

Part 6

Program Management (Component 5)



**Administrative
Management**



**Human Resource
Management**



**Finance
Management**



**Procurement
Management**



**Monitoring,
Evaluation,
Learning and
Knowledge
Management**



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Part 1

Administrative Policies and Procedures



A. Working Hours / Timekeeping



1. Timekeeping

a) *Purpose*

- Timekeeping ensures that the time spent by project staff in performing their duties and responsibilities is properly recorded and monitored.

b) *Attendance Recording*

- A biometric machine is used daily to record attendance and work hours.
- All project staff are required to log time in and time out at the start and end of each workday.
- In case of system issues or field assignments, staff should notify their immediate supervisor and submit appropriate documentation (e.g., field attendance, travel order).

c) *Regular Work Schedule*

- The regular workweek consists of at least 40 hours, or 8 hours per day, excluding lunch breaks.
- Work hours are aligned with the organization's core operating hours to allow coordination with partner agencies and institutions.
- A 15-minute break is allowed in the mid-morning and another 15-minute break in the mid-afternoon, in addition to the regular lunch break.



2. Flexible Time

a) Purpose

- The purpose of flexible working hours is to promote work-life balance and enhance productivity while ensuring that project deliverables and service commitments are met.

b) Eligible Personnel

- Except for personnel assigned to frontline services, all project staff—whether at the national, regional, or provincial level—are entitled to observe flexible working hours.

c) Work Hour Provisions

- The following schedule serves as a guide for daily work hours:

Schedule Component	Time
Starting Time	Between 7:30 a.m. and 8:30 a.m.
Core Hours	8:00 a.m. to 5:00 p.m.
Ending Time	Between 4:30 p.m. and 5:30 p.m.

d) Guidelines

- All staff must complete at least eight (8) hours of work per day, excluding lunch breaks.
- Flexibility applies only to starting and ending times; the core hours (8:00 a.m. – 5:00 p.m.) must always be covered to ensure smooth coordination and service continuity.
- Supervisors are responsible for monitoring attendance and ensuring that flexible schedules do not disrupt operations or client transactions.
- Staff assigned to frontline or field operations must follow their prescribed work schedules based on service requirements.



3. Tardiness and Undertime

a) Purpose

- The purpose of the Tardiness and Undertime policy is to promote discipline, accountability, and punctuality among project staff, ensuring efficient operations and adherence to official working hours.

b) Definition

- Project staff shall be considered tardy if they report for work after the allowable 30-minute grace period from the start of the core working hours (8:00 a.m. – 5:00 p.m.).
- This means tardiness begins at 8:31 a.m.
- The 30-minute grace period (7:30 a.m. to 8:30 a.m.) is intended to accommodate flexible work schedules and transportation variations.

c) Guidelines

- Frequent or habitual tardiness may be subject to administrative reminder or disciplinary action, in accordance with existing HR or project personnel policies.
- Supervisors are responsible for monitoring attendance records and ensuring that staff observe punctuality.
- Consistent timeliness contributes to the smooth implementation of project activities and coordination among teams.



3. Tardiness and Undertime

a) Purpose

- To provide clear guidance on the conditions and approval of half-day work to ensure accountability, proper documentation of attendance, and continuity of project operations.



b) Half-Day Work Schedule

- When a half-day work schedule is officially declared, all project staff must report to work:
 - 8:00 AM to 12:00 NN, or 1:00 PM to 5:00 PM, as applicable
 - Flexi-time does not apply during declared half-day workdays.
- In cases of inclement weather or other extraordinary situations, all staff shall leave by 12:00 NN, regardless of their chosen work schedule.

c) Official Presence

- All project staff are expected to be present at their assigned work location during official work hours, unless on approved official business travel.
- Due to the nature of project operations, physical presence in the office or designated site is important for coordination and task implementation.

d) Field Work and Official Travel

- Staff conducting field work or official duties outside the office must secure and declare travel through an approved Official Business Travel Order (OBTO) or travel schedule.
- The Travel Order forms an integral part of payroll documentation and serves as proof of official engagement.

e) Supervisory Responsibilities

- Immediate supervisors and Project/Regional/Provincial Directors must:
- Ensure that staff submit their Official Time records and approved travel documents;
- Review and sign these documents as part of administrative control and verification.

B. Travel Orders and Per Diem



1. Official Travel Authorization

a) Purpose

- To ensure that all official travels are properly authorized, documented, and aligned with project objectives, while maintaining accountability and compliance with government and project policies.

b) General Guideline

- All project-related official travels undertaken by contracted staff must be properly authorized before the trip. Approval procedures differ depending on the staff's assignment level.

c) Levels of Approval

- National Project Coordination Office (NPCO). All official travels of contracted staff shall require prior approval from the designated Project Director.
- Regional Offices. Official travels of contracted staff shall require the recommending approval of the designated regular Division Chief assigned to the project, and prior approval by the Regional Director.
- Provincial Offices. Official travels of contracted staff, duly recommended by their immediate supervisors, shall require recommending approval of the designated regular Division Chief or Provincial Director, and prior approval by the Regional Director.

d) Documentation Requirements

- All official travels must be supported by the appropriate travel documents:
 - Travel Order (TO) – for detailed staff
 - Travel Request (TR) – for contracted staff
- Each TO or TR must be assigned a control or identification number, maintained separately by the national, regional, and provincial offices for tracking and reference.



e) Compliance

- No travel expenses shall be processed or reimbursed without a duly approved and documented TO or TR.
- Supervisors are responsible for ensuring that staff travel is necessary, properly approved, and within project objectives.



2. Travel Outside the Project Area

a) Purpose

- To regulate and document official travels outside the designated project area, ensuring proper authorization, accountability, and alignment with approved project activities and budget provisions.

b) General Guideline

- All Travel Orders (TO) covering official travel outside the staff's geographic project area or assigned territory shall be:
- Endorsed by the respective Regional Director, and
- Approved by the RAPID Project Director prior to departure.

c) Coverage for Detailed Regular Staff

- Travel Orders of all detailed regular staff and/or those involved in project-related travels or activities shall be subject to the provisions of DTI Department Order No. 25-63, Series of 2025.

d) Compliance

- No travel outside the designated geographic area shall be undertaken without the required endorsement and approval.
- Supervisors must ensure that such travels are necessary, properly documented, and aligned with project objectives.



3. Pre- and Post-Travel Requirements for Contracted Staff

a) Purpose

- To ensure proper documentation, accountability, and compliance in all official travels of contracted project staff.

b) General Guideline

- In the conduct of official travels, all contracted project staff must ensure that the following requirements are accomplished and properly documented before and after each travel.

c) Pre-Travel Requirements

- Before travel, the following must be completed and approved:
 - *Travel Order (TO)* – duly recommended by the concerned supervisor and approved by the authorized official (Project/Regional/Provincial Director).
 - *Trip Ticket* – for travels using project vehicles, trip tickets must be approved by the Project, Regional, or Provincial Director, or the designated regular staff/Project Manager.

d) Post-Travel Requirements

- After travel, the following must be submitted:
 - Accomplished Trip Ticket signed by all official passengers and submitted by the driver-mechanic at the end of each travel.
 - Note: No subsequent trip shall be approved unless the previous trip ticket has been submitted.



4. Entitlement to Travel Expenses and Per Diem

a) General Guidelines

All project staff, including detailed or regular staff, are entitled to payment of allowable traveling expenses and per diem in accordance with:

- The provisions of this Project Operations Manual, and
- Existing government accounting and auditing rules and regulations.



b) Cash Advances and Reimbursements

- Cash advances for travel may be granted only to regular staff.
- Contracted staff are not eligible for cash advances.
- For contracted staff, travel expenses shall be reimbursed upon submission of the required supporting documents.

c) Compliance

- All travel claims must be supported by duly approved travel documents and processed following the rules and procedures set by the Commission on Audit (COA) and other applicable government issuances.



5. Travel Beyond 50 -Kilometer Radius from the Permanent Official Station

a) Purpose


- To provide clear guidelines on the entitlement and coverage of transportation and miscellaneous expenses incurred by project personnel during official travel beyond a 50-kilometer radius from their permanent official station.

b) Scope

- This policy applies to all project personnel—regular, detailed, and contracted—who are authorized to travel locally for official duties outside a 50-kilometer radius from their designated official station.

c) General Guidelines

- **Entitlement to Expenses.** Official local travel to destinations beyond a 50-kilometer radius from the permanent official station shall entitle the concerned personnel to Transportation Expenses and Miscellaneous Expenses, subject to existing government accounting and auditing rules and regulations.

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- **Coverage of Allowable Expenses.** The allowable transportation and reasonable miscellaneous expenses (e.g., terminal fees, parking fees, road tolls, etc.) shall include the following travel segments:
 - From the office or residence to the point of embarkation, and vice versa;
 - From the point of embarkation to the point of disembarkation at the place of destination, and vice versa; and
 - From the point of disembarkation to the office or place of assignment in the field, and vice versa.

These expenses shall be in addition to the Daily Travel Expenses (DTE) authorized for the trip.

- **Use of Official Vehicles.** Personnel shall not be entitled to transportation expenses for the whole or any portion of the trip where a project vehicle was used.
- **Use of Private Vehicles.** When a private vehicle is utilized for official travel, no reimbursement of fuel or gasoline costs shall be allowed. However, the concerned staff may claim the equivalent cost of the customary mode of transportation for the authorized route.



6. Travel within the 50-kilometer Radius from the Permanent Official Station

a) Purpose

- To define the entitlements and conditions governing official travel of project staff within a 50-kilometer radius from their permanent official station, ensuring compliance with existing government travel policies and accounting rules.

b) Scope

- This policy applies to project personnel—regular, detailed, and contracted—who are authorized to undertake official travel within a 50-kilometer radius from their permanent official station.



c) General Guidelines

- **Entitlement to Expenses.** Project staff who travel daily between their permanent official station and place of assignment shall be entitled to the following:
 - Actual transportation fare at prevailing rates of authorized modes of transport from the permanent official station to the place of assignment and back; and
 - Meal allowance not exceeding thirty percent (30%) of the authorized meal component of the Daily Travel Expense (DTE).
- **Documentary Requirement.** Presentation of transportation tickets or any equivalent proof of actual travel shall be required for reimbursement purposes.
- **Conditions for Authorization.** In accordance with Section 6(a) of Executive Order No. 77, s. 2019, official local travel within a 50-kilometer radius from the permanent official station may be authorized only when the purpose of the travel cannot be effectively accomplished without leaving the station.
- **Compliance.** All reimbursements shall be subject to existing accounting and auditing rules and regulations governing official travel.

7. Daily Travel Expenses (DTE)

a) Purpose

- To establish the allowable rates and conditions for the payment of Daily Travel Expenses (DTE) of project staff and detailed/regular personnel undertaking official travel, in accordance with government accounting and auditing rules.



b) General Guidelines

- All project staff—whether contracted, detailed, or regular regardless of rank and position —shall be entitled to Daily Travel Expenses (DTE) to cover the cost of meals, lodging, and incidental expenses incurred during official travel.

c) Coverage

- The maximum allowable DTE rates, regardless of rank or position, shall be as follows based on the table below:

Destination	Maximum DTE
National Capital Region (DTI Central Offices, IFAD Country Office)	P2,200.00
Region VIII (Leyte, Southern Leyte and Northern Samar)	P1,500.00
Region IX (Zamboanga City, Zamboanga del Norte, Sur and Sibugay)	P1,500.00
Region X (Cagayan de Oro City, Bukidnon, Lanao del Norte, and Misamis Oriental)	P1,800.00
Region XI (Davao City, Compostela Valley (Davao de Oro), Davao Oriental, Davao del Sur and Davao del Norte)	P1,800.00
Region XII and BARMM (South Cotabato, North Cotabato, Sarangani, Sultan Kudarat and Maguindanao)	P1,500.00
Caraga Region (Agusan del Norte, Agusan del Sur, and Surigao del Sur)	P1,500.00

d) Conditions

- DTE claims must be supported by approved Travel Orders and Itinerary of Travel.
- Payment of DTE shall be on a reimbursement basis, except for detailed regular staff with approved cash advances.
- No DTE shall be granted for days spent on personal leave or non-official activities during travel.
- DTE claims are subject to verification and must comply with existing COA and DBM rules





8. Apportioned Travel Expenses

a) Purpose

- To provide clear guidance on how Daily Travel Expenses (DTE) shall be apportioned for official travel beyond the 50-kilometer radius from the permanent official station, ensuring fair and consistent application of allowable expense claims.

b) General Guidelines

- For travels beyond the 50-kilometer radius, the allowable Daily Travel Expense (DTE) shall be computed and reimbursed based on the duration and nature of travel, as outlined in Table below.

Particulars	Percentage	To Cover
Day of arrival at the point of destination (regardless of time) and succeeding day/s thereof on official business	100%	Hotel / lodging (50%) Meals (30%) and incidental expenses (20%)
Day of departure for permanent official station (regardless of time) if other than the date of arrival	50%	Meals (30%) and incidental expenses (20%)

d) Notes

- The apportionment applies to both project and detailed/regular staff authorized for official travel.
- Claims must be supported by an approved Travel Order (TO) and Itinerary of Travel (IT).
- All reimbursements shall comply with COA Circular 2017-001, Executive Order No. 77, s. 2019, and other applicable accounting and auditing rules and regulations.



9. Mode of Transportation and Type of Accommodation

a) Purpose

- To ensure that the selection of transportation and accommodation for official travel is economical, practical, and consistent with government and project guidelines.

b) Guidelines on Type of Transportation

- As a general rule, project staff shall use ordinary public conveyance or customary modes of transportation, which include but are not limited to:
 - Public Utility Bus (PUB)
 - Public Utility Jeepney (PUJ)
 - UV Express
 - Transport Network Vehicle Service (TNVS)
 - Metered Taxi
 - Barge or Ferry
 - Economy Class for Plane, Boat, or Ship
 - Tricycle
 - Motorcycle (Habal-habal)
 - Light Rail Transit (LRT) / Metro Rail Transit (MRT)
- The use of chartered trips, special hires of public utilities, rental vehicles, water vessels, or other extraordinary means of transportation shall be strictly discouraged, except when justified by prevailing circumstances such as:
 - Transporting large amounts of cash, bulky equipment, or important documents;
 - Traveling under inclement weather conditions;
 - Accompanying dignitaries, high-level government officials, or donor representatives; or
 - When time constraints or safety considerations necessitate such arrangements.
- In all cases, the justification must be clearly stated in the Travel Order and properly supported by documentation.



c) Accommodation Guidelines Purpose

- Project staff shall avail of modest and reasonably priced accommodations consistent with the authorized Daily Travel Expense (DTE) rates.
- Reimbursement for lodging shall be based on actual expenses supported by official receipts and subject to approval by the Project Director or authorized signatory.

d) Additional Provision

- Participants attending conventions, trainings, or seminars cannot claim transportation expenses between the hotel or lodging house and the venue during the duration of the activity.
- Such incidental expenses are already covered by the DTE allowance.




10. Payment and Reimbursement Policies

a) Purpose

- To establish clear guidelines for the payment and reimbursement of traveling expenses, transportation fares, vehicle fuel, and per diems of contracted and regular staff, ensuring accountability and compliance with project and government financial regulations.

b) General Guidelines

- All payments and reimbursements related to official travel shall observe the following provisions:
- **Per Diem Ceiling.** Reimbursement of per diem for all staff, including driver-mechanics, shall not exceed the ceiling amount approved by the Project per calendar month, regardless of the total number of travel days undertaken.

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- **Transportation Expenses.** Actual transportation fares using authorized public conveyance (e.g., PUB, PUJ, UV Express, Metered Taxi, Barge, Economy Class for Plane, Boat, Ship, LRT, MRT) shall be reimbursed based on actual cost, supported by tickets, receipts, or Reimbursement Expense Receipts (RERs). These transportation expenses are not included in the approved per diem ceiling.
 - **Official Vehicle Use.** Actual expenses incurred during official travel using project or official vehicles—such as fuel, toll fees, and minor repairs—shall be reimbursed separately and are not included in the per diem ceiling.
 - **Additional Travels.** The ceiling for per diem claims does not restrict additional travels within the same month when required by project operations (e.g., multiple trips by drivers or field staff).
 - **Exceptions to Per Diem Ceiling.** Exceptions to the per diem ceiling for travels outside the designated project area may be allowed on a case-to-case basis, subject to justification and prior approval by the Project Director, Regional Director, or Provincial Director.
 - **Timeliness of Claims.** Claims for per diem and travel reimbursements shall be filed immediately after the end of each month to ensure timely processing and liquidation of travel expenses.

c) Compliance

- All claims and reimbursements shall adhere to the provisions of Executive Order No. 77, s. 2019, COA Circular 2017-001, and other applicable accounting and auditing rules and regulations.



11. Official Foreign Travel for Detailed Regular Project Staff (With Approved SO)

a) Purpose

- To provide guidance on the authorization and reimbursement of expenses for official foreign travel of detailed regular staff under the Project, ensuring compliance with applicable government rules and regulations.

b) General Policy

- All official foreign travels of detailed regular staff assigned to the Project shall be subject to prior approval through a duly issued Special Order (SO) and other required clearances in accordance with existing government and project policies.

c) Coverage of Expenses

- Expenses related to approved foreign travel—including hotel or lodging accommodations, meals, and incidental expenses—shall be covered under the Daily Subsistence Allowance (DSA) rates as prescribed in Executive Order No. 77, s. 2019, “Prescribing Rules and Regulations and Rates of Expenses and Allowances for Official Local and Foreign Travels of Government Personnel.” (Refer to Annex E-7 for applicable DSA rates.)

d) Compliance Requirements

- All foreign travels must be officially authorized and supported by a valid Travel Order and Special Order (SO).
- Liquidation and reimbursement shall follow existing COA accounting and auditing rules and project financial procedures.
- Any advance payment or DSA claim must be supported by the approved itinerary, proof of attendance or completion, and official travel report upon return.



12. Representation Allowance

a) Purpose

- To provide guidance on the granting of representation allowance to authorized project officials in recognition of their official functions and representational responsibilities.

b) General Guidelines

- The Project Director, Regional Directors, and Provincial Directors shall be entitled to a Representation Allowance commensurate to the scope and nature of their official duties, particularly those involving coordination, supervision, and engagement with partner agencies, stakeholders, and donor representatives.
- If such provision is not explicitly covered under existing DTI guidelines, the Project may extend a representation allowance based on established norms and subject to the following conditions:
 - The amount of allowance shall be determined by the DTI Regional Operations Group (ROG) and approved by the DTI Secretary.
 - The approved representation allowance shall be included in the Annual Work and Financial Plan (AWPB) and charged to the Government of the Philippines (GoP) counterpart funds.
 - All payments shall comply with DTI financial management procedures and COA accounting and auditing rules.

c) Accountability

- Recipients of the representation allowance are expected to exercise prudence and transparency in its use, ensuring that expenditures are directly related to official project functions and aligned with approved budgets and financial guidelines.

C. Health and Safety Policies



1. General Policy on Occupational Health and Safety

a) Purpose

- To ensure that all Project staff work in a healthy, gender-sensitive, and safe environment, in compliance with national laws, DTI policies, and occupational safety standards.

b) Policy Statement

- The Project, through DTI, commits to maintaining a safe and health-conscious workplace and field environment. Both management and staff share responsibility for preventing accidents, promoting wellness, and ensuring that all activities are carried out with due care for health and safety.

c) Key Guidelines

Planning and Risk Prevention.

- Identify and address health and safety risks in all project and field activities.
- Integrate safety measures and precautions into work plans, budgets, and logistics.
- Ensure proper maintenance and safe operation of vehicles and equipment.

Emergency Preparedness

- Keep functional first aid kits and fire extinguishers in all offices and project vehicles.
- Conduct regular checks, inventory updates, and safety drills.
- Train at least one staff member per office or vehicle in basic first aid.



Staff Responsibility

- Follow safety protocols and report any hazard, near-miss, or accident immediately.
- Practice personal responsibility and gender sensitivity in maintaining a safe environment.

d) Accountability and Monitoring

- Responsible Parties: DTI, PMO, Regional/Provincial Offices, and all Project Staff.
- Monitoring Indicators: Availability and functionality of safety equipment, frequency of drills and trainings, and number of reported incidents with corrective actions taken.

e) Alignment

- This policy aligns with Republic Act No. 11058 (Occupational Safety and Health Standards Law) and World Bank ESS2 (Labor and Working Conditions), promoting a safe, inclusive, and responsive work environment for all Project personnel.



2. Office Safety Guideline

a) Purpose

- To maintain safe, orderly, and disaster-ready Project offices that protect staff, equipment, and records.

b) Policy Statement

- The Project, through DTI, ensures that office design and daily operations promote safety, comfort, and preparedness. All staff are expected to observe safety measures and actively contribute to maintaining a hazard-free workplace.



c) Key Guidelines

- Plan and maintain office layouts that allow safe movement and easy access to emergency exits.
- Mark and keep emergency exits unobstructed; place fire extinguishers in accessible areas and orient all staff on their use.
- Keep offices organized to prevent accidents (e.g., tripping over wires, falling objects, or electrical hazards).
- Report immediately any unsafe condition or accident to the office-in-charge or safety focal person.
- Adopt DTI's Disaster Preparedness and Management Manual and conduct regular fire and earthquake drills for all staff.

d) Accountability and Monitoring

- Responsible Parties: DTI, PMO, and all staff.
- Indicators: Functionality of emergency equipment, visibility of exits, frequency of safety drills, and number of reported incidents with actions taken.



3. Travel Safety and Field Work Guidelines


a) Purpose

- To ensure the safety and security of Project staff during fieldwork through proper coordination, risk awareness, and respectful engagement with local communities.

b) Policy Statement

- Before any field travel, Project staff must gather and assess information on the peace and order situation of their destination. The Team Leader shall coordinate with concerned authorities such as LGUs, the PNP, and the Armed Forces, and follow their safety advisories and travel protocols.



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- While in the field, staff safety greatly depends on cooperation with local communities. Project personnel are expected to build trust by being honest, courteous, and respectful toward community members. Respectful and sincere engagement fosters mutual care and enhances both the security and effectiveness of Project operations.

c) Key Guidelines

- Secure updated peace and order information prior to travel.
- Coordinate field movement with local authorities and comply with their precautionary advice.
- Maintain proper conduct, humility, and transparency when engaging with community members.
- Immediately report any safety concern or unusual situation to the Team Leader or designated focal person.

D. Project Transportation Policies



1. General Guidelines

a) Purpose

- To ensure safe, efficient, and accountable transportation support for Project staff and beneficiaries, particularly in remote and hard-to-reach areas.

b) Vehicle Provision

- The Project shall procure durable, heavy-duty vehicles capable of reaching remote and interior beneficiary communities, especially those with rough roads or limited access to public transportation.



c) Vehicle Assignment and Monitoring

- Each driver-mechanic shall be assigned a vehicle whenever possible and shall be regularly monitored on proper maintenance, care, and handling of the assigned unit.

d) Conduct and Attire

- All driver-mechanics must wear proper attire during official trips. Driving under the influence of alcohol, illegal drugs, or while carrying firearms is strictly prohibited and shall be grounds for **immediate termination**.

e) Health and Emergency Protocols

- Drivers who are unwell must refrain from driving and immediately report their condition to their supervisor. If a licensed passenger is available, they may drive the vehicle with prior phone approval from the Project, Regional, or Provincial Director.
- After travel, the driver-mechanic shall submit a written report on any medical or emergency incident, signed by the immediate supervisor and the alternate driver, with a medical certificate if available.


f) Performance Evaluation

- After every official trip, the driver-mechanic's performance shall be evaluated by the official passengers through the Driver's Post-Travel Evaluation Report.



2. Driver Responsibilities and Code of Conduct

a) Purpose

- To promote safe, lawful, and responsible operation of all Project vehicles, ensuring the safety of staff, passengers, and the public while maintaining the integrity of Project assets.
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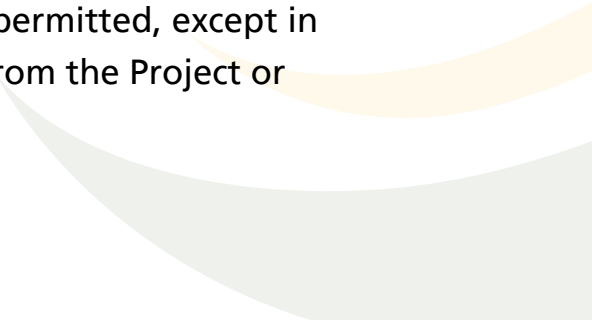
b) Licensing and Documentation

- Drivers shall hold and carry a valid Professional Driver's License at all times.
- Any changes to driving privileges, such as license suspension or restriction, must be immediately reported to the immediate supervisor.
- All driving-related expenses (fuel, tolls, parking, etc.) must be properly documented and submitted as required.

c) Vehicle Safety and Operation

- Ensure that all occupants wear seat belts or appropriate restraints before operating the vehicle.
- Obey all traffic laws and exercise courtesy toward other road users at all times.
- Apply safe driving principles, practices, and techniques during all trips.
- Monitor fuel level, tire pressure, and vehicle fluids before and after each travel.
- Report immediately any defect, damage, or mechanical issue to the supervisor.
- Always lock the vehicle when left unattended.
- Bring the vehicle to scheduled maintenance at accredited service shops.

d) Prohibitions and Restrictions

- Driving under the influence of alcohol, illegal drugs, or medication that impairs driving ability is strictly prohibited.
 - Do not drive when fatigued or unwell.
 - Do not operate the vehicle at unsafe speeds or in a manner inappropriate for road and weather conditions.
 - Smoking in Project vehicles is strictly prohibited.
 - Project vehicles shall not be leased, sold, lent, or used for personal purposes.
 - Use of mobile phones or texting while driving is not allowed.
 - Unauthorized drivers or passengers are not permitted, except in legitimate emergencies and with approval from the Project or Regional Director.
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3. Use of Project Vehicles and Identification

a) Purpose

- To ensure that all Project vehicles are used exclusively for authorized Project activities and properly identified as assets financed by the International Fund for Agricultural Development (IFAD).

b) Authorized Use

- Vehicles procured under the Project shall be used solely for Project-related activities, in accordance with Section 7.08 of the IFAD General Conditions for Agricultural Development Financing.
- The operation, assignment, and maintenance of these vehicles shall follow the provisions set out in the Project Transportation Policy and Guidelines.

c) Identification and Visibility

- All Project vehicles shall, to the fullest extent practicable, display the official name and insignia of both the IFAD and the RAPID Growth Project, indicating their financing source.
- Any publications, reports, or communications by Loan or Project Parties concerning Project implementation shall duly acknowledge IFAD's contribution to the Project.



4. Authorized Drivers

a) Purpose

- To ensure that only qualified and officially designated personnel operate Project vehicles safely and responsibly.

b) Authorized Use

- Authorized drivers-mechanics are Project-hired personnel who have undergone and successfully passed the official selection and evaluation process.
- Drivers assigned to national and regional offices shall be under the supervision of the NPCO and RCU Administrative Staff, respectively.
- Drivers assigned to provincial offices shall be under the supervision of the Provincial Project Administrative Staff.



5. Authorized Alternate Drivers

a) Purpose

- To provide continuity in vehicle operations during emergencies or when the regular driver-mechanic is unavailable.

b) Designated Alternate Drivers

- All designated alternate drivers must:
 - Hold a valid Professional Driver's License;
 - Undergo assessment of driving skills, safety awareness, and behavior; and
 - Receive formal approval from the Project, Regional, or Provincial Director.
 - An Office Order signed by the respective Director shall officially designate each authorized alternate driver from among Project staff.



6. Authorized Passengers

a) Purpose

- To ensure that only approved personnel travel in Project vehicles for official Project purposes.

b) Authorized Passengers

- Approval of official passengers shall rest with:
- The Project or Regional Director, or their authorized designate, for passengers from national and regional offices; and
- The Provincial Director or Coordinator, or their authorized designate, for passengers from provincial offices.



7. Trip Procedures

a) Purpose

- To ensure orderly, transparent, and accountable scheduling, utilization, and documentation of all Project vehicle operations.

b) Vehicle Scheduling

- A **monthly vehicle schedule** of travel shall be prepared based on duly accomplished **Vehicle Request Forms/Transportation Request Forms** or other written requests specifying the duration, destination, purpose, and passengers.
- Final confirmation of vehicle requests shall be submitted **one week before actual travel** to allow completion of travel requirements by the authorized driver-mechanic.
- Approved travel schedules shall be submitted to the **National, Regional, or Provincial Administrative Staff** for review and final approval.

c) Cash Advance for Vehicle Operation

- Each driver-mechanic must have ₱5,000.00 cash on hand for fuel and minor repairs (e.g., vulcanizing, emergency brake repair, oil or lubricants, and underchassis issues).
- The driver-mechanic shall request the amount from the Petty Cash Custodian, endorsed by the Project Admin and Finance Staff, and approved by the Project/Regional/Provincial Director.
- Liquidation with official receipts must be completed after every trip.
- This cash advance shall not be used for daily travel allowances.

d) Vehicle Sharing and Priority Usage

- When multiple requests for vehicles occur simultaneously, priority usage or vehicle sharing may be implemented based on:
 - Urgency : Priority shall be given to requests that cannot be delayed.
 - Load Requirement – When public transport is available, requests involving heavy baggage or cargo shall take precedence.
 - Nature and purpose of travel – Priority shall be based on the activity's contribution to project implementation.



e) Trip Authorization and Control

- All official travel must have a duly approved Trip Ticket (in triplicate), indicating the trip number, dates, driver, passengers, and destination.
- Unauthorized use or travel beyond the approved route shall be subject to appropriate sanctions.
- Any trip extension due to unforeseen field requirements must be communicated in advance to the approving officer.
- If prior communication is not possible, approval must be secured immediately after completion of travel from the Project/Regional/Provincial Director or their designate.

f) Vehicle Logbook and Monitoring

- Each Project vehicle shall maintain a Vehicle Logbook to record all trips, including fuel, oil, repairs, and maintenance costs.
- The logbook shall be regularly reviewed by the assigned administrative staff.

g) Key Turnover and Vehicle Custody

- Upon completion of each trip — particularly during weekends, holidays, or after official hours — vehicle keys must be surrendered to the designated Administrative Staff or guard on duty at the official station.

h) Policy Reference

- The use of all Project vehicles at the national, regional, and provincial levels shall strictly adhere to the Project Transportation Policies and Guidelines as stipulated in this Project Implementation Manual (PIM).





8. Trip Tickets Outside the Geographic Region

a) Purpose

- To ensure that all inter-regional travels using Project vehicles are properly authorized and documented.

b) Guidelines

- The use of Project vehicles outside the region shall be covered by a Trip Ticket duly endorsed by the Regional and Provincial Directors (or their authorized delegates) and approved by the Project Director or his/her designate. Such approval shall be based on the duly approved vehicle request or reservation.



9. Fuel, Oil and Related Services

a) Purpose

- To ensure proper control, accountability, and documentation of fuel and maintenance expenses for Project vehicles.

b) Guidelines

- All fuel, oil, and related services shall be obtained only from authorized service providers through the use of an official Vehicle Gas Slip. The Gas Slip must be approved by the National, Regional, or Provincial Administrative Staff, or by the duly authorized Project staff.



10. Maintenance and Repairs

a) Purpose

- To maintain vehicle safety, reliability, and compliance with Fund regulations through regular inspection and proper maintenance practices



b) Guidelines

- The driver-mechanic, in coordination with the immediate supervisor, shall conduct daily vehicle inspections prior to travel, checking the following:
 - Oil and lubricants
 - Water levels
 - Signal lights and headlights
 - Brakes and tires
 - Tools, fire extinguisher, and emergency first aid kit
- Regular service check-ups of all Project vehicles shall be conducted in accordance with the vehicle service manual and relevant Fund safety and security regulations.
- A designated motor pool area shall be established near the National Project Coordinating Office (NPCO), and in the regional and provincial offices, for the conduct of vehicle repairs and maintenance.
- Costs incurred for emergency repairs shall follow the Project's standard procurement procedures.

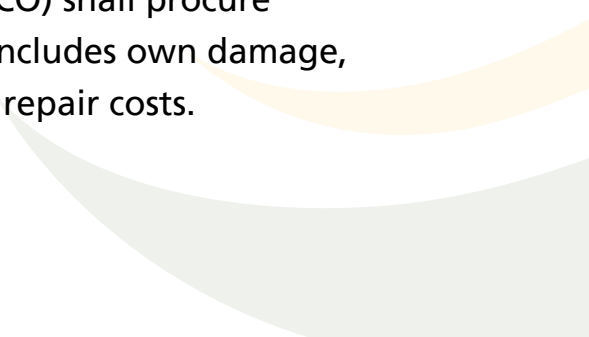


11. Insurance

a) Purpose

- To ensure protection against financial loss or liability arising from accidents, damages, or other unforeseen events involving Project vehicles and assets.

b) Policy/Procedure

- All Project vehicles and assets shall be duly insured in accordance with applicable laws and Fund regulations. The National Project Coordination Office (NPCO) shall procure comprehensive insurance coverage that includes own damage, third-party liability, and accident-related repair costs.
- 



c) Responsibility

- The National, Regional, and Provincial Administrative Staff shall ensure that:
 - All vehicles and assets are enrolled in the approved insurance policy.
 - Insurance premiums are paid promptly and kept up to date.
 - Copies of insurance policies and proof of payment are properly filed and accessible for audit or verification purposes.

d) Additional Guidance

- In case of accidents or loss, the responsible driver or concerned staff must immediately report the incident to their supervisor and the insurance provider, following standard reporting and documentation procedures.



12. Vehicle Checklist

a) Purpose

- To ensure that all Project vehicles are properly equipped and documented prior to field or long-distance travel, thereby promoting safety, readiness, and compliance with operational requirements.

b) Policy/Procedure

- All Project vehicles shall carry the prescribed equipment and documents at all times, especially during field travel.
- The driver-mechanic, in coordination with the immediate supervisor, shall be responsible for verifying the completeness and functionality of the items listed below before each trip.





c) Required Equipment

- Fire extinguisher (hydrogen peroxide type or equivalent)
- First aid kit
- Flashlight and spare batteries
- Spare tire and basic tools
- Early Warning Device and flares (when available)
- Battery jumper cables
- Fuel jerry can (for long journeys or evacuation)
- Potable water (for long journeys or evacuation)
- Equipment for extrication from mud or sand (e.g., shovel, 10–20m x 5mm cable or tow strap)

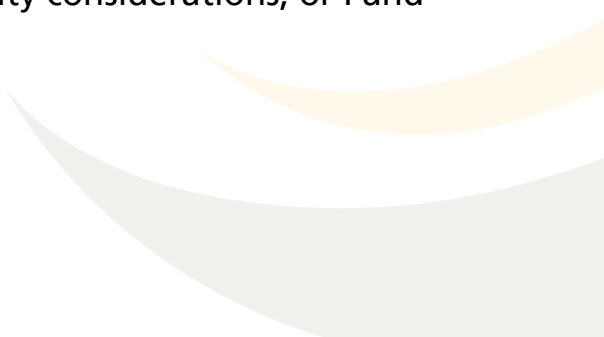
d) Required Documents

- Approved itinerary and travel authorization, if applicable
- Vehicle logbook
- Vehicle documents (copies of importation papers, LTO registration, taxes, insurance)
- Maps indicating key routes, mine roads, checkpoints, and evacuation paths

e) Responsibility

- *Driver-mechanics shall:*
 - Conduct a pre-trip inspection and checklist verification before departure.
 - Report any missing, damaged, or expired items to the Administrative Staff for replacement or replenishment.
- *Supervisors and Administrative Staff shall:*
 - Ensure availability and proper maintenance of all listed items.
 - Keep master copies of vehicle documents for reference and audit.

f) Additional Guidance

- The checklist should be reviewed and updated periodically to reflect changing operational environments, security considerations, or Fund requirements.
- 



13. Parking/Garage

a) Purpose

- To ensure that all Project vehicles are properly parked, secured, and maintained before and after official travels, thereby safeguarding Project assets and ensuring roadworthiness and accountability.

b) Policy/Procedure

- Project vehicles must always be parked in secure, management-designated areas within official office premises.
- During field visits or project-related travels outside the official station, vehicles must be parked only in secure areas as identified in the Transportation Policies and Guidelines (Annex/Transportation Guidelines).
- Drivers are not allowed to bring Project vehicles home or park them overnight at personal residences.
- Before leaving the parking area or garage, the driver-mechanic shall inspect and ensure that the following parts and components are in good working order:
 - Service brakes
 - Steering mechanism
 - Tires/Wheels
 - Windshield wipers/washers
 - Coupling devices (if applicable)
 - Parking brake
 - Lights/reflector devices
 - Horn
 - Rear-vision mirrors
- Any defects or malfunctions shall be reported immediately to the immediate supervisor to determine if the vehicle is safe to operate.



c) Post-Trip Procedure

- Upon return from field duty and before weekend break, the driver-mechanic shall:
 - Properly park the vehicle in the designated space at the official office station;
 - Ensure the vehicle is clean and refueled to full tank; and
 - Endorse the vehicle keys to the guard on duty or authorized custodian.

d) Responsibility

- Driver-Mechanics shall conduct daily inspection and maintain vehicle cleanliness, safety, and completeness of documentation.
- Administrative Staff and Supervisors shall ensure compliance with parking and inspection policies and verify that reports on vehicle condition are properly logged.

e) Additional Guidance

- Periodic inspection and surprise checks may be conducted by Administrative Staff to ensure compliance with safety standards and Fund regulations.



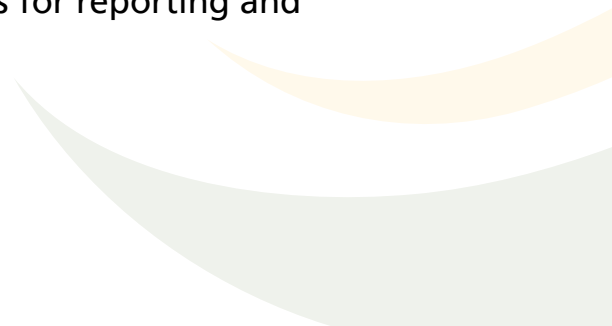
14. Accident Procedures


a) Purpose

- To ensure the safety of all Project personnel during vehicular accidents and establish a clear procedure for immediate response, documentation, and coordination with authorities and insurance providers.

b) Policy/Procedures

- In the event of an accident, the driver-mechanic must immediately contact the immediate supervisor, who shall in turn notify the Project/Regional/Provincial Director and the insurance provider.
- Follow all legal and insurance requirements for reporting and documentation.




- 
- Drivers and staff must not guarantee payment, make settlements, or admit responsibility without explicit authorization from management.
 - Report the incident to the local police as required by law and secure a police report for submission to the Project Administrative Unit.

c) In Case of Road Crash

- Stop and assist: Evacuate casualties to the nearest medical facility if safe and without causing greater harm. Inform the office as soon as possible.
- Avoid mob risk: If there is a threat from a crowd, proceed directly to the nearest police station and report the incident. Return to the site only with a police escort.
- Do not admit fault or make any statements accepting responsibility.
- Ensure medical attention for any injured person(s).
- Document the scene: Take photos of the crash site, damage to Project vehicle, and license plates of other vehicles involved.
- File an accident report: Request a copy of the police report and prepare an internal written incident report immediately after the incident.
- Vehicle impoundment: If the vehicle is impounded, secure all doors and windows, remove official documents, engage the multi-lock if installed, and keep the keys in safe custody.

d) Responsibility

- Driver-Mechanics are responsible for ensuring immediate reporting, first response, and documentation.
 - Immediate Supervisors shall coordinate with the insurance provider and management for proper handling and reporting.
 - Administrative Staff shall assist in the preparation of official reports, claims processing, and coordination with authorities.
- 



e) Additional Guidance

- All Project personnel must be familiar with these procedures and keep a printed copy of the Accident Response Checklist in each vehicle. Regular orientation and simulation may be conducted to reinforce emergency preparedness.



15. Road Travel Security in Insecure Environments

a) Purpose:

- To ensure the safety and security of Project staff and assets during road travel, especially in remote or high-risk areas.

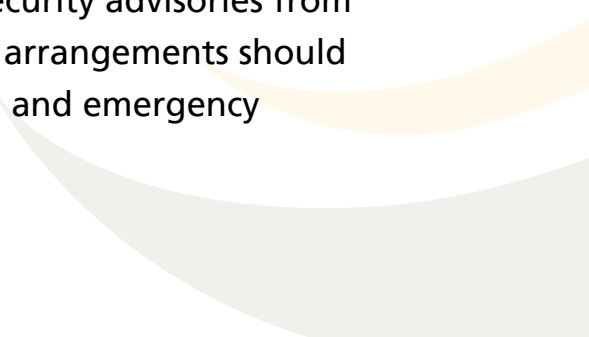
b) Policy/Procedure:

- Coordinate with local authorities regarding Project movements before departure.
- Gather up-to-date information on road conditions, security, and peace-and-order situations prior to travel.
- Notify the Office Base of the itinerary, including destination, passengers, and expected arrival times (tracking system).
- Limit travel in tense or high-risk areas whenever possible.
- Ensure the vehicle is always attended by the driver and, if required, security personnel.
- Prohibit night travel beyond 6 PM outside main towns.
- For remote locations or tense operating environments, use a minimum of two vehicles in convoy whenever possible.

c) Responsibility

- Driver-Mechanics and Project Staff must comply with the security requirements and maintain communication with the Office Base.
- Supervisors shall approve travel in high-risk areas and ensure adherence to security protocols.

d) Additional Guidance

- Travel schedules may be adjusted based on security advisories from local authorities, LGUs, or the police. Convoy arrangements should consider fuel stops, communication methods, and emergency contingencies.
- 



16. Evacuation

a) Purpose

- To ensure the safe and orderly evacuation of Project staff, beneficiaries, and assets during emergencies or disasters.

b) Policy/Procedure:

- Vehicles shall always be on standby for evacuation purposes during emergencies.
- Each vehicle must carry a complete evacuation kit, including first aid, water, and other essential supplies.
- Evacuation travel plans should be reviewed and reassessed regularly to account for changing conditions.
- Drive at safe speeds during evacuation to minimize risks.
- Verify the presence of all personnel listed in the itinerary before departure to ensure no one is left behind.

c) Responsibility

- Driver-Mechanics shall ensure vehicles are ready and equipped for evacuation at all times.
- Supervisors and Project Staff shall verify personnel, coordinate routes, and maintain communication with the Office Base during evacuation.

d) Additional Guidance

- Evacuation plans should be integrated with local disaster response protocols and regularly practiced through drills to ensure preparedness.



17. Convoy

a) Purpose

- To ensure safe, organized, and secure movement of Project vehicles during convoy travel, particularly in remote or high-risk areas.

b) Policy/Procedure

- Assign a Project vehicle at the beginning and end of the convoy.
- Establish the itinerary before departure, estimate travel duration using maps, plan alternative routes, and brief all drivers.
- Inspect all vehicles to ensure they are in good working condition before departure.
- Carry sufficient fuel for the entire journey plus an additional 25%.
- Identify all vehicles with Project flags and emblems.
- Maintain knowledge of what each vehicle is transporting.
- Ensure all convoy members carry required documents.
- Establish communication at least between the first and last vehicle.
- Keep headlights on during convoy travel.
- Maintain distances: minimum 30 meters, maximum 100 meters between vehicles.
- Vehicles should never be separated; maintain visual contact throughout the convoy.
- Remove Project identification from rented vehicles upon completion of the trip.

c) Responsibility

- Driver-Mechanics are responsible for following convoy protocols and maintaining vehicle integrity.
- Supervisors or convoy coordinators shall ensure compliance with convoy planning, communication, and safety standards.

d) Additional Guidance

- Convoy procedures should be rehearsed periodically and adapted according to road, weather, and security conditions.



18. Checkpoints

a) Purpose

- To ensure the safety of Project staff, passengers, and vehicles while passing through checkpoints, minimizing risks and maintaining proper conduct.

b) Policy/Procedure

- Ensure that the location of checkpoints is known to passengers and the Office Base; mark them on maps.
- Reduce speed to a minimum when approaching checkpoints.
- At night, turn off headlights for the final approach and turn on interior lights to allow full visibility of passengers.
- Stop when ordered or at a barrier if no verbal instruction is given.
- Stay calm and polite at all times.
- Only one representative from the vehicle or group should communicate with authorities.
- Refuse politely to give money or bribes.
- Do not object to baggage checks or security inspections.
- When traveling in a convoy, inform the checkpoint of the number of vehicles behind you.

c) Responsibility

- Driver-Mechanics are responsible for safe approach, compliance with checkpoint procedures, and communication with authorities.
- Passengers must remain calm, follow instructions, and cooperate fully.
- Supervisors shall ensure staff are briefed on checkpoint protocols before field travel.

d) Additional Guidance

- Checkpoint procedures should be reviewed periodically and incorporated into pre-travel orientation for all Project staff and authorized passengers.

E. Correspondence and Communication



1. Authorization and Signatory Policy

a) Purpose

- To establish clear authority and responsibility for signing Project documents, ensuring accountability, compliance, and smooth flow of operations.

b) Policy/Procedure

- The Project Director is the authorized signatory for all documents of a policy nature.
- The Project Manager may sign documents related to day-to-day Project operations.
- Only designated regular staff officers are authorized to approve financial documents and related transactions to maintain proper controls.
- For all documents involving funds exceeding thresholds authorized by DTI, signatures must include the Project Director, Regional Directors, or Provincial Directors, as applicable.
- Refer to the Financial Management and Procurement sections of the PIM for detailed thresholds and procedures.

c) Responsibility

- Project Director: Overall authorization for policy-level documents.
- Project Manager: Operational document authorization within assigned limits.
- Designated Staff Officers: Approval of financial documents within delegated authority.
- Regional and Provincial Directors: Approval of documents involving higher-level fund thresholds.

d) Additional Guidance

- Staff must ensure that all signed documents comply with DTI regulations and the Project's internal control procedures before execution.



2. Incoming Communications Management

a) Purpose

- To ensure timely, accurate, and accountable handling, tracking, dissemination, and filing of incoming communications within the Project.

b) Policy/Procedure

Receiving of Incoming Communications

- Incoming communications include both external (from clients, agencies, or other organizations) and internal (between DTI units, NPCOs, RCUs, PCUs) communications.
- Communications shall be received by designated Receiving Personnel, authorized by the Project Director (Project D), Regional Director (RD), or Provincial Director (PD).
- Each communication shall be marked "RECEIVED" using an appropriate rubber stamp, with initials of the Receiving Personnel and the date/time of receipt.

Forwarding Communications to RD/PD/Project Director

- Incoming communications shall be forwarded to the appropriate PD, RD, or Project D.
- The PD, RD, or Project D shall indicate instructions, notes, or remarks in the Communications Tracking Slip (CTS) or Routing Slip (RS), including the division/unit/staff to whom the communication shall be routed.
- Both the communication and CTS/RS shall be filed by the concerned staff.

Logging of Instructions Prior to Dissemination

- The Receiving Personnel shall log the following in the logbook or electronic system:
 - o Instructions/notes/remarks from the PD, RD, or Project D
 - o The concerned division/unit/staff to whom the communication will be routed.



Disseminating Communications

- To ensure accountability, the division/unit head or staff receiving the communication shall affix their initials/signature and date/time received in the logbook or electronic record.

Communications Tracking Slip / Routing Slip (CTS/RS)

- The CTS/RS remains with the division/unit head or staff until the required instruction or note/remark is completed.
- Actions taken shall be documented on the slip, along with the responsible person's signature, before filing.

Filing of CTS/RS and Incoming Communications

- The concerned division/unit head or staff shall file all CTS/RSs for immediate reference.
- The logbook or Excel file shall include:
 - Logbook Reference Number (Year-Month-Series, e.g., 2019-01-001)
 - Date/Time Received
 - Type of Communication (External or Internal)
 - Origin/Sender (company/office/agency/individual)
 - Addressee/To/For (company/office/agency/individual)
 - Date indicated in the communication
 - Subject
 - Instructions/Notes/Remarks
 - Initials/Signature of division/unit head or staff
 - Date/Time received by the division/unit head or staff
- The Receiving Personnel shall ensure that the logbook or Excel file is updated and properly filed.



c) Responsibility

- Receiving Personnel: Receive, stamp, log, and file communications; maintain Excel/logbook records.
- PD/RD/Project D: Provide instructions, notes, or remarks on CTS/RS.
- Division/Unit Heads or Staff: Acknowledge receipt, follow instructions, document actions, and file communications.

d) Additional Guidance

- Regular review of the logbook/Excel file is recommended to ensure accountability and traceability of communications.
- All communications must be handled confidentially and securely, following Project data protection and administrative policies.



3. Outgoing Correspondence Management

a) Purpose


- To ensure that all outgoing communications from the Project are consistent, traceable, properly documented, and addressed to the appropriate authorities.

b) Policy/Procedure

Standard Format

- All outgoing correspondence must follow a standard format, including:
 - Proper formatting of letters and memoranda
 - Use of approved computer programs
 - Assignment of a file reference number for easy retrieval





Logging Outgoing Communications

- An Excel file or logbook shall be maintained for all letters and memoranda, including the following information:
 - Logbook Reference Number (Unit-Year-Month-Series, e.g., NPCO-2019-01-001)
 - Subject
 - Type of document (letter or memorandum)
 - Date of the document
 - Addressee/To/For (name of company/office/agency/individual)
 - Actions taken (e.g., delivered via email, post, courier)
 - Date/Time of delivery
 - Initials/Signature of the designated Releasing Personnel
- The Releasing Personnel, duly designated by the PD, RD, or Project Director, shall update and file the logbook/Excel file.

Addressing Correspondence

- For provincial or municipal officials, correspondence shall be addressed to the Provincial Governor or Municipal Mayor, with special attention to the head of the specific office.
- For NGAs and other offices, correspondence shall be addressed to the head of the agency, with special attention to the concerned unit/division.

Reference Number and Approval

- All outgoing correspondence shall bear a corresponding reference number, registered by the PD/RD/Project D secretary, with a copy provided to the Project Manager before dispatch.
- When signing authority is delegated, the file copy must be reviewed and initialed by the PD/RD/Project D prior to filing and circulation.



c) Responsibility

- Releasing Personnel: Prepare, log, and file outgoing communications.
- PD/RD/Project D: Review, approve, and authorize outgoing correspondence.
- Project Manager: Maintain a copy of dispatched communications for reference.

d) Additional Guidance

- Consistent use of reference numbers and logbooks ensures traceability, accountability, and proper archiving of all outgoing communications.
- Outgoing correspondence should be professional, accurate, and adhere to Project policies.




4. Release and Delivery of Outgoing Communications

a) Purpose

- To ensure that all outgoing communications are formally released, properly tracked, and reliably delivered to intended recipients, maintaining accountability and traceability.

b) Policy/Procedure

- Outgoing communications shall be released by the designated Releasing Personnel, marked "RELEASED" using the appropriate rubber stamp, with the initials of the Releasing Personnel and date/time of release.
 - Correspondence is normally delivered through postal services, but alternative delivery methods (e.g., internet, mobile phones, radio) may be used, provided it ensures receipt by the intended recipients. Costs for such delivery shall be reimbursed from Project funds.
 - The standard format for all outgoing correspondence is detailed in the annexes.
- 



c) Responsibility

- Releasing Personnel: Ensure proper marking, logging, and delivery of correspondence.
- Project Components/Units: Ensure the correspondence reaches the intended recipient and coordinate reimbursement if alternative delivery methods are used.

d) Additional Guidance

- Use of alternative delivery methods should prioritize reliability and security of the communication.
- All released correspondence should be logged in the Excel file or logbook as per Section 21.




5. Internal Correspondence

a). Purpose

- To ensure that all internal communications within the Project are properly prepared, logged, tracked, and approved, maintaining accountability and clarity in inter-office exchanges.

b) Policy/Procedure


- Internal correspondence is determined by the "From" and "To" headings on the document.
- For inter-office memoranda:
 - Prepare the memorandum (one copy) using the standard memorandum form.
 - The memorandum is logged by the administrative assistant/secretary of the originating unit, including reference number and initials of sender/encoder.
 - The memorandum is then sent to the administrative assistant/secretary of the receiving unit for recording and filing.

- 
- All communications to government agencies, banks, and financial institutions must be signed by the Project Director (PD), Regional Director (RD), or Project D, or their duly authorized representatives in their absence, particularly for matters of Project policy.
 - Provincial Coordination Offices may approve or sign correspondence related to Project activities involving PLGUs, MLGUs, barangays, farmers, and POs.
 - Copies of such correspondence must be maintained in the files.
 - All matters concerning policy-level decisions remain under the authority of the Project Director.

c) Responsibility

- Administrative Assistants/Secretaries: Prepare, log, route, and file internal correspondence.
- PD/RD/Project D: Approve and sign communications related to policy and external agencies.
- Provincial Coordination Offices: Approve correspondence related to operational/project activities in their jurisdiction.

d) Additional Guidance

- All internal correspondence should follow the standard memorandum format for consistency.
 - Proper logging and filing ensure traceability, accountability, and efficient retrieval of documents.
- 



6. Official Electronic/Email Addresses

a) Purpose

- To ensure proper management, timely monitoring, and secure handling of emails for effective communication and record-keeping within the Project.

b) Policy/Procedure

- An email address identifies an email box to which messages are delivered; the email box serves as the official destination for electronic mail.
- The Records Officer and designated staff shall monitor, download, and update emails regularly to ensure timely handling of information.
- Relevant emails shall be endorsed to the concerned staff for action or filing.
- Email boxes are maintained as follows:
 - National Project Coordination Office (NPCO): under the care of personnel designated by the Project Director
 - Regional Coordination Unit (RCU): under the care of the Records Officer for emails addressed to Provincial Coordination Units (PCUs) and other destinations

c) Responsibility

- Records Officer / Designated Personnel: Monitor email boxes, download emails, and ensure timely dissemination to concerned staff.
- Concerned Staff: Take appropriate action on emails and maintain records as necessary.



d) Additional Guidance

- All emails should be handled securely and professionally, in accordance with Project confidentiality policies.
- Regular monitoring ensures that no important communication is overlooked and that records are properly maintained.




7. Telephone

a) Purpose

- To ensure proper, accountable, and efficient use of Project telephones and fax machines for official communication while allowing controlled use in emergencies.

b) Policy/Procedure

- Project telephones and fax machines are intended primarily for Project use.
 - Telephones/faxes shall be strategically located, maintained, and monitored by assigned administrative staff.
 - Non-local calls must be logged in the telephone register, including:
 - Date
 - Name and signature of the caller
 - Recipient of the call
 - Number dialed
 - Purpose of the call
 - Indication if the call is official or private
 - Private calls are permitted only in emergencies, provided that:
 - They do not interfere with official use
 - They are properly logged and marked as private
 - They are promptly settled when the bill is received
 - Abuse of telephones/faxes (e.g., unauthorized private calls) will result in disallowance of private use. Abuse by one person affects all users.
 - Administrative staff shall check itemized telephone/fax bills monthly against the register.
- 



c) Telephone Etiquette:

- Anyone answering the telephone must observe proper telephone manners at all times.
- The intended recipient should be called immediately.
- If the recipient is unavailable, the caller should be invited to leave a message, which must be properly relayed by the person answering the call.

d) Responsibility

- Administrative Staff: Monitor, maintain, and reconcile telephone/fax use; ensure proper logging and billing compliance.
- All Staff: Follow proper usage, logging, and telephone etiquette rules.

e) Additional Guidance

- Proper use of fax machines can save time and money when used appropriately.
- The system relies on honesty and accountability of all users to function effectively.



8. Internet Usage

a) Purpose

- To provide guidance on the proper and responsible use of the internet as a source of information and communication for Project activities.

b) Policy/Procedure

- The Project shall adopt the use of the internet as a source of information and a medium of communication.
- Internet access and use shall be strictly for Project concerns and official purposes only.





c) Responsibility

- All Project Staff: Ensure that internet use is limited to Project-related activities and information retrieval.
- Administrative/IT Personnel: Monitor internet usage to ensure compliance with Project policies.

d) Additional Guidance

- Use of the internet should be efficient, secure, and professional.
- Personal use of the internet during official hours should be avoided unless explicitly authorized in emergency situations.

F. Records Control



1. General Policies on Records Management

a) Purpose

- To ensure that all Project records, whether hard copy or digital, are properly managed, controlled, and maintained for effective administration, compliance, and reference.

b) Policy/Procedure

- Records may exist in hard copy or digital/electronic format.
- From all records, quality records shall be identified, selected, and filed appropriately.
 - Quality records are those that serve as evidence or reference for the performance of the Project's mandate and compliance with existing laws, rules, and regulations.
- Digitization of records shall be carried out regularly as part of Project implementation to:
 - Prevent accumulation of unorganized records
 - Facilitate easier storage, retrieval, and eventual disposal upon Project completion





c) Responsibility

- Records Officers / Administrative Staff: Ensure quality records are properly filed, maintained, and digitized in a timely manner.
- All Project Staff: Submit records promptly and follow the proper filing procedures.

d) Additional Guidance

- Digitization should be consistent with security and backup protocols to prevent loss of important records.
- Proper records management improves efficiency, accountability, and compliance across all Project activities

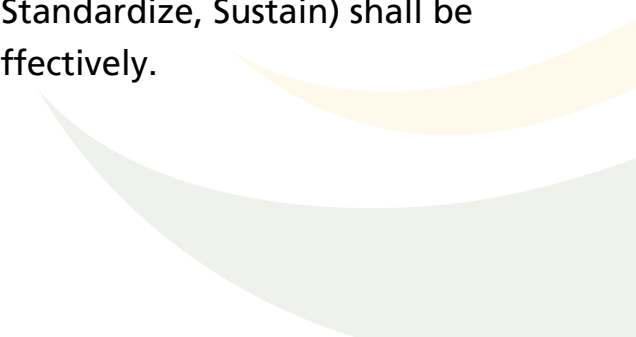


2 Identification, Listing, and Organization of Quality Records

a) Purpose

- To ensure that quality records are properly identified, listed, and organized for easy access, retrieval, and maintenance.

b) Policy/Procedure

- Identification of Quality Records
 - Quality records are selected from general records collections and serve as evidence or reference in the performance of the Project's mandate and compliance with laws, rules, and regulations.
 - Preparation of Individual Master List of Records (IMR)
 - Each employee shall prepare an Individual Master List of Records (IMR).
 - The IMR shall be reviewed and approved by the designated Project personnel.
 - Organizing Quality Records
 - Current files shall be stored in cabinets near the employee's workspace for easy access.
 - Access, retrieval, and disposition of records is the responsibility of each staff member.
 - 5S standards (Sort, Set in order, Shine, Standardize, Sustain) shall be used as a tool for organizing records effectively.
- 



c) Responsibility

- Employees: Identify, list, and organize quality records according to IMR and 5S standards.
- Designated Project Personnel: Review and approve IMRs to ensure completeness and accuracy.

d) Additional Guidance

- Proper organization of records improves efficiency, accountability, and compliance.
- Staff should routinely check and maintain the organization of their quality records to prevent loss or misplacement.



3. Records Disposal


a) Purpose

- To provide a clear framework for the proper disposal of Project records that are no longer of value, ensuring compliance with national regulations and proper recordkeeping standards.

b) Policy/Procedure

- The Project shall determine the disposal of valueless records in accordance with:
 - DTI Memorandum No. 16-57 – “Approval of DTI Records Disposition Schedule (RDS)”
 - National Archives of the Philippines (NAP) General Circular No. 1, dated January 20, 2009
 - General Records Disposition Schedule (GRDS) for all Government Agencies, Series of 2009 (see Annex E-8)
- Disposal of records shall follow the approved records disposition schedule to ensure proper compliance and accountability.

c) Responsibility

- Records Officer / Designated Personnel: Identify valueless records, coordinate disposal according to the schedule, and maintain documentation of the disposal process.
 - All Staff: Ensure records are classified correctly to facilitate proper disposal when no longer needed.
- 



d) Additional Guidance

- Disposal must be conducted in a secure and verifiable manner, ensuring that confidential information is properly destroyed.
- Records scheduled for retention should never be disposed of prematurely.



4. Recording/Inventory of Assets and Stock

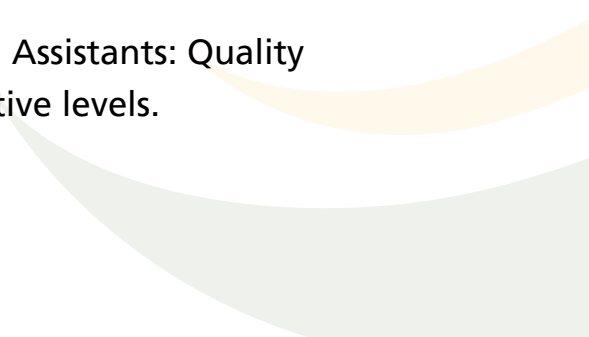
a) Purpose

- To ensure proper recording, monitoring, maintenance, and disposal of Project assets and stocks in accordance with national guidelines and good management practices.

b) Policy/Procedure

- **Recording of Assets and Stocks**
 - All assets and stocks shall be recorded immediately upon delivery and formal acceptance by the Project detailed regular staff.
 - Annual inventory shall be conducted in accordance with DTI Guidelines for Inventory Stock (see Annex E-9 for template).
- **Quality Control and Monitoring**
 - Assets and stocks shall be organized in a master list upon procurement or delivery.
 - An index/stock card shall be maintained for each item to monitor usage and movement.
 - A maintenance plan shall be implemented to include regular inventory, checkups, and repairs for project machines and equipment.

c) Responsibility:

- NPCO Finance and Admin: Quality control and monitoring at the national level.
 - Regional/Provincial Finance and Admin Assistants: Quality control and monitoring at their respective levels.
- 



d) Disposal of Assets and Stocks

- Final inventory and disposition of assets and stocks shall be part of the Project exit strategy.
- Disposal shall follow guidelines contained in Commission on Audit Circular No. 89-296, dated January 27, 1989.

e) Additional Guidance

- Proper recording and monitoring of assets ensures accountability, maintenance of value, and compliance with government auditing requirements.
- Disposal should be documented and verifiable, ensuring transparency and compliance with regulatory guidelines.



Part 2



Human Resource Management and Administration Policies and Procedures

A. Organizational Structure and Staff Complement



1. Project Steering Committee (PSC)

a) Purpose

The Project Steering Committee (PSC) provides strategic guidance, oversight, and policy alignment for the RAPID Project, ensuring effective coordination and integration within national trade and industry priorities.

As the lead executing agency, the Department of Trade and Industry (DTI) bears overall responsibility for RAPID coordination and oversight, with governance and management embedded into DTI's organizational structure.

Reference: ([RAPID Organizational Structure](#))

b) Composition

The PSC membership is drawn from key stakeholders to ensure effective oversight while maintaining a manageable size (maximum 20 participants):



Government Oversight and Line Departments

- Government agencies involved in rural and agri-industrial development, including:
- NEDA, MinDA, DBM, DA, PCA, DAR, DILG, NCIP

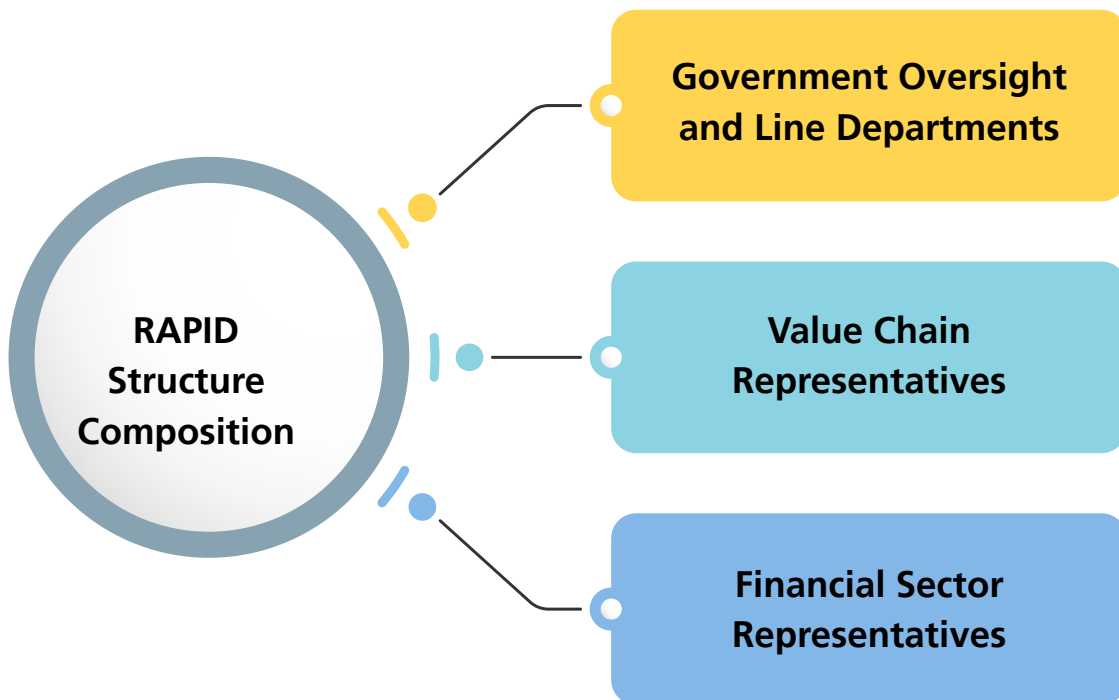
Value Chain Representatives

- At least two representatives, preferably members of the industry councils for:
- Cacao, Coffee, Coconut, Processed Fruits and Nuts
- National Farmer Organizations

Financial Sector Representatives

- Key financial institutions, including:
- Rural Bankers' Association, Small Business Corporation, Land Bank of the Philippines, NATCCO, FSSI, Development Bank of the Philippines

Reference: Department Order No. 24-182





c) Key Responsibilities


The PSC is responsible for:

- a) Providing overall guidance and oversight to align RAPID programming with national sector priorities.
- b) Serving as a platform for sharing good practices among stakeholders.
- c) Channeling policy issues to the appropriate policymaking bodies.
- d) Resolving implementation issues that cannot be settled by implementing agencies/partners.
- e) Approving key project instruments, including:
 - *Annual Work and Procurement Budgets (AWPBs)*
 - *Annual Procurement Plans (APPs)*
 - *Annual progress and financial reports*

Reference: Department Order No. 24-182

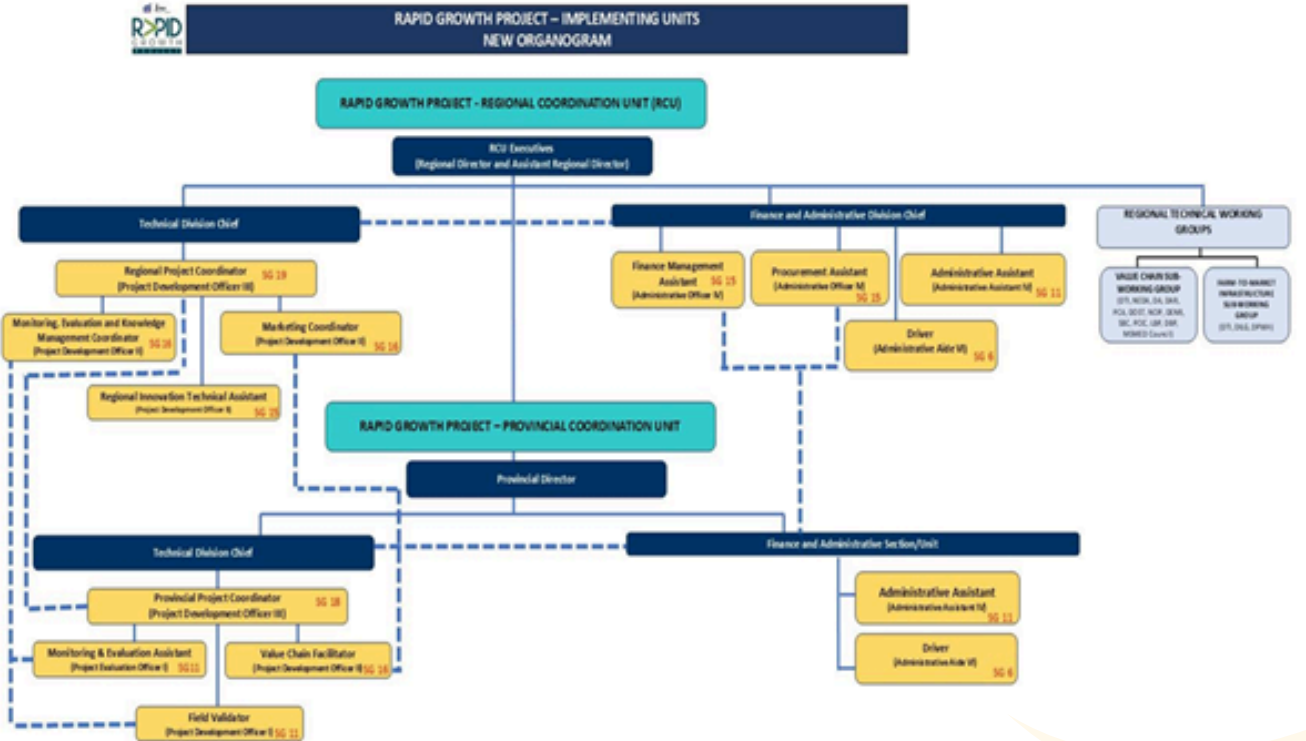
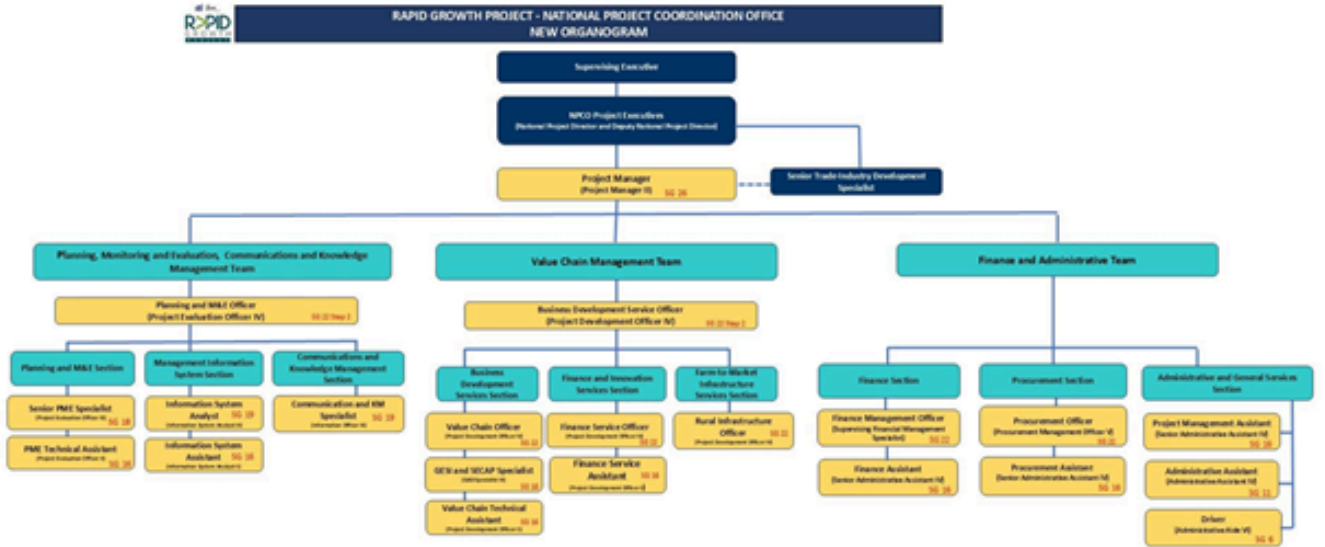
d) Expected Outcomes

Through its governance and oversight, the PSC ensures that the RAPID Growth Project achieves:

- Strong alignment of project activities with national policies and priorities.
 - Improved coordination among government, industry, and financial stakeholders.
 - Transparent approval and monitoring of project plans and reports.
- 

ANNEX 1:

ORGANOGRAM OF RAPID COORDINATION AND IMPLEMENTATION UNITS





2. DTI – Head Office (HO)

a) Purpose

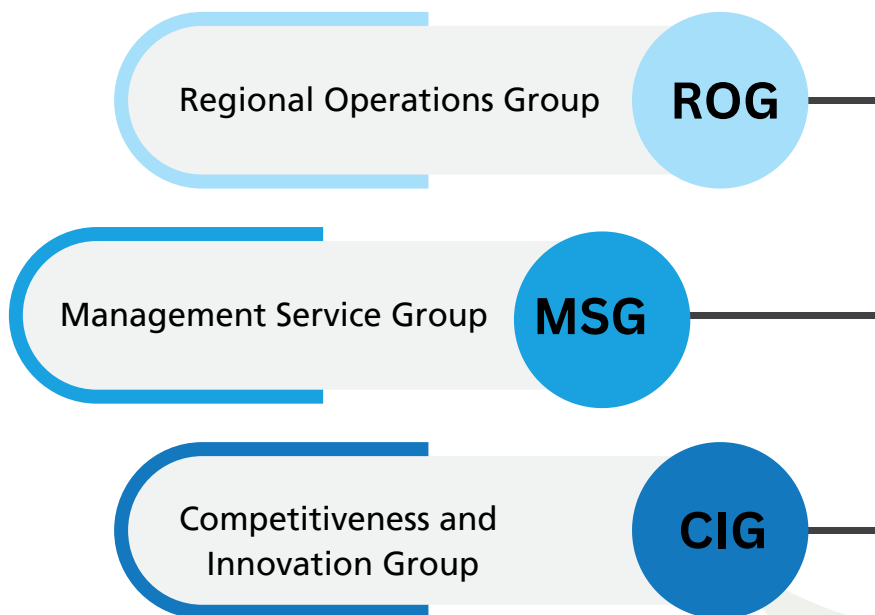
The DTI Head Office (HO) acts as the Project Management Support Group for the RAPID Growth Project, providing administrative, financial, technical, and operational support to ensure effective project implementation and alignment with national priorities.

b) Composition

The DTI Head Office is composed of the following groups:

- **Regional Operations Group (ROG)**
- **Management Service Group (MSG)**
 - *Resource Generation and Management Service (RGMS)*
 - *Finance Service (FS)*
 - *Human Resource and Administrative Service (HRAS) – Procurement Division*
- **Competitiveness and Innovation Group (CIG)**

Reference: Department Order No. 24-182





c) Key Responsibilities

a) Regional Operations Group (ROG)

- Provides operational oversight and coordination with regional implementing units.

b) Management Service Group (MSG)

- Finance Service (FS): Oversees the financial management of the RAPID Project, including budgeting, accounting, and financial reporting, to ensure accountability and compliance with government and donor regulations.
- Human Resource and Administrative Service – Procurement Division (HRAS): Manages the procurement of goods, services, and related administrative processes to ensure timely and compliant delivery of project resources.
- Resource Generation and Management Service (RGMS): Assists project implementing units to:
 - Coordinate with implementing and support bureaus, offices, services, and attached agencies to ensure smooth execution of the project and complement ongoing foreign-assisted initiatives.
 - Monitor and evaluate the project and its subprojects.
 - Recommend for approval by the Supervising Undersecretary key documents involving RAPID Project implementation, budget, and policies.
 - Serve as DTI's contact point with IFAD, NEDA, DBM, and other oversight agencies.
 - Address issues and concerns arising from project implementation.
- Competitiveness and Innovation Group (CIG)
 - Contributes to the overall goal of the Project as outlined in the Project Logical Framework, particularly in achieving Outcome 2: increasing the capacity of MSMEs, Farmer Organizations (FOs), and farmers to manage their enterprises and produce and market quality, innovative products.
 - DTI CIG reference: Joint MC No. 21-01



d) Project Staffing

The Supervising Undersecretary and Bureau Directors are supported by the following project staff:

- DTI Regional Operations Group (ROG)
 - 1 Project Assistant (Project Development Officer II)
- DTI Finance Service (FS)
 - 1 Project Assistant (Project Development Officer II)
- DTI Resource Generation and Management Service (RGMS)
 - 1 Project Assistant (Project Development Officer III)
 - 1 Computer Operator III (Computer Operator IV)
 - 1 Administrative Aide VI
 - 1 Driver (Administrative Aide VI)
- DTI Competitiveness and Innovation Group (CIG)
 - 1 National Innovation Coordinator (Project Development Officer III)

e) Key Responsibilities of Project Staff

Project Position / COA Index of Occupations and Positions (IOS) Position	Office	Status	General Responsibilities
01 Project Assistant (Project Development Officer II)	ROG	Contractual	<ul style="list-style-type: none"> • Reports to and assists the Supervising Undersecretary, NPCO, ROG and RGMS for any general and administrative functions as assigned by the project director, RGMS director and ROG USEC. • Supports coordinating and managing the project, focusing on technical assistance and stakeholder communication. Assists ensure that activities are executed as planned and deliverables are submitted on time while maintaining strong relationships with all involved parties.
02 Project Assistant (Project Development Officer II)	FS	Contractual	<ul style="list-style-type: none"> • Reports to and assists the Finance Director for any financial reports needed by IFAD. • Oversees financial management services for the RAPID Growth project, coordinating with regional offices and partners on budget management, disbursements, and financial reporting. Consolidates and prepares key financial documents, ensure the validity of financial claims, manage financial transactions, and assist in financial reviews and audits.
03 Project Assistant (Project Development Officer III)	RGMS	Contractual	<ul style="list-style-type: none"> • Provides technical support on the strategic implementation and coordination of the RAPID Growth Project's Development Cooperation Framework, and ensures alignment with national and international development goals while managing project execution, monitoring, and stakeholder engagement. • Provides technical expertise, oversees financial management, and documents key processes to support effective project outcomes and continuous improvement.



Project Position / COA Index of Occupations and Positions (IOS) Position	Office	Status	General Responsibilities
04 Computer Operator III (Computer Operator IV)	RGMS	Contractual	<ul style="list-style-type: none">Provides IT support for coordinating and preparing materials for RAPID Growth Project activities, manage IT asset inventory, and handle financial documentation.Assists with procurement, travel arrangements, record-keeping, and presentation preparation, while ensuring compliance with QMS documentation standards and contributing to the Quality Manual and Procedure Manuals.
05 Administrative Aide VI (Administrative Aide VI)	RGMS		<ul style="list-style-type: none">Provides general clerical and administrative support on supply and property management, and transportation, messengerial services and logistical needs of the office.
06 Driver	RGMS	Contractual	<ul style="list-style-type: none">Provides transportation services for staff and officials, ensuring safe and timely delivery of personnel and materials.
07 National Innovation Coordinator (Project Development Officer III)	CIG	Contractual	<ul style="list-style-type: none">Leads the strategic coordination of activities at the DTI National Office and collaborates with regional teams to implement the project's innovation component.Ensures that project goals are met, monitor progress on regional financial plans, address operational concerns, and maintain strong relationships with stakeholders, including government, academe, and industry partners, while also coordinating with Regional Inclusive Innovation Centers (RIICs) on innovation initiatives.



3. National Project Coordination Office (NCPO)

a) Purpose

The National Project Coordination Office (NPCO) supports the implementation of the RAPID Growth Project at the national level. It is embedded within the DTI organizational structure under the direction of the DTI Regional Operations Group (ROG), ensuring alignment and coordination across all project components. Refer to (RAPID Organizational Structure)



b) Key Responsibilities

The NPCO will be responsible for:

- Provide overall guidance on project implementation to ensure that all project implementation partners develop activities along a common, coherent approach in line with the Project Design Report;
- Oversee operations, linkage with other implementing partners (BDS, FSPs, etc.), finance and procurement at the national level, and provide implementation support to RCUs including for supporting the organization of industry councils and private-sector associations;
- Liaise with DTI offices, IFAD, MSMED Council, Industry councils and private-sector associations, and government agencies;
- Provide financial and administrative management of project resources in coordination with the FS and in line with the Loan Agreement and IFAD rules. This will also include:
 - *The management of project accounts and their timely replenishment; withdrawal applications, and,*
 - *The organization of annual and final independent audits of all project accounts as per IFAD Loan Agreement*
- Facilitate planning of project activities and the preparation of consolidated AWPB, building on a participatory process involving RCUs and PCUs, as well as value chain stakeholders benefitting from project support;
- Contract and procure project-related services and supplies not undertaken by RCUs in accordance with IFAD Loan Agreement, IFAD rules and applicable government laws, rules and regulations. This will also include:
 - *The preparation/consolidation of Annual Procurement Plans (APPs) and*
 - *The monitoring of the implementation service providers' contracts*
- Provide overall monitoring and evaluation (M&E), and knowledge management (KM) functions including supervision and review missions, documentation of business models, and reporting of project's physical and financial progress;
- Provide secretariat support to the PSC in close coordination and guidance of the Resource Generation and Management Service (RGMS); and,
- Promote inclusive approaches and mainstreaming of targeting and gender requirements in all of the project activities.

c) Leadership and Staffing:

- The NPCO will be supervised by the Supervising Undersecretary, headed by a National Project Director (NPD), and assisted by a Deputy National Project Director (DNPD).
- Both shall be designated by DTI Management from among senior officials (at least Director level), and will be supported by a team comprising:
 - 1 Organic DTI Staff – Senior Trade-Industry Development Specialist (STIDS)
 - 1 Project Manager (Project Manager II)
 - 1 Planning / M&E Officer (Project Evaluation Officer IV)
 - 1 Senior Planning and M&E Specialist (Project Evaluation Officer III)
 - 1 PME Technical Assistant (Project Evaluation Officer II)
 - 1 Information System Analyst (Information System Analyst III)
 - 1 Information System Assistant (Information system Analyst II)
 - 1 Communication/KM Specialist (Information Officer III)
 - 1 Value Chain Officer (Project Development Officer IV)
 - 1 GESI and SECAP Specialist (GAD Specialist III)
 - 1 Business Development Service Officer (Project Development Officer IV)
 - 1 Value Chain Technical Assistant (Project Development Officer II)
 - 1 Finance Service Officer (Project Development Officer IV)
 - 1 Finance Service Assistant (Project Development Officer II)
 - 1 Rural Infrastructure Officer (Engineer IV)
 - 1 Finance Management Officer (Supervising Financial Management Specialist)
 - 1 Procurement Officer (Procurement Management Officer V)
 - 1 Finance Assistant (Senior Administrative Assistant IV)
 - 1 Procurement Assistant (Senior Administrative Assistant IV)
 - 1 Project Management Assistant (Senior Administrative Assistant IV)
 - 1 Administrative Assistant (Administrative Assistant IV)
 - 3 Drivers (Administrative Aide VI)
- Hiring of key national-level project staff will be assisted by DTI's Human Resource Merit Promotion and Selection Board (HRMPSB), the NPCO Selection Committee (NSC), chaired by Deputy National Project Director and appointed by the National Project Director in coordination with the host Region's Finance and Administrative Division (FAD).

References

- *Staff Salary Matrix*
- *Organizational Structure*

d) Roles and Relationships

- The NPCO will assist DTI in executing RAPID implementation responsibilities and will be fully accountable for project performance and fund utilization. It will liaise with IFAD and government oversight agencies, act as the secretariat of the Project Steering Committee (PSC), and coordinate closely with the National MSMED Council, national industry councils, private sector associations in the target value chains, and other national implementation partners.
- Additionally, the NPCO will have authority to approve sub-projects beyond the mandate of Regional Coordination Units (RCUs).
- Below are the composition and key responsibilities of the NCPO staff:

Key Staff: Project Position / COA Index of Occupations and Positions (IOS) Position	Status	General Responsibilities
01 Supervising Undersecretary	Regular	<ul style="list-style-type: none"> • Designated as the supervising executive that shall oversee the overall implementation of the project, represent the project in the NEDA ODA Portfolio Review, the Investment Coordination Council, and other oversight bodies and development partners including IFAD, and • Serve as the signing authority for the release of funds for subcomponents such as Matching Grants and Farm-to-Market Infrastructure (FMI), as well as for fund releases or downloading to the implementing units and/or attached agencies in relation to the implementation of the project. • Refer to Department Order No. 24-182
02 National Project Director	Regular	<ul style="list-style-type: none"> • Full signing authority and other responsibilities delegated by the DTI Central office for decisions beyond the authority of the Regional Directors in the RCUs. He/she shall provide overall guidance to the project and oversee its operations, including financial and administrative management of project resources. • Refer to Department Order No. 24-57 S. 2024
03 Deputy National Project Director	Regular	<ul style="list-style-type: none"> • Shall assist and provide support to the National Project Director, he/she shall assist and provide support to the National Project Director in executing the duties and responsibilities for the operations, including financial and administrative management of project resources. • He/She shall serve as the OIC of the RAPID-NPCO when NPD is on leave or on official travel, oversee and approve petty cash transactions, administrative, and general services related official documents, representation to meetings, authority to sign checks for NPCO. • Refer to Department Order No. 24-57 S. 2024 and Memorandum Order No. 24-2046



Key Staff: Project Position / COA Index of Occupations and Positions (IOS) Position	Status	General Responsibilities
04 Organic Staff – Senior Trade-Industry Development Specialist (STIDS)	Regular	<ul style="list-style-type: none"> • He/She shall be under the supervision of the Deputy National Project Director as indicated in the RAPID-NPCO Organogram and shall undertake the duties and responsibilities of Petty Cash Custodian, Property Officer, and Supply Officer. • He/She shall be responsible for approving transportation request documents, signing certifications related to the official use or nature of NPCO-procured goods and services, requesting cash advances, and reviewing the terms of reference for services to be procured. • Refer to DTI 11 Office Order No. 43F
05 Project Manager (Project Manager II)	Contractual	<ul style="list-style-type: none"> • Responsible for the day-to-day administration, coordination, and supervision of the project. • He/she will assist the Project Director oversee that the project will achieve its targeted outputs as planned and its development objectives and goal within the project life cycle. • Refer to Position Description Form (PDF): Project Manager (Project Manager II)
06 Planning / M&E Officer (Project Evaluation Officer IV)	Contractual	<ul style="list-style-type: none"> • Shall be designated as the team leader for the Planning, Monitoring & Evaluation Unit. Responsible for the designing of the planning process and instruments, M&E plan and reporting systems and the execution of the planning/M&E at all levels. • He/she will assist the regional M&E/KM coordinators. • Refer to Position Description Form (PDF)
07 Senior Planning and M&E Specialist (Project Evaluation Officer III)	Contractual	<ul style="list-style-type: none"> • Shall assist the Planning, Monitoring and Evaluation Officer (PMEO) and work closely with other PMEU team members to ensure effective and efficient operationalization of the Project’s Result-based Monitoring and Evaluation (M&E) System. • Shall also closely coordinate with the NPCO team members and other project implementing units to achieve the deliverables/ targets set for the project-wide planning, monitoring, and evaluation activities. • Refer to Position Description Form (PDF)
08 PME Technical Assistant (Project Evaluation Officer II)	Contractual	<ul style="list-style-type: none"> • Shall assist the Planning, Monitoring, and Evaluation Officer (PMEO), Senior Planning and M&E Specialist (SPMES) and work closely with other M&E Unit team members to ensure effective and efficient operationalization of the Project’s Results-based Monitoring and Evaluation (M&E) System. • Lead the pre-work and post-activities of the Planning, Monitoring and Evaluation Unit led/initiated activities. Assist the PMEO and SPMES with planning, monitoring, and evaluation tasks. • Refer to Position Description Form (PDF)

Key Staff: Project Position / COA Index of Occupations and Positions (IOS) Position	Status	General Responsibilities
09 Information System Analyst (Information System Analyst III)	Contractual	<ul style="list-style-type: none"> Shall oversee the development, management/ implementation, monitoring, and assessment of the Management Information System (MIS) to support the Project's Result-based Monitoring and Evaluation and Knowledge Management.
10 Information System Assistant (Information System Assistant II)	Contractual	<ul style="list-style-type: none"> Shall provide technical and administrative support to the Project's Information System Analyst (ISA) in the development, management/ implementation, monitoring, and assessing of the Project's Management Information System (MIS) to support the project's Results-based Monitoring, Evaluation, and Knowledge Management.
11 Communication/KM Specialist (Information Officer III)	Contractual	<ul style="list-style-type: none"> Responsible for the project's knowledge management strategy and action plan and its implementation. He/she will develop communication platforms for different project users. In coordination with the Planning/M&E Officer he/she will assist the regional M&E/KM Coordinators.
12 Value Chain Officer (Project Development Officer IV)	Contractual	<ul style="list-style-type: none"> Assist RCUs in coordinating the planning, implementation and evaluation of the value chain related strategies, processes and investment. He/she will be responsible in linking the value chain enterprises with the national industry associations/councils.
13 GESI and SECAP Specialist	Contractual	<ul style="list-style-type: none"> Shall be responsible in providing technical support to the Value Chain Management Unit Team Leader in the implementation and monitoring of the Project's GESI Strategy and Implementation Plan. He/She shall assist GESI Specialist in the RCUs, in ensuring that the planned and conducted interventions are aligned with and contribute to IFAD's & GOP's GEWE/GESI Policies and strategic outcomes.
14 Business Development Service Officer (Project Development Officer IV)	Contractual	<ul style="list-style-type: none"> Shall be designated as the team leader for the Value Chain Management Unit. Shall be responsible for the planning, implementation, and monitoring and evaluation of the productive investments, business development services, and capacity building interventions of the project (Component 1 Direct Assistance to Enterprise Subcomponent 1.2 Business Services) Provide support to other components of the Project (Component 2 – Institutional Development, Component 3 – TA to FSPs, Component 4 – Innovative Fund and Component 5 Project Management and Safeguards). The BDSO will closely coordinate and work with the Project's Value Chain Officer and Finance Service Officer in the provision of technical guidance and support to RCUs in investment plan preparation and review of Detailed Investment Plan and Business Plans. Organize training and shortlisting/accreditation of BDSs, provide quality control of work done by BDS, develop financial products for farmers, ME, SMEs, coordinate activities with the MSME Council, and provide relevant information to the Value Chain ICT/MIS. Assist in developing financial analytical standard programmes acceptable to financial institutions to be used by BDSs. Develop training programmes for NC for RAPID clients.

Key Staff: Project Position / COA Index of Occupations and Positions (IOS) Position	Status	General Responsibilities
15 Value Chain Technical Assistant (Project Development Officer II)	Contractual	<ul style="list-style-type: none"> • Shall be responsible in providing technical administrative support to the NPCO Value Chain Management Unit and Detailed Investment Plan (DIP) Team in coordinating the provision of technical assistance and review of the DIPs and value chain-related tasks. • He/she shall assist the Project Manager and Value Chain Management Unit Team Leader in ensuring the effective and efficient implementation and monitoring of the progress of project activities.
16 Finance Service Officer (Project Development Officer IV)	Contractual	<ul style="list-style-type: none"> • Oversee the selection of FSPs and of consultants or service providers required for the implementation of Component 2.1 the Value Chain Governance. • He/she shall be responsible for the Project's Component 3: Technical Assistance to Financial Service Providers and Component 4: Innovative Financing. He/she shall oversee the progress of the said components between the project and the partner Financial Service Providers (FSPs), Government Finance Institutions (GFI), and other partners financing related institutions. • The FSO shall promote financial inclusion and ensure that the smallholder farmers and vulnerable or underserved sectors under the Project have the financial resources they need to improve their livelihoods and contribute to economic growth.
17 Finance Service Assistant (Project Development Officer II)	Contractual	<ul style="list-style-type: none"> • Shall be responsible in providing technical support to the NPCO Value Chain Management Unit with focus on Component 3 under the Finance Service Officer (FSO) in providing support in the execution of tasks related to the provision of technical support to the finance service providers, monitoring of access to finance accomplishments, and administrative duties. • This role is essential in ensuring that the Finance Service Officer can operate efficiently by managing routine tasks and doing more complex tasks.
18 Rural Infrastructure Officer (Engineer IV)	Contractual	<ul style="list-style-type: none"> • Primarily responsible for interventions under Project Outcome 2 (SMEs secure the necessary access to producers, markets, and suitable investment finance), more specifically for the attainment of Output 2.2 Farm-to-market access roads. • Coordinate with other officers/ specialists in the planning, implementation and monitoring and evaluation of activities for Component 1 Direct Assistance to enterprise, Sub-component 1.3 Farm-to-Market Infrastructure. • Oversee the rural Infrastructure designs, developments, Monitoring and Evaluation of rural infrastructure projects. Work closely with PPCU, LGUs and DPWH to ensure the quality of all the infrastructure projects.
19 Finance Management Officer (Supervising Financial Management Specialist)	Contractual	<ul style="list-style-type: none"> • Responsible for the overall FM arrangements of the project. Will coordinate with DTI FMS on the budgets, disbursement and financial reporting of the project. • He/She-will ensure that financial guidelines are prepared/ updated and best practices maintained during implementation of all Project activities.
20 Procurement Officer (Procurement Management Officer V)	Contractual	<ul style="list-style-type: none"> • Responsible for ensuring that procurement of goods, works and services follow RA 9184, RA 12007, and IFAD's procurement guidelines and is carried out in a timely manner. • Manage and timely updating of the IFAD's Online Procurement End-to-end System (OPEN) and Contract Monitoring Tool.



Key Staff: Project Position / COA Index of Occupations and Positions (IOS) Position	Status	General Responsibilities
21 Finance Assistant (Senior Administrative Assistant IV)	Contractual	<ul style="list-style-type: none"> Assist in the preparation of financial transactions and other supporting project documents coming from the regions. Must undertake his/her duties and responsibilities in accordance with the Philippine General Accounting and Auditing Manual (GAAM), the New Government Accounting System (NGAS), and the International Fund for Agricultural Development (IFAD) and the Government of the Philippines (GOP) Financing Agreement. Will assist the Financial Management Officer
22 Procurement Assistant (Senior Administrative Assistant IV)	Contractual	<ul style="list-style-type: none"> He/ She will assist the Procurement Officer and shall undertake his/her duties and responsibilities in implementing procurement activities of the project in accordance with International Fund for Agricultural Development (IFAD) Financing Agreement, the approved Annual Work Plan and Budget (AWPB) and Annual Procurement Plan (APP) to ensure that these activities are conforming and compliant with the approved Project Implementation Manual (PIM), the Government Procurement Reform Act (RA 9184), and new RA 112007 the Project Procurement Arrangements Letter, and IFAD Procurement Guidelines.
23 Project Management Assistant (Senior Administrative Assistant IV)	Contractual	<ul style="list-style-type: none"> Responsible for providing general administrative, support services, human resource services, and secretariat to the NPCO Committees. He/she works closely with Project Manager, to ensure a smooth and timely implementation of project activities in accordance with the Project's work plan, as well as in collaboration/coordination with members of NPCO and DTI Head Office. He/ she will be under the direct supervision of the Project Manager. Performs general technical and administrative functions for the Project. Assist in the personnel hiring process, controls and maintains personnel records.
24 Administrative Assistant (Administrative Assistant IV)	Contractual	<ul style="list-style-type: none"> Shall provide administrative assistance on the following services of the Administrative and General Services Section: <ul style="list-style-type: none"> Communications and Records Management; Supplies and Properties Management Other Administrative tasks such as providing assistance to the procurement section, transportation schedule and assist drivers in preparation of the trip tickets, and properly maintain the office's ICT equipment.
25 Driver (Administrative Aide VI)	Contractual	<ul style="list-style-type: none"> Chauffer the RAPID Project staff authorized by the project director for official activities needing transportation. Properly maintain official vehicle in accordance with appropriate guidelines and regulations.





4. Regional Coordination Unit (RCU)

a) Purpose

Management of the RAPID Project will be decentralized to the target regions. In each target region, DTI will establish a Regional Coordination Unit (RCU), embedded within the SME Development Services Division, Industry Development Services Division, or Management Support Services Unit, and headed by the DTI Regional Director and/ or Assistant Regional Director.

b) Staffing

The Regional Director and/or Assistant Regional Director will be supported by a team consisting of:

- 1 DTI Organic Staff - Division Chief/ Technical Staff
- 1 DTI Organic Staff – Finance and Administrative Chief
- 1 Regional Project Project Coordinator (Project Development Officer III)
- 1 Monitoring & Evaluation and KM Coordinator (Project Development Officer II)
- 1 Marketing Coordinators (Project Development Officer II)
- 1 Finance Management Assistants (Administrative Officer IV)
- 1 Procurement Assistant (Administrative Officer IV)
- 1 Regional Innovation Technical Assistant (Project Development Officer II)
- 1 Administrative Assistant (Administrative Assistant V)
- 1 Driver (Administrative Aide VI)
- 1 Rural Infrastructure Engineer (Engineer III-COS) For RCU BARMM only

c) Duties and Responsibilities

- All RCU staff will be funded by RAPID. RCUs will be responsible for:
- Oversee operations, linkage with other implementing partners (public and private), finance and procurement at the regional level, act as secretariat to Regional Technical Working Group, and provide implementation support to Provincial Coordination Units and Negosyo Centers (NCs) including supporting the organization of industry councils and private-sector associations;
- Review and recommend Detailed Investment Plans (DIPs) and Farm to Market Infrastructure (FMIs) subprojects for approval by RTWG;
- Liaise with DTI offices, regional MSMED Councils, industry councils private-sector associations, and government agencies;
- Review and consolidate provincial AWPBs and APPs into regional AWPBs and APPs;
- Enter into contracts with implementing partners (Business Development Services (BDS), Finance Service Providers (FSPs), etc.), monitor and review their performance;
- Oversee and supervise M&E/KM functions including supervision and review missions and documentation of business models in the provinces of operation; and
- Report to the NPCO
- RCUs will report directly to the National Project Coordination Office (NPCO) to ensure alignment with national project objectives and guidance.
- Refer to Department Order No. 24-182.



d) Establishment of Regional Technical Working Groups (RTWGs)

- The DTI regional office, with support from the RCU, will facilitate the creation of a Regional Technical Working Group (RTWG) to review and approve Strategic Investment Plans (SIPs)/Detailed Investment Plans (DIPs) and Farm-to-Market Roads Subprojects. The RTWG will be chaired by DTI, with the RCU acting as its secretariat.
- Two sub-working groups (SubWGs) will be formed under the RTWG:
 - Value Chain SubWG, chaired by DTI
 - Access Infrastructure SubWG, chaired by DILG
- The RTWG will also include representatives from financial service providers (LBP and DBP), regional offices of NEDA, DA, DAR, DENR, and provincial planning officers. NCIP may be invited for specific agenda items. The RCU will hire technical experts as needed to assist in the review and approval of proposals.
- The DTI Regional Technical Working Group (RTWG) shall continue to be responsible for:
 - Review, approve, and ensure quality (feasibility) of DIPs and farm to market infrastructure (FMIs) subprojects; and
 - Advise RCUs in terms of coordination with other line agencies, specifically for complementing and building synergies with similar programs and projects.
- A subcommittee for FMIs within the RTWG shall continue to be responsible for the review, endorsement, monitoring and evaluation of FMI subcomponents of each approved DIPs.

Refer to Department Order No. 24-182.





e) Main Responsibilities of RCU Staff

Below are the main Responsibilities of RAPID Growth Project Key Staff under Regional Coordination Unit (RCU)

Key Staff: Project Position / COA Index of Occupations and Positions (IOS) Position	Status	General Responsibilities
01 Regional Director	Regular	<ul style="list-style-type: none"> • Full signing authority and other responsibilities delegated by the DTI Central Office. He/she will be responsible for the overall direction, management and coordination of the project at the region. • Refer to Terms of Reference of Detailed/ Designated DTI Organic personnel.
02 Assistant Regional Director	Regular	<ul style="list-style-type: none"> • Assist the Regional Director in the full implementation of the RAPID project with signing authority at the regional level and other responsibilities assigned by the Regional Director for decisions beyond the authority of the Division Chief. • He/she will be responsible in assisting, follow up progress of the project on its overall direction, management and coordination at the regional level. • Refer to Terms of Reference of Detailed/ Designated DTI Organic personnel.
03 DTI Organic Staff - Division Chief/ Technical Staff	Regular	<ul style="list-style-type: none"> • Assigned to supervise all activities by RAPID Staff under the Regional Coordinating Unit (RCU) and oversee the full implementation RAPID Project at the Regional Level. He/she has recommendatory signing authority over management and coordination of activities at the Regional Level. • Refer to Terms of Reference of Detailed/ Designated DTI Organic personnel.
04 DTI Organic Staff – Finance and Administrative Chief	Regular	<ul style="list-style-type: none"> • Assigned to monitor the expenditure base of approved budget with signing authority and responsible to provide advice and resolve any financial issue and concerns affecting the operational requirement of the project. Provide oversight on the financial management and administrative functions of the Regional Coordinating Units. • Refer to Terms of Reference of Detailed/ Designated DTI Organic personnel.
05 Regional Project Coordinator (Project Development Officer III)	Contractual	<ul style="list-style-type: none"> • Responsible for overseeing the implementation and coordination of project activities at the regional level, ensuring alignment with national objectives and local requirements. • He/she will provide management and technical assistance to the regional and provincial DTI Offices and LGUs in the implementation of the project's components. • Further, he/she will collaborate with regional stakeholders, monitor progress, and address any operational challenges to achieve project goals effectively. • Refer to RCUs Position Description Forms.

Key Staff: Project Position / COA Index of Occupations and Positions (IOS) Position	Status	General Responsibilities
06 Marketing Coordinator (Project Development Officer II)	Contractual	<ul style="list-style-type: none"> Provides support to the regional management in the formulation of marketing strategies, plans, and programs for the strategic linkage (forward & backward) among the key players of the specified Commodity (Cacao, Coffee, Coconut & PFN) Value Chain. Facilitates the execution of Commercial Partnership activities that facilitate mutually beneficial and sustainable business transactions between key players of the commodity sectors across the Value Chain towards the market with the identified Anchor firms. Refer to RCUs Position Description Forms.
07 M&E/KM Coordinator (Project Development Officer II)	Contractual	<ul style="list-style-type: none"> Assist the Regional Director in preparing regional-level monitoring and evaluation data collection and audit; report consolidation, preparation, and analysis; survey/monitoring field visits and validation; facilitation of performance review/assessment sessions; and implementation of the communications and knowledge management activities. Provides regular technical assistance/guidance to the PCUs in the implementation of M&E and CKM-related activities. Refer to RCUs Position Description Forms.
08 Finance Management Assistant (Administrative Officer IV)	Contractual	<ul style="list-style-type: none"> Responsible in preparing disbursement vouchers and supporting documents. Will provide assistance in the preparation of financial reports. Coordinates and facilitates the transfer of funds to their respective PCUs and monitor and review the expenditures of PCUs by project component, category and object class in accordance with their AWPB. Will assist in the admin matters. Refer to RCUs Position Description Forms.
09 Procurement Assistant (Administrative Officer IV)	Contractual	<ul style="list-style-type: none"> Shall works closely with the Procurement Officer of NPCO and ensure timely compliance of the submission and reportorial requirements related to procurement by PCUs and RCU. Prepared the Regional Annual Procurement Plan (APP) and ensured that the Procurement Plan before the conduct of each procurement activity. Refer to RCUs Position Description Forms.
10 Administrative Assistant (Administrative Assistant V)	Contractual	<ul style="list-style-type: none"> Shall assist the Finance Management Assistant and Procurement Assistant. Updating of the IFAD's Online Project Procurement End-to-End. Assists in monitoring and reviewing the expenditure of the regional office by project component, category and object class in accordance with the approved AWPB. Refer to RCUs Position Description Forms.
11 Regional Innovation Technical Assistant (Project Development Officer II)	Contractual	<ul style="list-style-type: none"> Responsible for coordinating and implementing innovation initiatives within their assigned region for the RAPID Growth Project. Collaborates with regional stakeholders to ensure alignment with the national framework and successful integration of innovation strategies into regional development plans. Refer to RCUs Position Description Forms.
12 Driver	Contractual	<ul style="list-style-type: none"> Chauffer the RAPID Project staff authorized by the regional director for official activities needing transportation. Properly maintain official vehicle in accordance with appropriate guidelines and regulations. Refer to RCUs Position Description Forms.
13 Rural Infrastructure Engineer (Engineer III- COS) for RCU BARMM only	Contractual	<ul style="list-style-type: none"> Assists the Ministry of Public Works Regional Office – BARMM and MTIT-RAPID Growth Project in the full implementation of the Farm-to-Market Infrastructure and other related activities effectively and efficiently. Provides technical assistance to LGUs in the preparation of FMR technical documents, monitoring of progress of rehabilitation/ construction work, and ensure the timely submission of reports to concerned offices such as the MPW, the MTIT, and NPCO.



5. Provincial Coordination Unit (PCU)

a) Purpose

In each target province, a Provincial Coordination Unit (PCU) will be established within the DTI Provincial Business Development Division, under the authority of the DTI Provincial Director. The PCU will support the network of Negosyo Centers, which serve as the primary entry point for delivering RAPID project services in the province.

b) Staffing

The Provincial Director will be supported by a team consisting of:

- 1 DTI Organic Staff - Division Chief/ Technical Staff
- 1 Provincial Project Coordinator (Project Development Officer III)
- Value Chain Facilitators (Project Development Officer II): 1 VCF to be hired for every 2 commodities covered by a PCU
- 1 Monitoring & Evaluation Assistant (Project Evaluation Officer I)
- Field Validators (Project Development Officer I): 1 FV to be hired for every 1,500 SHFs committed (Provincial Commitment) to be reached by the project's investments and interventions
- Enumerators (Project Development Assistant) for Value Chain profiling – short-term engagement
- 1 Administrative Assistant (Administrative Assistant V)
- 1 Driver (Administrative Aide VI)

For VCF and FV please refer the Memo Final Rationalization of Staff.

c) Duties and Responsibilities:

The Provincial Coordination Units (PCU) established within the provincial Business Development Division shall have the following responsibilities:

- Oversee operations, linkage with other implementing partners (BDSs, FSPs, etc.) at the provincial level and provide implementation support to NCs, including support to the organization of industry councils and private-sector associations;
- Organize NCs operating in the province into a network to perform functions under Component 1: Direct Assistance to Enterprises;
- Undertake the mapping and coordination of industry /VC and key stakeholders, development of detailed investment plans (DIPs), linking farmers with enterprises and both with BDS providers and FSPs;
- Liaise with DTI offices, provincial MSMED Council, industry/ VC associations, government agencies, and LGUs; and
- Prepare provincial annual work plans, budgets and procurement plans
- Report to the RCU



In collaboration with the Negosyo Centers, the PCU will be responsible for:

- Identifying MSMEs interested in partnering with farmers within the target value chains;
- Facilitating the preparation and monitoring of Strategic Investment Plans (SIPs) and Detailed Investment Plans (DIPs);
- Coordinating the participation of service providers in project activities;
- Monitoring and evaluation (M&E) of all project activities in the province, including the preparation of provincial Annual Work and Procurement Budgets (AWPBs); and
- Liaising with value chain players, industry councils, and associations to ensure alignment and effective collaboration.

Refer to Department Order No. 24-182.

d) PCU Staff Responsibilities

Below are the key responsibilities of RAPID Growth Project Key Staff under Provincial Coordination Unit (PCU).

Key Staff: Project Position / COA Index of Occupations and Positions (IOS) Position	Status	General Responsibilities
01 Provincial Director	Regular	<ul style="list-style-type: none"> • He/she will be responsible for the overall direction, management and coordination of the project at the province.
02 DTI Organic Staff - Division Chief/ Technical Staff	Regular	<ul style="list-style-type: none"> • Assigned to supervise all activities by RAPID Staff under the Provincial Coordinating Unit (PCU) as well as facilitate the coordination with the Negosyo Center in collaboration with the RAPID project full implementation at the Provincial level. • He/she has recommendatory signing authority over management and coordination of activities at the Provincial level. • Refer to Terms of Reference of Detailed/ Designated DTI Organic personnel.
03 Provincial Project Coordinator (Project Development Officer III)	Contractual	<ul style="list-style-type: none"> • Responsible for overseeing the implementation and coordination of project activities at the provincial level, ensuring alignment with national objectives and local requirements. • Facilitate project activities at the provincial level, preparing provincial AWPBs and APPs, M&E of provincial plans and activities and reporting the results. • Refer to Terms of Reference of Detailed/ Designated DTI Organic personnel.

Key Staff: Project Position / COA Index of Occupations and Positions (IOS) Position	Status	General Responsibilities
04 Value Chain Facilitator (Project Development Officer II)	Contractual	<ul style="list-style-type: none"> Coordinate and implement project activities at provincial level. The VCF will provide awareness training to the LGU staff; undertake the initial VC inventory/mapping together with LGU staff, participate and monitor the preparation of DIPs and oversee their implementation. He/she will oversee work of contracted BDSs, monitor the performance of MEs and SMEs, collect performance indicators for the KM, assess requests for services provided under RAPID, organize provincial awareness workshops and assist the PPC in the preparation of AWPB. Supports the development and strengthening of agricultural value chains, working closely with farmers, cooperatives, and industry partners. Provides technical assistance and facilitate connections between producers and markets to enhance productivity and profitability. Refer to PCUs Position Description Forms.
05 Monitoring & Evaluation Assistant (Project Evaluation Officer I)	Contractual	<ul style="list-style-type: none"> Responsible in vetting, cleaning, and encoding of data, profiles, and information in the project's online (Management Information System) and offline databases. He/she is also responsible for ensuring the quality of provincial data that will be processed, analyzed, and reported. Refer to PCUs Position Description Forms.
06 Field Validator (Project Development Officer I)	Contractual	<ul style="list-style-type: none"> Will be engaged to conduct field validation of all activities of the approved DIP/BPs implemented by the Provincial Coordinating Units, and thus shall be supervised by the Provincial Project Coordinator. Shall closely collaborate with the Value Chain Facilitator/s and the Regional Monitoring, Evaluation, Knowledge Management Coordinator/s as co-implementers of the VC Stakeholders' Profiling and validation. Refer to PCUs Position Description Forms.
07 Enumerators (Project Development Assistant)	Contractual	<ul style="list-style-type: none"> Shall support the Project Implementing Units in the data gathering of the missing and updating of the existing farmer profiles; and completion of the profiling of the additional MSMEs and FOs, while maintaining the quality of data entries and timely delivery of outputs. Shall be directly reporting to the Regional/ Provincial Implementing Units. Refer to PCUs Position Description Forms.
08 Administrative Assistant (Administrative Assistant V)	Contractual	<ul style="list-style-type: none"> Reports to Admin Officer and shall work closely with the Finance Management Assistant and Procurement Assistant of the region for the finance and procurement related compliance of the project Prepares the provincial PPMP, Annual Work Plan and Budget (AWPB) and Procurement Plan for submission to NPCO. Responsible for the maintenance/ updating of the IFAD's Online Project Procurement End-to-End. Undertakes procurement activities for the PCU. Refer to PCUs Position Description Forms.
09 Driver	Contractual	<ul style="list-style-type: none"> Properly maintain official vehicle in accordance with appropriate guidelines and regulations. Provides transportation services for project staff and officials, ensures safe and timely delivery of personnel and materials; Supports general services such as but not limited to canvassing of procurement requests, facilitation of repairs and maintenance of vehicle and office facilities, among others. Refer to PCUs Position Description Forms.

B. Human Resource Management



1. General Policies

a) Purpose

RAPID is a project embedded within the Department of Trade and Industry (DTI) and operates under the supervision of its Regional Operations Group (ROG). As the lead implementing agency, DTI holds overall responsibility for RAPID, ensuring alignment with the policies and guidelines established by the Project Steering Committee (PSC).

This Personnel Policy provides guidance on the recruitment, assignment, management, and professional development of RAPID staff, ensuring that personnel are qualified, competent, and aligned with the project's vision. It establishes clear roles and responsibilities for staffing at the national, regional, and provincial levels, promotes transparency, merit-based recruitment, and continuity of key personnel, and supports the decentralized operational approach of RAPID to respond effectively to regional realities.

b) General Policy

RAPID personnel shall be assigned and hired in accordance with the Project's Terms of Reference (TOR), Position Description Forms (PDF), Quality Standards, and the established systems and procedures for Hiring, Recruitment, Selection, and Placement.

c) Assignment of DTI Staff

- The assignment of DTI first and second level permanent staff at the regional level shall be facilitated through the respective DTI Regional Office (RO).
- All third level positions, such as Provincial Director (PD), Assistant Regional Director (ARD), and Regional Director (RD), shall be managed at the ROG level.
- A Department/Office Memorandum Order shall formally designate regular staff to the Project, specifying their roles and assignments. These staff shall receive honoraria as provided under Budget Circular No. 2007-2, dated October 1, 2007.
-



d) Appointment of Key Project Personnel

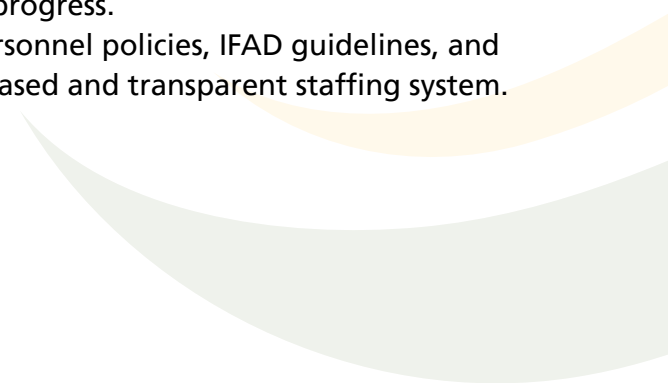
- The DTI shall appoint the National Project Director (NPD) and all other key Project personnel as specified in the Loan and Grant Documents or otherwise approved by IFAD.
- All key Project personnel must possess the qualifications and experience required in the Loan and Grant Documents or approved by IFAD.
- DTI shall exercise best efforts to ensure continuity of key Project personnel throughout the Project Implementation Period.
- Project personnel shall be insured against health and accident risks consistent with sound commercial practice or DTI's customary civil service practice, whichever is appropriate (Section 7.13, IFAD General Conditions for Agricultural Development Financing).
- Any changes in NPCO key staff, as specified in the Financing Agreement, shall require a No-Objection from IFAD.
- Recruitment, selection, and hiring of Project staff shall be conducted transparently and competitively.

e) Recruitment and Placement

- Recruitment, selection, and placement of Project staff at the National Project Coordination Office (NPCO) shall be administered through the ROG or by the duly designated RAPID National Project Director from among DTI regular staff, subject to IFAD-issued No-Objections.
- Recruitment, selection, and placement of Project staff at the Regional Coordination Unit (RCU) and Provincial Coordination Unit (PCU) shall be the responsibility of the DTI Regional Office, under the leadership of the Regional Director and assisted by the Regional Human Resource Merit, Promotions, and Selection Board (HRMPSB) and the region's Human Resource Management Officer (HRMO) under the Finance and Administration Division (FAD).

f) Roles and Responsibilities of HRMPSB

- In coordination with the NPCO and RCUs, the HRMPSB shall oversee the Project's personnel management, covering recruitment, placement, professional development, and retention.
- The HRMPSB shall maintain a regularly updated pool of qualified applicants to ensure timely filling of vacancies and monitor recruitment progress.
- HRMPSB shall ensure compliance with all Project personnel policies, IFAD guidelines, and relevant civil service regulations, fostering a merit-based and transparent staffing system.

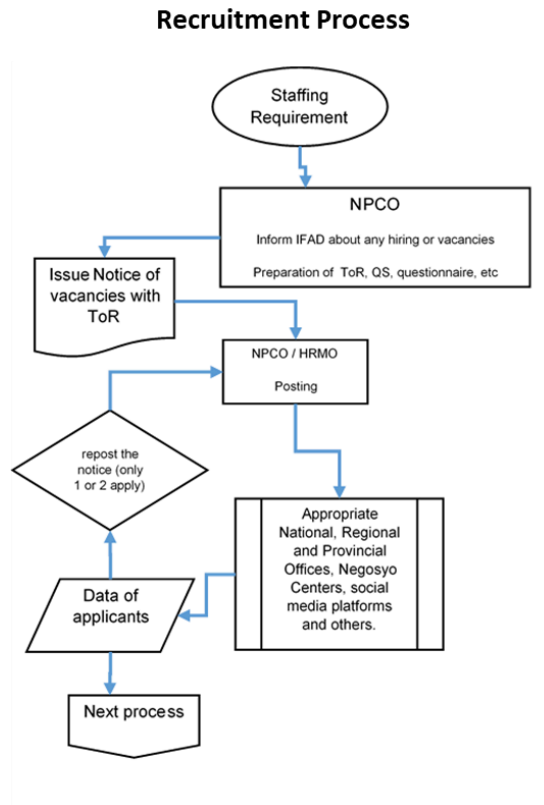




2. Hiring Procedures for NCPO Project Staff

a) Purpose

To ensure the recruitment and placement of qualified, competent, and motivated personnel in a transparent, merit-based, and efficient manner, aligned with project objectives and organizational policies.



b) General Hiring Guidelines

The hiring of project staff for DTI-HO, the National Project Coordination Office (NPCO), Regional Coordination Units (RCUs), and Provincial Coordination Units (PCUs) shall be conducted in accordance with DTI's existing procedures, guidelines, and policies for individual Contract of Service appointments.

However, a distinct procedure applies to NPCO key project staff as specified in the Financing Agreement. Recruitment for these positions requires prior No-Objection from IFAD and submission of all relevant documents through IFAD's Online Procurement End-to-End (OPEN) System.



c) List of NPCO Key Positions

The table below lists the NPCO key positions that are subject to IFAD's No-Objection process, along with the applicable requirements for recruitment and documentation.

No.	Project Position (COA Index of Occupations and Positions (IOS) Position)	Equivalent Key Position Indicated at Financing Agreement (FA)	Number of Personnel
1.	Project Manager (Project Manager II)	Project Coordinator	1
2.	Planning, Monitoring & Evaluation Officer (Project Evaluation Officer IV)	Planning and M&E Officer	1
3.	Communications, and Knowledge Management Specialist (Information Officer III)	Knowledge Management and Communication Specialist	1
4.	Value Chain Officer (Project Development Officer IV)	Value Chain Specialist	1
5.	Business Development Service Officer (Project Development Officer IV)	Business Services Specialist	1
6.	Finance Service Officer (Project Development Officer IV)	Financial Services Specialist	1
7.	Finance Management Officer (Supervising Financial Management Specialist)	Finance and Administration Officer	1
8.	Procurement Officer (Procurement Management Officer V)	Procurement Officer	1





3. Procedures on Recruitment/Posting/Publication of Project Vacancy

a) Purpose

To ensure transparent, competitive, and IFAD-compliant recruitment and posting of NPCO project key staff recruitment/ Posting/ Publication of the Project Vacancy

b) Guidelines

Steps	Recruitment/ Posting/ Publication of the Project Vacancy
01	The National Project Coordination Office (NPCO) shall formally inform IFAD about any hiring or vacancies for key project staff. A hiring plan will be created in the OPEN system for the vacant position. Once IFAD acknowledges and confirms the hiring plan in the OPEN system, the office will proceed with posting of the Notice of vacancy;
02	The National Project Coordination Office (NPCO) shall prepare the Position Description Form (PDF) or Terms of Reference (TOR), minimum Quality Standards (QS) for the needed positions and the questions for the technical examination. These shall serve as basis for setting the qualifications sought after from aspiring applicants;
03	The signed notice of vacancies with TOR will be forwarded to the host DTI Regional Human Resource Management Officer (HRMO) or Record Section for posting. This will be shared on NPCO's official social media platforms.
04	All notices of vacancies shall be posted in appropriate National, Regional and Provincial Offices, Negosyo Centers, social media platforms such as <@dti.gov.ph>, <DTI official FB accounts> and <jobstreet.com> whichever is appropriate for at least fourteen (14) calendar days. The notice of Vacancy shall indicate the Position / Title, number of vacant positions, monthly salary, minimum qualification standards (QS), place of assignment, and other related information.
05	In case there are only one or two applicants applying for the same position, the NPCO and Regional HRMO will repost the notice of vacancy through national and/ or social media for another 14 calendar days and will go through the same process as in step 1.2
OUTPUT	Posted project's notice of vacancy



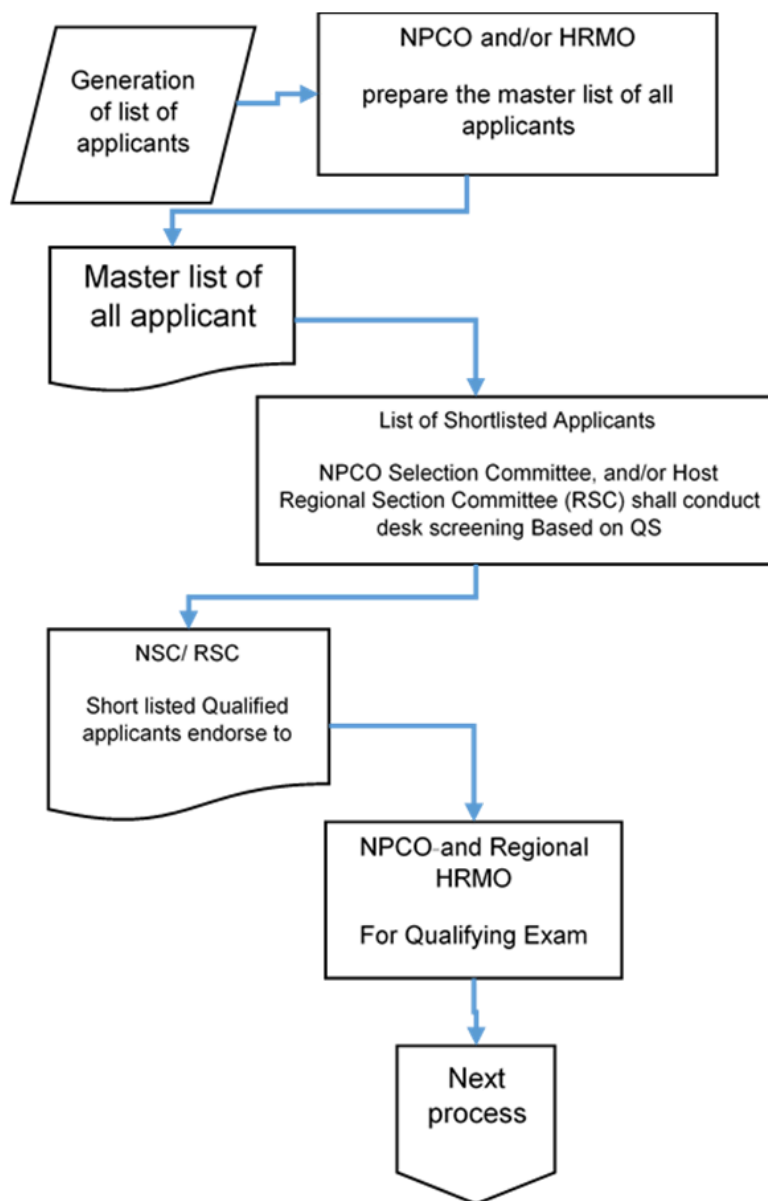


4. Procedures on the Preparation of Master List and Shortlisting

a) Purpose

To guide the preparation of a master list of applicants and the shortlisting process, ensuring fairness, transparency, and selection of the most qualified candidates.

Master List and Shortlisting Procedures





b) Guidelines

Steps	Preparation of Master list and Shortlisting
01	That NPCO Selection Committee, NPCO’s designated HR, and/or Regional HRMO will prepare the master list of all applicants indicating name, address, contact details, educational attainments, eligibility and work experiences.
Output	Master list of all applicants



5. Qualification Standard Shortlisting

a) Purpose

To establish clear qualification standards and a fair shortlisting process that ensures only the most capable and suitable candidates are considered for project positions.

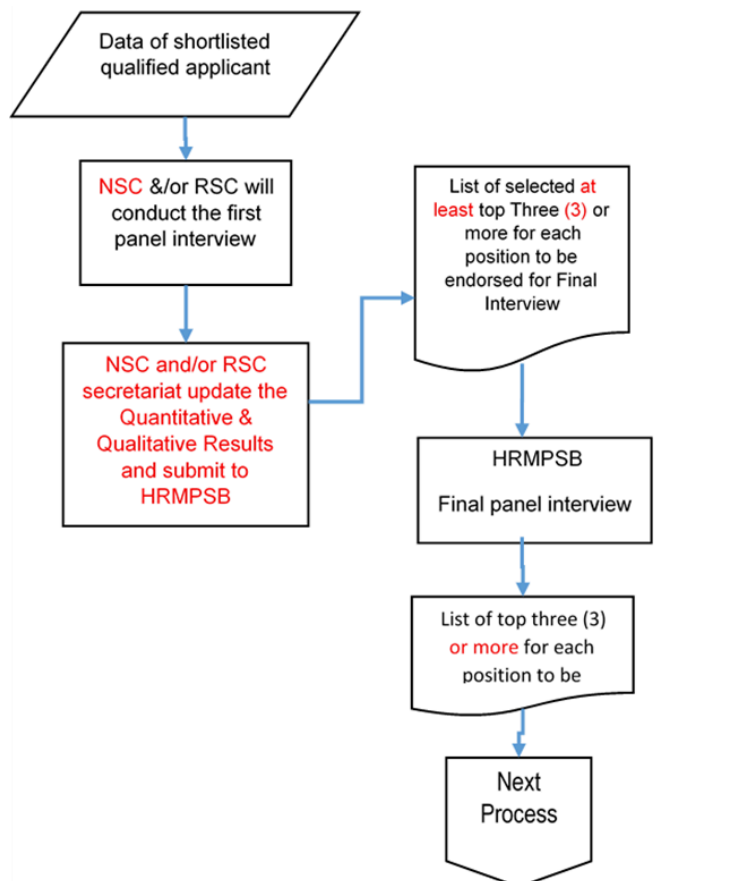
b) General Guidelines on Shortlisting

Procedure	Qualification Standards Short listing
01	The selection will be based on academic background, work experience, and necessary capacities that will match the minimum requirements of the project staff vacancy.
02	The NPCO HR designate, and NPCO Selection Committee (NSC) shall conduct desk screening of applications and will automatically reject those that do not meet the minimum QS of the project vacancy. The NPCO Selection Committee composed of Deputy National Project Director, Project Manager, Team Leaders / Officers, and 1 key staff will do short listing of the applicants to be endorsed for qualifying exam
03	The NPCO HR designate and/or Regional HRMO will consolidate all shortlisted applicants for qualifying exam. The NPCO HR designate will inform all shortlisted applicants at least a week prior notice to take qualifying exams based on the position they applied for.
OUTPUT	Short listed applicants for qualifying exam



c) Qualifying Examinations Procedures

Procedure	Qualifying Examinations
01	The National Project Coordination Office based in Region XI will prepare the competency / technical based qualifying exam for all key project staff comprising 30% of the Quantitative Assessment and is administered by NPCO HR Designate and/or Regional HRMO to the short-listed applicants. The result of the exam will be forwarded to the Deputy National Project Director, Project Manager, and NSC members for evaluation.
02	The NPCO Selection Committee will check and rate accordingly the respective examination papers. The NPCO HR designate and/ or Regional HRMO will consolidate the quantitative rating.
03	The NPCO Selection committee will evaluate the ratings of the respective applicants and gives their qualitative & quantitative assessment for further shortlisting. However, the Selection Committee may recommend for panel interview the applicants, who have low rate in the exam but possess high level of competencies and work experiences.
04	The NPCO HR designate and/or HRMO will inform all shortlisted applicants at least a week prior to the panel interview. Sending letter of regrets to those who did not qualify.
OUTPUT	List of qualified applicants for panel interview





d) Panel interview Procedures

Procedure	Panel interview
01	<p>Applicants shall be interviewed by the selection panel to assess using the standardized assessment template the applicant's qualification, competency and skills required by the project for the vacancy.</p> <p>The panel shall deliberate and rank the applicants with the most qualified first and the least qualified last. The list of 3 to 5 highest ranked applicant shall be endorsed by the panel for the concurrence of the head of the office and for IFAD No Objection.</p>
02	<p>The NPCO Selection Committee and/or Regional Selection Committee will conduct the first panel interview and deliberate on the qualification of the respective applicants based on qualitative and quantitative score.</p> <p>They will select at least top three (3) or more for each position to be endorsed for Regional Human Resource Merit Promotion Selection Board (HRMPSB) panel interview and further assessment.</p>
03	<p>The secretariat will update the qualitative and quantitative matrix and submit it to HRMPSB for the final panel interview.</p> <p>They will notify all shortlisted applicants at least one week before the scheduled interview date. Applicants who did not qualify will receive a regret email sent to their latest email addresses;</p>
04	<p>Final panel interview for applicants will be conducted by the HRMPSB with NSC Chairperson/Deputy National Project Director or his/her duly appointed representative.</p> <p>The applicants shall be assessed by their qualification, competency and skills required for the project. The panel shall deliberate and rank the applicants from first to last based on their assessment. Based on the ranking, the HRMPSB will endorse the top three (3) or more qualified applicants per position.</p>
05	<p>The secretariat will update the List of shortlisted applicants and submit to HRMPSB for panel interview.</p> <p>They will inform all shortlisted applicants for HRMPSB panel interview at least a week from the scheduled date while sending letter of regrets to those who did not qualify. This will be sent through their latest email address;</p>
Output	<u>Ranked list of applicants</u>

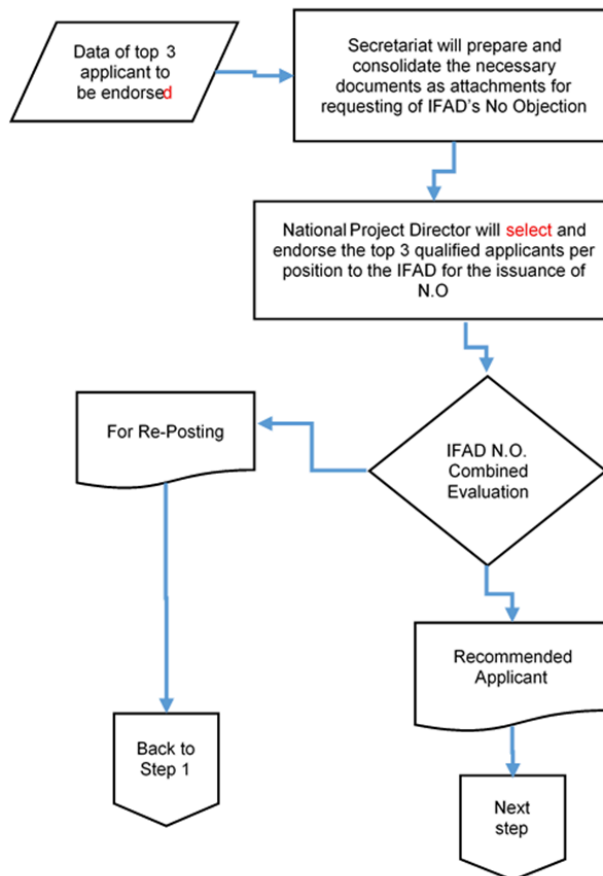




e) Endorsement of Potential Candidates

Procedure	Endorsement of Potential Candidates
01	The recommendation from HRMPSB will be submitted to the National Project Director for endorsement of No Objection (NO) from IFAD. The National Project Director will only endorse the top one candidate, but will also provide the results of the next highest candidates for the issuance of IFAD's N.O.
02	The secretariat will conduct background investigation report for the potential candidates, if necessary.
03	<p>The National Project Director will recommend the top 3 candidates. The secretariat will prepare and consolidate the necessary documents to be uploaded in the IFAD's Online Procurement End to End (OPEN) System.</p> <p>The following documents to be submitted to OPEN for IFAD's No Objection or comments are:</p> <ul style="list-style-type: none"> • MEMO Endorsement; • NSC & HRMPSB minutes of meeting; • HRMPSB qualitative and quantitative matrix of the final list of candidates; • Job Description / Position Description Form; • Qualification Standards/ Notice of Vacancy and; • Curriculum Vitae of the final candidates.
04	The National Project Director will endorse at least the top 3 qualified applicants per position to the IFAD for the issuance of N.O. If the IFAD poses objection, all the candidates endorsed for the said position, it will be reposted and back to step 1 of the Hiring process
Output	Recommended applicants

Endorsement of Potential Candidates





6. Placement/Hiring of Contract of Service

a) Purpose

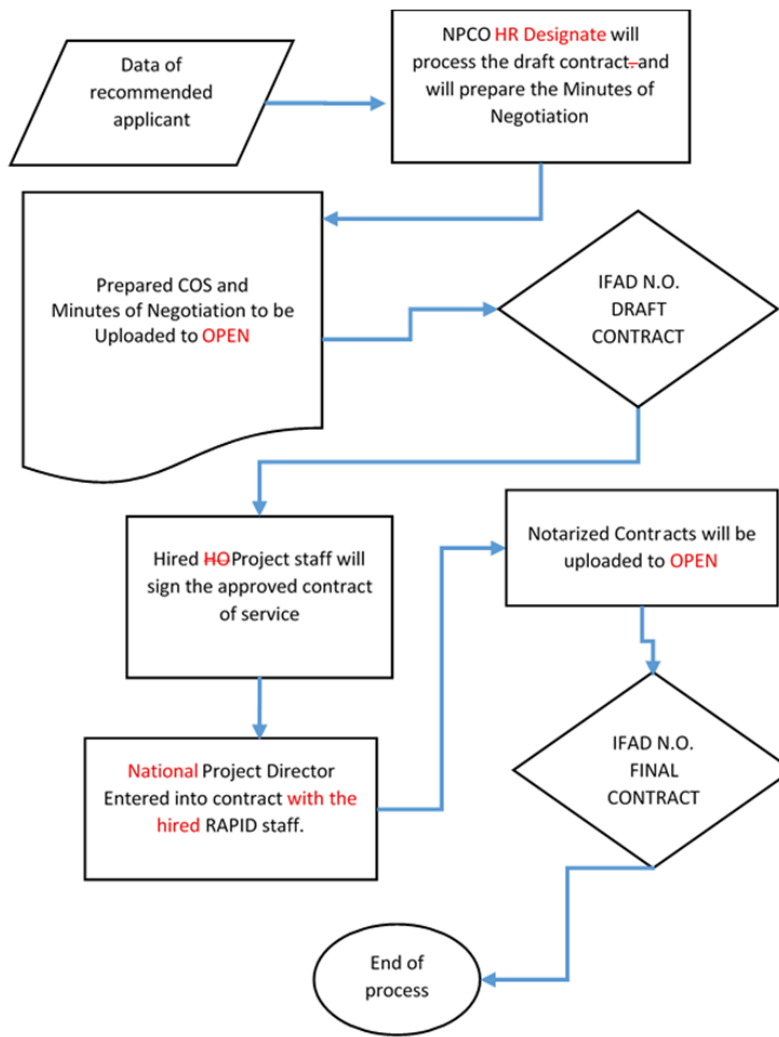
To provide guidance for the placement and hiring of Contract of Service personnel in a transparent, merit-based, and efficient manner, ensuring alignment with project needs and organizational policies.

2. Guidelines in Placement and Hiring of Contract of Service

Procedure	Placement / Hiring of Contract of Service
01	<p>The recommended applicant will be informed by the NPCO HR Designate & and/or Regional HRMO regarding the No Objection and will be asked on their availability.</p> <p>They will also be informed on the provisions of the service contract, the duties and responsibilities, monthly compensation, effectivity of the contract and requirements for 201 personnel files.</p> <p>If the first candidate who has been issued a NO will decline, the next candidate who has NO will be priority. Contract of service for contracted project staff is on 6-month basis, renewable within the duration of the Project life. Renewal of contract depends on satisfactory performance evaluation. The following steps are shown in the below.</p>
02	Once the IFAD issued NO for the combined evaluation, NPCO HR Designate will prepare the draft contract of service for newly hired project staff and will prepare the Minutes of Negotiation for uploading to OPEN.
03	The NPCO will upload the draft contract and minutes of negotiation for IFAD's review. Once approved the IFAD will issue a second NO for the Draft Contract,—which shall serve as the basis for determining the Date of Engagement of the newly hired staff.
04	The NPCO HR designate and/or Regional HRMO will issue Notice of Placement for newly hired Contract of Service (COS);
05	The National Project Director will enter into an agreement in behalf of DTI between the newly hired project Staff.
06	The project staff will sign the approved contract of service; the NPCO Regional HRMO will take care all the other things needed to complete the staffing task like, notarization of the contract, opening of 201 personnel file for the new staff, facilitating the project orientation, and other administrative concerns.
07	The Notarized Contract of Service will be uploaded to OPEN. IFAD will issue the third NO for the final contract.
08	Details of employment orientation to the new staff shall be guided by the existing guidelines in the DTI region's Operations Manual and the RAPID Project Implementation Manual (PIM). One important aspect in the orientation is understanding what the Project is—Project log frame, goals and objectives, expected deliverables, do's and don'ts and work ethics, among others.
Output	Signed and Notarized Contract of Service



Placement/Hiring of Contract of Service



7. Issuance of IFAD's No Objection

1. Purpose

To ensure that recruitment and staffing of NPCO key project personnel comply with IFAD requirements by obtaining formal No-Objection before finalizing appointments.

2. General Guidelines





Procedure	Issuance of IFAD's No Objection
01	All requisition of IFAD's No Objection is through the Online Procurement End to End (OPEN). OPEN is a user-friendly tool that will systematize the submission, monitoring, review, commenting, and archiving of documents sent by projects to IFAD for 'No Objection'. In hiring a key project staff in NPCO, IFAD will provide three (3) NOs for the Combined Evaluation, Draft Contract and Final Contract:
02	The First NO issued for the combined evaluation signifies the IFAD's approval of the candidates endorsed and may proceed to the next process which is uploading of the Draft Contract of Service and Minutes of Negotiation. The draft contract and minutes of negotiation will be processed by NPCO for uploading.
03	The Second Issuance of IFAD NO is the approval of the Draft contract which will be the basis of the "Date of Engagement". The candidates will sign the Contract of Service then notarize. Notarized contract will be uploaded to OPEN for IFAD's Final NO.
04	The third and final NO is for the Final Contract or notarized Contract of Service.
05	The Project Manager and all technical experts from officer, specialist, coordinators, and facilitators, that is specified in the Financing Agreement, shall be recruited competitively; and appointments shall only be made after seeking IFAD's prior review and no-objection (NO). The Project Manager shall serve throughout the Project implementation period and may only be removed by DTI when evaluated as reasonable. DTI shall exercise best efforts to replace the Project Manager immediately upon his/her removal, which shall be communicated to the IFAD without delay, specifying the reasons for the removal (RAPID Financing Agreement).
06	The RAPID Design Report and Project Implementation Manual (PIM) has identified the Project contracted key staff for the implementation of the project. Any changes in project staffing should be presented to the DTI ROG and IFAD for review and approval.



8. Contracted Staff Salary Rate

1. Purpose

To establish guidelines for determining and approving contracted staff salary rates consistent with project budgeting, DTI policies, and IFAD requirements.

2. General Guidelines

The table below shows the contracted salary rates.





Procedure	Contracted Staff Salary Rate
01	<ul style="list-style-type: none">Salaries of contracted staff shall be based on the approved Annual Work Plan and Budget (AWPB), Project's cost tables and further adjustments favorable to the staff should be decided by Project management.Computation of payment shall be on bi-monthly basis, every 15th and 30th of the month and is subject to applicable withholding taxes and other deductions including absences, late or undertime as the case may be. One month is equivalent to 22 working days.Months that have lesser working days – legal and declared holidays included, still have to be considered as one month. Months that have more than 22 working days shall be computed as one month.Staff Salary Matrix.
02	<p>Requirements for Payment of Contracted Project Staff:</p> <ul style="list-style-type: none">Original copy of the notarized contract of Service for the first payment;Daily Time Record (DTR);Obligation Request and Status (ORS);Disbursement Voucher (DV);Accomplishment Report/ Certification of Satisfactory Performance duly approved by the immediate supervisor; andOther documents to support the payment such as but not limited to: Copy of Travel Order, Invitations, Certificate of Appearance and Pass Card.

C. Staff Administration and Management



1. Staff Evaluation

a) Purpose

To provide a systematic process for assessing staff performance, ensuring accountability, continuous improvement, and alignment with project objectives.

b) Guidelines



Procedure	Staff Evaluation
01	<ul style="list-style-type: none"> Staff evaluations are conducted every 6th month of the contract to assess work quality, work attitude, work performance, work behavior and client satisfaction level. Set deliverables contained in the Project logframe, AWPB, and job descriptions shall be the basis for evaluation. Evaluation tools shall utilize the region's existing standard forms such as the qualitative assessment, dashboard for the Project staff and score cards for the Project, Regional and Provincial Directors. The first stage is self-evaluation, second is confirmation of the self-evaluation by supervisors and last, approval of the evaluation result by concerned Project, Regional and Provincial Directors.
02	<ul style="list-style-type: none"> Staff evaluations allow supervisors to give feedback on the work performed within the assessment period. Supervisors offer constructive criticism to work performance, recognize achievements and contributions and ensure that rewards are given to deserving staff. Through evaluations, supervisors are able to measure the progress of the staff-- whether they are progressing, improving, declining or at a standstill. Staff evaluation results help supervisors guide the staff more effectively towards accomplishing the goals and objectives of the Project. Performance assessments will be composed of the following: <ul style="list-style-type: none"> Quantitative Assessment / Dashboard – 70% Qualitative Assessment – 30% The consolidated evaluation results shall serve as the basis for contract renewal.



2. Contract Management

a) Purpose

To ensure proper administration, monitoring, and renewal of staff contracts in compliance with project guidelines, DTI policies, and IFAD requirements.

b) Guidelines

Procedure	Contract Management
01	<p>Contracts of Service shall be prepared on 6-month or Annual basis based on their satisfactory performance and evaluation.</p> <p>The contract of Service will automatically end on the date stipulated unless an official communication will be sent to inform the COS for renewal.</p>

Procedure	Contract Management
02	<p>However, Contract of Service may be pre-terminated upon a thirty (30) day's prior written notice, under the following circumstances: (Section 14.4 of DTI DO 17-52, Series of 2017)</p> <ul style="list-style-type: none"> • If the Contract of Service Staff elects to pre-terminate his/her services, (effective upon proper turn-over of his/her duties, responsibilities and deliverables under the contract, as applicable). • If the project activities for which the Contract of Service Staff was hired is cancelled or if there are no more funds to justify the continued hiring of the Contract of Service Staff; • If the Contract of Service Staff falls short of the standards in terms of performing the assigned duties and responsibilities; • If the Contract of Service Staff is found positive for drug use during the random drug testing to be conducted in accordance with the Department's drug use policy; • If the RAPID Staff violates the terms and conditions of his/her contract and policies of the DTI-RAPID and the Project;
03	<p>If the Contract of Service Staff elects to pre-terminate his/her services, (effective upon proper turn-over of his/her duties, responsibilities and deliverables under the contract, as applicable).</p> <ul style="list-style-type: none"> • If the project activities for which the Contract of Service Staff was hired is cancelled or if there are no more funds to justify the continued hiring of the Contract of Service Staff; • If the Contract of Service Staff falls short of the standards in terms of performing the assigned duties and responsibilities; • If the Contract of Service Staff is found positive for drug use during the random drug testing to be conducted in accordance with the Department's drug use policy; • If the RAPID Staff violates the terms and conditions of his/her contract and policies of the DTI-RAPID and the Project;
04	<p>Further, the following violations by the contracted staff shall be sufficient basis to discontinue the contract and subject to the RA 6713 Rules Implementing the Code of Conduct and Ethical Standards for Public Officials, but not limited to the following:</p> <ul style="list-style-type: none"> • severe misconduct including violation of office rules and regulations; • insubordination; • loss of confidence by supervisor; • commission or conviction of any crime; • soliciting favors from clients for personal gain; • when continued employment is deemed hostile and have prejudice to National Security; and • Filing of candidacy which may be found detrimental to the project. • And any other justifiable reason.
05	<p>If the termination is initiated by the Contract of Service Worker, (In case of termination of his/her contract), he/she shall be required to accomplish and submit clearance from all financial and work accountabilities duly signed by the immediate supervisor and the Project, Regional and Provincial Director which shall include turn-over of files, documents, and office tools/ equipment issued to him/her; (Section 14.3 of DTI DO 17-52, Series of 2017)</p>



3. Treasury Bonding of Accountable Officers

a) Purpose

To ensure that all accountable officers handling funds or property are properly bonded in accordance with government regulations, safeguarding project resources and promoting fiscal responsibility.

b) Guidelines

Procedure	Treasury Bonding of Accountable Officers
01	<p>All assigned Regular Project staff whose duties permit or require the possession or custody of Project funds or property shall be accountable, and therefore shall be properly bonded in accordance with government accounting rules and regulations.</p> <p>Payment for the treasury bond will be included in the AWPB and charged to GoP Funds.</p>



4. Grievance Procedures

a) Purpose

To provide a fair and transparent mechanism for addressing staff concerns and grievances, ensuring due process and maintaining a respectful and productive work environment.

b) Guidelines

Procedure	Grievance Procedures
01	<p>Grievance and resolution of disputes within and during project implementation shall follow the rules and procedures of the existing Regional Grievance Committee created through the DTI's Department Order No. 93 series of 2001.</p> <p>In case of dispute, claim or action arising out of or related to their contract, the Project Director and the COS agree to amicably settle the same by mutual consultation.</p> <p>However, in case the both parties fail to settle their dispute, they will agree to bring the same exclusively before the court of proper jurisdiction in the City of Makati.</p>



5. Staff Orientation, Development and Training

a) Purpose

To enhance staff competence and performance through structured orientation, continuous learning, and capacity-building activities aligned with project goals.

b) Guidelines

Procedure	Staff Orientation, Development and Training
01	Upon assumption of the COS project staffs of their respective assignments/posts, it is recommended that the NPCO and/or RCUs shall conduct a regional project-wide orientation for designated regular and COS project staff to appreciate and understand the Project objectives, strategies, processes and procedures, roles and responsibilities, among others.
02	Staff development and training will increase the knowledge and skills of staff and raise work productivity. Existing and newly hired staff need training and development opportunities to hone their skills and help them adjust to rapidly changing work situations and job requirements.
03	Given the limited duration of the Project, it is beneficial that staff development training and capacity building programs shall be customized based on staff training needs assessment and the Project's requirements for effective implementation. Customized capacity building program will improve performance, and the earlier it is implemented, the bigger are the opportunities for implementing staff to confidently prepare beneficiaries to fully own the project which is crucial for continuity after project completion.
04	The program for capacity building training shall be complemented with practical hands-on methodologies like mentoring and coaching, on the job training, peer learning, "walk-the-talk" or community walk through and learning and benchmarking missions, among others.
05	To optimize the capacity building program, an outside training consultant/ institutions such as DTI attached agencies: Philippine Trade Training Center (PTTC), Small Business Corporation (SB Corp), Center for International Trade Expositions and Missions (CITEM) and others highly technical individuals who is knowledgeable about the Project Implementation design shall be hired to aid the capacity assessment of staff, design appropriate capacity building curriculum and facilitate the actual staff development and training.



6. Staff Benefits

a) Purpose

To outline the benefits and entitlements of project staff in accordance with DTI policies and IFAD guidelines, ensuring fair treatment and staff well-being.

b) Guidelines

Procedure	Staff Benefits
01 Health & Accident Insurance	<p>In consideration of the risks that COS project staff may encounter in performing their functions especially during fieldwork, the project has provided Accident Insurance and Philhealth premium in accordance with Section 7.13 of the IFAD General Conditions of the Financing Agreement.</p> <p>DTI shall insure the Contract of Service Staff against health and accident risks to the extent consistent with sound commercial practice or its customary practice in respect of its national civil service, whichever is appropriate.</p> <p>The minimum required insurance should cover the following:</p> <ul style="list-style-type: none"> • Illness • Total and permanent disability • Accidental death and dismemberment • Hospitalization
02 Compensatory Time Off (CTO)	<p>To provide the contracted project staff a time to compensate for the work rendered to attend to the needs of both personal and family, the agency believes that in allowing each employee to avail of CTO, they would be able to address their personal needs during the workdays without affecting their work performance.</p> <p>The Compensatory Time Off (CTO) is allowed if the contracted project staff were made to render services beyond the regular eight (8) working hours within the 24 hours day or during their rest days and holidays, when required to assist in the extra ordinary task, not generally included in their task or due to lack of personnel on any official event and task such as conduct of trainings, seminars, workshops and dialogues to increase partners (Contracted project staffs, farmers, MEs and SMEs) productivity and efficiencies, coordinate with stakeholders and other partners institutions in collaborating assistance with Negosyo Centers, conduct of monitoring and implementation for the project.</p> <p>CTO is granted to all COS project staff who are not entitled to overtime pay. They should have prior approval and must secure an approved office order from the National Project Director / Regional and Provincial Directors or their designated staff. All approved CTO can be accumulated and to be consumed within the contracted period. The HR designate and project Finance and Admin staffs must maintain a CTO ledger for the monitoring purposes. CTO earned must not exceed five (5) days or max of forty (40) hours per month and the running balance must not exceed fifteen (15) days.</p>
03 Grant of Honoraria for Assigned Regular Staff	<p>Honoraria is granted to Regular Staff assigned to implement the project. The Honoraria must be included in the AWPB and charged to the GoP Counterpart. Only those Regular Staff with Special Order duly designating them functions for the project's implementation are entitled to an Honoraria. The grant of Honoraria to Assigned-Regular Staff must comply with DBM Budget Circular no. 2007-2, October 1, 2007.</p> <p>The grant of Honoraria to Assigned Regular Staff shall be computed based on section 4.4 of the said circular. In this regard, 1 man-hour is provided per day per Regular Staff except for the duly designated Project Director which would have 2- man-hour per day. However, as provided under section 4.9, total Honoraria granted should not exceed 25% of his/her annual basic salary.</p> <p>To comply with section 4.6 of the circular, a quarterly assessment shall be conducted on a national and regional level. The personnel shall be rated accordingly based on their performance of which will consist of 50% for individual rating and 50% for group rating. To wit, a rating of 71-84% will considered satisfactory and shall be granted 70% of the computed grant. For a rating of 85-99%, the personnel shall be considered as to have a Very Satisfactory performance and shall be granted 85% of the computed grant. Only those with a rating of 100% shall be considered as having an Outstanding performance and entitled to 100% of the computed grant.</p>



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Part 3

Financial Policies and Procedures



A. Overview of Financial Management System



1. Introduction

This manual provides broad guidelines for the development and maintenance of the acceptable Financial Management arrangement throughout the project life-cycle, to support realization of its development objectives and programs financed by the International Fund for Agricultural Development (IFAD), making sure that all throughout the Project Cycle, fiduciary obligations are complied with and may have to refer to IFAD Handbook to benchmark, validate, and align this financial management systems with international standards and good practices.

This is to address the financial management aspects of the implementation, including, but not limited to, planning and budgeting, accounting, internal controls, financial reporting, flow of funds, and audit arrangements. It aims to ensure that project funds are used effectively and efficiently, and that the Department of Trade and Industry (DTI) Central Office (CO), in close coordination with the National Project Coordination Office (NPCO), will be able to generate accurate and timely Financial Reports to DTI, IFAD, and stakeholders.



2. Overview of Financial Management System

The NPCO, in cooperation with FS of the DTI Central Office, sets up and maintains an adequate Financial Management System in each stage of the project cycle as summarized below.

Stages	Preparation and Planning	Implementation	Completion and Closing
Action taken by Finance	<ul style="list-style-type: none"> a) Setting up and proper staffing of the NPCO and RCUs b) Training of staff (IFAD procedures etc.) c) Annual work plan and budget, Annual Procurement Plan, Project Procurement Management Plan d) Opening of a designated and project accounts e) Setting up accounting and systems and financial management procedures 	<ul style="list-style-type: none"> a) Record keeping and accounting b) Withdrawal applications c) Bank reconciliations d) Periodic reporting, comparison with actual expenses and forecasts e) Auditing arrangements f) Amendments and budget reconciliations g) IFAD missions 	<ul style="list-style-type: none"> a) Eligible Expenditures claimed by the borrower on the closing date b) Final inventory (disposal/handover) c) Closing of bank accounts and refund balances d) Final audit and financial reporting e) Budget wrap up

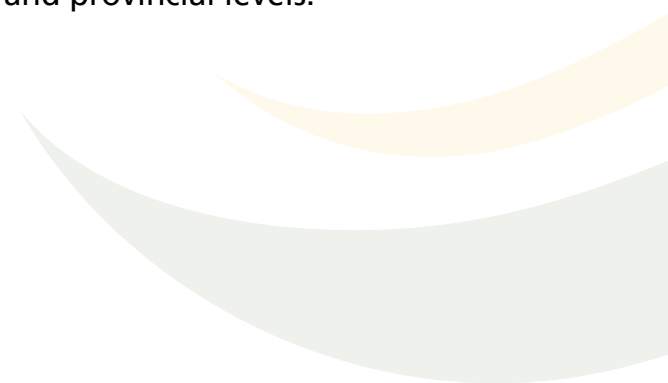


3. Financial Management Team Structure

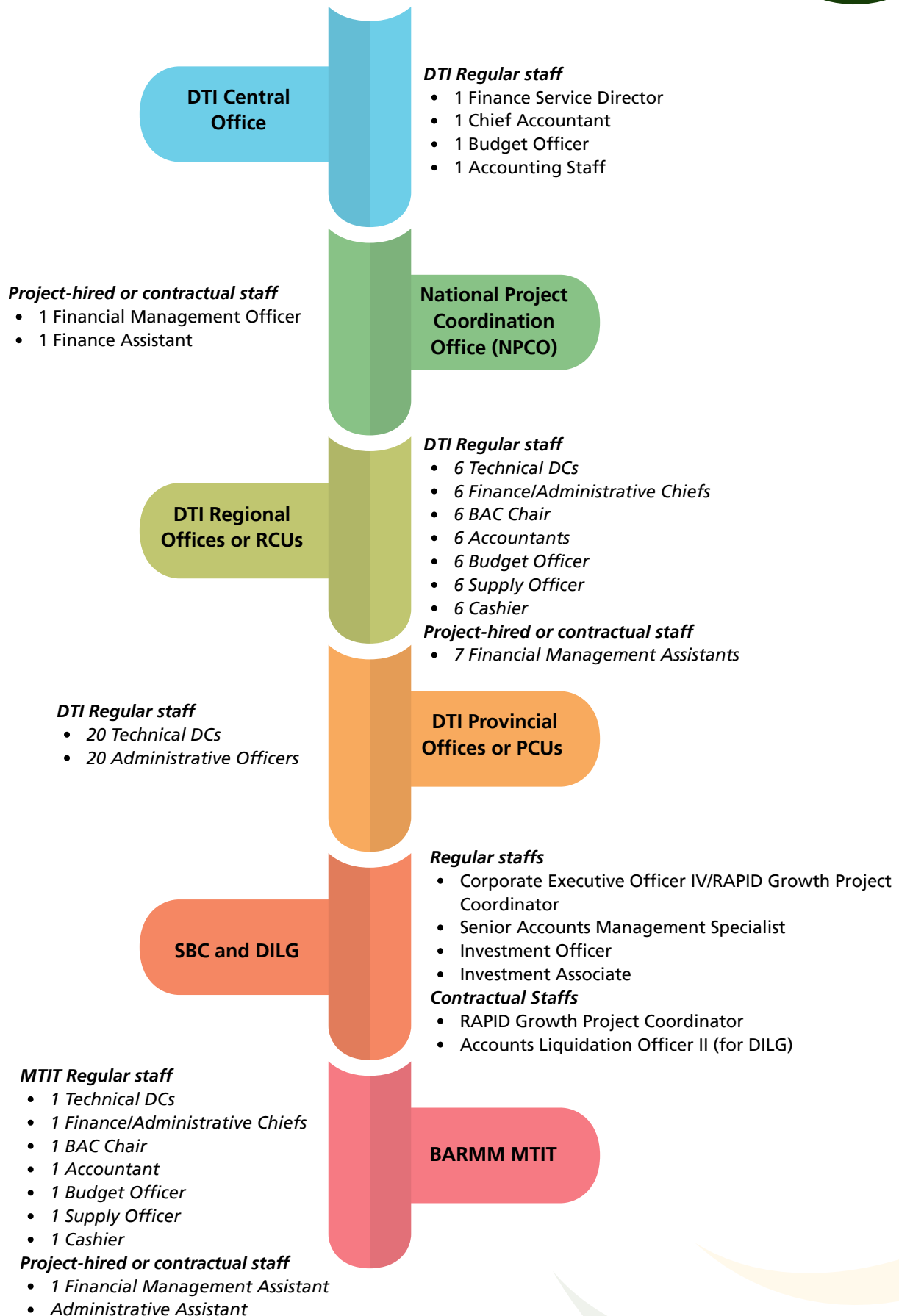
a) Overview of the Structure

Project organization and staffing are adequate to provide effective institutional governance and oversight for Project performance, governed by clear and effective HR procedures. Staffing requirements for financial management must be adequate in all participating implementing organizations and locations of the Project.

The Financial Service (FS) of the DTI Central Office will be primarily responsible for the implementation of an adequate and sound financial management system for the Project, assisted by the contractual Finance Management Officer (FMO) at the NPCO, Financial Management Assistants (FMAs) at the Regional Offices and Admin Assistants (AAs) at the Provincial Offices to provide functional support to Regular Detailed FM staff at national, regional, and provincial levels.



b) Positions





c) Compensation

The compensation of the Contractual Financial Management Project staffs shall be paid using 100% loan proceeds allocated for the expenditure category of Recurrent Cost subject to existing budgetary rules and guidelines, while the monthly top-up or honoraria of the Detailed Regular Staff assigned to RAPID shall be paid using its GOP counterpart.

d) Job Descriptions

Role	Core Functions	Key Deliverables	Reporting Deadlines	KPIs
Project Financial Management Officer (PFMO)	<ul style="list-style-type: none"> Lead design/implementation of FM systems Coordinate with IFAD & Borrower on financing terms Oversee WA, fund flow, and FM compliance 	<ul style="list-style-type: none"> Project Financing Plan Annual Work Plan & Budget (AWPB) Withdrawal Applications (WA) Interim Financial Reports (IFRs) Final audit report 	<ul style="list-style-type: none"> AWPB: Annual, before IFAD FY start IFRs: Quarterly, within 45 days after quarter end WA: As needed Annual Audit: within 6 months after FY end 	<ul style="list-style-type: none"> % of timely submissions % of WA approved without queries Compliance rate with IFAD/COA % of audit findings resolved in 60 days
Finance Assistant (FA)	<ul style="list-style-type: none"> Support NPCO finance ops Prepare SOEs & bank reconciliations Process claims & disbursement vouchers Maintain records 	<ul style="list-style-type: none"> Monthly SOE & Bank Reconciliation Consolidated Status of Funds Claims with complete docs Fund Utilization Reports 	<ul style="list-style-type: none"> SOE/Bank Recon: Monthly, by 10th Fund Utilization: Monthly, by 10th IFR Inputs: Quarterly, 5 days before NPCO submission 	<ul style="list-style-type: none"> % of timely reports Accuracy rate (% error-free) Avg. processing time for claims Completeness of documentation
Finance Management Assistants (FMAs)	<ul style="list-style-type: none"> Manage regional project finances Consolidate/review PCU financials Facilitate fund transfers Maintain regional fund tracker 	<ul style="list-style-type: none"> Consolidated Regional AWPB Monthly SOEs, FARs, Bank Recons Fund transfer memos Updated fund tracker 	<ul style="list-style-type: none"> AWPB: Annual, before NPCO deadline SOEs/FARs/Bank Recons: Monthly, by 10th Audit Responses: Per COA timelines 	<ul style="list-style-type: none"> % of PCU reports consolidated on time Fund transfers processed ≤ 3 days Reduction in audit findings YoY % accuracy of fund tracker
RCU Administrative Assistants (AAs)	<ul style="list-style-type: none"> Support FMA & procurement Maintain OPEN procurement updates Assist in AWPB prep & fund utilization tracking Provide admin & audit support 	<ul style="list-style-type: none"> Monthly Bank Reconciliation & Fund Utilization Report Updated procurement dossiers in OPEN Monthly Accomplishment Report Scanned finance & procurement records 	<ul style="list-style-type: none"> Fund Utilization: Monthly, by 10th Procurement updates: Within 2 days of activity Monthly Accomplishment: Last working day 	<ul style="list-style-type: none"> % procurement dossiers updated on time Timeliness of report submission % completeness of documentation Audit query response time





e) Training and Capacity Building

The newly hired financial management staff shall be informed of the following information and guidelines to carry out their functions:

Files/Document/Data	Persons responsible	Timeline
Position Description Form	Project Management Assistant	On or before the day of engagement
Financing Agreement	Immediate Supervisor	1 week
Project Financial Management & Financial Control Arrangements Letter (FMFCL) or Previously known as Letter to the Borrower/Recipient (LtB/R)	Immediate Supervisor	1-2 months
Project Implementation Manual	Immediate Supervisor	1 month
AWPB	Immediate Supervisor	1 month
IFAD Disbursement Procedure	Immediate Supervisor	1 week
Preparation of SOE and Two-way Bank Reconciliation	Immediate Supervisor	1 week
e-NGAS operation	Immediate Supervisor	1 week
COA compliance	Immediate Supervisor	1 week
Anti-Money Laundering & Anti-Corruption policies	Immediate Supervisor	1 week
Project Financial Management & Financial Control Arrangements Letter (FMFCL) or Previously known as Letter to the Borrower/Recipient (LtB/R)	Immediate Supervisor	1 month



4. Project Financing and Cost Tables

a) Project Financing Structure

The financing structure of the project presented below is derived from the schedule 2 Allocation Table of the Financing Agreement (FA).

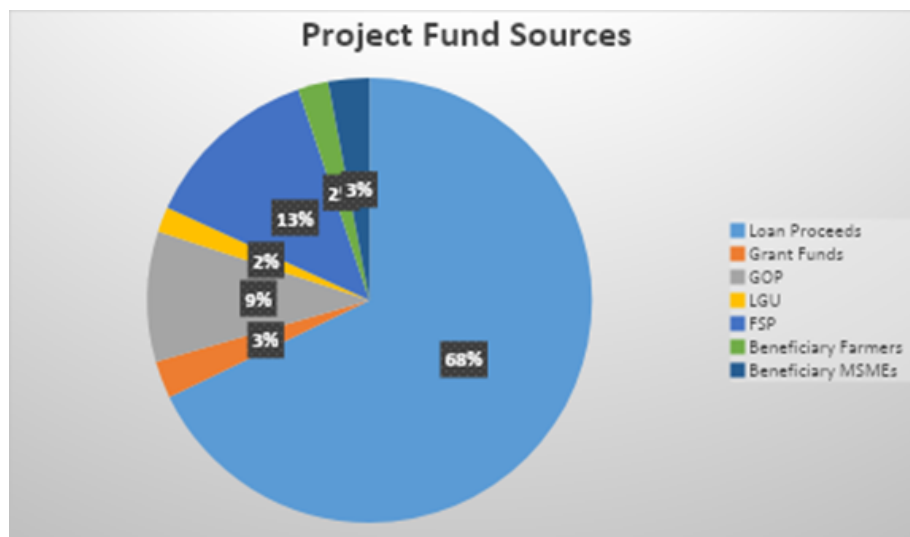
Budget Category	Total Amount in Million PHP			
	IFAD Loan	Budget Allocation	IFAD Grant	Budget Allocation
Consultancies	444.50	14%	101.00	81%
Trainings	343.00	11%	24.00	19%
Goods	245.00	8%		
Works	717.00	23%		
Investment Capital	453.50	14%		
Matching Grant	661.50	21%		
Recurrent Cost	280.50	9%		
Total	3,145.00	100%	125.00	100%



The Project would be financed by the following financiers: a) IFAD loan; b) IFAD Grant; c) Government of the Philippines (GoP); d) Local Government Units (LGUs); e) Financial Service Providers (FSP); f) the beneficiary farmers; and g) the beneficiary MEs and SMEs.

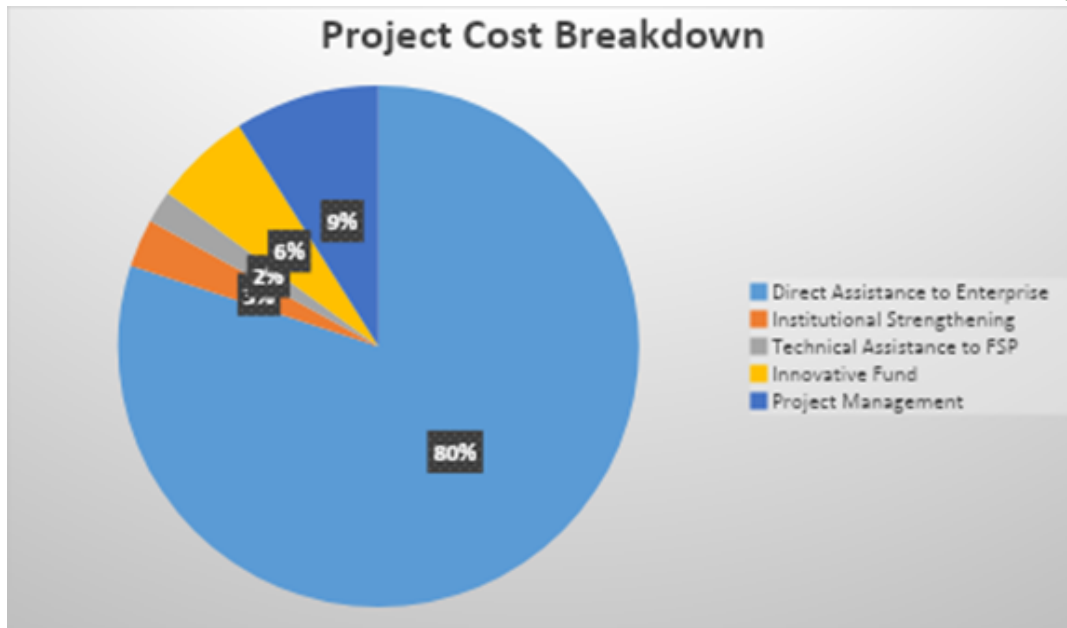
The IFAD loan will be US\$ 62.9 million, and the IFAD Grant will be US\$ 2.5 million.

Both IFAD loan and grant will meet 70.6% of the total project cost. The GoP will contribute US\$ 9.1 million equivalent, which is 9.5% of the total project cost. The contribution of the LGUs would be US\$ 1.71 million (1.8%); the FSP would be US\$ 12.44 million (13%); the beneficiary farmers would be US\$ 2.1 million or equivalent (2.2%); and the beneficiary MSMEs would be US\$ million 2.84 or equivalent (3%).



b) Project Cost Breakdown


The total project costs, including Loan, Grant, GoP counterparts price contingencies, duties and taxes, are estimated at US\$ 93.59 million over a six-year implementation period. The project investments are organized into five components: a) Direct Assistance to Enterprise (80% of the project cost); b) Institutional Strengthening (3%); c.) Technical Assistance to FSP (2%), d.) Innovative Fund (6%) and e.) Project Management (9%).



c) Eligible expenditures

Only Eligible Expenditures are allowed to be incurred during the implementation of the project and a quick reference guide is illustrated below:

DO's ✓	DON'Ts ✗
Ensure the expenditure is reasonable, necessary, and directly related to achieving project objectives.	Do not spend on items or services not included in the approved AWPB or outside the Financing Agreement's component breakdown.
Verify the expenditure is within the approved project implementation period or falls under approved retroactive or winding-up costs.	Avoid any expenditure before compliance with withdrawal conditions stated in the Financing Agreement (unless retroactive financing is approved).
Obtain IFAD approval for retroactive financing or winding-up expenditures (final audit, project closure activities, retained key staff salaries).	Do not use project funds for prohibited payments under IFAD's General Conditions (fraudulent, corrupt, or ineligible practices).
Include winding-up costs only for activities incepted prior to PCD, final audit, and completion reports.	Avoid incurring new operational or capital expenses after the Project Completion Date, except approved winding-up costs.
Submit all Withdrawal Applications (WAs) for winding-up expenditures on or before the financing closing date.	Do not retain any ineligible expenditures identified by COA — these must be refunded to IFAD before account closure.
Confirm that taxes charged are reasonable, non-discriminatory, and approved by IFAD if exemption is not possible.	Do not finance taxes that are excessive, discriminatory, or unreasonable without prior IFAD determination.



5. Planning and Budgeting

a) Annual Workplan and Budget

Project budgets are realistic and have a strong link between Project expenditure and Project outputs/ results. Borrowers document this link in the Annual Work Plan and Budget (AWPB). They also support forward planning of Project funding needs so that funding available is fully and efficiently utilized for intended purposes.

An Annual Work Plan and Budget (AWPB) will be the basis for the implementation of the project consistent with IFAD guidelines^[1] and appropriate DBM Circular Letters. The preparation and recalibration of the AWPB must coincide with the government budget cycle in order to ensure that the correct amount of appropriations or allotment is received by the Project. The AWPB should be based on the cost tables from the signed Financing Agreement (FA).

Reference: IFAD General Conditions

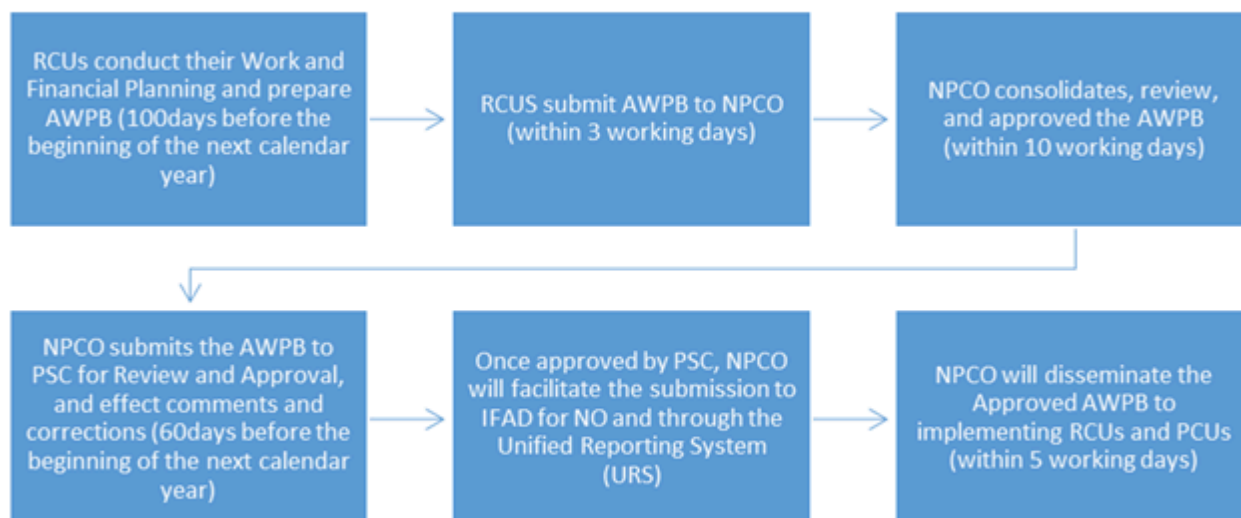
The AWPB is expected to contain several key elements such as:

AWPB Content Outline

- 1.Introduction and brief background;
- 2.Narrative covering the strategic focus, target group, geographical focus (project sites), outreach (with gender disaggregation), project components and specific activities to be undertaken and the planned output for each activity;
- 3.Outline of major risks that could adversely affect the project outcomes and actions undertaken by the recipient to ensure that these risks are mitigated and outputs secured.
- 4.Budget and Financing plan describing the necessary inputs and outputs for each activity, including the expenditures, financing source and by when it will be completed. The expenditures should be classified per activity and should also be linked to a component, expenditure category as per the financing agreement and a financing source. In addition each activity should be coupled with tangible outputs or physical targets to facilitate the measurement of project progress.
- 5.Procurement plan outlining what will be procured, at what cost, under what procurement method and when. Good planning is vital for successful and timely procurement, the first Procurement plan should cover the first 18 months of the project lifecycle while the subsequent procurement plans should cover 12 months of the project lifecycle.
- 6.Schedule of Training and technical assistance and,
- 7.NPCO Staff Development Plan
- 8.Full payroll for all project staff including the names, titles as well as monthly and annual salary.

b) Budget Preparation

The process of the preparation of the Budget shall be illustrated as follows:



c) Content of QWPB

A timely quarterly work and budget plans allocated by component including expenditures schedule, procurement plan and projected cash flows shall be prepared based on up-to-date cost estimates.

d) Budgetary Control

The Financial Management Staff at the NPCO and RCUs will monitor project transactions or disbursements to ensure that expenditures are in accordance with and covered by the relevant approved AWPB.[1]

The budget should also take into account the physical outreach/ means of verification by activity to facilitate tracking of project progress in terms of the physical and financial accomplishments against planned outputs and expenditures.

The past financial performance should also be disclosed in order to provide more strategic focus and avoid overspending or category overdrafts (incurred expenditures by Category and by component).

Note: Latest version 1.02, or as amended from time to time, will be available on IFAD's website.



e) Withdrawal Application

At any time between the Date of Entry into Force of the Financing Agreement and the Financing Closing Date, the Project may request withdrawals from the Financing of amounts for eligible expenditures. The Project can request withdrawals of Financing only after all withdrawal conditions have been fully complied with and compliance has been accepted by IFAD. It is a precondition for disbursement that the borrower enters all contracts in the CMT and updates them at least once per quarter.

Some withdrawal conditions are general in nature and applicable to all Projects, as stated in General Conditions. There may be other specific withdrawal conditions applicable to a Project, or to some specific Project activities, components, or expenditure categories. Such specific withdrawal conditions are stated in the Financing Agreement.

Withdrawal applications will be processed by the Accounting and Controller's Division of IFAD. An application for withdrawal, accompanied by a summary of expenditure by category and by relevant forms and supporting documents, should be sent in original to IFAD.

When withdrawal applications are submitted electronically, this should be undertaken and effected in such a form and manner so as to abide by the Terms and Conditions for Access to IFAD Client Portal, which are attached as Annex 2 to this letter.

f) Documentation for Withdrawals, Justification of Advance

After considering the project design and financial management risk assessments, IFAD may require specific documentation in support of the withdrawals, as specified in the FMFCL. Supporting documents for WAs should normally include the IFRs.





6. Accounting Systems and Procedures

The accounting system ensures timely and reliable recording and reporting of project's financial transactions in accordance with international accounting and reporting standards. Additional requirements are stated in "IFAD Handbook for Financial Reporting and Auditing of IFAD-financed Projects" . The accounting system may be standalone software or integrated in the country systems as agreed during design.

Reliable annual and periodic in-year financial reporting of all sources and uses of Project funds is made available in a timely manner during the Project implementation period, to ensure comprehensive accountability in a transparent manner to all stakeholders, including IFAD

a) Accounting Standards

The Project shall use Internationally Accepted Accounting Standards in the preparation and presentation of financial statements of the IFAD-funded projects or equivalent national/regional standards issued by relevant local authorities^[1] and shall be stated in project financial reports and annual financial statements.

The DTI CO FS will prepare Consolidated Project Financial Statements in accordance with the Philippine Public Sector Accounting Standards (PPSAS)^[2] that are harmonized with the International Public Sector Accounting Standards (IPSAS).

The Project shall also refer to the Government Accounting Manual (GAM) for National Government Agencies (NGAS), which presents the basic accounting policies and principles in accordance with PPSAS and other pertinent laws, rules and regulations. The GAM includes the Revised Chart of Accounts (RCA), the accounting procedures, books, registries, records, forms, reports, financial statements, and illustrative accounting entries.^[3]

The Project will use the e-NGAS in recording its financial transactions.

^[1] *Conceptual Framework on Financial Reporting and Auditing of IFAD-Financed Projects.*

^[2] *Adopted by the Commission on Audit thru its Resolution No. 2014-003 dated January 24, 2014.*

^[3] *GAM for NGAS Volume I: Chapter 1, Section 2. Coverage.*



b) Fund Flow and Accounts Maintained

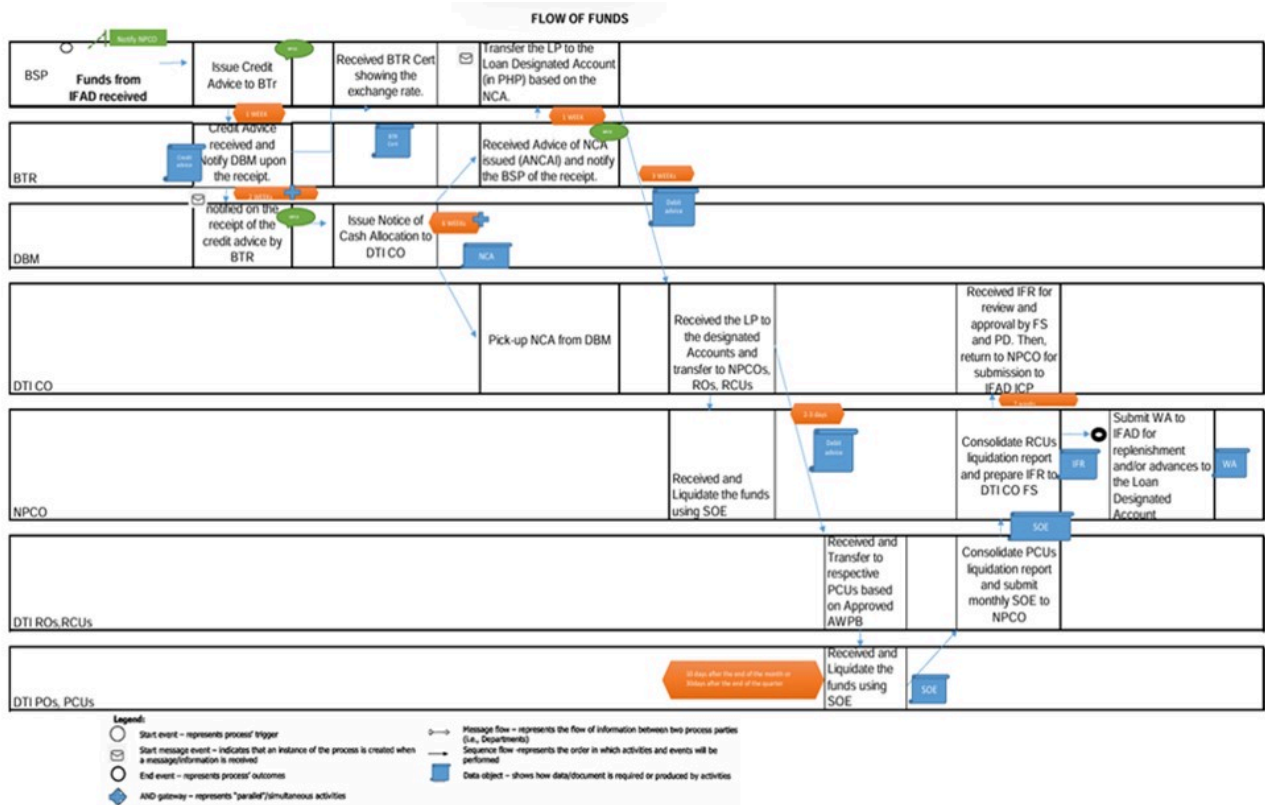
The Withdrawal of Financing is timely and is disbursed to the Borrower and its project implementing entities and intended beneficiaries efficiently to support the Project objectives and activities. Proceeds of Financing are withdrawn after authorization by designated officials of the Borrower, in stages as eligible expenditures are actually incurred.

Disbursement of funds follow the terms on which the Financing has been approved, as described in the Financing Agreement and the FMFCL. All disbursements are promptly recorded and fully accounted for before Project Closing Date.

IFAD-financed projects may include other sources of financing that contribute to project development objectives, such as counterpart funds, contributions from community groups or from donors. In such cases, the Financing Agreement normally indicates the source and amount of such financing and the basis for sharing the co-financed expenditures. Further instructions on the flow of funds and accountability are given in the FMFCL.

c) Funds Transfer Processes of the Loan Proceeds

Processes	Entity responsible	Actions to be taken	Timeline
Deposit of the requested advance (or replenishment) from the loan's authorized allocation to the account of the Treasurer of the Philippines (TOP) at the Bangko Sentral ng Pilipinas (BSP).	IFAD to BSP	NPCO will be notified by IFAD to be apprised of the monitoring schedule and steps to the government agencies.	2 to 3 working days
Issuance of credit advice to the Bureau of Treasury (BTr).	BSP to BTr	NPCO will get a contact person from BTr to be updated of the status of the document required in the appropriate office.	1 week
Notification to the Department of Budget and Management (DBM) upon receipt of the credit advice by the BTr.	BTr to DBM	NPCO will get a contact person from BTr to be updated of the status of the document required in the appropriate office.	2 weeks
Issuance of the corresponding Notice of Cash Allocation (NCA)	DBM to DTI CO and BTr	NPCO will get a contact person from BTr to be updated of the status of the document required in the appropriate office.	6 weeks
Notification to the BSP of the receipt of the advice of the Notice of Cash Allocation	BTr to BSP	NPCO will get a contact person from BTr to be updated of the status of the document required in the appropriate office.	2 weeks
Transfer of the Loan proceeds to the Loan Designated Account of DTI CO	BSP to DTI CO	NPCO will be notified by the DTI CO to inform the RCUs of the funds that is readily available for disbursement.	3 weeks
Transfer of the loan proceeds to the NPCO and ROs / RCUs based on their approved AWPB and Preparation of SOE	DTI CO to NPCO and RCUs/PCUs	DTI ROs / RCUs will transfer loan proceeds to respective Php Current Accounts of DTI Provincial Offices, maintain accounts, and liquidate accordingly using Statement Of Expenditures.	1week after the end of the month or 2 weeks after the end of the quarter
Consolidation of SOE for the preparation of IFR	NPCO	DTI CO and RCU will consolidated the monthly SOEs and submit to the NPCO. NPCO will then consolidate all regional and DTI CO monthly liquidation report and submit IFR to FS for review and approval	2 weeks
Review and approval of IFR	DTI CO and PD	DTI CO and Project Director will review and approve the IFR prepared by the NPCO FMO. Upon approval, it will be returned to NPCO for the submission to IFAD.	3 working days
Submission of WA to IFAD for replenishment and/or advances	NPCO	NPCO will submit Withdrawal Application to IFAD for replenishment and/or documentation of use of loan advances to the Loan Designated Account.	3 working days



d) Accounts Maintained

Banking arrangements, including the Borrower's Single Treasury Account or a Designated Account and project accounts where relevant, have been set up to allow secure and cost-effective access to funds for eligible Project expenditures. The Designated Account and project accounts are closed, and balances fully accounted for before Project Closing Date.

The following bank accounts were opened and maintained for the Project:



No.	Accounts	Bank maintained	Source of Fund	Handled
1	Designated (USD)	Land Bank of the Philippines (LBP)	Loan proceeds from IFAD through BSP	DTI CO
1	Designated (USD)	Land Bank of the Philippines (LBP)	Grant funds from IFAD through BSP	DTI CO
1	Current (PHP)	Land Bank of the Philippines (LBP)	Loan proceeds from BSP	DTI CO
1	Current (PHP)	Land Bank of the Philippines (LBP)	Grant funds from BSP	DTI CO
1	Pooled Current Account (PHP)	Land Bank of the Philippines (LBP)	Loan proceeds from DTI CO	DTI CO for Matching Grant
1	Pooled Current Account (PHP)	Development Bank of the Philippines (DBP)	Loan proceeds from DTI CO	DTI CO for Matching Grant
1	Current (PHP)	Land Bank of the Philippines (LBP)	Loan Proceeds from DTI CO	DILG
1	Current Account (PHP)	Land Bank of the Philippines (LBP)	Loan advances from the Current Account of DTI CO	Small Business Corporation (SB Corp.)
1	Current Account (PHP)	Land Bank of the Philippines (LBP)	Loan proceeds from the Loan Designated Account of DTI CO	NPCO
1	Current Account (PHP)	Land Bank of the Philippines (LBP)	Grant funds from the Grant Designated Account of DTI CO	NPCO
1	MDS Account	Land Bank of the Philippines (LBP)	GOP from the DTI CO	NPCO
7	Current Account (PHP)	Land Bank of the Philippines (LBP)	Loan proceeds from the Loan Designated Account of DTI CO	RCUs
7	Current Account (PHP)	Land Bank of the Philippines (LBP)	Grant funds from the Grant Designated Account of DTI CO	RCUs
1	MDS Account	Land Bank of the Philippines (LBP)	GOP from the DTI CO	RCUs
1	Current Account (PHP)	Land Bank of the Philippines (LBP)	Grant funds from the Grant Designated Account of DTI CO	BARMM MTIT
1	MDS Account	Land Bank of the Philippines (LBP)	GOP from the DTI CO	BARMM MTIT
17	Pooled Current Accounts (PHP)	Land Bank of the Philippines (LBP)	Loan proceeds from Current Accounts of DTI RCU	PCUs

7. Disbursement Procedures

Financing is made available for withdrawal by the Project upon entry into force of the Financing Agreement and after stated withdrawal conditions have been fulfilled. IFAD will disburse funds for eligible expenditures as they are incurred, based on an agreed financial plan.

The amount of Financing that the Project may withdraw from time to time during the Project.

Implementation Period must follow reasonable limits that may be placed by IFAD on such withdrawals, based on the Project fiduciary risk assessment, financial management performance, implementation progress, on-going compliance with the Financing Agreement and forecast funding needs deriving from approved budgets (AWPB) and the annual procurement plan.

The Project adhered to disbursement arrangements that govern the withdrawal of financing proceeds and disbursements for each Project. The Project shall ensure that the Financing proceeds withdrawn are made available to authorized project parties, in a timely and cost-effective manner for the execution of project activities.



a) Standard Procedures Available

In IFAD (International Fund for Agricultural Development) project financing, Advance Withdrawal (also known as Imprest Account), Reimbursement, and Direct Payment are the three standard disbursement procedures that may be used for withdrawal.

Disbursement Methods Overview

Method	When to Use	Advantages	Risks
Advance Withdrawal	For operational liquidity	Immediate access to funds	Requires strict liquidation
Direct Payment	Large supplier/contractor payments	Paid directly by IFAD	Longer processing time
Reimbursement	Pre-financed eligible expenses	Recovers costs	Cash flow gaps if delayed

(i) Procedure I Advance Withdrawal

Advance withdrawal (using imprest accounts or revolving funds with replenishment to a bank account(s) designated to receive financing resources in advance). This modality is used to advance and/or replenish funds to a bank account as designated by the borrower. The Fund may place a limit on the amount to be advanced and/or replenished. Relevant details on the modality – which is project specific – are agreed between the borrower and the Fund, and detailed in the LTB.

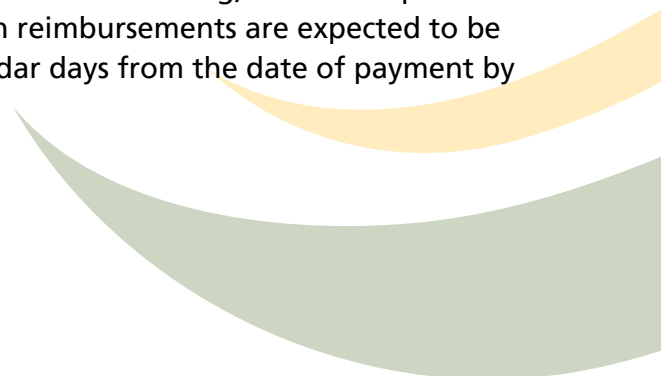
(ii) Procedure II Direct payment


Direct payment. This modality is used for eligible project expenditures to be paid directly by IFAD, generally for large contracts, to suppliers, contractors, consultants or third parties, as authorized by the borrower.

The Direct Payment procedure should preferably be used only for payments of more than USD 100 000 equivalent. Project expenditures below this threshold should be paid from the Project's Designated or operational accounts.

(iii) Procedure III

Reimbursement. This is applicable when eligible project expenditures, reimbursable under the financing, have been pre financed by the borrower. Such reimbursements are expected to be claimed no later than 90 calendar days from the date of payment by the borrower.





(i) For all cases described in (ii) through (iv) below:

- (a) The signed contract or confirmed purchase order – showing the specified amount that is due to be paid;
- (b) The bank guarantee for advance payment, as specified in the contract documents;
- (c) The bank guarantee for performance, as specified in the contract documents;
- (d) Copies of communications sent by the IFAD country programme manager to the lead project agency providing the ‘no objection’ (whether post or prior) to the contract award; and
- (e) Evidence of payment.

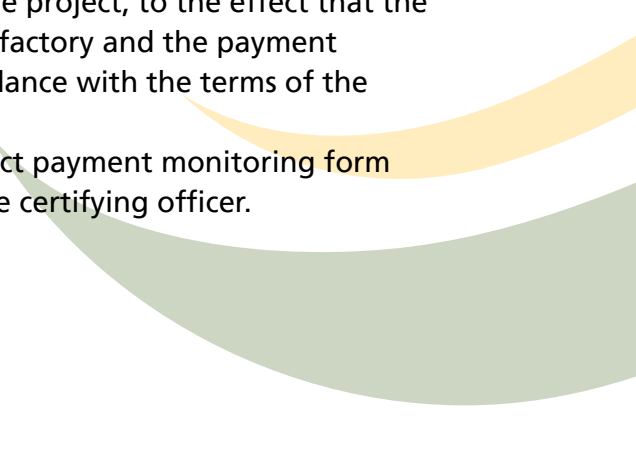
(ii) For payment of goods, in addition to (i):

- (a) Supplier’s invoice, duly certified for payment by the project director – specifying the goods, their quantities, and prices;
- (b) Bills of lading or similar documents; and
- (c) As appropriate, the certificate of delivery (to include condition of goods on delivery).

(iii) For payment of consultants’ services and other services, in addition to (i):

- (a) The supplier’s or consultant’s claim, duly certified for payment by the project director and showing sufficient detail. If such services relate to the importation of goods (for example, freight and insurance payments), adequate reference should be given to enable the Fund to relate each of these items to specific goods whose cost has been or is to be financed by the financing closing date; and
- (b) As appropriate, a certificate of delivery of satisfactory services.

(iv) For progress and retention payments of civil works, in addition to (i):

- (a) The claim of the contractor, including a financial progress report, stating the work performed and the amount due;
 - (b) A certificate – signed by the project consultants or owner’s representative, if any, or by the borrower’s chief engineering officer or resident supervising engineer assigned to the project, to the effect that the work performed is satisfactory and the payment claimed is due in accordance with the terms of the contract; and
 - (c) A copy of the contract payment monitoring form signed in original by the certifying officer.
- 



b) Expenditure Categories and Disbursement Percentage

The Financing for a Project is normally allocated to various expenditure categories in the Financing Agreement based on project cost estimates, along with the relevant disbursement percentages which reflect the proportion of IFAD Financing in the total expenditure allocated to that category. It is possible to overdraft categories up to 30% without the need of a formal re-allocation. The balance will normally be financed by other sources. Disbursement percentages of financing are determined and agreed before or during formal Negotiation.

c) Qualitative Standards

IFAD is committed to transparency in all aspects of its operations and discloses documents and information that it produces in line with its associated policies.

Records Management. Documents and records of the project shall be retained in accordance with IFAD's policies and applicable legal agreements and access to these will be allowed to all relevant parties for supervision purposes, including IFAD workforce, internal and external auditors.

The DTI shall ensure that the Project Parties maintain records and documents adequate to reflect their operations in implementing the Project. A well-placed electronic document management system for scanned copies of vouchers, procurement docs, and bank reconciliations is recommended.

A naming convention for financial records must be enforced to ensure easy retrieval during audits and IFAD missions and until the Project Completion Date, and shall retain such records and documents for at least ten (10) years thereafter. The Financial Management heads FMO, FMAs, and AAs shall be responsible for the record keeping and accounting for each unit in NPCO, RCUs and PCUs.





Centralized Backup System and Periodic Functionality Testing. This action is implemented to strengthen the project’s financial data security and document control systems.

- **Protocol:** All scanned copy/electronic documents related to financial transactions, accounting ledgers, procurement, advances, liquidation reports, IFR attachments, and official project correspondence must be uploaded to the NPCO-designated secure shared drive :
<https://drive.google.com/drive/folders/1Q6jgCw4YRCwYKP9rIKjxw8TIM6qBqkGQ?usp=sharing>.
- **Backup Frequency:** Monthly uploading, due on or before the 10th of the following month.

To ensure that backups are functional, accessible, and complete, testing shall be conducted as follows:

- **Cross-check of Uploaded Files vs. Physical Reports.** A verification that all official hardcopy or signed reports (e.g., liquidation reports, fund requests, bank statements) have corresponding digital copies stored in the central backup system.
- **File Integrity Testing (Sample Restore).** A process where selected backup files are restored (retrieved) from the backup system to verify that the file can be opened properly, no corruption or missing data occurred during backup, and the restored version matches the original file.
- **Backup System Audit Log Submission.** A monitoring report that confirms backup activities (upload, modify, delete actions) were done according to schedule and procedure.

Activity	Responsible	Frequency
Upload and cross-check the uploaded files vs. physical reports	FMA's	Monthly
File integrity testing (sample restore)	NPCO FM team & IT support	Quarterly
Backup system audit log submission	FMO	Semi-annual



Guidelines on the Centralized Backup System for the RAPID Growth Project

Below are comprehensive guidelines for Document Indexing, Access Control, and Version Management, aligned with IFAD data security requirements, COA standards, and government digital document management protocols.

- **Purpose.** This guideline aims to standardize the central backup system to ensure data integrity, traceability, and secure document handling across NPCO and RCUs.
- **Scope.** Applies to all electronic and physical documents related to:



- **Document Indexing Guidelines**

Standard File Naming Format. All documents must follow:

[Region/Office] [Document Type] [Project Component/Activity] [YYYYMMDD] [Version No.]

Examples:

RCU11_Fundtracker_Nov25_20251210v2.xlsx

NPCO_DV12345_Travel_20251105_v1.pdf

BARMM_BRS_Dec_20251010_v3.docx

RCU9_MOA_MG_20250131_v1.pdf



Avoid using “final”, “latest”, or personal naming conventions (e.g., “Juan’s file” or “final 2”).



Metadata and Index Log. Each Implementing Units must maintain a Document Index Log, containing:

File Name	Description	Date Created	Version	Prepared by	Reviewed by	Location
DV12345	Travel claims	11/05/2025	1	FA Ken	FMO	NPCO - Google Drive

The NPCO FMO compiles a central index register quarterly.

- **Access Control**



User Permission Levels

Access Level	Role / Personnel	Permission
Admin	NPCO FMO	Full access (view/edit/delete)
Editor	FA, FMAs	Upload, create, modify files
Reviewer	Project Manager, RPC	View and comment
Restricted	Procurement staff, consultants	View only assigned documents
No Access	Other staff unless approval given	None

🛡️ Access must be role-based, not person-based, and updated upon staff reassignment or exit.



Requesting Access

- Access requests must be submitted using the Document Access Request Form (with RPC and PC approval).
- Temporary access (e.g., auditors) must be logged and revoked after use.



Data Security

- All financial documents stored in secured central drive or authorized cloud repository.
- USB drives and personal email storage strictly prohibited.
- Password protection recommended for sensitive files (e.g., audit correspondence).





• **Version Management**

 Version Control Rules

- The version number increases only after a validated change (e.g., v1, v2, v3).
- Draft working copies must be labeled clearly:

DRAFT_[file name]_YYYYMMDD_v0

- Once approved:

APPROVED_[file name]_YYYYMMDD_v1

 Change Log Requirement

- For revisions impacting decision-making, include a Change Log Table:

Version	Summary of Change	Prepared by	Reviewed by	Date
1	Cash balance of HO was erroneously encoded	FMO	DTI FS	11/8/2025

 Approval and Archiving

- Only FMO can approve final versions.
- Previous versions must be archived, not deleted.
- Obsolete versions marked as "Superseded", stored in archive folder.

• **Compliance Monitoring**

Monitoring Activity	Frequency	Responsible
File naming compliance check	Monthly	FMA's
Index register review	Quarterly	FMO
Access permissions audit	Semi-annually	FMO
Version control verification	During audit or FM review	FMO





- **Non-Compliance Protocol**

Failure to comply may result in:

- *Issuance of compliance reminder*
- *Temporary restriction of edit/upload access*
- *Inclusion in audit observations*
- *Escalation to Project Manager for corrective measures*

- **Effectivity**

This guideline shall take effect immediately upon issuance of RD approval and applies to all newly created and revised documents.

- **Key Contact Persons**

Concern	Contact
Document indexing	FMA's
Access requests	FMO
Versioning and audit logs	FMA's
Technical issues	FMO



8. Asset Management

a) Asset Capitalization threshold

The project follows the capitalization threshold under the COA Circular No. 2022-004 which elects to capitalize tangible assets that are used in the operations and that have initial useful lives extending beyond a single reporting period amounting to P50,000 and above to be considered as PPE.

b) Asset Tagging and Recording

The NPCO and the respective RCUs will maintain a complete listing of all assets financed by the Project.





c) Physical Verification

The NPCO FMO assisted by the FA will perform annual physical count and inspection specifically as of December 31st, with a report submitted to the COA by January 31st of the following year as required by the GAM. Discrepancies must be reported within 10 working days with explanation and corrective actions.

Semi-annual counts for semi-expendable and other inventoriable items are typically as of June 30th and December 31st, with reports (RPCI) due on July 31st and January 31st respectively. This is done to verify the existence and condition of assets and to reconcile physical counts with record.

All project assets will also be insured. ^[1]

^[1] <https://www.coa.gov.ph/index.php/2013-06-19-13-06-41/1-circulars/category/6912-cy-2018>



9. Cash Advances Management

a) Advances Liquidation Timelines

The Project sets the liquidation period for a cash advance, including for petty cash, which depends on its purpose under the COA Circular No. 2012-004:

For petty cash funds specifically, liquidation is typically done through replenishment as needed.

Replenishment: When disbursements reach at least 75% of the fund or as needed, the fund is replenished. This acts as a rolling liquidation of expenses paid from the fund.

Final liquidation: A full liquidation of the PCF is required upon the custodian's termination, resignation, or retirement, or at the end of the year.





Purpose of cash advance	Liquidation period
Salaries, wages, honoraria, and similar payments	Within five (5) calendar days after the end of the payment period.
Local travel expenses	Within 30 calendar days upon the employee's return to their permanent work station.
Foreign travel expenses	Within 60 calendar days upon the employee's return to the Philippines.
Other general purpose	As soon as the purpose has been served. Failure to liquidate within five (5) working days may result in administrative charges.

b) Rules for Non-liquidation

No new advance may be issued if previous advance is unliquidated beyond the deadline. Failure to settle a cash advance within the prescribed period can lead to serious consequences, including the withholding of salary and potential criminal charges for malversation. Advances outstanding beyond 90 days → automatic escalation to DTI IAS for investigation.

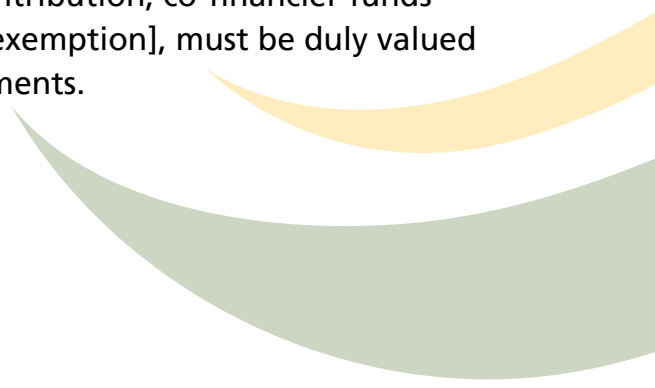
c) Monitoring and Reporting

The NPCO shall maintain updated monthly monitoring sheets for Advances Register (with aging), Liquidation Tracker per RCUs advance aging.

10. Financial Reporting

a) Overview

In accordance with Sections 9.01 and 9.02 of the General Conditions, the Borrower/Recipient must prepare and submit to IFAD detailed financial statements of all the operations, resources and expenditures related to the Project for each fiscal year. All Project financing sources, [namely IFAD Financing, counterpart contributions, beneficiaries cash contribution, co-financier funds whether provided in cash or in the form of tax exemption], must be duly valued and accounted for in the Project financial statements.



DTI RAPID will conform to Chapter 19 of GAM for NGAs, and other government pronouncements on financial reporting. In that regard, DTI CO, NPCO and ROs will maintain separate accounts and records for project transactions. DTI CO will be responsible for the consolidation of books of accounts.

Detailed requirements are provided in the IFAD Handbook for Financial Reporting and Auditing of IFAD financed Projects which may be amended from time to time.

b) Key Financial Deadlines

Activity	Frequency	Responsible	Output
SOE Submission	Monthly	FMAAs / NPCO	SOE File
IFR Submission	Quarterly	NPCO / DTI CO	IFR
Annual Audit Report	Annual	COA / NPCO	Audit Report
Asset Inventory	Semi-annual	NPCO / RCUs	RPCI

c) Interim Financial Reports

The content of in-year / interim financial progress reports (IFRs) will be discussed and agreed during project design. A general requirement is that IFRs should enable regular monitoring of financial progress in the Project. IFRs are used for disbursement purposes; any alternative arrangements could be discussed during design. Good practice IFRs will facilitate comparison of financial progress with physical progress and against approved budgets (AWPB) and approved financial allocations for various components and expenditure categories.

In accordance with the LtB's, DTI CO will submit to IFAD unaudited Quarterly Interim Financial Reports (IFRs) for both the loan and the grant financing within 45 days after the end of each calendar quarter. Interim financial reports (IFR) must be submitted to IFAD at quarterly intervals within 60 days after the end of each calendar quarter.

^[1]<https://www.ifad.org/documents/38711624/39421009/IFAD+Handbook+for+Financial+Reporting+and+Auditing+of+IFAD+Financed+Projects/133b165d-15c7-4f79-8217-aef95b79dd67>



The quarterly IFRs will include the following mandatory and supplementary reports:

- Sources and uses of funds (include all financing sources for the Project). To enable monitoring of financial progress, figures for the reporting period and cumulative, with comparable figures from approved budget, are required.
- Summary of expenditures for each expenditure category, component and financier described in the Financing Agreement.
- Statement of disbursements during the period, for each disbursement method used. This will facilitate reconciliation with IFAD's Loan/Grant account.
- Designated Account activity & reconciliation statement.
- Cash flow forecast for next 2 quarters, so that flow of funds can be planned ahead.

However, Annual Interim Financial Reports will include the following additional reports as it may deemed fit:

- Procurement progress report
- Physical progress report;
- Implementing partner monitoring report; and
- Fixed asset register.
- Rural finance/credit line report, where applicable.
- Project management cost report.
- Copies of bank statement(s) of the Designated Account, and that of any other operating/district/ project accounts.

The Project Design Report (PDR) contains the detailed cost tables of the project, in particular:

- Project costs by component;
- Project costs by component and financier; and
- Project costs by expenditure categories and financiers.

Cash flow forecasts must be prepared by projects on a timely basis; adherence to this is regularly monitored by IFAD during implementation.





Steps for Quarterly IFR Preparation		Timeline	Responsible Person
1	Submission of monthly SOEs from regions.	10th day of the following month	Regional FMAs
	Submission of BRS as of June 30, 2025.	10th day after the end of the quarter	Regional FMAs
2	Consolidate SOE from April to June 2025	1 to 2 working days	NPCO Financial Assistant
3	Instruct the FMAs to input in the Annex B file for the Disbursement and Cash Balances	upon the submission of SOE and BRS	NPCO FMO
4	Compare the balances of the SOE with the Disbursement and BRS with the Cash Balances from Annex B	15th day of the following month	NPCO FMO
5	Input the amounts of the Actual Cash Outflow per category and per component in the IFR Report 2	1 to 2 working days	NPCO FMO
6	Input the Cash forecast for the next succeeding two quarters, adjusted based on the current situations with supporting justifications and source documents (e.i. payables)		NPCO FMO
7	Update the Opening Balance in the Report 2 based on the ending balance from previous quarter	1 to 2 working days	NPCO FMO
8	Make sure that the Funds Closing Balance must equal the total Account Balances from the Cash Balance File		NPCO FMO
	Reports 1 and 2 are complete.		
9	For Report 3, get the amount for the Advances and Expenditures from the ICP Portal as of June 30, 2025	1 to 2 working days	NPCO FMO
10	For Report 4, update the Column A based on the AWPB for the 2ndQuarter		NPCO FMO
11	For Report 4 to 6, provide explanation for the variances	1 day	NPCO FMO
	Reports 3 to 6 are complete.		
12	Repeat all the steps for both USD and PHP.	5 working days	NPCO FMO

d) Statements of Expenditure

A Statement of Expenditure (SOE) may be required in some cases, for expenditure categories or contracts above a value threshold stated in the FMFCL and in a prescribed format. IFAD may also require Borrowers to submit copies of relevant accounting documents evidencing eligible expenditure, such as invoices, in some Cases.





d) Annual Project Financial statements^[1]

DTI CO will consolidate and submit annual unaudited project financial statements to IFAD within four (4) months after the end of each fiscal year, in accordance with section 9.02 of the GCs.

In addition to the complete set of financial statements prescribed by Philippine Public Sector Accounting Standards (PPSAS)^[2] and as provided in the GAM, the following IFAD-specific disclosures^[3] should be submitted also as supplementary information:

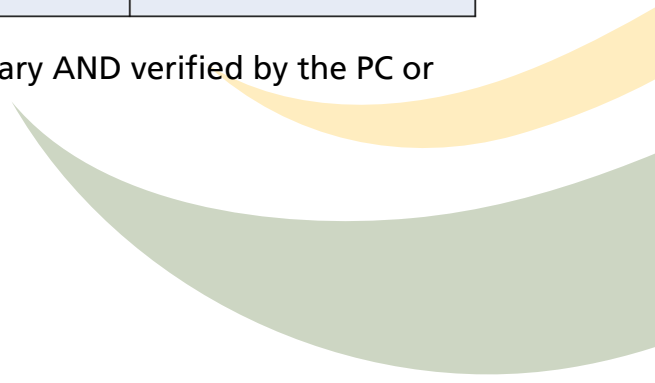
- Fixed asset register;
- WA statement;
- Statement of sources and uses of funds; and
- Designated Account Reconciliation Statement.

e) In-Kind Contribution^[1]

IKC refers to non-cash resources voluntarily provided by beneficiaries or partners towards the implementation of RAPID-supported activities. This guideline establishes the standard definition, documentation, valuation, recording, monitoring, and reporting procedures for In-Kind Contributions (IKC) provided by project beneficiaries, partner organizations, private sector actors, local government units (LGUs), and community groups involved in RAPID-funded activities.

Type of Contribution	Description	Acceptable Valuation Basis	Documentation requirements
Labor contribution	Unpaid manual or skilled work (e.g., construction, hauling, farm prep)	DOLE-approved wage rates (e.g., regional minimum wage, industry rate)	Attendance sheet + timesheet signed by team leader + confirmation by Field validator
Use of personal tools/equipment	Tractors, trucks, processing machines used during activity	Rental market rates or approved depreciation cost	Borrower's declaration + photo + estimated unit rental rate + inspection report
Local materials	Sand, gravel, lumber, traditional housing materials	Local market price or approved DPWH/lgu cost tables	Delivery log + benefactor declaration + price reference
Use of facilities	Storage room, meeting area, drying pavement	Daily rental equivalent or estimated utility cost	Usage log + valuation basis (e.g., rental rate) + confirmation note
Volunteer service	Coaching, technical consultancy, advisory	Standard service fee based on industry rates	Service confirmation form + credentials + rate justification
Land for staging area	Temporary use for activity	Prevailing lease rate (municipality or BIR zonal valuation)	Written consent (barangay or private owner) + area measurement + valuation source

All the forms above must be signed by the beneficiary AND verified by the PC or LGU representative.





d) Recording

All IKC must be recorded in a standard In-Kind Contribution Register (IKC Logbook). Separate logbooks should be maintained at:

- RCU level (for consolidated reporting)
- HO level (for grant-related activities)
- Community or enterprise (for field-level contributions)

Date	Beneficiary/ Entity	Activity	Description of IKC	Unit. Qty.	Valuation Basis	Total Value	Validated by	Remarks
e.i. 1/5/2026	Juan de la Cruz	labor	Manpower contributed to plant the seedlings	8 hrs	P150/hour	P1,200	Field validator Pedro Reyes	done

e) Monitoring and Verification

- Initial verification: At time of contribution by RCU technical officer or enterprise advisor.
- Periodic monitoring: Monthly by RCU FMA.
- Annual verification: During supervision missions and asset verification visits.

f) Reporting Frequency

IKC values must be incorporated into financial reporting using a memorandum entry or note disclosure, in accordance with IFAD and IPSAS guidelines.

Level	Frequency	Responsible
Field logbook	As incurred	Field Validator
RCU summary	monthly	RCU FMA
NPCO consolidated	quarterly	FMO
Audit validation	Annually	COA
Inclusion in Project FS	Annually	HO





g) Foreign Exchange Rate

The currency of financial reporting can be either the denomination currency²⁶, or the functional currency in which most of Project expenditure is incurred, or the presentation currency (another currency in which the transactions are budgeted and recorded in the accounting system, e.g. US\$). Borrowers should agree to the selection of a presentation currency with IFAD during Project preparation.



11. Good practices of Financial Control at IFAD

- Accurate submission of WAs, supporting documentation and banking details which reduces delays and ensures funds are provided in a timely manner.
- Use of IFAD's Client Portal (ICP) for submission of WAs, supporting documentation and banking details to ensure efficient tracking, management, reporting and speed of disbursements in a secure manner reducing risk of fraud and error.
- Timely provision of list of authorised users to access IFAD's Client Portal (ICP) and timely updates of new or removed users to ensure only authorized users have access to request disbursements from IFAD.
- Providing banking details well in advance of requests for WA disbursements to increase the speed of payment issuance.
- Banking details are double checked prior to submission to IFAD to ensure accuracy and validity.
- Due diligence checks including on sanctions, money laundering and terrorism financing conducted on banks, individuals and entities that payments are requested to be made to.



12. Audit

a) Overview

In accordance with Section 6.2 of the IFAD Handbook for Financial Reporting and Auditing Handbook for Financial Reporting and Auditing of IFAD-Financed Projects. The books of accounts and the Project Financial Statements of the project will be audited in accordance with International Standards of Supreme Audit Institutions (ISSAI) acceptable to IFAD, and in accordance with IFAD Handbook for Financial Reporting and Auditing of IFAD-Finance Projects^[1] for public use and dissemination.

DTI CO will submit to IFAD the consolidated Annual Audited Project Financial Statements and Audit Opinion, together with a copy of the Management Letter, with Project Management's Reply, no later than six (6) months after the end of each fiscal year.^[2]

DTI CO will also maintain a Log of Audit Observations^[3] that will become part of the required supervision FM reports and documents. Alternatively, DTI CO can furnish IFAD with updated Agency Action Plan and Status of Implementation (AAPSI) submitted to the COA on an annual basis.

Annex 8 to the LDH includes a template for the Log of Audit Observations, which should be maintained and updated regularly. A copy of this Log is to be included as part of supervision and mid-term review reports.

^[1] Copy available on IFAD's website at www.ifad.org/pub/basicaudit/borrower_e.pdf.

^[2] Refer to GC Section 9.03 (b) Audit of Accounts

^[3] Annex 8 to the LDH provides a template for the Log of Audit Observations.

b) Auditing Bodies

The type of auditor will be determined by IFAD prior to the conclusion of the project design process. The auditor will either be a public auditor or a private audit firm. IFAD promotes the use of national systems in the implementation of projects.

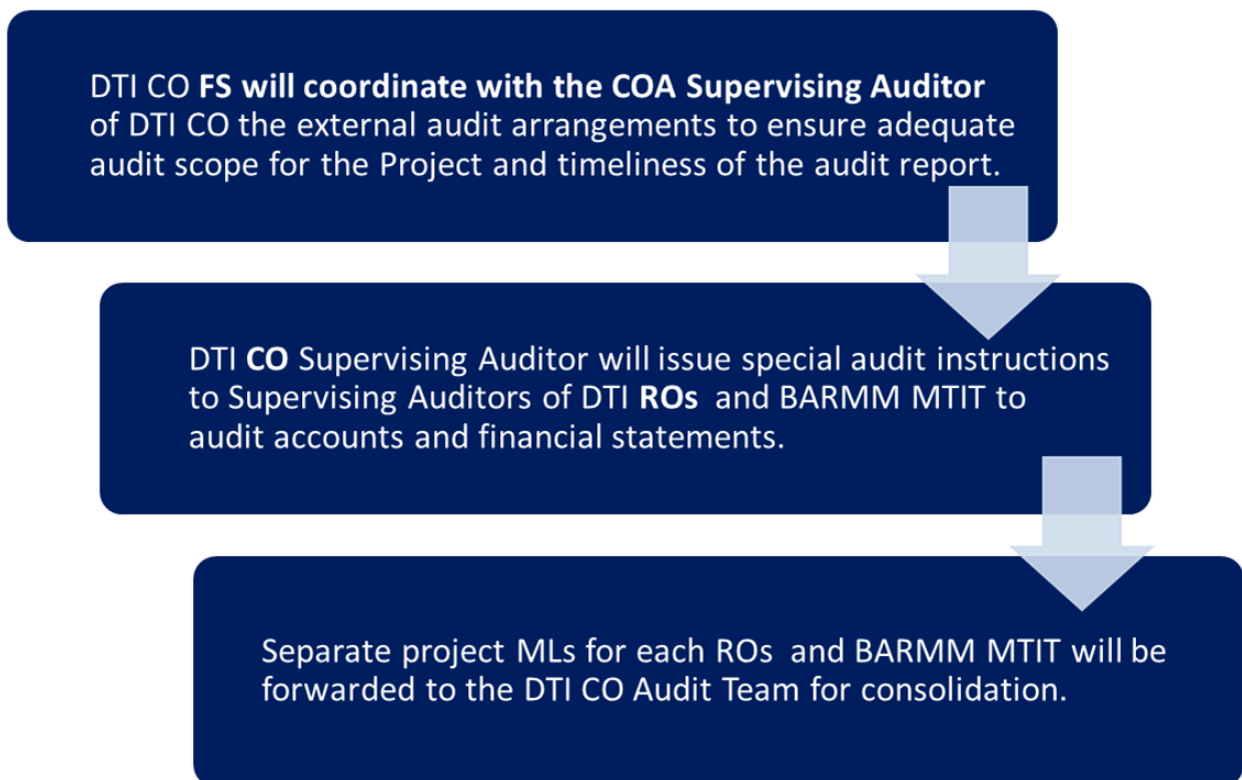
As such, it is preferable that public auditors conduct the audit of IFAD-financed projects in those cases where the capacities and the timing of outputs are adequate and if the project intends to appoint a private audit firm, the Borrower/Recipient is required to assess prospective auditors.



IFAD accepts the appointment of the Commission on Audit as Project External auditors. The Commission on Audit (COA), the Supreme Audit Institution (SAI) of the Philippines, will perform audits every fiscal year of the Project.^[1] IFAD is committed to the use of the country's Financial Management Systems whenever this meets IFAD's minimum requirements. Thus, they may agree with COA additional audit procedures and/or outputs in order to ensure compliance to the IFAD Handbook.

In cases when DTI will not be able to furnish satisfactory and/or timely audit reports, IFAD may engage independent auditors, other public bodies, or private audit firms registered with local professional accounting and auditing bodies of its choice, subject to specific guidelines.

c) Audit Process





For RGMS, the process are as follows:

DTI CO FS will also coordinate with DILG CO FMS and their COA Supervising Auditor regarding IFAD external audit requirements for Farm to Market Roads financed by the project.

The Audit Team for DILG will audit project expenditures reported in their SOEs and will issue separate MLs. The separate MLs will then be sent to DTI CO to be incorporated in the consolidated annual audit report of the Project.

In order to enhance the assigned audit team's knowledge in IFAD procedures and financial management practices applicable to its programs or projects, it is recommended that all members of the audit team complete the IFAD Financial management e-learning course[1].

[1]A guided overview of IFAD financial management practices and procedures available at https://www.ifad.org/topic/resource/tags/financial_management/1957778.

d) IFAD Missions

IFAD policies and procedures relating to supervision are set out in the following documents:

- IFAD Policy on Supervision and Implementation Support (December 2006) or “Supervision Policy”; and
- Guidelines: Supervision and Implementation Support of Projects and Programme Funded from IFAD Loans and Grants (September 2007) or Supervision Guidelines.





IFAD Supervision and Implementation Support Mission (SISM). IFAD FMD officers and staff will participate in supervision missions that will be undertaken at least annually to assess project implementation status, review financial management, identify operational problems, and propose corrective actions.

FM activities during supervision will cover review of continuing adequacy of FM arrangements and loan administration, financial performance assessment, update of fiduciary risk assessments, and agreement on actions needed to mitigate such risks through desk review of relevant documents, and site visits to project locations.

The Project shall provide IFAD with the required financial records and statements, and other financial reports and information prior to the scheduled mission. The FMS of DTI will ensure full cooperation and participation of project finance staff during any FM implementation review. Reports may be required during the mission based on the template required by the IFAD addressed to the Financial Management Team of NPCO or RCUs.

Implementation Support Mission. Implementation Support Mission will also be conducted as necessary during project implementation to assist the Project in achieving its development objectives.

e) Internal Control^[1]

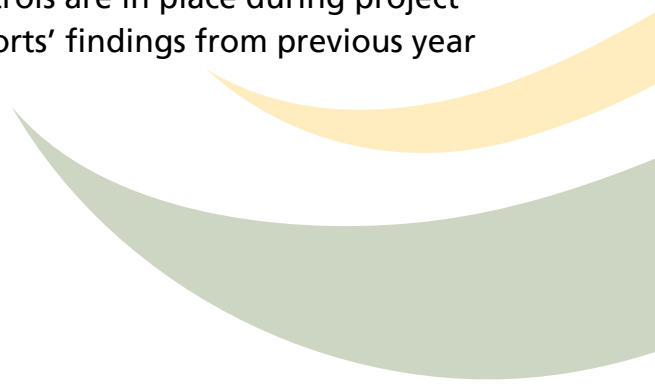
Adequate internal controls and internal audits are applied over project operations, procedures, assets and financial transactions, to provide assurance that project funds are being used as intended with regard to economy and efficiency.


The Project will ensure that robust internal controls based on the National Guidelines on Internal Control System^[1] are in place and functioning effectively.

NPCO in coordination with DTI CO will issue from time to time a Project Guidelines, subject to existing budgetary, accounting and auditing rules and regulations to ensure adequate and effective controls are in place during project implementation. NPCO will review COA audit reports' findings from previous year and will form part of the internal control in place.

^[1] **National Guidelines on Internal Control Systems (NGICS)**

^[1] **IFAD Internal Control Framework**





Fiduciary responsibilities with implementing partners will be adequately provided in their respective TORs or MOAs with the Project.

IFAD's ICF is based on the COSO Model of internal control. DTI CO will coordinate with its Internal Audit Service (IAS) for the conduct of operations audit on RAPID Growth Project and tailor the IAS concerns to the respective regions and Implementing Agencies. DTI-CO will furnish IFAD internal audit reports on an annual basis.



13. Accounting for the Winding up and Liquidation of the Operations^[1]

The Project loan and the grant shall be in force on the date of entry of the Financing Agreement on 08 July 2019 and will terminate on the Project Completion Date (PCD) on 30 June 2027, followed by the Financing Closing Date which is six (6) months later (31 December 2027).^[1]

^[1] Refer to Section C of the Loan and Grant Financing Agreements.

a) Project Completion Report

This report must be prepared and submitted within 6 months after PCD. This includes narrative and audited financial reports that are satisfactory to IFAD.

The final audit report by the COA will cover the final project year and the winding-up expenses or disbursements between the PCD and the financing closing date.

b) Recovery Plan

DTI CO will prepare and submit to IFAD a recovery plan for the Loan and the Grant respectively in the six (6) months prior to the PCD based on the template provided by IFAD upon request.

The recovery plans should indicate the unjustified balances of authorized allocations or advances to Designated Accounts, expected WA submission date and corresponding value as well as the proposed recovery expressed in amount and percentage.

DTI CO, through the BTr, shall refund promptly to IFAD any amount unjustified as at loan and grant closing dates.

^[1] Refer to General Conditions (April 2009) Section 2.01 General Definitions.

^[2] Refer to Section C of the Loan and Grant Financing Agreements.



c) Closing of Loan and Grant Accounts

The following procedure must be followed before the accounts are closed:

- The last WA has been submitted to IFAD confirmed through CPM;
- Submit justification to IFAD of the outstanding advances of the Designated Accounts, and Refund any unjustified balances; and
- Submit Project Completion Report^[1] and the Final Audit Report by the COA

d) Project Assets Management^[1]

RAPID NPCO will review all project assets. At least one (1) year before the PCD. Turnover and Disposition Plan will be submitted to IFAD for No Objection.

^[1]Refer to IFAD General Conditions (April 2009) Section 7.16 Project Completion.



14. Strengthened Financial Controls and Fraud Reporting Procedures

This section outlines the key areas of IFAD's expanded fiduciary framework, emphasizing its commitment to integrity, transparency, and accountability in the use of project funds.

a) Anti-money Laundering, Terrorism Financing & related areas

IFAD is committed to promoting and adhering to the highest standards of probity and accountability in the use of its financing and will not tolerate the diversion of the resources entrusted to it by its donors and stakeholders. IFAD recognizes that combating money laundering and preventing terrorism financing are core components of IFAD's development mandate and diligently applies its Anti-Money Laundering and Countering the Financing of Terrorism Policy and its related Procedures, in order to safeguard funds provided by IFAD and reduce the risk of IFAD's exposure to reputational damage, financial loss or legal liability.

These require that sufficient and adequate due diligence and other controls are in place to prevent:

- money laundering;
- terrorism financing; and
- engaging with sanctioned entities

d) IFAD Anti-Corruption Policy

IFAD applies a zero-tolerance policy towards fraudulent, corrupt, collusive or coercive actions in projects financed through its loans and grants. Fraud and corruption include, but are not limited to, the following:

Corrupt Practices	Fraudulent Practices	Collusive Practices	Coercive Practices
offering, giving, receiving, or soliciting, directly or indirectly, anything of value to influence improperly the actions of another party	any act or omission, including a misrepresentation that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation	An arrangement between two or more parties designed to achieve an improper purpose, including influencing improperly the actions of another party	impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party

“Zero tolerance” means that IFAD will pursue all allegations falling under the scope of this policy and that appropriate sanctions will be applied to parties or entities involved where the allegations are substantiated. IFAD takes all possible actions to protect individuals who submit allegations of fraudulent or corrupt practices in its activities from reprisal.

e) Who are Primarily Responsible

Borrower/Recipient and Project staff :

- They shall integrate IFAD's Anti Corruption Policy into the legal framework (Project Procurement Guidelines and General Conditions for Agricultural Development Financing) and apply to all recipients of IFAD financing, including staff, consultants and external parties, such as suppliers.
- By notice to the Borrower/Recipient, the Fund may require that all bidding documents and contracts for procurement of goods, works and services financed by the Financing include provisions requiring bidders, suppliers, contractors, sub-contractors and consultants to: (i) allow full inspection by the Fund of all bid documentation and related records; (ii) maintain all documents and records related to the bid or contract for three years after completion of the bid or contract; and (iii) cooperate with agents or representatives of the Fund carrying out an audit or investigation.

NPCO

- Ensure that all Detailed DTI Regular staff are aware of IFAD's Anti Corruption Policies and whistle blowing procedures and that all the projects contracted adhere to such policies

e) Sanctions

When IFAD determines that prohibited practices have occurred, we apply disciplinary measures and pursue the recovery of any losses, in accordance with the provisions of IFAD rules and regulations.

f) How to report

If you suspect misconduct or wrongdoing, please contact the following secure and confidential channels managed by AUO's Investigation Section:

Mailbox: anticorruption@ifad.org

Direct Helpline: +39 06 5459 2888

Link: <https://11nk.dev/AnonymousComplaintForm>



15. Fraud Reporting and Escalation Protocol

a) Purpose

This section establishes clear and confidential reporting channels for suspected fraud, corruption, waste, abuse, or misuse of RAPID Project funds, in accordance with the IFAD Anti-Corruption Policy, Philippine laws, and DTI internal control standards.

b) Fraud Reporting Lines

Internal Reporting within RAPID. Any staff, consultant, supplier, beneficiary, or Implementing Partner (IP) may report fraud through the following channels:

- Project Financial Management Officer (FMO)
 - *Primary fraud reporting focal person*
 - Email: npcofmu@gmail.com
 - Responsibilities: initial assessment, safeguarding evidence, elevating cases to PD and DTI IAS
- Project Manager (PM), RAPID Growth Project
 - Receives escalated cases from the FMO
 - Ensures appropriate action and confidentiality
 - Submits formal notice to DTI Internal Audit Service (IAS)
- DTI Internal Audit Service (IAS)
 - Independent internal investigative unit
 - Receives referrals from the Project Director
 - Conducts formal investigation and endorses results to DTI Management



External Reporting (IFAD and Oversight Bodies).

Staff and beneficiaries may report directly to IFAD or government bodies if internal reporting is not possible.

- IFAD Office of Audit and Oversight (AUO)
 - Email: reportfraud@ifad.org
 - Confidential, protected reporting channel
- COA Fraud/Complaint Hotline
 - Accepts reports involving misuse of public funds
- Website-based Anonymous Reporting
 - anticorruption@ifad.org

c) Whistleblower Protection

- Retaliation against any person who reports in good faith is strictly prohibited.
- Identity of whistleblowers is kept confidential at all stages.
- Anonymous reporting is allowed.

d) Fraud Response Procedure (Internal)

- Receipt of report → FMO records and acknowledges within 24–48 hours
- Preliminary assessment (within 3 working days)
- Elevation to PD and DTI IAS for formal investigation
- Immediate preservation of records and evidence
- Suspension of related transactions pending review
- Corrective and disciplinary actions based on IAS findings
- Submission of report to IFAD if required



16. Personal Data Privacy and Protection

a) Personal Data Privacy

IFAD is committed to international standards of personal data protection as outlined in IFAD's Personal Data Privacy Guidelines and its Privacy Notice. The Borrower/Recipient and the Project Parties shall ensure that the Project is carried out in accordance with the principles and provisions of the above-mentioned Guidelines, as may be amended from time to time. This requires that sufficient and adequate due diligence and other controls are in place to safeguard personal data processed while carrying out Project activities.



Safeguards include applying appropriate security, restricting access, only sharing where necessary, retaining only for as long as is necessary and reporting any data breaches to IFAD without undue delay. The Fund may take appropriate measures in line with such Guidelines.

b) Modifications during Project Implementation

During Project implementation, IFAD and the Project may agree to restructure the Project to respond to changed implementation circumstances. Substantial changes to the purpose and scope of the project may need to be approved by IFAD's Executive Board.

Operational changes are approved directly by IFAD management as these do not constitute a change in the Development objective of the project. Such changes may lead to corresponding changes in the design of project activities, financial allocation among project components or expenditure categories, and implementation arrangements.

Once modifications are approved, IFAD will update financial management risks to reflect these changes and may require changes in financial management and disbursement arrangements already in place. Most changes will require an amendment to the Financing Agreement.

Sample of logbook of amendments.

Logbook of amendments to this Manual	
Description of changes	Date of IFAD non objection



Part 4

Procurement of Goods, Works and Services Policies and Procedures



A. Use of National Procurement System



1. Introduction

The Project management must act at all times in accordance with the legal relationship governed by the financing agreement. The responsibility for implementation, planning, and the award and administration of contracts under the Project vest fully with the management. Review by IFAD of procurement procedures, documentation, evaluation or award recommendation will constitute supervisory activities only and will in no way undermine the Project's responsibilities and obligations in respect of procurements made in the Project.

Sec. A, par. 2 of the Finance Agreement dated 06 May 2019 provides that IFAD's General Conditions for Agricultural Development Financing dated 29 April 2009, amended as of April 2014, and as may be amended from time to time (the "General Conditions") are annexed to the agreement, and all its provisions apply to the Agreement. Section 7.05 (a) of the General Conditions in turn provides that procurement of goods, works and services shall be carried out in accordance with the provisions of the Borrower's procurement regulations. Accordingly, Republic Act 9184, also known as the Government Procurement Reform Act (GPRRA), its 2016 Revised Implementing Rules and Regulations of the GPRRA as may be amended from time to time, other procurement guidelines and issuances by the Government Procurement Policy Board (GPPB) apply, to the extent such are consistent with the IFAD Project Procurement Guidelines.



B. IFAD Basic Procurement Principles



1. Purpose

The IFAD Project Procurement Guidelines does not provide for details of procurement procedures because, as above stated, IFAD adopts the use of the national procurement system. It merely sets general principles, standards and policies that Borrowers must adhere in implementing IFAD financed projects. Par. 4 of the said guidelines provides that:

“The use of a Borrower’s/Recipient’s regulations for procurement will always be subject to verification by IFAD that:

- a. Those regulations are in line with internationally accepted practices for public procurement;
- b. Those regulations also encompass the basic principles of procurement and support the development of national procurement capacity in the process; and
- c. Practical implementation complies with those principles and with national legal and regulatory requirements.

IFAD will therefore take a more active role in assessing and monitoring national procurement regulations and procedures to ensure that they are consistent with these revised Guidelines. In supervising project procurement and providing implementation support, the Fund will ensure that the procurement process conforms to agreed national rules.” A copy of the IFAD Project Procurement Guidelines is attached as Annex E-14.

Any payment prohibited by a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, shall not be eligible for financing.

IFAD applies a zero-tolerance policy towards fraudulent, corrupt, collusive or coercive actions in projects financed through its loans and grants. “Zero tolerance” means that IFAD will pursue all allegations falling under the scope of this policy and that appropriate sanctions will be applied to parties or entities involved where the allegations are substantiated. IFAD takes all possible actions to protect individuals who submit allegations of fraudulent or corrupt practices in its activities from reprisal.



C. Procurement Methods for Goods and Works



1. Purpose

Accurate and realistic planning and prioritization of needs is the key to effective procurement and monitoring of Project implementation. In this regard the following matters are important for consideration:

- An 18-month Procurement Plan will have to be prepared by the Project and submitted to IFAD as a mandatory requirement for the first withdrawal.
- Thereafter on an annual basis, the AWPB prepared by the Project will include the Procurement Plan as a necessary supplement.
- The procurement plan inter-alia should include at the minimum the following:
 - I. Description of each procurement activity
 - II. Estimated Value in Peso
 - III. Method of procurement
 - IV. Method of review by IFAD – Prior or Post Review based on the threshold defined in the LTB.
- The AWPB (and thus the Procurement Plan) shall be sent to IFAD not later than 60 days before the commencement of the fiscal year that is, by 31st October, the fiscal year of the Project being January to December.
- If the Procurement Plan is likely to be changed (as an effect of a revised AWPB), the revised AWPB should also contain the revised procurement plan for appropriate approval of IFAD.



D. Selection Methods of Consultants & Services Providers

1. Purpose

As above mentioned, the Project will adopt the procurement methods provided in the R.A. 9184: Government Procurement Reform Act (GPRA).

Project implementers are encouraged to download the latest electronic copy of the 2016 Revised Implementing Rules and Regulations of GPRA and its amendments as may be issued by the Government Procurement Policy Board (GPPB).

E. IFAD Monitoring and Review Thresholds

1. Overview

After the financing agreement shall become effective, IFAD will send a Letter to the Borrower (LTB) “summarizing the important provisions of the financing, and methods and procedures to be followed for the specific project”. Among others, the LTB will provide for the instances when IFAD prior or post reviews of procurement actions and review thresholds.

Prior review will be conducted via the No Objection Tracking Utility System (NOTUS) to check if the Annual Procurement Plan, bidding documents, evaluation reports, recommendations for award and draft contracts, among others, are consistent with the national procurement system and IFAD’s Project Procurement Guidelines.

Post review are conducted for the same purposes after award of contract. It is conducted during annual supervision and implementation support missions.

Project implementers are encouraged to be familiar with the LTBs as they may be issued from time to time.

IFAD will communicate with the Project on any issue with regard to above and it will be mandatory of the Project to reply to such observations to the satisfaction of IFAD before proceeding to the next stage of the procurement cycle.

F. Effects of Misprocurement, Fraud and Corruption



1. Overview

Any expenditure on procurement of any type goods, works or consultancy, made in contravention of the GPRA/IFAD's Project Procurement Guidelines/the Loan Agreement/ General Conditions/ LTB will be considered as ineligible expenditure and would not be reimbursable by IFAD.

In addition, IFAD will have the option to cancel the amount involved in these types of procurement from the loan amount and reducing its financing to such extent. This will apply to procurements for which IFAD might have given its No-Objection.

The Project staff and all bidders, suppliers, contractors and consultants under IFAD-financed contracts shall observe the highest standard of ethics and integrity during the execution of such contracts.

IFAD may declare any firm, company or individual who is involved in fraudulent practices or resorts to coercion, collusion or corruption in competing or procuring an IFAD financed contract to be ineligible permanently or for time specified. IFAD will also have the rights to get the accounts of these parties independently audited, being empowered by the relevant clause contained in the bidding documents.

As a maximum measure, IFAD may suspend or cancel all or part of the financing if it is determined that the Project staff or a beneficiary was engaged in coercive, collusive, corrupt or fraudulent practices during the procurement or the execution of IFAD financed contract.

G. Procurement Related Documentation



1. Overview

All procurements shall be properly documented. In general, the following principles shall be applied in documenting all procurements made by the Project:

- Separate files for each procurement shall be maintained
- Such files should be systematically indexed with separators for every phase of the procurement namely advertisement, bid opening, bid evaluation, award recommendation, contract signing etc.
- The documents should be maintained chronologically
- The contractor / supplier / consultant's name, brief work description, date of contract and contract number should be clearly mentioned on the top of the file.
- Scanned copies for the important documents of the procurement file should be scanned and kept in separate folders contractor / supplier wise.

H. IFAD Prescribed Records



1. Register of Contracts

For every contract finalized, the details of the same should be entered in the Register of Contracts. A copy of this register should be sent to IFAD on a monthly basis along with a copy of the contract. A format of the register is attached.

Part 5

Planning, Monitoring, Evaluation, Communication and Knowledge Management



A. Planning and Budgeting



1. Guideline for the Preparation of the Annual Work Plan and Budget

a) Guiding Principle

In line with Section 7.01(b) of the IFAD General Conditions, the Project shall be implemented on the basis of an Annual Work Plan and Budget (AWPB).

The Lead Project Agency shall prepare a draft AWPB each year, drawing, where applicable, on the draft AWPBs submitted by Project Parties.

Each draft AWPB shall include, at a minimum:

- A detailed description of Project activities for the coming year;
- A corresponding Annual Procurement Plan (APP);
- Projected sources and uses of funds

b) Preparation of the AWPB

Year 1

- The AWPB and APP shall be initiated by the National Project Coordination Office (NPCO).
- Preparation shall be based on the approved Project Design Report and the revised Logframe.



Year 2 Onwards – Participatory Process

- **Provincial Level:**
 - Planning begins at the provincial level through the Negosyo Centers (NCs).
 - Facilitated by the Provincial Project Coordinator (PPC) and Value Chain Facilitators (VCFs).
 - Involves consultations with key stakeholders.
- **Regional Level:**
 - Regional Coordination Units (RCUs) review and consolidate provincial AWPBs and APPs into a Regional AWPB.
- **National Level:**
 - The NPCO consolidates Regional AWPBs into the overall Project AWPB.

c) Review and Approval Process

Alignment with GOP Budget Cycle

- The preparation and approval of the Project AWPB shall be synchronized with the Government's budget cycle, which begins in the first quarter of the preceding year.
- This ensures that Project appropriations are included in the annual GOP budget and released in a timely manner.

Role of the Project Steering Committee (PSC)

- The PSC serves as the oversight and policy body for the Project.
- It shall review the draft Project AWPB and APP to ensure consistency with approved project objectives, strategies, and available resources.
- Upon satisfactory review, the PSC shall endorse the AWPB for submission to IFAD.

Submission to IFAD

- Following PSC endorsement, the Lead Project Agency shall submit the draft Project AWPB to IFAD for comments no later than sixty (60) days before the start of the relevant Project Year.
- IFAD shall have thirty (30) days from receipt to provide comments or request revisions.
- If no comments are received within this period, the AWPB shall be deemed acceptable and considered approved by IFAD.



d) Adjustments During Implementation

- Adjustments to the AWPB or APP may be introduced during the course of Project implementation to respond to emerging priorities, operational challenges, or recommendations from supervision missions.
- Any proposed adjustment must be:
 - Reviewed and endorsed by the Project Steering Committee (PSC) to ensure consistency with overall project objectives and available resources; and
 - Submitted to IFAD for prior no-objection before adoption and implementation.
 - Adjustments shall only take effect upon receipt of IFAD’s no-objection.

d) Basis for AWPB Preparation

The preparation of AWPBs shall be anchored on:

- The Government Project Work and Financial Plan (GPWB);
- Regional Strategic Investment Plans (SIPs);
- Annual assessments of performance and achievements;
- Project progress reports;
- Recommendations from Supervision and Implementation Support Missions.

AWP/B Process and Expected Outputs

Level of Planning	Activity	Outputs	Participants
Negosyo Centers	Consultations with VC/industry stakeholders	Locally-based VC/industry needs and priorities	Farmers, VC MSMEs, BDS providers, FSPs, LGUs involved in the VC/industry
Province	Consolidation/Prioritization of NC consultation results towards a provincial AWPB/APP	Provincial AWPB	PCC, VCFs, representatives from farmers’ organisations, VC MSMEs, BDS providers, FSPs, LGUs
Region	Consolidation of provincial AWPBs/APPs, and review endorsement of regional AWPB/APP	Regional AWPB	RCU
Central	Consolidation of regional AWPBs/APPs, and approval of Project AWPB/APP	Project AWPB	PCO and PSC

Planning Functions in the Implementing Units

Implementing Unit	Key Planning Function
Project Steering Committee	Approve project implementation guidelines, global and annual work plans and budgets and APPs Review and approve proposals regarding adjustments to plans, budgets, etc.
National Project Coordination Office	Facilitate planning of project activities and the preparation of consolidated AWPBs, building on a participatory process involving RCUs and NPCOs, as well as value chain stakeholders benefitting from project support
Regional Coordination Units	Review and consolidate provincial AWPBs and APPs into regional AWPBs and APPs Facilitate planning activities with PCUs and other value chain stakeholders in preparation for the Regional AWPB.
Provincial Coordination Units	Prepare provincial annual work plans and budgets and procurement plans



2. Guideline for the Preparation of the Annual Work Plan and Budget

a) GWPB Preparation

- After the formulation and approval of the expanded Logframe, the NPCO shall prepare the Global Work Plan and Budget (GWPB) for the RAPID Growth Project.
- The GWPB serves as the overall planning and budgeting framework for the entire project duration and provides the reference for annual planning through the AWPBs.

b) Role of the GWPB in Project Implementation

- The GWPB provides the strategic framework for resource allocation across the Project's lifespan. It ensures alignment of annual AWPBs with the overall project objectives, outcomes, and available budget ceiling.
- It also facilitates compliance with GOP budgeting procedures and IFAD requirements by serving as the bridge between multi-year planning and annual execution.

c) Basis for GWPB Preparation

The preparation of the GWPB shall be anchored on the following:

1. Expanded Logframe – provides the project's results framework, outcomes, outputs, and performance indicators.
2. Forward Obligation Authority (FOA) or Multi-Year Obligation Authority (MYOA) – ensures the availability of resources on a multi-year basis.
3. Forward Estimates (FEs) – guides projections of budget requirements for each project year.
4. Detailed Cost Tables (Costabs) – present the breakdown of costs by component, output, and activity.





d) Contents of the GWPB

The GWPB shall:

- Translate the Logframe into multi-year operational targets;
- Provide yearly targets and corresponding budget allocations per component, output, and activity;
- Serve as the reference document for the preparation of the Annual Work Plan and Budget (AWPB) and Annual Procurement Plan (APP).
- The sample format of the GWPB is in the annex.

e) Review and Approval Process

- The draft GWPB shall be prepared by the NPCO and submitted to the Project Steering Committee (PSC) for review and approval.
- Once approved by the PSC, the GWPB shall be endorsed to the Department of Trade and Industry (DTI) and subsequently to the Department of Budget and Management (DBM) for final approval and budget inclusion.

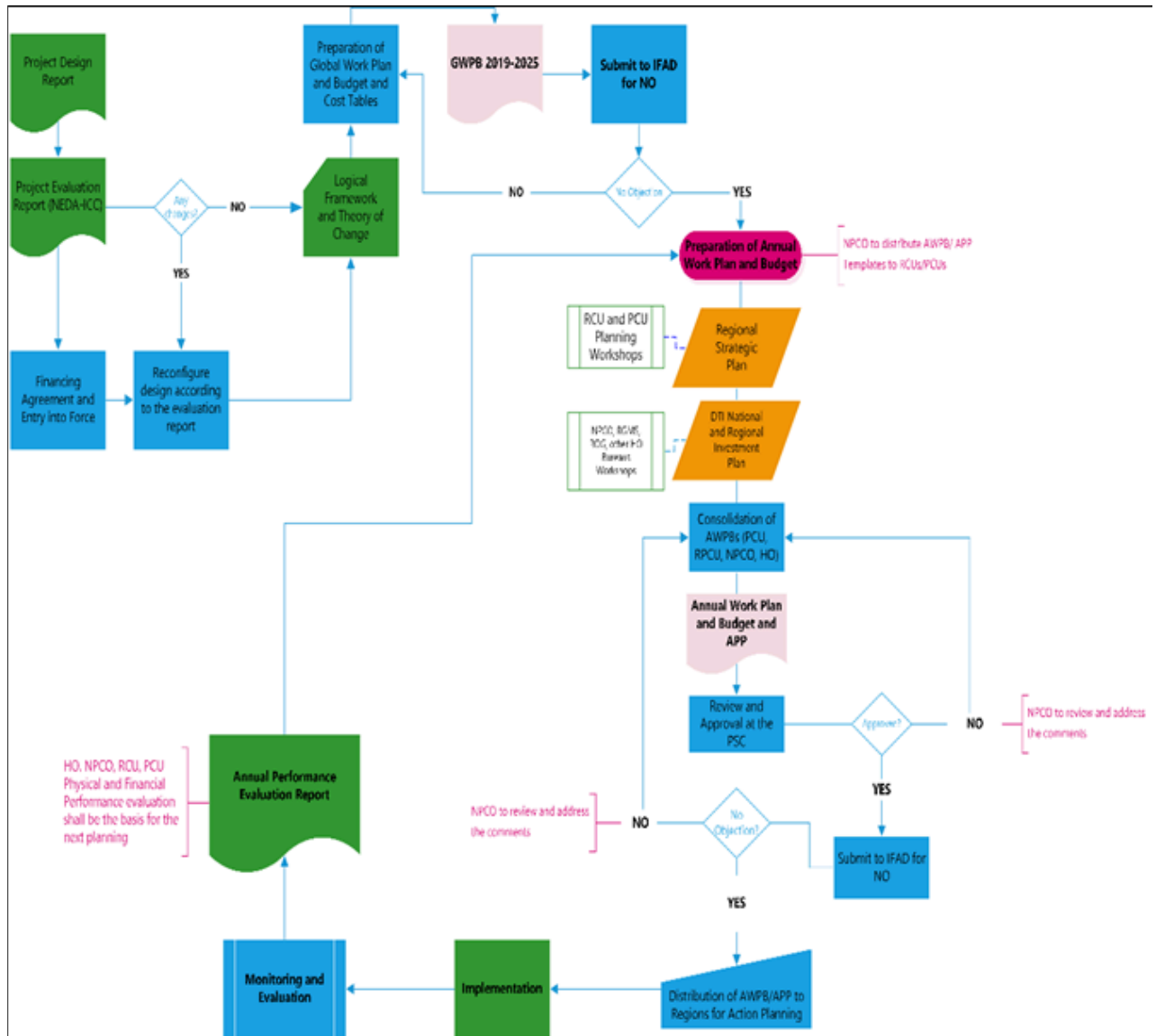
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RAPID GROWTH PROJECT PLANNING PROCESS





3. Annual Procurement Plan (APP)

The Annual Procurement Plan (APP) is prepared in parallel with the Annual Work Plan and Budget (AWPB) and is directly derived from it. The APP translates planned project activities into specific procurement requirements and ensures that the necessary goods, works, and services are available to achieve project outputs.

a) Guiding Principles

- The APP must be fully aligned with the approved AWPB, referencing corresponding activities and budget lines.
- The APP shall reflect the expenditure categories defined in the IFAD Loan Agreement: Consultancies, Goods, Training, Grants, Works, Investment Capital, and Recurrent Costs.
- The APP serves as an official attachment to the AWPB and is an integral part of project planning and budget execution.
- A well-prepared APP supports timely and efficient procurement, minimizing delays in implementation.

b) Procedural Steps

Derive Procurement Needs

- Extract procurement items directly from AWPB activities, ensuring consistency with cost estimates and implementation schedules.

Prepare Draft APP

- Specify procurement packages by item, cost, method of procurement, source of funds, and implementation timeline.
- Ensure that the first APP covers 18 months, while subsequent APPs cover 12 months.



Internal Review and Consolidation

- NPCO consolidates procurement inputs from Regional and Provincial units.
- Verify alignment with the AWPB and compliance with IFAD procurement guidelines.

Endorsement and Submission

- Submit draft APP to the Project Steering Committee (PSC) for review and endorsement.
- Forward endorsed APP to IFAD for issuance of a No Objection Letter (NOL).

Timing

- The APP for the succeeding year must be submitted in the fourth quarter of the current year.

c) Key Requirement

- The standard IFAD APP template must be used for preparation and submission.



4. Budget Preparation of the Annual Work Plan (AWPB)

The National Project Coordination Office (NPCO) shall lead the budget preparation of the AWPB in close coordination with the Financial Management (FM) organic staff at DTI Central Office (CO) and DTI Regional Offices (ROs).

The AWPB defines the activities, outputs, budget allocations, and financing requirements for each Project Year.





a) Guiding Principles

- The AWPB must align with DBM-evaluated Budget Execution Documents (BEDs) submitted through the Unified Reporting System (URS), in accordance with DBM Circular Letters.
- Preparation should be synchronized with the Government of the Philippines (GOP) budget cycle to ensure timely release of appropriations and allotments.
- AWPBs must be based on updated Cost Tables (Costabs), physical targets, and means of verification, enabling monitoring of both physical and financial progress.
- Budgeting must integrate risk identification and mitigation measures, while also reflecting lessons from past performance and opportunities for efficiency savings.

b) Procedural Steps

- **Initiate Budget Preparation**
 - NPCO convenes planning workshops with DTI CO, DTI ROs, and relevant project units.
 - Collect updated cost estimates, physical targets, and procurement inputs.
- **Develop Draft AWP Budget**
 - Prepare quarterly financial and implementation plans by component, including:
 - *Expenditures*
 - *Procurement requirements*
 - *Cash flow projections*
 - *Physical outputs with means of verification*
 - Identify risks and propose mitigation measures.
- **Internal Review**
 - Compare draft AWP Budget with previous year's performance to assess variances, savings, and efficiency improvements.
 - Update costs and activities accordingly.
- **Submission for Endorsement**
 - Submit draft AWP Budget to the Project Steering Committee (PSC) for review and endorsement.
 - Upon PSC endorsement, forward the AWP Budget to IFAD for no-objection, at least 60 days before the start of the Project Year.



- **Approval and Integration**

- Once cleared by IFAD, the AWP Budget is finalized and integrated into the GOP budget process.
- The AWP Budget serves as the baseline for project implementation, monitoring, and reporting.

6. Revisions (if necessary)

- Mid-year adjustments may be proposed to respond to evolving circumstances.
- Adjustments must be endorsed by the PSC and cleared by IFAD through a no-objection process before adoption.

c) Key Requirements

- Each AWPB must be accompanied by an Annual Procurement Plan (APP), ensuring full alignment between financial planning and procurement execution.



5. Structure of the Annual Work Plan and Budget (AWPB)

Both the IFAD and Government of the Philippines (GOP) AWPB templates are reflected in the annexes of this document. The narrative of the AWPB is expected to cover the following elements:

Outline	Description	Comments
Introduction and Background	Brief project overview, rationale, and context.	
Strategic Narrative	Description of the project’s strategic focus, target groups, geographical coverage (project sites), outreach (with gender disaggregation), project components, specific activities, and planned outputs for each activity.	
Risk Management	Identification of major risks that may adversely affect project outcomes, and mitigation measures adopted to ensure delivery of planned outputs.	
Budget and Financing Plan	Detailed description of inputs and outputs per activity, including estimated expenditures, financing sources, and expected completion timelines. Expenditures must be classified per activity, linked to the appropriate component and expenditure category (as per the Financing Agreement), and tied to tangible outputs or physical targets to enable effective monitoring of progress.	
Procurement Plan (linkage to APP)	A summary of planned procurements, indicating what will be procured, estimated costs, procurement methods, and timelines. For effective project start-up, the first procurement plan should cover the first 18 months of implementation; subsequent plans should cover 12 months each.	
Capacity Building and Technical Assistance	Schedule of training and technical assistance activities.	
Human Resources and Staff Development	NPCO staff development plan and full payroll of all project staff (including names, titles, and monthly/annual salary).	
Performance Review (from Year 2 onwards)	Summary of project achievements, challenges encountered and solutions adopted, and a variance analysis of actual versus planned financial performance (separately by year and cumulative). Past financial performance should be disclosed to provide strategic focus and ensure spending discipline, including analysis of expenditures by category and component to avoid overdrafts.	

B. Monitoring and Evaluation



1. Introduction

The following sections provide a structured guide to the RAPID Growth Project's Monitoring and Evaluation system. Each section outlines the purpose, methodology, tools, and responsibilities associated with tracking project activities, outputs, and outcomes, ensuring that data collection and analysis are systematic, reliable, and aligned with the Project's results framework.

Together, these sections aim to clarify how monitoring contributes to accountability, learning, and performance improvement, and how evaluation informs decision-making, enhances project effectiveness, and supports the scaling-up of successful interventions.

By following this manual, project staff and partners will have a clear roadmap for collecting, managing, and using information to maximize impact and ensure sustainable results.



2. Background and Rationale

a) Role of M&E in the RAPID Growth Project

Monitoring and Evaluation (M&E) plays a central role in the effective implementation of the RAPID Growth Project. As a development initiative designed to promote inclusive agribusiness and strengthen value chains, the project requires a robust system to track progress, assess results, and generate knowledge that informs decision-making at all levels. M&E ensures that the project not only measures activities and outputs but also assesses outcomes and long-term impacts on the lives of beneficiaries, particularly farmers, women, indigenous peoples, and youth.

b) IFAD Definition of Monitoring and Evaluation

In line with the International Fund for Agricultural Development (IFAD) standards, monitoring is defined as the continuous assessment of project implementation in relation to agreed schedules and the use of inputs, infrastructure, and services. Evaluation, on the other hand, is the periodic assessment of the relevance, performance, efficiency, and impact of the project in light of its stated objectives. Together, monitoring and evaluation provide the evidence base needed to enhance accountability, transparency, and learning.



c) Linkage with IFAD, NEDA, and DTI Policies

The RAPID Growth Project's M&E framework is designed to be consistent with and supportive of the broader policies and requirements of IFAD, the National Economic and Development Authority (NEDA), and the Department of Trade and Industry (DTI). These institutions emphasize results-focused planning, evidence-based decision-making, and strong accountability mechanisms. By aligning with these policies, the project ensures coherence with national development priorities and international standards for development effectiveness.

d) Alignment with Results-Based Approach (RBA)

Central to this framework is the adoption of a Results-Based Approach (RBA). This approach shifts the focus from inputs and activities to tangible results—outputs, outcomes, and impacts. Through RBA, the RAPID Growth Project seeks to measure not only the efficiency of implementation but also the effectiveness of interventions in improving the livelihoods of target groups and contributing to inclusive economic growth. Moreover, it provides a structured way to identify challenges, document best practices, and inform adaptive management during implementation.



3. Purpose of the M&E Manual

a) Guide for Project Implementers, Partners, and Stakeholders

This manual serves as a practical guide for all RAPID Growth project implementers, partners, and stakeholders at national, regional, and provincial levels. It provides clear instructions and tools to ensure that M&E activities are carried out consistently and effectively across all components and value chains.

b) Standard Reference for Planning, Monitoring, Reporting, and Evaluation Processes

The manual also functions as the official reference document for the project's M&E system. It sets out the agreed standards, procedures, and formats for planning, data collection, progress monitoring, results reporting, and evaluation. This ensures uniformity of practice, alignment with IFAD, NEDA, and DTI requirements, and comparability of results across project sites.



4. Scope and Coverage

a) Levels of Application

The M&E system shall be applied across all project management levels—national, regional, provincial, municipal, and value chain clusters. This ensures a coherent flow of information from the grassroots up to the national oversight level, enabling timely decision-making and accountability at each tier of implementation.

b) Coverage Across Components and Subcomponents

The manual applies to all components and subcomponents of the RAPID Growth Project. This comprehensive coverage guarantees that monitoring and evaluation processes capture the full breadth of project interventions, from business development services and financing access to market systems, infrastructure support, and policy engagement.

5. Guiding Framework

a) Results-Based Approach (RBA)

Definition and Principles. Introduces the concept of RBA as a management strategy that emphasizes achieving results rather than merely completing activities, rooted in transparency and evidence-based decision-making.

Key Features. Highlights the defining elements of RBA, including its focus on outcomes, ensuring cost-effectiveness, strengthening accountability, and fostering a culture of continuous learning.

Purpose of RBA in RAPID Growth. Explains how RBA provides the project with a sharper impact focus, supports cost-effective decision-making, and facilitates knowledge-sharing for policy and program improvement.

b) Logical Framework (LogFrame) and Results Chain

Goal, Development Objective, Outcomes, Outputs, Activities. Describes the structure of the LogFrame as the backbone of project design and monitoring, outlining the causal hierarchy from activities to impact.



Indicators and Means of Verification. Defines the role of performance indicators, baseline and target setting, and verification mechanisms to measure progress objectively.

Theory of Change (ToC) of RAPID Growth. Presents the project's Theory of Change, linking interventions with expected results and illustrating assumptions and risks that underpin the results chain.

c) Alignment with Policies and Standards

IFAD Results and Impact Management System (RIMS). Outlines the alignment of RAPID Growth M&E with IFAD's global RIMS framework for tracking performance and impact.

NEDA Results Matrix / DBM Reporting Guidelines. Connects the project's results monitoring to the national development framework and government reporting protocols.

DTI M&E Policies and Reporting Requirements. Shows how RAPID Growth's M&E system ensures compliance with DTI's internal M&E and reporting systems, thereby strengthening institutional linkages.




6. M&E System Design

a) M&E Objectives and Functions

The Monitoring and Evaluation (M&E) system of the RAPID Growth Project is designed not only as a compliance mechanism but as a strategic management tool that supports effective implementation, ensures accountability, and facilitates learning. Its objectives and functions are as follows:

Decision-Making Support. The M&E system provides project managers, implementing units, and oversight bodies with timely, accurate, and evidence-based information. This enables informed decision-making, prioritization of interventions, identification of risks or implementation bottlenecks, and adoption of corrective measures when necessary. By linking data with operational planning, M&E ensures that the Project remains responsive to emerging needs and contextual changes



Accountability and Transparency. M&E serves as a mechanism to uphold accountability to IFAD, the Government of the Philippines (through NEDA, DBM, and DTI), and other stakeholders. Regular reporting on progress, resource utilization, and achievement of results builds trust and demonstrates that project funds and resources are being used efficiently, effectively, and for their intended purpose. Transparent reporting also helps safeguard the Project from risks of mismanagement, while strengthening stakeholder confidence and support.

Learning and Knowledge Generation. Beyond compliance and reporting, the M&E system is a key driver of institutional and stakeholder learning. By systematically collecting, analyzing, and disseminating information, M&E enables the identification of good practices, innovation pathways, and lessons learned. This knowledge is essential for adaptive management, scaling of successful interventions, and continuous improvement of project strategies. It also contributes to policy development and knowledge-sharing across similar IFAD- and government-supported programs.

7. M&E Roles and Responsibilities

The effectiveness of the M&E system depends on the clear delineation of roles and responsibilities across the different implementing levels and partners. Each entity has a specific function in ensuring that monitoring, reporting, and evaluation activities are carried out systematically, consistently, and in alignment with project objectives.

a) **National Project Coordinating Office (NPCO)**

- Provides overall leadership and policy direction on the M&E system.
- Consolidates national-level progress reports and ensures alignment with IFAD reporting requirements.
- Develops and disseminates M&E guidelines, tools, and templates.
- Oversees quality assurance of data generated at all levels.
- Leads the conduct of national-level evaluations, knowledge-sharing, and learning events.



b) Regional Project Coordinating Office (RPCO)

- Ensures the operationalization of the M&E system at the regional level.
- Consolidates reports from Provincial Project Management Units (PMUs).
- Provides technical support and capacity-building for provincial M&E staff.
- Monitors consistency and quality of M&E data across provinces within the region.
- Coordinates regional learning exchanges, validation workshops, and field monitoring visits.

c) Provincial Project Management Unit (PMU)

- Leads day-to-day M&E implementation at the provincial level.
- Collects, verifies, and consolidates data from value chain clusters, service providers, and beneficiaries.
- Prepares provincial progress reports and submits to the RPCO.
- Conducts regular field monitoring visits and validation activities.
- Ensures timely feedback to implementers and stakeholders at the provincial and municipal levels.

d) Value Chain Clusters and Partner Institutions (SBCorp, LBP, MSMED Councils, etc.)

- Provide project performance data relevant to financing, business development, and value chain upgrading.
- Ensure timely submission of progress reports and documentation on results achieved.
- Participate in joint monitoring activities and validation exercises.
- Contribute to knowledge generation by sharing innovations, good practices, and lessons learned.

e) Beneficiaries and Private Sector Partners

- Actively participate in data collection processes, surveys, and feedback mechanisms.
- Provide first-hand information on project outcomes, challenges, and impacts.
- Engage in participatory monitoring and evaluation activities to ensure local ownership.
- Share experiences and lessons that can inform adaptive management and project sustainability





8. M&E Processes and Cycle



The Monitoring and Evaluation (M&E) processes of the RAPID Growth Project are designed to ensure that implementation remains responsive, accountable, and impact-oriented. The M&E cycle follows a systematic and iterative process that integrates planning, monitoring, reporting, evaluation, and learning into project management.

a) Planning

M&E begins with the preparation of the Annual Work Plan and Budget (AWPB), aligned with the project's Logical Framework and Results Chain. Results planning establishes clear targets, milestones, and performance indicators, ensuring that resources are strategically allocated and activities are directly linked to intended outcomes.

b) Monitoring

Monitoring entails the continuous and systematic collection of data at all levels of project implementation. This involves regular field visits, validation of partner reports, and tracking of physical and financial progress against agreed indicators. Monitoring also enables early detection of implementation bottlenecks and provides the basis for adaptive management.

In this way, the M&E cycle of RAPID Growth is not a linear process but a continuous loop of planning, monitoring, reporting, evaluating, and learning, ensuring that the project adapts effectively to changing contexts while remaining focused on delivering sustainable results.

c) Reporting

Results of monitoring activities are consolidated into progress reports, which include financial and physical accomplishments. Reports are submitted on a quarterly, semi-annual, and annual basis, consistent with IFAD, NEDA, and DTI reporting requirements. These reports serve as key accountability tools for stakeholders, ensuring transparency and evidence-based decision-making.

d) Evaluation

Evaluation provides deeper analysis of project performance, outcomes, and impacts. It includes periodic assessments such as the midterm review, completion review, and thematic or special studies. Evaluations assess effectiveness, efficiency, relevance, sustainability, and impact, offering lessons to inform adjustments in strategy and implementation.



e) Learning and Feedback Loops

The final stage of the M&E cycle is the systematic use of results and evaluation findings to improve project management and stakeholder engagement. Learning mechanisms—such as knowledge-sharing sessions, dissemination of best practices, and feedback integration—ensure that evidence from M&E informs decision-making and strengthens future interventions.



9. Monitoring

a) Purpose of Monitoring

Monitoring under the RAPID Growth Project will serve as a continuous management tool to:

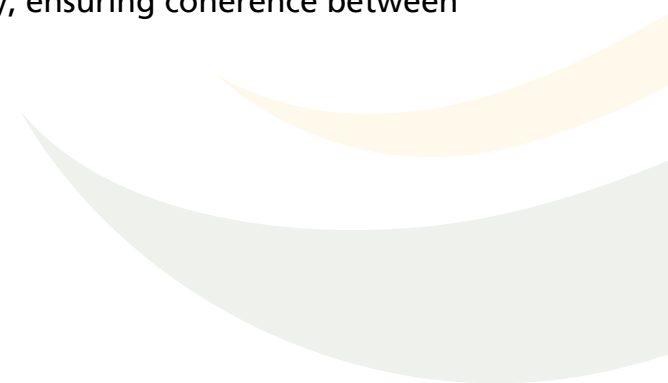
- Track progress of activities and outputs across value chains and components.
- Provide timely information to support decision-making and adaptive management.
- Ensure accountability to IFAD, DTI, government oversight bodies, and project beneficiaries.
- Detect implementation bottlenecks and enable corrective actions.

b) Project Monitoring Framework

The Project employs two complementary types of monitoring:

- Implementation Monitoring – focuses on inputs, activities, and outputs as specified in the General Work and Financial Plan and Budget (GWFPB) and Annual Work and Financial Plan and Budget (AWFPB).
- Results Monitoring – focuses on outcome-level progress, assessing whether interventions are leading to intended results.

Both are anchored on the Project's results hierarchy, ensuring coherence between inputs, outputs, outcomes, and impacts.





c) Scope and Coverage

Monitoring will cover:

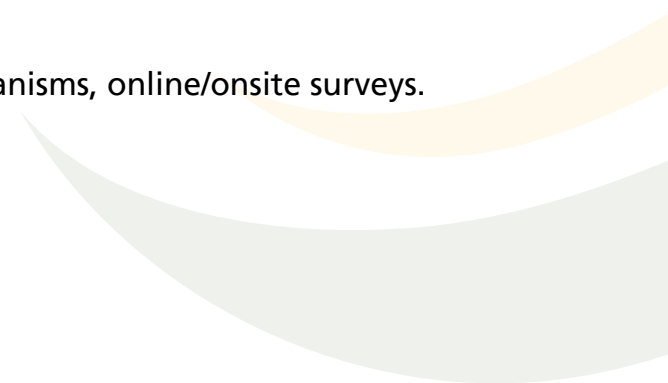
- Project activities and outputs (e.g., training sessions, BDSP engagement, investment support, enterprise development).
- Immediate outcomes (e.g., increased MSME participation, improved market linkages).
- Cross-cutting priorities: gender, youth, indigenous peoples (IP), climate resilience, and inclusion of vulnerable groups.
- Compliance indicators aligned with IFAD Results Management Framework and Philippine Development Plan targets.

d) Indicators

- Output indicators: number of MSMEs supported, BDSPs engaged, matching grants provided, jobs generated.
- Process indicators: timeliness of fund utilization, participation rates of women/youth/IPs.
- Outcome indicators (for monitoring): market access improved, financial service uptake, productivity gains.
- Indicators will be SMART, gender- and youth-sensitive, and aligned with the Project LogFrame.

e) Monitoring Tools and Methods

The Project will employ multiple tools and mechanisms:


- Reporting: regular progress reports from PMUs, RPCOs, and partners.
 - Field Monitoring: site visits, spot checks, and validation missions.
 - Data Systems: MIS-based dashboards for real-time consolidation and analysis.
 - Participatory Monitoring: stakeholder FGDs, community validation, and feedback surveys.
 - Beneficiary Feedback: grievance redress mechanisms, online/onsite surveys.
- 




f) Monitoring of Outcomes and Results

- Monitoring of outcomes and results during Project implementation will be conducted on a regular and periodic basis. The magnitude of changes and the timing of desired outcomes will be measured and tracked after a reasonable period has elapsed following the delivery of outputs.
- The outcome and results indicators defined in the Logical Framework and Theory of Change will serve as the primary basis for monitoring. Both quantitative and qualitative changes will be assessed in relation to the expected period of occurrence and actual elapsed time.
- In addition, the Project will also monitor unintended outcomes and results to validate assumptions made during the design stage and to capture broader impacts that may not have been foreseen.
- To ensure alignment with broader accountability frameworks, the RAPID Growth Project will harmonize its results monitoring with the main indicator systems to which it has committed. These include:
 - IFAD – Results and Impact Management System (RIMS)
 - NEDA – Results-Based Monitoring and Evaluation (RBME)
 - DTI – Strategic Performance Management System (SPMS)
- These indicator systems will be streamlined and harmonized to strengthen the consistency and coherence of monitoring and evaluation across project levels. Detailed descriptions of these systems are presented in the Annex.

g) DTI Strategic Performance Management System (SPMS)

- To assess the overall performance of Project implementation under the Department of Trade and Industry (DTI), the Project shall adopt the DTI Strategic Performance Management System (SPMS).
 - Based on the DTI Operational Manual, the SPMS links individual performance with the DTI's organizational vision, mission, and strategic goals, thereby ensuring accountability and alignment of staff contributions to institutional priorities.
- 

- 
- The SPMS shall be applied uniformly and consistently across DTI using four (4) major steps:
 - Performance Planning – setting individual and unit performance commitments aligned with DTI and Project targets.
 - Performance Monitoring and Coaching – continuous tracking of performance and provision of feedback and guidance.
 - Performance Review and Evaluation – periodic assessment of accomplishments against commitments and standards.
 - Performance Rewarding and Development Planning – recognizing performance, identifying areas for improvement, and planning for capacity development.
 - Through this system, the Project ensures that staff-level performance is effectively linked with project-level results, thereby reinforcing the accountability and results-orientation of RAPID Growth.

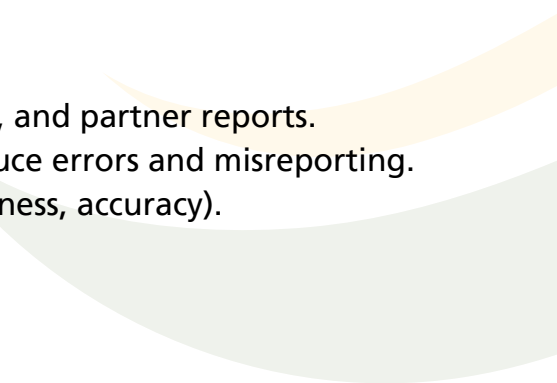
h) Frequency of Monitoring

- PMU level: continuous monitoring; monthly reports submitted to RPCO.
- RPCO level: quarterly consolidation, validation, and field checks.
- NPCO level: semi-annual aggregation for IFAD and oversight bodies.
- Ad-hoc monitoring: special spot-checks or rapid assessments as needed.

i) Roles and Responsibilities

- PMUs: collect activity-level data, validate beneficiary lists, encode into MIS.
- RPCOs: review and validate PMU reports, conduct spot-checks, provide quarterly monitoring updates.
- NPCO: aggregate and analyze regional data, generate consolidated national reports, liaise with IFAD and oversight agencies.
- Partners (SBCorp, BDSPs, MSMED Councils): submit reports on activities, outputs, and beneficiary reach.

k) Data Management and Validation

- MIS database will serve as the central repository.
 - Data verification through triangulation of PMU, RPCO, and partner reports.
 - Random spot-checks and beneficiary validation to reduce errors and misreporting.
 - Data quality assurance protocols (timeliness, completeness, accuracy).
- 



l) Monitoring Outputs

- Monthly monitoring reports (PMU).
- Quarterly consolidated reports (RPCO).
- Semi-annual and annual performance reports (NPCO to IFAD, DTI, oversight agencies).
- Dashboard summaries for decision-making.
- Corrective action plans based on monitoring findings.

m) Monitoring of Results from Other DTI Bureaus

- The RAPID Growth Project engages various DTI Bureaus to deliver specialized services in support of its objectives, particularly in marketing (e.g., trade expositions, selling missions, business matching at the national level) and capacity building for both internal and external project clients. To this end, the Project enters into agreements with CIG, CITEM, BDTP, PTTC, SBC, and EMB to implement activities that directly contribute to the achievement of project outputs and outcomes.
- To ensure accountability and track the effectiveness of investments provided, these partner agencies are required to submit reports on each activity conducted to both the NPCO and RGMS. Reporting consists of two parts:
 1. Narrative Report – provides a description of the activity, including objectives, implementation details, and the specific RAPID Growth Project component to which the activity contributes.
 2. Form 1 (Monitoring Form for Other Agencies) – an Excel-based tool capturing quantitative data, including:
 - Names of MSMEs and commodities or industry clusters supported;
 - Results of business matching and brokering sessions, such as total sales generated and names of companies matched.
- This reporting mechanism ensures that results from DTI Bureau-led interventions are systematically captured, consolidated, and integrated into the overall project performance monitoring framework.





10. Data Management and Tools



a) Performance Indicators

- Adoption of SMART indicators (Specific, Measurable, Achievable, Relevant, Time-bound).
- Inclusion of cross-cutting indicators on gender, youth, Indigenous Peoples (IP), and climate resilience.
- Alignment with IFAD Core Indicators and outcome-level results.

b) Data Collection and Sources

- Use of multiple tools: surveys, focus group discussions (FGDs), key informant interviews (KIIs), direct observation, and MIS-generated reports.
- Reliance on partner reports (DTI, SBCorp, industry councils, MSMED Councils, etc.) as secondary sources.
- Definition of frequency and responsibility (who collects what, how often, and at what level—NPCO, RPCO, PMU).

c) Data Quality Assurance (DQA)

- Assurance of accuracy, timeliness, completeness, consistency, and reliability of data.
- Use of verification methods: spot checks, data triangulation, random audits, and validation workshops.

d) Management Information System (MIS)

- The Project will establish a dual-purpose Management Information System (MIS):
 - Value chain/industry-based MIS – to provide comprehensive information for value chain players.
 - Project MIS – as a central repository of databases for project management, monitoring, and reporting.
- Establishment of a digital platform for M&E data storage, analysis, and visualization.
- Reporting flows and dashboards designed for decision-makers at national, regional, and provincial levels.
- Integration with NEDA/DBM systems and alignment with government reporting standards.





e) MIS Features and Components

- The RAPID MIS will include the following databases:

MSME Database – Profiles of MSMEs assisted (business structure, scale, products, location, etc.).

Beneficiary Database – Individual profiles (sex-disaggregated), production assets, volumes, values, etc.

Registry of Contracts – Details of contractors, scope, costs, deliverables, timelines (Annex F15).

Training Database – List of training participants (sex-disaggregated), training titles, duration, venues.

Matching Grant Database – Beneficiaries, scope, products, location, grant amounts, counterpart amounts.

Rural Finance Database – Accessed financing, institutions, loan amounts, terms, interest rates.

Rural Infrastructure Database – Location, title, scale (km), costs, timelines, status, jobs generated.

f) Data Entry and Flow

- Negosyo Centers (NCs), in close coordination with Provincial Coordination Units (PCUs), will serve as the entry point for data collection.
- Data will be monitored, collected, processed, and analyzed by Regional M&E and KM Coordinators under the Regional Coordination Units (RCUs).
- Synthesized reports will be prepared by Regional Project Coordinators and integrated into the monthly narrative reports for submission to the NPCO.
- The NPCO will manage and maintain the central MIS, including value chain-specific sub-systems.





g) **Data Storage and Structure**

- Excel-based structure with filters, duplicate entry checks, and data security.
- Cloud-based platform for storage, retrieval, and backup.
- Data Processing and Analysis
- Automated data processing and analysis for standard reporting (AWPB, Logframe, RIMS).
- Manual analysis by M&E specialists and statisticians for inferential insights.
- Outputs include percentages, counts, proportions, and trend analyses.



10. Performance Management M&E and Scorecard System


a) **Performance Evaluation**

- The RAPID Growth Project performance evaluation was developed in collaboration with the RCUs, and Pilot PCUs guided by the Planning and Management Services (PMS) of DTI.
- The indicators mentioned above will be aligned to the existing Performance Governance System (PGS) or the Enterprise Scorecard identified in the DTI-SPMS. The Project will specifically contribute to the achievement of the overall targets of DTI specifically in achieving the Organization Outcome (OO) 2 – Industries Developed and OO 3- MSMEs Assisted and Developed.

b) **DTI Strategic Performance Management System (SPMS)**

- To assess the overall performance of Project implementation under the Department of Trade and Industry (DTI), the Project shall adopt the DTI Strategic Performance Management System (SPMS).
- Based on the DTI Operational Manual, the SPMS links individual performance with the DTI's organizational vision, mission, and strategic goals, thereby ensuring accountability and alignment of staff contributions to institutional priorities.



- 
- The SPMS shall be applied uniformly and consistently across DTI using four (4) major steps:

- Performance Planning – setting individual and unit performance commitments aligned with DTI and Project targets.
- Performance Monitoring and Coaching – continuous tracking of performance and provision of feedback and guidance.
- Performance Review and Evaluation – periodic assessment of accomplishments against commitments and standards.
- Performance Rewarding and Development Planning – recognizing performance, identifying areas for improvement, and planning for capacity development.

Through this system, the Project ensures that staff-level performance is effectively linked with project-level results, thereby reinforcing the accountability and results-orientation of RAPID Growth.

c) Project Level Performance Reporting

Monthly Progress Report (MPR).

- All implementing units are required to submit Monthly Progress Reports every 25th of the reporting month.
- These reports will be consolidated and synthesized by the NPCO, which will then submit the consolidated MPR to the Undersecretary for the Regional Operations Group (ROG) and the Director of the Resource Generation and Management Services (RGMS) every 5th day of the succeeding month.
- Each Monthly Progress Report shall consist of three (3) parts:
 - Narrative Report
 - Form 1: Bottomlines
 - Supporting Documents (Data Capture Form)
- Templates and guidelines for these reports are provided in the annex.



Quarterly Progress Report (QPR)

- The Quarterly Progress Report shall be prepared in narrative format, supplemented by tables presenting performance against targets. Preparation of the QPR will be led by the NPCO, based on the consolidated physical and financial reports submitted by the RCUs and PPCs.
- The QPR is due for submission to NEDA every 15th day of the first month of the ensuing quarter. A suggested outline of the QPR is as follows:
 - I. Project Background
 - II. Project Fact Sheet
 - III. Weighted Physical Performance
 - a. For the Quarter
 - b. For the Year
 - c. Cumulative
 - IV. Financial Performance
 - a. For the Quarter
 - b. For the Year
 - c. Cumulative
 - V. Initial Outcomes
 - VI. Highlights of Activities During the Quarter

d) Weighted Physical Performance (OWPP)

- The calculation of weighted physical performance involves assigning weights or values to project components and activities that reflect their relative importance, primarily based on costs and other relevant considerations.

- **Step 1. Assigning Weights.** Each activity under a specific output is assigned a weight based on the proportion of its allocated cost to the total cost of all activities under that output. The formula is:

$$\text{Weight [3]} = \frac{A}{TA} \quad \text{Weight [3]} = \frac{A}{TA}$$

- Where:

A = allocated cost of the activity

TA = total allocation for all activities under the output

- Example:

For Activity 1, if the allocated cost is ₦50,000 and the total allocation for all activities is ₦600,000:

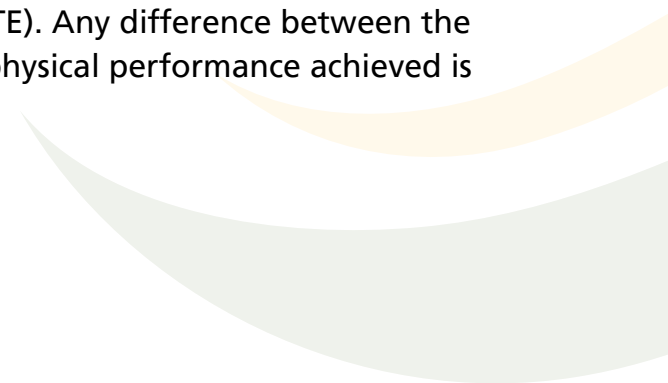
$$[3] = \frac{50,000}{600,000} = 0.0833 \quad [3] = \frac{50,000}{600,000} = 0.0833$$



- **Step 2. Calculating Percent Performance** Performance is measured by comparing actual accomplishments with targets:
 - $\text{Performance [7]} = \frac{\text{Actual [6]}}{\text{Target [5]}} \times 100$
 - Example:
For Activity 1, with an Actual [6] = 10 and Target [5] = 40:
$$\text{Performance [7]} = \frac{10}{40} \times 100 = 25$$
- **Step 3. Deriving the OWPP** The OWPP for each activity is obtained by multiplying its weight by its percent performance:
 - $\text{OWPP [8]} = [3] \times [7]$
 - Example:
For Activity 1:
$$\text{OWPP [8]} = 0.0833 \times 25 = 2.08$$
- **Step 4. Aggregating OWPP Across Activities** The total OWPP for all activities under a particular output, calculated for a given period, represents the overall performance for that output.

d) Time Elapsed (TE) in Monitoring and Evaluation

- The Global Work and Financial Plan (GWFP) should specify the activities under each output and the outputs under each component, with corresponding cost allocations. These serve as the basis for assigning weights in measuring physical and financial performance.
- In reporting weighted performance, both physical and financial, the analysis of efficiency must be linked to the Time Elapsed (TE). Any difference between the proportion of time elapsed and the weighted physical performance achieved is referred to as slippage.





Key Reference Dates

- To calculate TE, the implementing agency must track key dates, usually indicated in the Financing Agreement or other project documents:
- Project Start Date (PSD): Usually the date of loan effectiveness.
Example: November 15, 2018
- Project Completion Date (PCD): The expected end date of all physical implementation activities.
Example: December 31, 2024
- Life of Project (LOP): The total implementation period, from PSD to PCD, expressed in months.
- Definition
- Time Elapsed (TE): The proportion of project time consumed during implementation, expressed as a percentage.

Conversion Factors

- 1 year = 12 months
- 1 month = 31 days

Example: Calculating Life of Project (LOP)

LIFE OF PROJECT IN MONTHS

	Year	Month	Day	
PCD	2024	12	31	<i>No. of Months LOP</i> $= 72 + 1 + 0.52 = 73.52$ <i>months</i>
PSD	2018	11	15	
LOP	6	1	16	

Example: Calculating Life of Project (LOP)

	Year	Month	Day	
To Date	2019	12	31	<i>No. of Months Consumed</i> $= 12 + 1 + 0.52 = 13.52$ <i>months</i>
PSD	2018	11	15	
Time Consumed	1	1	16	

FORMULA

$TE = \frac{\text{NO. OF MONTHS CONSUMED}}{\text{NO. OF MONTHS LOP}} \times 100\%$
 $TE = \frac{13.52}{73.52} \times 100\% = 18.39\%$

TIME ELAPSED = 18.39%

👉 THIS WAY, PERFORMANCE MONITORING REPORTS CAN CLEARLY SHOW WHETHER PHYSICAL AND FINANCIAL PROGRESS IS ON TRACK RELATIVE TO THE TIME ELAPSED, OR IF THERE ARE DELAYS (SLIPPAGE) THAT NEED CORRECTIVE ACTION.



e) Financial Performance

- Financial performance is a major component of the quarterly and annual performance reports of the RAPID Growth Project. It provides Project Management, DTI, NEDA, IFAD, and other stakeholders with a periodic snapshot of fund utilization levels.
- At a minimum, the financial performance section in reports should cover:
 - Rates of obligation
 - Rates of disbursement
 - Rates of availment of funds
- More detailed financial reporting requirements are covered under the Financial Management Section of this PIM.

- **Disbursement and Obligation Rates**

Disbursement Rate – percentage of funds disbursed from the allocated budget.

Reported against both global allocation and current-year allocation, in relation to the period when disbursement occurred.

Obligation Rate – percentage of funds obligated from the budget.

A sample format for recording and reporting obligations and disbursement is provided in the Annex.

- **Availment Rate (Loan Proceeds and Grant Proceeds)**

Both IFAD and NEDA require the Project to periodically report the amount and rate of Loan Proceeds (LP) and Grant Proceeds (GP) availment to monitor utilization of committed funds.

Schedule of Availment must also be reported.

This schedule can be derived from the Forward Obligation Authority (FOA) issued by the Department of Budget and Management (DBM) for the Project.

A sample format for recording and reporting funds availment is provided in the Annex .



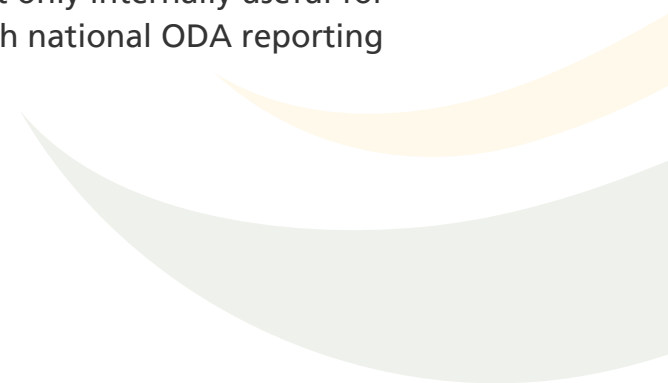
f) NEDA ODA Portfolio Review

- In line with national monitoring requirements, the RAPID Growth Project will also adopt the NEDA ODA Tables 1–10: Agency Portfolio Review. These will be attached to the narrative report when reporting quarterly progress.
- Quarterly performance will be measured against:
 - Annual targets (performance for the quarter and for the year), and
 - Global targets (cumulative performance).

Table	Description
Table 1	Agency Organizational Structure in the Implementation of ODA Projects (with Org Chart and Assigned Officials)
Table 2	Regional Disaggregation of Projects and Programs
Table 3A	Financial Status of Projects and Programs
Table 3B	Budget Forecast
Table 3C	Loan Disbursement (Withdrawal) Targets
Table 4A	Physical Targets and Actual Accomplishments of Projects and Programs
Table 4B	Components and Physical Outputs of Projects and Programs
Table 4C	Project/Program Component(s) addressing Climate Change & Disaster Risk Reduction
Table 4D	Projects/Programs with Incomplete Output(s), Sustainability Issues, or Damaged Outputs
Table 5	Problem Analysis of Projects and Programs
Table 6	Projects/Programs for Possible Restructuring/ICC Re-evaluation in CY 2019
Table 7	Project/Program Results
Table 8	Lessons Learned Register for Projects and Programs
Table 9	Actions Taken on Recommendations from CY 2018 ODA Review
Table 10	Classification of ODA Projects by Gender-Responsiveness

- The NEDA ODA Portfolio Review Forms 1–10 (NGA 2017 Summary Tables) can be downloaded at www.neda.gov.ph.

☞ This structure ensures financial monitoring is not only internally useful for management decisions but also fully compliant with national ODA reporting requirements.





g) Individual Dashboards

- Operational dashboards are designed to guide and monitor the execution of operations, ensuring clear alignment between strategy and day-to-day activities. Each member of the DTI organization is required to prepare an individual dashboard that reflects his or her contributions to the agency's strategic objectives.
- The individual dashboard highlights the employee's specific functions, outputs, and performance indicators, making explicit the link between personal contribution and institutional results.
- Performance appraisal covers both quantitative targets (measured through output and results indicators) and qualitative dimensions (assessed through values, behaviors, and competencies).
- To institutionalize this, the following instruments must be prepared by each employee:

Dashboard Form Z – captures the employee's annual targets and serves as the commitment document between the employee and his/her immediate superior. This must be accomplished no later than the end of March each year.

Dashboard Form X – documents the employee's year-end targets, accomplishments, and feedback from the immediate supervisor. This form also consolidates the Individual Performance Rating (IPR) and certifies that both the employee and supervisor have completed the assessment/feedback process.

h) Application to RAPID Growth Project Personnel

- All RAPID Growth Project personnel are required to accomplish these dashboard forms. Compliance will form part of the basis for the renewal of contracts every six (6) months.
- The Strategic Performance Management System (SPMS) guidelines, accessible through the Regional Human Resource Division, provide further details on the rating system. Templates of the dashboard forms, along with the pre-determined success measures, are included in the Annex of this document.





10. Evaluation

a) Types of Evaluation

Baseline Survey:

- Establish benchmarks for project indicators at inception.
- Cover socio-economic conditions, enterprise profiles, value chain gaps, and enabling environment.
- Use as reference for measuring progress and impact.

Mid-Term Review (MTR)

- Assess implementation performance, efficiency, and effectiveness.
- Identify operational bottlenecks and propose corrective measures
- Review alignment with updated national/IFAD priorities and value chain needs.

End-of-Project Completion Report (PCR)

- Evaluate achievement of outcomes and outputs vs. planned targets.
- Assess sustainability, replication, and scaling potential of project interventions.
- Document lessons learned and policy implications.

Thematic / Impact Evaluation

- Focus on cross-cutting themes (gender, youth, IP participation, climate resilience, private sector engagement).
- Assess impact on MSME competitiveness, market linkages, and inclusive value chain development.
- Conducted by external/independent evaluators for objectivity

b) Baseline Survey

- A baseline study shall be undertaken within the first eight (8) months of the Life of Project (LOP) to establish reference points for measuring progress toward intended results at both output and outcome levels.
- The study will generate benchmark data on the socio-economic conditions of households engaged in the value chains of selected commodities, including (but not limited to) income levels, asset ownership, household size, sources of income, nutritional status, and food intake.



- It will also assess the degree of access to and utilization of production technologies, agricultural inputs, credit, support infrastructure (e.g., farm-to-market roads), market information, and policy support. These indicators will help determine how such factors contribute to the poverty situation of target beneficiaries and guide the identification of strategies for project implementation that can improve their conditions.
- In addition, the study will examine in detail the current state of the value chains of selected commodities, identifying opportunities for scaling up enterprises where the DTI RAPID Growth Project will focus its interventions.

c) Key Evaluation Questions

The Baseline Study will be guided by the following evaluation questions (non-exhaustive):

- Socio-economic status and vulnerability: What is the current socio-economic condition of targeted Project participants, including household income, asset ownership, livelihood sources, and food/nutrition security?
- Opportunities and synergies: What opportunities and complementary initiatives exist that can be leveraged to achieve better results?
- Constraints and risks: What potential problems, barriers, or risks could hinder effective Project implementation?
- Reference values: What are the baseline reference values for the Project's key performance indicators?





d) Timeline of Baseline Study Activities

Planning Phase

- Planning for the baseline study should begin as soon as key staff of the National Project Coordinating Office (NPCO) are mobilized (target: 2nd month of the LOP).

Procurement Phase

- DTI will engage a third-party evaluator through a competitive procurement process to be completed by the 3rd month of the LOP.

Implementation Phase

- The baseline study is expected to commence by the 5th month of the LOP.
- The entire study should be completed within 120 calendar days, covering the following activities:
 - Procurement of baseline data collection services (BDS) or survey firms.
 - Securing survey clearance from the Philippine Statistics Authority (PSA).
 - Literature review and desk research.
 - Team planning, inception meetings, and training of enumerators.
 - Development and pre-testing of field tools.
 - Fieldwork and data collection.
 - Data cleaning, validation, and analysis.
 - Drafting, reviewing, and finalizing the baseline study report.

Reporting Phase

- The final baseline study report will be submitted to DTI within nine (9) months from contract start date.
- The same report will be submitted to IFAD within ten (10) months of contract start date.

e) Midterm Review (MTR) and Project Completion Review (PCR)

To measure changes at farmer and enterprise levels, the MTR and PCR will draw comparisons with the baseline study and a control group. Both evaluations will employ panel surveys using time-series data to capture changes over time.





Midterm Review (MTR)

Between months 30 to 34 of the Life of Project (LOP)—approximately six months before the MTR—DTI, working with BDSPs or a survey firm, will assess the progress of the RAPID Growth Project. The interim evaluation serves multiple purposes:

- Assess progress in project implementation.
- Evaluate relevance of interventions against intended objectives.
- Signal early effectiveness of interventions and strategies.
- Document lessons learned and good practices.
- Review sustainability efforts undertaken to date.
- Identify mid-course corrections needed to maximize impact.

Findings and recommendations from this evaluation will be consolidated into the MTR process. Through this, project beneficiaries, stakeholders, the Government of the Philippines, and IFAD will collectively agree on adjustments needed to strengthen design, enhance delivery, and optimize results for the remaining project period.

Scope of the Interim Evaluation

The interim evaluation will function as an implementation evaluation, focused on whether the project remains on track toward its goals and targets across participating provinces. Specifically, it will examine:

- Performance – progress toward activity results, outputs, and outcome-level targets.
- Design quality – technical soundness and alignment with IFAD and GoP objectives.
- Management – effectiveness of roles, responsibilities, and coordination among DTI, partners, and service providers.





Key Evaluation Questions:

The interim evaluation will be guided by the following:

1. How are project activities and inputs contributing to progress toward targets and outputs?
2. What initial outcomes and results are emerging from project interventions?
3. Which factors are facilitating project effectiveness?
4. Which factors are hindering progress?
5. In what areas can the project's development hypothesis be refined?
6. How valid are the critical assumptions underpinning the project design in practice?
7. How relevant are project interventions to the lives and priorities of intended beneficiaries?
8. How do project benefits differ across men and women, youth, and indigenous peoples?
9. What sustainability mechanisms are in place to ensure continuity of benefits for the target groups?

Project Completion Review (PCR)

The PCR, to be undertaken at the end of the project, will use the same evaluation framework and panel survey approach. Its focus will be to measure the overall impact of RAPID Growth interventions, capture final lessons, and provide recommendations for scaling and policy integration.

Interim Evaluation (Mid-Term Review)

A Mid-Term Review (MTR) will be undertaken at the end of Project Year 3. The MTR will serve as a critical assessment point to:

- Evaluate progress and performance – review achievements against planned targets, as well as the efficiency, effectiveness, and relevance of RAPID management structures.
- Assess design validity – determine whether the overall RAPID design remains appropriate to changing contexts and beneficiary needs.
- Draw lessons and good practices – identify key lessons learned and effective approaches that can inform ongoing implementation.
- Recommend corrective and adaptive measures – propose strategies to enhance performance, ensure sustainability of partnerships, and strengthen farmers' continued access to services and markets.



Specific issues to be assessed include:

- Farmers' welfare and inclusion: changes in production levels and household income, with focused analysis on women farmers, young entrepreneurs, and Indigenous Peoples.
- Enterprise development: performance of supported enterprises in terms of profitability, business growth, job creation, and access to financial/non-financial services.
- Negosyo Centers: effectiveness in facilitating enterprises' access to services, markets, and support networks.
- Business models: identification of high-performing business models and their potential for replication or scaling up.
- Financial institutions: performance in delivering project-supported financial instruments and in expanding outreach of financial services to target beneficiaries.
- Infrastructure linkages: assessment of how road infrastructure planning and implementation contribute to private sector-led local economic development.
- Project governance and partnerships: performance of project management units and key partners (DTI, DILG, LGUs, among others).
- Industry councils and private sector engagement: roles, contributions, and impact of industry councils and private associations at local, regional, and national levels.

f) Evaluation of Results

- Evaluation is defined as the systematic and objective assessment of an ongoing or completed project, program, or policy, including its design, implementation, and results. Its purpose is to determine the relevance and fulfillment of objectives, efficiency, effectiveness, impact, and sustainability. A well-conducted evaluation provides credible and useful information that enables lessons learned to be integrated into the decision-making processes of both project implementers and donors.
- For the RAPID Growth Project, the M&E and Planning Specialist, with support from key project staff, will develop the Terms of Reference (TOR) for evaluation studies under a Multi-Year Contracting Agreement (MYCA). Evaluation activities will be commissioned by DTI and conducted by a highly technical consultant or institution, serving as an independent third-party evaluator to ensure objectivity and credibility.



The evaluation framework will include the following major activities:

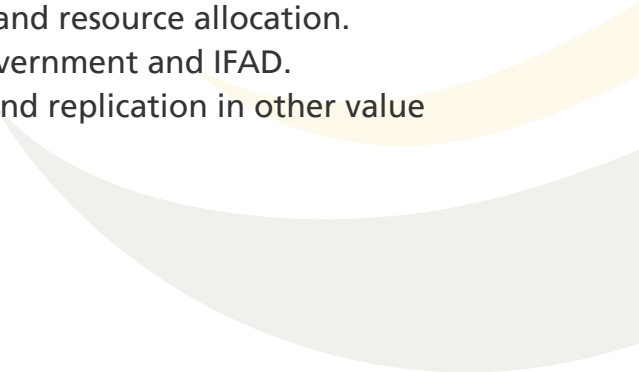
1. Baseline Study – to establish benchmarks, gather initial data on project indicators, and provide reference points for measuring progress.
 2. Interim (Mid-term) Evaluation – to assess progress, identify implementation challenges, and recommend course corrections to improve efficiency and effectiveness.
 3. Final Evaluation – to measure overall performance, outcomes, and impact, and to draw lessons and recommendations for future programming.
- The external evaluators will employ a mixed-methods approach, combining quantitative and qualitative data collection and analysis. This will allow for a comprehensive assessment of both measurable results (e.g., indicator performance, beneficiary reach, sales generation) and qualitative insights (e.g., stakeholder perspectives, institutional challenges, and unintended outcomes).
 - Findings and recommendations from evaluations will inform project adjustments, policy development, and future program design, ensuring that RAPID Growth contributes meaningfully to MSME development and value chain strengthening.

f) Evaluation Management

Roles and Responsibilities

- DTI-NPCO: Oversee evaluation design, commissioning, and coordination.
- RPCOs/PMUs: Facilitate field-level evaluation activities, stakeholder participation, and data provision.
- IFAD: Provide technical guidance, quality assurance, and independent validation.
- Third-Party Evaluators: Ensure objectivity, methodological rigor, and evidence-based reporting.
- Stakeholders/Beneficiaries: Participate in feedback sessions, validation workshops, and reflection activities.

Use of Evaluation Results

- Inform strategic and operational decision-making.
 - Feed into project re-planning, scaling strategies, and resource allocation.
 - Support accountability and transparency with government and IFAD.
 - Contribute to policy dialogue, sector strategies, and replication in other value chain initiatives.
- 



g) Impact Evaluation

Purpose

The Final Evaluation Study will be conducted six months before project completion to:

- Determine whether the RAPID Growth Project objectives have been achieved.
- Measure changes at the farmer and enterprise level compared to the baseline study.
- Inform stakeholders—including IFAD, DTI, beneficiaries, and other partners—about the extent to which anticipated results have been achieved.
- Support the preparation of the Project Completion Report, which will be submitted to DTI and IFAD within three months after the completion of project activities.


The evaluation also provides insights into the sustainability of project outcomes and contributions to higher-level development goals.

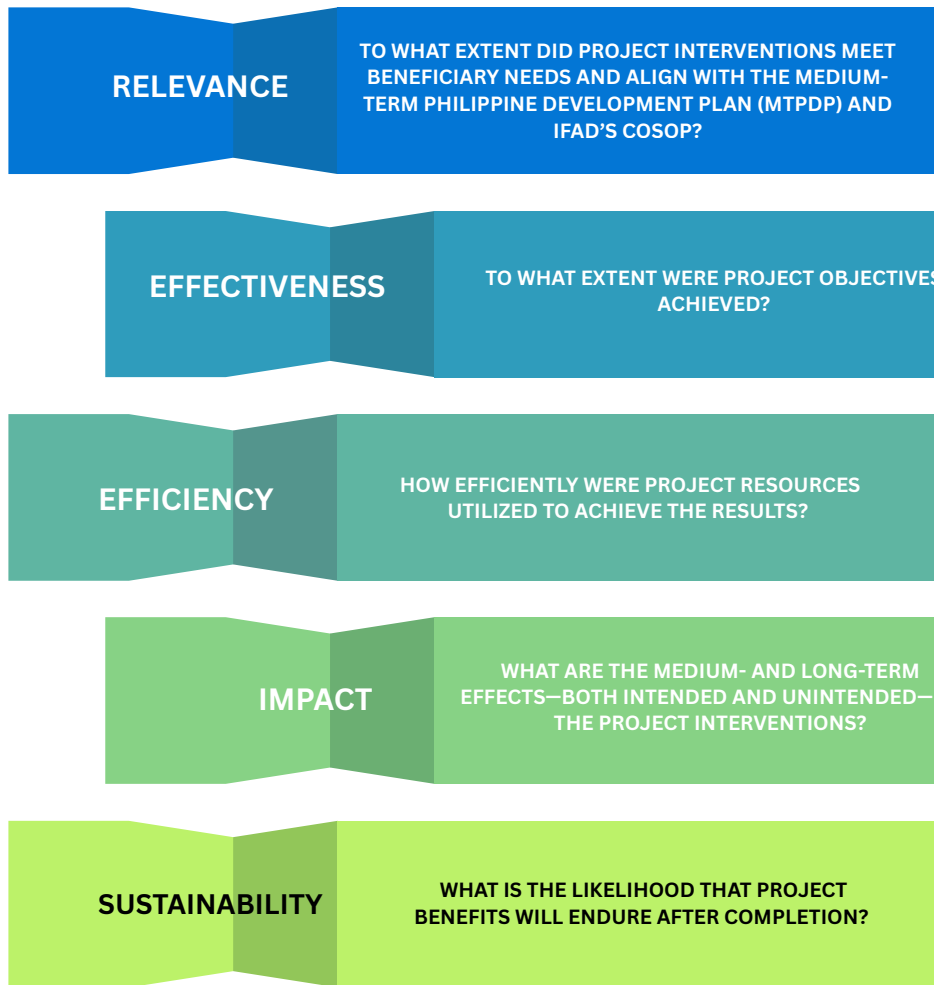
Timing and Implementation

- **Survey period:** Months 63 to 66 of project implementation.
- **Implementation modality:** The survey will be designed and overseen by the Planning/M&E Officer and the KM/Communication Officer and undertaken by an external service provider.
- **Reporting:** Based on survey findings, the NPCO will prepare the Project Completion Report for submission to DTI and IFAD.

Scope of the Evaluation

The final outcome/impact survey will assess:

- Overall results of project activities.
 - Performance of project implementation in delivering outputs and achieving outcomes.
 - Illustrative research questions will focus on five key areas using impact assessment methodologies:
- 



Deliverables

- Final Outcome/Impact Survey Report – Produced by the service provider and validated by DTI.
- Project Completion Report – Prepared by NPCO, summarizing survey findings, lessons learned, and recommendations for future interventions.

Evaluation Timeline

- The figure below presents the project evaluation schedule, indicating the timing of the final outcome/impact survey in relation to project completion.

[Insert Figure 5.6: Project Evaluation Timeline]





f) Reporting

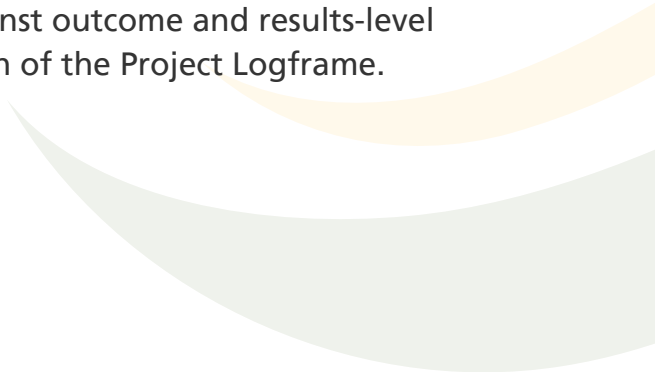
Reporting Flow


- The reporting flow of RAPID Growth Project shall adhere to its organizational structure. Data gathering and initial report generation will begin at the Negosyo Centers (NCs), as the first-level reporting units. Reports from the NCs shall be submitted on a periodic basis to the Provincial Project Coordination (PPC) Office, which will consolidate and forward these to the Regional Coordination Unit (RCU).
- The RCUs, in turn, shall consolidate the reports from the PPCs and submit to the National Project Coordination Office (NPCO). Finally, the NPCO, after consolidating the reports from all RCUs, will submit periodic project-level reports to DTI, NEDA, DBM, and IFAD.

Results and Impact Management System (RIMS)

- The RAPID Growth Project will submit annual reports to IFAD on outcomes and results using the Results and Impact Management System (RIMS) framework throughout Project Years 1 to 6. Reporting will follow the standard set of RIMS indicators as provided in the revised RIMS Handbook.
- Under the RIMS guidelines, a set of core indicators is mandatory across all IFAD-assisted projects. However, recognizing that not all indicators are relevant to every project context, the RAPID Growth Project will carefully identify and apply only those indicators that are directly applicable and meaningful to its interventions.
- The reporting will highlight measurable progress towards project outcomes, ensuring consistency and comparability with IFAD's global results framework. A sample RIMS reporting format is provided in the annex.

Logical Framework Report

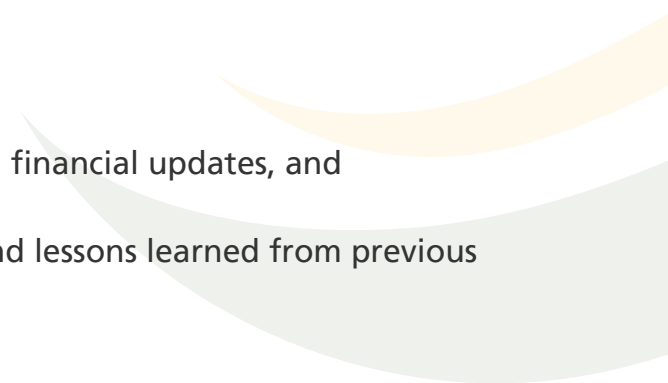
- The RAPID Growth Project will submit annual outcome and results reports to IFAD using the Logical Framework (Logframe) report format from Year 1 to Year 6. The report will track progress against outcome and results-level indicators as defined in the expanded version of the Project Logframe.
- 

- 
- To ensure accurate measurement, the following must be established:
 - Baseline values for each indicator (at project start)
 - Mid-term values (at the Mid-Term Review)
 - End target values (final project goals)
 - The end target serves as the ultimate benchmark for calculating actual periodic performance. A sample Logframe reporting format is provided in the Annex.

Project Activity Design/Proposal and Post Activity Report

- To effectively monitor the results of each activity and its contribution to outputs and outcomes, implementing units shall use the RAPID Project formats for:
 - Activity Design/Proposals (pre-implementation)
 - Post Activity Reports (post-implementation review)
- These formats are aligned with existing DTI reporting formats but enhanced with an Outputs and Outcomes field, explicitly linking each activity to the Project's results chain. The template is provided in the Annex.

Supervision Mission

- Annual Supervision and Implementation Support Missions will be jointly organized by IFAD and the Government of the Philippines (GoP), through NEDA, to:
 - Assess project performance (physical and financial)
 - Identify implementation bottlenecks
 - Capture lessons learned
 - Recommend corrective measures
 - Missions will usually involve a core team of returning resource persons, supplemented by specialists depending on emerging needs. In between, shorter implementation support missions may be organized to address specific technical issues.
 - The NPCO will:
 - Coordinate the conduct of missions
 - Provide logistical support
 - Consolidate and submit M&E reports, financial updates, and other required documents
 - Compile follow-up actions, results, and lessons learned from previous missions
- 

AWPB Report Format

- In addition to the quarterly narrative report, the project shall attach the Annual Work Plan and Budget (AWPB) report format, which presents both quarterly targets and actual performance. This allows monitoring of the project's physical and financial progress in a structured manner.
- The AWPB report format will serve to:
 1. Track the level of physical performance against quarterly targets;
 2. Provide a consolidated view of achievements vis-à-vis the approved work plan;
 3. Complement the NEDA ODA report format by using the standard IFAD AWPB template.
 4. A sample AWPB Report Format is provided in the annex.
- The Annual Progress Report (APR) will be prepared in a narrative format, with supporting tables that compare actual performance against planned targets. Preparation of the APR will be led by the NPCO, drawing from quarterly reports and consolidating both physical and financial performance for the year.
- The APR shall be submitted to IFAD at the end of the first month of the following year. The narrative outline of the APR is as follows:

- I. Project Background
Brief overview of project objectives, scope, and implementation arrangements.
- II. Project Fact Sheet
Key information on geographic coverage, budget, target beneficiaries, and institutional partners.
- III. Weighted Physical Accomplishment
 - a. Annual accomplishment vs. annual targets
 - b. Cumulative accomplishment vs. overall/global targets
 - c. Breakdown of physical performance by component
- IV. Overall Financial Performance
 - a. Annual financial performance vs. annual targets
 - b. Cumulative financial performance vs. overall/global targets
 - c. Financial performance by component
- V. Performance vis-à-vis Logframe Targets
Comparison of annual outcomes and outputs against logframe indicators.
- VI. Initial Outcomes
Key results and emerging impacts on beneficiaries, with focus on women, youth, and IPs.
- VII. Highlights of Activities During the Year
Notable achievements, innovations, challenges, and lessons learned.



11. Knowledge Management

a) Knowledge Management (KM)

KM is integrated with M&E to ensure results and lessons are captured, shared, and applied. The Project will:

- Develop knowledge products (case studies, briefs, manuals) based on M&E evidence.
- Share results with beneficiaries, implementing partners, DTI, NEDA, DBM, IFAD, and other stakeholders.
- Use KM outputs to support policy dialogue, replication, and scaling-up of successful practices.

b) Why Knowledge Management is Critical for RAPID?

In the context of the RAPID Growth Project, where the core objective is to increase the income of small farmers and unemployed rural women and men across agri-based value chains, KM serves as a vital enabler.

KM will:

- Address inefficiencies in bureaucratic systems by streamlining workflows.
- Capture institutional memory from an aging workforce and stakeholders.
- Promote transparency and trust through open access to knowledge.
- Empower communities by transforming lessons learned into tools for innovation.
- Replicate good practices across different value chains and communities.

Thus, KM links project learning to action—ensuring sustainability and scale.



c) Role of KM in RAPID Outputs

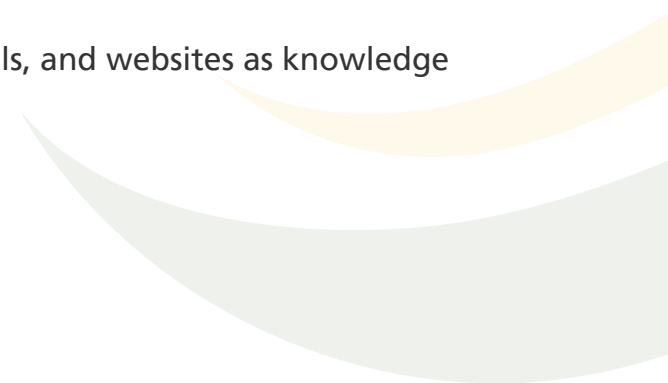
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d) KM Strategy

The Three KM Components in RAPID

- **People** – Farmers, cooperatives, MSMEs, and project staff as knowledge creators and sharers. (Outputs 1, 2, 4, 6)
- **Process** – Workflows, Communities of Practice (CoPs), knowledge capture, reuse, and lessons learned. (Outputs 3, 6, 7, 8, 9, 10)
- **Technology** – MIS, digital repositories, portals, and websites as knowledge storage and transfer tools. (Output 5)





A KM strategy is a plan that ensures knowledge is effectively managed, shared, and applied to advance project goals.

Objectives:

- Build a knowledge-sharing culture across DTI, RAPID staff, and stakeholders.
- Support all project components with timely and relevant information.
- Collect and disseminate best practices and lessons learned for replication.

Drivers

- Anchored on DTI's Mission, Vision, and Core Values in the Prosperity Plan 2020.
- Commitment to accountability, inclusivity, empowerment, and sustainability.

e) Core Principles of RAPID KM

- Accountability – Transparency, fairness, and trust in reporting and information use.
- Inclusivity – Ensuring participation of women, youth, and Indigenous Peoples.
- Community Empowerment – Enabling local voices and ownership of knowledge.
- Sustainability – Safeguarding knowledge for future generations while protecting culture and environment.

f) KM Processes

Capturing, Sharing, Transfer, Use & Reuse

- Inventory of knowledge assets (including a Stakeholder Registry).
- Stakeholder analysis to manage expectations and promote participation.
- Gap analysis to identify and close knowledge gaps.
- Knowledge packaging into IEC materials, reports, case studies, and digital tools.

Repositories and Accessibility

- MIS as the primary internal repository.
- Integration with DTI's ISMS server as backup.
- Ensure ease of access, user-friendliness, and security.

KM Skills Upgrading

- Regular capacity building for M&E and KM focal staff.
- Ongoing learning programs for RAPID staff to enhance knowledge sharing.



g) KM Planning

The KM Plan will be prepared through a KM Planning Workshop using the following process:

- Identify and rank key knowledge inputs and outputs.
- Assign actions for knowledge seeking and sharing.
- Introduce KM protocols, tools, and responsibilities.
- Define KM accountabilities at all project levels.

(Source: Knoco, “Knowledge Management Plan”)

12. Communications and Branding Plan

a) Introduction

The Communication Plan is a policy-driven approach to providing stakeholders and key publics with timely, relevant, and accurate information. It formally defines who should be given specific information, when it should be delivered, and what channels will be used.

Aligned with the RAPID Growth Project objectives and Knowledge Management (KM) strategy, this plan ensures effective dissemination of information, stakeholder engagement, and promotion of project transparency and accountability.

b) Brand Statement

The RAPID Growth Project brand represents:

- Empowerment of farmers, women, and rural entrepreneurs.
- Sustainability through inclusive agri-value chain development.
- Trust and transparency in service delivery.
- Innovation and growth for rural enterprises.

Brand Promise:

“RAPID Growth empowers communities by linking farmers and MSMEs to sustainable markets, fostering innovation, and enabling inclusive prosperity.”



h) Communication Objectives (SMART)

- Promote awareness of RAPID Growth initiatives and opportunities among at least 80% of identified stakeholders by Year 2.
- Strengthen stakeholder engagement through at least 3 participatory communication platforms (CoPs, social media forums, knowledge fairs) per year.
- Increase visibility of RAPID Growth success stories by publishing at least 10 knowledge products annually (print, digital, multimedia).
- Support KM strategy by ensuring 100% of project outputs and lessons learned are documented and accessible via MIS by Year 3.
- Enhance inclusivity by ensuring that all communication activities integrate gender, youth, and IP perspectives across all project phases.

i) Target Audience

PRIMARY AUDIENCES

- FARMERS, COOPERATIVES, AND ASSOCIATIONS
- MSMES AND ANCHOR FIRMS
- LOCAL GOVERNMENT UNITS (LGUS)
- FINANCIAL SERVICE PROVIDERS (FSPS)
- DTI REGIONAL AND PROVINCIAL STAFF

SECONDARY AUDIENCES

- NATIONAL GOVERNMENT AGENCIES
- NON-GOVERNMENT ORGANIZATIONS (NGOS)
- SOCIO-CIVIC ORGANIZATIONS
- ACADEMIA AND RESEARCH INSTITUTIONS
- MEDIA ORGANIZATIONS
- ONLINE AUDIENCES
- SOCIAL MEDIA FOLLOWERS (FACEBOOK, TWITTER, YOUTUBE)
- WEBSITE VISITORS (TRACKED VIA GOOGLE ANALYTICS)
- SURVEY PARTICIPANTS (GOOGLE FORMS, SURVEYMONKEY)





j) Understanding Other Key Publics

Beyond stakeholders, RAPID will also engage:

- Media – for awareness building and visibility.
- NGOs & Socio-civic organizations – for partnerships and advocacy.
- Academe – for research, technical knowledge, and capacity building

k) Key Messages

Messages should appeal to the head, heart, hands, and feet.

- **Head (Logic):** RAPID Growth provides market access, financial inclusion, and capacity building to strengthen agri-based value chains.
- **Heart (Emotion):** Together, we can uplift rural communities and empower women and youth.
- **Hands (Practicality):** Practical tools, financing, and partnerships are available for farmers and MSMEs.
- **Feet (Action):** Join RAPID Growth—adopt, replicate, and sustain agri-value chain innovations.

l) Communication Channels

- **Digital:** Official website, social media platforms, email campaigns, SMS alerts.
- **Traditional:** Print (brochures, flyers, banners), radio, and TV ads.
- **Interactive:** Knowledge fairs, community forums, trainings, workshops.
- **Media Relations:** Press releases, media briefings, interviews, podcasts.





m) Messaging Matrix (Sample)

Strategy	Activities	Expected Output	Action Steps	Timeframe	Channel	KM Product/s
KM Culture & Direction	Develop Brand Guidelines	Branding Manual (E-copy & print)	Review DTI KMIS brand rules, consult PM & KMIS, finalize logo & templates	Q1 – Year 1	Online consultations, email	Branding Guidelines Manual
Stakeholder Engagement	Stakeholder Registry & Directory	Updated Registry, sector profiles	Collect data, analyze gaps, validate with stakeholders	Year 1	MIS, website, print reports	Stakeholder Registry & Profiles
Visibility & Awareness	Success Story Publications	At least 10 publications annually	Document case studies, edit & publish digital and print versions	Ongoing	Website, social media, brochures	Case studies, infographics, short videos
Inclusivity & Empowerment	Knowledge Fairs & Learning Events	3 events per year with 200+ participants	Plan events, invite stakeholders, document learnings	Annual	Face-to-face, hybrid events	Event reports, multimedia highlights
Results Sharing	RIMS & KM Reporting	Annual consolidated reports	Gather M&E data, validate, package into RIMS & KM formats	Annual	MIS, official site, media briefings	Annual RIMS & KM Report

n) Branding Guidelines

The RAPID brand should:

- Reflect DTI’s Prosperity Plan 2020 values.
- Use consistent logos, colors, templates, and tone of messaging.
- Align with KMIS branding policies for government projects.

o) KM Tools for Communication

- After Action Reviews (AARs) – for reflecting on communication activities.
- Communities of Practice (CoPs) – for ongoing dialogue and peer learning.
- Knowledge Fairs & Storytelling – for showcasing success stories.
- Mentoring & Peer Coaching – for capacity building in communications.
- Digital Publications & Social Media – for broad outreach and transparency.

