



Canada 



***Supporting Women's Economic Empowerment
in the Philippines***

Mid-Year Report

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*Prepared by the PCW WEE (GREAT Women 2) Project Management Office
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ACRONYMS and ABBREVIATIONS

ADB	Asian Development Bank	QSOP	Quality Standard Operating Procedures
Amro	Asean+3 Macroeconomic and Research Office	RGADC	Regional Gender and Development Committee
BCP	Business Continuity Planning	RTD	Roundtable discussion
CAD	Canadian Dollar	RTWG	Regional Technical Working Group
CAR	Cordillera Administrative Region	SEDP-MPC	Socio-Economic Development Program Multi-Purpose Cooperative
CIDAMI	Cacao Industry Development Association of Mindanao, Inc.	SEM	Social Entrepreneurship and Management
COVID-19	Coronavirus Disease 2019	SETUP	Small Enterprise Technology Upgrading Program
CPT	Cleaner Production Technology	SSOP	Sanitation Standard Operating Procedures
DA	Department of Agriculture	TESDA	Technical Education and Skills Development Authority
DBM	Department of Budget and Management	WEE	Women's Economic Empowerment
DOST	Department of Science and Technology	WFP	Work and Financial Plan
DTI	Department of Trade and Industry	WME	Women Micro Enterprises/Entrepreneurs
ECQ	Enhanced Community Quarantine		
FDA	Food and Drug Administration		
FY	Fiscal Year		
GAC	Global Affairs Canada		
GAD	Gender and Development		
GAP	Good Agricultural Practices		
GDP	Gross Domestic Product		
GEWE	Gender Equality and Women's Empowerment		
GMP	Good Manufacturing Practice		
GWEn	GREAT Women Entrepreneurship		
H&W	Homestyle and Wearables		
HGDG	Harmonized Gender and Development Guidelines		
ICT	Information and Communications Technology		
M&E	Monitoring and Evaluation		
MGCQ	Modified General Community Quarantine		
NATCCO	National Confederation of Cooperatives		
NCA	Notice of Cash Allocation		
NGA	National Government Agency		
NGO	Non-Government Organization		
PCW	Philippine Commission on Women		
PCW-PMO	PCW-Project Management Office		
PFN&HVC	Processed Fruits and Nuts and selected High Value Crops		
PHilMech	Philippine Center for Postharvest Development and Mechanization		
PMF	Performance Measurement Framework		
PHP	Philippine Peso		
PRRD	President Rodrigo Roa Duterte		
PSC	Project Steering Committee		
PSOP	Production Standard Operating Procedures		
PTRI	Philippine Textile Research Institute		

1.0 Project Information

1.1 Project Name and Number

Supporting Women's Economic Empowerment (WEE) Project in the Philippines (2014-2020); Project Number D-000305

1.2 CEA/Lead Executing Agency

Philippine Commission on Women (PCW)

1.3 Recipient Country Partner

Government of the Republic of the Philippines (GOP)

1.4 Financial Information

Canadian Contribution: CAD\$8.0 Million

PCW Counterpart: CAD\$1.26 Million in cash and kind

1.5 Important Dates:

MOU signed	- 26 November 2014
Contribution Arrangement signed	- 21 January 2015
PO activated in SAP (start date)	- January 2015
Funds received at PCW	- 5 May 2015
First full year implementation	- FY 2015-2016
Actual End Date	- December 2020
Extension Granted	- March 2022

1.6 Contact Information

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2.0 EXECUTIVE SUMMARY

Background and Context

Fiscal Year (FY) 2020 – 2021 marked the sixth year of the project following the approved project extension until March 2022. The Project was originally closing in December 2020 with the last three (3) months set aside for liquidation and preparation of reports to the Government of Canada and the Government of the Philippines (GOP) through the Philippine Commission on Women (PCW). However, due to the series of unprecedented events from the Coronavirus Diseases 2019 (COVID-19) pandemic to the occurrence of natural calamities, the PCW-Project Management Office (PCW-PMO) requested for an extension on 12 May 2020. Following this, GAC approved the request for project extension until March 2022 on 8 July 2020. There is no additional funding for the extension. The savings and remaining unutilized funds will be used for implementation and project closing in 2022.

The period started off with limited project implementation given the situation brought about by the pandemic. In March 2020, President Rodrigo Roa Duterte (PRRD) issued back to back proclamations which declared the country in a state of national public health emergency and calamity. The President put the whole island of Luzon under enhanced community quarantine (ECQ) from 16 March 2020 to 12 April 2020. ECQ was originally extended until end of April. However, the rising number of COVID-19 cases prompted PRRD to extend quarantine restrictions to other parts of the country considered low-risk to high-risk areas. Some 208 WMEs (25.03%) reside in the following high-risk areas: Batangas, Benguet, Cavite, Davao City, Davao del Sur, Iloilo, Laguna, Negros Occidental Nueva Ecija, Rizal, Quezon, South Cotabato and Samar.

Following the lockdown, people's movement except for necessity, work and health circumstances were restricted. This restriction also extended to temporary closure of non-essential business thereby limiting economic activity to those in food, medicine, banking and business process outsourcing. Movement of goods and agricultural produce was not covered by the travel prohibition but farmers and transport personnel were required to go through quarantine checkpoints.

The limited economic activity posed by the lockdown led to the deepest contraction on record in the second quarter. The country experienced record-high unemployment and a steep decline in remittance from overseas Filipino workers. Following restricted production and disrupted supply chains, the country's exports suffered double-digit annual drops from March to June 2020. Consumer spending dropped 15.5% while government spending rose 22.1%. The quarantine restrictions also resulted in 22.9% decline in industrial production and contracted services shrank 15.8%.

With less than a year to implement, the main challenge for PCW-PMO and its partners is to expand its reach to 100% of active enrolled WMEs specifically extending needed assistance to bounce back from the pandemic, catch up with lagging targets of two (2) indicators under Component 1100 and most of the targets under Component 1200, and establish enabling mechanisms to ensure sustainability until the end of project implementation in December 2021.

Highlights of Implementation

From April to September 2020, a total of 57 out of 66 programmed activities were implemented. This includes sub-activities from major activities programmed in the work plan. Implementation of activities picked up pace in the latter part of the semester following receipt of funds of implementing partners and adjustment to the “new normal”.

Majority or 22 out of 34 partners were able to implement activities; of which 21 provided interventions to the WMEs while one (1) partner only implemented RTWG meetings. Some 11 partners were not able to implement due to pending release of funds and challenges in implementation following quarantine restrictions.

Accomplishments vis-à-vis the Targets

Reach. For this period, 318 out of 831 WMEs (38.27%) were provided with assistance using project funds. In terms of service count, the project’s reach doubled with 715 WMEs. Of the 831 WMEs, 94 WMEs received technical assistance from partner agencies. However, there are nine (9) activities that are yet to be encoded in the KoBo Toolbox hence, the number of WMEs reached by service count could slightly increase once these are accounted for.

The Project performed beyond its target in the original 18-month work. Cumulative data from first to third semesters showed that the Project reached 3,258 WMEs out of the target service count of 3,461 WMEs despite delays in implementation of activities.

Specifically, the following outputs were achieved during the period:

- a. Component 1100. Of the 601 target reach, 715 WMEs (118.95%) were provided with assistance leading to increased capacity of WMEs to produce and market high quality, environmentally sustainable products.

Of the 444 target WMEs, 461 WMEs (103.86%) were provided with assistance leading to increased capacity of WMEs to produce and market high quality, environmentally sustainable products. Likewise, the Project is above target in terms of providing interventions leading to improved entrepreneurial and management capacity of WMEs with 254 out of target 157 WMEs (161.57%) reached.

- b. Component 1200. For the period, major activities under this Component are the roundtable discussions (RTDs) on four (4) industry clusters which generated recommendations on how to respond to the needs of the WMEs during pandemic. Aside from RTDs, there were follow through activities on support to development of competency in weaving tools, RTWG Meetings, and continuous administrative, financial and technical support by Project Assistants.

Fund Status

As of 30 September 2020, the total cash advance received by the project from Global Affairs Canada (GAC) reached 6,750,000.00 in Canadian Dollar (CAD) or equivalent to 257,329,631.86 in Philippine Peso (PHP). This amount represents 88% of the total project budget of CAD7,650,000.00 allotted by the Government of Canada until 2022. Total expenditures of the project reached CAD5,887,957.09 representing only 76.97% of the original project budget.

In terms of total actual disbursement per original GAC budget, Component 1200 recorded a 69.28% utilization rate which was the lowest utilization level of the three (3) components. Component 1100 posted a utilization rate of 70.40%. Component 1300 posted the highest utilization rate at 103.88%.

As to the total actual disbursements versus total cash advances, Component 1100 posted the lowest share at 72.62%. Component 1200 posted utilization level of 95.17% while Component 1300 has 126.23% share of total disbursements.

Management Issues and Adjustments

For the period, the Project encountered the following management issues: 1) delayed release of funds, 2) postponement of face-to-face activities, 3) addressing the immediate needs of the WMEs, 4) difficulty in reaching some WMEs, and 5) adapting to alternative working arrangements. In response, the following adjustments were made to address these issues:

- a. Support to partners in following up with the Department of Budget and Management (DBM). Following year-end closing of financial transactions, unutilized funds were reverted back to the treasury. Some partners had to request for re-issuance of notice of cash allocation (NCA) from DBM.

In response, PCW-PMO Project and Finance Officers assisted partners to comply with DBM requirements. Despite alternative working arrangements, the Finance Officer directly coordinated with concerned bureaus of DBM on the re-issuance of NCA. Regular updating and continuous provision of administrative and financial support to partners were done through online meetings.

- b. Shift towards online and blended learning. Given the restrictions in movement, and stringent rules on public and face-to-face gathering, the scheduled interventions had to be postponed. As a result, 21 out of 34 partners were able to operate and provide interventions to WMEs. RTWG meetings were regularly conducted online, however, assistance to WMEs were limited due to concerns on funds availability, restrictions in movement of people, and transition from face-to-face to online modality.

Following government rules and procedure, programmed interventions could only be implemented following the methodology and expense items indicated in the approved activity proposal. The enhancement and approval of revised activity proposals because of the needed adjustments to online modalities took time. In addition, development of online learning materials went through a process. The following were considered: 1) identification of learning objectives, 2) identification of online platform to deliver the training, and 3) adapting the modules for online learning environment. In relation to these three (3) steps, partners also considered the situation of the WMEs. What are their challenges in taking the online training? Do they have internet access and available devices? What are their

experiences in online trainings? What are the barriers that may hinder their active participation and learning?

The implementing partners utilized online learning and development for their programmed capacity development activities and technical assistance. Technical assistance which could not be done online such as support to compliance on food certification had to be re-programmed in the calibrated work and financial plan (WFP). For partners who had to delay project-funded activities, continuous intervention was made possible through their regular programs which were mostly online as well. Some partners such as DTI, National Confederation of Cooperatives (NATCCO) and Socio-Economic Development Program Multi-Purpose Cooperative (SEDP-MPC) linked the WMEs to online training supported by the Women's Global Development and Prosperity Initiative of the Government of the United States of America.

Despite preparation and planning, the shift towards online learning and development still had some challenges. Feedback from initial assessment of Bayan Academy-led online training in Cordillera Administrative Region (CAR) highlighted challenges in connectivity and computer literacy among WME participants. This was validated by the results of the survey conducted by Department of Science and Technology (DOST) in CAR provided an indication on their readiness and adaptability to Information and Communications Technology (ICT). Of the 73 enrolled WMEs in CAR, 70 WMEs responded in the survey. Results showed that majority of the respondents have android-powered devices which are mostly used for personal communications. Using smartphones for teleconferencing, email and e-commerce is hardly a practice. Mobile data is the most widely used internet connection. Only 14 WMEs had reliable internet connection. In terms of using ICT services for e-commerce, only 40 WMEs are into e-commerce with Facebook as the most commonly used platform; of which only 18 WMEs use e-payment services.

PCW-PMO and partners recognized that some WMEs may not be familiar and comfortable to online learning. Since this modality may be used for quite some time, lessons on what worked and did not work are identified in order to enhance the design and ensure the effectivity of the intervention.

- c. Continuous support to WMEs during the pandemic. Results of the study on the immediate effects of COVID-19 showed that majority or more than 60% of the 441 WMEs interviewed were not operational or were only 25% operational during the ECQ regardless of their level. Sales were reduced by either 25-75% for the rest of the WMEs across all levels.

The absence of steady sales prevented the flow of income to support both the WMEs' business and family. WMEs with minimal assets may not be able to cushion the effect of the pandemic given their economic situation. Based on the data collected in previous monitoring, 282 out of 639 WMEs interviewed had assets of PHP500,000 and below; some of which are immovable assets.

While partners' work plans were based on the needs of the WMEs, it did not consider response for immediate needs of the WMEs during the pandemic. The technical assistance on market development programmed in the work plan involved face-to-face market matching and participation in trade fairs which were already put on hold following quarantine restrictions.

PCW-PMO and partners recognized that funds cannot be used for purchase of relief goods and cash assistance. In response, PCW-PMO developed infographics providing information on government programs and services which can be availed by the WMEs. These infographics were disseminated to regional partners through the Local Area Coordinators and to the public through PCW's Facebook page. Since the immediate needs of the WMEs entail generation of income to cushion the effects of quarantine restrictions, partners such as DOST-II, Department of Trade and Industry (DTI) in Region III, DTI-V, SEDP-MPC, DOST-VI, DOST-VII, DOST-XI and Philippine Center for Postharvest Development and Mechanization (PHilMech) prioritized webinars to help WMEs access e-commerce platform and services. Through their regular programs, Department of Agriculture (DA) in Region V, DOST-II, DTI-III, DTI-IVA and DTI VIII linked some WMEs in the following online marketing platform and trade fair: (a) Kadiwa ni Ani at Kita of DA, oneStoreCity of DOST and OTOP Pasinaya Virtual Trade Fair 2020 of DTI.

Aside from technical assistance on market linkage, some partners responded to the basic needs of the WMEs. DA-V mitigated the impact of the pandemic by addressing the emerging needs of the WMEs through their regular programs and services. It provided livelihood support to the WMEs. Vegetable seeds, seedling trays and chicken were distributed to WMEs which provided them with their immediate needs for food and additional source of income. Some WMEs were also provided with farm equipment and materials. SEDP-MPC also provided livelihood support through provision of vegetable seeds, and helped WMEs manage the mental pressure posed by the pandemic through psycho-social and mind setting sessions.

- d. Continuous effort to communicate with the WMEs. Continuous efforts are being made by implementing partners through the respective provincial offices of DTI and the DOST in reaching the 39 WMEs that have not been reached and provided with assistance. Due to quarantine restrictions, the coordination was limited to mobile communication, which made it more difficult to reach them. Despite the challenges, these WMEs are still considered as enrolled. Actual visits to the WMEs will be done once quarantine restrictions are lifted to determine their status, and identify more appropriate interventions.
- e. Regular coordination with partners. Government agencies and private sector organizations shifted to alternative working arrangements in compliance with quarantine restrictions. Most partners adopted the work from home arrangements which proved to be challenging since they had to balance productive and reproductive roles.

Accomplishing report requirements and other monitoring deliverables was challenging due to the fact that documents are in the offices, and internet connection is unstable at home. Local Area Coordinators regularly followed up with Project Assistants and Focal Persons on the encoding of partners' activities in the KoBo Toolbox and submission of reports.

Local Area Coordinators also conducted online meetings with partners, and provided online technical assistance. PCW-PMO also conducted online meetings including Local Area Coordinators to provide updates on regional implementations. Management issues reported are acted upon to ensure that partners' concerns are addressed on time.

3.0 CHANGES TO CONTEXT

FY 2020 – 2021 marked the sixth year of the project. The Project was originally closing on December 2020 with the last three (3) months set aside for liquidation and preparation of reports to Canada and the GOP through PCW. However, the PCW-PMO requested for an extension on 12 May 2020 and GAC approved the request for project extension until March 2022 on 8 July 2020. There is no additional funding for the extension. The savings and remaining unutilized funds will be used for implementation and project closing in 2022.

The year 2020 had been challenging given the situation brought about by the pandemic. In March 2020, PRRD issued back to back proclamations which declared the country in a state of national public health emergency and calamity. The President put the whole island of Luzon under ECQ from 16 March 2020 to 12 April 2020. Following the lockdown, people's movement except for necessity, work and health circumstances were restricted. This restriction also extended to temporary closure of non-essential business thereby limiting economic activity to those in food, medicine, banking and business process outsourcing. Movement of goods and agricultural produce was not covered by the travel prohibition but farmers and transport personnel were required to go through quarantine checkpoints. ECQ was originally extended until end of April. However, rising number of COVID-19 cases prompted PRRD to extend quarantine restrictions to parts of the country considered low-risk to high-risk areas. Some 208 WMEs (25.03%) reside in the following high-risk areas: Batangas, Benguet, Cavite, Davao City, Davao del Sur, Iloilo, Laguna, Negros Occidental, Nueva Ecija, Rizal, Quezon, South Cotabato and Samar.

The limited economic activity posed by the lockdown led to the deepest contraction on record in the second quarter. According to the National Statistics Agency, the country's gross domestic product (GDP) shrank 16.5% compared last year. This is the country's worst reading since 1981. The Asian Development Bank (ADB) reported that the country's GDP declined by 0.7% in the 1st quarter. It further went down by 16.5% in the 2nd quarter with the worst economic situation either happened in May or June. This drop marked the country's recession for the first time since the Asian Financial Crisis in 1998. ADB projected a 7.3% contraction in 2020 which is lower than its initial forecast of 3.8%.

While the economic forecast of the country's economic managers showed that the economy will shrink 5.5% but will likely rebound strongly in 2021. Economic forecasts from other authorities in economics presented a bigger GDP decline compared to government's estimates. According to the regional macroeconomic surveillance organization Asean+3 Macroeconomic and Research Office (Amro) in its revised GDP outlook for the country, there will be a bigger GDP decline. Its September updated projection was a faster contraction than the government's estimate of 4.5-6.6%. Amro noted that the downgrade of growth forecast for 2020 mainly reflected the impact from the re-imposition of the lockdown measures since early August. Likewise, the Barcelona-based FocusEconomics also downgraded its GDP forecast for the Philippines to negative 7% from minus 6.1% previously.

During this period of lockdown, the country experienced record-high unemployment and a steep decline in remittance from overseas Filipino workers. Following restricted production and disrupted supply chains, the country's exports suffered double-digit annual drops from March to June. Consumer spending dropped 15.5% while government spending rose 22.1%. The quarantine restrictions also resulted in 22.9% decline in industrial production and contracted services shrank 15.8%.

In terms of effect in the industry, the United Nations' Department of Economic and Social Affairs reported that creative industries in the Philippines have been particularly hit by COVID-19, as every aspect of the creative value chain – from supply to production, distribution and access – were severely impacted. A survey conducted in Cebu City to determine the impacts of the COVID-19 pandemic on micro-, small and medium-sized enterprises with 116 respondents showed that 92% of those surveyed had to either shut down completely or work from home in the first two (2) months of lockdown. Almost 80% received no government assistance. 65% experienced cancellations – a number that will probably go up even more as the lockdowns persist. Almost two-thirds of the respondents had no business continuity plans (BCPs), although some stated that they were in the process of making them. Nearly 75% stated that they will continue to work remotely in some form until a vaccine or effective treatment protocols are discovered. On a positive note, 9% whose companies were already positioned in the online space or were able to pivot quickly during the pandemic reported an increase in activities.

Results of the immediate effects of COVID-19 study spearheaded by the PCW-PMO showed that the number of Processed Fruits and Nuts and selected High Value Crops (PFN&HVC) WMEs affected is slightly higher than those in the homestyle and wearable (H&W) industry. Business of 130 out of 213 PFN&HVC WMEs (61%) interviewed were 25% operational and not operational during ECQ compared to reported 104 out of 138 H&W WMEs (49%). Likewise, in terms of sales, the proportion of PFN&HVC respondents is higher compared to H&W WMEs. Some 209 out of 213 of PFN&HVC WME respondents (98%) reported either no sales or reduced sales due to the pandemic while some 111 out of 138 H&W WME respondents (80%) had no sales reported and 75% reduction in sales.

In general, across all levels and industry, the study showed that enrolled WMEs were greatly affected economically. Majority or more than 60% of the 441 WMEs interviewed were not operational or were only 25% operational during the ECQ regardless of their level. For sales, the survey showed that Level 1 WMEs had the highest number of WMEs who did not have sales at all. A total of 75 Level 1 WMEs or 60.48% of all WMEs who did not have sales were Level 1 compared to 38 Level 2 WMEs (22.58%) and 11 Level 3 WMEs (8.87%). Sales were reduced by either 25-75% for the rest of the WMEs across all levels. Aside from sales, one of the most common challenges encountered across the three (3) levels is the transport/delivery of goods as shown in survey results wherein Level 1 WMEs had a mean of 3.91, 3.89 for Level 2 WMEs and 3.72 for Level 3 WMEs. WMEs from all levels and across the industries were drastically hit by the COVID-19 pandemic. The effects of the crisis were not only visible in their enterprises but also in their personal lives. In a question related to feeling happy most of the time, most of the WME respondents disagreed.

While the rest of the country was under modified general community quarantine (MGCQ) by September, the number of COVID-19 cases was still rising. Experts from the University of the Philippines observed that the reproduction number or "r-naught" remained at 0.96 as of first week of September. GOP had to extend the lockdown until such time that the situation is under control. While MGQ is more relaxed compared to other imposed lockdowns, there are still restrictions in place. For instance, in transportation, public transport is allowed with strict social distancing and inter-island travel from GCQ to GCQ allowed with safety protocols. Under MGCQ, public and private offices can operate in full capacity. However, alternative work arrangements are recommended for persons who are 60 years old and above, or those with other health risks. While WMEs in MGCQ areas can operate, some of them need financial resources to cushion the effects of the pandemic, and get their business on track.

Despite the economic challenge, the country's economic managers remain optimistic as it sees a likelihood of strong economic rebound in 2021. This may prove true as FocusEconomics noted that

supportive fiscal and monetary policy stances may help the economy to rebound significantly in 2021. Hence, this extension is seen as an opportunity to bounce back from the effects of the pandemic in the country and establish mechanisms for sustainability.

The review of revised work and financial plan until 2021 which was conducted for most of the period put emphasis on prioritizing the top seven (7) resources noted by the WMEs in the study. Hence, the WFP mostly include the following interventions: 1) access to financing, working capital, or loans, 2) trade fairs and other market matching activities, 3) product assessment and development, 4) e-Commerce training, 5) marketing and branding workshops, 6) access to support groups, and 7) access to affordable food certification services. The Project recognized that programming the needed interventions may help the WMEs bounce back from the negative impact of the pandemic despite the limited timeframe. While there is only one (1) year left for project implementation, PCW-PMO and project partners are optimistic with sustaining the gains in the past five (5) years following structures and mechanisms set in both the project and regular programs.

4.0 Progress on Outputs and Activities

4.1. Progress on Outputs and Activities

From April to September 2020, a total of 57 out of 66 programmed activities were implemented. This includes sub-activities from major activities programmed in the work plan Implementation of activities picked up pace in the latter part of the semester following receipt of funds of implementing partners and adjustment to the “new normal”. Majority or 22 out of 34 partners were able to implement activities; of which 21 provided interventions to the WMEs while one (1) partner only implemented RTWG meetings. Some 11 partners were not able to implement activities programmed in their WFPs.

Given the restrictions in movement, and stringent rules on public and face-to-face gathering, the scheduled programmed interventions were postponed. Some partners were able to transition from face-to-face to online modality. In the shift towards online learning, partners took into consideration the situation of the WMEs specifically their control and access to technology, experience in online learning environment, and challenges which may prevent them from accessing such services. For the last quarter of 2020, most partners opted to adopt online learning and development. There are some interventions that could not be conducted online such as assessment of production facilities. Hence, some DOST regional offices are assessing if site visits to assess production facility would be feasible given the current restrictions. The percentage of completion in WFP implementation is attached as **Annex Table 1**.

Specifically, the following outputs were achieved during the period:

4.1.1. Project Reach

Overall reach. The overall reach slightly increased from 94.95% last fiscal year to 95.31% (792 of 831 WMEs) for this reporting period. There are 39 WMEs (4.69%) that were not reached and provided with assistance. Of the 39, two (2) WMEs were reported closed and was part of attrition in the last Annual Report. Close to half were not responding to invitations due to challenges in coordination and communication. Some 10 WMEs were not able to attend despite receipt of invitation from partners due to more important business concerns. The regional breakdown of the unassisted WMEs is presented in **Table 1** below.

Table 1. Summary of Unassisted WMEs per Region

Reasons	CAR	II	III	IVA	V	VI	VII	XI	XII	Total
Invited but did not attend	3	0	1	2	0	0	0	4	0	10
WME is not responding to invitations	0	8	0	3	0	0	1	3	0	15
Closed the business	0	0	0	0	2	0	0	0	0	2
Personal emergency	0	0	2	0	0	0	0	0	0	2
Problems in the business	2	0	0	0	0	0	0	0	2	4
Partner has yet to invite the WME	0	0	0	0	0	2	0	0	0	2
Activity was postponed	0	0	0	1	0	1	1	0	0	3
Focused on another product	0	0	0	0	0	0	0	1	0	1
Total	5	8	3	6	2	3	2	8	2	39

Reach for this period. For this period, 318 out of 831 WMEs (38.27%) were provided with assistance using project funds. In terms of service count, the project's reach doubled with 715 WMEs and exceeded the target of 601 WMEs for the semester covering the period April to September 2020. Of the 831 WMEs, 94 WMEs (enterprise count) received technical assistance from partner agencies. However, there are nine (9) activities that are yet to be encoded in the KoBo Toolbox hence, the number of WMEs reached by service count could slightly increase once these are accounted for.

4.1.2. Increased capacity of WMEs to produce and market high quality, environmentally sustainable products

Of the 444 target WMEs, 461 WMEs (103.86%) were provided with assistance leading to increased capacity of WMEs to produce and market high quality, environmentally sustainable products. **Table 2** presents the summary of WMEs provided with assistance per work package.

Table 2. Summary of WMEs Reached per Work Package under Immediate Outcome 1110

Work Package	Activity	Target	Reach
1112. Mentoring and Facilitation of WME Registration and Certification Requirements	Orientation of FDA/online registration for ready-WMEs, all regions with Processed Fruits and Nuts (PFN), coffee, cacao - Levels 1-3	8	106
	Manual development workshops, i.e., Sanitation Standard Operating Procedures (SSOP), Production Standard Operating Procedures (PSOP), Quality Standard Operating Procedures (QSOP) -3 days, for DOST food safety teams with WMEs – Levels 2-3	0	14
	Consultants for manual preparation mentoring for PFN, cacao, coffee (Levels 2-3)	6	2
	Learning visit to Food Innovation Center (FIC) or toll-manufacturing facilities in area for PFN and cacao (Levels 1-3)	40	0

Work Package	Activity	Target	Reach
	Good Agricultural Practices (GAP) Orientations for Coffee, Cacao, PFN (2 days) – Levels 1-2	0	3
	Firm-Level Orientation on Good Manufacturing Practices (GMP) for owners with workers - 3 days, selected regions of PFN, Coffee, Cacao – (Levels 2-3)	19	0
Sub-total		73	125
1113. Technical Assistance in Product Design and Development provided to WMEs	One-day product assessment & market trend inputs – Levels 1-3	6	33
	Boot camps with product designers, including mentoring (2 days), all H/W regions – Levels 2-3	28	0
	Participation of WMEs in selected industry fora on key themes on WEE (3 days, for selected WMEs in selected clusters)	8	0
	Masters' Training for Cacao @ Cacao Industry Development Association of Mindanao, Inc. (CIDAMI) Training Center, fee w/ board/lodging, Reg. 7 & 11 – Levels 1-3	28	0
	Fine Chocolate Making, 1 day in Reg. 7 & 11 (Levels 2-3)	0	0
	Coffee cupping and quality assessment trainings; Women in Coffee Learning Sessions – Levels 2-3	11	2
	Packaging and labelling clinics (1 day) with design consultant mentoring (2 days follow-up meetings with WMEs) - 1 designer from Manila, 3 designers from region, all regions – Levels 1-3	10	5
	Technology transfer assistance on multi-commodity solar system for PFN, coffee roasting/green coffee bean, and natural dyeing, weave pattern drafting, and enhanced loom weaving techniques for H/W	5	0
	WME Summit (1 day)-Region 3 –Levels 1,2,3	0	0
Sub-total		94	40
1114. Technical Assistance in Market Development and Expansion for WMEs conducted	Buyer-Supplier encounters with institutional clients	48	0

Work Package	Activity	Target	Reach
	Support to participation in trade fairs for selected WMEs (international, 5 days duration); participation in artisan, national, regional trade fairs	16	32
	Workshops on practical marketing processes & tools, generating market information, and basic data analysis	118	19
	Workshops on ICT applications for marketing and for other business functions	95	245
Sub-total		277	296
Total for 1110		444	461

Of the 19 work packages, six (6) exceeded the targets. Workshops on ICT applications for marketing and for other business functions almost tripled its reach. This is in response to the immediate need of the WMEs to find alternative platforms to market their products. E-commerce has become the norm given the limitations in transportation. In this regard, partners have allocated huge percentages of their remaining budget for 2021 for interventions that utilize ICT applications. Given the uncertainty of the situation, partners recognize that a lot of activities still need to be conducted online come 2021. Therefore, it is critical to increase the capacities of WMEs to use ICT applications. However, connectivity challenges such as poor or absence of signal, unavailability of 4G/LTE network and access to a proper gadget may be encountered by some WMEs. Therefore, aside from finding out the readiness and adaptability of WMEs to ICT applications, the conduct of blended learning activities, a mix of online and on-site is also being explored.

Activities requiring face-to-face modality such as learning visits, participation in selected industry fora and Buyer-Supplier encounters with institutional clients had to be postponed in compliance with quarantine restrictions. The fate of face-to-face activities in 2021 is yet to be determined.

4.1.3. Improved entrepreneurial and management capacity of WMEs

Some 254 out of target 157 WMEs (161.57%) were provided with assistance leading to improved entrepreneurial and management capacity of WMEs. **Table 3** presents the summary of WMEs reached per programmed activity under Work Package 1121.

Table 3. Summary of WMEs Reached per Work Package under Immediate Outcome 1120

Work Package	Activity	Target	Reach
1121. Capacity Development on Entrepreneurial management skills conducted	WME assemblies (2 days)	22	0
	GREAT Women Entrepreneurship (GWEn) Trainings (3 days) and Social Entrepreneurship and Management (SEM) Trainings (5 days)	0	0
	Boot camp on negotiation skills and developing "elevator pitches" - 2 days each	6	0

	Establishment of empowerment spaces for WMEs per region	5	48
	Training/Boot camps on basic business finance and access to lending sources	96	0
	Support to business improvements facilitating access to partners' regular programs such as Small Enterprise Technology Upgrading Program (SETUP) and Grants-in-Aid of DOST, and post-harvest technology from PHilMech	0	150
	Workshops on Cleaner Production Technology (CPT), Energy Audit and BCP	51	56
Total for 1120		157	254
Total for 1110		444	461
Grand Total		601	715

Three (3) out of seven (7) work packages exceeded its target. Support to business improvements facilitating access to partners' regular programs had the highest reach.

4.1.4. Improved coordination and service delivery among stakeholders committed to WEE to implement and monitor gender and environment-sensitive programs & services for WMEs

For the period, activities conducted were RTWG Meetings, and continuous administrative, financial and technical support by Project Assistants. **Table 4** presents the accomplishments under Work Package 1211 for the period.

Table 4. Summary of WMEs Reached per Work Package under Immediate Outcome 1210

Work Package	Activity	Target	Accomplishments
1211. Improved coordination of partners in service delivery at national and sub-national	Regional Project Focal Assemblies - all regions, National Government Agencies (NGAs), Non-Government Organizations (NGOs), Industry Leaders - 2 day workshop; Conduct of Project Steering Committee (PSC) Meetings	3	0
	Regional convergence/ technical working group coordinating meetings	9	15
	Support to gender integration in the national industry cluster road maps for coffee, cacao, H&W and PFN&HVC through industry clustering workshop	0	0
	Strengthening collaboration of Food Safety Teams to assist WMEs comply with FDA requirements	2	0
	Salaries of Partners' Project Coordinators, Project Assistants, and their travel expenses	31	30

4.1.6. Improved capacity of government institutions and women’s businesses to enhance the policy and regulatory environment for WEE

For the period, the activities conducted were roundtable discussions and follow through activities on support to development of competency in weaving tools. **Table 5** presents the accomplishments under Immediate Outcome 1220 for the period.

Table 5. Summary of WMEs Reached per Work Package under Immediate Outcome 1220

Work Package	Activity	Target	Accomplishments
1221. Strengthened Capacities of Partners for WEE	Support to participation of project focals in national/regional industry forums, conferences	8	12
	Support to development of H&W system for coordination and access for greater market access of WMEs and industry players; direct contribution to industry planning and policy-making	0	0
1222. Provided support to policy review and enhancements affecting WEE	Conduct of RTDs for national/regional policy development; mainstreaming gender and WEE in the Regional Gender and Development Committee (RGADCs)	1	4
	Support to development of competency in weaving tools	23	0
	Support to partners’ mainstreaming of gender	0	0

PCW-PMO, in partnership with Bayan Academy, conducted four (4) RTDs for this period covering each priority industry for the Project. These RTDs were organized to 1) validate the results of the study on the immediate effects of COVID 19 to WMEs, 2) obtain comprehensive data about the perceived challenges and effects of the COVID-19 crisis on women entrepreneurs, and 3) provide a macro context about the challenges being faced by the various industries as industry leaders, stakeholders and practitioners. It was participated by industry representatives and as well as government agency partners of the Project and selected WMEs.

The roundtable discussions were held online via Zoom webinar and streamed live in the Facebook pages of Bayan Academy and PCW. Below are the highlights of the discussion and ways forward in each RTD.

- a. RTD on H&W Industry. The main challenges of the H&W industry were 1) generating minimal or zero sales due to restriction of selling non-essential items, and 2) gender/household issues of women workers. In response to problem on sales, the panelists recommended pursuing e-commerce and utilizing online shopping platforms such as Lazada and Shopee and even Facebook for a wider reach.

Following the rising cases of COVID-19, safety had been the priority hence, designer-entrepreneurs shifted to work from home arrangement. This posed challenges on the part of women workers who had to balance productive and reproductive roles. There was also

pressure on the part of women workers whose husbands lost their jobs. The loss of primary source of income meant that women had to take the financial burden. Moving forward and beyond economic issues, one of the panelists noted that women business leaders should explore solutions such as pivoting. Business leaders can contribute in the creation of safe spaces, opportunities, and support groups for the WMEs.

- b. RTD on Cacao Industry. The discussion provided insights on the differential impact of the pandemic on sales from different levels of cacao players and geographical location. While everyone was greatly affected regardless of enterprise level and size, bigger cacao players were still able to generate sales but experienced challenges in backward integration similar to small cacao farmers in Bohol.

Some medium-sized cacao-based enterprises thrived during the pandemic because demand for cacao products arose from bakeries, and consumers who opted to bake cakes and pastries for personal consumption and business. Pre-pandemic, chocolates were the best sellers. However, the shift to healthy lifestyle influenced consumers to drink healthy beverages such as tablea drinks.

A WME that has been utilizing e-commerce and partnership with courier service kept her business going. However, there are still some issues on logistics. The cacao products are sensitive to temperature. Hence, the logistic company needs to be reliable to ensure product quality. Logistics costs went up following restriction in the movement of people and goods.

For medium-sized enterprises, the problems lied on the sourcing of cacao beans coming from other farms and transporting of their products. By location, cacao farmers in Davao were not negatively impacted by the pandemic while small cacao farmers in Bohol experienced concerns on production due to lack of cacao beans. But at the same time, there was low demand for their tablea products due to lack of tourists. Since cacao growers in Bohol are smallholder farmers, they needed government support to cushion the effects of the pandemic.

The group also highlighted the prevailing issue on enterprises' compliance with Food and Drug Administration (FDA) license to operate (LTO) and Certificate of Product Registration (CPR). There was a clamor from WMEs for FDA to consider streamlining their requirements and process for application so that micro, small and medium enterprises can comply.

- c. RTD on PFN & HVC Industry. The top challenges of the PFN&HVC industry are the following: 1) lack of sales, 2) payment of obligations, 3) logistics, and 4) access to raw materials. The discussion highlighted how government efforts cushioned the effects of the pandemic in the food industry.

The group also recommended adoption of e-commerce to generate sales and adoption of hyperlocal marketing to mitigate logistical problems. In Cagayan Valley, DOST-II utilized the hyperlocal marketing approach in their oneSTore City app. This helped in the sales and delivery of fresh produce by providing an alternative to far off marketplaces. DA through the creation of food lanes helped farmers in the transport of their agricultural produce. DA also promoted urban gardening to encourage families not to rely on relief packs.

On enabling environment, DTI is working on a roadmap for a national effort. Commodities that are in abundant supply in certain regions can be given to other regions where there

is greater demand and vice versa. Regions would be part of each other's supply chain and be less dependent on imports of raw materials.

The group also tackled the issue on compliance with food safety regulation specifically on challenges to comply with requirements set by FDA. The government particularly DOST continued their assistance to WMEs on their FDA application.

- d. RTD on Coffee Industry. The discussion on the challenges in the industry surfaced the underlying problems in outbound logistics and shift to e-commerce.

Similar to the other RTDs, e-commerce came out as top suggestion to market coffee products. Sales and logistics were the top concerns in the coffee industry. Business model shifted from predominantly business-to-business or B2B to business-to-consumer or B2C. Even during the pandemic, there is still demand for coffee. However, problem lies in logistics. For coffee farmers in Baguio and Davao, it was difficult to deliver their coffee products to their markets. While coffee does not spoil fast, prolonged storage of coffee beans in the warehouse and production facility meant loss of income.

Despite capacity development efforts on e-commerce, there is still an issue on connectivity. While cashless transaction is promoted, farmers do not have the resources needed, and some areas do not have strong internet connection.

Aside from business issues, WMEs in the coffee industry also faced gender issues since the coffee industry specifically in the processing stage mostly employed women. WMEs and their women workers experienced multiple burden following work from home arrangement.

Aside from RTDs, Philippine Textile Research Institute (PTRI) conducted workshop to determine the assessment fee for a national certification. This was the follow through activity after the approval of the Technical Education and Skills Development Authority (TESDA) Board of the Training Regulations for National Certification on Upright Handloom Weaving (National Certificate II). The next step is the conduct of public hearing by TESDA to finally approve the certification and fees.

4.2. Progress on Knowledge Management, and M&E

For the period, the M&E System was strengthened through development of supplemental guides on data collection, and data quality analysis, and one (1) learning session for one (1) partner. In knowledge management, majority of the knowledge products produced were digital. These were posted in the official social media platforms and garnered modest engagement.

4.2.1. Support to strengthen knowledge management and communication of WEE

For this period, PCW-PMO produced digital knowledge products to provide information on programs and services which can help WMEs cushion the effects of the pandemic, and WMEs' efforts in response to the pandemic. A total of 12 infographics featuring the different programs and services that can be accessed by WMEs were produced. These were posted in the official Facebook account of PCW and official Instagram account of the project.

The official social media platforms became the project's medium to communicate "stories of empowerment" during the pandemic. PCW-PMO contributed to the series of Facebook posts

for #JuanaSaPanahonNgCorona. Stories of how four (4) WMEs helped their respective communities were featured along with other stories of women braving the pandemic. The posts received a total of 227 likes and were shared 82 times. In Instagram, Local Area Coordinators took turns to post photos of WMEs and their products through an Instagram “takeover” of the @greatwomenproject account. Collectively, 45 WMEs were featured and the posts garnered 783 likes altogether.

DOST-V also produced a brochure featuring a brief background on the WEE Project and highlights of accomplishments in the region. DOST-V distributed 75 copies each to regional partners and 25 copies in DOST provincial offices in Albay, Camarines Sur and Sorsogon. A digital copy of the brochure was posted in the Gender and Development (GAD) corner of the DOST website.

The Consultant experienced delay in the delivery of their outputs following quarantine restrictions which limited the mobility of the team, and intermittent internet connection in their areas. The lack of high resolution and quality images prompted the Consultant to apply creative treatment. For example, instead of photos, members of their team hand painted in watercolor each WME and her product. This was to ensure that image quality is consistent and aesthetically pleasing. Illustrations have yet to be completed but the team has already finished online Zoom interviews with the WMEs. The video recordings and interview transcripts will serve as source materials for the audio visual productions and case studies. The list of knowledge products developed for the period is attached as **Annex Table 2**.

4.2.2. Project Performance Monitoring and Reporting

PCW-PMO developed supplemental guides on data collection, and data quality analysis. These guides were provided to the regional M&E team composed of Area Coordinators and Project Assistants.

An online learning session on data quality analysis was conducted through Zoom following concerns of SEDP-MPC on the quality of data sets collected for outcome monitoring. The session focused on how to analyze the data sets submitted to identify quality concerns, and corresponding corrective measures to address such concerns. The session was attended by two (2) representatives of SEDP-MPC in-charge of data collection, and the PCW-PMO Project Officer assigned to oversee implementation in Region V.

The Project’s accomplishments versus targets set in the 18-month work plan are presented in **Annex Table 3** while the accomplished template for outputs and activities reporting is attached as **Annex Table 4**.

4.3. Fund Status and Explanation of Variances

As of 30 September 2020, the total cash advance received by the project from GAC reached CAD 6,750,000.00 or equivalent to PHP257,329,631.86. This amount represents 88% of the total project budget of CAD7,650,000.00 allotted by the Government of Canada. **Table 6** presents the cash advances with the prevailing exchange rate during the period the grant was received.

Table 6. Summary of Cash Advances

Date Released	Cash Advance No.	Exchange Rate	Amount of Cash Advance (in PHP)	Amount of Cash Advance (in CAD)	Balance (in CAD)
5 May 2015	1	34.83	17,414,965.76	500,000.00	7,150,000.00
1 February 2016	2	35.61	35,613,981.30	1,000,000.00	6,150,000.00
31 January 2017	3	36.69	27,520,432.63	750,000.00	5,400,000.00
19 September 2017	4	39.86	35,878,818.28	900,000.00	4,500,000.00
25 April 2018	5	41.02	12,307,188.78	300,000.00	4,200,000.00
7 January 2019	6	39.65	19,824,175.41	500,000.00	3,700,000.00
20 March 2019	7	39.63	19,816,424.55	500,000.00	3,200,000.00
27 June 2019	8	39.25	47,102,186.15	1,200,000.00	2,000,000.00
5 March 2020	9	38.05	41,851,459.00	1,100,000.00	900,000.00
Total			257,329,631.86	6,750,000.00	900,000.00

Source: PCW-PMO Finance Officer

Overall Fund Utilization Level. The implementation of activities incorporated in the recalibrated work plans of partners had a slow impact in the overall fund utilization level due to COVID-19 pandemic. From CAD5,410,853.84 or 70.73% fund utilization level in FY4, the overall fund utilization had increased only by 8.10% or equivalent to CAD477,103.25 in the FY6 1st semester implementation. As of 30 September 2020, actual disbursements of the project totaled CAD 5,887,957.09 representing 76.97% of the total allocation extended until 2022.

Actual Disbursement per Original GAC Budget. Component 1200 recorded a 69.28% utilization rate which was the lowest utilization level of the three (3) components. Component 1100 posted a utilization rate of 70.40%. Component 1300 posted the highest utilization rate at 103.88%. **Table 7** presents the summary of disbursements by work package.

**Table 7. Actual Disbursements vs. Cash Advances and GAC Original Budget
as of 30 September 2020**

Line Item	Original Full GAC Budgeted Contribution	Cash Advances	Actual Disbursements	% of Actual Disbursements vs GAC Budget	% of Actual Disbursements vs Cash Advance
1100 Improvement in competitiveness and sustainability of WMEs	4,276,315.31	4,145,817.62	3,010,565.96	70.40%	72.62%
1200 Improvement of enabling environment for WEE	1,813,055.24	1,319,819.56	1,256,137.95	69.28%	95.17%
1300 Project Management and Audit				0.00%	0.00%
1300-A Project Administration, Procurement, External Audit	1,428,508.26	1,198,852.68	1,470,207.47	102.92%	122.63%
1300-B M&E and Technical Coordination	132,121.19	85,510.14	151,045.71	114.32%	176.64%
Total (GAC)	7,650,000.00	6,750,000.00	5,887,957.09	76.97%	87.23%

Source: PCW-PMO Finance Officer

Actual Disbursements per Project Component versus Total Cash Advances. As to the disbursements per project component versus total cash Advances, Component 1100 still posted the lowest share at 72.62%. Component 1200 posted utilization level of 95.17% while Component 1300-A had 122.63% and Component 1300-B has 176.64% share of the total disbursements.

Actual Disbursement per Work Package. Compared to actual disbursements versus total disbursement, Component 1100 posted the highest utilization level at 51.13% followed by Component 1300 at 27.54%. Of the three (3) components, Component 1200 posted the lowest utilization level at 21.33%. **Table 8** presents the summary of disbursements by work package.

Table 8. Summary of Disbursements by Work Package as of 30 September 2020

Line Item	Original GAC Approved Budget	Actual Disbursements as of September 30, 2020	% of Actual Disbursements Per Work Package vs Original GAC Budget	% of Actual Disbursements Per Work Package vs Total Disbursements
1100 Improvement in competitiveness and sustainability of women's micro enterprises				
1110 Increased capacity of WMEs to produce and market high quality, environmentally friendly products	3,172,072.89	2,055,417.94	64.80%	34.91%
1120 Improved entrepreneurial management capacity of WMEs	1,104,242.42	955,148.02	86.50%	16.22%
Sub-Total 1100	4,276,315.31	3,010,565.96	70.40%	51.13%
1200 Improvement of enabling environment for women's economic empowerment				
1210 Improved capacity of government institutions and women's business to enhance the policy and regulatory environment for WEE	268,341.87	683,341.24	254.65%	11.61%
1220 Improved capacity of government institutions and women's businesses to enhance the policy and regulatory environment for WEE	1,238,431.67	491,825.73	39.71%	8.35%
1230 Knowledge management and communications	306,281.70	80,970.98	26.44%	1.38%
Sub-Total 1200	1,813,055.24	1,256,137.95	69.28%	21.33%
1300 Project Management and Audit				
1300-A Project Administration, Procurement and Audit	1,428,508.26	1,470,207.47	102.92%	24.97%
1300-B M&E and Technical Coordination	132,121.19	151,045.71	114.32%	2.57%
Sub-Total 1300	1,560,629.45	1,621,253.18	103.88%	27.54%
Total (GAC)	7,650,000.00	5,887,957.09	76.97%	100.00%

Source: PCW-PMO Finance Officer

Under Component 1100, the utilization of work package on technical assistance leading to increased capacity of WMEs to produce and market high quality, environmentally friendly products (1110) had higher utilization level at 34.91% compared to 16.22% utilization level of work package on technical assistance leading to improved entrepreneurial management capacity of WMEs (1120). There are more 1110 activities programmed in the work plan for 18 months compared to 1120 hence, it had the bigger budget allocation. The total allocation for 1110 is higher at CAD26,958.269 compared to CAD10,264,900 for 1120 in the approved 18-month work plan.

As for Component 1200, the utilization of work package on technical assistance leading to improved capacity of government institutions and women's business to enhance the policy and regulatory environment for WEE (1210) is at 11.61% which is slightly higher than the 8.35% utilization level of work package on technical assistance leading to improved capacity of government institutions and women's businesses to enhance the policy and regulatory environment for WEE (1220). Aside from regular RTWG meetings and participation in industry fora and conference, and support for industry cluster development, the salaries of partners' Project Coordinators, Project Assistants, and their travel expenses which comprises the bulk of the budget under Component 1200 are charged under 1210.

Of the two (2) sub-components under Component 1300, Project Administration, Procurement and Audit (1300-A) posed a higher utilization level at 24.97% due to charging of salaries of PCW-PMO personnel. Component 1300-B (M&E and Technical Coordination) posed a utilization level of 2.57%.

5.0 Operations

6.1. Changes to Project Governance

Since the project mechanisms and structure are already in place, there were no major changes in project governance. There were some slight changes in the leadership in the RTWG, and membership and structure in PCW-PMO.

6.1.1. RTWG Chair

There were no major changes in the implementation structure, feedback and reporting mechanisms and funds flow from PCW to the regions. The leadership in the RTWGs remained the same except for Region II which opted for a rotating leadership. DA-II assumed leadership in August 2020. The list of RTWG Chairpersons is presented in **Table 9** below.

Table 9. List of RTWG Chairpersons

Region	Name	Agency
CAR	Myrna P. Pablo	DTI
II	Narciso A. Edillo	DA
III	Julius Caesar V. Sicat	DOST
IVA	Alexander R. Madrigal	DOST
V	Remegia L. Balucio	SEDP
VI	Rebecca M. Rascon	DTI
VII	Asteria C. Caberte	DTI
VIII	Celerina T. Bato	DTI
XI	Ma. Belina C. Ambi	DTI

In terms of project support in implementation, monitoring and compliance to reportorial requirements, 30 out of 31 Project Assistants were onboard. DTI-VI finally engaged a Project Assistant. Some three (3) Project Assistants had to be replaced following non-renewal and resignation. DA-III and DA-VI were able to hire a replacement within the period. DA-VII is in the process of recruitment and hiring following the resignation of their Project Assistant.

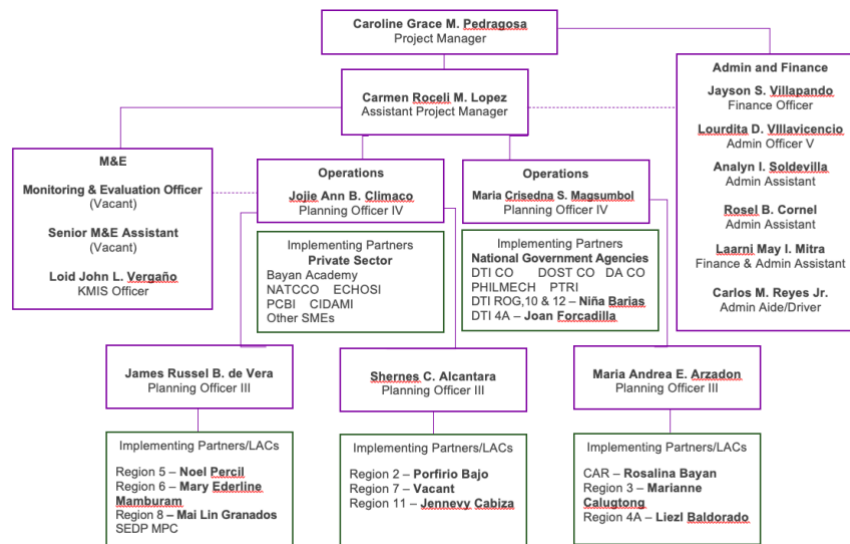
6.1.2. PCW-PMO Structure

From April to September 2020, the following positions: (a) Project Manager, (b) Planning Officer IV, (c) Senior M&E Assistant and (d) Region VII Area Coordinator positions (from July to September 2020) were vacant. This turnover at PCW-PMO posed some challenges in balancing the workload among members. Hence, the Acting Project Manager worked together with the rest of the PCW-PMO to ensure continuity of project operations, monitoring and evaluation in the middle of the pandemic. Constant communication with the PCW leadership served vital during the period. PCW-PMO also regularly coordinated with the Human Resource Management and Development Section for the hiring of personnel for the vacant positions.

By September, the Project Manager was onboard the project. The M&E Officer is expected to fill in the Planning Officer IV while recruitment and hiring for the rest of the vacant positions

are being processed. The movement in PCW-PMO prompted the team to clarify the structure, assignments and reporting lines. The figure below presents the PCW-PMO structure as of 30 September 2020.

Figure 1
PCW-PMO Organizational Structure



The need to catch up with Component 1200 targets prompted re-assignment of NGA and private sector partners to the two (2) supervising officers (Planning Officer IV). Both officers will oversee and lead the provision of technical assistance on gender mainstreaming in their assigned areas. They are also expected to work together to lead the development in the four (4) industry clusters. The three (3) senior officers (Planning Officer III) in partnership with the Local Area Coordinators are expected to oversee regional operations. The Assistant Project Manager will oversee day-to-day operations of the technical services (operations and M&E) while the Project Manager will oversee administrative and finance matters. However, all major decisions in operations and M&E will still be signed off by the Project Manager. The purpose of the restructuring is to streamline project operations thereby ensuring timely, efficient and effective management.

The abovementioned structure will be effective by 15 November 2020. The M&E Officer is expected to prepare the Mid-Year Report for the month of October. For the meantime, the Planning Officers divided the workload in operations among themselves.

6.1.3. Performance-based Management

The one-year extension is crucial to help WMEs bounce back from the pandemic and catch up with missed targets in the PMF. Hence, PCW-PMO strictly implements a performance-based approach in project management. In the review of WFPs, aside from alignment with the identified needs of the WMEs, PCW-PMO also considered partners' track record and absorptive capacity in activity implementation. High performing partners or those who implement and submit requirements on time are provided with bigger budget allocation and more activities in their WFPs as long as these are aligned with the needs of the WMEs. While one (1) partner with challenges in implementation and submission of reportorial requirements

but with great potential to contribute to H&W industry development will focus its implementation on Component 1200 following PCW-PMO's recommendation.

This strict implementation of performance-based management specifically in programming activities is PCW-PMO's measure to ensure that programmed activities will be implemented on time, and that funds allocated for each partner will be fully-utilized at the end of project implementation. Should there be any savings, PCW-PMO may consider approval of supplemental WFP to partners who have finished implementation ahead of time.

6.2. Changes to Risk Analysis

The results reported in the previous outcome reporting showed significant progress in achieving project targets set in the PMF specifically on Component 1100. However, the pandemic took the momentum away as results of the study conducted by PCW-PMO concluded that WMEs suffered socio-economic impact. Based on their self- assessment, more than a third of the WMEs interviewed (176 out of 441) needed more than three (3) months to get back on their feet while 167 WMEs (37.875) are uncertain on their recovery period.

PCW-PMO revisited the risk profile to identify uncertainties in the achievement of expected outcomes, assessed the likelihood and impact of these risks, and identified response strategies. Majority or 11 out of 15 risks identified are development risks which need to be mitigated given that these are likely to occur and can have moderate impact on development programming operations and outcomes. The updated matrix as of 30 September 2020 is presented as **Annex Table 5**.

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Annex Table 1
Summary of Percentage of Completion in Work Plan Implementation

Partners	Actual number of implemented activities from April to September 2020 (old WFP)	Target number of WFP Activities from April to September 2020	Implementation Rate	Actual number of implemented activities from April to September 2020 (recalibrated WFP)	Target number of WFP Activities from April to September 2020	Implementation Rate	Total Number of Implemented Activities
NGA Partners							
DA							
CAR	3	7	43%	1	1	100%	3
Region II	0	4	0%	3	3	100%	3
Region III	1	3	33%	2	3	67%	2
Region V	2	7	29%	1	1	100%	2
Region VI	1	9	11%	0	0	0%	1
Region VII	0	4	0%	0	0	0%	0
Region VIII	0	2	0%	1	1	100%	1
Region XI	0	9	0%	0	0	0%	0
PhilMech	2	4	50%	3	3	100%	3
DOST							
CAR	0	6	0%	1	1	100%	1
Region II	0	5	0%	6	6	100%	6
Region III	0	6	0%	0	0	0%	0
Region IVA	1	3	33%	1	3	33%	1
Region V	1	10	10%	1	2	50%	1
Region VI	5	6	83%	1	1	100%	6
Region VII	0	3	0%	3	3	100%	3
Region VIII	0	2	0%	1	2	50%	1

Partners	Actual number of implemented activities from April to September 2020 (old WFP)	Target number of WFP Activities from April to September 2020	Implementation Rate	Actual number of implemented activities from April to September 2020 (recalibrated WFP)	Target number of WFP Activities from April to September 2020	Implementation Rate	Total Number of Implemented Activities
Region XI	3	6	50%	3	7	43%	3
PTRI	0	4	0%	0	0	0%	0
Central Office	0	1	0%	0	0	0%	0
DTI							
CAR	2	14	14%	2	7	29%	2
Region II	4	6	67%	4	2	200%	2
Region III	1	2	50%	1	2	50%	2
Region IVA	0	6	0%	0	2	0%	0
Region V	1	16	6%	8	12	67%	9
Region VI	1	12	8%	1	5	20%	
Region VII	0	8	0%	0	0	0%	0
Region VIII	1	6	17%	0	0	0%	1
Region XI	0	6	0%	0	0	0%	0
Region XII	0	15	0%	0	1	0%	0
Private Sector Partners							
Bayan Academy	0	6	0%	4	4	100%	4
Empowering Communities with Hope and Opportunities Foundation, Inc.	0	0	0%	0	0	0%	0
NATCCO	0	3	0%	0	0	0%	0
SEDP-MPC	3	18	17%	1	2	50%	4
Total	32	219		49	74		61

Annex Table 2
List of Knowledge Products

Organization	Publication Title	Description	Project Support Provided	Release/ Follow up
PCW	Instagram posts from April to September 2020	64 Instagram posts featuring WMEs' products, project activities and infographics	Staff time to manage the account	1,264 likes, 18 comments and 80 views
PCW	Facebook posts	12 infographics featuring the different programs and services which can be accessed by WMEs to cushion the effects of the pandemic.	Staff time to develop the knowledge product	186 likes/reactions, and 108 shares
PCW	Facebook post for #JuanaSaPanahon ngCorona series	Featured Ms. Nene Macabenta of Balai Cacao's effort during the pandemic. She innovated and transformed their specialty, hot chocolate, to chilled bottled sekwate and distributed to frontliners.	Staff time to develop the knowledge product	64 likes/reactions, 1 comment and 25 shares
PCW	Facebook post for #JuanaSaPanahon ngCorona series	Featured Ms. Rebecca Castro Tubongbanua of Mc Nester, took the COVID-19 situation as an opportunity to help frontliners in the Province of Guimaras. Ms. Castro donated calamansi juice to frontliners in Guimaras and other hospitals in Iloilo.	Staff time to develop the knowledge product	62 likes/reactions, 5 comments and 22 shares
PCW	Facebook post for #JuanaSaPanahon ngCorona series	Featured Crissander Enterprises and its effort to protect healthcare workers. Crissander Enterprises made Personal Protective Equipment which were distributed to different hospitals in Bohol.	Staff time to develop the knowledge product	42 likes/reactions, 1 comment and 12 shares
PCW	Facebook post for #JuanaSaPanahon ngCorona series	Featured Ms. Joy Rapsing of Sassy's Creation, who stepped up to reach out to frontliners and those who are struggling during the pandemic, in the #JuanaSaPanahonNgCorona. Ms. Rapsing collaborated with Ms. Ruby Rodriguez, her regular client, to launch the #SassysCreationOneWithTheNation campaign. The initiative aims to help raise funds for the production of Personal Protective Equipment such as suits, face shields and washable cloth masks for the medical frontliners and to those who are in need.	Staff time to develop the knowledge product	15 likes/reactions, 1 comment and 10 shares
PCW	Facebook post	Featured the following WMEs for their initiatives and charitable activities during the COVID-19 pandemic: <ul style="list-style-type: none"> • Edelyn's Homemade Nuts • 3ESMZ / Lailen's • Apung Ota Brownies • Emy's Sweets and Pastries • Mils Enterprises • RPO Fine Foods Corporation • Pines Brownies and Delicacies 	Staff time to develop the knowledge product	29 likes/reactions and 20 shares

Organization	Publication Title	Description	Project Support Provided	Release/ Follow up
		<ul style="list-style-type: none"> • Granda’s Sweets and Delicacies • Nerimar’s Hi-Sweets • Bea’s Homemade Peanut Butter • RP Corpus Sales Enterprises 		
DOST-V	Project Brochure	Featured brief background of the WEE Project and highlights of accomplishment.	Staff time to develop the knowledge product and printing	<p>Distributed 75 copies each to regional partners and 25 copies in DOST provincial offices in Albay, Camarines Sur and Sorsogon</p> <p>Posted in the GAD corner of the DOST website</p>

Annex Table 3
Summary of Accomplishments versus Targets in the Work Plan for 18 Months
Covering the Period April 2019 to September 2020

Output/Outcome Work Package	Activity Input/s	Activity Output/s and Targets	1st semester Target	1st semester Reach	2nd semester Target	2nd semester Reach	3rd semester Target	3rd semester Reach	Total Target	Total Reach	Variance
1100. Improvement in competitiveness and sustainability of women's micro-enterprises											
1110. Increased capacity of WMEs to produce and market high quality, environmentally friendly products											
1112. Mentoring and Facilitation of WME Registration and Certification Requirements	A. Orientation of FDA/on-line registration for ready-WMEs, all regions with PFN, coffee, cacao - Levels 1-3	130 WMEs (Levels 1-3) trained and assisted resulting in their on-line FDA application	69	25	52	93	8	106	130	224	94
	B. Manual dev't workshops, i.e., SSOP, PSOP, QSOP (3 days), for DOST food safety teams with WMEs – Levels 2-3	220 WMEs (Levels 2-3) trained on manual development of required standard operation procedures resulting in 100 draft manuals prepared	181	52	39	23	0	14	220	89	-131
	C. Consultants for manual preparation mentoring for PFN, cacao, coffee (Levels 2-3)	145 WMEs (Levels 2-3) submitted required manuals to FDA	75	0	64	0	6	2	145	2	-143

Output/Outcome Work Package	Activity Input/s	Activity Output/s and Targets	1st semester Target	1st semester Reach	2nd semester Target	2nd semester Reach	3rd semester Target	3rd semester Reach	Total Target	Total Reach	Variance
	D. Learning visit to food innovation centers or toll-manufacturing facilities in area for PFN and cacao (Levels 1-3)	136 WMEs (Levels 1-3) participated and learned new technologies available in FICs; with at least 75% of WMEs who reported Very High level of awareness of environmentally sustainable products or production techniques	76	21	20	5	40	0	136	26	-110
	E. GAP Orientations for Coffee, Cacao, PFN (2 days) – Levels 1-2	60 WMEs (Levels 1-2) in food-based clusters oriented on GAP requirements resulting in 75% of WMEs with Very High level of awareness of environmentally sustainable products or production techniques	10	0	50	1	0	3	60	4	-56
	F. Firm-Level Orientation on GMP (owners with workers) - 3 days, selected regions of PFN, Coffee, Cacao – (Levels 2-3)	90 individuals (30 WMEs with 2 workers each); Levels 2-3, in food-based clusters oriented on GMP resulting in 30 WMEs adopting good manufacturing practices on manufacturing, packing and holding food	54	22	19	22	18	0	90	44	-46
		Sub-total (1112)	464	120	244	144	73	125	781	389	-392

Output/Outcome Work Package	Activity Input/s	Activity Output/s and Targets	1st semester Target	1st semester Reach	2nd semester Target	2nd semester Reach	3rd semester Target	3rd semester Reach	Total Target	Total Reach	Variance
1113. Technical Assistance in Product Design and Development provided to WMEs. Capacity Development on Entrepreneurial Management Skills	A. One-day product assessment & market trend inputs – Levels 1-3	213 WMEs (Levels 1-3) gained new knowledge on market trends in four industry clusters; resulting in 98 new concepts on product designs (H&W) or variants (PFN&HVC, cacao and coffee) or at least one new concept on product design/variant per WME	98	22	109	163	6	33	213	218	5
	B. Boot camps with product designers, including mentoring (2 days), all H/W regions – Levels 2-3	60 WMEs (Levels 2-3) mentored on product design and development; with at least 50% of WMEs developing new products resulting in at least 90 new designs or at least three (3) designs per WME	32	0	0	57	28	0	60	57	-3
	C. Participation of WMEs in selected industry fora on key themes on WEE (3 days, for selected WMEs in selected clusters)	36 WMEs (Level 2-3) participated in industry fora, conferences; exposure to new developments in industry technology (food and non-food); with 75% of WMEs who reported Very High level of confidence	21	0	8	11	8	0	36	11	-25

Output/Outcome Work Package	Activity Input/s	Activity Output/s and Targets	1st semester Target	1st semester Reach	2nd semester Target	2nd semester Reach	3rd semester Target	3rd semester Reach	Total Target	Total Reach	Variance
	D. Masters' Training for Cacao @CIDAMI Training Center, fee w/ board/lodging, Reg. 7 & 11 – Levels 1-3	45 WMEs (Levels 1-3) at the farm-level supply chain; and 50 WMEs at the processing-level trained resulting in 30 % of WMEs whose production volume doubled	0	0	17	0	28	0	45	0	-45
	E. Fine Chocolate Making, 1 day in Reg. 7 & 11 (Levels 2-3)	54 WMEs (Level 2-3) mainly in Reg. 7 & 11 gained knowledge on fine chocolate making resulting in 30 % of WMEs whose production volume doubled	42	35	12	8	0	0	54	43	-11
	F. Coffee cupping and quality assessment trainings; Women in Coffee Learning Sessions – Levels 2-3	75 WMEs (Levels 2-3) assisted on coffee cupping and quality assessment of their own coffee resulting in 30 % of WMEs whose production volume doubled	37	19	27	48	11	2	75	69	-6

Output/Outcome Work Package	Activity Input/s	Activity Output/s and Targets	1st semester Target	1st semester Reach	2nd semester Target	2nd semester Reach	3rd semester Target	3rd semester Reach	Total Target	Total Reach	Variance
	G. Packaging and labelling clinics (1 day) with design consultant mentoring (2 days follow-up meetings with WMEs) - 1 designer from Manila, 3 designers from region, all regions – Levels 1-3	220 WMEs (Levels 1-3) provided with recommended/improved packaging and labeling design (food and non-food products; with 30 % of WMEs who expanded their market to include institutional buyers by end of project	90	29	121	70	10	5	220	104	-116
	H. Technology transfer assistance on multi-commodity solar system for PFN, coffee roasting/GCB, and natural dyeing, weave pattern drafting, and enhanced loom weaving techniques for H/W	150 WMEs (Levels 1-3) provided technology assistance and capacity building.	123	59	22	22	5	0	150	81	-69
	I.WME Summit (1 day)- Region 3 –Levels 1,2,3	345 WMEs (Levels 1-3) participated in a region-wide summit and trade dialogue; resulting in 30% of WMEs who expanded their market to include institutional buyers	0	0	345	0	0	0	345	0	-345
		Sub-total (1113)	443	164	660	379	94	40	1,198	583	-615

Output/Outcome Work Package	Activity Input/s	Activity Output/s and Targets	1st semester Target	1st semester Reach	2nd semester Target	2nd semester Reach	3rd semester Target	3rd semester Reach	Total Target	Total Reach	Variance
1114. Technical Assistance in Market Development and Expansion for WMEs conducted	A. Buyer-Supplier encounters with institutional clients (i.e., PAGASA, PSSI, HRAP, retailers groups)	90 WMEs (Levels1-3) exposed to buyers' requirements; articulated prospects to negotiate for supplier agreement resulting in 30% of WMEs who expanded their market to include institutional buyers	26	13	17	24	48	0	90	37	-53
	B. Support to participation in trade fairs for selected WMEs (international, 5 days duration); participation in artisan, national, regional trade fairs	100 WMEs provided support to participation in trade fairs, resulting in 30% of WMEs who expanded their market to include institutional buyers	44	96	39	212	16	32	100	340	240
	C. Workshops on practical marketing processes & tools, generating market information, and basic data analysis	200 WMEs in regions gained new knowledge on market research resulting in 30% of WMEs who expanded their market to include institutional buyers	7	54	75	7	118	19	200	80	-120

Output/Outcome Work Package	Activity Input/s	Activity Output/s and Targets	1st semester Target	1st semester Reach	2nd semester Target	2nd semester Reach	3rd semester Target	3rd semester Reach	Total Target	Total Reach	Variance
	D . Workshops on ICT applications for marketing and for other business functions	214 WMEs (Levels 2-3) with increased knowledge of ICT applications for marketing and for other business functions resulting in 30% of WMEs who expanded their market to include institutional buyers	6	0	114	24	95	245	214	269	55
		Sub-total (1114)	83	163	245	267	277	296	604	726	122
		Sub-total (1110)	990	447	1,149	790	444	461	2,583	1,698	-885
1120. Improved entrepreneurial management capacity of WMEs											
1121. Capacity Development on Entrepreneurial management skills conducted											
	A. WME assemblies (2 days)	158 WMEs (Level 1-3) learned the best practices on enterprise development and market expansion; with 75% of WMEs who reported Very High level of confidence	26	83	110	237	22	0	158	320	162
	B. GREAT Women Entrepreneurship Trainings (3 days) and Social Entrepreneurship Management (5 days)	220 WMEs trained on self/ enterprise/ situation mastery (Levels 1-2); with 75% of WMEs who reported Very High level of confidence	176	228	44	20	0	0	220	248	28

Output/Outcome Work Package	Activity Input/s	Activity Output/s and Targets	1st semester Target	1st semester Reach	2nd semester Target	2nd semester Reach	3rd semester Target	3rd semester Reach	Total Target	Total Reach	Variance
	C. Boot camp on negotiation skills and developing "elevator pitches" - 2 days each	50 WMEs (Levels 1-2) developed new negotiation skills and "elevator pitches"; resulting in 50% of WMEs availing programs and services, and acquiring resources	0	18	44	55	6	0	50	73	23
	D. Establishment of empowerment spaces for WMEs per region	1 Core group of WMEs organized in each region (total of 9 groups) and functioning as a WEE support group resulting in 75% of WMEs reporting Very High level of confidence	0	1	4	0	5	48	9	49	40
	E. Training/Boot camps on basic business finance and access to lending sources	223 WMEs (Levels 1-2) with improved business financial literacy; resulting in 50% of WMEs availing loans	9	74	119	44	96	0	223	118	-105
	F. Support to business improvements facilitating access to partners' regular programs such as SET-UP and Grants-in-Aid of DOST, and post-harvest technology from PHILMech	150 WMEs (Levels 1-3) supported on accessing partners' regular programs resulting in 50% of WMEs who availed programs and services, and acquired resources	123	60	27	253	0	150	150	463	313

Output/Outcome Work Package	Activity Input/s	Activity Output/s and Targets	1st semester Target	1st semester Reach	2nd semester Target	2nd semester Reach	3rd semester Target	3rd semester Reach	Total Target	Total Reach	Variance
	G . Workshops on Cleaner Production Technology (CPT), Energy Audit and Business Continuity Planning (BCP)	200 WMEs(Levels 2-3) oriented, with plans on environment-friendly strategies to increase efficiency	84	33	65	200	51	56	200	289	89
		Sub-total (1121)	419	497	303	809	157	254	878	1,560	682
		Sub-total (1120)	419	497	303	809	157	254	878	1,560	682
		Total (1100)	1,408	944	1,452	1,599	601	715	3,461	3,258	-203
1200. Improved enabling environment for Women's Economic Empowerment											
1210. Improved coordination and service delivery among stakeholders committed to WEE											
1211. Improved coordination of partners in service delivery at national and sub-national	A. Regional Project Focal Assemblies - all regions, NGAs, NGOs, Industry Leaders - 2 day workshop; Conduct of PSC Meetings	34 focal persons from agencies and NGO partners updated and levelled-off information on good practices, recommendations to improve operations resulting in 100% of partners with gender responsive programs, activities, projects and services	15	0	16	26	3	0	34	26	-8

Output/Outcome Work Package	Activity Input/s	Activity Output/s and Targets	1st semester Target	1st semester Reach	2nd semester Target	2nd semester Reach	3rd semester Target	3rd semester Reach	Total Target	Total Reach	Variance
	B. Regional convergence/ technical working group coordinating meetings	9 RTWG Meetings held per quarter, resulting in partners' agreeing to a set of actions resolving operational issues and harmonized plans	9	21	9	14	9	15	27	50	23
	C. Support to gender integration in the national industry cluster road maps for coffee, cacao, H&W and PFN&HVC through industry clustering workshop	1 Policy issuance supporting gender integration in the national industry clusters	1	1	0	0	0	0	1	1	0
	D. Strengthening collaboration of Food Safety Teams to assist WMEs comply with FDA requirements	15 FST members with updated knowledge on FDA/LTO/CPR resulting in quick turn-around of technical assistance results – compliance with FDA requirements	12	54	2	0	2	0	15	54	39
	E. Salaries of Partners' Project Coordinators, Project Assistants, and their travel expenses	31 implementing partners hired program staff to improve coordination and service delivery	31	19	31	30	31	30	31	30	-1

Output/Outcome Work Package	Activity Input/s	Activity Output/s and Targets	1st semester Target	1st semester Reach	2nd semester Target	2nd semester Reach	3rd semester Target	3rd semester Reach	Total Target	Total Reach	Variance
1220. Improved capacity of government institutions and women's business to enhance the policy and regulatory environment for WEE											
1221. Strengthened Capacities of Partners for WEE	A. Support to participation of project focals in national/regional industry forums, conferences	10 project focals participated national/regional industry forum/conferences resulting in at least 1 recommended policy issuance/review supporting WEE	0	0	2	1	8	12	10	13	3
	B. Support to development of H&W system for coordination and access for greater market access of WMEs and industry players; direct contribution to industry planning and policy-making	5 project focals involved in development of W&H networking system resulting in at least 1 policy supporting WEE for the following agencies: DTI, DA and DOST	0	0	5	0	0	0	5	0	-5
1222. Provided support to policy review and enhancements affecting WEE	A. Conduct of RTDs for national/regional policy development; mainstreaming gender and WEE in the RGADCs	3 RTDs and 1 gender and WEE mainstreaming in RGADC conducted with stakeholders from government/ private sector (themes: gendered value chain results, cultural appreciation, WEE in regional development planning) resulting in at least 1 policy supporting WEE for the following agencies: DTI, DA and DOST	1	2	1	0	1	4	3	6	3

Output/Outcome Work Package	Activity Input/s	Activity Output/s and Targets	1st semester Target	1st semester Reach	2nd semester Target	2nd semester Reach	3rd semester Target	3rd semester Reach	Total Target	Total Reach	Variance
	B. Support to development of competency in weaving tools	23 industry stakeholders oriented on competency tools; 9 regions introduced to H&W and PFN roadmap content resulting in the adoption of recommendation on the regulation and certification of weavers	0	0	0	0	23	0	23	0	-23
	C. Support to partners' mainstreaming of gender	DOST's services and programs assessed to become more gender responsive using HG DG	0	1	0	0	0	0	0	1	1

**Annex Table 4
Outputs and Activities Reporting**

Project Title	Supporting Women's Economic Empowerment in the Philippines Project	Project Number	D-000305	Implementing Organization	PCW
Country	Philippines	Budget	CAD\$8.0 Million	Project Duration	April 2015 to March 2022

Immediate Outcome 1110	Increased capacity of women's micro enterprises to produce and market high quality, environmentally sustainable products
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	Output Statement from the Logic Model	Indicators from the PMF	Annual target from the work plan	Actual data (2019)	Actual data (cumulative)	End of project target	Status to date
Output 1111	Women's businesses received technical assistance	Percentage of enrolled WMEs provided with appropriate interventions on producing and marketing high quality, environmentally sustainable products	Target in the work plan covering April 2019 to March 2020 is 327 WMEs (service count). The work plan follows the fiscal year of Global Affairs Canada which starts in April and ends in March of the following year.	434 out of 831 WMEs or 52.23%	497 out of 831 WMEs or 59.81%	100% of enrolled WMEs who needed interventions on the following: (a) facilitation of WME registration and certification requirements, (b) product development, upgrading/enhancement of production technologies, and (c) market development and expansion were provided with appropriate training and technical assistance	Data reported is based on results of outcome monitoring on 2019 values conducted in the first and second quarters of 2020. The Project has yet to interview all enrolled WMEs. The figures are likely to go up when all enrolled WMEs are interviewed following this trend.

	Output Statement from the Logic Model	Indicators from the PMF	Annual target from the work plan	Actual data (2019)	Actual data (cumulative)	End of project target	Status to date
		Perception of relevance and integration of training received to business operation and management	Not included as target in the work plan	87.28% of those who received training and technical assistance (60 activities) rated the relevance and potential application to business operation as Very High.	Majority of the activities were not assessed but for a few , most of the WME participants rated the relevance and potential application to business operation as Very High.	85% of those who received training and technical assistance rated the relevance and potential application to business operation as Very High.	Results gathered from evaluations from 60 activities slightly exceeded the target. While this does not cover all activities, 59 out of 60 activities garnered a Very High rating. PCW-PMO will intensify its efforts in requiring and tracking administration of Post Activity Evaluation Forms. There is a dearth of accomplished project-issued evaluation forms due to compliance of NGA partners on International Organization for Standardization or ISO templates strictly enforced in their respective agencies. Private sector partners also had their own set of forms to evaluate activities implemented.
<i>Activity 1111.1</i>	Orientation of FDA/on-line registration for ready-WMEs, all regions with PFN, coffee, cacao						
<i>Activity 1111.2</i>	Manual dev't workshops, i.e., SSOP, PSOP, QSOP (3 days), for DOST food safety teams with WMEs						
<i>Activity 1111.3</i>	Consultants for manual preparation mentoring for PFN, cacao, coffee						
<i>Activity 1111.4</i>	Learning visit to food innovation centers or toll-manufacturing facilities in area for PFN and cacao						
<i>Activity 1111.5</i>	GAP Orientations for Coffee, Cacao, PFN						
<i>Activity 1111.6</i>	Firm-Level Orientation on GMP (owners with workers) - 3 days, selected regions of PFN, Coffee, Cacao						
<i>Activity 1111.7</i>	One-day product assessment & market trend inputs						
<i>Activity 1111.8</i>	Boot camps with product designers, including mentoring (2 days), all H/W regions						
<i>Activity 1111.9</i>	Participation of WMEs in selected industry fora on key themes on WEE						
<i>Activity 1111.10</i>	Masters' Training for Cacao @CIDAMI Training Center						
<i>Activity 1111.11</i>	Fine Chocolate Making						

	Output Statement from the Logic Model	Indicators from the PMF	Annual target from the work plan	Actual data (2019)	Actual data (cumulative)	End of project target	Status to date
<i>Activity 1111.12</i>	Coffee cupping and quality assessment trainings; Women in Coffee Learning Sessions						
<i>Activity 1111.13</i>	Packaging and labelling clinics (1 day) with design consultant mentoring						
<i>Activity 1111.14</i>	Technology transfer assistance on multi-commodity solar system for PFN, coffee roasting/GCB, and natural dyeing, weave pattern drafting, and enhanced loom weaving techniques for H/W						
<i>Activity 1111.15</i>	WME Summit						
<i>Activity 1111.16</i>	Buyer-Supplier encounters with institutional clients						
<i>Activity 1111.17</i>	Support to participation in trade fairs for selected WMEs (international, 5 days duration); participation in artisan, national, regional trade fairs						
<i>Activity 1111.18</i>	Workshops on practical marketing processes & tools, generating market information, and basic data analysis						
<i>Activity 1111.19</i>	Workshops on ICT applications for marketing and for other business functions						
Immediate Outcome 1120	Improved entrepreneurial and management capacity of women micro entrepreneurs						
1121	Women's businesses received technical assistance	Percentage of WMEs provided with appropriate capacity development interventions on enterprise development and management	Target in the work plan covering April 2019 to March 2020 is 695 WMEs (service count). The work plan follows the fiscal year of Global Affairs Canada which starts in April and ends in March of the following year.	471 WMEs interviewed out of 675 WMEs who received such assistance or 69.78%	555 WMEs interviewed out of 675 WMEs who received such assistance or 82.22%	100% of enrolled WMEs who needed capacity development on enterprise development and management were provided with appropriate capacity development	Some bits of information on assistance received of some Region VII old enrollees are not available. Per record, there are 675 WMEs who received assistance focusing on enterprise development and management as of 2019. Data reported is based on results of outcome monitoring on 2019 values which was collected in the first and second quarters of 2020. Project has yet to interview all enrolled WMEs. The figures are likely to go up when all enrolled WMEs are interviewed.

	Output Statement from the Logic Model	Indicators from the PMF	Annual target from the work plan	Actual data (2019)	Actual data (cumulative)	End of project target	Status to date
		Perception of women micro entrepreneurs on the quality and usefulness of training received	Not included as target in the work plan	74.63% of women who received training (14 activities) rated the quality and usefulness of training as Very Satisfactory	Majority of the activities were not assessed but for a few , most of the WME participants rated the relevance and potential application to business operation as Very High.	85% of women who received training rated the quality and usefulness of training as Very Satisfactory	Results gathered from evaluations from 14 activities was below target. PCW-PMO will intensify its efforts in requiring and tracking administration of Post Activity Evaluation Forms. There is a dearth of accomplished project-issued evaluation forms due to compliance of NGA partners on International Organization for Standardization or ISO templates strictly enforced in their respective agencies. Private sector partners also had their own set of forms to evaluate activities implemented.
<i>Activity 1121.1</i>	WME assemblies						
<i>Activity 1121.2</i>	GREAT Women Entrepreneurship Trainings (3 days) and Social Entrepreneurship Management (5 days)						
<i>Activity 1121.3</i>	Boot camp on negotiation skills and developing "elevator pitches" - 2 days each						
<i>Activity 1121.4</i>	Establishment of empowerment spaces for WMEs per region						
<i>Activity 1121.5</i>	Training/Boot camps on basic business finance and access to lending sources						
<i>Activity 1121.6</i>	Support to business improvements facilitating access to partners' regular programs such as SET-UP and Grants-in-Aid of DOST, and post-harvest technology from PHilMech						
<i>Activity 1121.7</i>	Workshops on CPT, Energy Audit and BCP						
Immediate Outcome 1210	Improved coordination and service delivery among stakeholders committed to WEE (e.g. women's enterprises, business associations, social enterprises, government, and development partners) to implement and monitor gender and environment-sensitive programs & services for women micro enterprises						

	Output Statement from the Logic Model	Indicators from the PMF	Annual target from the work plan	Actual data (2019)	Actual data (cumulative)	End of project target	Status to date
Output 1211	National government agency, local government, and private sector partners received technical assistance to coordinate and improve programs and services responding to women's needs in accessing economic and business development resources	Number of technical assistance provided to NGAs/Local Government Units/Private sector partners to improve programs' response to women's needs	The Project targeted support for the following: 1. Regional Project Focal Assemblies 2. RTWG Meetings 3. Support to gender integration in the national industry cluster road maps 4. Strengthening collaboration of Food Safety Teams to assist WMEs comply with FDA requirements 5. Hired Project Assistants/Coordinators to improve coordination and service delivery	34 partners were provided 2 technical assistance (planning and implementation) The Project also conducted Training on Gender Analysis and supported the Training for Qualified Persons in Regulatory Affairs of DOST Regional Food Safety Members. PCW-PMO also led the Focal Persons Meeting of DA.	Below is the breakdown of the total technical assistance provided on planning and implementation to each partner since 2016. A. Partners engaged before the Industry Cluster Approach (2016-2017) 1. DTI-IVA - 8 2. DOST Central Office - 8 3. DA-V - 7 4. PhilMech - 8 5. PTRI - 8 6. ECHOsi - 8 7. DOST-XI- 6 8. DA-II- 6 9. DA-VI - 6 10. NATCCO- 6 11. Bayan Academy - 6 B. Partners engaged in the Industry Cluster Approach (2019-2021) 1. DA CAR, DTI-CAR and DOST-	At least two (2) technical assistance were provided to each partner agency per year	The presence of Area Coordinators and Project Assistants/Coordinator engaged by partners ensured that partners are provided with technical assistance on planning and programming. Planning Officers assigned to supervise the Area Coordinators also provide technical assistance to partners. PCW-PMO also plans to partner with the Sectoral Coordination Division on the provision of technical assistance on gender mainstreaming.

	Output Statement from the Logic Model	Indicators from the PMF	Annual target from the work plan	Actual data (2019)	Actual data (cumulative)	End of project target	Status to date
					CAR - 2 assistance each 2. DTI II and DOST-II - 2 assistance each 5. DA-III, DTI-III and DOST-III - 2 assistance each 6. DOST-IVA - 2 7. DA-VII, DTI-VII and DOST-VII - 2 assistance each 8. DA-VIII, DTI-VIII and DOST-VIII - 2 assistance each 8. DA-XI and DTI-VIII - 2 assistance each		
		Level of satisfaction of partner agency on the technical assistance provided	Not included as target in the work plan	31 out of 34 partners or 91.18% were very satisfied	31 out of 34 partners or 91.18% were very satisfied	85% of partners who received technical assistance were very satisfied	Results showed that the target was reached. However, some three (3) partners have yet to provide their level of satisfaction on the technical assistance provided.
<i>Activity 1211.1</i>	Regional Project Focal Assemblies - all regions, NGAs, NGOs, Industry Leaders - 2 day workshop; Conduct of PSC Meetings						
<i>Activity 1211.2</i>	Regional convergence/ technical working group coordinating meetings						
<i>Activity 1211.3</i>	Support to gender integration in the national industry cluster road maps for coffee, cacao, H&W and PFN&HVC through industry clustering workshop						
<i>Activity 1211.4</i>	Strengthening collaboration of Food Safety Teams to assist WMEs comply with FDA requirements						

	Output Statement from the Logic Model	Indicators from the PMF	Annual target from the work plan	Actual data (2019)	Actual data (cumulative)	End of project target	Status to date
<i>Activity 1211.5</i>	Hiring of Project Assistants/Coordinators to improve coordination and service delivery						
Immediate Outcome 1220	Improved capacity of government institutions and women's businesses to enhance the policy and regulatory environment for women's economic empowerment						
Output 1221	National government agencies and women's businesses received technical assistance in: reviewing competition and trade policies affecting women's businesses; reviewing and adopting certification procedures and standards; policy advocacy	Number of technical assistance on policy review provided to partner agencies	DOST's services and programs assessed to become more gender responsive using HGDG	1	1	At least two (2) technical assistance were provided to each partner agency per year	<p>The Project has yet to reach its target. In terms of policy review, only DOST was provided with assistance. As reported, in 2019, PCW-PMO provided technical assistance in the review of SETUP 2.0 guidelines to contribute to the said program's gender responsiveness. DOST Central Office conducted consultation meetings with regional offices to gather their inputs on how to ensure that SETUP's guidelines respond to women's concerns.</p> <p>Moving forward, PCW-PMO will review the results of the Gender Mainstreaming Evaluation Framework assessment to identify entry points on which policies needed review to make it gender-responsive.</p>

	Output Statement from the Logic Model	Indicators from the PMF	Annual target from the work plan	Actual data (2019)	Actual data (cumulative)	End of project target	Status to date
		Number of technical assistance on issuance of policies supporting WEE provided to partner agencies	Not included as target in the work plan	2	2	At least two (2) technical assistance were provided to each partner agency per year	<p>The Project reached did not reach its target. However, the policy issued was signed by all NGA partners . In 2019, PCW-PMO provided technical assistance in the issuance of a Joint Memorandum Circular which calls for prioritization of 831 enrolled WMEs in its remaining months of implementation.</p> <p>In addition, the Project support to gender integration in the National Cacao Industry started off with support for the Annual Philippine Cacao Council Meeting and has led to the issuance of a memorandum on the integration of gender in the regional cacao councils. The recommendations arising from the roundtable discussions and capacity development on GAD are expected to lead to issuance of policies supporting WEE and enhancements of programs in order to respond to women entrepreneurs' issues and concerns.</p>

	Output Statement from the Logic Model	Indicators from the PMF	Annual target from the work plan	Actual data (2019)	Actual data (cumulative)	End of project target	Status to date
		Number of policy/position notes prepared	Not included as target in the work plan	0	0	At least two (2) policy/position notes prepared	<p>In order to catch up with the target, PCW- PMO revisited the recommendations from past roundtable discussions and Bayan Academy-led gendered value chain studies on coffee, cacao and woven textile. PCW-PMO identified recommendations which are doable within project timeframe, and aligned with the ways forward in the RTDs and of the PSC.</p> <p>PCW-PMO will prioritize preparation of concept note for the establishment of institutional partnership with a marketing platform. This is in response to the immediate need of the WMEs to gain wider market access and generate sales.</p>
<i>Activity 1221.1</i>	Support to participation of project focals in national/regional industry forums, conferences						
<i>Activity 1221.2</i>	Support to development of H&W system for coordination and access for greater market access of WMEs and industry players; direct contribution to industry planning and policy-making						
<i>Activity 1221.3</i>	Conduct of RTDs for national/regional policy development; mainstreaming gender and WEE in the RGADCs						
<i>Activity 1221.4</i>	Support to partners' mainstreaming of gender						

**Annex Table 5
Risk Response Matrix as of 30 September 2020**

Risk Area	Risks	Likelihood	Impact	Expected Outcomes Affected	Strategies
Operational risk					
Human Resource	Staff turnover at PCW-PMO due to low staff motivation and toxic work environment.	3	3	1100, 1110, 1120, 1200, 1210 and 1220	<ul style="list-style-type: none"> • Regularly communicate with the team to level off on deliverables of each member and progress on the delivery. • Empower the team by creating a positive working environment wherein each member is given a voice on matters relating to his/her deliverables. • Adopt a buddy system among planning officers. Senior officers to assist junior officers in the provision of technical assistance to partners. • Program coaching and mentoring sessions integrating self-mastery to members of the PCW-PMO.
Performance Management	Partners may fail to meet their commitment to the project, and that lack of communication among stakeholders may cause confusion and lack of clarity.	4	4	1100, 1110 and 1120	<ul style="list-style-type: none"> • Use the issue log template to gather issues, identify person in-charge and solution, and track updates. Local Area Coordinators and Planning Officers to regularly update the matrix. • Local Area Coordinators to provide regular updates on project's progress including management issues and concerns during RTWG meetings. • Conduct bilateral meetings with partners to get their full commitment on delivering expected outputs and outcomes on time, and level off on effective strategies. • Discuss and share good practices and implementation strategies during RTWG

Risk Area	Risks	Likelihood	Impact	Expected Outcomes Affected	Strategies
					meetings to motivate partners within the region.
Performance Management	Delays in the submission of technical and financial reports of regional partners and private sector partners. Incomplete reporting of outcomes including how gender issues of WMEs are addressed.	3	3	1100, 1110, 1120, 1200, 1210 and 1220	<ul style="list-style-type: none"> Regular monitoring and close coordination with partners. Emphasize the importance of timely submission of reports specifically on providing progress towards achievement of expected outcomes, management issues and concerns, and how project implementation is connected with the agency's gender mainstreaming. Provide technical assistance on results-based performance reporting and remind partners to follow the timeline for submission of reports. Local Area Coordinators and Planning Officers to review the reports submitted by partners, and provide feedback to partners. Aside from reviewing submitted reports, use a tracking sheet to monitor partners' compliance on timeliness in the submission of partners.
Development risk					
Modality	Scheduled face-to-face activities may still not be feasible until the 2nd quarter of 2021 leading to postponement of scheduled activities in the work and financial plan.	3	3	1100, 1110 and 1120	<ul style="list-style-type: none"> Assess the situation if face-to-face activities would still be feasible while considering other modality of implementing the activities. Recommend online trainings and technical assistance and/or link WMEs with free webinars and other online trainings offered. Provide support for online trainings through Zoom subscription for partners, and gadgets for communication for WMEs.
Modality	Activities conducted online may pick less interest and attention from the WMEs as compared to when activities are conducted physically. This may lead to poor	3	3	1100, 1110 and 1120	<ul style="list-style-type: none"> Gather feedback regularly from the WMEs using the online Post Activity Evaluation Form, and analyze external and internal factors that worked and did not work. Improve the activity design following results of activity evaluation.

Risk Area	Risks	Likelihood	Impact	Expected Outcomes Affected	Strategies
	attendance rate and takeaway on the part of WMEs.				<ul style="list-style-type: none"> • Recommend to partners to design a maximum of three (3) hours per day for online trainings. Assignments may be given to complement the online lectures. Course administrators will review the assignments and provide feedback and/or technical assistance to WMEs. • Program a blended learning approach utilizing useful applications such as Kahoot and Mentimeter to ensure active participation and initial assessment of knowledge gained.
Modality	Identified activities lead to unattained/partial attainment of expected outputs of activities due to deviation of partner in the activity design. Activities did not respond to the needs of the WMEs and were implemented for the sake of implementation without much regard to committed outputs.	3	4		<ul style="list-style-type: none"> • Regular monitoring and provision of technical assistance of Area Coordinators in the preparation phase of each activity. • Recommend to the RTWG to conduct a Learning Session on Lessons Learned to identify the strategies that worked and did not work. Area Coordinators and Planning Officers to ensure that results will be integrated in project operations. • Recommend strategies that will ensure achievement of expected outputs. For example, Results of USAID's Theories of Change on High-Growth SME Development that tailored consulting services and coaching are more effective than classroom-style trainings. Market linkages programs have been shown to increase sales and employment of small and medium-sized enterprises, most effectively through demand-side interventions. Bundled services combining counseling, planning, and trade missions are most effective when they focus on helping firms break into new markets. The best ways to support innovation are by improving the enabling environment (e.g., increasing public support for innovation or ensuring a reliable intellectual property rights

Risk Area	Risks	Likelihood	Impact	Expected Outcomes Affected	Strategies
					system), targeting capacity-building to improve SMEs' use of human and capital resources and facilitating access to finance.
Strategic Direction	Project and GAD Focal Persons of NGA partners may prioritize performing their regular tasks. Hence, they might have limited time and resources to focus on gender mainstreaming specifically on assessing the gender-responsiveness of their programs using the Harmonized Gender and Development Guidelines (HGDG).	3	4	1100, 1110, 1120, 1200, 1210 and 1220	<ul style="list-style-type: none"> • PCW-PMO to closely work with the Philippine Commission on Women's assigned divisions to ensure that viable directions and strategies to achieve project's gender mainstreaming-related outcomes. • Set schedules for mentoring and coaching sessions/one-on-one learning sessions with Project Focal and/or GAD Focal Persons. • Solicit commitment of agency's top management to issue policies related to gender equality and women's empowerment (GEWE).
Strategic Direction	Partners have low appreciation and limited knowledge, skills, and capacity on women's economic empowerment and gender mainstreaming (use of gender analysis tools, and its application). Hence, partners have low level of effort on adopting gender mainstreaming as a strategy to ensure improved delivery of gender-responsive programs.	3	4	1100, 1110, 1120, 1200, 1210 and 1220	<ul style="list-style-type: none"> • Conduct GAD and WEE Learnings Sessions with GAD Focal Point System including the top management officials to solicit their commitment to GEWE. • PCW-PMO to initiate another WEE/GAD Capacity Sessions with WEE Project regional partners/focal persons in one of their regular RTWG meetings.
Strategic Direction	Project strategies and mechanisms such as RTWG established by the project will not be adopted/sustained by partners	4	3	1100, 1110, 1120, 1200, 1210 and 1220	<ul style="list-style-type: none"> • Organize consultation meetings with NGAs (national and regional levels) and identify areas of the project that may be integrated in their regular programs/projects early in 2021.

Risk Area	Risks	Likelihood	Impact	Expected Outcomes Affected	Strategies
					<ul style="list-style-type: none"> Integrate project outcomes in the agency's GAD Agenda composed of the GAD Strategic Framework and the GAD Strategic Plan. Propose integration of the RTWG to the RGADC in the priority regions of the project.
Socio-political, economic, gender equality	The economic recession could result in job losses, lower consumer spending, and bankruptcy of businesses. Asian Development Bank projected a 7.8% contraction of the country's Gross Domestic Product for 2020. Further, the current unemployment rate is at 10% in July.	3	3	1100, 1110 and 1120	<ul style="list-style-type: none"> Provide interventions on business continuity planning and business pivoting to increase the adaptability of WMEs to the changing economic landscape. Increase product development or product re-engineering interventions to WMEs who have been experiencing lower sale turnouts due to lower demand of their products. Recommend to partners to reduce information asymmetries and expand collateral laws to include moveable assets in their loan programs. Ensure that cost reduction and efficiency measures are integrated in trainings on financial literacy and management, and technical assistance on upgrading production technology and product development.
Socio-political, economic, gender equality	Liquidity of WMEs or lack of capital and financial resources will lead to defaults, closures, etc. of WMEs.	3	3	1100, 1110 and 1120	<ul style="list-style-type: none"> Facilitate access to government services that cater to small business having financial difficulties amid the pandemic. Explore the possibility of providing orientation or webinars on reasonable lending and financing options for WMEs. Strengthen marketing-related activities to help WMEs sell and liquidate their products.
Socio-political, economic, gender equality	The government imposed lockdowns, restrictions, and protocols resulting in the cancellation of events, disruption of logistics, and difficulty implementing and monitoring.	3	3	1100, 1110 and 1120	<ul style="list-style-type: none"> Facilitate access to permits or authorization to move products from one point to another. Increase provision of logistics support to help WMEs reach the market.

Risk Area	Risks	Likelihood	Impact	Expected Outcomes Affected	Strategies
					<ul style="list-style-type: none"> • Capacitate WMEs and partners on the usage of different digital platforms for market expansion and development. Utilize existing digital marketing platforms such as oneSTORE and link WMEs to these platforms. • Encourage WMEs to adopt a hyperlocal marketing approach.
Socio-political, economic, gender equality	Low level of confidence and well-being of WMEs as a result of the pandemic	3	3	1100, 1110 and 1120	<ul style="list-style-type: none"> • Integrate improvement of wellness and wellbeing in the priority activities for partners. • Design activities that are really relevant to the needs of the WMEs. Activities that will help them solve their business challenges. • Encourage creation of support groups in the regions. The core group of WMEs organized in each region may also function as a WEE support group. • Assistance focused on the mental well-being of WMEs may be considered by partners. Partners may include mental health check and other exercises to address such needs.
Capacity and governance	Strict observance government laws and policies on food accreditation may lead to decrease in sales or closures of some WMEs.	2	2	1100, 1110 and 1120	<ul style="list-style-type: none"> • Increase provision of technical assistance on food accreditation. Host webinar orientations on government laws and policies on food safety. • Continue to work with the DOST Food Safety Teams in the region and explore more engagement with the FDA to fast track the accreditation and certification process of WMEs' products.

Risk Area	Risks	Likelihood	Impact	Expected Outcomes Affected	Strategies
Financial risk					
Funding	Delays in funds download and postponement of activities in earlier phases jeopardize ability to meet scheduled implementation dates.	3	4	1100, 1110 and 1120	<ul style="list-style-type: none"> • Analyze task completion and delays must be reported immediately so that relevant action plans can be made to complete the tasks as soon as possible • Recommend to partners to include turnaround time in processing of payment and liquidation when programming activities. • Regularly monitor the funds utilization rate and remind partners to prepare the liquidation documents on time. • Conduct dialogues with their resident auditor to ensure that project funds are audited on time.