

Civil Society Organization Participation in Comprehensive Agrarian Reform Program Implementation

Kent John A. Lorayna

Department of Agrarian Reform-Negros Occidental 1, Bacolod City, Philippines

loraynak@yahoo.com

<https://orcid.org/0000-0002-3283-6262>

Merlita V. Caelian

University of Negros Occidental-Recoletos, Bacolod City, Philippines

merlita_caelian@yahoo.com

ABSTRACT

Civil society organizations (CSOs) have been at the forefront of advocating agrarian reform principles that engender hope for rural development and nation-building. This study assessed the extent of participation of CSOs and the implementation of the Comprehensive Agrarian Reform Program (CARP) in the areas of claim folder (CF) documentation, land survey activities, and Certificate of Land Ownership Award (CLOA) distribution and installation. This descriptive-comparative and correlational research used a researcher-made survey questionnaire administered to randomly selected implementers, key leaders of CSOs, and farmer-beneficiaries. Using descriptive and inferential analyses, the study yielded a great extent result for both participation and implementation of CARP. A significant difference was found in the areas of assessment for both participation and implementation. Also, there is a significant relationship between participation of CSOs and implementation of CARP. The study recommends strengthening tripartism initiatives in the implementation of the program.

Keywords: CARP, CSOs, Participation, Implementation, Descriptive Comparative-Correlational, Negros Occidental, Philippines

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1.0. Introduction

Rural development through land reform is a common strategy of different nations around the world in response to peasants' demand for equitable land access (Caveliere, 2015). Land reform is an attractive scheme, for it is the leading productive resource and primary social goods available in rural areas (Elauria, 2015). The 2030 Agenda has provided a blueprint for governments to provide for shared prosperity in a sustainable world and to combat extreme poverty that overwhelmingly affects the rural

population (United Nations [UN], 2019). In the same way, the UN (2019) recognizes the wide range of international organizations and civil society organizations (CSOs) engaged in the attainment of the 17 Sustainable Development Goals (SDGs). This initiative is framed in a manner that engenders hope for rural development and nation-building for the upcoming years of the 21st century.

In the Philippines, the Comprehensive Agrarian Reform Program (CARP) was implemented under the legal framework of Republic Act No. 6657 or the Comprehensive Agrarian Reform Law of 1988. CARP seeks to fulfil the mandate of the Constitution of the Republic of the Philippines to undertake the agrarian reform program to unleash the productive capacities of the countryside.

Many sectors opined that the acquisition of land and distribution achievements of CARP have been remarkable. However, the “quality” of land distribution accomplishments, particularly of private lands, is questioned (Ballesteros, Ancheta, & Ramos, 2017). Rallies and dialogues conducted by farmers and peasants led by CSOs at offices of the Department of Agrarian Reform (DAR) and major streets all over the Philippines are common. CSOs claim that the government failed to deliver a genuine agrarian reform and extended the struggles of poor and impoverished farmers. In response, convergence and series of paralegal training and workshops were initiated by the DAR for various CSOs, people’s organizations, and program beneficiaries (Cari-an, 2016; Nicavera, 2016; DAR, 2019).

In 2018, nine farmers, including women and minors, were killed after some forty (40) men fired at them in the middle of the sugarcane field in one of the cities of Negros Occidental, Philippines. It was known as a massacre. It took place on the first night of “bungkalan,” a militantly led occupation of CSOs over idle lands for cultivation as a response campaign for the genuine agrarian reform (Espina, 2018), which is one of the motivations of this study.

Studies were conducted on the implementation of the CARP in the Philippines, such as the assessment of the 30 years’ implementation of the CARP (Ballesteros, Ancheta, & Ramos, 2017), the implementation of agrarian reform through multi-level accountability politics (Isaac, Carranza, & Acheron, 2017), market-compatible approach to land reform (Cavaliere, 2015), and property rights regime in agrarian reform (Fabella, 2014). Studies conducted in Negros Occidental focused on the taxation of CARP covered properties (de la Cruz, 2013), level of satisfaction of program implementers and beneficiaries (Fernandez, 2017), the Agricultural Production Credit Program (Lamela, 2018), and the milestones of land acquisition and distribution in one of the municipalities of Negros Occidental (Ramos, 2019). So far, no study focused on the extent of the participation of CSOs in the implementation of CARP in Negros Occidental. Thus, this study was conducted to fill that gap in the literature.

This study determined the extent of participation of CSOs in the implementation of CARP in the areas of claim folder documentation, land survey activities, and Certificate of Land Ownership Award (CLOA) distribution and installation. The study also looked into the extent of implementation of the CARP and the challenges encountered by the respondents in the process. The findings of the study were utilized in the formulation of a strategic plan in strengthening the tripartism concept in agrarian reform.

2.0. Framework of the Study

The paper theorized that the participation of CSOs influences the implementation of the CARP. The study is anchored on the theory of tripartism, which espouses that society is built around the collaboration of structured interests rather than individual actors (Aldaba, 2002; Rodgers, Lee, Swepston, & Daele, 2009; International Labor Organizations [ILO], 2018). The application of the theory of tripartism to the implementation of the CARP is demonstrated by the active participation of CSOs, which encourage collaboration with farmer-beneficiaries that obliged implementers to deliver efficient services in land tenure improvement areas of CARP. Thus, tripartism enhances collaboration efforts of the stakeholders: farmer-beneficiaries, government, and civil society for the implementation of the program geared towards rural poverty alleviation.

Further, the study is also anchored on the theory of good governance, which highlights the importance of the relationship between the state and CSOs and legitimized decentralization and sharing people's participation (Asaduzzaman & Virtanen, 2016). The application of the theory of good governance is relevant to improve the implementation of the CARP with the partnership and coordination of CSOs.

The theory of change, which explains how interventions can lead to developmental changes, was also utilized. The theory provides an aid to reflect and monitor development and explain the progress and changes in the personal behavior of the implementers during and after an intervention (Reeler & Blerk, 2017). The theory of change is relevant to this study because the findings serve as an eye-opener to government policymakers on how to approach the implementation of agrarian reform by mapping the issues, concerns, and challenges that hinder the implementation of the program.

The study focused on the implementation of the CARP in land tenure improvement areas. Land tenure protects farmers over the lands that are occupied, tilled, or possessed by individuals or groups. The objectives of the study were assessed by the program implementers, farmer-beneficiaries, and key leaders of CSOs. The three groups of respondents measured the extent of participation of CSOs and the extent of implementation of DAR in land tenure improvement of the CARP in different areas.

Finally, the framework established the relationship between the extent of participation of CSOs with the implementation of CARP in Negros Occidental 1. Challenges in the land tenure improvement of CARP encountered by the respondents were looked into. The findings of the study were used in the formulation of a strategic plan, which aims to strengthen the tripartism concept in agrarian reform for the consideration of the DAR provincial office.

3.0. Methods

The study used a descriptive-comparative and correlational research design. A descriptive research design was utilized to describe the extent of participation of CSOs and the implementation of CARP in land tenure improvement areas. The descriptive research design was appropriate because the researcher observed a large mass of the target population and made a required conclusion about the variables (Ritchie & Lewis, 2013). It described a situation or a given state of affairs in terms of specified variables (Johnson & Kuby, 2012). The respondents of the study were the 37 program

implementers, 326 farmer-beneficiaries, and 32 key leaders of CSOs. The study solely relied on the responses of the respondents. Stratified random sampling was used to ensure that each stratum of a given population is sufficiently represented. The fishbowl sampling method was used to come up with a list of respondents.

A researcher-made instrument was utilized in this study. All groups of respondents used the same survey questionnaire based on prescribed land acquisition and distribution activities in the DAR operation tool (Op-Tool) monitoring database. For farmer-beneficiaries, the questionnaire was translated to Hiligaynon. The questionnaire is of three parts. Part I of the questionnaire reflects the self-reported profile of the respondents. Parts II contains 15 questions designed to determine the extent of the participation of the CSOs and 17 questions to assess the extent of the implementation of CARP. Part III asked for the challenges encountered by the respondents in the form of a checklist for the respondents to choose the most appropriate response.

The questionnaire was subjected to content validity using the evaluation criteria by Good and Scates by a jury of five (5) members who are experts on the agrarian reform program and mother tongue teachers for the translated questionnaire. The validity score was 4.44 and 4.76 for English and Hiligaynon, respectively, which means that the questions were valid. The questionnaire was also subjected to a reliability test. It was pilot tested to 30 randomly selected implementers, key leaders of CSOs, and 30 randomly selected farmer-beneficiaries who did not participate in the study. Using Cronbach's Alpha Method, the reliability score was .879 and .926 for English and Hiligaynon, respectively, which ensured instruments' reliability.

The extent of participation was measured on a scale of 1 to 5. The highest point in the rating scale is 5 with a verbal description of "very great extent," which means respondents participated all the time. The lowest in the scale is 1 with a description of "very low extent," which means the respondent has not participated in any of the activities. Meanwhile, the extent of implementation was measured on a scale of 1 -5 also. The highest score of 5 has a verbal description of "very great extent" interpreted as an excellent implementation of the CARP. The lowest in the scale is 1, which means "minimal implementation of the program."

The descriptive, comparative, and correlational tools were used to present, examined the differences among variables, and established a relationship between participation of CSOs and implementation of CARP. To answer the problem which seeks to determine the extent of CSO's participation and extent of implementation of CARP in the subject areas, mean was used. The normality test using Kolmogorov-Smirnov showed that the variables participation of civil society organizations and the implementation of CARP are not normally distributed. Hence, nonparametric statistical tools were used for comparative and correlational analyses. Kruskal-Wallis was used to determine the significant difference in the extent of participation of CSOs in the land tenure improvement of the CARP in the areas of claim folder documentation, land survey activities, and CLOA distribution and installation.

Similarly, Kruskal-Wallis was also used to determine the significant difference in the extent of implementation of CARP in the same areas of land tenure improvement. Spearman rank correlation was used to determine the significant relationship between the participation of civil society organizations and the implementation of CARP. On the

challenges encountered in the implementation of CARP, frequency, and percentage were used.

4.0. Results and Discussion

Extent of Participation of CSOs in the Land Tenure Improvement

As shown in Tables 1A and 1B, the extent of participation of CSOs in the land tenure improvement of CARP in the areas of claim folder documentation, land survey activities, and CLOA distribution and installation as assessed by the respondents as a whole is described as great extent ($M=4.08$, $SD=0.93$), which means that CSOs' participation is significant. CSOs assist farmer-beneficiaries in the processing of documents and act as representatives to follow-up on the status of CARP implementation in their area of jurisdiction. Among the areas of assessment, claim folder documentation ranked first ($M=4.25$, $SD=0.98$) interpreted as very great extent, followed by CLOA distribution and installation ($M=3.96$, $SD=1.23$), and land survey activities ($M=3.90$, $SD=1.31$) as the lowest, both interpreted as a great extent. Key leaders of CSOs provided the highest ($M=4.88$, $SD=0.27$) interpreted as a very great extent, farmer-beneficiaries ($M=4.17$, $SD=0.81$) rated a great extent. The lowest came from the implementers ($M=2.61$, $SD=0.83$) and interpreted as a moderate extent.

The CSOs participate in CARP activities due to the availability of funds for their social movements and grassroots activities. Asian Development Bank (2007) and Pinter (2011) present that CSOs are receiving funds from various donors and international development assistance. Funds provided to the CSOs are useful to fuel and lubricate various social activities and are considered as useful channels for funneling support to needy communities. Furthermore, findings conform with studies of Aldaba (2002), Moyo and Yeros (2013), and Caucus of Development Non-Government Organization Networks (2011) that CSOs play an important intermediary and bridging functions crucial for the success of the multistakeholder partnership in land reform towards a common direction and outcome.

The finding of a very great extent, which means very significant in the claim folder documentation, is the result of active participation of CSOs as representatives of CARP's prospective beneficiaries in the tedious data gathering process to assist DAR implementers in demonstrating the effectiveness of tripartism. This finding aligns with the study of Aldaba (2002), which pointed out that CSOs are effective in intermediary and bridging functions.

While a great extent result in CLOA distribution and installation presents that the participation of CSOs in this aspect is significant. CSOs closely monitor the distribution and installation process because they are advocating fast delivery of services towards rural development and nation-building is an indication of good governance in CARP implementation. This finding is consistent with that of Manahan (2013) and Carranza (2015) that possessing land and producing from it leads to better education and improved quality of life.

Thus, the very great extent of participation of CSOs in claim folder documentation and the great extent of participation through monitoring in CLOA distribution and installation resulted in the revision of the implementers' program of activities in order

to prioritize landholdings handled by CSOs. Sometimes, the order to do so comes from higher government authorities. These conditions obliged implementers to closely coordinate with the key leaders of CSOs to comply with the mandate by the national leadership. An adjustment to work schedules of implementers and a modification in the priorities of the DAR is noted with the participation of CSOs in the implementation of the CARP. This results in interventions in order to hasten program implementation. This manifests the application of the theory of change in this study.

Land survey activities obtained the lowest mean rating but still interpreted to a great extent. Land survey activities require technical skills that the DAR and DENR can perform as mandated, and the participation of CSOs in these activities is not necessary. The poor extent of participation of CSOs in the land survey activities as rated by implementers is indicative of the findings that problems on land survey activities are beyond the capacity of the CSOs. This problem is attributed to the poor land administrative system of government, such as the unavailability and absence of a single project map; these findings are consistent with the findings of Ballesteros et al. (2017).

The overall assessment in the extent of participation was rated by key leaders of CSOs with the highest mean interpreted to a very great extent in contrast with the assessment of implementers of a moderate extent. Assessment of key leaders in the implementation of CARP, especially in the delivery of CLOAs under land tenure improvement areas, is an indication of their special interest in the program as intercessors and representatives of farmer-beneficiaries to facilitate their various concerns and issues regarding the implementation of CARP. Successful awarding of land to farmer-beneficiaries, with the assistance of the CSOs, is a great accomplishment on their part (Roy, 2015) to justify the necessity of their services. Furthermore, CSOs were noted as watchdogs of government programs, thereby promoting good governance (Cavaliere, 2015; Roy, 2015; Martinez, Tapia, & Mejia, 2015; Bahmani, 2016; Abdullahi & Gana, 2017).

On the other hand, implementers provided the lowest mean rating and viewed CSOs' participation in the CARP as less significant because their participation brings spur-at-the-moment meetings and conferences, which create conflict with the schedules of the implementers. Other activities of implementers are jeopardized, and some are compromised. It is also noteworthy that landholdings assisted by CSOs are just part of the implementers' total landholdings covered and processed. Implementers had to adhere to their targets as contained in their plans and programs, not only to landholdings assisted by CSOs. Thus, implementers view CSOs' participation as an intervention of their planned activities. Sometimes, directives come from higher authorities to prioritize the processing of claim folders on lands assisted by CSOs. This finding corroborated the study of Cavaliere (2015) that there is a social and political side of governance of land reform agenda resulting from the participation of CSOs, which Cavaliere labelled as supporting "neoliberal" approaches.

Table 1A. Extent of Participation of CSO in the Land Tenure Improvement

Variable	Claim Folder Documentation			Land Survey Activities		
	M	SD	Int	M	SD	Int
	Respondents					
Implementer	2.46	0.97	PE	2.55	0.84	PE
Key Leader	4.91	0.22	VGE	4.79	0.71	VGE
Farmer Beneficiaries	4.39	0.80	VGE	3.96	1.28	GE
<i>As a Whole</i>	<i>4.25</i>	<i>0.98</i>	<i>VGE</i>	<i>3.90</i>	<i>1.31</i>	<i>GE</i>

Note: VPE=Very Poor Extent, PE=Poor Extent, ME=Moderate Extent, GE=Great Extent, VGE=Very Great Extent

Table 1B. Extent of Participation of CSO in the Land Tenure Improvement

Variable	CLOA Distribution and Installation		Participation			
	M	SD	M	SD	M	SD
	Respondents					
Implementer	2.94	0.93	2.94	0.93	2.94	0.93
Key Leader	4.93	0.21	4.93	0.21	4.93	0.21
Farmer Beneficiaries	3.97	1.24	3.97	1.24	3.97	1.24
<i>As a Whole</i>	<i>3.96</i>	<i>1.23</i>	<i>3.96</i>	<i>1.23</i>	<i>3.96</i>	<i>1.23</i>

Note: VPE=Very Poor Extent, PE=Poor Extent, ME=Moderate Extent, GE=Great Extent, VGE=Very Great Extent

Extent of Implementation of CARP in the area of Land Tenure Improvement

The data in Tables 2A and 2B showed that the extent of implementation of CARP in the areas of claim folder documentation, land survey activities, and CLOA generation and distribution as a whole is a great extent (M=3.94, SD=1.04). Results showed that the implementation of CARP is substantial with strong coordination of stakeholders, including CSOs. Among the areas of assessment, claim folder documentation was highest (M=4.10, SD=1.13) interpreted as great extent followed by CLOA distribution and installation (M=3.78, SD=1.26) and land survey activities (M=3.87, SD=1.24), all interpreted as a great extent. Implementers provided the highest assessment (M=4.55, SD=0.43), while the lowest is from the key leaders of CSOs (M=3.32, SD=1.24) with a moderate extent. This conforms to the increasing numbers of hectares distributed by the Department of Agrarian Reform.

Furthermore, the great extent result is a product of the wide range of human resource development for its employees and close coordination with various stakeholders, line agencies, and beneficiaries. Furthermore, this finding reveals a disagreement on how implementers and CSOs view their roles consistent with the findings on the extent of participation of CSOs in the program where CSOs rated their participation a very great extent. In contrast, implementers rated CSOs' participation as a moderate extent.

The finding of a great extent in claim folder documentation means that preliminary activities of the DAR were substantial. Implementers' higher ratings than other groups of respondents are attributed to the fact that they are responsible for the conduct of all the activities of implementation.

CLOA distribution and installation were provided with the lowest mean score rating but still interpreted to a great extent. CLOA is the final output document for the beneficiaries who believe that it is their ticket to be free from poverty. The result revealing the lowest assessment is brought about by the bureaucratic processes in government. This fact is accepted by the implementers, as shown by the ratings they have provided. Findings supported Ramos (2019), Ballesteros et al. (2017), and Elauria (2015) that the accomplishments of CARP have been noteworthy, but the implementation is not regular.

Implementers viewed the implementation of land tenure improvement as excellent. This very great extent of implementation as rated by implementers strengthened the study of Frufonga et al. (2016) and local studies of Fernandez (2017), Lamela (2018), and Ramos (2019) that the CARP has contributed to higher income and led to reduction of poverty and implementation of various programs exceeds the expectations of respondents.

Meanwhile, the findings showing a moderate extent interpreted as fair implementation as assessed by key leaders of CSOs align with the study of Spoor (2012) that growing inequality, widespread rural poverty, and social exclusion are also outcomes of the agrarian reform programs in some countries. Findings also corroborate the report of Monsod, Piza, and Tutor (2016) that there is a lack of sufficient empirical evidence on how or through what channels in the implementation of agrarian reform is effectively working. Another study that attested to fair implementation of CARP, as found by CSOs key leaders, is that of Tadem (2015), who disclosed that there is a skewed implementation of the CARP because it had intensified rural inequalities and poor development in the rural areas.

Table 2A. Extent of Implementation of CARP in the Land Tenure Improvement

Variable	Claim Folder Documentation			Land Survey Activity		
	M	SD	Int	M	SD	Int
	Respondents					
Implementer	4.60	0.43	VGE	4.45	0.54	VGE
Key Leader	3.09	1.13	ME	3.30	1.14	ME
Farmer Beneficiaries	4.15	1.13	GE	3.86	1.28	GE
<i>As a Whole</i>	<i>4.10</i>	<i>1.13</i>	<i>GE</i>	<i>3.87</i>	<i>1.24</i>	<i>GE</i>

Note: VPE=Very Poor Extent, PE=Poor Extent, ME=Moderate Extent, GE=Great Extent, VGE=Very Great Extent

Table 2B. *Extent of Implementation of CARP in the Land Tenure Improvement*

Variable	CLOA Distribution and Installation			Implementation		
	M	SD	Int	M	SD	Int
Respondents						
Implementer	4.59	0.48	VGE	4.55	0.43	VGE
Key Leader	3.64	1.11	GE	3.32	1.01	ME
Farmer Beneficiaries	3.70	1.30	GE	3.93	1.06	GE
<i>As a Whole</i>	<i>3.78</i>	<i>1.26</i>	<i>GE</i>	<i>3.94</i>	<i>1.04</i>	<i>GE</i>

Note: VPE=Very Poor Extent, PE=Poor Extent, ME=Moderate Extent, GE=Great Extent, VGE=Very Great Extent

Difference in the Extent of Participation of CSOs in the Land Tenure Improvement

There was a significant difference in the extent of participation of CSOs in the land tenure improvement of the CARP in all areas covered by the study. Post hoc tests revealed that implementers rated significantly lower than other respondents.

Results revealed that the participation of the CSOs in land tenure improvement of CARP was viewed by the respondents differently. Implementers uphold the thrust of the government for land reform programs and protect the interest of the DAR. The participation of CSOs brings pressure to the implementers. Tadem (2015) alleged that the DAR is disregarding the potential contribution of the involvement of the CSOs to fast track the implementation of the program. Borrás (2007) revealed that the ranks of CSOs in the Philippines engaged in rigorous and systematic policy advocacy have been small and weak, geographically uneven. This is also revealed in this study. Borrás continued that CSOs’ participation is also sometimes politically incoherent and inconsistent.

On the other hand, key leaders of the CSOs claim that their participation helps a lot in the implementation of the program. CSOs’ claims supported Martínez et al. (2015) that they have created and implemented management strategies for land reform. The intensification of movements for agrarian reform of CSOs is a product of the claim that the government did not push for the full potential of the agrarian movement (Carranza, 2015). This has been the battle cry of CSOs in rallies and demonstrations conducted.

Table 3. *The Difference in the Extent of Participation of CSOs in the Land Tenure Improvement*

Variable	Respondents			χ^2	df	p
	Implementer	Key Leader	Farmer Beneficiary			
Participation	2.61 (0.83)	4.88 (0.27)	4.17 (0.81)	99.135*	2	0.000
Claim Folder Documentation	2.46 (0.97)	4.91 (0.22)	4.39 (0.80)	94.038*	2	0.000
Land Survey Activity	2.55 (0.84)	4.79 (0.71)	3.96 (1.28)	66.182*	2	0.000
CLOA Distribution and Installation	2.94 (0.93)	4.93 (0.21)	3.97 (1.24)	59.015*	2	0.000

Note: the difference is significant when $p \leq 0.05$

Difference in the Extent of Implementation of CARP in Land Tenure Improvement

There was a significant difference in the extent of implementation of CARP in the land tenure improvement program using the aforementioned variables as assessed by respondents. This means that respondents viewed implementation differently. CSOs rated the lowest among the respondents, which registered a significant difference.

Several studies support the claim of CSOs that land acquisition and distribution accomplishments of CARP have been noteworthy, but the implementation is not regular. According to Ballesteros et al. (2017), the quality of private land distribution accomplishments is questioned. Critical areas include the type of agriculture lands that have been distributed, legitimacy of the beneficiaries, and indefeasibility of the titles and or certificates of awarded lands. According to Monsod, Piza, and Tutor (2016), there is still a lack of clearness on how or through what channels in the implementation of agrarian reform is working.

Even the government itself supported these results of the study. The Philippine Development Plan 2017-2022 acknowledges that the agrarian reform program is incomplete; land acquisition and distribution remain unfinished. Elauria (2015) elucidated that in order to achieve the goal of agrarian reform, coordination is necessary with all implementing agencies.

According to studies by Ballesteros et al. (2017), Castaneda (2008), Adriano (2008), Ballesteros and Tiamzon (2013), and De Los Reyes (2016), land ownership information has made the coverage of CARP challenging due to lack of central data bank. This has resulted in the sluggish identification and creation of the inventory of lands for the program. Moreover, according to Carranza (2015) and Tadem (2015), DAR and (DENR) find the absence of accurate data necessary for land distribution while the DAR presents a better picture of its achievements in the land distribution efforts (Tadem, 2015).

The implementers of the agrarian reform program insisted on the success of CARP due to their compliance with the mandated functions and responsibilities.

Table 4. *Difference in the Extent of Implementation of CARP in the Land Tenure Improvement*

Variable	Respondents			χ^2	df	p
	Implementer	Key Leader	Farmer Beneficiary			
Implementation	4.55 (0.43)	3.32 (1.01)	3.93 (1.06)	24.265	2	0.000
Claim Folder Documentation	4.60 (0.43)	3.09 (1.13)	4.15 (1.13)	28.844	2	0.000
Land Survey Activity	4.45 (0.54)	3.30 (1.14)	3.86 (1.28)	13.337	2	0.001
CLOA Distribution and Installation	4.59 (0.48)	3.64 (1.11)	3.70 (1.30)	16.155	2	0.000

Note: the difference is significant when $p \leq 0.05$

Relationship between Participation of CSOs and Implementation of land Tenure Improvement

Spearman rank correlation was used to determine the significant relationship between the extent of participation of CSOs and the extent of implementation of land tenure improvement areas of CARP. There is a significant relationship between the extent of participation of CSOs and the extent of implementation of land tenure improvement areas of CARP ($p(395) = 0.268, p = 0.000$).

Findings revealed a significant relationship between the extent of participation of CSOs and the implementation of the land tenure improvement areas of CARP. Of the three groups of respondents, CSOs provided the highest rating in their participation in the implementation of CARP, while implementers provided the highest rating as they assessed the CARP implementation. Considering that responses of the CSOs and the implementers are subjective based on their experiences, the mean was used to moderate the subjectivity of the results.

The participation of civil society organizations affects the implementation of land tenure improvement. This shows that there are significant activities in land tenure improvement filled by the participation of civil society organizations revealed in the study. CSOs take charge in data gathering of requirements from other government agencies such as tax declarations from the Office of the Assessor, certified copy of titles from the Register of Deeds (ROD), technical descriptions of subject landholding from the Land Management Bureau (LMB) of the DENR, and certifications of tax payments from the Office of the Local Treasurer. The assistance of CSOs to potential beneficiaries hastens the preliminary activities in documenting the claim folders needed for the implementation of the program. The provision of assistance prevents erroneous entries of required data or information needed in filling out of forms and other documents (Fernandez, 2017; Ramos, 2019). The results also showed that CSOs' participation in CARP improved the preliminary activities of CARP implementation.

Dialogues requested by the CSOs in all areas of CARP implementation thresh out issues and concerns of potential farmer-beneficiaries that hinder the awarding of land to qualified beneficiaries and other areas of implementation. Moreover, the participation of CSOs to the implementation of CARP coverage to some landholdings put pressure on the DAR officials and employees, thus, creating sub-units to solve issues raised by them and hasten the implementation.

Undeniably, collaboration encourages raising land governance issues to put them on the public agenda. The results of the study are congruent with Islam (2013) that a higher level of collaboration between government and civil society can accelerate the implementation process of the land reform program. This approach promotes participatory development and good governance.

Further, peasants and other social forces are considered as essential administrative adjuncts of the state. Martinez et al. (2015) argued that civil society organizations had implemented management models for a close partnership with rural communities. This is in the advent of the collaboration of government and civil society organizations. The study of Vigano and Salustri (2019) revealed that an improved link between the citizens and the state is affirmed in the findings of this study. The collaboration between the state and the citizens stands between social

rights and obligations that foster the redistributive capacity of the public towards a participatory policy.

The results strengthened the findings of Islam (2013), which presented the collaboration between government and civil society. Additionally, civil society organizations can provide direct support for the execution of state policies, dissemination of information, and conduct of researches and studies. Thus, it was suggested that government and civil society organizations should work closely to scale up land reform implementation, especially in the security of land tenure by the poor rural people.

Table 5. Relationship between Participation of CSOs and Implementation

<i>Variables</i>	<i>p</i>	<i>df</i>	<i>p</i>
Participation and Implementation	0.268*	395	0.000

Note: *the correlation is significant when $p \leq 0.05$

Challenges encountered in Implementation of CARP

The most common challenge primarily identified by the respondents is landowners’ resistance. It is rank 1 (79%) by key leaders of CSOs, rank 3 (65%) of implementers, and rank 2 (63%) of farmer-beneficiaries identified landowners’ resistance a challenge. The findings found support in the studies of Ramos (2019), Abelinde and Dela Rosa (2018), Fernandez, (2017), Borrás (2010), Tadem (2013), and Carranza (2015) that there are landowners capable of resistance to CARP implementation because they are politically influenced. Another reason for this resistance is the land valuation provided by the Land Bank of the Philippines (LBP), which is very low compared to the prevailing market value. Thus landowners refused to cooperate. The findings of the study affirmed those of Cruz and Manahan (2014) that the implementation of the CARP should not only be the execution of formal mandates with defined legal, institutional criteria; instead, it must also have political effectiveness, particularly against the opposition of land-based elites. Upon request of CSOs, arbitration between landowners and potential beneficiaries threshes out conflicts and eases the tension between them, which hasten the implementation of the program. This revealed that CSO’s participation is significantly correlated with the implementation of CARP.

Another challenge expressed by all the respondents is the erroneous notice of coverage (NOC) because of discrepancies in the title and lot numbers, technical descriptions, registered owners, and location. Documents gathered validated the results of the study. Also, the studies of Fernandez (2017) and Ramos (2019) highlighted that erroneous NOC is considered as the major setback in land acquisition and distribution of the CARP. The participation of CSOs in data gathering contributed significantly to the implementation of the CARP.

Other challenges were pending claim folders at LBP. CSOs are following up, denied entry during land surveys, where CSOs facilitated entry, and CSOs usually settled conflict among potential beneficiaries. This was revealed in the studies of Fernandez (2017) and Ramos (2019). More so, the dialogues conducted also help-out to explain and provide a remedy to manage the other challenges mentioned efficiently. Very clearly, these challenges were revealed to have been responded

and acted upon by CSOs, which facilitated the implementation of CARP, which again meant that there is a significant relationship between participation of CSOs with the implementation of the CARP.

5.0 Conclusion

The great extent of participation of CSOs in the land tenure improvement of the CARP contributed to the substantial implementation of the program. CSOs played a significant role in the preliminary activities of implementation. It implies that CSOs are instrumental in realizing the objective of equitable land access and promoting inclusive rural development. The collaborative, intermediary, and bridging functions of CSOs have brought efficient and effective results. Converged effort towards a common direction leads to the success of the program.

The difference between the assessment of implementers and key leaders as they viewed participation and implementation is a reflection of their involvement in the CARP. Implementers are mandated to comply with program objectives over all lands covered by the program. At the same time, CSOs are limited to the lands of their member beneficiaries.

Hence, there is a need for social dialogue and tripartism to maximize transparency and good governance. Collaboration between the CARP implementing team, key leaders of CSOs, and farmer-beneficiaries is vital for the effective implementation of the agrarian reform program.

It is hereby recommended that the government should undertake tripartism initiatives with civil society organizations and farmer-beneficiaries' organizations. Officials are encouraged to formalize engagement with authorities creating an enabling environment for all stakeholders of CARP to discuss the emerging issues and concerns towards enhanced implementation. Future researchers are encouraged to use the findings of the study in the conduct of qualitative studies that measure the satisfaction of farmer-beneficiaries on the implementation of CARP in other areas to fill the gap in the literature.

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