



**Journal of Social Transformation, Governance and Public
Administration (JSTGPA)**

Volume 2 Issue 2-2026

e-ISSN 3116-2916

<https://jstgc.minduraresearch.com/journal/index>

Submitted 3-2-2026: | Accepted: 5-8-2026 | Published 6-30-2026

PERCEIVED EFFECTIVENESS OF PROVINCIAL AGRARIAN REFORM COORDINATING COMMITTEE (PARCCOM) IN THE IMPLEMENTATION OF AGRARIAN REFORM

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Abstract

This study examined the perceived effectiveness of the Provincial Agrarian Reform Coordinating Committee (PARCCOM) in implementing agrarian reform programs in Apayao. Using a descriptive-survey design, data were gathered through questionnaires and interviews among ARBs, DAR employees, PARCCOM members, and PCIT members. Findings showed that PARCCOM was generally perceived as "Very Effective" in coordination and planning, resource allocation and support, monitoring and evaluation, and stakeholder participation. The study also identified challenges such as financial constraints, limited authority, communication gaps, and low stakeholder participation. Respondents recommended increased funding, stronger coordination, continuous capacity-building, and improved monitoring systems. Overall, the study concluded that PARCCOM plays an important role in effective agrarian reform implementation, although operational improvements are still needed to enhance its long-term impact.

Keywords: *Agrarian Reform, PARCCOM, ARBs, Stakeholder Participation, Coordination and Planning, Monitoring and Evaluation, Apayao*

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Introduction

Agrarian reform has been a critical focus of international development efforts, emphasizing land redistribution and rural development as means to alleviate poverty and promote social justice. Global institutions such as the Food and Agriculture Organization (FAO) advocate for coordinated international policies to support agrarian reform, urging for increased development assistance and economic cooperation among countries to bolster rural development programs effectively (FAOUN, 2025). Food and Agriculture Organization of the United Nations. (2025).

PARCCOM (Provincial Agrarian Reform Coordinating Committee) represents a localized coordination mechanism within the Philippines' agrarian reform framework, but similar multi-stakeholder coordination bodies exist globally for land reform initiatives. Internationally, organizations like Brazil's INCRA (National Institute for Colonization and Agrarian Reform) use regional coordinating committees to manage land redistribution, while South Africa's Commission on Restitution of Land Rights employs provincial task forces for post-apartheid land reform principles mirrored in PARCCOM's structure (DAR, 1997). Globally, Agrarian Reform coordination mechanisms like PARCCOM align with international frameworks such as the FAO's Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT), which emphasize multi-stakeholder coordination to ensure equitable land access, reduce rural poverty, and promote sustainable agriculture. In developing countries, similar provincial-level committees have been recognized for bridging policy implementation gaps, but evaluations often highlight persistent challenges in stakeholder integration and resource allocation, underscoring the need for localized effectiveness studies (FAOUN, 1998).

At the national level in the Philippines, PARCCOM established under Section 44 of RA 6657 (CARP) serves as the key partner of the Presidential Agrarian Reform Council (PARC) to coordinate CARP implementation across provinces, monitoring land distribution, support services, and ARB/ARBO development. However, national reports indicate ongoing gaps in inter-agency collaboration, budget constraints, and delayed support to ARBOs, affecting over 1.8 million ARBs nationwide (Rio Araja, 2021).

In the Philippines has prioritized agrarian reform through programs like the Comprehensive Agrarian Reform Program (CARP) and its extensions, aimed at redistributing land to Agrarian Reform Beneficiaries (ARBs) and ensuring rural development. Despite legislative frameworks and government support, challenges such as bureaucratic inefficiencies and land tenure issues persist, which affect the overall



implementation and outcomes of agrarian reform initiatives. The Department of Agrarian Reform (DAR) plays a central role in this, implementing strategic actions to enhance farm productivity, organizational capacity, and access to credit for farmers (Tadem, E. C., 2015).

The Philippines' agricultural reform programs have encountered several challenges, ranging from operational inefficiencies and delays in the transfer of land to problems with agency coordination. There are still issues with efficiently coordinating efforts at the local level, even with the creation of the Presidential Agrarian Reform Council (PARC) and its provincial counterpart, the Provincial Agrarian Reform Coordinating Committee (PARCCOM).

Like in Apayao, the PARCCOM (Provincial Agrarian Reform Coordinating Committee) serves as a key coordinating body to oversee and harmonize agrarian reform activities within the province. The effectiveness of PARCCOM in facilitating communication, resource integration, and program delivery directly influences the success of agrarian reform at the grassroots level. DAR Apayao's efforts include intensified legal services, CLOA (Certificates of Land Ownership Award) distribution, and support programs for ARBs, highlighting the importance of local coordination mechanisms in achieving agrarian reform goals (Balitang Agrarian Magazine, 2022), (Manila Times, 2025).

PARCCOM coordinates DAR efforts amid mountainous terrain and indigenous farming communities, serving approximately 9,000+ ARBs and emerging ARBOs focused on rice, corn, and high-value crops. Recent developments (2025-2026) include DAR Apayao's resolution of survey errors and CLOA revocations in areas like Ripang through Agrarian Legal Implementation (ALI), alongside stakeholder consultations with BARC and barangay leaders. Despite these, gaps persist in inaccurate beneficiary identification, weak ARBO capacity-building, limited access to credit/infrastructure for ARBs, and coordination delays in land titling amid land conflicts evident in FY2022 accomplishments of only 48.84% ARB installation targets. This study addresses these Apayao-specific gaps by assessing perceived effectiveness, providing actionable insights to strengthen PARCCOM's role in empowering ARBs/ARBOs and achieving CARP goals like tenure security and rural development (Ansell, C., & Gash, A., 2008).

Statement of the Problem

This study sought to determine the effectiveness of the Provincial Agrarian Reform Coordinating Committee (PARCCOM) in coordinating and implementing Agrarian Reform programs in Apayao. Specifically, it aimed to answer the following questions:

1. What is the profile of the respondents in terms of:



- a. Age
 - b. Sex
 - c. Educational Attainment
 - d. Position/Rank
 - e. Years of Service
 - f. Religion
 - g. Cultural Group
2. What is the perceived effectiveness of PARRCOM in terms of:
 - a. Coordination and planning
 - b. Resource generation and support
 - c. Monitoring and evaluation
 - d. Stakeholder participation
 3. What are the issues in implementing Agrarian Reform Programs in Apayao?
 4. What recommendations can be proposed to address the issues in the implementation of Agrarian Reform Programs?

Conceptual Framework

This study was anchored on the assumption that the perceived effectiveness of the Provincial Agrarian Reform Coordinating Committee (PARCCOM) in the implementation of agrarian reform is influenced by the degree of inter-agency coordination, participatory governance, and public service motivation present within the provincial agrarian reform system. As a provincial coordinating mechanism, PARCCOM members serves as the institutional link that harmonizes these programs to ensure the effective delivery of agrarian reform services. Thus, its effectiveness depends not only on formal mandates but also on how well coordination, collaboration, and commitment are in practice (PJPA,1988).

The concept of inter-agency coordination highlights the importance of structured cooperation among institutions involved in agrarian reform implementation. Since land acquisition and distribution, survey validation, support services delivery, credit facilitation, and dispute resolution require the participation of agencies such as DAR, NIA, ROD, DENR, DPWH and farmers organizations, coordination becomes a critical factor in achieving program objectives. Effective coordination ensures clarity of roles, efficient communication, and shared accountability. Weak coordination, on the other hand, may result in duplication of efforts, delays in service delivery, and inconsistencies in land documentation. (Fung, A., & Wright, E. O. 2003)

Participatory governance emphasizes inclusiveness, shared decision-making, transparency, and responsiveness. When ARBs feel that their concerns are heard and that



they are actively involved in planning and monitoring processes, their trust in institutional mechanisms increases. Conversely, limited participation may weaken legitimacy and reduce confidence in implementation outcomes. Hence, the perceived effectiveness of PARCCOM is partly shaped by the extent to which participatory governance principles are practiced in provincial agrarian reform implementation (Perry, J. L., & Wise, L. R., 1990).

Agrarian reform is fundamentally rooted in equity and rural development; thus, the dedication, ethical standards, and service orientation of PARCCOM members and implementing officials significantly affect program outcomes. When public servants demonstrate strong motivation to resolve land disputes, expedite service delivery, and assist ARBs, institutional credibility is enhanced. In provinces such as Apayao, where rural communities face geographic and resource constraints, the motivation of implementing officials becomes even more critical in sustaining program effectiveness (Barnard, C. I. 1938).

Chester Barnard's Inter-Organizational Coordination Theory posits that organizations function effectively when there is a shared purpose, clear communication, and willingness to cooperate among members. PARCCOM, being a multi-agency body, reflects this theory as its performance depends on cooperation among different institutions. If coordination and communication are strong, the committee can effectively fulfill its mandate; if not, implementation gaps may arise (Von Bertalanffy, L., 1968)

Ludwig von Bertalanffy's Systems Theory views organizations and social programs as interconnected systems composed of interdependent parts. Agrarian reform can be conceptualized as a system with inputs (policies, land resources, funding, personnel), processes (coordination, land validation, service delivery), and outputs (secure land tenure, improved productivity, enhanced ARB welfare), (Ansell, C., & Gash, A., 2008)

Collaborative Governance Theory explains that complex public problems are best addressed through collective decision-making involving government and non-government stakeholders. Agrarian reform involves sensitive issues such as land ownership, redistribution, and rural equity, which require trust-building and consensus among diverse actors. PARCCOM embodies collaborative governance by providing a platform for dialogue, coordination, and shared accountability. That Effective collaboration enhances transparency, reduces conflict, and improves implementation outcomes supported by the idea of theory.

In relation to the three pillars of agrarian reform—land tenure security, delivery of support services, and agrarian justice—PARCCOM's effectiveness is reflected in how well these pillars are supported and coordinated in Apayao. Land tenure security involves



proper land distribution and issuance of titles; support services include farm inputs, infrastructure, and capacity-building; and agrarian justice encompasses dispute resolution and legal assistance. (Lanzona, L. A., Jr.,2019)

Research Paradigm

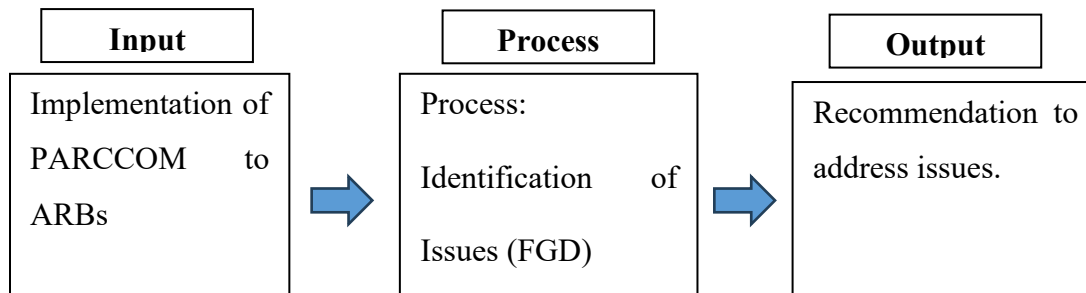


FIGURE 1. Research Paradi

METHODOLOGY

This study presents the research design and methodology employed in the study entitled, Perceived Effectiveness of Provincial Agrarian Reform Coordinating Committee (PARCCOM) in the Implementation of Agrarian Reform. The study shows up the research design, the respondents of the study, the research instruments, data gathering procedures and statistical tools used in analyzing the data. The quantitative data was collected using a structured survey questionnaire based on a 5-point Likert Scale and qualitative insights were gathered through open-ended responses analyzed by thematic analysis.

Research Design

This study employs a survey descriptive research design. The primary method used was a survey complemented by key informant interviews among major PARCCOM stakeholders, namely DAR employees, Agrarian Reform Beneficiaries (ARBs), and PCIT members in Apayao.

Locale of the Study

The study was conducted at Department of Agrarian Reform -Apayao.

Respondents and Sampling Procedure



The respondents of the study included all major PARCCOM stakeholders in Apayao, specifically DAR employees, ARBs, and PCIT members. Depending on the actual number of stakeholders, the study employed (total enumeration sampling).

Research Instrument(s)

The study used two major research instruments to gather quantitative and qualitative data on the effectiveness of the Provincial Agrarian Reform Coordinating Committee (PARCCOM) in coordinating agrarian reform implementation in the Department of Agrarian Reform–Apayao. The first instrument was a structured 5-point Likert scale questionnaire used to assess PARCCOM's effectiveness and implementation challenges. The second instrument was a thematic analysis guide used to identify recurring themes on PARCCOM's strengths, challenges, recommendations, and best practices based on open-ended responses.

Data Collection Procedure

Data would be collected through the administration of questionnaires to identified stakeholders and the conduct of key informant interviews. Questionnaires would be personally distributed and retrieved or administered online, depending on accessibility. Key informant interviews were scheduled with selected DAR officials, ARB leaders, and PCIT members to gather qualitative insights.

Data Analysis

1. Quantitative Data. Responses from the Likert-scale items were analyzed using descriptive statistics such as frequency counts, percentages, and weighted mean. The interpretation of the mean scores was based on the following scale:

Numerical Value	Interval Value	Description
1	1.00-1.79	Not Effective
2	1.80-2.59	Slightly Effective
3	2.60-3.39	Moderately Effective
4	3.40-4.19	Effective
5	4.20-5.00	Very Effective

2. Qualitative Data. Open-ended questionnaire responses and key informant interview transcripts were subjected to thematic analysis. Responses were coded and grouped into



themes to identify recurring strengths, weaknesses, challenges, and recommendations related to PARCCOM's implementation of agrarian reform in Apayao.

Ethical Consideration

The study avoided any form of coercion or undue influence, especially since many Agrarian Reform Beneficiaries belong to marginalized or vulnerable groups. Researchers were culturally sensitive and respectful of local customs and traditions during data collection. Transparency about the research purpose, procedures, risks, and benefits were clearly communicated to participants.

Results and Discussion

This chapter presents the analysis, interpretation, and discussion of the data gathered in the study entitled "Perceived Effectiveness of Provincial Agrarian Reform Coordinating Committee (PARCCOM) in the Implementation of Agrarian Reform." The findings are presented through tables, descriptive statistics, and thematic interpretation and according to the objectives of the study. The discussion focuses on the respondents' demographic profile and their perceptions regarding the effectiveness of PARCCOM in terms of coordination and planning, resource allocation and support, monitoring and evaluation, and stakeholder participation. The results deliver valuable insights into the strengths, practices, issues, and challenges and how the issues were able to address. The contributions of PARCCOM in promoting effective agrarian reform implementation and enhancing collaboration among stakeholders involved in agrarian development programs. This chapter used demographic profile the respondents, including age, sex, educational attainment, position or rank, years of service, religion, and cultural group.

Table 1. Profile of Respondents

Age Range	Frequency	Percentage
20-29	1	2.22
30-39	11	24.44
40-49	9	20
50-59	17	37.78
60-69	5	11.11
70-79	2	4.44
Total	45	100
Sex		
Male	18	40
Female	27	60



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<https://jstgc.minduraresearch.com/journal/index>

Submitted 3-2-2026: | Accepted: 5-8-2026 | Published 6-30-2026

Total	45	100
Highest Educational Attainment		
High School Graduate	16	37.21
Vocational	6	13.95
Bachelor's Degree	14	32.56
Master's Graduate	7	16.28
Total	43	100.00
Position/ Rank		
DAR Employee	5	11.11
PARCCOM Member	8	17.77
PCIT	7	15.56
ARBs	23	51.11
Others	2	4.44
Total	45	100.00
Years of Service		
1-10	7	30.43%
11-20	8	34.78%
21-30	6	26.09%
31-40	2	8.705%
Total	23	100.00
Religion		
Assembly of God	3	14.29
Baptist	1	4.76
Born Again	2	9.52
Iglesia Filipina Independiente	5	23.81
Iglesia Ni Cristo	4	19.05
Methodist	2	9.52
Pentecost	2	9.52
Protestant	2	9.52
Total	21	100
Cultural Group		
Ibanag	2	7.69
Ilokano	15	57.69
Isnag	3	11.54
Itawes	1	3.85
Itneg	2	7.69
Kalinga	1	3.85



Kankana-ey	2	7.69
Total	26	100.00

The respondents were mostly in the 50–59 age group (37.78%), followed by those aged 30–39 (24.44%) and 40–49 (20%), indicating that most were in their late-career or pre-retirement stage with considerable experience. In terms of sex, females (60%) outnumbered males (40%), reflecting higher female participation in community and development work.

Most respondents were high school graduates (37.21%), followed by bachelor's degree holders (32.56%) and master's degree holders (16.28%), showing a relatively diverse educational background that may support active participation in development programs.

In terms of position, the majority were Agrarian Reform Beneficiaries (ARBs) (51.11%), followed by PARCCOM members (17.77%), PCIT members (15.56%), DAR employees (11.11%), and others (4.44%). This indicates that the study mainly captured the views of direct program beneficiaries, along with key implementers and stakeholders.

Regarding years of service, most respondents had 11–20 years (34.78%) and 1–10 years (30.43%) of experience, suggesting a mix of experienced and relatively new participants. Religious affiliation was diverse, with Iglesia Filipina Independiente (23.81%) and Iglesia Ni Cristo (19.05%) as the most common, while cultural group distribution was dominated by Ilokano (57.69%), reflecting the region's demographic composition.

Perceived effectiveness of PARCCOM in terms of:

Table 2.1 Coordination and Planning

	Mean	Description
1. PARCCOM effectively coordinates agrarian reform activities among DAR, and stakeholders.	4.58	Very Effective
2. Planning meetings and consultations are conducted regularly.	4.56	Very Effective
3. PARCCOM ensures that program objectives align with the needs of beneficiaries.	4.53	Very Effective
4. There is clear communication of roles and responsibilities among PARCCOM members.	4.29	Very Effective
OVERALL MEAN	4.54	Very Effective



The results in Table 2.1 indicated that coordination and planning mechanisms of PARCCOM are perceived to be highly effective, as reflected by an overall mean of 4.54, interpreted as “Very Effective.” Specifically, respondents rated the effectiveness of PARCCOM in coordinating Agrarian Reform activities among the Department of Agrarian Reform (DAR) and other stakeholders the highest, with a mean of 4.58. This suggests that inter-agency collaboration and stakeholder engagement are functioning well, which was essential in complex development programs. According to Ansell C. and Alison Gash, effective coordination among stakeholders is a key element of collaborative governance, leading to improved policy implementation and shared accountability (Ansell, C., & Gash, A.,2008)

Planning meetings and consultations were also conducted regularly, with a mean of 4.56, indicating strong institutional practices in participatory planning. This finding supported the work of Judith Innes and David Booher, who emphasized that continuous dialogue and deliberation among stakeholders enhanced consensus-building and lead to more effective planning outcomes (Innes, J. E., & Booher, D. E., 2010).

Furthermore, PARCCOM’s ability to ensure that program objectives aligned with the needs of beneficiaries (mean = 4.53) highlights a beneficiary-centered approach in program implementation. This was consistent with the principles of participatory development, where aligning programs with local needs improved relevance and sustainability (Chambers, R.,1983)

Lastly, the clear communication of roles and responsibilities among PARCCOM members, with a mean of 4.29, though slightly lower than the other indicators, still falls within the “Very Effective” range. Clear delineation of roles was crucial in avoiding duplication of efforts and ensuring accountability (Mintzberg, H.,1979).

Table 2.2. Resource Allocation and Support

	Mean	Description
1. PARCCOM ensures the timely allocation of resources for agrarian reform programs.	4.45	Very Effective
2. Technical assistance and support services reach the beneficiaries effectively.	4.54	Very Effective
3. PARCCOM facilitates access to funding, credit, and inputs for farmers.	4.36	Very Effective
4. The committee addresses resource-related challenges promptly.	4.34	Very Effective



OVERALL MEAN	4.43	Very Effective
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The findings in Table 2.2 revealed that PARCCOM's performance in terms of resource allocation and support was perceived to be very effective, as reflected by an overall mean of 4.43. This indicated that respondents generally viewed the committee as capable of ensuring that necessary resources and support services are delivered to Agrarian Reform Beneficiaries in a timely and efficient manner. The highest-rated indicator was the effectiveness of technical assistance and support services reaching beneficiaries (mean = 4.54), suggesting that extension services, training, and advisory support are accessible and responsive to farmers' needs. improving development outcomes (Chambers, R., 1983)

The timely allocation of resources for Agrarian Reform programs (mean = 4.45) further indicated that PARCCOM plays a crucial role in ensuring that program inputs were delivered without significant delays. Efficient resource distribution was a key factor in successful program implementation. (Samuelson, P. A., & Nordhaus, W. D., 2009).

Moreover, PARCCOM's role in facilitating access to funding, credit, and agricultural inputs (mean = 4.36) highlighted its contribution to strengthening the economic capacity of beneficiaries. Muhammad Yunus underscores that access to credit empowers farmers, enabling them to invest in productivity-enhancing activities and improve their livelihoods (Yunus, M., 2007)

Table 2.3 Monitoring and Evaluation

	Mean	Description
1. PARCCOM monitors the implementation of Agrarian Reform programs regularly.	4.71	Very Effective
2. Reports and feedback are shared transparently with all stakeholders.	4.78	Very Effective
3 Challenges in program implementation are identified and addressed effectively.	4.47	Very Effective
4. PARCCOM evaluates the impact of its programs on beneficiaries' livelihood.	4.62	Very Effective
OVERALL MEAN	4.67	Very Effective

In Table 2.3 demonstrated that PARCCOM's monitoring, and evaluation functions are perceived to be highly effective, as evidenced by the overall mean of 4.67, interpreted as "Very Effective." This indicated that the committee has established strong mechanisms for



tracking program implementation, ensuring transparency, and assessing outcomes. Among the indicators, the highest rating was given to the transparency in sharing reports and feedback with stakeholders (mean = 4.78), suggesting that PARCCOM promotes openness and accountability in its operations (Drucker, P. F.,1973).

Closely following was the regular monitoring of Agrarian Reform program implementation (mean = 4.71), which reflects PARCCOM's commitment to ensuring that activities were carried out as planned. Michael Quinn Patton emphasizes that continuous monitoring was essential for utilization-focused evaluation, enabling timely adjustments and improving program effectiveness (Putnam, R. D., 2000)

Furthermore, the evaluation of program impact on beneficiaries' livelihood (mean = 4.62) indicated that PARCCOM goes beyond implementation by assessing actual outcomes and benefits. This highlights a results-oriented approach, which was essential in development programs. Carol H. Weiss notes that impact evaluation was crucial in determining whether programs achieve their intended goals and contribute to meaningful social change (Patton, M. Q. ,2008).

Lastly, the ability to identify and address challenges in program implementation (mean = 4.47), although slightly lower compared to other indicators, still falls within the "Very Effective" range. This suggests that PARCCOM maintains adaptive management practices, allowing it to respond to emerging issues effectively (Putnam, R. D., 2000), Weiss, C. H.,1998)

Table 2.4. Stakeholder Participation

	Mean	Description
1. Stakeholders are actively involved in decision-making processes.	4.45	Very Effective
2. Beneficiaries' concerns and suggestions are taken into account.	4.43	Very Effective
3. PARCCOM promotes collaboration between government agencies and farmers.	4.68	Very Effective
4. The committee builds strong partnerships with LGUs and civil society organizations	4.60	Very Effective
OVERALL MEAN	4.54	Very Effective

In table 2.4 indicated that stakeholder participation in PARCCOM activities is perceived to be very effective, as reflected by the overall mean of 4.54. This suggests that



the committee successfully fosters inclusive engagement among various stakeholders, which was essential in participatory governance and agrarian reform implementation. Among the indicators, the highest rating was given to PARCCOM's promotion of collaboration between government agencies and farmers (mean = 4.68), highlighting its strong role in bridging institutional and grassroots actors (Senge, P. M., 1990).

The committee's ability to build strong partnerships with local government units (LGUs) and civil society organizations (mean = 4.60) further underscores its effectiveness in establishing multi-sectoral linkages. According to Elinor Ostrom, collective action and institutional collaboration are critical in managing shared resources and ensuring long-term development success (Ostrom, E., 1990)

Moreover, stakeholders' active involvement in decision-making processes (mean = 4.45) reflects a participatory approach in governance, where different voices are considered in shaping policies and programs. This is supported by Sherry R. Arnstein, whose "ladder of citizen participation" highlights the importance of empowering stakeholders in decision-making to achieve genuine participation and democratic governance.

Similarly, the consideration of beneficiaries' concerns and suggestions (mean = 4.43) indicates that PARCCOM values feedback from its primary stakeholders. This aligns with the principles of participatory development advocated by Robert Chambers, who emphasized that incorporating local knowledge and perspectives leads to more relevant and sustainable development interventions (Arnstein, S. R., 1969).

Thematic Analysis (Issues / Challenges)

Challenges	Recommendations
Financial Constraints	Increase budget allocation and provide additional financial support for operations and monitoring activities.
Limited Authority	Strengthen PARCCOM's mandate and enhance coordination with implementing agencies for better policy enforcement.
Low Participation	Encourage active participation of farmers and stakeholders through regular consultations and engagement activities.
Communication Gaps	Improve inter-agency communication and establish regular coordination meetings.



Capacity Limitations	Conduct continuous training and capacity-building programs on agrarian laws and program implementation.
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The table presented the major challenges faced in the implementation and operation of PARCCOM t with the corresponding recommendations to address these concerns. The findings indicated that financial constraints, organizational, and participatory issues remain significant factors affecting the PARCCOM in delivering the service to the ARBs.

Financial constraints are one of the primary challenges that has been identified. Limited budget allocation affects operational activities, monitoring of the programs implemented, field validation, and coordination among agencies. Insufficient financial resources, affects PARCCOM in conducting regular meetings, field visits, and program assessments. Increasing budget allocation and providing additional financial support help to address issues and to ensure the continuous and efficient implementation of Agrarian Reform activities.

The limited authority of PARCCOM raised as another concerns. As a response, respondents suggested strengthening PARCCOM's mandate and improving coordination with implementing agencies to enhance policy enforcement and decision-making processes. Low participation among stakeholders, Farmers and the community members was also identified as a challenge. This may reduce collaboration transparency and can hinder the successful implementation of innovations. Encouraging active participation through regular consultations, dialogues, and engagement activities to ensure that stakeholders' concerns and suggestions are properly considered emphasize this as recommendations by the respondents.

Another issue highlighted is the Communication gaps among agencies and stakeholders. Delays and ineffective communication and poor coordination may lead misunderstandings, and duplication of activities. Establishing regular coordination meetings and strengthening inter-agency communication mechanisms to promote collaboration and information sharing will help to solve the communications gap.

Lastly, capacity limitations among members and stakeholders were identified as a challenge. Limited knowledge and inadequate understanding of agrarian laws, policies, and procedures may affect program implementation and decision-making.



Thematic Analysis (Recommendations for Improvement)

Challenges / Areas for Improvement	Recommendations
Increased Funding	Provide additional financial support and budget allocation for programs and activities.
Strengthen Structure & Roles	Clarify roles, responsibilities, and governance mechanisms of members and agencies involved.
Capacity Building	Conduct regular trainings, seminars, and skill enhancement activities for members and stakeholders.
Improved Coordination	Strengthen collaboration through regular meetings and effective communication among agencies.
Active Implementation Role	Increase PARCCOM's participation in program implementation and field activities beyond advisory functions
Monitoring & Evaluation	Enhance monitoring, assessment, benchmarking, and follow-up systems to improve program effectiveness

The respondents identified several key areas for improving PARCCOM operations and program implementation. These include increased funding for operational activities, strengthened organizational structure and clearly defined roles, continuous capacity-building through trainings and seminars, improved coordination and communication among agencies, greater involvement in field implementation activities, and enhanced monitoring and evaluation systems to ensure effective program assessment and improvement.



Summary of Findings

The study found that most respondents were aged 50–59, predominantly female, and mostly high school graduates, with the majority being Agrarian Reform Beneficiaries (ARBs). Respondents represented various sectors, years of service, and cultural backgrounds, showing diverse participation in agrarian reform implementation.

PARCCOM's coordination and planning (mean = 4.54) and resource allocation and support (mean = 4.43) were both rated "Very Effective," reflecting strong collaboration, participatory planning, and efficient delivery of assistance and resources. However, challenges such as financial constraints, limited authority, low stakeholder participation, communication gaps, and capacity limitations were identified. Respondents recommended increased funding, stronger organizational structure, improved participation and communication, continuous capacity-building, and strengthened monitoring and evaluation systems.

Conclusion

1. The respondents were generally mature and experienced individuals, mostly aged 50–59, with a predominance of females and a mix of educational attainment, indicating a capable and diverse workforce involved in agrarian reform implementation.
2. The majority of respondents were Agrarian Reform Beneficiaries (ARBs), supported by PARCCOM members, PCIT members, DAR employees, and other stakeholders, confirming the multi-sectoral nature of agrarian reform governance and implementation.
3. PARCCOM's coordination and planning mechanisms were found to be "Very Effective," showing strong inter-agency collaboration, participatory planning, alignment with beneficiary needs, and clear communication of roles and responsibilities.
4. PARCCOM's resource allocation and support services were also rated "Very Effective," indicating efficient delivery of technical assistance, timely provision of resources, and improved access to financial and agricultural support for beneficiaries.
5. Despite these strengths, PARCCOM faces significant challenges, including financial constraints, limited authority, low stakeholder participation, communication gaps, and capacity limitations that affect operational efficiency and program implementation.



6. The identified areas for improvement emphasize the need for increased funding, strengthened organizational structure, improved coordination and communication, enhanced stakeholder participation, capacity-building initiatives, active field involvement, and stronger monitoring and evaluation systems.
7. PARCCOM plays a vital role in agrarian reform implementation and is generally effective in its core functions; however, addressing operational challenges is essential to further enhance its effectiveness, sustainability, and impact on Agrarian Reform Beneficiaries.

Recommendations

1. Increase the budget allocation for PARCCOM to support operational activities, field monitoring, coordination efforts, and other program implementation needs.
2. Strengthen the organizational structure of PARCCOM by clearly defining the roles, functions, and responsibilities of member agencies and stakeholders to improve efficiency and accountability.
3. Enhance stakeholder participation by encouraging active involvement of farmers, ARBs, LGUs, and civil society organizations through regular consultations, dialogues, and participatory planning activities.
4. Improve communication and coordination mechanisms among agencies and stakeholders by conducting regular meetings and establishing efficient information-sharing systems.
5. Provide continuous capacity-building programs such as trainings, seminars, and workshops to improve the knowledge and skills of PARCCOM members and stakeholders, particularly on agrarian laws and program implementation.
6. Strengthen PARCCOM's active involvement in field-level implementation and expand its role beyond advisory and coordination functions to ensure more direct support to Agrarian Reform Beneficiaries.
7. Enhance monitoring and evaluation systems to ensure proper tracking of program implementation, provide timely feedback, and support evidence-based decision-making for continuous improvement of agrarian reform initiatives.
8. Promote stronger partnerships with government agencies, LGUs, and civil society organizations to ensure better resource sharing, coordination, and sustainability of programs.



**Journal of Social Transformation, Governance and Public
Administration (JSTGPA)**

Volume 2 Issue 2-2026

e-ISSN 3116-2916

<https://jstgc.minduraresearch.com/journal/index>

Submitted 3-2-2026: | Accepted: 5-8-2026 | Published 6-30-2026

9. Ensure continuous improvement of agrarian reform programs by regularly assessing performance, addressing gaps, and adopting best practices in program implementation.

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**Journal of Social Transformation, Governance and Public
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Volume 2 Issue 2-2026

e-ISSN 3116-2916

<https://jstgc.minduraresearch.com/journal/index>

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