Republic of the Philippines
OFFICE OF THE SECRETARY
Elliptical Road, Diliman
1100 Quezon City

April 1, 2022

MEMORANDUM

FOR	:	**REGIONAL EXECUTIVE DIRECTORS OF CAR, MIMAROPA, V, VI, VII, VIII, IX, X, XI, XII AND XII**
ATTN	:	**DA-SAAD FOCAL PERSONS**
FROM	:	**NATIONAL PROGRAM DIRECTOR, DA-SAAD PROGRAM**
SUBJECT	:	**PROGRAM MANAGEMENT OFFICE (PMO) STUDY, ACTIVITIES, AND TRAVEL SCHEDULES**

The SAAD National Program Management Office (NPMO) will be conducting a study on the Program Management component of SAAD regional and provincial offices from April to September 2022. The eventual output of the activity is to publish a manual on the PMO component, as well as provide recommendations to improve the said component.

For this activity, the SAAD NPMO will begin with SAAD Region XII. Please see the attached Annex B for further details.

Attach herewith are the following annexes for your reference:

- **Activity Design (Annex A):** Nature of study, objectives;
- **General Activities (Annex B):** Daily list of activities, schedule of interviews for the first region to be visited (Region XII); and
- **Schedules per Region (Annex C):** Travel dates and order of regions to be visited.

For queries, kindly contact SAAD NPMO Admin and Procurement Head Jemiema D.R. Arro, or Special Concerns Officer Ian Kevin M. Sevilla at saad@da.gov.ph or local 2832.

Thank you.

MYER G. MULA, Ph.D.

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DA - SPECIAL AREA FOR AGRICULTURAL DEVELOPMENT (SAAD) PROGRAM
Activity Design for the Crafting the SAAD Program Management Manual

A. Introduction

The SAAD Program is a locally-funded project of the Department of Agriculture (DA) aimed to help alleviate poverty in the 30 poorest provinces of the country which were selected based on the 2012 and 2015 Philippine Statistics Authority (PSA) Poverty Incidence data. The 6-year program (FY 2017-2022) provided livelihood projects varying from crops (rice, corn and high value), livestock and poultry, and fisheries (aquaculture, capture fisheries, and postharvest). Integrated projects were also allowed, depending on the validated needs of its beneficiaries.

The SAAD Program implementation is divided into four (4) components: Social Preparation, Food Production and Livelihood, Marketing Assistance and Enterprise Development, and Program Management.

The Program Management component refers to the internal system that the program uses to facilitate its implementation. Through this component, SAAD emphasizes the importance of maintaining a systematic, harmonized, and strong internal structure as it collaborates with different regional agricultural offices, local and international partners, development actors, and stakeholders.

In relation, the Program Management Office (PMO) functions as a facilitator of all internal activities required to implement the project across SAAD national, regional and provincial offices (both DA and BFAR). The PMO serves as a vital unit on the program's implementation as all processes from planning, budgeting, procurement, promotion, database facilitation, monitoring and evaluation are conducted under this component.

B. Rationale

The SAAD NPMO shall conduct national, regional and provincial consultations to document all program initiatives, projects, and related activities under the Program Management component. Further, for the PMO, being the lead unit of the project that oversees the workforce of every SAAD office, a manual that will guide future activities of the component is necessary, especially as the SAAD Program is gearing towards its second phase, covering FY 2023-2028.

Understanding the Program Management practices at the national, regional and provincial level is crucial in the SAAD Program implementation as it identifies the duties, responsibilities and best practices, as well as addresses issues and concerns related to the component, making for a more efficient flow of work.

The indicated activities shall capture and analyze the functions and systems of the existing workforce relative to the DA- and BFAR-SAAD national, regional, and provincial offices in consistency with the existing implementation strategies.

C. Objectives

The general objective of this activity is to consolidate and assess all PMO activities and experiences - similar and unique - across national, regional and provincial offices.

Specifically, it aims to:

- Identify and define the structures and functions of the national, regional and provincial PMOs;
- Assess the structures and processes using project management concepts;
- Assess the structures by comparing the proposed vs. the actual;
- Identify and compile issues, concerns and best practices identified in the PMO;
- Organize the data gathered into a PMO manual; and
- Provide lead agency recommendations to further enhance the Program Management component.

D. Scope

The activity shall cover the PMO functions, activities, and experiences in all ranks, from managerial, technical, and non-technical personnel of SAAD national, regional and provincial offices.

E. Methodology

The facilitator(s) shall review existing PMO-related documents to solicit pertinent information on their implementation of the component. After the RRL and desk review, the facilitator(s) will conduct field data gathering in every RPMSO and PPMSO that shall be a week-long activity for each region.

1.) Review of Related Literature: Non-SAAD Documents

The activity will search for the literature and source materials which includes concepts, definitions, theory of change, and other documents that set a definition for the good practice to assess the Program Management of the SAAD Implementations.

2.) Consolidation and Review of Existing PMO Documents

The facilitator(s) shall consolidate and review existing PMO-related documents such as issuances and publications of the Civil Service Commission (CSC), pertinent DA-wide and SAAD guidelines, and documents mandatorily submitted by the National Program Management Office (NPMO), Regional Program Management Support Office (RPMSO), and Provincial Program Management Support Office (PPMSO) listed below. Once the documents are collected and reviewed, the facilitator(s) shall organize them into a compendium of case studies distinguishing the PMO implementation deliverables unique to the NPMO, RPMSO, and PPMSO.

- Terms of Reference, job description
- Annual Procurement Plan (APP) or Project Procurement Management Plan (PPMP)

- **Organizational structure and personnel matrix -**
- **Hiring and renewal positions and functions**
- **Office Performance and Commitment Review (OPCR), or its equivalent (for COS)**
- **Individual Performance and Commitment Review (IPCR), or its equivalent (for COS)**
- Activity Schedule Matrix
- Regional specific implementing guidelines

The consolidation and review of PMO documents shall run from the second to third weeks of March 2022.

3.) Consultations with the National, Regional, and Provincial Offices

Once PMO-related documents are consolidated and reviewed, the facilitator(s) shall hold **Focus Group Discussions (FGDs)** separately for the SAAD national, regional, and provincial staff to further solicit information regarding their PMO structure and functions. A guide questionnaire shall be used to keep the discussion on-topic. The first data collection activity shall be held in the SAAD NPMO to also test the validity, reliability, and usability of the questionnaires to be used.

For data gathering activities in the RPMSOs and PPMSOs, the facilitators shall schedule travel dates and secure permission from the said offices before proceeding. To maximize travel time, the facilitators shall visit the RPMSO before PPMSOs.

Once the FGDs have concluded, the facilitator(s) shall conduct separate **Key Informant Interviews (KIIs)** in the NPMO, all RPMSOs, and PPMSOs. The duration of the data collection is from March to August 2022.

During the KII, at least two (2) selected personnel from each subgroup (see table below) shall have a one-on-one conversation with the facilitator(s). Using a guide questionnaire (see Annex __), the facilitator(s) shall interview the selected staff while keeping an audio recording of the activity. A questionnaire different from the one used in the FGD shall be used.

SAAD Office	Concerned Personnel
NPMO	**Managerial Subgroup:** Program Director, Deputy Director **Technical Subgroup:** Planning, Monitoring and Evaluation (PME), and Information Technology and Database, and Public Relations and Communications Officers **Administrative Subgroup:** Administrative and Procurement Officers
RPMSO	**Managerial Subgroup:** Focal Person, Alternate Focal Person **Technical Subgroup:** Planning, Budget, Operations, IT Officers, and Information Officers **Administrative Subgroup:** Administrative and Procurement Officers

PPMSO	**Managerial Subgroup:** Provincial Coordinators (PC), Agricultural Program Coordinating Officer (APCO) **Technical Subgroup:** Area Coordinators (AC), Information Officers, IT Officers **Administrative Subgroup:** Administrative and Procurement Officers

The facilitator(s) shall hold an **exit conference** with the regional and provincial staff to present and discuss their findings.

The duration of the data collection is from March to August 2022.

4.) Data Processing

Once the facilitator(s) are finished collecting data from each island group (Luzon, Visayas, Mindanao), they shall consolidate the data and findings, from identifying the commonalities and unique occurrences in PMO implementation.

Periodic reports to the Program Director, Deputy Director, and NPMO Planning, Monitoring and Evaluation (PME) Head shall be provided as needed.

This activity shall last from August to November 2022.

5.) PMO Manual Drafting and Publishing

The information gathered shall be compiled and drafted into a PMO Manual. The facilitator(s) shall be in charge of the layouting.

Revisions by the SAAD Program Director and Deputy Director shall be performed as needed. The final draft shall be completed by the end of November 2022 and the publishing of the actual manual by December 2022.

F. Timeline of Activities

Activity	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Creation of Activity Design										
Review of Related Literature										
Crafting of KII and FGD Questionnaires										
Finalization of Travel Schedules										
Plotting PMO Structure and Review of Pertinent Documents										
Data Collection										
Data Processing										

Drafting and Publishing of PMO Manual										

G. Proposed Travel Schedule

Region (Provinces)	**Tentative Schedule**
XII (North Cotabato, Sarangani, Sultan Kudarat)	April 18 to 22, 2022
IV-B (Occidental Mindoro)	May 2 to 6, 2022
XI (Davao de Oro)	May 10 to 13, 2022
VI (Antique, Negros Occidental)	May 16 to 20, 2022
V (Catanduanes, Masbate, Sorsogon)	May 30 to June 3, 2022
VII (Bohol, Negros Oriental, Siquijor)	June 6 to 10, 2022
IX (Sulu and Zamboanga del Norte)	June 13 to 17, 2022
VIII (Leyte, Southern Leyte, Northern Samar, Eastern Samar, Western Samar)	July 18 to 22, 2022
X (Bukidnon, Lanao del Norte, Misamis Occidental)	August 1 to 5, 2022
CAR (Apayao, Mt Province, Kalinga)	August 8 to 12, 2022
XIII (Agusan del Sur, Surigao del Sur)	August 22 to 26, 2022

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PMO Program Activity – SAAD RFO XII

(Koronadal, Sarangani, Sultan Kudarat, Cotabato)
April 18 to 22, 2022

1st Day - RPMSO		
Time	**Activity**	**Participants**
8:00 AM to 10:00 AM	Travel Manila to Gensan	
1:00 PM to 1:30 AM	Briefer of Activity	
1:30 PM to 5: 00 PM	Focus Group Discussion	All SAAD RPMSO Personnel required to attend and participate

2nd Day – RPMSO & PPMSO Sarangani		
8:00 AM to 8:30 AM	KII- Managerial	TBA
8:30 AM to 9:10 AM	KII - Technical	
9:10 AM to 10:40 AM	KII - Administrative	
11:00 AM to 12:00 NN	Travel to Sarangani PPMSO	
1:00 PM to 1:30 PM	Briefer of Activity	
1:30 PM to 2: 30 PM	Focus Group Discussion	All SAAD PPMSO Personnel required to attend and participate
2:30 PM to 3:10 PM	KII- Managerial	TBA
3:10 PM to 3:40 PM	KII - Technical	
3:40 PM to 04:10 PM	KII - Administrative	
4:10 PM to 5:00 PM	Documentation	

3rd Day - PPMSO SK

6:00 AM to 9:00 AM	Travel to SK	
9:00 AM to 9:30 AM	Briefer of Activity	
9:30 AM to 12:00 NN	Focus Group Discussion	All SAAD PPMSO Personnel required to attend and participate
1:00 PM to 1:30 PM	KII- Managerial	TBA
1:30 PM to 2:00 PM	KII - Technical	
2:00 PM to 2:30 PM	KII - Administrative	
2:30 PM to 5:00 PM	Documentation	
5:00 PM onwards	Travel to North Cotabato	

4th Day - PPMSO North Cotabato		
8:00 AM to 8:30 AM	Briefer of Activity	
8:30 AM to 12:00 NN	Focus Group Discussion	All SAAD PPMSO Personnel required to attend and participate
1:00 PM to 1:30 PM	KII- Managerial	TBA
1:30 PM to 2:10 PM	KII - Technical	
2:10 PM to 2:40 PM	KII - Administrative	
2:40 PM to 5: 00 PM	Documentation	

5th Day		
8:00 AM to 1:00 PM	Travel to Manila via Davao	

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