



Republic of the Philippines
DEPARTMENT of AGRARIAN REFORM

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MEMORANDUM CIRCULAR NO. 01
Series of 1997

TO : ALL DAR REGIONAL DIRECTORS,
PROVINCIAL AGRARIAN REFORM OFFICERS,
MUNICIPAL AGRARIAN REFORM OFFICERS,
ALL CONCERNED PERSONNEL

SUBJECT : GUIDELINES AND PROCEDURES ON THE ASSESSMENT OF THE
LEVEL OF DEVELOPMENT OF ARCS

A. Background and Rationale

The Department of Agrarian Reform has adopted the strategy of building viable Agrarian Reform Communities (ARCs) in the development of the rural countryside and free it from rural poverty. It has been recognized as a relevant approach to address the developmental requirements of the marginalized sector because it harnesses the concerted efforts and synergy among the various development players thus, maximizing the use of available resources. It is people centered and area focused to show concrete results and greater impact. However, the basic question remains: how do we measure ARC development? In response to this need, the guidelines and procedures on the assessment of the level of development of ARCs is hereby issued.

B. Objectives

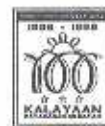
The general objective of the ARC Level of Development Assessment (ALDA) is to determine the growth of the ARCs and the extent by which inputs are translated into outputs which in turn generate effects among the target beneficiaries and these effects ultimately creates impact on the socio economic life of the community.

Specifically, the ALDA aims to:

1. Assess the status of the ARCs in the areas of Land Tenure Improvement, Organization Building and Strengthening, Farm Productivity and Income which includes economic and physical infrastructure support, agri-industrialization, and Basic Social Services;
2. Determine the ARC level of development and identify its strengths and weaknesses based on their present status; and
3. Determine the appropriate and relevant interventions to be undertaken both by the community/PO and implementors of DAR (municipal, provincial, regional and national levels), NGOs, LGUs and Line Agencies.



"Tulong-tulong sa pagsulong"



C. Operational Framework

With ALDA the current state of the ARCs shall be determined according to the eight Key Result Areas of ARC development. Analysis shall be based on the content of the development intervention or the programs, projects and activities implemented in the ARCs along with the 8 KRAs and the process or manner in which these interventions were implemented. The current state shall be matched with the criteria of a viable ARC to determine the gaps. The performance gaps herein defined shall serve as the springboard for planning needed interventions to bring about the desired level of development of agrarian reform communities.

ARC development should be measured in terms of social, political economic, environmental and cultural viability of the community.

D. Methodology

1. Indicators

The three major goals of the ARC development strategy are better quality of life, people empowerment and sustainable agro-industrial development. Interventions by the different ARC players representing the GO, PO and NGO sectors were intensified through tripartism to attain these goals.

The ALDA has five (5) major Key Indicators, namely: 1) Land Tenure Improvement; 2) Organization Building and Strengthening; 3) Farm Productivity and Income; 4) Basic Social Services and 5) Gender and Development (GAD). The other three components such as ECOPISS, Agri-based Industrialization, Ecosystem Development are subsumed under these five major indicators. The criteria of each indicator per major component is shown in Table 1 (Evaluation Criteria-Annex 1).

2. Guidelines in the Conduct of ARC Level of Development Assessment

a. Frequency and Team Composition

- 1) The ALDA shall be conducted every semester to determine the progress and growth of the ARCs and at the same time identify relevant strengthening activities or interventions.
- 2) A team composed of DAR Regional and Provincial ARC Coordinators, partner NGO and representative from PO/Coop shall be responsible for conducting the ALDA.

b. Data Gathering and Evaluation

- 1) Prior to the conduct of the assessment, the team shall review the data gathering tool (questionnaire-Annex 2) for familiarization. The team must identify and agree among themselves which items should be gathered through interview, FGD, review of existing documents, observations, etc.

- 2) Data/information gathering, could be culled-out both from the primary or secondary sources. The evaluation team must review all the existing documents and reports such as ARCDPs, PBD Monitoring reports, Coop/Organizations' By-Laws, VMGO, written policies, financial reports, systems installed, ARC/Barangay profiles, DF's chronicles and PDC and MDC (LGUs) reports, etc.
- 3) Focus group discussion (FGD) /interview with the MARO/DF/DW and the members/leaders of the organization and some members of the community shall be undertaken for the primary data requirement. Only questions applicable to each group shall be asked during the interview and FGD.
- 4) All cooperatives/POs within the ARCs which DAR has intervention shall be subjected to Assessment.
- 5) The respondent from the coop/org. shall be at least 80% of the Leadership (BOD and Committees), 10% of the general membership, all members of the Core Management Staff. Some members of the community shall also be asked for validation.
- 6) After the data gathering and interview, results shall be analyzed and subjected to ALDA indicators using the evaluation criteria in Table 1.

c. Computation of Rating

- 1) Each ARC shall be rated in each of the indicator per major area i.e., LTI, OBAS, FPI, BSS and GAD by relating the actual performance to the expected level of performance.
- 2) The rating scale shall be 1 to 3 in each indicator where one is the lowest and three is the highest. In rating the performance, all activities shall be considered equally important.
- 3) Table 1 should be used in determining the points for each indicator with specific standard such as a) percentage; b) required frequency; and c) performance of specific task.
- 4) Table 2 - Data Processing Sheet (Annex 3) shall be used in the processing of the result of the assessment. Determine the rating per major component. Then compute the ARC overall rating.

Formula for computation:

1. Per Major Component

<u>Major Component</u>	<u>Rating by Component</u>
a. LTI	$Rl = L/Dl$
b. OBAS	$Ro = O/Do$

- c. FPI $R_f = F/D_f$
- d. BSS $R_b = B/D_b$
- e. GAD $R_g = G/D_g$

2. Overall Rating

$$OR = L + O + F + B + G / \Sigma D$$

Where:

- L = Total points for LTI
- O = Total points for OBAS
- F = Total points for Farm Productivity and Income
- B = Total points for Basic Social Services
- G = Total points for Gender and Development
- D₁ = Number of indicators for LTI
- D_o = Number of indicators for OBAS
- D_f = Number of indicators for FPI
- D_b = Number of indicators for BSS
- D_g = Number of indicators for GAD
- ΣD = Summation of all Indicators (D₁+D_o+D_f+D_b+D_g)

d. Interpretation and Analysis of Final Score

- 1.) The interpretation of the final score and appropriate intervention shall be as follows:

<u>Range of Rating</u>	<u>Interpretation</u>
1.00 - 1.66	Level 1 (Underdevelop)
1.67 - 2.33 (with no component rating below 1.5)	Level 2 (Developing)
2.34 - 3.00 (with no component rating below 2.0)	Level 3 (Developed)

- 2.) The evaluation team should come-up with a written analysis of the ALDA results including the strengths and weaknesses of the ARCs under each major indicators. The result of the assessment should be presented and discussed with the Regional and Provincial ARC Coordinators, ARC Task Force for their reflection and courses of action. It shall be the responsibility of the regional and provincial ARC coordinators to provide feedback on the result of assessment of the ARC to the MARO and DF.

3. Action Planning

- a.) After the result of the ALDA have been discussed with the community (organization or coop) an action planning shall be conducted. The DF/DW

together with the leaders and selected members of the organization shall develop a 6 month action plan. The plan shall indicate the intervention to the identified weak areas of the ARCs.

b. Steps in preparing the ARC Action Plan:

- 1) Determine the overall direction of the ARC after assessing the opportunities for development.
- 2) Identify the needs of the ARCs as a whole and the need of the organization in particular. Targets should be set corresponding to specific activities under each KRA for viable ARC, time requirement, and persons or groups responsible for the activities.
- 3) Funding should also be indicated in the plan including the sources of these funding.
- 4) The plan should be prepared by the official representatives of the POs within the ARC using the format in Annex 4 and presented to the POs or community for approval.

E. Reporting and Feedbacking

1. ARC Action Plans and ALDA results shall be consolidated per province and to be submitted to DARRO-SSD. The DARRO-SSD shall likewise consolidate and prepare a regional ALDA report and submit to DARCO; attention: BARBD. BARBD shall prepare the national report of the ALDA and ARC action plan to be submitted to SSO and OSEC.
2. The ALDA as comprehensive assessment of the ARC level of development shall replace the Organizational Maturity Assessment (OMA). It shall be noted that the OMA indicators form part of the OBAS component of ALDA.
3. ALDA should be conducted in all ARCs semestrally. Reports on its conduct shall be prepared and submitted on or before 15 of July for the first semester and 15 of January of the incoming year for the second semester.
4. ALDA report shall form part of the semestral reports and performance contract of PAROs and RDs.

F. Effectivity

This Memorandum Circular shall take effect starting the first semester of 1997.

Diliman, Quezon City, December 23, 1996.


ERNESTO D. GARIÑO
Secretary

Annex 1

ARC Development Assessment Indicators

Table 1: Evaluation Criteria

Key Result Areas/ Indicators	RATING SCALE		
	1	2	3
I. Land Tenure Improve- ment			
A. LAD			
1. % land distributed (accom/scope)	1%-50%	51-89%	90%-100%
2. % of actual ARBs vs. ARB scope (actual + potential)	1%-50%	51-89%	90%-100%
3. % of ARBs paying the amortization	1%-50%	51-89%	90%-100%
4. % ARBs cultivating the land transferred	1%-50%	51-89%	90%-100%
5. % of ARBs maintain the ownership of the land	1%-50%	51-89%	90%-100%
B. Non-LAD			
6. % of registered LH contract (has) vs. scope	1%-50%	51-89%	90%-100%
7. % of ARBs under LH vs. ARB scope	1%-50%	51-89%	90%-100%
8. % of actual ARBs cultivating the leased land	1%-50%	51-89%	90%-100%

Key Result Areas/ Indicators	RATING SCALE		
	1	2	3
II. OBAS			
A. Organizational Management			
1. Organization			
1.1 Legal personality	informal farmer's group or no formal org. existing	registered farmers' organization either with CDA, DOLE-BRW, SEC	farmer's organization affiliated with higher level of organization (municipal, provincial, regional, national)
1.2 VMGO & structure	No VMGO & unclear org'l structure written	VMGO & structure written posted in the organization's office	VMGO & structure can be explained by BOD, Committes, Mgt. Staff and members
1.3 Strategic development plan (short term, medium term, written and implemented)	With existing strategic development plan	With existing strategic development plan (short term) implemented	With existing strategic development plan short & medium term) operational
2. Membership and Leadership management			
Membership			
2.1 total membership	50 members and below	51-100 members	more than 100 members
2.2 ARB members	50% below are ARBs	50%-79% are ARBs	80% or more are ARBs
2.3 Ratio of ARBs member/total ARBs	Below 50% of the total ARBs in the ARC are members of the organization	50%-79% of the total ARBs in the ARC are members of the organization	80% of the total ARBs in the ARC are members of the organization
<u>Functionality of BODs and Committees</u>			
2.4 Committees	Formed working committees; no regular meeting conducted	Working Committees conducts regular meeting and have developed plan (educational, lending financial, credit mgt., CBU expansion, land	All wotking Committes are operational * with regular meetings * plans & program are implemented

Key Result Areas/ Indicators	RATING SCALE		
	1	2	3
2.5 BOD	No meetings/irregular conduct of meetings as stipulated in the by-laws	mgt. and productivity enhancement) BOD have been conducting regular meetings as stipulated in the By-Laws	BODs have written minutes of the meetings which are kept and properly filed, conduct review of committees implementation of plans and policies
<u>Level of participation of members, committees and Board of Directors</u>			
2.6 Members	Below 50% of the total members attend meetings and other organizational activities	50% - 69% of the members attend meetings and other organizational activities	70% and above of the members attend meetings and other organizational activities
2.7 Board of Directors	Below 70% of the total members attend meetings and other organizational activities	70%-85% of the members attend meetings and other organizational activities	86% and above of the members attend meetings and other organizational activities
2.8 Committees	Below 70% of the total members attend meetings and other organizational activities	70%-85% of the members attend meetings and other organizational activities	86% and above of the members attend meetings and other organizational activities
3. Membership/Mgt. Training completed			
3.1 Members (Pre-membership Education Seminar)	At least 50% of the members have attended PMES or PO building Seminar	100% of the members have attended PMES or PO building Seminar & 25% for other membership enhancement seminars	100% of the members have attended PMES or PO building seminars and 50% membership enhancement seminars
3.2 Committees (Educator's training, Credit management, land management, productivity enhancement, policy formulation, etc.)	Less than 100% of the members of working committees have attended at least one basic course	100% of members of the committees have attended all basic training courses	100% members of the working committees have attended advance training/seminar courses

Key Result Areas/ Indicators	RATING SCALE		
	1	2	3
3.3 Board of Directors (Coop Mgt., Org'l Dev't, Leadership, Policy formulation)	Below 100% members have attended at least one basic training course	100% members have attended all basic training courses	All BOD members have attended advance training courses relative to their functions
3.4 Management Staff (Coop Mgt., Financial Mgt., Bookkeeping, Acctng., Credit/ Collection & marketing)	At lease the Manager & Treasurer have attended one basic training course	Manager and Treas. have attended all basic training courses	All Mgt. staff have attended advance training courses
B. Resource Management			
1. Capital Build-up (CBU) Generation	Less than 100% of the members have paid their membership fee	All members have paid their membership fee & capital share (20% of the prescribed capital share or P15,000)	Average annual increase of P200 or more per member
2. Savings Mobilization	At least 60% of the members are involved in savings with at least P100 per member	At least 60% of the members are involved in savings with at least P200 per member annual incremental increase	At least 60% of the members are involved in savings with at least P300 or more per member incremental increase
3. Core Management Team (Manager, Treasurer, Cashier & Bookkeeper)	All part-time	Full time Manager and Treasurer	All full-time
C. Social Enterprise Operations			
1. Systems Installed - Financial Systems	Maintain only Treasurer Cash Book No Annual reports and annual financial statements	With TCB, General Ledger, subsidiary ledger, with annual reports/ FS (not audited),	Complete and up- dated books, with Annual reports and audited financial statements
2. Membership, Land- holdings, policies systems	With membership list	With list containing membership status, landholdings, status of cultivation, policies formulated	With annual updated membership status, landholdings, status of cultivation, manual of operations or policies

Key Result Areas/ Indicators	RATING SCALE		
	1	2	3
3. Financial Performance			
3.1 Loan Repayments	Below 50%	51%-79%	80%-100%
3.2 Profitability (Return on Equity (Income/Expenses))	Below break-even	Break-even	Above break-even
3.3 Debt:Equity Ratio	Less than 6:1	6:1	More than 6:1
3.4 Liquidity ratio (Networth/Liability)	Can't comply with 1:1	1:1	More than 1:1
4. Services Provided			
4.1 Number and Type of Services (Multi-purpose)	At least one service is provided to its member and non-members	At least two services are provided to its members and non-members	More than two services are provided catering to the ARC households
4.2 % of members and non-members	Less than 50% of members are being served	50%-75% of the members are being served	76 and above of the members are being served
5. Sustainable and productive use of resources			
5.1 No. of environment-friendly project/activity implemented	At least one project implemented in the ARC	At least two project implemented & adopted	Three or more projects operational with 100% of the members adopting
D. Local governance and Alliance building			
1. Coop/organization's strategic development plan mainstreamed in the LGUs dev't plan	Coop/org strategic development plan not presented and incorporated in the Barangay Development Plan	Coop/organization's strategic development plan presented and mainstreamed in the Barangay Dev't Plan	Coop/organization's strategic development plan presented and mainstreamed in the Municipal Dev't Plan
2. Coop/organization represented in the LGU councils at the different levels	Coop/organization not represented in the BDC	Coop/organization represented in the BDC	Coop/organization represented in the MDC

Key Result Areas/ Indicators	RATING SCALE		
	1	2	3
III. Farm Productivity and Income			
1. Physical infra projects completed/ provided based on the requirement of the ARC such as:			
1.1 Farm to Market road & other road networks	Out of the remaining requirements, less than 50% have been provided	Out of the remaining requirements, 50%-99% have been provided	Out of the remaining requirements 100% have been completed
1.2 Bridges	Out of the remaining requirements, less than 50% have been provided	Out of the remaining requirements, 50%-99% have been provided	Out of the remaining requirements, 100% are completed
1.3 Irrigation Systems	Out of the remaining requirements, less than 50% have been provided	Out of the remaining requirements, 50%-99% have been provided	Out of the remaining requirements, 100% are completed
1.4 Post Harvest Facilities	Out of the remaining requirements, less than 50% have been provided	Out of the remaining requirements, 50%-99% have been provided	Out of the remaining requirements, 100% are completed
2. Provision of Credit/ Marketing Services			
2.1 Credit Services	20% & Below of the ARBs in need of credit able to access to financial institutions	21-60% of the ARBs in need of credit able to access to financial institutions	61-100% of the ARBs in need of credit able to access in financial institutions
2.2 Marketing services	Existing marketing services within the ARC is through trader/farm gate	Existing marketing services within the ARC is through the Coop	established marketing contracts
3. Access to appropriate farming/ production technologies	Less than 20% of the ARBs are practicing diversified or multi-cropping/farming technologies systems to increase production	21%-60% of the ARBs are practicing diversified or multi-cropping/farming technologies systems to increase production	61%-100% of the ARBs are practicing diversified or multi-cropping/farming technologies systems to increase production
4. Establishment of Agri-based rural industries	No small scale agri-based rural industry existing based on ARC resources	At least one small scale agri-based rural industry is within based on the ARC resource	At least one medium scale agri-based rural industry is existing ARC resources

Key Result Areas/ Indicators	RATING SCALE		
	1	2	3
5. % increase in farm productivity	Production is below national production level per type of crops	ARC is within coverage area of small scale industry Production is at par or 20% the national production level per type of crops	Production is 21% and above the national production level per type of crops
6. Household Income	P20,000-39,000 using the 1992 index	P40,000-59,000 using the 1992 index	P60,000 above using the 1992 index
IV. Basic Social Services			
A. Health Services			
1. Availability of health services	At least service existing in the ARC	Health Center is existing with midwife/doctor visiting the ARC on a periodic basis	Health Center with basic facilities, medicines, & midwife & doctor providing services to the ARC households
2. % of ARC households having access to the health facilities	Below 50%	At least 50% of the ARC households have access to the health services	At least 80% of the ARC households have access to the health services
B. Potable Water Supply			
1. % of ARC HH having access to the water supply system	At least 50% of the ARC households are served with potable water supply	At least 51% of the ARC households using level 2 & the rest are using level 1	At least 50% of the ARC households using level 3 and the rest are using level 2
C. Power Supply			
1. % of ARC households having access to the power supply	At least 50% of the ARC households are using electric power supply	At least 51%-75% of the ARC households are using electric power supply	At least 76%-100% using electric power supply
E. Basic Education Facilities/Services			
1. % of children using the educational facilities	Below 50%	50%-79% of the children are enrolled in this school	80%-100% of the children are enrolled in the elementary school and at least 50% are enrolled in the high school

Key Result Areas/ Indicators	RATING SCALE		
	1	2	3
IV. Gender and Dev't			
1. % of Women ARBs (EP/CLOA Holder) vs. total women farmers	1%-15%	16%-30%	31% and above
2. % of women holding key position in the organization (women vs. total no. of leaders)	Below 21%	21%-49%	50% and above
3. No. of services/project for women within the organization	No project	At least 1 project/services w/n the organization is implemented and cater the women	More than two services or projects are implemented catering to women
4. % of Women ARBs able to access credit/marketing services and appropriate farming/production technologies	20% and below of women ARBs able to access	21%-60% of women ARBs able to access	61%-100% of women ARBs able to access

ANNEX 2

**ARC Level of Development Assessment
Guide Questions**

General Information:

Region: _____ Province: _____

Name of ARC: _____ Year Launched _____

Municipality: _____

Barangays Covered: _____

_____	_____
_____	_____
_____	_____
_____	_____

Type of Foreign of Assistance Program (if covered) _____

Field Implementors:

Name of Development Facilitator/s: _____

Name of MARO: _____

Name of Partner NGO/s: _____

Name of Development worker: _____

ALDA Team and Date of Conduct:

ALDA Team Composition:

_____	_____
_____	_____
_____	_____

Date ALDA Conducted: _____

Time Started : _____ Time Finished: _____

ALDA Guide Questions

I. Land Tenure Improvement

A. LAD

1. Total LAD Scope (hectares) _____
Total LAD Accomplishment (hectares) _____
Percentage of Accomplishment (Scope/Accomp) _____
2. Total Number of ARB Scope: Male _____ Female _____ Total _____
Total No. of Actual ARBs: Male _____ Female _____ Total _____
Total No. of Potential ARBs: Male _____ Female _____ Total _____
Percentage of Accomplishment: _____
3. Total Number of ARBs Paying amortization: _____
% of ARBs paying vs. actual ARBs: _____
4. Total number of ARBs presently cultivating the land transferred _____
% of ARB cultivating vs. actual ARBs: _____
5. Total number of ARBs maintaining ownership of the land _____
% of ARBs maintains ownership w actual ARBs: _____

B. NON-LAD

1. Total LH Contract Target (in hectares) _____
Total LH Accomplishment (in hectares) _____
2. Total Number of ARB Target: Male _____ Female _____ Total _____
Total No. of Actual ARBs: Male _____ Female _____ Total _____
Total No. of Potential ARBs: Male _____ Female _____ Total _____
Percentage of Accomplishment: _____
3. Total number of ARBs presently cultivating the leased land _____
% of ARB cultivating vs. actual ARBs: _____

II. Organizational and Building and Strengthening

A. Organizational Management Capability

1. Legal personality

a. Is there an existing organization in the ARC? None _____ Yes _____

b. If none, do not answer the questions in OBAS component
If Yes, fill-up the following information:

Name of Organization: _____

Date Organized: _____

Type of Organization: Coop _____ FA/FO _____ IA _____ Others _____

Initial Membership:

Total No. of Members: Male _____ Female _____ Total _____

No. of ARB members: Male _____ Female _____ Total _____

c. Is the organization registered? Yes _____ No _____
If yes, where and date registered _____

Is the organization affiliated? Yes _____ No _____
If yes, what is the name of the secondary/tertiary organization where coop/
organization is affiliated and identify area of coverage (municipal/ provincial/
national) _____

d. Does the coop/organization has existing and clear Vision, Mission, Goals
and objectives? Yes _____ None _____ Clear Org'l Structure? Yes _____ None _____

If yes, how many of the BOD, Committees, Mgt. and members can explain
the organization's VMGO and structure.

BOD _____ Committees _____

Mgt. Staff _____ Members _____

e. Does the coop/organization has existing strategic development plan/operational
plan? Yes _____ None _____

If yes, what are the type of strategic plan/operational plan?

Long term _____ medium term _____ short term _____

Enumerate the major program/projects/activities incorporated in the plan:
(refer to the strategic/operation plan of the coop/organization). Which of these
programs/projects/activities are implemented/operational

2. Membership and Leadership

- a. What is the present membership of the organization?
 Total No. of Members: Male _____ Female _____ Total _____
 No. of ARB members: Male _____ Female _____ Total _____
 % of ARB members vs. total number of members _____
 % of ARB members vs. total actual ARBs in the ARC _____

b. What are the functions of the Committees and BOD?

b.1 Existing committees formed and functions.

Name of Working Committees	Members		Programs/Projects/Activities Undertaken
	M	F	

Note: Programs/Projects/Activities are based on the functions of the different committees formed e.g. training's, financial/lending/credit management, CBU expansion, land management and productivity enhancement, etc.

b.2 BOD membership and Functions

Members		Meetings Conducted		Programs/Projects/Activities Undertaken
M	F	Type/Date	Attendance	

Note: Meetings conducted (type/date) refer to the regular meetings of the BOD as stipulated in the by-laws and date of conduct. Include also special meetings

c. What are the level of participation of the members, Committees and BODs in the organization-related activities?

Leadership/ Membership	Meetings Conducted		Programs/Projects/ Activities	Members Part'ng
	Type/Date	Attendance		
a. Members				
b. BOD				
c. Committee				

3. What are the trainings attended by members, Committees, BOD and Management Staff?

a. Membership

Type of Trainings Attended by Members	No. of Members Attended	
	Male	Female
1. PMES		
2. MES		
3. Others (Please specify)		

b. Committees

Type of Trainings Attended by Committee Members	No. of Members Attended	
	Male	Female

Note: Indicate trainings attended per committee existing which are basic KASH needed by the committee. e.g. Educators Training for EdCom, Credit Mgt. for CreCom, etc.

c. BOD

Type of Trainings Attended by BOD Members	No. of Members Attended	
	Male	Female

Note: Indicate the trainings attended by BOD members both basic and advance courses such as to coop management, leadership, ODS, policy formulation

d. Management Staff

Type of Trainings Attended by Management Staff	No. of Members Attended	
	Male	Female

Note: Indicate the trainings attended by Mgt. Staff both basic and advance courses such as Coop Mgt., Financial Mgt., Bookkeeping & accounting, credit/collection and marketing, etc.

B. Resource Management

1. Capital Build-up (CBU) Generation

How much is the membership fee/member? P _____

No. of Member who paid membership fee? M _____ F _____

How much is the prescribed capital share of the organization? P _____

How much is the amount per share? P _____

No. of Members who have paid their CBU M _____ F _____

For organizations three years and above in existence, indicate the total CBU generated and the number of members involved for the last 3 years:

199_ - P _____; No. of Members involved M _____ F _____

199_ - P _____; No. of Members involved M _____ F _____

199_ - P _____; No. of Members involved M _____ F _____

For organization with less than three years in existence indicate the total CBU generated for the last one or two years or whichever is applicable.

199_ - P _____; No. of Members involved M _____ F _____

199_ - P _____; No. of Members involved M _____ F _____

2. Savings Mobilization

For organizations three years and above in existence, indicate the total savings generated and number of members involved for the last 3 years:

1994 - P _____; No. of Members involved M _____ F _____

1995 - P _____; No. of Members involved M _____ F _____

1996 - P _____; No. of Members involved M _____ F _____

For organization with less than three years in existence indicate the total savings generated for the last one or two years or whichever is applicable.

199_ - P _____; No. of Members involved M _____ F _____

199_ - P _____; No. of Members involved M _____ F _____

3. Does the coop/organization has formed Core Management Team ? ___ Yes ___ No
 If yes, who composes the CMT?

Composition of Core Management Staff	Emp. Status		Honorarium/ Salary (P)
	F-time	P-time	

C. Social Enterprises Operations

1. What are the different financial systems installed within the organization?

Financial Records installed (Please enumerate) _____

Financial Reports prepared (Please Enumerate and specify whether it is audited)

2. Does the coop/organization maintains the following records?

Records Maintained	Date Records Updated
Membership List	
Status of Members Landholdings	
Status of members' cultivation	
Manual of operations/policies (Enumerate operations manual)	

Enumerate the different policies formulated:

3. Financial performance (This information shall be culled from the organizations' financial records, financial statements, income statement, balance sheet, etc)

a. Does the coop/organization has existing loan/s? ____ Yes ____ None
If yes fill-up the following information:

Amount of Loan _____ Type of Loan _____
Interest Rate _____%/annum
Date loan released _____ Date of loan maturity _____
Amount of loan paid _____ No. of members paying _____

b. How much is the total equity of the organization? P _____
How much is the total income and expenses of the organization based on the latest income statement prepared? P _____ (Income) P _____ Expenses
What is the profitability or Return on Equity of the organization (Income/ Expenses _____

c. What is the Debt :Equity Ratio of the organization? _____

d. How much is the total networth of the organization? P _____
How much is the total liability of the organization? P _____
What is the present liquidity of the organization (Networth/Liability) _____

4. Services Provided by the Organization

a. What are the type of services provided by the organization?

Type of Services or Enterprises	No. of members	Non-members
	Served	Served

5. What are the type of environmental-friendly projects/activities implemented

Type of Environmental-Freindly Projects/Activities Implemented	No. of Adoptors	
	Male	Female

D. Local Governance and Alliance Building

1. Does the coop/organization's strategic development plan mainstreamed in the LGUs? Yes ___ No ___

If yes, at what level in the LGU is it incorporated? BDC _____ MDC _____

2. Does the coop/organization represented in the LGUs development councils Yes _____ No _____

If yes, at what level and who represents the coop/organization in the different councils?

BDC _____ Representative /s _____

MDC _____ Representative/s _____

III. Productivity and Income

1. What are the physical infrastructure projects completed provided based on the requirements of the ARC?

Type of Infrastructure Projects	Total ARC Requirements	Already Provided (Existing)	Remaining Requirements	Projects provided based on the RQ	Status
FMR (Km)					
Bridges (lm)					
Irrigation System No. of Units Service Area (has)					
Post arvest Facilities (Enumerate the No. of units and capacity)					
Farm Mchineries (Enumerate the no. of units & capacity)					

2. Farm Productivity and Income

a. What are the available credit services accessed by the ARBs

Type of Credit Accessed	Insitutions (Bank/ NGO/Coop/Private)	# of ARBS Applied		# of ARBs Accessed	
		M	F	M	F

b. What are the marketing services accessed by the ARBs in the ARCs?

Comodity/Crops Produced	Mktg Outlet (Coop, NGO/Agri Bus. Inst.	Type of Marketing Tie-up	# of ARBs Ben.		tatus
			M	F	

Note: Marketing tie-ups should include marketing agreements such as contract growing, outlet, joint venture, consignment, etc.
Remarks should indicate agreements made such as MOA/Contracts signed, informal agreements, etc.

3. What are the appropriate farming/production technologies adopted in the ARC?

Type of Appropriate Farming/ Production Technology	No. of ARBs Adopting the Tech.		
	M	F	Total

4. What are the Agri-based Rural Industries established in the ARC

Type of Agri-based Rural Industries Established	Capitalization	No. People Employed	
	(Amount in P)	M	F

5. What are the % increase in farm productivity per major crops produced in in the ARC?

a. Crop Production

Major Crops	Area Planted	Ave. Yield/Has.	Crop-ping/Year	Prod'n Volume	Selling Price per Unit	Gross Income/Year	Expenses	Farm Income

b. Livestock

Type of Livestock	No. of Heads	Production Voume	Income per Year

6. What is the Average Household income per year?

On-Farm Income - P _____
 Off-Farm Income - P _____
 Non-Farm Income - P _____
 Total HH Income - P _____

IV. Basic Social Services

A. What are the existing health services available to the ARBs and other members of the community?

Health Facilities		Existing Health Services	No. of HH Served	Health Workers		Frequency of visit
Type	No.			Classification	No.	

Note: Health Services Include the following: primary - (Health education such as Mothers Class, Health Care Training, etc.); Secondary (Preventive services such as vaccination); Tertiary (Curative Services)

B. How many of the household have access to potable water supply?

Type of Potable Water Supply	No. of HH Served	Remarks

C. Is there an existing power supply in the ARC? Yes ___ None ___

If yes, what are the type of power supply and number of household benefited

D. Basic Educational Facilities and Services

Level of Education Existing	No. of School Building	No. of Teachers	No. of Enrolees	# of Children w/n school age

V. Gender and Development

1. What is the total number of women farmer in the AR? _____
 No. of women ARBs (EP/CLAO Holders) _____
 No. of women farmer who are co-owner of the EP/CLOA _____
 % of women ARBs vs. Total women farmer _____
 % of women ARBs vs. Total ARBs _____

2. What is the total number of women holding key position in the organization?

BOD : No. of Female _____ No. of Male _____ Total _____
 Committees: No. of Female _____ No. of Male _____ Total _____

3. What are the projects/services provided for women within the organization?

Type of Projects/Activities/ Services	No. of Members benefitting		
	Female	Male	Total

4. What is the percentage of women who have access and benefit to credit, marketing and farm/production technology?

% of women with access/benefit to credit _____

% of women with access/benefit to marketing services _____

% of women with access/benefit to farm/production technologies _____

(Sources of the data can be culled-out from the Farm Productivity and Income portion of the questionnaire)

GOOD LUCK AND THANK YOU!

Annex 3

ARC Level of Development Assessment

Table 3: Processing Table

Name of ARC:

Key Result Areas/ Indicators	ARC Status based of ALDA Data Gathering	Rating Scale	Raw Score	Rating Per Indicator
<p>I. Land Tenure Improve- ment</p> <p>A. LAD</p> <p>1. % land distributed (accom/scope)</p> <p>2. % of actual ARBs vs. ARB scope (actual + potential)</p> <p>3. % of ARBs paying the amortization</p> <p>4. % ARBs cultivating the land transferred</p> <p>5. % of ARBs maintain the ownership of the land</p> <p>B. Non-LAD</p> <p>6. % of registered LH contract (has) vs. scope</p> <p>7. % of ARBs under LH vs. ARB scope</p> <p>8. % of actual ARBs cultivating the leased land</p>				
<p>II. OBAS</p> <p>A. Organizational Manage- ment</p> <p>1. Organization</p> <p>1.1 Legal personality</p>				

Key Result Areas/ Indicators	ARC Status based of ALDA Data Gathering	Rating Scale	Raw Score	Rating Per Indicator
1.2 VMGO & structure				
1.3. Strategic develop- ment plan (short term, medium term, written and imple- mented)				
2. Membership and Leader- ship management				
Membership				
2.1 total membership				
2.2 ARB members				
2.3 Ratio of ARBs member/total ARBs				
<u>Functionality of BODs and Committees</u>				
2.4 Committees				
2.5 BOD				
<u>Level of participation of members, committees and Board of Directors</u>				
2.6 Members				
2.7 Board of Directors				

Key Result Areas/ Indicators	ARC Status based of ALDA Data Gathering	Rating Scale	Raw Score	Rating Per Indicator
2.8 Committees				
3. Membership/ Mgt. Training completed				
3.1 Members (Pre-membership Education Seminar)				
3.2 Committees (Educator's training, Credit management, land management, productivity enhance- ment , policy formu- lation, etc.)				
3.3 Board of Directors (Coop Mgt., Org'l Dev't, Leadership, Policy formulation)				
3.4 Management Staff (Coop Mgt., Financial Mgt., Bookkeeping, Acctng., Credit/ Collection & marketing)				
B. Resource Management				
1. Capital Build-up (CBU) Generation				
2. Savings Mobilization				
3. Core Management Team (Manager, Treasurer, Cashier & Bookkeeper)				

Key Result Areas/ Indicators	ARC Status based of ALDA Data Gathering	Rating Scale	Raw Score	Rating Per Indicator
<p>C. Social Enterprise Operations</p> <p>1. Systems Installed - Financial Systems</p> <p>2. Membership, Land- holdings, policies systems</p> <p>3. Financial Performance</p> <p>3.1 Loan Repayments</p> <p>3.2 Profitability (Return on Equity (Income/ Expenses))</p> <p>3.3 Debt:Equity Ratio</p> <p>3.4 Liquidity ratio (Networth/Liability)</p> <p>4. Services Provided</p> <p>4.1 Number and Type of Services (Multi-purpose)</p> <p>4.2 % of members and non-members</p> <p>5. Sustainable and produc- tive use of resources</p> <p>5.1 No. of environment- friendly project/activity implemented</p>				
<p>D. Local governance and , Alliance buidling</p> <p>1. Coop/org's strategic plan mainstreamed in LGU's dev't plans</p>				

Key Result Areas/ Indicators	ARC Status based of ALDA Data Gathering	Rating Scale	Raw Score	Rating Per Indicator
2. Coop/org. represented in the councils at the different levels				
III. Farm Productivity and Income				
1. Physical infra projects completed/provided based on the require- ment of the ARC such as:				
1.1 Farm to Market road & other road networks				
1.2 Bridges				
1.3 Irrigation Systems				
1.4 Post Harvest Facilities				
2. Provision of Credit/ Marketing Services				
2.1 Credit Services				
2.2 Marketing services				
3. Access to appropriate farming/production technologies				
4. Establishment of Agri- based rural industries				

Key Result Areas/ Indicators	ARC Status based of ALDA Data Gathering	Rating Scale	Raw Score	Rating Per Indicator
5. % increase in farm productivity				
6. Household Income				
IV. Basic Social Services				
A. Health Services				
1. Availability of health services				
2. % of ARC households having access to the health facilities				
B. Potable Water Supply				
1. % of ARC HH having access to the water supply system				
C. Power Supply				
1. % of ARC households having access to the power supply				
E. Basic Education Facilities/Services				
1. % of children using the educational facilities				
IV. Gender and Dev't				
1. % of Women ARBs (EP/CLOA Holder) vs. total women farmers				

Key Result Areas/ Indicators	ARC Status based of ALDA Data Gathering	Rating Scale	Raw Score	Rating Per Indicator
2. % of women holding key position in the organization (women vs. total no. of leaders)				
3. No. of services/ project for women within the organization				
4. % of Women ARBs able to access credit/ marketing services & appropriate farming/ production technologies				

Annex 4

ARC ACTION PLAN

Name of ARC: _____
Location/Address: _____
Region: _____

KRA/OBJECTIVES	EXPECTED OUTPUT	ACTIVITIES	INDICATORS	TARGETS	TIME FRAME	PERSONS/ GROUPS RESPONSIBLE	FUNDING REQUIREMENTS	SOURCE OF FUND

Prepared by: _____

PO's Representatives _____