



**Productivity and Development Center**  
2016 PROJECT ACCOMPLISHMENT REPORT

**I. Project Information**

Project Code	QDRDN
Project Title	Development of a Monitoring and Evaluation (M&E) Management System for the National Agricultural and Fishery Council (NAFC) (Phase I)
Project Start	01 December 2013
Project End	17 April 2017
Project Price	PHP 2,400,000.00 (inclusive of VAT)
Reverted Amount	PHP 447,952.00(gross)
Client Organization	Philippine Council for Agriculture and Fisheries (PCAF), formerly the National Agricultural and Fishery Council (NAFC)
Status	Certificate of Project Closure issued last 15 December 2014 (remaining 1 activity to complete the project)

**II. Project Team:**

Project Manager	Flordeliza F. Manalastas
Team Members	Natasha Michelle V. Abaya, Adelina D. Alvarez, Melinda F. Escopete, Gigi P. Macaraeg, Yuri R. Munsayac, Marie Rose R. Ramos, Amado Bonifacio L. Alto
Supervising Fellow	Monica D. Saliendres
Consultants	Eduardo R. Fenix, Clement L. Rasul Arlene A. Castillo, Christian S. Eparwa

**III. Project Details**

**A. Project Description:**

The **Development of a Monitoring and Evaluation (M&E) Management System for the National Agricultural and Fishery Council (NAFC) (Phase I)** was a project implemented by the Academy's Productivity and Development Center (PDC) and the Philippine Council for Agriculture and Fisheries (PCAF), formerly the National Agricultural and Fishery Council (NAFC), of the Department of Agriculture (DA) from 01 December 2013 to 15 December 2014. The project duration was extended until 17 April 2017 to complete the remaining two project activities.

The project aimed to enhance PCAF's capacity to perform its secretariat work as mandated by the Republic Act (RA) Number 8435: Agriculture and Fisheries Modernization Act (AFMA) of 1997 and to assist the DA in the broad-based monitoring and evaluation of the agriculture and fisheries modernization process through the development and installation of PCAF's Monitoring and Evaluation Management System (MEMS).

The Academy proposed that the development of PCAF's MEMS be aligned with ISO 9001 Quality Management Systems (ISO-QMS) to ensure that the defined M&E processes be carried-out consistently by PCAF and be institutionalized by doing continuous improvement of the M&E process. The PCAF's M&E core process was identified and to properly manage it, PCAF's MEMS was established.



**Productivity and Development Center**  
2016 PROJECT ACCOMPLISHMENT REPORT

**B. Project Objectives:**

The project developed the MEMS to enable PCAF to:

1. provide systematic feedback mechanism on the status of AFMA-related programs, projects and activities;
2. develop a monitoring and evaluation management system for reviewing and assessing AFMA-related programs, projects and activities, in terms of relevance of approach, efficiency of management, effectiveness of outputs, impact of interventions, and sustainability of benefits;
3. provide venue for discussion of M&E results and identification of corrective and preventive measures to address gaps and potential gaps in AFMA implementation; and,
4. introduce mechanisms to enhance the capacity of AFMA implementing agencies in the conduct of M&E activities.

**C. Focus Area:**

The project was designed to capacitate selected personnel from different units of PCAF who were identified to become members of the M&E Core Team and also some selected representatives from the NAF Council who became part of the M&E Team that assisted the Core Team. The project design was patterned with the ISO Core Team capacity building.

**D. Project Type:**

The nature of the project was centered on technical assistance/guidance and capability building.

**E. Project Beneficiary:**

PCAF is both the project's implementer/partner and beneficiary. The primary beneficiaries of the project are those involved in the AFMA-related programs, projects and activities.

**F. Regional Coverage:** Not applicable

**IV. Project Accomplishments**

**A. Key Activities Implemented:**

The subsequent section describes the key project activities implemented:

**1. Orientation on MEMS for Top Management and General Employees(13 March 2014)**

Last 13 March 2014 at Apacible Conference Hall, DA Main Compound, Elliptical Road, Diliman, Quezon City, the DAP project team conducted the Orientation on MEMS for:

- a. Top and Middle Management to present an overview of the project, to discuss the importance of MEMS, and to clarify the management's role in MEMS development and implementation; and,



**Productivity and Development Center**

**2016 PROJECT ACCOMPLISHMENT REPORT**

- b. General Employees to stimulate awareness and understanding of key officers and staff on the concepts and principles of MEMS as aligned to ISO-QMS.

At the time of the orientation, the seven (7) RTCs which will be included in ATI's expansion of QMS are not identified yet. However, an initial evaluation was carried-out by the Central Office to determine the RTCs which will be included for ATI's QMS expansion.

**2. Initial Gap Assessment (20-21 March 2014)**

To be able to determine the current state of PCAF's MEMS practices in the overall (both core and support) operations, the DAP project team conducted the Initial Gap Assessment last 20-21 March 2014. PCAF's top management and focal persons from all divisions and those directly involved in M&E process were interviewed at their respective offices on their existing structure, policies, systems and procedures. Afterwards, the data and information gathered from them were analyzed to be able to produce an Initial Gap Assessment Report.

**3. Training on Development and Documentation of M&E Management System and Procedures g(Batch 1: 07-11 April 2014 and Batch 2: 12-16 May 2014)**

Two (2) batches of this five-day training intervention were conducted for PCAF which focused on the development of PCAF's M&E framework by defining the appropriate processes involved in the conduct of PCAF's monitoring and evaluation function. In addition, the course also provided an in-depth discussion on the development and documentation of the identified M&E core processes of PCAF. Same modules were used for the conduct of the two (2) batches of training but each batch had different set of objectives.

The first batch, held on 07-11 April 2014 at Subic Holiday Villas, Subic Bay Freeport Zone, Olongapo City, Zambales, was participated by a total of 20 staff from PCAF who were identified to become members of PCAF's M&E Core Team. The team included some representatives from the Livestock Development Council (LDC). The M&E Core Team was expected to be responsible for coordinating the development and generation of MEMS documents, procedures and implementation. The first batch of training course aimed to enable participants to:

- a. understand M&E requirements and enhance their skills in monitoring AFMA-related programs and activities;
- b. develop the M&E framework of PCAF; and,
- c. develop the structure and format for MEMS documentation.

The second batch was conducted last 12-16 May 2014 at Hotel Stotsenberg, Clark Freeport Zone, Pampanga. There were 33 participants from the different units of PCAF and selected members/representatives of the NAF Council who will be part of PCAF's M&E Team Members that were tasked to help in cascading the MEMS documents and procedures and ensure their applicability and implementation, as well as, establish and document PCAF's division/unit M&E objectives and plans and operational procedures that are aligned with international standards. Specifically, the second batch of training course aimed to enable participants to:



**Productivity and Development Center**

**2016 PROJECT ACCOMPLISHMENT REPORT**

- a. discuss PCAF's M&E requirements, framework and Business Process Model;
- b. illustrate the interface among the various actors and stakeholders in the conduct of PCAF's M&E core process; and,
- c. provide inputs to enhance the draft structure and format for MEMS documentation.

**4. Writeshop on Development of MEMS Manual(27-30 May 2014 and 09 June 2014)**

As part of the Academy's technical assistance/guidance, a Writeshop on Development of MEMS was held last 27-30 May 2014 at the Lewis Grand Hotel, Angeles City, Pampanga. The identified M&E Core Team participated in this four-day activity. The writeshop activity aimed to produce the initial draft of the MEMS Manual with the following objectives:

- a. Provide a venue for the M&E Core Team to discuss and identify recommendation on the issues raised during the Training on Development and Documentation of M&E Management System and Procedures;
- b. Firm-up the responsibilities, assignments and authorities of the PCAF's management, core team members and operating units in the establishment of the MEMS; and,
- c. Identify PCAF's M&E policy, system and procedures.

On 09 June 2014 at FPA Conference Room, Diliman, Quezon City, the results and outputs of the writeshop were presented by the M&E Core Team and discussed with the DAP project team.

**5. Training-Workshop on Progress and Results Monitoring and Evaluation (Batch 1: 01-04 July 2014 and Batch 2: 05-08 August 2014)**

Initially, this training-workshop was titled Training/Workshop on M&E Results Analysis and Report Writing, however, the DAP project team deemed it necessary for the PCAF M&E Core Team to have an in-depth understanding and learning of more advance tools and techniques on progress and results monitoring and evaluation. Thus, there was a change in the title and scope of this four-day training-workshop. Two (2) batches of this training were conducted.

The first batch of the training-workshop was held last 01-04 July 2014 at Fontana Hot Spring Leisure Parks, Clark Freeport Zone, Pampanga. Eighteen (18) members of the M&E Core Team participated. At the end of the training-workshop, they were able to:

- a. identify, describe and select on what tools and techniques they will use in undertaking Progress and Results Monitoring and Evaluation;
- b. finalize the outline of their M&E manual; and
- c. draft the initial content of the M&E manual following the developed outline.

The second batch of training was participated by 23 M&E Team members from PCAF, LDC and selected representatives of NAF Council. It was conducted at Widus Hotel and Casino, Clark Freeport Zone, Pampanga on 05-08 August 2014. The participants were able to:



**Productivity and Development Center**

**2016 PROJECT ACCOMPLISHMENT REPORT**

- a. familiarize on/learn the tools and techniques that can be used in undertaking Progress and Results Monitoring and Evaluation;
- b. adopt the prescribed templates for M&E; and,
- c. provide inputs to enhance the draft M&E manual.

**6. Seminar-Workshop on 5S and Effective Documents and Records Control (09-12 September 2014)\***

This four-day seminar-workshop was conducted on 09-12 September 2014 at ITCAF Director's Conference Room and Apacible Conference Hall, DA Compound, Quezon City. It was participated by 27 individuals from PCAF, LDC and selected representatives of NAF Council.

The course on 5S provided an opportunity to discuss the practice of Good Housekeeping in improving productivity and quality in the workplace and its applications to complement the effective implementation of the established MEMS. While the session on effective documents and records control provided a practical understanding of documents control and the importance of records management to enable the establishment and maintenance of a proper Records Management System in PCAF as well as the effective implementation of the established MEMS. At the end of the seminar-workshop, the participants were able to:

- a. understand 5S concepts and principles and documents and records control;
- b. recognize the importance of 5S and Effective Documents and Records Control in the implementation of the MEMS; and,
- c. prepare an Action Plan to implement 5S and establish a proper Records Management System in the organization.

**7. Training on Internal Management System Audit (14-17 October 2014) \***

A total of 18 individuals composed of key personnel and staff identified as PCAF's M&E Internal Auditors and Quality Management Representative participated in this four-day training course last 14-17 October 2014. The first 3-days of the course were held at Lewis Grand Hotel, Angeles City, Pampanga while the last day was conducted at Apacible Conference Hall, DA Compound, Quezon City.

This training course provided an in-depth discussion on the basic auditing concepts and principles that are aligned with ISO 9001:2008 Quality Management System (QMS) principles and requirements. The overall objective of the course was to enable participants to understand, interpret and audit the MEMS requirements and practices, as well as help them identify improvement areas, develop corrective action measures and address audit findings.

The course aimed to capacitate the participants who became part of the M&E Internal Audit Team who was expected to be responsible for drafting the Audit Program and Audit Plan. It was a prerequisite that the participants should have completed the following:

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\* Additional activity that was not part of the project deliverables and without additional project cost but was identified as necessary in establishing the PCAF's M&E Management System.



**Productivity and Development Center**

**2016 PROJECT ACCOMPLISHMENT REPORT**

- Training on Development and Documentation of M&E Management System and Procedures, and
- Training-Workshop on Progress and Results M&E.

The training was designed for the participants to be able to:

- a. understand the structure and interpretation of the requirements of MEMS from the perspective of an Internal Auditor;
- b. equip the participants with the knowledge and skills on how to plan and conduct audits;
- c. describe the roles and responsibilities of Internal Auditors and Auditees; and,
- d. demonstrate an effective and efficient approach to conducting Internal Management System Audit as a tool in identifying and implementing improvements in the MEMS.

**8. Orientation on ISO 9001:2015(18 November 2016)\*\***

Although the project was formally closed last 15 December 2014, the last two activities, specifically the Management Review and Final Gap Assessment, were not completed. As per PCAF's request during the meeting last 05 December 2014, the remaining two activities were postponed due to the organization's rationalization and transition. At that time, the DAP project team agreed that the technical guidance for the said two (2) project activities will be conducted in the first quarter of 2015 in order to give PCAF enough time to cascade and implement the approved/established PCAF's MEMS. However, PCAF was not available to conduct the activities in 2015.

In lieu of the Management Review, the Orientation on ISO 9001:2015 was conducted last 18 November 2016 at OED Conference Room, PCAF, DA-Main Building, Quezon City. Vice President Arnel D. Abanto provided the orientation with the key officials of PCAF. VP Abanto stated that instead of going through with the remaining activities of ISO 9001:2008 and also this standard is about to expire soon, it would be much better to introduce the ISO 9001:2015 version and help PCAF prepare for the transition to the new standard. VP Abanto explained the requirements for the transition to the new standard. VP Abanto commented that after the orientation and knowing the standard, PCAF might decide to pursue on having the certification.

**9. Final Gap/Readiness Assessment (tentatively on 28-29 March 2017) \*\***

This is part of the remaining two project activities/deliverables. As communicated by PCAF last 29 December 2016, they requested to conduct this activity at the end of the first semester 2017, specifically on 28-29 March 2017. PCAF decided to opt for a two-day gap assessment towards ISO 9001:2008 certification. The output of this activity will be a Final Gap/Readiness Assessment Report which includes the identified gaps and recommendations on how the gaps could be addressed in conformance with the ISO 9001: 2008 requirements.

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\*\*This was part of the remaining two project activities/deliverables that was requested by PCAF last 05 December 2015 to be postponed.



**Productivity and Development Center**

**2016 PROJECT ACCOMPLISHMENT REPORT**

**B. Major Outputs:**

The following were the major outputs produced by the project:

1. Conducted customized capability building programs/training courses and developed a pool of trained personnel on the requirements, specific knowledge, and skills on MEMS as aligned with ISO-QMS;
2. Conducted initial gap assessment to determine the current state of PCAF's M&E management system practices in both the core and support operations; and,
3. Provided technical guidance/assistance on: development and documentation of Quality and M&E Manuals and supporting documents necessary in establishing an effective and efficient MEMS for PCAF; implementation of PCAF's MEMS; and conduct of Internal Audit.

**C. Project Impacts (Initial Gains):**

1. Through the conduct of this project, the Academy being the National Productivity and Development Organization, has instituted its role in capacitating government employees through development-oriented programs and management systems such as the MEMS which is aligned with ISO-QMS particularly in assessing and measuring the performance of the AFMA-related programs and activities as well as the performance of PCAF as an organization.
2. The Academy has established its role in capacitating key stakeholders on Productivity and Quality (P&Q) through the development of a customized 5S course program which is geared to instill P&Q principles among the pool of agricultural officers to continuously enhance their competencies towards the efficient and effective delivery of services and operations of their organizations through the practice of Good Housekeeping in improving P&Q in the workplace.

**D. Lessons Learned(includes good practices):**

The following were the lessons learned in the different phases of the project:

**1. Preparatory activities:**

*Project partners:*

- a. PCAF is one of the Academy's clients/project partners which made the project less stressful, more so with the open communication and coordination from the start helped in the smooth implementation of the project. However, due to the hectic schedules of most of the M&E Core Team members, there had been some delays and rescheduling done in the conduct of project activities, hence PCAF requested twice to extend the project duration.
- b. The M&E Core Team had a difficulty in finding time to convene and finalize the MEMS documentation which caused the delay in the approval/formalization of the Quality and M&E manuals. Thus, the implementation/installation of the MEMS was also affected. To catch-up with the delays in the documentation, the M&E Core Team was divided into small groups and each group had an assigned part of the MEMS manuals. A focal person consolidated the outputs of the groups and submitted the consolidated outputs to the DAP project team for review and recommendation.



**Productivity and Development Center**  
**2016 PROJECT ACCOMPLISHMENT REPORT**

- c. The open and constant communication and coordination with the project's Consultants/ Resource Persons (RPs) made the whole implementation of the project more productive and efficient. Although, there were instances of conflict in RPs schedules with the conduct of project activities, but somehow both the DAP and PCAF counterpart project teams were able to manage and make adjustments in the project implementation. To minimize this concern, as much as possible, the scheduling of activities were set at least a month prior to the conduct and were confirmed as soon as possible with the RPs in order for them to accommodate the project activities in their busy schedules.

*Course logistics:*

- d. Arrangements for the course logistics (e.g. training venue, training facilities, accommodation, food, training equipment, pre-training coordination) were assigned to PCAF counterpart team. To assist PCAF, the DAP project team provided a list of logistical requirements as a guide prior to the conduct of the trainings.

*Project Team:*

- e. The clear roles and responsibilities of the project team members made the whole project implementation more productive and efficient. This provided each team member to plan and deliver on time, provided that there are no (unforeseen) external factors involved. All of the project members tried to find a way to deliver their tasks and requirements even though each was still involved in other projects. The unit's confirmed activities were calendared and as much as possible, overlapping of schedule of activities were minimized.

**2. Training proper:**

- a. On the first day of the trainings, the project team arrived early at the venue in order to set-up the room and to prepare the training materials before the arrival of the participants. Usually, the trainings were done at hotels and most of the time, the hotels were not equipped to be set-up in a classroom-type. The project team made the most of the hotel facilities to set the venue to be conducive for learning.
- b. Sometimes, the trainings did not start on time especially on the first day because of the long travel time to get to the venue. Usually, there were extensions in the session hours. There were also instances that the trainings conducted at the DA's conference rooms were delayed because the participants went to their respective offices to attend to some matters at work. During the course evaluation, some participants suggested that the trainings be conducted outside of PCAF so they would be able to concentrate more on the training sessions.
- c. All of the participants were very cooperative, particularly in following the house rules. If the participants had concerns such as their dietary concerns, the project team attended to them and informed the concerned focal person to address them.
- d. Even if there were available training equipment such as LCD projector at the hotels, the DAP project team requested PCAF to still bring projector and the DAP team also have own equipment as back-up to minimize unclear presentations because of busted projectors. During workshops, the groups also appreciated if



**Productivity and Development Center**

**2016 PROJECT ACCOMPLISHMENT REPORT**

they have their own projector to use. PCAF also brought printer so that additional training materials for reproduction can be done. The participants preferred hard copy of training materials.

- e. In few training, the target number of participants was not met. Even if PCAF provided a Special Order or an authority to attend the training, some participants were not able to attend or completed the training hours because of some conflict in their work schedules or set engagements. Once, there was a training that exceeded the maximum target number of participants of 30. Managing this training was very challenging. The training hours were extended because of the very active participation of the participants, where most of them had a lot of queries and were very interested in the lessons.
- f. The RPs assistance in facilitating the training helped in the on-time and smooth implementation of the training. The participants appreciated the RPs inflicting humor during their lectures which made the learning more interesting and enjoyable for them.
- g. The all-out support of the project team helped to achieve the goal of the project, more so with the DAP-way in facilitating and implementing such events. Because of the well coordination of the project team members, the training certificates were released on time.

**3. Implementation:**

- a. The PCAF's top management was very supportive in this project. DAP appreciated their presence during the training's opening and closing programs and most especially during client meetings because project concerns were readily addressed. Good working relationship between PCAF and DAP was maintained.
- b. The rationalization of PCAF and their on-going transition including the merging of LDC with PCAF affected the implementation of project activities such as some delays on the completion of project activities. In addition, the conduct of the last two project activities was postponed, although, both parties agreed to formally close the project last 15 December 2014.
- c. The DAP Project Team was responsive to the needs of the client. The team recommended additional activity that was not part of the original project deliverables but was identified as necessary in establishing the PCAF's M&E Management System. In case of constrains or limitations in PCAF to conduct some of the activities, the team provided options or substitute activities.
- d. On 16 May 2016, the Academy received the Audit Observation Memorandum (AOM) No. 2016-04 (14) from the Commission on Audit (COA) because of their observation that some project activities were not realized in accordance with the project implementation plan and the revenues were fully recognized despite the unfinished contract. To address the AOM, the project team provided the following response on 24 May 2016:



**Productivity and Development Center**

**2016 PROJECT ACCOMPLISHMENT REPORT**

AUDIT OBSERVATION	COA RECOMMENDATION	DAP's COMMENT
Review of documents showed that some project activities were not realized in accordance with project implementation plan.	a. Recognize the revenue in accordance with the completion of the project activities. Adjust the books accordingly by reducing the revenue allocated to the remaining project activities and record the amount under Deferred Credits	Since there were prior initiatives conducted by DAP to deliver the remaining project activities, partial crediting will be done to reflect activities done in relation to the last deliverables.
Verification of accounting records disclosed that revenues were fully recognized as of December 31, 2014 despite of the unfinished contract.	b. Make final negotiation with PCAF whether the project will be pushed through or not; if not, request PCAF to provide a waiver stating therein that DAP is free from any obligations relative to the unfinished project activities and make agreement as to the contract cost to ascertain the recognition of revenue	The Academy and DA-PCAF are in the process of formalizing the results of the Management Review and the Final Gap Assessment in order to comply with the project requirements as stated in the Memorandum of Agreement.

**V. Attachments**

Please see attached Annexes, as follows:

- Certificate of Project Closure (DAP-WI-04 F13, Rev.1)
- Summary of Evaluation for Course and Resource Person (for training programs were already submitted last January 2015)

Prepared by:

Noted/Approved by:

  
**FLORDELIZA F. MANALASTAS**  
 Project Manager

  
**ARNEL D. ABANTO**  
 Center Head

**Notes:**

1. Project details on Section I-III can be generated thru PMIS based on PMs Inputs
2. Project Managers are required to accomplish Section IV & provide Section V to reflect results of project implementation
3. Project Managers can update/adjust the pre-filled sections(I-III) based on actual data