Beyond Development Aid: Organizational Sustainability of Arts-Based Peace Building Non-Profits Organizations in Mindanao: The Case of Two Non-Profits in Southern Philippines

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ABSTRACT

While there is a bulk of studies about youth-led non-profit organizations that advocates peacebuilding in post-conflict areas, a very minimal research is available focusing on the factors that may influence their sustainability in post-external aid phase. Especially for youth-led non-profit organizations in developing and conflict-driven regions, there is a need to study their current sustainability status which will be the basis for proposing ways to enhance sustainability. Anchored on the organizational sustainability theory of Coblentz (2002) and of Hauser, Huberman, and Alford (2008), this research determines the current sustainability status of the organizations’ operations in post-external aid phase of Move This World Philippines and Dire Husi Initiative, two youth-led non-profits in Northern Mindanao. A total of 34 organizational sustainability indicators serve as basis in determining the current sustainability status of both organizations. Spiritual sustainability (89%) ranks first among the four dimensions, followed by technical sustainability (86%), then institutional sustainability (70%), and financial sustainability (38%) as the lowest. Challenges related to stakeholders, approach, and resources are identified. Especially for non-profit literature, the empirical data from this study contributes particularly on strategies of enhancing organizational sustainability of
youth-led non-profit organizations from developing and conflict-driven regions.

**Keywords**: organizational sustainability, development aid, kurambos, multi-stakeholders partnership, thought leadership.

**INTRODUCTION**

Sustainability is the holy grail of many development projects (Bennett, 2011), yet there is limited evidence about strategies that effectively support how key implementing organizations sustain during and after the transition of programs from funding institutions. Particularly in many development projects, it is the civil society organizations (mostly categorized as non-profits) that carry out such projects. With this, Zelizer (2003) and Brown (2014) argued that the role of the civil society and grassroots-linked non-profit organizations is considered as one of the most essential post-conflict initiatives towards peace-building. They have played an essential role in condemning war, and encourage the peaceful resolution of conflicts.

The term “sustainable development” originated in the search for ecologically sustainable forms of economic development. But the idea of sustainability has increasingly become a conscious policy of donors in a more comprehensive sense: donors seek projects that (donors believe) recipients will be able and willing to sustain after the donor—and the donor’s funding—departs (Swidler & Watkins, 2009).

For over half a decade of operation in Mindanao through its arts-based approach of peacebuilding, both Dire Husi Initiative and Move This World-Philippines are co-founded, run, and composed mostly of the youth. Since the current generation of young people will be the next cohort of leaders, facilitators and stakeholders, their engagement in the peace building 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 a 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.

Both organizations have implemented, evaluated, and replicated numerous programs in different regions in the island. 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, aside from the fact that foreign development aid is also a helpful factor.

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, 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.

Anchored on the organizational sustainability theory of Coblentz (2002) and of Hauser, Huberman, and Alford (2008), this research endeavors to determine the current sustainability status of the organizations’ operations in post-external aid phase of Move This World-Philippines, Inc. and Dire Husi Initiative, Inc., two youth-led non-profits in Northern Mindanao.

This study focuses mainly on analyzing the current sustainability status and sustainability influencing factors of two youth-led non-profit organizations advocating for peacebuilding in Mindanao through arts. The arts-based programs, projects, activities, and strategies of these organizations that are implemented throughout Mindanao are described.

It also looks into the organizations’ basic features, strategies in organizational capacity building and managing peacebuilding programs, stakeholders’ nature of involvement in peacebuilding program management, and current sustainability status and sustainability-related factors of the organizations’ operations in post-external aid phase.

With case study design, this research employs a mix qualitative methods for gathering data, such as key informant interview, focus group discussion, observation, and archival. Using archival method, the secondary data are gathered from the library section of both organizations, as well as from a local newspaper company based in Cagayan de Oro City. Books from MSU-IIT College of Arts and Social Sciences (CASS) library, Department of Political Science mini library in MSU-IIT, Xavier University library, and at the City Public Library of Cagayan de Oro City were also helpful sources for looking into theoretical framework of the study. Data from the internet sources were also utilized in the study.

Although being an insider is considered a strength in a qualitative research, it is likewise deemed as a limitation of this study because the researcher himself is the director of Move This World-Philippines since 2012.
The researcher's presence during data gathering, which is often unavoidable, somehow may have affected the subjects' responses. To resolve this potential problem, the researcher employed a research assistant in data gathering. This study being qualitative in design, the applicability of the findings of this study cannot necessarily be generalized to the wider population. The findings thus apply only to these two organizations and to the period during which this study was conducted.

THEORETICAL FRAMEWORK

Anchored on the organizational sustainability theory of Coblentz (2002) and of Hauser, Huberman, and Alford (2008), a total of 34 organizational sustainability indicators serve as basis in determining and comparing the current sustainability status of Move This World-Philippines and Dire Husi Initiative, two youth-led and arts-based peacebuilding non-profit organizations based in Northern Mindanao.

In his theoretical paper entitled, “Organizational Sustainability: The Three Aspects that Matter,” Coblentz (2002) argued that as sustainability means continuation, for an organization, it means that “it has the elements necessary to carry on and constantly enhance its activities in pursuit of a defined mission.” A sustainable organization must therefore have both of a defined mission and some combination of goals and objectives, the attainment of which ensures the successful pursuit of the mission. Most organizations will never be able to carry out their missions with their own income. However, sustainable organizations are financially self-reliant. Through short-, medium- and long-term planning, competent and sufficient management and staff, visionary leadership, staff commitment to the organization’s mission, ‘grantsmanship’ skills, networking skills, an ongoing strategic planning process and a positive attitude among staff, they know what resources are available, or potentially so, how they will pursue them, and constantly seek diversified funding sources as they focus on their mission in all that they do.

With the abovementioned indicators, Coblentz (2002) claimed that sustainable organization needs to be strong institutionally, financially and morally. All needs to be equal. Not even exceptional strength in one can overcome weaknesses in the others.

Institutionally, a sustainable organization has a process in place to develop strategic plans that define how the organization will carry out its mission over a set period of time, such as three, four or five years. Strategic plans usually define a set of goals and objectives that concretize the results that the organization expects to achieve by the end of the planning period.
Even better, many strategic plans generally define annual sets of goals and objectives that lead logically to the achievement of those of the strategic plan. The plans also generally define the activities they will carry out to reach them from year to year, the resources (human, financial) they will need to do so and how the organization plans to acquire those resources (Coblentz, 2002). An annual planning process is another characteristic of a sustainable organization, which consequently resulted into the creation of both an annual plan and annual budget.

Over all of this, Coblentz argued that management is constantly monitoring and evaluating the work rhythm, staff production, equipment and supply use to ensure that it all constantly contributes to the meeting of the organization’s goals and objectives, both for the year and for the strategic plan. Relative to the organizational sustainability of Coblentz (2002), Hauser, Huberman, and Alford (2008) identified seven components necessary to ensure a sustainable organization, a publication made possible through a Cooperative Agreement with the Centers for Disease Control and Prevention (CDCP). Hauser, Huberman, and Alford (2008) emphasized that every organization needs to distinguish and market its organizational identity. The organization’s identity is made up of its vision, mission, and values. It tells the “story” of the organization and why it exists. Also, for an organization to be sustainable, it must have a strategic plan that speaks to the mission, vision, goals and niche of the organization. The organization uses this strategic plan to create an annual operational plan. Every organization should regularly (every four to five years) engage its Board of Directors and staff in a strategic planning process. The strategic plan that results from such a process will provide the organization with a four- to five-year road map, identifying the goals towards which the organization will work to meet its mission and realize its vision.

Aside from the long-range strategic plan, Hauser, Huberman, and Alford (2008) added that it is also important to have an annual operational plan. Such plan identifies the work the organization will undertake in the coming year. An operational plan is a practical one-year plan of action that includes objectives, activities and timelines. It should be intimately tied to the strategic plan in that any activity the organization will undertake in the year ahead should move the organization towards meeting the goals and objectives identified in the strategic plan.

As to financial aspect of the organization, the annual financial plan is the organization’s fiscal plan of action. It includes the creation of an organizational budget as well the conduct of a number of processes to monitor the financial health and well-being of the organization. Also, every
organization needs a long-range fund-raising plan to maintain its sustainability. It helps the staff and board to ensure that the organization will have the funding necessary to conduct its annual operational plan and to fulfill its long-range strategic plan (Hauser, Huberman, and Alford, 2008).

Another component of organizational sustainability is the creation of board development plan. Hauser, Huberman, and Alford (2008) argued that a strong and sustainable organization has a board of directors that is engaged in the organization’s strategic vision and whose members are willing to help the organization meet its programmatic and fund-raising goals. Yet, it is good to note that nurturing a board of directors is hard work and needs thought and intention. The last component of organization sustainability is staff development and organizational culture. An organization’s staff is its bread and butter. If the staff is competent and well respected in the field, then the organization is more likely to be sustainable. Staff development is an on-going process of investing in the individuals that make up the organization and ensuring that each individual has the confidence and skills necessary to excel at his/her work. The eight financial sustainability indicators identified, six indicators are common, while Hauser, Huberman, and Alford (2008) added auditing and reporting as essential components toward financial sustainability. Technical sustainability has three common indicators, while another three are developed by Hauser, Huberman, and Alford (2008), and an additional one by Coblentz (2012).

Three out of nine indicators of spiritual sustainability are common to Coblentz (2012) and Hauser, Huberman, and Alford (2008), while staff needs assessment, regular staff review, and team building are particularly based on the theory of Hauser, Huberman, and Alford (2008). Coblentz (2012) particularly developed adequate compensation, and proactive and committed staff as indicators of spiritual sustainability.

METHODOLOGY

Research Design

The study uses the case study approach. Field visits were employed in this study wherein focused group discussions (FGD) and in-depth personal interview took place. Case study method, according to McNabb (2013), is often intensive studies of one or a few exemplary individual, event, programs, institutions, and organizations. Discussing the case method as one of the three qualitative approaches to research, Arenson (as cited by McNabb, 2013) considers it as an appropriate research method when a case involves some noteworthy success or failure.
The researcher, being a member of Move This World-Philippines, Inc. since 2012, also uses the reflective approach of qualitative research. This approach is about interpreting one's own suppositions (and practices), by differentiating one's own perspectives from those of others, and by subjecting own assumptions to critical review (Alvesson & Sköldberg, 2000). "Reflection is difficult," as noted by Alvesson and Sköldberg (2000) because it requires pondering about premises of thoughts.

Though programs and projects of Dire Husi Initiative, Inc. and Move This World-Philippines, Inc. are implemented in different regions throughout Mindanao, this research is conducted in the northern region of the island. Northern Mindanao is an administrative region in the Philippines, designated as Region X. It comprises five provinces: Camiguin, Misamis Oriental, Lanao del Norte, Bukidnon and Misamis Occidental and two cities classified as highly urbanized, all occupying the north-central part of Mindanao island, and the island-province of Camiguin.

The region is composed of the provinces of Bukidnon, Camiguin, Lanao del Norte, Misamis Occidental and Misamis Oriental. It has two (2) urbanized cities, namely, Cagayan de Oro City and Iligan City and seven (7) component cities: El Salvador City, Gingoog City, Malaybalay City, Oroquieta City, Tangub City, and Valencia City.

Aside from the fact that these two organizations are founded and grew in Northern Mindanao, the other reason that makes Northern Mindanao as the appropriate locale of this study is that majority of the organizations’ peace-building projects and programs are conducted in this region. Thus, most of its key, primary, and secondary stakeholders are living in this area.

**Key Informants of the Study**

The informants of this study are mainly the staff and members of Dire Husi Initiative, Inc. and Move This World-Philippines, Inc. For purposes of historical background, former members and other individuals who had been part in the early years of the operation of the organizations are also be included.

Moreover, purposely selected stakeholders and partner communities are also part of this study. The maximum variation sampling category of purposive sampling was specifically used in this study, which Dudovskiy (2017) defined as a heterogeneous type of purposive sampling which selects participants with diverse characteristics in order to ensure the presence of maximum variability in the primary data. An FGD was conducted with these purposely selected recipient communities and stakeholders which peace-building programs and projects of these two organizations have been
conducted. Also, other stakeholders who had been part and are currently part of the organization are also interviewed for purposes of data triangulation.

**Data Gathering Method**

A triangulation of data gathering methods was utilized in this study, consisting of key informant interview (KII), focus group discussion (FGD), and direct and participant observation. Firstly, a KII was conducted in the community using a semi-structured interview which, as Eriksson and Kovalainen (2008) pointed out, questions may vary in wording or sequence but is anchored in a few guiding predetermined questions and themes that also gave room for relevant topics or concerns.

Key informants include the organizations’ founders and its founding members. Hybels and Weaver (2001) defined interview as a series of questions and answers usually exchanged between two people which have the purpose of getting and understanding information about a particular subject or topic. In this research, interviews were conducted for five members of Dire Husi Initiative and five from Move This World-Philippines. It was conducted between February 20 and June 15, 2017. Early on the research process, a thoughtful choice was made to interview only five key informants in each organization, choosing those with most engagement with the group. The interviews were conducted both personally and through phone calls, while the span of each interviews ranged between 25 to 75 minutes. As indicated in the table below, the interviews are listed and labeled, which are used as reference on the interviews in the description of the results.

**Table 1.** Interview Schedule, Duration, and Label of Key Informants from Dire Husi Initiative and Move This World-Philippines

<table>
<thead>
<tr>
<th>Dire Husi Initiative Respondent</th>
<th>Date of Interview</th>
<th>Length of Interview</th>
<th>Respondent Code/Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respondent 1</td>
<td>February 20, 2017</td>
<td>75</td>
<td>DHI-1</td>
</tr>
<tr>
<td>Respondent 2</td>
<td>February 24, 2017</td>
<td>62</td>
<td>DHI-2</td>
</tr>
<tr>
<td>Respondent 3</td>
<td>March 3, 2017</td>
<td>45</td>
<td>DHI-3</td>
</tr>
<tr>
<td>Respondent 4</td>
<td>March 3, 2017</td>
<td>45</td>
<td>DHI-4</td>
</tr>
<tr>
<td>Respondent 5</td>
<td>June 15, 2017</td>
<td>36</td>
<td>DHI-5</td>
</tr>
<tr>
<td><strong>Move This World-Philippines Respondent</strong></td>
<td><strong>Date of Interview</strong></td>
<td><strong>Length of Interview</strong></td>
<td><strong>Respondent Code/Label</strong></td>
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<td>-----------------------------------------</td>
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</tr>
<tr>
<td>Respondent 1</td>
<td>February 26, 2017</td>
<td>70</td>
<td>MTW-1</td>
</tr>
<tr>
<td>Respondent 2</td>
<td>April 8, 2017</td>
<td>50</td>
<td>MTW-2</td>
</tr>
<tr>
<td>Respondent 3</td>
<td>April 15, 2017</td>
<td>47</td>
<td>MTW-3</td>
</tr>
<tr>
<td>Respondent 4</td>
<td>June 3, 2017</td>
<td>40</td>
<td>MTW-4</td>
</tr>
<tr>
<td>Respondent 5</td>
<td>June 3, 2017</td>
<td>42</td>
<td>MTW-5</td>
</tr>
</tbody>
</table>

Secondly, FGD was conducted with members from the partner communities and stakeholders. Hybels and Weaver (2001) defined FGD as a forum where ideas are proposed and then modified in response to group feedback. It is a way for everyone to participate and be heard. Using an FGD guide, it was conducted in the places where partner communities and stakeholders reside which include barangays of Puerto and Macasandig in Cagayan de Oro City, municipalities of Villanueva and Tagoloan in Misamis Oriental, and in Malitbog, Bukidnon. Purposely selected because of their involvement in the organizations for over three years, and considering the role they played in managing their peacebuilding programs, respondents were interviewed using a voice recorder gadget.

Direct and participant observation is the third method used in this study wherein fieldworks were conducted. Fetterman (1989) stressed that fieldwork is the key activity in all qualitative research designs which, as added by Bernard (1994), allows the researcher to get close to people, making them comfortable enough to permit the researcher to observe and record observations about their lives.

Upon completion of necessary research data gathering protocols, formal data gathering took place in the community. Key informant interview, focused group discussions, and participant observation was scheduled accordingly, mainly based on the convenient of informants.

Moreover, an archival and documentary method of research was also administered, as secondary data from organizational documents is deemed necessary for the study. This includes empirical data that consisted of minutes, the articles of association of the organization, the organization’s webpages, and the data that was available in the online platforms of its partner organizations. The Psychology Glossary (2016) defined archival research as a method of collecting data from sources that already exist. This method differs from empirical research in which a hypothesis and areas of interest are determined before data collection occurs.
**Data Analysis Method**

As a case study in design, qualitative content analysis and thematic approach were chosen for analyzing data of this paper. As cited by Inha (2015), Tuomi and Sarajärvi (2009) and Schreier (2014) defined qualitative content analysis as a systematic and flexible method of reducing data and analyzing it to create a succinct description. Also, descriptive statistics (e.g., frequency and percentage distribution) is also used in this study.

Secondly, since this study uses the case study design, a thematic approach is also used to analyze the data. Komori (2015) stressed that thematic approach of data analysis is especially used to make sense of seemingly unrelated material. It can be used to analyze qualitative information and to systematically gain knowledge and empathy about a person, an interaction, a group, a situation, an organization or a culture. As a thematic presentation of data deemed to answer the research problem, the data is transcribed, and later on presented in tabular and textual form.

**RESULTS AND DISCUSSION**

This section presents, compares, analyzes, and interprets the data gathered through key informant interview (KII), focus group discussion (FGD), and direct and participant observation.

**Current Sustainability Status of the Organizations’ Operations in Post-external Aid Phase**

Anchored on the organizational sustainability theory of Coblentz (2002) and of Hauser, Huberman, and Alford (2008), which categorizes into four major clusters the total of 34 organizational sustainability indicators, the current sustainability status of Move This World-Philippines and Dire Husi Initiative, two youth-led and arts-based peacebuilding non-profit organizations based in Northern Mindanao, is determined qualitatively.
Table 2. Organizational sustainability indicators that serve as basis in determining and comparing the current sustainability status of Move This World-Philippines and Dire Husi Initiative

<table>
<thead>
<tr>
<th>Organizational Sustainability Indicators</th>
<th>Move This World-Philippines</th>
<th>Dire Husi Initiative</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutional Sustainability Indicators</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vision</td>
<td>Established</td>
<td>Established</td>
<td></td>
</tr>
<tr>
<td>Mission</td>
<td>To-be established</td>
<td>To-be established</td>
<td></td>
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<tr>
<td>Objectives</td>
<td>Established</td>
<td>Established</td>
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<tr>
<td>Messaging</td>
<td>Established</td>
<td>Established</td>
<td></td>
</tr>
<tr>
<td>Long-Range Strategic Plan</td>
<td>To-be established</td>
<td>To-be established</td>
<td>Discussed occasionally but is not formally written</td>
</tr>
<tr>
<td>Goals</td>
<td>Established</td>
<td>Established</td>
<td></td>
</tr>
<tr>
<td>Branding</td>
<td>Established</td>
<td>Established</td>
<td></td>
</tr>
<tr>
<td>Benchmarks</td>
<td>Established</td>
<td>Established</td>
<td></td>
</tr>
<tr>
<td>Set of Activities</td>
<td>Established</td>
<td>Established</td>
<td>Determined but is not formally written</td>
</tr>
<tr>
<td>Policies</td>
<td>To-be established</td>
<td>To-be established</td>
<td>Discussed regularly but is not formally written</td>
</tr>
<tr>
<td>Financial Sustainability Indicators</td>
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<td></td>
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<tr>
<td>Needs and Resource Assessment</td>
<td>Established</td>
<td>Established</td>
<td></td>
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<tr>
<td>Donor Cultivation</td>
<td>To-be established</td>
<td>Established</td>
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<tr>
<td>Grant Writing</td>
<td>Established</td>
<td>Established</td>
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<tr>
<td>Financial Administration</td>
<td>To-be established</td>
<td>To-be established</td>
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<tr>
<td>Annual budget</td>
<td>Established</td>
<td>To-be established</td>
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<tr>
<td>Cash Flow Analysis</td>
<td>To-be established</td>
<td>To-be established</td>
<td>Practiced but is not established</td>
</tr>
</tbody>
</table>
Institutional sustainability

An institutionally sustainable organization, according to Coblentz (2002), has a process in place to develop strategic plans that define how the organization will carry out its mission over a set period of time, such as three, four or five years. Anchored on the organizational sustainability theory of Hauser, Huberman, and Alford (2008) and of the sustainability categories
developed by Coblentz (2002), the following organizational sustainability indicators below serve as basis in determining the current institutional sustainability status of the organizations’ operations in post-external aid phase.

**Table 3.** Comparative summary of institutional sustainability indicators between Move This World-Philippines and Dire Husi Initiative, applying organizational sustainability theory

<table>
<thead>
<tr>
<th>Institutional Sustainability Indicators [Coblentz (2002) and of Hauser, Huberman, and Alford (2008)]</th>
<th>Move This World-Philippines</th>
<th>Dire Husi Initiative</th>
<th>Remarks</th>
</tr>
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<tbody>
<tr>
<td>Vision</td>
<td>Established</td>
<td>Established</td>
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<tr>
<td>Policies</td>
<td>To-be established</td>
<td>To-be established</td>
<td>Discussed regularly but is not formally written</td>
</tr>
</tbody>
</table>

Both Move This World-Philippines and Dire Husi Initiative have an established vision. For Move This World-Philippines, it envisioned to “that all schools are nurturing environments where healthy self-expression is valued,” while Dire Husi Initiative’s vision is to create “a community of self-reliant and socially-responsible young people collectively reaching their full potential through arts, music, and fair trade.” In line with its vision, Move This World-Philippines’ activities are aiming to create safer spaces for social and emotional competencies through self-expression. Similarly, the programs of Dire Husi Initiative utilize arts, music, and fair trade in their youth empowerment initiatives.
Both organizations do not have a mission statement, but it has established its objectives, branding, and messaging mechanisms. Though not yet established, long-range strategic plan of both organizations are being discussed occasionally with its key stakeholders, along with the set of activities. The organizational policies are also unwritten but this are being discussed regularly with its staff and members. Benchmarks mechanisms and goals are also established for both organizations.

Measured according to the institutional sustainability indicators developed by Hauser, Huberman, and Alford (2008) and Coblentz (2002), only seven of the ten institutional sustainability indicators are present in both organizations.

This entails that the current institutional sustainability status of Move This World-Philippines and Dire Husi Initiative, insofar as post-external aid phase operation is concerned, is at 70%. More so, it means that there are still three institutional indicators that are yet to be established by the organization, making both organizations susceptible to long-term and day-to-day operational complications.

Having a strategic planning process enables an organization to see different corners of potential concern. It provides a pathway which serves like a fluid instrument for pro-activity (Coblentz, 2002). This also correlates with the contention of Hauser, Huberman, and Alford (2008) that for an organization to achieve sustainability, it must institutionalize systems that help the organization to establish long-term setups as well as to manage its day-to-day operations. These two tasks, Hauser, Huberman, and Alford (2008) emphasized, “must be interlinked and symbiotic.”
Financial sustainability

Every organization, in order to become financially sustainable, needs a financial plan to maintain its sustainability, among others. It helps the staff and members to ensure that the organization will have the funding necessary to conduct its annual operational plan and to fulfill its long-range strategic plan Hauser, Huberman, and Alford (2008).

Table 4. Comparative summary of financial sustainability indicators between Move This World-Philippines and Dire Husi Initiative, applying organizational sustainability theory

<table>
<thead>
<tr>
<th>Financial Sustainability Indicators (Coblentz (2002) and of Hauser, Huberman, and Alford (2008))</th>
<th>Move This World-Philippines</th>
<th>Dire Husi Initiative</th>
<th>Remarks</th>
</tr>
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<tbody>
<tr>
<td>Needs and Resource Assessment</td>
<td>Established</td>
<td>Established</td>
<td></td>
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<tr>
<td>Donor Cultivation</td>
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</tr>
<tr>
<td>Annual budget</td>
<td>Established</td>
<td>To-be established</td>
<td></td>
</tr>
<tr>
<td>Cash Flow Analysis</td>
<td>To-be established</td>
<td>To-be established</td>
<td>Practiced but is not established</td>
</tr>
<tr>
<td>Auditing</td>
<td>To-be established</td>
<td>To-be established</td>
<td></td>
</tr>
<tr>
<td>Reporting</td>
<td>To-be established</td>
<td>To-be established</td>
<td></td>
</tr>
</tbody>
</table>

Based on the eight financial sustainability indicators tabulated above, there are only three indicators established for Move This World-Philippines, while three also for Dire Husi Initiative. For Move This World-Philippines, only the needs and resource assessment, grant writing, and annual budget are established, while Dire Husi Initiative has only grant writing, needs and resource assessment, and donor cultivation as established indicators.

Moreover, both organizations lack an established cash flow analysis, auditing, and reporting mechanisms. However, it is important to note that especially for fully and partly-funded programs and projects, financial auditing, planning, and reporting are being practiced. As a result, for instance in the case of Dire Husi Initiative, the organization have established relationship with its funders.
In both grant writing and preparation of annual budget, Move This World-Philippines has established mechanisms. It is due to the help and supervision of its mother organization, Move This World-United States of America. For Dire Husi Initiative, these indicators are yet to be established. In an interview with respondent MTW-1, he emphasized that while the organization is fully aware where and to get potential revenue, “the efforts and best of the organization is sometimes not enough to be able to hit the mark.” As he added,

*Dili namo gakakuha amoang target financially sa organization. We are capable man of determining how to gather resources, but our staffing is not enough gyud. Maayo naling kay nabatasan namo sa among ma-partner ang pag-kurambos. (We can hardly meet our financial target in the organization. We are actually capable of determining how to gather resources, but our staffing is not really enough. It is really a good thing that we practice kurambos (cost-sharing) with our partners).*

With financial limitations, the respondent emphasized that kurambos as a cost-sharing mechanism has been helpful in sustaining organizational operations.

**Figure 2.** Comparison of established and to-be established financial sustainability indicators.

![Comparison of established and to-be established financial sustainability indicators](image)

Measured based on the financial sustainability indicators developed by Hauser, Huberman, and Alford (2008) and Coblentz (2002), there are only three indicators established for both Dire Husi Initiative and Move This World-Philippines, translated into 38% of financial sustainability, namely: needs and resource assessment, donor cultivation and grant writing.

Focusing in its post-external aid phase operations, the data presented above necessitates that the current financial sustainability status of Move
This World-Philippines and Dire Husi Initiative requires immediate and serious intervention. An urgent financial review and intervention program is necessary for otherwise, it may bring both organizations in vulnerability to long-term and day-to-day operational complications.

Having a strategic financial planning enables an organization to be more sustainable. Commenting on the importance of cash flow analysis, Hauser, Huberman, and Alford (2008) contended that;

*It is not enough to know that the organization will raise the funds it needs to meet its budget. It is essential to know if the funds will come into the organization in a timely manner to pay the bills and to meet the payroll as it comes due. Financial managers should create a spread sheet that identifies what funds are expected to come in each month and measure that by the anticipated expenditures for each month. The spreadsheet should anticipate the cash flow for at least a year, should be updated every month to reflect at least a year from that time point, and should be used to identify if a cash flow shortage will arise and when. Only through this process will management be able to anticipate a cash flow problem and take steps to fix it in time.*

Emphasizing on the principle of not depending entirely on outside resources, Coblentz (2002) stressed that of equal importance to institutional sustainability, financial sustainability is the fuel that drives the institutional motor. Without financial sustainability, “it will be impossible to hire the staff or purchase the equipment or supplies needed for the organization to carry out its mission.”

**Technical sustainability**

With the leadership of its director, Coblentz (2002) theorized that a technically sustainable organization is constantly monitoring and evaluating the work rhythm, staff production, equipment and supply use to ensure that it all constantly contributes to the meeting of the organization’s goals and objectives, both for the year and for the strategic plan.
Table 5. Comparative summary of technical sustainability indicators between Move This World-Philippines and Dire Husi Initiative, applying organizational sustainability theory

<table>
<thead>
<tr>
<th>Technical Sustainability Indicators (Coblentz’s (2002) and of Hauser, Huberman, and Alford (2008))</th>
<th>Move This World-Philippines</th>
<th>Dire Husi Initiative</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Needs Assessment</td>
<td>Established</td>
<td>Established</td>
<td></td>
</tr>
<tr>
<td>Board Development Plan</td>
<td>To-be established</td>
<td>To-be established</td>
<td></td>
</tr>
<tr>
<td>Setting of Timelines</td>
<td>Established</td>
<td>Established</td>
<td>Only for selected programs and projects</td>
</tr>
<tr>
<td>Chain of command</td>
<td>Established</td>
<td>Established</td>
<td></td>
</tr>
<tr>
<td>Monitoring and evaluation</td>
<td>Established</td>
<td>Established</td>
<td></td>
</tr>
<tr>
<td>Annual Plan</td>
<td>Established</td>
<td>Established</td>
<td></td>
</tr>
<tr>
<td>Division of Tasks</td>
<td>Established</td>
<td>Established</td>
<td></td>
</tr>
</tbody>
</table>

The seven indicators of a technically sustainable organization, the tabular presentation above shows that both Dire Husi Initiative and Move This World-Philippines have established technical indicators except for their board development plan.

From needs assessment, chain of command, monitoring, annual plan, to division of tasks, the data shows that both organizations are technically doing well. For setting of timelines, however, it only applies to selected programs and projects, especially those that involve primary and secondary stakeholders. For instance, a timeline is set for special projects on the celebration of Mindanao Week of Peace, wherein the set of activities and even the region-wide theme is dependent to the main organizing group. In this case, it refers to Silsilah Dialogue Movement, a Zamboanga City-based non-government organization which advocates for better Muslim-Christian relations since 1980s.

To ensure technical sustainability, Coblentz (2002) argued that the leader of the organization needs to organize and direct, ensuring the most efficient use of resources to carry out the organizational mission. He emphasized that;

*This management process involves taking activities, dividing them into tasks that someone needs to carry out, grouping tasks into jobs or positions, organizing the positions into organizational subdivisions, and developing a chain of command and/or work teams.*
Due to small staffing and circle of key stakeholders of both Move This World-Philippines and Dire Husi Initiative, their chain of command is readily established. It is not complicated for the fact that there are a few people involved.

Figure 3. Comparison of established and to-be established technical sustainability indicators

The seven indicators of technical sustainability, both organizations have established six, including needs assessment, chain of command, monitoring, annual plan, and division of tasks. The data imply that both organizations are technically doing well. With the current technical sustainability status of Move This World-Philippines and Dire Husi Initiative at 86.50 %, it may be stated that both organizations are technically established, providing them the potentials to maintain, at least, their long-term and day-to-day operations. With respect to establishing a board development plan, Hauser, Huberman, and Alford (2008) stressed that it is not an easy task:

- Nurturing a board of directors is hard work and needs thought and intention...yet the creation of an annual board development plan can help the organization keep its current board members engaged while developing new board members to fit the ever-changing needs of the organization.

It is good to note however that with rich professional and socio-political networks, the introductions and linkages that members of the board provide to the organization are helping the organization a lot.

A strong and sustainable organization has a board of directors that is engaged in the organization’s strategic vision and whose members are willing to help the organization meet its programmatic and fund-raising goals (Hauser, Huberman, & Alford, 2008).
Spiritual sustainability

Spiritual sustainability constitutes the essence of what makes an organization work. Although Coblentz’s (2002) sustainability theory uses the term “moral sustainability” as one of the dimensions of sustainability, this paper has used the term spiritual being more inclusive and more realistic. Yet its meaning is an adaptation of Coblentz’s (2002) concept of moral sustainability. Thus, spiritual sustainability refers to the essence of what makes an organization work, serving as the soul of the organization. Like the soul, it is intangible; yet it is as important to sustainability as “the soul is to our very existence as living beings.” Coblentz (2002) argued that among others, an organization is spiritually (or morally) sustainable when the leader has a clear vision of, and commitment to the mission, and communicates it effectively to all staff. In return, staff then feels that their commitment to the mission is rewarded by professional development opportunities, adequate compensation, and a healthy working environment.

In the spirit of the organizational sustainability theory of Coblentz (2002) and Hauser, Huberman, and Alford (2008), the following organizational sustainability indicators serve as basis in determining for current spiritual sustainability status of the organizations’ operations in post-external aid phase.

Table 6. Summary of spiritual sustainability indicators of Move This World-Philippines and Dire Husi Initiative, applying organizational sustainability theory

<table>
<thead>
<tr>
<th>Spiritual Sustainability Indicators (Coblentz’s (2002) and of Hauser, Huberman, and Alford (2008))</th>
<th>Move This World-Philippines</th>
<th>Dire Husi Initiative</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Presence of a thought leader (visionary)</td>
<td>Established</td>
<td>Established</td>
<td></td>
</tr>
<tr>
<td>Staff career development opportunities</td>
<td>Established</td>
<td>Established</td>
<td></td>
</tr>
<tr>
<td>Clear code of ethics</td>
<td>Established</td>
<td>Established</td>
<td></td>
</tr>
<tr>
<td>Staff and Members’ Needs Assessment</td>
<td>Established</td>
<td>Established</td>
<td></td>
</tr>
<tr>
<td>Regular staff Review</td>
<td>Established</td>
<td>Established</td>
<td></td>
</tr>
<tr>
<td>Team building</td>
<td>Established</td>
<td>Established</td>
<td></td>
</tr>
<tr>
<td>Committed and Supportive Staff</td>
<td>Established</td>
<td>Established</td>
<td></td>
</tr>
<tr>
<td>Adequate compensation</td>
<td>To-be established</td>
<td>To-be established</td>
<td></td>
</tr>
<tr>
<td>Proactive staff</td>
<td>Established</td>
<td>Established</td>
<td></td>
</tr>
</tbody>
</table>
Based on the nine spiritual sustainability indicators in Table 23, eight have been established by the Move This World-Philippines and Dire Husi Initiative, leaving adequate compensation as yet to be established. For Move This World-Philippines, it is good to note that the empathetic, compassionate, yet strong presence of its founder and CEO Sara Potler-LaHayne has served as a strong visionary for the organization and its local hub, including the Philippine hub. More so, the over five years of service of its Philippine Director, developing new product lines and resolving issues, is also helpful in serving as a thought leader for the organization. On the other hand, Rhyan’s strong leadership in the Dire Husi Initiative brought the organization to the next level of development.

Grounded on the importance of spirituality, Rhyan’s experiences had fueled him to continue the advocacy and inspired more young people despite challenges. Due to financial limitations of the organization, adequate compensation system is yet to be developed for both organizations. Although the staff are paid based on the local minimum salary standard of the region (along with the government-mandated benefits); yet regular payments are even delayed especially for quarters when cash flow is dependent on the payment of a partner institution, or of an available philanthropic grant.

**Figure 4.** Comparison of established and to-be established spiritual sustainability indicators

![Figure 4](image)

In the context of the spiritual sustainability framework developed by Hauser, Huberman, and Alford (2008) and Coblentz (2002), eight indicators have already been established by Move This World-Philippines and Dire Husi Initiative, constituting 89% of the spiritual sustainability. Given this spiritual sustainability status, it may be surmised that both organizations are likely to capable of sustaining their operations, subject to the provision of adequate compensation.
In summary, Figure 4 graphically shows the current institutional, financial, technical, and spiritual sustainability status of the organizations’ operations in post-external aid phase of both organizations, as anchored on the organizational sustainability theory of Coblentz (2002) and of Hauser, Huberman, and Alford (2008).

**Figure 6.** Comparative percentages of established and to-be established sustainability dimensions

![Graph showing sustainability percentages](image)

Measured based on the organizational sustainability theory developed by Hauser, Huberman, and Alford (2008) and Coblentz (2002), a total of 34 organizational sustainability indicators serve as basis in determining the current sustainability status of Move This World-Philippines and Dire Husi Initiative, two youth-led and arts-based peacebuilding non-profit organizations that operate in Northern Mindanao.

Integrating the results in the four dimensions, the current organizational sustainability status of both organizations is rated at 71%. The topmost of which is spiritual sustainability at 89%, followed by technical sustainability at 86%, then by institutional sustainability at 70%, and the lowest is financial sustainability at 38%.

It can be gleaned from the summarized data that there are still three institutional indicators that are yet to be established by both organizations, making it vulnerable to long-term and day-to-day operational complications if not addressed properly. Financially, the data presented above necessitates that the current financial sustainability status of Move This World-Philippines and Dire Husi Initiative requires immediate and serious intervention. An urgent financial review and intervention program is necessary.

On the other hand, though both organizations are technically established, making them thrive in its to long-term and day-to-day operations,
maintenance of this sustainability aspect is sine qua non to organizational existence. Additionally, the current spiritual sustainability status of Move This World-Philippines and Dire Husi Initiative are helpful in the continuing operations of the organizations. Especially that its financial sustainability is challenging, having a committed staff and visionary can help in thriving for its long-term and day-to-day operations.

**Beyond Development Aid: Factors in Framing an Intervention Program for Organizational Sustainability**

As its main purpose, this paper aims to help other nonprofit leaders and members attain sustainability beyond development aid. The researcher thought that though this paper mainly looks into the organizational sustainability of two youth-led non-profits in post-external aid phase, development aid played a vital role in sustaining the organization especially during its early years, thus worthy for some pages of discussion. Especially in developing and conflict-driven areas where aid dependency has been a culture, it is important to look into other factors that can help in the sustainability of a non-profit organization using local resources.

However, the presence of philanthropic institutions that provides development aid to nonprofits should not be undermined as it plays a role especially either sitting up or scaling up a program. Strategic internet browsing and introduction from the networks of friends are considerably two of the ways in getting information from potential international funders.

According to the Philippine Director, they already know where they can find these international institutions. To mention a few, one is through the its official Facebook account. Also, most updated youth funding information is available at Youth Opportunities, a Dhaka-based online platform; also, the Peace and Collaborative Development Network (PCDN) by Craig Zelizer is a rich resource for funding, fellowships, and research data. Locally, the National Youth Commission, U.S. Embassy-Manila, Youth for South East Asian Leaders Initiative (YSEALI) are some of the strategic websites to find online funding opportunities.

On the other hand, another source of getting information from potential funders is through network of friends. In the words of the Philippine Director, "sometimes when we have a dinner with our friends and we talk about our advocacy, a friend offers a calling card and writes in there the website of the potential funder." Mainly, there are two strategic ways where information is gained for potential funding. One is through the internet while the other one is through networking or network of friends. When it started, the international institutions that Move This World-Philippines has applied for
development aid are not actually just from outside the country; it also has applied for national and local institutions. One common thing about these organizations is that they all have their presence online and most of them are into philanthropic works in over ten years. They are working with many organizations in many parts of the world. For local institutions, they are mostly working in the Philippines but are funded by international organizations.

Firstly, Dire Husi Initiative’s seed money is a grant from British Council’s Changemaker project. The organization won Php 100,000.00 which is used during the start of the program. Similarly, Move This World-Philippines got its seed money from its mother organization through a six-month financial support for its operational expenses. Move This World-Philippines has also partnered with the U.S.-based Ashoka International, an organization which works for empathy education. As published on their website, Ashoka’s experience in pioneering the field of social entrepreneurship is over last 35 years—finding, selecting, and supporting the world’s leading social entrepreneurs.

The network of more than 3,300 Ashoka Fellows is implementing system-changing solutions to human and environmental problems in 93 countries. Additionally, their work with Ashoka Fellows helps organizations see patterns of social development across various fields, providing key levers and a new framework for living in the world as a changemaker. They help people see the world differently so they can do differently, fully participating in the new environment. For example, Ashoka is building and activating networks to create fundamental changes in the growing up experience of children and young people so that everyone can become a changemaker (Ashoka International Website, 2017).

In partnership with the National Youth Commission, both Dire Husi Initiative and Move This World-Philippines won as one of the Ten Accomplished Youth Organizations (TAYO) which gave them aid of Php 50,000.00, through Coca-Cola Foundation. The TAYO Awards Foundation, Inc. is the country’s only award giving body that recognizes and supports the outstanding contributions of youth organizations in the country. TAYO is all about finding, recognizing, and rewarding youth organizations that create their own spark so that others may also bask in the same light. The search aims to recognize, reward, and encourage youth organizations all over the country with programs and projects that help their communities. TAYO hopes to inspire more young people to find innovative solutions and to challenge status quo through the organizations to which they belong. As movers in their communities, they can make a difference in the lives of the
people they desire to serve and in the cause they choose to espouse (TAYO Awards Foundation Website, 2017). So, Move This World-Philippines has partnered as well with a family-based non-profit philanthropic institution called West Foundation, which aims to support the sustainable efforts of international development organizations in eliminating all types of poverty by fostering community development, particularly at the grassroots level. The founder of Move This World, Sara Potler, met the founder of West Foundation due to religious similarities: US’ Jewish community. Sara is a Jew while West Foundation is also owned by a Jewish family.

There are considerably various challenges encountered by Move This World-Philippines and Dire Husi Initiative in terms of applying for development aid from international organizations.

In the case of Move This World Inc., the first challenge is at times traced in dealing with donor’s request. According to respondent MTW-4, there are potential funders that, in order for the organization get support, ask for the organization to implement a program that is far from its strategic direction. As a coping mechanism, the key players in each organization try its best to meet in the middle between the organization’s strategic direction and funder’s request. This is what Coblentz (2002) referred to as organizational self-reliance. A self-reliant organization probably needs resources other than its own to carry out its mission, but does not compromise its mission and take on activities purely because a potential funder is looking for particular types of activities and will not fund anything else.

Secondly, the challenge is the language problem. Due to the fact that not all members are good in English, it becomes very challenging to write proposals. Written proposal requires English language, yet in moments where the group generates an idea that is clear to them, the challenge lies in translating these ideas into English. Hence, language becomes a barrier. Lastly, one of the challenges encountered by both organizations is in the preparation and creation of documents necessary in applying for development aid. As a result, the solution is to make these documents readily available anytime it is needed. Templates therefore for these documents must be kept in one place.

Other than international philanthropic institutions as sources of development aid, the following intervening factors are identified to be helpful in enhancing organizational sustainability. These include kurambos as a local system of cost-sharing, multi-stakeholders partnership, and availability of a thought leader as transformative leader.
International philanthropic institutions as sources of development aid

For both organizations, international development aid is of great help most especially in the initial phase. The seed program for instance is a concrete example of the benefits received which helped the organization in the initial phase of their operations. However, this help is only advantageous if present. If not, there is nothing you can do about it. That is why it is not good to be very dependent because otherwise the organization will be chained into development aids. Hence, it is not good to depend too much.

On the other hand, according to the founder of Dire Husi Initiative Rhyan Casiño, one thing that he learned is that an organization should be sustainable. It should be sustainable in such a way that it is self-reliant and self-sustaining. Being too dependent on international development aid is not advisable to do. Instead, the organization must find ways to become sustainable in itself. In his own words:

*If you are fund dependent, like what happened to us, we are just waiting for funds to come. And then there are a lot of requirement from huge funding institutions. At the same time, in our rate, we lack enough staff to focus on working for these requirements. So it cannot really be complied which in turn became a burden, a huge work. And then the fund is only minimal, let’s say Php 300,000.00, if you spend that on a program for one year, that is only small amount. Funding is okay, but it should not depend too much because it could be difficult.*

This implies that the organization must be a self-sustaining organization especially on matters pertaining to finance, and that the existence of international development aid is aimed at assisting the organization in establishing its preliminary programs and projects and not for the rest of its operations, correlating to the sustainability principle of Potler (2013), Lam (2013), Zelizer (2002), and Coblentz (2002).

Multi-stakeholders partnership

According to the Philippine Director of Move This World Inc., multi-stakeholders partnership is really a very helpful factor towards sustainability because it can result into optimal solution because the organization believes that many heads are better than one. Hence, the problem at hand will be easier to be given solution to if several people are involved and numerous minds are thinking. For instance, in the programming of Move This World Inc., multi-stakeholders is observed in such a way that there should be a partnership with the Local Government Units (LGU’s), Parents Teachers Association, students, student leaders, or the student government.
In addition, according to the Philippine Director, “It is our hope nga maka-partner pod siguro sa DSWD and Department of Education. So multi-stakeholders partnership is observed and it really results into optimal solution.” Dire Husi on the other hand believes that multi-stakeholders partnership is a significant factor towards sustainability. In fact, Dire Husi has partnered with various institutions and organization. To name a few, Local Government Units, MSU-IIT, British Council, TAYO, National Youth Commission NCCA, Xavier University, MTYC and among others. According to the founder of Dire Husi, multi-stakeholders partnership is important in such a way that it complements both parties that are involved in terms of their strengths. This is also helpful in allowing two or more organizations to work together for a common interest. Thus, there is a collective effort among the organizations or institutions involved.

Table 7. Classifications of stakeholders and nature of involvement

<table>
<thead>
<tr>
<th>Classifications of Stakeholders</th>
<th>Move This World-Philippines Stakeholders</th>
<th>Dire Husi Initiative Stakeholders</th>
<th>Nature of Involvement (Mainardes, Alves and Raposo, 2012)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key stakeholders as resource-base</td>
<td>Mother organization, Board of Directors and Staff</td>
<td>Board of Directors and Staff</td>
<td>Partner Stakeholder</td>
</tr>
<tr>
<td></td>
<td>PeaceMovers Program Facilitators</td>
<td>Performers and Active members</td>
<td>Partner Stakeholder</td>
</tr>
<tr>
<td>Primary stakeholders as industry-base</td>
<td>Partner schools (teachers and school administrators)</td>
<td>Partner academic and non-government organizations</td>
<td>Partner Stakeholder</td>
</tr>
<tr>
<td></td>
<td>Occasional PeaceMovers</td>
<td>Occasional performers and members</td>
<td>Partner Stakeholder</td>
</tr>
<tr>
<td>Secondary stakeholders as socio-political base</td>
<td>Local government units of Northern Mindanao as immediate community</td>
<td>Local government units of Northern Mindanao as immediate community</td>
<td>Controller/Regulatory</td>
</tr>
<tr>
<td></td>
<td>Department of Education and Commission on Higher Education</td>
<td>National Commission on Culture and the Arts</td>
<td>Controller/Regulatory</td>
</tr>
</tbody>
</table>
With a content analysis of the research data gathered from both primary and secondary sources, the following table below comparatively identifies and classifies the stakeholders of Move This World-Philippines (MTW-Ph) and Dire Husi Initiative (DHI), along with its nature of involvement:

<table>
<thead>
<tr>
<th>Classifications of Stakeholders</th>
<th>Move This World-Philippines Stakeholders</th>
<th>Dire Husi Initiative Stakeholders</th>
<th>Nature of Involvement</th>
<th>Nature of Involvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post et al. (2002) and Fowler (2015)</td>
<td>Immediate families of key and primary stakeholders</td>
<td>Immediate families of key and primary stakeholders</td>
<td>Passive stakeholder</td>
<td>Passive stakeholder</td>
</tr>
</tbody>
</table>

**Key stakeholders as resource-base**

Based on the stakeholders’ classification developed by Post et al. (2002) and Fowler (2015), both Dire Husi Initiative and Move This World-Philippines have its board of directors and staff as its key stakeholders. For Move This World-Philippines, the Philippine Director is the one who selected and invited potential members of board, approved by mother organization. Similarly, Dire Husi Initiative Executive Director is the one who identifies members of the board, who are coming from different sectors of the society such as academe, government, and non-government sectors. This correlates with 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 differentiate between the interests of these groups.

**Primary stakeholders as industry-base**

Mostly coming from the industry, primary stakeholders of Dire Husi Initiative include occasional performers and members and various academic and non-profit organizations. Among others, the organization has partnered with Xavier University, Misamis Oriental General Comprehensive High School, and Rotary Club International. They are categorically considered as partner stakeholders (Mainardes, Alves and Raposo, 2012) as they are influential in the implementation of organizational programs and projects.

**Availability of a Thought Leader as Transformative Leader**

Popularly used by non-profit practitioners around the world, the term “thought leaders” refer to the informed opinion leaders and serves as
visionaries in their field of expertise. They are trusted sources who move and inspire people with innovative ideas; turn ideas into reality, and know and show how to replicate their success (Brosseau, 2015). In this study, the term “transformative leader” is used in lieu of “thought leader” as mandated by the adviser. When multi-stakeholders partnership and kurambos as a cost-sharing mechanism are already established, the availability of a though leader can help sustain the organization and bring it to the next level of growth.

The idea of having a thought leader promotes the idea that in an organization, especially when volunteer members are busy and financial limitations can no longer pay for a staff, decision-making does not solely come from the group. Instead, it comes from a person who is committed and dedicated enough, although he or she is on his or her own, to provide solutions and manage the organization. Consequently, this thought leader theory could be difficult; however, the organization can still manage to survive with the help of the members from time to time. This is a considerably a difficult process but this can otherwise be possible.

It is important to note that development aid from international philanthropic institutions plays a vital role in the early years of the organization. The seed money the Dire Husi Initiative got from the British Council helped the organization in the foundational years of the organization. On the other hand, the financial aid that Move This World-Philippines got from Move This World-United States of America during its first year of operation is helpful in sustaining the organization.

However, in the absence of development aid, the multi-year experience of Dire Husi Initiative and Move This World-Philippines, two arts-based and youth-led peacebuilding nonprofit organizations in Mindanao, revealed that there are other factors that can sustain the organization, affirming the theory of Moyo (2009) and Potler (2013) that development aid is not the bloodlines of nonprofits.

Primarily, the need to establish multi-stakeholders partnership with the various sectors in the subject community is tantamount to organizational success. Especially in developing countries where resources are scarce, the contribution that stakeholders of different sectors give can bring the organization to the next level. The Nonprofit Central (2017) emphasized that a stakeholder is an individual or group which has an interest that the nonprofit fulfills its mission. Anyone who is interested or affected by the nonprofit organization and its services is a stakeholder.
In addition, it is vital to sustain the contribution of stakeholders through kurambos or cost-sharing mechanism. This does not only increase their sense of commitment to the organization but, as added by Lam (2015), it can also develop the sense of ownership.

Thirdly, when multi-stakeholders partnership and kurambos as a cost-sharing mechanism are already established, the availability of a thought leader can help sustain the organization and bring it to the next level of growth. The idea of having a thought leader promotes the idea that in an organization, especially when volunteer members are busy and financial limitations can no longer pay for a staff, decision-making does not solely come from the group. Instead, it comes from a person who is committed and dedicated enough, although he or she is on his or her own, to provide solutions and manage the organization. Consequently, this thought leader theory could be difficult; however, the organization can still manage to survive with the help of the members from time to time. This is a considerably a difficult process but this can otherwise be possible.

In summary, the organizational sustainability in post-external aid phase has been made possible through kurambos as a cost-sharing mechanism, multi-stakeholders partnership, as well as the availability of a thought leader as the organization’s visionary. It can be gleaned therefore that the theories of Moyo (2013), Potler (2012), and Coblentz (2002) are correct that development aid is not the sole reason for non-government organizations to exist. With the support from the local community, sustainability of the organization is possible.

CONCLUSIONS

Anchored on the organizational sustainability theory of Hauser, Huberman, and Alford (2008) and of the sustainability categories developed by Coblentz (2002), and based on the presented, compared, and analyzed data, the following conclusions are gleaned in this study.

With three institutional indicators that are yet to be established by both organizations, it can be gleaned that both organizations can be vulnerable to long-term and day-to-day operational complications if not addressed properly. Financially, the data presented above necessitates that the current financial sustainability status of Move This World-Philippines and Dire Husi Initiative requires immediate and serious financial review and intervention program. Though both organizations are technically established, making them thrive in its to long-term and day-to-day operations, it can be concluded that maintenance of this sustainability aspect is sine qua non to
organizational existence. Additionally, the current spiritual sustainability status of Move This World-Philippines and Dire Husi Initiative are helpful in the continuing operations of the organizations. Especially that its financial sustainability is challenging, having a committed staff and visionary can help in thriving for its long-term and day-to-day operations.

Supporting the theory of Coblentz (2002) that finances is the fuel that drives the institutional motor, financial challenges will continue to be experienced by both organizations if cash flow analysis, auditing, and reporting mechanisms, among others, will not be established. Secondly, the reluctance of people to the veracity of arts-based approach of peacebuilding correlates with the contention of Potler (2013) that considered as a soft skill, arts as a tool for violence prevention is not yet popular, yet its effect, as Zelizer (2003) and Pruitt (2011) claimed, is as effective as the traditional ones. On stakeholder-related challenge, the organizations’ coping mechanism of trying its best to meet in the middle between the organization’s strategic direction and funder’s request correlates with Coblentz’s (2002) concept of organizational self-reliance, and is therefore a good organizational practice.

The financial support from foreign development aid during the early years of the organization implies that the organization must be a self-sustaining especially on matters pertaining to finance, and that the existence of international development aid is aimed at assisting the organization in establishing its preliminary programs and projects and not for the rest of its operations, correlating to the sustainability principle of Potler (2013), Lam (2013), Zelizer (2002), and Coblentz (2002).

In the absence of development aid, kurambos as a local system of cost-sharing, along with multi-stakeholders partnership and availability of a thought leader are other factors that sustain the organization, affirming the theory of Moyo (2009) and Potler (2013) that development aid is not the sole bloodline of nonprofits. Primarily, the need to establish multi-stakeholders partnership with the various sectors in the subject community is tantamount to organizational success. Relative to this, it is vital to sustain the contribution of stakeholders through kurambos or cost-sharing mechanism. This does not only increase their sense of commitment to the organization but, as added by Lam (2015), it also develops the sense of ownership.

RECOMMENDATIONS

Based on the major findings and limitations of the study, the following recommendations are suggested based on the following categories:
For Future Research Undertakings:
1. A similar study on the sustainability of non-profit organizations employing mix methods of qualitative and quantitative analysis but with larger samples.

For Policy Intervention:
1. The National Youth Commission (NYC), National Commission on Culture and the Arts (NCCA), and Office of the Presidential Adviser on Peace Process (OPAPP) to submit a bill to Congress institutionalizing youth-led peacebuilding advocacy in the barangay level.
2. The Department of Education and Commission on High Education (CHED) to revisit the implementing rules and regulations (IRR) of the Executive Order 570, also known as the institutionalization of Peace Education program at all levels of education, and consider the arts-based approach of peacebuilding.

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