MEMORANDUM CIRCULAR NO. 12
Series of 2019

SUBJECT: GUIDELINES IN THE IMPLEMENTATION OF AN INTEGRATED INFORMATION TECHNOLOGY-AIDED PLANNING, MONITORING AND EVALUATION (IT-PlanME) SYSTEM OF DAR

I. BACKGROUND AND RATIONALE

The amendments to the agrarian reform program particularly those provided under the Republic Act (R.A.) No. 9700 implemented in 2009 correspondingly necessitated the adoption of appropriate institutional reforms in the Department including its planning, monitoring and evaluation (PME) system. The PME system enhancement was a response to the critical data requirements of the Congressional Oversight Committee on Agrarian Reform (COCAR) which was tasked to oversee the CARPeR implementation in the succeeding five (5) years. It was also in line with the Public Expenditure Management (PEM), now called Public Financial Management (PFM) principles earlier introduced by the Department of Budget and Management (DBM), and the National Economic Development Authority (NEDA) to achieve the goal of a more effective and efficient allocation and utilization of limited government resources.

Memorandum Circular (MC) No. 17, Series of 2009 – Guidelines in the Implementation of An Enhanced Planning, Monitoring and Evaluation (PME) System of DAR in Accordance with Republic Act No. 9700 was issued to define the operational framework of the DAR's enhanced planning, monitoring and evaluation system in accordance with the public expenditure and results-based management principles; prescribe the rules and procedures for the agency level program planning, monitoring and evaluation; delineate the tasks and responsibilities of the various DAR offices/units and implement corresponding administrative reforms at the planning units to ensure operationalization of the PME system.

For the last ten (10) years, MC No. 17, Series of 2009 served as guide for all concerned DAR offices/units and personnel in the implementation of an integrated, gender-responsive and evidence-based planning, monitoring and evaluation system with the end-in-view of continuously achieving the objectives of the PFM reforms and in accordance with the data and report requirements of RA No. 9700.

Issues and Challenges in the Implementation of PME and MC No. 17, Series of 2009

The implementation of MC No. 17, Series of 2009 was faced with many challenges in terms of delineation of tasks and responsibilities among various units of the Department, implementation of agency-wide planning guidelines, synchronization of the sectoral and agency level monitoring process and guidelines; and conduct of program impact evaluation.

More specifically, the operational challenges and issues encountered at various levels in relation to PME System implementation are presented in Table 1.

Table 1. Operational challenges and issues in PME System implementation

On Content	Qualitative information on strategies employed and reasons for non-achievement of targets are not captured
	Unexpected outputs and results as bases for program, planning and policy formulation are not captured
	Incomplete data/information provided vis-à-vis the requirements of the system
	Inadequate data and information on Gender and Development (GAD)
On Accuracy, Reliability and Timeliness	Lack of operational definition of indicators and data elements
	Discrepancies among planning units' and sectoral offices' reports due to unparallel data changes
	Urgent or special information needs of DAR and oversight agencies not timely addressed
	Non-compliance to deadlines
On Integration and other issues	Absence of automated system/program for data consolidation and processing, except for ITeMA.
	Lack of interphasing of MC 17 with sectoral systems leading to information gaps and variances
	Instances of irregularly updated sectoral databases/ systems resulting in manually prepared reports
On Staffing	Insufficient manpower for PME at field offices

In addition to the internal challenges, DBM has issued guidelines and established online systems for more effective and efficient reporting, encoding and consolidation of physical and financial targets and accomplishments.

Furthermore, compliance to DBM innovations was challenged with the difficulty in matching physical and financial performance per activity resulting to a less accurate analysis on the relationship of physical vis-a-vis financial performances.

The implementation of an IT-Aided Planning, Monitoring and Evaluation (PME) System or IT-PlanME System whose guidelines are contained in a Memorandum Circular (MC) and a comprehensive manual was deemed necessary to enhance the existing PME system.

This MC shall guide all concerned DAR officials and personnel in the implementation of the IT-PlanME System in order to continuously address the information and report requirements of the agrarian reform program.

II. COVERAGE

These guidelines shall govern the institutionalization of a gender-responsive and integrated IT-aided agency level PME system of DAR. It shall be anchored on the Program Expenditure Classification (PREX-C)-based[1] DAR agency level outcome indicators and performance indicators for the Land Tenure Security Program (LTSP), Agrarian Justice Delivery Program (AJDP) and Agrarian Reform Beneficiaries Development and Sustainability Program (ARBDSP). It shall also cover the data flow from the planning units of field offices to central office including methods of validating data with the sectoral operating units as well as the functions of the various planning units at the central and field offices.

These guidelines cover the physical aspect of PME system. Financial management reporting is covered by DBM and COA budgeting and accounting system. However, this MC intends to align the physical targets and accomplishment with financial allocation and utilization.

The IT-PlanME system shall be adopted upon the effectivity of this MC. It shall be operationalized by the concerned planning units, sectoral operating offices, and other relevant offices from the DAR central, regional, provincial and municipal offices.

The Manual on IT-PlanME System shall form an integral part of this MC and shall serve as comprehensive guide to all concerned in the institutionalization of an integrated and information technology-aided agency level planning, monitoring and evaluation system of DAR.

III. OBJECTIVES

The objectives of this Memorandum Circular are:

1. To define the operational framework of the DAR's IT-PlanME System in accordance with the Public Financial Management (PFM), Results-Based Management (RBM) and GAD principles;

2. To prescribe the guidelines, procedures, templates, performance indicators and timelines for the DAR planning, monitoring and evaluation systems;

3. To delineate the tasks and responsibilities of the various DAR planning offices/units at the Central Office, regional, and provincial levels;

4. To strengthen collaborative, coordinative and linkaging mechanisms between and among the planning units and sectoral operating units at all levels; and

5. To implement corresponding administrative reforms and capacity building activities for the planning units to operationalize the IT-PlanME system.

[1] Shall be changed or updated based on the Planning and Budgeting Framework Adopted by DBM

IV. FEATURES OF THE IT-PlanME SYSTEM

A. Integrated and Information Technology-aided System

An integrated system characterized by shared responsibilities across operating units or through linkages in the current PME systems in the DAR shall be maintained and strengthened. This requires a conscious effort to operationalize an integrated exercise on target-setting, data collection, recording, analysis and reporting, at the onset of the planning period. Performance measures and/or indicators shall be observed and shared as well, to ensure, among others, that information or data requirements are available across sectors and the planning units.

The IT-PlanME system shall be based in the current DAR's Information and Communications Technology (ICT) platform such as Microsoft Office 365 (MS Office 365). It shall interlink the existing stand-alone IT-based systems such as OpTool, FOFiles 1-5, ARC Monitoring and Tracking System (ARC-MTS), ARBDSP M&E System, ITEMA, LCMS and other relevant reporting systems employed by the sectoral offices within DAR. Other IT-based systems and databases which contribute to the sectoral systems are also considered part of the IT-PlanME System.

Data for indicators to measure inputs, processes, outputs, and outcomes shall eventually be sourced from interlinked PME systems that utilize comparable or common technology that can provide a complete picture or status of program implementation, regardless from which that information or data originated.

Adopting an IT-aided PME is an important step at modernization of DAR's planning, budget formulation process and monitoring system in order to hasten the delivery of programs/projects within the fiscal year and consequently the achievement of annual growth and development objectives.

For purposes of this MC, Microsoft Office 365, business intelligence softwares, i.e., QlikSense utilized for planning, monitoring and evaluation purposes for ITeMA shall continue to be employed by the DAR. Any other innovations in the information system deemed appropriate shall likewise be adopted.

B. Consistent and Aligned with the Guidelines and Standards Set by Oversight Agencies and DAR's Strategic Objectives

The DAR IT-PlanME system shall be compliant and consistent with guidelines and standards set by oversight agencies such as DBM Budget Circulars, NEDA and COA guidelines, and DAR's strategic objectives.

C. Aligned Physical and Financial Plans and Performance

The system shall ensure the alignment of physical plans with budget allocation during budget preparation and physical and financial performance during budget execution.

Efforts at linking Expanded Budget Execution Document (BED) 2 and expanded Budget Accountability Report (BAR) 1 shall be continued.

D. Evidence-based and Gender-responsive System

All data, information and reports shall be based on support lists or shall be generated from the monitoring systems managed by the sectoral offices. Results of evaluation tools shall be used as means of verification for all summary data.

The Department shall endeavor to include reports on the gender responsiveness of programs and projects in relation to needs of ARBs. The IT-PlanME shall also provide for inclusion of sex-disaggregated statistical data/information across programs, projects and activities at all levels.

V. GENERAL DIRECTIVES FOR THE INSTITUTIONALIZATION OF IT-PlanME SYSTEM

A. Setting the Strategic Directions Consistent with the National Government's Plan

1. At the start of the New Administration, the Planning Service with the guidance of the members of the Executive and Management Committee shall spearhead the formulation of a six-year strategic plan. The strategic plan shall be consistent with the major policies and thrusts of the President and shall serve as the anchorage of the PME system.

2. The strategic plan shall define the outcomes and results that the DAR envisions on the economic and social status of the agrarian reform beneficiaries. Among others, the plan shall contain tools and mechanisms on how to link the outcomes with the outputs, processes and the necessary inputs/interventions.

3. The performance measures in terms of output and outcome indicators and the manner to gather the data and accomplishments shall be operationally defined, shared, disseminated and understood by the entire Department.

4. Updating of the strategic plan, if needed, may be undertaken based on the results of periodic performance assessments and planning sessions, evaluation studies and other relevant directives.

B. Compliance to the Guidelines and Standards from Oversight Agencies and Development Partners and Regulatory Agencies

The planning units and sectoral offices of the Department shall ensure:

1. Compliance to the guidelines issued by the Department of Budget and Management (DBM) and other oversight agencies relative to the preparation of annual plans and budget and submission of periodic accomplishment reports.

2. Addressing emerging challenges at all levels in compliance to standards and requirements of oversight agencies, development partners and other regulatory agencies through the following:

   a. Synchronization of Regional Development Council (RDC) review at the regional level with the planning activities set by DAR Central Office;

   b. Compliance to the guidelines of the Philippine Commission on Women (PCW) on the preparation of annual GAD plan and budget (GPB) and accomplishment report (GAD-AR) by the GAD Focal Point System (GFPS);

   c. Synchronization of plans and budgets with concerned agencies to ensure complementation of resources for the identified convergence areas under the DA-DAR-DENR-DILG National Convergence Initiative for Sustainable Rural Development (NCI-SRD); and

   d. Timely and full compliance to reportorial requirements and timelines of oversight agencies, e.g. Performance Based Incentive System, SONA requirements, RDC reports.

C. Strengthening the Current PME Capacity at the Regional and Provincial Offices

1. To be more efficient and responsive in dispensing PME functions, the DAR regional and provincial offices shall:

   a. Strengthen, augment and empower the PME workforce; and
   b. Provide ICT hardware and software to PME personnel.

2. The Planning Service (PS) in coordination with the Agrarian Reform Capacity Development Service (ARCDS) and Management Information Systems Service (MISS) shall provide continuing capability enhancement to the PME personnel per their need-based competency requirements.

D. Complementation and Harmonization of Sectoral Monitoring Systems with IT-PlanME.

1. The owners of sectoral PME systems and Management Information Systems Service (MISS) shall:

a. Review and harmonize the following systems with IT-PlanME to ensure greater complementation between and among the existing M&E systems with DAR for faster, more effective and more efficient data generation:

   i. Land Tenure Security Program (LTSP): Operations Tool (OpTool), FO Files and other reporting systems maintained by Regional and Provincial LTI Divisions and BLTI;

   ii. Emancipation Patents Information Systems (EPIS) and Certificate of Land Ownership Awards Information System (CLOAIS) maintained by MISS;

   iii. Agrarian Justice Delivery Program (AJDP): Legal Case Monitoring System (LCMS) maintained by Regional and Provincial Legal Divisions, BALA-DARCO, RARAD, PARAD and DARAB Secretariat; and

   iv. Agrarian Reform Beneficiaries Development and Sustainability Program (ARBDSP) Monitoring and Evaluation (ARBDSP M & E) System maintained by Regional and Provincial PBD Divisions and PMS-DARCO.

b. Observe same cut-off dates set by these guidelines on reporting of periodic quarterly reports between planning and sectoral units;

c. Ensure strict observance of the safeguards of confidentiality of official documents pending resolution of cases, in relation to AJDP reports;

d. Ensure the setting of limitations on access of users and viewers of data and information from the sectoral systems at various levels;

2. The Planning Units shall closely coordinate with sectoral point persons handling the sectoral monitoring systems at all levels to ensure alignment and synchronization of data and information in order to come up with a unified and consistent quarterly, semi-annual and annual DAR report.

   At the provincial level, the Provincial Planning Officer shall work closely with the sectoral point persons of LTI, PBD, Legal Divisions and PARADs for the preparation of the quarterly, semi-annual and annual DAR accomplishment reports.

3. Reports submitted by the respective provincial sectoral point persons of LTI/Operations, PBD and Legal Divisions to their respective Regional LTI, PBD and Legal Divisions and DARCO counterparts shall contain the same data with the Provincial Planning Officer who shall submit to the Regional Planning Unit and to Planning Service.

4. The Regional Director, Adjudicators and PARPO II who are the accountable officers at the regional and provincial levels, respectively shall supervise and ensure data consistency, completeness and timeliness of submission.

5. The Planning Service at DARCO and its regional and provincial counterparts shall be the official repository of PME data. If there are inconsistencies

between the PS/Planning Unit's and sectoral data and reports, all efforts to validate and reconcile data shall be exerted, duly supported by evidence and support lists. In all instances, the Planning Service report shall be the official report of the Department.

E. Enhancement of DAR's Information, Communication and Technology Structure

In order to ensure timely submission of reports and efficient processing and sharing of data, the MISS shall undertake the following:

1. Strengthening of the I.T. hardware infrastructure and connectivity of the DAR from Central, Regional and Provincial Offices;

2. Assignment of individual MS Office 365 accounts to all Planning Officers, Budget Officers and Sectoral Point Persons on LTSP, AJDP, Legal and DARAB;

3. Ensure full adoption of the features of MS Office 365 for:

   a. Faster and timely submission of agency plans and accomplishment reports
   b. Quick sharing of information and collaboration

4. Put in place procedures and systems to enable interoperability of different sectoral PME systems for effective and efficient exchange of data and information, taking into consideration the limitations in access and use of the sectoral systems;

5. Enhance firewall protection. DAR website should be secured i.e, https-compliant to prevent hacking/illegal cyber intrusion;

6. Conduct and/or update inventory of ICT personnel and equipment and strengthen, augment and empower the ICT workforce at all levels; and

7. Come-up with human resource development plan for ICT personnel and continually enhance the ICT capabilities of the planning officers at all levels in coordination with ARCDS.

Under the guidance of the Office of the Undersecretary for Policy, Planning and Research and in coordination with the other DARCO units, the MISS shall also pursue initiatives to develop a customized information management system that (1) allows interoperability of the various sectoral monitoring systems, (2) possesses relational capability to interface with a common ARB database, and (3) able to conform with higher level of security protocols, e.g. Virtual Private Network. While in the process of transition to full operationalization of said system, the use of the existing Office 365 platform and its cloud-based business applications shall be maintained and optimized.

F. Alignment of Physical Targets and Accomplishment with Financial Allocations and Disbursements

The Planning Service, FMS, DARCO sectoral offices and field counterparts shall ensure:

1. Matching of Physical and Financial Components During Planning and Budget Execution

   The planning and financial units at all levels shall ensure that inputs are directly linked to processes and desired outputs and outcomes and each indicator in the Budget Execution Document (BED) shall be assigned a corresponding budgetary item. This requires sharing of data and information leading to matching of physical plans with financial and human resources. At the onset, the DAR should not lose focus on the resources needed to accomplish its tasks.

   At the monitoring level, the BED shall aid the DAR to determine if resources did match the levels of its physical performance. This shall also serve as impetus for realigning resources to other activities deemed underserved during program implementation.

   The Target-Budget-Procurement (TBP) Interlink, among others, shall be utilized as an IT-based solution to ensure alignment of URS-encoded BED 1 (budget allocation) and those contained in the internally generated Expanded BED 2 (physical target and budget allocation).

2. Use of Required Templates

   All templates required by oversight agencies and DAR management shall be utilized. Specifically, the BAR Form 1 (Quarterly Physical Report of Operations) as well as the internally generated expanded BAR Form 1 (Quarterly Physical and Financial Report of Operations) shall continue to be necessary templates in ensuring the alignment of physical targets and accomplishments with financial allocation and utilization.

   Further, aside from the output and outcome indicators used for monitoring purposes, all indicators reflected in the expanded BED No. 2 shall likewise be included in the expanded BAR Form 1. All other templates that may be prescribed by oversight agencies and DAR management shall also be complied with.

3. Official Names and Sequential Order of Arrangement of Operating Units in Accordance with General Appropriations Act (GAA)

   In general, the names and arrangement of operating units across reporting templates shall always follow the sequential order as it appears in the GAA.

G. Utilization of Data for Planning, Policy Formulation and Decision-Making

All DAR offices shall utilize the data and information generated from the IT-PlanME system in advocacy, formulation of plans and policies and management decision-making.

VI. PLANNING SYSTEM

A. IT-PlanME System shall be compliant to the following major Planning Objectives:

1. To define the operational framework and planning processes of the DAR's enhanced planning system consistent with the standards and guidelines issued by NEDA and DBM; and

2. To prepare and submit the DAR's strategic plan, annual indicative plan and annual operation plan to NEDA and DBM within the specified timeline.

B. Planning and Budgeting Cycle

The preparation of the Department's annual plan and budget shall follow the national government's "budget cycle". This is composed of four (4) phases, namely: 1) Budget Preparation which culminates in the submission of "The President's Budget" to Congress 2) Budget legislation, 3) Budget execution, and 4) Budget accountability. The detailed discussion for each step is provided in the Manual.

C. Preparation of DAR Strategic/Medium-Term Plan

The following major activities shall be spearheaded by Planning Service to ensure proper preparation of the DAR Medium-Term Plan and provide inputs to NEDA in the preparation or updating of the Philippine Development Plan (PDP):

1. Translation of NEDA/DBM guidelines into agency guidelines;
2. Issuance and dissemination of planning guidelines to implementing offices;
3. Technical assistance/guidance to implementing offices during plan preparation;
4. Review and consolidation of submitted medium-term plans;
5. Preparation of agency Medium-Term Plan (MTP) and Investment Program;
6. Securing management approval and submission to NEDA/PARC Secretariat; and
7. Updating of the MTP as may be required in accordance with NEDA guidelines.

The detailed discussion for each step is provided in the Manual.

D. Preparation of DAR Annual Indicative Plan and Budget Proposal

The following major activities shall be spearheaded by Planning Service to ensure proper preparation and timely submission of the DAR Annual Indicative Plan. The detailed discussion for each step is provided in the Manual:

1. Securing DBM-Guidelines, Budget Calendar and attendance to National Budget Forum;
2. Translating to agency-level guideposts and issuance to DAR Regional Offices;
3. Convening the National Indicative Planning Conference;
4. Reviewing and packaging the DARCO Sectoral Indicative Plans;
5. Convening the Budget Defense;
6. Finalizing the Agency Plan and Budget Proposal (BP);
7. Encoding of BP on the DBM-Online Submission of Budget Proposal System (OSBPS);
8. Submission of Hard Copies of OSBPS-Generated Budget Proposal to DBM;
9. Finalization of agency-level BPs (Tier 1 and Tier 2) as approved by DBM;
10. Provision of technical assistance in preparation for budget hearings; and
11. Provision of technical assistance during budget hearings at DBM and deliberations in Congress.

The detailed discussion for each step is provided in the Manual.

E. Preparation of DAR Operational Plan/Budget Execution Documents (BEDs)

The following major activities shall be spearheaded by Planning Service to ensure proper preparation and timely submission of the DAR Annual Operations Plan.

1. Securing DBM guidelines on the submission of annual BEDs;
2. Translating to agency-level guideposts and disseminating to DARROs;
3. Providing technical guidance during the Regional BED Preparation Workshop;
4. Convening the National BED Preparation and Encoding Session;
5. Submission of BEDs to PS through MS Office 365
6. Conduct of National BED Finalization and Encoding Session;
7. Finalizing and Packaging the BEDs; and
8. Preparing the Agency Operational Plan.

The detailed discussion for each step is provided in the Manual.

F. Major Planning Forms

The following prescribed planning forms shall be accomplished by the Planning Service, FMS, DARCO Sectoral Offices and their field counterparts.

1. **Budget Execution Document (BED) No. 2: Physical Plan** - contains the performance indicators and quarterly targets of DAR which are consistent with those contained in the National Expenditure Program (NEP).

   Expanded BED No. 2 (internal to DAR) - contains the quarterly targets and *corresponding budget allocation* for each performance indicator for all programs, activities and projects (PAPs) which are consistent with those reflected in the National Expenditure Program (NEP).

2. **Budget Preparation (BP) Form B** - contains the three (3) year accomplishment of the Agency Performance Measures (APM) of DAR, including the previous year's physical and financial performance, current year's targets and budget allocation and incoming year's indicative target and proposed budget for all PAPs under each major program.

3. **BP Form C** - contains the comments and inputs of the Regional Development Council (RDC) on the indicative budget proposal presented by the DAR during the RDC Budget Review. The comments/inputs and subsequent endorsement of the indicative budget proposal are stated in the form of an RDC Resolution forwarded to the DAR Secretary, copy furnished the DAR Regional Office concerned.

4. **BP Form D** – contains the inputs of Civil Society Organizations (CSOs), Non-government Organizations (NGOs) and private sector on ongoing and new spending projects and activities. This provides feedback on PAPs of the agency to enhance policy-making, planning, and investment programming functions of the RDC through evidence-based decisions in allocating budgets to regional PAPs. Consultation is supervised by NEDA while output of the activity is consolidated and provided to the Regional Line Agency and its Secretary.

5. **BP Form 202** – contains the proposal for new or expanded locally funded projects which shall indicate the following information:

   a. Program/project name;``
   b. Implementing agency;
   c. Priority rank for the proposal;
   d. Total cost of the proposal;
   e. Brief description of the project and its purpose/objective;
   f. Beneficiaries of the project;
   g. Implementation period;
   h. Prerequisites;
   i. PAPs;
   j. Physical targets and the corresponding accomplishments;
   k. Cost of maintenance and operations;
   l. Components of the projects; and
   m. Location.

VII. MONITORING AND EVALUATION (M & E) SYSTEM

A. The IT-PlanME system shall be compliant to the following M & E objectives:

1. **To ensure the regular assessment of DAR programs and projects in relation to the success indicators and/or targets, and agreed implementation schedules**

   This will be undertaken through formative and summative assessment of program implementation in order to provide feedback to management on the status of program implementation, identify facilitating and hindering factors affecting program implementation, and to develop catch-up plans to minimize if not eliminate risk(s) of program failure.

2. **To define the operational framework of the DAR's enhanced monitoring and evaluation system in accordance with relevant management principles.**

   This will be done through regular review and updating of logical frameworks that define the relationship of inputs, processes with desired outputs and outcomes.

3. **To ensure interoperability of M&E systems.**

   Integrated effort in collecting and assessing data and information through interoperability among the sectoral M&E systems in the DAR will be pursued and sustained.

4. **To establish and institutionalize mechanisms for validation of data.**

   A mechanism to reconcile and validate data between sectors and planning units across all levels of office to ensure completeness, consistency, accuracy and reliability of data will be established and institutionalize. This is a necessary tool to eliminate the generation of erroneous data/information .

5. **To delineate the M&E tasks and responsibilities of the various DAR offices/units at the Central Office, regional, and provincial levels.**

   Accountability centers (responsible persons/units), with clearly defined hierarchy of responsibilities and specific outputs will be established at all levels of office.

6. **To have a common understanding of output and outcome/impact indicators.**

   The DAR's output and outcome/impact indicators shall be officially defined to eliminate ambiguity and to ensure that the appropriate data (whether outputs or outcomes) are reflected for each indicator.

7. **To evaluate effects of outputs and outcomes to program implementation.**

   An evaluation of effects/impact of outputs and outcomes of program implementation will be undertaken through a thorough evaluation of strategies, inputs employed, assumptions and premises used as bases in implementation which are necessary to minimize risks of failure in the future and to mitigate adverse effects on the stakeholders.

8. **To ensure timely generation and submission of accurate accomplishment and evaluation reports.**

   Monitoring and reporting protocols, including standard templates, reporting cut-off dates and timelines, and definition/description of performance measures will be institutionalized to ensure timely generation and submission of accurate accomplishment and evaluation reports to DAR management and oversight agencies.

B. Monitoring System

1. To realize the M&E objective of ensuring generation of timely, complete, accurate and consistent accomplishment data, the following shall be strictly observed and complied with:

   a. Cut-off dates and timelines across sectoral offices and Planning Units at all levels as prescribed herein;
   b. Standard inter-sector understanding on when to consider a certain item an accomplishment in a specific indicator (across all levels);
   c. Full compliance on the utilization of prescribed PS Monitoring Forms, and DAR M&E protocols by all concerned offices.

2. **Process Flow for Data Submission, Consolidation, Validation, and Feedbacking**

   The flow of submission, consolidation and validation of sectoral accomplishments, as well as the feedbacking mechanism for the final accomplishment reports are presented in Figure 1.

   It should be emphasized that submission deadlines are permanently locked. This means that the latest submission on or before the deadline shall be considered final. Late submissions shall no longer be accepted. Failure to submit on or before the deadlines would constrain the Planning Service to use the latest prior reports.

   Prior to submission of the report to Planning Service, the Regional/Provincial Planning Section shall coordinate with the DARRO/DARPO-based sectors regarding the accuracy of their reports.

The Planning Service shall provide feedback on the final accomplishment figures to the DARPOs and DARROs through the Sharepoint facility of MS Office 365 and other similar platforms on or before the 15th day of the ensuing month of the reporting quarter.

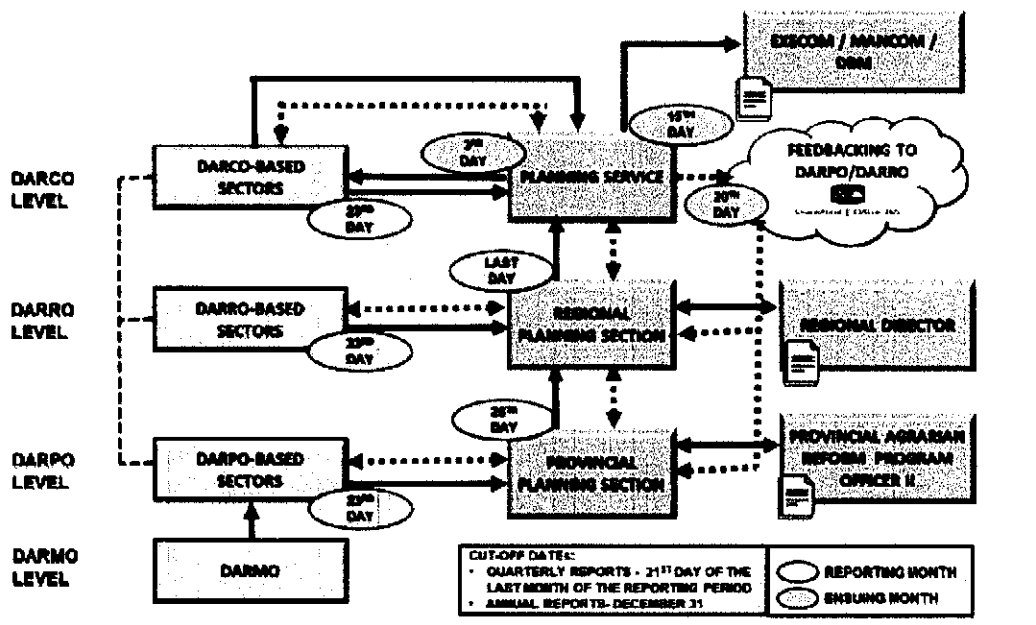
3. Major M and E Forms

a. DARPO Level:

The DAR Provincial Planning Office/Unit shall spearhead the preparation and timely submission of **Provincial BAR No. 1** and its expanded version (physical accomplishments and financial performance) derived from the following forms:

i. PS Monitoring Form 1A: LTSP Quarterly Physical Report of Operations;
ii. PS Monitoring Form 1B: AJDP Quarterly Physical Report of Operations;
iii. Expanded ALI-ALA Form;
iv. Expanded Adjudication Form; and
v. PS Monitoring Form 1C-ARBDSP Quarterly Physical Report of Operations.

Figure 1 Flow of Data Submission, Validation and Feedbacking



Notes: 1. Submission by Planning Service to EXECOM/MANCOM/DBM on the 15th shall be limited to indicators contained in the URS
2. For annual reports, the timelines to be followed shall be: Sectors' submission to Planning Units – 3rd day of the ensuing month; DARPO-Planning Units' submission to DARRO Planning Units – 5th day of the ensuing month; DARRO Planning Units to Planning Service – 9th day of the ensuing Month. Planning Service shall provide the consolidated report to concerned sectors for validation on the 10th day of the ensuing month, and the sectors shall submit the sector-validated report to Planning Service on the 12th day of the ensuing month

b. DARRO Level:

The DAR Regional Planning Section shall spearhead the preparation and timely submission of **Regional BAR No. 1** and its expanded version (physical

accomplishments and financial performance) derived from the following forms:

i. PS Monitoring Form 1A: LTSP Quarterly Physical Report of Operations
ii. PS Monitoring Form 1B: AJDP Quarterly Physical Report of Operations
iii. Expanded ALI-ALA Form
iv. Expanded Adjudication Form
v. PS Monitoring Form 1C-ARBDSP Quarterly Physical Report of Operations

c. DARCO-PS:

The Planning Service shall spearhead the preparation and timely submission of **National BAR No. 1** and its expanded version (physical accomplishments and financial performance) derived from the following forms:

i. PS Monitoring 1A: LTSP Quarterly Physical Report of Operations
ii. PS Monitoring 1B: AJDP Quarterly Physical Report of Operations
iii. PS Monitoring 1C: ARBDSP Quarterly Physical Report of Operations

C. Evaluation Through IT-enabled Maturity Assessment (ITeMA)

1. The ITeMA System

I.T.-enabled Maturity Assessment for the Agrarian Reform Beneficiaries Organization (ARBOs) is an enhancement of the Organizational Maturity Assessment (OMA) portion of the ARC Level of Development Assessment (ALDA). It aims to come-up with comprehensive and realistic results of assessing the levels of maturity of the DAR-assisted ARBOs and to create a database of DAR-assisted ARBOs from which updated and comprehensive ARBO profiles can be readily generated.

ITeMA is equipped with rational rating scales in order to expedite 1) processing and analysis of data per organization; 2) determination of the organizations' maturity levels; and 3) determination of contributory factors and variables in the maturity levels of ARBOs. It has several variables under five (5) major indicators, namely, 1) organizational management, 2) social enterprise and business operation, 3) resource management, 4) financial performance and 5) alliance building, and social and environmental responsibility.

ITeMA utilizes smartphones with installed data entry applications that facilitate the conduct of data gathering and verification of data gathered, and pinpoint the location where data gathering was actually conducted. The application is able to: 1) take and upload pictures of documents that support the data gathered; 2) provide information on location and time of data

gathering; and 3) skip questions not applicable to certain types of organizations.

2. Major Activities Under ITeMA

a. Data Gathering

Data collection shall be undertaken through face-to-face interview with key informants from the subject ARBOs using a structured instrument programmed in the data capture smartphones.

b. Data Uploading, Review and Consolidation

Data keyed-in through the data entry application shall be uploaded to the IteMA database by the Provincial Lead Enumerator (PLE). The Regional ITeMA Monitors (RIM) shall review and approve through the ITeMA portal the uploaded forms. Once accepted as final, records of ARBOs shall be consolidated into a national ARBOs database, from which regional and provincial consolidations shall be derived.

c. Data Processing and Interpretation

Data processing and interpretation shall be undertaken by DARCO ITeMA Monitors. Data processing shall determine the maturity levels of organizations and the best contributory indicators.

d. Report Writing

Planning Service shall prepare the national report. This shall be submitted to the DAR ExeCom to serve as basis for future interventions and policy formulation. It shall also be made available to other sectors and partner agencies.

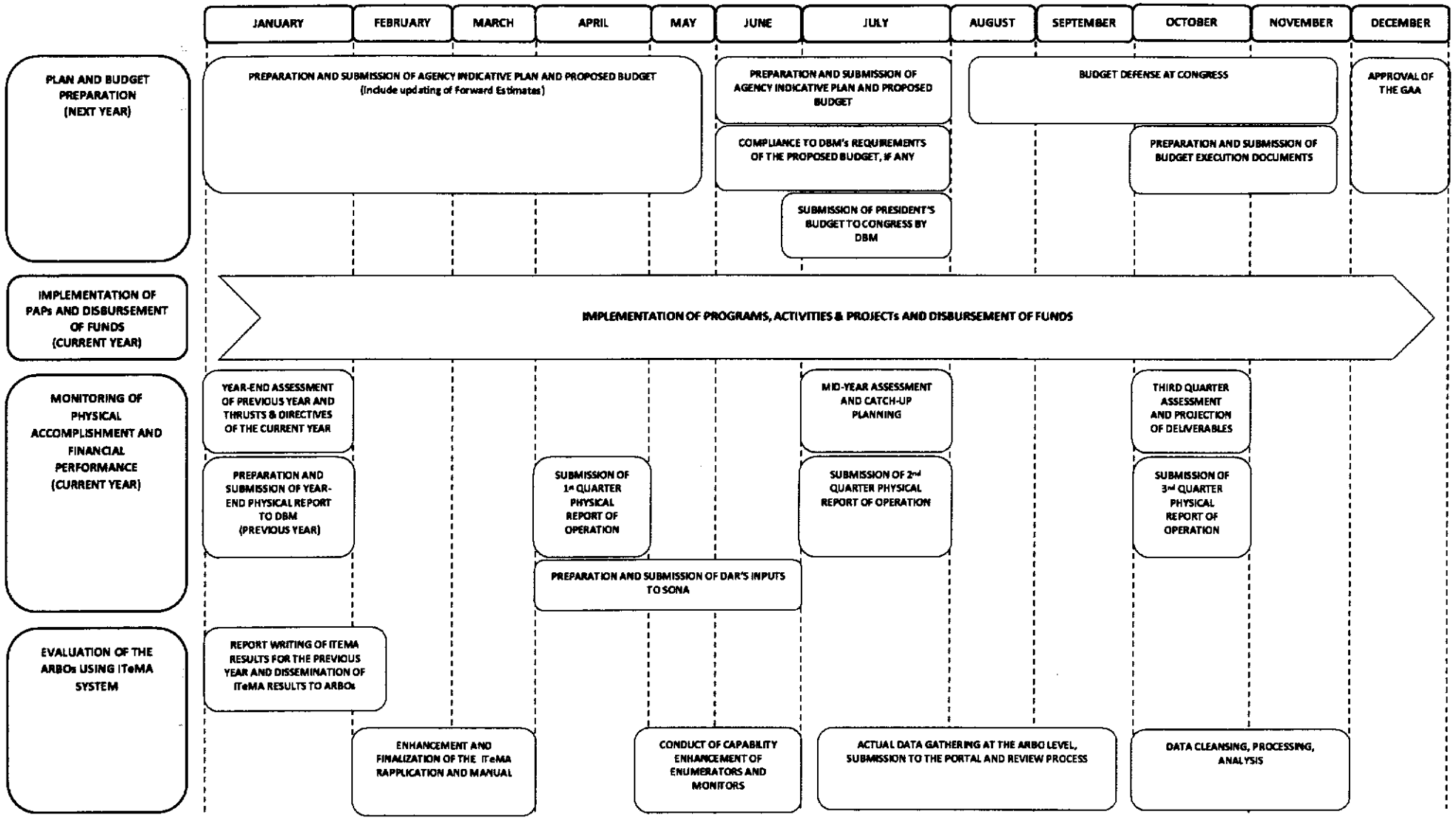
e. Presentation and feedback of ITeMA Results

The ITeMA Teams at all levels shall be responsible for presenting the results of ITeMA to the DAR Officials, and concerned technical staff and ARBOs. The results shall be used as basis in the formulation of intervention plans for the ARBOs.

IX. PLANNING, MONITORING AND EVALUATION (PME) INTERFACE

The planning, monitoring and evaluation aspects have distinct activities and timelines. However, it should be emphasized that one is highly connected to each other. The planning-monitoring-evaluation interface is illustrated in ***Figure 2.***

Figure 2 : INTERFACE OF PLANNING, MONITORING AND EVALUATION



In ***Figure 2,*** the PME activities for the entire year are shown in a linear manner for ease of presentation, however, it should be emphasized that these activities will be repeated in the following year, thus constituting an annual PME cycle.

The same illustration shows that while the implementation and monitoring the various programs, activities and projects (PAPs) of the current year is being undertaken, the indicative plan and budget proposals for the following year is being prepared. To measure the expected outcomes of the interventions provided by the Department, an evaluation of the maturity levels of Agrarian Reform Beneficiaries Organizations (ARBOs) using the ITeMA System is being conducted within the current year.

The following are the major activities for PME interfacing.

A. PME Simultaneous Activities for January to June

For the first semester, there are simultaneous PME activities that are being conducted. For planning aspects, focus are in the preparation and submission of the indicative plan and proposed budget for the following year based on the three-year forward estimates and the national budget call of DBM.

The monitoring activities focus on the conduct of the national level year-end assessment of the previous year and planning sessions of the current year, 1st and second quarter monitoring of accomplishments based on funded targets in the GAA.

The preparation activities for the evaluation of outcome at the ARBO level using the ITeMA System also takes place in the first semester of the year. Major activities include the enhancement of the indicators, the enumerators' manual and the ITeMA application, and preparation of the capability building activities.

B. PME Simultaneous Activities for July to December

For the second half of the year, PME activities are done simultaneously. For planning and budgeting, these include budget defense at Congress and preparation and submission of BEDs. Meanwhile, monitoring and planning activities for the same period include Mid-year Assessment and Catch-up Planning, submission of 2nd and 3rd quarter physical reports of operation and 3rd quarter assessment. Evaluation activities during the period include data gathering at the ARBO for the ITeMA, data cleansing, processing, analysis and report writing.

X. STRUCTURE, ROLES AND DELINEATION OF FUNCTIONS BETWEEN AND AMONG PLANNING UNITS, SECTORAL POINT PERSONS/OFFICES AT THE PROVINCIAL, REGIONAL AND CENTRAL OFFICES FOR PME

A. Roles and Delineation of Functions on PME operationalization

The roles and responsibilities on PME operationalization at various levels are presented in Table 1.

1. The Regional Directors (RDs) and Provincial Agrarian Reform Program Officers (PARPOs) II shall be the accountable officers in ensuring consistent, complete and timely submission of plans and accomplishment and evaluation reports within deadlines set by the DAR oversight agencies. The RDs and PARPOs shall likewise be responsible in prompting the accountable persons and/or units at their levels.

2. **LTSP, AJDP, ARBDSP sector offices across levels**

   a. Ensure the preparation and timely submission of plans and accomplishment and evaluation reports to Planning units;
   b. Involve Planning units in sectoral planning and assessment, feedbacking and related sessions/ activities, orientations on systems and other PME related activities;
   c. Periodic monitoring of project-level performance;
   d. Maintenance and updating of their respective sectoral systems and databases;
   e. Provide Planning Officers access, i.e. viewing and report-generation, to the sectors' M and E databases and systems; and
   f. Participate and provide technical support during the conduct of national assessments and planning and budgeting sessions.

B. Structure of Planning, Monitoring and Evaluation (PME) Units

1. DARCO- Planning Service (PS) has the following existing staff complement:

   a. Planning and Programming Division (PPD): Planning Officer (PO) V, PO IV, SuARPO, PO III, SARPO, Economist III, PO II, ARPO II, and Statistician II;
   b. Plan Implementation Monitoring and Evaluation Division (PIMED): PO V, PO IV, PO III, Statistician III, PO II and Statistician II; and
   c. Office of the Director- Dir. IV, PO III, Admin Assistant III, and Admin Assistant II.

2. DARRO – Regional Planning, Monitoring and Evaluation Section (RPMES)

   Due to the expanded PME roles, the Planning Section under STO Division is hereby renamed as Regional Planning, Monitoring and Evaluation Section. As

Table 1. Roles and Responsibilities on PME

Planning Service-DARCO	Regional Planning, Monitoring and Evaluation Section	Provincial Planning, Monitoring and Evaluation Section
a. Spearheads the preparation and finalization of strategic, indicative and work and financial plans of DAR based on approved planning guidelines and cost parameters b. Develops and institutionalizes planning and M&E frameworks, guidelines, systems, processes, procedures and tools to systematize, and synchronize the formulation of plans and accomplishment reports at all levels c. Leads in convening the assessment of agency performance and integration, and preparation and finalization of periodic agency accomplishment and evaluation reports d. Prepares and packages periodic accomplishment reports e. Maintains and updates Planning Service databases to facilitate access of internal and external clients to information on plans and accomplishments f. Maintains collaborative, coordinative and linkaging mechanisms with MISS and the operational units/ sectors to harmonize M&E systems, ensure reliability, integrity and timeliness of report submissions g. Provides technical guidance and assistance to DARCO management, Regional and Provincial Planning Officers and other stakeholders relative to CARP data, accomplishment and evaluation reports h. Represents the DARCO in the strategic and planning bodies at the national level and strengthen external networks and technical linkages, and for the inclusion of CARP in the national agenda i. Coordinates and manages the conduct of ITeMA) and other related evaluation projects j. Presents reports with analyses to DARCO management as inputs for planning, policy formulation and decision-making	a. Spearheads the preparation and finalization regional plans in coordination with various divisions. b. Reviews, integrates and packages regional plans and accomplishment reports c. Spearheads the conduct of regional performance review sessions, plan and budget preparation sessions and other related activities d. Regularly monitors regional and provincial accomplishments vis-à-vis targets, and timely submission of quality reports e. Prepares and submits plans and reports as required by oversight agencies and other stakeholders f. Presents reports with analyses to DARRO management as inputs for planning, policy formulation and decision-making g. Provides technical assistance in the maintenance and updating of IT related systems and facilities h. Maintains updated specific databases to facilitate access to data on CARP covered landholdings, ARBs and agrarian-related cases i. Provides technical guidance and assistance to PS-DARCO, Regional Management, Provincial Management and other stakeholders relative to CARP data and accomplishment reports j. Recommends policy changes to DARCO for enhancement of PME operational guidelines k. Cascades PME guidelines and other relevant policy directives and information within DARRO and DARPOs l. Initiates the packaging and popularization of CARP data information to "knowledge nuggets" which are readily available for the stakeholders of CARP m. Represents the DARRO in strategic planning related special bodies in the region to strengthen external networks and technical linkages of DARRO n. Provides copies of plans/programs submitted to the RDCs and other oversight agencies to the DARCO/DARRO sectors concerned o. Coordinates and manages the conduct of ITeMA and other related evaluation projects	a. Spearheads the preparation and finalization provincial plans in coordination with various divisions. b. Reviews, integrates and packages provincial plans and accomplishment reports c. Spearheads the conduct of provincial assessment and planning sessions, MAROs Conferences, and other related activities d. Regularly monitors provincial and municipal accomplishments vis-à-vis targets, and timely submission of quality reports e. Prepares and submits plans and reports as required by oversight agencies and other stakeholders f. Presents reports with analyses to DARPO management as inputs for planning, policy formulation and decision-making g. Provides technical assistance in the maintenance and updating of IT related systems and facilities h. Maintains updated specific databases to facilitate access to data on CARP covered landholdings, ARBs and agrarian-related cases i. Provides technical guidance and assistance to Regional Management, Provincial Management, MARPOs and other stakeholders relative to CARP data and accomplishment reports j. Cascades PME guidelines and other relevant policy directives and information within DARPOs and DARMOs k. Initiates the packaging and popularization of CARP data information to "knowledge nuggets" which are readily available for the stakeholders of CARP l. Provides copies of plans and programs to Provincial Planning Development Office (PPDO) and other oversight agencies in the province m. Participates in conduct of ITeMA, if applicable

such, the Regional Director is directed to strengthen the PME Section of the DARRO. The following minimum staff complement shall be provided:

a. PO IV
b. PO III
c. Information Systems Analyst (ISA) II//Computer Programmer II
d. Computer Maintenance Technologist[2]
e. Statistician II

For DARROs without PO IV position, the existing PO III shall be designated as PO IV. For DARROs lacking any of the above-cited positions, the RD shall designate a capable staff to meet the minimum staff requirement. This can be done by assigning staff from other units with lesser workload. In case there is no available permanent or CTI staff to perform the tasks, hiring of COS or job order is recommended.

3. DARPO- Provincial Planning, Monitoring and Evaluation Section (PPMES)

Due to the expanded PME roles, the Provincial Planning, Monitoring and Evaluation Section (PPME) is hereby created under the STO Division. As such, the PARPO II is directed to strengthen the PPME Section of the DARPO. The following minimum staff complement shall be provided:

a. PO III
b. PO II
c. Computer Maintenance Technologist

The PARPO II shall designate the existing PO II as PO III. Thereafter, the PARPO II shall designate capable staff from other units with lesser workload. In case there is no available permanent or CTI staff to perform the tasks, hiring of COS or job order is recommended.

X. THE IT-PlanME MANUAL

The accompanying IT-PLanME Manual shall serve as comprehensive support guide to the implementation of the IT-PlanME system. It contains the details and steps in PME and IT-PlanME implementation including the process flows, performance indicators, definitions and templates and forms.

XI. REPEALING CLAUSE

This MC revokes MC No. 17, Series of 2009 and all other issuances inconsistent herewith.

[2] Pending DBM's approval for the creation of this position, hiring of COS is recommended. The DAR Management in coordination with MISS shall exert all efforts to ensure the creation of the Computer Maintenance Technologist position.

XII. PENALTY CLAUSE

Appropriate sanctions shall be imposed to concerned accountable officials and staff for non-compliance of the required timely submission of complete, accurate and consistent indicative plans, operations plans, periodic accomplishment reports, and information and for any infractions and violations thereof. The Legal Service shall serve as the legal arm to recommend to the Office of the Secretary who will impose and implement the appropriate measures in accordance with existing CSC rules and regulations and other applicable laws.

XIII. SUPPLEMENTARY AND/OR AMENDATORY CLAUSE

In the event that future developments shall necessitate revision/supplementation and amendment, corresponding memorandum/a shall be issued to that effect.

XIV. EFFECTIVITY

This Memorandum Circular takes effect immediately.

Issued this DEC 16, 2019 in Diliman, Quezon City.

ATTY. JOHN R. CASTRICIONES
Secretary

Department of Agrarian Reform
Office of the Secretary

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