

**ORGANIZATIONAL MATURITY AND
EVALUATION OF DILEEP PROJECTS:
The Case of PARBUF-MPC in
Kiblawan, Davao Del Sur**

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ABSTRACT

Aims: This study intends to explore Pasig Agrarian Reform Beneficiaries and Upland Farmers Multi-Purpose Cooperative (PARBUF-MPC) organizational maturity and its implications to the implementation of the DILEEP projects in terms of the dimensions project management, financial management, organizational management, technical assistance and beneficiaries' well-being.

Study design: This study is anchored on the organizational maturity model which reflects a framework that defines maturity as an aggregate of incremental capabilities prerequisite to effective organizational project management. Using the convergent mixed methods research design, organizational maturity was measured using a 35-item organizational maturity instrument, while project implementation was described using frequency and themes from beneficiaries' responses to open ended questions.

Place and Duration of Study: This study was conducted in Pasig, Kiblawan, Davao del Sur for the period Jan 2017 to December 2018. Data were gathered from 119 member beneficiaries of PARBUF-MPC.

Methodology: The survey tool was distributed among pre-selected respondents using the online guide/survey questionnaire using Internet Technology. The responses were processed and classified into two themes which are the positive and the negative feedbacks.

Results: Results indicate the cooperative's level of organizational maturity obtained an overall mean of 3.62. This level of organizational maturity is verbally described as predictable, which means that the organization's defined processes are performed consistently in practice, with defined control limits to achieve its goals. Project implementation on the other hand was identified by the respondents to be established under project management, financial management and technical assistance while organizational management was described as not established. Qualitative remarks of the responses also revealed particular themes under each dimension of project implementation. Beneficiaries' well-being as the fifth dimension of project implementation revealed themes like women empowerment and improvement in the quality of lives.

Conclusion: Essentially, the gaps in the implementation in the projects like banana chips making, hog raising and rubber cultivation were identified.

Keywords: Organizational Maturity, Mixed-Method Design, Project Evaluation

17 **1. INTRODUCTION**

18

19 Development as a discourse is multidimensional. Leaders and practitioners' debate over
20 how development can be inclusive to factor in economic, social and environmental
21 dimensions. Social development aims to improve the access of Filipinos to quality basic
22 social service delivery in education, training and culture, health and nutrition, population and
23 development, housing, social protection and asset reform. Social development also ensures
24 an enabling policy environment for inclusive growth, poverty reduction, convergence of
25 service delivery, maximized synergies and active stakeholder participation.

26

27 In context, majority of Asian countries remain essentially agrarian and there exist differences
28 in agrarian structures among and within these countries. Land distribution is not enough to
29 lift the farmers from poverty (Gabales, 2002). Concomitant with land distribution is the
30 responsibility of helping agrarian reform beneficiaries (ARBs) to make their lands productive
31 forever raising incomes. Agrarian reforms in the form of government interventions have had
32 the objectives of accelerating social change, achieving greater equity in the agrarian
33 structure and improving agricultural productivity.

34

35 The Philippines is on track in pursuing the sustainable development goals, particularly on
36 reducing poverty, decent work and economic growth, reduced inequalities and partnerships.
37 In 1993, the Department of Agrarian Reform (DAR) adopted the strategy of Agrarian Reform
38 Communities (ARCs) as a key strategy for sustainable rural development.

39

40 The DAR collaborated with other government agencies to provide the necessary support
41 services such as organization, building and strengthening ARBs, farmers organizations,
42 infrastructure facilities, appropriate farming technologies, credit and marketing assistance.
43 One of the key government agencies partnered by DAR was the Department of Labor and
44 Employment. It is responsible for labor market governance and primarily concerned with the
45 protection of workers and promoting their welfare.

46

47 In order to contribute to the government agenda of inclusive growth through massive job
48 generation and poverty reduction, the DOLE Integrated Livelihood and Emergency
49 Employment Program (DILEEP) was implemented. DILEEP particularly seeks to contribute
50 to poverty reduction and reduce vulnerability of the poor and marginalized workers, either
51 through transitional emergency employment and promotion of entrepreneurship and
52 community enterprises.

53

54 The focus of DILEEP is the welfare of the informal sector and its role in economic
55 development. It is evident that most of them are poor and are caught in the vicious cycle of
56 poverty, indebtedness, asset lessness and low income. This link between informality and
57 poverty was forwarded by Peruvian economist Hernando de Sotoas. In his work, Wining
58 Informality, de Sotoas asserted that a solution to free these informal workers from the vicious
59 cycle of poverty is by directly linking them to funding agencies like DOLE.

60

61 Barangay Pasig of the Kiblawan town in Davao del Sur is an Agrarian Reform Community.
62 From the 300 hectares of land distributed under the Comprehensive Agrarian Reform
63 Program, 3.36 hectares was awarded to Pasig Agrarian Reform Beneficiaries and Upland
64 Farmers Multi-Purpose Cooperative (PARBUF-MPC). At present, the cooperative is
65 engaged in various livelihood projects funded by DILEEP which include banana chips
66 making, vegetables, rubber and fruit trees, livestock raising, food processing, furniture
67 making, bagsakan and grocery store and cosmetology and dressmaking. The lands were
68 developed for productive use and were planted with rubber, banana and fruit trees.

69

70 In order to assist implementers to organize their work so that it is really based on real needs,
71 is well planned, monitored and evaluated, a comprehensive ex-post evaluation of the
72 projects of DILEEP is deemed appropriate. To carry out this evaluation, this study thus aims
73 to explore PARBUF-MPC's organizational maturity and its implications to the implementation
74 of the DILEEP projects. Understanding the current level of maturity is something which every
75 organization should be concerned about. Without adequate levels of maturity, processes,
76 functions and decisions cannot be performed robustly. This study would also allow other
77 parties to learn from the projects for the improvement of future work or enable adjustment to
78 changing circumstances.

79

80 **1.1 Theoretical Framework**

81

82 A maturity model is a framework with constituent parts that defines maturity in the areas of
83 interest, specifically organizational project management. The model describes the aggregate
84 incremental capabilities which is a prerequisite to effective organizational project
85 management (Knowledge Foundation, 2003).

86

87 The organizational maturity model as posited by Rezvani (2015) is a five-step framework
88 that ranges from an organization's basic to sophisticated practices. These reflect a roadmap
89 for organizational improvement. Rezvani pointed the obstacles to organizational
90 improvement such as lack of best practices, investment in initiatives with little return of
91 investment. Thus, organizational improvement should not be assessed at the individual or
92 personal level but the entire set of practices and processes as measures of organizational
93 maturity.

94

95 Among the situational utility of the organizational maturity are providing the top leadership
96 insight on day to day practices, making informed decisions on labor development and
97 training, attention on specific capabilities to be retained, deciding on what new initiatives
98 need to be developed or launched and inform suppliers and customers about the caliber of
99 the organization.

100

101 James Harrington also posited the improvement of the organizational processes which
102 require the four step sequential steps towards improvement namely; measure, understand,
103 control and improve.

104

105 **1.2 Conceptual Framework**

106

107 This study intends to explore PARBUF-MPC's organizational maturity and its implications to
108 the implementation of the DILEEP projects in terms of the indicators project management,
109 financial management, organizational management, technical assistance and beneficiaries'
110 well-being. The independent variable is the organizational maturity of PARBUF-MPC as
111 perceived by the member beneficiaries and measured quantitatively. The dependent variable
112 is the description of project implementation which was assessed through various close and
113 open-ended survey items. The dynamics between organizational maturity and the project
114 implementation was comprehensively described in the study.

115

116 **1.3 Statement of the Problem**

117

118 This study aimed to explore PARBUF-MPC's organizational maturity and its implications to
119 the implementation of the DILEEP projects. Specifically, the study intends to answer
120 questions on (1) the level of organizational maturity of PARBUF-MPC as perceived by the
121 member beneficiaries; (2) the DILEEP livelihood programs of PARBUF-MPC be evaluated in

122 terms of project management, financial management, organizational management, technical
123 assistance, and beneficiaries' well-being; (3) the gaps in the implementation of the projects.

124

125 **1.4 Significance of the Study**

126

127 The findings of the study shall contribute to Department of Labor and Employment (DOLE),
128 Local government units (LGU), PARBUF-MPC cooperative, practitioners and researchers.
129 DOLE will be provided with detailed evaluation of the funded projects. In order to identify
130 whether gains in inclusive growth have been achieved, the findings will determine possible
131 courses of action as the continuation and modification of the project concept, management
132 and implementation. This study can contribute ideas to policy analysis and decision making
133 of the department. LGU of the province of Davao del Sur and Davao Occidental will be
134 provided with valuable information as to the significant improvement on the quality of life of
135 their constituents. Whether there exists increased social protection of the beneficiaries of the
136 project is vital in the construction of further social development projects in the two provinces.
137 They may also be assisted in the identification of other possible viable livelihood projects.
138 The PARBUF-MPC cooperative will benefit from the assessment to be done because the
139 result will provide valuable feedback in order to improve their operations and
140 mechanisms. Development practitioners may benefit from the learnings and experiences of
141 the project implementation in the context of PARBUF-MPC. These learnings will strengthen
142 their competence in future project engagements. Development researchers will be able to
143 gain valuable knowledge by synthesizing the findings of this research into the current
144 discourses on project management and implementation.

145

146 **2. METHODOLOGY**

147

148 **2.1 Research Design**

149

150 This study adopted the mixed methods research design. This approach is most ideal for
151 evaluating programs and projects which involve people organizations at various contexts.
152 Bamberger (2012) forwarded that mixed methods evaluations seek to integrate social
153 science disciplines with predominantly quantitative and predominantly qualitative
154 approaches to theory, data collection, data analysis and interpretation. The purpose is to
155 strengthen the reliability of data, validity of the findings and recommendations, and to
156 broaden and deepen our understanding of the processes through which program outcomes
157 and impacts are achieved, and how these are affected by the context within which the
158 program is implemented. While mixed methods are now widely used in program evaluation,
159 and evaluation frequently require their use, many evaluators do not utilize the full potential of
160 the mixed methods approach.

161

162 Among the various mixed methods designs, this study adopted the convergent parallel
163 mixed methods approach. The convergent mixed methods approach is the most familiar of
164 the basic and advanced mixed methods strategies. Researchers new to mixed methods
165 typically first think of this approach because they feel that mixed methods only consist of
166 combining the quantitative and qualitative data. In this approach, a researcher collects both
167 quantitative and qualitative data, analyzes them separately, and then compares the results
168 to see if the findings confirm or disconfirm each other. The key assumption of this approach
169 is that both qualitative and quantitative data provide different types of information—often
170 detailed views of participants qualitatively and scores on instruments quantitatively—and
171 together they yield results that should be the same (Creswell, 2012).

172

173 **2.2 Research Setting**

174

175 This study was conducted in Pasig, Kiblawan, Davao del Sur. The map below shows the
176 distinct geographical location of PARBUF-MPC where the DILEEP projects have been
177 implemented. At present, there are around 180 PARBUF-MPC members involved in the
178 livelihood programs like banana chips making, rubber clonal nursery and hog raising. Most
179 of them are farmers Using Slovin's formula, the estimated sample is 124. These were
180 selected using simple random sampling. However, during the actual conduct of data
181 gathering, only 119 beneficiaries were successfully surveyed because some members were
182 already inactive.

183

184 **2.3Data Gathering**

185

186 Because this study adopted the mixed methods approach, there were two research
187 instruments employed. This first tool aims to determine the level of maturity of the
188 organization. In rating each indicator item, the highest score is 5 and the lowest is 0. The
189 assessment determined the level per category based on the responses of the members and
190 further substantiated by the documents submitted or presented by the organization.

191

192 The second questionnaire is for the assessment of the implementation of the project to and
193 was responded by the beneficiary members of PARBUF-MPC who are recipient of the
194 DILEEP projects. This is made up of items for project implementation, financial
195 management, organizational management, technical assistance and the interview questions
196 to explore the beneficiaries' profile and the benefits brought to them by the various projects.
197 The questions for beneficiaries' well-being were translated to vernacular.

198

199 The steps performed to gather data starts with an appropriate letter of permission was
200 secured from the DOLE provincial offices to conduct the study. This stage is very important
201 because other gatekeepers will require the approval of the conduct of the study in allowing
202 the researcher to perform interviews and focus group discussions among the beneficiaries.
203 The cooperative president was also notified by the DOLE Davao del Sur field office.
204 Secondly, the instruments to be used in the data gathering of study were then subjected to
205 validity testing by a pool of experts in the field of public administration and project evaluation.
206 These instruments may only be used after incorporating the comments and suggestions of
207 the validators. Then, data mining in the form of documentary analysis was done to collect
208 valid and reliable information about the details of the project. These data shall be collected
209 from the available sources such as monitoring and progress reports, results of results-based
210 assessment, department orders, liquidation and disbursement reports, and budget
211 allocations. Other secondary sources will also be accessed such as published reports,
212 censuses, surveys, and comparative international data, project documents that can be
213 mined include periodic project reports (monthly, biannual, annual), baseline data, needs
214 assessments, grant data bases, internal and external evaluations, technical advisor reports,
215 field reports, and project logs and diaries kept by project personnel or beneficiaries.
216 Followed by, the researcher then personally administered the instruments to the
217 beneficiaries, particularly on the quantitative part which was organizational maturity. Lastly,
218 interviews on the beneficiaries' well-being were then performed to gather the qualitative data
219 of the study. Prior to the conduct of the interviews, the proponent secured a consent form
220 following the proper guidelines, procedures and ethical considerations. Tape recording of the
221 interviews record the sessions provided that proper protocols were followed and the
222 participants' consent were gathered prior to the session. The proponent transcribed the
223 notes that shall represent the literal copy of what has been said and recorded onto paper.

224

225 **2.4Statistical Treatment**

226

227 The quantitative data on organizational maturity was described using descriptive statistics.
228 Particularly, appropriate measures of central tendency, spread or variation and normality
229 were used. Frequency and relative frequency were also used to describe the close-ended
230 item type of response on the project implementation. A crucial analysis of the study is the
231 evaluation of the project through the beneficiaries' well-being. To process the interview
232 responses, thematic analysis was employed to recognize the constructs of the improvement
233 of beneficiaries' well-being. The proponent then integrated the quantitative and qualitative
234 research results to yield a us a broader understanding of the research subject. Mixed
235 methods research allows to triangulate findings, which can strengthen validity and increase
236 the utility of our work.

237

238 **3. RESULTS AND DISCUSSION**

239

240 This part presents the analysis and interpretation of the data of the study. Using the
241 analytical tools identified in the methodology, the following results and findings are presented
242 and organized based on the objectives of the study.

243

244 **3.1 Level of Organizational Maturity of PARBUF-MPC**

245

246 The overall maturity level of PARBUF-MPC was found to have a mean of 3.62, which is
247 verbally described as predictable. Based on the Organizational Readiness framework, this is
248 level 4 of 0-5 levels. This means that the defined process is performed consistently in
249 practice, within defined control limits, to achieve its goals. Detailed measures of performance
250 are collected and analyzed. This practice leads to a quantitative understanding of process
251 capability and an improved ability to predict performance. The quality of work products is
252 quantitatively known.

253

254 Considering the 35 indicator items of the organizational maturity instrument, it was found that
255 various levels were demonstrated by these items. Generally, there were three levels
256 manifested namely level 2, 3 and 4 which were respectively described as managed,
257 established and predictable. These results are found in Table 1.

258

259 Level 2 or managed level of organizational maturity means that the process delivers work
260 products of acceptable quality within defined time scales. Performance according to
261 specified procedures is planned and tracked. Work products conform to specified standards
262 and requirements. Among the indicators of organizational maturity of PARBUF-MPC that
263 were found to be of level 2 are proper recording of minutes of meetings (2.52), internalization
264 of the vision, mission and goals by officers (2.51), conduct of regular meetings for members
265 (2.5), establishment of conflict management committee (2.47), conduct of regular meetings
266 by officers (2.36), the formulation of vision, mission and goals (2.29) and regular review of
267 constitution and by-laws (2.23).

268

269 Level 3 or established level of organizational maturity means that the process is performed
270 and managed using a defined process based upon good principles. Individual
271 implementations of the process use approved, tailored versions of standard and documented
272 processes. The resources necessary to establish the process definition are also in place.
273 Among the indicators of organizational maturity of PARBUF-MPC that were found to be of
274 level 3 are climate change adaptation strategies (3.5), internalization of constitution and by-
275 laws by members (2.64), clear organizational structure, systems and procedures (2.62),
276 formulation of constitution and by-laws (2.6), internalization of VMG by members (2.58)
277 internalization of constitution and by-laws by officers (2.55).

278

279 Level 4 organizational maturity is verbally described as predictable. This means that the
 280 defined process is performed consistently in practice, within defined control limits, to achieve
 281 its goals. Detailed measures of performance are collected and analyzed. This practice leads
 282 to a quantitative understanding of process capability and an improved ability to predict
 283 performance. The quality of work products is quantitatively known. Majority (63%) of the
 284 indicator items of organizational maturity for PARBUF-MPC were found to be in the
 285 predictable level. In descending order of means, these are compensation (4.44), legal
 286 personality (4.44), formulation of annual work plan of Financial yearly development plan
 287 (4.42), financial plan (4.39), partnership agreement for project (4.38), increase in income of
 288 business (4.33), Good Management Practices certification (4.32), business certificate (4.31),
 289 bookkeeping practices (4.26), marketing agreement for business ventures (4.25), General
 290 labor standard certification (4.25), annual training program (4.25), training of officers (4.23),
 291 training of staff and members (4.23), regular conduct of election (4.21), external audit (4.21),
 292 occupational safety and health certification (4.18), capital investment (4.17), project
 293 monitoring (4.14), internal audit (4.05) and gender responsive policies (3.76).

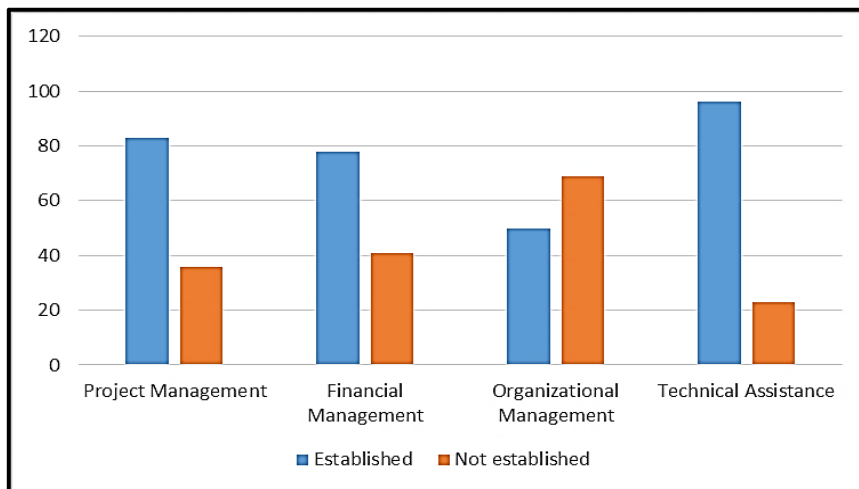
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295 3.2 Evaluation of Project Implementation

296

297 Implementation of the DILEEP projects of PARBUF-MPC involved the execution of the
 298 project plan and design, the utilization of agreed resources to carry out the planned activities
 299 and achieve the objectives. The evaluation of the implementation of the DILEEP projects of
 300 PARBUF-MPC had a range of perspectives namely project management, financial
 301 management, organizational management and technical assistance. The summary of
 302 participants' responses as to their evaluation of these dimensions are found in Figure 1.

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Fig. 1. Evaluation of Project Implementation by Participants

3.2.1 Project Management

The general response of the participants as to project management was established (69.74%). As to structure, PARBUF-MPC was registered to the Cooperative Development Authority under Republic Act 9520 with registration number 312212019. As to policy, the organization has acquired certifications like the business certificate, good management practices, occupational safety and health. These are required by law and are also manifested in practice as labor workers use proper gear in the production process. As a business organization, compliance to these certifications are compulsory for operation. As to

317 structure, there is an organizational structure with president and other personnel like quality
318 controller, marketing officer and purchaser. Under these personnel are the member
319 beneficiaries whom some are labor workers in the operation of the projects like banana chips
320 making, hog raising and rubber propagation. Sustainability mechanisms of PARBUF-MPC
321 on the continuous operations of the projects are considered established. This is evidenced
322 by the acquisition of authority to operate in 2017 as issued by the Food and Drug Authority,
323 which enabled the cooperative to join in trade fairs to showcase their products. In 2016, the
324 projects have been fully implemented already and the funds have been utilized. The banana
325 chips making also yielded an NFA retail store which operates until the present. The
326 implementers were also able to market in the school canteens and nearby barangays and
327 also expanded to other municipalities. Lately, a tie-up was also forged by the cooperative
328 with the Pasalubong center of General Santos City.

329 **3.2.2Financial Management**

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331
332 The various DILEP projects of PARBUF-MPC were released of their funding in various
333 years. Particularly, in 2008, the rubber cultivation project was granted ₱14,000. In 2009, the
334 banana chips making was granted ₱ 53,000 and with administrative equipment, utensils and
335 tools for production like couldrons for frying banana were provided by DOLE Regional Office.
336 In 2014, ₱304,000 was granted to the member beneficiaries of PARBUF_MPC for its hog-
337 raising project wherein the breeders and feeders were also provided by DOLE region XI
338 through accredited co-partners. The general response of the participants as to financial
339 management was established (65.5%). The formulation of the annual financial yearly
340 development plan has been complied. This was due to the fact the Commission on Audit
341 requires this document for the issuance of the certificate of good housekeeping. Other
342 documents for legal compliance are also ensured by hiring bookkeeper to keep track of BIR
343 documents. Financial records were well documented as financial status are reported during
344 monthly meetings. It was remarked however that members suggested the use of bulletin
345 boards for posting also. Although the general response of the members to financial
346 management was established, there have been irregularities found in the conduct of audits.
347 It was noted that the assigned internal auditor was not functioning due to lack to technical
348 knowledge. In effect, the cooperative hires an external auditor and the audit is not done
349 regularly but based on the availability of the external auditor. Transparency mechanisms are
350 said to be in place as there is regular reporting of financial status during regular meetings.

351 **3.2.3Organizational Management**

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353
354 The general response of the participants as to organizational management was not
355 established (51.9%). Several remarks were pointed by the members of PARBUF-MPC. It
356 was found that although there was an organizational structure, some of the officials are not
357 functioning. It is thus the burden of the cooperative president to handle most of the tasks.
358 There is also a deficiency of the qualified officials to be elected or assigned. As a result the
359 president is always multi-tasking and cannot attend to all areas because she has no
360 replacement. This had serious implications in the delineation of authority and functions. The
361 members also expressed their lack of confidence to carry out tasks and do not entrust the
362 operation to other persons that may be elected. Thus, in elections, the small set of officers
363 are always re-elected. On the other hand, the review of the constitution and by-laws of the
364 organization have been regularly done and attended by members through the annual
365 general assembly.

366 **3.2.4Technical Assistance**

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368

369 The general response of the participants as to technical assistance was established (80.6%).
370 Technical assistance for the members of the cooperative was determined by the provision of
371 trainings by linkage to government agencies, private institutions and other stakeholders.
372 Majority of the training needs of the project implementers were provided by DOLE. Other
373 government agencies partnered were Department of Agrarian Reform and Department of
374 Trade and Industry. Among the technical assistance provided to PARBUF-MPC members
375 were Diagnosis training, simple bookkeeping, costing, financial management, banana chip
376 processing, OSH, good manufacturing practices, training of trainers, Sustainability
377 management, priority organization under sustainable livelihood framework, business and
378 work improvement course. Recently, up-valuing training was conducted and manuals were
379 provided. The manuals contain the description of the Agrarian Reform Beneficiaries
380 Organizations (ARBOs) that ensure the quality of raw materials. The manuals also provide
381 guidelines to ensure that ingredients used in the production are within quality standards set
382 by the employer.

384 **3.3 Gaps in the Project Implementation**

385
386 The results of the analysis of the dynamics between organizational maturity and evaluation
387 of project implementation revealed the gaps that must be addressed. These gaps refer to
388 unwanted circumstances that happened during project implementation and their reasons.
389 These also include things or actions that should have been done but were not done and
390 what should have not been done. The gaps are classified and discussed thoroughly for dep
391 understanding.

392
393 The technical aspect refers to the attention paid to technical problems. First gap was on the
394 workplace or plant layout for production activities. In the banana chips project, there were no
395 clear boundaries. There was also a deficiency in quality assurance particularly in the
396 parameters for uniformity of the quality of the finished product. The product also has no label
397 nor brand name. Two units of a particular slicer the design of which was found in the
398 training provided by Philippine Women's College was also desired by the women in banana
399 chips making. For hog raising, the cooperative was not able to provide quality piglets due to
400 lack of technical know-how on hog-raising. For rubber cultivation, there were problems with
401 the Department of Environment and Natural Resources because of lack of consultation with
402 them. The planting of this commodity was bounded by guidelines set by DENR. There was
403 irregularity in the harvesting or collection of rubber sap because the tapper needed more
404 technical training.

405
406 The financial aspect refers to the ability of the organization to efficiently use the local funds
407 and its sufficiency. Some implementers clamored of the lack of funds for rolling out capital.
408 Given the amount released by DOLE, the cooperative still needed to sustain the business
409 enterprise and had a bigger counterpart in the capitalization. Transparency mechanism in
410 terms of bulletin boards for posting financial reports and status was lacking. It was also
411 identified that the financial yearly development plan was compiled because it was required
412 but as to achievement or assessment of the quality of outputs, there is uncertainty.

413
414 The economic aspect refers to whether the project benefited the beneficiaries. The annual
415 financial development plan has been formulated but as to its achievement or assessment of
416 performance is questionable. Furthermore, the increased income of ₱6000 is still low
417 considering that the poverty threshold of the locality is benchmarked at ₱10000 to ₱12000.

418
419 The social and gender aspect refer to the effect of the project on the different groups and
420 individuals, and households within the community, its impact on men and women alike and
421 their participation. For the DILEEP projects implemented, workshops and trainings were

422 provided, however, there was no measurement of effect. The lack of personnel to hold and
423 perform the various positions implies that these skill sets and competencies were the ones
424 really needed.

425
426 The risk identification and management was also identified as a gap in the project
427 implementation. Undue risk from natural and man-made calamities and even financial and
428 operational risks should be factored in all stages of the project cycle. Potential risks that may
429 come along during the course of project implementation were not anticipated. One risk
430 identified was security specifically theft which happened in the piggery. Some of the hogs
431 were stolen and butchered.

432

433 **4. SUMMARY, CONCLUSION AND RECOMMENDATIONS**

434

435 **4.1 Summary**

436

437 This study banks on the maturity model by the Knowledge Foundation (2003) which reflects
438 a framework that defines maturity as an aggregate of incremental capabilities prerequisite to
439 effective organizational project management.

440

441 This study intends to explore Pasig Agrarian Reform Beneficiaries and Upland Farmers
442 Multi-Purpose Cooperative (PARBUF-MPC) organizational maturity and its implications to
443 the implementation of the DILEEP projects in terms of the dimensions project management,
444 financial management, organizational management, technical assistance and beneficiaries'
445 well-being. Using the convergent mixed methods research design, organizational maturity
446 was measured using the Department of Labor and Employment's 35-item organizational
447 maturity instrument, while project implementation was described using frequency and
448 themes from beneficiaries' responses to open ended questions. Data were gathered from
449 119 member beneficiaries of PARBUF-MPC in Pasig, Kiblawan, Davao del Sur.

450

451 Results indicate the cooperative's level of organizational maturity obtained an overall mean
452 of 3.62 with a standard deviation of 0.925. This level of organizational maturity is verbally
453 described as predictable, which means that the organization's defined processes are
454 performed consistently in practice, with defined control limits to achieve its goals. Majority of
455 the indicator items which can generally be described as part of the cooperative's business
456 operations were also found to be in level 4 or predictable level. However, there are some
457 indicator items that were found to be in level 3 and level 2, verbally described as established
458 and managed respectively.

459

460 Project implementation on the other hand was identified by the respondents to be
461 established under project management, financial management and technical assistance
462 while organizational management was described as not established. Qualitative remarks of
463 the responses also revealed particular themes under each dimension of project
464 implementation. Beneficiaries' well-being as the fifth dimension of project implementation
465 revealed themes like women empowerment and improvement in the quality of lives.
466 Essentially, the gaps in the implementation in the projects like banana chips making, hog
467 raising and rubber cultivation were identified. These gaps were classified as technical,
468 financial, economic, social and risk management.

469

470 **4.2 Conclusion**

471

472 Based on the interpretation of the analysis performed on the data gathered to answer the
473 objectives of the study, the following conclusions were arrived.

474

475 First, the PARBUF-MPC's organizational maturity was found to be of level 4, with an overall
476 mean of 3.62 and a standard deviation of 0.925. this level is verbally described as
477 predictable, which means that the organization's processes are performed consistently in
478 practice, within defined control limits, to achieve its goals. Detailed measures of performance
479 are collected and analyzed. This practice leads to a quantitative understanding of process
480 capability and an improved ability to predict performance. The quality of work products is
481 quantitatively known. Specifically, it was found that out of the 35 indicator items, 22 were
482 found to be of level 4, 6 were found to be at level 3 and 7 were level 2. Level 3 is verbally
483 described as established level of organizational maturity which means that processes are
484 performed and managed using a defined process based upon good principles. Individual
485 implementations of the process use approved, tailored versions of standard and documented
486 processes. The resources necessary to establish the process definition are also in place.
487 Level 2 is verbally described as managed level of organizational maturity means that the
488 process delivers work products of acceptable quality within defined time scales.
489 Performance according to specified procedures is planned and tracked. Work products
490 conform to specified standards and requirements.

491
492 Secondly, the project implementation was generally found to be established in the
493 dimensions project management (69.7%), financial management (65.5%), and technical
494 assistance (80.6%) while organizational management (41.1%) was found to be not
495 established by the respondents. The qualitative remarks of the member beneficiaries of the
496 cooperative revealed specific justifications on the general description of being established
497 and not established. A fifth dimension was added to project implementation which is
498 beneficiaries' well-being. Analysis of the qualitative responses revealed two major themes.
499 First are women empowerment as female beneficiaries involved in the project expressed a
500 deep sense of capacity to contribute to the economic needs of their own families and the
501 community as a whole. Improvement in the quality of life was also identified as a theme
502 which can be described as mostly economic benefits.

503
504 Lastly, the synthesis of the various responses was used to identify the gaps of project
505 implementation. The gaps found were categorized into five namely; technical, financial,
506 economic, social and risk management.

507 **4.3Recommendation**

508
509 Distilling lessons from all aspects of the project serve as organizational learning to improve
510 project implementation and the succeeding projects. The findings of this study lead to the
511 decision that it should be continued; however, the conclusions should be taken into account
512 when planning its continued phase. Specifically, the following recommendations are highly
513 suggested. First, mainstreaming risk and opportunities management in the organization.
514 Risks are numerous in the context of project implementation. For PARBUF-MPC,
515 mechanisms like regular identification of financial, security and disaster risks should be
516 developed to anticipate the onset of potential unexpected events that may hamper
517 operations. Opportunities management on the other hand is the systematic exploration and
518 evaluation of possible opportunities that could potentially increase the flow of benefits to the
519 organization. Also, more stringent sustainability mechanisms to ensure sustainability beyond
520 project life. This refers to exploring market opportunities as well as constraints. In addition,
521 since it was found that there have been numerous technical trainings conducted already to
522 the members, it is suggested to conduct also trainings on management and governance
523 especially to the potential members who can become officials to man operations of the
524 project. Lastly, further researches are recommended to assess the impact of the projects to
525 the lives of the beneficiaries using the counterfactual method, to assess the impact of the
526 trainings conducted to the beneficiaries and to assess other training needs that might have
527

528 not yet been ascertained. Gender studies are also encouraged to describe the roles of men
529 and women in the implementation of the projects.

530

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532

533 **CONSENT**

534

535 All authors declare that 'written informed consent was obtained from the participants (or
536 other approved parties) for publication of this case report.

537

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