**MONITORING AND EVALUATION, MANAGEMENT INFORMATION SYSTEM, AND KNOWLEDGE MANAGEMENT**

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**1.1 Overview**

The Department of Trade and Industry (DTI) implements the “Rural Agro-enterprise Partnership for Inclusive Development and Growth” (RAPID) Growth Project with International Fund for Agricultural Development (IFAD) as its development partner. The Project supports the new administration’s socio-economic agenda of promoting rural enterprises and value chain development; increasing competitiveness and ease of doing business; investing in human capital, and matching skills development to meet the demand of business; accelerating infrastructure spending; and promote science and technology to enhance innovation and creative capacity. The project also falls under the target outcomes of the second pillar of the new 2016-2022 Philippine Development Plan (PDP) which focuses among others on increasing access to value chains, innovative financing, and technology.

The Project aims to contribute to the reduction of incidence of poverty in the target areas through sustainable increase in income of smallholder farmers and unemployed rural men and women across the selected value chains. At the end of the project, the project targets to increase the income of 78,000 households by at least 60%; generate 36,000 jobs; and increase the profit of 1,050 assisted MSMEs.

The development objective is to provide and strengthen the enabling conditions for the sustained growth of small and micro enterprises and farmers in the selected agricultural commodity chains. To realize the goal and development objective, the Project focuses on the following Outcomes: 1. Executing collaborative action plans and commercial partnerships among VC stakeholders (outcome 1); and 2. MSMEs secure the necessary access to producers, markets, and suitable investment finance (outcome 2).

Market-driven Value Chain Development Approach is the main strategy adopted by the Project. It looks into and assesses the gaps and opportunities within the nodes of the value chains to increase and sustain farmers’ quality production to cope with the supply needs and requirements of their partner anchor firms or markets. These gaps are being addressed through the productive investments and interventions provided by the Project through the Detailed Investment Plans (DIPs).

**1.2 Project Scope**

The Project’s direct target groups are the i. Farmer Organizations (FOs); ii. Smallholder Farming Households, and ii Medium, and iii. Small, and Micro Enterprises (MSMEs) engaged in the value chains supported by the RAPID Project. It will indirectly target unemployed and underemployed rural women and men who can potentially be employed by participating enterprises. Special focus will be placed on women, the youth, and indigenous people. The project shall monitor the participation and outcomes for these special target groups and seek to improve their access to project services adapted to their specific characteristics.  Annex 1, the Target Group Matrix provides the definition and selection criteria of the target groups engaged in the Project.

The four commodities prioritized by the Project include Cacao, Coffee, Coconut, and Processed Fruits and Nuts.

The Project is implemented in 21 provinces among seven regions namely; Regions 8, 9, 10, 11, 12, Caraga and BARMM. Annex 2 indicates the covered provinces per region.

1. **THE M&E GUIDE**

**2.1 Rationale / Overview**

The RAPID Growth Project employs the Results-Based Approach (RBA) in its monitoring and evaluation guided by IFAD, NEDA and DTI M&E policies which requires extensive project monitoring and evaluation to measure performance. The RBA in planning, monitoring and evaluation will allow IFAD, NEDA and DTI to assess the extent to which the project is achieving its overall goal, development objective, outcomes and outputs. The RBA aims to:

* *Focus on results* towards impact: it should provide project stakeholders with information and analysis required to: measure project outcomes; assess project effects on the livelihoods of target groups, and in particular women, indigenous peoples and youth; assess the relevance of the project strategy, methodologies and implementation processes; detect difficulties and successes; and support decision-making to improve project performance;
* *Support cost-effective* decisions and enabling policies: it should provide project stakeholders, in particular farmers and enterprise partners, service providers, DTI, industry councils and associations and project management units with the information and analysis they need to assess the return brought by innovation, to develop profitable and sustainable activities and to adapt their strategies accordingly. It should also provide DTI, MSMED Councils and other relevant government agencies (e.g. NEDA, LBP, SBC) with the information needed to make policy decisions;
* *Share knowledge* and upscale good practices: it should develop lessons learnt, capture good practices and successful business models and innovation, as well as share knowledge, with a view to support project performance and policy dialogue.

The Project’s RBA adopts IFAD’s monitoring, defined as “the regular collection and analysis of information to assist timely decision making, ensure accountability and provide basis for evaluation and learning. It is a continuing function that uses methodical collection of data to provide management and main stakeholders of an ongoing project or program with early indications of progress and achievement of objectives.”[[1]](#footnote-1)

Along these contexts, the RAPID Growth Project’s M&E system is designed and aimed to use the M&E findings to identify and resolve implementation issues and problems; identify best and promising practices that can be replicated and scaled-up; and generate knowledge materials for sharing and dissemination. The M&E results will also be used in the periodic reporting to DTI, NEDA, DBM and IFAD. Results will also be shared with beneficiaries, implementing partners and Project stakeholders and will form the basis of DTI’s ability to demonstrate that project objectives and performance targets have been met and that maximum value for funds invested has been attained.

The M&E/KM system will provide information to three main stakeholders and users of results: (i) players in the target value chains, including farmers, enterprises and service providers; (ii) GoP enablers, and especially DTI; and (iii) IFAD and other development partners. The Project’s M&E System features include: (i) participatory, i.e. it involves project stakeholders in the definition of indicators, data collection, analysis and dissemination of results; (ii) inclusive, i.e. it features the participation of women, IP and other marginalized groups; (iii) open and easily accessible, i.e. information and knowledge will be available to all stakeholders and not restricted to project staff; (iv) focused on analysis, i.e. learning and sharing in support of decision-making and policy dialogue, and not merely on data production; and (v) harmonised with existing M&E/Management Information Systems (MIS) such as DTI One Regional Operation Group Database, GoP’s harmonised result-based M&E system and Report on IFAD’s Development Effectiveness (RIDE).

As the lead implementer of the Project, DTI is required to develop the M&E Guide as reference in the management of monitoring and evaluation activities to ensure efficient and effective reporting of periodic accomplishments, document and share results of the implementation.

**2.2 Objectives of the M&E Guide**

This Guide aims to provide the implementing units and agency partners with general standards on the project’s processes, roles, templates, and other essential information related to the Project’s Monitoring and Evaluation System. Specifically, this Guide shall:

* 1. Provide standardized and streamlined M&E process flow/ procedures; and reportorial and capture forms to gather data requirements for the Project’s M&E;
  2. Guide implementing units and agencies on their M&E roles and responsibilities to facilitate efficient and effective monitoring and evaluation.

**2.3 Intended Users of the Guide**

This Guide is intended for the members of National Project Coordination Office (NPCO), Implementing Units from the regions and provinces (Regional and Provincial Coordination Units – R/PCUs ), Agency partners, and concerned DTI Departments, who are involved in the data management process. This guide will also be useful reference for other external partners and evaluators to provide better appreciation and understanding of the overall data management in monitoring and evaluating the project’s development results.

1. **RAPID PROJECT M&E TOOLS**

**3.1 The Theory of Change**

Figure 1. RAPID Project’s Theory of Change

**A diagram of a project

Description automatically generated**

The Project’s Theory of Change (ToC) illustrates the pathway from the need/gaps that the project will address to the changes that it wants to make (outcome) and what it intends to do (activities). The Project’s ToC was developed in consultation with the key implementing partners who were directly involved in the participative and gender-sensitive mapping of value chain gaps with value chain stakeholders initially identified in the development of the strategic investment plans for the project.

Context

The challenges and gaps that hinder the growth and increased income of farmers and MSMEs as identified during the consultations with value chain stakeholders in the formulation of the strategic investment plans are the following:

* Limited/lack of knowledge and skills on good production techniques/practice due to lack of access to information on good agricultural, harvesting and post-harvesting practices.

* Limited knowledge and access to value-adding and innovative strategies and technologies. Most farmers still employ traditional production practices due to lack/limited knowledge and access to value-adding technologies. Lack of capital, poor infrastructure facilities (connectivity issues), lack of awareness, and lack of skillset are identified hindrances of farmers in adopting and investing in more advanced technologies.
* Limited/lack of access to production and storage facilities. Accessibility to current production facilities is still limited to a few growers and farmers.
* Limited to no access to financial products and services for procuring production inputs, farm maintenance, and expansion.
* Limited access to market trends and institutional buyers. Some farmers have limited knowledge of current market information resulting in lost market opportunities to create networks and linkages with institutional buyers. Without an institutional buyer that will buy their produce, they deal with the available market that will purchase their goods even at a higher buying cost and irregular income streams.
* High logistics costs and marketing due to poor infrastructure facilities. Longer travel time and high transportation cost negatively affect their income. Poor road conditions also reduce product quality and value.
* Lack of Entrepreneurial Mindset. They lack business acumen in managing their farm/quality products and in selling their produce. Most farmers do not regard agriculture with high business growth potential.
* Lack of organizational development, leadership, and enterprise management knowledge and skills. These are crucial information and competencies in overseeing the business operations and helping the organization and its members maximize their productivity to reach its operational and business objectives and targets.
* The fluctuating buying price of produce, exacerbated by the high cost of production, adversely the affected income of farmers.
* Value Chain Governance and enabling mechanisms among the value chains assisted by the Project shall be assessed to ensure that gaps, challenges, and opportunities within the relationships between and among the VC stakeholders are addressed, and their roles are upgraded.
* Gender and social inequalities in agricultural and rural development:

- Women in the Philippines remain marginalized and disadvantaged in some areas, particularly the labor force[[2]](#footnote-2). In addition, the agriculture sector is male-dominated and there is poor recognition of women as farmers. Consequently, there are limited extension services that have targeted women smallholder farmers (Fletchner, 2008).

- Youth’s participation in the agriculture sector is becoming prominent issue as they have become disinterested with agriculture (FFTC Agricultural Policy Platform, 2018).

- Indigenous Peoples are still among the poorest of the poor. A combination of issues such as loss of access to traditional lands and natural resources, discrimination in the world of work, forced migration, and poor access to opportunities have rendered them still more vulnerable in social and economic terms (International Labour Organization).

Causal Mechanisms/Conditions

With this context, the RAPID Growth Project aims to create an enabling environment with farmers who have increased income due to increased capacity to comply and meet the volume and quality demands of their partner MSMEs resulting from their improved access to holistic value chain-based responsive support and interventions of the Project. Together in this upscaled ecosystem are the lead or anchor firms or SMEs who have established and stable sources of quality raw materials/produce of their products. This enabling environment fosters Agricultural Entrepreneurship or “agripreneurship” in implementing the Project’s various interventions with the smallholder farmers and farmers organization (FO)/MSMEs. In order for the project to effectively provide such enabling conditions, there is a need to consider the key assumptions/preconditions in the external policy environment in the planning, implementation and monitoring and evaluation of the RAPID Growth Project to include, but not limited to the following:

* Favorable government policy and support provided to the Project, thus the need for the project to be aligned to national development priorities.
* Social and political acceptability, convergence and commitment of all project stakeholders considering that the project covers all regions in Mindanao and Eastern Visayas (Region 8) taking note of the diverse sociocultural and political character and economic development status of the target provinces.
* Government measures and policies are in place and timely implemented and delivered to address economic impacts due to COVID-19, other natural and human-induced disasters such as the environmental and climate change adaptation strategies.
* Stable peace and order situation is critical in sustaining the regular marketing activities of the partner beneficiaries. If there are ongoing or pressing situation on the safety and security in the area, there will be tendencies that marketing activities will be stopped and buyers will be hesitant to buy from these areas due to high risks involved.
* Favorable weather conditions for agricultural production in project areas is very important in the improvement of quality and increasing the quantity of farmers’ produce. Thus, it is very important to consider the location and weather conditions of the area when selecting the type of crops to be produced.

To ensure that the Project’s development objective/intermediate outcome will be achieved, the mechanisms, conditions, and changes that are expected to be established are the following:

* The Project’s partnership agreements are expected to strengthen and sustain the partnerships of the lead firms with their partner farmers, increasing the financial and business capacity and viability of the MSMEs/lead firms. For this condition to happen, the anchor firms’ or MSMEs’ forward linkages should be well established to ensure long-term agreements and partnerships with their partner farmers.
* Meanwhile, partner farmers at this stage should have established and operational business systems, processes, and structures; they are competent to efficiently supply and meet their partner firms' continuing quality and volume demands.
* Gender-responsive and Inclusive Value Chain (VC) Governance among the Project’s assisted value chain is strengthened. The implementation of VC Governance activities to address gaps and maximize the opportunities are mainstreamed within the key VC players' activities; and are designed to ensure sustainability even after the project life. The VC Governance has extended and involved essential or influential industry players and relevant institutions to work together to issue policies, review regulatory mechanisms, and mobilize resources to upgrade the roles and improve conditions of value chain stakeholders (especially women and socially excluded groups (youth, indigenous people, and persons with disabilities) while maintaining competitive and healthy relationships between and among anchor firms or MSMEs and farmers.

Below are the Project’s assumptions, which are deemed crucial towards the realization of its intended outcomes on the execution of the collaborative actions and partnership agreements between and among VC stakeholders; and on improving the capacity and access of MSMEs and farmers to manage enterprises produce and market high quality and innovative products

* The observance and adoption of mechanisms related to reporting/feedbacking and monitoring of the implementation of partnership agreements/plans between the anchor firms and partner farmers are crucial as the long-term partnerships and established strong linkages are contingent on the fulfillment of the parameters outlined in these agreements. Regular monitoring and feedback regarding their consistent compliance with these agreements shall display the positive relationship between the anchor firm and partners, which is required for businesses to grow and value chains to thrive and sustain.
* The Project enablers’ application of the learned knowledge and skills gained from the Project is expected to result in the development and implementation of support interventions that are responsive to the needs of the VC stakeholders. The competencies they have acquired will serve as tools in guiding partner beneficiaries in undertakings that will serve their needs and attain the Project’s objectives.
* Meanwhile, the Farmers/FOs/MSMEs should have improved skills and capacities to manage financial products/services or funds received from the Project and other financing institutions. This will ensure that funds are directed and efficiently utilized for the farmers' expansion and rehabilitation and other productive investment needs that shall aid them to consistently supply and meet the quality and volume needs of their partner anchor firms.
* Relatedly, farmers should be able to consistently apply the knowledge and skills acquired from the capacity building activities and other project-related interventions as these are expected to yield consistency in producing market’s desired specifications and quality of produce; and improving business operations and management as well. In addition, proper maintenance in utilizing the structures, equipment, and materials by the partner farmers is also deemed a contributory factor to ensure that daily/regular business operations/production is uninterrupted.
* Moreover, farmers' receptiveness and willingness to adopt new and innovative strategies and technologies show their readiness to be more competitive with their products and to participate in expanded or complex business transactions.
* Gender Equality and Social Inclusion mainstreamed in the project as strategy to promote social inclusion and women’s economic empowerment among the VC stakeholders.

The proper mapping, profiling, and assessment in terms of qualifications and relationships of the lead firms/MSMEs with its partners' FOs within a specific value chain commodity are crucial determinants in the development of detailed investments plans and business plans that have growth potential; and will establish strong and sustainable partnerships. Along the assessment and development process of the investment plans, partner beneficiaries should be well assessed to determine appropriate interventions that will address their gaps and challenges and to maximize opportunities that will upscale them within the value chain.

**3.2 The Logical Framework**

The Project’s Logical Framework (logframe) shown in Table 2 below provides a general overview of the Project and is used as the basis of project implementation, including the development of annual work and budgets. It provides an overview of how the project performance will be monitored and evaluated through defined and verifiable results.

Further, the Project’s Logical Framework provides details on the indicators and targets that should be achieved from development goal to the output level. Aligned with the Project’s Theory of Change, the logframe provides details on what shall be monitored to track the project’s progress, and information on data collection and sources to gather intended results.

The intermediate or development outcome of the Project is to strengthen strategic enabling conditions for the sustained growth of small and micro enterprises and farmers. For this intermediate outcome/development objective to be realized, the project focuses on two immediate outcomes:

a. Outcome 1: Collaborative actions plans and commercial partnerships between and among VC stakeholders executed. These focus on a. Development & operationalization of the investment plans (RSIPs, DIPs, BPs), partnership agreements between and among project stakeholders, and other value chain governance activities that shall focus on supporting the VC stakeholders in the Project; and b. Capacity Development/Support to enablers/implementers in the development of responsive plans and other partnerships

b. Outcome 2: Increased capacity and access of SMES, FOs, and farmers to manage enterprises and to produce and market quality and innovative products. This result focuses on the Interventions and Support Business services to the Project’s Stakeholders/Beneficiaries as detailed in the investment plans and partnerships agreements.

**Table 1. RAPID Project Logical Framework**

| **Results Hierarchy** | **Indicators** | **Baseline** | **Phase 1[[3]](#footnote-3)** | **Interim** | **End Target** | **Means of Verification** | **Assumptions** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Goal:  Contribute to the reduction of poverty incidence in target areas through sustainably increased income of small farmers and unemployed rural women and men across selected agri-based value chains | Number of municipalities with poverty rates above 40% in target areas reduced | 349 |  | 320 | 260 | PSA small area estimates and PIDS | Favorable economic, political, environmental, and social conditions |
| Development Objective:  Provide enabling conditions for the sustained growth of small and micro enterprises in selected agricultural commodity chains with comparative advantages, market demand, growth potential, links to small farmers and the potential for job creation. | 78,000 project-supported HH with increase in income by at least 60% from on and off farm activities | 2,000 |  | 25,000**[[4]](#footnote-4)** | 78,000 | Project Report/Survey | Stability in input and output prices |
| 36,000 incremental jobs generated on farm and in project supported MSMEs, 40% for women | 0 |  | 10,000 | 36,000 | Project Report/Survey |  |
| 1,050 MSMEs reported increase in profit |  |  | 710 | 1,050 | Project Report/Survey |  |
| Outcome 1: Producers and value chain actors execute collaborative action plans and build commercial partnerships in selected commodity chains | Percentage increase in value of sales of participating MSMEs, Farmers Associations and Cooperatives | TBD |  | +30% | +100 % | Project Report/Survey | SMEs interested in partnering with farmers |
| No. of commercial partnerships developed between farmers cooperatives and SMEs/large corporations | 0 | 4 | 100 | 100 | Project Report/ Signed MoAs |
| Outputs:  1.1 Networks of Negosyo Centers in target provinces serving as one stop shop to promote entrepreneurship established | Number of networks of Negosyo Centers set up servicing famers, farmers’ associations, cooperatives and MSMEs in **21** provinces | 0 | 4 | 10 | 21 | Project progress reports |  |
| Number of FAs/coops served |  |  | 180 | 300 | Project progress reports |  |
| Number of MSMEs served |  |  | 450 | 750 | Project progress reports |  |
| 1.2 Qualified business providers able to provide business services to MSEs | Number of pool of qualified service providers set up per province | TBD | 8 | 8 | 21 | Project progress reports |  |
| 1.3 Capacities of farmers, farmers’ organizations and MEs to manage enterprises strengthened | Number of farmers trained, disaggregated as men, women, IP, youth |  |  | 45,000 | 78,000 | Project progress reports |  |
| Number of FAs/cooperatives trained |  |  | 180 | 300 | Project progress reports |  |
| Number of MEs trained |  |  | 408 | 750 | Project progress reports |  |
| 1.4 DIPs connecting farmers to SMEs and facilitating access to markets and services | Number of DIPs developed |  |  | 50 | 50 | Project progress reports/ Signed DIP |  |
| Number of farming households participate in Detailed Investment Plans (DIPs) | 0 | 5,801 | 25,000 | 78,000 | Project progress reports/ Signed DIP |  |
| Number of partnership agreements entered into by FAs/ Coops, MSMEs or large enterprises | 0 | 4 | 100 | 100 | Project Report/ Signed MoAs |  |
| 1.5 Capacities of enablers (e.g. DTI, LGUs and industry councils) for value chain development strengthened | Number of functional industry councils in selected value chain commodities |  |  | 24 | 24 | Project progress reports |  |
| Number of DTI/NCs and LGUs Staff trained, disaggregated as men, women, IP, youth |  |  | 364 | 500 | Project progress reports |  |
| 1.6 Industry-based MIS providing information to stakeholders in the target value chains developed | Number of industry-based MIS, accessible to value chain stakeholders, running and regularly updated | 0 |  | 3 | 3 | Project progress reports/ Segmentized database embedded in the Project MIS |  |
| Outcome 2: MSMEs secure the necessary access to producers, markets and suitable investment finance. | Number of Farming HH established linkage with markets, and availed financial services for productive investments | 0 | 1722 | 42,000 | 70,000 | Report from FIs and NCs | Financial institutions interested in extending affordable services in rural areas |
| Number of MSMEs established linkage with producers/farmers, markets, and availed financial services for productive investments | 0 | 8 | 710 | 1,050 | Project progress reports/ Report from FIs and NCs |
| % increase in productivity of participating SMEs and Cooperatives |  |  | 10% | 10% | Project progress reports |
| % increase in volume and value of sales at farm/coop level and SME level |  |  | 10% | 10% | Project progress reports |
| Outputs:  2.1 Product of farmers, farmers’ organizations, cooperatives, SMEs conforming to market requirements enhanced | Number of products form/types conformed to market requirements |  |  | 300 | 450 | Project progress reports/ Product and packaging clinics report and Techno Transfer training report |  |
| 2.2 Access to market | Number of market linkages established |  |  | 150 | 250 | Project progress reports/ Trade Fair Reports |  |
| 2.3 Financial institutions (FIs) with improved capacities to serve target value chain players | Number of FSPs extend innovative and other value-chain financial services | 0 |  | 3FSPs | 10FSPs | Report from FIs and NCs |  |
| Number of suitable financial products developed |  |  | 5 | 10 | Report from FIs and NCs |  |
| Number of linkages to financial services established |  |  | 250 | 350 | Project progress reports |  |
| Number of enterprises benefitting from equity financing | 0 | 4 | 10 | 40 | Report from SBC and other FSPs |  |
| 2.4 Farm-to-market infrastructure connecting production to market improved | Length of farm-to-market road rehabilitated and maintained | 0 |  | 80 km | 140 km | Project progress report | 1. High target set in the PDR  2. Price increase  3. Standard upgrade |

**3.3 RAPID Project M&E Plan**

Planning is an integral part of monitoring and evaluation in the context of implementing the RAPID Growth Project. The Project’s M&E Plan is anchored to the Theory of change and logical framework which shows the desired changes RAPID intends to achieve and how they will be monitored. The M&E Plan Matrix, which expanded the project’s logical framework, provide details of the indicators and annual targets per outcome/component and activities/outputs incorporating IFAD’s core outcome indicators. This plan will be basis in the preparation of the Project’s Global and Annual Work Plan and Budget (GWPB), which translates the outputs to activities leading to the achieving the targets.

Moreover, the plan defines verifiable indicators that will be measured through the project life. It presents what, how, when, and who will collect the data to track the project’s indicators. The M&E plan provides information on how the data will be analyzed, and will be utilized by internal staff, implementing, and external partners.

The succeeding sections present the RAPID Growth Outcome and Output Indicators with its indicator definitions , measurement methodologies and data sources. Annex 3 presents other details of the project’s M&E Plan.

Table 2. RAPID Growth Project Outcome and Output Indicators

|  |  |
| --- | --- |
| ***Development Objective*** | ***Provide enabling conditions for the sustained growth of small and micro enterprises in selected agricultural commodity chains with comparative advantages, market demand, growth potential, links to small farmers and the potential for job creation.*** |
| *Indicator 1* | *78,000 project-supported HHs with increase in income by at least 60% from on and off farm activities* |
| Description/  Definition | Project supported Farming HHs with increased income of 60%. Farming HHs definition are defined as listed below and should belong to the following priority commodities of the RAPID Project : 1. coffee, 2. cacao, 3. coconut, 4. Processed Fruits and Nuts  1. involved in the agricultural value chain within the four commodity sectors identified by the project;  2. receiving interventions/benefits from the project ;  3. active member of FOs (in the DIPs) within the project provinces;  4. actual landowner and/or actual tiller  5. able to provide cash or non-cash counterpart  6. may also include individual farmers who are part of the DIPs but may not be members of the FOs  On-farm income is generated from farming and agricultural production, including casual and seasonal labor. From the value chain lens, on-farm work occurs at the “beginning” of the value chain, increasing household productivity, reducing post-harvest losses (at the farm level), strengthening or creating producers associations, etc..  Off-farm income encompasses all agriculture-related income opportunities beyond the farm. From the value chain lens, off-farm income includes the “middle” and “end” of the value chain as agricultural goods leave the farm to ultimately reach the consumer. Examples of off- farm income and enterprise include extension services, processing, packaging, storage, and transportation." |
| Data Collection Methods | Annual Outcome Surveys, Focus group discussions, Year-end reviews/Assessment |
| *Indicator 2* | *36,000 incremental jobs generated on farm and in project-supported MSMEs, 40% for women* |
| Descriptor/Definition | Number of new full-time or recurrent seasonal on-farm and off-farm, paid and unpaid jobs created since project start-up, either as independent individuals (self-employed) or as employees of micro, small and medium-sized enterprises and Farmer Organizations.  MSMEs - with business activity or enterprise engaged in industry, agribusiness and/or services, whether single proprietorship, cooperative, partnership or corporation, categorized based on the following asset size: (i) Micro: not more than Php 3,000,000; (ii) Small : Php 3,000,001 – 15,000,000; (iii) Medium: Php 15,000,001 – P1000,000,000  MSMEs assisted in the Project through the RAPID interventions (i.e., market brokering sessions, trade fairs, and etc.). They are engaged based on the following criteria: (i) Micro Enterprises (ME), Small Enterprises (SE), and Medium enterprises (MEs) privately or collectively owned, expanding services to value chain stakeholders; (ii) with valid business license; (iii) Latest Annual Tax Return; (iv) Part of the DIPs; (v) MSMEs not part of the DIPs may also be considered provided that they have received initial project interventions and are part of the existing value chains (vi) Engaged/involved in one or more Agri-VC functions (project's priority commodities); (v) Able to provide equity; (vi) FOs (associations and cooperatives) can be considered as MSMEs if they engage in an enterprise but should be registered (e,g SEC, CBA)  Farmer Organizations in the Project are engaged based on the following criteria: (i) w/ Valid certification of registration (CDA/ SEC/ DOLE); (ii) w/ Business License if engaged in business; (iii) w/ at least 2 years in operations; (iv) Part of the DIPs; (v) Able to provide equity |
| Data Collection Methods | Annual Outcome Surveys, Focus group discussions, Year-end reviews/Assessment |
| *Indicator 3* | *1,050 MSMEs reported increase in profit* |
| Description/  Definition | Number of project-supported MSMEs and FOs surveyed reporting an increase in profit, as shown by sales, income and expenditure patterns. |
| Data Collection Methods | Annual Outcome Surveys, Focus group discussions, Year-end reviews/Assessment |

|  |  |
| --- | --- |
| ***Outcome 1*** | ***Producers and value chain actors execute collaborative action plans and build commercial partnerships in selected commodity chains*** |
| *Indicator 1* | *Percentage increase in value of sales of participating MSMEs, Farmers Associations and Cooperatives* |
| Description/  Definition | MSMEs/Farmers/FAs/FOs who have recorded an increase in the volume of production sold or in the value of sales compared to the preceeding year, resulting from the participation in the project's investment planning, commercial partnerships, and project's interventions On-farm income is generated from farming and agricultural production, including casual and seasonal labor. From the value chain lens, on-farm work occurs at the “beginning” of the value chain, increasing household productivity, reducing post-harvest losses (at the farm level), strengthening or creating producers associations, etc..  Off-farm income encompasses all agriculture-related income opportunities beyond the farm. From the value chain lens, off-farm income includes the “middle” and “end” of the value chain as agricultural goods leave the farm to ultimately reach the consumer. Examples of off- farm income and enterprise include extension services, processing, packaging, storage, and transportation." |
| Data Collection Methods | Annual Outcome Surveys, Focus group discussions/Key Informant Interviews |
| *Indicator 2* | *No. of commercial partnerships developed between farmers cooperatives and SMEs/large corporations* |
| Description/Definition | Refers to implemented signed Commercial Partnership Agreements (CPAs) between the anchor firms/MSMEs and FOs/FAs based on approved DIPS. Implemented pertain to fulfilled agreements and commitments of signed CPAs between anchor firms and FOs |
| Data Collection Methods | Annual Outcome Survey, Interviews/Survey, FGDs, Project Reporting |

|  |  |
| --- | --- |
| ***Output 1.1*** | ***Networks of Negosyo Centers in target provinces serving as one stop shop to promote entrepreneurship established*** |
| *Indicator 1* | *Number of networks of Negosyo Centers set up servicing farmers, farmers associations, cooperatives and MSMEs in 21 provinces* |
| Description/  Definition | This refers to the Negosyo Centers being set up at the provincial level as entry point for the delivery of RAPID Growth project services to project beneficiaries in the target provinces. The NCs facilitate the exchange and sharing of information, business referral and the ease of coordination in the RAPID project implementation. The NC network acts as one-stop shops facilitating the access of farmers, cooperatives and MSMEs to a range of business and financial services to be provided by the project. |
| Data Collection Methods | Monthly Reporting through Progress Reports and data capture forms |
| *Indicator 2* | *Number of FAs/coops served* |
| Description/  Definition | Refers to RAPID Project Farmer Associations/Organizations and Cooperatives assisted through the NCs |
| Data Collection Methods | Monthly Reporting through Progress Reports and data capture forms |
| *Indicator 3* | *Number of MSMEs served* |
| Description/  Definition | Refers to RAPID Project MSMEs assisted through the NCs |
| Data Collection Methods | Monthly reporting through progress reports and data capture forms |

|  |  |
| --- | --- |
| ***Output 1.2*** | ***Qualified business providers able to provide business services to MSEs*** |
| *Indicator* | *Number of pool of qualified service providers set up per province* |
| Description/  Definition | Refers to individuals and groups (institutions, firms) of business development service providers (i.e. Extension Services Providers), engaged in delivering DIP-based services / capbuild interventions aligned with the Project's Competency-Based Capacity Development Framework (CBCDF) and Extension Services Framework. |
| Data Collection Methods | Monthly reporting through AWPB narrative-based progress reports and data capture forms |
| *Indicator 2* | *Number of FAs/coops served* |
| Description/  Definition | Refers to RAPID Project Farmer Associations/Organizations and Cooperatives assisted through the NCs |
| Data Collection Methods | Monthly reporting through AWPB narrative-based progress reports and data capture forms |

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| ***Output 1.3*** | ***Capacities of farmers, farmers’ organizations and MEs to manage enterprises strengthened*** |
| *Indicator 1* | *Number of farmers (members) trained, disaggregated as men, women, IP and youth* |
| Description/  Definition | This refers to the number of FO members/smallholder farmers who were provided various capacity building activities related to enterprise strengthening. These trainings are related to Managing Natural Resources, Managing Finances, Marketing, Teamwork The Project will also monitor/track how the acquired knowledge have influenced changes on their respective activities in the value chain. |
| Data Collection Methods | Monthly reporting through AWPB narrative-based progress reports and data capture forms, Key informant interviews/survey |
| *Indicator 2* | *Number of FAs/cooperatives trained* |
| Description/  Definition | Refers to the Farmer’s Associations/Organizations/ cooperatives who were provided various capacity building activities related to enterprise strengthening. These trainings are related to Organizational Entrepreneurial, Governance, Organizational Management, Institutional Marketing Management, Human Resource Management, Financial Management, Networking and Linkage-Building. The Project will also monitor/track how the acquired knowledge have influenced changes on their respective activities in the value chain. |
| Data Collection Methods | Monthly reporting through AWPB narrative-based progress reports and data capture forms , Key informant interviews/survey |
| *Indicator 3* | *Number of MEs trained* |
| Description/  Definition | Refers to the MSMEs who were provided various capacity building activities related to enterprise strengthening. These trainings are related to Entrepreneurial Competency, Management, Marketing Management, Human Resource Management, Financial Management, Networking and Linkage Building. The Project will also monitor/track how the acquired knowledge have influenced changes on their respective activities in the value chain. |
| Data Collection Methods | Monthly reporting through AWPB narrative-based progress reports and data capture forms, Key informant interviews/survey |

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| ***Output 1.4*** | ***DIPs connecting farmers to SMEs and facilitating access to markets and services*** |
| *Indicator 1* | *Number of Detailed Investment Plans (DIPs) developed* |
| Description/  Definition | Pertains to the number of DIP per commodity and per province prepared by the Implementing Units that are endorsed by DIP-Regional Technical Working Group (RTWG) and signed by Regional Directors (RD) as approving authority |
| Data Collection Methods | Monthly reporting through AWPB narrative-based progress reports and data capture forms and data capture/tracking forms, |
| *Indicator 2* | *Number of farming households participate in Detailed Investment Plans (DIPs)* |
| Description/  Definition | Refers to the number of farming households who are identified in the DIPs that are endorsed by RTWG and signed by RD as approving authority |
| Data Collection Methods | Monthly reporting through AWPB narrative-based progress reports and data capture forms |
| *Indicator 3* | *Number of partnership agreements entered into by FAs/ Coops, MSMEs or large enterprises* |
| Description/  Definition | Refers to the signed CPAs between the anchor firms/MSMEs and FOs/FAs that were developed based on ongoing and approved DIPs.  This will also include tracking the progress of the partnership on a regular basis which includes the assurance of both parties to conform with the terms and reference in the agreement. |
| Data Collection Methods | Monthly reporting through AWPB narrative-based progress reports and data capture forms |

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| ***Output 1.5*** | ***DIPs connecting farmers to SMEs and facilitating access to markets and services*** |
| *Indicator 1* | *Number of functional industry councils in selected value chain commodities* |
| Description/  Definition | Pertains to the functional industry councils of priority commodities in target regions and provinces supported by and involved/engaged in the Project (e.g., DTI Industry Cluster Enhancement Program) providing support\* to the Project/beneficiaries  \*recommendations/agreements/policy issuances aligned with/contributing to Project objectives and targets |
| Data Collection Methods | Monthly reporting through AWPB narrative-based progress reports and data capture forms, Focus Group Discussions (FGDs) |
| *Indicator 2* | *Number of DTI/NCs and LGUs Staff trained, disaggregated as men, women, IP, youth* |
| Description/  Definition | Refers to the number of project staff/implementers and enablers\* trained on value chain development\*\* under the Project and have recorded an increase in knowledge and skills  \*DTI RAPID Project Staff , NC Staff, LGU project staff, Agency Partners/Implementers  \*\*Core competencies that may be covered by the trainings/activities related to VC development identified in the Project's CBCDF: Understanding the Value Chain Approach, Understanding the Development Challenges of the Agriculture Sector, Facilitating Participative Processes, Incorporating Gender-sensitivity in Value Chains, Conducting Market Analysis |
| Data Collection Methods | Monthly reporting through AWPB narrative-based progress reports and data capture forms, Focus Group Discussions (FGDs), key informant interviews |

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| ***Output 1.6*** | ***DIPs connecting farmers to SMEs and facilitating access to markets and services*** |
| *Indicator 1* | *Number of industry-based MIS, accessible to value chain stakeholders, running and regularly updated* |
| Description/  Definition | Number of functional MIS developed for the targeted value chains (coffee, cacao, PFN, and coconut). Number of Knowledge Base/Hub per industry/sector/value chain integrated in the Project's Management Information System |
| Data Collection Methods | Progress Reporting; Data Generation of VC-related data/information through MIS |

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| ***Outcome 2*** | ***MSMEs secure the necessary access to producers, markets and suitable investment finance*** |
| *Indicator 1* | *Number of Farming HH established linkage with markets, and availed financial services for productive investments* |
| Description/  Definition | This refers to the number of farming HHs and FOs who have accessed a financial product or service specifically promoted/supported by the project and its partner financial service provider (FSP), at least once during the past 12 months (annual reporting) or since project start-up (cumulative reporting). Such services include loans and micro-loans, saving funds, micro-insurance/insurance, remittances, and membership of a community-based financial organization (e.g. savings and loan group). |
| Data Collection Methods | Annual Outcome Survey, Annual Progress Reporting |
| *Indicator 2* | *Number of MSMEs established linkage with producers/farmers, markets, and availed financial services for productive investments* |
| Descriptor/Definition | This refers to the number MSMEs who have accessed a financial product or service specifically promoted/supported by the project and its partner financial service provider (FSP), at least once during the past 12 months (annual reporting) or since project start-up (cumulative reporting). Such services include loans and micro-loans, saving funds, micro-insurance/insurance, remittances, and membership of a community-based financial organization (e.g. savings and loan group). |
| Data Collection Methods | Annual Outcome Survey, Annual Progress Reporting |
| *Indicator 3* | *% increase in productivity of participating SMEs and Cooperatives* |
| Description/  Definition | Refers to the percentage of beneficiary households interviewed who claim that project-supported activities (e.g. training, input provision) have helped them increase their productivity compared to the previous year.  Measures how well the resources are utilized by MSMEs/Farmers to produce output . |
| Data Collection Methods | Annual Outcome Survey, Annual Progress Reporting |
| Indicator 4 | % increase in volume and value of sales at farm/coop level and SME level |
| Description/  Definition | MSMEs and FOs who have recorded an increase in the volume of production sold or in the value of sales compared to the preceding year, resulting from the participation in the project's investment planning, commercial partnerships, and project's interventions. |
| Data Collection Methods | Annual Outcome Survey, Annual Progress Reporting |

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| ***Output 2.1*** | ***Product of farmers, farmers’ organizations, cooperatives, SMEs conforming to market requirements enhanced*** |
| *Indicator 1* | *Number of products form/types conformed to market requirements* |
| Description/  Definition | Pertains to number of improved products resulting from project interventions\* related to product development and market compliance. This shall also track the number of rural producers accessing or who received production inputs and/or technological packages / Conditional Matching Grants) from the Project to improve or enhance their level of productivity and achieve market conformities.  \*FOs: Operations & Technology and Product Development ; MSMEs: Operations, Technology and Product Development; Farmers: Innovation |
| Data Collection Methods | Monthly Reporting through AWPB-based report and data capture forms |

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| ***Output 2.2*** | ***Access to market*** |
| *Indicator 1* | *Number of market linkages established* |
| Description/  Definition | Refers to number of beneficiaries (Farmers, MSMEs, FOs) participated in/assisted through the Project's market development interventions\* (market brokering sessions, trade fairs) |
| Data Collection Methods | Monthly Reporting through AWPB-based report and data capture forms |

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| ***Output 2.3*** | ***Financial Institutions (FIs) with improved capacities to serve target value chains players*** |
| *Indicator 1* | *Number of FSPs extend innovative and 0 other value-chain financial services* |
| Description/  Definition | "Refers to FSPs that have received project support, either during the past 12 months (annual reporting) or since project start-up (cumulative reporting), to develop an outreach strategy, or to deliver products and services that are adapted to the needs and repayment capacities of the rural poor and other project beneficiaries."  "A new outreach strategy refers to any type of formalized plan for an FSP’s rural finance operations, including business plans or action plans to improve outreach and the inclusion of the rural poor. Other types of support to be considered include budget support, staff training, studies and technical assistance. Financial products and services include savings, credit, remittances and insurance." |
| Data Collection Methods | Monthly Reporting through AWPB-based report and data capture forms, FGDs, key informant interviews |
| *Indicator 2* | *Number of suitable financial products developed* |
| Description/  Definition | Refers to the financial products developed by the FSPs that adapts to the needs and repayment capacities of the rural poor and other project beneficiaries. |
| Data Collection Methods | Monthly Reporting through AWPB-based report and data capture forms |
| Indicator 3 | Number of linkages to financial services established |
| Description/  Definition | Accounts the number of financial services or products provided by each FSP to project beneficiaries |
| Data Collection Methods | Monthly Reporting through AWPB-based report and data capture forms |
| Indicator 4 | Target number of enterprises benefitting from equity financing |
| Description/  Definition | Refers to the financing support/assistance provided and extended by partner FSPs (e.g., SBC, and etc.) |
| Data Collection Methods | Monthly Reporting through AWPB-based report and data capture forms |

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| ***Output 2.4*** | ***Farm-to-market infrastructure connecting production to market improved*** |
| *Indicator* | *Length of farm-to-market road rehabilitated and maintained (in km)* |
| Description/  Definition | The total length, in kilometers, of roads that have been fully constructed, rehabilitated or upgraded (e.g. from feeder road to asphalt road) by the project, either during the past 12 months (annual reporting) or since project start-up (cumulative reporting). All types of roads should be included, such as feeder, paved, primary, secondary or tertiary roads. Roads where construction/rehabilitation works have been started during the past 12 months but not yet completed, should not be reported. |
| Data Collection Methods | Monthly Reporting through AWPB-based report and data capture forms, FGDs, key informant interviews |
| *Indicator 2* | *Number of suitable financial products developed* |
| Description/  Definition | Refers to the financial products developed by the FSPs that adapts to the needs and repayment capacities of the rural poor and other project beneficiaries. |
| Data Collection Methods | Monthly Reporting through AWPB-based report and data capture forms |
| Indicator 3 | Number of linkages to financial services established |
| Description/  Definition | Accounts the number of financial services or products provided by each FSP to project beneficiaries |
| Data Collection Methods | Monthly Reporting through AWPB-based report and data capture forms |
| Indicator 4 | Target number of enterprises benefitting from equity financing |
| Description/  Definition | Refers to the financing support/assistance provided and extended by partner FSPs (e.g., SBC, and etc.) |
| Data Collection Methods | Monthly Reporting through AWPB-based report and data capture forms |

Monitoring of outcomes and results during the implementation of the Project will be regularly and periodically undertaken. The magnitude of changes and schedule of occurrence of the desired outcomes and results will be measured and tracked after a considerable period of elapsed time from the delivery of the outputs. The outcome and results indicators in the logical framework and theory of change will be used as basis of monitoring. Both quantitative and qualitative changes will be measured in relation to the expected period of occurrence and time elapsed.

In addition, unintended outcomes and results will also be monitored to provide information in validating assumptions made during the design stage of the Project.

Apart from the project indicators identified above, RAPID Growth Project will also ensure its coherence to the main indicator systems that the project has committed. The indicator systems from IFAD- Results and Impact Management System, NEDA-Results Based Monitoring and Evaluation, and the DTI- Strategic Performance Management System will be the main reference indicator systems for the project. This will be harmonized and streamlined for the monitoring and evaluation of results. The 3 indicator systems are detailed in the annex.

**3.4 Reporting Forms**

The RAPID Project developed its report and capture forms to ensure collection of the project’s data requirements per indicator identified in the Project’s M&E Plan Matrix. Annex 4 shows the data-alignment matrix of the project’s indicators of the logframe with its monthly/quarterly progress reports and data capture forms. Presented in Annex 5 is the reportorial requirements matrix which shows the different periodic/regular reports for submission from province, the national project management office to the DTI Head Office. The succeeding sections provides an overview of the project’s report forms and templates that were developed to gather data in measuring the progress towards achieving the intended outputs and outcomes of the Project. All report and capture forms of the Project will be integrated in the Project’s Management Information System (MIS) to digitalize the data and report generation[[5]](#footnote-5).

### **Post Activity Report/Process Documentation**

To effectively monitor the results of each activity and how it can contribute in achieving a certain output and outcome, the implementing units shall use the RAPID Project format for the Post Activity Reports. The format is similar with the current format from regular DTI programs. However, in addition to the existing fields, the RAPID format also included a field wherein the Outputs and Outcomes are integrated to track alignment of activities with the AWPB and logframe-output level indicators. Template is marked as Annex 6.

### **Monthly Progress Report**

The Monthly Progress Report is the implementation monitoring tool to track the outputs of activities as planned in the AWPB and as aligned with the DIP. Each implementing unit is required to submit monthly progress reports every 25th of the reporting month. This will be consolidated and synthesized by the NPCO and will be submitted to the Office of the Undersecretary of Regional Operations Group (ROG) and to the Director of the Resource Generation and Management Services (RGMS) every 5th day of the succeeding month. The monthly reports comprised of three (3) documents: 1) Narrative Report 2) AWPB-Based Progress Report; and 3) Accomplished data capture forms/MOvs. Templates and guidelines are reflected in Annex 7.1 (Narrative Report Guide) and 7.2 (AWPB-based progress report template)

### **Quarterly Progress Report**

The Quarterly Progress Report aims to track the progress of the project/implementing units in achieving its intended targets per logframe indicator. This report is in narrative and matrix formats. The preparation of the quarterly progress report will be undertaken by the RCU, for review and consolidation by the NPCO. The quarterly progress report is due for submission to NEDA every 15th day of the first month of the ensuing quarter. The quarterly progress report template is attached as Annex 8.

### **Annual Progress Report**

The Annual Progress Report will be prepared in a narrative format with attached tables indicating performance against targets. The preparation of the annual progress report will be undertaken by the NPCO taking into account the physical and financial performance during the year. The annual report is the consolidation of the quarterly reports supported by the accomplished data capture forms. The annual progress report is due for submission to IFAD at the end of the first month of the ensuing year. The same outline reflected in the monthly reports indicated in Annexes 7 shall be observed.

**DIP Implementation Report**

This report shall track progress of the implementation of the DIP per component. Data/information in this report shall be supported by the accomplished data capture forms. Annex 9 provides guidance in its accomplishment. The DIP Report is outlined to (i) present the conditions of the VC stakeholders/value chain before the project interventions by examining the gaps within each VC function; (ii) provide updates/progress of initial interventions provided during Project implementation; (iii) assess the initial interventions from perspective of implementers and beneficiaries; (iv) Challenges/lessons learned during project implementation; and (v) Recommendations/Ways Forward.

**NEDA - Official Development Assistance (ODA) & Alert Mechanism Report**

The Project prepares the Official Development Assistance (ODA) Review Forms (Annex 10) for the annual ODA Portfolio Review conducted by the National Economic Development Authority (NEDA). NEDA conducts an annual review of the status of all projects financed by ODA and identify causes of implementation and completion delays or reasons for bottlenecks, cost overruns (actual and prospective), and continued project or program viability. The Project also prepares the Alert Mechanism Report (Annex 11) and submits to NEDA quarterly. This report is a quarterly assessment of the project’s performance, which can flag projects requiring priority monitoring and implementation. Guidelines and templates of these NEDA reports can be accessed through this website for more details

### **RIDE Report**

The RAPID Growth Project will report to IFAD on a yearly basis the outcomes/ results using the Report on IFAD’s Development Effectiveness (RIDE). This report covers the Project’s contribution to the results related to IFAD’s core outcome indicators contributing to the Sustainable Development Goals. using the. The RIDE template is attached as Annex 12 .

**3.5 Data Capture Forms**

The Project developed its Data capture forms as tools to gather outputs of the implementation monitoring. The forms shall gather the data requirements of the report forms aligned with the project indicators to measure the project’s progress. The accomplished forms shall serve as one of the supporting documents/Means of Verification (MOV) in reporting, monitoring and evaluation. Attached as Annexes 13.1 and 13.2 provides list of all the data capture forms, its description and assigned persons per unit to prepare/review and the actual forms to be filled out.

The Project has also developed its **Profiling Forms** for its project beneficiaries to capture the baseline information of the MSMEs, Farmer Organizations (FOs), and Smallholders Farmers assisted by the Project. The data shall be basis and reference values in measuring the project’s progress towards its target key indicators and the project’s impact to project beneficiaries during evaluation activities. The existing capture forms are in excel and web-based applications. The web-based profiling forms has downloading and uploading, and editing features. Excel templates of these profiling forms are enclosed in Annex 14.

1. **M&E ROLES AND RESPONSIBILITIES**

**4.1 Reporting Flow**

The reporting flow of RAPID conforms to the organizational structure of the Project. Data gathering and report generation will start from the provincial units with support from the Negosyo Centers. Submission of reports from the Provincial Coordination Units (PCUs) will be on periodic basis. The Regional Coordination Units (RCUs) will in turn, consolidate the reports submitted by the PCUs and submit the consolidated report to the National Project Coordination Office (NPCO). The NPCO, after consolidating the reports from the RCUs will submit periodic Project level report to DTI, NEDA, DBM and IFAD.

Figure 2. Reporting Flow

Diagram

Description automatically generated

**4.2 Data Management and Roles and Responsibilities Matrix**

The Data Management Matrix below describes the key processes, corresponding activities/sub-processes, outputs , and concerned staff that shall be involved in the management of the project’s data at the national, regional, provincial, and partner-agency levels. Timelines are also indicated in the different processes for users reference and guide.

Table 3. Data Management Matrix **(FOR REVIEW & VALIDATION)**

| **Key Process** | **Sub-process/Activity** | **Output** | **Assigned Staff** | **Timeframe** |
| --- | --- | --- | --- | --- |
| **Provincial – Regional – Partner Agencies levels** | | | | |
| 1. Data Collection | * 1. Actual Profiling/Data Gathering using the Mobile/Web Application/Excel-based Forms * Input entries using the mobile/web application * Review accuracy and completeness of entries * Submission of completed forms to system | Accomplished Forms/Reports (online)\* submitted to Provincial M&E Assistant | Province: Enumerator/Field Validator, Provincial M&E Assistant  Partner Agencies : CIG-RITA, DILG- RIE, SBC - M&E Focal Person)  PPCs/VCFs – preparation of activity reports | 1st to 25th of the month |
| 1. Data Audit/   Validation | * 1. Parallel Data Audit of entries * Parallel audit of data entries submitted * Preparation of Data Audit Findings | Data Audit Findings/  Report | PCU: Provincial M&E Assistant  RCU: M&E KM Coordinator  Partner Agencies: CIG Head Office; DILG- OPDS; SBC c/o NPCO | Every 26th – 27th of the month |
|  | * 1. Compliance to Data Audit Findings * FVs/MEA to comply the requirements set in the Data Audit Findings * MEA to check on the compliance of the FVs on Profiling | Compliance Report | Compliance: FV/ Enumerator (for Profling)  Compliance/  Reviewer (for Profiling) : Provincial M&E Assistant  Partner Agency M&E Focal Persons (CIG-RITA, DILG- RIE, SBC - M&E Focal Person) | Every 28th to end of the month |
| * 1. Collation /Report Preparation (Provincial) | * + 1. Preparation and Submission of Report & data capture forms to RCU   - Prepare validated reports/ accomplished forms and submit the approved Report to the Reg’l M&E KM (Refer to Section \_ Reporting Forms) | PCU-Approved/Audited Reports and Forms | Provincial M&E Assistant/  Provincial Project Coordinator (approval)  Prerogative of management  Close coordination with other members of the Team for other data (financial, other assigned component team members)  Delays in finance status/report | End of the month  limited Technical Writing Skills -  Region 12 – PPCs prepare the overall report |
| * 1. Collation   (Regional) | * 1. Consolidation of Provincial Reports | RCU-reviewed/validated, audited reports and forms; | Regional M&E KM Coordinator | Every 1st to 2nd day of the following month |
| 1. Analysis | * 1. Analysis of Regional Reports   - Review alignment with and contribution of activities to the project’s annual work plan and budget and intended logframe targets/ outputs/outcomes | Findings, Observations, Lessons gathered, Areas for action/ decision-making identified; | Regional M&E KM Coordinator with RCU Team | Every 3rd to 4th day of the following month |
| 1. Reporting | * 1. Preparation of Reports and Submission to NPCO   - Prepare the required reports /forms as prescribed (Refer to Section \_ for the Report Forms) | Validated/ audited reports with findings and observations prepared | Regional M&E KM Coordinator (report preparation)  Regional Project Coordinator (final review) Tech DC / Regional Project Head (approval) | Every 4th-5th day of the following month |
| 1. Communication/   Use | * 1. Sharing of Implementation progress, issues, and lessons learned; recommend corrective actions | Decisions/ corrective actions and ways forward to address emerging concerns/issues agreed upon; Lessons learned integrated in succeeding activity planning, implementation, & M&E  Development of KPs  Sharing/exchange of knowledge | Regional M&E KM Coordinator, Regional Project Coordinator, Technical Division Chief | Monthly/ Regular project management meetings |
| **National Level** | | | | |
| 1. Data Audit/   Validation | 7.1 Data Audit of Entries   * Audit data entries submitted to ensure reliability/ accuracy of data * Preparation of Data Audit Findings (if any) * Forward Audit Findings to RCU cc concerned PCU | Data Audit Findings/ Report | PMEO, PMEO, ISA, Assigned Component Officers | Every 6th-7th of the month |
| * 1. Compliance to Data Audit Findings * RCU to coordinate with the PCU to comply with the requirements needed in the Data Audit Findings and ensure timely compliance * RCU to prepare the Compliance/Status Report | Compliance/Status Report | Compliance to Data Audit Findings: M&E KM Coordinator in coordination with PCUs | 6th to 7th of the following month |
| 1. Data Audit/Validation | * 1. Review Compliance * Review the compliance of PCUs through the RCUs * Prepare Clearance Report | Clearance Report | PMEO/PMEA | Every 6th to 7th day of the following month |
| 1. Collation | * 1. Consolidation of validated Regional Reports/data | Consolidated Overall Progress Report | PMEO/PMEA | Every 8th to 9th of the following month |
| 1. Analysis | * 1. Analysis of Reports   - Review alignment with and contribution of activities to the project’s annual work plan and budget and intended logframe targets/ outputs/ outcomes | Findings, Observations, Lessons gathered, Areas for action/ decision-making identified; | PMEO with NPCO team | Every 8th to 9th of the following month |
| 10. Reporting | * 1. Report Preparation and Submission to concerned agencies   - Prepare the required reports /forms as prescribed (Refer to Section \_ for the Report Forms) | Validated/ audited reports with findings, observations, recommendations prepared | PMEO (preparation)  Project Manager (Review and endorsement)  Project Director (Approval) | Every 9th to 10th of the following month |
| 1. Use/Communi-cation | * 1. Sharing of Implementation progress, issues, and lessons learned; recommend corrective actions | Decisions requiring action from the national level agreed upon; Corrective actions, ways forward to address emerging concerns/issues & strategic steps agreed upon; Lessons learned/ strategies (project overall) integrated in succeeding activity planning, implementation, & M&E | PMEO, PMEA, CKMS with NPCO Team;  DTI HO (RGMS, FS, ROG) | Monthly/ Quarterly/ Regular project coordination meetings |

1. **MANAGEMENT INFORMATION SYSTEM (FOR UPDATING)**

**5.1 Overview**

The Project has developed and maintained a web-based Management Information System (MIS) intended for both project management and value chain industry-specific information. The MIS serves as the repository and database of the project’s data, which is processed into information and is then communicated using project’s knowledge products, to the various internal and external Project Stakeholders for appropriate decision-making. The MIS will also include geotagging of enterprises participating in the project, farm-to-market infrastructure and other relevant geographically-based data.

**5.2 Objectives/Purpose**

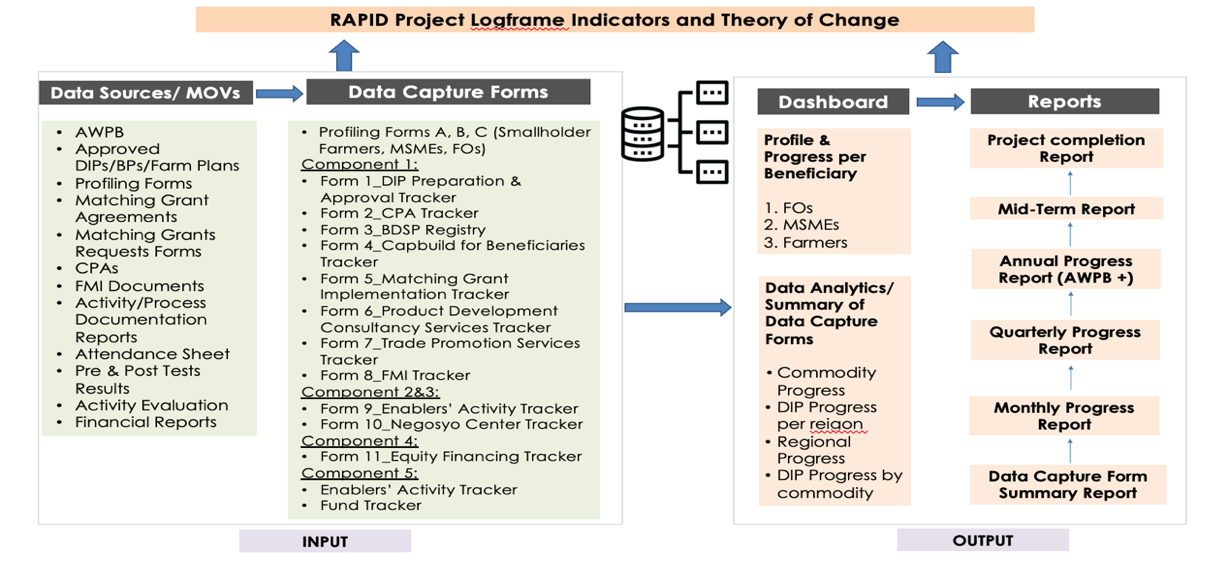
The RAPID Project MIS aims to capture and collect data and knowledge assets of the project for report-generation, data-driven analysis, and evidence-based decision-making. The MIS, which serves as repository, shall maintain data and knowledge assets of the project for use and reuse. Particularly, the MIS is developed to:

* Support the Project’s Operations System by facilitating smooth data flow along all the various levels of the organization with minimal effort. It also promotes cost and time-efficiency by eliminating data duplication and redundancies facilitating ease in monitoring and evaluation by the stakeholders and staff.
* Support the Management System. The MIS serves as the project’s tool to generate accurate information in a timely manner to support the management in its evidence-based decision-making. This set up facilitates more effective communication among members of the project management as well.

**5.3 MIS Structure**

The data generation and storage of the Project’s MIS is anchored in the Project’s Theory of Change and Logical Framework Indicators. The inputs to the Project’s MIS are the activity outputs supported by project documents, which are then encoded to the web-based data capture and profile forms. These inputs will feed to the analytics, summary & regular report forms that are configured to be autogenerated by the system.

Figure 3. MIS Structure

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**5.4 Users**

The Implementing Units at the provincial, regional and agency levels will be the main users and point persons for the data collection, storage, and generation, using the Project’s Management Information System. Customized access and viewing will also be provided to external partners of the Project.

* 1. **Key Features**

Lodged in a cloud-based server, which allows higher storage capacity, easy back up and restoring data,

The MIS have the capability to upload and download excel-based report forms.

It has a user-friendly interface that allows ease in data encoding, filtering, and editing.

For double entries and data security. It uses a cloud-based server for higher storage capacity.

The MIS will be designed to have features of automated data processing and analysis capable of generating information for the data requirements in the report forms. Automated data analysis will be capable of generating percentages, counts, proportions and other simple statistics. Statisticians and M&E specialists will do inferential analysis manually.

**Database**

The following database are established/maintained in the Project’s MIS:

**Profile of Project Beneficiaries Micro, Small and Medium Enterprises (MSMEs)**

The MIS includes the profile of the Project beneficiaries (MSMEs, FOs, Smallholder Farmers) that are assisted by the Project. For MSMEs, basic information related to the business structure, scope of business, scale of business, products, location among others are encoded into the system. For Farmer Organizations and smallholder farmers, data is disaggregated into male and female and the project’s priority sectors to ensure that basic data on gender equality and social inclusion is generated. Other information related to production assets, location, volume of production, value of production, among others are documented and encoded into the system.

1. **Training Database**

The MIS will include the database of training conducted to the intended or targeted beneficiaries of the Project. Name of the individual training beneficiaries disaggregated into male and female to ensure that basic data on gender participation is generated. Basic information related to title of training, duration, venue, among others will be encoded into a database format.

1. **Matching Grant Database**

The MIS will include the database of matching grant awarded or given to the value chain enterprises that are assisted by the Project. Basic information related to the nature of business, scope of business, scale of business, products, location, amount of grant, amount of counterpart or match, among others would be documented and encoded into a database format.

1. **Rural Finance Database**

The MIS will include the database of rural financing accessed by the value chain enterprises and individuals that are assisted by the Project. The database will also include the name of financing institution, location and classification. Basic information related to the nature of business, scope of business, scale of business, products, location, amount of loan, term of loan, interest rates, among others would be documented and encoded into a database format.

1. **Rural Infrastructure Database**

The MIS will include the database of rural infrastructure co-financed by the Project. The database will contain the location of the infrastructure, title of the sub-project, scale in kilometer, sub-project cost, start date, end date, status of physical construction, number of jobs generated. The sample format of the FMR database is in Annex F16.

**Data storage and Database Structure**

The MIS is designed to have the capability to store and retrieve data using excel-based programs. The structure of the database will allow ease of data entry, filters for double entries and data security. The use of cloud-based computing technology as one of the platforms of the database structure will form part of the data storage and database structure of the MIS.

**Data Processing and Analysis**

The MIS will have features of automated data processing and analysis capable of generating information for both pre-designed reporting format and manual data retrieval and analysis. The twin features will allow information users and information generators to maximize the available data that will generate information required in AWPB, Logframe, RIMS and other unstructured reports. Automated data analysis will be capable of generating percentages, counts, proportions and other simple statistics. Statisticians and M&E specialists will do inferential analysis manually.

The Users’ Manual of the Project’s MIS, which provides step-by-step guide in accessing/ navigating the Project’s MIS is for development.

1. **PROJECT REVIEWS & EVALUATION**

**Supervision and Implementation Support.**

IFAD and the GoP through the National Economic and Development Authority (NEDA) will organise annual Supervision and Implementation Support (SIS) missions to assess project performance, identify bottlenecks, generate learnings and agree on actions needed to improve the delivery of project results. As a regular practice, SIS missions will be carried out by a core team of resource persons returning regularly, joined by specialists to address specific needs of a given year. There will also be an annual, shorter implementation support mission to address specific technical needs of project implementation in between the annual SIS missions.

### **Outcome Monitoring and Evaluation**

**Evaluation of Results**

“Evaluation is the systematic and objective assessment of an ongoing or completed project, program, or policy, including its design, implementation, and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact, and sustainability. An evaluation should provide information that is credible and useful; enabling the incorporation of lessons learned into the decision-making process of both recipients and donors.”[[6]](#footnote-6)

The M&E and Planning Specialist supported by other Key Project Staff, will be responsible in creating the terms of reference of the evaluation studies under a Multi-Year Contracting Agreement (MYCA). Evaluation for RAPID Growth Project shall include the following major activities; (i) Baseline Study; (ii) Interim Evaluation; and (iii) Final Evaluation. All three major evaluation activities will be conducted by a Highly Technical Consultant or an Institution which will be commissioned by DTI as a third-party, independent, external evaluator. The Consultants will employ mixed method approaches in order to examine both quantitative and qualitative findings and assess the accomplishments and challenges of the project and to provide conclusions and recommendations.

**Baseline Study**

A baseline study must be undertaken within the first eight months of the Life of Project (LOP) to establish reference points towards achieving intended results (as measured by outputs and outcomes) at various levels. In addition, the baseline study should be able to establish the current situation of households (including but not limited to income level, asset ownership, household size, sources of income, nutritional status, food intake, etc.) engaged in the value chain of selected commodities in terms of access to and utilization of production technologies, production inputs, credit, agriculture support infrastructures (e.g., roads, etc.) information and market, and policy environment. The baseline study will seek to establish how the aforementioned factors impact to poverty situation of the targeted beneficiaries and identify specific strategies for project implementation that will result to improvements of the current situation. The baseline study is also expected to examine with an adequate level of detail the existing value chain situation of the selected commodities and how these enterprises can be scaled up where DTI RAPID Growth Project will focus its interventions.

Key Evaluation Questions for the Baseline Study may include, but not limited to the following:

* *What is the socio-economic status and vulnerability of targeted Project participants?*
* *What are the opportunities and synergies for better results?*
* *What are the problems and constraints that may occur during Project implementation?*
* *What are the reference values of the targeted indicators?*

**Annual Outcome Surveys**

One of the core M&E activities to be conducted under RAPID Growth Project as required by the IFAD Evaluation Policy Framework to IFAD-assisted projects is the conduct of an annual outcome survey (AOS). This is to assess the status of implementation of program and achievements of key outputs and outcome as specified in the Project’s Logical Framework. The result of the AOS is also expected to provide suggestions to improve project’s support in order to reach the targeted outcomes during the project’s implementation.

The main objective of the RAPID Growth AOS is to provide quantitative and qualitative analysis on the project’s progress in implementing activities to achieve key outputs and outcomes. It is also the period where relationships with partners and impacts are being reviewed, as well as problem diagnostics and corrections. Specifically, the AOS will:

1. Determine perceived changes (positive and negative) and measure quantitatively the increase/decrease of farm and MSME level in terms of productivity, partnership building, and access to various value chain services that took place in the course of implementing the project.
2. Evaluate the Project’s targeting efficiency
3. Provide periodic performance information and lessons learned so that corrective actions may be taken, whenever necessary.

**Interim Evaluation (Mid-Term Review)**

A Mid-Term Review (MTR) will be conducted at the end of project year 3 to: (i) assess achievements and efficiency, effectiveness of RAPID management, and continued validity of RAPID design; (ii) identify key lessons learnt and good practices; and (iii) provide recommendations for improved performance. The MTR will also make recommendations on measures needed to secure the sustainability of partnerships and of farmers’ access to services and markets.[[7]](#footnote-7)

Other specific issues to be assessed in the MTR include:

* *Farmers’ improved production and income, with special attention to women farmers and entrepreneurs, young entrepreneurs, and Indigenous Peoples;*
* *Performance of supported enterprises in terms of profitability, growth of balance sheets, job creation, access to financial and non-financial services;*
* *Performance of Negosyo Centers in facilitating enterprises’ access to services and markets;*
* *Identification of best performing business models and opportunities for scaling up;*
* *Performance of financial institutions in delivering project-supported financial instruments, and in expanding access to financial services in the target areas;*
* *Linkages between road infrastructure planning and implementation to private sector led local development;*
* *Performance of project management and of key partners, including DTI, DILG and LGUs;*
* *Role and impact of industry councils and private sector associations at the various levels.*

**Impact surveys**. An interim evaluation and a final evaluation will be commissioned in preparation for the MTR and for Project Completion Review (PCR), respectively, to measure changes at farmer and enterprise level, compared to the baseline study and a control group. The surveys shall construct a panel in order to use time series data.

During months 30 to 34 of the LOP (approximately within six months before the MTR), DTI will work with BDS or a survey firm to assess the progress of RAPID Growth Project performance. The overall purpose of a project-level interim evaluation is primarily to give the implementers—the Project team, partner organizations, including government agencies and business sectors, and collaborating institutions—as well as IFAD and other stakeholders and beneficiaries—an opportunity to:

* *Assess progress in implementation;*
* *Assess the relevance of the interventions;*
* *Provide an early signal of the effectiveness of interventions;*
* *Document lessons learned;*
* *Assess sustainability efforts to date; and*
* *Discuss and recommend mid-course corrections.*

Findings and related recommendations of the interim evaluation will be an important input for the midterm review. Along these contexts, the Project beneficiaries, Project stakeholders, the Government of the Philippines and IFAD—define and agree to any mid-course corrections needed to address weaknesses in the design and maximize impact during the remaining period of implementation.

The scope of the interim evaluation will be an implementation evaluation to assess whether the project is on track toward meeting its goals, objectives and established targets in the corresponding number of provinces. The interim evaluation will focus broadly on assessing performance, including implementation (activity results and targets), design (technical quality and alignment with IFAD and GoP objectives) and management (roles and responsibilities of staff and partners).

Key evaluation questions of the interim evaluation:

Key evaluation questions during the interim evaluation should assess the project’s performance, both at the output and outcome levels. The key evaluation questions may include:

* *How are the Project’s activities and inputs contributing to progress toward achieving targets and outputs?*
* *What are the initial outcomes and results achieved by the Project?*
* *What factors are facilitating Project effectiveness?*
* *What factors are hindering it?*
* *Where can improvements made in the project’s development hypothesis?*
* *How accurate the critical assumptions underpinning the project proven to be valid in practice?*
* *How relevant is the Project to the lives of the intended beneficiaries?*
* *How are project benefits accruing differently to men and women, youth and indigenous peoples?*
* *What are the sustainability mechanisms installed to ensure the continuity of benefits redound to intended beneficiaries?*
* *Evaluation of Impact*

**Final Evaluation Study/Impact Survey**

This survey will be conducted six months before project completion to determine if project objectives have been achieved and to measure changes at farmers and enterprise level, compared to the baseline study. The scope of the survey and implementation modalities will be defined by the Planning/M&E Officer and KM/Communication Officer. The survey will be undertaken by a service provider. Based on the survey’s results, the NPCO will prepare a Project Completion Report to be submitted to DTI and IFAD within three months after project completion of activities.

During months 63 to 66, DTI will work with the service provider to conduct a final outcome/impact survey which will help project funders, implementers, beneficiaries, and other stakeholders understand what anticipated results have been achieved. The purpose of the final evaluation is to help IFAD and GoP assess whether RAPID Growth has achieved its development objectives and desired outcomes successfully and sustainably and how these performances has contributed to achieving its higher-level goal.

The scope of the final outcome survey will be to assess the overall results of the activities, as well as the performance of the implementation of the activities. Some illustrative research questions using impact assessment methodologies will address five key areas and include the following:

* ***Relevance*** *– To what extent did the project interventions meet the needs of the project beneficiaries and are aligned with the Medium-Term Philippine Development Plan (MTPDP) and with IFAD’s COSOP?*
* ***Effectiveness*** *– To what extent did the project achieve its objectives?*
* ***Efficiency*** *– How efficiently did project resources (inputs) lead to the achieved results?*
* ***Impact*** *– What are the medium and long-term effects, both intended and unintended, of the project interventions?*
* ***Sustainability*** *– What is the likelihood that the benefits of the project will endure over time after the project is completion.*

*The Terms of Reference of the Project’s Evaluation Studies/Reviews with other details is attached as* ***Annex 16***

1. Managing for Impact in Rural Development, A Guide For Project M&E, Annex A Glossary of M&E Concepts and Terms. [↑](#footnote-ref-1)
2. International Labour Organization, Gender Equality in the Philippines, 2014 UNDP, 2014. [↑](#footnote-ref-2)
3. Phase 1 covers only the following 4 pilot provinces and clusters: Davao del Norte (Cacao); Bukidnon (Coffee); Agusan del Sur (Calamansi); and, Leyte (Coco coir) [↑](#footnote-ref-3)
4. Household covered for pilot phase; 1 HH per 2 hectares; 50 HH per cooperative; 10 HH per SME; 3 HH per micro enterprise [↑](#footnote-ref-4)
5. Ongoing configuration of the Project’s data capture forms in the project’s MIS as of 315 March 2023. MIS-based Report Generation is targeted to be completed in CY 2023. [↑](#footnote-ref-5)
6. *OECD, 2002.* [↑](#footnote-ref-6)
7. *Section 135 of the RAPID Growth Project Design Completion Report* [↑](#footnote-ref-7)