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Organizational Development Plan for Labigan Farmers Association

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ABSTRACT

The Labigan Farmers Association is composed of newly installed Agrarian Reform Beneficiaries (ARBs) in Sara, Iloilo, covering 222 hectares and involving 96 beneficiaries. Although the property was awarded in 1995, the farmers gained actual possession only in September 2016. The association was organized to respond to members' limited knowledge of the Agrarian Reform Program, difficulty in accessing credit and financial assistance, and limited access to government programs and projects. This study presents an organizational development plan designed to strengthen the association and support its transition toward a cooperative. A case-based organizational development planning approach was used, drawing on the organization's situational analysis, SWOT matrix, project logframe, strategic direction, and implementation and risk management plan. The assessment identified strong membership support, supportive officers, a large agrarian reform area, willingness to convert into a cooperative, an office, and an existing capital build-up as important strengths. Key weaknesses included insufficient production funds, limited knowledge, lack of capability-building opportunities, low member income, weak access to credit, and the absence of business and service activities. The proposed plan focuses on legal personality, membership, leadership, policies and procedures, capital build-up, savings mobilization, business enterprises, books of accounts, and networking and linkaging. The plan provides measurable targets and an implementation framework intended to promote effective management, sustainable enterprise development, stronger access to financial assistance, and improved member welfare.

Keywords: agrarian reform beneficiaries, cooperative development, organizational development plan, capital build-up, leadership, business enterprise, capacity development, rural development

INTRODUCTION

The Labigan Farmers Association is a group of newly installed Agrarian Reform Beneficiaries located in Sara, Iloilo under Sanson Property. The property covers 222 hectares and has 96 Agrarian Reform Beneficiaries. It was awarded to the beneficiaries in 1995, but the farmers only gained actual possession of the land in September 2016. The delay was associated with the farm administrator's resistance to turn over the awarded property to the rightful CLOA holders. The experience placed the beneficiaries in a situation where organization, collective action, and access to support services became particularly important.

A farmer association was established to address the needs of the ARBs. Many members lacked sufficient knowledge and information about the Agrarian Reform Program, experienced difficulty in accessing credit or financial assistance to support their cultivated lands, and had limited opportunities to avail themselves of government programs and projects. The organization's vision is to create "A progressive and sustainable organization, serving the needs of the members to improve their quality of life." With the intervention of the Program Beneficiaries Development Division and in line with the vision of the Department of Agrarian Reform (DAR), the ARBs recognized the need to organize a cooperative. Beyond the benefits already gained from the association, a cooperative was viewed as a way of providing stronger institutional support.

The planning context is consistent with the Philippine Cooperative Code of 2008 (RA 9520), which promotes the viability and growth of cooperatives as instruments of equity, social justice, and economic development. The source plan also situates the organization within the Agrarian Reform Community (ARC) Development Strategy, which uses an integrated area development approach and treats ARBs and their communities as focal points of development interventions. Related support mechanisms identified in the source include the Agrarian Production Credit Program, agricultural insurance, DAR-CDA cooperative development, capacity development, credit and microfinance programs, and partnerships intended to improve access to financial and technical assistance.

Research Problem

The central problem addressed by the organizational development plan is how the Labigan Farmers Association can strengthen its organizational capacity and establish a more sustainable cooperative structure that can respond to the members' needs for productive resources, credit and financial assistance, capability building, enterprise development, and effective organizational management.

The specific organizational concerns identified in the source plan are the following:

- limited funds to cultivate the land;

- insufficient knowledge and information about the Agrarian Reform Program;
- lack of capability-building training;
- low income of members;
- limited knowledge on how to access credit or financial assistance;
- limited utilization of available government programs and projects; and
- absence of business and service activities within the organization.

Assumptions of the Study

- The members are willing to participate in organizational development activities and to convert the association into a cooperative.
- The officers and management staff will support the implementation of the organizational development plan.
- DAR and other government agencies can provide appropriate technical, capacity-building, and financial linkages.
- Capability development, sound policies, capital build-up, enterprise development, and effective record keeping can strengthen organizational sustainability.
- The identified targets and activities can serve as practical guides for phased implementation.

Objectives of the Study

The overall objective of the study is to formulate an organizational development plan for the Labigan Farmers Association that will strengthen its capacity and support its development into a sustainable cooperative.

- establish legal personality through compliance with cooperative registration and related requirements;
- increase and strengthen membership participation and attendance in organizational activities;
- capacitate officers to manage the cooperative and its business enterprises competitively;
- formulate and implement policies, systems, and procedures that guide operations and reduce organizational risk;
- generate capital build-up and mobilize savings;
- establish and develop business enterprises that can be patronized by members;
- install and maintain appropriate books of accounts and reliable financial records;
- strengthen networking and linkaging with government and private agencies for technical and financial assistance; and
- incorporate risk reduction and disaster preparedness into organizational development.

Conceptual or Theoretical Framework

The organizational development plan follows an input–process–output–outcome framework. The inputs identified in the source plan are AO 5 (Implementing Rules and Regulations on Support Services Delivery under RA 9700), RA 9520 (Cooperative Code of the Philippines), capability-building training, and the organization's existing knowledge, skills, and attitudes. These inputs are translated into processes that include introduction to the fundamentals of cooperative thought and practice, a pre-registration seminar by the Cooperative Development Authority (CDA), compliance with registration requirements, training needs assessment, training, monitoring and evaluation, and competency assessment.

The expected outputs are effective business management, strong leadership, profitable and sustainable business enterprise, increased capital, and increased cooperative assets. The intended outcomes are a CDA-registered cooperative, participative and supportive members, continuous capital build-up, sustainable development of the agrarian reform beneficiaries' organization, increased income of the cooperative and its members, and effective and efficient organizational management.

INPUTS	PROCESSES	OUTPUTS	OUTCOMES
AO 5; RA 9520; capability-building training; knowledge, skills and attitudes	Fundamentals of cooperative thought and practice; pre-registration seminar; compliance with CDA requirements; training needs assessment; training; monitoring and evaluation; competency assessment	Effective business management; strong leadership; profitable and sustainable business enterprise; increased capital; increased cooperative assets	CDA-registered cooperative; participative and supportive members; continuous capital build-up; sustainable ARBO development; increased income; effective and efficient management

Figure 1. Organizational development planning framework adapted from the source thesis.

METHODOLOGY

Research Design

The study used a case-based organizational development planning approach. Rather than testing a statistical hypothesis, the work examined the organizational situation of the Labigan Farmers Association and translated the identified needs into a structured development plan. The planning process combined situational analysis, SWOT analysis, a project logframe, key success indicators, strategic direction, and an implementation plan with risk management.

Research Locale or Study Setting

The organizational setting was the Labigan Farmers Association in Sara, Iloilo, under the Sanson Property. The area covers 222 hectares and includes 96 Agrarian Reform Beneficiaries. The setting is relevant because the organization was established in response to the members' need for stronger access to information, financial assistance, government programs, organizational capacity, and productive opportunities.

Participants or Data Sources

The planning analysis focused on the association and its 96 Agrarian Reform Beneficiaries as the organizational membership base. The source documents provide the association profile, SWOT assessment, project logframe, strategic direction, implementation activities, targets, responsible persons, time frames, budgetary requirements, and risk-reduction activities. The original source does not specify a separate statistical sample or a conventional survey sample; accordingly, no additional sample size or inferential statistical claim is introduced in this article.

Research Instruments or Materials

The principal planning tools were the SWOT matrix, project logframe, key success indicators, strategic direction matrix, implementation plan, and risk management plan. The conceptual framework also identified training needs assessment, monitoring and evaluation, and competency assessment as important processes for organizational development.

Data Gathering Procedure

The planning process began with a review of the organization's background and development needs. The identified strengths, weaknesses, opportunities, and threats were organized into a SWOT matrix. These findings were then translated into a project logframe identifying goals, purpose, outputs, inputs, objectively verifiable indicators, means of verification, and critical assumptions. The results informed the key success indicators and the strategic direction. Finally, activities were assigned to responsible persons, time frames, and budgetary requirements, with risk-reduction activities included in the implementation plan.

Data Analysis

The analysis was primarily descriptive and planning-oriented. Organizational conditions were grouped through SWOT analysis, while the logframe linked inputs, outputs, purpose, and goals. Strategic direction was assessed through measurable targets covering legal personality, membership, leadership, policies and procedures, capital build-up, savings, enterprise, books of accounts, and networking. The implementation plan was then reviewed for responsibility, timing, budget, and risk-reduction actions. No inferential statistical procedure was reported in the source thesis.

Ethical Considerations

The article is based on an organizational development plan and does not introduce new personal or sensitive participant information. Organizational information is presented for planning and development purposes, and the article retains the organizational terminology and targets contained in the source documents.

RESULTS AND DISCUSSION

Results for Objective 1: Organizational Situation and SWOT Analysis

The situational analysis showed that the association had a strong foundation for organizational development but also faced practical constraints that limited its ability to operate as a sustainable cooperative. All 96 ARBs were members of the association, officers and management staff were described as supportive, and the organization had a large agrarian reform area, a cooperative office, a cooperative registration process, and an existing capital build-up of PHP 26,000.00. At the same time, the organization had insufficient funds for cultivation, limited knowledge and information, inadequate capability-building opportunities, low member income, limited knowledge of credit access, limited use of government programs, and no established business and service activities.

Strengths	Weaknesses
• All 96 ARBs are members of the association • Supportive officers and management staff • Large agrarian reform area (222 hectares) • Members willing to convert into a cooperative • Cooperative registration in process • Cooperative office available • Existing CBU of PHP 26,000.00	• Insufficient funds to cultivate land • Insufficient knowledge and information about the Agrarian Reform Program • Lack of capability-building training • Low income of members • Limited knowledge of credit/financial assistance • Government programs and projects not yet fully accessed • Absence of business and services

Opportunities	Threats
• Presence of DAR and other government agencies	• Political intervention • Typhoon • Flood

Table 1. SWOT assessment of the Labigan Farmers Association.

Discussion of the Organizational Situation

The SWOT assessment suggests that the organization's strongest asset is not only its membership size but also the willingness of members to work collectively. This creates a practical base for cooperative formation. However, membership alone does not guarantee sustainability. The weaknesses identified in finance, knowledge, capability building, enterprise development, and access to credit indicate the need for a coordinated organizational response.

The opportunities identified in the source plan are closely related to the ARC development approach and to the support programs of DAR and partner agencies. The plan therefore places emphasis on networking and linkaging rather than treating the cooperative as an isolated organization. The threats of political intervention, typhoon, and flood also explain why policies, systems, financial controls, and risk reduction were incorporated into the development plan.

Results for Objective 2: Project Logframe and Key Success Indicators

The project logframe positioned a CDA-registered cooperative as the principal goal. The immediate purpose was to develop a sustainable business enterprise that could improve access to credit and financial assistance for the members' cultivated land. The intended outputs emphasized committed leaders and members, while the inputs focused on compliance with CDA requirements, training needs assessment, and capability building in organizational and business management.

Project Level	Key Result
Goal	CDA registered cooperative; CDA Certificate of Compliance as the means of verification.
Purpose	Sustainable business enterprise to access credit/financial assistance to finance cultivated land.
Outputs	Committed leaders and members; 100% of leaders trained in management functions and organizational development; active membership.
Inputs	Compliance with CDA requirements; conduct of training needs assessment; capability-building training on organizational and business management.
Critical assumptions	Adequate knowledge of cooperative registration, committed management, availability of support funds, and sound management of the business enterprise.

Table 2. Project logframe summarized from the source thesis.

Key Result Area	Target / Success Indicator
1. Legal Personality	CDA registered cooperative.
2. Membership	150 members by the end of the third year; 90% of members in good standing.
3. Leadership	More than 2 mandatory trainings and 12 capability-building trainings within three years; 100% competitive and committed officers.
4. Policies, Systems and Procedures	Eight policies formulated and implemented at the end of year one; 90% member compliance.
5. CBU Generation	PHP 120,000.00 after three years; 90% fully paid by members.
6. Savings Mobilization	PHP 67,500.00 starting in year three; 90% of members deposited/saved.
7. Business / Enterprise	Three businesses managed in three years, one business per year; profitable enterprise; 90% member patronage.
8. Books of Accounts	Five books installed; reliable financial statements; 100% updated.
9. Networking and Linkaging	Access technical and financial assistance from DAR, DA, LandBank, LGU, DTI, and PCDO.

Table 3. Key success indicators.

Results for Objective 3: Strategic Direction

The strategic direction translated the organizational assessment into a three-year development pathway. The plan retained a strong emphasis on legal compliance, membership participation, leadership development, internal systems, capital formation, enterprise development, financial records, and external linkages.

Key Result Area	Major Activities	Targets / Time Frame
Legal Personality	CDA registration; BIR registration using Form 2303; local municipal permits.	Compliance activities targeted in 2018.
Membership (96 members)	Membership campaign; monthly meetings; Annual General Assembly; trainings and consultations.	150 members in 3 years; 90% meeting and assembly attendance; 80% training/consultation attendance.
Leadership	Capability-building on cooperative fundamentals, governance and management, leadership and values, enterprise and business management, policy formulation, parliamentary procedures, cooperative standards, financial management, rules formulation, basic	100% participation in regular BOD meetings; monthly meetings; capability-building activities across 2018–2020.

	accounting, audit management, and conflict management; regular BOD meetings.	
Policies, Systems and Procedures	Formulate policies on membership, CBU generation, fund management, record keeping, CASA, agricultural inputs, savings, palay buying, and micro-lending.	Eight policies at the end of year one.
CBU Generation	Initial CBU of PHP 500 per cropping; additional PHP 500/member for 2019 and 2020.	PHP 120,000.00 after three years.
Savings Generation	Deposit PHP 500 among 90% of members starting year 2020.	PHP 67,500.00 starting year three.
Business Enterprise	Agricultural inputs, palay buying, and micro-lending (APCP).	Three businesses by the end of year three.
Books of Accounts	Cash Receipts Book, Cash Disbursement Book, General Journal, General Ledger, Treasurer Cash Book; appoint bookkeeper.	Five books installed and regularly updated.
Networking and Linkaging	Access technical and financial assistance from DAR, DA, LandBank, LGU, DTI, and PCDO.	Continuous linkaging across the planning period.

Table 4. Strategic direction of the organizational development plan.

Discussion of Strategic Direction

The strategic direction reflects a progression from institutional legitimacy toward organizational and economic sustainability. Legal personality is treated as the starting point because registration provides the institutional base for subsequent activities. Membership and leadership then become the human foundation for participation and decision-making. Policies and systems provide operational discipline, while capital build-up and savings mobilization create internal financial resources. Business enterprises provide opportunities for income generation, and books of accounts support transparency and financial reliability. Finally, networking and linkaging connect the organization to external sources of technical and financial assistance.

The plan's emphasis on capability building is also consistent with the source literature on cooperative and agrarian reform development. The DAR-CDA partnership is described as using capacity development to address knowledge, skills, and capacity gaps among cooperative officers and members. The ARC Development Strategy similarly emphasizes coordinated interventions and convergence among agencies. These ideas are reflected in the plan's combination of internal organizational strengthening and external linkaging.

Results for Objective 4: Implementation and Risk Management

The implementation plan assigns responsibilities, time frames, and budgetary requirements to the major activities. The plan identifies the Manager, Treasurer, Board of

Directors, Secretary, Education Committee, Vice Chair, and other responsible officers as implementers. The first-year activities focus on legal compliance, membership development, capability building, policy formulation, capital generation, enterprise establishment, financial record keeping, and linkaging.

Activity / Objective	Responsible	Time Frame	Budgetary Requirement
Submit and comply with all documentary requirements to CDA	Manager	June 2018	PHP 3,000.00
Register with BIR; secure Form 2303 and BIR receipt	Manager, Treasurer	July 2018	PHP 2,000.00
Comply with local municipal permits	BODs	June 2018	PHP 1,000.00
Campaign for additional members	BODs, EdCom	End of December	PHP 350.00
Regular monthly meetings	BODs, Secretary	Monthly	PHP 500.00
Annual General Assembly	BODs, Manager	Annually	PHP 5,000.00
Trainings/consultations on fundamentals and governance/management	Manager, EdCom	July 2018	PHP 1,000.00
Capability-building activities for officers	Vice Chair, EdCom / BODs, Secretary / Vice Chair, Secretary	April–September 2018; monthly meetings	PHP 500.00 per listed training/activity; PHP 500.00 for regular meeting activity
Formulate policies and procedures	Manager	July 2018	PHP 500.00
Collect initial CBU	Treasurer	End of December 2018	PHP 100.00
Install agricultural-input business	Manager	End of December 2018	PHP 50,000.00
Install books of accounts and appoint bookkeeper	Manager	September 2018	PHP 300.00
Access technical and financial assistance from partner agencies	BODs, Manager	Continuous	Not specified in source plan
Create risk-reduction committee and conduct disaster-preparedness training on typhoon and flood	EdCom	July–September 2018	PHP 3,000.00 for each listed disaster-preparedness activity

Table 5. Implementation and risk management activities.

Discussion of Implementation and Risk Management

The implementation plan makes the organizational development strategy actionable by assigning responsibility and resources to each activity. The inclusion of budgetary requirements is particularly important because the source assessment identified insufficient funds as a major weakness. At the same time, the plan recognizes that organizational risk is not limited to financial concerns. Political intervention, typhoon, and flood were identified as threats, leading to the creation of a risk-reduction committee and disaster-preparedness activities.

The implementation sequence also demonstrates the importance of building organizational systems before expanding business activities. Legal compliance, member participation, leadership development, policies, capital formation, and financial records provide the institutional foundation for enterprise development. The agricultural-input business, palay buying, and micro-lending activities can then be pursued as mechanisms for serving members and strengthening the cooperative's financial base.

General Discussion

Taken together, the findings show that the organizational development needs of the Labigan Farmers Association are interconnected. Limited financial capacity cannot be addressed through credit alone if members and officers lack the knowledge, systems, and organizational structures needed to manage resources. Likewise, enterprise development is unlikely to be sustainable without capital build-up, savings, reliable books of accounts, clear policies, and committed leadership.

The organizational development plan therefore takes a systems perspective. It links legal personality with membership, leadership with capability building, policies with operational efficiency, capital with enterprise development, and internal systems with external linkages. This integrated approach is consistent with the source plan's use of cooperative development and ARC convergence concepts. Its practical contribution is a roadmap that converts identified organizational weaknesses into specific activities, measurable targets, responsible persons, and time frames.

Because the source thesis is a development plan rather than an outcome evaluation, the targets should be interpreted as planned indicators rather than achieved results. Future implementation should document actual registration status, member participation, training completion, capital accumulation, enterprise performance, financial-record compliance, and access to external assistance so that the effectiveness of the plan can be assessed over time.

REFERENCES

Philippine Cooperative Code of 2008 (RA 9520) and its Implementing Rules and Regulations.

AO 5 (Implementing Rules and Regulations on Support Services Delivery under RA 9700).