

BIBLIOGRAPHY

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ABSTRACT

This study determined the percentage share in training costs per agency involved in the convergent ARIBA training component; the direct training costs per participant per day; the training cost-saving efficiency per convergent agency; and compared the level of development of pilot ARIBA / ARC Gadang, generally, in terms of the CARP implementation from 2000 to 2005 and the Key Result Areas during the same period.

The results showed that the convergent Agrarian Reform Impact Barangay training showed that DAR-CAR had the highest training cost percentage share of 67.3% in the amount of P1,391,200.00 and a savings of P675,000.00 while ATI-NTC and NORLU had a 20.1%(P415,600.00) and 12.6%(P259,400.00) training costs percentage shares respectively.

DAR-CAR, ATI-NTC and NORLU had cost-saving efficiency ratings of 32.6%, 79.89% and 87.45% respectively.

The direct training costs per participant per day is only P369.78 which is almost four times less than the government's standard of P1,200.00 per participant per day.

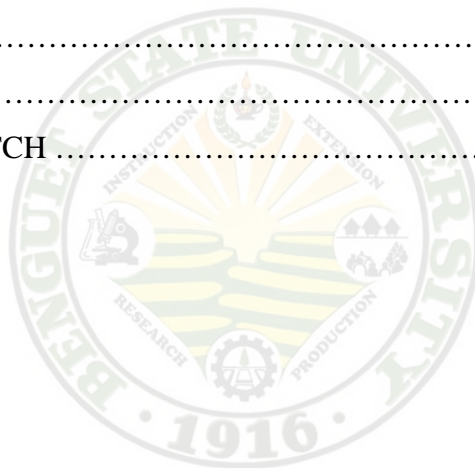
The Agrarian Reform Impact Barangay / Agrarian Reform Community Gadang showed progressive growth from a lower medium level of development(level 2) in 1997, medium level of development(level 3) in 2000, higher medium level of development(level 4) in 2001 and 2004 and peaked to a high level of development(level 5) in 2003 and 2005, registering a sustainable rural development index(SRDI) ratings of 63.97% in 2000, 72.85% in 2001, 82.24% in 2002, 79.24% in 2003, 69.91% in 2004 and 75.27% in 2005.



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INTRODUCTION

Background of the Study

In January 1992, the Agrarian Reform Impact Barangay (ARIBA) Training and Development project was conceptualized, presented and approved by three cooperating agencies, namely: the Department of Agrarian Reform-Cordillera Administrative Region(DAR-CAR) as the lead agency, the Agriculture Training Institute-National Training Center(ATI-NTC) in CAR and the Northern Luzon Cooperative Development Center (NORLU-CEDEC or NORLU).

DAR-CAR and ATI-NTC are government institutions while NORLU is a non-government organization, specifically a secondary cooperative organization, extending technical assistance to primary cooperatives in Northern Luzon.

The project was mainly intended as a “convergent” and “area-focused” project to save on cost for the government and to test the proposed concept as a strategic framework for rural development in a pilot agrarian barangay or community.

The training aspect was the main component while the barangay or community development aspect is the secondary component of the project. This was intended to be so because of the inherent work nature of the project’s main proponent, the Information and Education Division of the Department of Agrarian Reform – Cordillera Administrative Region(IED, DAR-CAR) which conducts trainings & leaves to the trainees the community development aspect.



The three convergent agencies trained development facilitators to facilitate development in their agrarian reform barangay or community. These government field workers were subjected to a series of live-in “classroom” trainings at the ATI-NTC on the following topics: “Cooperative trainors’ training” for twelve(12) training days; “Training for trainors on Basic Cooperative Bookkeeping and Accounting” for 120 training hours; “Strategic Development Planning Workshop(SDPW) Trainors’ Training” and “Project Development and Management Training” for 96 training hours; and “Cooperative Trainors’ Training on Policy Formulation and Auditing” for eight(8) training days. There were also orientation and assessment sessions conducted to advocate on the proposed project beside these trainings.

After every classroom training, the development facilitator – trainee went back to his/her agrarian barangay or community and do hands-on work, applying what he/she learned from the training, covering a period of one year for both “classroom” and “on-the-job” trainings.

After the one-year training, the development facilitator is expected to continue the development work in the agrarian reform barangay or community, using the ARIBA training and development project framework, to facilitate the development of the area under the Comprehensive Agrarian Reform



Program(CARP) which is expected to be completed by the end of calendar year 2008 under Republic Act 6657 as amended.

The Department of Agrarian Reform – Cordillera Administrative Region (DAR-CAR), through its Information and Education Division (IED), had been single-handedly conducting trainings for its personnel which had not only been costly but also not directly linked to community development.

After some soul searching, the Chief of the DAR-CAR Information and Education Division conceptualized the “Agrarian Reform Impact Barangay(ARIBA) Training and Development Project”, featuring not only the principle of convergence but also “a direct link of the training to an ‘area-focused’ rural development application”, specifically in a pilot agrarian reform barangay or community.

After the training component of the project was completed, not any assessment was made to really discover whether its intended aim to cost-save was accomplished and whether such a development concept or strategy was useful, if at all.

The study will not only fill-up this data gap but also discover the efficiency of such a convergent training and, to a certain extent, the effectiveness of the development framework.



Statement of the Problem

Government and Non-Government Organizations have common training and development agenda but, most often than not, they individually conduct their own trainings duplicating each other's program, thus making it costly for each institution.

Furthermore, Government usually planned trainings for their personnel based on the so-called training needs assessment of personnel which were based on their answers to questionnaires floated to them.

Many of these trainings which the personnel believed to be needed by them are often not directly related to their jobs and much more to the "community development bottom line" but for personal staff development only.

Human resource development trainings, especially in government, should be job - related or development project – related.

There is a need for convergence in order to avoid duplication and waste and to ensure efficiency. This will ensure more savings for development projects that will make a difference in people's lives, the community and the country.



The study sought answers to the following questions:

1. To what extent did each convergent agency contribute to the resources of the ARIBA training program?
2. How much is the cost per trainee?
3. What is the annual level of development of Gadang?

Objectives of the Study

The study, in general, assessed the efficiency and effectiveness of the ARIBA training and development project.

Specifically, the study determined:

1. The percentage share in training cost per agency involved in the convergent ARIBA training component;
2. The direct training costs per participant per day and the training cost-saving efficiency per convergent agency;
3. The level of development of pilot ARIBA / ARC Gadang, Kapangan, Benguet in the last six(6) years of CARP Implementation (2000-2005) and along the Key Result Areas (KRA) across the last six(6) years of CARP implementation.



Importance of the Study

The Agrarian Reform Impact Barangay (ARIBA) training and development project was mainly conceptualized to facilitate convergence of training resources and to pilot the concept as a key strategy for rural development in an “area-focused barangay or community”.

The measurement of the level of development in the pilot agrarian reform impact Barangay supplied some information needed for development actors to formulate and develop new and more responsive development concepts and strategies applicable not only to the pilot ARIBA / ARC Gadang, Kapangan in the Cordillera Administrative Region(CAR) but also to other barangays in CAR and other regions of the Country.

Furthermore, the proven efficiency of convergent human resource development trainings which encouraged pooling of scarce resources and avoiding duplication of similar trainings will challenge policy makers both in the government and the non-government organizations to conceptualize similar convergent training and development strategies and systems to ensure efficiency in government & non-government training programs & projects, common to both.

The results and recommendations also provided useful information as feedback to the ARIBA training and development project proponents and other concerned institutions which may serve as bases for future development planning.



Scope and Delimitations of the Study

The Agrarian Reform Impact Barangay / Community (ARIBA / ARC) program referred to the training program and the development program of the project. The assessment dwelt only on the training costs and level of development.

The study focused on the cost-saving efficiency of the training component of the ARIBA training and development project and a case study of the annual development levels of pilot ARIBA / ARC Gadang, Kapangan, Benguet.

Further, the study involved only the Department of Agrarian Reform(DAR), the Agricultural Training Institute-National Training Center(ATI-NTC) and the Northern Luzon Cooperative Development Center (NORLU-CEDEC) in the Cordillera Administrative Region which participated during the project planning and the implementation of the training component of the project.

Due to the short duration needed in the research, other aspects of the project shall be considered in future studies especially at the end of the Comprehensive Agrarian Reform Program(CARP) in 2008.



REVIEW OF LITERATURE

Agenda 21, the global plan of action for implementing sustainable development states that “the major objective of sustainable agriculture and rural development is to increase food production in a sustainable way and enhance food security. This will involve education initiatives...utilization of economic incentives and the development of appropriate and new technologies; employment and income generation to alleviate poverty; and natural resource management and environmental protection”.

Consistent with this, the Philippine Government strongly advocates sustainable development anchored on growth with social equity and measured by: a reduction in poverty especially in the rural areas; an improvement in the distribution of income; strengthened institutions; increased private sector involvement; and sound environment and natural resources management

In line with the government’s thrust, the Comprehensive Agrarian Reform Program (CARP) has been implemented as one of the major rural development programs to empower rural households through security of land tenure and ensure their equitable access to support services and sustained income opportunities (Guardian and Erfe, 2006).



We are in the search for appropriate approaches, strategies and lessons derived from experiences from rural development projects (FAO-UN/AusAID/DAR, June 2006). Such a search for appropriate rural development strategies needs the sharing of development experiences and other development initiatives.

It is for this reason that the Agrarian Reform Impact Barangay (ARIBA) / Community (ARC) Training and Development Project is being assessed in order to share this rural development project experience.

Rural Development

Rural development projects are change interventions to achieve a desired socio-economic state or planned change (Librero, 1978). He further added that development is in people and its objectives are addressed to people and carried out by the people.

Development is for the people and by the people (Villegas, 1992). He said any vision which neglects the principle that development is for man and not man for development sees the process only as a cold, logical and efficient organizational technique without bearing on human values except material growth.



The ultimate goal of any development program or project is to uplift the quality of life of the people especially the poor farmers (Estrada, 1991). He said that in order to attain this goal, a sustained agricultural development to accelerate the economic growth, thus improving the socio-economic welfare of the rural people must take place.

Development is the sustained capacity to achieve a better life that is long and of higher quality where the higher quality of life involves the capacity “to be” educated, healthy, etc. and the capacity “to do” productive and satisfying work (UNFPA-POPCOM-NCRFW, undated).

The World Commission of Environment and Development (WCED, 1987) defined sustainable development as “...the development that meets the needs of the present without compromising the ability of the future generations to meet their own needs”.

The essence of sustainable development is the harmonious integration of a sound and viable economy, responsible governance, social cohesion and harmony and ecological integrity to ensure that development is a life-enhancing process.

It is a development that ensures the continuity of life-giving and life-saving resources and guarantees inter-generational equity (NCIP/UNDP, October 2004).



The General Assembly of the United Nations states that the ultimate purpose of development is to provide increasing opportunities to all people for a better life (MECS, Region II).

Area-focused convergence and sustainable rural development

A key approach or strategy to accelerate and ensure rural sustainable development is an area-focused convergent project such as the ARIBA / ARC training and development strategy.

The Agrarian Reform Impact Barangay (ARIBA) strategy was introduced in January 1992 which was later on expanded to cover a barangay or more which was called the Agrarian Reform Community (ARC) strategy in 1993.

A similar approach to rural development which the Philippine government has adopted in 1995 is the “Minimum Basic Needs (MBN) approach to improved quality of life” (DILG-LGA, 1997). This strategy is backed by a policy on convergence through Proclamation No. 548, dated 6 March 1995 and Administrative Order No. 194, dated 30 May 1995, entitled “Providing for the adoption of the social reform agenda convergence policy and its operationalization and for other purposes”. Entitled “Approving a policy on convergence and its operationalization through the coordinated action of the agencies’ technical action officers”, Proclamation No. 548 declared the adoption



of policies on convergence of flagship programs and projects. Section 3 of the proclamation declared that the “MBN approach to improved quality of life shall be adopted as the strategy for convergence”. Section 4 of the same proclamation also declared that the process of convergence shall provide for multilevel, multisectoral, and inter-agency coordination and consultation.

Entitled “Providing for the adoption of the social reform agenda convergence policy and its operationalization and for other purposes”, Administrative Order No. 194 reiterated the use of the MBN approach as a strategy for convergence; enjoins all national government agencies and local government units to take immediate steps to implement the Social Reform Agenda(SRA) convergence policy; and ensures periodic monitoring every six months to better respond to changing conditions.

The MBN approach is a strategy of prioritizing primary requirements to ensure that the basic needs for survival, security from physical harm, and enabling needs of the individual, family and community are attended to.

Prioritization is based on the degree to which a family meets its basic needs, and these basic needs are measured by 33 agreed upon indicators (see Annex A).

The degree to which a Filipino family achieves its MBNs serves to measure its quality of life. If the family is unable to meet its MBN on a sustained



basis, then the family is considered to be deprived of these basic needs and therefore in a state of poverty. Those who have the highest levels of deprivation are targeted for priority assistance.

The indicators or standards in each MBN must be present in the Filipino family in order to say that the family has met a particular basic need. How each family fares on each of these indicators provides the basic information inputs for the MBN approach.

The major objectives of the MBN approach are to foster community participation and empowerment by engaging the individual/family/community to participate actively in local decision making and in setting targets for basic service delivery; to facilitate management by using MBN information as basis for situational analysis, planning, implementation, and monitoring and evaluation(SAPIME); to provide government a gauge for determining and responding to priority local requirements; to foster equity by giving priority attention to those who fall below MBN standards; to promote convergence of efforts among different sectors, agencies, and institutions by providing a basis for integrated planning and service delivery; and to maximize the use of resources to serve common targets through convergent area-based management.

All MBN activities and directions will be based on information generated from the Community-Based Information System(CBIS). As a management tool,



it can be used to provide the data inputs for situational analysis, planning, project identification, and monitoring and evaluation. As it is community-based and community managed, it fosters community participation and accountability. It establishes a basis for targeting families needing priority action and attention. Since it is used across sectors and geographical areas, it standardizes information and enables different development actors to converge their resources and focus on a single set of targets for service interventions.

The strategies to operationalize the MBN approach are the following:

1. Local Information System(LIS). The installation of a local information system is one of the strategies to operationalize the MBN approach. It aims to enhance the information centers of the LGUs at all levels by involving the community in gathering, analyzing and utilizing data about their MBNs. This LGU-community partnership in monitoring and data banking is geared towards community development and management;
2. Convergence. Involving local government units, national government agencies, non-government organizations, private sector, and people's organizations in situation analysis, planning, implementation, monitoring and evaluation (SAPIME) of programs, projects and activities;



3. Community-Based Approach. Encouraging families to get organized and to initiate and participate in SAPIME to promote empowerment and sustainability.
4. Focused-Targetting. Jointly identifying and agreeing on a common set of targets based on the MBNs.
5. Social Mobilization(SocMob). Convincing all sectors to support and participate in MBN activities through policy advocacy, media channels, IEC campaign, organizational linkages and community mobilization. SocMob is required all throughout SAPIME;
6. Capability-Building. Improving the administrative and technical capabilities of planners, implementers, monitors and evaluators, and of institutions to manage MBN programs;
7. Resource Management. Exploring innovative resource management schemes to deliver and sustain services to achieve the MBNs (see framework of the MBN approach in figure 1).

In using the Community-Based Information System(CBIS), there are a number of ways to analyze it. A simple listing of those needs per indicator which were not met by the most number of families may indicate on a superficial level the common problems and needs of the community. This simple list would enable the community to determine priority areas for local action.



For purposes of planning and project/program identification, the community has to probe more deeply into the underlying causes for the non-achievement of those needs per indicator to be able to identify effective courses of action for MBN.

For purposes of monitoring and evaluating programs and projects to determine whether they make an impact on the improvement of MBN achievement in the community, the method of analysis would be to compare MBN data over time.

When a community uses the CBIS, it has at least two sets/types of data to work with:

1. Family-level data. This data provides a profile of each family in the community.
2. Community-level data. This data which includes a resource inventory provides a profile of the whole community.

The setting up of a community data board for both family-level data and community-level data are encouraged to allow the members of the community to monitor the progress of each family in terms of meeting their MBNs. Likewise, it will allow service implementers to get an idea of which families to target for a given service to efficiently program service delivery.



The summary guidelines in implementing the MBN approach are the following:

1. Organize/tap or reactivate existing municipal inter-agency technical working group to serve as the MBN team. The core members include the MPDC, MLGOO, MHO or midwife, MAO, MSWDO and DEP-ED Officer;
2. Plan and implement capability-building activities on the MBN approach;
3. At the barangay level, the MBN team should mobilize and train area-based volunteers and existing people's organizations as partners in implementing the MBN approach;
4. Administer the MBN family checklist. Initially, the MBN team will assist the community volunteers. Succeeding data-gathering should be managed by the community;
5. Collate, summarize and analyze MBN data using simple tools. This will be done by the community with assistance from the MBN team.
6. Present analysis to the punong barangay and sanggunian through an assembly;
7. Rank and prioritize needs to be addressed by the barangay and the community;
8. Identify families/communities to be prioritized using the MBN masterlist;
9. Discuss activities, strategies and resources to address the MBNs;
10. Install the MBN data boards at the barangay and municipal levels;



11. Indicate action points which the barangay/community may address, raise concerns to appropriate entities and elevate issues to the next territorial unit if necessary;
12. Incorporate programs/projects addressing substandard MBNs in the local development plans, annual investment plans and annual executive budget;
13. Network with various sectors to augment resources to attain the MBNs;
14. Deliver corresponding services to identified targets; and,
15. Monitor the achievement of MBNs yearly, then proceed to step number 5.

Another convergent and area-focused government program is the “Ancestral Domain Sustainable Development and Protection” inspired by the Indigenous People’s Rights Act(IPRA) of 1997 or Republic Act(RA) 8371.

Phase 1 of the program is the social mobilization which includes the pre-planning consultations, organization of the working group, and the preparation of the working group’s work and financial plan.

Phase 2 is the data gathering and assessment. This phase includes a) Determining the ancestral domain parameter (boundary definition of the ancestral domain to delimit the specific area).; b) Development of the data indicator system by the working group; c) Identification of data gaps based on the data indicators and the existing data on the indigenous peoples (IPs) and their ancestral domain to determine the data gaps that need primary research;



d) Conduct of surveys to gather primary data in order to complete the baseline information.; e) Assessment of data to determine the problems and needs of the IPs and their ancestral domain to assess the underlying causes of such problems and determine the probable solutions; and, f) Validation of data/information and assessment. The outputs of the working group is presented to the community members for validation and further inputs.

Phase 3 is the Indigenous Peoples/Ancestral Domain (IP/AD) development framework formulation. This phase presents the IPs collective vision, mission, goals and objectives, policies, strategies, and programs to address the identified problems / needs of the IPs as the bases of the development framework formulation by the community and further refined by the working group in close coordination with the community elders/leaders. The final copy of the framework is presented to the community for validation. A consultation meeting with government & non-government agencies is conducted where the agencies present their programs and projects in the area and IP/AD development framework is presented for purposes of interfacing the framework with other government policies and plans. During the consultation, targets for the IPs may be negotiated with the concerned government and non-government agencies on their existing programs and projects that are in consonance with the IP/AD development framework for inclusion in the IP/AD community development plan.



Phase 4 is the plan promotion or marketing.. During the interface session, the IP council of elders/leaders start their plan promotion for the integration / incorporation of the their plan to the Barangay, municipal, provincial, regional and the Philippine Development Plans, They also submit their development framework and plan to the planning officers of agencies for integration into the agency's plans.

While the ARIBA / ARC strategy, MBN strategy, PATSARRD strategy and the ADSDP strategy are similar in that they used both the “convergence” and “area-focused” approaches, they differ in the stakeholder's participation in the phases or processes of development from pre-planning, planning, implementation, monitoring and evaluation (NCIP, 2004).

The NCIP's Ancestral Domain Sustainable Development and Protection(ADSDP), however, featured mainly the planning stage of the project since it is still a new strategy of the government.

Planning is only as useful as its ability to reflect the needs of the people on the ground. This can only be done if households are allowed to stand up and be counted in planning for their future. The participatory area planning (PAP) approach makes this possible. Since they can call the plan their own, they are willing to contribute their time, skill, and money to make sure the projects of their



own choosing get implemented and, in the end, become successful(Tumbali, 2006).

Another featured rural development project which carries a lot of weighty rural development insights is the Philippines-Australia Technical Support for Agrarian Reform and Rural Development (PATSARRD).

PATSARRD is seen as a microcosm of the global, national and donor development agenda for area-focused communities. The PATSARRD project engaged all concerned in the development process; enhanced the facilitation and delivery of support services; mobilized development resources; and improved the access by the rural households to more productive and efficient technologies, markets and financial services((FAO-UN/AusAID/DAR, June 2006).

It was designed as a capacity building project to develop and strengthen farmer beneficiaries, their households and their organizations and the institutions providing support to the implementation of the comprehensive agrarian reform program. The project's crucial intervention lies in enhancing the roles of local stakeholders in rural development by initiating and facilitating support from the national government and donor community. The project recognizes the important contributions of local government units(LGUs), national government line agencies, and the private sector in planning and catalyzing support for rural development. However, the LGUs and line agencies are generally not equipped



institutionally and financially to undertake these responsibilities. The greater involvement of the private sector also remains to be enhanced to complement the services of the LGUs and government line agencies not only to provide more efficient technologies and technical assistance but also to strengthen the links between production (supply areas) and markets (demand areas). The all important and urgent need to capacitate the farmer beneficiaries and their households has to be addressed to ensure that they appropriately process and put to good use the support provided by other stakeholders. Likewise, systems have to be put in place to effectively manage and monitor development resources and ensure that gender and environmental issues do not hinder rural development. These interrelated requirements were considered in the choice and design of PATSARRD's specific interventions as presented in its development framework (see figure 2).

Activities start with the identification of constraints and needs of each target community and the required interventions to address them. These are done in a participatory manner through the Participatory Area Planning(PAP) process(See Annex B). The process, in turn, produces the community development plans that serve as the blueprints for development activities in the area including other initiatives under the project.



With the plan as basis, resources and support are mobilized under the support services coordination and integration (SSCI) component using the KApit-bisig LABan sa kaHIRapan(KALAHl) Farmers' Center(KFC) approach to implement specific projects for the communities. Specific interventions for beneficiary development are also operationalized from the plan through the KFC and directly under the project. Management and monitoring of projects and other activities conducted under the project start from the project identification phase to actual implementation until the phase out of support. PATSARRD's phased activities are intended to plan and design specific projects, minimize duplication, and ensure the readiness of service providers and beneficiaries in undertaking and receiving planned interventions. All these development principles, approaches, practices and activities are envisioned to result in improved economic and social conditions for the farmer beneficiary households (see Annex C).

The success of the project in achieving its objectives was traced to the following: formulation of more responsive development plans that cater to farmer needs and result in actual projects; changed development perspectives of stakeholders; increased women participation rates in planning and project activities; empowered ARB households resulting from participatory processes in planning, access to technology, livelihood and enterprise development opportunities and microfinance services; improved and coordinated delivery of



support services to the ARCs; establishment of viable enterprise models with market linkages; increased access to microfinance services of ARB households; improved household incomes; strengthened development institutions resulting from capacity building activities that are expected to sustain project gains; increased gender and environmental awareness among planners, ARB households and other stakeholders; and establishment of a responsive and fully operational PMME.

Lessons were learned from the project in the following areas:

Common poverty alleviation thrusts – Development interventions have to be attuned with current development thrusts to facilitate their acceptance and implementation by the stakeholders. PATSARRD was designed to address the same development gaps that the national government, donor agencies and LGUs aimed to address. The thrust for poverty alleviation is similarly articulated in the ARC development plans that were consensually prepared by the local stakeholders. Thus, the cooperation of all concerned, including the target beneficiaries, was easily obtained in the implementation of the project's interventions.

Localizing efforts – Development interventions need to be focused. Focusing PATSARRD support on selected ARCs and priority activities gives the project more mileage in achieving its objectives. In particular, by focusing on



local resources development, PATSARRD is able to provide appropriate and customized support and at the same time, draw the cooperation and contributions of local stakeholders in project implementation thereby augmenting the project's own resources. This approach also recognizes the important role of the LGUs and local stakeholders in the development process.

Need for catalysts – To give development a push, there is a need for catalysts. The DAR, through PATSARRD, provided the leadership and the impetus in converging efforts at the local level to work towards the development of the ARCs. PATSARRD has proven to be the agency's catalyst in mobilizing donor agencies, national government, LGUs, local institutions, non-government organizations(NGOs) and private sector to provide resources and operationalize projects in the target ARCs. With its team of experts, PATSARRD provided the much needed technical expertise and guidance to the LGUs and local line agencies in enhancing access of ARB households to support services, improved technologies, income opportunities, markets and microfinance services, among others. The presence of proficient LGU officials and ARB and cooperative leaders also facilitated the implementation of development initiatives under the project.

Complementation and convergence – There are many reasons why complementation and convergence efforts need to be pursued. Complementation and convergence facilitate multi-stakeholder decisions and unified actions;



foster harmonious relationships among various stakeholders that facilitate work to be done; synchronize the delivery of services to intended beneficiaries and minimize duplication of efforts; facilitate shared responsibilities and accountabilities; augment resources and expand the scope of assistance and extension of support to more beneficiaries which means resources are optimized; induce prompt responses to problems; and facilitate more effective monitoring of activities and provide checks and balances on actions undertaken by concerned agencies and entities.

Holistic and phased interventions – The adoption of phased interventions under PATSARRD ensures the thorough preparation of plans and design of specific projects and the readiness of service providers and beneficiaries in undertaking and receiving planned interventions respectively. The interventions follow the phases of the project cycle which starts with project identification and planning stage under the PAP. The KFC and BED interventions take off from the plans formulated under the PAP and operationalize the projects identified therein (implementation stage). The PMME activities complete the cycle. With the integration of GAD and ENRM concerns in all stages of the cycle and adoption of the sustainable development principles, PATSARRD implements holistic interventions. These provide greater chances for sustainability of project gains.



Flexibility of interventions – This allows more creativity and room for adjustments. PATSARRD, being a grant assisted project, has more flexibility in the design and implementation of its activities. Thus, interventions are more innovative and provide enough leeway and time for interventions to be adapted, understood and absorbed by those involved in the project. This also facilitated the achievement of objectives far beyond the targets (107% over-all average accomplishment against major targets in PATSARRD's project framework).

Choosing the right partners – A major part of sustainability efforts is the choice of the appropriate partners or institutions that are expected to continue the work paved by the project. PATSARRD has endeavored to choose the right partners for its activities not only to facilitate its work but also to ensure continued assistance or linkages to assistance for the ARCs. Selection criteria for the choice of interventions as well as project partners and cooperators were formulated under the PMME towards this end. KFC partner agencies have also been carefully selected to provide integrated services to the ARCs. Capable and committed technology providers, private sector partners and entities who were willing to share their knowledge and are practitioners in the field had also been tapped under the BED to ensure the provision of appropriate and sustained assistance to the beneficiaries.



Handholding process/Coaching strategy – Capacity building provides the foundation for the effective implementation of development activities and the key to sustaining the gains from these interventions. Capacity building, however, takes time and its effects are not easily discernible in the short run. Thus, PATSARRD has adopted the hand-holding strategy to ensure that learning is a fruitful process for its beneficiaries. Activities are mostly done “on-site”, “one-on-one”, on the job-basis, in iterative manner and in several phases. While this approach may be costly, the economic and social benefits far outweigh the financial consideration. This has been true for PAP, KFC and BED interventions.

Demand and supply linkages – The provision of support achieves the highest mileage where it is most needed. The supply of technical assistance and other development support should appropriately match the demand for such services. Customizing development assistance to the requirements and absorptive capacity of the clientele is proven to be a more effective strategy in pursuing growth in the ARCs.

Going an extra mile – Building the trust and confidence of development partners is the spirit of PATSARRD interventions. By going an extra mile in relating with the development partners, being patient and persistent in the pursuit of shared principles and goals, and encouraging shared responsibilities, the project



experts were able to provide the needed push to mobilize stakeholders' support and resources for the development of the target ARCs.

Replicability – The true measure of the success of a development intervention is its expansion or upscaling, replication and adoption in similar endeavors or in other areas. This, however, depends on many factors including its scale, acceptability, cost and apparent impacts. These factors need to be considered in the design of project interventions to ensure their wide application and sustainability. The application of many of PATSARRD's interventions has gone beyond the confines of its target ARCs. The PAP, for instance, has been adopted in the preparation of higher development plans such as the municipal development plans and institutionalized in the planning processes of other foreign-assisted projects(FAPs) of the DAR. ENRM concerns advocated by the project have also transcended specific projects and territorial boundaries. A look at these interventions shows that they are simple, small scale (not grand), relevant and work for the best interest of the beneficiaries.

Bale (1999) aptly stated the following which summarizes the lessons learned from development projects: "Rural development is a confluence of many interventions, inter alia, the provision of social and physical infrastructure, the provision of financial services...as well as the development of traditional rural sectors such as agriculture and natural resources management.



The conclusion is that programs to reduce rural poverty must be comprehensive and must include the views of the poor and the actions of the local communities, civil society groups, central and local government, bilateral and multilateral donors acting in partnership...when rural development interventions are taken holistically and extend beyond the traditional sectors, synergistic outcomes are achieved”.

Like the featured development projects, the ARIBA training and development project ensured the participation of the convergent agencies in the training component which ensured the specific resource commitments of all convergent development partners and facilitated the convergence of development resources of participating agencies to the pilot barangay through an empowered community which initiated the process of matching their development needs with the public and private development agencies and institutions/businesses.

The ARIBA training and development concept also ensured that the convergent agencies for the training component agree and own the development concept prior to its implementation. It also made sure that the development facilitator/s who will act as facilitator/s of development in the identified pilot agrarian reform barangay or community are well trained both in the classroom as well as in the community via “on-the-job” actual application of the classroom learnings every after the major training.



Likewise, the ARIBA development framework ensured that the ARIBA/ARC pilot area's folks participated by endorsing their ARIBA pilot area technician to the ARIBA training and by actively involving themselves in the planning stage, community work and development stage and the monitoring and evaluation stage.

The Agrarian Reform Communities strategy was adopted by DAR in 1993 as its key operating strategy. These Agrarian Reform Communities serve as the convergence of interventions by DAR, other government line agencies mandated under Executive Order 406 as members of the CARP implementing Team, partner non-government organizations and people's organizations (DAR, undated). Through the years, the strategy has evolved into an integrated sustainable development approach focusing on six Key Result Areas(KRAs): Land Tenure Improvement(LTI), Economic and Physical Infrastructure Support Services(ECOPISS), Farm Productivity and Income(FPI), Basic Social Services(BSS), Gender And Development(GAD), and Organizational Maturity(OM).

“Towards a Viable Agrarian Reform Community” was developed to help rural development partners, especially the field personnel of the DAR and other government and non-government organizations, have a more in-depth understanding of the ARIBA / ARC Level of Development Assessment (ALDA).



The ALDA manual guides the ARIBA/ARC development partners in determining the development trend or levels in their pilot community using the established processes and step-by-step computations of the ALDA results (see annex D).

This process is empowering because they could easily identify the strengths and weaknesses of the agrarian reform community and the Agrarian Reform Beneficiary(ARB) organization. Thus, the ARIBA/ARC folks and their community's development partners can identify, plan and implement appropriate interventions for sustainable development.

ARIBA / ARC Development Key Result Areas(KRA) and Rural Development

“Towards a Viable Agrarian Reform Community” defines the following Key Result Areas (DAR, Undated):

Land Tenure Improvement(LTI), the first KRA, refers to the land that a community folk owns or cultivates. One's land tenure is improved when DAR gives him/her the title of the untitled land he/she possesses or tills which recognizes legal ownership or the leasehold contract which recognizes him/her as the cultivator of the land owned by somebody else.



Economic and Physical Infrastructure Support Services(ECOPISS), the second KRA, refers to the provision of the needed physical infrastructure projects (ie. farm to market road, bridge, irrigation, pre & post harvest facilities), livelihood projects (ie. rural-based industries), credit services, and marketing services to the pilot ARIBA / ARC.

Farm Productivity and Income (FPI), the third KRA, refers to the adoption of appropriate farming technology, farm productivity and household income of the Agrarian Reform Beneficiaries (ARBs).

Basic Social Services (BSS), the fourth KRA, refers to the access of the ARB's households to basic social services such as health, potable water, power and education (ie. Elementary and high schools).

Gender And Development (GAD), the fifth KRA, refers to the women's access to land and services as well as participation in community development programs and projects.

Organizational Maturity (OM), the sixth KRA, refers to the status of ARB organizations in the aspects of organizational management, resource management, social enterprise operations and alliance building.



Human Resource Development (HRD) and Rural Development

Sustainable rural development happens because of capable human resources who facilitate and sustain rural development.

The ultimate aim of development is human development now and through future generations (PA 21, Section 1.3, p. 12).

Librero (1978) opined that development is in people and are carried out by the people. Development is for the people and by the people (Villegas, 1992).

The ARIBA series of classroom and on-the-job trainings were designed to develop the DAR's development facilitators who in turn facilitate ARIBA/ARC human resources and other development resources for sustainable rural development.

The 12-day initial ARIBA "Cooperative trainers' training" featured among others the modules on Community Organizing and Participatory Action Research-Community Information Planning System(CO-PAR-CIPS) in order to ensure that the pilot ARIBA/ARC folks shall actively participate in their community's social preparation; organizational building; capability & leadership building; and enterprise development, alliance building and sustainability. It further facilitates the gathering of quality data of the community's socio-economic profile with the people's active participation through the community's research and planning teams.



The second major ARIBA “Training for trainers on Basic Cooperative Bookkeeping and Accounting” for 120 training hours is intended to ensure that the community organization’s books are installed properly, including quality financial statements.

The third major ARIBA “Strategic Development Planning Workshop(SDPW) Trainers’ Training” and “Project Development and Management Training” for 96 training hours is intended to ensure quality community development plan formulation and project identification, proposal preparation and project management.

The fourth major ARIBA “Cooperative Trainers’ Training on Policy Formulation and Auditing” for eight(8) training days is intended to sustain community leadership and financial purity through policies, standards/systems and audits.

These trainings enabled the development facilitator at the ARIBA/ARC level to mobilize community human and material resources toward a sustainable rural development(see figures [3](#), [3a](#), and [3b](#)).



The convergence of training resources, both human and material, was part of the design in order to ensure efficiency and avoid duplication of the trainings that the cooperating institutions and agencies conducted. The design identified the following training variables for cost-saving efficiency considerations: board & lodging, supplies & materials, resource persons' honoraria, and validation trips.



METHODOLOGY

Locale, Time and Respondents of the Study

This short-term study which started 17 July 2006 till 28 October 2006 involved two national government agencies and one non-government organization namely: the Department of Agrarian Reform-Cordillera Administrative Region(DAR-CAR), Agriculture Training-Institute and the Northern Luzon Cooperative Development Center (NORLU-CEDEC), all based in Baguio City. These institutions converged their resources mainly for the ARIBA training component.

To establish reliable data on the efficiency of the training component of the project, a combination of gathering a financial report from the ARIBA training staff and a “focused group or individual discussions” with the three agencies’ representatives involved in the ARIBA training were conducted in August and September 2006 to validate the financial report of the ARIBA training staff and elicit other relevant information.

The study also looked into available reports and documents at the municipal, provincial, regional and central offices of the Department of Agrarian Reform to establish periodic levels of development of the pilot ARIBA/ARC Gadang, for the last six to nine years.



Data Gathering Procedure

A. ARIBA Training Component

The ARIBA training staff concerned provided the ARIBA training financial report.

All three convergent agencies, namely: DAR-CAR, ATI-NTC and NORLU through their representatives validated the ARIBA training staff financial report and revealed other relevant factors that contributed to the success of the training component of the ARIBA training and development project.

B. ARIBA/ARC Gadang Development Component

A case study on the level of development of the area which was based on the annual reports of the DAR Municipal, Provincial, Regional and Central Offices was conducted. Available data were gathered and validated from these offices as bases of development improvements and growth of the area over time.



The Research Instrument

A. ARIBA Training Component

“Focused group or individual discussion” sessions were used to validate the ARIBA training financial report of the ARIBA training staff and to elicit other relevant information which were not captured in the financial report of the ARIBA training staff.

B. ARIBA/ARC Gadang Development Component

The official annual reports of the DAR Municipal, Provincial and Regional and Central Offices were primarily utilized as a case study to show the annual development levels of the area.

Data Analysis

A. ARIBA Training Component

The efficiency of the ARIBA training component was measured by a) Costing the expense-share of each convergent agency per training variable per agency & dividing these by the total costs multiplied by 100 to get the agency percentage share; b) Dividing the direct training costs by the number of trainees & training days to get the training cost per participant per day and compared to the established government’s training cost standard of P1,200.00 per participant per day;



and, c) Subtracting the agency costs from the total costs to get the savings, divided by the total training costs multiplied by 100 to get the training cost-saving efficiency per training variable per convergent agency.

B. ARIBA/ARC Gadang Development Component

A case study was conducted based on the available periodic official reports of the Department of Agrarian Reform to show the annual development trends & levels along the primary key result areas of the Land Tenure Improvement(LTI), Economic and Physical Infrastructure Support Services(ECOPISS), Farm Productivity and Income(FPI), Basic Social Services(BSS), Gender And Development(GAD) and Organizational Maturity(OM). The annual reports of the DAR municipal, provincial & regional offices were mainly used to validate the development levels of ARIBA / ARC. Gadang, Kapangan, Benguet.

After gathering and validating, the data were organized per year per Key Result Area(KRA) per sustainable rural development index(SRDI) and the corresponding ARC Level of Development Assessment(ALDA). The SRDI of ARIBA / ARC Gadang is compared, generally, by year in the last nine years of CARP implementation (1997-2005) and, specifically, along the Six KRAs across the last six years of CARP implementation (2000 – 2005) to determine increasing or



decreasing development growth rate. The trend of the development growth rate is analyzed by SRDI, ALDA level and KRA per year to determine the reasons for the increase or decrease in development growth rate.

To determine the KRA that contributed to the increase or decrease in the development growth for the six year period, the average SRDI from 2000 to 2005 is computed per KRA.

To further determine the more precise factors for the increase or decrease in the development growth, the average SRDI for the six year period is computed per indicator under each KRA.

The higher the SRDI per KRA per year, the higher its contribution to the development growth of the area.

Except for the GAD, the SRDI of all the development KRAs of ARIBA / ARC Gadang, classified by DAR as a satellite ARC, were based on the following DAR development level and threshold rating standards:

Level 1 or Low Level of Development	=	Less than 57.33
Level 2 or Lower Medium Level of Development	=	57.33 – 62.95
Level 3 or Medium Level of Development	=	62.97 – 68.61
Level 4 or Higher Medium Level of Development	=	68.62 – 74.29
Level 5 or High Level of Development	=	Above 74.29



The DAR's standard SRDI threshold ratings for GAD are as follows:

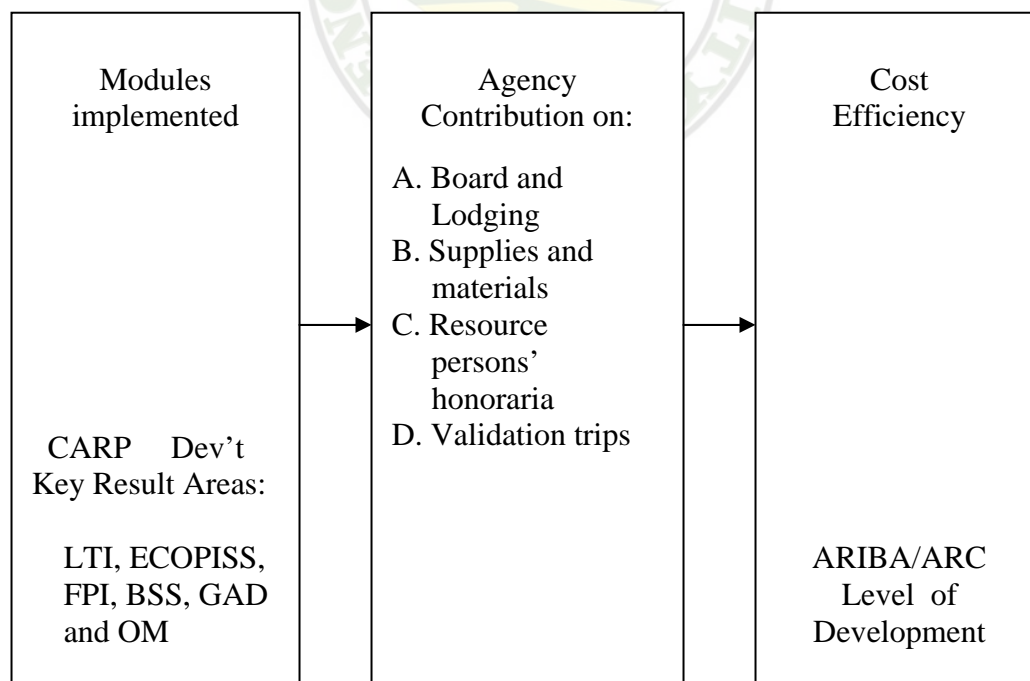
Level 1	=	Less than 36.50
Level 2	=	36.50 – 44.65
Level 3	=	44.66 – 52.82
Level 4	=	52.83 – 60.97
Level 5	=	Above 60.97

Theoretical/Conceptual Framework

Independent Variables

Moderate Variables

Dependent Variables



RESULTS AND DISCUSSION

Percentage share in training cost per agency

The convergent training project had a total costs of P2,066,200.00. Board and lodging cost P1,664,000.00; Handouts, supplies and materials cost P22,000.00; Resource speakers' honoraria – P235,200.00; and Validation trips – P145,000.00.

Of the P2,066,200.00 total costs, the Department of Agrarian Reform – Cordillera Administrative Region(DAR-CAR) had the highest percentage share of 67.3%. The Agriculture Training Institute-National Training Center(ATI-NTC) shared 20.1% while the Northern Luzon Cooperative Development Center(NORLU-CEDEC) shared 12.6%.

Specifically, for the board and lodging variable, DAR-CAR shared 80% while ATI-NTC shouldered 20%.

For the handouts, supplies and materials, DAR-CAR and ATI-NTC shared 50% each.

For the resource speakers' honoraria, ATI-NTC shared 82.66% while DAR-CAR and NORLU-CEDEC shared 14.5% and 2.84% respectively.

For the validation trips variable, ATI-NTC and NORLU-CEDEC shared 44.83% each while DAR-CAR shared 10.34% (table 1).

The results revealed that training activities can be very expensive especially if these were done by individual institutions.



Training costs per participant per day

The sharing of training resources on this common project, which each agency could have done individually and spent more, resulted to a significantly low and very minimal training cost per participant per day at only P369.78 for board and lodging which is almost four times less than the government standard of P1,200.00 per participant per day.

Even when all the direct training costs such as the board and lodging; handouts, supplies and materials; and the resource speakers' honoraria are summed up, the training costs per participant per day is still significantly low at P385.33 only (table 2).

Cost-saving efficiency per agency

While DAR-CAR contributed the highest at 67.3% of the total training costs, it still saved more than half a million pesos, thus giving DAR-CAR an overall training cost-saving efficiency rating of 32.67%.

ATI-NTC had a 79.89% cost-saving efficiency rating while NORLU-CEDEC had an 87.45% cost-saving efficiency rating.

Having conducted the training without necessarily sharing monetary cost except human resources in two training variables, NORLU-CEDEC got the highest cost-saving efficiency ratings of 100% each in both the



“board and lodging” variable and the “handouts, supplies and materials” variable; a 97.11% on the “resource speakers’ honoraria” variable; and 55.17% on validation trips.

ATI-NTC had an 80% cost-saving efficiency rating on board and lodging but had lower cost efficiency ratings in the other variables such as 55.17% on validation trips, 50% on handouts, supplies and materials and 17.35% on validation trips.

DAR-CAR registered the highest cost-saving efficiency rating of 89.66% on the validation trips variable; 85.54% on the resource speakers’ honoraria; 50% on handouts, supplies & materials; and 20% on board and lodging (table 3).

Other validated effects of the training

While all three agencies have a common mandate and interest in implementing such a development-driven training project, they could have drained their resources had anyone of them implemented the project alone.

DAR-CAR, through the Information and Education Division report, invested its more than half a million peso savings on other development-oriented trainings which benefited more human resources as an indirect result of the convergent training project.



Its P675,000.00 savings which was part of the annual general appropriations act for agrarian reform information and education fund for training would have been used up in that single ARIBA training and development project had DAR-CAR, alone, conducted the training component of the project.

According to the training team trainer-facilitators of the three convergent agencies, the sharing of materials & equipment, human resources with their unique skills, technologies, methods and time enriched their agency's training systems and enhanced their experiences as trainer-facilitators.

ATI-NTC claimed that DAR's manuals on Community Organizing(CO) which were given to ATI-NTC's CO resource person, had enriched the CO modules being used by the agency.

DAR-CAR also reported that its CO modules were likewise enriched and complemented by the CO presentation of the ATI-NTC during the project implementation of the training component. It also admitted that NORLU's CO modules improved the updated CO manuals which incorporated enterprise development in the modules.

NORLU, on the other hand, expressed appreciation on the participatory aspects of the project which complemented its own participatory approaches and enriched the quality of its advocacy on participatory development planning, monitoring and evaluation.



Level of development

The Department of Agrarian Reform(DAR) standard level of development threshold ratings or Sustainable Rural Development Index(SRDI) ratings were used for all the Key Result Areas(KRAs) which also determined the ARC Level of Development Assessment(ALDA).

Barangay Gadang progressively developed from low level of development (level 1) in the early ninety's to a lower medium level of development (level 2) in 1997, 1998 and 1999, a medium level of development (level 3) in year 2000; a higher medium level of development (level 4) in 2001 and 2004; and a high level of development (level 5) in 2002, 2003 and 2005.

This is clearly shown in its Sustainable Rural Development Index.(SRDI) ratings of 63.97% in 2000; 72.85% in 2001, 82.24% in 2002, 79.24% in 2003, 69.91% in 2004 and 75.27% in 2005. Before year 2000, the SRDI computation was differently done from a scale of 1 to 3 where 1 is lowest and 3 is highest.. Gadang registered SRDI ratings of 1.81 in 1997, 1.85 in 1998 and 1.87 in 1999 which are all classified under the lower medium level of development(level 2) in the rural development index threshold ratings(table 4).

The sustained development growth from level 2 in 1997, 1998 & 1999 to level 3 in 2000, level 4 in 2001 and 2004 and level 5 in 2002, 2003 & 2005 was brought about mainly by the 100% accomplishment of the targeted



agricultural lands which were issued land titles, distributed to the farmers, and were being cultivated by them; the farmers' 100% access to irrigation, pre and post harvest facilities, potable water supply and health services; the 100% legal personality with vision-mission-goal-objectives of their cooperative; the 100% active participation of women in barangay projects and services, the 95.83% annual household income; the 95% alliance building and networking of their organization with other development partners; the 91.67% capital build-up(CBU) of their cooperative; the formulation of their strategic development plan and installation of their cooperative policies, systems and procedures which were rated 83% and 75% respectively(table 5).

The convergent agencies observed that the conscious and intensified interventions to the community along the primary key result areas and other secondary key result areas as a consequence of the training and development project facilitated the development growth of the community. They claimed that the participatory planning, implementation, monitoring and evaluation(PPIME) which the convergent project employed facilitated the formulation of the shared plans, programs, projects and activities along the key result areas. These shared community plans and programs of the pilot community were eventually implemented across time which enhanced the development growth of the area.



This is corroborated by the results of other similar convergent and area-focused rural development approaches and programs such as the MBN and PATSARRD approaches (annexes A, B and C; and figures 1 and 2)).

These are approaches to development which identified the participatory area planning, management, monitoring and evaluation(PAPMME) as one of the major factors that enhanced development growth in the target communities. PATSARRD served as the catalyst in enabling the community folks and all other concerned stakeholders to participate in every aspect of the development processes, in like manner, as the ARIBA / ARC development approach did.

The convergent project and the PATSARRD development approach identified the following factors that contributed to the growth of the target community: the formulation of more responsive development plans catering to community needs, the improved development perspectives of stakeholders, the increased women participation in planning and project activities, the empowered agrarian reform beneficiary(ARB) households resulting from participatory processes in planning, access to technology, livelihood and enterprise development opportunities and micro-finance services, improved and coordinated delivery of support services, establishment of viable enterprise models with market linkages, increased access to micro-finance services, strengthened development institutions and personnel resulting from the trainings



and assessment sessions which sustained project gains, increased gender and environmental awareness among stakeholders and the establishment of a responsive PPIME and PPMME.

Development level along primary key result areas

Under the Land Tenure Improvement(LTI) program, Gadang registered a 100% SRDI from year 2000 to 2005 which means that this development key result area (KRA) has completely been achieved to the optimum. Simply put, Gadang had completely accomplished its Land Tenure Improvement (LTI) program target which means that all its identified agricultural lands covered under the Comprehensive Agrarian Reform Program(CARP) had been issued land titles, specifically the Certificate of Land Ownership Awards(CLOAs). These land titles prove that agrarian farmers in Gadang are now officially recognized as land owners, not just mere possessors of government lands.

Under the Economic and Physical Infrastructure Support Services(ECOPISS), Gadang posted a 64.95% SRDI in 2000, 77.40% SRDI in 2001, 82.74% SRDI in 2002, 79.40% SRDI in 2003, 81.46% SRDI in 2004 and 81.68% SRDI in 2005.

Even the year 2003 which posted 79.4% SRDI, lower by 3.34% from the 2002 SRDI of 82.74%, is still higher than the computed ECOPISS SRDI average



of 77.94% which means that such a drop in the ECOPISS performance is significantly negligible which also means that the growth of the economic and physical infrastructure support services were sustained.

The data simply showed that the provision of physical infrastructure such as irrigation systems, pre and post harvest facilities, bridge and farm to market road contributed tremendously to the sustained growth of the area. In fact, the report showed that all the Agrarian Reform Beneficiaries(ARBs) had 100% access to irrigation and pre and post harvest facilities from 2000 to 2005. The data also showed that on the average, for the six-year period, more than one-half of the ARBs were provided credit and marketing services or 59.1% and 66.7% respectively.

Under the Farm Productivity and Income(FPI), Gadang registered a 39.62% SRDI in 2000, 47.03% SRDI in 2001, 87.78% SRDI in 2002, 76.58% SRDI in 2003, 50.71% SRDI in 2004 and 65.43% SRDI in 2005 which means that Gadang almost doubled its farm productivity in 2002 from 2001 and sustained its growth with negligible variances in 2002 and 2003 until a sizable drop in 2004 registering an SRDI of 50.71% which is still higher than the 2000 SRDI of only 39.62% but lower than the six-year SRDI average of 61.19%. This means that on the whole, FPI growth is still good enough because the 50.71% SRDI in 2004 has a variance of 11.09% higher than the 39.62% SRDI in 2000.



However, the sharp drop in FPI growth by almost 26% in 2004, in tandem with another sharp drop by 25% in organizational maturity(OM) growth during the same year affected the over-all development growth performance of Gadang in 2004. The major reasons in the FPI growth decline in 2004 were the “average actual yield of major crops” from 75% in 2003 to 58.33% in 2004; the “average increase in yield of major crops” from 50% to 25%; and the “decrease in annual farm income” from 100% in 2003 to 50% only in 2004.

Under the Basic Social Services(BSS) development KRA, Gadang had a 79.12% SRDI in 2000, 86.05% SRDI in 2001, 86.12% SRDI in 2002, 88.28% SRDI in 2003, 84.28% SRDI in 2004 and 83.94% SRDI in 2005. This means that Gadang had a steady robust growth from 2000 to 2003 then tapered down in 2004 when it registered an SRDI of 84.28% from the 2003 SRDI of 88.28%, a negligible variance of only 4% and the 2005 SRDI of 83.94% from the 2004 SRDI of 84.28%, a negligible variance of only .34%. While both SRDI's in 2004 and 2005 are slightly lower than the average BSS SRDI of 84.63%, a sustained steady growth had been the development pattern of Gadang under the BSS KRA.

The major factors that brought about the sustained growth under the BSS were the “availability of health services” and the 100% number of “households availing health services”; the availability of “potable water supply” and the 100% number of “household with access to the water supply”;



the “high school and elementary enrollment ratio” at 65.61% and 92.18% respectively and at least 35.92% of the total number of households in Gadang have access to power supply.

Under the Gender and Development(GAD) KRA, it posted an SRDI of 44.51% in 2000; 37.11% in 2001; 43.47% in 2002, 2003 and 2004; and 47.92% in 2005.

This means that there was a sustained but negligible development growth under the GAD from 2000 to 2005. The 100% rate of participation of women in barangay “projects and services for women” within the six-year duration contributed to a certain extent in Gadang’s over-all development growth performance. The percentage of women holding key positions in the cooperative at 41.1% compared to the total number of leaders is good enough, considering that the percentage of “women ARBs to total ARBs” is 34.94% and the percentage of “women members in the cooperative to total membership” is 32.38% only. The percentage of “women ARBs able to access credit services to total women ARBs in need of credit” is 31.43%.

Under the Organizational Maturity(OM) development KRA, Gadang had an SRDI of 62.72% in 2000, 84.14% in 2001, 87.06% in 2002, 83.27% in 2003, 58.82% in 2004 and 71.27% in 2005.



Data showed that the cooperative's legal personality; its formulated vision-mission-goal-objectives and strategic development plan; its installed organizational policies, systems and procedures; the cooperation of members and officers as proven in their high percentage of attendance to meetings and trainings and the functionality of the board of directors and committees were the factors that contributed to the sustained organizational growth in 2000, 2001, 2002, 2003 and 2005. But when the members and officers' cooperation declined in 2004 as shown in the 20.71% rate of "members attendance in meetings and other organizational activities and the 34% rate of "officers and committee members' attendance to basic and advanced trainings", the development growth of their barangay was proportionately affected from high level of development to a higher medium level of development (tables 4a and 5).

Development level along secondary key result areas

In the secondary KRA's, Gadang also performed well under these equally important KRA's such as Resource Management(RM), Social Enterprise Operation(SEO), and Alliance Building(AB).

Under RM, it registered an average SRDI of 81.94% or a high level of development. This is backed by its capital build-up generation with an SRDI of 91.67% which means that it is able to mobilize enough amounts of share capital



from cooperative members and other sources; its ability to employ core management team with an SRDI of 83.33% and its capacity to mobilize savings from members with an SRDI of 70.83% (table 5).

Under SEO, it posted an average SRDI of 63.41% or medium level of development which means that Gadang has a sustainable and productive use of resources; with installed financial and operational policies, systems and procedures; and with a good liquidity ratio which simply means that the cooperative has enough money available to service its obligations (table 5).

Under the AB, Gadang registered an average SRDI of 76.76% or high level of development. Specifically, it had an SRDI of 95% or high level of development on alliance building which means that it networks well with other development partners which can help in its development growth; a 70.83% SRDI or higher medium level of development on the sectoral representation in the local development council which means that its organization is recognized by the community as evidenced by having a representation in the barangay development council; and a 64.46% SRDI or medium level of development on the capability of the cooperative to access technical and financial support which means that the barangay is able to secure technical assistance as well as financial assistance from development partners (table 5).



Other Development growth factors

The results of the MBN, ADSDP, PATSARRD and ARIBA development projects claimed that the projects' featured quality community organizing process from social mobilization, organization building, capability building to networking and sustainability contributed much to their successes. Common in these projects were 'convergence and area-focused' strategies along all the phases of community organizing. Following are other corroborated development growth factors as claimed in these projects which contributed to Gadang's level of development.

Featured in the MBN approach to development were the 15 summary guidelines in implementing the MBN approach and the seven strategies to operationalize MBN approach. The family level and community level "local information system"(LIS) which is community-based became the basis of convergence of all service institutions for social mobilization, capability building and resource management. These MBN guidelines and strategies contributed to the achievement of the 33 MBN indicators(Annex A and Figure 1).

The ADSDP featured similar development approaches such as phase I - social mobilization; phase 2 – data gathering and assessment; phase 3 – development framework formulation and phase 4 – plan promotion and marketing. It claimed that such a quality process ensured the success of the projects under the ADSDP.



PATSARRD claimed success because of the “microcosm of global, national and donor development agenda for area-focused communities”. It engaged all concerned institutions in the development process; enhanced the facilitation and delivery of support services; mobilized development resources and improved the access by the rural households to more productive and efficient technologies, markets and financial services. It was designed as a capacity building project to develop and strengthen farmer beneficiaries, their households and their organizations and the institutions providing support to the implementation of the Comprehensive Agrarian Reform Program(CARP).

PATSARRD served as the catalyst. It provided the leadership in converging concerned stakeholders’ efforts and resources at the local level to work towards community development.

PATSARRD also facilitated the following: “Complementation and convergence” when it synchronized service delivery, minimized duplication of efforts, ensured shared responsibility and accountability, augmented resources and expanded scope of assistance, induced prompt response to problems, facilitated effective monitoring and provided checks and balances; “Holistic and phased interventions” when it ensured the thorough preparation of plans and designs of projects and the readiness of service providers and community folks in



undertaking and receiving planned interventions respectively and the adoption of the sustainable development principles and holistic interventions that provided greater chances for sustainability of development gains(Annexes B & C and Figure 2).

It also implemented the “handholder process - coaching strategy” capacity building which provided the foundation for effective implementation of development activities and the key to sustaining development gains.

This was a similar approach used by the ARIBA training component which enabled the development facilitator as coach to the community folks(Annex D and Figures 3, 3a & 3b).

PA 21 corroborated this when it claimed that “the ultimate aim of development is human development now and through future generations” and by Librero when he discovered that true “development is in people and carried out by people”.

The MBN, ADSDP, PATSARRD and ARIBA approaches claimed that the area-focused plans which were prepared and mobilized by the barangay or community people themselves enhanced the growth of the pilot communities. This shared plan by the community folks and their development partners assisting them in mobilizing resources at the community, municipal, provincial, regional



and national levels served as the basis for any convergent assistance. Depending on the community's needs, identified in the shared plan for the area, all mandated government development agencies, beside the assisting convergent partner agencies, were sought by the community folks to converge their resources to meet such needs. To the extent that the community folks are empowered through the formal and "on-the-job" trainings, they negotiated with and mobilized resources from government and non-government agencies to meet their needs.

The projects' reports claimed that the convergence approach adopted by the participating agencies facilitated the deliberate and conscious effort to meet the identified major needs of the pilot communities. The results claimed that this success factor (convergence) contributed to a great extent in the sustained growth and development of pilot communities during the project duration. The reports, however, expressed concern on the support and political will of high level development managers after the project duration. The project proponents expressed their hope of the project area development sustainability on the human resources who were trained in the projects' planning, implementation, management, monitoring and evaluation.



SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary

This study aimed to show the importance of “convergence” and the efficiency of practicing it in the pursuit of “area-focused” rural development programs and projects.

The study mainly relied on documents and records of the Department of Agrarian Reform at the municipal, provincial and regional levels.

The data on the training component of the Agrarian Reform Impact Barangay (ARIBA) training and development project were validated through available documents and records of the DAR and revalidated with the ARIBA training staff and the convergent agencies.

The data on sustainable rural development index were counterchecked with the records of the different DAR offices.

The following were the salient findings of the study:

1. The convergent agencies such as the DAR-CAR cost-shared only P1,391,200.00 (67.3%); ATI-NTC shared P415,600.00 (20.1%) and NORLU cost-shared P259,400.00 (12.6%) instead of spending the total training costs of P2,066,200.00 which led to the success and efficiency of the training project.



2. The convergent training project yielded a training costs of only P369.78 per participant per day, almost four times less than the government's standard of P1,200.00 for board and lodging for live-in trainings.

3. DAR-CAR had a savings of P675,000.00 or a 32.67% cost-saving efficiency rating as a result of the training project; ATI-NTC had a savings of P1,650,600.00 or a 79.89% cost-saving efficiency rating; and NORLU with a savings of P1,806,800.00 or an 87.45% cost-saving efficiency.

4. Agrarian Reform Impact Barangay / Community Gadang registered a lower medium level of development (level 2) in 1997, 1998 and 1999; a medium level of development(level 3) in 2000 with a sustainable rural development index(SRDI) of 63.97%; a higher medium level of development(level 4) in 2001 with a 72.85% SRDI; a high level of development(level 5) in 2002 with an SRDI of 82.24%; also a high level of development(level 5) in 2003 with a 79.24% SRDI; a higher medium level of development(level 4) in 2004 with a 69.91% SRDI; and a high level of development(level 5) in 2005 with a 75.27% SRDI.



Conclusions

Based on the discussions and findings, the following conclusions are drawn:

1. The convergent sharing of manpower, material, machine(equipment), methods, moment(time) and financial resources to a common training and development project has contributed to the cost-saving efficiency of the convergent agencies.

2. Convergence of meager resources from convergent development partners has led to the reduction of training costs per participant per day to the barest minimum (P369.78 only as compared to the government standard of P1,200.00).

3. The convergence of training resources of development partner agencies, which brought about financial savings, has enhanced agency capability to invest its savings from appropriated annual training funds to equally important development training projects.

4. The convergence of development resources, using an “area-focused” strategy, has facilitated the growth and development of pilot Agrarian Reform Impact Barangay / Community Gadang.



Recommendations

Based on the discussions, findings and conclusions, the following are recommended:

1. The study is recommended to be a meaningful input to the continuing search for an efficient and effective rural development framework, concept and strategy in the Philippine setting.

2. A study on the success and failure factors of similar training and development projects, using the “principle of convergence” and the “area-focused participatory planning, management, monitoring and evaluation” strategy, is recommended in order to come up with more improved and appropriate rural development strategies and approaches, including structural changes.

3. The proven efficiency of a convergent training and development project such as this study should be enough reason for both the government and the private sectors to find ways of converging their scarce resources in similar development projects for their own benefits as well as the public, in general.

4. It is recommended that government re-engineers or rationalizes its organizational structures along the principle of convergence in order to optimize the use of development resources and maximize development results.



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BIOGRAPHICAL SKETCH

PETER T. DUMAGUING was born on October 8, 1953 at Anao, Hingyon, Ifugao.

He finished his elementary education in 1969 at Dunuan Elementary School in Payawan, Lamut, Ifugao and his high school education in 1974 at St. Louis High School in Virac, Itogon, Benguet. He graduated his Bachelor of Science in Mathematics at the University of Baguio in 1983, as a working student and academic scholar, and was awarded an outstanding student award for leadership by the School's Batasang Pampamantasan. He also obtained his Graduate Diploma in Agri-business Management, a one-year graduate crash course of the University of the Philippines-Los Banos Foundation Inc., at the Don Mariano Marcos Memorial State University in 1984 as a government scholar while still performing his duties and responsibilities as a government employee.

He worked in 1970-1974 as a family helper in order to finish his high school education; working student as library assistant at the University of Baguio in 1974-1975; Security head guard with the Baguio Investigation and Security Agency(BISA) in 1975-1977 while going to school; assistant statistician at the Bureau of Telecommunication (BUTEL) in 1977-1978 while continuing his college course; Announcer-Newscaster at the DZWT-DZWR radio stations in 1978-1982 while continuing his college education; Regional Information Officer and Project Evaluation Officer with the Ministry of Human Settlements (MHS) in



1982-1987 when he finally graduated his BS Mathematics course in October 1983; Project Evaluation Officer with the Presidential Management Staff in 1987; Provincial Manager of the Philippine Information Agency(PIA), Ifugao Province in 1987-1989; and currently the Chief Agrarian Reform Program Officer with the Regional Office of the Department of Agrarian Reform-Cordillera Administration Region(DAR-CAR).

While in the DAR-CAR, he headed the Information and Education Division; the Project Development and Implementation Division (now Support Services Division); the Regional Planning Division; the Administrative and Finance Division; and the Land Tenure Improvement Division in different calendar years from 1989 to the present (2006).

As head of the Information and Education Division of the DAR-CAR, he conceptualized the Agrarian Reform Impact Barangay (ARIBA) training and development project, mainly as a “convergent and area-focused” rural development strategy and secondarily, as a cost-saving and efficient strategy.

He is married to Patricia C. Dumaguing, with whom he is blessed with four children: John Brian, Leviticus, Moses, and Timothy. The family resides at 028 Interior, Rimando Rd. Barangay Honeymoon, Baguio City.



Table 1. Agrarian Reform Impact Barangay (ARIBA) costs share per training variable per agency per year for 36 participants and 4 training staff

VARIABLES	TOTAL COSTS	AGENCY PERCENTAGE SHARE					
		DAR	%	ATI-NTC	%	NORLU	%
		A	B	B/AX100	C	C/AX100	D
1. Board and Lodging	P1,664,000.00	P1,331,200.00	80	P332,800.00	20	0	0
2. Handouts, Supplies and Materials	P22,000.00	P11,000.00	50	P11,000.00	50	0	0
3. Resource Speakers' Honoria	P235,200.00	P34,000.00	14.5	P194,400.00	82.66	P6,800.00	2.84
4. Validation Trips	P145,000.00	P15,000.00	10.34	P65,000.00	44.83	P65,000.00	44.83
E. Total Costs	P2,066,200.00	P1,391,200.00	67.3	P415,600.00	20.1	P259,400.00	12.6

Table 2. Actual ARIBA direct training costs per participant per day

Direct training costs (A)	Number of training days (B)	Number of trainees (C)	Training cost per participant per day (A / B / C)
P1,331,200.00 (board & lodging costs)	100 days	36 trainees	P369.78
P1,387,200.00 (board and lodging; handouts, supplies & materials; & resource speakers' honoraria costs)	100 days	36 trainees	P385.33

Table 3. ARIBA training cost-saving efficiency per variable per convergent agency

AGENCY	TOTAL COSTS	AGENCY COSTS	SAVINGS	EFFICIENCY
T. Variables	(A)	(B)	(C = A - B)	(C/AX100)
DAR-CAR	P2,066,200.00	P1,391,200.00	P675,000.00	32.67%
BL	P1,664,000.00	P1,331,200.00	P332,800.00	20.00%
HSM	P22,000.00	P11,000.00	P11,000.00	50.00%
RSH	P235,200.00	P34,000.00	P201,200.00	85.54%
VT	P145,000.00	P15,000.00	P130,000.00	89.66%
ATI-NTC	P2,066,200.00	P415,600.00	P1,650,600.00	79.89%
BL	P1,664,000.00	P332,800.00	P1,331,200.00	80.00%
HSM	P22,000.00	P11,000.00	P11,000.00	50.00%
RSH	P235,200.00	P194,400.00	P40,800.00	17.35%
VT	P145,000.00	P65,000.00	P80,000.00	55.17%
NORLU	P2,066,200.00	P259,400.00	P1,806,800.00	87.45%
BL	P1,664,000.00	0	P1,664,000.00	100%
HSM	P22,000.00	0	P22,000.00	100%
RSH	P235,200.00	P6,800.00	P228,400.00	97.11%
VT	P145,000.00	P65,000.00	P80,000.00	55.17%

Legend (Training Variables) :

BL = Board and Lodging

HSM = Handouts, Supplies & Materials

RSH = Resource Speakers' Honoraria

VT = Validation Trips

Table 4. SRDI per key result area(KRA) & ALDA level by year of Agrarian Reform Ccommunity / Barangay Gadang

Year	LTI	ECOPISS	FPI	BSS	GAD	OM	SRDI	ALDA Level
1997	3.00	1.60	1.60	1.58	1.50	1.61	1.81	2
1998	3.00	1.10	2.20	1.68	1.08	1.15	1.85	2
1999	2.78	1.44	1.40	2.25	2.33	1.90	1.87	2
2000	100.00	64.95	39.62	79.12	44.51	62.72	63.97	3
2001	100.00	77.40	47.03	86.05	37.11	84.14	72.85	4
2002	100.00	82.74	87.78	86.12	43.47	87.06	82.24	5
2003	100.00	79.40	76.58	88.28	43.47	83.27	79.24	5
2004	100.00	81.46	50.71	84.28	43.47	58.82	69.91	4
2005	100.00	81.68	65.43	83.94	47.92	71.27	75.27	5

Note: DAR's SRDI standard from 1977 to 1999 used the scale of 1 to 3 where 1 is the lowest and 3 is the highest

Legend:

- SRDI = Sustainable Rural Development Index
- ALDA = Agrarian Reform Community / Barangay Level of Development Assessment
- LTI = Land Tenure Improvement
- ECOPISS = Economic & Physical Infrastructure Support Services
- FPI = Farm Productivity and Income
- BSS = Basic Social Services
- GAD = Gender And Development
- OM = Organizational Maturity

Table 4a. SRDI per Key Result Area(KRA) & ALDA level by year of Agrarian Reform Community / Barangay Gadang

Year	LTI	ECOPISS	FPI	BSS	GAD	OM	SRDI	ALDA Level
2000	100.00	64.95	39.62	79.12	44.51	62.72	63.97	3
2001	100.00	77.40	47.03	86.05	37.11	84.14	72.85	4
2002	100.00	82.74	87.78	86.12	43.47	87.06	82.24	5
2003	100.00	79.40	76.58	88.28	43.47	83.27	79.24	5
2004	100.00	81.46	50.71	84.28	43.47	58.82	69.91	4
2005	100.00	81.68	65.43	83.94	47.92	71.27	75.27	5
Average SRDI Per KRA	100.00	77.94	61.19	84.63	43.33	74.55	NA	NA

Key Result Areas (KRAs) = LTI, ECOPISS, FPI, BSS, GAD and OM

Legend:

- SRDI = Sustainable Rural Development Index
- ALDA = Agrarian Reform Community / Barangay Level of Development Assessment
- LTI = Land Tenure Improvement
- ECOPISS = Economic & Physical Infrastructure Support Services
- FPI = Farm Productivity and Income
- BSS = Basic Social Services
- GAD = Gender And Development
- OM = Organizational Maturity
- NA = Not Applicable

Table 5. SRDI per indicator per Key Result Area(KRA) by year of Agrarian Reform Community/Barangay Gadang, Kapangan, Benguet

Key Result Area(KRA) and Indicators	2000	2001	2002	2003	2004	2005	SRDI
I. Land Tenure Improvement							
1. % of land distributed to total working scope	100.00	100.00	100.00	100.00	100.00	100.00	100.00
2. % of actual ARBs to total ARBs	100.00	100.00	100.00	100.00	100.00	100.00	100.00
3. % of ARBs paying amortization to total ARBs w/ amortization Schedule	NA	NA	NA	NA	NA	NA	NA
4. % of ARBs cultivating the land to total ARBs with farmlots	100.00	100.00	100.00	100.00	100.00	100.00	100.00
5. % of ARBs maintaining land ownership to total actual ARBs	100.00	100.00	100.00	100.00	100.00	100.00	100.00
6. % of hectares covered as indicated in the registered leasehold(LH) Contracts to total leasehold scope	NA	NA	NA	NA	NA	NA	NA
7. % of ARBs with registered LH Contracts to total ARB-leasees	NA	NA	NA	NA	NA	NA	NA
6. % of ARBs w/ access to pre and post Harvest facilities to total ARBs	100.00	100.00	100.00	100.00	100.00	100.00	100.00
7. Credit services are provided to ARBs in need of credit	0	60.87	61.57	76.39	55.56	100.00	59.10
8. Appropriate marketing services established	25.00	75.00	100.00	100.00	50.00	50.00	66.70

Table 5. Continued...

Key Result Area(KRA) and Indicators	2000	2001	2002	2003	2004	2005	SRDI
II. Economic & Physical Infrastructure Support Services (ECOPISS)							
1. Farm to market road and other networks	23.636	45.45	46.18	4.28	50.91	45.45	35.98
2. Bridges	13.514	27.93	63.06	65.77	70.05	70.05	51.73
3. Irrigation systems	100.00	100.00	100.00	100.00	100.00	67.16	94.53
4. Provision of pre and post Harvest Facilities	100.00	87.35	88.89	89.79	91.67	98.36	94.34
5. % of ARBs w/ access to Irrigation Facilities to total ARBs in need of Irrigation	100.00	100.00	100.00	100.00	100.00	100.00	100.00
6. % of ARBs w/ access to pre & post harvest facilities to total ARBs	100.00	100.00	100.00	100.00	100.00	100.00	100.00
7. Credit services are provided to ARBs in need of credit	0	60.87	61.57	76.39	55.56	100.00	59.10
8. Appropriate marketing services established	25.00	75.00	100.00	100.00	50.00	50.00	66.70

Table 5. Continued...

Key Result Area(KRA) and Indicators	2000	2001	2002	2003	2004	2005	SRDI
III. Farm Productivity and Income(FPI)							
1. Adoption of appropriate farming production technologies	5.514	36.68	49.57	49.57	49.57	43.92	39.14
2. Average actual yield of major crops	25.00	37.50	91.67	75.00	58.33	91.67	63.20
3. Average increase in yield of major Crops	50.00	62.50	75.00	50.00	25.00	75.00	56.25
4. Annual household Income	75.00	100.00	100.00	100.00	100.00	100.00	95.83
5. Increase in annual farm Income	25.00	25.00	100.00	100.00	50.00	25.00	54.17
IV. Basic Social Services (BSS)							
1. Availability of Health Services	100.00	100.00	100.00	100.00	75.00	75.00	91.67
2. % of ARC households (HH) to total HH availing Of health services	-	100.00	100.00	100.00	100.00	100.00	100.00
3. % of ARC HH to total HH with access to potable water supply	100.00	100.00	100.00	100.00	100.00	100.00	100.00
4. % of ARC HH to total HH having access to power supply	15.926	27.78	28.52	46.13	50.00	47.18	35.92
5. Elementary enrollment Ratio	89.286	89.29	89.29	89.29	97.97	97.97	92.18
6. High school enrollment Ratio	65.714	65.11	65.71	65.71	65.71	65.71	65.61

Table 5. Continued...

Key Result Area(KRA) and Indicators	2000	2001	2002	2003	2004	2005	SRDI
VI. Organizational Maturity							
A. Organizational Mgt.							
1. Legal personality	100.00	100.00	100.00	100.00	100.00	100.00	100.00
2. Vision, Mission, Goal & Objectives (VMGO)	100.00	100.00	100.00	100.00	100.00	100.00	100.00
3. Strategic Dev't Plan	75.00	100.00	100.00	100.00	25	100.00	83.33
4. Organizational Policies, Systems and Procedures (PSP)	75.00	75	75	75	75	75	75.00
5. Total membership in absolute terms	100.00	100.00	100.00	100.00	100.00	100.00	100.00
6. % of ARB members to total membership	100.00	100.00	100.00	100.00	100.00	100.00	100.00
7. % of ARB members to total ARB population	20.446	20.45	20.446	20.94	20.94	-	20.65
8. Functionality of the BOD and Committees	0	100.00	100.00	100.00	50.00	100.00	75.00
9. Officers' attendance in meetings and other organizational activities	100.00	76.00	76.00	88.00	88	-	85.60
10. Members' attendance in meetings & other organizational activities	33.33	48.48	48.48	47.34	20.71	47.34	40.95
11. % of officers and committees attending basic & advanced trng.	14.28	-	54.00	54.00	34	-	39.07
12. Attendance of members in membership & other relevant trainings	94.545	94.55	100.00	100.00	100.00	62.13	91.87
13. Attendance of mgt. staff in basic & advance training courses	75.00	75.00	75.00	75.00	75	0	62.5
B. Resource Management							81.94
14. Capital Build-Up(CBU) Generation	50.00	100.00	100.00	100.00	100.00	100.00	91.67
15. Savings Mobilization	100.00	100.00	100.00	25	25	75	70.83
16. Employment of Core Mgt. Team (CMT)	50.00	100.00	100.00	100.00	50	100	83.33

Table 5. Continued...

Key Result Area(KRA) and Indicators	2000	2001	2002	2003	2004	2005	SRDI
C. Social Enterprise Operations							63.41
17. Installation of financial & operational policies, systems & procedures	75.00	100.00	100.00	100.00	50	100	87.50
18. Agri-based enterprises & services provided to Members	0	75.00	75.00	75.00	50	50	54.17
19. Sustainable and productive use of resources	100.00	75.00	100.00	100.00	100.00	100.00	95.83
20. External loan Repayments	-	13.63	50.91	50.91	0	-	28.86
21. Profitability Return On Equity (ROE)	6.129	10.95	75.00	100.00	50	100	57.01
22. Profitability Return On Capital (ROC)	-	1.00	75.00	100.00	25	50	50.20
23. Debt-Equity ratio	1.567	0.80	100.00	100.00	25	100.00	54.56
24. Liquidity ratio (Current ratio)	50.00	100.00	100.00	25	100.00	100.00	79.17
D. Alliance Building							76.76
25. Sectoral representation in various local dev't councils	75.00	100.00	75.00	75.00	50	50	70.83
26. Capability of the PO / Cooperative to access technical & financial support	98.728	54.75	69.11	99.69	0	-	64.46
27. Alliance building	-	100.00	100.00	100.00	100	75	95.00