



Republic of the Philippines  
**DEPARTMENT of AGRARIAN REFORM**

**MEMORANDUM CIRCULAR NO. 07**  
**Series of 2015**

**SUBJECT. GUIDELINES IN THE OPERATIONALIZATION OF AN INTEGRATED PROGRAM BENEFICIARIES DEVELOPMENT (PBD) MONITORING & EVALUATION (M & E) SYSTEM**

**1.0 Background and Rationale**

Under the Comprehensive Agrarian Reform Program (CARP), the Department of Agrarian Reform (DAR) is mandated to lead and coordinate the provision of support services to agrarian reform beneficiaries within the ambit of Program Beneficiaries Development (PBD). As such, the Department has assumed the responsibility to undertake planning, resource mobilization, implementation, monitoring and evaluation of the PBD with the ultimate goal of increasing productivity and income of the ARBs out of the lands distributed under the CARP.

Towards this goal, DAR has been implementing various types of support services in coordination with the other CARP implementing agencies to address the needs and requirements of the ARBs. By the end of 2013, DAR, through its various locally- and foreign-funded programs and projects, has provided assistance to about 2.69 million ARBs in the form of organizational and capacity building for farmer beneficiaries and their organizations, technology upgrading and dissemination, common service production/postharvest and processing facilities, basic infrastructure, and social facilities.

Under the Philippine Development Plan (PDP) for 2011-2016, DAR is expected to contribute significantly in the pursuit of government's goal of inclusive growth and poverty reduction. Specifically, PBD is expected to deliver Major Final Output No. 4 – Technical Advisory and Support Services to attain the organizational outcomes of improving farm productivity and income of ARB households. The Program is aligned with the objectives of achieving a competitive and sustainable agriculture sector as outlined in Chapter 4 of the PDP.

In pursuit of these organizational outcomes, DAR is presently implementing several locally-funded and foreign-assisted projects for the delivery of seven (7) major support services interventions, namely: agri-technology/agri-extension, business development services, agri-credit, market access, rural infrastructure, common service facilities, and land tenure stability. Major programs and projects consist of the Social Infrastructure and Local Capacity Building (SILCAB), Sustainable Agribusiness and Rural Enterprise Development (SARED), Access Facilitation and Access Enhancement Services (AFAES), ARF-Irrigation Program, foreign-assisted projects, and the PAMANA.

Taking into consideration the magnitude of projects and coverage of PBD and the huge budget allocated to the sector for the implementation of various support services projects, it is the obligation of DAR to account for the accomplishments and achievements of the sector, keep track of the progress of work and performance, and eventually determine the results and impact of PBD.

DAR has been diligently conducting monitoring and evaluation of its various PBD programs and projects. However, there is the outstanding challenge to gather the different PBD implementing units and project management offices towards adopting a unified and harmonized approach to facilitate PBD portfolio monitoring, evaluation and reporting. Specifically, the key issues being addressed by these guidelines include the following:

- 1.1 different methods and tools are being used by the various implementing units in generating and preparing their reports which make it difficult to conduct project performance assessment and program portfolio monitoring and evaluation;
- 1.2 the PBD data bank is fragmented and redundant as each bureau or office is maintaining its own data bank and such arrangement hampers access to and sharing of data and information;
- 1.3 reports are predominantly referring to physical progress and accomplishments with little or weak reference to financial performance; they are likewise more quantitative and wanting qualitative information;
- 1.4 feedback system to and from DAR Management on program and project progress, issues, concerns, and directives needs to be improved; and
- 1.5 baseline survey and impact assessment studies are available mostly for foreign-assisted projects; but majority of the program areas has no available or reliable baseline data which are required in conducting results monitoring and impact assessment.

## **2.0 Purpose of the Guidelines**

This set of guidelines is being issued to provide the framework for a unified monitoring and evaluation system for PBD to serve as a common reference to the various DAR implementing units from the national to provincial levels as to the systems, procedures, mechanisms, tools, reporting formats and timelines to be adopted for the purpose.

It seeks to facilitate collection, consolidation, analysis, and preparation of progress and accomplishment reports at the project level so that the sector can provide

relevant and substantive reports to the DAR Management, oversight agencies, and other stakeholders concerned on a regular basis.

### **3.0 Coverage and limitations**

This guidelines was prepared and will be operationalized within the framework of Memorandum Circular No. 17, Series of 2009.

Inasmuch as the DAR Policy and Planning Service (PPS) has already established the systems and procedures for gathering and consolidating PBD data by Major Final Output (MFO) indicators, the Integrated PBD M&E system will not duplicate such system but instead, provide the supporting data, operational details and substantive assessment of the status of implementation of the different projects' achievements, results and impact that will feed into the overall accomplishment report of DAR.

Hence, this PBD M&E Guidelines will focus on the following aspects:

- 3.1** project level performance monitoring that focuses on the review of the individual performance of each PBD program or project in terms of both physical progress and financial performance, overall weighted accomplishments over elapsed time, implementation concerns and action points to guide management in making decisions for remedial measures and actions;
- 3.2** project level performance monitoring will provide information about the performance and accomplishments of the different projects under PBD (to include ARC and non-ARC project sites), comparison of progress among the different projects to determine the fast-moving projects vis-a-vis delayed projects, and their financial status to provide a picture of the overall status of PBD Programs and projects;
- 3.3** methodologies, procedures and mechanisms for Baseline Data generation, Results-Based Monitoring, Project Evaluation, Impact Assessment and Sustainability Monitoring;
- 3.4** organizing and operationalizing a PBD Data Bank; and
- 3.5** operationalizing a responsive feedback system.

### **4.0 Definition of Terms**

- 4.1** Baseline Study – is the analysis of situation prior to provision of program/project interventions to provide implementers with information against which progress/benefits could be assessed

- 4.2 Effectiveness - a measure of success in attaining purpose and goal from outputs produced under programs/projects
- 4.3 Efficiency - measures productivity of the implementation process; how inputs/resources or activities are converted into outputs
- 4.4 Impact Evaluation - is a type of evaluation undertaken after project implementation to determine more broadly whether the program or project has the desired effects on individuals, households, and institutions and whether those effects are attributable to the program intervention. It can also explore unintended consequences, whether positive or negative, on the beneficiaries
- 4.5 Logical Framework - often referred to as "Log frame", it is an analytical tool used to plan, monitor, and evaluate projects. It derives its name from the logical linkages to connect a project's input, output, outcome, and impact
- 4.6 Major Final Outputs (MFOs) - are goods and services produced/provided by the agency to its external clients in the performance of its priority programs, activities, and projects (P/A/Ps) or the attainment of organizational outcome
- 4.7 Operational Efficacy - is a performance indicator that measures the ratio between the input (budget and other resources) and output (deliverables)
- 4.8 Organizational Performance Indicator Framework (OPIF) - is an approach to expenditure management that enables an agency to focus its resources to core and vital functions and measures agency performance by key quality and quantity indicators. It is an avenue to install results-based management in the bureaucracy
- 4.9 Outcome Indicators - short- and medium-term effects produced by a development intervention
- 4.10 Performance Indicators (PIs) - are performance measurements used for the delivery of the MFOs
- 4.11 Program Beneficiaries Development (PBD) Sector - refers to the organizational office of DAR that takes charge of providing a multitude of interventions geared at enabling the Agrarian Reform Beneficiaries (ARBs) to maximize land productivity, increase/expand economic and livelihood opportunities and options, and improve their participation in community governance



- 4.12 Results Indicators – include the outputs, outcomes, and impacts of a program/project
- 4.13 Sustainability – refers to the continuation of benefits from a development intervention after program/project is completed
- 4.14 Work and Financial Plan – is a set of deliverables with corresponding budgetary requirements which are projected to be achieved over a specified timeframe
- 4.15 Project Management Offices/Project Implementation Officer (PMOs/PIOs) – refers to the organizational unit of DAR responsible for the management and implementation of the agency's projects/programs. These offices are required to submit regular reports on their respective activities, and physical and financial status/accomplishments to the DAR-PMS.

## **5.0 Objectives**

This set of guidelines aims to improve the monitoring and evaluation system of the PBD Sector in order to generate accurate and more timely periodic reports about the status, progress, results and impact of PBD programs and projects as aid to DAR management action and for consumption of other stakeholders. Specifically, it aims to:

- 5.1 adopt a standard method and parameters for assessing the performance of the different projects under the PBD sector and their contribution to the performance of MFO No. 4;
- 5.2 streamline the process of collection and consolidation of relevant and up-to-date data and information from the different PBD implementing units and facilitate analysis and preparation of project/program reports;
- 5.3 improve the feedback system to keep DAR management abreast of progress and emerging issues and concerns that require action or policy decisions and their consequences;
- 5.4 install and maintain a computer-based PBD data bank for easier retrieval and sharing of data and faster generation of reports; and
- 5.5 set a common framework for establishing baseline data, evaluating progress and results, assessing the impact, and monitoring the sustainability of PBD projects.

## 6.0 Policy Context

The PBD M&E shall be anchored on the Results-Based Organizational Performance Indicator Framework (RB-OPIF) of DAR which presupposes that all programs and projects implemented under PBD should contribute in improving farm productivity and income of households (See **Annex 1** DAR's Organizational Performance Indicator Framework).

Under the refined organizational outcomes for 2015-2016, ARBs in ARCs provided with technical advisory/technical services should be able to achieve the following outcomes:

- 6.1 increase in farm yield above the national average; and
- 6.2 increase in ARB household income above the national average.

For this purpose, DAR has an existing list of performance indicators to ensure alignment of outputs to outcome indicators reflected in the DAR RB-OPIF. The list of output and outcome indicators was culled from M.C. 17, Series of 2009 as shown in **Annex 2a – 2d** (List of PBD Performance Indicators).

The Integrated PBD M&E System will use relevant output and outcome performance indicators from the list as yardstick in assessing progress, outputs and results of the various PBD programs/projects. Findings to be generated from these participatory ARBs/ARBOs evaluation processes would serve as inputs to the PBD-level analysis to be done by the DAR-PPS.

## 7.0 PBD M&E Operational Framework

The Integrated PBD M&E framework contains the indicators to measure inputs, outputs, outcomes and impact. It also shows the processes and mechanisms involved to operationalize the M&E system. As shown in **Figure 1**. Monitoring and Evaluation Framework, M&E activities start as soon as a program or project is approved and encompass the various aspects of program/project implementation, project completion, post-project implementation or operational phases.

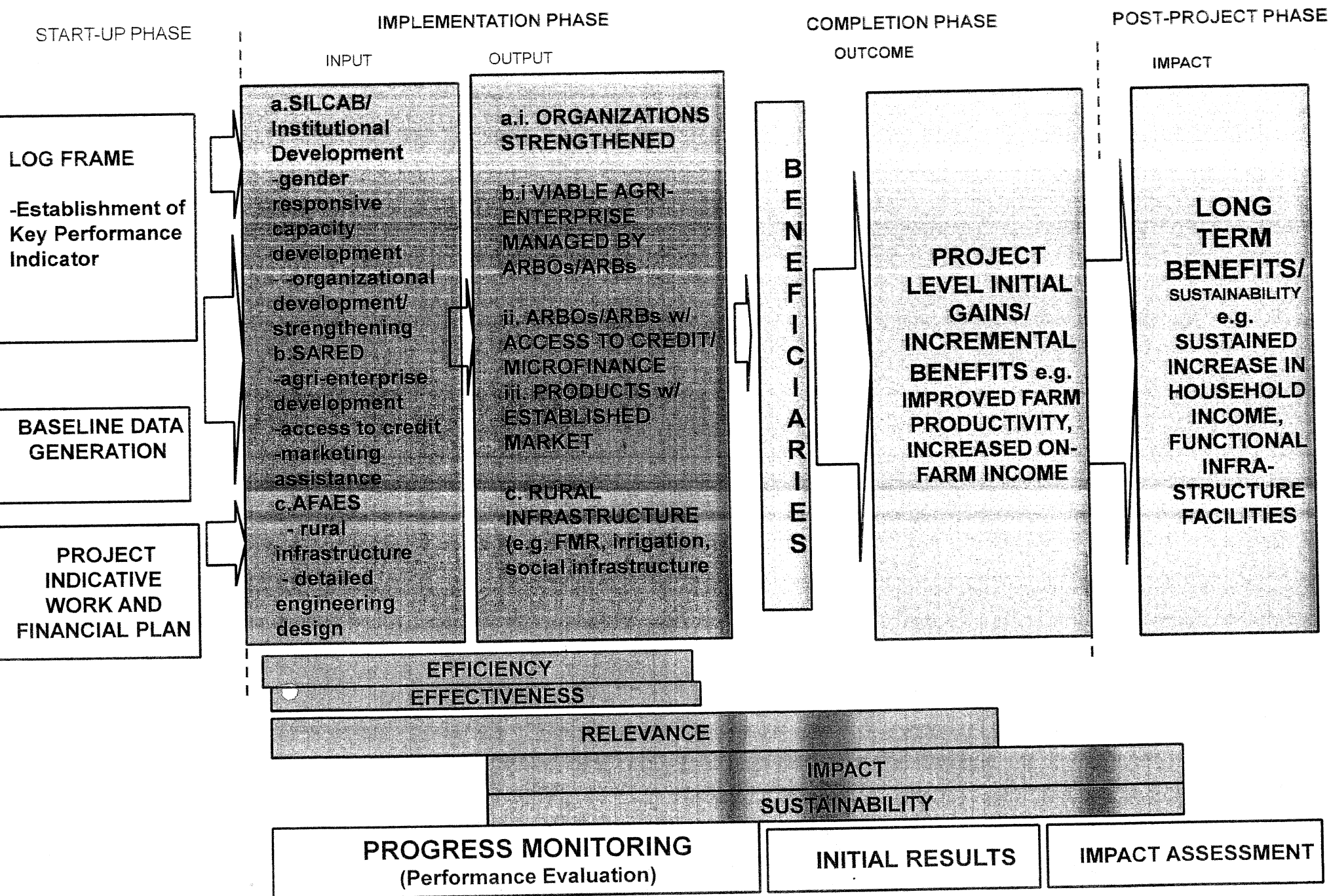
Regular monitoring and evaluation of all PBD programs and projects will be conducted to systematically collect information in order to improve performance, deliver the planned targets, produce the desired outcomes, generate the expected positive impact and enhance future programs/projects.

7.1 The specifically objectives of the Integrated PBD M&E System are to:

7.1.1 establish accountability for the resources and funds allocated and spent/unspent for programs/projects;

7.1.2 document progress against plans, processes and results to steer policy and decision-making to improve performance;

# Figure 1. MONITORING & EVALUATION FRAMEWORK



- 7.1.3 identify and address emerging issues and problems immediately to facilitate implementation;
  - 7.1.4 derive lessons from experiences to improve future approaches, practices and activities;
  - 7.1.5 make informed decisions to enhance future initiatives;
  - 7.1.6 draw conclusions about the relevance, effectiveness, efficiency, impact and sustainability of programs and projects and assess the worthiness of the investments made; and
  - 7.1.7 obtain information and significant lessons to guide in the design and implementation of future programs and projects through an objective and systematic assessment of a completed or a phase of a project or program.
- 7.2 The coverage of application of the Integrated PBD M&E System includes the following:
- 7.2.1 all ongoing programs and projects covering several provinces or regions being implemented and managed by the PBD sector including Partnership Programs, foreign-assisted projects, Microfinance, ARCESS (Please see **Annex 3** List of Ongoing Projects of DAR);
  - 7.2.2 projects completed for the last five (5) years for impact assessment (Please see **Annex 4** List of DAR Completed Projects); and
  - 7.2.3 projects completed for the last ten (10) years for sustainability monitoring (Please see **Annex 4** List of DAR Completed Projects).
- 7.3 The Integrated PBD M&E system shall have the following major phases: start-up phase (e.g., baseline establishment), progress monitoring, results evaluation, impact assessment, and sustainability monitoring.
- 7.3.1 The Start-Up Phase involves the establishment of the bases for M&E. Upon approval of the program or project by the Secretary, the implementing unit concerned shall provide the project profile information using the prescribed forms. (Please see **Annex 5** for **Form 1**. Project Fact Sheet and **Annex 6** for **Form 2**. Logical Framework Format).

**7.3.2** Preparation of Work and Financial Plan, both global and annual, to provide the basis for monitoring. This will be prepared by each office or bureau in charge of the implementation of a particular project to show the scaled plan showing the annual breakdown of physical targets per key indicator and the corresponding annual financial requirements (Please see **Annex 7** for **Form 3**. Work Plan and Budget). This shall be based on the program/project document approved by the Secretary for implementation and serve as the baseline targets for monitoring purposes.

**7.4** Baseline studies are essential in M&E. The PMS, in coordination with the concerned DAR PMOs/PIOs, shall prepare an appropriate design for a baseline survey (i.e., total enumeration approach or sampling), within available project budget. Baseline information is normally established at the start of project implementation for purposes of capturing existing agrarian situation relative to household income, poverty incidence, farm productivity, farming practices, accessibility of markets for farm produce, and accessibility of social services. Secondary data are also gathered to assess present socio-economic conditions of ARBOs and ARCs/ARC Clusters in the project areas. All these information will serve as benchmark for future evaluation of initial gains and project impact in the project sites.

Whenever appropriate and possible, PMS shall design and administer the conduct of a wider baseline survey to capture samples for a nationwide program.

**7.4.1** Primary and secondary data will be gathered to establish baseline data through household survey as data collection tool. This may be conducted by an external consulting firm/research institution or in-house. Data gathering may also be done through Rapid Rural Appraisal (RRA) or from validation reports. Other sources of data are the following: i.) ARC Level of Development Assessment (ALDA); ii.) Organizational Maturity Assessment (OMA) or the Information Technology – Enabled Maturity Assessment (ITEMA) for ARBOs; and iii.) annual ARB household income survey conducted by the DAR-PPS.

**7.4.2** Under the integrated PBD M&E framework, household survey will be the main source of primary data. Other data collection tools will be employed, as appropriate, in gathering baseline information such as: i.) use of secondary data; ii.) focus group

discussion; and iii.) key informant interview. Ideally, total enumeration could be employed wherein all project sites (i.e., ARCs, barangays) will be covered by the survey. Representative sample households per ARC could then be randomly selected from the total list of beneficiaries in the ARC.

- 7.5** Progress monitoring focuses on assessing periodically the actual accomplishments against the planned targets. This will be conducted for all ongoing PBD programs and projects to ascertain both their physical and financial performance on a regular basis. It will measure the extent of progress and attainment of pre-set targets in connection with the progress of funds utilization based on the approved work and financial plan of each project. Specifically, it will :

- 7.5.1** measure whether the inputs were used, activities were undertaken as planned and the target outputs were delivered on time and within the given budget. Performance is measured in terms of physical and financial accomplishments and is expressed through indicators relevant to quantity, quality, and time;
- 7.5.2** provide qualitative information on how the activities were undertaken, the reasons for overachieving or under-achieving the targets, and factors that facilitate implementation or problems that hinder the achievement of set targets;
- 7.5.3** provide management with information to steer decisions in order to keep PBD programs and projects on track. As a management tool, it will provide decision-makers with continuous feedback whether program/project deliverables could be completed on time, within budget, and to a level of quality that is acceptable to all stakeholders;
- 7.5.4** be conducted on a quarterly basis, hence, at the start of every year, each implementing unit shall submit to PMS a copy of the current year's Work and Financial Plan for individual program/project with quarterly breakdown of physical and financial targets to serve as basis for quarterly progress monitoring;
- 7.5.5** For such purposes, Project Holders and project management offices/project implementing offices (PMOs/PIOs) shall use PBD Project Progress Monitoring **Forms 4-7** hereto attached as : i.)

**Annex 8a – Form 4a.** Physical Performance Report, by Component; ii.) **Annex 8b – Form 4b.** Financial Performance Report, by Component; iii.) **Annex 9a – Form 5a** Physical Performance Report; iv.) **Annex 9b – Form 5b** Financial Performance Report; v.) **Annex 10 – Form 6** Overall Performance Report; and vi.) **Annex 11 – Form 11** Outstanding Problems and Actions Taken; and submit the same to PMS for analysis and consolidation.

PMS shall prepare, in coordination with the implementing units, the necessary consolidated quarterly progress and annual accomplishment reports for each program and project for submission to the Undersecretary for Support Services.

**7.6** Results evaluation involves assessment and analysis of how program/project outputs are transformed into desired outcomes and long-term impacts. It measures the extent to which program/project objectives were attained in terms of improvement in household income, farm productivity, accessibility to infrastructure facilities and capabilities. A results-based monitoring and evaluation (RME) system already exists at the DAR-FAPsO. The system is patterned after the NEDA RME System required for all ODA projects. Initial gains generated from project implementation are measured at three points in the project life; at baseline, at the middle of project implementation and finally at project completion (See **Figure 2.** Monitoring and Evaluation Timelines). In-between these three points, FAPsO-M&E occasionally conducts in-house RME studies of FAPs. The following criteria had been adopted in assessing program/project results under the DAR RME System: i) efficiency; ii) effectiveness; iii) relevance; iv) impact; and v) sustainability. A similar results-based evaluation system has to be established for locally-funded projects.

**7.6.1** PMS shall prepare an appropriate design and methodology for locally-funded projects taking into consideration the existing methods and tools used in evaluating foreign-assisted projects.

**7.6.2** PMS shall also prepare a design for the conduct of project-level results evaluation of selected ongoing PBD projects (i.e., either through in-house experts or engaging an external firm) to generate information for DAR management to make informed decisions whether or not to adopt new policies, strategies, or to invest in the replication or scaling-up of programs and projects.

**7.6.3** As applicable and after baseline data is established, PMS will initiate studies to measure initial gains, midterm and project completion evaluation to assess results of programs/projects.

**7.6.4** Individual DAR PBD Project Holders and FAPs PMOs/PIOs shall document best, innovative and good practices (BIGPs) for submission to PMS. This shall include assistance under programs/projects which resulted in concrete and measurable impact in the quality of life of beneficiaries. It may also include pioneering and creative strategies that resulted in more efficient/effective implementation of programs/projects.

**7.7** Program/project impact evaluation shall be conducted for completed projects. All projects shall have an approved project planning matrix or logical framework (log frame) indicating the inputs, outputs, and expected outcomes consistent with DAR's RB-OPIF. A review of the logical framework's (log frame) hierarchy of objectives should serve as starting point in the impact evaluation process. Impact evaluation is normally done at least three years after project completion. The log frame contains a summary of the target outputs and outcomes (See **Figure 3. Causal Linkages**). Appropriate evaluation criteria (i.e., efficiency, effectiveness, etc.) should be identified as tools for assessing whether planned situations under the project, have been achieved.

Analyzing achievement of targets overtime requires the establishment of baseline data at year one of project implementation. At periodic stages of assessment, baseline data serves as reference to which progress/benefits are compared.

Performance indicators which will be used in assessing project status should be collected using the survey instruments used during the baseline study.

**7.8** Sustainability monitoring shall be continuously conducted to validate if completed projects remain operational and are being maintained properly by the beneficiaries.



- 7.8.1** Concerned DARPOs shall conduct sustainability planning three months before project completion or end of engagement with project partner. The sustainability plans shall include the strategy on mainstreaming the project to the organization, LGU, and/or relevant partner.

The DARRO shall install a monitoring system to ensure effective implementation of the project's sustainability plan, which shall become the regular activity of DARPOs. In the implementation of sustainability plan, the DARPO

shall provide technical guidance/assistance to the concerned ARBOs in collaboration with the institution where the project has been mainstreamed.

- 7.8.2** For all completed rural infrastructure projects, sustainability monitoring will be continuously undertaken to ensure compliance of LGU partners' commitment to undertake proper maintenance works for such projects. For selected FAPs, this is tied to the project policy of conversion of grant funds into loan by the LGU in case of default in maintenance. This promotes greater accountability among recipients of grant funds in ensuring that the benefits of the project continue to accrue to the intended beneficiaries over a 10-year period. It also serves as a sound basis in redesigning and planning of new projects in agrarian reform areas.

- 7.8.3** The existing mechanism for sustainability monitoring as provided for under Special Order No. 413, series of 2005 will be maintained and expanded to include locally-funded project. Under this directive, the National/Regional/Provincial Inspectorate Teams (NIT, RIT, and PIT) shall continue to conduct periodic assessment of the conditions of turned-over facilities in order to validate if the beneficiaries are getting the desired impact from the use of these services and if operation and maintenance (O&M) mechanisms are fully in place to make completed infrastructure subprojects serviceable. The assessment shall focus on four (4) basic dimensions of completed physical interventions: i.) functionality or the capability of physical infrastructure to serve its intended beneficiaries;

ii.) O&M Fund to check on the adequacy of financial resources for maintenance; iii.) O&M Group to determine the capacity of peoples' organizations to effect sustainability measures; and iv.) Impact to assess the extent to which development objectives of physical infrastructure were achieved.

**7.8.4** For this purpose, the PMS, DARROs, and DARPOs shall include an allocation for sustainability monitoring activities under their respective annual budget and shall ensure that their respective teams perform such function.

**7.9** The implementation arrangements for the Integrated PBD M&E System define the functions of each DAR unit involved. The delineation of tasks and responsibilities among the various units of the PBD Sector is shown in Annex 12. Responsibility Matrix.

**7.9.1** Progress project monitoring shall be conducted by the DAR PBD Project Holders and FAPs PMOs/PIOs. They shall be responsible for collecting quarterly physical status and expenditure reports of the projects from the DARRO/DARPO PBD Division. These quarterly reports shall then be forwarded to the PMS. The PMS shall consolidate, integrate, and analyze the performance of individual projects.

**7.9.2** The DARRO/DARPO PBD division shall be responsible for preparing the quarterly physical status and expenditure reports of the projects. These quarterly accomplishment reports should be compared with the quarterly targets based on the approved Budget Execution Document (BED) with corresponding support list using the Support Services Office (SSO) Forms A-M (please see **Figure 4**. Data Flow of PBD Sector Monitoring and Evaluation Reports). These reports shall be forwarded to the respective Project Holders and PMOs/PIOs every 10<sup>th</sup> day of the month immediately following the quarter.

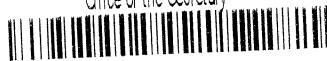
**7.9.3** OPIF/DBM-funded performance indicators (i.e., indicators under SILCAB, SARED and AFAES) generated by DARRO Support-to-Operations Division (STOD) shall be forwarded to the DAR-PPS for consolidation. A copy of these reports will be provided regularly to the DAR-PMS.

**7.9.4** Quarterly accomplishment reports shall be submitted to the PMS every 15<sup>th</sup> day of the month immediately following the quarter.

This Memorandum Circular takes effect immediately.

  
**VIRGILIO R. DE LOS REYES**  
Secretary

Department of Agrarian Reform  
Office of the Secretary



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**Figure 2. INTEGRATED PROGRAM BENEFICIARIES  
MONITORING AND EVALUATION TIMELINES**

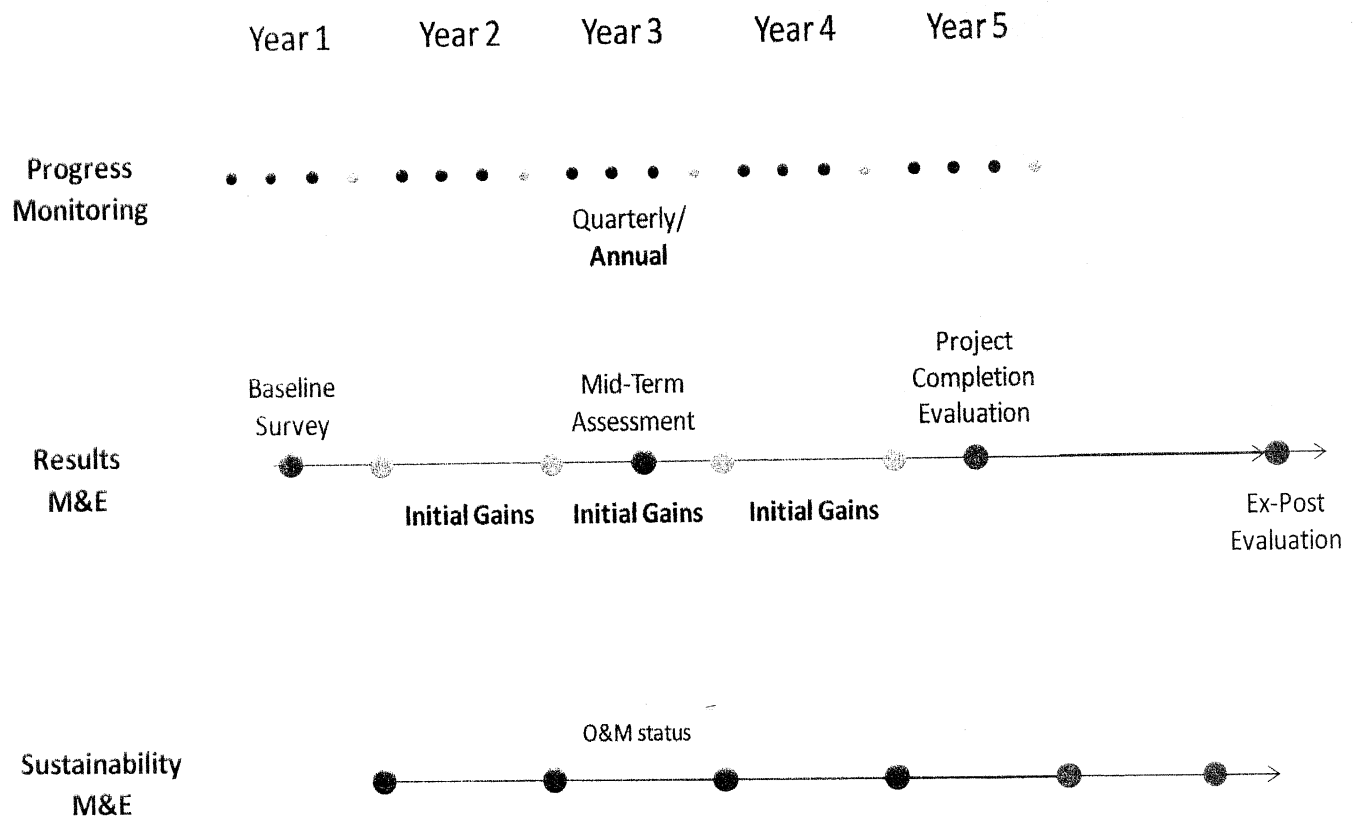


Figure 3. Casual Linkages

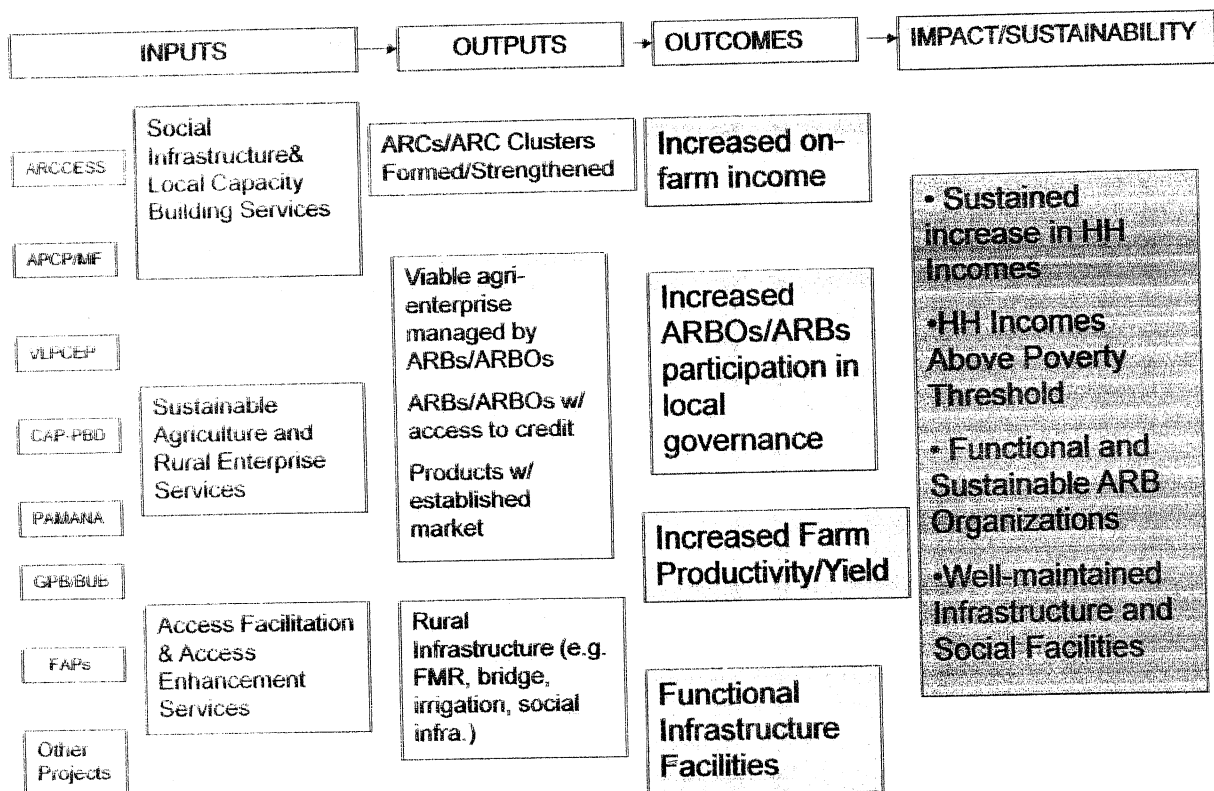
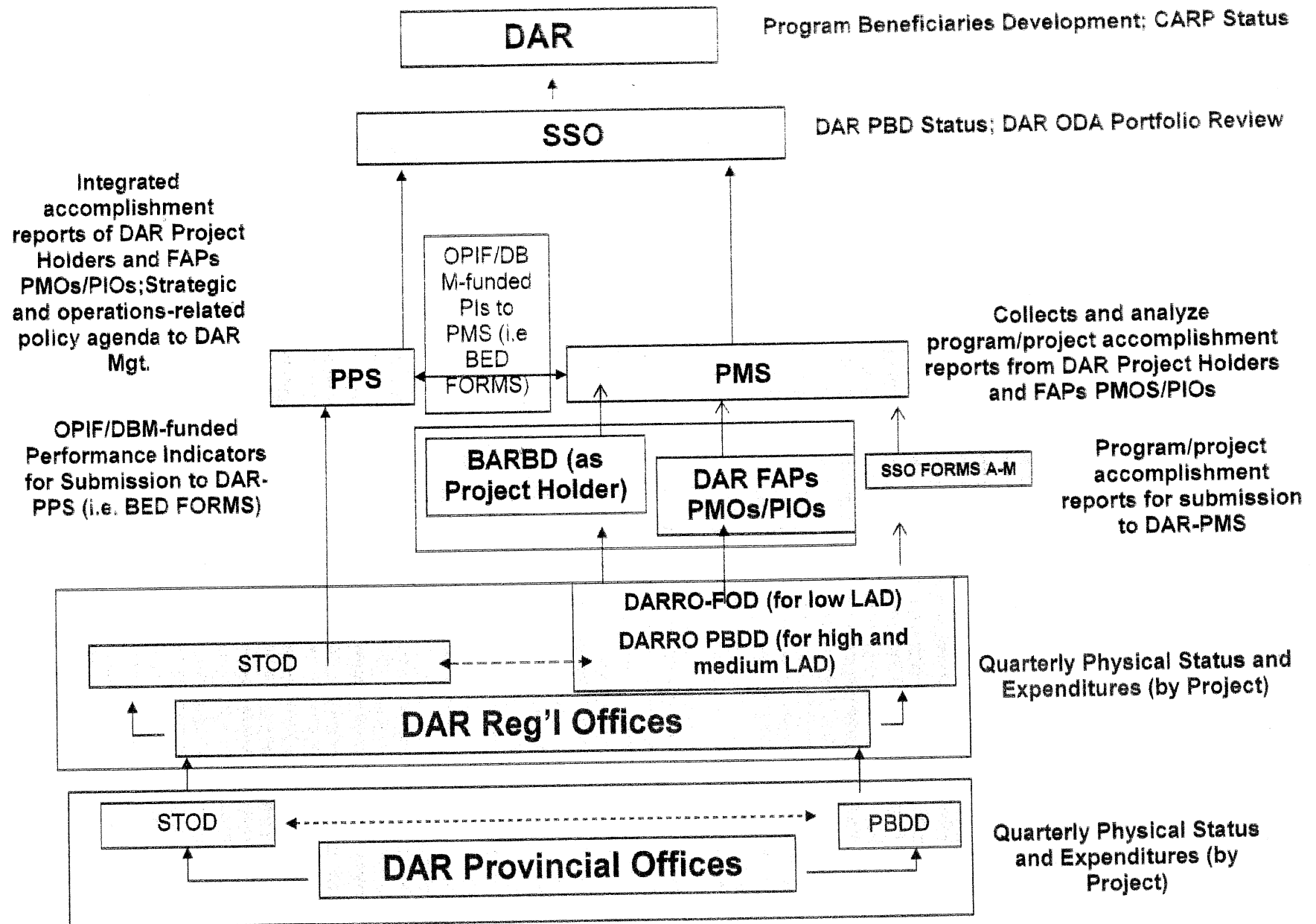
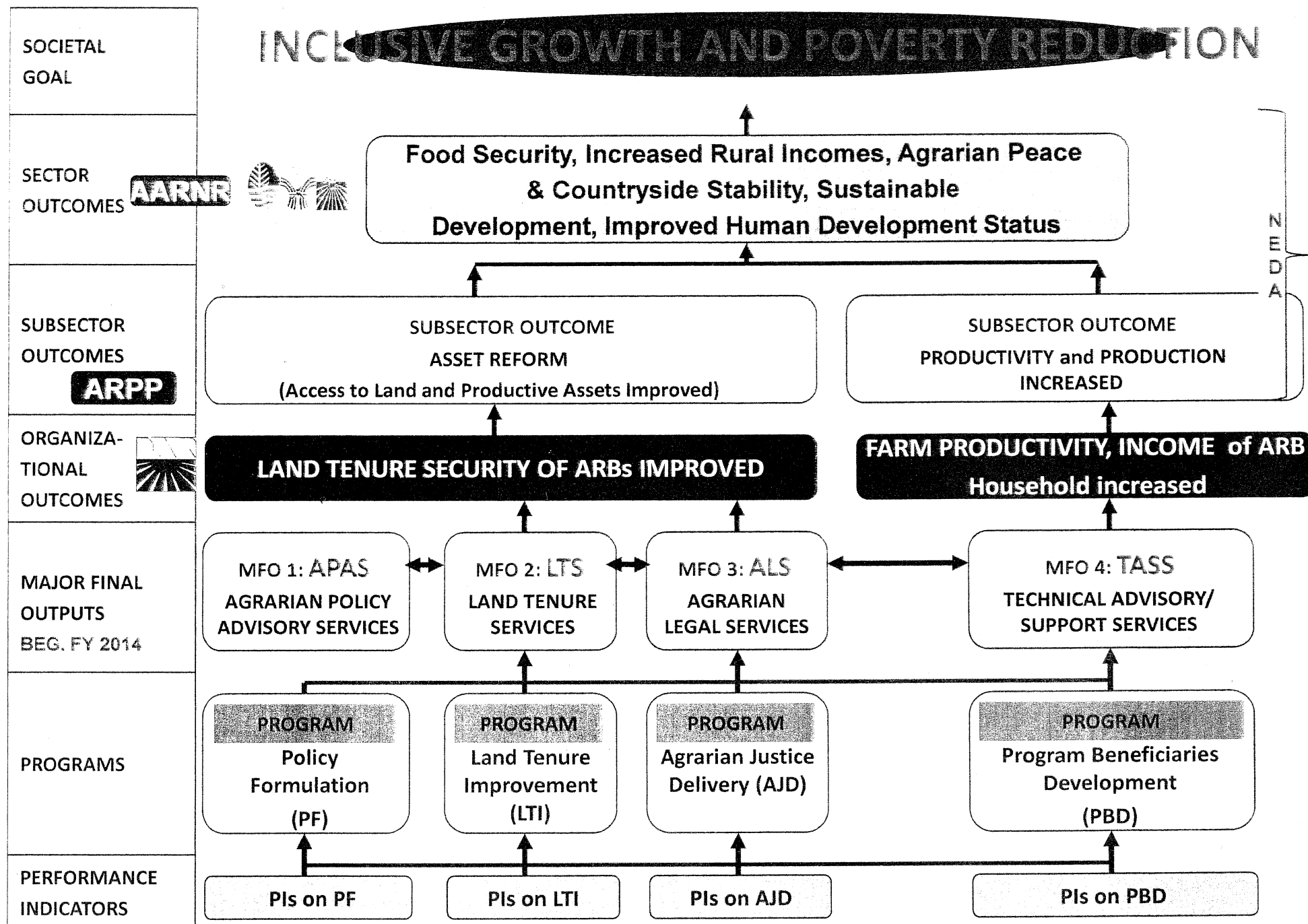


Figure 4. Data Flow of PBD Sector Monitoring and Evaluation Reports



# DAR's ORGANIZATIONAL PERFORMANCE INDICATOR FRAMEWORK\*

## INCLUSIVE GROWTH AND POVERTY REDUCTION



## List of PBD Performance Indicators

PROGRAMS / ACTIVITIES / PROJECTS	PERFORMANCE INDICATORS	
	OUTPUT (culled from MC17)	OUTCOME
Conduct ALDA and Organizational Assessment	- No. Of ARCs assessed	Increased ARBOs/ARBs participation in local governance (i.e. greater social inclusion, access to land and other productive resources, improved access to social services)
	- No. of Organization assessed	
Social Infrastructure and Local Capability Building (SILCAB)		
Community Mapping and Assessment		
Institutional Development Intervention	- No. Of ARCs established	
	- (Total) ARBs covered	
Gender-Responsive Capacity Development of ARBs/ARB Organization and ARCs	- No. Of ARBs Trained in ARCs & Non-ARCs	
	*ARCs	
	*Non-ARCs	
	- No. Of ARB Organizations (coops, FAs, IAs, women's group, etc.) assisted - (Cumulative Total) ARBs in ARB organizations/coops	Increased farm productivity (i.e. crop yield, livestock production ); increased on-farm income
Sustainable Agribusiness and Rural Enterprise Development (SARED)		
ARCESS Field Office		
1. Engagement of Business	- No. Of Business units with BDS	
	- No. of ARBOs involved	
2. Common Service Facilities (CSFs) Procurement	- No. of Lead ARBOs facilitated	
3. Contract Management	No. of BDS contract	
	Amount involved in the BDS contract	
	no. of AES contract	
	Amount involved in the AES contract	
4. Project Monitoring	- No. Of Project accomplishment review sessions conducted	
	- No. Of field validation conducted	
	- No. Of problem solving/mediation conducted	
	- No. Of Project reports prepared	



### List of PBD Performance Indicators

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## List of PBD Performance Indicators

<b>Access Facilitation and Access Enhancement Services (AFAES) funded by FAPs</b>		reduced transport and handling cost, post-harvest losses reduced, frequency of daily trips increased, reduction in cases of water-borne diseases
<i>Provision of Access to Physical Infrastructure</i>		
1. Monitor and provide technical assistance to organizations in repair and maintenance of infrastructures (previously completed and turned over)	- No. Of functional infrastructure maintained	
2. Irrigation projects	- No. of Projects Completed	
	- Service area covered (in has.)	
	- No. Of ARBs involved	
3. Farm-to-Market Roads	- No. of Projects Completed	
	- Total length (in km.)	
4. Post -Harvest Facilities	- No. of Units Provided	
	- No. Of ARBs involved	
	- Total are (in square meters)	
5. Multi-Purpose Pavements/Solar Dryer	- No. of Projects Completed	
	- Total are (in square meters)	
	- No. Of ARBs involved	
6. Bridge	- No. of Projects Completed	
	- Total length (in linear meters)	
<i>Provision of Basic Social Services</i>		
1. Installation of Potable Water Facility	- No. of Potable Water Systems Installed	
2. Installation of Flood Protection Facilities	Flood Protection (in linear meters)	
<b>Partnership Development</b>		
1. DAR-CRS (Christian Relief Service) Model on Linking ARBS to Corporate Supply Chains	- No. Of sub-projects implemented	
	No. of ARBOs and ARBs assisted	
2. APCP (Agrarian Production Credit Program) -Capacity Dev't	- No. Of sub-projects implemented	
	No. of ARBOs and ARBs assisted	
3. PRME-CRS (Promotion of Rural Micro-Entrepreneurship through community retail store operations) program	- No. Of sub-projects implemented	
	No. of ARBOs and ARBs assisted	
4. Up Valuing	- No. Of sub-projects implemented	
	No. of ARBOs and ARBs assisted	
5. CPWASH (Community Potable Water, Sanitation and Hygiene)	- No. Of sub-projects implemented	
	No. of ARBOs and ARBs assisted	
6. DAR-CDA on Coop Development	- No. of coops involved	
	No. of ARBOs and ARBs assisted	
7. VLCEP (Village Level Processing Center Enhancement )	- No. Of sub-projects implemented	
	No. of ARBOs and ARBs assisted	
8. Expanded VLCEP	- No. Of sub-projects implemented	
	No. of ARBOs and ARBs assisted	

## List of PBD Performance Indicators

9. PBD Lawyering	No. of ARBOs and ARBs assisted	
10. Social Entrepreneurship: An Innovative, Scalable, and sustainable Pathway to poverty reduction in ARAs	- No. of sub-projects implemented	
	No. of ARBOs and ARBs assisted	
11. Sustainable Debris Management (Climate Change Mitigation)	- No. of sub-projects implemented	
	- No. of ARBOs and ARBs assisted	
<b>AGRARIAN REFORM COMMUNITY CONNECTIVITY and ECONOMIC SUPPORT SERVICES (ARCESS): Professional Services &amp; CSF</b>		
1. Professional Services		
1.1 Need & Readiness Assessment	- No. Of ARBOs involved	
1.2 Agri-tech & Agri-extension	- No. Of ARBOs involved	
1.3 Business Development Services	- No. Of Business Units Developed	
1.4 Progress Monitoring & Impact Assessment	- No. Of sub-projects monitored and assessed	
2. Common Service Facilities (CSF)	- No. Of ARBOs provided with CSFs	
	- No. of CSF units provided	
<b>Bottom-Up Budgeting (BuB)</b>	- No. Of projects implemented	
	- No. Of LGU Municipality assisted	
<b>SUPPORT SERVICES FOR RURAL WOMEN</b>		
	- No. of Women's desk maintained	
	- No. of Programs and projects implemented	
	- No. of Women served	
<b>SUPPORT SERVICES FOR LANDOWNERS</b>		
	- No. of Landowners' desk established	
	- No. of Landowners (Los) served based on type of service provided	
<b>LOCALLY FUNDED PROJECTS</b>		
PAMANA		
	No. of conflict affected brgys provided with peace building projects	
	No. of ARBs and non-ARBs benefited	
<b>FOREIGN-ASSISTED PROJECTS</b>		
ARISP III		
ARCP2		
MINSAAD		
IARCDP		
Project Converge		
Tulay ng Pangulo		

## **LIST OF DAR ON-GOING PROJECTS**

### **I. Locally-funded BARBD Program/Projects**

#### **A. Enterprise Development Portfolio**

1. Village Level Processing Center Enhancement Project
2. Up-Valuing of ARB Products
3. Linking ARBs to Corporate Supply Chains
4. Social entrepreneurship
5. Partnership Against Hunger and Poverty

#### **B. Climate Resilient Project Portfolio**

1. Community Managed Potable Water Sanitation and Hygier

#### **C. Rural Finance Portfolio**

1. Agrarian Production Credit Program
2. Credit Assistance Program for Program Beneficiaries Devel
3. MicroFinance
  - a. Micro Agri Loan Products
  - b. MICOOP
  - c. DAR-CARD

### **Project Management Service**

#### **D. Payapa at Masaganang Pamayanan (PAMANA) Project**

### **Office of the Assistant Secretary, SSO**

#### **E. Grass Roots Participatory Budgeting**

#### **F. Agrarian Reform Community Connectivity and Economic**

### **II. Foreign-Assisted**

- A. JICA-Agrarian Reform Infrastructure Suport Project III (JIC
- B. ADB-Agrarian Reform Communities Project II (ADB-ARCF
- C. French-Tulay ng Pangulo Para sa Kaunlarang Pang-Agrai
- D. Italian Assistance to Agrarian Reform Communities Devel
- E. JICA-Mindanao Sustainable Agrarian and Agriculture Dev
- F. Philippine-Israel Center for Agricultural Technology Expans

Department of Agrarian Reform  
Project Beneficiaries Development

## Form 1. PROJECT FACT SHEET

As of \_\_\_\_\_

Project Title : Complete Project Title not in all Caps (ACRONYM)

Project Description :

Project Objectives :

Fund Source :

Implementing Office:

Project Start Date

Target :

Actual :

Completion Date

Original :

Revised :

Project Coverage

Region(s) :

Province(s) :

Name of Bgys.: (Attachment if not enough space)

Name of ARC: (Attachment if not enough space)

Name of ARBOs: (Attachment if not enough space)

Beneficiaries

No. of ARBs :

No. of non-ARBs:

Partner Agencies :

Project Components

Description of Components:

Components	Output Indicators	Cost (P)	Overall/Global Target	
			Original	Revised

## ANNEX 6

### Form 2. LOGICAL FRAMEWORK FORMAT

NARRATIVE SUMMARY (NS)	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	MEANS OF VERIFICATION (MOV)	ASSUMPTIONS
GOAL			
PURPOSE			
OUTPUT			
ACTIVITY			

Department of Agrarian Reform  
PROGRAM BENEFICIARIES DEVELOPMENT

(Project Name)

## Form 3. WORKPLAN AND BUDGET

[illegible]

Department of Agrarian Reform  
PROGRAM BENEFICIARIES DEVELOPMENT  
Form 4a. PHYSICAL PERFORMANCE REPORT  
By COMPONENT  
As end of \_\_\_\_\_

[illegible]

Global Target - total number of goods and services to be provided under the project



Department of Agrarian Reform  
PROGRAM BENEFICIARIES DEVELOPMENT  
Form 4b. FINANCIAL PERFORMANCE REPORT  
By COMPONENT  
As of \_\_\_\_\_ (Date)

[illegible]

**Global Target** - total number of goods and services to be provided under the project

Department of Agrarian reform  
PROGRAM BENEFICIARIES DEVELOPMENT

(Project Name) \_\_\_\_\_

Form 5a. PHYSICAL PERFORMANCE REPORT

As of \_\_\_\_\_ (Date: \_\_\_\_\_)

Major Final Output/Component/Activity	Indicator	Weight A	PHYSICAL TARGET			ACTUAL ACCOMPLISHMENT			SLIPPAGE			WEIGHTED PERFORMANCE (%)		
			Global <sup>1/</sup> B	For the Year C	For the Quarter D	Cumulative E	For the Year F	For the Quarter G	Cumulative H=B-E	For the Year I=C-F	For the Quarter J=D-G	Cumulative K=(E/B)*A	For the Year L=(F/C)*A	For the Quarter M=G/D*A
1. Community Driven Development		5												
2. AED		10												
3. Rural Infra		80												
4. PMO		5												
Overall Weighted Performance														

REMARKS:

1/ Global Target - total number of goods and services to be provided under the project

**Form 5b. FINANCIAL PERFORMANCE REPORT**[illegible]

1/ Global Target - total number of goods and services to be provided under the project

Department of Agrarian Reform  
 PROGRAM BENEFICIARIES DEVELOPMENT  
 Form 6. OVERALL PERFORMANCE REPORT  
 By PROJECT  
 As of \_\_\_\_\_ (Date)

PROJECT	PHYSICAL ACCOMPLISHMENT (%)	FINANCIAL PERFORMANCE (%)	TIME ELAPSED (%)
1. Community Driven Development			
2. AED			
3. Rural Infra			
4. PMO			

Department of Agrarian Reform  
PROGRAM BENEFICIARIES DEVELOPMENT

(Project Name)

Form 7. OUTSTANDING PROBLEMS AND ACTIONS TAKEN

As of (Date)

Problems/Issues/Concerns	Actions Taken	Recommendations

Responsibility Matrix  
Integrated PBD Monitoring and Evaluation

IPPS	DAR-PMS	PBD Project Holders, Implementing Units/PMOs	DARRO	DARPO
The PPS shall be responsible for the finalization of strategic work and financial plans based on approved planning guidelines and cost parameters.	<p>PMS to secure copies of the annual Work and Financial Plans of the different programs/projects. These plans will be the basis for monitoring quarterly progress of DAP projects/programs.</p> <p>PMS to prepare the design and supervise the conduct of baseline studies in coordination either with an external firm or DAR in-house experts.</p> <p>PMS to initiate the periodic review and updating of logical framework of individual projects.</p>	Project Holders and FAPs PMOs/PIOs shall submit to PMS their respective Work and Financial Plans (with qtrly. breakdown of physical targets and financial targets).	Regional PMOs/PIOs initiate the preparation of Indicative Work and Financial Plans for submission to DARRO.	Provincial PMOs/PIOs shall prepare indicative Work and Financial Plans for submission to DARRO.
The PPS shall establish collaborative and coordinative mechanisms with the M&E and operating units of the PBD to harmonize monitoring systems, ensure reliability, integrity and timeliness of data.	PMS shall establish an integrated monitoring and evaluation system for foreign-assisted and locally-funded DAR projects.	<p>Project Holders and FAPs PMOs/PIOs shall be the source of data of the PMS. These PMOs/PIOs have their respective M&amp;E units which collect periodic regional accomplishment reports for submission to the PMS.</p> <p>Reports submitted to the PMS shall undergo validation process to ensure accuracy of data.</p>	DARRO shall install and operationalize collaborative and coordinative frameworks and mechanisms to ensure integrity and reliability of data.	DARPO shall install and operationalize collaborative and coordinative frameworks and mechanisms to ensure integrity and reliability of data.
<p>The PPS shall integrate accomplishment reports of the operating units and come up with periodic reports and analysis on the units' accomplishments and status.</p> <p>Shall Recommend strategic and operations-related policy agenda to DAR management.</p>	The PMS shall be responsible for integrating and analyzing accomplishment reports from PBD Project Holders and FAPs PMOs/PIOs.	The various Project Holders and FAPs PMOs/PIOs shall be responsible for gathering the program/project quarterly reports from the region. The Project Holders and FAPs PMOs/PIOs will be responsible for analyzing and preparing the accomplishment reports for submission to the PMS every 15th day of the month immediately following the quarter under review.	The DARRO PBD division shall be responsible for gathering the quarterly accomplishment reports from the DARPO PBD division. These reports shall be forwarded to the DARRO implementing units/PMOs.	The DARPO PBD division shall be responsible for preparing the quarterly physical and expenditure reports of on-going projects in the province.
	The PMS shall be responsible for initiating the conduct of midterm project review and preparation of completion reports of individual projects.	The various Project Holders and FAPs PMOs/PIOs shall assist PMS in the preparation of proposals for the conduct of midterm review and preparation of project completion report.	The DARRO PBD division shall assist evaluation teams in the collection of data relative to the conduct of midterm review and preparation of project completion reports.	The DARPO PBD division shall assist evaluation teams in the collection of data relative to the conduct of midterm review and preparation of project completion reports.
	<p>National Inspectorate Teams (NITs) shall conduct periodic assessment on the conditions of turned-over facilities.</p> <p>The PMS shall provide allocation for sustainability monitoring and evaluation under its annual annual budget.</p>	PIOs/PMOs shall assist the Inspectorate Teams in the periodic assessment of turned-over facilities.	<p>Regional Inspectorate Teams (NITs) shall conduct periodic assessment on the conditions of turned-over facilities.</p> <p>The DARRO shall provide allocation for sustainability monitoring and evaluation under its annual budget.</p>	<p>Provincial Inspectorate Teams (NITs) shall conduct periodic assessment on the conditions of turned-over facilities.</p> <p>The DARPO shall provide allocation for sustainability monitoring and evaluation under its annual budget.</p>