

Joint Evaluation for “Improvement Of Farmer’s Income Through the Strengthening of Agricultural Cooperatives”

- The per-component approach in assisting pilot coops should have been studied in the initial stage, so did adjustments and more positive outputs could have been realized. (2)
- The team approach now is more conducive: the strategy is holistic and integrated manner, it saves lots of resources, the lessons learned are more progressive, and therefore the impact is most far-reaching. (2)
- The approach improved the cooperative in terms of management and business expansions, which benefits the members in terms of services.
- There was smooth implementation of the activities in the four components in each pilot coop. Strengthening the managerial capability of the pilot coops was the main focus.
- The team approach has broadened the scope of the operations and helped in the financial and non-financial requirements of each cooperative. In terms of member’s needs, the improvement in the cooperative management benefited the members.
- Yes, but it needed to address the initial assessment and evaluation of the cooperative’s strengths and weaknesses. The weaknesses addressed through pacing interventions: planning, trainings, demonstrations, field visits, etc. The results of the interventions are then assessed and evaluated before proceeding to other activities.
- During the first half of the Project (up to June 2003), experts insisted on their own ways of implementing project activities per component. The expert has been implementing their own activities without considering their relationship with the other components.
- This participatory approach also contributed much in the high percentage of accomplishment of plans by the cooperative and timely resolution of issues and concerns. Furthermore, more cooperative officers and staff have increased their knowledge and awareness of what’s going on in the cooperative as a whole.

Q5: Do you think that the Japanese assistance were proper methods to achieve the farmer’s income?

Brief Comment: All of response was agreed on the methods of assistance.

Yes: 10 No: -

Respondents’ Answers:

- Yes in some cases. The giving of assistance should have been done on a staggered basis, e.g. hand tractor, power sprayer, truck, etc.
- Yes, the assistance created a positive impact to the coops. The institutionalization of Farm Guidance, Better Living Cooperative Management and Marketing and Purchasing when fully implemented can create a change in the current agricultural system. While its effect cannot be immediately measured, time will come when the coop members fully understand and realize the strong relationship of the different components as one system.
- Before the start of the Project, farmer families only depends on technology transfer being given by the government which is come to them very seldom because on the wide scope the government is servicing and its luck of funding for dissemination/promotional activities. With the technology learned, they are now starting to improve their skills in farming and other livelihood activities.
- Yes, but its implementation should be based on the local conditions. (2)
- Yes, but in order to be more effective, there should be:
 1. More through study on the cooperative’s capability to handle the Project;
 2. Feasibility studies on the supposed to be needed equipment;
 3. More time for the implementation of main activities;
 4. Personnel that will handle the Project implementation should be trained together first in handling this type of rural developmental project. Team building and communication sessions should be made regular part of the program;

Q6: Do you think the Project was achieved the initiative objectives?

Yes: 8 No: 2

Respondents’ Answers:

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- The final farmers’ household survey has indicated the increase in farmers’ income. Other manifestations are the employment generated from the new businesses introduced through the Project like catering, baking, food processing. (4)
- The improvement of the coop’s management system and its business expansions brought about by the Project.
- Yes, by equipping the coop management, the necessary knowledge and skills to better operate their business. The same is true to their staff and to the farmer-beneficiaries.
- Yes, in terms of project purpose No. 2. As to the increase in farmers’ income, based on the farmers’ survey conducted, there were increases in income among the member-respondents.
- As to the objective of improving counterpart organizations capability, I can say YES, but specifically on capability referring to C/Ps’ knowledge and skills.
- No. Generally, the Project objectives were not achieved to the fullest. (2) The income of the cooperatives BABUDEMPCO and BFMPCC decreased due to several factors. Some factors that caused reduction income of BABUDEMPCO include the following:
 - a) Increase in number of staff thus corresponding increase in cost (from 9 staff in 1999 to 18 staff in 2004)
 - b) Increase in the cost of farm inputs and decrease in prices of vegetables
 - c) Degradation of soil due to rampant use of inorganic farm inputs affecting production of farmer members
 - d) High Delinquency
 - e) Withdrawal of members and transfer to other cooperatives (traders)However, the increase in membership, share capital, savings and time deposits and linkages had been favorably attained that may be attributed to interventions of the Project staff.
- Besides, the Project is so broad that its individual components can be separate projects. But then again, the components cannot be separated since they’re inter-related. So probably, there could be other strategies to get the most result in future similar projects.

Q7: Are or were there any success matters promoting the achievement of the outputs?

Respondents’ Answers:

- The better living activities of the women provided additional income for the family. (3)
- The Joint use of farm equipments reduced labor cost.
- The technology transfer improves farming methods.
- The cooperative’s income statement, and that of the knowledge and skills of farmers are constantly increasing.
- Continuous coordination and linkage with other organization
- The Mass Health Screening Program is one good output of the Project where people became more aware of the importance of regular health check up to determine early stage of illness and to prevent any illness.
- Educational field trips were conducted to let the coop participants learn from the actual experiences of other successful agricultural coops from other regions in the Philippines.
- Training materials and manuals were provided to the coops for their guide and reference in their coop operation.
- Financial resources provided by JICA, it even accommodated some expenses that were supposedly shouldered by the coops and CDA Recommendations of the Mid-Term Evaluation Team; change in the Project approach from Component to Team Approach.
- Initiative of local staff to tap assistance of other agencies
- Organizational Management changes in the cooperative
- Heightened awareness of Officers, staff and members
- In case of TACU MPC, it is not just for good of coop, but also of its membership and community, and as well as “political will” to implement its policies, leadership and management.
- Introduction of the Agricultural Cooperative Integrated Management system
- Acceptance and the willingness of the stakeholders to cooperate on the activities of the Project.

Q8: Are or were there any problems hampering the achievement of the outputs?

Respondents’ Answers:

- Unfavorable farming conditions such as high increase in cost of farm inputs, fluctuating vegetable price hampered the achievement of the Project objectives.
- Natural calamities, which damaged vegetable production, vegetable smuggling and unstable vegetable prices.
- The trucking operations that loaded illegal cargoes. The issued suspension order that covered all the entire trucks assigned to coop had caused loss in income and employment of staff.
- The procurement of some facilities/equipment was of poor quality (examples are baking pans, better living equipment-with the mark of Almedah brand) and starting of businesses without proper feasibility or business plan.
- Implementation approaches (at the initial stage) as well as implementers and the acceptance to the end beneficiaries.
- Coop’s fast turnover of staff due to resignation and hiring. The newly hired staff is again oriented and trained, which consumes time. Low pay of coop staff. Because of this, there is a tendency for some coop staff to use their official time in doing extra jobs to earn additional income.
- The ability of coops to deliver services and to accept and manage change is low among coops. The coops need longer period to adjust and be able to adapt to innovations or new business activities introduced by the Project.
- The members’ and officers’ duties and responsibilities were not really observed by the people concern in coop.
- Conflict of Project office schedule, i.e., schedule of abrupt meeting and travel to concerned cooperative. Sometimes, the concerned staff of the coop does not regularly move at pace with the C/P to accomplish its assigned tasks, especially during the initial stage of the Project.
- The values of the Filipinos in terms on selfishness and crab mentality have sometimes hampered the achievement.
- The Project implementers should stay in the Project until its termination in order to have a smooth continuity of the activities.
- None

Q9: Was Japanese input effective (in terms of experts, equipment and finance)?

Yes: 10 No: -

Respondents’ Answers:

In terms of equipments and finance, it is very effective. (9)

- But, the only irony is that the beneficiaries were not able to cope up with these provisions.
- All the trainings/activities were properly implemented with sufficient funding and facilities.
- The rice mill unit can mill all the rice production of three areas of cooperative’s operation, but still the machine operates under its actual capacity. Because the machine’s capacity is mighty compared to the small volume of rice production in the area. Aside from its high cost, the unit is expensive to maintain.
- The rice thresher machine takes at least 5-6 people to carry and transfer to other farms. The output of the rice thresher maybe great, but farmers using manual rice thresher with a rent per day of only P20–P50 per day, is a lot more advantageous. Besides, one person (even a woman) can carry the manual rice thresher.
- The truck cannot go up a hilly place (Buguias) to transport the farmers’ produce because it is not a 4-wheel drive type. Some coop officers claim that the size of truck is too big that it is not profitable to transport vegetables because of low volume.
- In terms of experts, their inputs are satisfactory.
- The background or technical-know-how of some experts might not have been fully applied in the Project due to the difference in culture and situation with that of Japan. While they have the best qualities, the problem is they have to understand the prevailing situation before they

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can introduce some recommendations. (2)

- On experts, they are hard workers. Most of them were able to establish good and harmonious relationship with their counterparts.
- As to finances, the Japanese input is more than enough for the entire province.
- Effectiveness of short-term experts to whom they’ve shared so much for my learning and for the cooperative.

Q10: Was Philippines’ input effective (except for counterparts)?

Yes: 1 No: 6 Yes & No: 3 (“Partially”)

Respondents’ Answers:

- In term of project management, it is effective.
- Not sufficiently addressed the required inputs (especially financial issue). (6)
- In terms of finances, the counterpart budget (operating costs, training funds and others,) was not met due to the budget constraints.
- CDA technical staffs were not properly trained and therefore ready to handle such an enormous tasks. They should have been equipped first with the knowledge and skills before plunging them to the deep waters of the Project.
- The CDA Central Office and Regional Office relied on the capability of counterparts and experts and the reports. After receiving reports there are few formal or concrete interventions provided to address issues and concerns.

Q11: Was counterpart’s assignment effective?

Yes: 8 No: 1 No answer: 1

Respondents’ Answers:

- The counterpart’s assignment is effective since there were able to meet the targets in the accomplishment of the Project output. (2)
- All of us were able adjusted to the changes made in the Project, from specialization to assignment to each cooperative.
- As compared to the other fields/components of this Project, the initial assignment as C/P of the Coop Management Section was effective because it is generally related to my function as Coop Development Specialist.
- Some of C/Ps are not really inclined with the demands of our field of assignments.
- The assignment was not effective. The manner in the selection of C/Ps who started the Project probably has some sort preferential treatment. Some of the assigned personnel are new to Benguet and do not know the culture of the Benguet people. During the implementation period some of this C/Ps had annoyed some cooperative members due to personal or vested interest.
- Further, the task was not an easy especially that I entered the Project at the middle stage.

Q12: Were trainings in Japan effective? (Answer only the persons who trained in Japan)

Yes: 8 No: 1 Partially: 1

Respondents’ Answers:

- Yes. I have learned so much. Much of my trainings were applied to the coop. Very much I learned a lot from the guidance system being practiced by the agricultural coops in Japan, the importance of farm planning, pooling of resources, etc. My knowledge and capability to strengthen coops were enhanced from the learning, observing and experiences gained from. (6)
- The trainings attended reinforced existing practices and other observations/learning were used in the improvement of the pilot cooperatives operations.
- It greatly contributed to our knowledge in terms of operation and practices of cooperatives in Japan, which we are trying to copy here in our country.
- Not so effective due to the short duration such I was not able to fully grasp the mechanics of the program/course.
- We cannot implement it here because of different situations.

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Q13: Are or were there any problems hampering the efficiency?

Yes: 5 No: 5

Respondents’ Answers:

- The utilization of some equipment was not maximized. (2)
- Mismanagement of utilizing equipments and facilities
- So far, there is not much problem. However, the assignment of C/Ps and experts might not have been properly assessed especially on the matching of qualifications to the job requirement. I am not good at marketing but might have preferred Farm Guidance given the chance.
- The fund releases from CDA could have hampered the Project implementation but for JICA’s acceptance of handling those responsibilities, the Project still continued to operate.
- The Project program approach (in the initial stage of the Project)

Q14: What are the main positive impacts through the Project?

Respondents’ Answers:

- The cooperative was enhanced in terms of better business operations, internal controls, staff being more effective workers and more involved in cooperative activities. (4)
- The better living activity of the women helps generate employment and household income. (3)
- Farmers are better equipped in managing their farms and operating various farm equipments.
- The joint use of facilities benefits the farmers and improves their social relationships.
- The good and bad experiences in the course of implementation serve as a learning process to the implementers and the beneficiaries.
- The coop’s records and management has greatly improved. Documents (reports, members’ records, business records) are now properly processed and filed.
- A closer relationship among members of coops was established.
- The Taba-ao 55 Self-Sufficiency Movement (T55SSM). This is a modified version of the Fukuoka 55SSM. We modified it to suit the local situation. After setting up the guidelines and criteria, it was launched as a contest and participated in by interested Taba-ao residents. (2)
- Technology support for organic farming was given through the FAITH training in Laguna. The participating members have their own T55SSM gardens and are so encouraged by what they have already started. Other community members have signified interest to join the program.
- Management staff in two pilot cooperatives started preparing their Individual Performance Targets that will serve as a guide in their daily work.
- Linkage / coordination with other organizations, cooperatives, LGUs and private sectors. This also helped in the strengthening of tie-up activities between the CDA and other institutions. (2)
- Employment of farm guidance and better living advisers, who oversee the farm guidance and better living activities. Organic fertilizers were prepared through the assistance of the farm guidance adviser, and Better living adviser manages catering business.
- Improved capability by some coop officers – during the later part of the Project, some coop officers facilitate planning-workshops by themselves.
- Introduction of New Business and Concept of Trust Fund Generation
- As to the counterpart, we gave greatly benefited from the Project from the learning from the trainings and our associations with the people and the experts. We were able to improve our capability in terms of coordination, public speaking and conduct of trainings.

Q15: Do you think the Project can contribute to the farmers’ income in the target areas?

Yes: 9 No: 1

Respondents’ Answers:

- Some farmers have gained income during the Project duration. For the others, I believe, they are still on the process of making themselves be aware on the usage of some technologies given to them. (2)
- Reduction in labor cost, improved production, additional income from the women activities are some of the Project interventions that can contribute to farmers’ income.

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- The Project’s interventions are geared towards the improvement of farmers’ income.
- Yes, the introduced activities can possibly trigger changes towards improvement of farming systems and cooperative operations.
- May to some in the cooperative level, but per Project Goal no.

Q16: Are there any other positive and unexpected impacts?

Respondents’ Answers:

- The cooperative officers, staff, and farmers became closer to each other. Stronger cooperation through joint use was developed among all member users. (2)
- In fact, other cooperatives in Kapangan and adjoining municipalities are inspired to do best and improve their cooperatives hoping that in the future, if there is a selection for a beneficiary-cooperative for a project, they will be considered and chosen. (2)
- Non-member farmers emulating the Project activities and some organizations adopting the systems based on the Project experiences.
- Possibility of usage of farm implements can be duplicated/increased in Buguias and neighboring areas
- Some of the counterparts became entrepreneurs.
- Social impacts will have to be seen later.
- None (2)

Q17: Is there any other negative and unexpected impact?

Respondents’ Answers:

- Some of equipments are not adoptable to the area hence they are not utilized to its maximum.
- The capability of coop in terms of management cannot cope up with the diversified activities introduced by the Project.
- Vehicular accidents and illegal logging activities involving the trucks assigned by the Project office.
- Some members who were not properly oriented or were not totally aware of the Project view that the Project ‘disturbs’ their cooperative.
- Attitude of some coop members/officers, C/Ps and experts. Self vested interest of concern persons involved in the project affected the successful implementation of the project activities. After acquiring skills from the Project. They started their own individual business activities.
- None (5)

Q18: Does three (3) pilot cooperatives have enough capacity to operate activities after the Project?

Yes: 6 No: 1 Yes&NO: 3

Respondents’ Answers:

- Except for Benguet Farmers MPC, the two pilot cooperatives can sustain operations even without the Project as they are already integrated with their regular programs. Present manpower and set of officers are capable of running the affairs of the cooperative at their own.
- Yes, Tabao-Cuba Multipurpose Cooperative is capable in continuing the activities. (2)
- No for the 2 pilot cooperatives. Unless the values of the cooperative leaders change, the cooperative will remain if not continues to fall. Many of the leaders do not value or have no concern with their cooperative. They do not monitor its operation. (2)
- In terms of enhanced management capability, improved recording system, improved farming system. Though the trust fund generated is small to buy enough farm equipments, at least the coop is ready to start anytime.
- One coop that is experiencing managerial problems must realize its strengths and weaknesses to improve its capacity.
- The concept of the Project was fully introduced.

Q19: Does CDA organization have enough capacity to manage cooperatives in terms of management and finance?

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Yes: 2 No: 6 Unknown: 2

Respondents’ Answers:

- CDA does not manage cooperatives; it only promotes the organization, and registers, regulates and develops them. Because this is a violation of the principle of subsidiary, which means that CDA does not interfere with the affairs of coops. Managing is the members business. (6)
- Yes, even with meager budget, CDA can help cooperatives. This depends on the performance of staff to link with other agencies for the promotion of cooperatives
- CDA is only a regulatory agency.
- The capability of CDA to replicate the Project, then we can qualify. When it comes to C/Ps’ responsibility to replicate what they learned from the Project, I can say YES we can. However, there are limiting factors like financial and office policy. (2)
- Regarding finance, CDA does not provide financial assistance to coop in terms of equipments, technology transfer or other activities, which entails funding. (2)
- With respect to finance, CDA can only contribute much. What the CDA can share is its technical expertise in cooperative operations, especially those technical staff that were trained with the Project.
- In terms of management, CDA has the capability, but in terms of finance, it is now facing financial crisis as affected by the country’s economic situation. (2)

Q20: Do you think what the role and function of CDA will be?

Respondents’ Answers:

- CDA’s function will be limited to regulating, monitoring and developing these cooperatives. CDA can link them to other institutions to improve more of their managing capacity, farming and marketing system. (6)
- At present, no clear guidelines by the Department of Finance on the priority programs for CDA.
- No official agreement yet
- The functions of CDA are to register all types of coops; to formulate, adopt and implement plans and programs on coop development; conduct training programs upon the request of the coops; require coops to submit Annual Report and Audited Financial Statements.
- It will be based on its Mandate as an office.

Q21: Will the linkage with other organizations be maintained after the Project?

Yes: 10 No: -

Respondents’ Answers:

- The support organizations such as Dept. of agriculture and BSU will continue assisting the Project activities unless there are drastic changes in their priority programs. (3)
- Linkage widens and strengthens the cooperative’s technical-know-how, and inherently promotes its own.
- Yes, for instance, BABUDEMPCO is at present tapping the services of the ATI-CAR for preparation of project proposal on Organic Farming. Also, it had been linked by Project staff to the Peoples Initiative for Learning and Community Development (PILCD) a German funded Non-Government Organization working on Organic Farming in Buguias, Benguet.

Q22: Do you think that what are necessary steps and/or action to continue the outcome from the Project?

Respondents’ Answers:

- It needs to conduct regular monitoring and regular review to check progress of the activity and thereafter recommend remedial actions that would address key issues. (4)
- Extra efforts should have been exerted in accessing results of some similar projects in the area (Benguet or CAR) and learn something from them. (3)
- CDA and JICA should work together in designing the plan taking into consideration the learning and experiences in the Project and the final evaluation team recommendations.
- The coops must include in their plans on how they can continue the Project’s outcome.

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- The cooperative should plan what it can do considering its available resources, and the Project’s inputs.
- For future projects of this type, the selection of beneficiaries (eg., Coops), their actual needs should be considered. The different stakeholders should level-of so as to have a clear direction during the implementation.
- As to the Project and 3 pilot cooperatives, CDA and JICA to agree to make plans for the monitoring of assigned equipment and programs/activities started for at least another two years to confirm our initial assessment.
- Aside from monitoring, regular meeting or dialogue with the coops is also a necessary action to ensure that the Project outcome is maintained because through meetings and dialogues, open communication is encouraged.
- CDA should make a concrete plan on the replication of the Project. CDA should also make appropriate solutions on the funding necessary for the replication.
- Japanese Government should undertake a follow-up project in collaboration with the LGU of Benguet. CDA can act as support agency through the dispatch of qualified personnel who have the heart and mind to serve the cooperative movement.
- Another option could be to channel funds through private firms like Cooperative Bank of Benguet or to the CBB-Cooperation Foundation to follow-up activities.

Q23: Are there any problems hampering the sustainability?

Respondents’ Answers:

- On the part of CDA, lack of financial capability and policy support are definite factors that will hamper the sustainability. (7)
- The budget requirement after June 2005 is not yet ensured as of this writing, so how can we continue monitoring the Project outcomes. nevertheless, I hope that CDA would provide for the required budget because it is clear that CDA will take charge of the monitoring and replication activities.
- The changing of officers and staff is hampering the sustainability. On the part of the Phil. Government, the economic crisis and the drastic changes in policy direction (priorities) is a factor affecting the sustainability.
- I believe the sustainability of the Project will have little problems. Lack of finances could be addressed via the cooperative’s proper and excellent management of its resources.
- The turnover of staff and officers in the cooperative may affect sustainability of current business operations.
- The effect of GATT-WTO to farmers and the Philippine economy.

Project Title : Improvement Of Farmer's Income Through the Strengthening of Agricultural Cooperatives

Target Groups: Members of 3 pilot cooperatives and project implementers

Project Implementers: CDA,JICA, Pilot Cooperatives , LGUs (OPAG,MAO) Pilot cooperatives at Bad-ayan, La Trinidad and Kapangan, Benguet

Narrative Summary	Objective Verifiable Indicators	Means of Verification	Important Assumption
<p>Overall Goal</p> <p>Members of active agricultural cooperatives in Benguet Province increase their income</p>	<p>The average rate of increase in financial viability of active agricultural cooperatives in Benguet Province is higher from the year 2005 to 2015 compared to that of the active agricultural cooperative in Cordillera Region.</p>	<p>Annual report of cooperatives in CAR Region</p>	
<p>Project Purpose</p> <ol style="list-style-type: none"> The members of three Pilot Cooperatives increase their income. The Philippine Counterpart Organization improves their capability to strengthen agricultural cooperative business activities. 	<ol style="list-style-type: none"> 1-1 The average ratio in the increase in household income of the members of the pilot cooperatives exceeds the province's inflation ratio by the year 2004 compared to the year 1999. 1-2 Savings deposit of the members of the pilot cooperatives increases by 40% or more in the year 2004 compared to year 1999. 1-3 Each pilot cooperative increase its membership by 70% or more in the year 2004 compared to the year 1999. 2-1 The training program on the strengthening of the agricultural cooperatives is developed and implemented by the year 2004. 2-2 80% of the participants rate "Satisfactory" or higher on the training conducted in the year 2004. (Rating: Excellent, very satisfactory, satisfactory, fair and poor) 	<ol style="list-style-type: none"> 1-1 Reports on farmers survey (Baseline, mid-term & final) Benguet Statistical Year Book Cooperative profile 1-2 Reports on farmers survey (Baseline, mid-term & final) Cooperative profile 1-3 Reports on farmers survey (Baseline, mid-term & final) Cooperative profile 2-1. Report on trainings Project report 2-2. Evaluation reports of the trainers training 	<ol style="list-style-type: none"> Other cooperatives will accept the project activities Budget for the replication project will be secured.
<p>Output</p> <ol style="list-style-type: none"> Existing business activities of the three pilot cooperatives are improved and new business activities are developed More profitable farm production is materialized by the members of 3 pilot cooperatives. Training programs for the strengthening of agricultural cooperative activities are developed and implemented by CDA in coordination with other support organizations. Coordination between CDA and support organizations is enhanced in order to strengthen agricultural cooperative 	<ol style="list-style-type: none"> 1-1-1. Total business profit of each pilot cooperative is improved by 20% or more in the year 2004 compared to the year 1999. 1-1-2 One or more profitable new business is established by each pilot cooperatives in the year 2004 compared to the year 1999. 1-2-1. Agricultural income of the members of the pilot cooperatives increases in the year 2004 compared to year 1999. 2-1-1. The manuals and basic training materials for each project components are developed by the year 2004 2-2-1. Coordination of activities between CDA and support organizations are strengthened by the year 2004. 	<ol style="list-style-type: none"> 1-1-1 Annual reports of pilot cooperatives Benguet Statistical Year book 1-1-2 Annual reports of pilot cooperatives Project reports Cooperative profile 1-2-1 Reports on farmers survey (Baseline, mid-term and final) Benguet Statistical Year Book Cooperative profile 2-1-1 Project reports 2-2-1 Project reports 	<ol style="list-style-type: none"> Trained personnel should stay with the implementing organizations Functions and mandates of CDA should not be changed drastically

<p><i>Activities:</i></p> <p>A. Assist the cooperatives to strengthen their cooperative management system with support organizations</p> <p>A-1. Assist pilot cooperatives to strengthen and expand their management</p> <p>A-1-1. Continuing implementation of cooperative plans of the four components</p> <p>A-1-2. Improvement of the management capability of officers, staff and develop/improve internal control system</p> <p>A-1-3. Continuing implementation on the joint use of all equipment.</p> <p>A-2. Improvement of systems and methods on marketing and purchasing business</p> <p>A-2-1. Review and improve marketing and purchasing systems and policies</p> <p>A-3. Assist pilot cooperatives to strengthen and expand their Farm Guidance activities</p> <p>A-3-1. Facilitate the transfer of farm technology, including the efficient and effective use of farm equipment/ facilities thru a strengthened farmer's group to attain improved production and increased income.</p> <p>A-4. Establish/ strengthen livelihood activities for the Better Living Groups</p> <p>B. Conduct initial replication activities to extend the results of the project to the Province of Benguet and the Cordillera Administrative Region through CDA-CAR.</p> <p>B-1. Prepare cooperative management manual</p> <p>B-2. Trial info-dissemination on the result of the project in the Province of Benguet and the Cordillera Administrative Region.</p> <p>C. Monitoring and Evaluation</p> <p>C-1. Conduct Farmers Household Survey (Final Result-Household)</p> <p>C-2. Conduct Awareness Survey on cooperatives members, coop staff, LGU and Support Organizations</p> <p>C-3. Regular Monitoring and Evaluation</p> <p>* Progress of Activities A1 to A4</p> <p>* Cooperative Profile</p> <p>* Members Profile</p>	<p>Philippines Side</p> <p>CDA</p> <p>1. CDA Counterparts</p> <p>2. Office Space and furniture</p> <p>3. Operating cost</p> <p>4. Training funds</p> <p>5. Custom duties and Taxes</p> <p>6. Freight-in expenses</p> <p>7. Maintenance cost for equipment</p> <p>Pilot Cooperatives</p> <p>1. Counterparts</p> <p>2. Land for facilities</p> <p>3. Training funds</p> <p>4. Maintenance cost for machinery and equipment</p> <p>5. Labor force for construction</p>	<p>Inputs</p> <p>Japanese Side</p> <p>1. JICA experts (long & short term)</p> <p>2. Counterpart Training in Japan</p> <p>3. Necessary machineries & Equipment</p> <p>- Machinery and equipment for training</p> <p>Agricultural machinery</p> <p>Copier and printing machine</p> <p>Transportation equipment</p> <p>Communication facilities</p> <p>Post-harvest facilities</p> <p>Multi-purpose collection center facilities</p> <p>Food processing facilities</p> <p>Vehicles</p>	<p>1. Serious negative impacts should not be made by natural disaster</p> <p>2. National and local economic situation is stabilized during the project duration</p> <p>3. National and local political situation is stabilized during the project duration</p> <p>4. Policies of implementation should not be changed drastically</p> <p>5. Budget for the project implementation will be disbursed smoothly by the Philippine Government</p> <p>6. Price of agricultural products will be stable</p> <p>Preconditions</p> <p>1. Budget for the project implementation will be allocated by the Philippine Government</p> <p>2. Pilot cooperatives agree with the implementation of the project</p>
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