



Republic of the Philippines  
**DEPARTMENT of AGRARIAN REFORM**

Memorandum Circular

No. 08, Series of 1994

**SUBJECT : STANDARDS OF PERFORMANCE FOR FIELD OFFICES**

The task of completing agrarian reform requires a more effective DAR bureaucracy. To this end, DAR is implementing training programs for its employees to enhance their capabilities. In turn, each employee is expected to produce the desired outputs. Concrete and realistic work targets should therefore, be set by each unit and each employee in terms of what the Department wants to achieve based on its current thrust and priorities.

Ensuring that such targets are achieved requires an effective system for monitoring and evaluating the performance of the staff. This would necessitate a thorough review of the present point system being used in the field which does not take into account the various concerns of agrarian reform apart from land tenure improvement.

As an initial step towards devising a responsive monitoring and evaluation system, the following Standards of Performance for Field Offices have been formulated based on a series of consultations with field officials and personnel.

The following are the salient features of the Standards of Performance:

1. The Standards of Performance define only the major outputs expected of the respective field offices. They do not cover all the activities being undertaken at the field level. Hence, the list should not be interpreted in a limiting manner. It does not mean that the activities of the concerned offices should be confined only to those listed in the performance indicators.
2. The Standards refer to the offices and not to individual staff or personnel. The head of office is held responsible for attaining the expected outputs and as manager should be able to distribute the tasks to the staff, supervise, monitor and motivate them to achieve the targets.
3. Key Result Areas refer to the effectiveness areas, areas of accountability or areas of concern.
4. Performance Indicators refer to the tangible outputs derived from the KRAs.
5. Targets refer to the targeted accomplishments for the year. These can vary each year depending on the Department's overall thrust and priorities.

6. All the items listed in the offices' KRAs should be reflected in the Performance Contracts which should henceforth be drawn up and agreed with the direct supervisors. Every year, the Municipal Agrarian Reform Officer should execute a Performance Contract with the Provincial Agrarian Reform Officer, the Provincial Agrarian Reform Officer with the Regional Director, and the Regional Director with the Undersecretary for Field Operations and Support Services. Except for 1994, Performance Contracts are due on the second month of every year after the Department has firmed up its work program and operational directives for the year. This year, Performance Contracts are due on the first week of June.

7. These Standards of Performance should now be an input to the Performance Evaluation of Individual Employees. Based on the targets set for the different offices under this Standards of Performance and the assigned tasks of the individual employees, performance contracts can also be drawn between the head of offices and their individual employees.

8. Standards for rating the individual employee performance should be drawn by the office. For each performance indicator under the KRAs covering the employee's assigned tasks, uniform standard should be used for defining the meaning of Outstanding, Very Satisfactory, Satisfactory, and Unsatisfactory performance. Quantity, Quality, and Timeliness of Outputs delivered should be considered.

9. The rating standards drawn up by the field offices should be submitted to the Office of the Assistant Secretary for Finance, Management and Administration.

22 April 1994, Diliman, Quezon City.



ERNESTO D. GARILAO  
Secretary, DAR



**STANDARDS OF PERFORMANCE  
REGIONAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
A.3. EP/CLOA Information System	Regional EPIS/CLOAIS databases validated and updated	validated & updated regional EPIS/CLOAIS completed on or before 10th day of the month	
A.4. Regional & Provincial Mapping System	subsidiary list on EPs and CLOAs registered generated	subsidiary list and diskette copy of records on EP/CLOA registered/distributed submitted monthly to DARCO	
	regional & prov'l. maps completed & displayed at DARRO	completed	
<b>B. LAND ACQUISITION AND DISTRIBUTION</b>			
B.1. Target Setting	Regional LAD targets until 1998 established	completed with break-down by province, by land type, per year	Target setting should take into account the remaining CARP scope balance and the prescribed period for completion as provided for by law.
B.2. Land Surveys	No. of farmlots Area in Hectares No. of Parcels No. of LHs No. of Homelots	completed in all lands targeted for distribution	DARRO shall assist the DARPOs complete the surveys in lands targeted for distribution.  It should immediately act on problems brought to its attention and coordinate closely with the Regional DENR to synchronize work program & with DARCO for the release of survey funds.

**STANDARDS OF PERFORMANCE  
REGIONAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
B.3. Completion of the issuance of EPs/CLOAs in OLT areas, settlements & landed estates	No. of Mother & Individual CLOAs distributed	completed for the remaining OLT, Settlements & Landed Estates balances	DARROs should assist DARROs in following up all pending papers with LBP, DENR-LMS, ROD; and provide the necessary administrative support.  Separate individual from mother CLOA
B.4. Issuance & Distribution of CLOAs in VOS, & in other land types	No. of Hectares No. of ARBs  No. of Mother & Individual CLOAs distributed  No. of Hectares No. of ARBs	completed for all ARCs	DARROs should monitor the PAROs performance and provide necessary assistance to attain LTI targets.
<b>C. NON - LAND TRANSFER PROGRAM</b>			
C.1. Execution/Registration of Leasehold Contracts and Fixing of Rental	Regional leasehold scope established  Leasehold contracts executed & registered  Hectares covered No. of ARBs	completed by 1994  leasehold target based on scope attained	DARROs should be able to firm up the regional leasehold scope. It should ensure that the PAROs are able to accelerate execution & registration of leasehold contracts.
C.2. Monitoring of other Non - Land Transfer Schemes & of Commercial Farm Deferment	List Prepared and Updated	Masterlist maintained & updated in DARRO out of the prov'l rpts.	DARROs shall ensure that all corporations subject to production & profit sharing &/or other non - land transfer schemes are identified by the PAROs and monitored for compliance.

**STANDARDS OF PERFORMANCE  
REGIONAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
C.3. Review, Processing & Monitoring of Land Conversion	<p>Monitoring reports from DARPOs reviewed</p> <p>Investigation of non-compliance assisted</p> <p>No. of applications reviewed/processed</p>	<p>land conversion applications processed &amp; recommendations submitted to DARCO</p>	<p>Assistance should be provided in investigating non-compliance. Report on the results of investigation should be sent to the Central Office.</p>
	<p>No. of illegal Conversions with legal action taken</p>	<p>No case of illegal conversion remain unacted</p>	<p>DARROs should review, process application for land conversion.</p> <p>DARROs shall assist the DARPOs in investigating or taking action on illegal conversion reported by the MAROs.</p>
C.4. Monitoring of Illegal Coco - Tree Cutting	<p>No. of illegal coco - tree cutting with legal actions taken</p>	<p>no case of illegal coco tree cutting remains unacted upon</p>	<p>DARROs should assist the DARPOs in investigating; taking action on illegal coco trees reported by MAROs.</p>
II. LEGAL ASSISTANCE  A. Resolution of pending agrarian judicial and non-judicial cases resolved: the region	<p>No. of agrarian cases judicial non-judicial</p> <p>Ave. period of resolution</p>	<p>all agrarian cases in ARCs prioritized</p>	<p>DARRO shall monitor the status of all pending cases in the provinces/region and follow-up their speedy resolution. Report on the status of cases decided by the region should be provided to DARPOs concerned and to the Central Office.</p>

**STANDARDS OF PERFORMANCE  
REGIONAL AGRARIAN REFORM OFFICES**

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B. Legal Education and Information	<p>Copy of status report on cases sent to DARCO &amp; DARPO</p> <p>No. of ARBs/clientele assisted</p> <p>Copy of status report on cases sent to DARCO</p>		<p>it should also provide legal information and counselling to affected parties.</p>
<b>III. PROGRAM BENEFICIARIES DEVELOPMENT</b>			
A. Social Infrastructure Building & Strengthening			
A.1. NGOs/POs Identification and Profiles consolidation	<p>Consolidated regional NGO/PO profiles completed</p> <p>Report submitted to DARCO - BARBO</p>	<p>completed for the region</p>	<p>DARROs shall consolidate the NGO/PO profiles submitted by the DARPOs. In addition, they shall similarly prepare profiles of regional NGOs or regional federation of POs. Using these profiles, they should do the groundwork for establishing partnership at the regional level.</p>
A.2. ARB/ARC Profiles Completed	<p>List of ARCs reviewed and ARB/ARC profiles compiled</p>	<p>completed for the region</p>	<p>They shall review the ARCs selected by the DARPOs to ensure that they conform with the criteria set</p>
A.3. Assistance to DARPO's institutional development work	<p>total no. of functional POs/Coops in the ARCs</p>	<p>at least one functional organization per ARC</p>	<p>They shall assist the DARPOs in the institutional development of the ARBs in ARCs, specifically in the organization of BARCs, and in the formation/strengthening of other forms of farmers' organizations.</p>

**STANDARDS OF PERFORMANCE  
REGIONAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
A.4. ARC Assessment & Planning	Quarterly ARC Assessment & Planning conducted with the Prov'l ARC Coordinators	4	
<b>B. Economic &amp; Physical Infrastructure Support Services</b>			
B.1. Project Development Implementation and monitoring in ARCs	No. of Project proposals prepared		They shall again assist the PAROs in the preparation/packaging of project proposals for identified projects.
	No. of Projects assisted	All on-going projects monitored	These shall be submitted to concerned agencies/funding institutions or to Central Office - PDMS.
	No. of Projects monitored	Reports submitted by DARPOs reviewed & submitted to DARCO on time	They shall also monitor on-going approved projects in the region to ensure that resources are utilized properly, e.g., AIDA, DRDAP.
B.2. CARP Projects Validation/ Monitoring and Evaluation	CARP-funded projects validated/monitored/evaluated status reports reviewed, analyzed and submitted to DARCO	irregularities reported to RCIT/PARC Sec	The DARRO should take a more active role in the monitoring of CARP-funded projects of other CARP implementing agencies to ensure proper implementation.
			The PARC Secretariat should provide the Regions/Provinces info on CARP-funded projects which shall be the basis for validation/monitoring.
			Any problem/irregularity raised should be reported to appropriate bodies (RCIT). PAROs of affected areas should be informed.



**STANDARDS OF PERFORMANCE  
REGIONAL AGRARIAN REFORM OFFICES**

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B.3. Resource Accessing & Linkaging	No. of Project Proposals Approved by funding institutions	P10M/ARC raised	DARROs shall likewise follow-up resolution of problems reported and if unacted report to PARC Secretariat copy furnished the PARO concerned.  They shall establish linkages with funding institutions, Central Office & other gov't agencies to be able to access funds for the projects developed.
<b>IV. SUPPORT PROGRAMS</b>			
A. Human Resource Development Program	Personnel database established & maintained  conduct of TNAs assisted  Training Programs/ Modules Developed  No. & type of trainings conducted  No. of participants No. of part-hours  briefings conducted	System installed by MIS  TNA for reg'l, mun., & prov'l staff conducted  one training prog. per quarter  based on TNA  everytime there are new issuances	The DARROs shall attend to the capability building of the entire DAR staff in the region.  They shall establish the Regional Personnel Database which will be used by DARCO in preparing the Departmentwide HRD Program. System shall be installed by MIS.  They shall assist the DARPO-BDCD in the conduct of training needs assessment  Following the SOPs for Training, they shall develop appropriate training design and modules for programs within their responsibility.  They shall conduct and assist trainings for the DAR personnel of the entire region.  They shall also ensure that PAROs are provided copies of new policies/guidelines and are oriented on these.

**STANDARDS OF PERFORMANCE  
REGIONAL AGRARIAN REFORM OFFICES**

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B. Information & Communication	<p>Copies of new issuances distributed</p> <p>Regular reports submitted to DARCO</p> <p>Information Needs Assessment of DAR's various publics conducted at the regional level</p> <p>Information needs assessment of the provinces consolidated and analyzed</p> <p>No. of IEC materials developed, produced &amp; distributed to various clients</p> <p>CARP/ARC news articles/features developed, published and/or aired</p>	<p>submitted on time</p> <p>Information needs at the regional level assessed/determined 1st qtr of the year</p> <p>Consolidation and analysis of provincial info needs assessment completed 2nd qtr</p> <p>CARP/ARC news articles featured / published in local/ national newspapers on a regular basis; aired in local TV &amp; radio stations</p>	<p>The Monitoring and Reporting system is still being piloted in Bukidnon prior to its full blown implementation.</p> <p>The region should initiate the conduct of information needs assessment to be able to address the information needs of DAR's various publics at the regional level.</p> <p>Results of info needs assessment at the provincial levels will serve as important inputs in coming up with a Regional Communication Plan. This will also be the basis in providing technical assistance to the provincial and municipal staff.</p> <p>As part of information dissemination the region should also produce various IEC materials based on the info needs assessment. DARRO can also provide DARPO with some of the prototype materials to be distributed at the field level.</p> <p>The region should maintain direct contacts with the local/national newspaper publishers, radio and TV stations. This forms part of the info campaign utilizing the fast-track approach to communication.</p>

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REGIONAL AGRARIAN REFORM OFFICES**

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	<p>CARP/ARC news articles/features generated at the provincial office</p> <p>CARP/ARC Briefings, Fora &amp; Symposia conducted</p> <p>Exhibits mounted</p> <p>Bulletin Board maintained</p> <p>Implementation of Provincial Com Plans monitored</p>	<p>CARP/ARC news articles/features developed 2x every month</p> <p>Briefing/Fora/Symposia for DAR's various publics conducted on a regular basis at least once a month</p> <p>At least once in every quarter</p> <p>One Bulletin Board maintained at the DARRO</p> <p>Implementation of PARCPs monitored quarterly</p>	<p>The DARRO may generate CARP/ARC news articles/features from the provincial level offices which are the region's main source of CARP/ARC updates.</p> <p>The DARRO should be responsible in conducting these activities at the regional level and from time to time assist DARPO in the conduct of the same activity in order to reach out to various sectors at the field level.</p> <p>Regular orientation on CARP/ARC updates and developments should be conducted for all DARRO personnel. DARRO shall also ensure that the DARPO will do the same.</p> <p>In order to showcase ARC/CARP accomplishments and activities and as part of info campaign, exhibits should be displayed at the DARRO or in any conspicuous place in the region, especially during special events and occasions.</p> <p>Bulletin Board should be maintained at the DARRO. Info materials posted should be changed regularly depending on the nature of the information. This forms part of informing DARRO personnel &amp; walk-in clientele on the program and office activities.</p> <p>The DARRO shall be responsible in monitoring the implementation of the Provincial Agrarian Reform Communication Plans.</p>

**STANDARDS OF PERFORMANCE  
REGIONAL AGRARIAN REFORM OFFICES**

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C. Budgetary & Other Resources Support Provision	Resources provided to DARPOs PAROs' budget utilization monitored	Technical assistance provided Every DARPO should have a computer	It shall also provide technical assistance to field people in the conduct of their respective communication/info programs.  DARROs shall provide the PAROs the necessary resources to be able to successfully perform their responsibilities. They shall also monitor DARPOs' budget utilization.
V. GO - NGO - PO PARTNERSHIP INSTITUTIONALIZED			
A.1. Partnership with NGOs/POs	No. of NGO/PO Partners	at least one partnership body at reg'l level	DARROs should always consciously exert effort to establish partnership with NGOs/POs, regional offices of other CARR implementing agencies, and the RDC.
A.2. Landowners' Desk/PACU	Landowners' Desk set-up No. of LOs assisted	LO desk operation - alized; PACU improved	DARROs shall try to convince existing NGOs/POs in the province to support CARR, especially but not limited to institution building.  Landowners desk & PACU shall be set-up at the DARRO level in order to attend to the immediate concerns of the LOs/general public.
A.3. Regional Partnership Bodies	No. of RCIT/RDC meetings attended No. of Speedy resolution of issues & concerns/meeting	all meetings attended	DARROs shall take the lead in organizing/reconstituting/strengthening the RCIT, RDC and/or other regional partnership bodies in order to push for acceptance of AR as the core of countryside development and as such convince members to actively support CARR and ARC development.
A.4. Joint DAR - other agencies Planning Sessions	Joint Planning session conducted	Work programs synchronized	Again, DAR shall take the lead in synchronizing work program & targets of the different CARR agencies.

**STANDARDS OF PERFORMANCE  
PROVINCIAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
I. LAND TENURE IMPROVEMENT			
A. PRELIMINARY ACTIVITIES			
A.1. LTI Database	Provincial CARP Scope validated	CARP Scope validation completed	DARPOs shall ensure the completion of CARP Scope validation by the MAROs. PAROs shall then firm up the provincial scope by municipality and maintain subsidiary ledgers by sarangay.
	Provincial LAD scope by municipality established	Validated scope established by June 1994	
A.2. LTI Tracking System	LAD Inventory Work sheet by municipality consolidated for the Province	Consolidated provincial inventory Worksheet completed, updated & displayed at DARPO office	Each DARPO should be able to install and operationalize the tracking mechanism for LTI activities per municipality following the FOG & MIS format. Data recorded in this tracking system will be used for subsequent target setting and in the monthly MARO assessment meetings. Problems should be resolved/acted upon in these meetings. Status reports on the claim folders should be provided to the MAROs on a monthly basis.
	Monthly Update Worksheet Prepared	monthly updates prepared	This system will also facilitate the provision of information on the status of the land to landowners, farmer beneficiaries and other interested parties.
	status reports on claim folders provided to the MAROs	12/yr during the monthly assessment	

90  
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**STANDARDS OF PERFORMANCE  
PROVINCIAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
A.3. EP/CLOA Information System	List of registered EPs/CLOAs prepared  Provincial EPIS/CLOAIS databases updated	12 monthly updates prepared on or before the 5th day of the month  EPIS/CLOAIS databases updated monthly  EP/CLOA transaction files submitted monthly	The DARPO is responsible for the following: 1. Proper accomplishment of LRA - CARR Certification. 2. Preparation of List of Registered EPs/CLOAs. Total from this list should be equal to figures in the LRA - CARR Certification. 3. Inputting of data from the List of Registered EPs/CLOAs and List of Distributed EPs/CLOAs in the computer (which will serve as the transaction file). 4. Updating the EPIS/CLOAIS database using the data inputted in the computer. 5. Preparation of land distribution accomplishment report using the totals in the summary reports generated using the EPIS & CLOAIS 6. Attachment of List of Registered/Distributed EPs/CLOAs generated through the EPIS and CLOAIS to the land distribution accomplishment report.
A.3. Provincial & Municipal Mapping System	provincial & municipal maps displayed at the Provl office	completed	DARPO should ensure the completion of the municipal maps by the MAROs. These should be displayed at the Provl office together with the provincial map.
B. LAND ACQUISITION AND DISTRIBUTION  B.1. Target Setting  B.2. Completion of the issuance of EPs/CLOAs in OLT areas, settlements & landed estates	Provincial LAD targets until 1998 established	completed with breakdown by municipality, by land type, by year	Target setting should take into account the remaining CARR scope balance and the prescribed period for completion as provided for by law.  LAD balances for AR programs instituted prior to RA 6657 should be completed. After completion of the documentation at the MARO level, DARPO should attend to the transmittal to LBP for compensable lands, or approval of application for VLT/DPS.

**STANDARDS OF PERFORMANCE  
PROVINCIAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
<p>* Land Surveys</p>	<p>No. of farmlets/homelots No. of Landholdings Area surveyed (in has.) No. of claim folders reviewed No. of claim folders forwarded to LBP Area covered (has.) No. of ARBs</p>	<p>Surveys of all OLT, settlements &amp; landed estates completed &amp; technical description approved  all claim folders submitted by MAROs reviewed &amp;/or completed and forwarded to LBP within 30 days</p>	<p>DARPO should also immediately review and process land distribution folders submitted by the MAROs.</p> <p>They should coordinate closely with DENR to fast track and synchronize land survey activities with the land acquisition &amp; distribution targets.</p> <p>They shall supervise and monitor MAROs' documentation of the lands and ensure that the OLT, Settlements and Landed Estates balances are completed.</p> <p>They shall also gather documents which can be obtained only at the provincial level.</p>
<p>* Distribution</p>	<p>No. of individual &amp; mother EPs/CLOAs distributed Hectares covered No. of ARBs</p>	<p>Land distribution completed in the remaining OLT/Settle- ments/Landed Estates</p>	<p>Separate individual from collective CLOA</p>
<p>B.3 Issuance of CLOAs in other land types</p>			<p>They shall supervise and monitor MAROs' documentation of other lands due for completion under Phases I, II &amp; III - A with priority to ARCs, and areas where there are active POs and/or areas where initial support services have already been provided.</p>

**STANDARDS OF PERFORMANCE  
PROVINCIAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
<p>* Distribution</p> <p><b>C. NON - LAND TRANSFER PROGRAM</b></p> <p>C.1. Execution/Registration of Leasehold Contracts and Fixing of Rental</p>	<p>No. of claim folders reviewed</p> <p>No. of CFs transmitted to LBP</p> <p>No. of application for Deed of Voluntary Land Transfer/Direct Payment approved</p> <p>No. of individual and mother EPs/ CLOAs distributed</p> <p>Hectares covered</p> <p>No. of ARBs</p>	<p>all CFs submitted by DARMO reviewed</p> <p>all "clean" CFs transmitted to LBP within 30 days</p> <p>All applications for Deed of VLT/DP approved</p> <p>land distribution completed in the ARCs</p>	<p>For reporting and monitoring purposes, a quarterly report on the status of the VLT/DPS scheme shall be submitted by the PARO to the Office of the Undersecretary for Field Operations through the Regional Director, copy furnished BLAD and MIS.</p>
	<p>Provincial leasehold scope established</p> <p>Leasehold contracts executed &amp; registered</p> <p>Hectares covered</p> <p>No. of ARBs</p>	<p>completed by 1994</p> <p>completed for priority areas</p>	<p>DARPOs shall ensure that MAROs are able to establish their scope for leasehold this year and execution and registration of contracts completed in ARCs and accelerated in other areas</p> <p>DARPOs shall ensure that MAROs are able to compute and fix the provisional lease rental in case of disagreement or non-approval by any of the parties involved in the determination of lease rental.</p>



**STANDARDS OF PERFORMANCE  
PROVINCIAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
C.2. Monitoring of other Non - Land Transfer Schemes & of Commercial Farm Deferment	List Prepared and Updated	Masterlist of Corporations under approved PPS, SDO & CFD updated	DARPOs shall identify corporations subject to Production & Profit Sharing (PPS) and Stock Distribution Option (SDO); and those approved for Commercial Farm Deferment (CFD);
	Compliance with PPS and SDO schemes monitored	100% monitored quarterly	They shall monitor the status of lands under or have been applied for these non - land transfer schemes. They should be ready with the information in case of inquiries from the Central Office or the concerned public. Copy of report should be sent to the MAROs where said lands are located.
	CFD Monitored non - compliance investigated and appropriate action taken, i.e. legal action if necessary	No case of non - compliance monitored during the year remain unacted	
	Quarterly report submitted to DARCO - USEO FOG/SSO	report submitted on time	Quarterly status reports should be prepared and submitted to DARCO.
D. OTHER LTI CONCERNS			
D.1. Monitoring of Land Conversions	Task Force on Land Conversion formed	one per province	DARPOs should form a Joint DAR - DOU Task Force on Land Conversion which shall immediately investigate/act on land conversions without DAR approval reported by the MAROs

**STANDARDS OF PERFORMANCE  
PROVINCIAL AGRARIAN REFORM OFFICES**

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D.2 Monitoring of Cutting of Coconut Trees	Report on land conversions w/out DAR approval investigated & appropriate legal action taken  Report on action taken provided to MAROs  Unauthorized coco - tree cutting investigated and appropriate legal action taken  Report on action taken provided to MAROs	Legal action taken on all unauthorized conversion  Update MARO on the status of reported cases  Legal action taken on all unauthorized coco - tree cutting  Update MARO on the status of reported cases	DARPOs should immediately investigate/act on coco tree cutting without PCA approval reported by the MAROs.

**STANDARDS OF PERFORMANCE  
PROVINCIAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
II. LEGAL ASSISTANCE			
A. Resolution of Pending Judicial & Non-Judicial Agrarian Cases in the Province	No. of agrarian legal cases resolved: Judicial Non - Judicial  Ave. period of resolution  No. of Clientele served  No. of mediation cases resolved  Copy of status report on cases sent to MAROs	agrarian cases resolved          all BARCs with mediation cases assisted  Feedback on all changes in the status of cases provided to MAROs	One of the major policy thrusts of the Department is to accelerate resolution of legal cases (judicial and non-judicial). Just as wiping out of backlogs is a priority in LTI, wiping out of case backlogs is a priority of the Legal Affairs Office, the DARAB and their counter-parts in the field.
B. Legal Information and Education	No. of clientele served		DARPOs should service the legal information and counseling requirements of farmer beneficiaries and extend legal assistance to them in quasi-judicial cases. MAROs should be provided updates on the status of the cases.

**STANDARDS OF PERFORMANCE  
PROVINCIAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
III. PROGRAM BENEFICIARIES DEVELOPMENT			
A. Social Infrastructure Building & Strengthening			
A. 1. NGOs/POs Identification and Profiling Consolidation	Consolidated provincial NGO/PO profiles completed	One consolidated profile prepared and updated semi- annually	DARPOs shall consolidate the NGO/PO profiles prepared by the MAROs. In addition, they shall similarly prepare profiles of provincial federations of POs. Using these profiles, they should do the groundwork for establishing partnerships at the provincial level.
A. 2. ARC Identification	Report submitted to DARRO	Consolidated report submitted by March 1994 to DARCO (BARSD)	
A. 3. ARB/ARC Profiles Consolidation	ARCs of the prov. prioritized for devt. until 1998  ARC List submitted to PDMS (except for 1993 - to BARIE)	Identification and prioritization of the succeeding batches of ARCs completed	DARPOs together with partner groups shall identify the ARCs of the province following the set must and want criteria. Final list of 1993 ARCs should be duly certified and sent to BARIE.
	ARB/ARC Profiles consolidated  Profiles for 1993 ARCs submitted to BARIE; 1994 to PDMS	Completed for all 1993 & 1994 ARCs	They shall also assist the Development Facilitators in the profiling and shall compile profiles of all ARBs/ARCs in the province. Copies of the ARC Form Nos. 2 & 2A should be sent to DARCO copy furnished the DARRO. (For 1993, submit to BARIE)

**STANDARDS OF PERFORMANCE  
PROVINCIAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
A.4. Screening of ARPTs as ARC Development Facilitators	Qualified DFs selected and deployed to ARCs	all ARPTs in all ARCs in the province have been screened, trained and deployed	DARPOs shall ensure that ARPTs who will act as development facilitators in the ARCs possess the desired qualities of CO workers. It is the PARO's responsibility to ensure that at least one capable ARPT is assigned per ARC.
A.5. Ladderized Training for ARBs	conduct of TNAs assisted  Social Prep. & Org'l Bidg. Trainings conducted	100% of all requests for TNA of DFs granted/assisted  At least 50% of ARBs in ARCs have completed the trainings under the Social Prep Stage	Based on the TNAs submitted by the MAROs and validated with the community, the Beneficiaries Development & Coordination Division shall prepare Info & Educ Programs for ARBs in the ARCs in coordination with the Regional I & E Division. The Programs should conform with the Framework for Ladderized Training for ARBs.
A.6. Monitoring of the DFs' Action Plans for the ARCs	No. of Capability Building and Enterprise Development trainings initiated/conducted  Training Completion Report submitted to DARRO  DFs' action plans monitored	Capability Bldg. & Enterprise Devt training needs prioritized & priority trigs conducted  All Training Reports submitted to DARCO on time copy furnished the DARRO.  all DFs' action plans monitored	Capability Building and Enterprise Development trainings can be responded to by tapping the expertise of other training institutions of partner NGOs and line agencies.  Reporting shall be done following the MIS prescribed forms which will be installed after the initial piloting.  Appropriate actions/assistance should be provided.

**STANDARDS OF PERFORMANCE  
PROVINCIAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
B. Economic & Physical Infrastructure Support Services	Monthly Assessment with DFs conducted	12 ARC Assessments	
B.1. Packaging of the ARC Development Plan	No. of Tentative ARC Dev't Plans and Project Profiles preparation assisted and plans packaged	100% completed and packaged for all 1993 & 1994 ARCs	PAROs shall assist the community and the DFs in the preparation of tentative ARC Development Plan and in the preparation of Project Profiles and/or Packaging of Project proposals; ARC Development Plans for the 1993 ARCs should be submitted to PDMS by March 1994; and for the 1994 ARCs by June 1994.
B.2. Preparation of Provincial Agrarian Reform Development Plan (PARDP)	No. of PARDP prepared & submitted	submitted to PDMS	
B.2. Project Development	No. of Project proposals prepared/ packaged	At least one integrated project proposal per province	DARPOs shall again assist the communities in the preparation/ packaging of project proposals for identified projects for resource accessing.
B.3. Economic & Physical Infra Support Projects of other agencies validated/monitored	No. of CARP-funded projects validated/ monitored	100% of CARP funded projects validated/ monitored	The DARPO should monitor implementation of all CARP-funded projects of other CARP implementing agencies to ensure that they are prioritized for the identified ARCs, and implementation is properly done.
	No. of status reports prepared & submitted to appropriate bodies & the MAROs		

**STANDARDS OF PERFORMANCE  
PROVINCIAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
B.4. DAR –funded SPO/AIDA proj.s. Implemented by NGOs/POs monitored	Irregularities in project implementation reported to PARC Sec  Account officers assigned to monitor SPO – AIDA & DRDAP projects	all irregularities in project implementation reported  All SPO – AIDA/DRDAP projects monitored & payment of loans by beneficiaries collected	PAROs shall likewise follow – up resolution of problems reported and if unacted report to PARC Secretariat copy furnished the RD. All efforts should be done to resolve problems at the CIT level.
<b>IV. SUPPORT PROGRAMS</b>			
A. Personnel Training	TNAs conducted & report submitted to Regional I & E Division	TNAs regularly conducted	The DARPOs shall regularly assess the training needs of the municipal and provincial staff.
B. Information & Communication	No. of Problem Solving Workshops conducted  Information needs per type of client determined/assessed	One/month  Consolidation of Provincial Info Needs Assessment completed at the end of 1st Qtr of the year	Monthly PSWs should be conducted with MAROs and CARPOs to clarify policies, guidelines covering both LTI and PBD.  Information needs assessment is necessary to determine the information needs of the various clientele of the province. The results will be used to plan out succeeding information programs and strategies to be adopted by the province.

**STANDARDS OF PERFORMANCE  
PROVINCIAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
	<p>Provincial Communi- cation Plan developed</p> <p>IEC materials for various clients developed, produced and distributed</p> <p>News articles/ Features consolidated and submitted</p> <p>News articles and features published/or aired at the provl level</p> <p>Radio Releases developed and aired</p> <p>Print/Press Materials developed and released</p>	<p>Provincial Com Plan prepared based on info needs assessment and in consultation/ coordination with DFs and the community</p> <p>IEC materials, developed, produced &amp; distributed based on the information needs of the clients.</p> <p>Consolidation of news articles and features completed and submitted to DARRO</p> <p>Radio releases developed &amp; aired at least twice/month</p> <p>Print/Press materials developed/released in local papers on a regular basis.</p>	<p>The Provincial/AR Com Plan would provide the over-all communication framework for the operationalization of CMP at the provincial and the ARC level. Com Plans shall be prepared during the first quarter and should be reviewed periodically.</p> <p>Based on the information needs generated, various IEC materials will be developed, produced and distributed to target clients. Such would utilize indigenous/community oriented IEC materials such as peryodiks, plyers, flipbook, leaflets, primers and posters.</p> <p>News articles and features regarding CARP and ARC updates and its development will be generated from the municipal offices as part of information dissemination about the program. These news items can be utilized at the provincial level for possible publication and airing in local newspapers and radio station, otherwise these can be submitted to DARRO.</p> <p>As part of information campaign on the program, the provincial level should initiate, develop and coordinate with local radio stations if available in the area, to broadcast the developed radio releases.</p> <p>The Provincial office should maintain contacts and coordinate with local newspapers and publication to publish CARP/ARC developments and updates as part of information campaign on CARP.</p>



**STANDARDS OF PERFORMANCE  
PROVINCIAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
	<p>CARP Briefings, Fora/Symposia and Pulong – pulong conducted</p> <p>Exhibits mounted</p> <p>Bulletin Board maintained</p> <p>Other Info/com approaches/channels conducted</p>	<p>CARP Briefings, Fora/Symposia &amp; Pulong – pulong conducted for the municipalities on a regular basis</p> <p>At least once per quarter</p> <p>A Bulletin Board is maintained per provincial office</p> <p>Other info/com approaches or channels conducted</p>	<p>As part of the interpersonal communication, the DARPO should initiate the conduct of CARP/ARC Briefings, Fora/Symposia and/or Pulong – pulong at the provincial level and in the municipalities in close coordination with the MAROs.</p> <p>As part of info campaign, exhibits can be mounted at the provincial office or in any conspicuous place to showcase CARP/ARC accomplishments and activities.</p> <p>Bulletin Board should be maintained per provincial office and info materials posted should be changed on a regular basis or depending on the nature of information. This is one way of informing DAR personnel as well as walk – in clientele about the program and the office activities.</p> <p>The provincial office should provide assistance to the municipalities by directly conducting other info/com approaches or channels such as people's theater, puppet shows, info caravan, etc. carrying different themes/messages (based on info needs/current issues) in coordination with the DFs &amp; other partner NGOs, POs, LGUs, LAs.</p>
<p>C. Budgetary &amp; Other Resources Support Provision</p>	<p>Budgetary Support</p>	<p>Sufficient &amp; timely support to MAROs</p> <p>Every MARO should have an office, a typewriter, filing cabinet, tables &amp; chairs, &amp; calculators</p>	

**STANDARDS OF PERFORMANCE  
PROVINCIAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
D. Resource Accessing	Amount of resources accessed	Mobility allowance provided to field personnel  P10M per ARC per year accessed	
<b>V. COORDINATIVE MECHANISMS</b>			PAROs should always consciously exert effort to establish partnership NGOs/POs, provincial offices of other CARP implementing agencies, and the provincial government.
A. Partnership with NGOs/POs	No. of NGO/PO Partners	at least one part-nership established per province	DARPOs shall try to convince existing NGOs/POs in the province to support CARP, especially but not limited to institution building of ARBs in ARCs.
B. Peasant's Advisory Council	No. of Monthly PO Consultations held	12 PO Consultations held	

**STANDARDS OF PERFORMANCE  
PROVINCIAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
C. Landowners Desk	LO desk established	One/province	DARPOs shall take the lead in organizing/reconstituting/ strengthening strengthening the PCIT/PARCCOM and/or other partnership bodies.
D. Provincial CARP Implementing Bodies Operationalization	Operational PCIT/ PARCCOM/other forms of provl. part- nership bodies		PAROs should also meet regularly with the governors and congressmen to update them on the status of CARP implementation in the prov.
E. Joint DAR - other agencies Planning Sessions	Joint Planning Session conducted/ Work programs synchronized	One Joint Planning session conducted/ Province/yr	Again, DAR shall take the lead in synchronizing work programs & targets of the different CARP agencies. It is, however, expected that this has also been done at the National level.
<b>VI. OTHERS</b>			
A. Annual Performance Contract	Performance contract submitted to the Regional Director	Annual performance contract submitted to and approved by the RD within the second month of the year	

**STANDARDS OF PERFORMANCE  
MUNICIPAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
I. LAND TENURE IMPROVEMENT			
A. PRELIMINARY ACTIVITIES			
A.1. LTI Database	Municipal CARR Scope validated	CARR Scope validation completed	Validation of CARR scope is an urgent task. Unless an accurate database is established, actual extent of work to be done can not be determined and realistic targets based on balances and program phasing can not be set.
	LAD Scope per barangay established	- do -	In many provinces, CARR scope is defined only up to the municipal level. What we want to have is CARR scope broken down by barangay, per land type and per landholding in terms of title area, landowners and beneficiaries.
A.2. LTI Tracking System	LAD Inventory Worksheet Prepared	Inventory Worksheet completed & displayed at the MARO office	Each MARO shall operationalize the tracking mechanism for LTI activities per barangay to be installed by MIS. This will facilitate tracking of the status of claim distribution folders making the delivery of information to interested parties more efficient and expeditious.
	Monthly Update Worksheet Prepared	12 Monthly Update Work- sheets prepared after completing the inventory worksheet	Data recorded in this tracking system will also be the basis of the monthly report to be submitted to the PARO. The PARO in turn, shall give a copy of the Monthly Status Report Form on claim folders submitted by MAROs.
	monthly reports submitted to PARO	12 reports submitted on time	

400  
Page

**STANDARDS OF PERFORMANCE  
MUNICIPAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
A.3. EP/CLOA Information System	List of Distributed EPs/ CLOAs prepared	12 monthly updates	Since the municipal office is responsible for distributing the EPs and CLOAs to the farmer/beneficiaries, they shall then be responsible for reporting what EP or CLOA have been distributed. The list shall be used to update records in the EPIS and CLOAIS.
A.4. Municipal Mapping System	municipal maps prepared and displayed at the municipal office	completed	The base maps should show the political subdivisions in the municipality and should have tables at the side of the board showing data on: a. Validated Scope, Cumulative Accompl. & Balance by Barangay b. Name and location of the ARC/s c. Summary (Total no., units, ARBs, Cost) of projects and trainings implemented/conducted by type, by barangay. d. Codes used to designate each land type & project type.  The maps will have two overlays: 1. Shows the subdivision by land holdings, land type & status of acquisition 2. Shows the strategic location of the CAPP implemented projects, as well as the location of the ARCs.
A.5 Knowledgeable MARO staff	knowledge of scope, targets and basic municipal data	all MARO staff should be knowledgeable of the basic facts/data about the mun.	

**STANDARDS OF PERFORMANCE  
MUNICIPAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
<p><b>B: LAND ACQUISITION &amp; DISTRIBUTION</b></p> <p>B.1. Documentation of CLT Areas Settlements &amp; Landed Estates</p>	<p>No. of Field Investigation Conducted</p>	<p>Part I of FIR completed for all remaining OL/T/LE/ Settlements balances</p>	<p>LAD balances for AR programs instituted prior to RA 8957 should be completed.</p> <p>Written reports on critical blocks encountered should be sent immediately to the PARO for appropriate action. The PARO in turn should give immediate feedback on the action taken.</p>
<p>* Identification &amp; Documentation</p>	<p>No. of Field Investigation Conducted</p>	<p>completed for all remaining OL/T/LE/ Settlements balances</p>	<p>BARC should be involved in the field investigation. In the event that the LBP representative is not present and disagrees with the findings, MARO should immediately coordinate the validation by the Composite Team to be able to come up with the recommendations binding to both LBP &amp; DAR.</p>
<p>* Land Surveys</p>	<p>No. of Perimeter &amp; Land Use surveys/ segregation surveys assisted</p> <p>No. of LHs</p> <p>No. of farmlots/ homelots</p> <p>Area surveyed (has.)</p>	<p>completed for all remaining OL/T/LE/ Settlements balances</p> <p>- do -</p> <p>- do -</p>	<p>To be done together with DARPO survey team and/or DENR &amp; with BARC attesting to the accuracy of the survey.</p>
<p>* Transmittal of CFs to DARPO</p>	<p>No. of 'clean' claim folders forwarded to DARPO</p>	<p>- do -</p>	<p>'clean' means CFs are in order and complete (for documents available at the MARO level)</p>

**STANDARDS OF PERFORMANCE  
MUNICIPAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
<p>B.2 Documentation of other land types:  (All Lands already covered under Phases I, II &amp; III-A)</p>	<p>No. of FIR Completed</p> <p>No. of LHa</p> <p>No. of farmlots/homelots</p> <p>Area surveyed (has)</p> <p>No. of perimeter/land use surveys assisted</p> <p>No. of CFs transmitted to PARO</p>	<p>100% of lands already covered by CARP in ARCs, VOS backlogs &amp; VLT/DPS applications documented</p>	<p>All lands targeted for distribution as of middle of 1992, as defined in R.A. 6657, i.e. those lands under Phases I, II &amp; III-A should already be documented. Priority should be in ARCs and areas where there are POs and/or areas where initial support services have already been provided.</p> <p>Documentation here means claim folders have been prepared</p> <p>All problems which cannot be resolved at the MARO level should likewise be brought to the immediate attention of the PARO.</p>
<p>C. NON-LAND TRANSFER PROGRAM</p> <p>C.1 Leasehold Operation</p>	<p>Leasehold scope by crop and land category established</p>	<p>municipal leasehold scope established</p>	<p>Leasehold will have an immediate impact on the incomes of the farmers. Despite share tenancy being outlawed, many farmers still work under this arrangement</p>

**STANDARDS OF PERFORMANCE  
MUNICIPAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
	<ul style="list-style-type: none"> <li>- No. of FBs</li> <li>- Area (Ha.)</li> <li>- No. of L.O.</li> <li>- No. of Lease rentals fixed</li> <li>- No. of Provisional Rental</li> <li>- No. of Leasehold Contracts registered</li> </ul>	<p style="text-align: center;">completed in all ARCs</p> <p style="text-align: center;">-do-</p> <p style="text-align: center;">-do-</p>	<p>MAROs should establish the scope for leasehold within the year. In establishing the scope, the MAROs should take into consideration the following lands if tenanted:</p> <ol style="list-style-type: none"> <li>a. exempted lands</li> <li>b. retained areas</li> <li>c. lands not yet covered (except those lands which can already be acquired within six months).</li> </ol> <p>MAROs should follow the steps/procedures in implementing the Leasehold Program:</p> <ol style="list-style-type: none"> <li>1. Determine whether a particular area is covered by leasehold</li> <li>2. Determine whether tenancy exists in the area</li> <li>3. Gather all relevant land and production info/data</li> <li>4. Determine and fix the lease rental</li> <li>5. Reduce the agreement into a leasehold contract</li> <li>6. Register the leasehold contract</li> </ol> <p>Should there be a strong resistance from the landowners, however, priority for leasehold should be the areas where there are strong farmers organizations clamoring for its implementation.</p> <p>In case of disagreement or non approval by any of the parties involved in the determination of lease rental, the MARO shall compute and fix the provisional lease rental.</p>



**STANDARDS OF PERFORMANCE  
MUNICIPAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
C.2. Monitoring of other Non-Land Transfer Schemes, and of Commercial Farm Deferment	Report of non-compliance submitted to PARO	All cases of non-compliance with non-LTI schemes initially investigated and reported to the PARO	<p>The MAROs should secure a report prepared by the PARO on the status of lands applied for other non-land transfer schemes such as stock distribution option and profit sharing; and commercial farms who have applied for deferment. They should be ready with this information in case of inquiries from the concerned public.</p> <p>Reports of non-compliance should be initially investigated and reported to the PARO.</p>
D. OTHER LTI CONCERNS			
D.1. Monitoring of Land Conversions	Reports of land conversion submitted to the PARO	all cases of land conversion in the municipality are reported to the PARO	<p>The MARO should immediately report to the Joint DAR - DOJ Task Force through the PARO any land conversion in the municipality which is undertaken without DAR approval.</p>
D.2. Monitoring of Cutting of Coconut Trees	Report of Coconut tree cutting submitted to the PARO	no illegal coconut tree cutting in the municipality unreported to the PARO	<p>Cases of cutting of coconut trees should be initially investigated &amp; documented.</p> <p>If without PCA approval, a report should be submitted to PARO.</p>

**STANDARDS OF PERFORMANCE  
MUNICIPAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
<p><b>II. LEGAL ASSISTANCE</b></p> <p>A.1. Mediation and Conciliation of AR conflicts</p>	<p>No. of Mediation &amp; conciliation conducted &amp; documented</p> <p>No. of BARCs assisted in Mediation &amp; Conciliation</p> <p>No. of Conflicts Resolved</p>	<p>100% of all conflicts in BARCs subjected to mediation</p> <p>all BARCs in ARCs with land conflicts for mediation assisted</p> <p>Conflicts resolved</p>	<p>MAROs/ARPTs and/or Paralegal officers are expected to assist the BARCs in settling conflicts at the barangay level before they become full-blown cases.</p> <p>Prepare documentation as provided for in the BARC Manual.</p>
<p><b>III. PROGRAM BENEFICIARIES DEVELOPMENT</b></p> <p>A. Social Infrastructure Bldg &amp; Strengthening</p> <p>A.1. NGOs/POs Identification and Profiling</p>	<p>No. of NGO/PO Profiles taken</p> <p>No. of NGO/PO partners</p>	<p>completed for all NGO/POs in the mun.</p> <p>at least one in areas where there are NGO/POs</p>	<p>The MAROs should make a list of all NGOs/POs that are active in development work in the municipality. Profile of each one should be made following the format stated in the BARC Training Manual.</p> <p>MAROs should link up with NGOs/POs &amp; secure their assistance in the ID and development of ARCs.</p>

**STANDARDS OF PERFORMANCE  
MUNICIPAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
A.2. ARPTs Selection and Deployment to ARCs	No. of ARPTs selected and deployed to ARCs	each ARC should have at least one full-time ARPT in charge of ARC Devt. work	ARPTs shall act as ARC development facilitators. Where there are NGO/PO partners, their community organizers shall take the lead in the organizing work, with the ARPTs assisting.
A.3. ARB/ARC Profiles	No. of DFs with action plan operationalized	DFs action plan operationalized	DFs performance shall be evaluated against the action plans they submitted to DARPO.
A.4. Tentative/Validated ARC Development Plan	No. of ARB/ARC profiles completed and validated	completed for all 1993 & 1994 ARCs in the municipality	Detailed benchmark surveys are necessary to be able to later assess the impact of agrarian reform in the lives of the beneficiaries. DFs shall assist the Community's Research Team complete ARC profiling and mapping.
A.5. Laddered Training for ARBs	No. of tentative/ validated ARC Development Plans Prepared and Validated	completed for all ARCs in the municipality	DARMO's DFs shall assist the Planning Team in the new ARCs prepare the tentative ARC development plan. For the first batch of ARCs, validated 5-Year Development Plan based on a Strategic Development Planning Workshop is expected.
* Training Needs of ARBs in ARCs Determined	TNA conducted List of priority training submitted to DARPO-BDCC	completed for all ARCs	MARCs should assist the core group & other community leaders conduct a Training Needs Assessment of ARBs in identified ARCs, in coordination with the DARPO Beneficiaries Development Coordination Division (BDCC) and the functional BARCs/POs in the area.

**STANDARDS OF PERFORMANCE  
MUNICIPAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
A.6. Community Media Program	<p>Information Needs Assessment conducted</p> <p>Information Needs generated</p> <p>IEC materials distributed</p> <p>News Articles/ Features prepared and submitted</p> <p>Fora/Symposia/ Pulong - pulong conducted</p>	<p>Assessment of information needs per ARC/brgy completed by the 2nd month of the year</p> <p>Information needs of various clients at the municipal level generated</p> <p>IEC materials distributed to various clients in the municipality</p> <p>submitted to DARPO at least once a month</p> <p>fora/symposia/ pulong - pulong conducted per ARC once in every quarter</p>	<p>Information Needs Assessment should be conducted by the municipal office at the start of the year. The results of such would determine the information requirements of target clientele and this would have to be submitted to the DARPO on the 1st week of March.</p> <p>This need not be conducted separately but can be part of the ARC profiling.</p> <p>To supplement the major activities in the ARC/barangays various IEC materials should be distributed. The development/production of these materials is the responsibility of the DARPO &amp; CARRO. MARO/DF should coordinate with DARPO regarding this, especially in the type and content of the IEC materials needed in the field.</p> <p>Based on the CARP/ARC developments in the municipality, news articles and features should be prepared and submitted to DARPO for publication. This is part of information dissemination on CARP.</p> <p>Part of interpersonal communication, fora/symposia/pulong - pulong should be conducted in every ARC to discuss various issues and concerns on CARP and ARC program. DARPO can provide assistance in the conduct of this activity.</p>

**STANDARDS OF PERFORMANCE  
MUNICIPAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
A.7. Organization Building & Strengthening	<p>Exhibits mounted</p> <p>Bulletin Boards maintained</p> <p>Other info/communication approaches or channels organized/conducted</p> <p>No. of functional ARBs organization</p>	<p>exhibits mounted at the municipal office once in every quarter</p> <p>Bulletin Board maintained at the municipal office</p> <p>Info materials posted changed on a regular basis</p> <p>The conduct of other info/com approaches or channels organized at the municipal/ brgy level at least once a year</p> <p>all ARCs should have at least one functional ARBs organization</p>	<p>As part of info campaign, exhibits can be mounted at the municipal office or any conspicuous place at the municipal level to showcase CARP/ARC accomplishments and activities. Exhibits can be done during special occasions/events in the municipality/barangay.</p> <p>Bulletin Board should be maintained per municipal office. Info materials posted should be changed regularly depending on the nature of the information. This is one way of informing DARMO personnel and partners, and walk-in clientele about the program and office activities/accomplishments.</p> <p>This would include other info/com approaches or channels such as people's theater, puppet show, info caravan, etc. The DARMO is responsible for organizing the conduct of such activities. It shall closely coordinate with the DARPO-BDOD for the actual conduct of such activities in the ARCs.</p> <p>Organizing work need not necessarily be done by the Development Facilitators. If there are partner NGOs/other POs, they should take the lead in the organizing work. These organization may be registered or informal. Functional means that the organization members regularly meet and have activities/projects. Detailed indicators of functionality can be drawn from the ARC Monitoring and Reporting System being piloted.</p>

**STANDARDS OF PERFORMANCE  
MUNICIPAL AGRARIAN REFORM OFFICES**

PROGRAM KEY RESULT AREAS	PERFORMANCE INDICATORS	TARGETS	DESCRIPTION
<p>B. Economic &amp; Physical Infrastructure Support Services</p> <p>B.1. Support Services Needed by the ARCs Identified</p>	<p>List of support services/projects included in the ARC Devt Plan &amp; submitted to BDOC</p>	<p>completed for all ARCs</p>	<p>The tentative/validated ARC development plan done in consultation with BARCs, the ARBs organization and the community members should contain the list of basic support services needed in the ARC. This information should be relayed to the DARPO BDOC. This need not be a separate report</p>
<p><b>IV. COORDINATIVE MECHANISMS</b></p>			
<p>A.1. Municipal CARP Implementing Team/Other Partnership Bodies formalized and operationalized</p>	<p>MCIT/other partnership bodies operationalized</p>	<p>MCIT operationalized</p>	<p>MARO should always consciously exert effort to establish partnership with NGOs/POs, municipal offices of other CARP implementing agencies, and the municipal council. MAROs should also regularly meet with the Mayors and update them on the status of CARP implementation in the area.</p>
<p>A.2. BARC Operationalized</p>	<p>No. of BARCs organized/reorganized/strengthened</p>	<p>all barangays covered by all ARCs should have functional BARCs</p>	<p>BARCs play a major role in accelerating both LTI and PSD.</p>
<p><b>V. OTHERS</b></p>			
<p>A. Annual Performance Contract</p>	<p>Performance contract submitted to PARO</p>	<p>Annual performance contract of the MARO submitted to and approved by PARO within the second month of the year</p>	<p>Performance contract should consider these standards of performance</p>