Asia DHRRA in 2001

First harvests for a free, just, responsible and self-reliant rural Asia
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This publication was made possible with the support of MISEREOR
The year 2001 was marked with many initiatives taking place at various grounds. These undertakings by our partner DHRRAs, farmers’ organizations and leaders, and other development partners contribute to the broader goal of harnessing human resource potentials in the rural areas. As our partners celebrate each different events, AsiaDHRRA also wishes to celebrate these as our own for it is in these many rooted events that we find confidence in coming together as a family of DHRRAs, development workers, activists, and leaders in pursuit of a common agenda.

Our commitments to work for a developed rural Asia also made us persevere in our efforts of strengthening solidarity among farmers in the region. The continuing exchange and dialogue taking place among farmer organizations, leaders and other civil society members towards a more organized effort to push for genuine agrarian reform and rural development is a concrete manifestation of the need for a stronger bond among our grassroots partners. Meanwhile, the support being given by all the DHRRAs in this process is also a reflection of the common thread that binds them and their PO partners together.

The context that AsiaDHRRA finds itself, however, is forever changing and becoming more complex. Thus, the year past also found us revisiting our anchors to fully understand our identity. We did this
not because we doubted the sincerity of our aspirations and efforts but to ensure that we remain responsive, relevant and positively going with the flow of the times.

Are we being moved? Our greatest resource is the people that we work with and for. They are our basic foundation. Thus, we are also starting to reflect on the kind of leaders that we want within our family and the quality of leaders that we hope to develop in the course of our work. What we do on the ground, what we achieve as development managers, what we promote as advocates, and what we contribute to the broader development agenda as leaders, these are significantly a function of the kind of leaders that we are or have. In the coming years, we hope to reinvest more in this process of bringing about quality leadership from among our own and the different groups that we work with.

These are reflection points that we saw the past year and we hope to pursue with you in the years ahead. To all those who have joined us in preparing the fields, sowing the seeds, and cultivating a just, free, prosperous and self-reliant rural Asia, we also enjoin you now to celebrate with us in gratitude the fruits of our first harvests.

GUILLERMO CUA, Chairperson - AsiaDHRRA
Twenty-eight years have passed since AsiaDHRRA’s establishment as a network. Twenty-eight years have passed since the first seeds were sown to bring to fruition our common vision of a free, just, responsible and self-reliant rural Asia. Designed as a coming together of social development activists and rural leaders dialoguing and harnessing human potentials in the region, these seeds have grown and started to bear its first fruits in the last few years.

In the initial years of our formation, AsiaDHRRA has created and strengthened various circles bringing together individuals, groups, and communities in Asia. These casting of circles aimed at making an impact on the lives of the rural poor. In the following years, we started to collect and harness our individual and collective strengths and weave these threads into the tapestry of our vision.

With the onset of the new millennium arrived countless new opportunities to engage in Musyawarah or the Dialogue of Life. The year 2001 saw us come together once more to meet and dialogue, share our knowledge, promote and advocate our dreams and visions, and build our capacities. The past year also allowed us to temporarily pause and step back to review and reflect on what AsiaDHRRA, its members and its partners have achieved so far. Together, we continued in our collective effort to look back at the efforts of years past, taking a closer look at the products our first harvests.
Nurturing of Branches that Hold the Fruits

We at AsiaDHRRA continue to look to our members, the branches that make up our network, for strength and inspiration. Through their numerous activities aimed at harnessing their capabilities as organizations, their efforts for the past year have been rewarded with the fruits of vibrant rural communities.

In Vietnam, VietDHRRA conducted a series of capability-building seminars, DHRRA activists workshops, and training workshops focused on varied topics such as food security, natural resources and environment management, gender sensitivity, and cooperatives organization and management. They also continued their efforts in three pilot areas in the northern, central and southern regions of Vietnam. By years end, VietDHRRA, which has since set up an independent office in Hanoi, has expanded the scope of its membership to 15 organizations.

One of the key involvements of VietDHRRA was the participation of its member, the Center for Agricultural Extension Volunteers (CAEV), in the Central Highlands Community Development Project of the National Institute for Planning and Projection (NIAPP). The enthusiastic participation of our partners from Vietnam was also notable in various AsiaDHRRA activities such as the farmers' exchange visits, profiling of people's organizations and the documentation and case study of best farmers.

Meanwhile, the DHRRA Network Malaysia anchored by the ERA Consumers focused its efforts on studying food security at the village level. This was seen as crucial in paving the way for a deeper understanding of development realities in Malaysia as well as the situation of their partner communities. For the network, it was a strategic approach to establishing a long-term rural development program and a means of reaching potential partners towards the DHRRA community building process.

A national consultation was held in March 3-4, 2001 to discuss the results of the research project. The lessons drawn from the consultation will be expounded upon further in a strategic planning session. The latter will help to define the organization's future directions. Over the course of preparations
for the April 2002 farmers exchange visits and general assembly, the DHRRA Network Malaysia found an opportunity to reassess their work on the ground, the situation of the organization in general, and their partners in particular.

The Philippine Partnership for the Development of Human Resources in Rural Areas (PhilDHRRA) remained committed to sustainable integrated area development as its central strategy. The network continued to invest time and effort in its Integrated Provincial Sustainable Agrarian Reform and Rural Development (IPSARRD) program as a mechanism for convergence of initiatives among its members.

Given current development issues, however, PhilDHRRA saw fit to prioritize policy research and advocacy over other programs on the national level. In particular, the network is focusing its efforts on issues such as agrarian reform and rice tarrification.

In the Indonesian front, InDHRRA sustained their efforts at building up its internal human resource development at the executive and board levels. They also worked closely with partner people’s organizations toward peasant federation building. Starting within their own network, they also took part in the process of developing an ethical code commission for NGOs in Indonesia. All these were done while continuing to engage in efforts at village-level organizing and advocacy in support of agrarian reform.

In fulfilling their goal of reducing poverty in the country, SEARCH-Nepal employed strategies such as institutional development, promotion of rural initiatives, development of a movement for self-help, capability building, research and consultancy, networking, and empowerment. SEARCH explored and
will continue to seek out partnerships with local and national government, the United Nations systems, international NGOs and development agencies, among others.

The Cambodian NGO Association for Cooperation (CNAC) was officially welcomed to the DHRRA network during the AsiaDHRRA General Assembly held in Bali, Indonesia in March 2001.

CNAC has since offered a trainers' training on local resource mobilization held from April 29 to May 9, 2001. In partnership with AsiaDHRRA and the Southeast Asia Rural Social Leadership Institute (SEARSOLIN), the training supported by the Southeast Asia Committee on Advocacy (SEACA) attempted to respond to sustainability as a major concern vis-à-vis the growing demands for development services in poverty-stricken rural Cambodia.

The northern DHRRAs, on the other hand, continued their community extension activities and exposure programs on technological developments in the sub-region. JaDHRRA found an opportunity to bring AsiaDHRRA to interact with potential partner organizations involved in rural development in Japan when it hosted the August 2001 farmer's exchange visit. Building on its experiences of organizing student exposure trips overseas, JaDHRRA also plan to collaborate with AsiaDHRRA’s partner in Nepal in assisting selected villages.

In Taiwan, ChinDHRRA pursued its primary objective of integral human development through education. They conducted training programs on agricultural production and marketing to farmers and aboriginal tribal groups. The DHRRA also established links with the National Pingtung University of Science and Technology (NPUST), which has existing cooperative partnerships with farmers belonging to the Taiwan Wax Apple Development Association and other farmers' organizations in the southern part of the country.

Meanwhile, AsiaDHRRA has established partnerships with some development groups in Myanmar or Burma. Concrete efforts are along human resource development and organizational
development of a particular church group in the country. Contact building is ongoing for possible long-term forms of cooperation.

AsiaDHRRA as a regional network also undertook its own effort to build up its organizational capacities. An independent consultant undertook a mid-term review sponsored by Misereor. It was seen as crucial, not only in terms of its implications on future cooperations with Misereor, but more so on the continuing process of defining the identity of the organization as a regional body. The review was expected to strengthen AsiaDHRRA’s understanding and actualization of its role as a network, starting from the process of redefining its vision, mission, goals and strategies. Lessons from the independent mid-term review will be discussed further in the next chapter.

The network also continued to respond to requests from various DHRRA members for technical and administrative assistance in their efforts. In a drive to establish more efficient means for coordination and sharing information, AsiaDHRRA maximized the use of electronic mail as a medium of communication and coordination this past year. It also set up its own URL in February. The AsiaDHRRA site can now be accessed on the internet at www.asiadhrra.org.

**Reaping the Fruits of Peasant Solidarity**

As many before us have realized, the burden of preparing the land, planting the seeds, and harvesting the crops are most efficiently taken on when shared with others. Our members thus continued to engage in fostering solidarity among farmers throughout the region in pushing for their goals for genuine agrarian reform and rural development. By engendering a spirit of dialogue and reflection, we have come to harvest the initial fruits of our labors.

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**Strengthening towards Alternative Grassroots Initiatives Project**

The Misereor cooperation with AsiaDHRRA supported the strengthening of the network and provided direct assistance to the DHRRA efforts in Vietnam and Indonesia.

**Regionally,**

- With Misereor’s support, the network was able to leverage support from other stakeholders and partners agencies thus furthering its mission
- Allowed the network to inspire and encourage member DHRRAs to anchor their work on the ground, especially with farmers group strengthening, solidarity building and advocacy.
ThaiDHRRA, for instance, was most active in providing technical assistance towards self-reliance at the village level in Thailand's northern provinces. The foundation and the Northern Farmers' Association for Development (NFAD) sustained its promotion of self-reliance through the conduct of participatory action research (PAR) and savings mobilization in select villages. ThaiDHRRA also assisted NFAD in negotiating for support from the Asian Development Bank (ADB), the Australian Embassy and other sources. They also continuously provided consultancy services to the Farmers' Federation Association for Development (FAD, a national federation of farmers in the country.

Among the organization's major involvements in the network was that of their participation in the AsiaDHRRA-sponsored farmer's exchange visits and profiling of farmers' organizations. As a result of their involvements, ThaiDHRRA developed a renewed enthusiasm for their role within the network as well as within the broader community of peasant groups.

Meanwhile, given what they perceive as the absence of a strong NGO constituency that shares their agrarian reform agenda, InDHRRA is continually being challenged to transform itself into an organization that will anchor the advocacy for agrarian reform in Indonesia. In the meantime, they are committed to responding to requests for technical support from people's organizations towards alliance building of national peasant groups in the country particularly the Alliance of Peasants in Indonesia (API). In South Korea, KoDHRRA was busy exploring the feasibility of exchanges and the establishment of partnerships between South Korean farmers, particularly members of the New Farmers' Association (NFA), and their counterparts in southern countries such as the Philippines and Nepal.
In early August, a representative of the Philippine-based National Confederation of Farmers' Organizations or PAKISAMA went to Korea for a field visit and conducted preparatory work for an exposure program. The different parties concerned are studying the legal and logistical requirements for such exchanges and on the job internships or training. Given some legal constraints, the plans remain at the drawing board stage.

As with its members, AsiaDHRRA also persisted in parallel efforts to foster cooperation and sharing among farmers' organizations. The Asian Farmers Exchange and Visitation Program continued to be a priority project for us this past year. The third leg of the farmers exchange program was held in Yogyakarta, Indonesia, from March 16 to 26, 2001. The highlight of the exchange was focused on the group's decision to initiate the development of a peasant alliance as an expression of regional unity and as a vehicle for advocacy on sustainable rural development.

Following the Indonesia leg, the fourth farmers exchange program was held in Tochigi-ken, Japan on August 24 to September 3, 2001. The Japan exchange visit followed through on the decision to build up an alliance by focusing on concerns related to setting up formal structures, programs and systems. The exchange also dwelled on the themes of sustainable agriculture, organic farming, advocacy and marketing in a globalizing economy. Through both exchanges, there was affirmation on the importance of dialogue within the sector regardless of country contexts.

AsiaDHRRA, together with Agriterra, a Dutch international development cooperation agency, also launched an initiative to identify and profile key farmers organizations in the Philippines, Indonesia, Malaysia, Thailand, Vietnam, South Korea and Japan. Phase 2, which was carried out this past year involved data gathering and writing of individual and consolidated PO profile reports, development of an electronic database system, and the installation of the system to AsiaDHRRA members and other authorized stakeholders. Follow up activities will include the promotion and maintenance of the system, expansion of the project coverage, and finally, the publication of a monograph.
Cultivating Relationships with Other Networks

This past year, AsiaDHRRA continued reaching out to other networks and organizations that share its vision. Together, they toiled in preparing the fields and cultivating a better environment for the poor. They too shared the fruits of a just, bountiful and self-reliant rural community in Asia.

Foremost of these efforts is AsiaDHRRA's continued engagement with existing partners such as Misereor, Cordaid, SEACA, and the ASEAN Foundation.

The mid-stream assessment, which indicated possibilities for continuing support from Misereor, served as a key input in the project development process that started towards the end of 2001. A new three-year cooperation is expected to start on the second quarter of the year 2002.

CORDAID, on the other hand, is currently providing support for the technical assistance AsiaDHRRA gives to the three-year community development program for the Central Highlands in Vietnam. The National Institute for Agricultural Planning and Projection (NIAPP), a VietDHRRA member, is implementing the project.

Similarly, the ASEAN Foundation continued its support to the Asian Farmers Exchange and Visitation Program. AsiaDHRRA's work in strengthening the capacities of NGOs and community organizations along advocacy continued through its participation in the Southeast Asia Committee on Advocacy or SEACA.
AsiaDHRRA also participated in various fora relating to its area of concerns such as the Asian Committee Meeting of the International Federation of Agricultural Producers (IFAP) and the IFAP-Development Cooperation Committee (DCC) Meeting in Tokyo, Japan held on September 17 to 20, 2001. In that forum, AsiaDHRRA's presentation on the PO profiling project was met with much enthusiasm by the rest of the participants.

Moreover, AsiaDHRRA was also invited to become a member of the steering committee of the Asia-Japan Partnership Network for Poverty Reduction (AJPN). The AJPN steering committee was tasked with developing a number of proposals, foremost of which is a proposal on research and documentation of sustainable agriculture technologies, consultations for advocacy, exchanges and capability building, and field piloting or upscaling to be submitted to the United Nations Development Programme in Japan. The AJPN was an offshoot of the Japan NGO Center for International Cooperation or JANIC-UNDP International Workshop on NGO Capacity and Network Building for Poverty Reduction held on March 12 to 14, 2001.

Through the Asia Caucus, AsiaDHRRA jointly sponsored two discussions under the caucus' Asian Solidarity Forum Series; one on Indonesia and East Timor, and the other on Myanmar or Burma. Future similar fora are envisioned to heighten understanding of issues affecting the region and provide a venue for dialogue. AsiaDHRRA also pursued some of its work in Myanmar and Cambodia together with other caucus members like SEARSOLIN and the

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**Asian Farmers’ Exchange Project**

- Supported by the ASEAN Foundation, two exchanges were organized this past year: one in Yogyakarta, Indonesia held from March 16 to 26, 2001 and the other in Tochigi, Japan, held on August 24 to September 3, 2001. Farmer leaders and development workers from Cambodia, Indonesia, Japan, Laos, Malaysia, Myanmar or Burma, Nepal, Philippines, South Korea, Taiwan, Thailand and Vietnam participated in the exchange programs.

- Forty-eight farmer leaders attended the exchange tour to Indonesia and reached a consensus to organize into an Asian level alliance. Sub-regional plans for the Southeast Asian, Northern Asian and Mekong Regions were drawn up towards contributing to the alliance formation process.

- An ad hoc leadership for the Asian farmers’ alliance was organized. Comprised of the national organizations from Indonesia, Philippines, South Korea, Thailand and Vietnam, the Working Committee convened in June 2001 in Baguio City, Philippines to lay out the initial designs and processes of the alliance.

- The Japan visit, attended by thirty-three farmers from all over Asia, focused on the themes of sustainable agriculture, organic farming, advocacy and marketing in a globalized economy.
A website on development concerns in Asia is also being maintained by Asia Caucus together with AsiaDHRRA.

AsiaDHRRA also attended the Agriterra Peasants Worldwide training in the Netherlands. During that training workshop, AsiaDHRRA shared the results of the PO profiling project and joined the team of chief technical advisers (CTAs) for Peasants Worldwide. AsiaDHRRA was also tasked with anchoring the AgriUnion section and, together with the rest of the participants, with supporting the Peasants Worldwide platform by regularly uploading relevant information in its Asia region section.

**A Year of Bountiful Fruits, A Year of Meaningful Harvests**

The year 2001 was a fruitful year for AsiaDHRRA. The network has gotten a more concrete handle of its work through a midstream evaluation exercise that allowed the network and its members to review their identities and assess past strategies and programs at the regional, national, and local levels. The evaluation exercise proceeded while the DHRRAs' local programs on rural capacity building, dialogue and exchange continued unceasingly.
The dream of an organized rural peasantry in Asia has also begun to be realized. The Asian farmers alliance, an offshoot of the series of farmers’ exchange and visitations, is now taking shape. Core of leaders have been established and the basic requirements of a living organization is now being put in place like a structure, strategies and programs, and a code of conduct.

Finally, the year also witnessed the forging of new partnership and the strengthening and evolution of existing ones. AsiaDHRRRA participated and contributed its expertise and resources in other regional and international initiatives congruent to its vision.

More important, perhaps, the year 2001 was a year of meaningful harvests. The period allowed AsiaDHRRRA to reflect on its existence as a network of individuals and institutions with a common aspiration for Asia's rural poor. The year also facilitated the coming together of peasant leaders to dialogue, share their issues and concerns, and craft a common agenda for collective action. Similarly, AsiaDHRRRA's engagements with other networks have also contributed to Asian solidarity building. In the end, all these efforts contributed to the development of a free, just, and self-reliant Asia.
The seed that we sowed 28 years ago have sprouted, grown and blossomed. For the past years, we have been harvesting the fruits of our labor. The products of our initiatives at strengthening the DHRRAs, promoting Asian rural solidarity, and engaging with other regional and international networks have been leaving marks on the lives of the rural poor. In the year 2001, AsiaDHRRA had the opportunity to take a closer look at our harvests, to undergo a process of reflection on our efforts and lessons in the past three years.

Supported by Misereor and conducted by an independent evaluator, the mid-term review took on greater meaning as it encouraged a frank assessment of our roles and contributions as a network. We had devoted the past few years towards reaching our goals and now take stock of what we had reaped in the process to determine what lay before us at this particular conjunction. The following are some of the lessons and insights that were raised in the course of AsiaDHRRA’s reflection process.
Comparing the Seeds and the Fruits: Looking Back at Our Identity

AsiaDHRRA underwent a process to re-examine our identity as a network while revalidating our relevance. Initially, there was some vagueness particularly in the area of organizational purpose. However, we saw this to be an advantage in that it provided us room to maneuver in terms of articulating what we wanted to focus on.

The process of sharpening an organization's focus necessarily involves defining the common concerns and priorities of a network’s members, as well as its expectations in terms of behavior and practice. Corollary to our self-redefinition was the rise of some tensions relating to membership. With the decision to prioritize work with and for poor rural farmers, some of our members who were not in direct work with rural communities felt that their work was no longer given the same importance as in the past.

Moreover, there seemed to be a problem with weak recall among partners on our organizational goals and strategies. Despite our leadership and staff’s efforts to develop and promote a common vision and strategy for attaining goals, the general membership had difficulty in articulating what all concerned ideally shared.

Among the questions that remain for us to answer is on the network's composition. This concerned surfaced given the varied nature of AsiaDHRRA members. While some are networks of NGOs, others were networks of DHRRA activists or a group of academic based rural development volunteers, among many other types.

Producing the Desired Fruits: Our Mechanisms

Effective mechanisms for communication appeared to be a key element in making our efforts to build ourselves up as a network a success. For one, AsiaDHRRA was diligent in fulfilling our role as a channel of communication, relying not just on assemblies or group meetings to deliver information or facilitate consensus building among our members.
We visited the various DHRRAs and key individuals among the affiliates on regular field visits, thereby providing another, but no less important venue for interaction and exchange. It enabled us to keep up-to-date on the status of projects at the field level. In Indonesia and Vietnam, for instance, we as a network proactively drew in the participation of our partners in implementing projects. Oftentimes, field visits also provided opportunities to attend to concerns and resolve issues and questions outside the formal meetings and large gatherings.

The participatory approach, on the other hand, also raised issues vis-à-vis the need for strategic action. We spent a considerable amount of time, not to mention resources, on consultations and discussions deemed necessary to draw in the participation and contribution of all of the network members. Language also created some difficulty given the ethnically diverse membership of our network.

**The Seeds that Bear the Most: Setting Our Priorities**

Our secretariat and some members of our executive committee, viewing the importance of professionalism and efficiency in implementation of projects and the network programs, gave stress on organizational and strategic management concerns. Although this was seen primarily as a necessary approach, some AsiaDHRRA members send signals that this could put stress, if not balanced, to the organization’s character of being a movement.
Despite these tensions, however, AsiaDHRRA's streamlining process was generally seen to be beneficial in terms of redefining our identity, as well as in challenging our members to deepen their relationship with the grassroots sectors in the rural areas.

Among AsiaDHRRA's contributions cited by the members during the course of the mid-program evaluation was the "emergence of self-reliant, capable and dedicated leaders and organizations dedicated to the goals of genuine human development." Specifically, it was apparent that the network had contributed to the formation and strengthening of our members particularly in the area of rural self-reliance, and farmers, organizing and strengthening. More particularly, the series of farmers exchange visits was seen to build solidarity among farmers groups in the region.

Despite the headway we made in terms of membership and network development, AsiaDHRRA need to look into other aspects of capability building among our members. Most particularly, organizational development needs to be given more time and attention at the level of the different DHRRAs. At present, inroads in AsiaDHRRA's organizational systems development have been made largely at the network level. Thus, there is a need to replicate these systems at the DHRRA level and even in the level of partner community organizations up to a certain extent.
It is very important to note that AsiaDHRRA needs to create more impact in terms of regional policy work. For instance, although we have, as a network, agreed on the need to develop farmers organizations' capacities to draft an agenda and lobby at the local and regional levels, the DHRRAs have been slow to take on the challenge of regional policy advocacy especially vis-à-vis the growing concerns relating to globalization. This will involve having to lay the groundwork for farmers who are ready to come together and dialogue at this level and a network that is capable of tackling whatever is necessary in the discourse that will proceed from it.

On a related note, it was seen that imperative to our continued growth as an organization is the establishment of a programmed approach for the human resource development of key persons in the organization including the secretariat, executive committee and the farmer leaders.

**Assessing the Field, Appraising the Yield**

The independent evaluator summarized our accomplishments by saying "we could state that program implementation and project management exhibited by AsiaDHRRA adequately met the
needs of partners and requirements for efficient implementation. The accumulated experience of the secretariat and the ExeCom is reflected in the way issues were addressed, needs identified, activities conducted and monitoring were pursued to ensure completion of planned activities and achievement of targeted results. While we recognize the areas for improvement and the problems met, the accomplishments of the network and the overall quality of work speaks well for the capability of AsiaDHRRA to pursue higher order goals as it continues to grow as a learning organization."

One of the key recommendations of the mid-term review focused on the reformulation of our four-point strategy and agenda, given its complex nature as well as the current status of our members. The uneven organizational capacities and needs found within our network dictates some leveling off on expectations and strategies for the network as a whole.

As such, the executive committee, together with the members of the secretariat have been given the mandate to re-examine AsiaDHRRA's vision and mission statements, realign our program strategies, develop parameters for evaluation, and generally streamline expectations to more realistic levels.
IN THE PROCESS OF TAKING A CLOSER LOOK AT THE FRUITS OF OUR FIRST HARVESTS, ASIA DHRRRA HAVE come to know of our strengths and weaknesses. We have also identified a number of areas of concern. These areas present challenges that we as a network need to confront and overcome to be assured of a better yield in the coming seasons.

On the question of membership and network development, it was seen that if we are to respond adequately to members' needs, we need to sharpen our capability interventions particularly in terms of training activities in support of our member DHRRAs. Moreover, if we want to sustain our interventions for the long term, we must be able to plan for the future in terms of establishing a successor generation for network leadership. This will involve being able to lay down our concept of, approach to, and key interventions for establishing, and parameters for assessing leadership formation.

Corollary to this, given that AsiaDHRRRA belongs to a network geared towards human resources development in the rural communities that we move in, we must also be able to address similar needs
within our organization, particularly in terms of our secretariat and the ExeCom on a sustained basis. In order to continue functioning as an efficient and effective network that looks to the future, we must be able to develop our internal skills and capacities to do just that.

Sustainability remains to be a key concern. First of all, AsiaDHRRA must be able to maximize our existing resources and make the most of our existing programs. For instance, we need to ensure that our exchange programs are well focused given the limited resources available to the network and the high cost of such activities. Secondly, alternative sources of funding need to be explored. This will respond to issues relating to the need to provide counterpart contributions given existing funding arrangements. Thirdly, we must ask ourselves how we can improve on our social marketing and projection approaches so that we meet our objectives for network sustainability. In general, we need to study further the question of financial sustainability given the current situation of both our partners as well as our members.

AsiaDHRRA also need to look at improving our existing organizational systems. Closely linked with our concerns for financial sustainability, we need to build on our monitoring and improve our operations planning, budgeting, and financial tracking. This will involve laying out indicators to guide our partners to operate from a leveled understanding and expected impact of their interventions. We also know that
projects are an important form and component of strategic program development and implementation for us. We need to explore whether it ensures that the dialogue helps check and level perceptions and expectations of different stakeholders. We need to ask ourselves, "how do we make project development a distinct but coordinated part of long term strategic program planning?"

Given that networks are best appreciated for the information they generate, process and provide to both grassroots partners and international institutions, we need to explore whether we, in close collaboration with partner networking organizations in the region like AJPN, Asia Caucus, and SEACA, can provide effective documentation and social marketing services. This might be a cost effective means to also address the problem of language diversity in regional and international level networking. We can initiate a division of labor among other network groups to improve interpretation and language expertise.

**Cultivating the Fields for Future Harvests**

Twenty-eight long years have passed since we first started out as a network struggling to transform the lives of rural peoples in the region. Today, we looked back at our recent past to pause and take stock, and all that we see encourages us. Firmly rooted in the accomplishments that we have built on and armed with the lessons and reflections gathered from both the victories and the losses, we look forward to tomorrow for there remain many fields to plow and many harvests to reap.

**MUSYAWARAH (from the External Evaluator’s Report)**

"Dialogue as a key means and a valued process in AsiaDHRRA. Partners refer to it as the "dialogue of life", an intense and deep interaction that is not essentially geared towards problem solving but more towards understanding the different perspectives, standpoints and perspectives so that empathy is evoked and solidarity ensues."
REPORT OF INDEPENDENT PUBLIC ACCOUNTANT

The Executive Committee
AsiaDHRRA
59 C. Salvador St. Loyola Heights
1108 Quezon City, Philippines

I have audited the accompanying statements of assets, liabilities and fund balances of the Asian Partnership for Development of Human Resources in Rural Asia (AsiaDHRRA) as of December 31, 2001 and 2000, and the related statement of revenues, expenses and changes in fund balances for the years then ended. These financial statements are the responsibility of the Organization’s management. My responsibility is to express an opinion on these financial statements based on my audit. The financial statements of AsiaDHRRA of prior years, which were audited by other auditors, were not included in these financial statements.

I conducted my audit in accordance with generally accepted auditing standards. Those standards require that I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. I believe that my audit provides a reasonable basis for my opinion.

As discussed in Note 2 to the financial statements, the accompanying statements are prepared on a cash basis of accounting; consequently, all revenues and the related assets are recognized when received rather than when earned, and expenses are recognized when paid rather than when the obligation is incurred.

In my opinion, the financial statements referred to above present fairly, in all material respects, the assets, liabilities and fund balances of AsiaDHRRA as of December 31, 2001 and 2000, and its revenues, expenses and changes in fund balances for the years ended on the basis of accounting as described in the preceding paragraph.

LORNA MEDINA-DAVID

PTR # 146571
January 21, 2002
Imus, Cavite

March 15, 2002
### ASIADHRRA

**Statements of Assets, Liabilities and Fund Balance**

as of December 31, 2001 and 2000

(in US $)

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<tr>
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<th>2001</th>
<th>2000</th>
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<td><strong>ASSETS</strong></td>
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<td>Cash on Hand and in Bank</td>
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<td>Advances and Receivables</td>
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<td><strong>Total Assets</strong></td>
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<td><strong>LIABILITIES AND FUND BALANCE</strong></td>
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<td><strong>Total Liabilities and Fund Balances</strong></td>
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*See accompanying Notes to Financial Statements*
### ASIADHRRA

**Statements of Revenues, Expenses & Changes in Fund Balances**

*For the years ending December 31, 2001 and 2000*  
*(in US $)*

#### REVENUES

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<th></th>
<th>2001</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants - Misereor</td>
<td>106,194</td>
<td>108,240</td>
</tr>
<tr>
<td>Grants - SEACA</td>
<td>22,794</td>
<td>-</td>
</tr>
<tr>
<td>Grants - CordAid</td>
<td>24,552</td>
<td>-</td>
</tr>
<tr>
<td>Grants - APHD</td>
<td>-</td>
<td>10,020</td>
</tr>
<tr>
<td>Grants - Agriterra</td>
<td>-</td>
<td>27,151</td>
</tr>
<tr>
<td>Grants - Asean Foundation</td>
<td>117,318</td>
<td>52,761</td>
</tr>
<tr>
<td>Other Income</td>
<td>9,271</td>
<td>9,418</td>
</tr>
<tr>
<td>Membership Fees and Annual Dues</td>
<td>1,105</td>
<td>-</td>
</tr>
<tr>
<td>Interest Income</td>
<td>1,594</td>
<td>1,179</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>282,828</strong></td>
<td><strong>208,769</strong></td>
</tr>
</tbody>
</table>

#### LESS: EXPENSES

**I. Recurrent Expenses**
- Salaries & Benefits                | 33,580     | 28,373     |
- Office Overhead                    | 17,155     | 9,964      |

**II. Direct Program Expenses**

1. **DHRRA Formation, Strengthening & Coordination**
   - Organizational/Program Coordination | 12,554     | 17,532     |
   - Networking / Monitoring / Technical Assistance | 12,523     | 9,355      |
   - DHRRA and Partners Formation & Strengthening | 36,742     | 11,143     |
2. **Research & Documentation**
   - Research & Documentation           | 5,443      | 2,645      |
   - Profiling of PO in Rural Asia      | 14,238     | 12,160     |
3. **Training of Trainers**
   - Training of Trainers on PRA       | 11,839     | 8,987      |
4. **Farmers Exchange & Cooperation**
   - Farmers Networking & Cooperation | 35,662     | 4,096      |
   - Farmers Exchange Program           | 120,928    | 39,334     |

**Total Expenses**                   | **300,664** | **143,590** |

#### EXCESS OF REVENUES OVER EXPENSES

(17,836)                       | 65,179     |

#### ADD: FUND BALANCE BEGINNING

<table>
<thead>
<tr>
<th></th>
<th>2001</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Fees and Annual Dues</td>
<td>94,483</td>
<td>29,304</td>
</tr>
<tr>
<td><strong>FUND BALANCE ENDING</strong></td>
<td><strong>76,647</strong></td>
<td><strong>94,483</strong></td>
</tr>
</tbody>
</table>

*See accompanying Notes to Financial Statements*
AsiaDHRRA
Notes to Financial Statements

1. GENERAL

The Asian Partnership for Development of Human Resources in Rural Asia or AsiaDHRRA is a regional partnership of eleven (11) social development networks and organizations from ten (10) Asian nations involved in the development of human resources in rural areas, which account for its DHRRA names. All country DHRRAs are one in its vision of the integral human development of Asian rural people.

AsiaDHRRA traces its roots in the 1974 Development of Human Rural Resources in Asia Workshop (DHRRAW) held in Thailand and participated by rural development workers and practitioners. At the end of the workshop, the Center for Development of Human Resources in Rural Asia (CenDHRRA) was created as a support structure that will facilitate the sharing and exchanges across the Asian region.

In 1994, the movement, which was effectively supported by CenDHRRA formally, evolved into a regional network of country DHRRAs known as AsiaDHRRA.

Presently, the regional network is now composed of DHRRAs from Indonesia, Philippines, Malaysia, Thailand, Vietnam, Cambodia, Nepal, South Korea, Taiwan-ROC, and Japan.

In 2001, AsiaDHRRA has exploratory partnership building in Burma.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The more significant accounting policies and practices of AsiaDHRRA are set forth to facilitate the understanding of data presented in the financial statements.

Basis of Accounting

AsiaDHRRA prepares its financial statements on a cash basis of accounting. All revenues and the related assets are recognized when received rather than when earned, and expenses are recognized when paid rather than when the obligation is incurred.

Property and Equipment

All property and equipment chargeable to the project are being expensed. At the end of the project period all property and equipment will be recognized as assets and will be depreciated using the straight-line method over the estimated remaining useful lives of the assets.
Inter-Program Receivables and Payables

For purposes of financial statements presentation, inter-program receivables and payables are eliminated.

Foreign Currency Denominated Transactions

Foreign currency denominated transactions is recorded in pesos at the rate of exchange prevailing at transaction dates. Outstanding foreign currency denominated assets is translated at exchange rate prevailing at year-end. Exchange gains or losses from translation at end of year are charged to operations.

3. ADVANCES AND RECEIVABLES

As of December 31, 2001, this accounts consists mainly of advances and receivable for the mid stream evaluation.
the asiadhrра family
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caev@netnam.org.vn or kntn@fpt.vn
Contact Person: Mr. Bui Quang Toan, Chairperson

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(855-12) 876329, (855-16) 866593
855) 365138
cnac@forum.org.kh
Contact Person: Mr. Sil Vineth, Secretary General
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(977-1) 416-143
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cendhrra@info.com.ph
Contact Person: Mr. Antonio Ledesma, Executive Director
WHO WE ARE
The Asian Partnership for the Development of Human Resources in Rural Asia or AsiaDHRRA is a regional partnership of eleven (11) social development networks and organizations from ten (10) Asian nations. All affiliates are involved in the development of human resources in rural areas which accounts for its DHRRA names. All country DHRRAs are one in its vision of the integral human development of Asian rural people who are free, responsible, and self-reliant, trusting their own judgment and ability. AsiaDHRRA believes that its strength is found in its membership in the Asian region and its diversity. While some of the network partners have organizational memberships, others count rural development practitioners and professionals among its members. Each country DHRRA therefore is unique in form and as such faces a diverse set of organization development and management challenges.

HOW IT ALL BEGAN
It all goes back to a historic meeting of kindred minds and spirits. AsiaDHRRA traces its earliest roots to the 1974 Development of Human Rural Resources in Asia Workshop (DHRRAW) which was held in Swanganiwas, Thailand. About one hundred and twenty (120) rural development workers and practitioners gathered to engage in dialogues that focused on the challenges and responses to rural development. At the end of the eventful three-week workshop, a call for continuous dialogue among the participants was made. As such, a support structure, the Centre for the Development of Human Resources in Rural Asia (CenDHRRA), was created to facilitate the sharing and exchanges across the Asian region. Since then, different forms of dialogue and sharing were done to strengthen the movement. In 1994, the movement which was effectively supported by CenDHRRA formally evolved into its present state, a regional network of country DHRRAs known as AsiaDHRRA. After twenty-three (23) years, the regional network is now composed of DHRRAs from Indonesia, Philippines, Malaysia, Thailand, Vietnam, Cambodia, Nepal, South Korea, Taiwan-ROC, and Japan.

OUR VISION AND MISSION
AsiaDHRRA envisions integral human development of Asian rural people who are free, responsible and self-reliant, trusting their own judgment and ability. The potential for such integral human development is rooted in the people’s
own innate resources, culture and faith. In and through a dialogue of life they grow into mutual agreement on what they are able to do together. Through this consensus, people develop a common will to participate in genuine human development. Our mission therefore is to develop human resources in rural areas through the dialogue of life.

**OUR STRATEGY**

Faced with a regional crisis seen in the light of a good opportunity and confident in its affirmed vision, mission, and organizational strengths, the members of the Asian DHRRA family commit itself to a four-point strategy. AsiaDHRRA, given a time frame of five years, dedicates its resources in the pursuit of these strategies.

what we do

"We aim to provide a forum for Asian rural leaders whereby they can discern the significance and implications of the crucial processes by which human potentialities are harnessed for the integral growth of rural people's and communities, and thus enable them to become even more effective Asian rural leaders."

**DHRRRAW 1974**

Since its inception, AsiaDHRRA looks at development as a dynamic process through which the innate potentials of rural people unfold in partnership and dialogue. Process can only be supported by structures rooted in culture and faith, that is living structures at both the community and NGO levels in which individuals are able to participate freely in crafting their personal as well as collective vision.

Given the diversity that is Asia, the regional network takes into consideration the richness of its member country's history, culture, and values in its program design and operations. Another important element that plays a crucial role in network operations refers to subsidiarity. In achieving network goals and performing important tasks, AsiaDHRRA ensures that member-DHRRAs' resources and expertise are fully mobilized. Given these, our tasks are as follows:

Membership Development. Membership strengthening through capability building programs is facilitated by harnessing and mobilizing the resources available within and outside the regional network. So far, several training programs on NGO management and development have been held which served as venues for DHRRA managers to develop and re-examine prevailing management concepts and practices among Asian development organizations. The spirit of volunteerism meanwhile is the focus of some second-generation workshops that also discussed organizational sustainability through second-liner leadership development. "Musyawarah" or the Dialogue of Life, a participatory approach to community development, also became a focal-point of AsiaDHRRA's membership development program. DHRRA
leaders are given the opportunity to experience Musyawarah at work through exposure and integration activities.

Network Sustainability. A primary concern of AsiaDHRRA is ensuring that its strategies, programs, and operations are deemed relevant and therefore sustainable. Going beyond the discussion on financial resources, the network believes in the nurturing, growth, and generation of its various resources - from human to ideas and vision.

As such, successor-generation, a common concern among development organizations in Asia, became the driving force behind some of the training programs being conducted by the network. This is being done in the belief that through the development of committed and capable future NGO leaders in the region will the work of developing human resources in rural areas be sustained.

Another area of sustainability being looked into is more related to the generation of material resources. So far, AsiaDHRRA has been facilitating the generation of support for members’ self-help programs and activities that promote the principles of sustainable development.

Regional Policy Advocacy. AsiaDHRRA is aware that it does not live in a vacuum and that the interplay of global forces is a major development reality. Given its experiences and insights from doing rural development work, the network takes a unique role in disseminating and lobbying for its policy agenda both at the local and international scenes.

This is being done mainly by facilitating the networking and linkaging activities of community-based farmers organizations majority of which are development partners of DHRRA affiliates in the region. By contributing to the farmers’ regional solidarity and working in partnership with other regional bodies, AsiaDHRRA hopes to pave the opportunity for both farmers and NGO workers to be genuine active players in the global discussion and pursuit of rural development.

**IN TERMS OF GOVERNANCE**

Network directions and operations are steered by an active leadership in partnership with the secretariat. At the helm of the regional network is the General Assembly (GA). Composed of representatives from the member-DHRRAs, the GA is convened every two (2) years and its major function is to determine the network’s strategies and directions. In between the assemblies, governance is in the hands of the Executive Committee made up of the Chairperson and three Vice Chairpersons with the Secretary-General as an ex-officio member. The latter, on the other hand, is in-charge of the daily operations of the AsiaDHRRA secretariat. An operations mechanism on sub-regional clustering is also adopted by AsiaDHRRA to facilitate the integration of unique local input and insights in program implementation.
THE NETWORK GOVERNANCE TEAM

*General Assembly:* All DHRRA Representatives  
*Advisers:* Fr. John Dijkstra, S.J., Mr. Djoko Aminomoto, Dr. Angelita Ledesma  
*Executive Committee*  
*Chairperson:* Mr. Guillermo P. Cua  
*Vice-Chairpersons:* Dr. Bosco Lee, Mr. Soetrisno Kusumohadi, Mr. Paiboon Chareonsap  
*Secretariat and Associates*  
*Secretary General:* Ms. Marlene D. Ramirez  
*Program Officer:* Ms. Dulce D. Carandang  
*Project Officer:* Mr. Rolly B. Asuncion  
*Accountant/Bookkeeper:* Ms. Carmencita M. Villavicencio  
*Project Coordinators:* Dr. Bui QuangToan - Vietnam, Ms. Dwi Astuti - Indonesia

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Writers: Marge Lopa-Perez, Rolly Asuncion  
Design and Lay-out: Jet Hermida@raket typo/grapiks  
AsiaDHRRA 2002
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