



Republic of the Philippines  
**DEPARTMENT of AGRARIAN REFORM**  
ELLIPTICAL ROAD, DILIMAN, QUEZON CITY • TELS. 928-7031 TO 39

**MEMORANDUM CIRCULAR NO. 28**  
Series of 1996

**SUBJECT : GUIDELINES ON THE COST PARAMETER  
FOR PROGRAM BENEFICIARIES  
DEVELOPMENT (PBD)**



**I. RATIONALE**

Over the past years of CARP implementation, DAR recognizes that more than land distribution, the provision of support services in terms of social infrastructure building, economic and physical infrastructure support is equally important to attain people empowerment and economic empowerment of the agrarian reform beneficiaries in the agrarian reform communities. This is translated in the implementation of the Land Tenure Improvement Program (LTI) and Program Beneficiaries Development (PBD) as DAR's contribution in attaining the goals of poverty alleviation, social justice and equity in the countryside.

However, one of the major issues continuously being raised in various consultations with Support Services personnel is the absence of cost parameter in relation to PBD. This has result to dismal budget allocation and program implementation. At present, the PBD field implementors are confronted with difficulties in achieving the objectives of the beneficiaries development program since the budget allocation of DAR has been concentrated to LTI activities.

While CARP accomplishment in number of hectareage distributed is important, it is also imperative that the delivery of adequate support services should be looked into to ensure improvements in the lives of the ARBs and to safeguard the gains of agrarian reform. A reasonable budget share should be allocated to PBD activities congruent with the ARC Strategic Development Framework. Hence, the need for PBD Cost Parameter to serve as a guide to DAR planners and implementors in the resource allocation and mobilization for the remaining years of CARP implementation.



*"Tulong-tulong sa pagsulong"*



## II. OBJECTIVES

The Cost Parameter for Program Beneficiaries Development aims to provide the agrarian reform planners and implementors a guide in settling budget allocation for PBD-related activities.

Specifically, it aims to come up with a more realistic budget allocation for Program Beneficiaries Development for the remaining years of CARP implementation (1997-2000) and to set parameters for PBD activities in every phase of the ARC development work.

## III. GENERAL DESCRIPTION

The cost allocation for various PBD related activities is one thousand five hundred pesos (P1,500.00) per ARB per year. This amount shall be used for four major components. The allocation and utilization of the fund by component shall be as follows:

1. **Social Infrastructure Building and Strengthening Activities ( 10%).** These cover the costs for organizing activities at the ARC level following the ARC Strategic Development Framework. These include costs for supplies and materials and miscellaneous expenses such as meals and snacks, travelling expenses of the ARBs, etc. The farmers equity ( labor and material contributions) is also considered in the cost parameter. About 10% of the allocation will be used for these activities. Please refer to Annex-1.
2. **Agrarian Reform Beneficiaries Training (65%).** The amount allocated are for direct cost for the conduct of ARB Training Programs anchored on the overall ARC framework and training agenda for ARBs. These costs shall include the board and lodging (if outside the ARC), supplies and materials, POL (petroleum, oil and lubricants) products, honorarium for resource persons, transportation expenses for participants and contingency. The cost is dependent on the number of participants, number of days and number of batches per training per ARC. Annexes 2 and 3 present the ladderized ARB training courses and the cost parameter, respectively.

3. **Mobilization Support for DFs (15%).** The cost provides for the travelling allowances and per diems of the DFs working in the ARCs. This also includes cost of POL products for those who are provided with motorcycles or vehicles. It is assumed that the DFs spends at least 15 working days per month in the ARC.
4. **PBD Management, Administration and Monitoring (10%).** These are cost provided for the regional and provincial ARC implementors. These include the coordinative mechanisms intended to maintain the smooth implementation of the program. These mechanisms cover regional/provincial RPS, monitoring and evaluation, field visits and development of IEC Materials for ARCs.

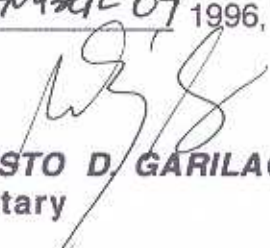
#### **IV. MONITORING OF PBD PLANS**

1. All Regional and Provincial PBD Work and Financial Plan to be covered by ARBD Fund shall be reviewed and approved by BARBD and approved by Asec for Support Services before endorsing to FIMAS for fund allocation;
2. BARBD shall be in-charge in the monitoring of physical and financial accomplishment of PBD implementation nationwide. It shall closely coordinate with FIMAS for financial monitoring;
3. All regions shall submit to BARBD the PBD Quarterly Physical and Financial Accomplishment Report using Form No. 1 (PBDPR F1) attached as Annex 4;
4. Submission of said report shall be on or before 15th day of the month succeeding the quarter (e.g. for 1st quarter - Jan to March report shall be in by 15 April). Any revision of PBD Workplan and Budget shall be subject to or realignment in the review by BARBD and approval of ASEC for Support Services.

#### **VI. EFFECTIVITY CLAUSE:**

This Memorandum Circular on the PBD Cost Parameter shall be implemented beginning January 1997 .

DECEMBER 09 1996, Diliman, Quezon City.

  
**ERNESTO D. GARILAO**  
Secretary



#### **IV. ENTERPRISE DEVELOPMENT AND ALLIANCE BUILDING PHASE**

1. Systems Installations by ARB Organization
  - \* External Audit
2. Provision and Expansions of Services (Product and Service Identification)
3. Training for Various Services Based on the Type of Business They are Engaged Into
  - \* Advance Training for Cooperative Management Staff, BOD and Committees
    - *Credit and Financial Management*
    - *Cooperative Management*
  - \* Training on Various Farm Management
    - *Crop Production*
    - *Livelihood and Poultry Production*
    - *Integrated Pest Management*
    - *Land Use Planning*
    - *Soil and Water Conservation Management and Maintenance*
  - \* SEED Training
    - *Basic concepts on SEED*
    - *Investment and Fmarketing Assistance Program*
    - *Management of Technology Training*
    - *Management of Social Enterprises*
  - \* ARB Enterprise Activities
    - *Cross Visits*
    - *Fora/Symposia*
  - \* Training in Support to LTI and PBD
    - *BARC Training on Mediation and Conciliation*
    - *Para-Legal Training for Farmers*
    - *Orientation Briefing on Policies and Guidelines*
    - *Training on Community Media Program*
4. Linkaging and Networking
  - \* Exposure to Marketing Outlets
5. Membership Expansion (Information Materials)
6. Conduct of Viability Evaluation
7. Community Consultation re: Result of the Viability Evaluation
8. Development of Sustainability Plan by the Organization
9. Presentation of Sustainability Plan and Phasing-Out of Dfs

#### **V. PBD SUPPORT ACTIVITIES**

1. Review and Planning Session
  - \* Regional
  - \* Provincial
2. Task Force Meetings
  - \* Regional
  - \* Provincial
3. Monitoring and Evaluation/Field Visits
  - \* Regional/Provincial
4. Development of IEC Materials

PROPOSED TRAINING COURSES FOR AGRARIAN  
REFORM BENEFICIARIES

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I. SOCIAL PREPARATION PHASE

1. Participatory Action Research

This training is intended for the members of the research team organized during the community assembly. The core group should be invited to attend since they will have to assist in the conduct of the research. This training includes:

a. *Basic Skills in Research (Phase I)*

- > Research Cycle
- > Designing the Survey Instrument
- > Conducting Interviews
- > Community Mapping
- > Action Planning

b. *Basic Skills in Research (Phase II)*

- > Simple Statistical Tools for Data Analysis & Interpretation
- > Formulating Conclusion/Recommendation
- > Report Writing
- > Practicum

c. *Basic Skills in Research (Phase III)*

- > Tools & Methods in Conducting Research
- > The Research Cycle
- > Basic Steps in Research
- > The Elements of PAR
- > Formulation of the Research Design
- > Tips in Interviewing
- > Some Examples of Research Tools

2. Participatory Development Planning

This will be attended by the members of the planning team, together with the core group members. If the community is on a higher level, then it can undertake strategic development planning (SDPW).

This training is composed of the following:

Module I - Basic Skills in Planning

- > Importance of Planning

- > Basic Steps in Planning
- > Steps in the Formulation of the Plan
- > Basic Elements of Planning
- > Project Identification and Project Profile Preparation
- > How to Prepare an Indicative ARC Devt. Plan
- > How to Prepare an Action Plan
- > Action Planning
- > Effective Presentation and facilitation Skills

## II. ORGANIZATIONAL BUILDING PHASE

### 1. Basic Agrarian Reform Beneficiaries Education Seminar

This is the first training under the second phase which is intended to provide the community leaders and the rest of the ARBs with deeper understanding of CARP and the ARC development process. Population development and gender issues (see training on GAD/POPDEV) may also be integrated in the different modules for this training.

This training is composed of the following:

- |             |   |  |
|-------------|---|--|
| Module I    | - | AR Problems and the Poverty Cycle              |
| Module II   | - | Values for Development                         |
| Module III  | - | History of AR: History of the Peasant Movement |
| Movement IV | - | Concepts and principles of AR                  |
| Module V    | - | Salient Features of CARP                       |
| Module VI   | - | The ARC Development Process                    |
| Module VII  | - | Promotion of Grassroots Organization           |

### 2. PO Building Seminar

This is a pre-organization seminar. It will be helpful for all ARBs who signify their intention to form an organization other than a cooperative to undergo this training. Such training will help to enlighten the ARBs on what it has to take to form a PO. Aside from the advantages, the ARBs will have to be made aware of the "sacrifice" and difficulties they should also be willing to offer to ensure the success of their organization.

### 3. Pre-Membership Education Seminar (PMES)

This training is intended for communities who may decide to form a cooperative. This is a basic requirement for ARBs who are willing to become members of a cooperative. No ARB may be considered or accepted as regular member of a coop unless he/she completes the PMES. The PMES is vital to the ARBs complete understanding of what he/she can expect from the coop and what is expected of him in return.

This training is composed of the following:

- |          |   |                         |
|----------|---|-------------------------|
| Module I | - | Ideology of Cooperative |
| >        |   | History of Cooperative  |

- > Coop Principles & Philosophy
- > Types of Coops
- > The Role of Coops in Community Dev't.

Module II - The Coop Organization

- > The Role of Members, Officers & Communities
- > Sources and Uses of Funds
- > Success & Failure Factors
- > Formation of Ad-Hoc Committees

**4. GAD/POP-DEV**

As mentioned earlier, this type of training can be integrated in the BARBES.

This training is composed of the following:

- Module - Development: A Legacy to the Future
- Module II - Babae: Sino nga ba?
- Module III - Choices for the future
- Module IV - Population & Dev't.: The Challenge of Our Times
- Module V - Options for Health & Family well being
- Module VI - Development: A Vision for Tomorrow
- Module VII - Caring for Mother Earth
- Module VIII - Family Size, Family Well-being and Resource Management: A Balancing Act
- Module X - Breaking the Barriers

**5. Personal & Institutional Values Assessment (PIVA)**

This training is intended to define the relationship of an individual (his goals, values etc.) and the organizations' vision, mission, goals which he intends to join. The dynamics of an organization vs. the roles/responsibilities of an individual/member within are tackled in this training course.

**III. CAPABILITY BUILDING PHASE**

**1. Leadership Formation Seminar**

This training is based on the premise that leaders are made not born, thus where the community has formalized their organization, Leadership Formation Seminar will be conducted. This training is basic in spotting and developing potential leaders.

**2. Strategic Development Planning Workshop (SDPW)**

For communities that start with Phase 1 in the ARC Development process, the SDPW will be the first activity under this stage. This activity is classified under training because there are theoretical inputs to be given.



This training contains the following:

- > Vision & Mission Setting
- > Objective Formation
- > Environmental Analysis
- > Formulation of KRAs, Performance Indicators & Targets
- > Selecting the Appropriate Strategy
- > Identification of Program & Projects
- > Action Planning

### **3. Organizational Development & Management**

- 3.1 Basic Accounting & Bookkeeping
- 3.2 Systems Installation
- 3.3 Policy Formulation
- 3.4 Basic Training For Management Staff & Committee Members
- 3.5 Savings Mobilization
- 3.6 Project Proposed Preparation

These are higher levels of trainings for organizational development in the case of cooperatives. A variation of this training specifically intended for coops will be conducted by the BOD. This is intended to enhance managerial competence and skills.

### **4. Enterprise/Alliance Building Phase**

#### *1. Advance Training for Coop Management Staff, BOD & Committee*

- 1.1 Credit & Financial Management
- 1.2 Cooperative Management

For the leaders/managers to sustain their organizations' viability, various training courses will be conducted. Most of the training will be managerial and technical in nature. Under this stage of the organization's development, these training courses will be conducted to enable the leaders/managers to undertake bigger projects and make them social entrepreneurs and to develop their business acumen.

#### *2. Training on Various Farm Management & Techniques*

- 2.1 Crop Production
- 2.2 Livelihood & Poultry Production
- 2.3 Integrated Pest Management
- 2.4 Integrated Farming Systems
- 2.5 Land Use Planning
- 2.6 Soil & Water Conservations management & management

This training will tap the academe and experts (farmer experts) as trainers in the area. It is envisioned that since ARBs are by now owners of the land they till, they have to be trained particularly on the transfer of technology to make the land productive and practice environment-friendly technology for sustainable agriculture.

### 3. *Social Entrepreneurship and Enterprise Development*

As the ARBs organizations' are engaged in production-based commercial level undertakings, it is imperative that they are provided with adequate knowledge and skills in SEED. This training will clarify the basic concepts, program components of SEED and other features that will facilitate the enterprise development of the ARBs.

#### 3.1 Basic Concepts on SEED

- > Introduction & Definition of Terms
- > The Social Entrepreneur
- > Social Enterprise Dev't.: Life Cycle & Life Forces
- > The Elements of SEED

#### 3.2 Investment and Marketing Assistance Program

- > DAR's Policy Directions & Priorities on Agribusiness Related Activities
- > Elements in Agribusiness Linkages & Institutional Support Services for Pos
- > Opportunities in Agribusiness
- > Social Enterprise Dev't.: A Brief Review
- > Social Enterprise Operations
- > Social Enterprise Marketing
- > Corporate Strategies & Practices in Sourcing Raw Materials and Dealing with Pos
- > Farm Management Options in AR Areas

#### 3.3 Management of Technology Training

- > Agri-production and Processing: Managing the Process
- > Approaches in Agri-Production and Processing: From Harvesting, Storage, Processing and Transport
- > Elements in the Operation and Maintenance of Agricultural Facilities, Machines and Equipments

#### 3.4 Management of Social Enterprises

- > Principles of Social Enterprise Management
- > The Management Process
- > Some Approaches/Models of Management in the Context of SEED
- > The Strategic Planning Process as Management Tool
- > The Environment & the Poor: A Challenge for Social Entrepreneurs

### 4. *ARB Enhancement Activities*

- > Cross Visits
- > Fora/Symposia

This activity is intended to heighten the level of awareness of ARBs organizations in enterprise development. Successful agri-business

undertakings of ARB groups/organizations will be showcased to enhance experiential learning among the ARBs.

#### **IV. TRAININGS IN SUPPORT TO LTI & PBD**

##### **1. BARC Orientation/Re-Orientation**

This training is designed for BARC officers and standing committees who are tasked to assist the community in facilitating the AR program at their level.

This training is also for the enhancement of BARC officers and members' capability in the execution of their functions as mandated by law.

This training is composed of the following:

- > DAR's Vision, Mission, Thrusts, Organizational Structure and Functions
- > AR Problems and the Cycle of Poverty
- > History of AR
- > Concepts and Principles of AR
- > The Salient Features of CARP
- > AO 14 Series of 1991: Organization and Functions of the BARC
- > A Review of some DAR's Administrative Orders and Implementing Guidelines

##### **2. BARC Training on Mediation and Conciliation**

This is a training designed for BARC officers or Pos and NGOs, in the community. The objectives of the training are for the BARC officers to level-off on their general knowledge of the principles of AR and RA 6657, and to be equipped with working knowledge and skills in principled negotiations and interest-based mediation and to have a clear understanding on how to adopt these knowledge and skills in the resolution and mediation of AR conflicts.

This training contains the following topics:

- > Basic Principles of AR & RA 6657
- > AR Conflicts in the Philippines
- > The Use of Mediation in the Resolution of AR Conflicts
- > Introduction to Mediation
- > Conflicts Analysis/Circle of Conflicts
- > Principled Negotiation: An Overview
- > Effective Communication
- > The Mediation Road Map
  
- > Framing Issues
- > Use of Caucus as a Strategic Tool
- > Co-mediation
- > Ethical Dilemmas in Mediation
- > Mediators' Code of Conduct

> Mediators' Philosophy and Attitudes

3. *Paralegal Training for Farmer Leaders*

This training is designed for selected PO leaders and BARC officers who are tasked to manage AR conflicts at the lowest level possible, including matters related to technical and financial arrangements in the transfer of landownership.

- > Review of RA 6657  
= The quasi-judicial powers of DAR
- > Review of the Philippine Judicial Structure and Process
- > Jurisprudence & Legislation on AR: Threats and Opportunities
- > Land Acquisition & Distribution of Public and Private Lands:  
Legal Issues & Concern
- > Human Rights and the Inherent Rights, Obligations and  
Powers of the People
- > Elements in the Preparation and Filing of Legal Cases in Court

4. *Orientation/Briefing on the DAR's Policies, Guidelines and Operational Directives*

This orientation is designed to help the ARBs to have a common and unified interpretation of issuances, operational directives, etc., coming from DAR.

This training consists of the following:

- > A Review of the DAR's Recent Thrusts, Policies, Priorities  
and Operational Directives
- > An In-depth Review of Some of the DAR's Administrative  
Orders and Implementing Guidelines

5. *Training on Community Media Program*

This training will focus on the enhancement of the knowledge and skills of ARBs in developing their own communication media to promote community development as well as their organizations. Skills in CMP is specially useful in promoting the various services of Pos engaged in economic activities in and out of the community.

This training consists of the following:

- > Introduction of CMP: What is CMP?
- > Theories & Principles of Communication
- > Elements of Effective Communication
- > Introduction to the Different Communication Media:  
How & When to Use Them for Community Development

The DAR's field offices should help the ARBs in any way possible, especially in their training needs. The ARBs, therefore, should see to it that their training needs are made known to the DAR's field personnel. The DAR shall see to it that the same (training needs) is communicated to the DARPO who shall do everything possible to design and implement trainings congruent to the localized needs of ARBs in a community. If such trainings

are within the arcana of the LGUs, NGOs and other Gos then the DAR shall see to it that proper representations, communications and linkages are made with these agencies and to ensure that such trainings are delivered to the ARBs concerned.

NOTE:

Where no specific subject matter or topic is outlined for integration in any of the above listed training courses, the same is then open for discussion and negotiation with outside parties contacted and contracted by DAR.

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Table 2. ARB Training Cost

TRAINING PROGRAM	# OF DAYS	BOARD & LODGING		SUPPLIES & MATERIALS	POL PRODUCTS	HONORARIUM	RENTAL	TRANSP. OF PAX	10% CONTIN.	TOTAL	PER ARB COST
		ON-SITE	OFF-SITE								
<b>I. SOCIAL PREPARATION PHASE</b>											
1. Participatory Action Research	3	18,000	-	5,250	1,500	6,000	-	-	3,075	33,825	966
2. Participatory Dev't Planning	3	18,000	-	5,250	1,500	6,000	-	-	3,075	33,825	966
<b>II. ORGANIZATIONAL BUILDING PHASE</b>											
1. BARBES	5	30,000	-	5,250	2,500	10,000	-	-	4,775	52,525	1,501
2. P.O. Building Seminar	3	18,000	-	5,250	1,500	6,000	-	-	3,075	33,825	966
3. Pre-Membership Education Seminar (PMES)	3	18,000	-	5,250	1,500	6,000	-	-	3,075	33,825	966
4. GAD/POPDEV	7	42,000	-	5,250	3,500	14,000	-	-	6,475	71,225	2,035
5. PIVA	3	18,000	-	5,250	1,500	6,000	-	-	3,075	33,825	966
<b>III. CAPABILITY BUILDING PHASE</b>											
1. Leadership Formation Seminar	3	18,000	-	5,250	1,500	6,000	-	-	3,075	33,825	966
2. Strategic Dev't Planning Workshop	5	30,000	-	5,250	2,500	10,000	-	-	4,775	52,525	1,501
3. Organizational Dev't Training Prog.											
3.1 Basic Acctg. & Bookkeeping	3	18,000	-	5,250	1,500	6,000	-	-	3,075	33,825	966
3.2 Systems Installation	3	18,000	-	5,250	1,500	6,000	-	-	3,075	33,825	966
3.3 Policy Formulation	3	18,000	-	5,250	1,500	6,000	-	-	3,075	33,825	966
3.4 Basic Training for Committee & Management Staff											
3.4.1 Credit Management	3	18,000	-	5,250	1,500	6,000	-	-	3,075	33,825	966
3.4.2 Audit & Inventory Sem.	3	18,000	-	5,250	1,500	6,000	-	-	3,075	33,825	966
3.4.3 Mgt. Staff Seminar	3	18,000	-	5,250	1,500	6,000	-	-	3,075	33,825	966
3.5 Savings Mobilization	3	18,000	-	5,250	1,500	6,000	-	-	3,075	33,825	966
3.6 Project Proposal Preparation	5	30,000	-	5,250	2,500	10,000	-	-	4,775	52,525	1,501
<b>IV. ENTERPRISE/ALLIANCE BUILDING PHASE</b>											
1. Advance Training for Coop Mgt. Staff, BOD, & Committee											
1.1 Credit & Financial Mgt.	3	18,000	-	5,250	1,500	6,000	-	-	3,075	33,825	966
1.2 Coop Management	3	18,000	-	5,250	1,500	6,000	-	-	3,075	33,825	966
2. Training on Various Farm Mgt.											
2.1 Crop Production	5	-	120,000	5,250	2,500	20,000	5,000	17,500	17,025	187,275	5,351
2.2 Livelihood & Poultry Prod'n	5	-	120,000	5,250	2,500	20,000	5,000	17,500	17,025	187,275	5,351

TRAINING PROGRAM	# OF DAYS	BOARD & LODGING		SUPPLIES & MATERIALS	POIL PRODUCTS	HONGRA-RIUM	RENTAL	TRANSP. OF PAX	10% CONTIN.	TOTAL	PER ARB COST
		ON-SITE	OFF-SITE								
2.3 Integrated Pest Management	8	-	180,000	5,250	4,000	32,000	8,000	17,500	24,675	271,425	7,755
2.4 Integrated Farming System	10	-	220,000	5,250	5,000	40,000	10,000	17,500	29,775	327,525	9,358
2.5 Land Use Planning	3	-	80,000	5,250	1,500	12,000	3,000	17,500	11,925	131,175	3,748
2.6 Soil & Water Conservation Management & Maintenance	7	-	160,000	5,250	3,500	28,000	7,000	17,500	22,125	243,375	6,954
3. Social Entrepreneurship & Enter-preneurial Development (SEED)	3	18,000	-	5,250	1,500	12,000	-	-	3,675	40,425	1,155
3.1 Basic Concepts on SEED	3	18,000	-	5,250	1,500	12,000	-	-	3,675	40,425	1,155
3.2 Investment and Marketing Assistance Program	5	-	120,000	5,250	2,500	20,000	5,000	17,500	17,025	187,275	5,351
3.3 Mgt. of Technology Trng.	5	-	120,000	5,250	2,500	20,000	5,000	17,500	17,025	187,275	5,351
3.4 Management of Social Enterprises	5	-	120,000	5,250	2,500	20,000	5,000	17,500	17,025	187,275	5,351
4. ARS Enterprise Activities	3	-	80,000	5,250	1,500	6,000	3,000	17,500	11,325	124,575	3,559
4.1 Cross Visits	2	-	60,000	5,250	1,000	8,000	2,000	17,500	9,375	103,125	2,946
4.2 Fora/Symposia	1	-	-	-	-	-	-	-	-	-	-
V. TRAINING IN SUPPORT TO LTI AND PBD											
1. BARC Orientation/Re-Orientation	3	18,000	-	5,250	1,500	6,000	-	-	3,075	33,825	966
2. BARC Trng. on Mediation & Conflict	3	18,000	-	5,250	1,500	6,000	-	-	3,075	33,825	966
3. Paralegal for Farmer Leaders	3	18,000	-	5,250	1,500	6,000	-	-	3,075	33,825	966
4. Orientation/Briefing on Policies Guidelines on Operational Directives	1	6,000	-	5,250	500	2,000	-	-	1,375	15,125	432
5. Trng. on Community-Media Prog.	3	18,000	-	5,250	1,500	6,000	-	-	3,075	33,825	966
GRAND TOTAL	139	516,000	1,260,000	189,000	69,500	390,000	53,000	175,000	265,250	2,917,750	83,358
FOR SUB-CONTRACTING TO NGOS/POs:				2,951,575							
				590,315							
				3,541,895							

Total Cost for Training  
Administrative Cost

TRAINING PROGRAM	# OF DAYS	BOARD & LODGING		SUPPLIES & MATERIALS	POL PRODUCTS	HONORA-RIUM	RENTAL	TRANSP. OF PAX	10% CONTIN.	TOTAL	PER ARB COST
		ON-SITE	OFF-SITE								

ASSUMPTIONS:

1. No. of participants = 35 + 5 Training Management Staff.
2. For board & Lodging (off-site) = Training duration + 1 day (meals before and after the training).
3. Cost Parameters:
  - a. Board & Lodging:
    - On-site = P 150/pax/day
    - Off-site = P 500/pax/day
  - b. Supplies & Materials = P 150/pax/training
  - c. Honorarium:
    - Minimum = P 250/hour
    - Maximum = P 500/hour
  - d. Transportation/Travelling of participants (off-site) training = P 500/pax/training
  - e. POL Products = P 500/day
  - f. Rentals (Off-site training) for conference room, equipments, etc. = P 1,000/day



Annex 4

Form 1

PBD PERFORMANCE REPORT  
(Physical and Financial)  
For the \_\_\_\_\_ Quarter, 199 \_\_\_\_\_

PROGRAM/PROJECT/ ACTIVITY (A)	PHYSICAL TARGET (B)	BUDGET (C)	PERFORMANCE		EFFICIENCY		REMARKS
			ACCOMP. (D)	% OF ACCOMP. (E)	FUND UTILIZATIONS (%) G (F/C)	UNIT COST (H) (F/D)	

Prepared by:

\_\_\_\_\_  
CARPO, SSD

Noted by:

\_\_\_\_\_  
ARDC

Approved by:

\_\_\_\_\_  
RD

\_\_\_\_\_  
ARDA