



SECURITY

PROTECTION



SUSTAINABILITY

Beyond 30



CENTER FOR AGRARIAN REFORM AND RURAL  
DEVELOPMENT STRATEGIC PLAN 2018-2022

## Acronyms and abbreviations

ARB	Agrarian reform beneficiary
BOT	Board of Trustees
CARP	Comprehensive Agrarian Reform Program
CARRD	Center for Agrarian Reform and Rural Development
CLOA	Certificate of Land Ownership Award
DAR	Department of Agrarian Reform
DENR	Department of Environment and Natural Resources
HH	household
KASAPPI- ARC	Katilingban sang Agraryo Padulong sa Pag-uswag sang Iloilo Agrarian Reform Cooperative
LANDBANK	Land Bank of the Philippines
LAS	Land amortization schedule
LRA	Land Registration Authority

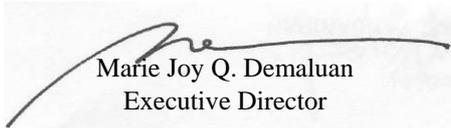
## About the paper

This strategic planning framework of Center for Agrarian Reform and Rural Development (CARRD) is a product of more than seven months of consultation with our partners in the grassroots - people's organizations, cooperatives and farmer-paralegals; and government stakeholders – the Department of Agrarian Reform (DAR), Land Bank of the Philippines (LANDBANK), Department of Environment and Natural Resources (DENR), Land Registration Authority (LRA), and various local government units in the provinces and municipalities that we serve: Batangas, Iloilo and Capiz.

This framework was also conceived through learning sessions with our Board of Trustees and our staff members. In these sessions, we looked at good practices, viable business models, and innovations that work towards the improvement of the quality of life of Filipino smallholder farmers. We also examined our own business models and interventions, and tried to find ways to improve them. For most of the learning sessions, we often go back to the question of impact: *how much have we truly helped, and what else can we do?*

With these processes, we unfold our new theory of change, which has guided us in formulating our logical frames and operational plans. We are moving from economic growth to improved living conditions, from hectares of land distributed to lives changed, and incorporating other social indicators to assess our impact to the communities that we serve.

We continue our commitment to improve quality of lives by enabling rural populations gain access to productive resources and provide them the means to make informed decisions, so that they can venture into sustainable and profitable social enterprises, and move beyond subsistence.



Marie Joy Q. Demaluan  
Executive Director

## Our vision beyond 30

**Vision:** Smallholder farming households are organized and are socially aware, enterprising and proactive stakeholders in sustainable development leading to better quality of life and work

**Mission:** Improve the quality of life and work of smallholder farming households, by being a hub of learning, innovation and advocacy in agrarian reform, sustainable agriculture and social enterprises

### Goals:

- To stabilize property rights by facilitating the individualization of collective Certificate of Land Ownership Awards (CLOAs) and completion of agrarian reform processes;
- To ensure access to productive resources, including input and credit support, common service facilities, and technical assistance;
- To improve household resiliency through diversified farm income sources and climate-smart farms; and
- To supplement farm incomes by supporting non-farm income opportunities and adding value to primary and secondary farm commodities

CARRD's vision provides a basic framework for developing the strategic plan for 2018-2022. The mission further guides us in the areas of intervention where we can find opportunities to support our partner-communities. This strategic plan outlines challenges and opportunities, and provides management with a resource for decision-making, fund allocation and programming prioritization.

The strategies presented above fall under three major headings: agrarian reform, sustainable agriculture, and social enterprise development. For internal stakeholders, these headings are the common names of our banner interventions in the next five years.

We also have themes that cut across these banner interventions: *gender*, as we ensure that access and benefits of productive resources are enjoyed by all peoples; *aging*, as we address the challenges of an aging agricultural workforce and find ways to encourage the younger generation to venture into farming as a sustainable and profitable enterprise; and *social protection*, as we respond to the growing threats of climate change and natural disasters to agricultural livelihoods.

## Development context

Since December 2016, CARRD has been conducting several evaluation activities with partner-communities in the provinces of Batangas, Capiz and Iloilo to identify agrarian reform and rural development gaps. Results of these activities were discussed and consolidated in the series of learning sessions with CARRD's primary stakeholders: farmer-paralegals, cooperative officials, staff members, and members of the Board of Trustees (BOT). Each of the session was a careful inquiry of the issues affecting CARRD's external environment, particularly in the agrarian reform and agriculture sector, and an evaluation of CARRD's internal capacity to address these issues as an organization.

### **1. Second generation agrarian reform cases are affecting local communities' capacity to overcome poverty**

Comprehensive Agrarian Reform Program (CARP) is a poverty alleviation initiative of the Philippine Government, aimed at providing landless farmers and farm workers with access to and ownership of agricultural land across the country (Official Gazette 2014). Its core intervention is the transfer of ownership rights to the tillers of the land to improve farmer-beneficiaries' socio-economic conditions and contribute to the alleviation of poverty in the rural areas.

As of December 2015, the Government was able to distribute more than 7.2 million hectares of land under CARP, which is more than 50 percent of all alienable and disposable land in the Philippines (DAR 2016). Based on records of the Department of Agrarian Reform (DAR), total land distributions cover about 2.7 million agrarian reform beneficiaries (ARBs) nationwide (DAR 2016).

Transferring ownership rights was not done without difficulty. In the early 1990s, DAR had to resort to the issuance of collective titles to fast track the implementation of CARP in sugarcane haciendas in the Philippines. More than 2 million hectares of land or about two-thirds of the total accomplishments in land acquisition and distribution under CARP were collectively-titled (Ballesteros and Cortez 2008). As of 2015, collectively titled landholdings cover 848 420 hectares of agricultural land, higher than what's left for distribution as of 2015, which is about 600 000 hectares (DAR 2016). Based on the end of term report of former DAR Secretary Virgilio de los Reyes, subdividing collective CLOA is one of the residual tasks of the Government, which calls for more attention, as it has to do with "stabilizing property rights" (DAR 2016), and ultimately, in meeting the program's poverty alleviation and social justice goals.

Collective CLOAs are land titles issued to farmer-groups under CARP. Collective CLOAs, which signify collective ownership, were named after farmer organizations or cooperatives covering individual farmer-beneficiaries. This was particularly done in vast sugarcane haciendas where farm workers were waged on a piecemeal basis (planting, cutting and harvesting of crops) and therefore do not farm a specific plot of land. According to DAR Secretary Virgilio de los Reyes, collective CLOAs were designed to be subdivided later on and were issued in more than 2.1 million hectares of agrarian land, which covers about 46 percent of all areas covered by CARP as of 2015 (DAR 2016). In the province of Capiz, collective CLOAs cover 10 819 hectares of agricultural land, which account for 15 percent of the total CARP scope in the province (DAR Region VI 2015). In Iloilo, collective CLOAs cover 12 591 hectares.

However, around 76 percent of collective CLOA landholdings in the Philippines were awarded on a co-ownership basis to individual beneficiaries, who were not organized and are not actually engaged in collective farming (DAR 2016). Whilst the approach fast tracked land distribution to farmers, the slow subdivision process of collective CLOAs affect farmers' property rights security. Tied to a collective landholding with no set boundaries, farmers are discouraged to make long-term investments on their land because of uncertainties involved in securing individual titles. Collective CLOA holders are also unable to pay their annual amortization to LANDBANK, which prolong the period of their actual ownership. Ultimately, this affects income and food security and defeats the purpose of agrarian reform as a poverty alleviation program.

## **2. Improving agricultural productivity is not enough to improve household living conditions**

CARRD-assisted farmers mainly produce rice and sugarcane as their main crop. Through the years, CARRD has been providing farmers – through its assisted-cooperatives with access to support services to improve their agricultural productivity. However, the worsening impact of climate change (as evidenced by Typhoon Haiyan in 2013 and the El Nino phenomenon in 2016) continues to affect agricultural productivity.

When Typhoon Haiyan (locally known as Yolanda) struck the Central Philippines in 2013, more than 145 000 households in Capiz and more than 175 000 households in Iloilo were affected (PRC 2013). Most of these are farming households and have suffered from immense losses in their livelihood when the typhoon destroyed their ready-to-be-harvested crops. When Typhoon Agaton recently struck the province of Capiz this January 2018, it left behind damages to farmlands and fish stocks amounting to more than USD 18 million (DA estimates). This is particularly felt in typhoon-affected service areas of CARRD: in the years when there was considerable damage of typhoons, agriculture productivity loan repayment declined from 84 percent in 2012 to only 72 percent in 2013 after Typhoon Yolanda, while agricultural productivity declined by almost 17 percent. For rice producing farmers in Iloilo, this represents an average loss of about half a ton per hectare. In sugarcane farms in Capiz, agricultural productivity declined from 48 tons per hectare to only 42 tons per hectare.

Thus, while ongoing efforts are being provided to support farmers in their agricultural productivity, adverse impacts of disasters and climate change, because of limited access to social protection measures, undermine such initiatives.

Social protection measures are crucial to buffer farming households from socio-economic shocks brought by the worst impacts of natural disasters. Households that are frequently battered by typhoons can benefit from interventions that provide them the necessary enabling capacity to recover their livelihoods, and develop better resilience from emergencies.

With the past and current project interventions, CARRD was able to develop its partner-cooperatives' portfolio in accessing available government support (but only limited to land productivity support as of now). There is thus an opportunity to expand their current services to address the need for better social protection measures, to allow target populations develop sustainable livelihoods

## **3. Limited access to support services affect viability of farming as enterprise**

In Capiz and in some parts of Iloilo and Batangas where tenurial arrangements remain unstable, farming households remain to be at subsistent levels of production. In Capiz, household incomes were not enough to meet food thresholds for a family of five.

However, assisted communities in Iloilo, particularly in Barangay Salngan and adjacent areas have better household incomes and socio-economic conditions. A study of farming households participating in CARRD's organic rice farming project have an average income of PhP 6 200 per month. This is significantly higher than the regional poverty threshold of PhP 5 528 per month. Aside from this, participating farm households are food secure, as they have steady and adequate access to safe and nutritious food at all times. Findings support the assumption that agricultural productivity must be linked with providing farming households with access to farming technologies, proper postharvest facilities, and marketing channels. Currently, CARRD and its partner-cooperative *Katilingban sang Agraryo Padulong sa Pag-uswag sang Iloilo Agrarian Reform Cooperative's* (KASAPPI-ARC) organic rice production cater to about 30 hectares of rice land in 7 barangays in Passi City and 1 barangay in the municipality of Pototan.

There is therefore a need to build similar models of social enterprises in the provinces being assisted, and at the same time provide rural families with alternative livelihood options to complement farming activities. By diversifying livelihood sources, farming households will also be distributing risks, and therefore building better resilience in times of emergencies, like natural disasters. Evidences from the field showed that women members of farming households in Batangas and Capiz bear the brunt of finding alternative livelihood sources in order to make both ends meet, or during times when their farms are unable to yield their required output to sustain the subsequent planting season. These alternative livelihoods include: piggery, sari-sari store and remittances in Batangas; piggery, short-term crops and sari-sari store in Iloilo; and piggery and short-term crops in Capiz.

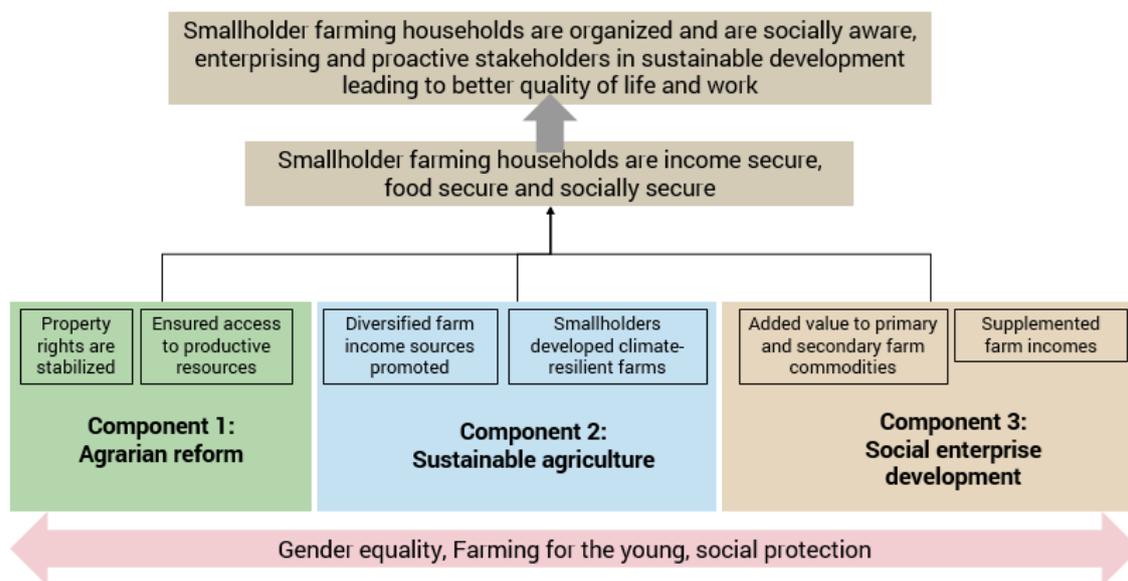
Growing rates of out-migration in the assisted communities likewise indicates opposing views on rural growth and development: (1) out-migration as a result of poverty; and (2) outmigration as a result of improvements in education levels and capacities. While both are present in CARRD’s service areas, they still suggest gaps and limitations in terms of available socio-economic opportunities in the communities being served. It is therefore expedient for CARRD to develop alternative livelihood sources to open more economic opportunities (especially for women and youth) and remove the entire burden of income and food security from the land’s productive capacity.

It must be emphasized that priority will be provided to sustaining farm productions. Alternative (on-farm or off-farm) livelihood sources are deemed as alternatives, or ways to spread out risks and improve households’ coping capacities in the event of disasters or natural calamities. The thrust of these alternative livelihood sources is in further developing what the communities have at the present, scaling these up, so that they can become profitable enough to complement farm incomes.

#### 4. Social awareness is vital to sustaining property and livelihood security

One of the major gaps found in the organizations that CARRD has been assisting is the insufficient “trickle down” of information from the officers of the organizations to its members. There is also a chasm created between the knowledge generated by cooperatives as the communities’ economic arm, and by farmer-paralegals as the communities’ political and social support. There is thus a need to integrate these learnings and ensure that cooperative members – down to the household level are cognizant of their rights as members of the community, as well as of opportunities that can be tapped in order to improve their own living conditions.

## Theory of change



The TOC presupposes that agrarian reform, sustainable agriculture and social enterprise development, combined with elements of gender equality, recognition of the opportunity of the young to enter farming, and social protection, can result to income, food, and socially secure households. This will then lead to better quality of life and work and a constituency that is organized educated, enterprising and proactive.

# Strategies

## **Component 1: Agrarian reform**

### ***Objective 1: Property rights are stabilized***

#### **Strategies**

1. Local and national inter-agency dialogues and developing platforms for co-creation
2. Paralegal support and community organizing
3. Organizing local core groups into a national advocacy arm of farming households
4. National campaigning for better policies on subdividing collective CLOAs and issuance of LAS
5. Process documentation of pilot initiatives for collective CLOA subdivision
6. GIS mapping of legal instruments (CLOA) and integrating these with traditional farm mapping activities

### ***Objective 2: Ensured access to productive resources at the community level***

#### **Strategies**

1. Technical support to partner-cooperatives in terms of agricultural extension, business management, governance and organizational development
2. Linking to government stakeholders and financing institutions to maintain credit and set-up community infrastructure

## **Component 2: Sustainable agriculture**

### ***Objective 3: Improve household resiliency through diversified farm income sources and climate-resilient farms***

#### **Strategies**

1. Technical support (demo farms, learning sites, farm field schools/ farm business schools)
2. Linking to government stakeholders to access support services for organic farms
3. Facilitating livestock, poultry and ruminants dispersal
4. Facilitating farm certification through development of internal quality control systems
5. Co-management of post-harvest and processing facilities devoted for organic production

## **Component 3: Social enterprise development**

### ***Objective 4: To supplement farm incomes by supporting non-farm income opportunities and adding value to primary and secondary farm commodities***

#### **Strategies**

1. Development of new partnerships on non-farm livelihood activities
2. Technical support to cooperatives in incubating non-farm enterprises
3. Accreditation with government authorities

## Cross-cutting themes

Themes	Indicators
Gender awareness	Gender disaggregated monitoring tools developed Improved women's participation across all domains of intervention <ul style="list-style-type: none"> <li>• Attendance in trainings</li> <li>• Governance/ leadership on cooperatives</li> <li>• Paralegal development</li> <li>• Access to productive resources, credit and insurance support</li> </ul> CARRD will conduct baseline study for indicators with no specific target,
Social protection	Number of farming HHs with access to at least two social protection measures Number of agriculture support services/partnership agreements accessed/signed by partner cooperatives Number of HHs with ready access to social protection benefits in the event of major disasters Types of social protection schemes afforded (SSS, Pagibig, crop insurance, damayan fund, PhilHealth)
Farming for the young	Increased number of program participants and leaders 40 years old and below Age disaggregated monitoring tools developed
Research, communications and knowledge management	Policy papers, briefs and other communication materials drafted and disseminated Policy advocacy maps developed and disseminated Documentation of lessons and best practices developed and disseminated Video documentation