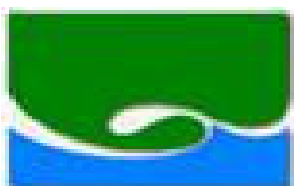




# LAKE MAINIT FOCAS PROJECT ASSESSMENT

*An Organizational Maturity Evaluation  
(OME) of Peoples Organizations as  
partner beneficiaries of PACAP  
Projects in Lake Mainit*



Lake Mainit Development Alliance



Australian Government

Aid Program

Philippines-Australia Community Assistance Program

June 2009

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of Peoples Organizations as partner beneficiaries of PACAP Projects in Lake Mainit***

A joint undertaking of Lake Mainit Development Alliance and the FOCAS Management Committee with funding support from Australian Aid for International Development – Philippines Australia Community Assistance Program (PACAP)



## TABLE OF CONTENTS

<b>I. Executive Summary</b>	iii
• Background.....	iv
• Purpose.....	iv
• Key Informant.....	iv
• General Result.....	iv
<b>II. Community Organization Assessment Result</b>	
A. Agri-Aqua Development Coalition, Inc.	
• Cuyago Farmers Association (CAFA).....	1
• Bangonay Developers and Farmers Association (BANDFA)	4
• San Roque Multipurpose Cooperative (SAROMCO).....	7
• Canaway Fisherfolk and Farmers Association (CAFFA).....	11
B. Kasanyangan Rural Development Foundation, Inc. (KRDFI)	
• Paco Coconut Farmers Multipurpose Cooperative .....	15
• Binga Upland Farmers Multipurpose Cooperative .....	17
• Bobonaon Farmers Multipurpose Cooperative .....	21
C. AIDFI/KRDFI	
• Dayano Farmers Association .....	23
• Tapan Developers Association .....	26
• Tagbuyawan Lakeshore Association .....	29
D. Propegemus Foundation, Inc.	
• Budlingin Multipurpose Cooperative .....	32
• Camp Eduard Multipurpose Cooperative .....	35
E. Caraga Consortium for Environmental Protection and Sustainable Development, Inc.	
• Sison Hungos Multipurpose Cooperative (SIHUMCO).....	38
F. San Isidro Upland Farmers Multipurpose Cooperative.....	41
G. Alterdev Services Foundation, Inc.	
• Capayahan Agrarian Beneficiaries organization .....	44
• San Isidro Lihok sa Kalambuan, Inc.....	47
• Marga Farmers Irrigators Association .....	49
<b>III. Lake Mainit FOCAS Level Assessment Result .....</b>	<b>53</b>
<b>IV. Attachment</b>	
• Activity Design .....	58
• Organizational Maturity Evaluation (OME) Tool .....	59

## **EXECUTIVE SUMMARY**

The Lake Mainit FOCAS Cluster has implemented eight (8) community-based projects funded by the Philippines-Australia Community Assistance Program (PACAP). These projects are implemented in the seven (7) municipal LGUs of which 4 from Surigao del Norte and 3 from Agusan del Norte. Most of these projects are expected to be completed in June 2009 however, because of some delayed activities request for extension was granted thereby changing the completion date from June to either August or September of 2009.

Thus, the Lake Mainit FOCAS Management Committee (FMC) finds it important and necessary to conduct assessment to all PACAP assisted projects to know how far have they gone in the delivery of inputs, how efficient are they in terms of project implementation and how mature are these organizations to handle responsibility of sustaining the project beyond approved project period.

The assessment shows some immature organizations with no initiatives to enhance organizational productivity through product value adding and even by merely sustaining the project and ensuring project continuity.

Some organizations on the other hand exhibit exemplary performance with their projects. These organizations go beyond expectation.

In general most of the partner organizations are learning in the process as they are newly organized group that needs more capacity enhancement trainings. The span of time they were together as one unit is not enough to mold them into a perfectly mature and responsible organization.

## **Background**

The eight community-based projects funded by Philippines-Australia Community Assistance Program (PACAP) is about to complete its project implementation by June 2009. The Lake Mainit FOCAS is required to come up with an overall project exit strategy and sustainability plan before the completion of the project.

There are initial project assessment conducted like Assessment Workshop of PACAP Assisted Livelihood/Micro-Enterprise and NRM Projects in Lake Mainit FOCAS and the project comparative assessments. And in order to achieve a feasible exit strategy and sustainability mechanism, there is necessity for the Lake Mainit FMC to conduct the Final Project Assessment & Awarding

## **Purpose**

The Assessment conducted in April 2009. The purpose of the activity is to evaluate and assess the FOCAS project implementation at the PO level. This is to assess the maturity level and determine the areas of improvement of the partner POs.

Moreover, the activity would verify and evaluate how exit strategy mechanism is designed by each PO and determine the sustainability mechanism they have.

## **Key Informants**

The key informants include PO members and Board of Directors, non-member individuals knowledgeable about the PO dynamics, members of the barangay council and officials.

## **General Results**

After month long assessment to every organization recipient to PACAP assistance through field visit and assessment using questionnaire, gathered information and data were analyzed using mathematical computations designed to assess the maturity level of an organization.

Analysis shows that more than 88% of these organizations are still immature. Most of them attain a rate of level 1 while the 22% or 2 PO's organization out 17 is now in level 2.

The guidance of LMDA in partnership with the NGOs working in the area and donor institutions there would be a tendency that the 88% will decrease from the efforts in molding them into a better and more mature organization.

## **II. COMMUNITY ORGANIZATION ASSESSMENT RESULT**

### **A. AGRI-AQUA DEVELOPMENT COALITION - MINDANAO**

#### **1. Cuyago Farmers Association (CUFA)**

##### **Background:**

Cuyago Farmers Association (CuFA) was organized in the year 2005 initiated by the three young farmers in Barangay Cuyago who attended Village Para-Veterinarian Training in NORMISIST Butuan City facilitated by Associates for Integral Development Foundation, Incorporated (AIDFI). After the training, the three were asked to create an organization to avail of projects under AIDFI focusing on livestock thus they named themselves the Cuyago Livestock Association (CLA).

However, with the idea that using "livestock" in the organizations name would mean most of their economic activities will be on livestock they decided to use the word "farmers" as most of them are farmers and livestock could be linked to farming as a whole. Thus, they decided to name their organization the Cuyago Farmers Association (CUFA).

CUFA started with 60 members because there was assistance from AIDFI. But when some members noticed that subsequent support from AIDFI could not be materialized that they quit until there were only 23 people working hand in hand to keep the organization moving.

It was only in 2006 that CUFA was reconstituted and become a member of the Jabonga Local Coalition assisted by Agri-Aqua Development Coalition-Mindanao (AADC-Mindanao). It was also in the same year that Philippines-Australia Community Assistance Program (PACAP) funds through the Focal Community Assistance Scheme (FOCAS) reached the organization making them see a window for new venture and future.

##### **Observations:**

CUFA was organized only in 2006 or some 3 years ago with only 1 official donor (PACAP). It has no legal personality yet. They have a 2-year development plan. They have policies, systems and procedures to protect their assets and all members are technology adopters (organic rice farming). Attendance in regular meeting is 90% and an organizational activity participation of 75%.

The organization engaged in lending and water pump business. No regular and piecework employees... but they manifested 20% increase in current asset from organic rice.

CUFA accessed farm equipment and technical assistance in the form of trainings from NGOs, LGU and other government agencies. For 3 years they have not prepared project proposal for funding. The CUFA 2-year development plan was not integrated in the Barangay Development Plan and not a member of the BDC in Cuyago.

They only have 5 females out of 23 total members. As an organization they have not involved in any community development activity and environmental advocacy.

Generally, in all key result areas considered in the assessment, CUFA was rated level 1 in terms of maturity.

### **Results and analysis:**

KAA	Perfect rating	Perfect score	Total Point	Rating (%)	
1. Organizational Management	30%	78	<b>37</b>	<b>14%</b>	level 1
2. Business Management Performance	14%	21	<b>12</b>	<b>8%</b>	level 1
3. Resource Accessing	12%	27	<b>17</b>	<b>8%</b>	level 2
4. Integration into the Community	12%	12	<b>4</b>	<b>4%</b>	level 1
5. Critical Community Consciousness	12%	9	<b>3</b>	<b>4%</b>	level 1
6. Gender advocacy and Integration	10%	15	<b>10</b>	<b>7%</b>	level 1
7. Environmental Guardianship	10%	15	<b>6</b>	<b>4%</b>	level 1
OVER ALL	100%	<b>177</b>	<b>89</b>	<b>48%</b>	

#### Organizational Management

CUFA acquired a rating of level 1 in this component because they have no legal personality and only 30% of its membership has contributed CBU. Financial transactions are written only in the record book not in books of accounts. For a period of 3 years they have not opened savings account for their funds safekeeping.

The organization has functional leaders but has not even identified second line leaders in case one is debilitated.

#### Business Management

In this key area, CUFA is rated level 1 because they have no regular and piecework employee hired to man the business and committee work and responsibility is done only by a member assigned not by the whole committee.



## Resource Accessing

Level 2 is the rate in this key result area because they accessed 76% of their assets from LGU and other agencies except that they have not prepared project proposal to fund programmed activities in their development plan.

## Integration into the Community

CUFA is recognized in the barangay LGU but not a member of the Barangay Development Council. They have the plan but not integrated in any local development plan. Only 3 out of 9 expected non-member benefiting the technology (sustainable agriculture) while no non-member benefit from the intervention. The above considerations made this key area rated level 1.

## Critical Community Consciousness

The organization has no involvement in any community activity as an organization. It has no sectoral services rendered either in purok, barangay or outside the barangay. This key area is rated level 1.

## Gender Advocacy and Integration

Only 5 out of 23 or 22% of the total members are women in the organization and all of them hold position in leadership. All women members participated in the project but has no gender advocacy activity initiated by the organization. This key area is rated level 1.

## Environmental Guardianship

The organization implemented environment friendly project but with financial support from outside entity. They have not done project from their own initiatives.

## **Conclusion and recommendations:**

The organization needs to improve all key areas to step up to the second or third level rating in maturity.

The organization shall continue the good practices and source out fund from other institution in order to acquire additional environment friendly farming equipment and increase/ expand their area development.

## **2. Bangonay Developers and Farmers Association (BANDFA)**

On October 15, 1991 the Department of Agrarian Reform (DAR) and CESSAFI an NGO called a meeting to farmers who owned a piece of land and those landless. The meeting tackled the rights of tenants over land owner and vice versa. There were 92 farmers who attended organized the Bangonay Developers and Farmer's Association (BANDFA) on that same day.

The first set of officers actively attended the monthly meetings assisted by CESSAR Foundation and DAR. On November 24, 1994 BANDFA was registered at Department of Labor and Employment (DOLE) with registered number 10-639-92.

Some members felt bored that membership gradually decreased to 27 members (24 female and 3 male). In the year 2001 AID Foundation brings in Environmental Management project funded by PACAP. BANDFA receives organizational development trainings and seminars. The project provide planting materials like fruit trees, trainings on Animal Health Care in support to livestock and chicken as part of the organization's economic activity.

In 2002 Agri-Aqua Development Coalition-Mindanao who implemented Community Economic Development (CED) in which the output is Hog Production and Marketing funded by PACAP. The organization also obtained consumer store and lending activities from Alterdev. DAR-IFAD also provides green onion production, banana production and goat production.

Year 2005, AID Foundation in partnership with Agricultural Credit Policy Council (ACDC) again assisted BANDFA. They conducted training and helped the organization in formulating operating policies systems and procedures.

Currently, there are 77 members in which 70% are female and 30% are male.

### **Observations:**

Bangonay Developers and Farmers Association (BANDFA) is registered with the Department of Labor and Employment (DOLE). All members are farmers of Jabonga. Only 30% are technology adopters. BANDFA has 77 members. Membership attendance during regular meeting ranges between 81%-100%. All members have given their paid-up capital.

They identified 4 second line leaders. They have 2-year development plan. Organizational fund is kept by the treasurer.

For 15 years BANDFA has no stable business it has managed as income generation of the organization. No piecework and regular employees hired.

BANDFA accessed an estimated grant amount ranging between 100,000.00 – 221,000.00 pesos. These fund support come from DA, Alterdev, Pacap and IFAD.

The organization is recognized by the municipal LGU of Jabonga, Agusan del Norte. Their 2 year development plan was not integrated in either barangay or municipal development plans.

They have conducted tree plantation and riverbank rehabilitation in their own initiatives but they have not rendered any service to the community. Some of their activities extend to other barangays.

#### **Results and analysis:**

KAA	Perfect rating	Perfect score	Total Point	Rating (%)	
1. Organizational Management	30%	78	<b>44</b>	<b>17%</b>	level 1
2. Business Management Performance	14%	21	<b>6</b>	<b>4%</b>	level 1 - no funded business
3. Resource Accessing	12%	27	<b>15</b>	<b>7%</b>	level 1
4. Integration into the Community	12%	12	<b>4</b>	<b>4%</b>	level 1
5. Critical Community Consciousness	12%	9	<b>7</b>	<b>9%</b>	level 2
6. Gender advocacy and Integration	10%	15	<b>9</b>	<b>6%</b>	level 1
7. Environmental Guardianship	10%	15	<b>10</b>	<b>7%</b>	level 1
OVER ALL	100%	<b>177</b>	<b>95</b>	<b>54%</b>	

#### **Organizational Management**

Though the organization is registered and with PSPs but BANDFA failed to secure their financial assets by depositing in bank. For 15 years they have not put into practice proper financial management system within the organization. Therefore, this key area is rated level 1.

#### **Business Management**

For so long a time no stable business was institutionalized considering that this is the source of income for an organization to support its operation. Thus this level is rated level 1.

## Resource accessing

BANDFA accessed funds from Department of Agriculture (DA) for their dryer and goat raising project aside from IFAD, Alterdev and PACAP fund assistance.

Acquired projects were accessed by chance of opportunity. They only become recipient without efforts of preparing a proposal and identified only by the LGU. The organization has no technical person to write project proposal for funding. And out of 77 members only 20% to 50% of its membership can be mobilized in any form of project counterpart. This made the rating level 1.

## Integration into the community

BANDFA is recognized by the LGU of Jabonga, Agusan del Norte. It has a 2-year development plan but not integrated in the local plan of the barangay and municipality. No non-PO members adopted sustainable agriculture but there were 2 non-member individuals benefited from the Nature Farming Technology System (NFTS) technology in organic hog production. Because their integration with the local special bodies is less, this key area is rated level 1.

## Critical community consciousness

The organization is rated level 2 in this key area. Though no services rendered to the direct community but their activities extend outside the project barangays like trainings. BANDFA conducted self-initiated riverbank rehabilitation activity and tree planting activity.

## Gender advocacy and integration

Out of 77 members 47 are women or 61% of its total members and only 20% out of the expected above 41% rating are into leadership and actively participate in project activities. No gender advocacy activity initiated. The rating is level 1.

## Environmental guardianship

The organization conducted tree planting and riverbank rehabilitation project and participated the Kakahoyan Alang sa Kalamboan sa Agusan (KAKA) program of the provincial government and AIDFI. However, no initiated and funded advocacy activity on environment was done. This key area is rated level 1.

## **Conclusion and recommendations:**

It is recommended to convert from association to cooperative for the following reasons; 1. Cooperative Development Authority (CDA) will conduct annual monitoring and evaluation, 2. The organization is required to submit reports to CDA regularly, and 3. Annual assessment is done by CDA which will strengthen the organization and ensure supervision by government institution.

## **3. San Roque Multi-purpose Cooperative (SAROMCO)**

### **Background:**

San Roque Multipurpose Cooperative (SAROMCO) started as fisherfolk organization. In the year 1980, SAROMCO was organized through the effort and supervision of Mrs. Flordila Galo, Agricultural Technician (AT) of the Municipal Agriculture Office of Kitcharao.

Several organizations and agencies like the Caraga Consortium for Environmental Protection and Sustainable Development (CCEPSD) assisted SAROMCO and help enhance their economic activities.

SAROMCO becomes a recipient of Community-Based Resource Management Project (CBRMP) and implemented Lakegrass protected area and fish sanctuary establishment and protection in the Barangay. CBRMP is a lake wide program of the municipality of Kitcharao. Members of SAROMCO perform their duty as Bantay Danao. Guard the fish sanctuary and conducted surveillance and monitoring to prevent illegal activity from happening. That time Mr. Aniano Alatraca seated as chairman of the organization.

In the year 2000, SAROMCO formally become a member of the local coalition organized by Agri-Aqua Development Coalition-Mindanao. Year 2003, SAROMCO decided to re-organize themselves and Mrs. Ihapon was elected as Chairperson.

In the year 2006, the organization receives assistance from Philippines-Australian Community Assistance Program (PACAP) through the help of AADC in partnership with Lake Mainit Development Alliance (LMDA) and implemented hog production project.

The implementing partners of the organization observed weakness in SAROMCO's organizational management.

This time with the assistance of PACAP-FOCAS and AADC-Mindanao another re-organization happened. The set of officers is now headed by Mr. Petronio Dumanig.

### **Observations:**

SAROMCO is registered with the Cooperative Development Authority (CDA). It has a membership composed of 70% fisherfolk and 30% farmers from the total 34 members.

Korean technology adopters are 59% while 95% of the entire membership participates in organizational activities. Attendance in assembly meeting is 70%. Members contributed 100% of paid-up capital.

The organization has a savings of not more than PhP2,000.00 deposited in their savings account. Presence of books of accounts can be observed but not updated. SAROMCO is recognized by the barangay only through information sharing not a member of the local special body.

The organization has formed committees but not functional. No business was initiated nor engagement with other institutions.

Only 4% of its total assets were accessed from different institutions. The 4% covers the fish cage project in the amount P50,000.00 from CBRMP and few piglets given by Caraga Consortium for Environmental Protection and Sustainable Development (CCEPSD). SAROMCO has engagement to 3 donor institutions namely; Community Based Resource Management Project (CBRMP), Philippines-Australia Community Assistance Program (PACAP) and CCEPSD. They accessed more than 5 trainings. The organization has no capacity to formulate a project proposal for funding.

Community integration has reached in the municipal level but their 2-year development plan was not even integrated in the barangay development plan. No non-member has benefited from the intervention and no non-members adopted the technology introduced.

SAROMCO has no community services rendered to the community.

Only 20% or 7 out of 34 total membership are women leaders from among the 22 women members. There are 50% of

women participating in the project. Advocacy on gender and development is initiated by outside entity only.

It has implemented 4 environment friendly projects supported by PACAP and CBRMP. These are organic hog production, lakeshore tree planting, fish sanctuary establishment and lakegrass protected area. However, no environmental advocacy has been made by the organization either funded by donor or self-initiated.

### **Results and analysis:**

KAA	Perfect rating	Perfect score	Total Point	Rating (%)	
1. Organizational Management	30%	78	<b>49</b>	<b>19%</b>	level 1
2. Business Management Performance	14%	21	<b>6</b>	<b>4%</b>	No current business
3. Resource Accessing	12%	27	<b>16</b>	<b>7%</b>	level 1
4. Integration into the Community	12%	12	<b>5</b>	<b>5%</b>	level 1
5. Critical Community Consciousness	12%	9	<b>2</b>	<b>3%</b>	No services
6. Gender advocacy and Integration	10%	15	<b>9</b>	<b>6%</b>	level 1
7. Environmental Guardianship	10%	15	<b>10</b>	<b>7%</b>	level 2
OVER ALL	100%	<b>177</b>	<b>97</b>	<b>50%</b>	

#### Organizational management

The required rating for level 2 is 20% but in this key area the organization is rated level 1 only. This is because they lack the capacity in networking and accreditation even with the barangay council.

Their books of accounts were also not updated and some of their files were missing. They have the committees but non-functional.

#### Business management

Business is one of the sources of income for the organization. However, SAROMCO has the management bodies as required by CDA but non-functional because it has no business to operate. This key area is rated level 1.

#### Resource accessing

The organization implemented several projects and receives technical support through trainings conducted by different agencies. However, these were accessed because the areas are in the government program for development not in a way initiated by technical person from the organization or through submission of project proposals

to donors by SAROMCO. An organization should have a member who has the capacity to write project proposals to be able to source out funds and projects for sustainability. This key area is rated level 1.

#### Integration into the community

The organization is recognized but not accredited in the municipality of Kitcharao. It has a 2- year development plan and not integrated in either barangay or municipal plans. The rating is level 1.

#### Critical community consciousness

SAROMCO has no community involvement as an organization and rendered no services. This key area is level 1.

#### Gender advocacy and integration

There are only 7 women who are leaders in the organization. Most of them chair the committee and officer in the Board. But there was no initiated advocacy specifically for gender development. The rating is level 1.

#### Environmental guardianship

The organization has no environmental advocacy that promotes sound environment but it has environment projects implemented with assistance from donor organizations. These projects are as follows; lakeshore tree planting, lakegrass protected area development, organic hog production and fish sanctuary establishment and management. This key area is rated level 2.

#### **Conclusion and recommendations:**

SAROMCO is level 1 in the six (6) key areas. It is recommended that the organization shall adhere to CDA policy. Conduct training on moral and values formation. SAROMCO shall access technical training in proposal preparation and engage in a profitable business endeavor to ensure self sustenance.



#### **4. Canaway Fisherfolk and Farmers Association**

##### **Background:**

IN the year 1980, Canaway Farmers Association (CFA) was organized through the effort and supervision of Mrs. Elsa Morta, Agricultural Technician (AT) of the Municipal Agriculture Office - Kitcharao, Agusan del Norte. This was chaired by the president Mr. Luciano Vargas.

They acquired 1 unit turtle with nine (9) horse power engine, 1 unit thresher and 1 unit water pump. This farm machinery was given by Governor Ma. Angelica Rosedell M. Amante.

In the year 2000, Mrs Georgette Bongolo serves as chairperson of the organization for reason that the incumbent chairperson went abroad.

This was also the time Community-Based Resource Management Project (CBRMP) was implemented in barangay Canaway.

During this year, Canaway Farmers Association (CFA) was changed to Canaway Farmers and Fisherfolk Association (CAFFA). The intention was to bond together farmers and fisherfolk in the area. The association CAFFA was then registered to DOLE.

The economic activity under the CBRMP is tilapia culture through fish cage. The organization managed to produce until the second cycle of production. Another economic activity they had was fish trap under the management of Mr. Pascual Serapion.

In the year 2000, CAFFA become a member of the local coalition organized by Agri-Aqua Development Coalition-Mindanao. Since then, CAFFA implemented community enterprises like cassava and soya beans production. But the said enterprise is not as profitable as expected. This was due to unfavorable weather condition.

In the year 2006, the Philippine Australian Community Assistance Program - Focal Community Assistance Scheme (PACAP - FOCAS) projects were implemented in the lake mainit municipalities in partnership with Lake Mainit Development Alliance (LMDA). After AADC-Mindanao thoroughly consulted and verified the interest of the POs in the local coalition, CAFFA shows interest to avail thereby a hog production project was proposed.

The project was realized and approved in year 2007. In 2008, both the President Mr. Pascual Serapion, Sr. and Treasurer Mr. Berdida died.

Thereafter, Mr. Cresencio Abao took the drivers seat as Chairperson of CAFFA assisted by his Vice-Chairperson Mr. Joel Beluan. Today, CAFFA implemented the new scheme which is sow level production upon realizing that hog production project is no longer feasible due to feed price escalation.

#### **Observations:**

The organization is registered with the Department of Labor and Employment (DOLE) with 100% attendance in regular meetings. CAFFA has existing policies specifically on hog production project and the equipments owned. Capital Build-Up (CBU) contribution is 100%. A 2 - year development plan was also formulated but not yet integrated in any local plans. All members are resident farmers and fisherfolk.

Financial transactions are written in record book and no books of account kept by CAFFA. They have savings of Php3,000.00 in hand. They have deposited PhP1,000.00 in their savings account in coop bank.

The organization is recognized in the barangay but not accredited in the municipality. CAFFA is a member of the Kitcharao Coalition of AADC-Mindanao.

The organization has no business and no business management bodies organized yet.

About 90% of their asset is accessed from PACAP and the Provincial Government of Agusan. They also acquired two (2) projects from other donors (CBRMP and Post Harvest Facility from the provincial government).

They received trainings from AADC and other donor institutions as part of their capability building activity. No projects approved either initiated or assisted by professionals.

The organization is accredited in the barangay. PO development plan was not integrated in any local plans in both municipality and barangay. There are 12 non-member individuals who benefit from the project intervention especially in organic hog but no non-member adopted the technology introduced by the project.

It has no involvement in any community activity as an organization and no services rendered for the community being an organization.

All women members are leaders in the different committees of CAFFA. Female members comprise 33% of the entire membership. All women participate in all project activities. No gender advocacy activity has been done either funded or initiated by the organization.

#### **Results and analysis:**

KAA	Perfect rating	Perfect score	Total Point	Rating (%)	
1. Organizational Management	30%	78	<b>53</b>	<b>20%</b>	level 2
2. Business Management Performance	14%	21	<b>6</b>	<b>4%</b>	No business
3. Resource Accessing	12%	27	<b>19</b>	<b>8%</b>	level 2
4. Integration into the Community	12%	12	<b>5</b>	<b>5%</b>	level 1
5. Critical Community Consciousness	12%	9	<b>2</b>	<b>3%</b>	No community involvement
6. Gender advocacy and Integration	10%	15	<b>12</b>	<b>8%</b>	level 2
7. Environmental Guardianship	10%	15	<b>4</b>	<b>3%</b>	level 1
OVER ALL	100%	<b>177</b>	<b>101</b>	<b>51%</b>	

#### Organizational management

This key area is rated level 2 in maturity. CAFFA is registered with the Department of Labor and Employment (DOLE). Attendance during regular meeting is 100%. All members participate in organizational activities and Capital Build-Up (CBU) contribution is 100%. It has a 2-year development plan and identified 3 second liners in case of leaders' inability.

Financial transactions are written only in record book. They have savings amounting to P3,000.00 in the hands of the treasurer. Only P1,000.00 is deposited in their account opened in Coop Bank.

#### Business management performance

CAFFA has no business as their source of income to offset organization's operational cost. No business management body formed to take responsibility in doing business. This key area is rated level 1.

#### Resource accessing

The organization does not have the technical capacity to write project proposals but it has several projects implemented which were given by LGUs and other

agencies because they are identified as growth areas. Thus, this key area is rated level 2.

#### Integration into the community

CAFFA project intervention has benefited 12 individuals but no non-members adopted the technology. They have the 2-year development plan but this was not integrated in the plan of the municipality and or barangay. This key area is rated level 1.

#### Critical community consciousness

The rating is level 1 because they have no involvement whatsoever in the community as an organization. They have participated community activity as resident of the barangay only.

#### Gender advocacy and integration

The organization has no gender advocacy program but all women members of CAFFA are leaders with the capacity to either manage or initiate organizational activities. Women participate in all project activities. This area is rated level 2.

#### Environmental guardianship

The organization has 2 projects (tree planting and organic hog production) which directly affect the environment but these were supported by agencies (DENR and PACAP). This key area is rated level 1.

### **Conclusion and recommendations:**

There are 3 key areas where the organization is rated level 2, these are organizational management, gender and advocacy and resource accessing.

Though rated level 2 in maturity but there is a need for CAFFA to strive harder and initiate business engagement to ensure financial sustenance. Gender advocacy and integration is rated level 2 because of women participation. All women members took part in the management of CAFFA. Only, it lacks activities on gender and development like campaign on women rights.

Therefore CAFFA should continue whatever good practices they adopted and advocate and promote gender related activities initiated by the LGU and other agencies.

**1. Paco Coconut Farmers Multi-Purpose Cooperative (PCFMPC)**

**Background:**

The Paco Coconut Farmers Multi-Purpose Cooperative (PCFMPC) was organized through the efforts of the Kasanyangan Rural Development Foundation, Incorporated on February 9, 2008 and was registered as cooperative on September 5, 2008.

PCFMPC has a total membership of 22 and agreed among themselves to invest a Capital Build Up (CBU) of P3,000.00 pesos.

**Observations:**

The organization is registered with the Cooperative Development Authority (CDA). It has existing policies. Members are resident farmers with 90% attendance in regular meetings and 90% of the membership actively participates in organizational activities. All members have given fully their paid-up capital to start with the business and form part of their Capital Build Up (CBU).

PCFMPC has no development plan as their guide and direction. They have formed the special committees and identified 1 second line leader. They have P6,000.00 cash in hand kept by the Treasurer. PCFMPC have not yet opened a savings account where the organizational savings is kept for safety.

Business or enterprise component (Coco-coir production) of the organization is yet to start. Asset accessed from donors (PACAP) is more than 41% of its total asset. PCFMPC has received 6 technical trainings (Coco-coir production, environmental management, nursery management, financial management, business linkage...) from NGOs, private and government agencies.

They have not prepared and submitted a project proposal for funding donors. Some programs of the community plan were integrated in the Barangay Development Plan.

The project intervention benefited almost all coconut farmers in the proximity. PCFMPC has no community involvement as an organization in either purok or barangay.

The organization has no gender advocacy activity but 70% of the organizations committee are lead by women. The 72% of the entire membership are women with the capacity to manage. And 90% of the women population participated in project activities.

They have a riverbank stabilization project planted to bamboo along Paco river.

### Results and analysis:

KAA	Perfect rating	Perfect score	Total Point	Rating (%)	
1. Organizational Management	30%	78	<b>44</b>	<b>17%</b>	level 1
2. Business Management Performance	14%	21	<b>0</b>	<b>0%</b>	No business yet
3. Resource Accessing	12%	27	<b>15</b>	<b>7%</b>	level 1
4. Integration into the Community	12%	12	<b>5</b>	<b>5%</b>	level 1
5. Critical Community Consciousness	12%	9	<b>2</b>	<b>3%</b>	No involvement with community activity
6. Gender advocacy and Integration	10%	15	<b>11</b>	<b>7%</b>	level 1
7. Environmental Guardianship	10%	15	<b>7</b>	<b>5%</b>	level 1
OVER ALL	100%	<b>177</b>	<b>84</b>	<b>43%</b>	

### Organizational Management

The organization is rated level 1 in this key area. The absence of a development plan which is basically the guide and direction of an organization is one of the factors that pulled the rating down.

Monetary safekeeping by the organization is not a good practice. Funds not keep in bank exhibit high risk of improper disbursement. The organization has no books of accounts. They just write transactions in the record book.

### Business Management

The organization has not yet to start their coco-coir business which would come first from the lacatan production and marketing. Because of the above reasons this key area is rated level 1.

### Resource Accessing

The organization has not prepared and submitted project proposal either assisted by professionals or by other institutions for funding. This key area is rated level 1.

## Integration into the Community

The organization is recognized only in the barangay level and not a member of any local special bodies. Level 1 is the rating for this key area.

## Critical Community Consciousness

The organization has no community involvement that made it rated level 1.

## Gender Advocacy and Integration

Almost all sub-variables under this key area is rated level 2 & 3 but because it has no gender advocacy activity the rate was pulled down to level 1.

## Environmental Guardianship

This key area is again rated level 1. The organization has no environmental advocacy both initiated

## **Conclusion and recommendations:**

PFMPC is rated level 1 in all key areas assessed since it is a new organization. It needs to put in place their financial recording system by writing all financial transactions regularly in the books of accounts. Get involve in any community and barangay environmental activities as an organization.

The organization lacks technical person and or initiative in preparing a project proposal to be submitted to donors to fund the programs of PFMPC.

It is therefore recommended that capacity building shall be facilitated specifically in business management more focused to coconut industry and value chain analysis. There is also a need to access additional capital for building and equipment.

## **2. Binga Upland Farmers Multi-Purpose Cooperative (BIFAMPCO)**

### **Background:**

Binga Farmers Multi-Purpose Cooperative (BIFAMPCO) was formerly Upland Small Farmers Association of Binga (SHG-USFAB) under the IFAD-NMCIREMP initiative. It was organized in July 2004 with only 15 members implementing ginger production project.

Several agencies assisted the organization of which is AIDFI who has engagement with the former organization from July 2004 - 2005. KFI's assistance started in April 2006 until year 2007.

It was only on February 17, 2008 when SHG-USFAB officially declared their name as Binga Farmers Multi-Purpose Cooperative (BIFAMPCO). This is a step to have the organization registered with the Cooperative Development Authority (CDA). The conversion of the legal status of the organization from an association to cooperative is the initiative and efforts of Kasanyangan Rural Development Foundation, Incorporated (KRDFI).

BIFAMPCO has a total of 19 members having Capital Build-Up (CBU) of P1,800.00. They are now engaged in lacatan production as their future support livelihood.

#### **Observations:**

The organization has no legal personality yet but has complied and submitted all required documents for CDA registration. All members are farmers residing within the barangay. Technology adopters reached 80% of its membership. Attendance in regular meetings is 90% and 81% actively participating in organizational activities. Members CBU is P1,800.00 in which only 50% have fully contributed.

BIFAMPCO has functional set of officers. Vision, mission, goals and objectives are set but no development plan was formulated.

Organization fund is deposited in bank under their savings account while petty cash of P500.00 is left in custody of the treasurer. All financial transactions are written in record book only.

The organization engaged in hog slaughtering business which is funded by DAR-IFAD NMCERIMP with a monthly net income below P2,000.00. It has no initiated business funded by its own coffer. Management bodies instituted are 75%-90% functional and working. Currently they attained 50% increase in their asset. Accessed assets is 10% of the acquired P20,000.00 from LGU and other line agencies.

No project proposal was formulated either initiated or assisted by professionals. It can mobilize 20% of membership for any form of counterpart.



BIFAMPCO is recognized in the barangay. There are 10 non-members benefiting the project intervention but no non-members adopt the new technology. BIFAMPCO has no community involvement as an organization.

In women leadership, there are 31% of the total women members of 11 who has the capacity to manage. The same percentage of women participates in project activities. No gender advocacy activity was done.

No direct environmental activity of the organization to address local environmental concerns.

### Results and analysis:

KAA	Perfect rating	Perfect score	Total Point	Rating (%)	
1. Organizational Management	30%	78	43	17%	level 1
2. Business Management Performance	14%	21	10	7%	level 1
3. Resource Accessing	12%	27	8	4%	level 1
4. Integration into the Community	12%	12	5	5%	level 1
5. Critical Community Consciousness	12%	9	3	4%	level 1
6. Gender advocacy and Integration	10%	15	9	6%	level 1
7. Environmental Guardianship	10%	15	0	0%	level 1 - no efforts
OVER ALL	100%	177	78	42%	

#### Organizational management

BIFAMPCO is rated level 1 in this key area. The organization has no legal personality. It has no development plan and financial transactions are not recorded in the books of accounts.

#### Business management

BIFAMPCO has no employee either by piecework in nature or as regular in employment status. The organization has not invested for any business taken from their coffer and net their income is below P2,000.00. This key area is rated level 1.

#### Resource accessing

BIFAMCO has not prepared a project proposal for donors. Project accessed is through LGU initiatives. The project received is pre-designed to conform to the intentions of an NGO or implementing agency.

#### Integration into the community

The organization is recognized only at the barangay level. It has no development plan which sets the direction of BIFAMPCO and be integrated in any local development plans. No non-member adopts the introduced technology. Thus, this key area is rated level 1.

#### Critical community consciousness

This key area is rated level 1. BIFAMPCO has no community activity involvement in any kind has no services rendered to the community as an organization.

#### Gender advocacy and integration

There are 11 female members of BIFAMPCO out of 19 members and only 31% are leaders in different committees. This indicates low women participation in organizational activities. Moreover, the organization has no gender advocacy activity initiated to promote women empowerment in organizational development.

#### Environmental guardianship

The organization has no current effort to advocate and implement environment friendly projects either funded by donors or initiated by the organization. This key area is rated level 1.

#### **Conclusion and recommendations:**

BIFAMPCO is an infant organization and needs assistance. They must upgrade their financial recording system to ensure transparent operation and systematic records keeping. Support accessing must be enhanced through trainings and linkage development with local agencies.

The organization must give emphasis on environmental activities and advocacy considering that they are upland community. They should continue their hog slaughtering business and initiate other promising business as alternative to the existing one. Additional funding must be sought to increase and enhance their asset.

### **3. Bobonaon Farmers Multi-Purpose Cooperative (BFMPC)**

#### **Background:**

Bobonaon KALAHI Farmers Association (BKFA) was the former name of Bobonaon Farmers Multi-Purpose Cooperative (BFMPC). February 10, 2008 is the advent of BFMPC with 18 members united to implement the project on lacatan production in partnership with the Kasanyangan Rural Development Foundation, Incorporated (KRDFI) and Lake Mainit Development Alliance (LMDA) from the financial assistance of the Philippines-Australia Community Assistance Program (PACAP).

The organization decides to have a Capital Build-Up (CBU) of P500.00 and membership of P100.00. The current chairperson of BFMPC is Mr. Alex H. Dumaguit.

#### **Observations:**

BFMPC is not yet registered with any entity. The CDA registration is delayed due to completion of their Pre-Membership Education Seminar (PMES). This is caused by the conflict of schedule and accessibility of the area. Only 70% of its members are residents of the barangay. The other 30% comes from Biyabib, Sison, Surigao del Norte an adjacent barangay of Bobonaon. These non-resident farmers become project recipients because they have properties in the barangay. Attendance during regular meeting is only 64% but all members participate actively in all organizational activities. All members have contributed their paid up capital.

It has no business and 20% of their asset comes from PACAP. Their integration is only in barangay level. No development plan was formulated and no community involvement as an organization undertaken as part of barangay initiated endeavor.

Only 10 out of 17 are women with 60% participation in project activities.

It has no direct environmental projects or activities being done by the organization.

## Results and analysis:

KAA	Perfect rating	Perfect score	Total Point	Rating (%)	
1. Organizational Management	30%	78	31	12%	level 1
2. Business Management Performance	14%	21	0	0%	No business yet
3. Resource Accessing	12%	27	12	5%	level 1
4. Integration into the Community	12%	12	4	4%	level 1
5. Critical Community Consciousness	12%	9	4	5%	level 1
6. Gender advocacy and Integration	10%	15	8	5%	level 1
7. Environmental Guardianship	10%	15	5	3%	level 1
OVER ALL	100%	177	64	35%	

### Organizational management

The organization has no legal personality. Their attendance is low in regular meetings and funds are kept by the treasurer. The financial situation safekeeping is risky. This key area is rated level 1.

### Business management

This key area is rated level 1 because they have no business.

### Resource accessing

They have not received assistance other than PACAP through KRDFI. No fund accessing initiated by the organization even from LGUs. BFMPC has not prepared project proposals for assistance. This key area is rated level 1.

### Integration into the community

BFMPC is recognized only in the barangay. They have no development plan which set there future direction. This is rated level 1.

### Critical community consciousness

BFMPC has no community involvement whatsoever as an organization. This key area is rated level 1.

### Gender advocacy and integration

Though 10 out of 17 are women members and 60% of them participated in project activities but the organization has no advocacy on gender and no woman member becomes leader. This key area is rated level 1.

## Environmental guardianship

They have no environment related projects either initiated by the organization or supported by donors. BFMPC has no environmental advocacy initiated and funded. Thus this key area is rated level 1.

### **Conclusion and recommendations:**

The Bobonaon FMPC is a newly formed organization and needs mentoring from NGOs, LGU, line agencies or any institution with capacity to assist and nurture neophyte organizations. It needs close supervision and capacity building to its members to fully understand the dynamics of a mature, strong and stable organization.

BFMPC needs to give more time and effort in acquiring legal personality with the CDA. Follow the standard financial records keeping and accounting procedure. Engage into promising local business to support organizational expenses. Be keener in fund accessing and develop women members into leadership.

Environmental projects should also be given preference. Advocate and promote environmental development.

## **C. AIDFI / KASANYANGAN RURAL DEVELOPMENT FOUNDATION, INC. (KRDFI)**

### **1. Dayano Farmers Association (DFA)**

#### **Background:**

Dayano Farmers Association (DFA) was organized by Associates for Integral Development Foundation, Incorporated (AIDFI) in 2006. The project implemented under PACAP is sow level hog production, goat raising, Kabir chicken production and a 1 hectare communal agroforestry.

#### **Observations:**

Dayano Farmers Association (DFA) is registered with the Department of Labor and Employment (DOLE). They have PSPs in their lending, animal dispersal and communal farm projects. DFA has 15 resident farmer members of which 15% are technology adopter. They have 95% attendance in

meetings. Only 61% - 80% actively participate in organizational activities.

They have VMGO but needs to be revisited. Transactions properly recorded in record book with external audit by AIDFI. DFA has no books of accounts ad savings account in the nearest bank.

Linkage of the organization is still in barangay level in the form of consultation and information sharing only.

Asset is increased by 50% through hogs dispersal project. They have no regular and or piecework employees. Lending venture was initiated by the organization.

Only 10% of the total project cost is accessed from the LGU and other agencies. DFA received more than 5 trainings. They have not prepared any project proposal for funding support by donor institutions.

The organization is recognized in the barangay. They have plans but not yet integrated in any local development plans.

Women in leadership composed of 36% from the 73% women population in the organization. Only 1 environment friendly was implemented and supported by PACAP. No environment related projects initiated by DFA. No advocacy on environmental development and protection.

### **Results and analysis:**

KAA	Perfect rating	Perfect score	Total Point	Rating (%)	
1. Organizational Management	30%	78	<b>37</b>	<b>14%</b>	level 1
2. Business Management Performance	14%	21	<b>11</b>	<b>7%</b>	level 1
3. Resource Accessing	12%	27	<b>14</b>	<b>6%</b>	level 1
4. Integration into the Community	12%	12	<b>4</b>	<b>4%</b>	level 1
5. Critical Community Consciousness	12%	9	<b>3</b>	<b>4%</b>	level 1
6. Gender advocacy and Integration	10%	15	<b>11</b>	<b>7%</b>	level 1
7. Environmental Guardianship	10%	15	<b>5</b>	<b>3%</b>	level 1
OVER ALL	100%	<b>177</b>	<b>85</b>	<b>46%</b>	

### **Organizational management**

Dayano Farmers Association (DFA) is registered with DOLE with only 14 farmer members. Attendance in meetings is 95% but after AIDFI's exit meeting schedule as agreed was not followed. Fund is kept by the treasurer and

financial transactions are recorded in record book not in the books of accounts. This are is rated level 1.

#### Business management

DFA has micro-lending business. The capital comes from the individual members of DFA however, the business is not doing well loan repayment is only 9% or 1/11. The lending operation is operated only by one person and not transparent declaring the fund dynamic. Members are willing to pay their obligation but because the operation is not transparent they hesitated to comply. Hog production increased their current asset but no regular and piecework employees hired. This key area is rated level 1.

#### Resource accessing

The organization has accessed more than 5 trainings. They have not prepared / crafted project proposals either initiated or assisted by professionals. Only 10% of their assets were acquired from LGU and other agencies but above 50% of its members can be mobilized in any form of counterpart. This key area is rated level 1.

#### Integration into the community

The organization is recognized only in the barangay. They are not accredited in the municipal LGU. Community plan is not integrated in any local government plans. This key area is rated level 1.

#### Critical community consciousness

DFA has no community involvement as an organization and has no services rendered. This key area is rated level 1.

#### Gender advocacy and integration

There are 11 out of 15 members or 73% are women and 36% of them are leaders managing the organization. About 50% of the women population actively participates in project activities but they have not initiated any gender advocacy activity. This key area is rated level 1.

#### Environmental guardianship

Only PACAP assisted project is being implemented by the organization. DFA has no environmental advocacy. This key area is rated level 1.

## **Conclusion and recommendations:**

DFA is an organization created during the time of PACAP or about 2 years ago. This infant organization has a lot to learn and needs mentoring before it is left on its own. Waste of investment will happen if guidance in the project implementation stops.

It is therefore recommended that more capacity building activity will be given them (business management, organization management). Small amount of revolving fund for their micro-lending will also be given in a form of assistance.

## **2. Tapan Development Association (TAPDEAS)**

### **Background:**

Tapan Development Association (TAPDEAS) was organized by Department of Environment and Natural Resources under their Integrated Social Forestry (ISF) program and was strengthened by Associates for Integral Development Foundation, Incorporated (AIDFI) in the PACAP project. It is located at barangay Tapan, Mainit, Surigao del Norte. Most members are farmer of which majority are women.

The same with the other 2 organizations they received goats and chicken with 1 hectare communal Agroforestry farm.

### **Observations:**

TAPDEAS was registered with the Department of Labor and Employment (DOLE) with Constitution and By-Laws. All members are resident farmers of which 30% are technology adapter of NFTS. Originally the total membership is 28 but eventually it was reduced to 19.

Attendance in meetings is 70%. Only 70% actively participate in organizational activities. They have no Capital Build up (CBU) from the members to support financial expenses of the organization and start up capital as well.

Liquid asset is only P1,000.00 with a net worth of P30,000.00. It has financial policies but all financial transactions are written in record book only. In most cases conflict arising is resolved by the Chairperson only.



Only P30,000.00 amount assets were accessed from donors with only 1 project accessed (PACAP). There are only 3 trainings officially acknowledge by the organization that they have received. However, 90% of memmers can be mobilized to form as counterpart.

They development plan but they have linkage with the barangay local government unit. Tadeas has no involvement to community activities whatsoever.

There are 6 out of 16 women members who are in leadership. 80% are women or 16 out of 20 are women members. These women are still at a beneficiary participation. 100% of women actively participate in project activities. Though it comprises 80% but they have no gender advocacy activities in the community.

#### **Results and analysis:**

KAA	Perfect rating	Perfect score	Total Point	Rating (%)	
1. Organizational Management	30%	78	<b>33</b>	<b>13%</b>	level 1
2. Business Management Performance	14%	21	<b>0</b>	<b>0%</b>	no business
3. Resource Accessing	12%	27	<b>13</b>	<b>6%</b>	level 1
4. Integration into the Community	12%	12	<b>4</b>	<b>4%</b>	level 1
5. Critical Community Consciousness	12%	9	<b>3</b>	<b>4%</b>	level 1
6. Gender advocacy and Integration	10%	15	<b>9</b>	<b>6%</b>	level 1
7. Environmental Guardianship	10%	15	<b>5</b>	<b>3%</b>	level 1
OVER ALL	100%	<b>177</b>	<b>67</b>	<b>36%</b>	

#### **Organizational management**

TADEAS is rated level 1 in this area. As seen in the assessment, membership has declined from 28 individuals to 19 individuals an indication that there is poor organizational management. Though Capital Build Up for DOLE registered organizations is not a must but the organization should have invested financially to support the needs of the organization and as their contribution to keep the organization operating.

The percentage of attendance during meeting is 70 with another 70 percent of its membership actively participating in project activities. Members are active only with the project or if there is a project.

Financial transactions are written only in record books not in books of accounts as expected for a 3 year project. They have no development plan to guide them.

## Business management

The organization has no business initiated yet. Business should be initiated to ensure financial sustenance for the organization from its income. Thus, this key area is rated level 1.

## Resource accessing

TADEAS has not prepared a project proposal for donors. Project accessed is through NGO initiatives. The project received is pre-designed to conform to the intentions of an NGO or implementing agency. This key area is rated level 1.

## Integration into the community

TADEAS is recognized in the barangay LGU but not a member of the Barangay Development Council. They have no development plan to be integrated in any local development plan. No non-member benefiting the technology (NFTS) while no non-member benefit from the intervention. The above considerations made this key area rated level 1.

## Critical community consciousness

The rating is level 1 in this key area because they have no involvement whatsoever in the community as an organization. They have participated community activity as resident of the barangay only.

## Gender advocacy and integration

This key area is rated level 1. Though there are 37% women leaders from the total women members comprising 80% of the total organization membership but they have no gender advocacy activity initiated and or supported by agencies. Most women are still at the beneficiary category.

## Environmental guardianship

The organization has no environmental advocacy that promotes sound environment. They have environment projects implemented with assistance from the DENR. This project is under the Integrated Social Forestry (ISF) program of DENR. The tree plantation was established but not protected and maintained by the organization which turned out to be a waste of investment. This key area is rated level 1.

## **Conclusion and recommendations:**

The organization is rated level 1 in maturity. Members become active only when there is a project. It has no concrete policies and plans that would lead them to the right direction.

Generally, TADEAS is weak and immature as an organization to ensure project sustainability.

It is therefore recommended that values and attitude formation training and capacity enhancement program must be given to the organization before any project will be given.

## **3. Tagbuyawan Lakeshore Association (TLA)**

### **Background:**

Tagbuyawan Lakeshore Association (TLA) was organized by the Associates for Integral Development Foundation, Incorporated (AIDFI) in the PACAP project and was registered with DOLE on October 21, 2008. It is located at barangay Tagbuyawan, Mainit, Surigao del Norte. Most members are farmer of which majority are women out of the total membership of 20.

The same with the other 2 organizations they received goats and chicken with 1 hectare communal Agroforestry farm.

### **Observations:**

The organization is Tagbuyawan Lakeshore Association (TLA) and registered with the Department of Labor and Employment (DOLE) on October 21, 2008. 30% of the members are technology adopters (NFTS). The organization has an 80% attendance during regular meetings. Members actively participate in all organization activities. All members have contributed their Capital Build-Up (CBU) though not a must for them being DOLE registered.

TLA has savings of P1,000.00 but has no savings account where they can deposit their fund for safekeeping. Transactions are recorded only in record book. No books of account are maintained by the organization.

They have no business initiated to support for the needs of the organization. They only have accessed 7 sets

of kabir from the Local Government Unit of Mainit other than that of the PACAP project.

They are not a member of any local special bodies and have no development plan as their guide in setting direction and anchorage of their plans and programs.

The organization has no involvement whatsoever to any community activities and no services rendered as an organization.

Majority of the members are women comprising 15 and now at the level of initiating and managing tasks and responsibilities. More than 41% of women participated actively to any organizational and project activities.

The organization has implemented 1 environmental project funded by the Integrated Social Forestry Program (ISFP) of the DENR and initiated 1 environmental advocacy activity.

### **Results and analysis:**

KAA	Perfect rating	Perfect score	Total Point	Rating (%)	
1. Organizational Management	30%	78	<b>42</b>	<b>16%</b>	Level 1
2. Business Management Performance	14%	21	<b>7</b>	<b>5%</b>	Level 1
3. Resource Accessing	12%	27	<b>6</b>	<b>3%</b>	Level 1
4. Integration into the Community	12%	12	<b>1</b>	<b>1%</b>	Level 1
5. Critical Community Consciousness	12%	9	<b>3</b>	<b>4%</b>	Level 1
6. Gender advocacy and Integration	10%	15	<b>12</b>	<b>8%</b>	Level 2
7. Environmental Guardianship	10%	15	<b>7</b>	<b>5%</b>	Level 1
OVER ALL	100%	<b>177</b>	<b>78</b>	<b>41%</b>	

#### Organizational management

This key area is rated level 1 because only 30% are adapters of the introduced technology. The organization has no savings account and financial transactions are written only in record book. Funds are kept by the treasurer for safekeeping.

#### Business management

Organizations must engage in business to answer their operational expenses and would not rely mainly on members' contribution in times of activities. The business should have been the source of income for the workers. Thus this key area is rated level 1.

### Resource accessing

The organization has no capacity to craft proposal to be submitted to local and foreign funding institutions to fund their programs. In fact they only 7 set of Kabir chicken from pre-design project of the LGU. This key area is rated level 1.

### Integration into the community

The organization is not a member of any local special bodies. They have no development plan and no non-members benefiting from the project. This key area is rated level 1.

### Critical community consciousness

The organization has no community involvement and has not rendered services in any form for the community as an organization. Their involvement is merely as residents of the purok or barangay. Thus this key area is rated level 1.

### Gender advocacy and integration

This key area is rated level 2. This is because women leaders in the organization comprise more than 41% and they are at the level of initiating and managing a particular task.

### **Conclusion and recommendations:**

The most active members in Tagbuyawan Lakeshore Association are women. Their capacity to perform assigned tasks and responsibilities and eagerness to participate in project activities helped much in keeping the organization move.

However, still the organization must promote gender advocacy to provide information to women even those non-members.

The organization must be provided with organizational development and management trainings specifically on policy formulation to have their ideas concrete worth to be implemented.

## **D. PROPEGEMUS FOUNDATION, INCORPORATED**

### **1. Budlingin Multi-Purpose Cooperative (BMPC)**

#### **Background:**

The Budlingin Multi-Purpose Cooperative (BMPC) was organized in July 2008 and registered with the Cooperative Development Authority (CDA) on March 19, 2009 through the efforts of Propegemus Foundation, Incorporated.

The organization has 40 members having a Capital Build-Up (CBU) of P16,000.00.

Some of BMPC members come from the existing organization called Budlingin Rural Workers Association (BRUWA) which should have been the partner of PACAP in implementing the People's Livelihood Effort in Agroforestry and Sustainable Environment (PLEASE) project. However, during that time BRUWA stopped accepting members and decided to waive their participation in the project as partner of Propegemus Foundation in the implementation. Thus, interested BRUWA members and other individuals spearheaded by the active Barangay Captain Hon. Alexander A. Pa-as organized themselves until finally they become the only registered multipurpose cooperative in Barangay Budlingin.

#### **Observations:**

The Budlingin Multipurpose Cooperative is registered with the Cooperative Development Authority (CDA) and has formulated their policies, systems and procedures. All members are resident farmers. They have a 5 year development plan setting the direction of BMPC.

They acquired 10% of assets from the LGU and other agencies of which amount ranges between 21,000.00 to 100,000.00 pesos. They already have savings account with the Green Bank, Kitcharao Branch and transactions are recorded in a record book.

Though all of the members can be mobilized in any form of counterpart but then, no project proposal was formulated either initiated or assisted by professionals.

The organization is recognized by the LGU and PO plans were integrated in the Barangay Development Plan of Barangay Budlingin.

Women cover 70% of the total membership and all are leaders in different management bodies but the organization have not initiated gender advocacy activity.

The project is environmental in nature but BMPC have not advocated activities on environmental guardianship initiated or funded.

### **Result and analysis:**

KAA	Perfect rating	Perfect score	Total Point	Rating (%)	
1. Organizational Management	30%	78	45	17%	Level 1
2. Business Management Performance	14%	21	3	2%	NO business
3. Resource Accessing	12%	27	14	6%	level 1
4. Integration into the Community	12%	12	6	6%	level 1
5. Critical Community Consciousness	12%	9	6	8%	level 2
6. Gender advocacy and Integration	10%	15	11	7%	level 1
7. Environmental Guardianship	10%	15	6	4%	level 1
OVER ALL	100%	177	91	51%	

#### Organizational Management

The organization almost attained level 2 but because the book of accounts are not updated and funds are kept in the hands of the treasurer and has no savings account, so the rating fall in level 1.

#### Business Management

BMPC is rated level 1 because the organization does not engage in any business endeavor.

#### Resource Accessing

The organization has difficulty in formulating project proposal for funding. Training is the only assistance accessed by the organization from LGU and other agencies. More than 50% of the total membership can be mobilized in any form of counterpart.

#### Integration into the Community

BMPC is recognized by the municipal LGU but not yet accredited. Integration of PO plan in the Barangay Development Plan gives better venue for PO programs to be materialized. This key area is rated level 1.

## Critical Community Consciousness

The BMPC participated in community service as an organization for 2 years. They participated in barangay cleaning activity (Tarya-tarya). The scope of this involvement is barangay level only. This key area is rated level 2.

## Gender Advocacy and Integration

Seventy percent (70%) of the total members are women and 70% of women participated actively in project activities. These women members are managing task assigned to them by the organization but this key area is rated level 1 because there was no gender advocacy initiated by the organization.

## Environmental Guardianship

BMPC has not implemented environment related project in their initiatives. Moreover, it has no advocacy relative to environmental guardianship. This key area is rated level 1.

## **Conclusion and recommendation:**

BMPC needs proper financial recording and safekeeping. Opening a bank account where fund could be deposited while not in use is important. All financial transactions shall be recorded in the books of accounts. It shall be updated regularly.

Community involvement is needed in an organization to maintain harmonious relationship between the organization and the people in the barangay. The organization should also advocate for the protection and rehabilitation of the environment.

BMPC shall develop individual's capacity to write project proposals. In case nobody can be tapped professional assistance is sought to help in formulating such.

It is recommended that BMPC shall avail capacity building trainings of NGOs, LGU and line agencies and source out funds from other donor institutions.



## **2. Camp Eduard Multi-Purpose Cooperative (CEMPC)**

### **Background:**

Long before Camp Eduard Multi-Purpose Cooperative (CEMPC) was organized, there were existing organized groups which were formed pursuant to national and local laws such as BPLK, BNS, BHW and others. There are also sectoral groups like CEBDAI, CEWASA and others within the barangay. However, there is no cooperative that existed.

The PACAP funded project titled "People's Livelihood Effort in Agroforestry and Sustainable Environment (PLEASE)" implemented by Propegemus Foundation, Incorporated initiated the formation of a cooperative named after the barangay where it existed. They named it Camp Eduard Multi-Purpose Cooperative (CEMPC).

Thus, CEMPC was officially organized with its members completed their Pre-Membership Education Seminar (PMES) on July 2008. Registration is in progress.

Today, CEMPC hoped and strived to attain the envisioned progress and services not only for the members but to the entire constituents of Barangay Camp Eduard.

### **Observations:**

The registration of Camp Eduard Multi-Purpose Cooperative (CEMPC) is still on process. All members are residents and farmers of Barangay Camp Eduard. Membership is 40 with only 24% are technology adopters. Attendance in regular meetings is usually 50% + 1 or less than 60% while above 81% participate actively in organizational activities. CEMPC has 80% CBU contribution.

Organizational financial transactions are written only in record books and organizational funds are kept by the treasurer with no savings account opened for CEMPC's financial safekeeping.

They have no business and have not accessed fund assistance from donor institutions initiated by the organization.

CEMPC is recognized in both barangay and municipal LGUs. They have the plan but were not integrated in any local development plan.

The organization participated in community activities (e.g. araw, special events) as CEMPC but no regular services rendered for the community.

There are 21 women members of CEMPC and all of them are leaders in different committees. More than 41% of women members participate in project activities. Gender advocacy activity is initiated by outside entities and not by the CEMPC.

CEMPC has 1 environment related project implemented. This was funded by PACAP. It has no initiated project on environment. They have no environmental advocacy activity being made.

### Results and analysis:

KAA	Perfect rating	Perfect score	Total Point	Rating (%)	
1. Organizational Management	30%	78	<b>43</b>	<b>17%</b>	level 1
2. Business Management Performance	14%	21	<b>0</b>	<b>0%</b>	No business activity
3. Resource Accessing	12%	27	<b>0</b>	<b>0%</b>	No accessing
4. Integration into the Community	12%	12	<b>2</b>	<b>2%</b>	level 1
5. Critical Community Consciousness	12%	9	<b>5</b>	<b>7%</b>	level 1
6. Gender advocacy and Integration	10%	15	<b>12</b>	<b>8%</b>	level 1
7. Environmental Guardianship	10%	15	<b>6</b>	<b>4%</b>	level 1
OVER ALL	100%	<b>177</b>	<b>68</b>	<b>37%</b>	

#### Organizational management

CEMPC is rated level 1 in this key area. They have no legal personality as an organization. Their attendance in regular meetings is 50% + 1 just to declare a quorum. Financial transactions are written only in record book an improper practice for an organization. Monetary safekeeping in the hands of the treasurer is risking and unsafe.

#### Business management

This is rated level 1 because they have no business.

#### Resource accessing

This key area is rated level 1. They have no accessing made in either local or foreign donors to fund their project. They have not prepared project proposals for funding by local or foreign donor institutions.

## Integration into the community

The organization is recognized in both municipal and barangay LGUs. However, organizational plans were not integrated in the municipal and barangay plans. This key area is rated level 1.

## Critical community consciousness

The organization has participated in some community activities but has not rendered services for the community. There involvement is until barangay level only. This area is rated level 1.

## Gender advocacy and integration

More than half of the total members are women leading different organizational committees. They manage activities of CEMPC. Gender advocacy is initiated by outside entity and not by the organization. This key area is rated level 1.

## Environmental guardianship

They only have 1 environmental project and this is funded by PACAP. The organization has no environmental advocacy to help promote healthy environment and protection. Thus, this is rated level 1.

## **Conclusion and recommendations:**

As a new organization the CEMPC has a lot of room to enhance and develop. They need to start a business to support operational expenses of the organization. Establish proper financial recording system to promote transparency and develop trust of members.

The organization must acquire legal personality by registering to CDA. Conduct environmental and gender advocacy activities spearheaded by CEMPC. Prepare project proposals for submission to local and foreign donor institutions that has the capacity to fund projects.

CEMPC shall develop individual's capacity to write project proposals. In case nobody can be tapped profession assistance is sought to help in formulating such.

It is further recommended that CEMPC shall avail capacity building trainings of NGOs, LGU and line

agencies and source out funds from other donor institutions.

## **E. CARAGA CONSORTIUM FOR ENVIRONMENTAL PROTECTION AND SUSTAINABLE DEVELOPMENT**

### **1. Sison Hungos Multipurpose Cooperative (SIHUMCO)**

#### **Background:**

Sison Hungos Multi-Purpose Cooperative (SIHUMCO) was formerly Sison Farmers Multi-Purpose Cooperative (SIFAMCO) which was registered with the Cooperative Development Authority (CDA) in the year 1991.

#### **Observations:**

SIHUMCO is registered with the Cooperative Development Authority (CDA). Their policies systems and procedure are in placed. The membership of this municipal wide organization is composed of 90% farmers and 10% employees in the government and private entity. Membership of SIHUMCO is 93 individuals where 56 are females.

Only 30% are technology adopters. Attendance in regular meeting is 80% and 60% are active in participating organizational activities. Paid-up capital contribution is 100% at P100.00 per person. Four (4) second line leaders were identified by the organization to replace elderly leaders and those not performing well in the organization.

A 2 year development plan is formulated and vision, mission, goals and objectives are set. Pro-forma committees are formed and functional.

Financial transactions were recorded in the books of accounts. Only petty cash is left in the treasurer for the enterprise while the rest of the fund is deposited in the bank under their savings account.

SIHUMCO has linkage with the provincial government. The level of linkage is resource provision and resource accessing.

Management bodies are 90% functional. They employ the treasurer in honorarium basis and the bookkeeper in piecework type.

SIHUMCO is a member of the Municipal Development Council (MDC). Most of their women have the capacity to manage a project and more than 41% of women participated in projects.

### Results and analysis:

KAA	Perfect rating	Perfect score	Total Point	Rating (%)	
1. Organizational Management	30%	78	<b>59</b>	<b>23%</b>	Level 2
2. Business Management Performance	14%	21	<b>13</b>	<b>9%</b>	Level 2
3. Resource Accessing	12%	27	<b>18</b>	<b>8%</b>	level 2
4. Integration into the Community	12%	12	<b>10</b>	<b>10%</b>	level 2
5. Critical Community Consciousness	12%	9	<b>6</b>	<b>8%</b>	level 2
6. Gender advocacy and Integration	10%	15	<b>10</b>	<b>7%</b>	level 1
7. Environmental Guardianship	10%	15	<b>8</b>	<b>5%</b>	level 1
OVER ALL	100%	<b>177</b>	<b>124</b>	<b>69%</b>	

#### Organizational management

SIHUMCO is rated level 2 in this key area. They are officially registered with the CDA and 90% are residents of the barangays where the project is implemented. There 93 members with 100% contribution in their paid up capital. It has 90% attendance in regular BOD meetings. The 2-year development plan was crafted. External audit is done annually.

#### Business management performance

Management bodies are functional and working. Two of their employees are in honorarium basis (Treasurer and bookkeeper). The coco-trading business of SIHUMCO is performing well though not much income has been generated. This key area is rated level 2.

#### Resource accessing

The organization implemented three (3) projects and received more than 5 trainings to enhance capacity of members in cooperative operation and management. Most of the projects were accessed with assistance from professionals during project proposal development. About 30% of membership can be mobilized for any form of counterpart. This key area is rated level 2.

#### Integration into the community

The organization seats in the Municipal Development Council (MDC). There plans are integrated into the

barangay development plan of some barangays where the projects are implemented. There 20 non-PO members who benefited from the project. This benefit is done by providing cash advances for non-member farmers who needs fund for the harvest of their coconut with assurance of selling it to SIHUMCO at the highest prevailing market price. This key area is rated level 2.

#### Critical community consciousness

The scope of community involvement of SIHUMCO has reached provincial level. It even initiated activity like provision of seedlings to provincial tree planting activity. This key area is rated level 2.

#### Gender advocacy and integration

This key area is rated level 1. Only 20% are women leaders from the total women members comprising 60% of the total organization membership. Most of these women leaders have the capacity to manage but not to initiate.

#### Environmental guardianship

SIHUMCO has implemented environmental project supported by the LGU aside from the PACAP assisted one. It has initiated environmental advocacy through promotion of organic crop production and Nature Farming Technology System (NFTS).

#### **Conclusion and recommendations:**

SIHUMCO is performing better in the above named key areas. An organization established in 1992 is expected to show satisfactory result. The rating it garners in the evaluation should have been higher considering the years of existence and experience. If the system the organization adopted will be maintained or improved, level 3 in terms of maturity is not impossible.

Just do more in gender development by motivating women members to actively participate and even initiate gender advocacy activities. Environmental guardianship and advocacy activities should be initiated by SIHUMCO as an organization.

## **F. SAN ISIDRO UPLAND FARMERS MULTIPURPOSE COOPERATIVE (SIUFMULCO)**

### **1. SAN ISIDRO UPLAND FARMERS MULTIPURPOSE COOPERATIVE (SIUFMULCO)**

#### **Background:**

In the year 1984, group of occupants (Mamanwa and Dumagat Tribe) from Sitio Sarog, San Isidro, Santiago, Agusan del Norte had applied to the Bureau of Forest Development, Cabadbaran District to avail the ISF program. Only 25 occupants were surveyed and issued with Certificate of Stewardship Contract (CSC) with a total area of 95.20 hectares.

In 1989, another group of people headed by Mr. Roberto T. Mariano, Norberto Bartolabac and other leaders of Barangay San Isidro applied for the program. A survey was conducted at Mabuhay, Bayabas, and Calasunahan. There were 80 occupants surveyed and issued with CSC with a total aggregate area of 234.71 hectares. At present, the total number of CSC with issued is 168 with a total area of 508.21 hectares.

The ISF participants were organized on November 4, 1989 with Mr. Norberto P. Bartolabac elected as the first SIUFO President. They named their group as San Isidro Upland Farmers Organization.

In March 1990, a first cross-farm visit was initiated bringing 50 participants to La Union, San Martin, Carmen, Agusan del Norte to observe the Sloping Agricultural Land Technology (SALT) Farms Demonstration. On July 5, 1990, a field tour was initiated at Temple of Eternal God., Inc. (TEGI), Mt. Zion, Concepcion, Cabadbaran, Agusan del Norte and selected participants were brought to MBRLC, Kinuskusan, Bansalan, Davao del Sur.

Also in the same year, the San Isidro Upland Farmers Organization availed Livestock Dispersal from DENR-FRDC Region 10, Cagayan de Oro City and from the Department of Agriculture - LEAD. The organization that time was registered to the DOLE-BRW with Registration No. 10-520-91 dated August 08, 1991.

Different Livelihood Projects were given to the organization like the tree plantation, livestock

production, abaca plantation and consumers store. Water Reservoir and CPEU Training Hall were also provided.

In the operation of the SIUFO they experienced failure in the management not until they forced into a Cooperative. On December 1997, the group applied to Cooperative Development Authority (CDA) that on January 19, 1998, SIUFO was registered as a Cooperative having a Registration No. CARA-0395. The registered name of the PO is San Isidro Upland Farmers Multi- Purpose Cooperative (SIUFMULCO).

#### **Observations:**

SIUFMULCO is CDA registered with functional PSP. Current membership is 93 individuals and 56 are women. One (1) second liner who has the capacity to conduct training was identified. Member and organization loan repayment is 100%.

The organization practiced daily recording and cash count of sales. Money is deposited in their savings account in Land Bank.

In business all management bodies are functional. 50% increase of current asset is observed. Most of their businesses were donor funded which generated an estimated monthly income of 5,000.00.

Above 25% of their assets were accessed from LGU and other agencies. Current asset acquired 50% increase.

SIUFMULCO receives training more than expected. These trainings form part of the technical assistance given by LGU and other agencies. SIUFMULCO initiated project proposals formulation wherein it was funded including those assisted by DTI.

The organization is accredited in the municipal government of Santiago and development plan was integrated in the municipal plan because of the "GAHUM" program of the LGU.

#### **Result and analysis:**

KAA	Perfect rating	Perfect score	Total Point	Rating (%)	
1. Organizational Management	30%	78	<b>69</b>	<b>27%</b>	Level 2
2. Business Management Performance	14%	21	<b>17</b>	<b>11%</b>	Level 3
3. Resource Accessing	12%	27	<b>22</b>	<b>10%</b>	Level 2
4. Integration into the Community	12%	12	<b>10</b>	<b>10%</b>	Level 2



KAA	Perfect rating	Perfect score	Total Point	Rating (%)	
5. Critical Community Consciousness	12%	9	7	9%	Level 2
6. Gender advocacy and Integration	10%	15	13	9%	Level 2
7. Environmental Guardianship	10%	15	8	5%	Level 2
OVER ALL	100%	177	146	81%	

#### Organizational management

This key area is rated level 2. SIUFMULCO is registered with CDA. All members are resident farmers. They have existing PSP. Membership is 96 individuals and is continually increasing. About 99% has contributed their CBU. Monetary asset is deposited in bank leaving only petty cash fund for abaca fiber buying. Financial transactions are recorded in book of accounts.

#### Business management performance

All SIUFMULCO management bodies are functional. They acquired more than 50% increase of their current assets. There are 12 members regularly employed in casual basis and 7 pieceworkers. The organization generated a monthly net income of Php5,000.00 pesos. This key area is rated level 3.

#### Resource accessing

This key area is rated level 2. Above 25% of assets were accessed from other agencies. The total amount accessed is Php100,000.00. There are 2 project proposals assisted and approved. These projects were assisted by DTI and LGU. About 50% of membership can be mobilized for any form of counterpart. This key area is rated level 2.

#### Integration into the community

The organization is accredited by the LGU. Community plan is integrated in the Municipal Plan of Santiago, Agusan del Norte. There 20 non-member individuals benefiting from the project. These are the operators of the buying stations and more than 20 non-members practiced sustainable agriculture technology. This key area is rated level 2.

#### Critical community consciousness

SIUFMULCO initiated tree planting activity, school repair and sponsors ballroom dancing contest. The scope of organizational involvement is at the barangay level only. This key area is rated level 2.

## Gender advocacy and integration

About 31% - 40% are women leading the organization out of more than 50% women in the entire membership. Women are now managing and initiating projects. More than 50% of women actively participated in project activities. Gender advocacy is jointly performed by SIUFMULCO and LGU. This key area is rated level 2.

## Environmental guardianship

SIUFMULCO has initiated riverbank stabilization activity as an organization. They also implemented upland development project of the DENR and other environment friendly projects like organic hog production and NFTS. This key area is rated level 2.

## **Conclusion and recommendations:**

The management system SIUFMULCO adopt has significantly changed the attitude of members to trust the current organizational dynamic. Though the organization has the capacity to finance its programs but it is much better having knowledge in project proposal formulation to lighten load in financing a program.

Organization programs can be materialized easily if fund is available and it comes from outside organization's coffer.

It is therefore recommended that SIUFMULCO should seek additional assistance for the purchase or fabrication of the bailing machine to attain its target in supplying to one of the biggest buyer of abaca fiber in Iligan City.

## **G. ALTERDEV SERVICES FOUNDATION INCORPORATED**

### **1. Capayahan Agrarian Beneficiaries Organization (CABO)**

#### **Background:**

Capayahan Agrarian Beneficiaries Organization (CABO) is a farmer organization organized on June 10, 1991 and officially registered with the Department of Labor and Employment (DOLE) on June 15, 1992 having a total of 49 members. The organization is located at Capayahan, Tubod, Surigao del Norte.

### Observations:

CABO is DOLE registered. All members are residents of barangay Capayahan. It is observed that CABO has 300 more members as part of the DAR-ARC beneficiaries. However, in PACAP project implemented by Alterdev only 49 members availed the project with only 10% are technology adopters. Attendance in regular meetings is 60% and 80% actively participating in organizational activities.

61% contributed CBU or 30/49. They have identified 3 second line leaders to lead the organization in the future.

A 2-year development plan was formulated. They have books of accounts but not updated. Organizational savings is P1,500.00 deposited in bank.

### Result and analysis:

KAA	Perfect rating	Perfect score	Total Point	Rating (%)	
1. Organizational Management	30%	78	44	17%	level 1
2. Business Management Performance	14%	21	5	3%	No clear PSP in business and production collective
3. Resource Accessing	12%	27	12	5%	level 1
4. Integration into the Community	12%	12	4	4%	level 1
5. Critical Community Consciousness	12%	9	2	3%	no community involvement by the organization
6. Gender advocacy and Integration	10%	15	11	7%	level 1
7. Environmental Guardianship	10%	15	5	3%	level 1
OVER ALL	100%	177	83	43%	

#### Organizational management

CABO is registered with the Department of Labor and Employment (DOLE). All members are resident farmers however, only 10% are technology adopters out 49 members. Attained only 60% attendance in regular meetings and 80% out of the 60% actively participate in organizational activities. About 61% or 30 out of 49 members have contributed CBU.

CABO has a 2-year development with pro-forma committees. Financial transactions are properly recorded with internal audit. They have open an account in Cantilan Bank with PhP3,000.00 savings. This key area is rated level 1.

## Business management

Management bodies are functional but no permanent and piecework employees. NO business initiated. This key area is rated level 1.

## Resource accessing

CABO has no project proposals initiated. CABO acquired more than 5 trainings. Around 60% of members can mobilized for any form of counterpart. This key area is rated level 1.

## Integration into the community

CABO is recognized by the LGU but they are not accredited. Community plan is not integrated in any local government plans. There are 2 non-members benefiting from PO intervention by adopting the introduced technology the Diversified Farming System (DIFS). This key area is rated level 1.

## Critical community consciousness

CABO has no community involvement as an organization and has not rendered services to the community. This key area is rated level 1.

## Gender advocacy and integration

Women leaders in the organization comprise 70% or 18 out of 26 women members. These women have the capacity to manage and can initiate activities and actively participate in project activities. Gender advocacy is initiated by outside (WIN). This key area is rated level 1.

## Environmental guardianship

CABO has no initiated environmental project. DIFS technology in coconut land is the only environment friendly project implemented. No advocacy initiated or funded by other institution was done. This key area is rated level 1.

## **Conclusion and recommendations:**

There are businesses managed by members of CABO in a form of Production Collectives but could not be considered part of the organizations business.

It is recommended that Policy Systems and Procedure (PSP) on collectives should be modified giving importance on the role of the mother organization which is at risk beyond project life.

It is further recommended that all members shall adopt the technology introduced.

## **2. San Isidro Lihok sa Kalamboan (SILKA)**

### **Background:**

The San Isidro Lihok sa Kalamboan (SILKA) is organized on June 6, 1995 and registered officially on October 5, 1997 with the Securities and Exchange Commission (SEC) as farmers organization.

The organization has a total membership of 156 and implemented 4 projects namely; hog raising and production, native chicken production, goat production and banana production.

SILKA accumulated a total amount of PhP 51,185.00 from their CBU, membership fee and savings mobilization.

### **Observations:**

SILKA is registered with the Securities and Exchange Commission (SEC) on October 1997. Members are residents of the barangay where the project is implemented. There are about 80% technology adopters but only 50% actively participate in project activities.

The organization has no Capital Build-Up (CBU). Attendance in meetings is only 60%. Organizational fund is kept by the treasurer. It has no savings account opened yet and financial transactions are written in record book only.

As mentioned, SILKA has not operated any business endeavor. Almost 10% of the SILKA assets were accessed from LGU and other donor agencies. However, they have prepared and initiated a project proposal for submission to donor institutions.

The organization received trainings (Basic organizational management, financial management, DIFS, NFTS, etc...) from LGU and NGOs having engagement with them.

Only 70% of its membership can be mobilized in any form of counterpart for a project.

SILKA is recognized by the municipal LGU. They have no development plan that could be integrated into the local plans. The organization has no involvement to the community as an organization. They have not rendered any services to the community.

Less than 20% from among the 80 female members who have the capacity to manage project or activity are women leaders.

They have no gender advocacy activity implemented.

### **Results and analysis:**

KAA	Perfect rating	Perfect score	Total Point	Rating (%)	
1. Organizational Management	30%	78	41	16%	level 1
2. Business Management Performance	14%	21	3	2%	No business
3. Resource Accessing	12%	27	16	7%	level 1
4. Integration into the Community	12%	12	4	4%	level 1
5. Critical Community Consciousness	12%	9	2	3%	No involvement
6. Gender advocacy and Integration	10%	15	7	5%	below level 1
7. Environmental Guardianship	10%	15	6	4%	level 1
OVER ALL	100%	177	79	40%	

#### Organizational management

This key area is rated level 1. The organization existed for about 14 years but only 60% of its membership attended regular meetings. They have no CBU and their financial assets are kept by the treasurer while financial transactions are written only in record book.

#### Business management

For about 14 years SILKA has not operated any business endeavor. Thus, it is rated level 1.

#### Resource accessing

SILKA accessed only 10% of their assets from LGU and other line agencies. No crafted project proposal submitted for fund support. Only 70% of members can be mobilized for project counterpart. This area is rated level 1.

#### Integration into the community

The organization is recognized only by the LGU. SILKA has no development since it was organized. This key area is rated level 1.

#### Critical community consciousness

SILKA has no community involvement as an organization and has no services rendered to the community. This key area rated level 1.

#### Gender advocacy and integration

Women in leadership are only 20% out of 80 women members. Only 29% can of women members participate actively in the project. No gender advocacy activity of the organization. This key area is rated level.

#### Environmental guardianship

SILKA has only 1 environment related project implemented supported by PACAP. No environmental advocacy and promotion. This is rated level 1.

#### **Conclusion and recommendations:**

The organization needs to establish a good financial management system like, safekeeping organization fund in banks and maintaining books of accounts. Advocate on environment friendly activities and establish a profitable business owned by SILKA.

Initiate Capital Build-Up (CBU) contribution notwithstanding, a SEC registered organization where CBU is not given importance.

### **3. Marga Farmers Irrigators Association (MAFIA)**

#### **Background:**

The Marga Farmers Irrigators Association was organized on June 6, 1975 and registered with the Securities and Exchange Commission (SEC) June 8, 1977 as an irrigators association with 85 members. It is located at Poblacion, Tubod, Surigao del Norte.

## Observations:

Marga Farmers and Irrigators Association (MAFIA) is registered with the Securities and Exchange Commission (SEC) in 1977. Membership is composed of 80% resident farmers while the 20% are non-residents of which 30% are technology adopters.

There are 110 organization members having 70% attendance in regular meetings with only 70% actively participate in organizational activities. The organization has no Capital Build-up.

MAFIA has no development plan formulated. As a financial policy, a yearly audit is regularly done. It has no savings account and financial asset is kept by the treasurer which has been a practice since 1977. Books of accounts are not regularly updated.

The organization has no business operated. About 27% of their asset comes from the LGU and other agencies. They have no project proposal prepared and or approved. Only 50% of members can be mobilized for project counterpart.

The MAFIA Chairperson is a member of the BDC but the organization has no development plan formulated with only 5-non members adopting the DIFS technology.

The organization participated in community cleaning as an organization in the barangay.

Women composed 24% of the organization members and only 20% of women members are leaders. No gender advocacy activities facilitated but more than 50% of women actively participated in the project.

The organization initiated river rehabilitation activities but no environmental advocacy either initiated or funded was facilitated.

## Results and analysis:

KAA	Perfect rating	Perfect score	Total Point	Rating (%)	
1. Organizational Management	30%	78	47	18%	level 1
2. Business Management Performance	14%	21	0	0%	No business
3. Resource Accessing	12%	27	18	8%	level 1
4. Integration into the Community	12%	12	6	6%	level 1
5. Critical Community Consciousness	12%	9	5	7%	level 1
6. Gender advocacy and Integration	10%	15	6	4%	Level 1



KAA	Perfect rating	Perfect score	Total Point	Rating (%)	
7. Environmental Guardianship	10%	15	6	4%	level 1
OVER ALL	100%	177	88	47%	

#### Organizational management

The organization is rated level 1 in this area. MAFIA as an organization was registered in 1977 but it has no savings account where funds are kept instead, funds are kept by the treasurer. It has no proper financial policy except for the regular annual auditing. Books updating is done annually not by transactions.

Attendance in meetings is only 70%. For the span of around 20 years from the time of registration, it has no development plan formulated. Though not a cooperative, each member should have contributed Capital Build Up (CBU) as their counterpart for the organizations operation.

#### Business management

MAFIA has not started any business whatsoever. It depends on donor assistance and farmers' payment for irrigation services rendered which is currently not a reliable source of income for the organization because it needs rehabilitation and the services is unsatisfactory. Thus this key area is rated level 1.

#### Resource accessing

The organization accessed goat dispersal project, small water impounding facility and trainings but this is inadvertent. They have not prepared a project proposal for funding by donor institutions. Only 27% of assets were accessed from LGU and other line agencies. This key area is rated level 1.

#### Integration into the community

The Chairperson is a member of the Barangay Development Council (BDC) but their plans were not included in any local development plans. No non-members benefited from the project and only 5 non-members adopted Diversified Farming System (DIFS).

#### Critical community consciousness

The organization has participated in community activity specifically community cleaning but not part of their annual program. This is only in barangay level.

MAFIA has not rendered services to the community as an organization. This key area is rated level 1.  
Gender advocacy and integration

Only 24% of the members are women while only 20% of them are leaders. More than 50% of women actively participate in project activities. MAFIA has no gender advocacy activity initiated. This area is rated level 1.

#### Environmental guardianship

The organization initiated river rehabilitation activity once. Not a regular organizational program. Some members are into organic rice farming which is an environment friendly project. However, the organization has no initiated or funded advocacy on environment. This area is rated level 1.

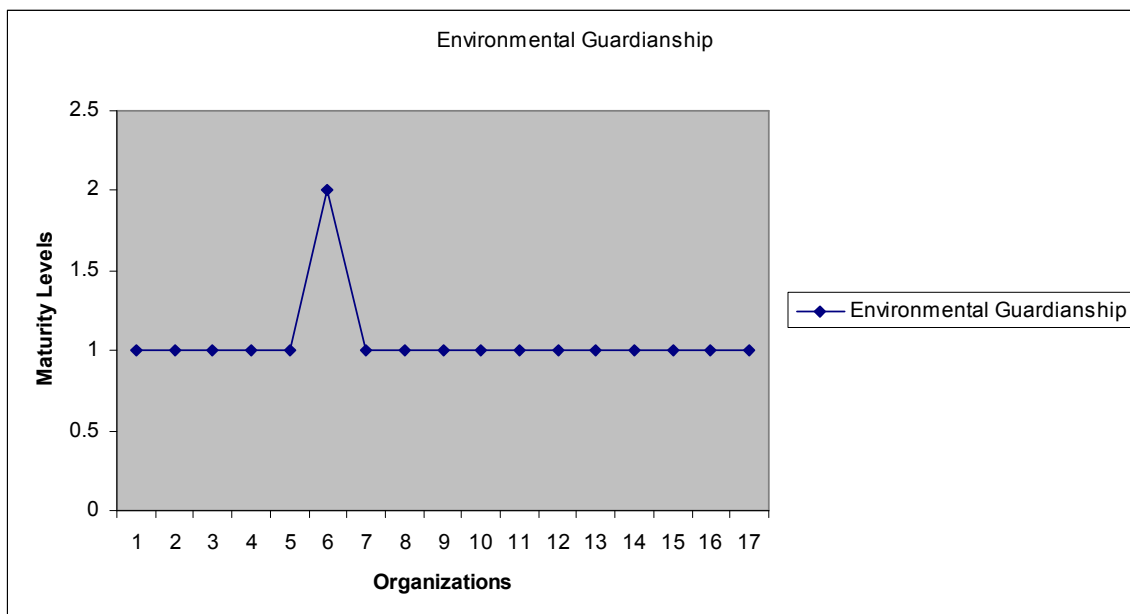
#### Conclusions and recommendations

MAFIA must do repair their financial management and recording system. Craft a community development plan for inclusion in either barangay or municipal development plan. Develop the capacity of some members to write a project proposal for fund accessing.

Have time in participating community activities as an organization not a mere resident of the barangay. Give more emphasis on environmental activities.

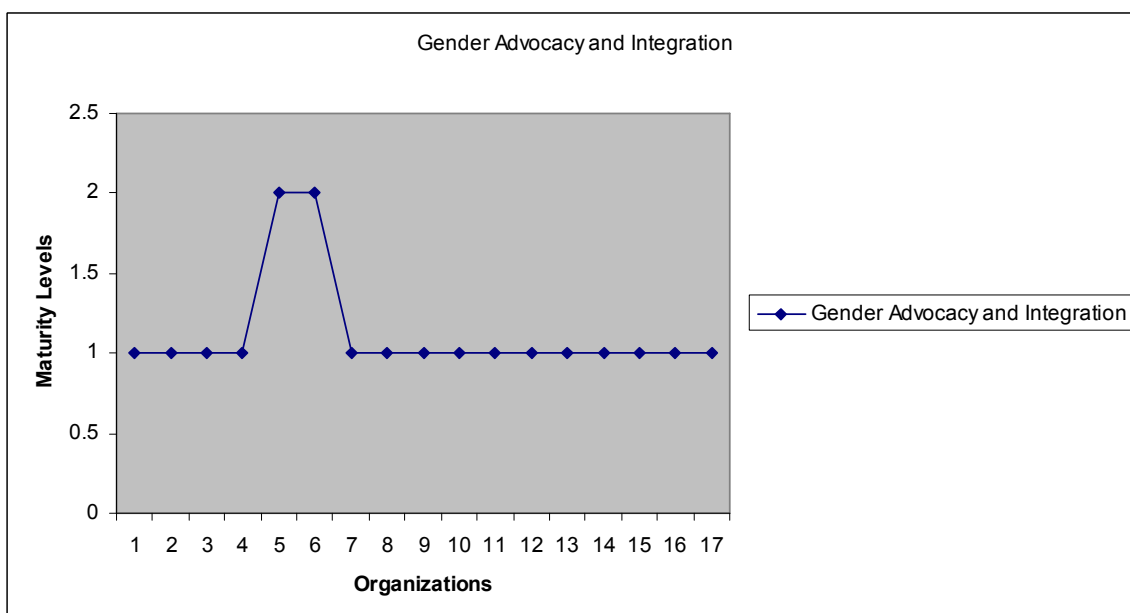
### III. LAKE MAINIT FOCAS LEVEL ASSESSMENT RESULT

Graph on Environmental Guardianship



As shown in the environmental guardianship graph only 1 organization (SIUFMULCO) shows importance in environmental guardianship giving emphasis on the variables considered in the evaluation.

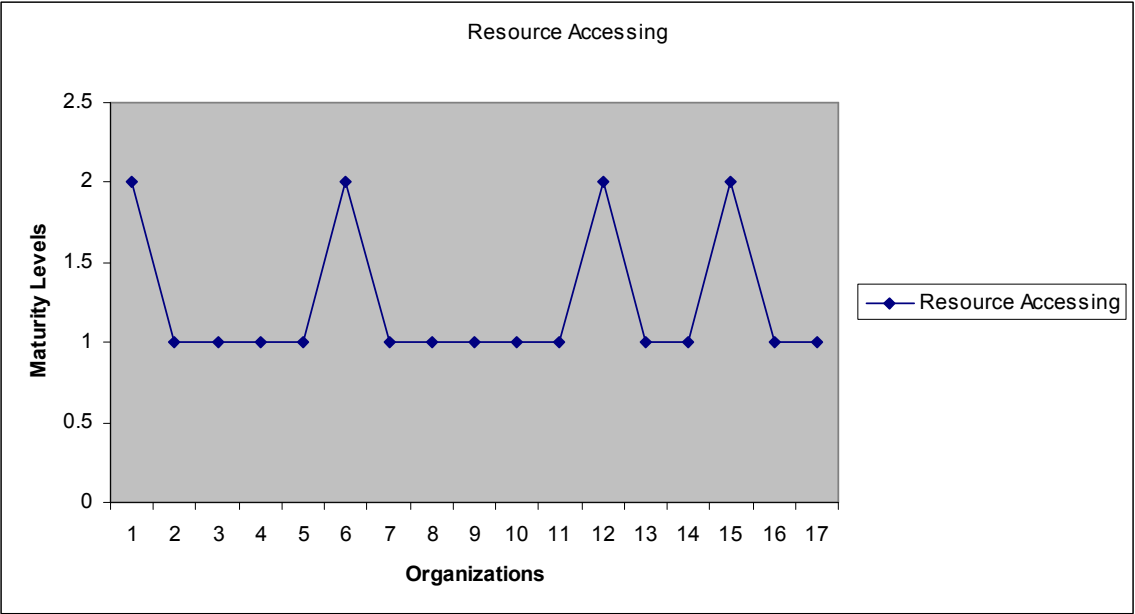
Gender Advocacy and Integration



Graph on gender advocacy and integration shows that out of 17 organizations in Lake Mainit cluster only 2 attained the level 2. These organizations are SIUFMULCO and TLA where majority of their women members are also leaders in different organizational committees. Most

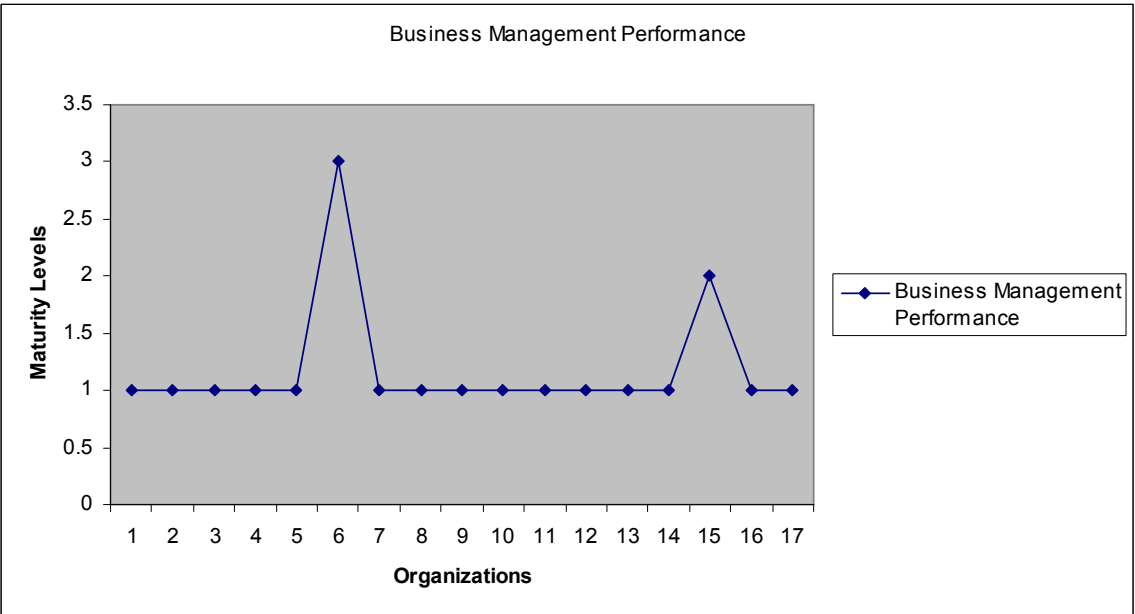
women in these organizations actively participate in organizational activities.

Resource Accessing



The graph on resource accessing shows that 4 out of 17 organizations in lake Mainit cluster has the initiative and capacity to access resources from donor institutions. These organizations are CUFA, SIUFMULCO, CAFFA & HUNGOS.

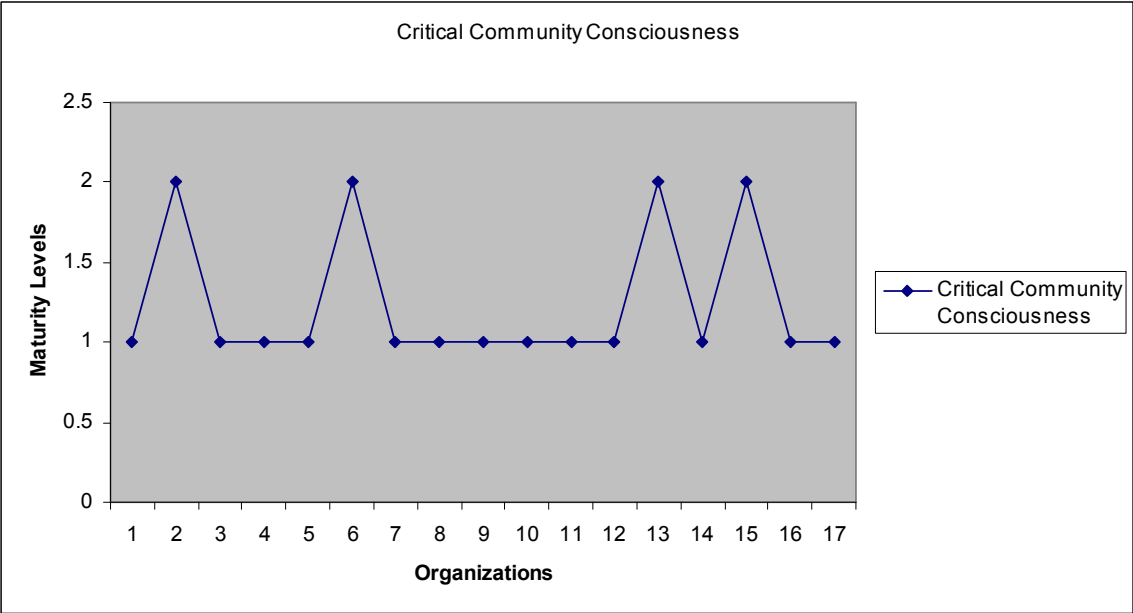
Business Management Performance



Graph in business management and performance shows that 2 organizations (SIUFMULCO and HUNGOS) are doing well in their respective businesses but obviously not in

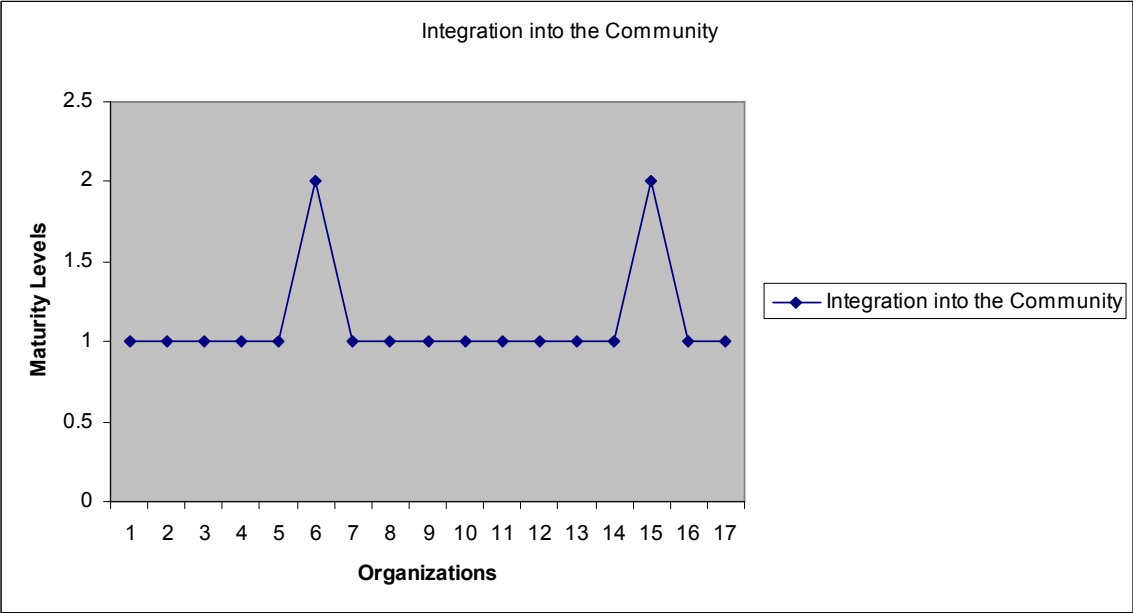
the same degree because the nature of business is different.

Critical Community Consciousness



The graph on critical community consciousness shows that only 4 (BANDFA; SUIFMULCO; BMPC & HUNGOS) organizations attained level 2 maturity in the critical community consciousness component of the assessment. These organizations involved themselves in community activities and rendered services as an organization to its direct community.

Integration into the Community

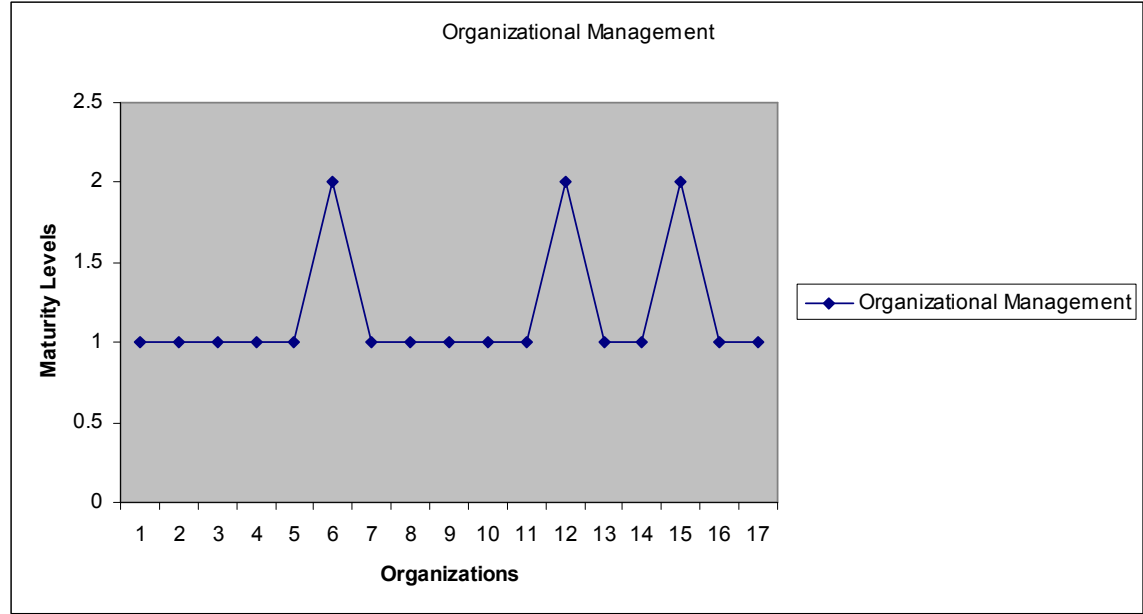


This key area focused mainly on how the organization link with entities and institutions having to do with

their operation like the local special bodies or barangay and municipal bodies.

The graph on integration into the community shows that only 2 organizations (SIUFMULCO and HUNGOS) made it to the point that their plans were integrated in the barangay and municipal plans.

Organizational Maturity



Graph on organizational maturity shows 3 organizations (SIUFMULCO, CAFFA & HUNGOS) with enough capacity in organizational management. These organizations can stand with minimal support from entities to keep them moving.

**IV. General Observations**

Majority of the organizations have a rating of level 1. The age or the time of the PO existence affects much the results of this assessment. Most POs were organized during the advent of PACAP assistance. These organizations are inexperienced in managing a project.

However, they have shown efforts in making their project successful. They wanted to deposit their financial assets in bank but they lack the knowledge in going through the process before acquiring it. Thus, mentoring and technical support is very important.

Some organizations existed for quite sometime but records are not updated and still follow the improper way and practice in recording financial transactions. They

have not even secured a bank account where their funds could be deposited for safekeeping.

Most organizations are active only when there is fund but interest and enthusiasm declines proportionately with eventual fund exhaustion.

As generally observed more than half of the lake Mainit organizations have not engaged in any kind of business. This made it difficult for the organization to move forward and increase their income.

## **V. General Conclusion and Recommendations**

It is very clear that the lake Mainit cluster's people's organizations still needs proper guidance, continued capacity building and fund.

The LGU's, NGOs and the LMDA shall stand as an accessing arm to source out funds for their programmed activities aside from the provision of capacity building program that would shift their orientation from being dependent into an institution that can stand without outside assistance.

Donors shall focus in funding income generating projects rather than dispersal and infrastructure.

#### IV. ATTACHMENTS

##### 1. Activity Design

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###### I. Basic Information

###### A. Information

Activity Title : **Final Project Assessment & Awarding**  
Activity : 17 POs in 22 covered barangays in Sison,  
Location : Tubod, Mainit, Alegria, Kitcharao, Jabonga  
and Santiago  
Activity Type : Project Monitoring & Evaluation  
Responsible : FMC and  
Person/s : Secretariat  
Target : Lake Mainit FMC, Secretariat, Project  
Participants : Implementing Partners and Assisted Partner  
POs  
Target Date : March-April 2009  
Target Duration : 25 Days  
Amount Needed : Php 64,000.00

###### B. Brief Rationale

The eight community-based projects funded by Philippines-Australia Community Assistance Program (PACAP) is about to complete its project implementation by June 2009. The Lake Mainit FOCAS is required to come up with an overall project exit strategy and sustainability plan before the completion of the project.

There are initial project assessment conducted like Assessment Workshop of PACAP Assisted Livelihood/Micro-Enterprise and NRM Projects in Lake Mainit FOCAS and the project comparative assessments. And in order to achieve a feasible exit strategy and sustainability mechanism, there is necessity for the Lake Mainit FMC to conduct the Final Project Assessment & Awarding.

###### C. Objectives

Main Objective: To evaluate and assess the FOCAS project implementation in the PO level.

Specific Objectives:

1. Assess the maturity level and determine the areas of improvement of the partner POs.
2. Verify and evaluate the exit strategy mechanism of each POs.



3. Determine the sustainability mechanism of each POs.

#### D. Expected Output

- a. PO maturity assessed using the Organizational Maturity Evaluation tool.
- b. Project exit strategy & sustainability mechanism of PO level.

#### E. Methodology

There will be a tool/template preparation to be prepared for this assessment. The name of the tool/template is Organizational Maturity Evaluation (OME). The FMC will be the one to prepare and approve the said tool/template. The approved tool will be used in conducting the field assessment to each PO beneficiaries with the NGOs.

On the actual field visits, the Focus Group Discussion (FGD) and Key Informants Interview (KII) will be used in conducting the PO level assessment.

#### 2. OME Tool

##### Lake Mainit Development Alliance (LMDA) ORGANIZATIONAL MATURITY EVALUATION (OME)

Variable	No.	Level 1	Level II	Level III
Legal Personality	1.1	Registered	Registered with operational CBL	Registered with higher level of organization (e.g. cooperative)
Policies, Systems and Procedures	2.1	No Policies, Systems and Procedures (PSP)	With PSP but non-operationl	Operational PSP
Membership	3.1	50% and below are resident farmers/ fisherfolk	50% to 75% are resident farmers/ fisherfolk	76% or more are resident farmers/ fisherfolk
	3.2	Below 50% are technology adopters	Below 80% are technology adopters	More than 80% are technology adopters
	3.3	15-30 total members	31-60 total members	Over 60 total members
	3.4	Below 60% attendance to regular meetings	61%-80% attendance to regular meetings	81% - 100% attendance to regular meetings
	3.5	60% are actively participating organizational activities	61-80% actively participating organizational activities	81-100% actively participating organizational activities
	3.6	50% and below of membership contributed CBU	51% - 75% of membership contributed CBU	76% - 100% of membership contributed CBU
Leadership	4.1	With functional set of	With identified 3 or	Trained active second

Variable	No.	Level 1	Level II	Level III
		officer	more second liners	liners
Strategic Development Plan	5.1	With VMGO but no Development Plan	With VMGO and 1-2 years development plan	With VMGO and strategic plan of 3 Years or more
Organizational Structure	6.1	Pro-forma Committees are formed	Pro-forma committies, functional and can be illustrated by officers	Other committees formed, functional and can be verbalized/illustrated by members
Financial Status				
* Liquid asset	7.1	* PhP 2,000 to PhP 5,000	* PhP 5,001 to PhP 15,000	* Above PhP 15,000
* Net Worth	7.2	* PhP 10,000 to 20,000	* PhP 21,000 to 50,000	* PhP 50,000 up
* Members total Loan repayment	7.3	* 50 to 74% of the total loan	* 75 to 90% of the total loan	* 91% up of the total loan
*Org'l total Loan repayment	7.4	* 50 to 74% of the total loan	* 75 to 90% of the total loan	* 91% up of the total loan
*Financial System	7.5	* Has financial policies	*Transaction properly recorded and with internal audit	* Transaction properly recorded and with external audit
	7.6	* Fund kept by the Treasurer	*70% of fund regularly kept in the bank	* Only petty cash fund are kept by the Treasurer
*Organ'l Savings Generation	7.7	*PhP 2,000.00 and below	*PhP 2,001 to PhP 10,000.00	* Above PhP 10,000.00
*Savings Account	7.8	None	With savings account but no deposit	Have deposited in the savings account
*Presence of Books of Account	7.9	Record Book	With books of account but not updated	Updated books of account
Internal relationship	8.1	* Conflict resolved by outsiders e.g. CDF, Brgy. Capt.	* Conflict resolved by chairman or individual officer	* Conflict resolved by committees/BOD
Internal Capacities	9.1	* Officers expert in facilitating meetings	Officer and 2nd liners conducted 2 trainings	* Officers conducted 3 or more trainings
Networking/Linkaging				
Scope	10.1	* Brgy. Cluster	* Provincial / Municipal Cluster	* Regional & up
* Level	10.2	* Information Sharing	* Resource accessing	* Resource provision
* Type	10.3	* Consultative	* Alliance	* Federation
* # of formal agreement made in 1 year	10.4	* 1 to 2	* 3 to 4	* 5 and above

\* liquid assets = Current Assets - Current Liabilities

\* Net Worth = Fixed Assets + Liquid Assets – Liabilities

Management bodies active within the project cycle	1.1	* 50 to 74% functional and working	*75 to 99% functional and working	* 100% functional and working
% increase of Current	2.1	* 10%	* 20%	* 50%

Variable	No.	Level 1	Level II	Level III
Asset				
Number of employee (regular)	3.1	None	*1-3	* 4 and above
(piecework)	3.2	None	*1-3	* 4 and above
No. of business enterprise undertaken (funded)	4.1	None	* 1	* 2 and above
(initiated)	4.2	None	* 1	* 2 and above
Average monthly net income	5.1	* 2,000 and below	* 2,001 - 5,000	* Above 5,000
Percentage of assets accessed (from LGU and other agencies)	1.1	* 10% of total project cost	* 11 to 25% of total project cost	* Above 25%
Amount of assets accessed	2.1	* PhP 20,000 below	* PhP 21,000 - PhP 100,000	* Above PhP 100,000
No. of projects accessed	3.1	* 1	* 2	* 3 & above
No. of technical assistance accessed	4.1	* 2 & below	* 3 & 4	* More than 5
No. of successful project proposals prepared	5.1	* 1	* 2	* 3 and above
No. of project proposals approved	5.2	* 1	* 2	* 3 and above
Human resource mobilization	7.1	* 20% of total members mobilized in any form of counterpart	* 21-50% of total members mobilized in any form counterpart	* Above 50% of total members mobilized in any form of counterpart
Membership in local development councils/local bodies	1.1	* Recognized by LGU	* Accredited by LGU	* Members of a development council/local body (Barangay/municipal level)
Integration of PO plan into community development plans	2.1	* Not integrated in any development plan	* Integrated in the Barangay development plan	* Integrated in the Municipal Development Plan
% of non-PO members benefiting on PO intervention	3.1	* 9% and below	* 10% to 20%	* 21% and above
% of Non-PO members adopting the Sustainable Agriculture	4.1	* 9% and below	* 10% to 20%	* 21% and above
* Percentage formula: $\frac{\text{Total No. of Non-PO members}}{\text{Perfect score}}$				

Assessed By: \_\_\_\_\_

Date : \_\_\_\_\_

RATING GUIDE SHEET				
1. By key Area of Assessment				
KAA	Wt.	Scoring		
		Level 1	Level 2	Level 3
1. Organizational Management	30%	10% - 19%	20%-27%	28%-30%
2. Business Management Performance	14%	5% - 8%	9%-12%	13%-14%
3. Resource Accessing	12%	4% - 7%	8%-10%	11%-12%
4. Integration into the Community	12%	4% - 7%	8%-10%	11%-12%
5. Critical Community Consciousness	12%	4% - 7%	8%-10%	11%-12%
6. Gender advocacy and Integration	10%	6% - 7%	8%-9%	10%
7. Environmental Guardianship	10%	3% - 5%	6%-8%	9%-10%

2. Overall Rating

Level 1 = 33% - 65%

Level 2 = 66% - 89%

Level 3 = 90% - 100%