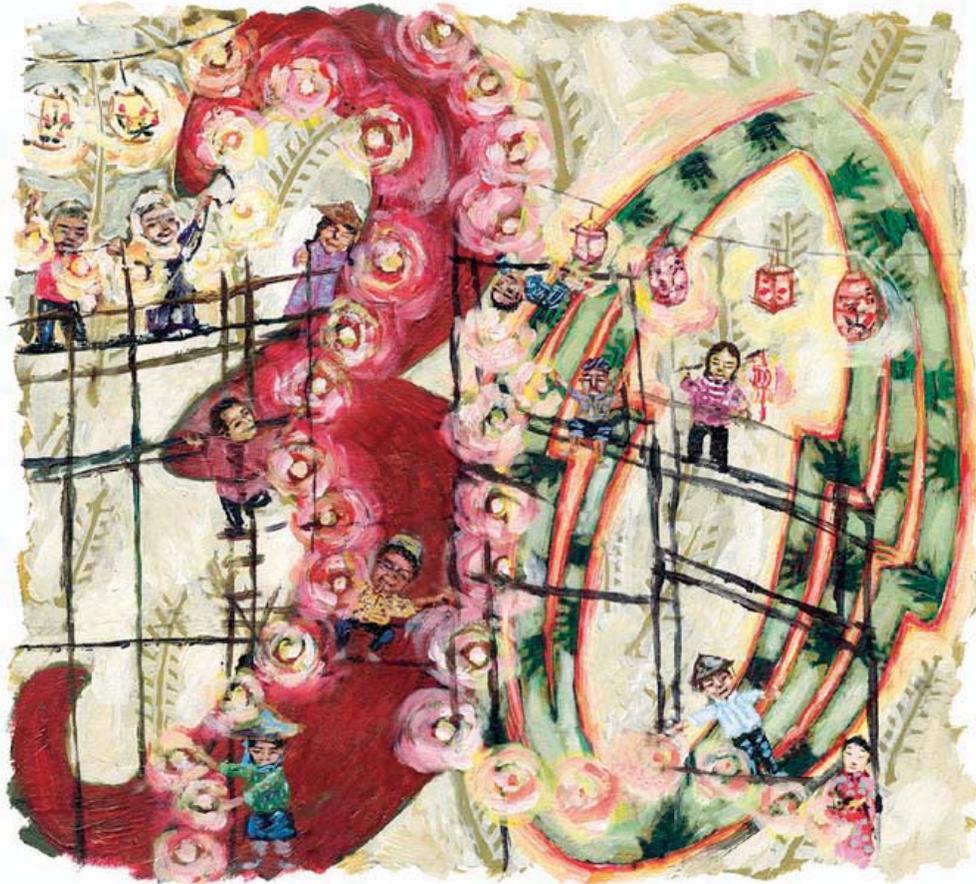


# ASIADHRA



Three Decades of Nurturing Partnerships,  
Solidarity Building, and Working  
with Asian Rural Communities

**AsiaDHRRRA:** Three Decades of Nurturing Partnerships,  
Solidarity Building and Working with Asian Rural Communities

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ISBN No: ISBN 971-92920-2-4

Printed and bound in Manila, Philippines

Published by:

Asian Partnership for the Development of Human Resources in  
Rural Asia (AsiaDHRRRA)

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Publication of this book was made possible with financial  
support from various corporate and civil society organizations  
and individuals.

# ASIADHRRRA:

Three Decades of Nurturing Partnerships, Solidarity Building and  
Working with Asian Rural Communities

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# FOREWORD

Allow us to humbly share in this 30th Anniversary Publication our beginnings, beautifully shared by Dr. Tony Ledesma in “The Genesis of the DHRRAs”, and the highlights of our being a regional DHRRRA network now called AsiaDHRRRA. More importantly, we wish to share the milestones in the lives of our DHRRRA partners as they toiled and celebrated in their work with the rural poor and their communities.

We took this opportunity to publish four “good practices” of the DHRRAs to present their concrete efforts in pursuit of sustainable rural development. The impacts of their contribution to development are of different degrees, shaped as they are by the varying development contexts in each country and the different realities they face as development workers, as leaders, and as organizations.

In our 30-year story, we share the reasons why we exist and the inspirations that keep us growing and flowing as a community of individuals and living structures dedicated to the development of humanity among people in Asia, especially the poor. We thank all the people and partners who shared their love, trust and respect, talents and resources, to make our three decades an inspiring and meaningful journey. We thank MISEREOR for the unwavering partnership. We hope that our stories, brought by our individual and collective experiences, will inspire us to forge together our next decade in solidarity with the rural poor.



We thank all DHRRA friends for their effort to help piece together this anniversary publication. Our gratitude to CIIR-Asia for allowing us to use partly the output of their “Good Practices” documentation project and to numerous donors from various individuals, corporate groups, and NGO partners who made the publication of this book possible.

Our appreciation to the wonderful team of dedicated people from CENDHRRA, PhilDHRRA, and the AsiaDHRRA secretariat, who labored happily to produce this anniversary book.

To Rev. Fr. John Dijkstra, SJ, Drs. Tony and Angelita Ledesma, our beloved pioneers and friends and to our grassroots partners, we dedicate the continuing story of the DHRRA family.



Marlene D. Ramirez  
Secretary General

A sepia-toned photograph of a field of rice. The rice stalks are in various stages of maturity, with some showing the characteristic panicle structure. A small butterfly is perched on a stalk in the center of the frame. The overall tone is warm and nostalgic.

DHARRA  
MILESTONES





# GENESIS OF THE DHRRAS

## The History of CENDHARRA

By Antonio L. Ledesma

### **The Seed, the Spring, the Stone**

**A** mighty river starts from a trickling mountain spring. A massive tree starts from a tiny seed. A great edifice starts from a single cornerstone. What forces reside in the tiny streamlet that it should lead into a mighty river? What generative abilities hide in the tiny seed that it should become a towering tree? What creative patterns were chiseled out of the cornerstone that would hold together a temple?

Today as we celebrate the 30th Anniversary of a mighty river, a sturdy tree, a shining edifice that is the DHRRA family, we pause to look back to its beginnings when it was but a fragile stream, a vulnerable seed, a rough-hewn stone.

The world of thirty years ago found Asians acting out their lives in theatres of conflict and struggle. Brothers fought brothers in the divided countries of Vietnam and Korea. Freedom for Filipinos was a bird trapped in the cage of martial law. The narrow strait between mainland China and Taiwan bristled with weaponry. Authoritarian governments



in Malaysia, Singapore, Indonesia kept watch over what their citizens read, whom they met, what they wrote. And into this landscape of tension and uncertainties, the men and women of the DHRRAs dared to dream of a better world where freedom and justice would prevail and where Asians would recover their lost brotherhood.

## **Planners of the First Blueprint**

The embryonic phase of the DHRRAs started with a circle of Jesuit priests who left their countries in order to work with Asians in promoting social justice. In 1961, they formed the core group of the Socio-Economic Life of Asia (SELA), a committee under the Bureau of Asian Affairs whose president was the Filipino Jaime Bulatao, head of the Psychology Department of the Ateneo de Manila University. Its treasurer was Walter Hogan known as the American Labor Priest.

They were a multinational group. From America came Basil Price to set up a labor school for Koreans while Joe Cavanagh and Richard Becker worked in the small atolls of the Pacific. John Daly, working among Korea's shelter-less, was to win the Ramon Magsaysay award. The New Yorker Patrick Shaules went to Taiwan to work among migrant workers and aborigines. From Germany came Karl Albrecht who promoted cooperatives among Indonesian fishermen. Some twenty years later, he was killed during the riots in East Timor.

From Argentina came Jorge Anzorena, an architect who became the second DHRRAs partner to win the Ramon Magsaysay Award for his creative low cost housing work. From Spain came Juan Andres who set up a social action center in Japan which sent groups of students to work with Vietnamese peasants. From Austria came Augustine Moling who set up a study center for Buddhist students in Bangkok. From Canada came Jean Desautels who was engaged in an adult education program in South Vietnam. From Italy came Antonino



de Gennaro, connected with a worldwide network of social action centers in Rome. He was to die tragically in a plane that exploded in mid-air on his return trip to Rome from the DHRRAW workshop. From England came Joseph Garland to work with trade unions in Malaysia. There were also Irish among the SELA members: John Collins who set up the credit union league of Hongkong; the eloquent Gerard Keane's work in media made him suspect in the eyes of a watchful government that did not tolerate critics. Down under in Papua New Guinea, Australian Phillip Kurts worked with university students while Mark Raper specialized in working with aborigines and migrants. And from the dikes of Holland by way of Indonesia there came John Dijkstra – the beloved and irreplaceable father of the DHRRAs.

It was from this group of men with their brilliant array of talents and experiences, men who thought nothing of giving up country and security, men who loved and respected Asia and its culture, its mores, its struggling poor – that the DHRRAs received their initiatory identity, their inaugural energy and direction.

## **Preparing DHRRAs' Seedbed**

The second set of co-creators of the DHRRAs were the men and women whom the SELA advisors chose as participants of the three-week 1974 workshop in Swanganivas, Thailand which launched the network and its secretariat.

## **Indonesian Pioneers**

Among the 12 participants from Indonesia chosen by Fr. Albrecht were persons with intensive experience in rural development activities like Bambang Ismawan, founder and president of the Bina Swadaya Foundation. After their studies, he and his wife Sylvie joined the Pancasila Movement one of whose founders was Fr. Dijkstra whom they first met in 1962.



Bambang participated in nearly all of our CIRD workshops whose discussions he enriched with the wealth of his experiences in farmers' movements. Soetrisno Kusumohadi was in the staff of the Solo-based CD Yakkum (Community Health Foundation). I saw glimpses of Solo for the first time riding with Soetrisno on the back of his motorcycle. He has devoted much time in planning for the growth of the network and has held key positions in the DHRRA Boards, culminating with his election as the Chairperson of AsiaDHRRA. The only woman in the group was an outstanding educator, Mrs. Soesiati Tridayat coordinator of the Pendidikan Kesejahteraan Keluarga, a family welfare education project. Saleh Widodo, the humble but courageous principal of an Islamic agricultural school was a dear friend who brought in innovative ideas that brought renewal to traditional customs. We grieved when he died at an early age. Apih Safari of the Gerakan tani Indonesia, a farmers movement was the principal of a rural school. He became a SEARSOLIN scholar where he inspired other Asian students by his thirst for knowledge and persistence in his studies.

The Indonesian group included government officials among them were Washington Napitupulu of the Institute of Social Research and Development; Jouwe Bas who headed the Agricultural Department in Irian Jaya. Other Indonesian members of the pioneer DHRRA group were: the sociologist George Yumus Adicondro who had to go into exile after his criticisms of the Suharto government caught the anger of the military. Thaharuddin Hutasuhut of the BUTSI Secretariat, Adrian Manubelu of the Institute of Social Research and Development in Flores and who died on the first week of the workshop from an illness he carried with him before coming to Thailand; Halle Powatu of the Protestant Church in Southeast Sulawesi; Robertus Sutjipto a veteran community worker of the Lembaga Karyadharma; Mangara Simanjuntak a development worker.

At DHRRRAW 1974, the Indonesian group defined human development as “a process of self-discovery wherein man(and woman) realizes his (her) dignity as an individual and as a social being, and which motivates him (her) to fulfill his (her) inherent needs, individually



and in mutual cooperation with his fellow human beings.” It was in DHRRRAW that the other country groups learned how to dialogue the Asian way based on the Indonesian cultural processes of musyawarah (mutual dialogue), mufakat (consensus) and gotong-royong (mutual cooperation).

## Japanese Pioneers

The first DHRRA participants from Japan chosen by Fr. Juan Andres, were a mix of rural practitioners and academic professors. This composition posed a problem in a culture where the university professor is deemed superior to the rural farmer. But the goodwill and understanding of the academics and the rural workers kept this problematic from developing into a crisis. Among the rural participants was Hiroyoshi Nagadomi, a farmer and organizer of the Society of the New Life Movement and who, with his ever-handly Japanese-English dictionary, was chosen as the participant most admired at the three-week long DHRRA workshop.

Due to the language problem, our contacts with Mr. DHRRRAW became sporadic through the years, much to our regret. The other person who greatly impressed the DHRRAAs was the only woman in the Japan group, Miss Ayoko Furukawa an agricultural extension officer. Her suggestions were concrete and useful, based on her long years as an extension officer in rural Japan. In our follow-up meetings where we met her once more, she introduced us to the efficient agricultural extension services in her rural area.

The Japanese group also had a youth representative in Eiji Takeshita of the Young Farmers Association. From academe were Professors Teruo Fujiwara and Yosio Yukawa of Yamaguchi University. Both professors headed the early JaDHRRA. Prof. Fujiwara, who is a water engineer expert, found time to organize the Japan Overseas Foster Parents Association (JOFPA) which supported schools for tribal minorities in the Philippines and



Vietnam. Another university professor was the gentle journalist Hideo Takeichi who taught at the Jesuit Sophia University in Tokyo. He wrote about DHRRRA activities which were published in local newspapers. Hajime Kikuchi, Associate Director of the Asian Rural Institute. Kikuchi-san often hosted DHRRRA visitors to ARI which, like SEARSOLIN, is a training center on rural development approaches whose practical courses were attended by the staff of neighboring Asian NGOs; Rokurou Kumasaki who managed a garden where roses grew all year; Masaaki Otsubo, who was in the planning unit of the Department of Agricultural Administration, Shimane Prefecture; Hisato Tamura, an agricultural extension worker also in Shimane; Nishikori Toshio, manager of an agricultural enterprise in Shimane. Another participant was: Toshio Izu a technical supervisor of the Yamaguchi Prefectural Government;

At the end of DHRRRAW, the Japanese participants gave these reflections: “Through this workshop, I found out that I was not only a Japanese, but also a member of a world community.” Another wrote: “My private follow-up contributions will be to make efforts that Japanese companies and big business do not get out of control and that Japan’s economic aid respects the will of the people receiving them and really makes a contribution to better their living standards.” And another noted: “I will always remember my encounter of the human dimension during DHRRRAW.”

## **Korean Pioneers**

To represent South Korea, Frs. Daly and Price chose a dynamic group of development experts. The director of the Catholic Rural Leadership Education Institute, Fr. Peter Byun Ki Yung was present. The husband and wife team who were to contribute much to the sustainability of KoDHRRRA were there, Dr. Chija Kim Cheong and Dr. Ji Woong Cheong. The Cheongs wrote articles on rural development among women and farmer groups that drew attention in academic circles of DHRRRA projects. Through the many vicissitudes



undergone by KoDHRRA, the Cheongs remained steadfast in keeping it active and linked to the CENDHRRA network. Yonsuk Chung, a courageous defender of the rights of the rural poor. He was a dynamic leader in the Korean Catholic Farmers' Movement. J. R. Augustine Kang, the internationally recognized charismatic leader of the Asian Confederation of Credit Unions; the third DHRRA partner to be given the Ramon Magsaysay award; Augustine was also an author of reflective stories that carried practical and moral lessons and were written with humor and simplicity. His advice and example influenced not only KoDHRRA but the entire network. Sun Yo Kim, a graduate student of education in the Seoul National University.

Rev. Jae Ki Kwak, secretary-general of the rural life department of the Presbyterian Church of Korea; another outstanding leader of KoDHRRA; his church's radio programs had a large audience in rural Korea. Yeong Chul Lim, an officer of the famous Canaan Farmers' School. This institution was a center of innovative rural projects animated by a humanistic vision and which inspired many visitors to emulate in their countries. Miss Yung-ae Um, another activist member of the Korean Catholic Farmers' Movement; her courageous defense of the rights of women rural workers often brought her problems with the military. Other Korean participants were: Sang-Ki Lee, consultant for the Korean Agricultural Research Institute and Jae Hak Lim an agricultural extension officer in Kwangju-Gun Agricultural Guidance Office.

The Korean DHRRRAW group defined "development of human resources" as "the growing process of removing the oppressive obstacles and deficiencies existing in the given political, social and economic conditions of the area in which rural man (woman) finds himself and through education and training, achieve the physical, intellectual and spiritual completion or perfection of his (her) God-given resources so that he (she) may come to play a fruitful and effective role in his (her) community.



## Malaysian Pioneers

The Malaysian group chosen by Fr. Joseph Garland mirrored the country's racial mix: Malays, Chinese, Indian. Victor S. Basnayake was an expert on plantation economy. He was the manager of the Sabah Land Development scheme. Young social worker from Sarawak was Francesca Chai whose work is among rural communities in East Malaysia. With her was another social worker for the Catholic Mission in Sarawak, Winifred Chai. The Industrial Relations Officer of the influential National Union of Plantation Workers (NUPW) was Ishak Bin Buyong who linked CENDHRRA with Malay NGOs and Islamic youth leaders. Working with Francesca and Winifred Chai was the quiet Lucas Kehing also of Sarawak. Mohamed Iqbal was an assistant director for publications of the Malaysian Centre for Development Studies. He was instrumental in introducing the network to government circles.

N.S. Anthony Muthu was the founder of the P.K.R. Social Movement whose work was focused in the plantation areas. It was Anthony's dedication and sacrifice that enabled MasDHRRA to surmount problems in its early years. His enthusiasm for helping the needy never diminished and in spite of his physical handicap, Anthony kept working until his untimely death. P. Sanglili Muthu was a field worker with the National Union of Plantation Workers (NUPW). Sauriasmuthu Sinnappans was a social worker at the Fatima Training Center while Arokiam Santiago was also a social worker for the NUPW. The diligent and humble P. Valliamah whose parents were likewise plantation workers, was to marry Anthony Muthu. Both were to maintain the existence of MasDHRRA even during hard times. Valliamah's priority work was in the education of plantation children.

In evaluating the three-week DHRRAW, the Malaysian group had this to say: "It is wonderful to know one is not alone – that in other parts of Asia other people are engaged in the same struggle as yours." "I feel there was not enough stress given to conscientization



and politicalization which are crucial to human development.” “Through the dialogue process, DHRRRAW was able to form a nucleus of rural development leaders who can meet to discuss and assess situations and their differences with understanding.”

## **Micronesian Pioneers**

The Micronesia group was made up of five persons who were connected with the various programs of the Jesuits who established an Agricultural School on the lonely atoll of Ponape. Among them were Deacon Korophin Kermen and Sister Dorothy Nook, who taught in the Mission School and Wendolin Sue, Narsi Kostka both farmers. They were joined by Yasuo Yamada, superintendent of Ponape’s elementary schools. For many, the trip to Thailand was their first long travel to a foreign land and at times the traffic and tall buildings overwhelmed these islanders.

In their concluding reflections, the Micronesians noted that “we have experienced things we only heard about before. Our horizon has been widened.” “I come out of DHRRRAW convinced that human development cannot be restricted to measures of material progress.” “For us in Micronesia, development of people begins with an awareness of our rights, responsibilities, our talents and abilities as individuals and as a community; and understanding of our dignity...”

## **Papua New Guinea Pioneers**

Papua New Guinea sent 5 representatives, three of whom worked in a development bank, namely: Haiveta Lavaki, Charles Ritma and Tau Vere. On the other hand, Theodore Banda was assistant director of the Department of Lands Surveys, while Karol Kisokau was with the Department of Agriculture. Their informal leader was Utula Samana. At the start of DHRRRAW, Utula was a college student in Port Moresby. After graduation, he entered



politics and became Prime Minister of Morobe province. His wife was more in grassroots development work as a member of a Christian church NGO. Since the original group that went to DHRRRAW hardly had any involvement in rural work, the Papua New Guinea DHRRRA failed to materialize.

## **Filipino Pioneers**

The twelve Filipinos who went to DHRRRAW 1974 had a core group of activists whose political ideology originated from the internal tensions related with their conflict with the Federation of Free Farmers (FFF). They were Victor Cunanan who headed FFF's education department; former FFF officers Manuel Mondejar, Frank Dinsay, Fr. Edgardo Saguinsin. Besides this group were Luciana Alejandrino who was trained under the founder of the Rural Reconstruction Movement and who was Training Director of Sariling Sikap, Inc. A specialist on rural health was Sr. Eva Varon. Farmer leaders were Eleno Lavadia from southern Luzon, Quirico Batilaran of South Cotabato, Ruben Bihag of Laguna, Teofisto Dahino of Bukidnon, Felicisimo Patayan and Arturo Felisilda of Zamboanga del Sur, Emiliano Lomod of Bukidnon.

Because the activist group had a political agenda to promote which puzzled the other nationalities, the Philippine group failed unfortunately to make an impact at DHRRRAW. Neither were they able to have follow-up meetings since a number of them joined underground forces. This is the reason for the delayed formation of PhilDHRRRA within the DHRRRA network family.

However disunited the Philippine group was in DHRRRAW, they nevertheless had reflections that were meaningful. They defined genuine human development as entailing "the liberation of every person, both individually and as a community, from the various forces of oppression and exploitation that constrict and stifle his (her) aspirations and



freedom. Human development occurs when a man (woman) is liberated from the physical constraints of hunger, disease and ignorance. It also occurs when man (woman) is liberated from the spiritual constraints of egoism, irresponsibility and apathy.”

## **Vietnamese Pioneers**

The Vietnamese group was basically a research study group working in rural communities. Its ten members had extensive field experiences in training rural leaders, dissemination of agricultural literature and practical support of rural cooperatives. They were: Doan-cao Ly, Doan-min Suu (Buddhist Youth for Social Service-BYSS), Duong-ngoc-Thanh (De Rhodes Educational TV Center), Le-van-Kiem (lawyer), Ngo-van-Xanh, Pham-huu-Thanh (Professor, Saigon Normal School), Nguyen-Ton (School of Social Work), Bui-ky-Tran (teacher), Nguyen-duc-Tuyen and Hoang-ngoc-Tue of the Farmers Duca Movement. After the fall of Saigon, the group dispersed and some made their way as “boat people” to America.

Taking into account their political situation in the 1970s, the workshop reflection paper of this pioneer group from South Vietnam had this to state: “It seems that whatever social action we have proposed and realized is but a drop of water in the ocean, the effect of which can be reduced to nothing under the weight of unchanged social structures.

The question then is whether one should start with liberation before development.” The group tackled the relationship between the individual and the community. On this topic they noted: “Needless to say, freedom is cherished by all, but this could easily lead to egoism. On the other hand, the common good of a community is deemed necessary in spite of the caution that an extreme focus on the common good can stifle the growth of the individual. But it is inconceivable to develop as individuals separately from a community, and vice versa. Thus, development is the very work of harmonizing this dual factor in the



growth of persons – the individual and the community: all contradictions between the two have to be solved.”

## **Taiwanese Chinese Pioneers**

Seven persons composed the Taiwan group to DHRRRAW. Two were members of dynamic Farmers’ Associations in their locality, namely: Te-Yaun Chien and Shu-jai Wang. Others were trainers of farmer cooperatives like Chun-Ying Chang and Frank Lin. A fruit marketing cooperative representative was Jenn Shaw Liao. The Credit Union League was represented by Thomas Su. The elder statesman of the group and who through the years would be the most active in the DHRRRA regional programs was Tien-Min Pu who was with the research center of the Cooperative Bank of Taiwan.

The reflections at DHRRRAW of the Taiwanese group focused on the objectives of human resource development which they listed as: “a happy and meaningful life and a consciousness of mutual service and freedom in a well-balanced society...As possessors of inner resources, talents and abilities, people should grow and develop themselves under conditions of open and equal opportunities. In this manner, they will be able to meet the ever-changing aspects of life. This process of development is a life-long effort...”

## **Thai Pioneers**

The host Thailand team had thirteen members. Among the government officials were Sompobe Ambupraphab, superintendent of the Public Welfare Department in Prachaupkirikan; Samer Jantarapoot of the Community Development unit in Bangkok; Thamrong Daungpatra, technician in the Cooperative Promotion Department in Pethburi.

With the rural life projects of the Christian Churches located in Chiang Mai were Sompong Potikom and Yapaluang Hasuwan; Pipat Chaisurine was manager of an animal



bank project while Tsong Srinkeau was its treasurer. Based in Bangkok as secretary-general of the Church of Christ was Wichaeen Watakeechoen. Those with projects of the Catholic Church were: Chunchai Lekprasert, social extension worker with the Catholic Council of Thailand for Development (CCTD); Luan Nakphansa also of the CCTD as director of its rural development unit; Fr. Suthep Namwong, head of the CCTD Project Department. Fr. Namwong was the informal leader of the group and generously contributed to its growth and survival in critical times. One who impressed all of us at DHRRRAW was the farmer Na Pombehra who was impatient with theories since he himself was a man whose daily work consisted of hands-on labor in his farm.

The use of English as the workshop's medium of communication always presents a problem to citizens from Korea, Thailand, etc. But our Thai hosts, handicapped in their mastery of English, more than overcame this difficulty by the warmth of their hospitality and renowned gentleness and courtesy.

## **The Circle Expands**

The mandate given to CENDHRRRA by the 1974 DHRRRAW participants was to set up a regional secretariat and to devise ways and means to continue the sharing and dialogue they experienced in the Thailand meeting. This meant the establishment of an Asian network whose core members were the DHRRRAW participants. The main program to set up this network was the CENDHRRRA Integral Rural Development (CIRD) workshops which were held every six months in different countries. Organizing these workshops meant expanding the original core group to include new members.

In the course of its regional work, CENDHRRRA came to know outstanding leaders from the countries where its network operated. Indonesia introduced us to Dr. Sarino Mangunpranoto, former Education Minister of Indonesia and founder of the Farming



School of Ungaran. He was for Cendhrra the charismatic philosopher of the “inner man” and taught in season and out of season that man and woman’s inner growth, his creative potentials (whose source for him was the Almighty) are realized through concrete service to others, especially the poor.

Another Indonesian friend was the well-known disciple of Mahatma Gandhi’s non-violence approach, Ibu Gedong Bagus Oka, who started an ashram in Bali. Likewise in the 1978 CIRD workshop on Religion and Culture, we met the architect Robi Sularto and his wife Menul who introduced us to the artistic and cultural world of Indonesia. Another Indonesian contact was Dr. Soejatmoko, former ambassador to the United States and who later became president of the United Nations University.

Japan introduced us to Dr. Osamu Muro respected critic of Japanese NGOs’ anemic involvement (in the eighties) in development cooperation in Asia. In the Philippines, we enjoyed the confidence and profited from the advice of the American Jesuit William F. Masterson, founder of SEARSOLIN. He chose CENDHRRRA, which had helped him set up the first follow-up training of SEARSOLIN alumni, to evaluate its programs of 25 years.

Dr. Liem introduced us to Madame Nguyen Thi Hang, then Vice-Minister of Vietnam’s Ministry for Labour, Invalids and Social Affairs (MOLISA). She was decorated for her defence of a strategic bridge which American warplanes sought to destroy but were prevented by the bravery of the anti-aircraft cadre led by this young rural girl. As a key official of Vietnam’s largest Ministry, she invited CENDHRRRA to carry out research and training activities in Vietnam and to share with MOLISA the development approaches of the DHRRAs, a relationship of trust which facilitated the subsequent entry of Misereor’s and GTZ’s poverty alleviation programs.



## The DHARRA Wheel gets a Center

John Dijkstra liked to picture the DHARRA network as a wheel. The wheel in a farmer's cart has three parts: the hub in the center; the outer rim which contacts the road and the spokes which connect the rim with the hub. For Dijkstra, the rural people make up the wheel's rim since their lives touch reality, come into friction with the ground. They are the most important part of network's wheel.

Communication is the lifeblood of this network. DHARRAs are the carriers of data on how the rural poor view their life's problems, the solutions they explore, the simple but rooted processes that their fathers have tested. The task of the CENDHARRA communication system was not to import novel farm practices which were successful in other cultures but which were alien to local conditions. This knowledge cannot be acquired by visits of a sporadic and limited nature. It takes time and a longer immersion in rural life and its often harsh conditions to acquire this sixth sense of what is suited to a local community.

The CENDHARRA staff made efforts to close the gap between theory and practice. As Paulo Freire noted, the knowledge and insights resulting from this first-hand experience are shaped and reshaped in a constant movement from practice to theory, then back to a new practice.

John Dijkstra describes this process, saying: "It is clear that in the Center really humanized experts should work, analyzing rural people's contribution to their problems, understanding the real situation and conditions of rural people so that the ideas it produces never bypass people, are understood by them and do not ignore their capacities. It is therefore important that the action-reflection done in the Center on rural people's process of humanization, is always shared with the people so that they themselves acquire the capacity to reflect on their actions. To endeavor that rural people move of themselves



based on the raw experiences which they bring to the Center, this to me is the main and unique task of CENDHRRA.”

The Dijkstra statement was echoed by S. L. Parmar in his paper at the 5th Assembly of the World Council of Churches, Nairobi, 1975: “A society must begin with its reality. If poverty and injustice are the main facts of economic life, the potentiality of the poor must be the main instrument for overcoming them. This would be possible if people in developing countries discover a sense of dignity and identity within their socio-economic limitations. To assume that only when we have more, when we are nearer to the rich nations, we will have dignity and identity, is a new kind of enslavement to imitative values and structures.”

In the pursuit of this reality, CENDHRRA staff went to the rural areas. Remote villages isolated after typhoons flooded roads were visited by our staff bringing medicine, food and shelter materials. Research work was done in the field: in Pangasinan among small entrepreneurs operating credit union clubs; in Pampanga among evacuation centers after the massive volcanic explosions of Mount Pinatubo. Our staff regularly monitored Sariling Sikap projects among coconut farmers in southern Luzon and eastern Davao. Case studies of the San Simon farmers’ training school and of the Federation of Free Farmers were written. Evaluation studies of the Manabo irrigation system and of the farmers training curriculum of Indonesia’s Yayasan Purba Danarta provided more contacts at the village level.

In the interaction between the Center and its DHRRA partners, the thrust of the discussions was the network’s fidelity to its principles of promoting the maximum participation of the rural poor in all phases and aspects of the development process. Development programs of the DHRRA family must foster self-reliance, local control over resources, empowerment and participation of the marginalized sectors.



Through the years, CENDHRRA stood by its policy that the Center must not grow at the expense of the periphery. Thus, CENDHRRA did not channel resources towards itself as an institution with its own office building. It was determined to dwell as it were in a tent that could easily be folded up when its work was done. This lack of an elaborate institutional infrastructure meant that the staff was free to focus on serving its partners. It was a highly mobile team that had no vested interests to defend. As a result, it was trusted by contacts from varied ideological, religious, cultural persuasions.

But CENDHRRA's identity is not easily defined. Its activities defy confinement in one mold. It started as a service secretariat for the DHRRA network. Then it became the manager of an NGO working with Filipino rural poor. Next it added consultation work with religious leaders on the formation of candidates to the priesthood.

Later it became a Center for the defence of human rights. In the 1990s it went into relief operations. A few years later it was the administrator of a Capital Fund for small entrepreneurs. It was also co-editor of IMPACT magazine. It became the evaluator of farmer training institutes. It metamorphosed into a training unit on planning and management methodologies for church programs not only in the Philippines but in Myanmar.

It was also a bridge leading to closer ties between North and South peoples and development agencies. Organizer, evaluator, counselor, defender of human rights, editor and publisher, NGO manager, small credit agent, bridge between North and South, political-social-economic analysts – this varied mix of initiatives and the complex web of responsibilities attached to them were implemented by a core staff that seldom exceeded 5 full-time members. Observing their team work, a German visitor remarked in what was meant as a compliment: “Their efficiency was Teutonic in character!”



The impermanence and transitoriness of CENDHRRA's character, its decision not to become an institution meant that it could not offer its staff long-term posts with guarantees of security and tenure. Thus its work ethos took on the character of ad hoc multidisciplinary teams that met to accomplish a task and disbanded once it was done. And so they came with their budding creativities, their vibrant enthusiasm, their generous spirit that could work long hours at a moment's notice, the stubborn postures to defend their views – their youthful energies pushed CENDHRRA to launch into the deep.

With pride and gratitude we recall them and follow where they went after their stint with us: Tina Liamzon to Rome for studies; Tony Quizon to head ANGOC; Karen Tañada to political work; Tess Castillo to Germany's development aid scene; Bobby Francia to government's trade and industry department; Alexis Salinas to family counseling; Susan Wong to Africa's poor communities; Sandra Yu to ILO; Fabs Catipay to Cebu's social action work; Gus Rodriguez to teaching philosophy; Song Vo Kyung to Korea's consumer movement; Noelle Rodriguez to head the history department of ADMU; Tini Ngo to Vietnam's poverty alleviation program; Mayette Aoanan to Baguio with her family; Dodgie Osabel to election as a Party List Congressman; Stella Mendoza to Land Bank, Manila; Rose Dayanan to credit programs in Davao, Roger Obja-an to Pampanga to start a childhood educational center.

Dr. Ngo-huy Liem's made manifold contributions to CENDHRRA through many years and they enriched and refined the theories and praxis that give coherence to our core activities. He was our bridge to many organizations – to diocesan programs in the Philippines, to interpreting the framework conditions of Germany's economic aid policies, to initiating our Vietnam programs with key ministry officials. He was more often to be found in a mountain trail of remote villages than in the chair of an air-conditioned office.



## Dialogue with a Donor

We have described so far three sets of agents who shaped the beginnings of the DHRRRA network, firstly: the SELA members who crafted the DHRRRAW concept and who chose the first national groupings; secondly, the pioneers who participated in DHRRRAW 1974, and thirdly: the Center which served as the network's secretariat. Now it is incumbent to include a fourth agent: the donor agency.

There are apprehensions, often unstated, whenever the subject of donors is discussed. The tension comes from the sense of entering into a relationship between unequals with the side holding the funds dominating while the side asking (begging) for funds humiliated. The tension comes due often to the fact that the main tool for communication between donors and the applicants for aid is the project proposal.

But as we wrote on the occasion of Misereor's 30th anniversary in 1986: "the language of partnership cannot be confined within the framework of a proposal. When an Asian bishop sends in a request for support of a training workshop for fishermen, he is searching for a language to communicate, not so much his need for funds, but to have his vision for his diocese understood and how his request fits in with that vision. We need a new language between Misereor and its partners where the rejection or acceptance of proposals becomes the opportunity for discovering new strengths for the creative handling of technical weaknesses."

This dysfunctional communication problem did not characterize the relationship between CENDHRRRA and its donor-partner MISEREOR. The responsible persons in both organizations carefully forged a relationship that was marked with mutual respect and understanding rather than one limited to assessing the monetary value of proposals.



MISEREOR saw in CENDHRRA's character and commitment the lineaments of a trusted partner with whom it could dialogue with uninhibited professional frankness and sincerity.

We elevated the usual discourse between a donor representative and a project applicant. Traditionally, it is an unequal relationship best described as one between a benefactor and a beggar. But we were persistent in our insistence that in reality, it is the applicant who has the facts and the essential resources of creativity, diligence and responsibility which are needed to bring fruition to the project. Thus, the donor representative is the learner and partner who listens with patience and sensitivity to the community where the project is positioned. As we stated earlier, to confine this partnership within the donor-designed project framework would reduce the humanity of both donor and applicant and transform the development process from partnership to mendicancy, from self-reliance to dependency.

The trust and respect that marked the quality of this relationship between a North donor agency and a South development unit made possible frank exchanges of critical views, the exploration of new approaches, the mutual awareness of cultural factors, and the installation of new policies. MISEREOR derived benefits from this relationship. For example: Cendhrra's contacts with Chinese government officials and with the Bishop of Shanghai were the catalysts for opening a China Desk in Misereor. Cendhrra's good working relationships with Misereor and with EZE, its counterpart in the Protestant Church brought about occasions for bringing these two agencies into dialogue. Misereor regularly sent requests to Cendhrra for information and preliminary assessments of new project proposals from Asia.

Cendhrra was part of the international team whose workshop recommendations led to the adoption of a poverty alleviation focus by the German Ministry for Economic Cooperation



(BMZ). CENDHRRA as the Asian partner of the Commission for Justice and Peace of the German Catholic Church co-organized and implemented an Exposure-Dialogue Program which enabled German decision-makers from parliament, church, media and business sectors to dialogue and have first-hand experiences of life among the rural poor. With the help of Mr. Karl Osner, we organized a similar program for the CUSANUSWERK. The local German Embassy regularly asked us to brief visiting German parliamentarians like Prof. Dr. Winfried Pinger and church leaders like Bishop Walter Kasper on the country's socio-political situation. When Cardinal Hoeffner of Cologne visited Manila, his short address to President Marcos was prepared by Bishop Schwarz in the CENDHRRA office and so too with the response of Dr. Johannes Niemeyer of the Catholic Bureau, Bonn, to the honorary doctoral degree given him by a Manila-based university.

CENDHRRA has also defended Misereor from accusations that it channeled funds to organizations of the Left engaged in armed struggle against the Marcos government. Our assessments of crisis-conditions prevailing in the Philippines reached the German public through interviews of Mr. Erhard Haubold, the Asia correspondent of the Frankfurter Allgemeine Zeitung who participated in several Exposure-Dialogue Programs. CENDHRRA was often asked to brief officials of GTZ, KfW, BMZ on political economic and social issues that could affect their work in Asia.

If Misereor benefited from Cendhrra's initiatives, so too did Cendhrra derive benefits from Misereor's support. The terms of assistance given through Misereor to Cendhrra were of such a flexible nature that it enabled us to respond rapidly to emerging needs and unforeseen crisis not only among our DHRRAs but also among the Asian NGO community. Thus ANGOC survived its first years mainly through CENDHRRA's support, believing as we did in its potential to be a regional secretariat of Asian networks. On short notice, because of Misereor's flexibility, Cendhrra could readily help Muslim rebel returnees to work their neglected farm lands in Mindanao.



Our confidential help to Cardinal Sin throughout the martial law period was facilitated and supported by Misereor. Thus, we had ample space to draft the key speeches of the Cardinal during martial rule, to accompany him to Cologne to receive new TV transmitters for Radio Veritas from Cardinal Hoeffner, to prepare the background materials for his interviews with German and Swiss media. We also prepared the talks of the Cardinal for his historic visit to China and for the return visit of a Chinese delegation to Manila which included the Bishop of Shanghai Jin Lu Xian.

At around this period when many Asian countries were under authoritarian governments, CENDHRRA established its own human rights office which was linked to the London-based Centre for Human Rights and Responsibilities headed by the 1959 Nobel Peace Prize laureate, the Hon. Philip Noel-Baker. Its chairman was the famous violinist Yehudi Menuhin whose sister Hepzibah together with her husband Richard Hauser were responsible for working out this linkage.

It was the liberal terms of Misereor's support that enabled us to engage in a variety of initiatives in the church sector. Thus, we became technical consultants to the Second Plenary Council of the Philippine Church, preparing key documents and papers. Because we had the autonomy and flexibility coming from our partnership with Misereor, we could rapidly explore new initiatives as they arose.

Thus, we could quickly shift our resources from traditional development activities to the newly identified needs of the Churches of Myanmar and the Philippines for training in management and planning methodologies. We could respond quickly to the request of Remmy Rikken and Lino Brocka for the Philippine Educational Theatre Association (PETA)'s ambitious plan to establish its Asian Outreach Program. For a brief period, we supported Fr. Bonnie Mendez in establishing the Center of Human Development in Pakistan after his tenure as Secretary-General of the FABC Office of Human Development.



The German government involved us in discussions on ways to improve their development aid. Dr. Peter Scholz, Germany's ambassador to the Philippines was a friend with whom we shared dreams for a better world; he knew the Philippines better than do many Filipinos residing in our plush subdivisions since his favorite destinations were to remote tribal communities whom he quietly aided; Richard Brantner, Director of the German Bank for Reconstruction and Development (KfW) and his towering assistant Dr. Stephan Kinnemann; Dr. Jero Jentsch of the Ministry for Economic Cooperation (BMZ), Dr. Hansjörg Elshorst, Managing Director of the German Agency for Technical Help (GTZ), Ms. Marlene Lenz of the sub-committee for Human Rights of the European Parliament, Ms. Rita Waschbüsch member of the Federal State Parliament of Rhineland-Palatinate. From the private sector: Ms. Marietta Gesquiere-Peitz journalist and editor; Willi Erl of DED; Dr. E.W. Kropp of GTZ, Dr. Annette Schirmer-Seiffert of DSE.

We valued especially the professional advice and collaboration of Misereor friends and our other contacts within Germany's development community. Among them: Msgr. Leo Schwarz, MISEREOR's executive director whose missionary heart is with Latin America's poor peasants; he wrote a book based on his exposure experience in Alaminos province, Philippines. He became the assistant bishop of Trier. Bishop Franz Kamphaus of Limburg, proponent of a New Alliance of Solidarity between North and South Churches. Msgr. Norbert Herkenrath who succeeded Msgr. Schwarz as Misereor's executive director brought the ebullient enthusiasm and spontaneity he acquired as a missionary in Latin America into the wintry cold of the Aachen bureaucratic milieu.

Prof. Dr.Theodor Dams, who from our first meeting in DHRRAW 1974 guided our hesitant steps in the uncharted paths of development work with his critical remarks and practical advice on our network priorities and grassroots processes. Dr. Ulrich Koch, who worked quietly and humbly in the background as he guided Misereor wisely and courageously throughout its foundational years. Mr. Stephan Puhl, with whom we spent



many hours in many places on many topics arguing over differences only to discover how strong and lasting were the bonds of our friendship – so soon to be cut by his early death. Space here limits us from naming all, among them Irmgard Icking, Günter Linden, Walter Gindele, Clemens Kronenberg, Vu Tu Hoa, Franz Pils, Albert Breuer, Thomas Lawo, Reinhard Hermle, Manfred Sollich, Georg Krause.

## **The Gift of the Seed, the Song of the Spring, the Niche of the Stone**

This year we mark and recall thirty years of DHRRA history.

*Thirty years ago, we were that buried seed to what is now the strong and shady tree that is the DHRRA family.*

*Thirty years ago, we were that silent spring that fed into the mighty river that is the DHRRA network now.*

*Thirty years ago, we shaped CENDHRRA to be the hidden cornerstone of the DHRRA edifice.*

*There is a time for the seed to release its life that a sturdy tree might exist.  
And there is a time for the seed to disappear.*

*There is a time for the spring to accompany the surging river with its song.  
And there is a time for it to be silent.*

*There is a time for the stone to be chiseled to perfection.  
And there is a time for it to hide its presence.*



We reached that time in 1994. In a meeting held likewise in the Development Academy of the Philippines, we told our partners that the time had come for us to fold our tent and to move on. It was time to form a new secretariat.

*Today, as we look back to what has been accomplished in ten short years by the DHRRAs and its Secretariat, as we stand before the mighty tree, the dynamic river, the imposing edifice that is the AsiaDHRRA Family, we saw that “It is good! It is very good!”*





# ASIADHARRA HISTORY

## FIVE PERIODS OF GROWTH

### **Birth of DHARRA movement in August 1974**

AsiaDHARRA traces its earliest roots to the 1974 Development of Human Resources in Rural Asia Workshop (DHRRAW) held in Thailand in 1974.

### **The nurturing of CENDHARRA (1974-1994)**

It was the Center for the Development of Human Resources in Rural Areas (CENDHARRA), which saw through the different stages and courses of development which the DHRRAW participants took. CENDHARRA was organized under the leadership of Drs. Antonio and Angelita Ledesma in 1974 as a response to the demand for a center where the DHARRA spirit could be nurtured.

The humanist element in CENDHARRA's framework was strong. It emphasized the dialogue of life, interpersonal sharing of insights, exchange of experiences, and participation of rural people in protecting their communities and lives against dehumanizing interventions. Since rural technologies were the key instruments of state led interventions for rural development,



CENDHRRRA analyzed their dangerous effects to the lives of the rural people. They saw that in the name of modern technologies, the development of human resources suffered or was ignored. Thus, human resource development became paramount for meaningful development.

### **Formation of AsiaDHRRA (1994-1998)**

During this period, the AsiaDHRRA secretariat was constituted, following the decision of CENDHRRRA to give up its secretariat role for the DHRRA movement. As a new office, and as an organization given a new identity, the AsiaDHRRA leadership tried to find its footing as it faced the multiple tasks: of setting up an autonomous identity, organizing a new secretariat, reorganizing the member DHRRAAs and sustaining its linkage on the regional level.

### **Redefinition, Redirection, Reinvigoration (1998-2002)**

The 1998 Strategic Planning Workshop started for AsiaDHRRA a process of redefining its identity. It sought answers to questions: “Who are we” What moves us?” While sharpening its identity AsiaDHRRA experienced dissent, tension and internal conflict. Some old members felt sidelined when it decided to prioritize organizational members who work with and for poor farmers. Some members criticized the emphasis placed by the new secretariat and some leaders on strategic management and organization development.

Used to the more free flowing and loosely structured relations in CenDHRRA, some members felt that AsiaDHRRA was losing the warm, personal relations that infuse a sense of family. However, these tensions also pushed member DHRRAAs to deepen their partnership with the grassroots and challenge their readiness to truly empower them. The value put



in building personal relationships the past years made the transition easier. While there were adjustments faced, trust, respect and friendship still prevailed, smoothly ushering a renewed basis of unity within the DHRRA family.

AsiaDHRRA pursued the path of redefinition by instituting changes in its priorities, strategies, structures, leadership and patterns of relations and practices. During this period, AsiaDHRRA was shifting from a network of relationships to a network of autonomous national organizations called DHRRAAs. AsiaDHRRA was also shifting from being a movement for the development of human resources in rural Asia towards becoming a movement for sustainable and participatory development aimed at the self-propelling empowerment of the peasants in the region.

### **Expanding Partnerships, Gathering Asian Voices (2003-2004)**

On the fifth year of the five-year strategic plan formulated in 1998, AsiaDHRRA continued to vigorously implement the strategies. It proactively expanded partnerships in Cambodia, Laos and Myanmar/Burma. It started two new programs: the Leadership Development Program with a new partner, Open Society Institute; and the Capacity-Building Program for Asian Farmer Leaders with Agriterra. Under the Leadership Program, a gathering of Asian NGO leaders to dialogue about the challenges globalization posed in their leadership roles. It also laid the groundwork for the Southeast Asian Rural Development Awards (SEARDA) in partnership with the ASEAN Secretariat in Jakarta. AsiaDHRRA and AFA launched a book, *Shaping the Asian Peasant Agenda*, and a campaign for the Promotion of Sustainable Rice. In the process of managing the network and its various programs, AsiaDHRRA continuously built management tools and communication systems ( e-bulletins, websites, email, sms, among others). Efforts to build the network's constituency and develop its resource base also took place.



## ASIADHARRA MILESTONES

### **August 1974: Birth of the DHARRA Movement**

#### **August 1974: Regional Workshop on the Development of Human Resources in Rural Asia (DHRRRAW); birth of CENDHARRA**

AsiaDHARRA traces its earliest roots to a three-week regional workshop entitled Development of Human Resources in Rural Asia (DHRRRAW), conducted in August 1974 in Swanganiwas, Thailand. This workshop provided participants with a venue to share their analyses and common agenda for rural development. It was organized by a core group of Jesuits, who left their countries in order to work with Asians in promoting social justice under the Socio-Economic Life of Asia (SELA).

Some 120 rural development practitioners from 12 Asian and Pacific countries (Hongkong, Indonesia, Japan, Korea, Malaysia, Micronesia, Papua New Guinea, Philippines, Singapore, South Vietnam, Taiwan and Thailand) attended the workshop. They came from various organizations and groups, including academe, who were working with small farmers.

An Asian regional workshop was a rare occurrence during that time. There were very few opportunities for people from various countries to learn more about other countries especially in face-to-face interactions. Also, during that time, the development debate was gaining ground. Questions about the injustice and oppression caused by dominant economic growth strategies were being contested by other development frameworks such as the Liberation Theology of the progressive bloc of the Catholic Church. During the conference, the participants felt they resonated with each other, as they shared the same development perspectives and concerns on rural development. Thus, they decided to continue this dialogue as a movement of DHRRAs, with a core group composed of



participants from Indonesia, Malaysia, Japan, Thailand, Taiwan and the Philippines. They then established CenDHERRA and mandated it to perform the regional secretariat role for the DHERRA movement.

## **1974-1994: The Nurturing of CENDHERRA and Birth of National DHRRAs**

### **CENDHERRA performed secretariat role for DHERRA movement, birth of national DHRRAs**

As regional secretariat for the DHERRA movement composed primarily of the DHRRAW participants, CENDHERRA was to devise ways and means to continue the sharing and dialogue they experienced during the Thailand meeting. The main program to set up this network was the CENDHERRA Integral Rural Development (CIRD) workshops which were held every six months in different countries. Organizing these workshops meant expanding the original core group to include new members.

The 1980s saw the blossoming across Asia of non-government organizations as agents of development and change mainly due to the accomplishments they have achieved in their spheres of work. Many of the DHRRAW participants started to formalize their associations into fully operating NGOs in their countries, namely DHERRA members in Indonesia, Korea, Philippines, Malaysia and Thailand. Meanwhile, DHERRA members in Japan and Taiwan continued to function as a movement, promoting human resource development ideas through contacts with the government and academe and in helping mobilize resources to support CENDHERRA's regional programs.

- June 20, 1975 - Indonesian participants to the 1974 Regional DHERRA workshop established DHERRA- Indonesia to realize their ideas on community development through



people's participation. In 1976, it was renamed InDHRRA or the Indonesian Secretariat for the Development of Human Resources in Rural Areas

- July 18, 1975 Korean participants to the Regional DHRRA workshop established the Korean Association of Farmers' Educators (KAFE). It was designed to be a non-profit, non-government and non-partisan organization constituted of farmer educators and professors interested in farming education.
- 1978. Setting up of the Philippine Partnership for the Development of Human Resources in Rural Areas (PhilDHRRA) as a result of a country DHRRA workshop. It was initially set up as a forum for individuals from non-government organizations and people's organizations. In 1983, a national NGO workshop marked the decision to formalize the network. PhilDHRRA was subsequently legally registered as an NGO in 1984.
- 1981. The ThaiDHRRA foundation was established under the leadership of Rev. Paiboon Chaeronsap. ThaiDHRRA served as a clearinghouse for dialogue, information exchange, and acted as a coordinating body for the rural people. It supported relevant education for the grassroots in order to "help them to help themselves" so that "they could help others".
- 1983. MasDHRRA (now DHRRA Malaysia) was registered as a national secretariat composed of individuals, groups and urban and rural –based non-government organizations. It upheld the vision and principles of a humanist ideology in advancing people's participation.



## **1994- 1997 : The Formation of AsiaDHRRRA Network**

### **Establishment of AsiaDHRRRA: February 24,1994**

In 1994, CENDHRRRA expressed its intention to steer away from its Secretariat role for the DHRRAs, as it wanted to transform as a resource center and forum for Asian development experiences that promote integral human life and solidarity of communities.

During the 1994 General Assembly of the DHRRAs held in Tagaytay City, Philippines, the GA decided to form the AsiaDHRRRA Secretariat with Indonesia as host country. The AsiaDHRRRA Standing Board was constituted with Djoko Aminoto as Chairperson and Guillermo Cua and Bosco Lee as Vice-Chairpersons. Advisors were Fr. John Dijkstra, Bambang Ismawan and Angelita Ledesma.

The first secretary general was Sinta Herindrastri, while the first secretariat staff members were Dyah Sarastri and Anggiarini. Madette Virola-Gardiola, PhilDHRRRA staff, joined the secretariat on a short-term capacity as PhilDHRRRA's effort to help strengthen the newly created regional secretariat. Misereor supported AsiaDHRRRA's first two- year Development Program.

As it tried to find its footing, AsiaDHRRRA, from 1994- 1997, pursued the process of building "living structures" for rural development. It looked into prevailing capabilities and approaches in management, leadership, volunteerism, and community dialogue among the DHRRAs.



## Major Programs

### *Strengthening Management Capacity*

AsiaDHARRA conducted and participated in three regional workshops on NGDO Management in partnership with Bangkok-based AIT NGDO Management Consortium. The workshops held in the Philippines, Nepal, and Sri Lanka served as venues for DHARRA managers to develop, reinforce and critically examine prevailing management concepts and practices among NGOs

### *Developing the Spirit of Volunteerism and Leadership among Second liners*

Second generation DHARRA development workers journeyed back to the DHARRA network's history, discussed sustainability of organizations focusing on the concepts of leadership and volunteerism, analysis of the development environment and strategy formation for the network. MASDHARRA hosted the dialogue and exposure for DHARRA second liners in Seremban in 1996.

### *Promoting People's Participation*

An important element in the DHARRA process is the Dialogue of Life or Musyawarah, thus a subject of a regional training and exchange among DHARRA members hosted by InDHARRA in January 1996.

### *Promoting and Development of People's Movements*

InDHARRA organized an exposure visit on Self-Help Groups and Income Generating Projects to showcase enterprises in farming, agriculture, handicraft and food processing in Central Java, Indonesia for the SouthDHARRAs in May 1995. An Alternative Tourism and Development Study Tour in Indonesia for the DHARRAs was hosted by Binawadaya to explore the prospects of their successful alternative tourism business venture in other countries. A follow-up visit in the Philippines organized by PhilDHARRA completed this



activity. In 1997 TaiwanDHRRA (then ChinDHRRA) hosted a farmers exchange visit in Taiwan for AsiaDHRRA partners showcasing technologies on different crop production and processing.

### *Research and Advocacy*

A research on the impact of Globalization on the Socio-economic and Cultural Lives of Grassroots People was conducted by four south DHRRA's in their countries. The result of the research was presented during AsiaDHRRA's 1st General Assembly in Yogyakarta in June 1996, which compelled the assembly to issue AsiaDHRRA's first declaration against the ill effects of globalization.

## **1998-2002 Redefinition, Redirection, Reinvigoration**

**February 23-27, 1998: AsiaDHRRA Assembly and Strategic Planning Workshop, Laguna, Philippines.** The strategic planning workshop and subsequent General Assembly resulted in significant decisions on the strategy, leadership and location of the AsiaDHRRA secretariat office. The four-point strategy for years 1998-2003:

- Strategy 1: Redefinition of development paradigms in the context of a better understanding and appreciation of globalization
- Strategy 2: Effective responses to the problems of marginalized farmers through strengthened capacity of both the DHRRA's and the partner POs
- Strategy 3: Popularization and expansion of alternative rural development approaches based on DHRRA's grassroots experiences
- Strategy 4: Building strategic partnerships for greater advocacy towards solidarity of Asian rural peasantry.

AsiaDHRRA elected its new set of leaders: Guillermo Cua (PhilDHRRA) as Chairperson; Soetrismo Kusumohadi (IndDHRRA) as Vice-Chairperson for Southeast Asia cluster, Bosco



Lee (TaiwanDHRRA) for North DHRRA Cluster and Pailoon Chaeronsap (ThaiDHRRA) for the Mekong Sub-region.

The GA also decided that the secretariat be moved to the Philippines given the difficult political context then in Indonesia – the tumultuous time of the reformasi movement. The proximity of the secretariat to the new Chairperson, especially in a period of redirection, was also a factor considered in the transfer. A year-long process took place to ensure the proper closure of operations in Jakarta, including a reflection and processing session among the first secretariat staff. Sinta moved on to pursue advance education in UK, Anggi joined another local NGO and Aci (Dyah) Sarastri, joined InDHRRA.

1998. Publication of the book “Impact of Globalization on the Socio-Economic and Cultural Lives of Grassroots People in Asia.” This was a result of the country researches presented during AsiaDHRRA’s Globalization Conference in 1996 held in Yogyakarta, Indonesia.

January 1, 1999: Secretariat moved to Manila. The AsiaDHRRA office was moved to Quezon City, Philippines, with Marlene Ramirez, who had been with PhilDHRRA for 12 years was invited by the ExeCom to be the Secretary General. Dulce Carandang, also of PhilDHRRA, joined as Program Officer to make up the early core team of the secretariat. AsiaDHRRA anchored its initial operations to PhilDHRRA until such time that its legal registration process was completed in early 2002.

## **1999- 2002. Reinvigoration of national DHRRA; Expanding DHRRA Partnerships**

**From MasDHRRA to DHRRA Network Malaysia.** In April 1999, MasDHRRA held a Reflection and Planning Meeting. AsiaDHRRA’s input on the future directions of the DHRRA along with the commitments from ERA Consumers, the anchor organization,

and the pioneers, contributed to the vision of a new and reinvigorated DHRRRA Network Malaysia with concrete plans of redefining its composition and social relevance in the new millennium.

**VietDHRRRA.** In Vietnam, AsiaDHRRRA supported local NGOs and mass organizations' efforts toward the formation of VietDHRRRA in 1999. These were done with the active facilitation of the Center for Agricultural Extension Volunteers (CAEV) who had been participating in AsiaDHRRRA activities since 1996. VietDHRRRA's membership to AsiaDHRRRA was ratified during the 2001 General Assembly.

**New directions and leadership in InDHRRRA.** In September 2000, InDHRRRA held its General Assembly (GA), where the nature, vision and strategic options of the network were resolved. A new Executive Director, Dwi Astuti, was appointed. Immediately after the GA, three board members of InDHRRRA and a farmer representative went to the Philippines to meet with their PhilDHRRRA counterparts for a learning exchange on network management and agrarian reform advocacy. In 2002, InDHRRRA helped establish Aliansi Petani Indonesia (API), a national federation of peasants. API's interim board was constituted and its two-year program formulated.

**ThaiDHRRRA: New board, bilateral partnership with InDHRRRA.** In 2002, ThaiDHRRRA started its own reorganization with a new set of Board members taking on leadership roles. The new board is a fusion of farmer leaders, community workers and volunteers. With AsiaDHRRRA guidance, ThaiDHRRRA entered into a groundbreaking partnership with InDHRRRA. The latter committed to provide ThaiDHRRRA technical assistance in its strategic planning efforts. Also, ThaiDHRRRA assisted its partner PO, NFAD, in the conduct of a series of consultation and planning sessions especially in the light of the Thai government's new rural development projects and support services. Farmer members of the federation formulated community based projects that aimed towards additional income generation.



**CNAC: new AsiaDHRRA member.** Inspired by the DHRRA networking witnessed during an FEV, the Cambodia NGO Alliance for Cooperation (CNAC) pursued an interaction with AsiaDHRRA. An exploratory visit was conducted in Cambodia in 2000. CNAC then resolved to join AsiaDHRRA. During the 2001 AsiaDHRRA GA, CNAC's membership to AsiaDHRRA was ratified. A joint training was conducted by AsiaDHRRA with SEARSOLIN in 2002 for CNAC members.

**KoDHRRA: Hosted the 1st Farmers' Exchange Visit Series; Chairperson was farmer; hosted participation in World Agricultural Forum.** KoDHRRA hosted the 1st FEV series in November 1999 that was participated in by farmer leaders and DHRRA partners from seven countries. The APHD-supported FEV paved the beginnings of the process to form an alliance among farmers' organizations at the regional front. A farmer-leader was elected as KoDHRRA's chairperson. As a prominent leader of the Best Farmers' Association (BFA), Sang Jun Youn served as the bridge between the local DHRRA and its constituents. KoDHRRA and BFA also mobilized resources to ensure participation of AsiaDHRRA and its partner farmer leaders in the World Agricultural Forum in Korea in August 2002.

**PhilDHRRA: Forefront in model building on rural development.** From 1998, the network invested 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. However, it saw fit to prioritize policy research and advocacy over other programs at the national level. It sustained its strategic linkages through active participation in Philippine civil society coalitions focused on good governance, peace and equity programs.

**TaiwanDHRRA.** During the 4th GA, the Taiwan delegates moved to change the name ChinDHRRA to TaiwanDHRRA. With the TaiwanDHRRA pioneer Dr. Bosco Lee moving his work base to the south, a timely partnership with leaders of the National Pintung

University of Science and Technology was forged leading to new cooperation with crop-based farmers organizations in the southern area. In August 2003, TaiwanDHRRA mobilized support from the government's Council of Agriculture to successfully host the 6th of the FEV series, with co-funding from Agriterra.

**JaDHRRA.** JaDHRRA remained active in specific academic partnerships, notably with the Asian Rural Institute, and research works on the impact of globalization on rural societies in Japan. Dr. Yatani sustained its student exposure activities to raise awareness among Japanese citizens, especially among young people on food and agriculture issues, e.g. the importance and preciousness of agriculture, the difficult situation of Asian countries, the negative effect of globalization, etc. Together with ARI, JaDHRRA hosted the 4th leg of the FEV in September 2001.

**Search Nepal/DHRRA.** Pursued its poverty alleviation work in the remote rural areas of Nepal, especially through their area integrated development project. Efforts of SEARCH to transform the DHRRA friendship and solidarity into a formal organization was seen in their work with around 100 self-help groups towards federating them into an autonomous people's organizations (POs). Search also played host to exposure visits organized by JaDHRRA for groups of Japanese students.

**Laos Partnership Building.** SEARSOLIN paved the way for AsiaDHRRA's interaction with the Quaker Service in Laos in 2000. A warm cooperation with QSL ensued following their sustained participation in the series of farmers' exchanges and other AsiaDHRRA regional activities. QSL hosted a visit of the AsiaDHRRA leadership in 2003 and facilitated relations building with two other local non-profit organizations, namely, the Sustainable Agriculture forum (SAF) and the Laos Community Development Agency. A long-term partnership with the LCDA, the first registered NPO in Laos is underway.





**SAAM Partnership Building.** After more than three years continuous communication and interaction with the SEARSOLIN Alumni Association of Myanmar (SAAM), AsiaDHRRRA's commitment to extend cooperation with development groups in Myanmar or Burma was solidified. SAAM is now working on the process of their becoming the MyanDHRRRA to further fulfill their mission of human development to help alleviate poverty among the poor people.

## **Community Building and Networking at the Regional Front**

**1999. Birth of Asia Caucus and SEACA.** NGOs based in the Philippines who had region-wide programs or were Asian regional NGO networks formed Asia Caucus where information, stories and resources were shared. Asia Caucus conducted a solidarity forum on Indonesia, East Timor and Burma/Myanmar, developed a website, profiled development players in Southeast Asia and conducted joint exploratory missions in some countries. AsiaDHRRRA took on the catalyzing role for Asia Caucus.

The Southeast Asian Committee for Advocacy (SEACA) was also established in 1999. AsiaDHRRRA was one of the members of SEACA at the regional level. SEACA is a 5-year program on Advocacy Capacity Building participated in by CSOs in eight Southeast Asian countries.

**2002 - AJPN Collaboration.** AsiaDHRRRA was invited to become a member of the Steering Committee of the Asia-Japan Partnership Network for Poverty Reduction. AJPN is committed to promote and contribute to the reduction by half the Asian people living in poverty by 2015 and improve their quality of life. AJPN's initial joint cooperation is the implementation of a Sustainable Agriculture Piloting Program anchored by ANGOC.

## 1999-2002: Regional Farmers' Alliance Formation; Launching of AFA

**Farmers' Exchange Visits.** Five farmer exchange visits (FEVs) , under the Asian Farmers' Exchange Program was conducted from 1999-2002. The Program was a response to the 1998 AsiaDHRRA's GA mandate to build strategic partnerships for greater advocacy towards solidarity of Asian Rural Peasantry. At the final leg of the program, the Asian Farmers' Alliance for Sustainable Rural Development was launched in Malaysia. The ASEAN Foundation and Asian Partnership for Human Development (APHD) supported the program .

**1999 November 23-December 1 - Korean FEV.** The first Farmers' Exchange Visit (FEV) under the Asian Farmers' Exchange Program was held in South Korea hosted by KoDHRRA. The first joint declaration of AsiaDHRRA leaders and their partner farmer leaders, entitled "Asian Rural Farmers' Commitment", was made, during this farmers' exchange visit (FEV).

**2000 July - Philippine FEV.** The second leg of the Asian Farmers' Exchange Program was conducted in the Philippines with 34 peasant leaders and rural development workers from 10 Asian countries participating. The event was co-hosted by PhilDHRRA and its PO partner, PAKISAMA (National Confederation of Peasant Organizations). An Asian Rural Solidarity Declaration was crafted and an Ad Hoc Committee formed. It was tasked to pursue discussions along the strengthening of a formal alliance of Asian farmers.

**2001 March 16-21 - Indonesia FEV.** The third leg of the Farmers' Exchange Visit was held in Yogyakarta, Indonesia hosted by InDHRRA and partner POs. The highlight of the FEV was 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. It also signaled the eventual formation of API as a more autonomous peasant alliance in Indonesia.



**2001 August 24-September 3 - Japan FEV.** The fourth leg of the FEV was held in Tochigi-ken, Japan. 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.

**2002 April - Malaysia FEV.** The fifth and final leg of the Farmers' Exchange Visit under the Asian Farmers' Exchange Program was conducted in Malaysia and was hosted by DHARRA Network Malaysia.

**2002 April - Launching of AFA.** The Asian Farmers' Association for Sustainable Rural Development (AFA) was launched in Malaysia during the final night of the Malaysia leg of the Farmers' Exchange Visit. An interim ExeCom was formed, tasked to manage the transition period until it holds its first General Assembly in 2003.

**2001 - PO Profiling Work.** AsiaDHARRA profiled key farmer organizations in the Philippines, Indonesia, Malaysia, Thailand, Vietnam, South Korea and Japan. The profiling work involved data gathering, writing of individual and consolidated PO profile reports, and an analysis of the issues and challenges that need to be faced along the agenda of empowering peoples' organizations. The profiling project supported by Agriterra came out with a profiling tool, which after modifications eventually became Agriterra's global tool for profiling of its partners.

**2001 May - Third General Assembly, Bali, Indonesia.** Among the most important decisions made during this GA were: (1) approval of AsiaDHARRA's Constitution and by-Laws, (2) acknowledgement of the Asian Farmers' Alliance and commitment to assist in its development until it becomes autonomous, effective and self-reliant; (3) adoption of a Checklist for Effective Organizations and Networks as a tool and guide to further improve the performance and

capacities of member institutions; (4) inclusion of advocacy as a priority work and strategy especially in the area of human rights, social justice and stable, pluralistic democracy and (5) approval of the membership of VietDHRRA and CNAC in AsiaDHRRA.

**2001 - Midterm Review.** An independent consultant, Dr. Angelita Gregorio-Medel, undertook a mid-term project review sponsored by Misereor. It was seen as crucial in terms of its implications to the continuing process of defining AsiaDHRRA as a regional body. Dr. Medel summarized AsiaDHRRA's 26 years by saying: " We could state the 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 over-all quality of work speaks well for the capability of AsiaDHRRA to pursue higher 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 the four-point strategy and agenda, given its complex nature as well as the current state of members.

**2002 - Fourth General Assembly, Selangor Darul Ehsan, Malaysia.** Among the most important decisions made during this GA were: (1) AsiaDHRRA will focus on five areas of work namely transformative leadership, globalization issues and WTO, performance monitoring, information and database building, resource mobilization; (2) development of an AsiaDHRRA Code of Ethics; (3) approval of the revised vision-mission-goal statements and (4) re-affirmation of AsiaDHRRA's commitment to pursue meaningful relationship with AFA.



A new set of officers was elected: Soetrisno Kusumohadi (InDHRRA) as Chairperson; Marimuthu Nadason (DHRRA Malaysia) as Vice-Chairperson for Southeast Asia cluster, Dr. Yoshikuni Yatani (JaDHRRA) for North DHRRA Cluster, Dr. Bui Quang Toan (VietDHRRA) for the Mekong Sub-region, and Dr. Napasri Maneewong (ThaiDHRRA) as Women-at-large representative. Marlene Ramirez was re-appointed as Secretary General.

## **2003-2004 : Expanding Partnerships, Gathering Asian Voices**

**May 2003: First Leadership Development Session for AsiaDHRRA Leaders, Vientiane, Laos.** In year 2003, AsiaDHRRA initiated a Leadership Development Program , with the support of the Open Society Institute. . The focus for year 2003 was gathering and harmonizing voices through Musyawarah (“dialogue of life”) . The first activity under this program was the first leadership session for AsiaDHRRA leaders. The leaders reflected on their leadership mission through a personal leadership journal which charted their journey as visionaries, covenant keepers and advocates of AsiaDHRRA principles and goals.

**August 2003. Taiwan Farmers’ Exchange Visit.** Taiwan’s advances in agriculture and the high living standards of Taiwanese farmers impressed the 41 participants from eight countries. They observed several technologies that could be replicated back home.

**October 2003. Asian Rural NGO Leaders’ Dialogue, Cyberjaya, Malaysia.** Thirty-two NGO leaders from the DHRRA network and fellow Asian regional networks attended the dialogue, which focused on the challenges posed to Asian rural NGO leaders by the forces of globalization. At the end of the dialogue, the participants released the Cyberjaya declaration, which contained the summary of their views and aspirations with respect to globalization. The “Asian NGO Leaders’ Dialogue” Book as a result of the dialogue was published in June 2004.

**October 2003. OJT Training for JaDHRRA staff; OJT for TaiwanDHRRA Volunteer in 2004.**

As part of efforts to mobilize a successor generation of rural NGO leaders, AsiaDHRRA began a yearlong on-the-job raining program for second-line leaders. A JaDHRRA volunteer, Ryoko Tsuboi, was the first participant of this program. Inspired by the experience of Ryoko, another young professional from the National Pingtung University for Science and Technology (NPUST) is set to start her year-long OJT in August 2004. Her OJT is also expected to start-off the process of the TaiwanDHRRA organizational strengthening.

**February 2004. First General Assembly of AFA.** AFA's first GA was held in Depok, Indonesia.

During this GA, the following were decided: (1) approval of AFA's 8-point peasant agenda; (2) affirmation of AFA's vision- mission- goals-programs; (3) sustainable rice campaign, (4) constitution and by laws; and (5) status of membership of each organization. The regular membership of five organizations were approved: API of Indonesia, PAKISAMA of Philippines, TWADA of Taiwan, KAFF of South Korea and Sor Kor Por of Thailand. Associate members and observers included VNFU of Vietnam, BFA and WAFF of South Korea, Ainokai of Japan, FNN of Cambodia and some farmer leaders from Malaysia and Laos. A new set of regular ExeCom members were selected, with Heru Wardoyo of API as Chairperson.

**Shaping the Asian Peasant Agenda and the Sustainable Rice Campaign Launched.** During this GA, AFA and AsiaDHRRA launched (1) a joint book publication, Shaping the Asian Peasant Agenda and (2) its Sustainable Rice Campaign with a forum on international issues on rice and a rice festival, where the GA participants cooked traditional rice dishes.

Preparations for the General Assembly included three sub-regional conferences, four Interim ExeCom meetings and a core group-strengthening workshop conducted in 2003.





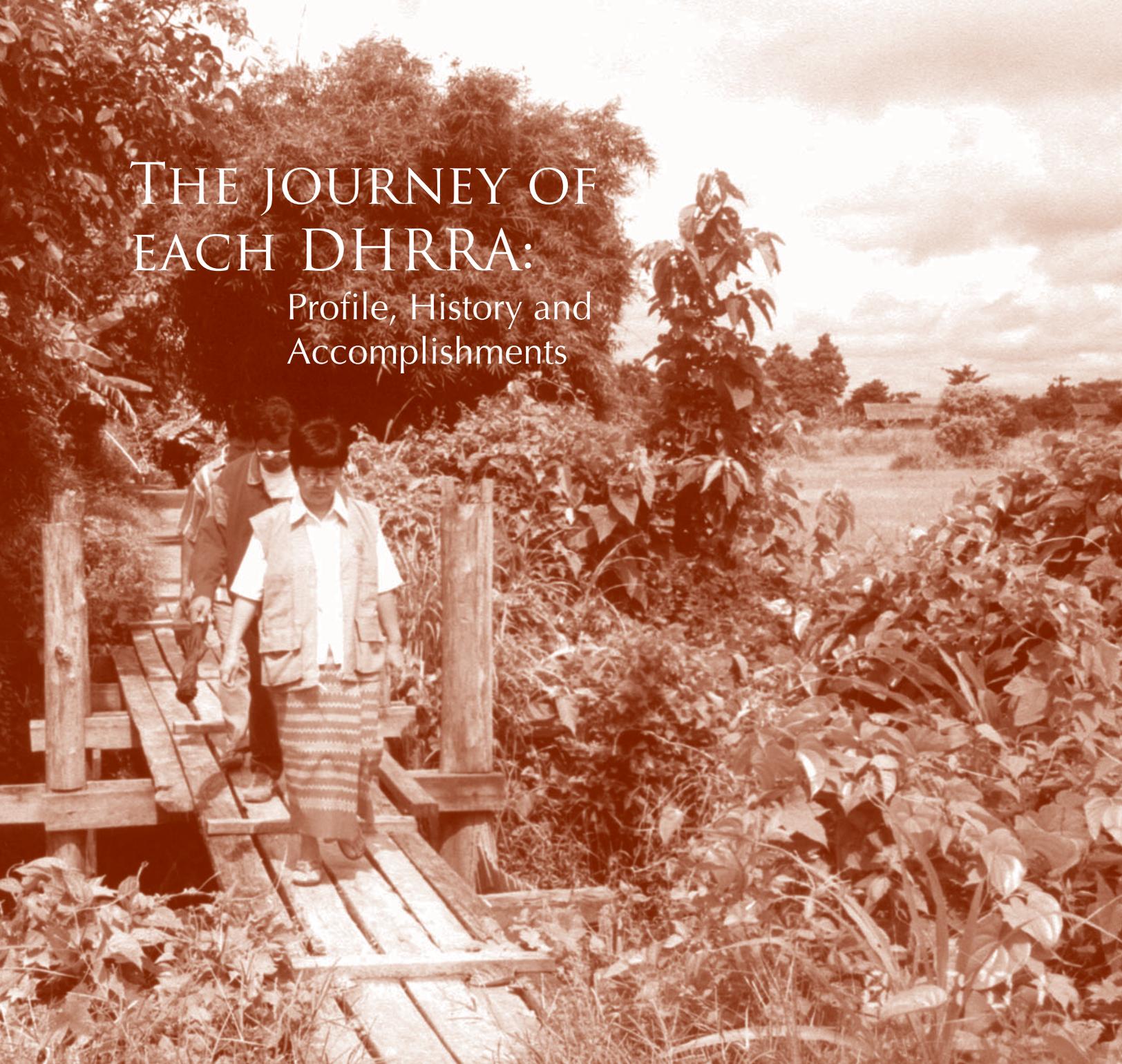
**February 2004. First SEARDA PAG.** The Projects Advisory Group (PAG) of the Southeast Asian Rural Development Award (SEARDA) had its first session in Jakarta to finalize the concept and elements of the award and to firm up the commitment of the PAG members. SEARDA is a major regional initiative being catalyzed by AsiaDHRRRA towards promoting rural development “good practices” of NGOs and POs in aid of policy advocacy and broadening a constituency for rural development.

The ASEAN Secretariat through the Seniors’ Official Meeting for Rural Development and Poverty Eradication (SOMRDPE) has agreed to become an institutional partner for SEARDA. A broader stakeholdership from fellow regional organizations and resource agencies is aimed at to ensure long-term sustainability of the project. Immediate action points towards the possible launching of the SEARDA in November 2004 alongside the next ASEAN Leaders Summit in Vientiane were discussed. Of crucial consideration was the resource mobilization that needs to be done to jump-start the SEARDA project.

**August 2004. 30th DHRRRAW Anniversary.** The DHRRRAW 2004 is meant to bring together pioneers and leaders and partners of the DHRRRA movement to assess its contribution to Asian rural development by reflecting on the milestones of each member DHRRRA in their countries and by showcasing selected NGO “best practices”, to draw lessons needed for replication, mainstreaming, and policy reform towards a more sustainable rural development. It is also aimed at strengthening the constituency of the DHRRRA network by touching base with its pioneers and fellow development workers in the region.

# THE JOURNEY OF EACH DHRRA:

Profile, History and  
Accomplishments







# INDHARRA SEKRETARIAT BINA DESA

Indonesian Secretariat for the Development of Human Resources  
in Rural Areas

## Historical Background

Secretariat Bina Desa is an independent non-governmental organisation (NGO, also as a, Community Self-reliance Institute), or Lembaga Swadaya Masyarakat (LSM). Bina Desa was established on June 20, 1975 in Jatiluhur, West Java, following the workshop on Human Resources in Rural Asia held in Bangkok, in August 1974. At the workshop, the Indonesian delegation was represented by several people concerned about the socio- economic condition of the people in rural areas especially landless farmers. These delegates had worked in rural community development for some time. After they returning to Indonesia they established DHRRA Indonesia in October 1976. DHRRA Indonesia was changed to be INDHARRA/Sekretariat Bina Desa, better known as Bina Desa.

INDHARRA/Bina Desa was founded and developed in the midst of the emergence of non-government organisation in Indonesia during the 1970s. Bina Desa was an integral part of the Indonesian NGO phenomena during the decade of formation.



The organisation was legalised as a formal institution and registered with the Department of Social Affairs (No.93.10201.342) and the Department of Internal Affairs as an LMM on February 8, 1993.

## **Vision**

Bina Desa's vision is the realisation of the community life and order which are democratic, fair and prosperous in all dimensions (politically, economically, socially, culturally and environmentally) and all aspects (individual, community, nation and state), and at all levels (local, national, regional and international) which is achieved through a democratic fashion.

## **Mission**

The mission of Bina Desa, together with its partners, is; People empowerment to create a condition of a strong and independent people (fulfilling their practical needs and rights) by the people based on their awareness of socio-political change.

## **Goals**

1. Facilitating the growth of self-managed rural communities/ known as Komunitas Bina Swadaya
2. Empowering Bina Desa as an organisation to enhance services to the community through expert assistance and financial support.

## Basic Strategy

Facilitating the process of socio-political change from within the community by empowering its internal and external through inputs according to the communities' needs, which includes:

- Serving the growth and development of the community's initiative and actualisation of change from within the community through movement, facilitation and technical assistance.
- Making endeavours of development simultaneously between the things involving vision, mission and that which is practical.
- Holding solidarity in a pluralistic society for development of access to the people and the people's empowerment movement.
- Facilitating the creation of movement towards democratisation.
- To raise the people's voice to balance domination of powerful and the hegemonic education system.
- Developing an educational system to strengthen the people's position.
- Active and effective in advocating issues on democracy.
- To reform productive economic resources.



## Methodology

- Organising forums as an interaction medium to produce consensus and develop and encourage thinking.
- Action and reflection using social analysis (gender, structural, historical, and environment analysis)
- Popular education (Musyawarah) is a new format which is rooted at the people's culture, and is active in developing strategies, methodologies, problematic and subject matters.



## Program

### 1. Focus Program :

The focus program of Bina Desa the realisation self-managed rural communities/KDS-Komunitas Desa Swabina, to build developed and autonomous rural communities in the context of people's empowerment. The priorities include;

- Popular Education (Musyawarah);
- Popular Economic Development and Rural Advocacy in fulfilling the practical needs and rights of the people;
- Development of Rural and People's Economy Solidarity Fund to contribute to the development of Komunitas Desa Swabina.

### 2. Support Program

- Community Organizing/Facilitation as the activator of emergence of the self-managed community.
- Development of networking and alliance among POs (Peasant, fisherfolks, women), community organisers and civil society organisations.
- Development of international support between other civil society
- Organisational development within Bina Desa.

## Activities

To achieve its goals, Bina Desa have been developing activities in the following categories;

### Popular Education (Musyawarah)

The activity in popular education includes; training of community organising, facilitator training of popular education, courses on people education, civic education and people

problem reorientation. As well, Bina Desa is facilitating community organisation by conducting motivational training, vocational training and organisation development.

### **People's Economic Development**

Developing income-generating activities including assistance, small business consultation and facilitating rural micro-credit, in cooperation with Bina Desa's facility-Karya Insa Cooperative.

### **People's Economy And Rural Advocacy**

Facilitation and advocacy for the communities focused on agricultural and rural home industry sectors by organising and influencing public policy and public opinion building.

### **Network Development**

Network are continually being developed by Bina Desa among the KSMs, community organisers, NGOs and other civil society organisation.

### **Publication And Information Dissemination**

As the effort to disseminate ideas and the information about the education, people's economic development and rural advocacy implementation results, Bina Desa publishes books, bulletins and training modules. The purpose of those modules is to share training models developed and used by Bina Desa. In addition, Bina Desa also publishes information from seminars, reflection gathering and research relating to people empowerment and is especially relevant to rural people.



## INDHRRA/BINA DESA MILESTONES

YEAR	IMPORTANT EVENTS	IMPACTS
1974	Workshop on Development of Human Resources in Rural Asia in Bangkok. Indonesian representatives attended that meeting.	Consolidated activities to activate rural communities in Indonesia.
1975	Follow-up to the Bangkok workshop meeting in Jatiluhur, West Java.	Formation of DHRRA Indonesia as a networking organization to develop rural communities. Its translation into the Indonesian language is agreed to as the name 'Bina Desa Secretariat'. To run the organization's activities, an Executive Secretary was appointed.
1979	INDHRRA was registered formally with the Notary.	DHRRA Indonesia/Bina Desa Secretariat was formally established, and its name was changed later to INDHRRA.
1980	Conducting researches on Agrarian Law (UUPA 1960), publishing a book on Questions and Answers on Land Laws, and Holding Upgrading Courses on Land Laws.	Socialized information on farmers' rights over dominated land.  The book became a reference for regional NGOs and farmer groups in conducting agrarian advocacy.
	Holding Deliberation Meetings (BAMUS) which were attended by regional NGOs and potential individuals.	Formulation of issues and agendas on rural community development.

YEAR	IMPORTANT EVENTS	IMPACTS
1981	As a new institution, there were no permanent funding sources. A program crisis was experienced.	Several programs could not be implemented;  There were no funds to hire staff, so it had to borrow from CENDHRRRA.
1981	Cooperating with donor institutions, such as HIVOS, CEBEMO, USAID, CIDA and MISEREOR. The cooperation programs were short-term in nature.	Programs began to run: 1. Assistance/Consultation (MISEREOR) 2. Education (USAID) 3. Publication (CEBEMO) 4. Income Generating (CIDA)
1983 - 1986	Pioneering the rural community social and economic development programs through pilot projects	Growth of various pilot projects, which were managed by local NGOs. Growth of local NGOs that developed the income generating program.
	Developing the rural community education method, called 'Dialogue/Musyawah Smoothening'.	Growth of Deliberation Smoothening facilitators in many regions.
	Developing the roles and functions as a networking institution, among others as: - Stimulator - Catalyst - Mediator	Bina Desa became a consultation center and a facilitator for motivating the growth of and for strengthening the local NGOs.
	Making inventory and publishing the NGO Directory	Many institutions accessed the information on local NGOs through the book.





<b>YEAR</b>	<b>IMPORTANT EVENTS</b>	<b>IMPACTS</b>
	Strengthening the roles and authority of the Management Board, namely the Director being elected directly by the Board of Management.	The institutional structure began functioning. There was clarity on role and authority distribution among the Board of Management and the Executives.
1987 - 1989	Facilitating the formation of NGO Regional Forums.	Formation of NGO forums in many regions.
	Reviewing the CD approach and began to see the CD approach as an alternative. SBD staff attended KUPERDA (One month course on rural life) and KUPLAN (Advance course on rural development) as a basis for renewing the program approaches.	Program reorientation and restructuring, program approaches were more emphasized on critical education and social and economic development. However, the program cooperation basis remained with local NGOs.
	Changes in the structure of the program management services from program-based (consultation, communication, etc.) to region-based (PPW).	Development programs were distributed to the regions. Emergence of partitions in the program implementation, where each program staff had their own authority that could not be accessed by other staff.
1991 - 1993	Implementation of the Democratization Development program in Rural Areas, which was fully funded by MISEREOR.	Program funding began to be stable as they were long-term (3-year) in nature.

YEAR	IMPORTANT EVENTS	IMPACTS
	<p>Evaluating the 1987-1989 program. The findings among others are as follows:</p> <ol style="list-style-type: none"> <li>1. Program inputs were not fully acceptable to target groups because local NGOs took some of the program funds for office overhead costs and staff;</li> </ol>	<p>Programs were no longer implemented through local NGOs, but directly to the target groups;</p> <p>Targets of Bina Desa services changed, no longer facilitating the local NGOs and NGO networks in the regions, in which SBD then functioned as LPSM, but emphasized more on direct services to rural marginal community groups.</p>
	<ol style="list-style-type: none"> <li>2. Program implementation was not focused and continued because local NGOs sought projects from other parties. If new projects were obtained, old projects were abandoned.</li> </ol>	
	<p>Changes of approaches from CD to CO, although program inputs remained social and economy.</p>	<p>Growth of COs in many regions;</p> <p>Cooperation was no longer with local NGOs but with individuals (COs);</p> <p>Growth of KSMs (Self Help Groups) as program bases whose main activities were production development and saving and borrowing;</p> <p>Improved/renewed education methods, from Deliberation</p> <p>Smoothing to become Musyawarah Education (DIKMUS).</p>



YEAR	IMPORTANT EVENTS	IMPACTS
	Bina Desa provided capital funds for rural marginal community groups, applying the system of Loan without Interest (PTB).	Emergence of confusion in the use of CO approaches. On the one hand, CO was used as a basic strategy of the program, and on the other, CO still applied CD methods in their activities, such as capital distribution.
	Conducting a National Dialog on People's economy in Jakarta.	Recommendations of the national dialog became the bases for the program formulation at Bina Desa with the focus on the People's Economy.
1994 - 1996	Implementation of the People's Economic Development program in 8 provinces, funded by MISEREOR.	The program was focused on the People's Economic Development. The issues were shifted from the problems of democratization, people's awareness, encouraging the growth and strengthening the bases in rural areas in the form of KSMs, particularly on issues relating to the people's economic strengthening;
		<p>The program regions were reduced from 19 provinces to 8 provinces, due to the policies on focus regions;</p> <p>Bina Desa was entrapped in pragmatic activities in the economic development. The approaches which had been developed earlier were neglected;</p> <p>There was a backtrack regarding the approaches from CD to CO; now it was back to CD, with the term CO remaining in use;</p>

YEAR	IMPORTANT EVENTS	IMPACTS
		Capital inputs in the form of PTB which had been changed into Loan with interest /PDB were understood by KSMs, and CO was no longer an entry point, but had been changed into the objectives of assistance.
	Mid-term evaluation conducted by MISEREOR. One of its findings was that SBD was like a supermarket, in which all project proposals were accommodated and there was no program focus.	SBD began to implement the program focus gradually;  There was separation between SBD and Karya Insa (KI), in which SBD played the role as a service institution, whereas KI functioned as an economic institution.
	Program evaluation of the 1994-1996 period with these findings: 1. KSM development became exclusive, unwilling to welcome other parties to unite as members; 2. KSM's roles did not have broad impacts on the rural communities. It became a minority group;	Shifting in the focus of assistance from KSMs to rural communities. However, the existing KSMs continued to be developed and only their functions and roles were expanded;  Capital loan provision was no longer an entry point in assistance. COs were urged to use actual issues in the assistance process;
	3. KSMs were little concerned about actual issues in their villages; they were busy managing the activities of saving and borrowing;	





YEAR	IMPORTANT EVENTS	IMPACTS
	4. Indhrra and COs had the image of becoming credit providing parties; 5. Works of COs were dependent on the availability of credit funds; no other aspects were developed by COs than managing the KSM capital.	
	Formation of ICON (Indonesian Community Organizer Network)	COs were consolidated in a national network.
	Training on Gender Sensitivity for staff and COs.	The gender issue became a discourse at Bina Desa and COs, but it had not been implemented in the programs or in the field.
1997 - 2000	Implementation of the Rural People's Economic Development and Advocacy program in 8 Provinces.	Advocacy programs were integrated into a 3-yearly program. There were changes of orientation from merely economy, and then were strengthened by policy advocacy.
	National Reflection on Rural Community Development.	There was reorientation and restudies on CO, and criticisms against the old CO approaches;  Changes in the program bases from KSMs to rural communities but remained focused on KSMs; only the roles and functions were expanded;

YEAR	IMPORTANT EVENTS	IMPACTS
		<p>Growth of people's organizations at the local level (OTL/ Local farmer organization and ONL/ Local fisherfolks organization) and formation of farmer organization networks at the provincial and national level;</p> <p>Agrarian cases and rural cases in general were raised in the program areas;</p> <p>The Agrarian Reform issue had begun to be discussed at the secretariat, CO and assisted group level, but had not become a permanent program;</p>
	<p>BAMUS meetings</p>	<p>BAMUS was changed to a Consultative Assembly;</p> <p>BAMUS was secured as the highest institution which was authorized to elect the Management Board, establish and legalize the long-term GBHO (Organizational Policy Guidelines);</p> <p>Changes in the CBL.</p>
	<p>Changes in the structure of the Executive Leadership from the Director/ Deputy Director to the Coordinating Team for the level of Executive Leader and from the Head of Department to the Director/Central Head.</p>	<p>The process of forming the cadres and the expansion of decision/policy making as transition in leadership succession;</p>





YEAR	IMPORTANT EVENTS	IMPACTS
		<p>Directed towards independence and autonomy of the staff in managing the programs, or in other words, decentralization of organization management;</p> <p>Opening of participation of all staff in electing the Deputies to the Coordinator. This tradition then became the basis for electing the subsequent Executive Leadership.</p>
	<p>Changes in the structure of program services at Bina Desa as well as the field level.</p>	<p>Changes again in the structure of program services from region-based (PPW) to program-based. PPW was eliminated.</p> <p>Independence and autonomy of the program management in the field with decentralized funds to TPR (Regional COs Team) and LKR (Regional credit Institution).</p>
		<p>Functions and roles of assistants were divided into two, namely Organizational Assistants (PO) and Business Development Assistants (PPU). To coordinate the works of POs and PPU, a Field Coordinator (KORLAP) was appointed.</p>

YEAR	IMPORTANT EVENTS	IMPACTS
	Kartjono passed away	<p>There was vacancy in the institutional leadership. The Management Board did not appoint a successor for Kartjono, resulting in uncertainty in policy making of the institution.</p> <p>The program management was not well-coordinated; each Director/ Central Head took their own ways, and control was lacking on the program implementation.</p>
	Meeting of the Consultative Assembly in the framework of anticipating the national situation development (Reform).	<p>Existence of policies which established that Bina Desa had to emphasize more on strengthening the people's bases, and on launching the Agrarian Reform as a strategic issue.</p> <p>Establishing an election to replace Kartjono as Chairperson of the Coordinating Team and the implementation was entrusted to the Management Board.</p>
	Strategic Planning	Strengthening the policies and strategies/ approaches of Bina Desa in performing the programs in the field; Recommendations on the new executive structure which more simple.





YEAR	IMPORTANT EVENTS	IMPACTS
2001	Implementation of the Rural Social and Economic Development program through Agrarian Reform.	<p>The issue of the agrarian reform was established as the program for the 2001 – 2003 period; Changes in functions and roles of COs for the 1997 – 2000 period to Fos (Field Officers). The functions and roles of COs were held by OTL/ONL cadres;</p> <p>The focus of the program was directed towards 3 matters: Strengthening the OTL/ONL, advocacy on the agrarian policies, and sustainable agriculture;</p> <p>Improved image of Indhrra in the eyes of the assisted groups and among the KSMs, from the image of a credit-providing institution to a concerned institution which was focused on strengthening the organizations of farmers and fisherfolks.</p> <p>Bina Desa was involved in the alliances of farmer movements and the agrarian reform at the local and national level.</p>
	Selection of the new Executive Leadership and the institution restructuring.	The selected Executive Leadership for the 2000-2003 period through an election mechanism involving the members of Management Board, Staff and Field Coordinators;

YEAR	IMPORTANT EVENTS	IMPACTS
		<p>Expansion of the democratization process which formerly established the authority of the Executive Leadership selection being in the hands of Management Board, but had now involved the staff and field staffs;</p> <p>The executive structure was simpler, with only 3 fields: General Affairs, Program, and Research and Development.</p> <p>Staff evaluation has been conducting (every year) in order to observe the level of productivity and progress of the staff;</p> <p>Tidying up the system of program planning, beginning from the data collection, planning, indicator and reporting systems.</p> <p>The gender aspect was integrated into a program instrument, namely the gender becoming an indicator of the program's success, at Bina Desa and in the field, with minimum quota 30% of women involvement at all level decision making process and activities.</p>





YEAR	IMPORTANT EVENTS	IMPACTS
		<p>Give more attention to gender balance; In recruiting the FOs, the number of women increased with the composition of 11 men and 10 women. Compared to the previous programs, there was only 1 female assistant.</p>
2002	Harvesting of our planting	<p>Bina Desa assisted a National Fisherfolk Federation (FSNN) was able to birth with 13 Fisherfolks union members and a National Peasant Alliance (API) with 30 Peasant Union Members</p> <p>The growth of Women Organizations</p>
2003	Reflection and Evaluation Meeting of Bina Desa	<p>The executives structure from 3 simple divisions changed into 5 divisions namely: Bapera (Bidang Pengorganisasian Rakyat/ Community Organizing Division), R&amp;D Division, Rural Development Information Centre (RUDIC), Rural Enterprise Support Project Division (RESP), General Affairs Division.</p>
	Participatory Strategic Planning with POs in 13 provinces	<ul style="list-style-type: none"> <li>- 3 regional level workshops</li> <li>- 1 National level workshop</li> <li>- Participatory and Direct need assessment to POs</li> <li>- Bina Desa has invited additional POs aside of the POs organized by Bina Desa. This has caused areas expand from 8 provinces into 13 provinces</li> </ul>

YEAR	IMPORTANT EVENTS	IMPACTS
	BAMUS Meeting	<ul style="list-style-type: none"> <li>- The direction of Bina Desa Movement changed into New Social Movement</li> <li>- Establishment of 4 committees within the Board; Musyawarah education, agrarian reform, gender and rural technology.</li> <li>- 12 new Bamus members coming from grassroots representatives: peasant, fisherfolk, women</li> <li>- Bina Desa expands its services to Plantation Worker as part of the rural community aside of Peasant, Fisherfolks and Rural Women.</li> <li>- Gender and globalization issue become integral part to the whole programs carried out.</li> <li>- Bina Desa should be more functioned and positioned itself as program managerial. Capacity building of staffs and community organizing is needed to well manage the programs.</li> </ul>





YEAR	IMPORTANT EVENTS	IMPACTS
		<ul style="list-style-type: none"><li>- As a network institution, Bina Desa needs to focus more to the local political Institutions strengthening and reform e.g: Badan Perwakilan Desa (BPD/Village Representative Body) and Head of Villages. Mandate given to COs/POs to carry out the programs.</li><li>- The legal status of Bina Desa is still Yayasan (Foundation).</li></ul>
2004	Implementation of the 2004-2006 Plans	<ul style="list-style-type: none"><li>- The executive directors period will be 3 years with maximum 2 period and 1 period tolerances.</li><li>- 39 POs (peasant, fisherfolks, and rural woman) in 13 provinces assisted by Bina Desa</li><li>- Changes the term of FO (Field Officer) back into CO (Community Organizing)</li><li>- Changed in Community Organizers recruitment</li><li>- Changed in recruitment mechanism; before it was directly by Bina Desa, but now it's recommended by POs based on the agreed criterias and assessed by Bina Desa.</li><li>- Recruited 37 COs consist of 12 female and 25 male</li></ul>

YEAR	IMPORTANT EVENTS	IMPACTS
	National Advocacy on Agrarian Reform: The establishment of KNUPKA (Komisi Nasional Untuk Penyelesaian Konflik Agraria/ National Commission for the Agrarian Conflict Resolution)	<ul style="list-style-type: none"> <li>- Recognized by Government</li> <li>- Dialog with President and reach the Agreement on Forming the Agrarian Conflicts Commission</li> </ul>





# DHRRRA NETWORK MALAYSIA

## MASDHRRRA

Malaysian Secretariat for the Development of Human Resources in Rural Areas

### **Early History Of MasDHRRRA ( Malaysian Secretariat For The Development of Human Resources in Rural Areas )**

#### **Introduction**

The birth of MasDHRRRA (Malaysia Secretariat for the Development of Human Resources in Rural Areas) in 1975 was primarily motivated by the 3-week DHRRRAW (Development of Human Resources in Rural Areas Workshop) held in Swanganiwas, Bangkok, Thailand in August 1974 .

#### **The Malaysians Involved in Setting Up the MasDHRRRA Network**

The selection of Malaysian participants to the DHRRRA workshop in Bangkok was done by Fr.Garlend, S.J., who was the representative of SELA in Malaysia. Through the SELA network, Fr.Garlend was by then successful in organizing the first workshop on rural development





in the University of Malaya in the early 70s. The seminar brought together various actors in rural development in Malaysia from government agencies, non government organizations, trade unions, church groups, and academe.

Fr.Garland selected 11 participants from government, NGOs, trade unions, church social action groups, agricultural extension workers, etc. to attend the DHRRA workshop The names of those selected were:

- 1) Anthonymuthu from PKR – Peoples Development Movement of Seremban
- 2) Santiago from AITC – Agro Industrial Training Center of Kuala Pilah
- 3) Ms. P. Valliamah from PKR – Peoples Development Movement of Seremben
- 4) Mr.Paul Sinnappan from KKR – People’s Credit Union of Batang Berjuntai
- 5) Mr.Mohamed Iqbal from EPU – Economic Planning Unit of the Prime Ministers Department
- 6) Mr. Victor S. Basnayake from Sabah Land Development
- 7) P. Sanglilimuthu from National Union of Plantation
- 8) Ms.Chow Joon Chai from Carijn House, Catholic Mission
- 9) Nyuk Yun Winifred Chai from Carijn House, Catholic Mission
- 10) Bin buyong Ishak from National Union of Plantation Workers
- 11) Lucas Kehing from Secretariate for Development

### **The Socio-Economic Condition of Malaysia in 1970: the Context that Influenced the Birth of MasDHRRA**

Malaya received independence from the British in 1957. Malaysia was formed in 1963. The colonial economy continued in the form of neo-colonial economic policies and practices. But as an independent nation, Malaysia began to introduce its 5-year Malaysia Plans. Import-substituted economy propelled Malaysia, with rural development as its focus.

The May 13, 1969 racial riot in Malaysia resulted in the introduction of the New Economic Policy (NEP), which had a two-pronged approach:

- 1) to eradicate poverty; and,
- 2) to re-address the identity of races with economic performances.

For its economic theory, the nation adopted the EOE (export-oriented economy), which resulted in the establishment of Economic Free Trade Zones in Penang (Bayan Lepas), Petaling Jaya (Sungai Way), Negeri Sembila (Senawang), Malacca (Ayer Kroh), and Johore Bharu (Pasir Gudang). The government invited multi-national companies and provided them favorable conditions to operate. Electronic, micro-chip, and textile factories began to make in-roads.

The above factors began to affect the rural communities in Malaysia. Rural-urban migration became rampant. The development of squatters in urban areas increased. The workers in the new factories in FTZs began to face new problems. Materialism and consumerism were in their height. Some government efforts in rural areas were successful, but many were failing. NGOs, church groups, consumer bodies, human rights groups, and women's organizations emerged and began to talk about alternative development efforts in both rural and urban areas.

### **Early Meetings of MasDHRRA**

The participants of the 1974 DHRRA workshop in Bangkok returned home with what we call the DHRRA spirit. Some of the Malaysian DHRRA participants began to meet informally to see what they can do as a follow-up to the DHRRA workshop. The St. Francis Xavier Church in Petaling Jaya (where Fr. Garland lived) provided the initial venue for the meeting. Later on, they began to meet in the office of PKR (Persatuan Kemajuan Rakyat





– Peoples Development Movement). This PKR was headed by Anthony Muthu. Some of those who began to attend the early meetings were:

- 1) Anthony Muthu
- 2) Paul Sinnappan
- 3) Mohamed Iqbal
- 4) Ms. Valli
- 5) Santiago

After a few discussions, the pioneers of MasDHRRA made some decisions as follows:

- 1) not to set up a structure or office for MasDHRRA;
- 2) not to initiate any project or program on behalf of MasDHRRA; and,
- 3) not to have any full-timers.

So, MasDHRRA decided to remain as a forum where people in social work and community development could come together to gather and identify some issues in development work and begin discussing about them. MasDHRRA was also to become a forum of inter-race and inter-faith dialogue. MasDHRRA then wanted to bring the Malays, Chinese, Indians, indigenous people, Muslims, Hindus, and Christian together. This was because the early 1970s was the height of racial and religious polarization in Malaysia and MasDHRRA did not want that to influence community development work.

### **Topic Discussed in the Early Days**

With a small financial support from CENDHRRA, which was based in Manila, and the National Office for Human Development Malaysia, MasDHRRA began organizing dialogue

sessions among GO and NGO rural community development organizers on the following topics:

- 1) development trends in Malaysia;
- 2) issues of various communities living in Malaysia;
- 3) types of community development approaches practiced in Malaysia and which is best for the people;
- 4) government policies for rural development;
- 5) industrialization process in Malaysia; and
- 6) issues of small NGOs in Malaysia.

Lots of sharing of experiences of individuals and organizations took place. Everyone began to see the need for such sharing to continue. Development workers got to know one another. Exchanges began to take place.

In this process, the number of people who began to associate with MasDHRRA grew. This allowed MasDHRRA to network with individuals from 32 organizations in Malaysia. They included the Pre-School Development Organization, the Credit Union Organization, Trade Unions, Consumer Associations, Income Generation Projects, Youth Organizations, Family Planning Organizations, and organizations from Sabah and Sarawak.

Some individuals from these organization began to associate with MasDHRRA more and became regular contacts to organize dialogue sessions and local programs. Some of these prominent people were Tan May, Ravi, Marimuthu, Francis Xavier, Barathan, Aneng, Rohani, Jalal , Ryan, Francisca Chai, and Winne Chai.

The need to formalize MasDHRRA from an informal gathering of people to a formal registered organization began to emerge.



## Contributions of CENDHRRRA

By this time, each country began to establish its own DHRRA network. The early networks were JaDHRRA (Japan), KoDHRRA (Korea), ChinDHRRA (Taiwan), ThaiDHRRA (Thailand), InDHRRA (Indonesia), and PhilDHRRA (Philippines). To coordinate and consolidate the activities of the early DHRRA network, CENDHRRRA, which was operating from Manila, slowly began the process of setting up a steering committee out of those who were heading the national DHRRA networks. Anthonymuthu attended those steering committee meetings.

Based on the current needs of the national DHRRA network, CENDHRRRA began to organize regional programs which members from MasDHRRA also began to attend. Some of the early regional seminars and exposure programs were:

- 1) Farmers Issues - held in Korea
- 2) Youth Issues - held in Bandung, Indonesia
- 3) Religion and Culture - held in Bali
- 4) Cooperatives - held in Los Baños, Philippines
- 5) Inter-Country Exposure and Study Programs
- 6) Visits to National DHRRA by the CENDHRRRA team (Dr. Tony Ledesma, Angelita Ledesma, Dr. Liem)
- 7) Introduction to Other National NGOs ( ANGOC and PETA )
- 8) Introduction to Donor Agencies

MasDHRRA received some funds for secretariat support. Through CENDHRRRA's recommendation, MasDHRRA also received financial support from Misereor.

## From Organizing Dialogues to Capacity Building of NGOs

By the mid-1980s the thrust of MasDHRRA changed. By this time, MasDHRRA began to see the needs of individuals and their NGOs. In Malaysia, there were big NGOs, medium NGOs, and very small NGOs. Thus, the second phase of MasDHRRA history was the shift from merely organizing dialogues to capacity building of small local NGOs and their staff and volunteers. Some of the activities related to this were:

- 1) Organizing regional discussions in Malaysia to strengthen regional networking. As a result, the Kuantan Network, Malacca Network, Selangor Network, Negeri Sembilan Network, Taiping, Sarawak and Sabah Network emerged. Small NGOs in these localities began to meet and discuss common issues and find ways and means to help each other.
- 2) Selecting and sending staff or volunteers from some local NGOs to undergo long-term training in SEARSOLIN (Philippines), AIM (Philippines), and ARI (Japan).
- 3) Organizing local and regional (through CENDHRRA) exposure and study visits for staff and volunteers of small NGOs.
- 4) Organizing workshops to improve the capacity of staff and volunteers of small NGOs on topics such as vision, mission, goal setting for NGOs, human resource development, managing an NGO, financing an NGO, and leadership development.
- 5) Helping small NGOs to network with other NGOs and government agencies.
- 6) Strengthening community-based models such as credit unions, pre-school development, integrated farming, small business development, etc.



7) Securing funds to strengthen small NGOs.

8) Developing second -line leaders for NGOs.

9) Small business development (a revolving fund was secured from Misereor to initiate this).

It is interesting to note that some organizations that grew with the above process developed by MasDHRRA later became successful organizations. Some of the notable ones are:

1) The Credit Union (Micro-Finance) Network of Malaysia

2) The Pre-school Networks of Malaysia

Some of the individuals who grew with the early process of MasDHRRA have now been nationally and internationally recognized as social development advocates. They include Paul Sinnappan, Marimuthu, and Francis Xavier.

### **From an Informal Network to a Formal Organization**

By this time, with the increased networking among local NGOs (from Kuantan, Malacca, Selangor, Negeri Sembilan and Perak) the need was felt to make MasDHRRA legally registered and to be accountable to an annual general assembly. Previous to this, MasDHRRA reported its activities to an informal general assembly comprising of active individuals who were involved with its activities. The need for registration became a necessity to deal with government agencies and donor agencies.

Some discussion sessions were held. First, it was decided to have MasDHRRA registered under the Societies Act of Malaysia. But due to the amendments made in that law at that

time, it was decided in a session that MasDHRRA will instead be registered under the Companies Act as a foundation and non-profit making company. Among the Board of Directors of the company were:

- 1) Anthony Muthu
- 2) Paul Sinnappan
- 3) Marimuthu
- 4) Ravi
- 5) Tan May

As a registered organization, MasDHRRA began to function with a Board of Directors. The board held meetings every 3 months to discuss plans, projects, evaluation of projects, and networking with national government, local and international NGOs. Funding was applied for through the registered body. Local fund raising was discussed. Membership was now selected from regional NGOs in Malaysia, i.e Selangor Region, Pahang Region, Malacca Region, Central Perak Region, and Negeri Sembilan Region. Those leaders who represented these regions became the members of MasDHRRA. They attended the annual general meetings where the accounts and reports of activities were discussed. Evaluation of activities and planning for the future also took place during the annual general assembly.

## **From CENDHRRA to AsiaDHRRA**

The major shift in CENDHRRA also Affected MasDHRRA. In the early 90's, CENDHRRA decided that its role must now shift to the DHRRA members themselves, who have grown in strength and capacity to handle a regional organization. It also wanted more decisions to come from the member DHRRA network themselves.



The meeting to discuss the formation of AsiaDHRRA, which will take the place of CENDHRRA, was held in Seremban, Malaysia. That meeting gave birth to the present organization that is AsiaDHRRA. The coordination work of AsiaDHRRA was handed over to InDHRRA.

### **First Project of AsiaDHRRA – Impact of Globalization on the Rural Poor**

By this time, the globalization process was being felt directly by the rural poor. The Uruguay Rounds, GATT-WTO, and WTO agreements such as AOA and TRIPS were the subject of a global debate. The trans-nationals and multi-nationals making use of these new agreements began to capture food production activities and began to introduce GMOs.

AsiaDHRRA felt a study of globalization and its impact on rural communities in Asia had to be undertaken. AsiaDHRRA initiated this study and MasDHRRA contributed to this study by highlighting the impact of globalization on the plantation communities, the people of Sabah and Sarawak, the farmers of peninsular Malaysia, and the factory workers in Malaysia.

From this point onwards, the activities of AsiaDHRRA began to focus on farmers and the changes taking place in agriculture and food production.

### **Who Will Take Over the MasDHRRA Secretariat**

MasDHRRA also began to discuss the possibility of handing over the secretariat to other established NGOs, because PRK and Anthonymuthu have been looking after the secretariat for a long time. Some of the possibilities discussed were:

- CUPC to take over under the leadership of Paul Sinnappan
- The Kuantan Network to take over under the leadership of Aneng
- The Malacca Network to take over under the leadership of Mohamed Noor
- The Perak Network to take over under the leadership of Marimuthu

### **The Demise of Anthonymuthu and the Creation of DHRRA Malaysia**

The death of Anthonymuthu created an immediate vacuum of leadership in MasDHRRA. By this time, Mr. Marimuthu began to head ERA Consumer, whose activities were organizing farmers and addressing the issues of agriculture. AsiaDHRRA's Coordinator Marlene Ramirez had a discussion in Kuala Lumpur on how to re-activate DHRRA in Malaysia with the past experiences and future concerns. The need to re-activate the registration of MasDHRRA became a concern by this time.

### **DHRRA Malaysia and the PD Workshop**

MasDHRRA's name was changed to the new registered name DHRRA-Malaysia. A workshop was called in PD to look into how to activate DHRRA-Malaysia. It was resolved that:

- 1) regional workshops will be held to introduce AsiaDHRRA;
- 2) with the newly identified leaders the structure of DHRRA-Malaysia will be formed; and,
- 3) some old-timers of MasDHRRA will be maintained.

Since then, the activities of AsiaDHRRA were coordinated by DHRRA-Malaysia under the leadership of Marimuthu. Paul Sinnapan acted as an old-timer providing advisory services to DHRRA-Malaysia and AsiaDHRRA whenever the need arises.



## DHRRRA NETWORK MALAYSIA MILESTONES (1994-2004)

### List of individuals who have been instrumental in the formation of DHRRRA-Network Malaysia

Name	Role in the formation of the local DHRRRA
1. Anthonymuthu	DHRRRA pioneer
2. Santiago	DHRRRA pioneer
3. Ms. P. Valliamah	DHRRRA pioneer
4. Mr.Paul Sinnappan	DHRRRA Pioneer
5. Mr.Mohamed Iqbal	DHRRRA pioneer
6. Mr. Victor S. Basnayake	DHRRRA pioneer
7. P. Sanglilimuthu	DHRRRA pioneer
8. Ms.Chow Joon Chai	DHRRRA pioneer
9. Nyuk Yun Winifred Chai	DHRRRA pioneer
10. Bin Buyong Ishak	DHRRRA pioneer
11. Lucas Kehing	DHRRRA pioneer
12.Mr. Marimuthu Nadason	Current Chairman
13. Mr. Yaacob Yusuf	Vice Chairman
14. .Ms. Rachel Samuel	Committee member

### Significant events which influence the formation of DHRRRA Network Malaysia

DHRRRA Network Malaysia evolved from the formerly known MasDHRRRA which was in operation from 1974 – 1998, an organization that was successful in bringing together communities driven by the spirit of dialogue and cooperation among rural people. The

thrust of the DHRRA Network Malaysia is to organize a strong rural, self-reliant community through poverty alleviation and people's empowerment initiatives based on the same spirit of dialogue, cooperation and capacity building of human resource.

By mid 1980s the thrust of MasDHRRA changed . By this time MasDHRRA began to see the needs of individuals and their NGOs. In Malaysia by this time there were big NGO , Medium NGOs and very small NGOs. Thus the second phase of MasDHRRA history shifted from merely organizing dialogues to capacity building of small local NGOs and their staff and volunteers

In a meeting on May 1999 with two of the MasDHRRA old partners and new partners together for reflection sessions of the DHRRA spirit and different initiatives. From the discussion, the DHRRA old and new partners took a challenges to rebuild the network with new image.

Since 1999, the DHRRA Network Malaysia, a registered organization in 2001 has been organizing various community-based health, hygiene and educational programs in the rural areas.

Followed by the reflections, {a National workshop was held on 28-30 January 2000 at Bayu Beach Resort Port Dickson.} The two day workshop was an actualization of an earlier agreement (May 1999) by some DHRRA pioneers to bring together old and new partners for a reflection session of the DHRRA spirit and different initiatives of the DHRRA partners and then look forward to what can be done together to respond to the new challenges that the rural and marginalized communities are/will be facing.





## **Major Organizational Accomplishment**

### **Efforts of the local DHRRA to transform the friendship and solidarity into a formal organization**

Towards formalizing the friendship among DHRRA network Malaysia members, the group decided to pursue the efforts:

- Organize bi-annual National Farmers Consultation since 1998 to provide the space for dialogue between the government, NGOs, POs and the grassroots communities.
- Develop and increase the awareness about sustainable development which include sustainable agriculture, sustainable consumption and sustainable livelihood start from the grassroots communities to government official
- Documentation and publication of the agriculture and rural areas situation

### **Problems and issues faced by DHRRA Network as an organization**

As DHRRA network Malaysia struggled to strengthen its organizational capacities, the network faced the problems

- Lack of funds due to the lack of interest of funders towards in Malaysia
- Government's interest towards biotechnology and use of chemical inputs
- The different treatment that is being imposed to the different races in Malaysia i.e. only muslim farmers receive subsidies
- Malaysian agriculture sector moving towards privatization, commercialization and is market-driven thereby marginalizing subsistence rural farmers

## **Lessons learned from DHRRRA formation**

The lessons are:

- The grass-root / farmers do not clearly understand government policies and obligation towards ensure farmers rural livelihood
- Rural development that is provided by the government should be above political consideration.

## **Growth in terms of membership and organizational structure and systems?**

Our Local DHRRRA is drawn predominantly from rural poor, the peasantry and indigenous people, i.e. mostly those who participated in the 24 village micro study. It also has working affiliations with various national, regional networks such as the Southeast Asian Council for Food Security and Fair Trade (SEA Council), Asia Partnership for Development of Human Resources in Rural Areas (AsiaDHRRRA), Education and Research Association ( ERA Consumer, Malaysia ), Credit Union Promotion Clubs (CUPC) and Asia Pacific Secretariat for Consumer Advocacy, Research and Education (APS-CARE).

## **First staff or volunteers**

Ms. Rachel Samuel, Mr. Paul Sinappan, Ms. Indrani Thuraisingham, Mr. Marimuthu Nadason

## **Major strengths of DHRRRA- Network Malaysia**

The major strength of DHRRRA Network Malaysia lies in its commitment to build the capacity of peasants through exposure programs and dialogues.





## Major Contribution to Rural Development

Programs implemented for the past 30 years and its major accomplishment in terms of rural development or advocacy

### **ANGOC 200 Village Project**

In March 2000, DHRRA Network undertook a regional project called ANGOC 200 Village Project which consisted of 3 phases relating to food security, i.e. a baseline survey, planning a Micro project with communities & the implementation of the Micro projects with communities.

The 200 Village Project in Malaysia kicked off in September 2000 after financial support had been obtained to conduct the baseline survey. Volunteers who participated in the January 2000 General Assembly were trained by Mr. Bishan Singh, the project Advisor & Resource person on how to conduct the participatory method of the survey. Mr. Bishan Singh, the senior regional Coordinator of the Management Institute for Social Change (MINSOC) facilitated this survey.

The outcome from the project is Malaysia government is now putting emphasis on the commercialization of agriculture, with the participation of the private sector. However, priority is given to cash crops like rubber, palm oil, cocoa and pepper which also play a key role in the nation's agro-biodiversity. Access to food and quality of food is dependent on the household income. There is a very small percentage of extreme poverty, but no one in Malaysia has died from the want of food over the last 30 years.

### **NATIONAL AGRICULTURE WORKSHOP**

DHRRA organizes this bi-annual National Agriculture Workshop since 1998 to provide the space for the government officials, academician, corporation and the peasant/farmers to meet and discuss about the issues on agriculture.

### **PEASANT MEETING**

On the 26th – 27th August 2001, DHRRRA jointly with PAN-AP organized the peasant meeting in Bangkok, Thailand. The main agenda was taking WTO out of agriculture as the main objective in the meeting.

### **WORLD FOOD DAY**

DHRRRA, FOMCA, ERA and Perak Consumer Association jointly organized World Food Day on the 13th October 2001 at Taiping. About 300 farmers attended and the farmers' products exhibited. During the exhibition, the Agriculture Department has delivered a speech on chemical and pesticide control. Most of them are applying high inputs of pesticides its will lead to unhealthy nations. Mr. Bishan Singh the consultant of MINSOC gave training to the farmers on farm management. The farmers were enlightened with the basic ideas which can be used in their farm.

### **APHD FARMERS EXCHANGE PROGRAM (2001)**

The exchange program had given an overall picture of the Malaysian agriculture sector to the participants. During their group sharing sessions most of the farmers realized that high cost of chemicals, the land problem, marketing and the middleman problem, dependency on foreign markets, conversions of land and discrimination and manipulation relating to rubber and palm oil.

### **Best Practice and tool for rural development**

For DHRRRA Network Malaysia, bottoms up approach is the best approach for development work. Mechanism for people's participation should always be put in place to guarantee responsiveness and effectiveness of any community development initiative.





# PHILDHARRA

Philippine Partnership for the Development of Human Resources in Rural Areas

## PhilDHARRA's History and Trajectory

From a fledgling network of a few members in 1983, PhilDHARRA today has grown to be a dynamic national urban-rural development network that, from the words of Fr. Francis B. Lucas, a former Board Chair, “cuts across political lines, provides a multi disciplinary and multi-stakeholder constituency at the grassroots level,” and “transects through different development interventions covering welfare, scholarships, mainstream and alternative health, tenure security, urban poor, indigenous people, ecosystems and environment protection and conservation, community development, community organizing, development of cooperatives, sustainable agriculture, research, integrated area development, governance, and more...”

PhilDHARRA was a product of the uncertainty brought about by the martial law regime in the '70s and the early '80s, when NGOs and cause-oriented groups working for the poor and for social justice and human rights were branded subversives by the government. Then, the assassination in 1983 of former Senator Benigno S. Aquino, Jr., catalized a





massive unrest within civil society in protest of Marcos' repressive rule. On the very year of the Aquino assassination some of the several NGOs and cause-oriented groups which were informally associated to address the issues of the day formalized themselves as the PhilDHRRA network, to become a more effective organized body in confronting the dictatorship through development work.

Historically, PhilDHRRA's involvement focused on the advocacy for agrarian reform and rural development, the principles of which were established in the 1979 World Congress on Agrarian Reform and Rural Development (WCARRD) held in Rome. From WCARRD, PhilDHRRA implemented various initiatives on rural development including the facilitation of a larger flow of resources to the rural agricultural sector; greater commitment to food security and the reduction of malnutrition; the promotion of rural institutions and people's participation; and advocating interlinked and supporting policies toward agrarian reform among others (Decade Report, 1994).

After the 1986 EDSA revolution, PhilDHRRA spearheaded the coalition of various peasants groups into a Congress for Agrarian Reform (CPAR), which was an offshoot of a series of National Consultations on Agrarian Reform and Rural Development (NACARRD I & II) that partly served as basis for the conceptualization of the Medium Term Development Plan of the Aquino government.

CPAR initiated the People's Agrarian Reform Code (PARCODE) as a people's version of agrarian reform when the Aquino government enacted Comprehensive Agrarian Reform Law (CARL) in 1988, which was full of loopholes. CPAR also participated in the initial campaign for a new Fisheries Code in 1988, which will give more tenurial rights to the municipal fisherfolks. A new Fisheries Code would later on be enacted under the term of President Fidel V. Ramos in 1998, after ten years of advocacy.

In the late '80s and in the early '90s the bulk of PhilDHRRRA's work was focused on the peasant movement, organizing farmers' associations, raising their consciousness on equity issues, and providing capability-building support. Later on, PhilDHRRRA federated several of these farmers' associations into a national peasant movement called the Pambasang Kilusan ng mga Samahang Magsasaka or PAKISAMA.

PAKISAMA would later on distinguish itself in the forefront of advocacy for land tenure and other agrarian-related issues. The well-celebrated MAPALAD hunger strike in the late 90's, which earned international attention was mainly organized by the PAKISAMA with the support of PhilDHRRRA, SALIGAN, ANGO, PDAP and other advocacy groups, which have comprised themselves into the People's Campaign for Agrarian Reform Network (AR Now!).

## **The Tripartite Strategy**

In order to help in the speedy implementation of agrarian reform in the country, PhilDHRRRA conceptualized a pioneering effort in tripartism, that is, harnessing the partnership among stakeholders in government, non-government, and people's organizations. Thus, in 1990, the TriPARRD program (Tripartite Partnership for Agrarian Reform and Rural Development) was conceptualized and implemented in several prototype areas, with several member NGOs as co-implementers of the program. The strategy of tripartism was later adapted by PhilDHRRRA in its other major rural development programs namely, the Tripartite Partnership for Upland Development (TriPUD) for the upland areas, and the Tripartite Partnership for Marine and Aquatic Resources Reform and Development (TriMARRD) for the coastal areas.

The tripartite strategy was enhanced by the call for people's participation in governance and local development processes in the landmark legislation of the Local Government Code





of 1991, although this has become another venue for PhilDHRRA's advocacy work and capacity-building initiatives. To this end, another pioneering project was conceptualized and implemented in several provinces called the Provincial Strategic Development Project (PSDP), where the goal was the federation of people's organizations in particular provinces and the building of their capacities to engage Local Government Units (LGUs) in governance and development.

PhilDHRRA made several gains from this effort from piloting the participation of these federations and people's organizations in the local special bodies of the LGUs. By 1995, PhilDHRRA has become a major implementer of the USAID-funded GOLD project (Governance and Local Democracy) to build the capacities of provincial PO federations in local governance in selected provinces in the country.

## **The IPSAARRD**

In the early 1990's the network started to feel the challenges posed by globalization and the information highway. At the same time, there was a call for a more sustainable form of development by the 1992 Earth Summit at Rio. The discussion within the network focused on how to create impact and scale in its development initiatives. The network initially adapted the Strategic Provincial Operations (SPO) as a strategy to gather together its members' initiatives for maximization and complementation in particular provinces to create impact and project scale at the same time. This discussion continued until the mid 90's when the members finally decided to adapt the IPSSARD, or Integrated Provincial Sustainable Agriculture, Agrarian Reform, and Rural Development, as its central strategy.

The IPSAARRD strategy was operationalized through SIAD approach, or Sustainable Integrated Area Development, which calls for the integration of key development players, programs and interventions, with a specific geographic focus. The strategy built on

PhilDHRRRA's initial gains from its previous programs on TriPARRD, TriPUD, TriMARRD, and Local Governance. The idea was to integrate all these initiatives within a particular geographic area for a more effective development approach as a local response to the challenges of globalization. Today, the experimentation and discussion on the SIAD approach still continues, but the network recently decided to view it more as a development framework than as a program to be piloted.

Equally important as its pioneering efforts in rural development is PhilDHRRRA's contribution to social capital formation. PhilDHRRRA has significantly contributed to the formation of various other networks and advocacy groups such as the Asia Partnership for the Development of Human Resources in Rural Areas (AsiaDHRRRA), the Asian NGO Coalition for Agrarian Reform and Rural Development (ANGOC), the Philippine Development Assistance Programme, Inc. (PDAP), the People's Campaign for Agrarian Reform Network (AR-Now!), the Caucus of Development NGOs (CODE-NGO), the Philippine Development NGOs for International Concerns (PHILINK), the National Peace Conference (NPC), the NGOs for Fisheries Reform (NFR), the Upland NGOS Assistance Committee (UNAC), the Foundation for a Sustainable Society, Inc. (FSSI) and the Federation of Sustainable Development Cooperatives (FSDC), among others.

## **Responding to Globalization**

Today PhilDHRRRA prides itself in raising the level of civil society's participation in the development process in the country through principled partnership with key development players, as well as in contributing several of its people to key leadership positions in government and other development organizations. Bishop Antonio J. Ledesma, SJ, DD, founding Chair of PhilDHRRRA, is more succinct in saying that "As a network of NGOs engaged in rural-urban development with its own agenda, PhilDHRRRA became one of the first national organizations to project the distinctive contribution of Civil Society





groups in nation-building”. Yet credit is due to its funding partners such as the MISEREOR, CEBEMO, BILANCE, CordAid, the Ford Foundation, Oxfam-UKI, the Embassy of Japan in the Philippines, USAID, IDEX, LWR, among others.

Despite its gains in the last two decades of development work in the country, however, PhilDHRRA continues to face the ever-changing challenges of the development process both at the global and the local levels. The full impact of globalization has not yet penetrated the country but is only lurking around, yet it has already crept into the country’s macroeconomic system threatening the survival of the marginal sectors, which may not have the capacity to compete in the playing field. This calls for more creative and innovative strategies for PhilDHRRA and fellow advocates in the development sector to effectively respond to these realities.

Taking advantages of this globalization, development of Internet communication and information system is crucial aspect. The website of PhilDHRRA, for instance, is working as a venue where updates and documents could be disseminated in a more efficient manner. It is also an effective way for the network to get connected to the outside world in global level; in fact, there are many people abroad or non-members who visit the site.

### **Developing Knowledge Products**

Also PhilDHRRA is trying to strengthen its capacity in Research and Documentation area where is the weakest in PhilDHRRA so far. It is strategic for PhilDHRRA to develop its capacity to abstract each member’s experiences, develop “knowledge products”, and communicate them to partners in the arena of development debate and knowledge networking. To work around this limitation, PhilDHRRA participated in projects initiated by other institutions to document the experiences of its members on the ground. One of these was CIIR’s “Documenting Good Practices of Asian NGOs”, where SIAD Montevista

was chosen as one of the cases to be studied. The case study highlighted the interventions of PhilDHARRA and other NGO members in their effort to mainstream SIAD as a framework for local development in the municipality of Montevista. Another was the HPI-LWR Project, which documented cases showing the effects of trade liberalization on poor rural farming communities. All regional secretariats and some NGO members participated in the case study preparation. PhilDHARRA also developed a synthesis of TriPARRD's experiences, but it was not published due to financial constraints.

## The Challenge of Sustainability

With the perennial issue of sustainability, the PhilDHARRA membership will have to, sooner than later, make a crucial decision of whether to continue the network as originally envisioned. At the minimum, the network have to evolve into a more organizationally manageable set-up in terms of human and financial support in the context of waning support from funding partners. Facing this reality, A follow-up project entitled "Resource Development: Towards Institutional Sustainability and Effectiveness (RD-TISE)" was approved in December 2003. The project will support PhilDHARRA's planning for a fund-raising program, which will be implemented from 2004 to 2006.

While PhilDHARRA had been occupied with various national advocacy and linkage-building initiatives through the National Secretariat, it continued to provide critical support services to its members at the regions through the Regional Secretariats. These services included packaging project proposal, making referrals to funding agencies, facilitating training and organization development interventions, and providing other needed technical assistance. PhilDHARRA also expanded its membership.

PhilDHARRA also developed its monitoring systems for membership performance and organizational growth and encouraged its members to get certification from the Philippine



Council for NGO Certification (PCNC), which is also consistent with CODE-NGO's target for its member networks. In line with this, the Secretariat is conducting follow-up activities to prepare interested member NGOs for such certification along with the provision of technical assistance in organizational strengthening.

On the whole, the more positive trajectory of PhilDHRRA's development undertaking outweighs the foreseen impending setbacks. The immediate challenge especially for the next five years or the next decade is how to harness the past gains as leverage for further innovations and enhanced leadership roles in the development field in the country and in the region in the context of a globalized economy and the on-going quest for equity, justice, and peace.

# PHILDHARRA MILESTONES

## History

### Individuals who have been instrumental in the formation of PhilDHARRA:

Name	Role
Carmen R. Buenviaje	Founding Board (Luzon)
Angelita Gregorio	Founding Board (Luzon)
Roland Modina	Founding Board (Luzon)
Alexander Benedicto	Founding Board (Visayas)
Francisco Fernandez	Founding Board (Visayas)
Cresente Paez	Founding Board (Visayas)
Fr. Antonio J. Ledesma S.J.	Founding Board (Mindanao)
Ronnie Ravanera	Founding Board (Mindanao)
Romeo Tiongco	Founding Board (Mindanao)
Ma. Cristina Liamzon	First National Coordinator
Eduardo Pangan	First Luzon Coordinator
Salvador Loyola	First Visayas Coordinator
Alfonso Ranaynal	First Mindanao Coordinator

### Significant events that influenced the formation of PhilDHARRA :

#### 1974

Philippine NGOs participated in the three-week Development of Human Resources in Rural Asia Workshop (DHRAW) held in Swanganiwas, Thailand. Some 120 participants





from 12 Asian and Pacific countries attended the regional workshop. From there, the idea of building a national network of NGOs gradually evolved.

### **1978**

A meeting among the Filipino DHRAW participants and several other NGO representatives resulted in the establishment of PhilDHRA. Among its first activities was participation in the preparation of Philippine NGO inputs to the World Conference on Agrarian Reform and Rural Development (WCARRD).

### **1979**

PhilDHRA participated in WCARRD in Rome.

PhilDHRA membership consisted of individuals who became involved in their own organizational and base-work activities.

Linkages continued through informal correspondence, information exchanges, and referrals.

### **1980**

More NGOs saw the need for a formal national network as some groups took the initiative of organizing regional consultation meetings.

Meetings among development agencies from Visayas and Mindanao resulted in the creation of VizMinDHRA.

### **1981**

A national servicing secretariat was temporarily based in Sariling Sikap, Inc. in Luzon. It later opened a field office in Iloilo City in order to facilitate linkages among the various NGOs in the two southern regions.

### **1983**

A nationwide study of 20 villages in Southeast Asia was launched as a joint program on Rural Community Participation by the Center for Integrated Rural Development for Asia and the Pacific (CIRDAP) and the Asian NGO Coalition (ANGOC). In the Philippines, the study was sponsored by the National Council on Integrated Area Development (NACIAD) and the Center for the Development of Human Resources in Rural Asia (CENDHARRA). The study recommended, among other things, that the succeeding CIRDAP project on Community Information and Planning Systems (CIPS) be expanded to include training of NGO field workers, as well as grassroots cadres, in participatory research methodologies and to provide seed funding for production-oriented projects the villagers may go into after undertaking a participatory village-based research. This recommendation led to the creation of the CIPS program. The study provided PhilDHRRA the opportunity to involve and bring together some 20 NGOs from all over the country. This three-month study culminated in a national NGO workshop held in Cebu City in August 1983 where NGOs agreed to work towards the formal organization of a National Association of NGOs and also to use the mechanism of PhilDHRRA for building up the network.

### **1984**

From January to March, regional meetings and consultations were held for each of the three regions -- Luzon, Visayas, and Mindanao -- which affirmed the need to formalize a linkage or network among NGOs.

A national NGO meeting, held on March 30 to April 1, 1984 brought together some 32 NGO representatives who decided to establish a National NGO Association under PhilDHRRA. It was decided that a formal membership of organizations, rather than a forum of individuals and friends, interested in rural development be set-up. A decision was also reached to have the Association formally registered.





## **Major Organizational Accomplishment**

### **Efforts of the PhilDHRRA to transform the friendship and solidarity into a formal organization**

The sequence of events starting from the Development of Human Resources in Rural Asia Workshop (DHRRRAW) conference held in Swanganiwas in 1974 provided the opportunity for some Philippine NGOs, who would later on convene as PhilDHRRA, to get in contact with one another. It happened in a political environment characterized by repression and a growing discontent particularly in the countryside. Massive voluntary initiatives on community development emerged where the central principle was empowerment and self-reliance. Community organizing was the central social technology utilized by development NGOs.

The assassination of Ninoy Aquino in 1983 was another significant event in the formation of PhilDHRRA – probably hastening the call to establish a formal organization. From then on until the call for snap election in 1985, the need for networking was became paramount. The hopeful mood and call for reforms after the 1986 peaceful EDSA revolution offered a lot of work for the NGOs. From then, PhilDHRRA made significant contribution in the formation of a vibrant civil society in the Philippines and assumed a significant role in the development process particularly of the rural areas.

### **Problems and issues faced by PhilDHRRA as an organization and the resolution made and actions taken**

1. In view of the new political order in 1986, PhilDHRRA was confronted with the option of whether to take a confrontational mode or to engage with government. PhilDHRRA opted for critical engagement in the national discourse. Members actively participated

in the debates in the framing of the new constitution – advocating progressive provision including social justice and citizen’s participation in decision making. More specifically, PhilDHRRRA actively engaged in the drafting of the Comprehensive Agrarian Reform Law resulting in the formation of PAKISAMA as a national farmer’s federation. PhilDHRRRA was among the first network who option to engage in the implementation of Agrarian Reform despite the many loopholes of the law.

2. Starting 1989, PhilDHRRRA garnered a number of big social projects in partnership with donors. It started to implement projects in various communities. The situation brought the issue of the role of the network vis a vis its members. The members felt that the network started to intrude to the basic role of the members – that is spearheading the development of the local communities. They viewed the role of the network as support to the members rather than directly doing the function of its members. On the other hand, in order to sustain its operations, the network is forced to enter into development project which normally involved direct works on local communities.

As a resolution, the members of PhilDHRRRA mandated the network to limit itself, as much as possible, as a support mechanism to its members. As a rule, the network must engage its members if projects are to be implemented directly to local communities. The network will have to perfect its performance in areas of information exchange, research, networking, and policy advocacy.

3. Early on in its establishment, PhilDHRRRA pursued the policy of decentralization – making itself present in all the major regions (Luzon, Visayas and Mindanao) in the Philippines. A regional structure was set up for operation (secretariat and regional leadership) which was viewed to be enjoying certain level of autonomy and independence. In actual operation however, the problem of striking a balance between regional diversity and autonomy and the need to be ONE Network became evident.





During the 2003 strategic plan of PhilDHRRA, the thrust of to clarify specifically the role of the national network vis a vis the regional structure was promulgated. This process is on going. It involves clarifications on the areas of responsibilities, and identifying procedures of decision making at the network level without jeopardizing the rights and situation of the regions.

4. Ever since, PhilDHRRA is heavily dependent on external funding – mainly from grants. This makes the operations of PhilDHRRA non-sustainable financially. Institutional capabilities were eroded due to inability to program its human resources at the same time maintain its gains.

For several years now, PhilDHRRA is making serious efforts to develop its resource base. PhilDHRRA is setting up various ways to generate local resources including the possibility of creating an “endowment fund”. To this end, within 10 years, PhilDHRRA is embarking into a fund raising program from individual and corporate grant making and donations.

Furthermore, from its huge staffing structure brought about by its effort to implement projects, PhilDHRRA embarked into a lean and mean structure starting in 1998. The secretariat was reduced to a minimum staff position based on the basic mandate as a network. It also necessitated a serious program for staff development and compensation packages which is attached to the resource generation objective of the network.

5. To date, civil society faces a lot of challenges. Among the serious call for NGOs is transparency and accountability. This call involves the institutional process to account of its performance, the extent of good governance, and capacity to disclose relevant information about its operation.

To this end, PhilDHRRA is going into a painful institutional development involving the streamlining of its organizational monitoring system both at the level of its members and at the network level including finance and administration. The network is taking advantage of the Information Technology and Communication (involving the internet) to improve the exchange of information among its members and other partners. PhilDHRRA is set to get certification from the Philippines Council for NGO Certification (PCNC) – the body authorized by the government to certify NGOs having systems for good governance.

### **Lessons learned in the formation of PhilDHRRA**

1. Non-government Organizations will play a significant role in the development of Philippine Society. It is the way of the future. Networks like PhilDHRRA will be important to consolidate the efforts of individual NGO members, in as much as the members will always define the subsequent nature and role of the network. The process of strengthening is crucial because the civil society will have to remain strong as a vanguard of the moral and social fabric of society.
2. The strength of PhilDHRRA as a network is its members and their constituents. To this end, PhilDHRRA must constantly reflect and work towards its relevance and effectiveness. It has to bring always their needs and sentiments. Communication then is very crucial. The need to improve the process of dialogue, sharing and consensus is extremely important.
3. Behind the existence of a network like PhilDHRRA is its image and credibility. It involves adherence to good fiscal management and governance, and capacity to deliver results. Acceptability of its partners is defined by the capacity of PhilDHRRA to relate with various groups – government, other NGOs and networks, and donors – without being perceived to be hardly ideological, firm yet open to listen, responsible and dependable.





#### 4. PhilDHRRA's growth in membership and organizational structure and systems

At the moment, PhilDHRRA has 72 members. Oftentimes, NGOs would voluntarily submit application for membership because of its credibility. However, active recruitment for viable and strong NGOs in the rural areas is a key strategy of PhilDHRRA. The recent institutional development process involving membership monitoring is hopefully a step forward to even stronger network membership.

The growth towards organizational structure and systems came into being as a response to the issues and problems that the network encounters over time. Those issues were discussed and propositions from members, leaders and staff are laid down on the table for discussion and consensus. The process is long and tedious but ultimately these are decided and implemented.

#### 5. The first staffs/ volunteers

Ma.Cristina Liamzon – National Coordinator

Eduardo Pangan – Coordinator for Luzon

Salvador Loyola – Coordinator for Visayas

Alfonso Ranaynal – Coordinator for Mindanao

### **Major strengths of PhilDHRRA**

1. PhilDHRRA can take pride of having clear constituency (75 NGO members) spread widely all over the country. It manifests geographic advantage and presence at the mass base. It is also a network comprising of diverse development themes and activities; but united in the vision of development that is focused in the rural areas under common development values and practices. However, PhilDHRRA recognizes that rural concerns and problems can no longer be isolated from urban issues.

2. PhilDHRRA enjoys “name recall” to a significant number of players in the development circle in the country. Recognized for its good track record based on the 20 years of existence and the programs it had implemented. It is associated with Agrarian Reform and Rural Development (programs on Tripartism: upland, lowland, coastal models), PO federation building, Local Governance, Sustainable Integrated Area Development (SIAD), and noted to focus in rural areas. PhilDHRRA reaffirms its belief that Agrarian Reform is imperative in the development of the rural areas; and that governance is a very important component in sustainability especially under the framework of Sustainable Integrated Area Development.
3. PhilDHRRA’s governance is decentralized having regional structures that enable it to fine tune its responses both at the local and national level. The regional structure is accessible to the needs of the members and flexible to the demands of local situations. The importance that PhilDHRRA gives on membership service provision is a major advantage. Lately, PhilDHRRA has recognized the need for sustainability. The network has at least started the efforts towards advancing the issue of sustainability among its members and on the network itself.
4. While there are obviously some problems that will have to be addressed, the personnel of PhilDHRRA comprising the secretariats are competent, sincere, resourceful and committed. PhilDHRRA is a community. It has the ability to develop strong community bonding of individuals through meaningful interaction brought about by sharing of experiences and collective reflection. In fact, it is also important to note that even those that already left PhilDHRRA, both from the secretariat and NGO members, made efforts to keep in touch and are very concern about PhilDHRRA. A significant number of staff of PhilDHRRA are now occupying sensitive positions in other NGOs and networks.





5. PhilDHRRA as a network has an extensive linkages. It is a member to a number of formations in government bodies and NGOs coalitions or network that is responsible in framing policies and programs.

## **Major Contribution to Rural Development**

Programs implemented for the past 30 years and their major accomplishments in terms of rural development or advocacy

### **Model Building**

The Tri-Partite Partnership Approach to Development. Given the historical discomfort of NGOs in working with government, PhilDHRRA's call for tripartite approach to rural development starting in 1986 was a marked innovation at that time. Tripartite Partnership is a collaborative engagement among and between non-government organizations (NGOs), people's organizations (POs), and government agencies (GAs).

Among the major program implemented were: 1) Tripartite Partnership for Agrarian Reform and Rural Development (TriPARRD) 2) Tripartite Partnership for Upland Development (TriPUD); and 3) The Tripartite Partnership for Marine and Aquatic Resource and Rural Development (TriMARRD). These projects were able to accomplish several landmarks in connection with critical development issues of the rural areas; among these are:

- Land Tenure Security of Farmer and Protection of Water Rights by Fishers
- Accelerated the formation of Farmers Organization; especially formation of Paralegal Volunteers.
- Introduced the sustainable farming: Farm Planning, household food security
- Improved land productivity and developed viable cooperative enterprises.
- Pursuit of Viable Agri-Based Enterprises and confronting the Market.

**Giving Birth to PAKISAMA.** Probably one of the lasting legacy of the network was its crucial role in giving birth and supporting in its early years, one of the largest farmer's group in the Philippines, PAKISAMA (National Federation of Peasant Organizations). Organized in 1986, the federation has grown to 27 affiliate peasant organizations, covering 30 provinces and a combined membership of 15,000 farmers.

**Local Governance Projects:** The Local Governance Projects of PhilDHRRRA aim to engender responsive democratic institutions with greater citizen participation in local development and governance. Among the projects implemented were the Governance and Local Democracy, (GOLD) project; the Local Governance Support Project (LGSP) of CIDA; and the 10.10.10 project of DILG in cooperation with UNDP.

**SIAD as a Central Strategy.** SIAD is used as the generic term for the network's prototyping endeavors. The SIAD initiatives of PhilDHRRRA focused in the most advanced upland, lowland and coastal communities where convincing results may be achieved. The development framework calls for intense interaction of different factors necessary in the development of the area – organization of the community, participation in decision making at the level of their local government, working for sustainable use of resources, strengthening structure and capacities for production and marketing; and mainstreaming advocacy for gender equality.

### **Networking and Linkage Building**

Recognized as a Valuable Partner by National and Local Governments. In the course of PhilDHRRRA's experience, the network has been represented in various government bodies and multi-stakeholder mechanisms, wherein NGO participation is encouraged. Among these governmental bodies are:



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1. Philippine Council for Sustainable Development (PCSD) the highest policy-making body tasked to oversee the compliance of all development efforts to Philippine Agenda 21.
  2. National Anti-Poverty Commission (NAPC),
  3. National Agriculture and Fisheries Council (NAFC) of the Department of Agriculture
  4. National Marketing Umbrella (NMU) of the Department of Agriculture.

Membership in international and national coalitions and alliances. PhilDHRRA is part of the chain of the DHRRA networks throughout the Asian region called AsiaDHRRA, aspiring for a common vision of rural development in their respective countries. PhilDHRRA is also active members of the Asian NGO Coalition (ANGOC), International Land Coalition (ILC), and recently the World Rural Forum (WRF). The decision to associate with these international bodies is basically a function of issue-based advocacy and learning.

At the country level, we retain a dynamic relationship with the biggest confederation of NGOs - the Caucus of Development NGOs (CODE-NGO). We also maintain a leading role in thematic and sectoral coalitions such as the People's Campaign for Agrarian Reform (AR-NOW!), Foundation for Sustainable Societies, Inc. (FSSI), Foundation for Philippine Environment (FPE), and the Philippines-Canada Development Assistance Program (PDAP). These network of networks become vehicles for successful policy lobbying, sharing of lessons, and exchange of resources.

### **Policy-Advocacy Work**

In its policy-advocacy work, PhilDHRRA has espoused a two-pronged approach. First, building on our character as a national network, we are quite adept in gathering, interpreting and articulating the interests of the marginalized sectors and NGOs that we work with. In turn, we translate these to innovative programs and projects, which we

mainstream to the relevant government agency as potential partnership engagement. Otherwise, we utilize these local and “vocal” knowledge as the basis of our policy work – to influence government to create the favorable environment for reform and social transformation. Meanwhile, recognizing that partnership is a crucial and viable way of pursuing development, PhilDHRRA has gained access to national-level multi-stakeholder mechanisms involving government, civil society and the private sector. In these venues, we try our best to express clearly and communicate the sentiments of the sectors and organizations that we work with, again in line with achieving the desired reform or securing transparency and accountability in the execution of policies or development programs. Substantially, the advocacy engagements of PhilDHRRA encompass the wide array of opportunities that have been opened by the state.

### **Constituency Development**

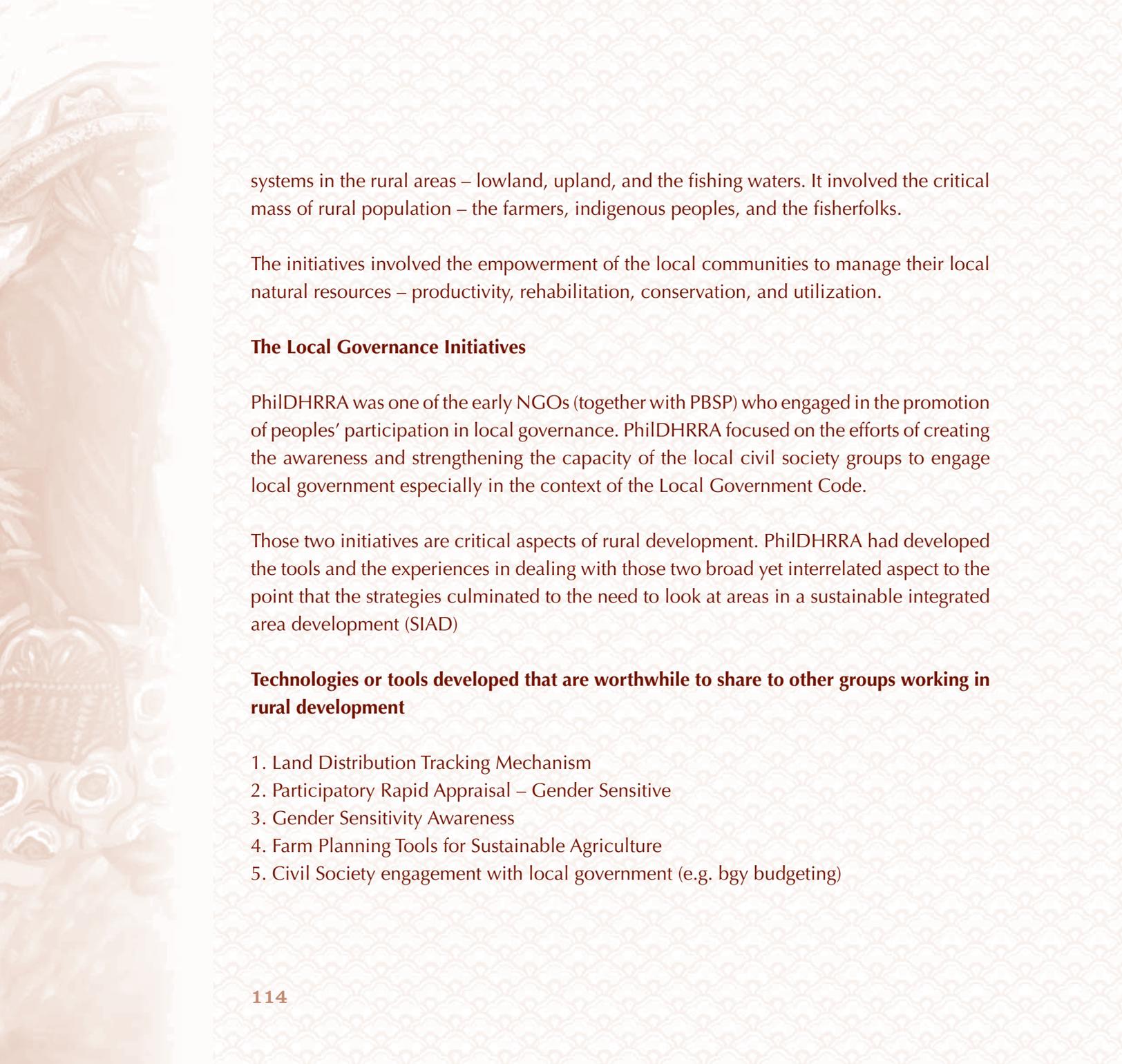
Membership Development. Since its inception 20 years ago, PhilDHRRA has grown to 72 current members, encompassing the broad spectrum of and reach for rural development work in the Philippines. With the individual members focused in an array of development interventions, the network has continued to supply capacity-building, coordination, information exchange, and policy articulation extensively.

### **PhilDHRRA’s good practices on rural development**

#### **Tripartite Approach**

The Tripartite Approach was a pioneering advocacy carried by PhilDHRRA during the early time of NGOs engagement with government in 1986. The Tripartite approach was utilized in the context of asset-reform – a very sensitive social reform needed and demanded by the poor sector of Philippine society. The initiative of PhilDHRRA covered the major eco-





systems in the rural areas – lowland, upland, and the fishing waters. It involved the critical mass of rural population – the farmers, indigenous peoples, and the fisherfolks.

The initiatives involved the empowerment of the local communities to manage their local natural resources – productivity, rehabilitation, conservation, and utilization.

### **The Local Governance Initiatives**

PhilDHRRA was one of the early NGOs (together with PBSP) who engaged in the promotion of peoples' participation in local governance. PhilDHRRA focused on the efforts of creating the awareness and strengthening the capacity of the local civil society groups to engage local government especially in the context of the Local Government Code.

Those two initiatives are critical aspects of rural development. PhilDHRRA had developed the tools and the experiences in dealing with those two broad yet interrelated aspect to the point that the strategies culminated to the need to look at areas in a sustainable integrated area development (SIAD)

### **Technologies or tools developed that are worthwhile to share to other groups working in rural development**

1. Land Distribution Tracking Mechanism
2. Participatory Rapid Appraisal – Gender Sensitive
3. Gender Sensitivity Awareness
4. Farm Planning Tools for Sustainable Agriculture
5. Civil Society engagement with local government (e.g. bgy budgeting)

# THAIDHRRRA

Thailand Partnership for the Development of Human Resources in Rural Areas (ThaiDHRRA Foundation)

## Historical Background

ThaiDHRRA's logo depicts hands wrapped together in a position of "Wai" - a Thai gesture of respect. Such is typical of ThaiDHRRA's operations. It is also known as Moon Niti Thai Phur Karn Pattana in Thailand.

ThaiDHRRA (TD)<sup>1</sup>, began as an informal forum within a family of partners. Since its beginnings in 1979, the foundation, registered as a non-sectarian and non-profit organization in 1984, has served as a clearing house for dialogue and information exchange while acting as a coordinating body for the rural people. Promoting a five-step approach towards self-reliant development, Saccakorn groups have been organized in fifty-five (55) rural villages that benefited from a variety of leadership and vocational planning programs facilitated

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<sup>1</sup> TD was organized in 1979 by 22 Thai development workers and registered as a foundation (No. 2237) in 1984 with Royal Thai Government. The TD secretariat office is located at 19 Kochasarn Road, Soi 5, Chiang Mai 50100, Thailand. Telephone / Fax No. 66 53-271537.





by ThaiDHRRRA. The network is now undergoing a strategic planning process to define its direction amidst the changing terrain of development work in Thailand.

Since its beginnings in 1997, ThaiDHRRRA strengthened its grassroots partners' value by the word 'SACCA'<sup>2</sup>, which means Truth, Trust, and Reliability. Later it became SACCAKORN, which also means people working together with SACCA or a mutual trust group. ThaiDHRRRA practices and applies the spirit and the trust embodied in SACCAKORN as a key approach to the development of human resources in rural areas. ThaiDHRRRA believes that where there are reliable people, there is a good project.

ThaiDHRRRA launched several Participatory Action Research Programs (PARs), as well as various training programs, e.g. SACCAKORN Movement, Leadership Training for Locality, Vocational Planning for Self Employment Activity, Savings and Credit Motivation for Self-Reliant Development among grassroots people, intermediate groups, and also ThaiDHRRRA volunteers/members.

In 2000, ThaiDHRRRA organized the First Conference of Small Farmers in Chiang Mai. The conference was organized through tripartite cooperation among GOs, NGOs and FOs (Farmer Organizations). It was supported by Agriterria and the Farmers Federation of Thailand. The 57 participants came from Agriterria, Farmers Federation of Thailand, Farmers Foundation of Thailand, ThaiDHRRRA and SACCAKORNs, Agricultural Extension Office of the North (GO), farmer groups and farm women. The participants came from 7 provinces of the Upper North of Thailand, namely, Maehongson, Chiang Mai, Chaing Rai, Nan, Prae, Lampang, and Lamphoon. The conference provided the farmer-participants relevant information on the impact of the economic crisis particularly on the farmers.

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<sup>2</sup>The Bali Word "SACCA" means Truth, Trust, and Reliability, while "KORN" means working together. Hence, SACCAKORN means the people working together with SACCA.

The succeeding years witnessed ThaiDHRRA's growing cooperation with grassroots groups, (SACCAKORNs, Farm Women, Hill Tribes, NFAD, Farmer Rehabilitation Groups, the Supportive Working Committee for Community-Based Organizations), NGOs (Provincial Committee for Social Investment Fund, FEDRA, Credit Union, Environment Networks), government area sectors (Department of Agricultural Extension -- DOAE, Community Development Department, Non-Formal Education, Savings Bank of Thailand, BAAC) and international agencies (ESCAP, AsiaDHRRA, AusAID, etc.).

## Two Strategies

After the economic crisis in Thailand, ThaiDHRRA focused on the following strategies:

### **Strengthening the capacities of local leaders towards developing the spirit of volunteerism.**

ThaiDHRRA believes that change would best come from individual leaders who have been equipped with the necessary skills, knowledge, and deep commitment to rural development. If the leaders of the organizations or institutions are strengthened, then there is an opportunity to change the whole thing. The dialogue of life played a very important role in strengthening the leaders. Through the dialogue, leaders were able to exchange information and experiences and deepen their commitment and cooperation, which later led to the formation of a committed core team.

### **Provision of technical support and capacity building assistance to local communities.**

The community training approach for the development of community master plan was given priority. Area-based technology was explored to improve the community condition and productivity. Close consultation and provision of initial fund was undertaken.

To operationalize the new strategies identified by ThaiDHRRA, the foundation mobilized various donor partners. With the financial support of AusAID of the Australian Embassy





in Thailand, the Northern Farmers' Association for Development (NFAD) was able to launch the savings and credit approach in 8 Tambons with 3,200 farmer families from 8 provinces of the northern region. In addition, the Working Committee for Community-Based Organizations sought the financial support of the Social Investment Fund Program of the government to launch the same savings and credit program among 1,964 villages of 204 Tambons of Chiang Mai Province. This program has mobilized 1,020 leaders and 58,920 households participated.

The rich experience of ThaiDHRRA in implementing the savings and credit program has led them to realize that there is enough revolving loan fund available for SME and industry, but not for farming purposes. They also realized that grassroots people will be willing to contribute to the cost of operation and training once they have understood the whole process of people empowerment.

### **Moving Forward**

In response to the new and greater challenges of globalization and to the need for second-liner development, ThaiDHRRA pioneers slowly transferred the shepherding role to the second-liners. A new set of board of trustees was then elected after the strategic planning process conducted in August 2003. ThaiDHRRA recognized the need not to confine its operation to the northern region of Thailand, but to also expand to other rural areas in the country. Towards this end, ThaiDHRRA opened up its board to other potential leaders coming from other regions, as well as from other sectors such as the academe and the business sector.

With the support of fellow DHRRA partner (InDHRRA), the foundation is now working towards setting-up its core secretariat to oversee the day-to-day operation of ThaiDHRRA and to initiate processes leading to the implementation of the rural development programs of the foundation.

# VIETDHRRA

Vietnam Partnership for the Development of Human Resources in Rural Areas

## The History of VietDHRRA

In 1996, the Center of Agriculture Extension Volunteers (CAEV) participated in the annual meeting of AsiaDHRRA in Jakarta. In that meeting, CAEV became an official member of AsiaDHRRA in Vietnam.

Because of its clear mandate and objectives and the support by many national NGOs, CAEV became the coordinator of the “Vietnam Partnership for the Development of Human Resources in Rural Areas” (VietDHRRA). The young national network of NGOs began working chiefly for the underdeveloped and remote mountainous areas that are home to Vietnam’s tribal people.

With 8 years of experiences and achievements in capability building and networking, VietDHRRA already has 15 member-organizations nationwide.





## Vision and Mission

At the first members' meeting held in October 1999 in Hanoi, VietDHRRA elected its Board, composed of Dr. Bui Quang Toan (Chair), Mrs. Hoang Dieu Tuyet (Vice-chair), and Mrs. Nguyen Thi Oanh (Vice-chair). VietDHRRA also approved the General Mission and Vision of the Network and the strategic plan for the period 2000 to 2010, which are as follows:

1. To exchange achievements and experiences on human resource development in rural areas among national NGOs, GOs, and those mass organizations in the region and the country.
2. To strengthen and develop friendship and cooperation among farmer organizations and development organizations supporting human resource development initiatives in rural areas of the region and the country.
3. To make full use of international assistance based on the mobilization of internal and spiritual forces for the cause of human resource development in rural areas.

To achieve the objectives mentioned above, VietDHRRA chose the following fields of work as its main activities:

1. Food security for communities, which refers to the whole process of production, storage, processing and consumption of food and processed food stuff at the community level.
2. Protection of and preservation of natural resources and environment by rural communities.
3. Gender equality and equity for rural society, especially for the minority groups of people.
4. Appropriate forms of cooperation, especially the voluntary cooperatives, bringing in to full play the advantages of farm household economies.

## Member Organizations

VietDHRRRA is a nation-wide network participated by 4 different groups of member-organizations, i.e. 4 NGOs, 6 mass organizations, 3 training centers for rural areas and 2 government research institutions for human resource development for rural areas. The total individual grassroots members of the 15 member-organizations of the VietDHRRRA network is more or less 31.2 million, most of whom are villagers and farmers.

## The Network

VietDHRRRA popularizes its mandate through its tagline “Everything is for improving the living condition of the rural poor sector”. It promotes and encourages its members to contribute their experiences and professional techniques to develop pilot demonstration communities that are set up to be typical for 7 different agricultural economic zones of the country. These pilot sites are centers of all kinds of VietDHRRRA activities: research, training, advanced technique transfer, grassroots level capacity building, internal forces mobilization and advocacy.

### **Two categories of VietDHRRRA's partners:**

The first category consists of rural farmers, villagers and local technicians who are doing development work to improve their living standards and strengthen their communities with the help of VietDHRRRA, CDOs and its members.

The second category includes all collaborators and donors abroad who have contracted and helped the VietDHRRRA Secretariat programs bilaterally and multilaterally. These have been, for the past years, 6 different international and regional partners coming to Vietnam and directly working with VietDHRRRA Secretariat on the subject of Human Resources Development for Rural Areas.





VietDHRRA has also sent abroad its secretariat staff and members, mostly leaders and technical staff, to exchange ideas and experiences with its partners, especially with members of the AsiaDHRRA family in the region.

Since 1996, the network of VietDHRRA has been strengthened and developed year by year.

1. All members have been trying their best to fulfill their own action plans and assignments. Based on yearly work plans set by the VietDHRRA secretariat and approved by AsiaDHRRA, VietDHRRA members have contributed worthy parts to those results gained by the network.
2. Forty-nine (49) documents and papers concerning the DHRRA family published so far have been translated from English into Vietnamese and distributed among members and the network. 17 papers and essay were written and broadcasted through information channels and daily newspaper to introduce DHRRA programs and make known VietDHRRA to public.
3. Nineteen (19) training courses were conducted to train staff of the secretariat and technicians of members to be trainers themselves and to upgrade the capacity of office staff.
4. The 8 community-network nationwide consisting of Phuc Thanh, Yen Sinh, Lien Son, Ninh Tay, Chu Pua, Tho Lam 2, Phuoc Ninh and Bau Son have been kept strengthened to be pilot demonstration and education centers of geo-economic regions. Three of them were chosen as focused pilot sites and directly supported by AsiaDHRRA. They are Phuc Thanh, Ninh Tay and Tho Lam 2. These pilot sites are now recognized as community development models for local people nearby to follow.

5. Fifty-three (53) people, 27 of which are farmer-leaders and farmers, were sent abroad to participate in technical workshops and training courses, Farmers Exchange Visits and dialogues.

## Ongoing Activities

The Rural sector of Vietnam consists of 13.7 million household families, out of which 11.3 million are farmer-households. General statistic recently shows that 17.5% of these families are still seen to be poor or extremely poor and underdeveloped. These people are now facing the serious challenges of WTO and globalization.

VietDHRRRA members and partners carry out the specific action plans of the network and the members themselves to confront these critical situations of farmers and villagers.

For the whole network, the followings are the main and common activities to be undertaken for the period 2000 to 2010:

1. Membership development and capability building to make the secretariat and member-organization offices to be real centers of human resource and community-based development of the rural areas of Vietnam.
2. Advanced techniques for products, firstly for food and foodstuffs, are going to be transferred to farmers so that they can improve production and product quality and survive the rapid pace of globalization. Food security and environment and natural resource conservation in all rural areas are among the main objectives of rural human resources.



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3. VietDHRRA and the DHRRA family in the region are continuously updated through information broadcasting, grassroots level human development piloting and encouragement of all member-organizations to be involved in advocacy programming.

## **The Future and Its Possibilities**

VietDHRRA now has 4 NGOs, 6 mass organizations, 3 training and education centers and 2 research institutions with thousands of scientists, economists, socialists, researchers and teachers who are trainers and extension workers readily and happily going to rural areas and working side by side with farmers and villagers.

1. Surveying and evaluation of local resources, which can be mobilized for rural community development at grassroots levels.
2. Transferring new varieties of rice and corn, new technologies of production and processing of agricultural products, new markets with enough information to farmers and rural villagers.
3. Capacity building and second-liner development of qualified leaders and technical staff through training, practicum, piloting, modeling, documenting and introducing programs for the Secretariat and members in the fields of:
  - Food security at the household and community level.
  - Rural and agricultural cooperative development.
  - Environment and natural resource conservancy.
  - Gender equality and equity.

# VIETDHRRA MILESTONES

## History

### List of individuals who have been instrumental in the formation of VietDHRRA

Name	Role in the formation of the local DHRRA
1. Bui Quang Toan	Head of Organizing Committee
2. Pham Thanh Hai	Member of Organizing Committee
3. Hoang Dieu Tuyet	Member of Organizing Committee
4. Nguyen Thi Oanh	Member of Organizing Committee
5. Nguyen Dinh Long	Member of Organizing Committee

### Significant events which influence the formation VietDHRRA

The following economic policy changes in Vietnam influenced the formation of VietDHRRA as a national network focusing on rural poverty alleviation:

1. The launching of National Renovation Campaign in the year 1988 to change the economic policies toward market orientation.
2. The opening of the national program of poverty alleviation namely 135 state program on 1996, especially for rural areas.





## **Major Organizational Accomplishment**

### **Efforts of VietDHRRRA to transform the friendship and solidarity into a formal organization or group**

There have been many efforts that VietDHRRRA tried for the past 7-8 years to develop and strengthen friendship among our organization members:

- Identifying and sharing the same purpose of developing Human Resources for rural areas especially those poor and very poor sector: the remote and undeveloped, the mountainous regions, the ethnic minority people.
- Sharing experiences on organizing people together, gearing the organization toward peaceful, freedom and democracy.
- Collective efforts to develop community through protection of environment and Natural Resources, raising farm household income by intensive cultivation, keeping food security, at anytime for household families and communities, developing and strengthening agricultural cooperative.
- Regular meeting (every six month and annually) of leader and representative from each member organization to sum up action done and draw up work plan to be implemented
- Documenting and exchanging technical papers.

### **Problems and issues faced by VietDHRRRA as an organization and the actions taken**

There have been also problems and difficulties facing VietDHRRRA in realizing our targets set by all organization members.

- Members have different organizational nature and mandate to wit, among 15 members 6 are mass and political –like organization (not really NGO), 4 are professional governmental organization (GO) and other 5 are Non- government organization (NGO). Those mass organizations have a huge number of members like VNFU (7.5 million) \, VNWU (8,7 million), VNYU (9.1 million) , VCA (5.5 million). Those NGO have only 10-30 staffs and hundreds of collaborator/supporters.
- Lack of funds for conducting activities to larger influenced areas, especially Fund for implementing the technology transfer programs in poor areas.
- The impacts of the old system “centralization and collectivization” can still be traces particularly in grassroots level. Past experiences have not fully develop the people’s self-reliance and self-determination. Normally gender equality and equity are not in practice.

### **Lessons learned in the formation of VietDHRRA**

For the past 7-8 years, VietDHRRA learned the following lessons :

1. Bottom up approach must replace the topdown orientation in all activities concerning community based development programs especially for rural areas.
2. Training of Trainers (TOT) should always be the first step for every program, thus should be included in the scheme for rural capacity building and DHRRA networking.
3. Advancing the cause for Rural Human Resource should be kept away from being political –like. It should be independently carried out with mainly technical aspects.

### **Growth in terms of membership and organizational structure and systems**

VietDHRRA now has 15 official organization members: 6 mass organization (PO), 5 technical non-government organization (NGO) and 4 technical government agencies (GO),





all are taking the human resource development as their main purposes and development target. They all are working through decentralized operational unit in rural areas.

- VietDHRRA has the Board elected by the General Assembly (GA). The board consists of chairman, 2 vice chairman and 2 vice chairwomen , one general secretary. The head quarter in Hanoi and there are two other sub-offices in Nha Trang and Ho Chi Minh City.
- Activities are conducted by members not only at the central level but more importantly down to grass-root levels (communes or villages).

#### **The first staff or volunteers**

Dr. Bui Quang Toan, Dr. Nguyen Vo Linh, MSc. Hoang Thuy Bang, Ms. Mai Thi Kim Chi, Mr. Duong Anh Tuyen were those first steps of VietDHRRA office (since 1996)

#### **Major strengths of VietDHRRA**

VietDHRRA's strengths are:

- It has very clear vision and realizable goals
- Many members of VietDHRRA have their own network from central down to the lowest level
- Most of technical activities are done by professional qualified staffs and government institutions.
- Rural Human Resource Development is also one of the highest priority tasks of the government for 10 years to come.

## Major Contribution to Rural Development

1. Programs implemented for the past 30 years and its major accomplishment in terms of rural development or advocacy

VietDHRRA implemented projects in three pilot co-ops: Phuc Thanh, Ninh Tay, Tho Lam 2 become model of new type of co-ops for rural areas in Vietnam (North, central and South)

### Programs or services implemented

1. Agricultural cooperative
2. Food crops intensive cultivation for food security

### Major output or accomplishment

Three pilot co-ops set up  
National program for food security training completed

2. Best practice / program for rural development.

Food security curriculum written by VietDHRRA staffs is accepted as the main text book using for training food security at Central and local level.

3. Technologies or tools developed worthwhile to share to other groups working in rural development

VietDHRRA's unique experience in networking in a newly democratizing is one of the technology which the young network can share to other NGOs engaged in a similar political context. The creativity as well as flexibility in accommodating diverse type of organization is an interesting formula which can be explored by other civil society particularly those in the Mekong sub-region.





# CNAC-CAMBODHRRRA

Cambodian NGO Alliance for NGO Cooperation

## **Organizational profile**

Cambodian NGOs Alliance for Cooperation (CNAC) was formed in 1995 from 15 local NGOs and grew to 54 NGOs as of April 2002. It is a local network composed of NGOs operating in 24 provinces of Cambodia. For the past years, CNAC focused in four programs areas, namely: Development program, human rights and democracy program, training program and Social program. In the 3rd General Assembly of CNAC held in January 2002, the GA decided to set up a new program .

## **On-going and Planned Activities**

### **Members meeting and sector meeting**

CamboDHRRA conducted monthly meeting which brings together all organizational members every Friday of the month to discuss some useful topics which relate to activities, share experiences, announce news and seek for partner.





Guest speaker are also invited to share on specific topic. Some guests come from government services, private companies and other come from civil society.

### **Sector meeting**

CamboDHRRA has divided the activities of members into different sectors where each sector need to meet face to face to discus together their programs. It aim to discover the ways to promote the program and to build partnership.

The sector programs are: 1. Credit, 2. Rice bank, 3. human rights/democracy, 4. Skills training, etc.

### **Model development work**

Recently, the General assembly of CamboDHRRA decided to create new program which seek to assist organizational members. Related to credit program, CamboDHRRA plan to organize the Credit Federation among members and try to look for loan from outside in order to re-lend to members with low interest.

### **Internal and external exchange visit and study**

CamboDHRRA plan to organize some field exposure visits among member to member, member to non-member and member to partners. These visits and studies are planned to be done both inside and outside the country.

The internal visit/study can be done monthly and external visit study can be done quarterly to DHRRA member in neighboring countries.

### **Publish bulletin and others**

CamboDHRRA plan to publish bulletin which will feature our activities, culture, relationship and others. This will be the quarterly bulletin. They also plan to publish poster for education and calendar. These publication for distribution to members and non-members.

### **Strengthening central administration**

In the past mandates, we had no policy to organize the administration because we just focused on cooperation of activities. For improving and expanding our services, body we need to build up the administration in purpose to serve to our needs and communicate/cooperate to members and outside partners. We plan to have some permanent staff who work for full day. Beside, the equipment and material need to be had.

### **Organize the National days and create new day for NGO**

CamboDHRRA will spearhead in celebrating key national days specifically the independence Day and Human Rights Day. In celebrating these national days CamboDHRRA will encourage other organization to join their celebration.

In addition, CamboDHRRA also endeavors to organize the NGO/CSO day. It is very new idea which CamboDHRRA would like to advocate to make as an official national day.

### **Extend and strengthen the national network**

Strengthening and expanding the membership of CamboDHRRA is one thrust of the network., They plan to organize provincial chapters and set-up NGO Provincial Committee which have link to our central office

These provincial representative committees can be selected from the district and commune group. The creation of such mechanism will allow CamboDHRRA greater presence at the local level.





## Participation in DHRRA Activities

CamboDHRRA have participated in various regional DHRRA activities, to wit:

### **Farmer exchange visit**

The program have been helpful for Cambodian farmers who have very good opportunity to see the agricultural situation in other countries. They were able to learn and absorbed the new experience from many countries.

### **Staff development**

CamboDHRRA have sent some staff to attend various training program outside the country. The training served as staff development opportunity for key leaders and staff of CamboDHRRA

### **Networking**

CamboDHRRA have maintained ist networking efforts with AsiaDHRRA . They continue to nurture the friendship and mutual sharing within the network. T

### **Information provider**

CamboDHRRA also provided as well as accessed information from the DHRRA network. Through the information sharing mechanism within the network, CamboDHRRA was able to get many information e.g. Fund Raising.

# CAMBODHARRA MILESTONES

## History

### List of individuals who have been instrumental in the formation of CamboDHARRA

Name	His/Her role in the formation of the local DHARRA
1. Sil Vineth	President Board of Director
2. Hok Bunthoeun	Executive Director
3. Mok May	Secretary of Executive Committee
4. Uth Malen	Member Board of Director
5. Leng Sothea	Member Board of Director

### Significant events which influence the formation CamboDHARRA

The inspiration and motivation which influenced the formation of CamboDHARRA were as follows:

1. Nurture solidarity among local organizations for mutual assistance through regular exchange of experiences
2. To protect ourselves from external pressure that always want to dominant the NGOs and civil society
3. To look for international assistance and cooperation in order to share experiences, knowledge, skills and gain more opportunity to strengthen our member organizations.





## **Major Organizational Accomplishment**

### **Efforts of CamboDHRRRA to transform the friendship and solidarity into a formal organization or group**

To transform the loose fellowship among the CamboDHRRRA pioneers, the following efforts were undertaken:

1. Spending time to contact to all members who worked in the country,
2. Mobilize resources to operate the initial activities of the network
3. Provided some training to member organizations such as management skill training, proposal writing training, endorsement and referral to donors for small organization members,
4. Formulation of constitution and by law
5. Establish cooperation with external agencies and partners like other DHRRAs,

### **Problems and issues faced by CamboDHRRRA as an organization and the actions taken**

The problems and issues faced by CamboDHRRRA were as follows:

1. Irregular attendance of members during monthly committee meeting
2. Low experiences among members,
3. Lack of fund.

We have tried to solve these problems through the following actions:

1. Created the Executive Committee in order to carry out the activities while keeping the old committee as board of director
2. Conduct an in-country exchange visit as well as international visit through the facilitation of AsiaDHRRA and AFA. CamboDHRRA sent some core staffs and farmers to attend the external visit in some countries,
3. Proposal development and resource mobilization

### **Lessons learned in the formation of CamboDHRRA**

The lessons learned from CamboDHRRA's experience are divided into two factors, the facilitating factors and the hindering factors. The facilitating factors which helped in the formation of CamboDHRRA includes:

1. Nurturing friendship and solidarity
2. Awareness and appreciation of other local and international NGOs in Cambodia,
3. Exchange visit and dialogue provided members to gain more experiences related on our works,
4. Membership in regional network like AsiaDHRRA provides easy access to information and opportunities from international organizations
5. The political condition in the country highly affects the operation of NGO

On the other hand, the following were some of the hindering factors which constrained CamboDHRRA in implementing its organizational and community development efforts:

1. Unsustained participation of members, at the beginning members tend to be active but later participation declines



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2. Some members tend to join only to have access to information for funding
  3. Majority numbers of members are located at remote areas that they cannot come to join in monthly meeting regularly.

### **Growth in terms of membership and organizational structure and systems**

CamboDHRRA has grown from only 5 committee members to 9 committee members. In the past CamboDHRRA only operates through the Board but now it has created an executive committee to look into the operational concern. From 15 organizational members at the beginning to 52 organizational members at present. CamboDHRRA have also established management system.

### **First staff or volunteers**

The first staff or volunteer is Mr. Sil Vineth

### **Major strengths of CamDHRRA**

The major strength of CamboDHRRA lies in its capacity to nurture the friendship and cooperation among the members. The network is also slowly expanding with other organizations expressing interest to apply for membership.

## Major Contribution to Rural Development

Programs implemented for the past 30 years it's major accomplishment in terms of rural development

Programs or services implemented	Major output or accomplishment	Remarks
1. Socio-Economic development	<ul style="list-style-type: none"> <li>- Rice bank</li> <li>- Saving</li> <li>- Credit</li> <li>- Environment protection</li> <li>- Irrigation</li> <li>- Repair secondary road</li> <li>- Voter education</li> <li>- Election observation</li> <li>- Vegetable bank</li> </ul>	<ul style="list-style-type: none"> <li>232 villages</li> <li>3412members</li> <li>3348 clients</li> <li>12 courses</li> <li>130 wells</li> <li>32 km</li> <li>50 courses</li> <li>3 times</li> <li>1 center</li> </ul>
2. Human resource development	<ul style="list-style-type: none"> <li>- Management training</li> <li>- Proposal writing training</li> <li>- Exchange visit</li> <li>- Other trainings</li> </ul>	<ul style="list-style-type: none"> <li>50 trainees</li> <li>5 trainees</li> <li>In &amp; Outside</li> <li>Short &amp; long</li> </ul>
3. Human rights & democracy	<ul style="list-style-type: none"> <li>- Lobby advocate to GO</li> <li>- Comment on GO plan</li> <li>- Protect victims</li> <li>- Educate human rights</li> <li>- seminar on democracy</li> </ul>	<ul style="list-style-type: none"> <li>NGO law</li> <li>Gen Develop</li> <li>102 persons</li> <li>729 courses</li> <li>57 times</li> </ul>
4. Social activities	<ul style="list-style-type: none"> <li>- Educated HIV, birth rate</li> <li>- Relief natural victims</li> </ul>	<ul style="list-style-type: none"> <li>50 members</li> <li>218 persons</li> </ul>



## **Good Practices on Rural development**

It is quite hard for CamboDHRRA to judge which among the rural development program implemented by our diverse member. In one sense they may all be the best based on their own context.

For some members like SEDOC, a development organization focused in socio-economic development, they would consider their saving and credit, rice bank programs as best program but other member organization may choose human rights and democracy programs as their best.

However, we can conclude that the best program for all of us will be those socio-economic development programs which include human capacity building and human rights and democracy since these programs are consistend with DHRRA vision

## **Tools or technologies developed**

CamboDHRRA have not develop unique tools and technologies but its member have done innovations in the existing rural development tools. Among the available technologies which we found helpful includes the case documentation and the exchange field exposure visit. Other members of CamboDHRRA have also developed good and systems for community base financial institution.

## **Our future challenge**

1. Try to look for fund to support the administration and full time staffs.
2. Conduct more internal exchange visit among members and non-members.
3. Try to do some printing of material, especially the annual report and quarterly bulletin.

# JADHRRRA

Japan Partnership for the Development of Human Resources in Rural Areas

## **JaDHRRRA's Beginning (1974-76)**

After the Development of Human Resources in Rural Asia Workshop (DHRRAW) held in Thailand on August 4–26, 1974, with 130 participants from 11 Asia-Pacific countries, the Japanese participants from the Yamaguchi Prefecture in Japan decided to organize a study group named “Asia o kangaeru kai” (Association to think and study about Asia) that same year. They wanted to share the interesting issues that emerged during the DHRRAW. The objective of the study group was to raise the awareness of Japanese citizens on rural development issues.

Since then, around 10-20 members held monthly meetings. In those meetings, they invited lecturers who had knowledge or direct experience on Asian issues and realities. Through these learnings, they tried to enhance their awareness of difficult Asian realities.

These study meetings lasted for a year and this period represented the pre-history of JaDHRRRA.





## Inauguration of JaDHRRA (1976-1979)

In January 1976, JaDHRRA inaugurated its operation. Its objective then was anchored on CENDHRRA's thrust on the improvement of humanity and the living standard of people in rural areas and based on the core value of mutual respect, by developing human resources that can serve the real development and improvement of the rural areas. Its main activities were sending participants to CENDHRRA workshops, exchanging information about rural development with each country in the CENDHRRA network, publication of a newsletter named "Asia ni kakeru hasi" (Bridge built over Asia), having study meetings on Asian related issues, and creating occasions to meet and have dialogue with Asian rural leaders.

### JaDHRRA's Activities (1985)

In 1985, the operation of JaDHRRA was fully taken care of by Professor Yoshikuni Yatani. He then represented JaDHRRA in various activities. This change of leadership was done because Professor Fujiwara, who was one of the JaDHRRA pioneers and also the one who started "Foster Plan for Tiboli people in Mindanao, Philippines", became very busy since the organization became bigger in its membership.

Yatani organized JaDHRRA Kwansai (Kwansai area branch of JaDHRRA) since 1982 and promoted a monthly or bi-monthly study meeting up to 1987. This meeting was interrupted because of Yatani's one-year study at ARI (Asian Rural Institute).

Yatani was able to actively represent JaDHRRA in various network activities such as participating or sending participants to AsiaDHRRA and CENDHRRA workshops, hosting a Farmers' Exchange Visit program (FEV) in Japan with ARI, doing research on food and agricultural issues in Asian countries, holding study tours, building relationships with Japanese NGOs and organic farmers, and so on.

Among these activities, the study tour held by JaDHRRA in August 1989 was worth mentioning. It was a study tour to visit the project sites of NGOs working in mountainous areas in North Sumatra and Java, Indonesia. Young NGO workers from Japan (ARI), ThaiDHRRA, PhilDHRRA, DHRRA Malaysia (then MasDHRRA) and InDHRRA were invited to the tour and gained deep insights & impressions on rural development work. Some of the participants of the study tour are now actively engaged in rural development work in leading positions.

Also, after the 1-year learning experience at the Asian Rural Institute (ARI), a Japanese NGO where grassroots rural leaders from Asian and African countries are invited and given opportunities to gain knowledge and skills in sustainable agriculture, Professor Yatani experimented on natural farming at a farm near his university since 1988 to serve as a demonstration farm to showcase the issue of food and agriculture more closely. Actual work in an experimental farm became a part of the curriculum of his university, therefore giving opportunities to young Japanese students to deepen their awareness of food and agricultural issues.

### **Re-organization and Revitalization of JaDHRRA (2003)**

After a long period of being loosely organized, JaDHRRA is now trying to revitalize its organizational structure. In October 2003, JaDHRRA had a re-organization meeting. It was attended by some 20 persons including old JaDHRRA members, colleagues of Otomon Gakuin University where Yatani is teaching, and active members of Peace Ai, a citizens group asking the government of Ibaraki city to preserve the tunnels that were dug as navy storage during world war by Korean forced workers for the peace education of citizens, especially the young generation, where Yatani was assigned as president since 1996. After the meeting, all the 20 people agreed to become members of JaDHRRA.





Since then, JaDHRRA pursued efforts to strengthen the new organizational structure through expansion of new members and fundraising activities. As of March 2004, 72 Japanese citizens agreed to the principles and aspirations of JaDHRRA and became new members.

Through Mr. Takamaru, an organic farmer who participated in the Taiwan FEV held in Aug 2003, JaDHRRA was also able to build new partnership with “Ainokai”, a Japanese national organic farmers organization. One of its staffs was sent to the AFA GA held in Indonesia on February 2004 through JaDHRRA.

As for future activities, JaDHRRA plans to focus more on awareness-raising among Japanese citizens, especially among young people on food and agriculture issues, e.g. the importance and preciousness of agriculture, land reform, the difficult situation of Asian countries, agricultural issues such as the negative effect of globalization, etc.

JaDHRRA also plans to help those who want to become organic farmers in Japan in cooperation with Ainokai and to promote many aspects of exchange between Japanese organic farmer groups and Asian farmers groups that have good contact with AsiaDHRRA.

More specifically, JaDHRRA is planning to have a study tour and exchange program (exchange of information, skills, and knowledge) in cooperation with the DHRRA network. The outcome of the tour will be reported through a presentation or newsletter to members. Through the study tour, it is also expected to identify the possibility for our future cooperation with visited sites.

# JADHARRA MILESTONES

## History

### List of individuals who have been instrumental in the formation of your JaDHRRA

Name    Role in the formation of the local DHRRA

1. Teruo Fijiwara        Director
2. Hiroyoshi Nagatomi    Director
3. Takuya Marumoto    Director
4. Ayako Furukawa       Director
5. Shouji Sakai           Director

### Significant events which influenced the formation of JaDHRRA

#### *Formation of a study group “Asia wo kangaerukai”.*

Among the Japanese DHRRAW participants, some got together to pursue their interest in issues which emerged from the DHRRA workshop. They organized a study group named “Asia wo kangaerukai” in 1974. This study meeting had lasted for 1 year and this began the formation of Ja-dhrra. Since then, the Japanese DHRRAW participants maintained its close relationship with Asia-Dhrra through active participation in various workshops and programs. JaDHRRA was then inaugurated in 1976. the following were some of the important workshops and key activities participated by JaDHRRA members:

- |              |  |
|--------------|--|
| 1972-82      | CIRD Workshops (1-7) and monthly study meeting at Yamaguchi  |
| 1981 (Oct.1) | 1st Asian Seminar (Dr. Antonio Ledesma, Dr. Angelita Ledesma and Prof. Yasushi Muro were invited to attend at Yamaguchi City |



- 
- 1983 (May) 2nd Asian Seminar, ( with Rev. Juntaro Arakawa, Dr. Ansorena, Mr. Matsumoto and Prof. Fujiwara) at Yamaguchi city.
- 1979-85 Ja-dhrra representatives participated to Cendhrra Planning Sessions held every two year
- 1982 (May 5) Yatani organized Ja-dhrra Kansai with 17 members and held 25 study meetings up to end of 1985.
- 1985 Ja-dhrra secretariat was hand over from Prof. Teruo Fujiwara to Yoshikuni Yatani because Prof. Fujiwara became busy for JOFPA (Japanese Overseas Foster Parent Association) activities. JOFPA was the Foster Parents Association for helping T'boli tribe children in Mindanao Philippines.
- 1986 Yatani stayed one year at Asian Rural Institute as an intern to study NGO work. Ja-dhrra- ARI co-operation was made possible because of this internship process participated by Yatani.
- 2003 (Oct 4) Ja-dhrra sent Japanese organic farmers to Asian Farmers Exchange Visit.
- 2003 (Oct 4) Ja-dhrra reorganize with new members and with renewed direction and plan for second liner development.

## **Major Organizational Accomplishment**

### **Efforts of JaDHRRRA to transform the friendship and solidarity into a formal organization**

Ja-dhrra is still in the midst of transforming its organizational structure into more substantial and formal one. Towards this end, JaDHRRRA conducted the following efforts:

- Sending one staff to Asia-dhrra secretariat to have an on-the job- training program to learning more about NGO secretariat work.

- Set up secretariat and reformulate JaDHRRRA's Vision Mission Objectives.
- Mobilized operational support from "Peace Ai", a Japanese NPO working for peace who agreed to support JaDHRRRA. Many of Peace-Ai members are now also a part of JaDHRRRA secretariat members.

### **Problems and issues faced by JaDHRRRA as an organization and the solutions made**

JaDHRRRA share the same problem experienced by NGOs related to lack of human and financial resources which constrain them from having a full time person to anchor their rural development efforts. In line with this, JaDHRRRA mobilized operational support from Peace Ai.

In terms of human resources, as a NGO, JaDHRRRA needs to develop its own secretariat composed of staff who has knowledge and experience on rural development and familiar with agricultural area. In response to this need, JaDHRRRA sent one volunteer to AsiaDHRRRA secretariat for a one year on the job training. JaDHRRRA also continue its networking effort with other groups with the end in mind of making itself as a more effective NGO providing services to rural people.

### **Lessons learned in forming JaDHRRRA**

The key factor which helped in the organizing JaDHRRRA is the presence of personal and mutual trust among members. It is upon this trust that cooperation from members were able to be generated. It is the trust and friendship among members which sustain the on-going formation of JaDHRRRA.





### **Growth in membership and organizational structure and systems**

JaDHRRRA tried to expand its membership by recruiting potential members who understand JaDHRRRA's principles and activities. JaDHRRRA now have 72 individual members in Japan.

As a strategy to recruit members, JaDHRRRA sent out letters to friends and former students of Prof Yatani, organizational documents containing the principles and objectives was attached to the letter inviting them to be a member of Ja-dhrra.

### **First staff or volunteers**

At the very beginning, the pioneers who were mostly participants from the 1974 DHRRRA were the ones voluntarily operating Ja-dhrra. From 1985 to 2003, only Prof. Yatani continued to do voluntary work for Ja-dhrra.

### **Major strengths of JaDHRRRA**

Ja-dhrra's strength lies in its capacity to mobilize expertise from personal to institutional linkages. Its leader and pioneer member are strongly rooted in academe which provided JaDHRRRA access to various expertise for rural development. Its linkage with ARI and Ainoukai also are important source of inspiration.

## Major Contribution to Rural Development

**Programs implemented for the past 30 and it's major accomplishment in terms of rural development or advocacy**

Programs or services implemented	Major output or accomplishment
Study tour involving Asia-dhrra second liners	Two of them became leaders of Asiadhrra
Jadhrra hosted Asian Farmers Exchange Visit 2001 in cooperation with ARI	Contributed to organize AFA

### Good practices in rural development

Based on the activities undertaken by JaDHRRRA, the study tour and exchange program were among the most important activity which the group still intends to pursue in the future. JaDHRRRA considers the study tour and exchange program as good practice in rural development because it promote people to people mutual understanding, cooperation and trust.

### Tools and technologies developed

In the age of globalization, JaDHRRRA believes that direct discussion, dialogue and exchange visit are good are good mechanism to sustain the interaction among rural people and foster international cooperation and solidarity.





# TAIWANDHRRRA

Taiwan Partnership for the Development of Human Resources in Rural Areas

## **Brief History and Vision, Mission, Goals**

After the 1974 DHRRRA workshop in Thailand, TaiwanDHRRRA (formerly known as ChinDHRRRA) was organized as a division under the Association for Socio-Economic Development in the Republic of China, (ASEDROC). It is an umbrella organization for all the social-economic NGOs of the Catholic Church. During the last twenty-seven years, TaiwanDHRRRA has functioned as a social-economic development group under ASEDROC with special interest in rural Taiwan.

The situation in rural Taiwan was quite different from many of the other DHRRRA partners. Since the 1960's, Taiwan already has a quite well-functional Farmer's Association (FA) system. The Government also played a vital role in supporting and helping the development of the Farmer's Associations. Therefore, TaiwanDHRRRA did not develop to be the facilitator/organizer for the NGOs and there was no need to develop the FAs network in rural Taiwan. Due to its political reality, TaiwanDHRRRA really didn't have much choice in the past, but try to develop as a voluntary group, keep its close relationship with the DHRRRA family,





and try to promote integral human development by working closely with the following agencies in Taiwan:

- Local Township Farmers' Associations
- Colleges of Agriculture in the various national universities
- International Land Reform Training Center in Taiwan
- National Training Institute for Farmers' Organization
- The Credit Union League and the Cooperative League in Taiwan
- The Taiwan Provincial Federation of Agricultural Cooperatives
- Agricultural Production & Marketing Groups in Rural Areas
- Other non-agriculture NGOs in Taiwan

### **Development Framework/Strategy**

In the beginning, most of the TaiwanDHRRA members were mostly working in the Farmers' Associations (FAs), GO sectors in agriculture, or the academic institutions related to agriculture. With the situation mentioned above, the approaches used were mainly human resources development projects or trainings for extension workers who were employees in various Farmers' Associations. From the 70's through the 80's, there were almost no NGOs allowed, while FAs were well-organized and functional. They maintained close relationships with the government. Agricultural technologies were developed by the governmental research institutes as well as academic research institutions. New technologies were being promoted by the extension workers hired by the local FAs. The ROC government has done a great job in building the necessary infrastructures and providing sufficient supplies for agriculture and rural development.

Therefore, rather than promoting the NGOs, the strategies used by TaiwanDHRRA were to promote the concept of integral human development and the ideals of the DHRRA to the

farmers and the FAs' employees through an educational approach. Since the economic situation was considered much better than many other developing nations in the regions, TaiwanDHRRA never had a chance to obtain much outside funding to start a functional secretariat. All work done was voluntary and all activities were carried out through self-support.

## **Programs and Activities**

In the past, all the projects carried out in TaiwanDHRRA were on a voluntary and consultancy basis. In the last few years, the major programs included:

- Training farmers and aboriginal groups to become self-reliant
- Offering training courses for agricultural production and marketing group leaders and members
- Serving as consultant of the Catholic Human Development Council for projects in mainland China
- Training local agricultural extension workers in promoting the concept of self-reliance, cooperation, and integral human development through government-sponsored training centers or training programs

In the last couple of years, the center of TaiwanDHRRA has moved from Taipei to southern Taiwan due to the fact that many members were either moving out of the agriculture sector, being promoted to executive positions, or getting retired. With the participation of the faculty members of the Agri-Business Management Department of the Pingtung University of Science and Technology, the younger generation members are working actively through Farmers' Associations, and the National Wax Apple Growers' Associations. Many farmer leaders had the opportunity to participate in Farmers Exchange Visits, and they have brought new hopes for the organization.





## **Human/Financial Resources**

With the achievement of agricultural development in Taiwan, TaiwanDHRRRA still maintains a very good connection and relationship with professionals, technicians, as well as outstanding farmers in the country. Faculty members from the colleges of agriculture in both the National Taiwan University and Pingtung University of Science and Technology, and those from other fields related to agriculture could provide advice and services to TaiwanDHRRRA members as well as to the DHRRRA network. In terms of financial resources, TaiwanDHRRRA does not have any cash in hand, but with connections to the private and government sectors, funds could be raised or donations from the members can be obtained as needed. TaiwanDHRRRA is proud to be a self-reliant group.

## **Challenges/Priorities in the Next 3-5 Years**

Taiwan's economy has been experiencing a recession and low annual growth. With its entry into WTO, Taiwan's agricultural sector is facing great challenges and strong international competition. Because of the limitation of farm size and high labor cost, most of the Taiwanese farmers wonder what they can do in the future. Many of them have tried to join the agriculture investors to Mainland China. With their technical know-how and experiences, they are also seeking new opportunities in other countries, especially in the Southeast Asian region. Many aged farmers are waiting for retirement or welfare from government. However, many young farmers with new concepts in management and bio-technology still think there could be some room for them to survive and remain in agriculture-related businesses.

## Prospects

The natural environment of southern Taiwan is very much like the tropical conditions of the Southeast Asian countries. Taiwan definitely has a lot to share with other countries in terms of advanced agricultural technology. It can host farmers exchange visit programs for DHRRA partners on different aspects of agriculture.

The rich experiences of the Farmers' Associations as well as many farmer group programs could also be a good area for study. With the participation of the Department of Agribusiness Management of the National Pingtung University of Science and Technology, TaiwanDHRRA will have many new and young partners in various specialized areas.

With the trend of globalization, TaiwanDHRRA still has the ability and ambition to provide services to farmers just like what northern DHRRA did. TaiwanDHRRA will endeavor to generate local funding to support some of the farmers' exchanges or special training programs for DHRRA partners. Related to this, TaiwanDHRRA hosted the 2003 Farmers Exchange Visit with the support of the Taiwanese government.





# KoDHRRA

Korean Partnership for the Development of Human Resources in Rural Areas

## **KoDHRRA History**

In 1975, just a year after the Development of Human Resources in Rural Asia Workshop (DHRRAW), the Korean participants to that workshop held a nation-wide seminar and organized the Korean Association of Farmer Educators (KAFE). At that time, KAFE became the local expression of 'KoDHRRA'. The Korean DHRRAW participants thought it would be wise to use KAFE instead of KoDHRRA because human resource development was not easily understood among Koreans at that time.

A series of seminars and training-workshops was then held. With the support mainly of the Misereor Foundation in Germany and other funding sources, CENDHRRA rendered sustained information and networking services from 1975-1993 to help lay down the foundations for the realization of the DHRRAW resolutions. Roughly two-dozen Korean participants who were involved in rural development, farmer training, and credit union participated in that series of DHRRA meetings. The meetings were held at least twice a year and emphasized integral human development as a way to rural development. It included values such as respect for indigenous people's ideas and customs.





Meanwhile, KAFE/KoDHRRA also organized annual nation-wide seminars that were partially sponsored by CENDHRRA and released quarterly newsletters to its 200 members who were mostly composed of those who attended the nation-wide seminars.

In 1994, the movement evolved into its present state with the support of CenDHRRA, KoDHRRA participated in a series of alternative tours, which were then anchored by the evolving AsiaDHRRA secretariat that was organized in Indonesia.

In 1998, KoDHRRA actively participated in a collaborative research among the DHRRA on the impact of globalization on grassroots people in Asia. It also participated in a series of farmers exchange programs that was anchored by the new secretariat based in the Philippines and supported by different international funding sources.

The first farmers exchange program, which focused on the impact of farmers' participation on rural development, was offered in November 1999 in South Korea. Farmers from the DHRRA countries participated and their respective DHRRA partners provided language translation services.

Relying on its vast connections and resourceful volunteers, KoDHRRA managed to assist many farmers' organizations and cooperatives.

After the farmers exchange programs, KoDHRRA shifted from being heavily composed of people from the academe to being a mixture of rural development advocates. And with the appointment of Mr. Sang Jun Young from the Best Farmers Association (BFA) of Korea as president, KoDHRRA's leadership also shifted to farmers. With the strong participation of farmers in the leadership of KoDHRRA, the membership of other Korean national farmer organizations (e.g. KAFF, WAFF) to the newly-formed Asian Farmers Association (AFA) was also facilitated.

# KODHARRA MILESTONES

## History

### List of individuals who have been instrumental in the formation of KoDHARRA

Name	Role
1. Augustine Jungryul Kang	First chair of KoDHARRA
2. Yong Chul Lim	Charter member & perpetual adviser
3. Ji Woong Cheong	First secretary & perpetual coordinator
4. Sun Yo Kim	First assistant & perpetual adviser
5. Sang Joun Yun	Current chair representing Korean farmers

### Significant events which influence the formation of KoDHARRA

The following events helped in nurturing the DHARRA spirit in Korea:

1. A nationwide seminar was held in 1975 to disseminate the DHARRA idea which led to the eventual formation of the Korean Association of Farmer Educators (KAFE) with the leadership of Korean DHARRAW participants, this could be considered as the local DHARRA in Korea
2. Series of seminars and trainings/workshops facilitated by CENDHARRA since 1975- 1993 provided opportunity for KoDHARRA to continually exchange had been not infrequently held different DHARRA countries and sustainable information and networking services were renderednin



- 
3. The first Asian Farmers Exchange Visit (FEV) was implemented on November 22-30, 1999, in South Korea. To be followed by consecutive FEVs in other DHRRRA countries, and finally to create the Asian Farmers Association (AFA).

## **Major Organizational Accomplishment**

### **Efforts of KoDHRRA to transform the friendship and solidarity into a formal organization**

From 1975—1993, KoDHRRA conducted annual seminar and circulated newsletter release. Since then, the pioneers also maintained their personal contact with other new members.

### **Problems and issues faced KoDHRRA as an organization and the resolutions made and actions taken**

The problem was basically lack of financial resources which constrained KoDHRRA to have an office and full-time staff. To solve these problems, voluntary services of academic groups/experts were encouraged and support from AsiaDHRRA has been helpful in addition to participants' own contribution.

### **Lessons you all have learned as you form KoDHRRA**

The provision of venues and mechanism for dialogue and exchange among farmers is an important undertaking which led to the application of new technologies and methodologies to facilitate the rural growth. For farmer's seeing is believing thus actual field visit and

dialogue is a good approach to allow them to see effective farming technologies. The dialogue and exchanges also deepen the farmer's global view and understanding. Without such exchanges and networking facilitated by the DHRRAs, it will be difficult for farmers to see global reality.

### **KoDHRRRA's growth in terms of membership and organizational structure and systems**

KoDHRRRA's membership had grown in 1990 by admitting membership application during the annual nationwide seminar, but since then its membership has not been clear due to absence of systematic nationwide action.

#### **The first staff or volunteers**

Ji Woong Cheong was the first volunteer and was responsible for writing country report DHRRRAW held in 1974. Since then he has been slowly working with CENDHRRRA and AsiaDHRRRA.

#### **Major strengths of KoDHRRRA**

It has been the pride of KoDHRRRA to have always been committed in using Farmers' participatory action and initiatives for rural development towards rural development efforts.





## Major Contribution to Rural Development

**Programs implemented for the past 30 years and its major accomplishment in terms of rural development or advocacy**

<b>Programs or services implemented</b>	<b>Major output or accomplishment</b>
Annual nationwide seminar	More farmers involvement
Farmer initiatives in operating KoDHRRA	Active participation of farmers in AsiaDHRRA
First farmers exchange visits	First trial to create AFA

Through the years, KoDHRRA have been working with Korean agricultural cooperatives system which has strong financial power and known for its support to farmers through focused and innovative techniques. This cooperative system is one of the social technology which KoDHRRA can share to other DHRRA.

# SEARCH-NEPAL

## **SEARCH Vision-Mission-Goal- Values**

SEARCH, a value based action learning Nepali non-Governmental Development Organisation (NGDO) was established in 1988 and is registered with the Chief District Officer (CDO) and Social Welfare Council (SWC) of HMG/N in Kathmandu. It is an autonomous, non-profit, secular development organization. It trains, counsels, and supports NGDOs and other development organisations to meet development, action research and management challenges. It has a good reputation and portfolio in capacity building, survey cum operations study and action research.

### **Vision**

Our vision is of a Nepali society that is egalitarian and dynamic, where every Nepali is able to lead a happy, productive and dignified human life. A country that is peaceful, environmentally well endowed and aesthetically pleasant place to live in.

### **Mission**

Our mission is to offer alternative development models for sustainable development in Nepal through optimum use of our as well as other NGDOs' material, financial,





intellectual and human resources in order to provide better life situations for all Nepalese especially the socio-economically disadvantaged rural and urban communities in Nepal. In this manner, we hope to realize our Vision on the long term. Our emphasis will be on basic and policy research, environment, development and systems development, capacity building of NGOs, local government and communities through strategic networks and management development.

### **Goal**

The overall development goal of SEARCH-NEPAL is to contribute meaningfully to reduce poverty in Nepal.

### **Values**

We believe that the way to achieve our vision is through embracing a set of values which when practiced becomes our organizational culture. These are:

- high sense of service and dedication
- thorough practice attempt to attain a Nepali society unencumbered by institutional or personnel corruption, casteism, and discrimination
- hard work and diligence in our personal and professional life
- time management and punctuality in our daily life
- be organized personally and professionally
- be disciplined and systematic in our work ethics and approach,
- be unencumbered by corruption (financial or otherwise)
- be thrifty and make wise use of all our resources
- be pleasant, friendly and responsive to other's needs
- non-communal, non-parochial and cosmopolitan in our internal and external behavior
- promote unity in diversity within our staff and in our country
- promote team spirit based on individual excellence

- resolve conflicts through positive attitude
- be responsible members of our family and society
- work for the poor and the needy
- strive for the institution's human development keeping in mind the spirit of service.

## **Key Strategic Objectives**

The overarching strategic objectives of SEARCH will be to help alleviate poverty and attempt to provide better life situations to a sizable number of our less-privileged communities with whom we work. In order to achieve this, the specific objectives will be as below, which will be revised periodically to keep it attuned to ground realities.

### **Institutional Development Objective**

The basic justification of the objective is to strengthen SEARCH-Nepal so that it is institutionally robust. It will be an efficient and effective NGDO. It will develop its core philosophy; strengthen its human development and staff development systems; develop to its fullest the functional management areas such as financial management; conflict resolutions; monitoring and evaluation; information and communications; strategy development; strategic planning and annual planning; encourage participatory management style and encourage responsive interactions between members of its constituency, staff members, staff board, founder members and interested parties such as government, national and international partners. SEARCH will also seek support through various means in order to construct a modest office cum training facility in order to fulfill its strategic objectives.

### **Programme Development Objective**

The organization will conceptualize and undertake more proactive programmes based on its strategy development, strategic planning and objectives. In the past, the organization has been merely reactive to changing trends and opportunities. It therefore, has had





little control and influence towards its own destiny! We must consciously overcome this constraint through better strategies and analysis. Based on these analysis and strategies, a number of short and long term workable mechanisms, projects and programmes will be implemented. The programmes will be in the areas given below:

1. integrated community/rural developmen,
2. environment, policy research, advocacy and training
3. micro enterprise development
4. consultancies, survey research and basic researches,
5. non-formal education
6. primary health awareness, clean water and sanitation and reproductive health with gender as a cross-cutting theme.

### **Capacity Building Training**

The 'Capacity Building Training' is one of the key strategic objectives of SEARCH. SEARCH has conducted various types of capacity building training programmes. In the last 10 years, it has conducted over 100 national and international training workshops in Nepal and various parts of Asia. During 1999, it served NGDO Strategic Management Training in Kazakstan, central Asia and Training Impact Assessment on NGDO Management, ToT, and Strategy Management Training of RDRS in Bangladesh. Now, SEARCH plans to conduct capacity building training programmes through its internal expertise or collaboration, our national and international level resource person or our partner organisations and networks i.e. AIT/Asian NGDO Consortium, AsiaDHRRA, RIOD etc. in order to improve managerial capability of those who are working in community development fields, e.g. responsible development organisations/institutions, development actors, managers, supervisors, trainers, researchers at all levels and all fields.

The capacity building training programme will be strengthened and implemented in order to improve the management capacities of NGDOs at all levels in Nepal and with our AIT/Asian NGDO Consortium partners in Asia. This will be for:

1. Local NGDOs and CBOs
2. National NGDOs, networks and INGOs in Nepal
3. Asian level NGDOs and institutions

### **Networking**

Networking is required to “up-scale” our capacity building and advocacy efforts. It will be encouraged at various levels:

1. National level through various existing networks and through AsiaDHRRA supported NeDHRRA etc.
2. Regional and international level through various existing networks and through our operational networks such as AIT/Asian NGDO Management Development Consortium, AsiaDHRRA and RIOD etc.



# SEARCH MILESTONES

## History

### List of individuals who have been instrumental in the formation SEARCH

Name	Role
1. Mr. Deepak Tamang	Founder Member
2. Mr. Narendra Gurung	Founder Member
3. Mr. Bijay Shrestha	Founder Member
4. Ms. Indira Shrestha	Founder Member
5. Mukta Lama	Founder Member

### Significant events which influenced the formation of SEARCH

The late 1980s saw liberal policies by the state towards civil society organizations in Nepal, as was the case elsewhere. Search-Nepal/DHRRRA (SND) was instituted in 1988 to respond to the challenge of a pluralistic society, complementing the state and market forces. Its mission was the strengthening and development of CBOs, NGOs and CSOs in rural areas of Nepal.

## Major Organizational Accomplishment

### Efforts of SEARCH to transform the DHRRRA friendship and solidarity into a formal organization

SND is working in around 10 districts of Nepal. It works through formation of self-help groups (CBOs), eventually federating them into autonomous people's organizations (POs).

Thus far it has established 100 self-help groups (SHGs). The federation works is just beginning.

### **Problems and issues faced by SEARCH as an organization and the resolutions made and actions taken**

The state policies towards (POs) are not clear and hence, providing them legal status is still cumbersome and not defined yet. The unstable political situation, i.e. 15 governments in 14 years and a violent insurgency also add to the problem of developing and strengthening the SHGs as federated POs. Currently, they function as individual units approved by the local village government.

### **Lessons learned in the formation of SEARCH**

It takes a long time (8-9 years) to really sustain the local DHRRAs as (POs). They are very weak in predatory conditions created by the state and the rebels. They need continuing support from the NGOs, State, Market sector and the international community to sustain as viable institutions in rural areas. They cannot run a successful micro-finance themselves. But has to be serviced by specialized financial intermediary such as specialized NGOs in microfinance. At best they can be left at the stage of savings and credit societies (SACOs).

### **SEARCH's growth in membership and organizational structure and systems development**

SEARCH attempts to follow an apex cooperative society like structure embracing SHGs at district level in all it project areas.

To make SEARCH rooted in its constituency and to practice the principle of subsidiarity, SEARCH take each SHGs as voting member in the General Assembly.





## **Major strengths SEARCH**

SEARCH is a membership-base organization therefore has a strong ownership from its constituents. SEARCH also have the resources to pay professional staff.

## **Major Contribution to Rural Development**

### **Programs implemented for the past 30 years and its major accomplishment in terms of rural development or advocacy**

Below is the list of SEARCH's program and its major accomplishment

#### **Integrated Community Development**

SEARCH has conducted at least over 1,000 capacity building exercises with (POs). This means that over 20,000 CBO leaders have been trained in the past.

#### **Research and Consultancy**

Highlight of some accomplished action research and consultancy works in chronological order :

- |      |   |
|------|---|
| 1988 | Participatory Action Research and Rural Development Extension in upper Karnali areas, CIDA/HMG-N.   |
| 1989 | District Identification and Selection Mission, Action Aid-Nepal.  |
| 1990 | District Identification and Selection Mission, SCF-Japan.<br>Evaluation of 'Red Barna-Nepal' project in Palpa district, Lutheran World Service-Nepal. |
| 1991 | Review of Development Communication in Nepal, UNICEF.<br>Voter Education Campaign in middle hill districts of Nepal, USAID-Nepal.                     |

- General Election Monitoring Programme in 4 middle hill and 16-mountain district of Nepal, USAID-Nepal.
- 1992 Project Design and Appraisal, SCF-Japan.  
Appraisal Study of Rolpa Community Development Project, Lutheran World Service.  
Cross Cultural Publication, The Asia Foundation.
- 1993 On-site Sanitation Study cum Pilot Implementation, world Bank.
- 1994 Political Opinion Survey in 3 districts of Nepal, USAID-Nepal.
- 1995 A Critical Study of Bhutan's Needs, PLAN-International.  
Mid-term Evaluation Study of NGOs in Mid and Far Western Regions of Nepal, UNDP/SWC.  
Achievement Study and preparation of "Users Friendly" Information Booklet of PLAN-International Activities in Kathmandu Valley in Last 17 Years, PLAN-International.
- 1996 to 1998 Partners in Development Programme (PDP-II), UNDP.
- 1997 Impact Study of UN Volunteers in Nepal, UNV-Geneva.
- 1999 VSO/ECCA Mid-term Evaluation of EICDP Project, (VSO/EU).  
Operations Study in Parbat and Kapilvastu district of NGO-FP/GTZ, NGO-FP/GTZ.  
Programme Development and Capacity Building of NGOs and UGs Under RCIW/FfW/GTZ in Kailali and Kanchanpur district, FfW/NGO-FP/GTZ.
- 2000 Mid Term Evaluation of NGO-Fund Project GTZ.
- 2001 VSO/ECCA Mid-term Evaluation of EICDP project, (VSO/EU).
- 2002 Achievement Study of NGO-FP/ GTZ
- 2003 Impact Study of the School and Community Health Project 12 VDCs of Kavrepalanchowk. (JMA/JICA)  
Result Based Monitoring (RBM), September 18 2002 to February 28, 2003





2004 Terminal Evaluation of the School and Community Health Project, JMA/  
JICA

### **Capacity Growth Training Initiatives**

- Pilot NGDO Management, Bangkok, AIT Bangkok.
- NGDO Management with AIT/NGDO Consortium, Dhulikhel.
- NGDO Management, Bangladesh in Loreto College, Darjeeling.
- NGDO Management, Ateneo de Manila University, Manila.
- NGDO Management, Sri Lanka, Kandy, Sri Lanka.
- Institutional Development and Capacity Growth , IIDS/ADB.
- NGO Management Development, UNDP/DDS.
- Financial Management in Staff College, Lalitpur.
- NGDO Management, RDRS, Bangladesh in Kalimpong, India.
- Strategic Management and ToT , RDRS Bangladesh, Loreto College, Darjeeling.
- NGDO Management, PhilDHRRA in Cebu.
- Financial Management from various organizations in Kathmandu.
- NGDO Management, PhilDHRRA in Davao, Philippine.
- NGDO Management, PhilDHRRA in Cagayan de Oro, Philippine.
- Monitoring and Evaluation, Staff College, Lalitpur.
- Participatory Project Planning and Evaluation, KCAP/WWF in SEARCH.
- Participatory Rural Enterprise Development, Jawalakhel, Lalitpur.
- Phase out Monitoring, Dhulikhel, Kavrepalanchowk.
- NGDO Strategy Management, Almaty, Kazakstan, Central Asia.

## **SEARCH Good Practices for rural development**

Among the programs of SEARCH, the one that has stronger impact was the massive voter education for some 2 million voters in the first multiparty elections in 1991. SEARCH considers this as one of their best program since they believe that stable democracy is the basis for peace and sustainable development.

The second is the continuing integrated community development projects in 10 districts of Nepal. Through the program the basic needs of the people are being addressed, it also provide the people the opportunity to know their rights and strengthens grassroots democracy, good governance and empowerment. These are the building blocks for future strong Nepalese society in the rural areas.

## **Rural development tools developed by SEARCH**

In partnership with rural communities, SEARCH was able to facilitate the development of the following tools and technologies:

- Smokeless stoves and systems to lessen fossil fuel related smokes such as wood burning for cooking.
- Shallow wells
- Community forestry
- Micro-finance
- Saving and cooperatives societies





# DHRRA GOOD PRACTICES ON RURAL DEVELOPMENT





# FIGHTING POVERTY TOGETHER THROUGH COOPERATION AND UNITY:

## **The Sustainable Integrated Area Development (SIAD) Montevista Case**

Roberto B. Tordecilla\*

### **I. Introduction**

The title of the municipal government of Montevista's report to the public last year (2003) can never be more apt in describing the present state of development of the town. The report carries a title, "Ang Bunga sa Pagtinabangay ug Panaghiusa." In English, it means "The Fruit of Cooperation and Unity."

Indeed, the fruits of their cooperation and unity are very much evident across the municipality. Roads are newly constructed and rehabilitated, the overland terminal is operating, the marketplace is busy, the motorcycles and tricycles are roaring back and forth, settlements centers in rural barangays have water stations, and streets are clean and green.





Good governance is in town. It is likely the impression that one gets in going around the different places of the town. But that is, if one knows the town's situation a few years back. (See chapter on problems attempting to address.)

The transformation of the otherwise sleepy rural community happened after almost a decade of NGO-initiated community organizing and enterprise development initiatives in selected upland and agrarian reform areas. These culminated into three years of Sustainable Integrated Area Development (SIAD) Program implementation.

The 16-page report to the public carries good stories about the town for the year (2003). The table below shows the salient features of the report:

**Table 1: Salient Features of 2003 SIAD Montevista Report to the Public**

**Agriculture**

- Increased production
  - rice: from 3.25 tons (1996) to 3.75 tons per year
  - corn: from 1.6 tons (1996) to 2 tons per year
  - coconut - from 0.9 ton (1996) to 2.4 tons
  - durian - from 0.5 ton (1996) to 3 tons per year
  - mango - from 10 tons (1996) to 60 tons per year
- Increased durian production area from 100 hectares (1996) to 139.81 hectares
- Increased mango production area from 30 hectares (1996) to 345.54 hectares
- Distributed 9,950 banana hills to banana growers and developed 16.5 hectares of banana plantation covering 11 barangays.
- Increased livestock population
  - carabao - from 1,381 heads (1996) to 2,562 heads
  - cattle - from 290 heads to 589 heads

- swine - from 8,010 heads (1996) to 11,635 heads
- goat - from 1,960 to 3,089 heads
- poultry - from 21,559 (1996) to 55,322 heads

#### **Agri-Infrastructure Support Program**

- Rehabilitated a total of 31.46 kilometers farm-to-market road
- Constructed 13.88 kilometer farm-to-market road
- Constructed 4 units bridge
- Constructed 2 units small water impounding
- Constructed 49 units shallow tube wells
- Expanded area of irrigated rice field from 165 hectares (1996) to 462 hectares
- Constructed 12 units solar dryers
- Constructed 3 units warehouses

#### **Agriculture Marketing Support**

- Provided opportunity for market matching through the establishment of “Bagsakan Center”
- Operationalized Market Day to provide marketing venue for farmers

#### **Agrarian Reform**

- Distributed 300 hectares of private agricultural land to 160 agrarian reform beneficiaries
- Converted 50 share tenants to leaseholders
- Provided technical assistance for the strengthening of 4 agrarian reform cooperatives (through ladderized training)

#### **Forestry**

- 120 upland farmers provided technical assistance and availed of land ownership through community-based forest management agreement (CBFMA)
- Developed 304.25 hectares protection forest along rivers and areas identified as potential source of spring water
- Distributed 76,376 Falcata seedlings to 171 farmers





### **Economic Enterprise**

- Increased local revenue collection through the formulation of the Municipal Zoning Ordinance and Business Tax Map
- Constructed and operationalized public market
- Constructed and operationalized public terminal
- Constructed and operationalized slaughterhouse

### **Cooperative Development**

- Organized and strengthened 20 POs/Cooperatives in 20 barangays
- Provided an average of P150,000 loan assistance to 8 POs/Cooperatives
- Operationalized at least 2 joint venture micro financing

### **Capacity Building and Technology Transfer**

- Conducted training/seminar on sustainable agriculture and farming
- Identified and trained 346 farmer technicians in 20 barangays
- Established technology demonstration farms (5 varieties rice trial and 4 corn production) for diversified farming
- Organized 7 farm youth clubs
- Provided various supports to strengthen the Agricultural and Fisheries Council
- Formulated a 5-year Agriculture Strategic Development Plan

### **Social Welfare**

- Established 24 day care centers
- Organized 20 women's councils in 20 barangays
- Provided food for work assistance to more than 100 households
- Provided core shelter assistance to 15 households
- Acquired 2 hectares of relocation site
- Established water system projects across barangays
- Conducted awareness-raising seminars on gender and development and violence against women

### **Infrastructure Development**

- 1,800 households availed of power services comprising 11 barangays and 85% of all puroks or sitios
- Operationalized municipal water utilities cooperative to augment water supply serving 447 households
- Developed and installed 3 pumping stations and distribution lines serving 142 households
- Concreting and maintenance of municipal and barangay roads

### **Protective Services**

- Acquired patrol car and fire truck
- Reorganized and strengthened municipal peace and order council
- Installed 22 policemen and 9 firemen

In its Ten-Year Development Plan (1997-2007)<sup>1</sup>, the municipality of Montevista envisions a “self-sufficient, self-reliant and God-centered municipality with a stable government that will provide the needs and aspirations of the people under the rule of democracy and social justice in harmony with an ecologically balanced environment for sustainable development.”

With the concrete gains of SIAD Montevista in its initial years of implementation, this vision may soon become a reality in Montevista.

## **II. Brief Background of the Area**

The municipality of Montevista is located in the northern part of the newly created province of Compostela Valley. It is about 12 kilometers from Nabunturan, the capital town of the province. It is accessible by land transportation on vehicles plying the Davao City – Butuan





City route. Public utility buses and jeepneys are available in 24 hours rotation. Motorized tricycles ply the town proper while single motorcycles with extension (locally called “habal-habal”) or wings (locally called “skylab”) service upland and rural barangays.

Montevista has a total land area of 22,500 hectares subdivided to 20 barangays. Montevista’s land area represents 4.82% of the entire province and 0.71% of the entire Region XI.

Montevista enjoys an ideal location outside of the typhoon belt. Its climate is characterized by an absence of dry season with very pronounced rainfall from November to January.

Prior to the arrival of the settlers, Montevista was dominated by Mandayan tribes. Today, Cebuanos, Mandayan, Davawenos, Waray, Boholanos and Ilocanos largely constitute a population of 33,225.

Though endowed with rich natural resources and other physical attributes, limited investments and internal fund limitations constrain the municipality in implementing of critical programs to address the poverty situation in the area. (See chapter on problems attempting to address for a more detailed discussion of problems confronting a poor rural municipality.) Montevista is a fifth class municipality that is highly dependent on its Internal Revenue Allocation (IRA). The municipality’s IRA this year is Php 33.5 million, around 80 percent of its total budget of Php41 million.

### **III. Background Of Organization**

The SIAD Montevista Program is a joint initiative by the Philippine Partnership for the Development of Human Resources in Rural Areas (PhilDHERRA), the Lutheran World Relief (LWR) and the Municipal Government of Montevista.

Within the PhilDHRRA network, three non-government organizations (NGOs) are involved in the SIAD Program. They are the PhilDHRRA national network office as the lead proponent, the Mainland Development Center (MDC) and the Davao Medical School Foundation-Institute of Primary Health Care (DMSF-IPHC) as co-proponents.

## **PhilDHRRA**

PhilDHRRA is a national network of sixty-four social development organizations involved in a wide range of development activities such as community organizing, appropriate farming technology, income generation, education and leadership formation among the grassroots, agriculture extension, primary health care, cooperatives and enterprise development, NGO/PO participation in local governance and advocacy in agrarian reform and rural development. Its members strive to be aggressive, non-violent, dynamic, effective, self-reliant and committed to the establishment of autonomous people's organizations geared towards building a society that is characterized by participatory democracy, equality, national sovereignty, cultural autonomy, gender equity and environment sustainability.

PhilDHRRA has regional offices in Luzon, Visayas and Mindanao.

In Mindanao, PhilDHRRA has been involved in cooperative development and agrarian reform promotion, advocacy and program implementation in selected barangays of the municipalities of Montevista, Monkayo, Mawab, Pantukan and Asuncion in the province of Compostela Valley through its Tripartite Partnership for Agrarian Reform and Rural Development (TriPARRD) Program, Tripartite Partnership for Upland Development (TriPUD) Program and the Gender and Development Program (GAD).

In 1996, PhilDHRRA launched nationwide its Integrated Provincial Sustainable Agriculture, Agrarian Reform and Rural Development (IPSAARRD) strategy. The strategy calls for the





identification of Strategic Provincial Operations (SPOs) where the network's resources and energies will be concentrated for impact and scale. It adopts the Sustainable Integrated Area Development (SIAD) as an approach.

### **Mainland Development Center**

The Mainland Development Center (MDC) is a non-government organization whose mission is to promote an integral development process in which people actively participate in building humane, environment-friendly, gender-fair and just organizations and structures. It is based on a commitment to incorporate faith and justice in development work.

MDC commits to assist, educate and organize rural and urban poor communities in Mindanao. Some of its programs and projects are community organizing, issue advocacy and network building, livelihood and micro-enterprise development, land access and shelter construction, credit assistance and cooperative formation, health and child care, gender and development, upland development, agrarian reform and rural development, conflict management and resolution and local governance.

MDC has a five-member board of trustees headed by a chairperson and eight personnel. Registered with the Securities and Exchange Commission in 1988, it holds office in Davao City.

Aside from PhilDHRRA, MDC is also affiliated with PILIPINA, Day Care Coalition (KABIBA ANAK, BUNSO), Women Action and Network in Development, Association of Social Development Agencies (ASDAR), Mindanao Coalition of NGOs, Davao City Development Council, Municipal Development Councils of Monkayo and Montevista, NGO-AKSYUN and NGO-KATAWHAN-DAVAO.

## **DMSF-IPHC**

An NGO founded in 1978, DMSF-IPHC envisions an “empowered health communities enjoying a sustained quality of life.” Its mission is to capacitate POs and sectoral groups toward a sustainable, people-led development and to actively promote primary health care among communities, medical and dental students and partner agencies.

DMSF-IPHC serves the marginalized sectors of peasants, rural and urban poor, women, children, indigenous peoples, and fisherfolks through programs and projects in the areas of community development, institution building, education and training, environment, family, local sponsorship, literacy, organizational development, participatory action research, participatory rapid appraisal, area development planning, farming, health and nutrition, skills training, youth, research, cooperative development, agro-forestry, advocacy and training consultancy.

DMSF-IPHC is affiliated with PNGOC, PhilDHRRRA, Federation of HAMIS WINNERS in the Philippines, Foundation of Philippine Environment, Philippine Community Organizers (PhilCOS), RDC-SDC, Association of Social Development Agencies in Region XI (ASDAR), Regional Population Council, Chamber of Commerce, MINCODE, Davao Area Coalition and Local Health Board.

DMSF-IPHC is composed of 7 board of trustee members, 6 department heads, 4 project managers, 21 field-based staff and 27 administrative staff.





## **IV. Problems Attempting To Address**

The Montevista Comprehensive Development Plan (1997-2007), enumerates five major concerns that it seeks to address: (1) poverty condition; (2) inadequate basic services, facilities and utilities; (3) low agricultural productivity; (4) environmental degradation; and (5) conflicting land uses.

### **Poverty Condition**

The municipal government considers poverty as one of its major concerns. Based on the last Minimum Basic Needs (MBN) survey, majority of its population live below the poverty threshold set by the National Economic and Development Authority (NEDA).

Two major factors affect its poverty situation. The first is the small income its people generate from farming. Most of the gainfully employed come from the agricultural sector, but they are either self-employed or agricultural worker with very minimal earnings, usually not enough to sustain their household's basic needs. The second factor is the low level of educational attainment of its people; 72.08 percent finished only primary level.

### **Inadequate Basic Services, Facilities and Utilities**

High morbidity and alarming mortality rates continue to exist in Montevista particularly in far-flung barangays. Aggravating this matter is that only five out of twenty barangays of the municipality have a barangay health station. There is a municipal health station in the poblacion or town center but its personnel lament the limited supply of medicines, lack of medical equipment and health personnel. A considerable number of households still depend on rainwater, undeveloped wells and springs.

The existing classroom-student and teacher-student ratios in elementary and secondary are both below standard level. A number of school buildings that need to be repaired or replaced are still utilized as schoolchildren have nowhere to go and the municipal government does not have the necessary resources to repair or replace them.

Only eleven of twenty barangays in the municipality have electricity. The rest are in dire need of electricity not only for household use but also for agro-industrial purposes.

In terms of communication, the only facility that links the municipality to other places in the country and abroad is the Philippine Postal Corporation and the telegraph office by the Bureau of Telecommunications of the Department of Transportation and Communication. To augment these, a two-way radio transceiver was installed linking the municipality with the other municipalities in the province.

While all barangays have access roads, most of them are passable only during dry season. Moreover, some existing bridges need improvement. This situation hampers the economic activity of the affected population.

### **Low Agricultural Productivity**

The municipality traces the problem of low agricultural productivity to the lack of sufficient irrigation facilities, among other factors. Irrigated areas produce at least twice a year compare with the non-irrigated with at least once a year. The municipality has about 350 hectares of potential irrigable area but only 150 hectares are presently irrigated.

### **Environmental Degradation**

More than 36 percent of Montevista's land area has a slope of 18 degrees and above. The present surface cover of these areas is either agricultural crops, grassland or brush land





which is susceptible to soil erosion and can cause flooding and rapid siltation of major rivers and creeks.

### **Conflicting Land Uses**

At present, there are industrial and agro-industrial establishments situated in areas designated as residential and commercial in the municipality's 1982 zoning ordinance. With the growing urban population of the municipality the built-up area needs to be expanded and at the same time, to properly manage the growth of the urban center and maintain ecological balance.

### **11-Point Development Imperatives**

The problems enumerated above found another articulation in the formulation of the "11-Point Development Imperatives," which is an offshoot of a Ford Foundation-assisted SIAD capability building activities. It includes barangay profiling and municipal assessment. The "11-Point Development Imperatives" are shown in the following table.

**Table 2. 11-Point Development Imperative**

<b>Development Concerns</b>	<b>Key Interventions</b>
1. RESOURCE TENURE IMPROVEMENT	<ul style="list-style-type: none"><li>• Expedite land transfer processes both in the uplands and lowland areas</li></ul>
2. COOPERATIVE DEVELOPMENT	<ul style="list-style-type: none"><li>• Organization, consolidation or strengthening of people's organizations</li><li>• Rehabilitating distressed coop enterprises</li></ul>

Development Concerns	Key Interventions
3. SUSTAINABLE AGRICULTURE AND FOOD SECURITY	<ul style="list-style-type: none"> <li>• Increasing farm productivity, ensuring household food requirements and developing surplus</li> <li>• Rehabilitating the uplands e.g. soil structure, soil fertility, arresting soil erosion, introducing appropriate farming technology</li> </ul>
4. ENTERPRISE DEVELOPMENT	<ul style="list-style-type: none"> <li>• Facilitating access to production credit</li> <li>• Developing farm-based and off-farm household and cooperative enterprises</li> <li>• Developing capacities in market linkaging and networking towards access to effective market</li> </ul>
5. LOCAL GOVERNANCE CAPACITY BUILDING	Developing capacities of NGOs, POs, LGUs and line agencies on participatory planning, designing, financing, implementing and managing projects/programs and enterprises
6. PARTNERSHIP DEVELOPMENT	Establish and strengthen mechanisms for multi-stakeholders partnerships in 20 barangays and at the municipal and provincial level
7. GENDER AND DEVELOPMENT	Ensuring opportunities for both gender to participate in all levels of decision making processes in the household and in the community
8. INDIGENOUS PEOPLES' WELFARE	Addressing ancestral domain claims and respecting indigenous rights to self-determination
9. BASIC SOCIAL SERVICES DELIVERY	Mobilizing local and external resources to facilitate delivery of basic services e.g. health/ medical facilities and services, water systems and education





<b>Development Concerns</b>	<b>Key Interventions</b>
10. INFRASTRUCTURE DEVELOPMENT	Ensuring rural infrastructure needs e.g. school buildings, farm to market roads, health centers, electrical lines and water impounding projects
11. PARTICIPATORY DEVELOPMENT PLANNING, IMPLEMENTATION, M&E	Developing capacities of basic sectors, e.g. farmers, women, vendors, etc. in articulating their development agenda to influence and integrate plans in government budget priorities

## **V. Goals And Objectives Of Program/project**

### **Goal**

To catalyze the mainstreaming of PhilDHRRA NGO development initiatives in the municipality of Montevista in view of improving the socio-economic and political well being of the poor and marginalized is the primary goal of the program.

### **Objectives**

Organizational Development – Organize/strengthen twenty (20) people’s organizations in Montevista in terms of democratic and gender sensitive leadership, efficient systems and procedures, membership expansion and internal resource generation.

Land/Resource Tenure Improvement – Ensure the foundation for land tenure security of farmer households to boost confidence toward increasing farm investment.

Sustainable Agriculture and Food Security – To provide technical and financial assistance to sustainable agriculture.

Enterprise Development – Expand and/or establish household and organizational-based on- and off-farm enterprises to propel higher production and income.

Local Governance – Build capacities of 20 local communities and their partner GOEs and POs, barangays and municipal LGUs and line agencies on planning, financing, implementing and managing development projects and programs and development enterprises.

Partnership Development – Strengthening mechanisms for multi-stakeholders partnerships in 20 barangays and at municipal level.

## **VI. DESCRIPTION OF PROGRAM**

SIAD Montevista is an NGO-initiated development framework and program that the municipal government of Montevista has adopted as its strategy to pursue its development goals indicated in its comprehensive development plan and “11-Point Development Imperatives.”

As the name implies, SIAD Montevista operates within the Sustainable, Integrated, Area Development (SIAD) framework. This framework traces its roots from the Integrated Rural Development (IRD) framework in the seventies and more recently from the United Nations Conference on Environment and Development (UNCED) Agenda 21 in 1992. The Agenda 21 is a reaction to the degradation of the environment as a consequence of massive industrial development.





SIAD has the following important elements:

**Sustainable.** Pertaining to the protection of environment and adoption of appropriate measures to safeguard future development potentials.

**Integrated.** Integration of stakeholders – government and non-government sectors – and their programs and services. Also means spatial integration: upland, lowland and coastal and aquatic or rural-urban connection.

**Area.** Area-based. Pertaining to geographic scope of the development intervention.

**Development.** Development interventions following the sustainable development principles.

Section 1.3 of the Philippine Agenda 21<sup>2</sup> best explains what SIAD means. “The essence of sustainable development is the harmonious integration of a sound and viable economy, responsible governance, social cohesion and ecological integrity, to ensure that development is a life-sustaining process.”

SIAD’s underlying principle is cooperation and synergy. It is thus designed to be owned by all stakeholders.

The local government units at both the municipal and barangay level have a strong sense of ownership of the program. (Although it was not the case at the onset of project implementation as many looked at it as a project of NGOs.) This is manifested not only in the memorandum of agreements (MOAs) that the municipal and barangay governments signed with their partner NGOs and implementers but also in the resources they provide as their counterpart for projects and activities under the SIAD program. This counterpart

can be seen in the annual investment plans and budgets of both the municipal government and barangays, which are all anchored on SIAD principles and framework.

The strong sense of ownership by both the LGU and NGOs sends a clear signal that the SIAD strategy in Montevista is working.

### **Evolution of SIAD Montevista**

SIAD Montevista traces its roots from PhilDHRRA's central development and poverty reduction strategy named Integrated Provincial Sustainable Agriculture, Agrarian Reform and Rural Development (IPSAARRD).

The PhilDHRRA IPSAARRD (more known as SIAD) is framed within the ambit of the government's strategy for sustainable development. The national government has issued a number of policies for SIAD institutionalization. Among these are R.A. 7160 (1991 Local Government Code), Executive Order No. 15 s. 1992 (creation of PCSD), Executive Order No. 370 s. 1996 (formation and institutionalization of local councils for sustainable development), and Memorandum Order No. 47 s. 1999 (operationalization and localization of PA 21 and monitoring of its implementation).

On its part, the municipal government through its local chief executive issued Executive Order No. 2 s. 1999 adopting SIAD as a strategy and designating the Municipal Technical Working Group as a mechanism to pursue SIAD in the municipality.

Thus, SIAD Montevista should be seen as PhilDHRRA's advocacy and development initiatives in Montevista based on existing SIAD mandates of the national government. Project staff and officers describe their efforts as "helping put a concrete face to the SIAD mandates of the government."





PhilDHRRA's IPSAARRD anchors on the concepts of sustainable development and people empowerment. It has four major characteristics, namely:

**Integrated.** Multi-stakeholder, multi-thematic, multi-ecosystems, cross-thematic, facilitates critical linkages.

**Provincial.** The province as a development arena to localize development initiatives. Identifying Biogeographic Equity Areas where tenurial reform in the uplands, lowlands and coastal areas is possible. Province as the locus in supporting local autonomy efforts.

**Sustainable.** Adopting sustainable development technologies to support present and future generations.

**Sustainable Agriculture, Agrarian Reform, Rural Development.** Ensuring resource equity and access to basic services. Promoting sustainable productivity and building of viable and autonomous peoples' organizations and cooperatives as key players in local development processes.

In 1996, PhilDHRRA launched IPSAARRD and mandated its general membership to identify priority areas for its implementation.

To put IPSAARRD in motion in Mindanao, PhilDHRRA's 28 Mindanao NGOs divided themselves into five clusters, with each cluster having its own pilot areas.

The Davao Cluster, composed of five NGOs focusing on development concerns of Davao provinces (Compostela Valley, Davao City, Davao Norte, Davao Oriental), adopted Compostela Valley as its model for IPSAARRD/SIAD implementation (also called Strategic Provincial Operation or SPO). The cluster chose the province as it was newly created, and

PhilDHARRA wanted to be part of its development process. Moreover, PhilDHARRA has had previous development investments/initiatives in the province.

Since 1994, PhilDHARRA has been involved in cooperative development and agrarian reform promotion, advocacy and implementation in selected barangays of the municipalities of Montevista, Monkayo, Mawab, Pantukan and Asuncion in the province of Compostela Valley, through its Tripartite Partnership for Agrarian Reform and Rural Development (TriPARRD) Program, Tripartite Partnership for Upland Development (TriPUD) Program and the Gender and Development Program (GAD).

PhilDHARRA's experience in the three projects affirmed that the strategy of partnership is a key ingredient for effective program/project implementation. However, projects were limited by the fact that they were sector-based, ecosystem-focused, operating within a single line partnership (e.g. with DENR for TriPUD, DAR for TriPARRD, MSWD for GAD-SWELL), independent from local government and operating in one or a few barangays. Thus, the experience also called for expansion and up scaling.

The call for up scaling and broadening of partnership toward a sustainable and integrated development strategy was reinforced by the demand of governance conjuncture at the time. Several national government mandates had been put in place for the institutionalization of SIAD strategy. And all these geared toward strengthening local partnerships as enshrined in the new local government code at the time (1991 Local Government Code.)

PhilDHARRA jump-started the SIAD strategy in the municipality of Montevista. Through a support from the Ford Foundation, it was able to fund and accomplish the following activities:



- 
- Training on and actual conduct of area profiling, data gathering, consolidation and analysis for six (6) barangays in Montevista<sup>6</sup>
  - Barangay data validation and municipal assessment
  - Formation of municipal and barangay SIAD technical working groups (SIAD-TWG)
  - Orientation seminar on comprehensive land use planning (CLUP)
  - Institutionalization of Municipal SIAD-TWG through Executive Order No. 2 (1999)
  - Workshop on SIAD-TWG direction
  - Piloting of participatory barangay planning and budgeting in Barangay Tapia

The conduct of barangay data validation<sup>4</sup> and municipal assessment provided impetus at the early stage of SIAD Montevista. The “11-Point Development Imperatives” that came out of this process provided a clear definition of the municipality’s development agenda which then became the guidepost or basis of unity among LGUs, NGOs, private sector and POs as they struggle toward alleviating the lives of poor communities.

Montevista’s development imperatives demanded intensive resource mobilization activities. PhilDHRRA rose to the challenge. It embarked on activities like donors’ forums that would generate resources from both internal (local stakeholders) and external (donor agencies) sources. PhilDHRRA did this while also actively engaged in TriPARRD program in two Montevista barangays and in the Municipal SIAD-TWG.

Another important resource mobilization strategy that PhilDHRRA did was it started with its partner donors. It lobbied for its partner donors to shift their assistance from PhilDHRRA to PhilDHRRA’s partner POs and communities.

Later on, one of PhilDHRRA’s member NGOs, the Mainland Development Center (MDC), was able to solicit support for the implementation of a project that seeks to enhance women participation in local governance. The project was called SWELL which stands for

Strengthening Women's Empowerment at the Local Level. It was implemented in all 20 barangays of Montevista.

In 1999, another donor, the United States Assistance for International Development (USAID), came in to support a seven-month LGU-civil society local governance strengthening project in six pilot barangays (the same barangays assisted by Ford Foundation.) Through USAID's GOLD-Roll Out Facility, joint training workshops for municipal and barangay leaders were conducted in the areas of social agenda building, participatory barangay development planning and budgeting, project management, development and monitoring and evaluation systems, internal and external resource mobilization, mutual gains approach (or conflict management) and resolution and local executive management.

The activities under the USAID-assisted project contributed to the strengthening of relations with the LGUs and the communities.

In late 2000, the Lutheran World Relief (LWR) provided assistance for the operationalization of SIAD in 20 barangays. It, however, asked PhilDHRRA to identify strategic entry points among the 11-Point Development Imperatives, as the demands were overwhelming given limited resources.

Soon, the project "Up scaling Community Initiatives through Participation in Local Governance" was born. It focused on 6 of 11 development imperatives, namely; organizational development, resource/land tenure improvement, sustainable agriculture and food security, enterprise development, local governance, and partnership development. It integrates cross-cutting concerns on gender and participatory development planning, implementation, monitoring and evaluation.





## Six Components of the LWR-assisted Project<sup>5</sup>

**Organizational Development.** This component hopes to prepare and empower peoples' organizations to address strategic concerns such as resource tenure improvement, sustainable agriculture and resource management and to develop enterprises. More specifically, it intends to organize and strengthen 20 POs that will uphold the values of democratic and gender-sensitive leadership.

**Resource Tenure Improvement.** This component ensures the foundation for the land tenure security of farming households that will boost their confidence in increasing farm investment. Specifically, it aims to (a) facilitate the distribution of the remaining Certificate of Land Ownership Awards (CLOAs) from DAR to Agrarian Reform Beneficiaries (ARBs); (b) work toward the completion of individual land surveys; and (c) work toward the release of tenurial instruments in the uplands (Community-based Forestry Management Agreement (CBFMA), etc.) This will be done through the organization and establishment of Legal Management Committees (LMC) at the community level. To build capacities, the LMC will be afforded with paralegal training especially on agrarian reform and resource tenure processes both in the uplands and lowlands. Legal assistance networking and advocacy at the regional and national levels shall also be explored.

**Sustainable Agriculture and Food Security.** This component intends to address food security and farm productivity concerns of local farmers through application of farming practices that are based on sustainable agriculture principles. The use of appropriate technologies to achieve optimum but sustainable production for household consumption as well as for open market is an imperative. Farming household will be guided toward diversified farming consisting of regular cash-flow-yielding crops, high value crops, livestock and other off-farm activities.

To facilitate the process, agricultural technicians both from the LGU and NGOs will assist farmers transform their farm lots into productive enterprises. Farmer technicians per barangay shall be identified and trained on the dynamics of farm planning and systems designing, as well as on advance approaches on sustainable agriculture. Farmer technicians are expected to reciprocate the support given them by assisting other farming households develop their respective farm plans and implement these through technical coaching and bayanihan (helping one another).

Mobilizing resources and commitments from partner agencies especially the Department of Agriculture to facilitate farm plan implementation will be done. Other partners will be tapped for credit support.

Advocacy and lobbying with local and national agencies shall also be done to construct and install irrigation systems, farm to market roads, potable water, electricity, and post-harvest and processing facilities. Barangay governments, on the other hand, are encouraged to pass supportive ordinances.

**Local Governance Component.** This component aims to facilitate good governance by building the capacities of local communities, their partner POs and NGOs, and municipal and barangay LGUs in development planning, financing, implementation, and management of development programs and projects.

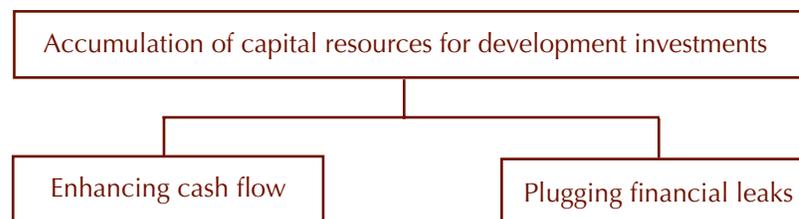
Specifically, it intends to build POs' capacities in understanding poverty and facilitate the articulation of their sectoral agenda in response to local problems and needs. It will also facilitate the crafting of local governance participation plan to ensure that the basic sectors are actively involved in local governance processes such as local special bodies and mainstream development planning and budgeting.



LGUs will be assisted to build their capacities in participatory development planning and budgeting, operationalization of local special bodies especially the local development councils, ensuring civil society representation and developing skills in revenue generation.

**Enterprise Development Component.** This component intends to establish and expand household- and organizational-based on- and off-farm enterprises to increase production and augment income. It seeks to develop and enhance capital resources both of the household and the cooperative organization by engaging in enterprises that enhance cash flows and minimize financial leakage. The following table illustrates this principle:

**Table 3. SIAD Montevista Enterprise Development Framework**



- Growth takes place when there is accumulation of capital resources
- Capital accumulation takes place when
  - community cash inflow exceeds cash outflow
  - equitability takes place when these capital resources are properly managed by the communities themselves either individually or through the cooperative

Triple Treat:

1. Treat the area as an enterprise
2. Treat the cooperative as an enterprise
3. Treat the farm as an enterprise

To enhance cash flow, the household and/or cooperative will intensify farm productivity improvement (as articulated in the Sustainable Agriculture Component); engage in marketing and enterprise development projects to achieve better prices; tap external investments in the area or engage in off-site investments (e.g., trading and buying, micro-credit, etc.)

To achieve better prices for agricultural products, the following approaches are explored: (a) marketing of existing crops; (b) expansion into alternative markets; (c) specialization on certain viable business operations, including long-term production and marketing facilities; and establishing niche markets. This may involve further mergers of cooperatives, putting up of pre- and post-harvest facilities and establishing forward linkages to intermediate processing.

A composite team shall be organized at provincial and municipal level to provide technical assistance in preparing business plans and feasibility studies, developing market linkages and access marketing or industry information and mobilizing funding resources.

To plug the financial leak both at the household and the organization level, campaign toward food security-based, low-input sustainable agriculture is an imperative. Generating more cooperative enterprise and other social services for membership patronage will be encouraged and intensified to spur savings and dividends.

Partnership Development Component. This component aims to organize and/or strengthen mechanisms for multi-stakeholder partnership in 20 barangays and at the municipal level.

To facilitate the process, consolidation and strengthening of key strategic sectors in the locality shall be done. Municipal PO Forum/Network as well as the Municipal NGO Consortium is encouraged to define consolidated sectoral interests and agenda at the municipal and barangay level.





The Municipal SIAD-TWG organized in 1999 shall be strengthened to provide guidance and direction to SIAD in Montevista. Sub-committees shall be formed and strengthened to assist the TWG and to focus its operations.

At the barangay level, a parallel Barangay Technical Working Group (BTWG) shall be established within the ambit of the Barangay Development Councils. The BTWG shall oversee and orchestrate SIAD implementation at the local level and shall oversee the plans and activities of farmer technicians, legal management committees, barangay health workers, etc.

Multi-sectoral monitoring and evaluation committees shall be established both at the municipal and barangay level to further the culture of transparent and accountable governance.

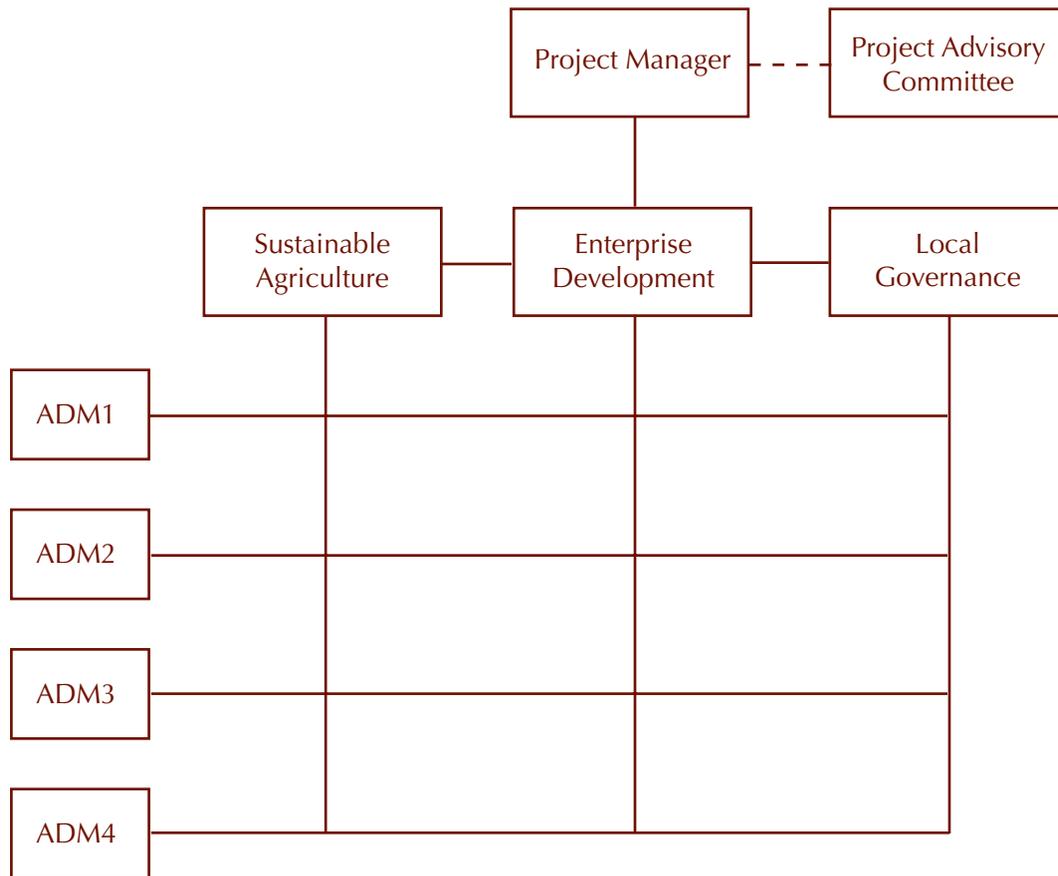
While at present, the six-component SIAD project supported by LWR dominates the SIAD Montevista program, it does not totally represent the program. As Project Manager Rolando Abando puts it, the SIAD is the total approach, even beyond the 11-Point Development Imperatives. The different packages are intended for donor agencies' purposes only.

### **Structure of LWR-assisted Project**

The Project Manager takes charge of the overall management of the project. He seeks support in terms of direction, strategies and key activities.

The operation is divided into three thematic clusters namely sustainable agriculture, enterprise development and local governance. The six components are subsumed under these three components. Each cluster has an advisor, e.g. Local Governance Advisor.

The 20 barangays of Montevista were divided into 4 geographic clusters consisting of 5 barangays per cluster. Each cluster is being supervised and managed by an Area Development Manager (ADM). The Area Development Manager is expected to be skilled and knowledgeable in all three thematic concerns and in community organizing. He/she consults with the concerned thematic cluster advisor for better project implementation.





## **A. Effectiveness**

The SIAD Montevista Program is performing well vis-à-vis its goal and objectives. It is very evident in the SIAD Montevista Report to the Public for 2002 and 2003. (See Annex C and D for details.)

The following are its key accomplishments by component:

### ***Organizational Development Component***

In terms of the Organizational Development Component, the project has 100 percent accomplishment when it comes to POs with established or reformulated vision, mission and goals; POs with enhanced skills in planning, leading, organizing and facilitating; and POs accredited by barangay and municipal LGUs.

POs with functional committees and with high participation of women reflect the success of the program.

The Dauman Farmers Multipurpose Cooperative was able to get P100,000 fund assistance for cooperative building renovation from Mainland Development Center.

### ***Resource Tenure Improvement Component***

In Resource Tenure Improvement Component, the accomplishments vis-à-vis targets especially in terms of households awarded with CLOA are more than expected with 178 households awarded with CLOA versus the targeted 86 households. The 2003 Report states that 20 farmer leaders were trained as paralegals, 94 hectares of land were distributed to 84 farmer beneficiaries and 120 upland farmers were awarded CBFMA.

SIAD Montevista is anchored on what project staffs call “equity-based SIAD”, which considers asset reform like agrarian reform a major intervention before pursuing other development components.

The establishment of LGU-based legal management committee was one of the project’s targets to pursue “ticklish” or controversial components like Resource Tenure Improvement. This is another area where the project has attained great accomplishment. The Legal Management Committee at the municipal and barangay level has been set up.

The effectiveness of the project in terms of the RTI component can be seen in the following testimony.<sup>6</sup>

**Oscar Sambalud**, Bgy Councilor and AR Beneficiary  
Bgy Dauman, Montevista

Shortly before SIAD, most of us are working on lands we don’t own. We either worked as seasonal farm workers or tenants. Income is almost negligible. Most of our gains are used to repay landowners.

Changes hit on us when SIAD came into the picture and mobilized the communities around the issue of resource tenure. Through the efforts of MDC and DAR, we won in our struggle for land. Titles were distributed to as many farmers as possible. Now, we can truly say that the SIAD initiative had indeed made a difference in our lives. The land titles alone are enough proof to say so.

Now, it is very rare that you hear of farm workers or tenants in Dauman. Incomes increased since land became ours. We already sell our entire produce and enjoy our profits to ourselves and do not think anymore of the landowner to share with. Mostly, farmers are producing surplus vegetables, copra and bananas in our farms. They also become responsible taxpayers. These and many more are the benefits of SIAD in our lives.





### ***Sustainable Agriculture Component***

The project has 300 percent accomplishment in 6 anchor barangays and 400 percent accomplishment in expansion barangays when it comes to target identification and training of farmer technicians. There are now 346 farmer technicians in Montevista who are trained on back gardening, goat, swine and poultry raising. A clear consequence of this approach is the 242 farmers who have adopted sustainable agriculture. All these activities under the SA component are contained in the 5-Year Farm Development Plan formulated through the SIAD Montevista Program.

### ***Enterprise Development Component***

This component is relatively lagging behind because it is part of the entire project design and flow. Since the bias of the project is land tenurial improvement the project activities, especially in the initial stages of implementation, were skewed toward “facilitative components” such as social preparation and partnership building.

But the component has its own share of accomplishments that is worth mentioning, that is, in the area of preparing the cooperatives or POs in development and undertaking small-scale enterprises.

### ***Local Governance Component***

The SIAD Montevista program would not have succeeded if not for its good performance in this component in both the 2002 and 2003 Reports.

The major areas of accomplishments of the project through this component are in formulation of municipal plans (health, agriculture, development) and in the conduct and

review of Barangay Development Planning-Participatory Resource Appraisal (BDP-PRA) in all 20 barangays.

To facilitate the BDP-PRA, a team composed of the head of office and staff of the municipal services offices was organized and trained.

Study tours to award-winning and progressive LGUs or communities were also conducted to achieve the objectives of this component.

### ***Partnership Development Component***

The established and functional municipal and barangay TWGs is a clear proof of the outstanding accomplishment of this component. Moreover, the Municipal LGU decision to make the Municipal SIAD-TWG a working committee of the Municipal Development Council indicates that the LGU-NGO/PO partnership the project has established is now being institutionalized.

### ***Other Effects of SIAD Montevista***

The effectiveness of SIAD Montevista can also be seen in the many small development projects that came out as a result of this intervention. The following are just a few snapshots of said projects:

In Bgy. New Dalaguete, the water system has brought water to the common water stations right at the heart of settlements. Before, residents had to walk for 1-3 kilometers to fetch water from an open dug well. The SIAD-assisted water system eases out the trouble of fetching water especially for children and women who will no longer have to pass through the steep section of the barangay.





In Bgy. Banag-banag, residents save money and time as they now have their own Botika sa Barangay (Barangay Pharmacy) that sells medicines at half or low price and their own Barangay Health Center with trained health workers. They no longer spend P40 for transportation expense in going to the town proper to solicit money from local politicians for their medical needs. In fact, the Botika has become so famous in the area that it is now fast becoming the health center of other neighboring barangays.

With the Botika and health center, the barangay's regular allotment of P10,000 per year for medicine now lasts longer.

Banag-banag residents are also recipients of a water system project. Where before they shell out between P7-P14 pesos per day for their potable water needs, they now only pay for P1 a day. With a saving of P6 per day, the residents save P180 a month, which is quite an amount for poor families.

In Bgy. Banglasan, SIAD serves as a peace and development strategy. The SIAD-assisted road improvement and bridge construction project does not only result in lower transportation costs but also in improved peace and order situation.

The barangay is now a Zone of Peace and Development (ZOPAD) area after the community members and local officials dialogued with the armed insurgents to construct bridges and roads. The process enabled the community to eventually eliminate the "shadow government" of the armed group.

## **B. Partnership/network**

As discussed earlier, partnership development is a major "facilitative" strategy of the SIAD Montevista Program. It was done through the establishment of tripartite mechanisms at all

levels and all stages of barangay and municipal planning, implementation, monitoring and evaluation processes. Institutional strengthening was a major part of this strategy.

Because of partnership under the SIAD Montevista Program, resources are poured into the different communities of the town. The total project cost of the LWR-assisted project is P11 million, but only P6.8 million came from LWR and the rest were counterparts of LGU, NGOs and POs. The amount increases as assistance from various donor agencies and other sources tapped by the program are included.

Local officials of Montevista expressed happiness over the presence of NGOs in their municipality as partners. According to them, they could not imagine how the projects would have proceeded without PHILDHERRA and other NGOs doing things like social preparation and constant monitoring.

### **C. Accountabilities/Transparency Mechanisms**

The highly participatory nature of the SIAD Montevista Program primarily provided for mechanisms for accountability and transparency. From barangay to municipal level, plans and investments programs are formulated through participatory planning workshops like the BDP-PRA.

In early 2003, the Program facilitated a municipal year end assessment and planning. One of the major activities of the planning was the municipal agencies presentation of their accomplishments, targets and recommendations to the public based on the municipality's 10-year development plan.

This activity surprised the Provincial Planning and Development Coordinator (PPDC) whom the planning organizers invited. According to the PPDC, only Montevista does this





in the entire province of Compostela Valley, adding that the other municipalities in the province are afraid of this process, which they locally term “singilan” (or payback time). The usual practice in local government is that only the local chief executive reports to the public in the form of the “State of the Municipality Address” and not its agencies.

The province now has a plan to replicate this activity that promotes the culture or practice of transparency and accountability at the provincial level.

Another aspect of accountability that the SIAD Montevista Program has installed is regular monitoring and proper social preparation, and schemes like the Grameen microfinance model. Because of these, the sense of accountability on the part of the community significantly improved.

LGU-NGO/PO partnership is a major factor too in improving the sense of accountability of communities in Montevista. SB members point to the effectiveness and credibility of NGOs in this area. According to them, because NGO or PO members are in front of following up the loans and other accountabilities in the projects, community members started to learn to be more cooperative and diligent in paying back their obligations. SB members are in consensus that if it were done by the LGU, the results would have been different as local politicians cannot and will not force community members to pay their obligations for fear of losing votes in the next elections.

#### **D. Sustainability**

Considering the number of stakeholders involved – and their differing orientations and capacities – sustaining a multi-stakeholder program has been a tall order. This has been the experience of the SIAD Montevista stakeholders.

At the initial months of SIAD Montevista implementation, the prospect of sustainability was very discouraging. Montevista folks looked at SIAD as a project with a project life and the SIAD was associated only with the NGO workers. Many local officials were never looking at the LGU as also part of the SIAD.

These were hurdled through employment of several strategies which include constant orientation and review of the SIAD framework and principles during yearly planning and in every opportunity. There is now a strong sense of ownership among SIAD Montevista stakeholders.

As the LWR-assisted SIAD components close this year, the prospect that the SIAD will be institutionalized at the local government level is high. Appropriate policy support and plans have been formulated and adopted, and certain mechanisms have been established and made fully functional, such as the Municipal and barangay SIAD-TWGs. Systems for coordination and monitoring like regular MTWG quarterly meetings and Sub-committee meetings have also been put in place.

The SIAD Montevista Program has had an experience in the past that it never ceases to provide the necessary convergence spirit even in the absence of funding assistance for its projects. In 1999-2000, the program had no funds but the TWG continuously met. The NGOs continued to attend TWG meetings and in the process influenced TWG decisions.

In the Philippines, many good programs or projects in the past were discarded just because they were identified with certain political groups or politicians. There is a good chance that this sorry tale will not happen in Montevista. SIAD Montevista has no sub-title or name associated with the incumbent. This is a deliberate strategy (that became a norm) among the Program's stakeholders to ensure sustainability.





Corollary to this is the fact that the LGU personnel who are deeply involved in the Program are permanent employees and not elected officials. The permanent employees' (especially the Planning and Agriculture employees) commitment to the program together with the support of their partner NGOs will definitely help sustain the SIAD initiative.

### **E. Participation**

NGO staffs who are involved in the Program claim that SIAD Montevista is different from other SIAD initiatives. The difference, according to them, lies in its strong community organizing (CO) component that prepared the community in actively participating in the different processes of the SIAD Program.

Community participation and people empowerment is an integral part and a cross-cutting concern of the SIAD Montevista Program. This is not surprising considering that it was initiated by an NGO that values participatory democracy and advocates people's participation in local governance.

Practically all the components of SIAD Montevista Program have mechanisms or avenues for community participation. NGO/PO representation can be seen in almost all technical bodies or committees such as the TWGs and LMCs.

Participation is highly seen in the formulation of the Barangay Development Plan in all 20 barangays of the municipality through the use of the BDP-PRA technology, a highly participatory technology where the people themselves define their development goals based on their own assessment and definition of their poverty/development problems.

The Municipal SIAD-TWG is another avenue for strong NGO/PO participation in municipal and barangay governance. This inter-agency municipal body has an NGO (PhilDHRRRA

representative) as its co-chairperson. In fact, its chair, the MPDC, has even been branded as already an NGO because of its close association with the NGOs involved in the Program.

The strong CO or social preparation component of the SIAD Montevista Program proved to be a good cure against the prevailing dole-out mentality among many communities in the town. This is the common observation of the project staff and local officials.

Participatory planning radically changed the planning systems and even the mindset of many local officials, especially those at the municipal level. For instance, the MAGRO plans now are no longer “dictates” from the national government but rather based on concrete needs of communities.

Not only the people in the communities of Montevista are happy with the participatory nature of their planning, even municipal agencies are. For they have clearer reasons now in defending their respective budgets. They also found allies and lobbyists in the persons of barangay officials, farmer technicians, or women’s associations who were all involved in the crafting of the plans.

As one project staff puts it, what is happening in Montevista now is bayanihan in its higher form.

## **F. Innovation**

PhilDHARRA Mindanao Coordinator and LWR-Assisted SIAD Project Manager Rolando Abando says there is hardly innovation in what they are doing. He adds that if ever there is, it must be the will of the various stakeholders to push for the implementation of the government’s SIAD program at the local level.





But that is an understatement. A close examination of the different program activities and strategies reveal the following innovations:

1. The decision (and norm) not to put a title/sub-title on the program to avoid associating it with the incumbent. This, according to NGO staff involved, was patterned after the experience of San Carlos in Negros Occidental province. This was done and being observed so that whoever wins in the next elections will own the project.
2. The organization of barangay-based mechanisms as a strategy to avoid head-on collision with potential sector or individual who might be affected by the program. For example, the multi-sectoral Barangay Legal Management Committee with support from the Barangay SIAD-TWG spearheads resource tenurial improvement activities. This mechanism shields the NGO or even the municipal LGU from the possibility of being accused as anti-landowner or having a hidden agenda.

At the same time, it provides parallel mechanisms at the barangay level to support parallel structures at the municipal level, e.g. MARO at municipal, legal management committees at the barangay; MAGRO at the municipal, farmer technicians at the barangay. This helps concretize and strengthen the devolution process.

3. NGO workers involved in the Program work closely with and influence the planners or those involved in the planning process. They facilitate the planning to ensure that it will be highly participatory. Their role as facilitators gives them the opportunity to set the ground rules for planning like who shall attend (included even the opposition).

Working with planners of the local government provides NGO workers the opening to ensure the inclusion of the asset reform agenda in the LGU's development plans or annual investment plans. Because of the BDP-PRA process, all 20 barangays now

have explicit agenda/investment on agriculture, gender, IP, AR, and other development agenda of the basic sectors.

4. Tying up with legitimate organizations in undertaking micro-finance project. The Program ties-up with Trifed, a federation of TRIPARRD AR beneficiaries in the province, in providing cheap credit support and enterprise development (SIAD component). This process prevents possible head-on collision with loan sharks who are associated with some local politicians, as barangay officials and cooperatives themselves are the ones asking for the expansion of microfinance project by Trifed. Definitely, no local politicians in their right mind will oppose such kind of projects.

Another innovation in the area of micro-finance is the recently launched joint ventures in two barangays where the following formula for capital sharing is applied: 20 percent-PO, 20 percent-Bgy, and 60 percent-Trifed. This venture ensures higher repayment rate as delinquents are issued a summon or warning by barangay government.

5. Non-confrontational entry into the municipality. PhilDHRRA and its member NGOs make sure they had proper coordination with all stakeholders, especially the LGU, upon their entry into the municipality. Protocols are observed and proper channels are passed through. Their experience with their previous projects helps facilitate this friendly entry.
6. Making use of senior staff. Since SIAD is a type of project that requires multi-skills, PhilDHRRA and its member NGOs assign their more senior and experience staffs and COs to the SIAD Montevista Program. They are the COs who have been involved in partnership-building since TRIPARRD time.



7. The reporting of municipal agencies to the public instead of the usual local chief executive only is an innovation in transparency and accountability that is worth replicating.

### G. Efficiency

Convergence promotes efficiency. Coordinated delivery of programs and projects avoid wastage of resources.

As mentioned earlier, the total project cost of the LWR-assisted SIAD component is P11 million. However, only P6.8 million of this came from LWR as the remaining came as counterparts of LGU, NGOs, POs and other private organizations.

**Table 4. Initial Lists of Resources Tapped by the SIAD Program**

<b>Development Areas</b>	<b>LWR Assistance</b>	<b>Resources Leveraged from other Sources</b>
Organization Development	Capacity Building activities worth P500T	At least in five barangays LGUs provided an average of P 10T/ each for PO trainings and activities or a total of P50T.
Resource Tenure Improvement		Xavier University extended assistance through practicum students to establish land tenure mapping for each of 20 brgys. Estimated total costs incurred is P20T
Sustainable Agriculture	Farm Systems Designing and Implementation thru training and coaching	

Development Areas	LWR Assistance	Resources Leveraged from other Sources
	<p>Provided loan for seedling/ livestock dispersal to 272 Farmers worth P500T</p>	<ul style="list-style-type: none"> <li>• Municipal LGU provided P1M worth of livestock and seedlings</li> <li>• Each of 20 brgys allocated an average of P12T annually in past 2 yrs. for agri-support services or a total of P 480T</li> <li>• Provincial Govt provided co-resource facilitators</li> <li>• P 2M worth of livestock, seedlings, post-harvest facilities and farm implements were leveraged from national government</li> </ul>
	<p>Study Tours in SA model sites</p>	<p>3 LGU persons contributed P 10T</p>
<p>Enterprise Development</p>	<p>Business Planning and Proposal Development Workshop</p>	<ul style="list-style-type: none"> <li>• 10 PO project accessed by POs with minimum of P 150T/ proj or total of P 1.5M</li> </ul>
	<p>Business Networking with TriFED to operate in Montevista</p>	<ul style="list-style-type: none"> <li>• Two LGUs engaged into joint venture with coop and TriFED with P100 capitalization per JV or a total of P200T</li> <li>• TriFED extended credit exposure to the area worth P3M</li> </ul>



<b>Development Areas</b>	<b>LWR Assistance</b>	<b>Resources Leveraged from other Sources</b>
Local Governance	LGU training on participatory barangay planning and budgeting	<ul style="list-style-type: none"> <li>• 20 BDPs developed and packaged. Barangay LGU provided counterpart of P2T per barangay for a total of P40T.</li> <li>• Provincial Government provided co-resource facilitator and technical support</li> <li>• Logistical and Financial Support from MRDP</li> </ul>
	Study tour in Iloilo and Negros	LGU supported expenses of LGU reps totaling P50,000
	Construction of 3D Map of Montevista	P50,000 LGU counterpart for map construction
Partnership Development	Initially co-funding Municipal SIAD TWG meetings	Municipal government co-funds Municipal SIAD-TWG meetings and fully funds BTWG Meetings

Because of its efficiency, the LWR-assisted SIAD component project has become LWR's standard/benchmark in providing financial assistance to other proponents.

#### **H. Sharing of Results to Others**

The initial positive results of SIAD Montevista have encouraged various sectors to replicate it. Within the municipal government level, the process of replicating good projects like Bgy. Banag-banag's Botika sa Barangay is underway.

The provincial government on the other hand, through the PPDO, has plans to replicate to all its municipalities Montevista's practice of municipal agencies reporting their targets and accomplishments to the public.

At PhilDHRRA level, certain initiatives have been undertaken to replicate the SIAD Montevista experience. The capacity-building of the MAGRO, the formation and training of farmer technicians and the provision of sustainable agriculture technology that resulted in improved agriculture are now being replicated by other PhilDHRRA NGOs in three provinces in Zamboanga Peninsula Region.

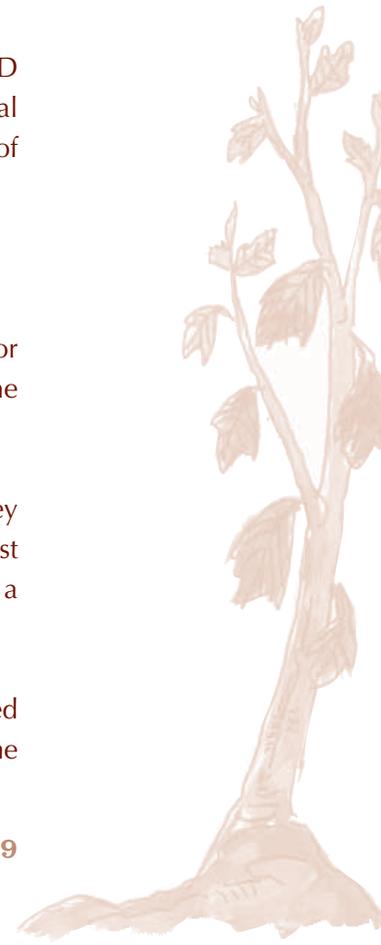
PhilDHRRA Mindanao is now negotiating with LWR to fund the Second Phase of SIAD Montevista, with enterprise development as a focus. It is also talking to other potential donors for SIAD Montevista's replication in the remaining anchor municipalities of Compostela Valley Province.

## VII. LESSONS LEARNED

Developing an atmosphere of cooperation and mutual respect is a key facilitating factor for an NGO-initiated partnership project. This is one of the most important lessons in the SIAD Montevista case.

SIAD Montevista NGO workers recount how they observed proper protocols as they entered Montevista. They paid courtesy calls to the key stakeholders in the area most especially the LGU, the community leaders and even the military units. This provided a picture of transparency and cooperation at the onset of project implementation.

But the smooth entry, as well as the strong social preparation, could not have been facilitated by the project if not for the experienced COs who handled these critical first steps. Some





of these COs have even received awards from government entities as a recognition of their outstanding contribution in the communities.

According to the Project Manager, this is based on lessons learned in their past project experiences. Older and experienced COs possess the necessary maturity to handle organizing tasks more effectively compared with their younger counterparts.

Another lesson learned in the SIAD Montevista Program is that people empowerment is indeed a key sustainability factor. The municipal LGU and barangay LGU allocated budget to the SIAD programs and projects and sustained their implementation because these were priorities identified by the community including barangay officials, in the BDP-PRA processes. The Barangay TWG, a LGU-PO body, regularly monitors and follows up their projects with the municipal LGU and other project funding agencies.

It is also through an empowered community that barangay-based socio-economic projects are effectively carried out. With the transfer of technology and skills on areas such as cooperative development and management, health center operation, water systems, etc., communities are able to sustain their socio-economic projects. But the skill and technology transfer would not have been effective without the support of a strong values orientation program, which is also a key component of the Programs' social preparation component.

In so far as the LGU is concerned, the SIAD would not have been as effective as it is today if not for the critical involvement of PhilDHRRA and other NGOs. Montevista local officials believe the sustainability of the SIAD Montevista Program mainly lies on the continuous support of the NGOs. According to them, the NGOs have their own comparative advantages which cannot be found in LGUs. (See discussion in Chapter VI-B.)

The SIAD processes were facilitated smoothly because of the strong support of the Program's key stakeholders. The strong support however came out as a result of a series of study tours

where certain tested models were personally shown to key stakeholders especially local officials. This is another key lesson in the SIAD Montevista case.

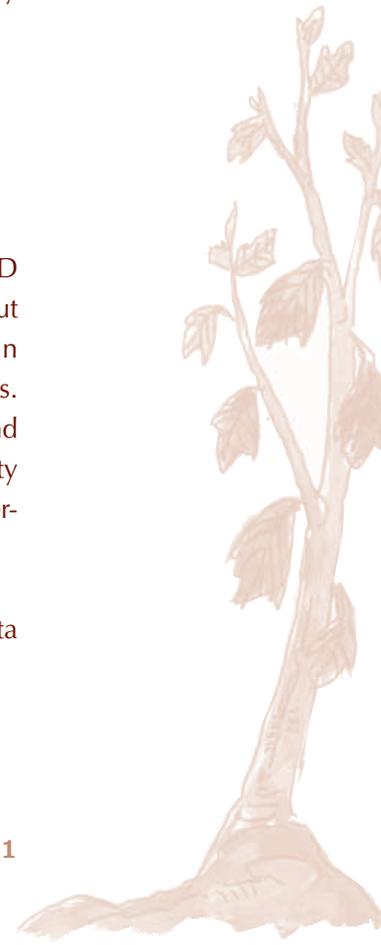
Lastly, the value of convergence has been tested once again as an effective strategy for ensuring transparency and efficiency in any social development undertaking. With the involvement of various stakeholders and donors, the Program was able to provide a highly integrated and coordinated delivery of services and projects. This process facilitated project complementation and avoided wastage of resources. This also strengthened accountability mechanisms as the processes or components assigned to one stakeholder were tracked by the other stakeholders in the process of their coordination.

## VIII. RECOMMENDATIONS

Two major policy recommendations stand out based on the SIAD Montevista case.

**First is the conduct of policy review of the government's SIAD policies.** The PCSD (created by EO No. 15 s. 1992) and DILG and other concerned agencies should find out whether mechanisms at the LGU levels have been created and made operational (as in Montevista case) to carry out the localization and institutionalization of the SIAD policies. The Montevista case has shown that SIAD is an effective poverty reduction strategy and program if fully implemented. The review should be done within the context of the poverty reduction program of the government that puts premium on multi-stakeholder and inter-agency convergence.

Corollary to this shall be the recommendation that successful cases such as the Montevista case be made as models for replication in other municipalities or provinces.





**The second policy recommendation is to pass a law that will further devolve agriculture functions to the barangay level.** It must be recalled that the agriculture functions had been devolved down to the municipal level only, at the level of the Municipal Agriculture Office (MAGRO), thus leaving a vacuum in terms of sufficient technical support at the barangay level.

The SIAD Montevista experience through their farmer technicians has shown that creating a parallel MAGRO-like structure at the barangay level facilitates proper and timely technical support to farming families who compose majority of the rural families. The creation of this structure shall be patterned after the health devolution where barangay health workers (BHW) were organized and trained to deliver primary health care services.

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## Interviews:

Alona Tagi, Indigenous People, New Dalaguete  
George Quijada, Advocacy Officer, PhilDHRRRA Mindanao  
Hon. Teofilo Tabanao, Kagawad, New Dalaguete  
Hon. Felimon Pagas, Punong Barangay, New Dalaguete  
Jesus Vicente Garganera, Program Manager, PhilDHRRRA National Office  
Susan del Poso, New Dalaguete Farmers Multi-purpose Cooperative  
Rolando Abando, SIAD Montevista Project Manager and, Coordinator for Mindanao, PhilDHRRRA

## Focus Group Discussions:

### Project Staff/SIAD-TWG Members

1. Rogelio Nonesa, Area Development Manager, IPHC-DMSF
2. Alfredo Sevilla, Staff, TriFED-ARBC
3. Emilio Corias, MPDC, Montevista and Chair, Montevista SIAD-TWG
4. Boyax Espina, Sustainable Agriculture Specialist, PhilDHRRRA Mindanao
5. Marcy Pedrosa, Enterprise Development Specialist, PhilDHRRRA Mindanao
6. Vicente Bascon, Jr., Area Development Manager, MDC
7. Victor Pagdatu, Area Development Manager, IPHC
8. Ruel Maitem, Area Development Manager, MDC
9. Boyet Casulla, Staff, TriFED-ARBC
10. George Quijada, Advocacy Officer, PhilDHRRRA Mindanao

### Sangguniang Bayan Members

1. Hon. Jose Juario, Vice Mayor
2. Hon. Erlinda Bardinas, SB Member
3. Hon. Erlina Palmaria, SB Member
4. Hon. Melina Montano, SB Member
5. Hon. Romulo Mahumot, SB Member

### Bgy. Banag-banag

1. Hon. Luis Lumahang Sr., Barangay Kagawad and Botika sa Barangay BOD
2. Hon. Alex Antibo, Barangay Kagawad and Property Custodian of Barangay Health Center
3. Hon. Gregoria Macas, Barangay Kagawad
4. Hon. Fortunato Quibol, Barangay Kagawad
5. Leonarda Conjedo, Barangay Treasurer
6. Editha Silangan, Barangay Secretary
7. Marcelina Casiano, Manager, Botika sa Barangay
8. Florencia Tuos, Barangay Health Worker





## ENDNOTES

- <sup>1</sup> Formulated with assistance from the Canadian International Development Agency-Local Government Support Program Regional Office XI.
- <sup>2</sup> Philippine Agenda 21 is the Philippine's national agenda for sustainable development developed as part of the its commitment to the Agenda 21 program of action adopted by UNCED in 1992.
- <sup>3</sup> The six barangays were chosen based on PhilDHRRRA's criteria or principles in targeting which includes (1) Low budget high impact principle (the 6 barangays represent 33% of the population), (2) Peace and Order, (3) Concentration of Movable lands under PhilDHRRRA's "Equity-based SIAD": Asset reform as a major intervention before pursuing other development components, thus the 6 barangays are advanced when it comes to AR development.
- <sup>4</sup> The results of household surveys in the six barangays were validated at the municipal level by representatives of the remaining 14 barangays. The 14 barangays agreed that the results depict their respective conditions and thus the participants declared them as a municipal situationer and basis for the 11-Point Development Imperatives.
- <sup>5</sup> Largely based on SIAD Montevista Annual Report to the Public (2002)
- <sup>6</sup> Testimonies come also from the SIAD Montevista Annual Report to the Public (2002)
- <sup>7</sup> PhilDHRRRA Mindanao is still in the process of completing their Cost-Benefit Analysis.

# POVERTY REDUCTION THROUGH AGRARIAN REFORM ADVOCACY:

## Case Study on Agrarian Reform Consortium (Konsorsium Pembaruan Agraria- KPA)

InDHRRA - Bina Desa

### I. A Brief Background

Agrarian Reform Consortium (Konsorsium Pembaruan Agraria- KPA) was formed on September 24, 1994 in Jakarta at the same time of the commemoration of the National Farmer Day. KPA is a coalition of non-governmental organizations, people's organizations and individual representative who commonly take up the concern of Agrarian Reform in the country. The establishment of KPA began with a series of meetings in 1993, which took place at Bina Desa, Akatiga, Solidaritas Perempuan, etc. KPA aimed to serve as a national network.

Since its establishment KPA had held two National Meetings in 1995 and 1998. Attending the first meeting were 78 people from 20 provinces and 12 islands in Indonesia; 75





were representatives of 68 institutions and 3 were individual representatives. Six farmer organizations as constituents of KPA also took part.

A working committee has been created and delegated the following mandates: (1) Popularizing the concept of agrarian reform as having people-orientation and with a gender equality perspective; (2) Changing agrarian political policy from being capital-oriented to people-oriented; and (3) capacity building of people's organizations.

The second National Meeting held in Yogyakarta on December 5-8, 1998 made several important decisions: (1) restating the basic opinion of KPA, (2) restating the basic budgeting of KPA with some changes, (3) stating the resolution of the second national meeting in 1998, (4) ratifying the declaration of agrarian reform in Indonesia resulting from the agrarian reform conference, (5) stating the basic programs of KPA for the period of 1999/2001 and (6) stating the working committee of KPA for the period of 1999/2001. 103 people consisting of 90 organizations representatives and 13 individual representatives attended the meeting.

The condition that led to the establishment of KPA was the high rate of agrarian conflicts arising from the New Order policy that was unfavorable to the farmers' interests. Conflicts commonly took place between the large number of farmers (60-70 millions of people) who owned limited land and a small number of capital holders who were supported by New Order regime and owned land in large scale. About 70% of Indonesian population owned 31% of the whole farming land while 30% of population owned 69% of farming land in Indonesia (Fauzy, 1998).

The condition presents a challenge for KPA. As a network of organization, KPA is expected to become an "umbrella" organization that will support agrarian reform. KPA tries to consolidate the experiences of its network and people's organizations involved in conflict

and attempts to overcome the conflict. A common agenda that sided with the victims was formulated.

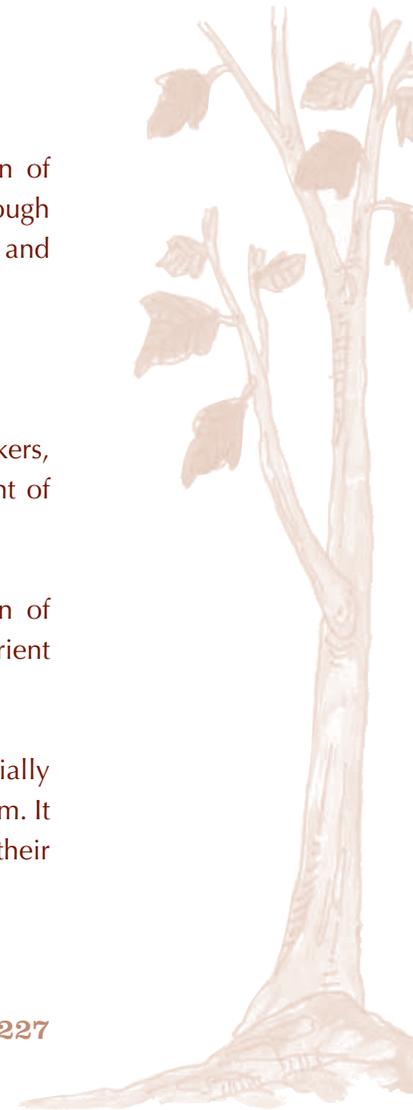
For KPA, agrarian reform was a fundamental strategy in poverty reduction program since Indonesia is primarily an agrarian country.

## II. Goals and Programs of KPA

Supporting the implementation of agrarian reform that guarantees equal allocation of agrarian resources for all people is the main goal of KPA. Equality will be attained through freedom of association, owning and using agrarian resources for farmers, fishermen and traditional society.

Specifically, the objectives of KPA include the following:

1. To support any effort toward guaranteeing people's rights (farmers, farm workers, fishermen, traditional society and people in general), including the establishment of genuine people's organizations.
2. To develop advocates who will raise people's awareness through dissemination of information, public opinion building, collective protection in one hand and orient development policy and strategy toward the fulfillment of people's rights.
3. To conduct alternative education that is directed to support the community especially the farmers and rural community in understanding the importance of agrarian reform. It is part of the agenda improve people's critical awareness so that they comprehend their situation and formulate strategic agenda and long-term solution to their problems.



- 
4. To develop an information network relevant in the capability building and solidarity building among people.
  5. To develop cooperative programs and improve institutional cooperation to implement the goals of the consortium. Agrarian reform assumes a growth of network supported by all sectors as well by the public. Therefore, institutional capacity strengthening is an urgent agenda.

To achieve these objectives, KPA has seven main programs:

### **1. Building the Capacity of People's Organization**

Capacity-building will be implemented by supporting the assistance and education programs. It includes making education modules and revitalizing farmers' organizations and traditional society. It also includes fully supporting and facilitating the establishment of grassroots' organization. KPA will likewise support the implementation of people's organization-initiated land reform (or land reform by leverage) and the establishment of agricultural product associations.

A well-built, innovative, and self-supporting organization is a strategic need in supporting land reform by leverage. A well-built organization means that the organization is able to empower the people and protect them from dominant elite power tending to manipulate, marginalize and oppress the people. Being innovative means enabling people's organization become an alternative power bloc in supporting creativity and important findings in the process of empowerment. And critical means that people are able to comprehend any factors causing poverty and distress among people that results from a poor agrarian system propagated by the state.

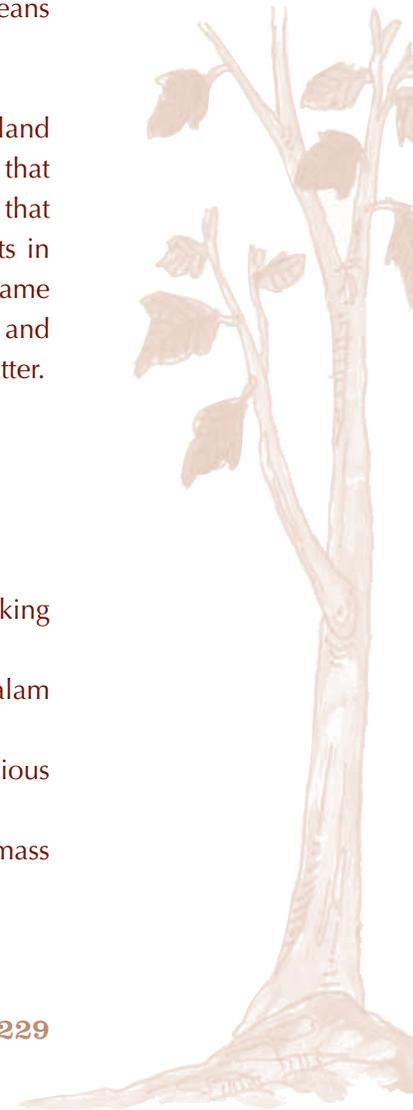
Such organization capacity as described above is an important factor to attain land reform by leverage. This idea is a reaction to the existing state-based agrarian reform (land reform by grace).<sup>1</sup> The state is not only perceived as a power that is unsuccessful to initiate the establishment of agrarian justice but also causing agrarian problems. Not enforcing the Law No 5/ 1960 on agrarian proves it. The ideology of the law is populism which means that the land should be for people's interest.

This law, in fact, never prevails. The new order regime negates the law by utilizing land for commodity and development capital. As commodity, the land becomes an object that can be sold and bought. Transferring of land by force for development interest is a fact that brings suffering to the farmers. Land capitalization can not be controlled and results in inequity in land ownership (i.e. the capital holder dominantly owning land). At the same time, people have difficulty accessing land and thus resulting in rural unemployment and poverty.<sup>2</sup> This is a factor of why the agrarian conflict in Indonesia is a complicated matter.

## **2. Agrarian Reform Campaign**

The campaign for agrarian reform includes the following activities:

- Publication and dissemination of study result and data bank in the form of book, working paper, position paper, pamphlet, seminar and discussion.
- Publication of Suara Pembaruan Agraria and Masyarakat Adat Journal, and Dunia Dalam Bulletin.
- Publishing of comprehensive guiding book on agrarian matters in Indonesia from various perspectives (law, sociology, politics, and economy).
- Opening of special spaces on agrarian matters in various printed and electronic mass media.
- Information activities as a part of advocacy of people in agrarian conflicts.





### **3. Advocacy Oriented to Policy Reform**

Advocacy, KPA's main program, is aimed at changing governmental policies in agrarian area that do not favor people's interest, justice and gender equality. For the period 1999-2001, the program was oriented to establishing Agrarian Legal Institution and other reforms.

### **4. Information Development and Documentation**

The program is geared toward development of information management system on agrarian matters. Its output can be accessed by various parties especially NGOs that are both members and non-members of KPA. In particular, the program will develop a database of agrarian conflicts, local data centers and resources center (libraries and documentation center) at the secretariat of BP-KPA.

### **5. Critical Studies**

The critical studies will be the main raw materials of policy advocacy in agrarian reform, such as the establishment of the alternative Agrarian Law design prepared by KPA. It is an improvement of UUPA, Independent Agrarian Court and the design of Law on the Protection of Traditional Society. In the period 1995-1998, most of the basic argumentations on agrarian reform in Indonesia had been established in the Evaluation of the Progress Report of KPA. In period of 1999-2001, the program had been implemented through the following activities:

- Case study that collected data on land reform objects and arranged arguments for the program of land reform in Indonesia.
- Compilation of study results and experiences and the strengthening of the organizations of traditional society in Indonesia which had been done by KPA members. Its results

could be the basic outline in forming the concept of traditional society revitalization.

- Specific study to prepare the arguments of agrarian reform as a whole and to gain broader public support, not only those of farmers and traditional society.

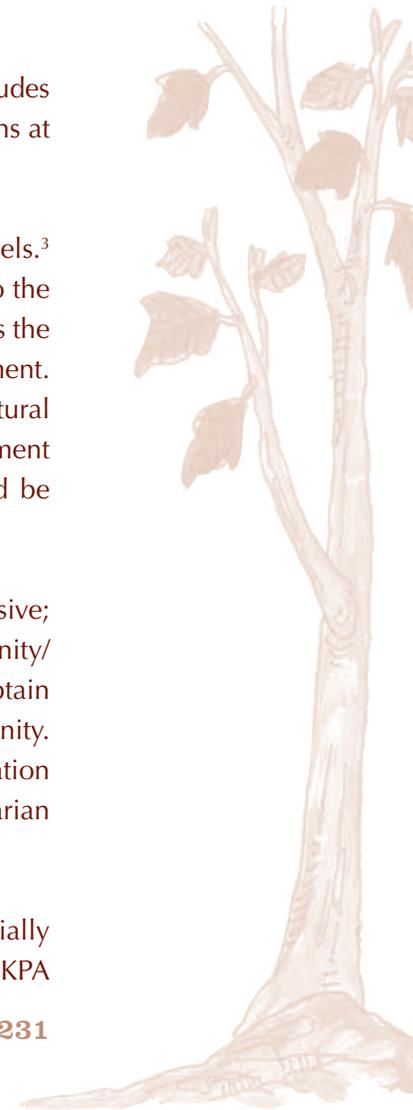
## 6. Organization Consolidation and Network Development

This program consists of developing existing and potential network that includes international and grassroots network. It also intends to establish people's organizations at the grassroots level.

The organization and network consolidation enables KPA to take part in three levels.<sup>3</sup> First, in the level of state and government. Taking part in this level is important due to the fact that the mainstream of current global economy and business for agrarian reform is the change of the state policy relating to agrarian affairs and natural resources management. For KPA, completing the formulation of proposed agrarian policy change and natural resources management in Indonesia that is not only aiming at people's rights enforcement but also maintaining agrarian justice becomes a priority. Such formulations should be systematically prepared to find virtuous agrarian policies in the future.

Second is within the level of public. The struggle for agrarian reform is exclusive; participation is limited to academicians, business group, politician, press, etc. Community/public participation is lacking. This step aims to create a comprehensive strategy to obtain support and sympathy from a wider community such as farmers and indigenous community. To obtain the support of the public, KPA needs to strengthen its capacity in information dissemination and analysis. Formulating a strategy to popularize the concept of agrarian reform and to influence the public is indeed an important task.

Third is at the level of people's organization empowerment and organizing especially among farmers, indigenous community and poor group. There are two factors why KPA





includes this level. The first one refers to the experience that the agrarian reform should be propelled by people's organization, especially by the rural poor since they have a direct interest in the agrarian reform and justice. The other reason is that only with a well-built people's organization that the agrarian reform movement, as supported by other interest group such as business or international organizations, could be formed. The people's organization can become a force to counter the agrarian policy that tends to support the business group.

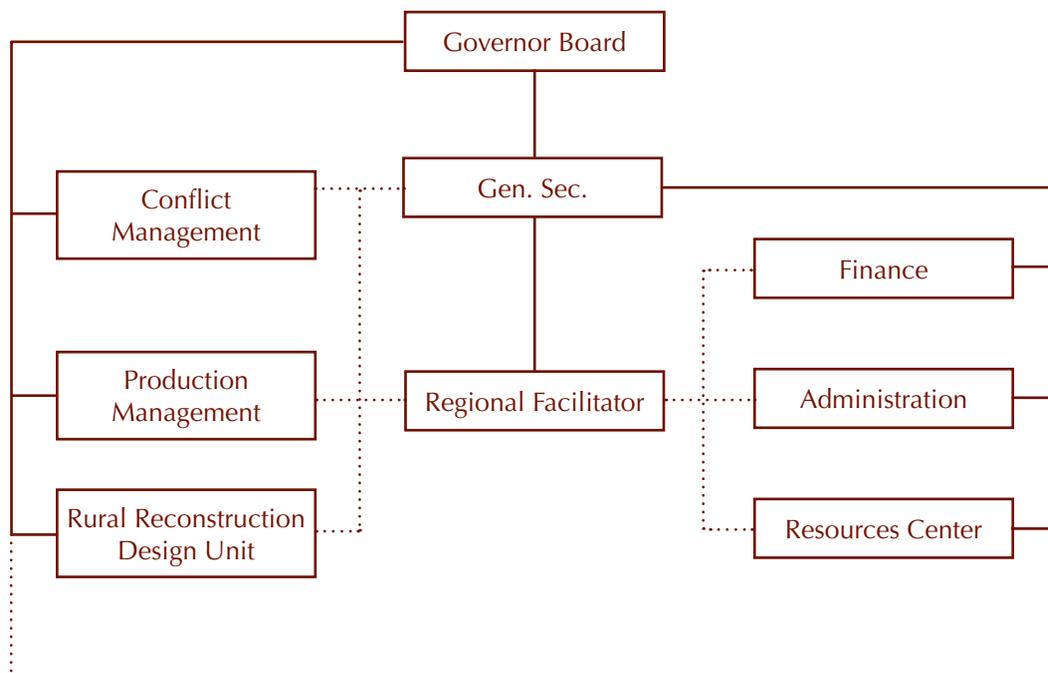
## **7. Education and Training on Agrarian Matters**

KPA would facilitate a series of short courses and training on agrarian matters for NGOs, academicians, journalists and common people. These aimed at popularizing the ideas of agrarian reform since agrarian matters are closely related with community life in general, not only with farmer and agricultural sector. The community must comprehend and be concerned with agrarian matters and should become part of a movement that takes up agrarian concerns. The growth of a wider and critical public movement that will fight for agrarian reform is an essential step.

## **III. Structure of KPA's Governor Board**

The main programs of KPA within the period, 1999-2001 are basically different with the programs within the period of 1995-1998 in terms of program prioritization and concentration. From 1995 to 1998, KPA focused on institutional consolidation, concept preparation for action programs, and people organizing. For the period, 1999-2001, KPA started to concentrate on people power mobilization, extensive socialization, dissemination of agrarian reform ideas, and policy advocacy. Organization consolidation as well as human resources mobilization and management were also highlighted.

### Structure of KPA Governor Board, 1999-2001



Notes :

General Secretary

: Erpan Faryadi

Head of Conflict Management Section

: Muslich Ismail

Head of Production Management Section

: Dianto Bachriadi

Head of Rural Reconstruction Design Section

: Noer Fauzi

Finance

: Hilmayati Safitri

Administration

: Nony Siti Nurbayani

Resource Centre

: Haslinda Qodariah



## **IV. KPA's Role in Supporting the Establishment of Tap MPR No. IX /2001, or People's Assembly**

### **a) Urgency of Agrarian Reform**

As a network organization, KPA is responsible for managing its constituent (farmer organization) and network members (for example Federasi Serikat petani Indonesia, Perhimpunan Bantuan Hukum Indonesia, Sekretariat Bina Desa, among others). KPA is authorized to support the implementation of agrarian reform in Indonesia. The basic argument in giving authorization to KPA is that it is part of the strategy. The absence of agrarian reform results in extended unemployment, poverty and incapable people especially farmers, fisher folks and women. Agrarian reform is a basic strategy in reducing poverty in rural areas. It is clearly seen that the increase in poverty coexists with the broad gap in land ownership.

Agrarian reform is expected to solve the social conflicts within the community brought by the conflicting interests between the people and capital holders and politicians. Laws can be a source of this conflict; examples are the present laws on Mining and Forestry that were enacted by the New Order. These enable the exploitation of mining and forestry resources based on a short-term target. These two laws provoke a number of conflicts because they bring a number of concessions resulting in exploitation of land and natural resources. This exploitation then inflicts agrarian conflicts between the people on one hand and the state and capital holder on the other. Agrarian conflicts need to be resolved through the implementation of agrarian reform; an agrarian system that reflects justice, guarantee of land ownership and freedom of association for their interests.<sup>5</sup>

The urgency of agrarian reform is based on the analysis that equal land ownership among

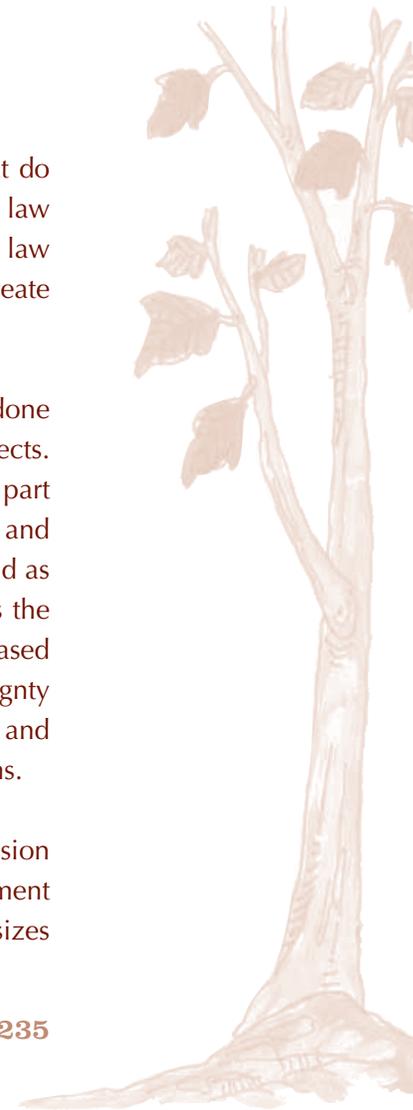
people will improve the quality of people's lives. Owning land means not only giving people land but also a source of income and a chance to improve their lives. It will help increase the social and political role of people. Land owning will cut the cycle of dependence of people on capital holders and people can decide on their social and political roles freely and independently. Agrarian reform is thus a way of enforcing people's sovereignty.

### **b) Need for an "Umbrella"-MPR's**

As has been explained before, agrarian conflicts are rooted on agrarian policies that do not side with farmers' interests. Therefore, to overcome these conflicts, an "umbrella" law is highly needed. It is expected to settle down various contradictions triggered by the law with a narrow scope. It will cancel the law that does not favor people's interest and create a law better than the canceled or revised one.

The repeal of the Laws on Mining and Forestry, for example, should absolutely be done since they contradict Law No 5/1960. Such contradiction is at least reflected in two aspects. First is related to how land is perceived. Law No. 5/1960 perceives land as an integral part of people's life. Land ownership is a basis for people's economic, social, political, and cultural sovereignty. On the other hand, the Law on Mining and Forestry perceive land as a commodity and development capital. Thus, land is consequently perceived not as the manifestation of people sovereignty but as a commodity that can be sold and purchased for economic advantages. In other words, Law No. 5/ 1960 supports people's sovereignty while the laws on Mining and Forestry give way to natural natural resources exploration and to the state's transfer of land owning rights to capital holders, leaving people as victims.

The second aspect pertains to decision makers. Law No. 5/1960 puts people as decision makers in agrarian policies. On the other hand, the two laws put elites (government and capital holders) as the parties that make a monopoly. Law No. 5/ 1960 emphasizes





participation, openness and accommodation of people's interests; while the two laws are centralistic, representing the interests of elites.

The spirit of reformation significantly inspires the formulation of an agrarian policy that sides with people's interests, guarantee justice and prosperity to all people. Reformation is an outcome ready to be implemented but it is a political transition that needs intensive work and massive support to attain justice in agrarian matters. Various social organizations and movements must be viewed as the resource which must be empowered. A well-organized and critical society will act as the controlling and balancing power to the state. At this point KPA is expected to manage the network and lead the empowerment of people who will become the power that will support agrarian reform.

### **c) Supporting the Establishment of MPR's decree on Agrarian**

KPA pioneers the creation of an 'Umbrella Law' or MPR's decree on agrarian. At the beginning, this idea received less support especially from the House of Representatives due to the narrow perspective on agrarian relegating it to land affairs. A comprehensive perception that includes the issue of economy, social, and politics rarely occurs. Agrarian issue simply referred to farmer's problem that is marginalized during the New Order period.

Then, through extensive study and analysis as well as a wide campaign, support for agrarian reform mounted. Even the reformation regime is relatively open to agrarian reform. Through intensive discussion and dialogues, the House of Representatives see the urgency of agrarian reform and start to discuss such issue deeply and comprehensively.

A significant issue that should be anticipated is the formulation of an agrarian policy that covers the aspects of justice, people participation and benefits any parties. Thus, KPA invites

the participation of agrarian experts, politician, academician and agrarian practitioner. KPA also supports the participation of mass media, for it to critically and systematically campaign for the urgency of MPR's (People's Assembly) decree for agrarian reform.

A wide participation of the public has two main advantages. First, the participation of everyone is a basis for the existence of a transparent, inclusive, and accommodating agrarian movement. Second, such participation is the basis of a more extensive movement, representing people's sovereignty. Elaboration and deep analysis on agrarian matters becomes essential material for the legal drafting preparation for both the House of Representatives and the community in general.

The MPR's decree No. IX/2001 is a political victory. As the pioneer to the creation of the resolution, KPA is responsible to campaign for its adoption and implementation by the government. Such resolution revitalizes the people's role in formulating and establishing agrarian policies. It means that such resolution inherently withdraws the government's dominance in agrarian policy.

#### **d) Network Management**

In addition to concept consolidation and legal drafting preparation, KPA manages the network with its constituents and NGOs as consortium members. Synchronization of discussions and concepts is included in its agenda. Within this network, a collective awareness on agrarian reform is expected to intensify. A significant output of network management is the movement's solidarity and support from all sectors and public. The future prediction relates to a massive movement to generate an MPR's decree on agrarian. The management of this network becomes an embryo for any mass movement -- farmers, NGOs, students, urban poor group, and related groups that will push for the issuance of MPR's decree on agrarian reform.





### e) Next Agenda

The existence of MPR's decree No. IX/2001 is not a guarantee that the agrarian reform will be immediately realized. The implementation of a regulation depends on the existing regime. Experiences have proved that injustice in agrarian is not due to the absence of the law, but due to the low commitment of the government to implement such law.

Therefore, KPA issues a statement forcing the government to immediately implement such resolution. Several important action points that should be immediately implemented are as follows:

1. Revise and prepare a law as well as government regulation on land reform accommodating land use for common people (farmers, fisherfolks, indigenous community, urban poor group, labour, as well as other people who are socially-marginalized)
2. Establish a land reform committee and land reform justice institution based on people's interest.
3. Withdraw sectoral law and other regulations that bring disadvantages to the common people.
4. Encourage all the people's organization to build their organization's capacity in mobilizing people's power for agrarian justice.

In addition to such resolution, KPA also supports the establishment of an institution that will be responsible for the implementation of agrarian reform i.e Komite Nasional Pembaruan Agraria (KNPA)- National Committee on Agrarian Reform. KNPA is a transition institution of before the establishment of a permanent institution for the implementation of agrarian reform. This institution is established under a Presidential Decree with members of any community elements that can accommodate the interest of any parties.

## V. Conclusion and Recommendation

### A. Conclusion

The agrarian reform that is systematically and programmatically undertaken by KPA is an organization mandate that aims to achieve justice in agrarian matters based on the spirit of equity, participation and democracy. This is part of KPA's consistent struggle to fight for the people's interests. The agrarian reform is an effort to revitalize the people rights, especially the farmers, to land and agrarian assets. Thus, agrarian reform is an essential step in reducing poverty.

The MPR's decree No. IX/ 2001 is a people's political victory in revitalizing their rights on agrarian assets. This resolution is a significant indication that in view of political aspect the House of Representative has committed to uphold agrarian justice.

The issuance of resolution on agrarian can not be separated with the pioneering and leadership role of KPA in preparing materials, formulating legal draft, waging public campaign, dialogues with policy makers, and management of network movement. In this way, KPA has successfully struggled for an agrarian reform in Indonesia. KPA has successfully invoked the issue and concretized it into a concrete action. This is a lesson for NGOs and the public. KPA has shown a concrete example of how an idea could be concretized. Participation and support from common people are important factors for policy reform.

After three years, this resolution has not been implemented. KPA's responsibility in this regard remains. This obviously becomes an important note for KPA and other NGOs.



## **B. Recommendation**

Considering the issues above, following are several recommendations:

1. The struggle for agrarian reform must be done in a way that comprehensively takes into consideration the economic, political, and socio-cultural perspectives.
2. People power should be prioritized in supporting the transformation. The legitimacy of a policy is only justified if it is based on people's participation and accommodates people's interest.
3. Support for agrarian reform should include the public and should use persuasive and inclusive approaches. Agrarian reform must be based on the participation of people and government.
4. KPA should be able to improve its pioneering role in supporting the implementation of resolution on agrarian reform. Thus, KPA should continuously design a strategy so the resolution on agrarian reform is not only a jargon but implemented as part of the agenda of empowerment and revitalization of people's sovereignty and rights.

## **Endnotes**

<sup>1</sup> Interview with Iwan, KPA staff, February 2004.

<sup>2</sup> People Organizing as a Basis of Food Sovereignty Movement in Indonesia, Working Paper on Food Sovereignty, Sekretariat Bina Desa, 2003.

<sup>3</sup> Paper Report of KPA Working Committee, 2001.

<sup>4</sup> Interview with Erpan Faryadi, General Secretary of KPA, 4 January 2004

# PEOPLE EMPOWERMENT THROUGH CO-OP BUILDING AND RURAL CREDIT

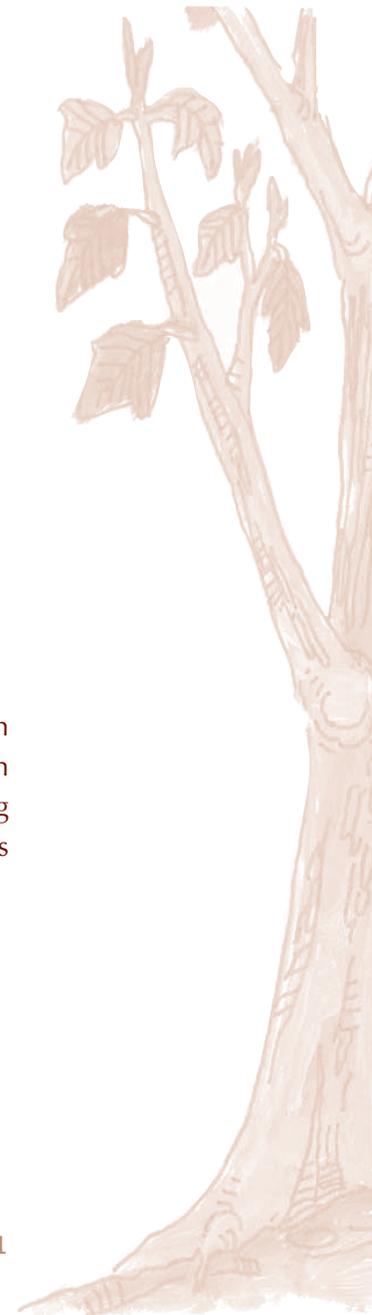
## **Rural Credit in Malaysia**

Paul Sinnapan, *General Secretary*  
Credit Union Promotion Club – Malaysia

### **I. Introduction**

The Credit Union Idea was introduced in the early 1970s in Malaysia. Credit Union Promotion Club (CUPC) took the initiative to introduce and promote Credit Unions in different parts of Malaysia . Later on the Credit Unions were registered under the existing Co-Operative law of Malaysia .At present the Credit Union Network of Malaysia comprises the following registered organizations :-

- a. The Workers Credit Co-Operatives(KKP ) , based in Kuala Lumpur
- b. The Peoples Credit Co-Operative (KKR ) , based in Batang Berjuntai
- c. The Indigenous Peoples Credit Unions , based in Kampar , Tasik Chini .
- d. The Sarawak People Credit Co-operative , based in Belingan , Sibul , Sarawak



### 1.1 Achievements of Credit Union Movement in Malaysia – as on 31.12.2003

Total Number of Credit Unions	- 462 ( 50% of them in Rural Areas )
Total Membership	- 40,367 ( 45 % are rural people )
Total Shares	- RM 6, 695,069.89 ( USD 1,761,860.49 )
Total Savings	- RM 34,689,355.97 ( USD 9,128,777.88 )
Special Savings	- RM 10,220,140.10 ( USD 2,684,579.21 )
Total Children Membership	- 27,132 ( 40 % rural children )
Total Children Savings	- RM 6,525,950.05 ( USD 1,717,355.39 )
Loan availed Since Inception	- RM 106 million ( USD 27.8 million )
Total Loan Outstanding	- RM 26,766,604.47 ( USD 7,043,843.28 )
Investment in Share Market	- RM 2,769,927.00 ( USD 728,928.15 )
Investment in Land and Properties	- RM 7,412,188.53 ( USD 1,950,575.92 )
Accidental & medical benefits To 980 members ( 1989-2003)	- RM 5,099,890.00 ( USD 1,342,076.31 )
Gross profit ( in 2003 )	- RM 2,574,827.98 ( USD 677,586.31 )
Education fund	- RM 32,184.48
Social Welfare Fund	- RM 358,125.96
Retirement Fund	- RM 1,196,435.96
Youth ,Women Dev.Fund	- RM 2,438,802.77
Reserve Fund	- RM 1,801,108.20
Average dividend paid out	- 5 %

### 1.2 Services Provided by the Credit Unions to the rural poor

About 50 % of the membership and 40 % of the Capital of the Credit Union Movement belongs to the poor in the rural areas. The Credit Unions provides the following services to the rural poor.

### **a. Economic Services**

- Mobilization of Regular Savings , Special Savings and Children Savings
- Provide loans to the members ( Credit Loans and Guarantor Loans )
- Group accidental insurance scheme
- Hospital health care insurance
- Consumer bulk buying and
- Consumer bulk buying
- Free accidental insurance for school going children
- Development of small business in rural areas
- Development of agricultural business
- Education and scholarship for rural children
- Benefits from various funds ( welfare , volunteer , retirement )
- Special assistance for single mothers , widows and drop out youths
- Housing for the rural poor

### **b) Non-Economic Services**

- Gender and development program
- Youth development program
- Children development program
- Family life education program
- Consumer education
- Environmental education
- Para –legal training
- Organize rural pre-schools
- Set up day care centers
- Organize farmers and agricultural workers to fight for their rights



- 
- Conduct awareness trainings on Globalization , WTO ,AOA , TRIPPS
  - Research and documentation of rural community issues

### **1.3 Replication of the Credit Union Model**

The KKP and KKR have received more than 6 awards from the Government of Malaysia .The success of the Credit Model in Malaysia was adapted by the following local and international NGOs in the promotion of their Micro Credit program development .

#### ***Local NGO adapted the model***

Care Malaysia in Kampar area , Senoi Methodist Development NGO – Kampar area  
Indigenous people development NGO - Bidor , Foundation for Community Studies – Tasik Chini , Terbai ( Shield ) – Sarawak , Sibu integrated long house development NGO – Sarawak , Kampong Locos Village Development NGO - Sabah

#### ***International NGO / Donor agencies adapted the model***

- a. Nepal Credit Union Federation –through Asian Confederation of Credit Unions
- b. Projects of Canadian Co-Operative Association to promote Agriculture service co-operatives and Savings Based Micro Credits programs in Vietnam , China , Mongolia.
- c. IFAD project in Vietnam on Micro Credit
- d. ILO project in China rural co-operatives
- e. ICA leadership training projects in India , Iran , Indonesia
- f. Caritas Cambodia project on Micro Credit
- g. Caritas Myanmar Project on Micro Credit

### ***Case study presentation of the Model***

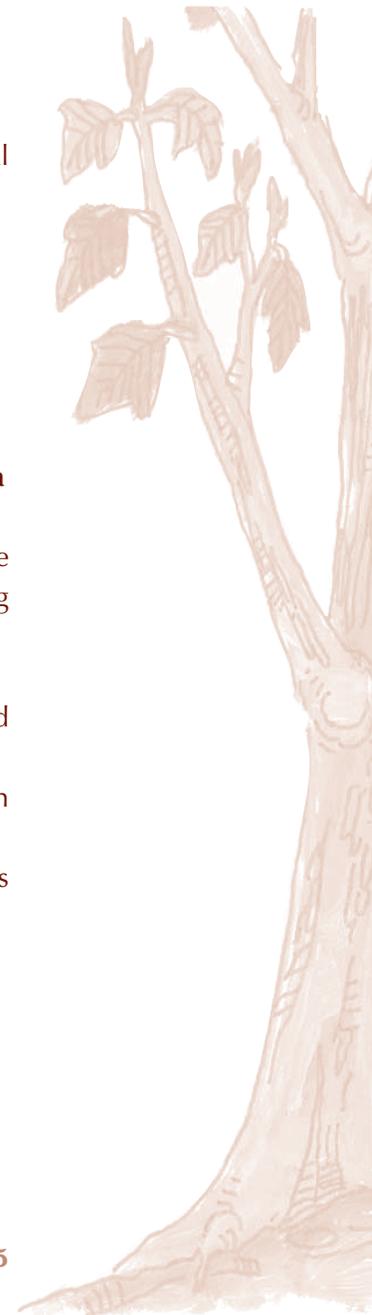
The success of the model and its integrated programs were shared at the international conferences such as :

- Global and Asian Micro Credit Conferences
- Conferences of World Council of Credit Unions
- Consumer International
- Federation of Asian Bishops Conference

### **2. What are the factors responsible for such a success of the Credit Unions in Malaysia**

This case study from now will discuss the factors which contributed to the success of the rural credit unions in Malaysia . As a pioneer and writer of this case study I feel the following 15 reasons contributed to the success of the Credit Union Movement in Malaysia.

1. Deeper analysis of the socio economic and political realities of the of the country and the poor carried out by the pioneers and promoters
2. Availability of supportive donor and training agencies in introducing the Credit Union Model
3. The people development friendly ideology , philosophy and concepts of credit unions
4. The development of Vision , Mission and Goals for the movement
5. Volunteerism in the Credit Unions
6. Target group approach
7. Cultural analysis of the target group
8. Methodology used in organizing the communities into credit unions
9. Education and training program in the Credit Unions
10. Sustainability of the movement



- 
11. Credit management
  12. People friendly structure and administration
  13. Integral development approaches through the credit unions
  14. Gender integration in the Credit Unions
  15. Environmental scanning and adaptability of the movement to the changes taking place

Let us now look at the above reasons and understand the impact they had in the successful achievements of the Credit Union Movement in Malaysia.

### **3. Deeper Analysis of the Socio , Economic and Political Situation of Malaysia took places before identifying the Credit Union as a project for promotion**

The pioneers of the Credit Union Promotion Club in the early 1970s came from the following background :-

- a. Leaders of the Social Action Groups of the Church( Influenced by the Social Teaching of the Church , Liberation Theology , Paulo Prerie ( Pedagogy of the oppressed approach)
- b. Leaders of the Cultural Reformist Groups ( influenced by the works of Thanthai . E.V.R. Periar of the Dravidian Association )
- c. Students and Trade Union leaders influences by Class Struggle of Marxist Leninist ideology

#### ***3.1 Study groups on analysis of reality of the poor***

The Pioneers took time to study the socio , economic , political , situation of Malaysia in the beginning of 1970s. The discussions included the following :-

- 
- a. The Economic Trends of Malaysia – Shift from the Import Substituted Economy to Export Oriented Economy
  - b. The birth of Industrial zones and related workers issues
  - c. The rural – urban Migration
  - d. The Green revolution in the agricultural sector
  - e. The Bumi – Non Bumi following the aftermath of May 13,1969
  - f. The introduction of OPP1 ( outline perspective plan 1 ) and the New Economic Policy ( NEP ) – The Government Master plan for 1970-1990
  - g. Study of the Indian Poor and their cultural context
  - h. Development ideologies and approaches for the enlistment of the rural and urban poor

### ***3.2 Selection of a project based on three prong objective***

The Study sessions of the pioneers resolved that a project approach with the following 3 objectives is needed to uplift the rural poor especially the plantation workers :-

1. To eradicate or minimize poverty
2. To Eradicate Ignorance
3. To discover and develop grassroots leaders

The pioneers who were looking for a project which will build in the above 3 objectives felt the Credit Union Project may be the best project to be implemented .

### **4. The support agency for the promoters to implement the project**

The following institutions were existing in Asia which were ready to provide moral, financial and training support for the promotion of Credit Unions in Malaysia.

- The Catholic Welfare Services of Malaysia
- The Asian Confederation of Credit Unions
- Training Institutes in Credit Unions Searsolin (Phillippines), ISI (India), Coady (Canada)
- Funding agencies to support the promotion of Credit Unions ( esp. Misereor )
- The Cendhrra Network ( exposure and capacity building )

Some of the C.U. Pioneers namely Alex Josset, Paul Sinnappan, Rubai Bandy, Amitham Retnam were sent to Searsolin to study about Credit Unions . Peter Rayappan, Anthony Muthu, Jayamary Anthony were sent to Indian Social Institute to study about Credit Union Promotion.

Archbishop Vendargan, The Oblates Priests, The MEP Priests were in full support for the promotion of Credit Unions in Malaysia.

The Church formed a team for the promotion of Credit Union and provided initial moral and financial support.

Cendhrra played an important role as a follow up agency of SEARSOLIN. The Malaysian Searsoliners linked themselves to Cendhrra from 1974 onwards and received the following assistance from Cendhrra through MasDHRRRA :

- Participation in the Dhrra – Bangkok workshop in 1974
- Exposure and field visits to Credit Union promoters in Asia Region
- Participation in the developmental workshops organized regionally by Cendhrra and locally by Masdhrra
- Beside ACCU Dr.Liam from Cendhrra held the movement in understanding financial projections , growth analysis and strategies planning.
- Attendance in the Cendhrra regional workshop on developing participatory Co-Operatives in Asia

## **5. The ideological and philosophical values of the Credit Unions**

The Credit Unions and Co-Operatives were born during the Industrial revolution in England and Europe. Farmers problems such as famine, low yield, poverty, loan sharks . The factory workers faced problems such as low wage , long hours of work , poor working conditions, poor living conditions, child labor, exploitation of women , high consumer prices. The farmers and workers organized co-operatives to help one another to come out of poverty and solve their problems collectively.

### ***5.1 The ICA Co-Operative Principles***

The Credit Unions being co-operatives also adhere to the ICA (International Co-Operatives) Principles which were developed by the Rochdale Pioneers at Tode Lane, England in the year 1844. To-day these principles are called the ICA Co-Operative Statement of Identity. They are :

1. Open and Voluntary membership
2. Democratic control
3. Non discrimination of Sex , Color , Creed , religion , political believes
4. Distribution of limited dividend and patronage
5. On going Education
6. Co-Operation among co-operatives
7. Social and Community responsibilities

### ***5.2 The Antigonish Principles***

The Credit Union Concept was started in Germany by Willian Fredrich Reffieson (1818-1888) it started to spread to Canada by Alfanso Desjadines. In Canada 2 priest by the





name of Moses M. Coady and Tomkins from St. Francis Xavier University, Antigonish Nova Scotia experimented the Credit Union ideas with the maritime province of Nova Scotia. At the end of the experiments they developed the Antigonish Principles to become a guideline in the promotion of Credit Unions. They are :

- a. Primacy of the Masses
- b. Education through economics
- c. Education through group action
4. Education must bring social reforms
- d. Social reform must bring about fundamental changes in the Socio, Economic , Political Institutions.
- e. Full and abundant life for all

The pioneers of the Malaysian Credit Unions saw the values in the Co-Op principle and Antigonish principles that they agreed and committed to those values .

## **6. Development of Vision, Mission and Goals**

Based on the above values and principles the pioneers developed a long term Vision , Mission and goal statements. These VMG statements were reviewed every 5 years .

### ***Vision Statement***

To uplift the largest possible number of ordinary men and women of the masses to a higher level of socio , economic life by creating economic opportunities and developing social integration through economic cooperation .

## ***Mission Statements***

WE are committed to provide excellent services to our male and female members through our extensive community credit union network which will satisfy the need of our male and female members and we will gain their confidence and goodwill .

WE will conduct our collective business with respect and integrity thus ensuring growth related quality services

WE will provide our leaders and employee the necessary formation and training to create a working environment that fosters teamwork , growth and pride in the organization.

## ***Goals***

1. To work towards building a just , human , gender responsive , progressive society.
2. To consolidate and strengthen the existing human and financial resources among the poor
3. To prepare ordinary men and women to participate in the National Economic Programs through small grassroots economic initiatives
4. To network with progressive groups for the up liftment of the socio economic lives of the masses .
5. To help members children to attain higher level of academic and technical education

## **7. Volunteerism**

Volunteerism formed the basis through witch the Credit Union Movement grew in Malaysia. While having a job of their own many leaders worked in the movement for voluntary basis due to the social concern for community . The formation programs helped the volunteers





to discover themselves and their spirituality which became the motivating factor for the involvement in the credit union promotion work. The notable volunteer pioneer and promoters were:

### ***7.1 The Kuala Lumpur Promoters***

Dr.Letcumanan, A.S.Arumugan, Golbal Singam, Ananmalai, Ragavan, Segar. They were assisted by Alex josset who was the full timer then.

### ***7.2 The Batang Berjuntai Promoters Team***

Rayappan, Jayamary, Soosaimary, Paul Sinnappan, Janakey Raman, Parvathy, Sundarambal, Abel and Amalanatahn. They were assisted by Fr. Caroff OMI

### ***7.3 The Seremban Promoters team***

Anthony Muthu, Santiago, Bernard, Anthonysamy. They were assisted by Fr. Peter MEP

### ***7.4 The Bagan Serai and Sungai Patani Promoters team***

The YCW leaders helped in the promotion. Notableely Geeva, Velmurugan, Velayuthan. They were assisted by Edmund Cross in Bagan Serai and Irene Fernandez in Sungai Patani

### ***7.5 Formation of Nafcum and CUPC***

The early pioneers and promoters were responsible to develop the structures through which the Credit Union idea were introduced to communities in Malaysia .

- NAFCUM – National Federation of Credit Unions in Malaysia (informal organization) created in 1970
- CUPC – Credit Union Promotion Club – registered in 1974 under the Society Act of Malaysia.

At present there are some 2000 plus male and female volunteers in the Movement . There are only 35 full timers in the movement .

## **8 . A Target Group approach**

### ***8.1 The following people were identified by the organization to work with :***

#### Rural Communities

- Plantation workers
- Indigenous people
- Farmers
- Agricultural workers
- Fisher folks
- People doing small business
- Small holders
- Land settlers (FELDA)

#### Urban communities

- Factory workers
- Urban squatter communities
- Contract workers
- Manual workers in the Government Sector
- Flats and housing estate dwellers
- People doing small business





## ***8.2 The Selection of People for membership***

Only people with common bond can become members . They must fall into the following income brackets .

- Hard Core Poor – People earning less than RM 350.00 per month
- Poor Under Poverty Line – People earning less than RM 500 .00 per month
- Upward mobility Poor – People earning less that RM 1000.00 per month
- Special preference to Indigenous people , single mother , widows , handicapped , drop out youths

## ***8.3 Who cannot become members***

- Politicians
- Land lords
- Plantation managers and supervisors
- Money lenders

## **9. Methodology used in organizing the people**

The Credit Union Movement uses the following methodology in organizing the communities:

- Contact work
- Socio Economic survey of the community using participatory research method using the community itself
- Introductory meeting to present the research and introduce the Credit Union Idea
- Conduct Pre-membership Course (5 lessons)

- Decision making process by the community to form a Credit Union
- Election of leaders in the community to manage the credit union

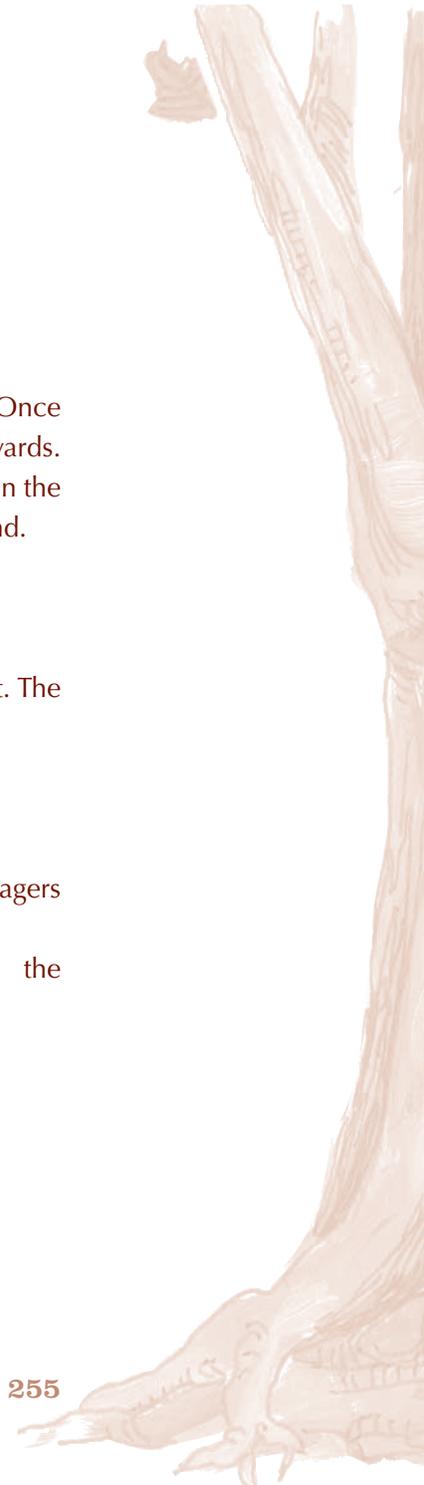
### ***9.1 Experimental model building***

1970 – 1980 less than 20 Credit Unions were formed on an experimental basis. Once the models proved success then only replication began to take place from 1980 onwards. This gave a space for the promoters and leaders on the adaptability of Credit Unions in the Local contacts. Lesson notes were prepared based on the experiences from the ground.

## **10. Education and Training Program**

Education and Training Program forms the backbone of the Credit Union Movement. The following education and training curriculums were written and used in the training.

- Pre – membership course ( 5 lessons with introductory leaflets )
- Membership empowerment and refresher course ( once a year )
- Functionary training for Credit Union President, Secretary and Treasurer and managers
- 16 lessons on leadership to cover the following areas :-
  - understanding participatory development models and approaches for the grassroots
  - history, philosophy, ideology of Credit Unions
  - mind shifting, motivating the poor
  - leadership qualities – spirituality of leadership
  - social concern ( welfare, development and Justice )
  - communication and human relations
  - Vision, Mission and Goals of the movement
  - Planning , implementing and evaluating methods
  - Community problem solving techniques



- 
- Mainstreaming gender in the Credit Unions
  - Response to Globalization and its impact on the ppoo
  - Organizing the women , youth and children in the community
  - Annual retreat for the leaders ( twice a year )
  - Training for chapter leaders
  - Regional seminar and workshops
  - Weekly training for the education committee
  - Exposure and emersion programs for the leaders
  - Networking with progressive groups
  - National and International networking
  - Special trainings for the BOD
  - Staff training

Presently there are some 2000 plus community based volunteers leader helping the movement. 30 fulltime staff are employed as full time staff. This has brought down the cost of loan for the members.

### **11. Sustainability of the Credit Union Movement – Capital Mobilization**

The Credit Union Promotion Club received assistance from the local Catholic Church and Miserior (German Bishops Conference) to initiate the introduction, promotion and coordination of the Credit Unions. The promoters decided that the Network should become self sufficient by certain time. Loan should be gibe from the savings raised from the members. We designed a program to receive funding on a sliding basis and increase local contributions.

In the early promotion period(1970s) we received about 40,000 .00 RM per year. In the expansion period we received RM 80,000.00. By 1987 we became fully self reliant. We receive no more funds from overseas.

As of 31.12.2003 the Credit Union network made a gross profit of RM 2,574,827.98. Out of which RM 1,603,238.40 was used to meet all the expenses. At net profit of RM 971,766.43 was made. Divident and allocation for education fund was made from the net profit.

The movement paid dues to ACCU for 2003 at RM 12,171.60 and paid annual fee for AWCF at RM 6,726.00 for the year 2003.

### ***11.1 Process involved in generation savings from the poor***

Savings in 1980 was RM 119,099 .00 .Only As on 31.12.2003 the Credit Union network mobilized the following capital from its members :

- 34,689,355.97 in regular savings
- 10,220,140.10 in Special Savings
- 6,695,069.89 in Share Capital
- 6,525,950.00 in Children savings

A total of 58,130,515.96 RM was mobilized from membership as on 31.12.2003 . Some 45 % of this capital ( RM 26,158,732.18 ) is raised from 231 rural Credit Unions .

### ***11.2 The Poor asked – why we should save – where is the money to save***

While introducing the savings concept among the poor they asked the following questions. Why should we save. We don't have a future. We are fated to be like this. We earn little. Where do we have the money to save.

The organization introduced the following education and training to motivate the poor to save.



- 
- to break the concept of fatalism
  - to show the poor have a future (vision , mission building for family)
  - through personal and family budget show where the money to save (analyze the saving and spending habit of men and women and youths)
  - administration of management and bookkeeping and reporting system was developed to be transparent and accountable to members
  - report of accounts were discuses in a local credit unions ( once a year ) and in the annual delegate meeting

## **12. Giving out loans and managing loans**

In 1980 only 152,137.00 was availed as loan . From its inception some 106 million have been availed as loans to its members. About 40 millions were loaned out to rural communities . Out of 106 million 80 million have been paid out . The loan balance as on 31.12.2003 is Rm 26,766,604.47. This success is achieved due to the installation of a participatory credit management system grassroots friendly:

- Loan application and process of loans
- Development of loan policy
- Guiding members on building stages in borrowing
  - 1st stage – to get rid of loans from outside where the members pay high interest rate ( eg money lenders , pawn shop )
  - 2nd stage – to send children to school
  - 3rd stage – to invest in production ( agriculture and small enterprise )
  - 4th stage – to improve basic amenities in house
- easy repayment and low interest ( 1% PM on sliding Basis )
- delinquent control system

### ***12.1 Pattern of borrowing in the rural communities***

In the beginning the rural communities were borrowing money from the credit unions for following purposes:

- Repayment of debts from money lenders and pawn shop
- To meet marriage and funeral expenses
- To meet festival expenses

But to-day there is shift in the borrowing pattern of the rural communities. Such as :

- To increase agriculture production
- To start small business
- To send children to schools ( academic and vocational )
- To repair or pay down payment for house buying
- To meet medical expenses
- To pay insurance

### ***12.2 Other financial benefits the rural community receive from the Credit Unions***

- Group accidental and death policy
- Group hospital insurance plan
- Social Welfare fund
- Education Fund
- Volunteers fund
- Retirement fund



### **13. Participatory Structures and Administration of they Credit Union**

The Credit Union movement designed and developed the following structures to manage and administer the Credit Unions. A 5 year struggle was put up by the pioneers of the credit unions to obtain the following structures. ( The Government wanted us to follow the existing Co-Op law with minimum participation ) A special by-law was obtained to implement the following structures:

- A local Credit Union group can be registered with 10 – 15 members ( the law requires 100 members )
- The office bearers of the Credit Unions are elected by members annually
- Annual general meetings must be held locally
- For every 10 members one delegate ( KKR ) 50 members one delegate will be elected in the annual AGM
- Accounts , reports should be presented every year
- 5-10 Credit Unions will be coordinated by a Chapter
- Delegate annual general meeting are held once in every year
- The BOD for the National Federations are elected from the Annual Delegate AGM
- Internal auditors , external auditors and supervision by Government
- Custodians of ideology if an individual or group go against values and principles

### **14. Integrated community development through Credit Unions**

The Credit Unions have strong integrated community development approach build within the system . This is due to the commitment to:

- The 7th Principle of International Co-Operative Alliance – Concern for community
- Implementing the dual purpose of co-operatives ( Social and Economical ) as found in the transformative Leadership in co-ops promoted by AWCF

- The DO IF GS ( Co-Ops must be development oriented , Issue Focused and Gender Sensitive ) formula promoted by AWCF in the Transformative Leadership Manual.
- Advocacy model adapted from-

#### ***14.1 Identification of local issues and organizing to solve them***

During the monthly meetings of local Credit Unions besides discussing the financial issues of the Credit Unions the leadership are also trained to :-

- Discuss community issues
- Analyze those issues
- Propose solutions to those issues
- Develop a Plan an action
- Carry out the plan of action by themselves or with the assistance of other NGOs
- Evaluate the action and learn from the actions
- Develop on going advocacy programs

#### ***14.2 2 Issues addressed by Credit Unions in the plantations***

- Monthly wage issue
- Rights of plantation workers to basic amenities ( water , electricity , schools , crèche , clinics , place of worship )
- Sale of estates for development purposes
- Rights to housing
- Retrenchment benefits
- Social and health securities of the workers
- Issues of migrant workers in the plantations
- Rural urban migration issues





### ***14.3 Issues addressed by Credit Unions in the urban squatter communities***

- Eviction of squatters
- Sale of squatter land to multinationals
- Basic amenities in the squatters ( water , road , drainage , play centers )
- Issues of people living in long houses (transition place before proper housing is provided)

### ***14.4 Issues addressed by Credit Unions in the indigenous villages and land settlement schemes***

- Customary rights of land of the indigenous people
- Deforestation
- Encroachment into indigenous peoples land
- Replacement of people for the development of land or projects
- Issues related to farming , sustainable agriculture

### ***14.5 Special issues addressed by Credit Unions***

Credit Unions by networking with other NGOs and Advocacy groups are addressing the following issues of rural communities.

- monthly wage issues of plantation workers
- housing issues of plantation workers
- proper compensation when estate are sold for development purposes
- encroachment of indigenous peoples land
- protection of customary land rights of indigenous people
- rights of migrant workers in the plantations
- election campaign to protect rights of rural community

- environmental protection
- farmers campaign on WTO, AOA , GMO ect ec
- women's rights ( VAW )
- protection of peoples indigenous knowledge of rural communities
- provide legal aid services

## **15. Gender integration in the Credit Unions**

Objective of Gender Programs in the Credit Unions. Decided by women leaders in the 1987 women conference .

1. to help women members to free themselves from cultural , religious , traditional obstacles which are promoted by Patriarchy and Male domination.
2. to help women to discover and develop their talents , potential , qualities , leadership.
3. to help women to aquire managerial skills , decision making skills and become leaders in the co-ops
4. to help women to involve in small micro enterprises
5. to help women to become aware of socio , economic , politics situation so as to discover their role in family , workplace and society
6. to coordinate and consolidate women's human and financial resource to realize "women power " for social change by acting alone and together with men .

### ***15.1 Gender mainstreaming in the Credit Unions***

Through the help of AWCF from 1990 onwards the Malaysian Credit Union network is carrying out the following programs to mainstream gender in the co-operatives.

- 
- Basic gender awareness sessions
  - Gender sensitivity training for male policy makers
  - Women leadership trainings (existing and potential women leaders)
  - Placing women in leadership positions of decision making
  - Develop sex disaggregated data
  - Develop support services of women (eg day care center, crisis center)
  - Develop gender responsive co-op laws , by-laws and policies
  - Develop gender responsive training programs
  - Develop gender responsive services and products for women members
  - Develop micro enterprises for women
  - Reach out to poor women (single mother, widows, indigenous women)

### ***15.2 New programs developed as a result of gender mainstreaming***

1. Family Live Education Program to address the following issues:

- Vision, mission, goal setting for families
- Husband and wife dialogue sessions
- Parent and children dialogue session
- Communication in the family
- Problem solving skill for the family
- Gender responsive family budget
- Decision making in the family
- Sharing of work in the family between husband , wife and children

2 Formation of men's club to help men to become:

- Better husbands and father
- Better decision makers in the family and society

- Improve the spending habit of men
- Stop violence in the family
- Share house works with wife
- Better understanding of sex
- Understanding patriarchy and bring about changes

Through this transformation men are expected to support women's campaign on :-

- Rape
- Domestic violence
- Sexual harassment

## **16. Adaptability of Credit Unions to face the on going challenges**

The pioneers and promoters of the Credit Union Promotion Club have guided the movement to understand the changes which were taking place in the country and region from time to time and helped the Credit Unions to adapt themselves to that particular period :

### ***From 1970 – 1980***

- Malaysian economy's shift from Import substituted economy to export oriented economy
- The neo colonial economy
- Introduction and development of Free Trade Zones
- Introduction of OPP 1 ( outline perspective plan 1 ) of Malaysia
- Introduction of New Economic Policy (NEP )of Malaysia of Malaysia
- Asian regional development trends
- UN development trends
- Look east policy of Malaysia



***From 1980 – 1990***

- Shift of Malaysia Economy from Export Oriented Economy to Newly Industrialized country
- Midterm review of OPP1 and NEP
- Rural Urban migration due to heavy industrialization process
- Workers issues in the factories
- Reduction of agricultural activities
- ASEAN and its policies
- Formation of East Asian Economic Corcus

***From 1990 - 2000***

- Malaysia to fully become and industrialized country
- Vision 2020
- Introduction of OPP2 ( outline Perspective Plan 2 )
- Introduction of NDP ( New Development Policy )
- Globalization process
- Gatt and Uruguay talks
- Formation of WTO and its Policies
- Open competitive market economy
- Information Technology

***From 2000 onwards***

- Globalization and its impact on the rural and urban poor
- WTO and its Policies (AOA, SRTA, TRIPS)
- Agricultural policy of Malaysia

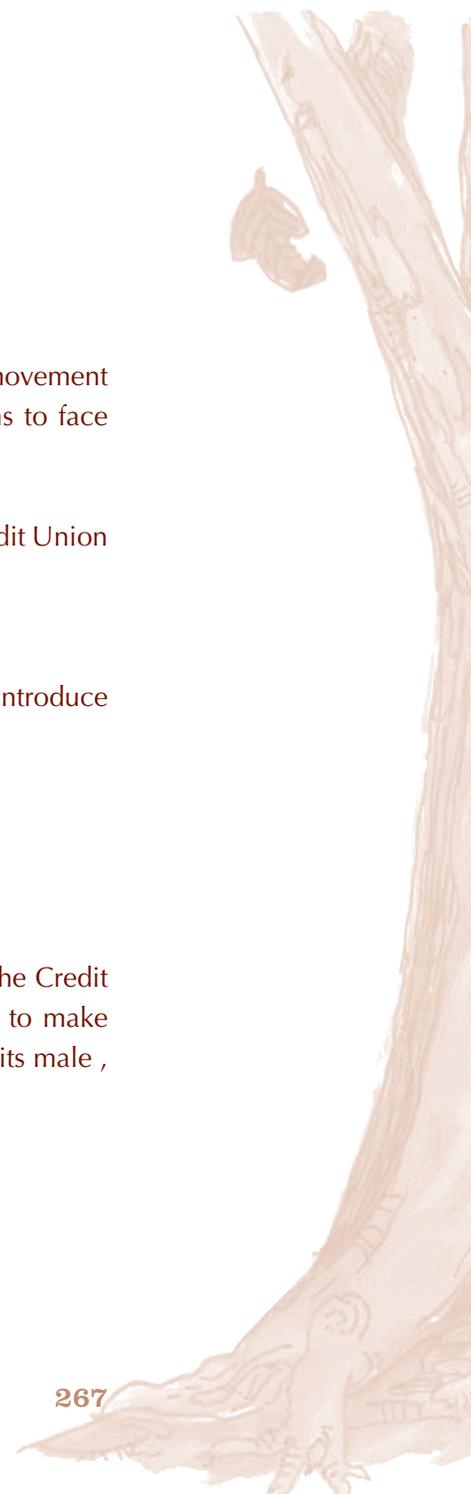
- Structural Adjustment Plan and Trade Liberalization
- Advocacy for GMO and Sustainable agriculture
- Globalization and its impact on women

The Credit Union movement continued to create awareness to the leaders in the movement so that they understand the challenges and make changes in the Credit Unions to face these new challenges.

National and regional conferences of the following organizations helped the Credit Union Movement in understanding recent issues and work on it :

- Accu's workshops in placing Credit Unions in the Market economy
- AWCF workshop on impact of globalization on women and the need to introduce transformative leadership in the Credit Unions
- Asia Dhrras workshops in sustainable agriculture and related advocacy
- APHD workshops of Sustainable Agriculture and Food Security
- The Campaigns of PANAP on GMO
- The Campaign of SEACON on rice

Environmental scanning and Strategic planning , monitoring and evaluation of the Credit Union movement is done based on the new awareness of current issues so as to make the service and products of credit union to make correct impacts on the lives of its male , female members and community.





## Conclusion

I would like to thank the following, without whom, the movement would have not recorded the above social and economical achievements in the last 30 years.

1. The volunteer leaders, office bearers, promoters and pioneers of the Credit Union
2. The National Office of Human Development, Kuala Lumpur
3. The Asian Confederation of Credit Unions, Bangkok
4. The Asian Women in Co-Operative Forum – Manila
5. The CENDHRRA and AsiaDhrra

# NETWORKING FOR RURAL POVERTY REDUCTION IN A NEWLY DEMOCRATIZING COUNTRY:

## **The Vietnam Partnership for the Development of Human Resources in Rural Areas (VietDHRRA) Experience**

### **I. About Vietnam Rural and Agricultural Situation**

Vietnam is among Asia's poor countries. As of 1995, the estimated population was about 74 million people and the average per capita income was \$100 per year. Ninety percent of the poor people live in the rural areas. Even though it is one of the world's largest rice exporters, a large number of hunger households in Vietnam's rural areas remains. In its 1998 report, World Bank reported that 37% of the total population remains to be in abject poverty. Although severe food shortages have ceased since the late 1980s, hunger pervades especially during extremely dry months and typhoon seasons.

Primarily an agricultural country, farmlands extend over 7.35 million hectares of which 5.5 million has are planted to annual crops. The main crops are rice (78% of the farmlands),





corn, sweet potato, roots crops, vegetables and fruits. Presently, Vietnam is the world's third largest rice exporter. Other cash crops of high economic value include coffee, tea, and rubber. Labor force in the agricultural sector accounts for 73% of the total work force, which is approximately 77.5 million. Vietnamese women comprise 49% of total work force of the country. The World Development Report 2000/2001 states that Vietnam's current Gross National Product (GNP) is 28.2 billion dollars with an annual growth rate of 4.2%.

Vietnam's rich natural resources have not yet been fully developed due to inadequate investment, although its vast forestlands are already threatened by unabated utilization leading to degradation of the natural resource base. Given all of these, poverty alleviation, focusing on the poorest regions of the country, is one of the ten priority thrusts and programs of the Vietnamese government. This was confirmed by no less than the Prime Minister of Vietnam during the "Conference on Economic Development Program in Central Highlands" held in July 1996.

Culturally diverse, Vietnam's population is made up of several ethnic groups of which the Kihn (also popularly known as the Viet) is the largest. Officially an atheist, Buddhism and Catholicism are widely practiced especially in the central and southern parts of the country. Most local people live along the large deltas: the 1.5 million hectare Red River and 4 million hectare Mekong Delta. Others inhabit the smaller plots along the coasts and sloping lands of the mountainous regions.

## **II. Civil Society in Vietnam**

A bustling community, civil society in Vietnam is slowly making its presence felt both at the capital (Hanoi) and the key major cities (i.e. Ho Chi Minh). Made up of both international resource agencies (a.k.a. donor organizations) and local/indigenous NGOs and mass organizations (i.e. Vietnam Farmers' Union, Vietnam Women's Union), civil

society in Vietnam is involved in a wide range of community development efforts either in conjunction with government or independent of it.

In an abridged 1992 directory of international NGOs in Vietnam, a total of 110 resource agencies (mostly western) were listed as operating in the country. Western donor or resource assistance is a relatively new occurrence in Vietnam given its earlier political and economic isolation and language barrier problems. With the opening of its doors to outside influence and development participation, international resources started pouring in. From that 1992 directory it can be observed that majority of the international agencies worked along children, health, and education issues. Only a handful ventured into agriculture and rural development inspite of the fact that Vietnam is an agricultural country and more than half of the poor households are farming ones.

In a study on donor agencies in Vietnam, it was mentioned that there is a perception that the international agencies have a good grasp of the general poverty situation in the country and that this has improved and broadened over the years. The concept of poverty largely came about using reliable surveys and poverty studies such as those from UNDP and World Bank. If there is a point of divergence, it usually pertains to the difference in the definition and assessment of the poverty line. Since the Vietnamese government uses the most basic survival need (such as food) as the measure, challenges to statistics and trends usually occur in the assessment of poverty. Generally. However, the roles and contributions of international agencies are viewed and received with much alacrity both by the government and the local communities.

As for the other members of the civil society, specifically the local NGOs and mass organizations, these too are recognized and accepted as making positive contributions to the task of poverty alleviation. With the government's goals of hunger eradication and poverty reduction, there exists an open attitude to various contributions (whether in terms



of material resources or capacity development) from non-government development players. This is partly also due to the recognition that government cannot do everything and that other development players have a significant role in the process of poverty alleviation. Government belligerence towards NGOs is notably absent. In some instances, government institutions support the work of NGOs through the mobilization and tapping of its own personnel and material resources (i.e. equipment) for community development initiatives. Such existence of a “favorable” development environment is oftentimes the envy of those in other developing countries.

There is a lot of work to be done in Vietnam especially in the context of its continuing poverty aggravated by escalating health issues such as HIV/AIDS and social concerns such as illiteracy. Given the seemingly friendly atmosphere and environment being enjoyed by most members of the civil society, the country is indeed ripe for creative development initiatives that will strike at the heart of poverty.

### **III. The Birth of VietDHRRA**

In 1996, a representative of Center of Agriculture Extension Volunteers (CAEV), non-government and non-profit organization involving scientist, specialists, researchers, technicians, sociologist, farm-skilled workers and well-performing framers, participated in the annual meeting of AsiaDHRRA, a regional network with members in asian countries focusing on the development of human resources in rural Asia,. In that meeting held in Yogyakarta, CAEV became an official member of AsiaDHRRA in Vietnam. Through CAEV.

Since then, joint effort between CAEV and AsiaDHRRA was undertaken to link with other organization in Vietnam. In 1999, CAEV and AsiaDHRRA gather all these potential organization in a workshop where the need for cooperation towards rural development was highlighted. It was during that workshop that Vietnam Partnership for the Development of Human Resources in Rural Areas” (VietDHRRA) was then born.

Because of its clear mandate and objectives and the support by many national NGOs, CAEV became the coordinator of the VietDHRRA. The young national network of NGOs began working chiefly for the underdeveloped and remote mountainous areas that are home to Vietnam's tribal people.

### **The process of VietDHRRA formation .**

- 1998 National Renovation launched
- 1991 CAEV (Center of Agricultural Extension Volunteers), the first NGO in agriculture, came to being
- 1996 CAEV joined AsiaDHRRA
- 1999 VietDHRRA was formed with 15 organization members
- 2004 VietDHRRA has become National network with 18 organization members.

### **Vision and Mission**

At the first members' meeting held in October 1999 in Hanoi, VietDHRRA elected its Board, composed of Dr. Bui Quang Toan (Chair), Mrs. Hoang Dieu Tuyet (Vice-chair), and Mrs. Nguyen Thi Oanh (Vice-chair). VietDHRRA also approved the General Mission and Vision of the Network and the strategic plan for the period 2000 to 2010, which are as follows:

1. To exchange achievements and experiences on human resource development in rural areas among national NGOs, GOs, and those mass organizations in the region and the country.
2. To strengthen and develop friendship and cooperation among farmer organizations and development organizations supporting human resource development initiatives in rural areas of the region and the country.



3. To make full use of international assistance based on the mobilization of internal and spiritual forces for the cause of human resource development in rural areas.

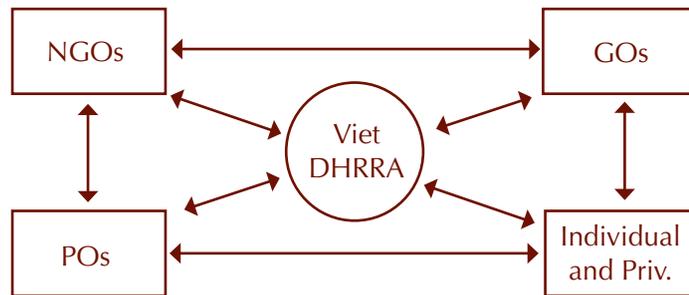
To achieve the objectives mentioned above, VietDHRRA chose the following fields of work as its main activities:

1. Food security for communities, which refers to the whole process of production, storage, processing and consumption of food and processed food stuff at the community level.
2. Protection of and preservation of natural resources and environment by rural communities.
3. Gender equality and equity for rural society, especially for the minority groups of people.
4. Appropriate forms of cooperation, especially the voluntary cooperatives, bringing in to full play the advantages of farm household economies.

### **Member Organizations**

VietDHRRA is a nation-wide network participated by 4 different groups of member-organizations, i.e. 4 NGOs, 6 mass organizations, 3 training centers for rural areas and 2 government research institutions for human resource development for rural areas. The total individual grassroots members of the 15 member-organizations of the VietDHRRA network is more or less 31.2 million, most of whom are villagers and farmers.

## VietDHRRA Network Structure



### *The Organization Members :*

#### A. NGOs:

- Center of Agricultural Extension Volunteers ( CAEV )
- Center of Natural Resources and Environment Protection of the Hanoi National University (CNREP)
- Center of Sustainable Agricultural Development of the Hanoi Agricultural University (CSAD)
- Center of Central Highland Humanity (CCHH)
- Center of Woman Development Supporting for Mountainous Regions (CWDSMR)

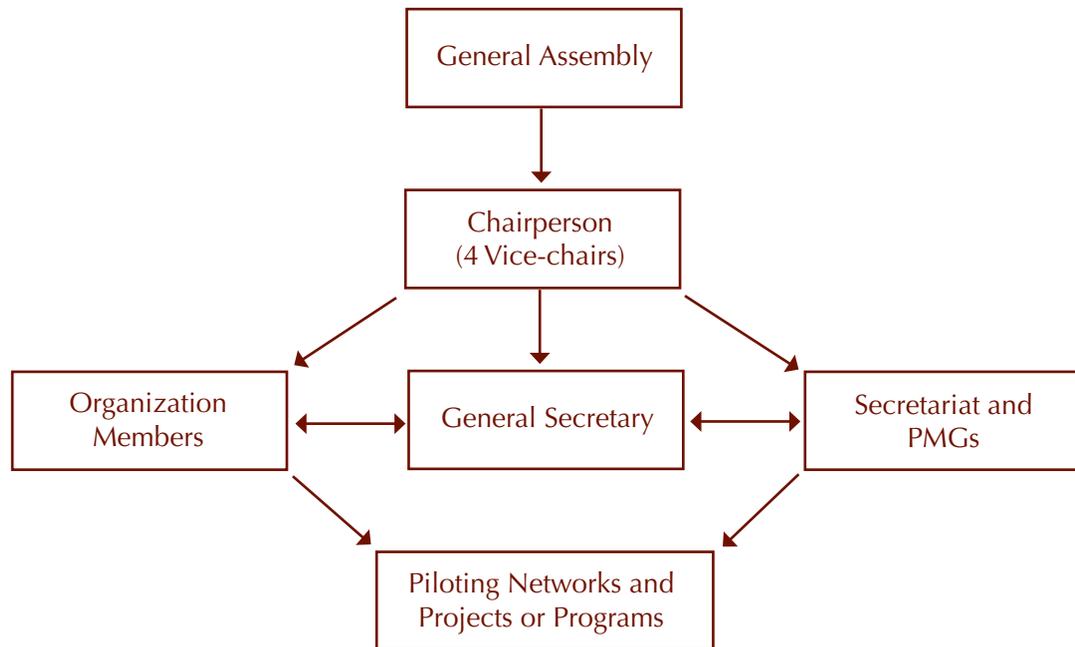
#### B.GO :

- National Institute of Agricultural Planning and Projection (NIAPP)
- Research Institute of Agricultural Economy (RIAE)
- Rural Leadership Training Center for the North (RLTCN)
- Rural Leadership Training Center for the South (RLTCS)
- Vocational Training Center for Rural Development (VCARD )

C. POs : ( All are mass movements having basic units at grass-root level )

- Vietnam Farmer Union (VNFU )
- Vietnam Woman Union (VNWU )
- Vietnam Youth Union (VNYU )
- Vietnam Gardening Association (VACVINA )
- Vietnam Co-operative Alliance (VCA)
- Vietnam Agricultural Trade Union (VATU)
- Vietnam Standard and Consumers Association (VINASTAS)
- Ky Anh Education and Poverty alleviation Supporting Association (Ky Anh EPASA)

### The Organizational chart



## IV. Vietdhrra's Networking Efforts

In the context of a newly democratizing country, the diverse composition of VietDHRRA provides a strategic value for its networking activities. VietDHRRA is able to maximize the unique nature of its member towards pursuing rural community development and in mainstreaming effective rural development models in mass movement with grassroot level operation.

In terms of documentation and abstraction of experiences, the research institution who are also member of VietDHRRA plays an important role. The NGOs on the other hand provides the needed flexibility and innovative spirit anchored on participatory process. The expertise, resources and organizational mandate of each VietDHRRA member contribute to the dynamism within the network.

VietDHRRA provide the venue for sharing and dialogue among various rural development advocates. The diversity within the network provide rich exchange of ideas and perspectives leading to a deeper and more inclusive paradigm.

Networking even within VietDHRRA itself already entail a lot of consensus building since each member has different source of mandate. However, once consensus is reached then it has greater chance for success. The mass organization is organized at all level thereby giving VietDHRRA enough constituency base. Moreover, some government institution and even mass organization are also represented in high decision-making bodies which gives VietDHRRA enough space to influence and mainstream sound rural development policies based on the experiences of the member.



## V. VietDHRRA's Rural Poverty Alleviation Efforts

With the government working overtime on poverty alleviation measures, rural communities in some of these impoverished areas have responded to the challenge by organizing themselves into cooperatives through the support of various non-government organizations (NGOs). These communities however face their own challenges. In a report filed by the Center for Agriculture Extension Volunteer (CAEV), a member of the national network called Vietnam Partnership for the Development of Human Resources in Rural Areas or VietDHRRA, made the following descriptions of the their partner-communities (proposed project sites) and the problems that beset it:

- Lien Son commune in Luong Son District, Hoa Binh province, is a poor commune of the Muong ethnic group. The land in this commune is lying in middle hilly area. It is barren and has low productivity. The income of farmers is therefore rather low as well. Food security is a major concern among community members.
- Bau Son village in Da Loc commune, Chau Thanh District, Tra Vinh province is also a very poor Khome ethnic community of the Cuu Long River Delta. This is a less developed community with more than 40% of the population suffering from illiteracy. Their farmlands have suffered from heavy salinity. Surrounding environment has been seriously populated, especially in dry season. The productivity of crops and animals are low. The income of farmers is also so low. There has been so far no food security. Their lives are very difficult. They are always lacking of drinking water and sanitation facilities, especially in dry season.
- The two villages of Buon Tuong and Suoi Mit in Ninh Tay commune, Ninh Hoa District, Khanh Hoa province are 2 different communities of the Ede and the Raclay ethnic peoples who have just given up their nomadic herding life and left the forest to settle in. These

people have had shifting cultivation for many generations. They are very poor. Around 80% of the population is illiterate and cannot speak the Vietnamese common language. Their farmlands are infertile and barren. The eco-environment is badly imbalanced.

- Phuc Thanh village in Hoa Trung commune, Dong Hy District, Thai Nguyen province is a community inhabited by the Kinh and three other different ethnic minority groups of the San Diu, the Tay and the Nung. The community is extremely poor and underdeveloped. This is a hilly area; the natural ecological environment is badly unbalanced. The incomes of farm households are always very low and so far food security is a major problem in the village.
- Phuoc Le village in Phuoc Ninh commune, Duong Minh Chau District, Tay Ninh province is a remote and poor rural community, which is 135kms West of Ho Chi Minh City and 35 km, is far from the Viet Nam - Cambodia border. The village had been completely destroyed by the bombing and chemical toxic wastes from the war before 1975. The daily incomes of farmers are usually low and they have poor agricultural knowledge and no food security.
- Tho Lam 2 village in Phu Thanh commune, Tan Phu District, Dong Nai province is a very poor and underdeveloped Catholic community. Their farmlands are narrow and can best be described as small plots. The community is densely populated with low income and no food security one.
- Chu Pua hamlet in Cu Hue commune, Eakar District, Daklac province is inhabited by the Kinh and the Ede communities. This community is underdeveloped and extremely poor with 45% of the population burdened by illiteracy and cannot speak the national language. They plant coffee and subsidiary crops. Due to poor knowledge, skills and infrastructure, their incomes are usually low. As with the rest, food security is a perennial problem.

- 
- Yen Sinh village in Trang An commune, Dong Trieu District, Quang Ninh province is a very poor farming community for a long time. Narrow and small plots of farmlands, dense population and infertile soils of hilly slopes have made their lives difficult. People have low level of education, less production experiences, which forces them to settle for low income and no food security situation.

For all of the challenges being faced by these communities, their zeal and commitment to organizing themselves into cooperatives and finding means and alternatives to improve their economic situations keep them in the race against poverty. Along with proven indigenous knowledge systems and sheer desire to improve their lot, these cooperatives and communities continue to thrive in the midst of adverse economic and ecological conditions.

As these communities and cooperatives' partner in community and cooperative development, VietDHRRRA works on very specific themes. Concentrating on its strategies for human resource development, efforts are mainly on training both staff and rural community partners on alternative farming technology and cooperative principles, organization, and management. While CAEV serves as VietDHRRRA's center of operations, the DHRRRA network in Vietnam continuously grows. With a current membership base of fifteen (15) non-government and mass organizations, VietDHRRRA operates in at least fourteen (14) provinces among the fifty-three (53) provinces and cities of the country. Among its strategic thrusts are the following:

In addition to direct community work undertaken by VietDHRRRA members, the network also implemented the following support program:

1. Sent people to attend 22 training courses abroad and conducted 154 training courses inside the country ,

2. Drafted 13 different sets of curriculum applied for three levels of trainees ( high, medium and grassroots levels ),
3. Set up several networks and systems of piloting households and communities throughout the country.
4. Documented in Vietnamese and translated from English into Vietnamese 53 books and papers concerning Human Resources Development for Rural Areas distributing among the network.
5. Organized 21 National and 54 Provincial and Regional technical workshops on Rural Human Resources Development with the participation of thousands of Local Leaders and Technicians. Many of these workshop having also the participation of experts and staffs of DHRRAs.
4. Built-up the Network throughout the country, from Central to Grass-root levels of 18 Organization members, some of the Organization members have millions personal members and local units in communities and villages
6. Committed Advocacy in different fields of Rural Human Resources Development, Poverty Eradication at all three levels (Central, Provincial and Grass-root ).
7. Developed International relations with different active programs, networks, organizations who are working in the field of Human Resources Development for Rural Asia (AsiaDHRRRA), AWCF, Approtech Asia, SEACON, CCA, ICA, ILO, SEARSOLIN, Forum-Asia



### **Major achievements in advocacy work in the past three years**

1. Networking at all levels (from central down to grassroots levels) are strengthened and made effective leading towards successful nation wide program implementation
2. Capacity building on advocacy work of VietDHARRA members have been regularly conducted and well regarded by members thus human resource on this field of work now is rather good.
3. VietDHARRA member's action plan especially those on rural human resource development and poverty alleviation are officially recognized and highly evaluated by the Government

### **Facilitating factors that helped accomplish advocacy work**

1. Regular exchange of updated information
2. Technology transfer by training of Trainers (TOT )
3. Technical workshop cum field visit
4. Documentation and publication of specific issues
5. Projects supported by NGO/donor partners (regional and international)

### **IV. Plan for the next 5 Years**

1. Intensify people's participation, especially at grass-root level.
2. Generate contribution from individual and private sector.
3. Mobilize more Government supports
4. Access assistance from donors, partners, collaborators, supporters from abroad bilaterally, regionally and internationally.

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We would like to acknowledge the support of the following in making this publication possible

**Corporate Sponsors**

Center for Development Management / Asian Institute of Management  
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**NGO's**

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Asian Women in Co-operative Development Forum (AWCF)  
Bayview Park Hotel  
CODE-NGO  
Community Organizers Multiversity  
COOP-NATCCO Party List  
Federation of Peoples' Sustainable Development Cooperative (FPSDC)  
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SEACADVOCACY, Inc.

South East Asia Rural Social Leadership Institute (SEARSOLIN)

Southeast Asian Regional Center for Graduate Study and Research in Agriculture (SEAMEO SEARCA)

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Photos: AsiaDHRRRA Fotobank  
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The Asian Partnership for the Development of Human Resources in Rural Asia (AsiaDHRRRA) is a regional partnership of eleven social development networks and organizations in ten Asian nations that envisions Asian rural communities that are just, free, prosperous, living in peace and working in solidarity towards self-reliance. Its mission is to be an effective promoter and catalyst of partnership relations, facilitator of human resource development processes in the rural areas and mobilizer of expertise and opportunities for the strengthening of solidarity and kinship among Asian rural communities. AsiaDHRRRA's regional policy advocacy work has always been anchored on its commitment to bring forward the voices of its partner peasant organizations to the frontline of the advocacy arena.

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