



IMPLEMENTATION SUPPORT MISSION FOR CY 2025

April 2-14, 2025



Presentation Outline

Part 1: Physical Progress

1. Summary of Overall Physical Progress

1.1 Progress vis-à-vis:

- Project-wide Weighted Physical Accomplishment (OWPA) as of March 2025;
- Project-wide CY 2024 Annual Weighted Physical Accomplishment (AWPA) as of 30 December 2024.

1.2 Progress of Reach/Targeting Strategy

- Overall and Regional Projected Reach by beneficiary/sector (based on DIPs in various stages) vs. end-of-project targets
- Overall and Regional Actual Reach by beneficiary/sector (unique count) based on approved DIPs vs. projected reach based on approved DIPs and vs. end-of-project targets



Presentation Outline

Part 2: Progress/Status of Implementation: Component Key Activities & ISM Agreed Actions/Recommendations

2.1. Component Key Activities

2.2 ISM Agreed Actions

2.2. Emerging Gains

2.3. Gaps/challenges

2.4. Ways Forward



**Overall Weighted Physical
Accomplishment (OWPA)
As of 31 December 2024**

OWPA - 84.30
with a +slippage of 7.38

Time Elapse at 68%
(ending in June 2027)

Time elapse at 88%
(ending in Sep 2025)

**Overall Annual Weighted Physical
Accomplishment (AWPA)
CY 2024**

AWPA – 66.09

High slippage in Component 1
under Subcomponent (SC) 1.2 :
Enterprise Strengthening and SC
1.3: FMI

SC 1.2 Activities/Outputs are related
to DIP Approval, Release of MG
Funds, farm expansion and
rehabilitation



PART 1: PROGRESS OF REACH / TARGETING STRATEGY



Investing in rural people

Projected VS Actual Reach of Smallholder Farmers

ao 15 March 2025



78,000 SHFs
EOP Targets

120%

93,874 SHFS
DIPs in all Stages

87%

68,019 SHFS
in Approved DIPs
72% vs All DIP Stages

71%

55,696 SHFS
Actual Reach
82% vs Reach of Approved

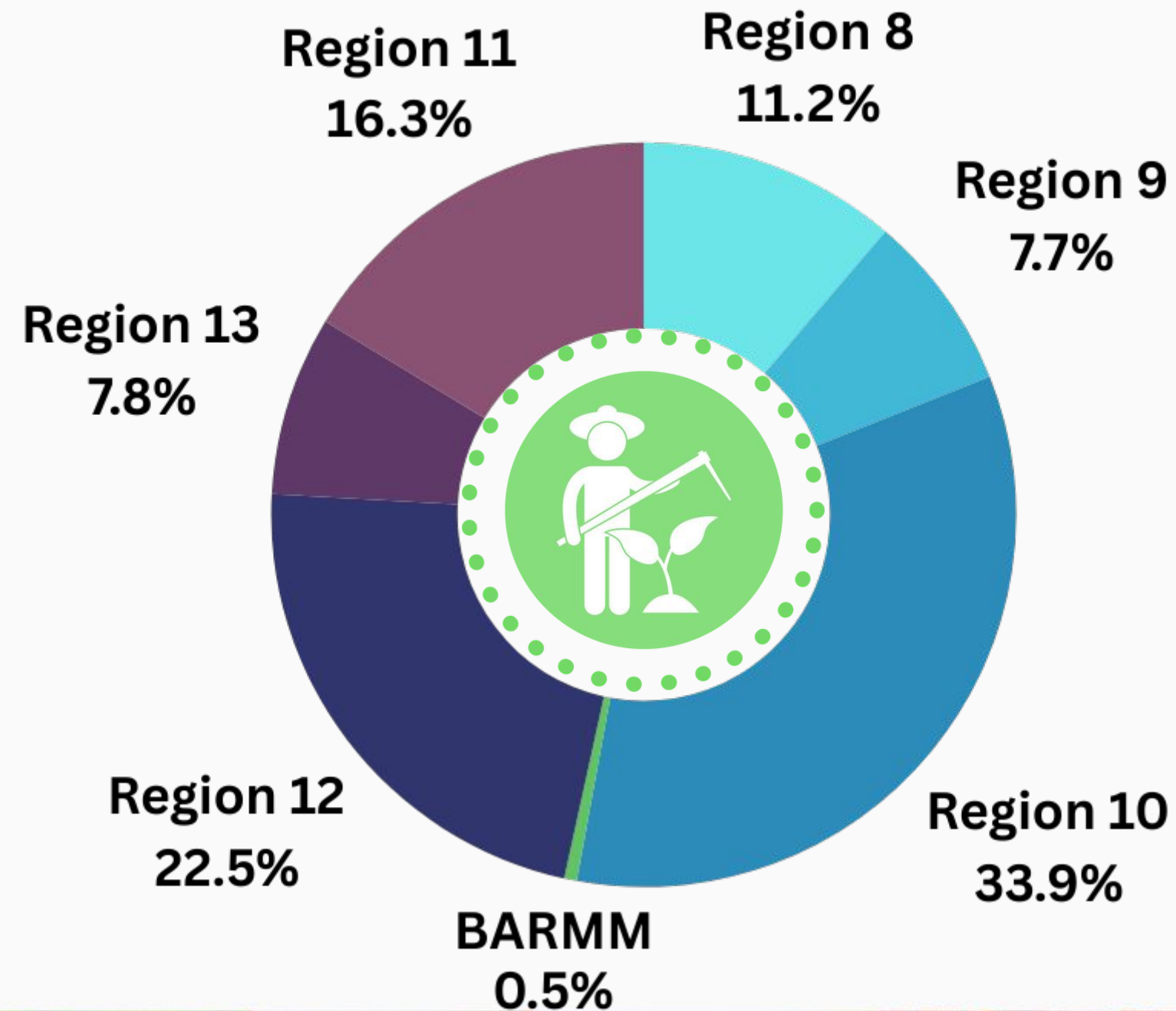


Reach of Smallholder Farmers by Region

ao 15 March 2025

Farmers by Region

based on approved DIPs



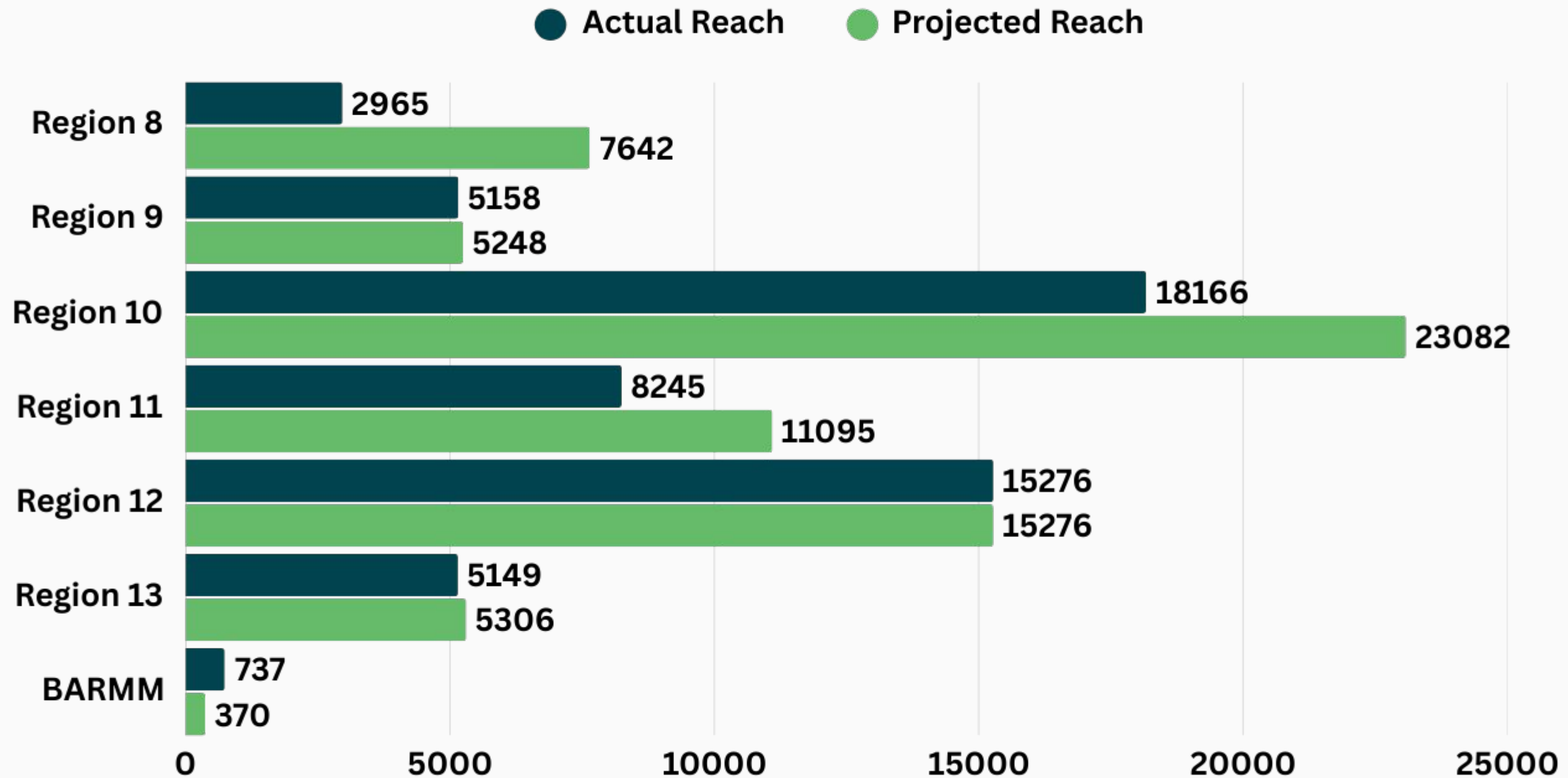
Total Actual Reach: 55,696 smallholder farming households
Approved DIPs-Reach: 68,019 smallholder farming households



Reach of Smallholder Farmers by Region

ao 15 March 2025

Actual vs Approved DIPs-Reach by Region



Total Actual Reach: 55,696 smallholder farming households

Approved DIPs-Reach: 68,019 smallholder farming households



Projected Reach of Smallholder Farmers by Sector

(based on approved DIPs - 68,019 SHFs)

47%
32 293

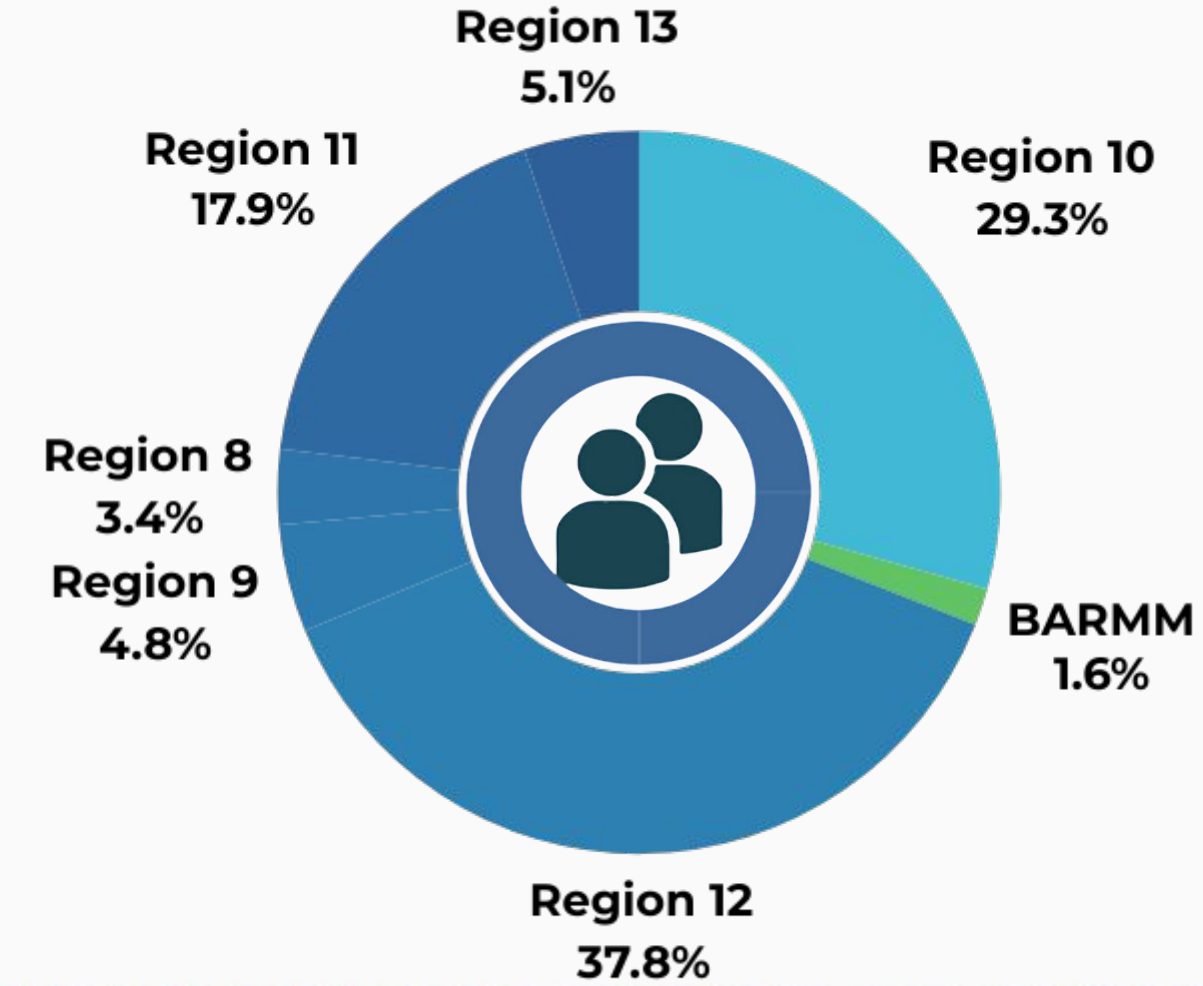
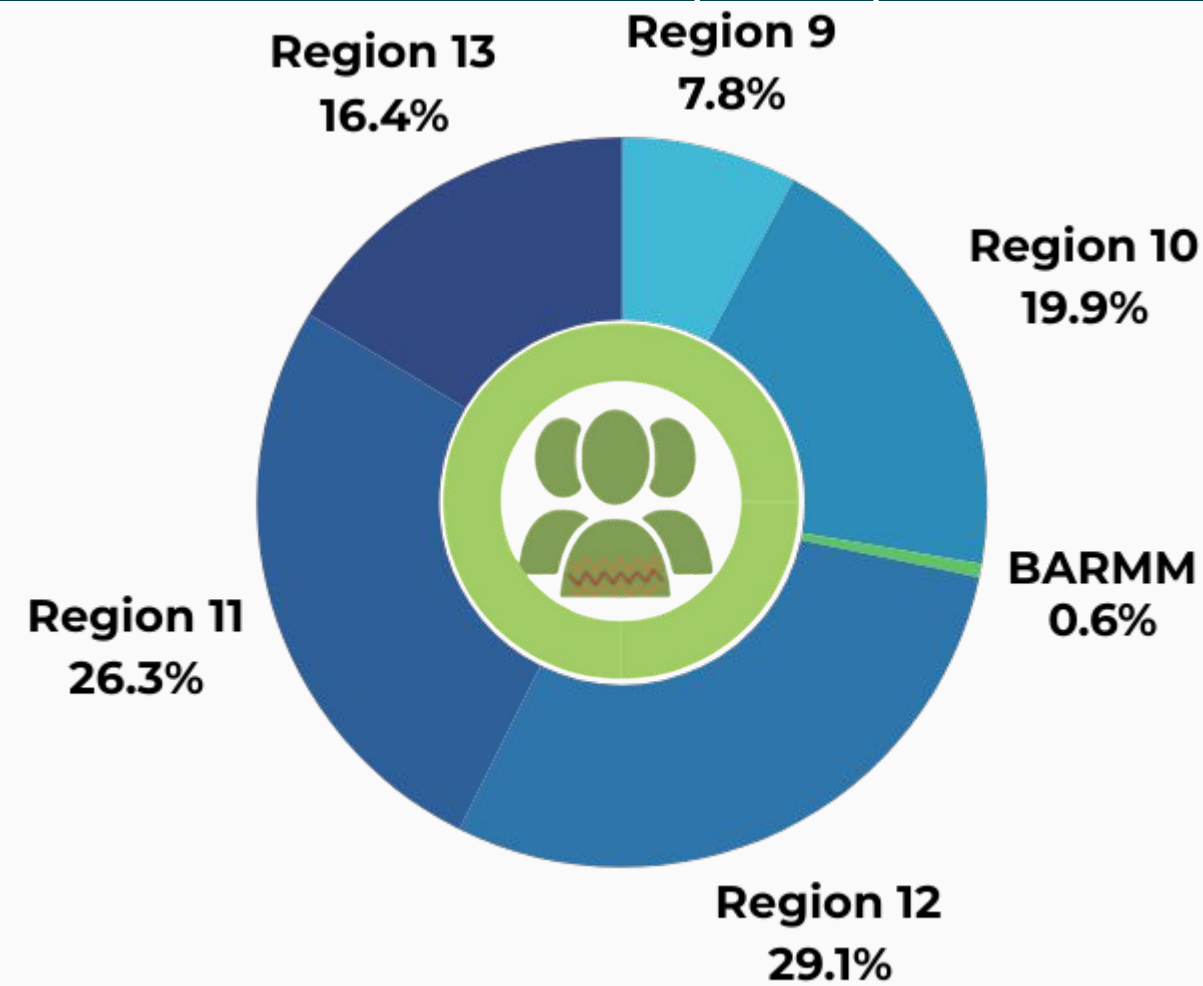
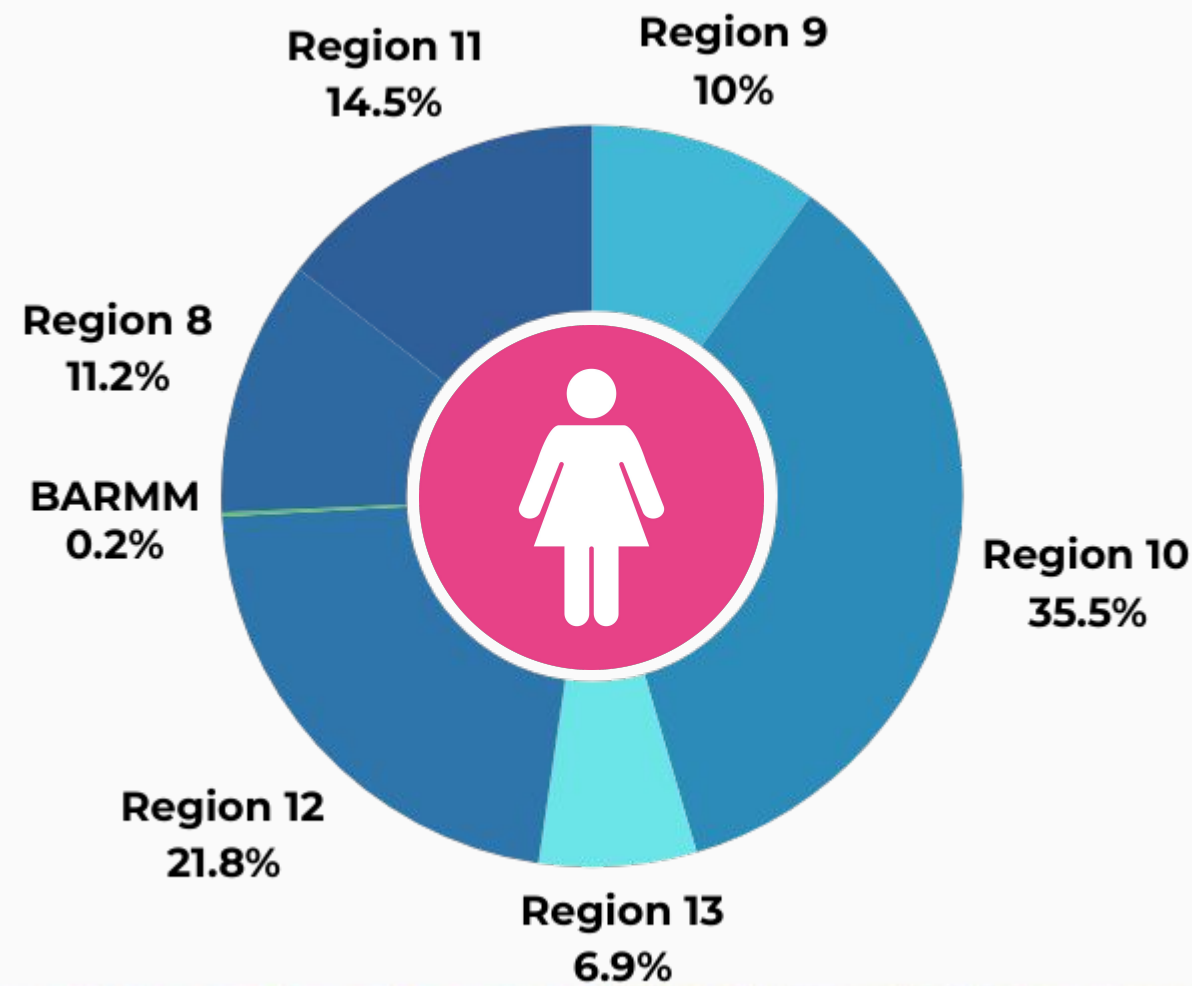


53%
35 726

Women by Region 32 293 (47%)

IPs by Region 11 224 (17%)

Youth by Region 4 257 (6%)

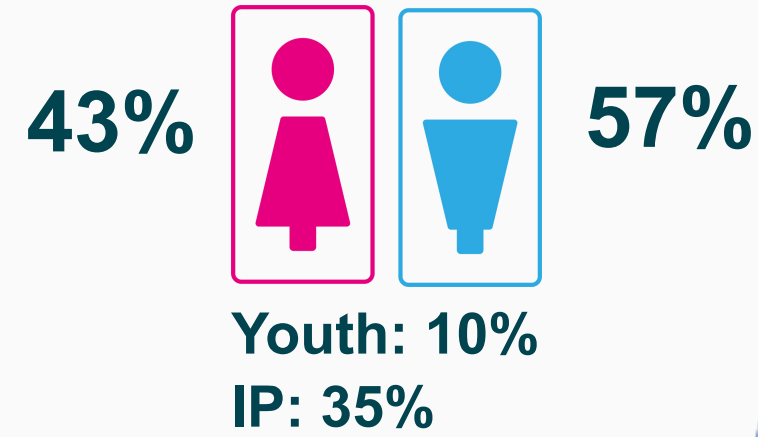


Projected Reach of Smallholder Farmers by Commodity

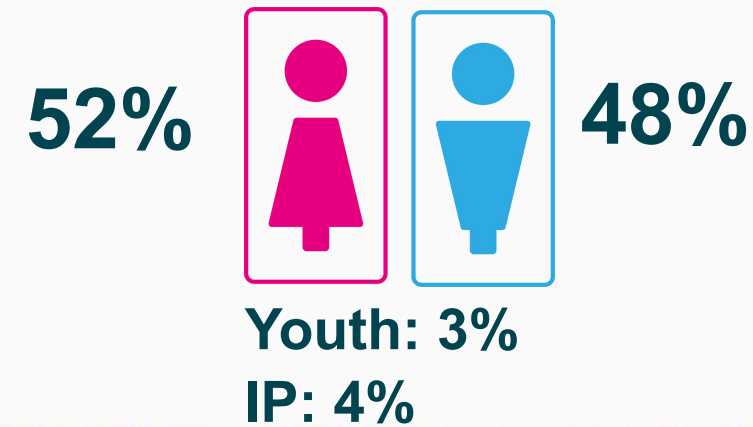
(based on approved DIPs - 68, 019 SHFs)



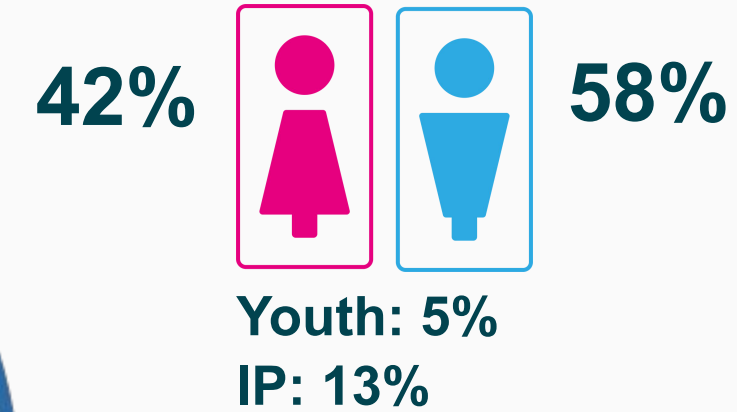
Processed Fruits and Nuts (5,359)



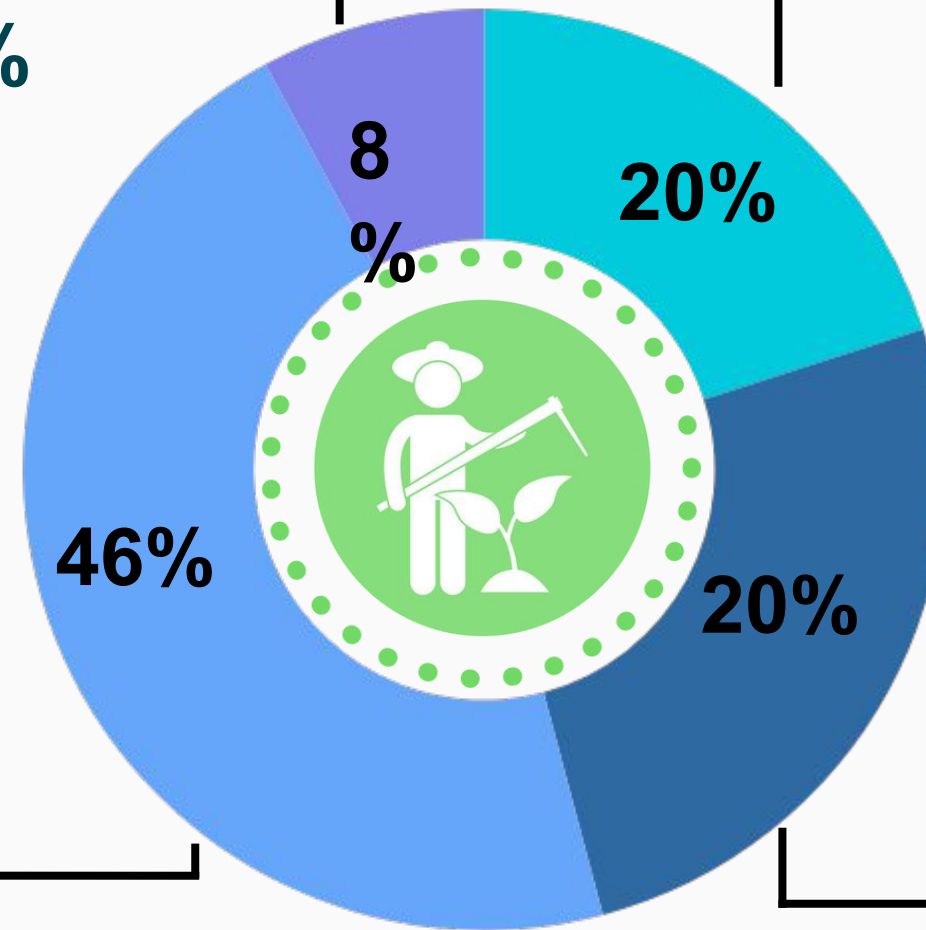
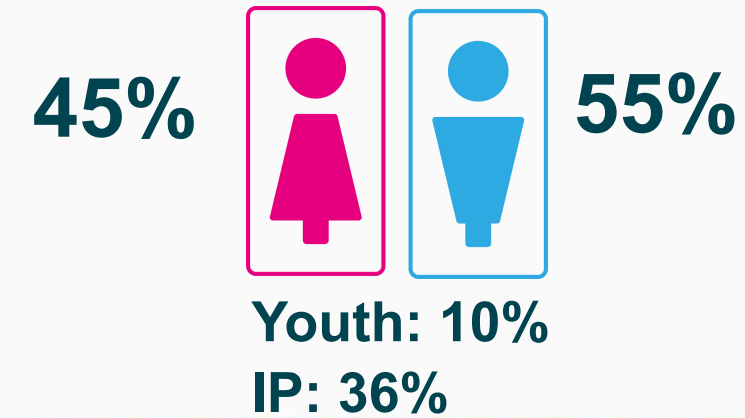
Coconut (31,470)



Cacao (13,644)



Coffee (17,546)



Projected VS Actual Reach of Farmer Organizations

ao 15 March 2025



300 FOs
EOP Targets

297%

890 FOs
DIPs in all Stages

240%

650 FOs
in Approved DIPs
73% vs All DIP

245%

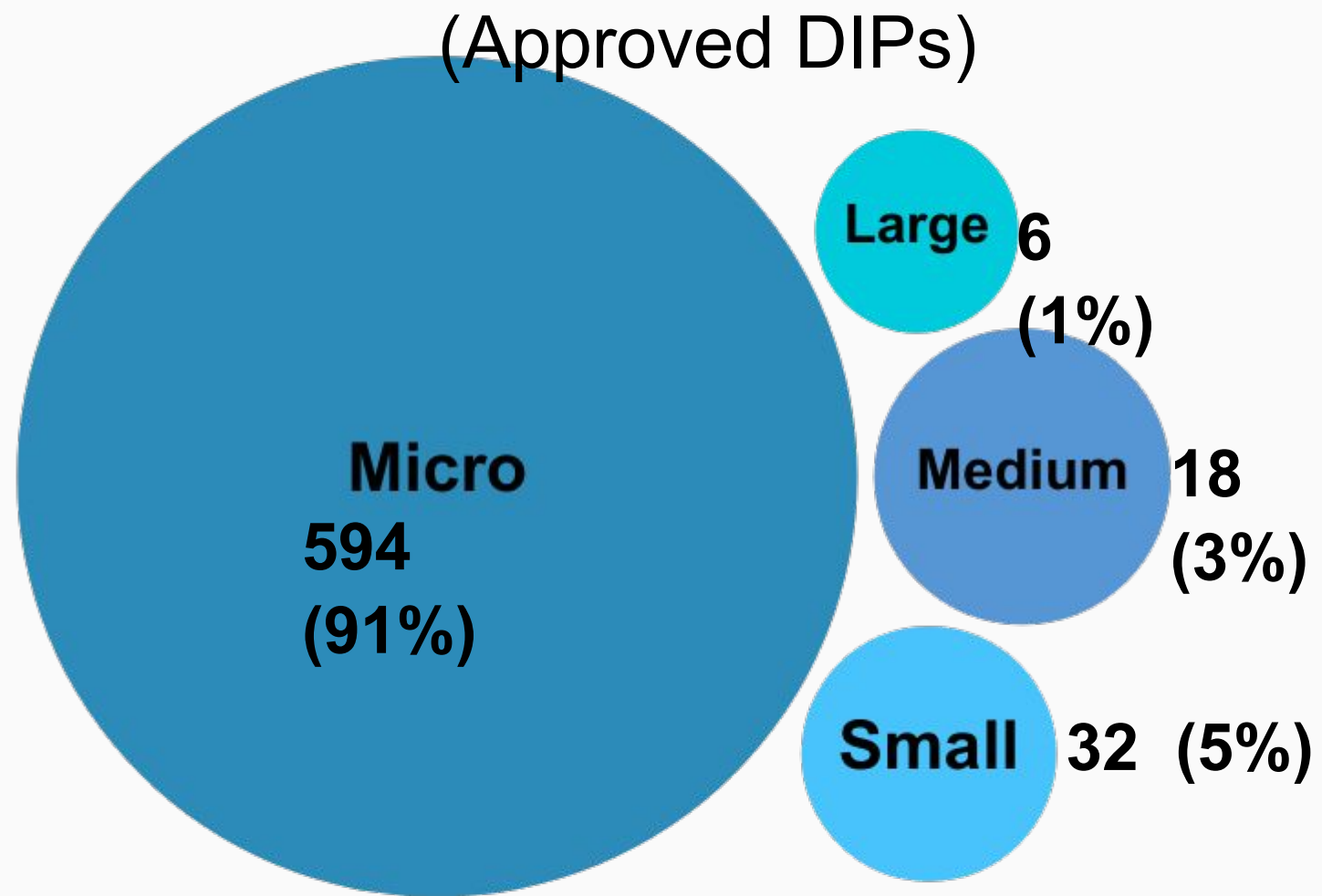
736 FOs
Actual Reach
113% vs Reach of Approved



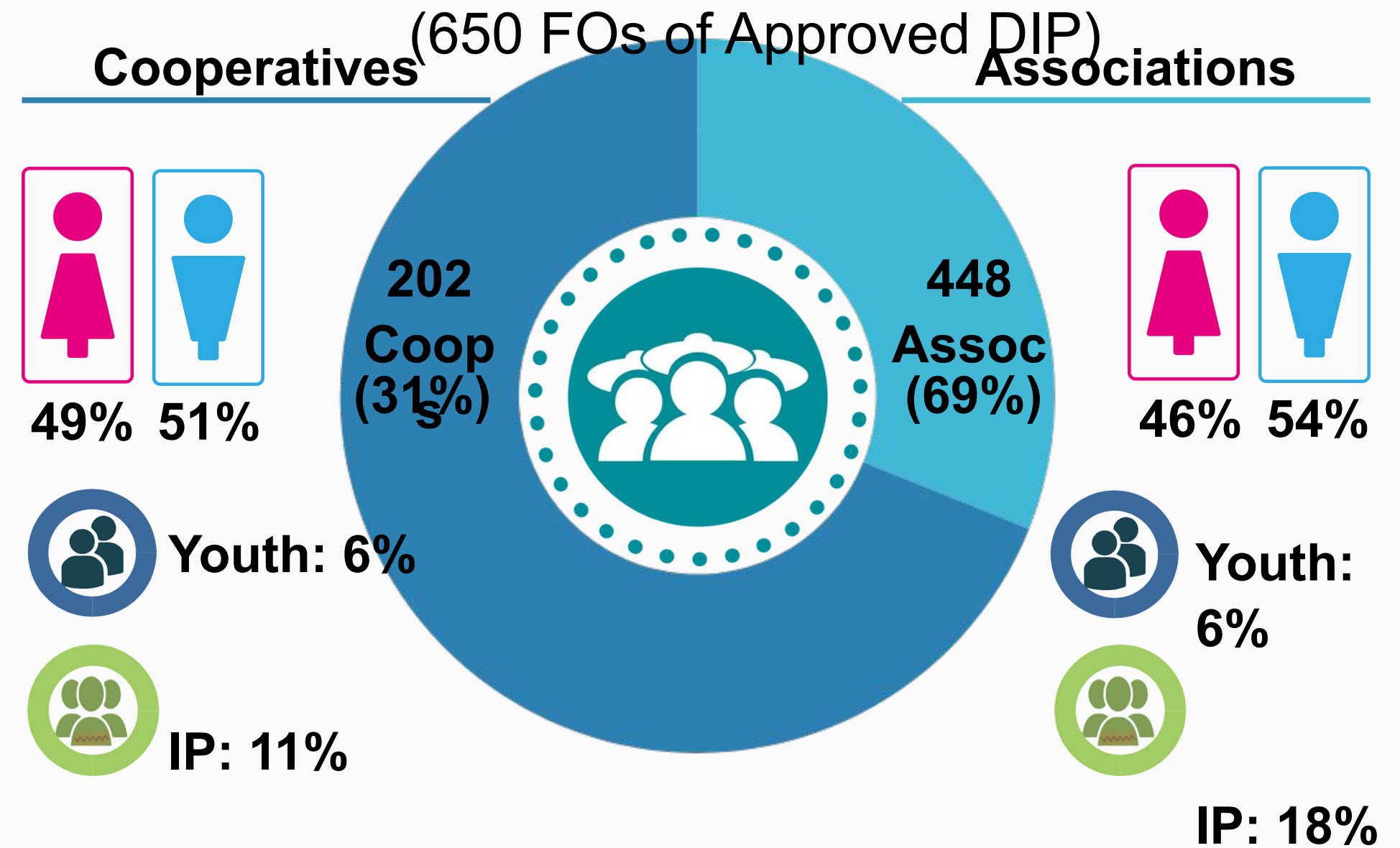
Reach of Farmer Organizations

ao 15 March 2025

Farmer Organizations by Asset Size



Number of members per type of FO



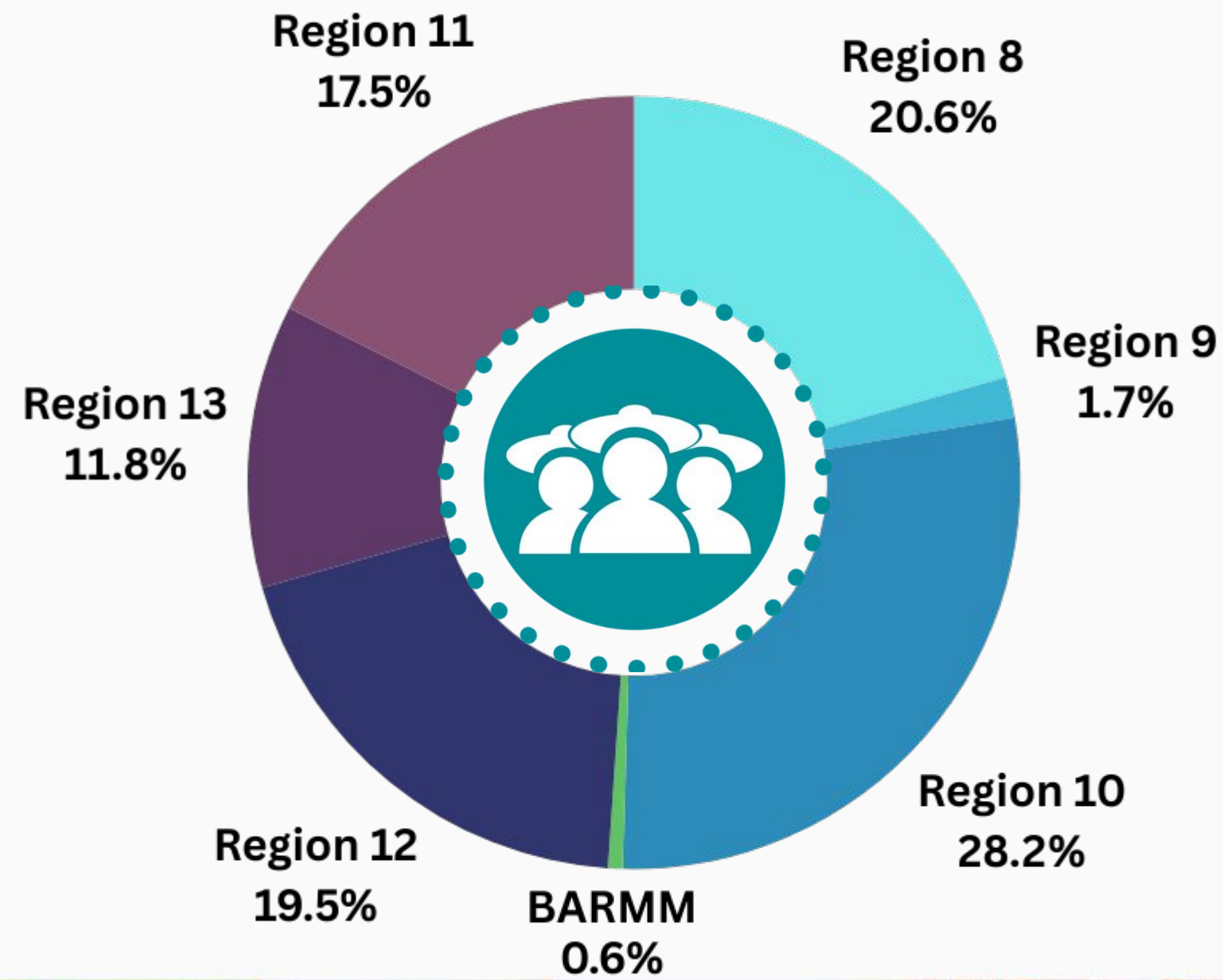
Total Actual Reach: 736 Farmer Organizations
 Approved DIPs-Reach: 650 Farmer Organization



Reach of Farmer Organizations by Region

ao 15 March 2025

Farmer Organizations by Region (Approved DIPs)



Total Actual Reach: 736 Farmer Organizations
Approved DIPs-Reach: 650 Farmer Organization



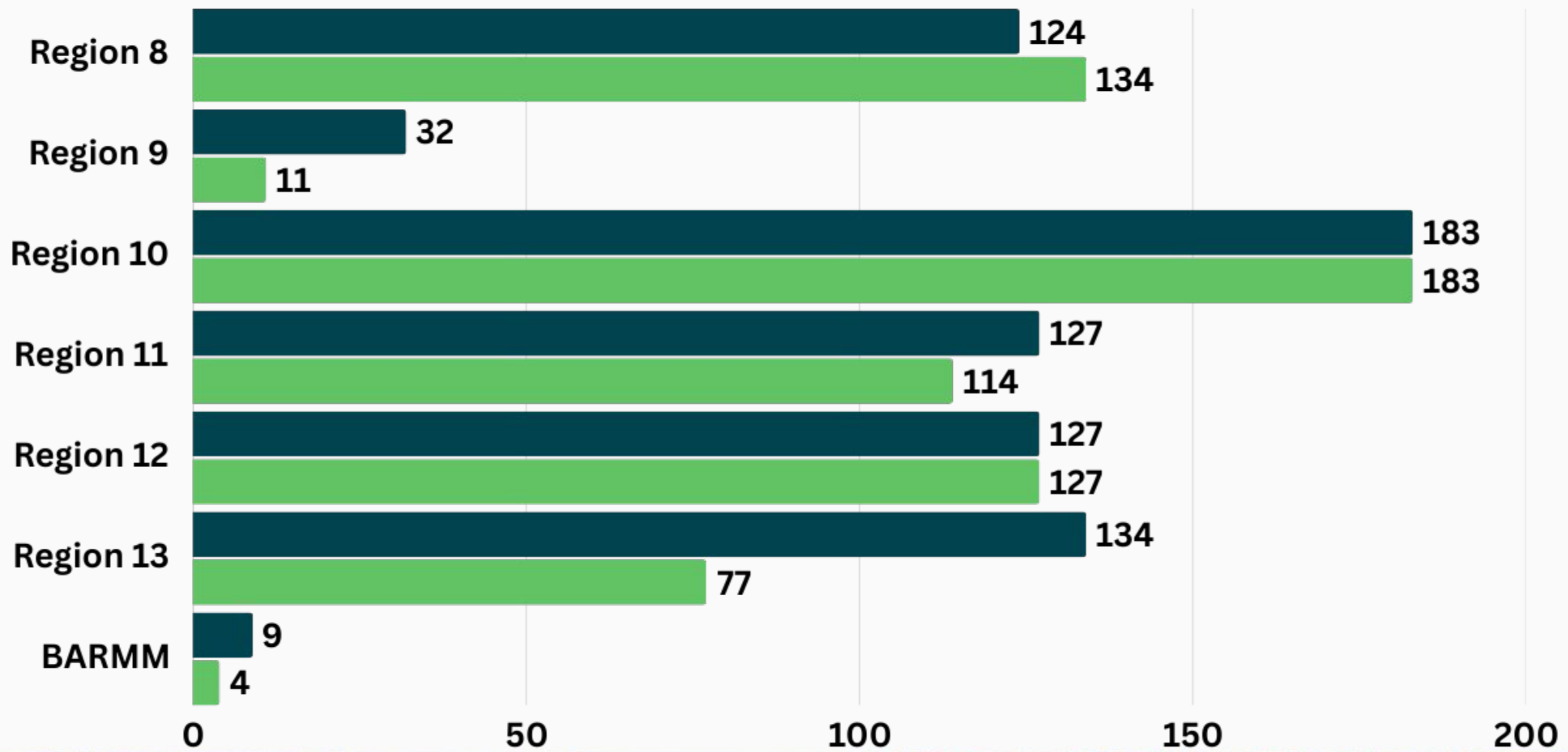
Reach of Farmer Organizations by Region

ao 15 March 2025

Farmer Organizations

Actual Reach vs Approved DIPs-Reach by Region

● Actual Reach ● Projected Reach



Total Actual Reach: 736 Farmer Organizations
Approved DIPs-Reach: 650 Farmer Organization



Projected VS Actual Reach of MSMEs

ao 15 March 2025



1050 MSMEs
EOP Targets

66%

696 MSMEs
DIPs in all Stages

55%

573 MSMEs
in Approved DIPs
82% vs All DIP

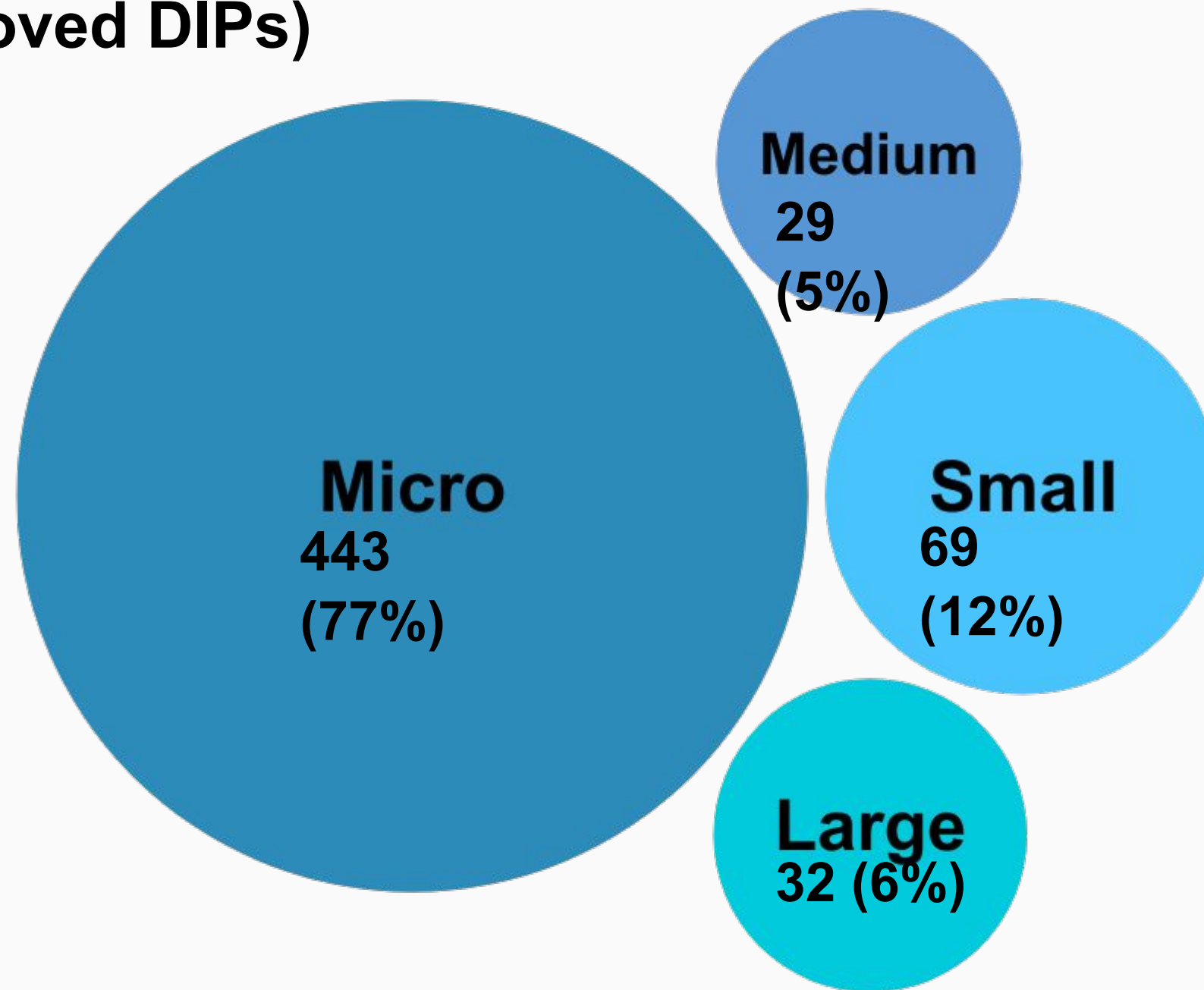
81%

847 MSMEs
Actual Reach
148% vs Reach of Approved



Reach of MSMEs ao 15 March

Type of Enterprises (Approved DIPs)



55%

573 MSMEs
in Approved DIPs
82% vs All DIP Stages

Total Actual Reach: 847 Farmer Organizations
Approved DIPs-Reach: 573 Farmer Organization

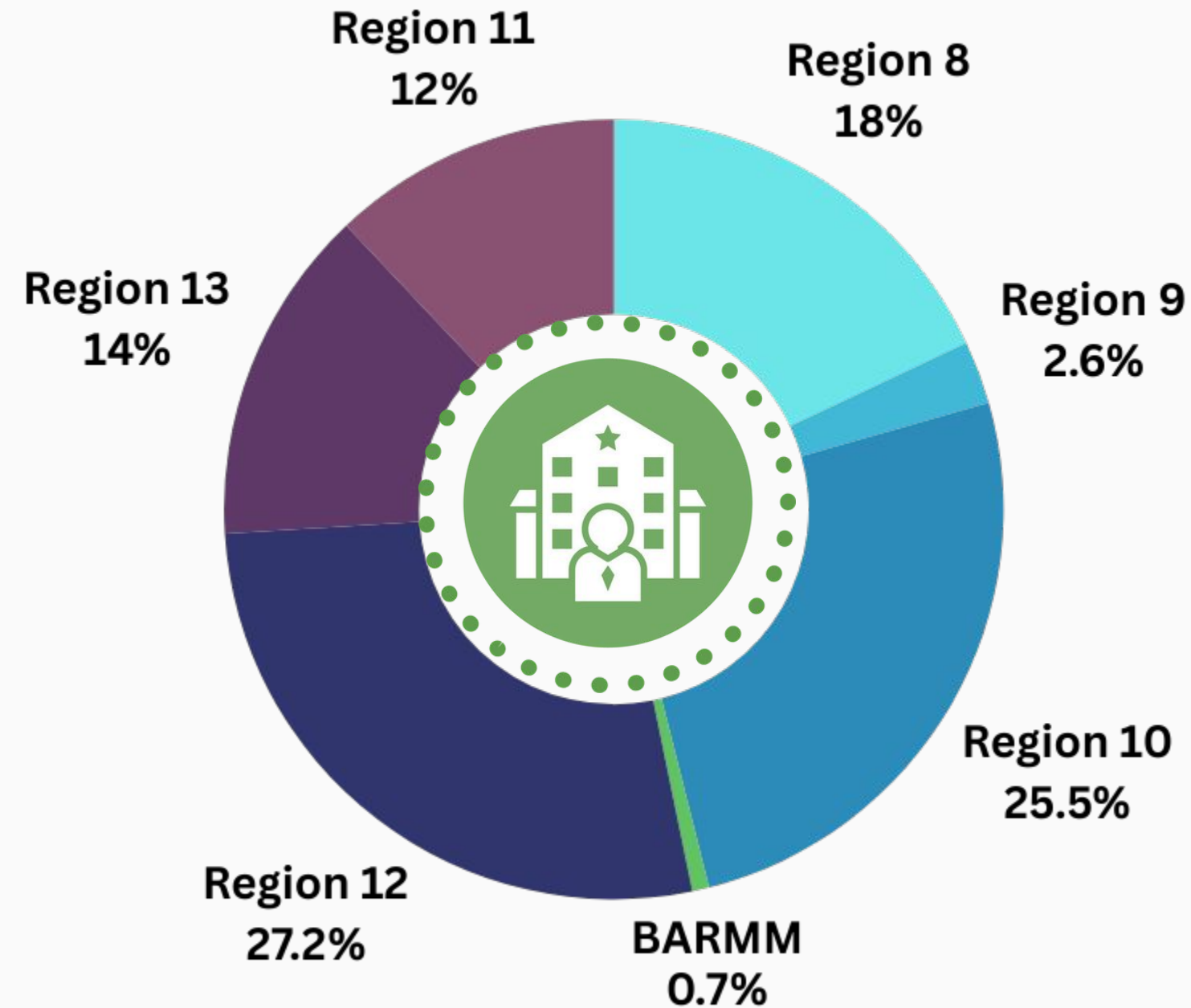


Reach of MSMEs by Region

ao 15 March 2025

MSMEs by Region

based on approved DIPs



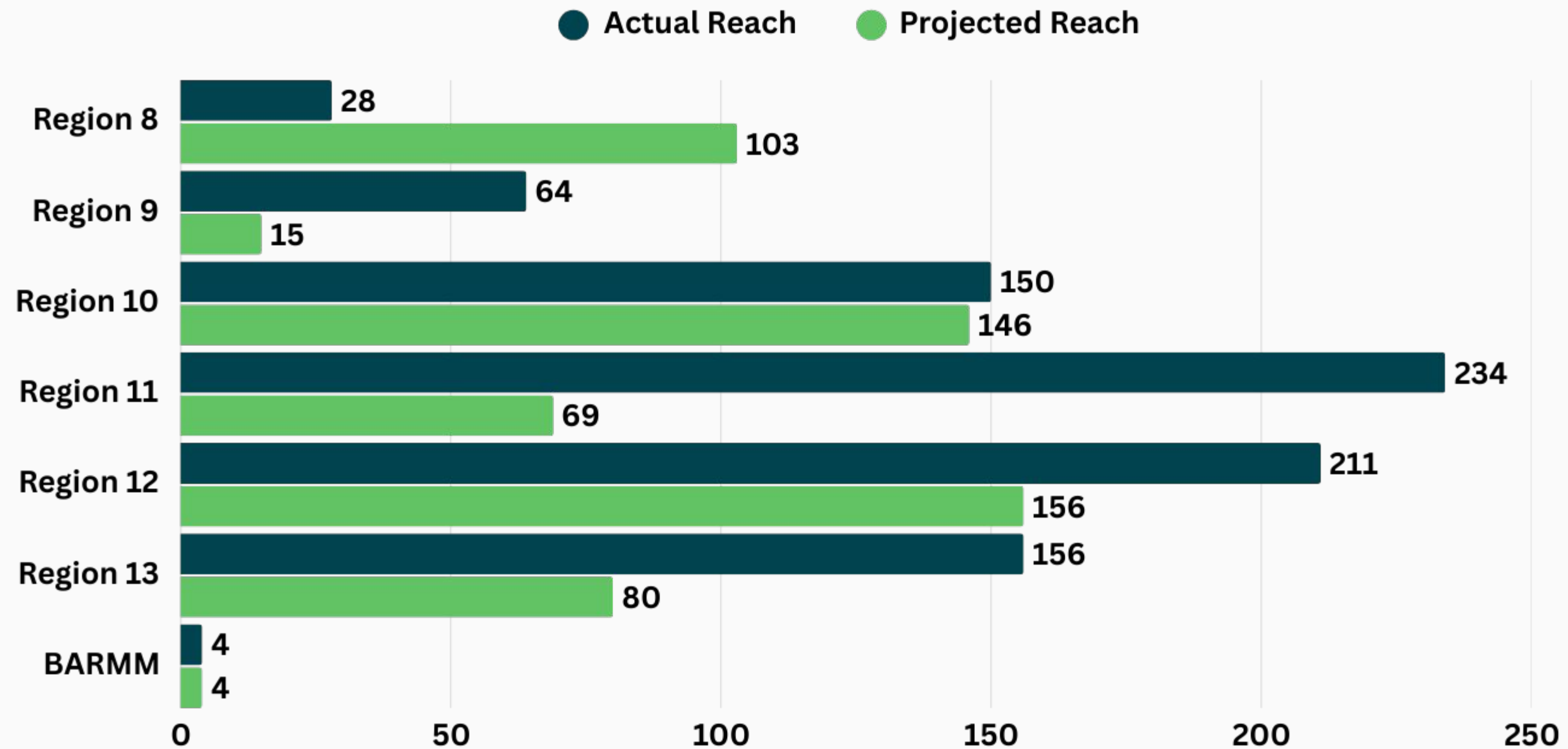
Total Actual Reach: 847 Farmer Organizations
Approved DIPs-Reach: 573 Farmer Organization



Reach of MSMEs by Region

ao 15 March 2025

Actual Reach vs Approved DIPs-Reach by Region



Total Actual Reach: 847 Farmer Organizations
Approved DIPs-Reach: 573 Farmer Organization



ISM AGREED ACTIONS AND RECOMMENDATIONS



Project Extension Updates

Agreed Actions and Recommendations

Nov 2024 ISM - Aide Memoire (AM)

Status/Updates of Agreed Action

(As of 20 March 2025)

COMPLETED

NPCO revised the financial projections until the proposed extension period and submitted to IFAD on 26 March 2025.

The utilization rate (@USD) is projected at 95% for LP, 90% for Grant Fund, and 89% for GOP. This is equivalent to 94% projected utilization rate for the Total Project Cost.

All the project documents required to support the extension request were submitted. Currently, the project is waiting for feedback from the IFAD management.



ISM Agreed Action Updates/Progress on Targeting &

Agreed Action/ Recommendation	Status/Updates of Agreed Action (As of 20 March 2025)
<p>The recommendation to modify the definition of youth's age from 15-30 years old to 15-35 years old should be included in the amendment of PIM for review and No Objection of IFAD. (par. 12)</p>	<p><u>ONGOING</u></p> <p>This will be included in the amendment of PIM scheduled for the second quarter of CY 2025. The adoption of the new age range for youth was discussed during the Project's Coordination Meeting in January 2025.</p>



ISM Agreed Action Updates/Progress on Targeting &

Reach

Agreed Action/ Recommendation

Status/Updates of Agreed Action (As of 20 March 2025)

The project is recommended to follow the IFAD's definition of "direct beneficiaries," which include those who received or used services from the project, including through capacity buildings, farm-to-market roads, among others. Accordingly, the project is expected to modify its accounting and reporting of outreach based on the above definition (par. 10)

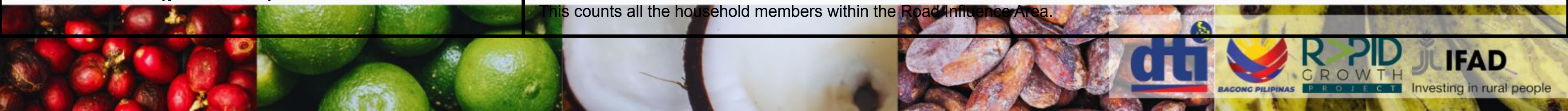
COMPLETED

The Project's "direct beneficiaries" definition refers to those who have received or participated in interventions implemented or supported by the Project as aligned with the approved Detailed Investment Plans (DIPs). FMI-specific beneficiaries* have recently been included in the project's definition of direct beneficiaries following the ISM recommendation.

Based on the updated definition above, the Project developed a guide for counting the outreach/IFAD CI outreach indicators for (i) FMI-specific beneficiaries and (ii) combined project interventions. The Project collected these data through the RCUs and DILG in close coordination with the LGUs. The Project has also updated the RIDE report with the reported figures.

Next Steps: (i) Sessions with the implementing units and DILG on the computation guide ; (ii) Submission of the LGU- official endorsement of the data through DILG.

*These are defined as FMI-specific beneficiaries not part of the approved DIPs but who have access to or benefit from the project FMRs. This counts all the household members within the Road Influence Area.



ISM Agreed Action Updates/Progress on Targeting &

Reach

Agreed Action/
Recommendation

Status of Agreed Action (As of 20 March 2025)

The Annual Outcome Survey (AOS) should include data gathering on access to decision-making and leadership/management in the organizations and to ensure that reporting of this information is attributable to the project interventions. (par. 11)

ONGOING

The Project will ensure the continued integration of these data in the 2024 AOS, as applied during the 2023 AOS*. Specifically, these will be included in the 2024 AOS inception report and AOS survey questionnaires and subsequently reported in the final 2024 AOS report. To date, the DTI -BAC has already approved the engagement with EMS Consultancy Services as the Service Provider to conduct the 2024 AOS. Considering the conflicting schedules and the upcoming elections, the contract start date with EMS will be moved to the last week of April 2025. The AOS survey is scheduled in May 2025, and the final draft of the 2024 AOS report is expected in August 2025 (max).

*In the 2023 AOS questionnaire, data related to household decision-making is in Section 13: Gender Equality and Women's Empowerment (pages 34), and Leadership/management is in Section 8: Membership in Farmer Organizations (pages 29-31). In the 2023 AOS report/study, data related to household decision-making is in Section L. Gender Roles and Tasks, and Leadership/management is in Section H. Membership in FOS and Cooperatives.

Emerging Gains

- Increased participation/attendance of women in project activities.
 - One good practice contributing to this result is the consultation with women project beneficiaries on their preferred schedules for the conduct of trainings.
- Increased income and economic/market opportunities for women who (i) accessed Project FMIs; (ii) engaged in commercial partnership agreements
- Improved farm productivity and harvest quality for an IP Women farmers who has received Project interventions related to farm inputs/materials and productivity trainings. These interventions also resulted in the adoption of/shift to modern and sustainable farming techniques from traditional methods (ongoing finalization of case story)

• Woman entrepreneur providing employment opportunities to other women as another income source beyond seasonal farming (ongoing finalization of case story)

Gaps/challenges

- Some beneficiaries become hesitant to participate further, and some beneficiaries opt to access the ready interventions from other agencies and non-government organizations implementing the same project.



Gaps/challenges

Gender Equality and Social Inclusion (GESI)

Women's Participation:

- Conflict between project activities and daily work/livelihood.
- Multiple roles and workload hindering participation.
- Limited decision-making power in farmer organizations and cooperatives.

Youth Participation:

- Employment, schooling, or home responsibilities limiting availability.

Special Sector Participation:

- Low overall participation of youth and Indigenous Peoples (IPs).
- Limited awareness and engagement in value chain activities.
- Lack of representation in key leadership roles.
- Transportation difficulties in reaching project venues.



PART 2: COMPONENT PROGRESS

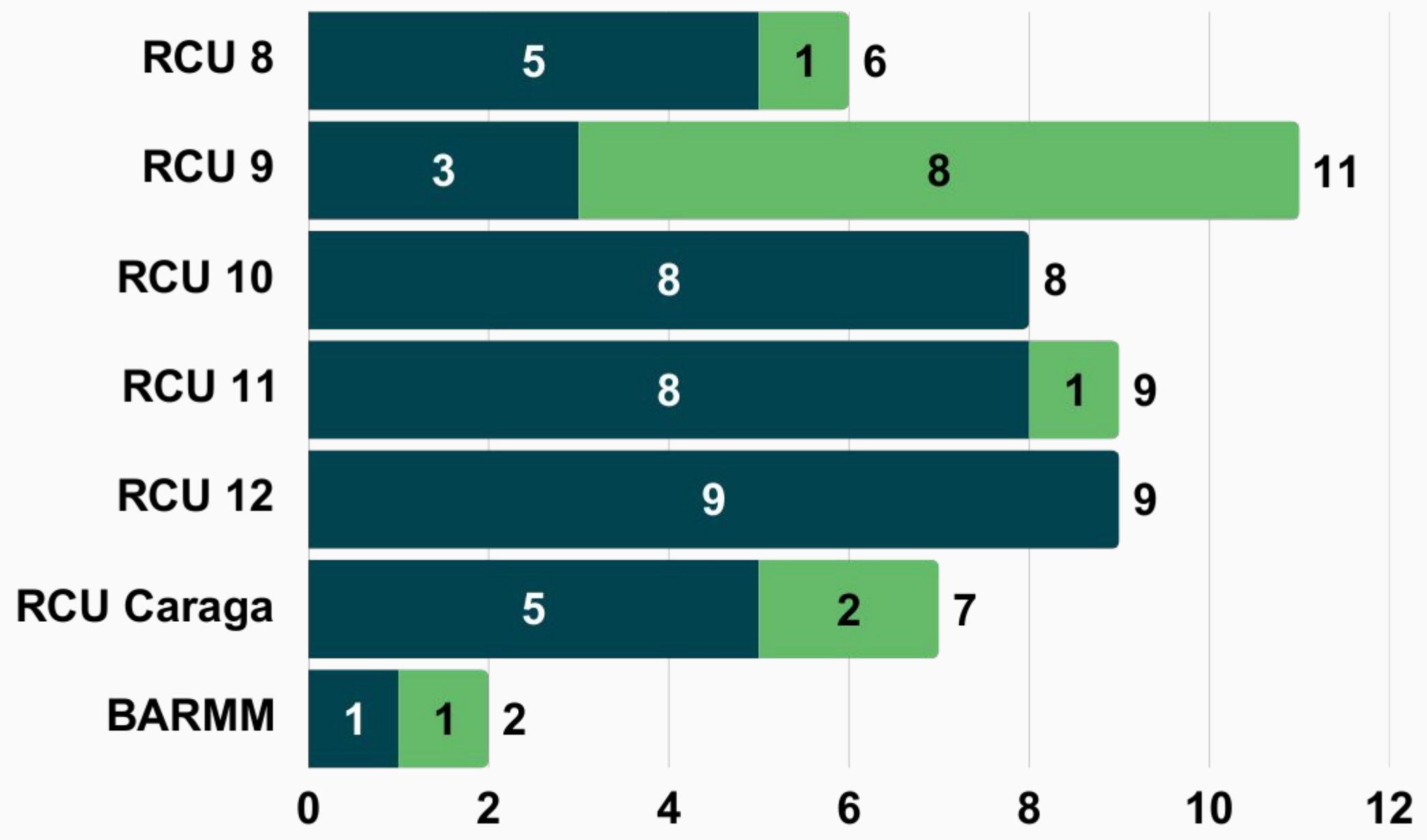
Progress/Status: (i) Implementation of Component Key Activities and (ii) ISM Major Agreed Actions of Nov 2024 ISM



Component 1: Direct Assistance to Enterprise

DIP Progress
(39 approved, 13 Ongoing)

● Approved ● Ongoing development



DIPs by Commodity

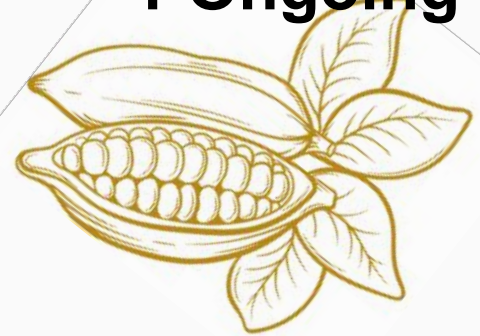
Coffee
10 Approved



PFN
6 Approved
2 Ongoing



Cacao
12 Approved
1 Ongoing



Coconut
11 Approved
10 Ongoing



Component 1: Direct Assistance to Enterprise

Capbuild Actual Reach



18,250 (49%)



18,747 (51%)



IP

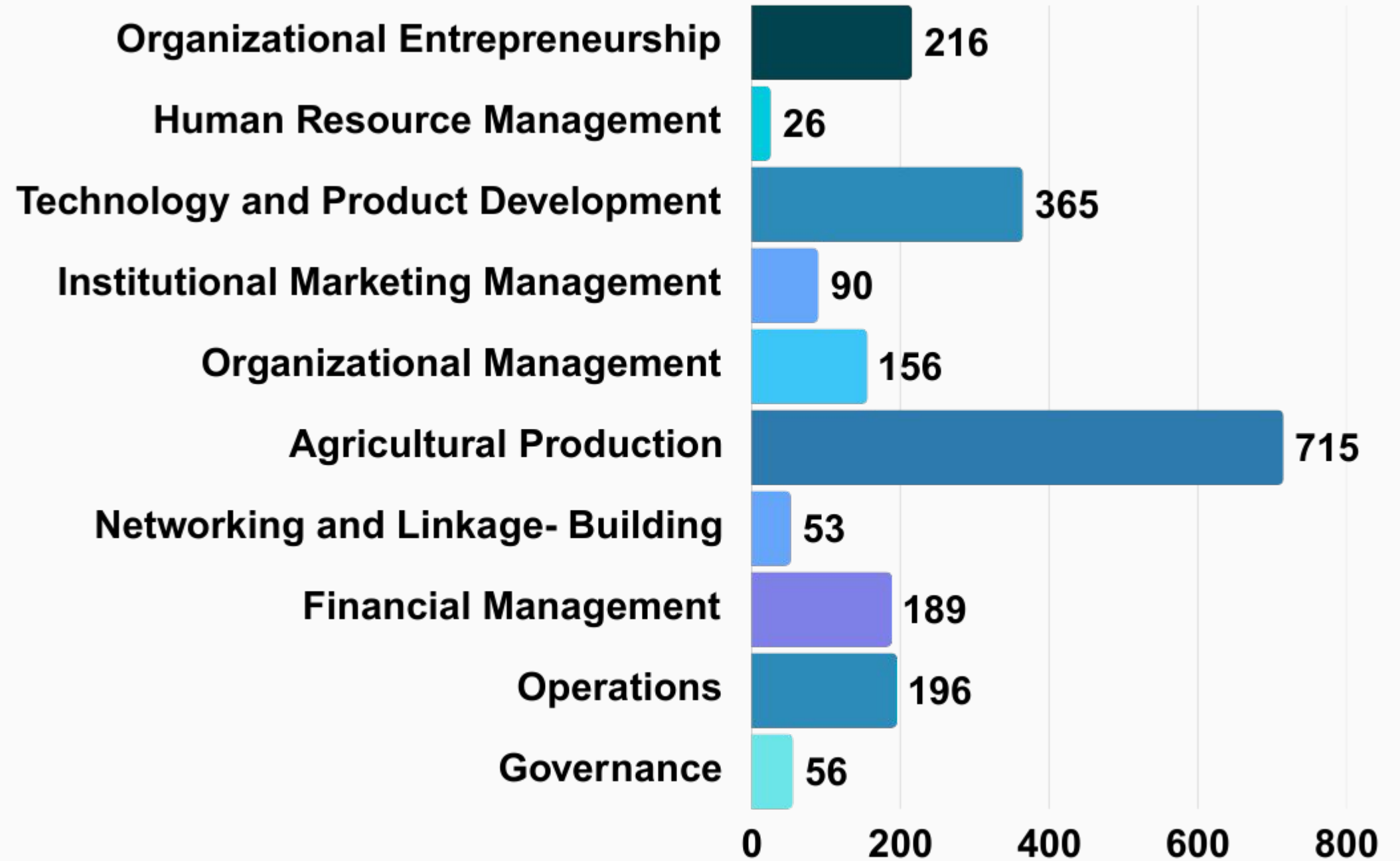
4,581 (12%)



Youth

3,335 (9%)

DIP-based Capbuild Activities (2107/ 3486 (60%) activities implemented)



Component 1: Direct Assistance to Enterprise

MATCHING GRANTS/PRODUCTIVE INVESTMENTS

256M of 414M worth of matching grant for expansion (24 M) and productive investments (31 M) released, benefiting 257 FOs with an estimated FO members of 24,214 will benefit from the investments.

- Expansion: 2.8M seedlings were distributed to 132 FOs with 6,902 FO members, expanding a total of 5,797.92 has of farm land

- Rehabilitation: 204 Farmer Organization with estimated FO members of 11,136 received rehab tools; rehabilitated 8,767.83 has of land area.

- Productive Investments: 55 Farmer Organization with estimated 11,338 members to benefit from the productive investments



Component 1: Direct Assistance to Enterprise

FARM-TO-MARKET INFRASTRUCTURE



11 FMRs Completed with 22.39 kms

1st BATCH

(4 PILOT FMRs @ 11.17 KMs worth Php 173.87 Million)

- 4 PILOT FMRs completed with 11.17 kms

2nd BATCH

(7 FMRs @ 8.8 KMs worth Php 168.9 Million)

- 3 FMRs completed with 3.98 kms
- 4 FMRs are ongoing

3rd BATCH

(15 FMRs @ 21.723 KMs worth 397.84 Million)

- 5 FMRs completed with 7.313 kms
- 2 FMRs are ongoing
- 1 FMR for NO 3
- 5 FMRs for NO 2
- 1 FMR for NO 1
- 1 FMR for Issuance of NOA and NTP



ISM Agreed Action Updates/Progress: Component 1

Agreed Actions / Recommendations	Status/Updates of Agreed Action (As of 20 March 2025)
<p>Manualize the effective practices of big FOs/coops serving as hubs and mainstream these throughout the project. Timeline : 30 March 2025</p>	<p><u>COMPLETED</u> <i>The Hub and Spoke Model Framework under RAPID Growth Project is completed and disseminated to the implementing units.</i></p>
<p>The project has agreed to provide a MG revised table and amend the omnibus grant manual accordingly for IFAD's NO, including a more nuanced approach to assessing the counterpart ratio and the expected amount and numbers of subgrants to be extended under each subcategory of ratios. (par. 19)</p>	<p><u>ONGOING</u> <i>Revised Omnibus MG Guidelines is done and has been uploaded to OPEN for IFAD's No Objection</i></p>



ISM Agreed Action Updates/Progress: Component 1

Agreed Actions/ Recommendations	Status of Agreed Action (As of 20 March 2025)
<p>Accelerate the utilization of the matching grants that will facilitate further achievement of farm rehabilitation and expansion targets. (par. 25)</p>	<p><u>ONGOING</u> <i>Strategies to accelerate utilization of MGs is contingent to the approval of the new Omnibus Guidelines for Matching Grants.</i></p>
<p>For ongoing FMRs that encountered delays beyond the control of the ground implementers, it is recommended that reasonable time extensions be allowed to ensure completion within the original PCD of September 2025. (recommendation under par. 27)</p>	<p><u>COMPLETED</u> <i>All LGU time extension requests, within contract duration, exceeding 25% have been issued a No Objection</i></p>



Emerging Gains

CAPACITY BUILDING

- Enhanced Farmer Capacity & Business Acumen
- Increased Production due to the adoption of Good Agricultural Practices
- Increased Market Access & Premium Product Development
- Increased farmer knowledge and adoption of sustainable practices, contributing to long-term environmental and economic benefits.



Emerging Gains

Implementation of the DIP Business Models/Marketing

Diversified Markets:

- Increased engagement with multiple buyers (anchor firms) has created more market options for farmers.
- FOs have direct access to markets due to the project's interventions.

Improved Buying Arrangements:

- Direct marketing by Farmer Organizations (FOs) has improved buying arrangements.

Volume Consolidation:

- Increased volume consolidated by FOs leading to increased income

Innovative Business Models:

- New business models have strengthened farmer-market connections.
- Structured Business Matching:
 - Enhanced interaction among value chain players.
 - FOs provide incentives to smaller FOs and individual farmers for meeting volume and quality targets.

Competitive Pricing:

- Farmers are getting competitive farm gate prices due to multiple buyers.



Gaps/Challenges

CAPACITY BUILDING

- Delayed downloading of funds significantly disrupted implementation and training schedules.
- Beneficiaries' learning curve and adoption of the knowledge and skills learned from the capacity-building activities are gradual processes influenced by various factors, making it challenging to assess impact immediately.
- Some beneficiaries exhibit resistance to change and reluctance to adopt new organizational processes.
- Farmers' Organizations (FOs) face challenges in securing consistent access to essential farm inputs, hindering farm maintenance efforts

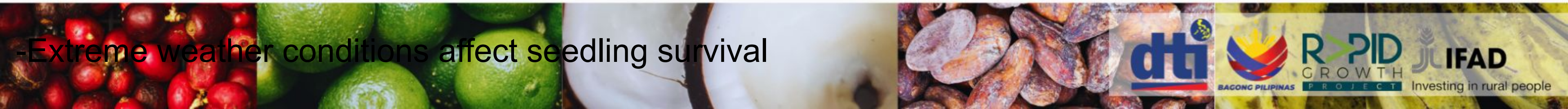


Gaps/Challenges

MATCHING GRANTS IMPLEMENTATION

- Difficulties opening bank accounts due to complex and stringent bank requirements hinder MG access.
- Minimum initial deposit requirements pose a challenge for FOs with financial constraints.
- FOs and MSMEs struggling to secure the required counterpart funding for MGs resulting in withdrawal of MGs
- Free seedlings and fertilizers are insufficient for impoverished farmers to expand operations due to required recurring costs.
- Fund transfer delays contributed to delays in MG implementation
- Farmers prefer quick cash from private traders instead of selling to own farmer organization.

-Extreme weather conditions affect seedling survival



Gaps/Challenges

Implementation of the DIP Business Models/Marketing

Production Volume Issues:

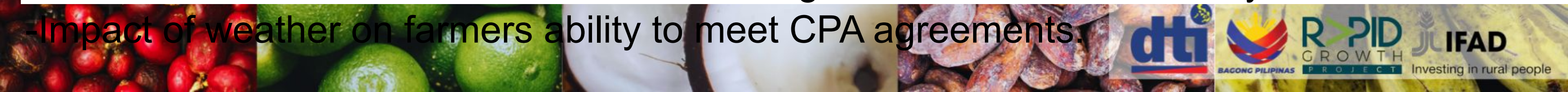
- Low production volume due to coconut tree recovery from typhoon damage.
- Reduced coffee yield affecting CPA fulfillment.
- Weather-related production losses (drought, flooding).

Business Relationship Issues

- Pricing disagreements causing delivery delays.
- Difficulty transitioning farmers from traditional trading to structured models.
- Inability to meet buyer demand in volume and quality.

CPA Sustainability:

- Reliance on initial enthusiasm rather than long-term market sustainability.
- Impact of weather on farmers ability to meet CPA agreements.



Ways Forward

CAPACITY BUILDING

Improve Fund Disbursement:

- Prioritization of the release of fund should be done in order to meet the goals of the project without compromising quality.
- Capacity building for Finance staff of implementing units to improve financial reporting.

Enhance Training Quality:

- Ensuring training design and Business Development Service Provider (BDSP) services align with desired capacity-building impacts.

Monitoring and Evaluation:

- Administer Enterprise Diagnostic Tools (EDTs) to assess value chain actor capacities.

Technological Advancement:

- Implementing comprehensive digital literacy and technology adoption training programs.

Collaborative Partnerships:

- Collaborating with Municipal Agriculture Offices (MAOs) and NGOs to provide interventions and mobilizing Negosyo Centers for project implementation support.

- Sustaining connections of the FOs with LGUs and other National Government Agencies (NGAs) for needed interventions.

Ways Forward

Implementation of the DIP Business Models/Marketing

- Cost analysis of farmer expenses to be done for fair pricing.
- Multi-anchor firm approach adopted to diversify buyers.
- Expansion of DIPs to include more anchor firms and widen market range.
- Strengthened selection criteria for value chain actors.



Component 3: Technical Assistance and Partnership with FSPs



- 24,027/70,000 (34%) Farming households availed financial services
- 24, 027 - Unique Reach with MG
- 8, 271 - Reach without MG

Types of financial services accessed by farmers

Type of Financial Services	# of farmers who availed services
Matching Grant Funds	24,027
Loans	9,158
Insurance Services	9,534
Savings	2,857
Paid-up capital	3,276
Farm inputs	2,172



Component 3: Technical Assistance and Partnership with

FSPs

47/10 Suitable financial products developed

Financial Products were developed to provide farmers and enterprises with access to financial services that will support them in improving their productivity, managing risks (including those related to climate change), and building resilience during challenging times.

56 /10 FSPs extend suitable VC financial services



Component 4: Innovation Fund



Twelve (12) firms* assisted in accessing the RAPID Project-SBC equity financing subcomponent. Nine (9) SMEs[1] obtained Php 55.7 million in equity investments, and three companies' equity investments are pending release.

***SMEs with released investments: (i) Jannicah Foods Corp. (5 million), (ii) Seedcore Agri-Industrial Corp.(5 M), (iii) Malagos Agri-Ventures Corp. (5 M), (iv) Green Nurture Corporation with Php 5.7 million of equity investments; (v) MS3 Agri-Ventures Corporation (7.5 M); (vi) Casuga Agro Innovations, Inc. (10 M); (vii) Cabanlet Claveria Coffee Corporation (10 M); (viii) M.C. Coffee Corp. (2.5 M); (ix) Salcedo Farms Agriventures Corporation (5 M)**



ISM Agreed Action Updates/Progress: Component 3

#	Agreed Actions and Recommendations Nov 2024 ISM - Aide Memoire (AM)	Status/Updates of Agreed Action (As of 20 March 2025)
	<p>As the tracker is filled up, the project will be able to pinpoint the farmers, FOs, and MSMEs that cannot access financial services and take tailored measures to address these gaps. Regional investment fora to be conducted in January 2025 to encourage FSPs to supply the funding needs that will evolve from the Finance Access Tracker (par.35).</p>	<p><u>ONGOING</u> <i>R/PCUs continuous updating of the tracker. Continuous conduct of investment forum by RPCUs with potential FSPs in the region (LBP, DBP, SBCrop, ACPC, other public/private FIs)</i></p>
	<p>To support the hub and spoke model, the mission suggests that the project provide capacity building in credit management/on lending services to FOs that will receive onlending funds from the hubs. (par. 36)</p>	<p><u>ONGOING</u> <i>There will be harmonization of intervention plans between RAPID and coop federation partners for sustainability. Coop feds be the one to conduct necessary TA (enterprise & credit mgt, automation, installation of tools, etc)</i></p>
	<p>Financial and business literacy for FOs and their members through the hub and spoke model may be built into the envisioned extension services (par. 37)</p>	



ISM Agreed Action Updates/Progress: Component 5

#	<p>Agreed Actions / Recommendations</p> <p>Nov 2024 ISM - Aide Memoire (AM)</p>	<p>Status of Agreed Action (As of 20 March 2025)</p>
	<p>Explore qualitative methods like case studies, outcomes harvesting, and other mixed methods to report on the gains. (Timeline : March 2025)</p>	<p><u>ONGOING</u></p> <p>The Project conducted initial documentation/production (photos, interviews, data gathering/validation). These materials will be polished and packaged to produce case /success stories, AVPs, and other knowledge/communication products*. The Project intends to present this in alignment with the Project's logframe indicators and the Project's Theory of Change (ToC).</p> <p>Regarding outcomes harvesting, the Project with the IFAD M&E Consultant conducted an exploratory virtual meeting with an Outcomes Harvesting Practitioner on 5 February 2025. The meeting tackled a useful and systematic evaluation approach for capturing the outcomes and emerging impact of complex projects where causal relationships may not be straightforward or in situations where the outcomes are difficult to predict. The procurement of this engagement is scheduled for the second quarter, with the actual engagement tentatively planned for July 2025.</p> <p><small>*Some themes of these emerging benefits for K/C production focused on: (i) increased delivery of goods to anchor firms, positioning FOs as key suppliers (Kiblawan Multipurpose Cooperative of Davao del Sur); (ii) direct market access for FOs (Pangao-an Homeowners Multi-Purpose Cooperative of North Cotabato); (iii) Improved farm management practices; (iv) increased market and economic opportunities through FMIs; (v) FO Representation and Participation in industry councils; (vi) women success stories; (vii) comprehensive market analysis to identify growth opportunities and align products with consumer demands (PHMPC).</small></p>



ISM Agreed Action Updates/Progress: Component 5

#	Agreed Actions and Recommendations Nov 2024 ISM - Aide Memoire (AM)	Status of Agreed Action (As of 20 March 2025)
	<p>To reflect adjustments in the LF indicators' definitions and some targets, Table 2 in the M&E Manual contained in the PIM should be updated. The revisions in the PIM should be submitted to the OPEN system for IFAD No Objection (NO). (par. 50)</p>	<p><u>ONGOING</u></p> <p>LF with adjusted indicators' definitions and targets for integration in the M&E Manual. Submission of the Updated M&E Manual is moved to May 2025. The Project has also recently completed the following activities forming part of the updated M&E Manual: (i) updating and refining the AWPB indicators and definitions; (ii) developing and using the online monthly/weekly AWPB progress reporting aligned with Logframe and AWPB indicators; (iii) Quarterly Work Plan and Budget aligned with Logframe and AWPB indicators.</p>



ISM Agreed Action Updates/Progress: Component 5 -

#	Agreed Actions and Recommendations Nov 2024 ISM - Aide Memoire (AM)	Status of Agreed Action (As of 20 March 2025)
	Submission of FY2024 Unaudited Financial Statements. Timeline: 30 April 2025	<p><u>ONGOING</u></p> <p>Reconciling some figures in the financial reports. Target to submit by first week of April</p>
	Submission of FY2024 Audit report. Timeline: 30 June 2025	<p><u>ONGOING</u></p> <p>Target submission in June 2025</p>
	<p>Capacity building of DTI and project staff involved in the Project's financial operations should be given updating training to comply with the new government processes and IFAD requirements. This was agreed to be conducted soon once all finance related vacant positions are filled in. (par. 56)</p>	<p><u>ONGOING</u></p> <p>Series of Finance and Procurement-related trainings were conducted by the Project.</p> <p>The Procurement-related sessions/trainings enhanced the skills and knowledge of the project and DTI procurement staff on (i) procurement roles; (ii) legal and regulatory framework governing procurement; (iii) procurement processes, eligibility, and documentation requirements; (iv) procurement methods; (v) IFAD Procurement guidelines; (vi) Contract Management; and (vii) Introduction to RA 12009 or New Government Procurement Act.</p> <p>The finance-related meetings/sessions with the implementing units and IFAD provided opportunities to discuss and resolve bottlenecks in the timely preparation and submission of financial reports.</p>

