

Exemplars of Managing Foreign-Funded Projects: A Case of Government-Owned and Controlled Corporation in Davao del Sur

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Abstract:

This study examines the exemplary practices of Government-Owned and Controlled Corporation (GOCC) in effectively implementing foreign-funded projects in Davao del Sur. This study employs a qualitative methodology to examine the informant's experiences, perspectives, and behaviors. The proponent utilized face-to-face, in-depth interviews with eight (8) key informants from the project beneficiaries. They are cooperative officers from project recipients with at least one (1) full term of experience and knowledge in overseeing project implementation. Thematic analysis was used in analyzing the data. The study results highlighted the challenges encountered during project implementation which underlined the importance to develop overcoming mechanisms such as hiring adequate staff for the project, proper training, and provision of adequate budget. This study also highlighted the significance of promoting positive engagement and communication with local communities, government agencies, and project stakeholders to foster trust, acquire feedback, and promptly address concerns. These accentuated that successful implementation of government projects and programs requires thorough planning and collaboration through a well-documented procedure and guidelines, involvement of various stakeholders and a strong sense of teamwork.

Keywords: *public administration, government-owned and/or controlled corporation, exemplary practices, Davao del Sur, Philippines*

Introduction

The US Department of Agriculture, through Agricultural Counselor Ralph Bean, approved the use of US PL 480 funds for the growth of the Philippine dairy goat business on October 11, 1954. Enacted in 1954, US PL 480 aims to use agricultural productivity to enhance the food security of developing countries (Philstar Global, 2017). The initiative financed by the United States Department of Agriculture (USDA) centered on the development of dairy goat farming in the Philippines was carried out by the National Dairy Authority (NDA), an attached government-owned and controlled corporation to the Department of Agriculture (DA). However, Borter et al. (2023) highlighted numerous challenges faced by small-scale farmers in the agricultural sector. These challenges include land productivity issues, lack of credit facilities, disease incidences, and poor market access, all perpetuating poverty cycles. Thus, the farmers' limited ability to engage and advocate for their agendas when introducing new programs deepen these difficulties.

During the project's implementation, problems such as pandemics and natural calamities were encountered, particularly in Magsaysay, Davao del Sur. On December 15, 2019, an earthquake magnitude of 6.8 shook the Davao del Sur Province on the Philippine Island of Mindanao (Philippine Institute of Volcanology and Seismology, 2019). Infrastructure, facilities, even the livestock and lives of farmer-recipients are all significantly impacted. Despite the challenges faced by the recipients during the project implementation, they have managed to sustain and continue. The National Dairy Authority Southern Mindanao even recognized them as the region's top producers of goat's milk production in March 2023.

The nation's dairy programs must be thoroughly defined for sustainable dairy goat production. Also, because it is crucial to the growth of the dairy industry, a long-term program for the identification of productive animals through accurate documentation of productive qualities must be considered in the implementation of future projects. The introduction of technology choices to enhance Filipino dairy goat production can consider these baseline results (Manalili et al., 2020).

The project's primary goal is to assist in the growth of the local dairy goat business to contribute to greater milk yield and provide dairy producers in rural areas with more outstanding employment options and higher salaries. Using a community farming concept, the project identified communities where the establishment of dairy goat farms, referred to as "communal farms," took place. Communal farms serve as learning sites, dairy-producing regions, and goat multiplier farms. With all the facilities and tools required, farmers raised the animals provided by the project in a common area. Consequently, various government agencies utilized the milk feeding program to promote goat milk as the guaranteed market for goat milk production (Department of Agriculture, 2020).

In research performed by a government, it was found that goats are multi-purpose ruminants producing 58.4% milk, 35.6% meat, 4.3% hide, and 1.7% fibre (Agriculture Business Week, 2009). Goats are therefore the least expensive to raise and produce the greatest milk for young children. Furthermore, compared to cow or carabao milk, goat milk is less likely to trigger allergies in people, particularly in young children (Manila Bulletin Agriculture, 2023). Thus, it has shown great potential as an enterprise, and there is a growing interest in dairy goat farming.

Implementing foreign-funded projects in developing regions has been the subject of extensive study due to its potential to promote social and economic development. Previous studies have extensively explored various factors influencing the success of foreign-funded projects, including project management strategies and stakeholder engagement. Igor et al. (2023) highlight project-management processes and stakeholder engagement's substantial positive influence on project management success. While some studies have looked at general project management practices, the unique challenges and strategies pertinent to GOCCs in this region still need to be explored. Addressing this gap is essential as GOCCs play a relevant role as the implementing agency of some foreign-funded projects. Understanding their best practices can lead to improved project outcomes and provide a model that can be replicated in similar contexts.

This study also aims to answer these qualitative questions: What are the challenges in the implementation of US PL 480 foreign-funded project? What are the best practices of GOCC in implementing the US PL 480 foreign-funded project in Davao del Sur? What lessons learned and insights can be shared by GOCC to other project implementers of foreign-funded projects?

This research was supported by Kwak et al. (2014), who emphasized that successful implementation of government initiatives and programs requires careful planning, coordination, and collaboration. Project implementers achieve these goals through established procedures, strong partnerships, and the involvement of various stakeholders. This approach ensures that projects are executed efficiently and effectively, leveraging the strengths and resources of all parties involved.

Additionally, the Food and Agriculture Organization of the United Nations (2021) suggests that policy implementation projects promoting responsible governance should actively engage and maintain dialogue with key stakeholders and policymakers at national, regional, and local levels. The Organization for Economic Co-operation and Development (2021) further underlines the need for improved coordination, communication, and accountability between regional and national governments to avoid overlapping efforts and enhance support. Therefore, understanding the challenges of implementing foreign aid programs under the GOCC and emphasizing the importance of overcoming these constraints to achieve successful project outcomes are important.

This study accentuates the importance of Sustainable Development Goal 2: Zero Hunger by showcasing effective strategies to eliminate hunger and ensure food security. It provides valuable insights for project implementers facing similar challenges when executing foreign-funded initiatives, thereby promoting sustainable agricultural development and resilient rural economies. Exploring the exemplary practices of project implementation and its implications for rural communities is crucial in contributing to the sustainability of livelihoods, enhancing the quality of life for farmers, and improving agricultural policy.

The definitions of critical concepts and terms used in this study are as follows: U.S. Public Law 480 – the Act was signed into law on July 10, 1954, which provides food assistance on cash or credit terms to needy nations (Barret & Maxwell, 2005). This study refers explicitly to a foreign-funded project implemented in the Philippines by GOCC.

Government-Owned and Controlled Corporation (GOCC) According to RA 10149, a GOCC is entirely or, as the case may be, to the extent that at least a majority of its outstanding capital stock is owned by the Government of the Republic of the Philippines, either directly or through its instruments. This gives it the authority to perform public functions, whether they are governmental or proprietary. GOCCs typically have primary mandates that center on

particular industries or activities, such as transportation, energy, water, or agriculture. However, they may also be assigned additional tasks outside their core mandate, such as implementing foreign-funded projects.

Communal farms – are organized organizations, collective farms, or cooperative farms where several farmers or community members collaborate on cooperatively managed land. Shared resources, labor, and profits characterize these farms (Sanderson, 2022). In this study, communal farms are established goat farms that serve as goat multiplier farms, dairy production areas, and learning sites. Farmers raised the animals the project gave in a common area with complete facilities and necessary implements.

Finally, this research study can help develop future agricultural policies, programs, and implementation. It can assist in identifying best practices for implementing projects with foreign funding for the nation's sustainable development and food security.

Since this study mainly focuses on the exemplary practices of a GOCC in implementing foreign-funded projects, the participants will be the project's farmer beneficiaries within the Davao del Sur area. In addition, this paper uses a case study research design and an in-depth interview to collect data. In light of the COVID-19 pandemic, adhering to the minimal health protocols established by the IATF and LGUs in Davao del Sur is essential.

The study's limitations include potential issues such as restricted sample size, time limits, and generalizability concerns. These constraints may impact the depth and breadth of the study's findings, limiting the representation of varied experiences and impeding complete data analysis. Meanwhile, the study's constraints include specific choices to effectively manage the scope and resources, such as focusing on a specific geographic location, time frames, or methodological aspects. These delimitations may improve the study's manageability; nevertheless, they may limit the range of insights and ignore the integrative best practices of a government-owned and controlled firm in delivering foreign-funded projects. Balancing these restrictions and delimitations requires a rigorous and valuable investigation while acknowledging potential constraints.

Methods

This section outlines the research methodology employed in the conduct of the study. The method encompasses the case unit, materials and instrument and design and procedure.

Case Unit

Eight (8) study participants from the project were interviewed for the study. These participants were farmer-recipients and cooperative officers with at least one (1) full term of experience and knowledge in overseeing the implementation of US PL 480 -funded project. They were within the area of Davao del Sur. These people directly benefited from the provisions, services, and aid provided by the US PL 480 foreign-funded project. Farmer recipients who deeply understood and were actively involved in the community project.

The interview participants were purposely chosen and checked to ensure that they fit perfectly to answer the problems stated in the study. In order to select a robust sample that will offer both depth of understanding and diverse perspectives on the study issues, this study used purposive sampling, which entails purposefully choosing participants with specific characteristics important to the study (Bailey et al., 2020). This meets the objectives of the interpretive paradigm. Thus, the project also acknowledged the farmer-recipient's role as an implementer who acquired assistance from the program to sustain the project and community. The exclusion for this was the participants who had been officials but with minimal involvement and experience in the implementation of the project, as well as those with a history of ethical and legal violations that could compromise the study's integrity.

Additionally, informants in this study provided their informed consent before participating. The study excluded participants who had not benefited from the project. To guarantee the quality of the data, individuals who failed to complete the necessary questionnaires, interviews, or other data-gathering tasks were not included in the study.

For withdrawal criteria, participants can withdraw from the study if they are no longer willing to do so and if they withdraw from the project. The data of the study participants who discontinued participating or withdrew their consent were not included in the final analysis of this study.

Materials and Instrument

A semi-structured interview guide was employed for the in-depth interview with the selected participants in this study. The tool consists of a preliminary portion, which serves as an informed consent, a demographic profile section, which collects vital data about the research participants, and an interview guide questionnaire, which contains

incisive questions. These inquiries elicit replies from study participants, which were examined for data analysis. The researcher's adviser evaluated and validated the instrument with an expert's help.

The questionnaire was first validated by an internal and external validator based on specific criteria such as ethics, artistry, and rigor to verify the correctness and reliability. Following validation, the materials and instruments used in this study were submitted for ethics review by the UMERG. Upon completion, permission from the university to perform the study was obtained. The researcher was then qualified to begin the investigation.

The interview was conducted in Magsaysay, Davao del Sur, last February 24, 2024, and March 14, 15, and 16, 2024, respectively. It takes about twenty (20) to sixty (60) minutes for each participant. Thus, only the words of the participants were written in the study since the code name was given to ensure confidentiality, and the sources of statements will not be divulged.

Design and Procedure

This study used a qualitative methodology to examine the participants' perspectives, behaviors, and experiences to provide an in-depth understanding of the research issues that embrace the perspective of the study population and the context in which they live. Broadly speaking, qualitative research is a methodology that permits a thorough investigation of the perspectives of respondents through the use of a particular set of research techniques, such as focus groups and in-depth interviews (Bailey et al., 2011). It works best when answering "why" inquiries to clarify and comprehend problems and "how" questions to explain behavioral processes. Further, qualitative research asks open-ended questions to the participants whose answers are not put into and expounded to numbers.

For this study, a case study approach was applied. In case studies, a qualitative design, the researcher explores deeply into a program, event, activity, process, or one or more people. A case study is an empirical investigation that looks at a phenomenon in its actual setting, according to Yin (2009). Several data gathering techniques are employed in case study research because it entails a comprehensive analysis of a phenomenon.

The following were the steps followed in collecting data: First, the researcher administered the questionnaire. The research questionnaire used in this study was formulated, validated, and administered with the support of experts. Open-ended questions were presented in the research instrument to allow participants to provide more relevant, unique, and accurate responses. Second, informed consent was given to the participants to secure permission to conduct the study. If they were uncomfortable participating, they had the right to withdraw or refuse to participate in the study. Finally, data collection was used to gather the participants' perceptions. In interviewing the participants using the validated research questionnaire, it was essential to establish trust with them, as this was the foundation for the participants to give their genuine and accurate responses to achieve the study's objectives.

This study specifically employed an in-depth interview (IDI) for the project recipients as the key informants of the project in the community. The researcher then conducted the interview using the approved research instrument. To ensure the validity and reliability of the results, the researcher recorded participant responses using a voice recording tool. The researcher also took pictures to document the interview process. Finally, a data analysis was conducted after the results were recorded and evaluated.

Thematic analysis was used to examine the data in this paper. Following the data collection, the researcher wrote down the responses from the participants and translated the language into English. The data were then given to the analyst for thorough analysis and to identify common themes, such as trends, patterns, and concepts. The data analyst and the adviser then examined the results for improvement. The panelists were given the conclusions from these data for comments and ideas. These are all done to guarantee the study's reliability and validity. As a researcher, she ensured that the study's data were collected systematically and unearth new, enlightening knowledge that would interest the general audience. In addition, she was also in charge of acquiring data for the paper's general content from various sources.

Trustworthiness is a concept in qualitative research that refers to the credibility, dependability, confirmability, and transferability of the study's findings. It addresses whether the research is well-conducted, the findings are accurate and reliable, and the conclusions can be reasonably applied to other contexts or situations. Ensuring trustworthiness is crucial to establishing the validity and integrity of this qualitative research. The researcher employed various strategies and techniques to enhance the trustworthiness of this qualitative study. Lincoln and Guba (1985) rely on four general criteria in their approach to trustworthiness. These are credibility, transferability, dependability, and confirmability. The researcher considered each of these factors on trustworthiness in this qualitative research. First, credibility pertains to the accuracy and authenticity of the research findings of this study. By being explicit, the

researcher then avoids further confusion with issues of credibility or authenticity of findings and, as a result, can add to the overall quality of the research (Cutcliffe 1997). Second, Dependability refers to the consistency and stability of this study's research process and findings over time by keeping a thorough record of all decisions, modifications, and difficulties encountered. Third, confirmability addresses the objectivity and neutrality of the research process and findings. In this study, the researchers considered their biases and how they could impact the research process. Lastly, transferability is the extent to which the findings from one study can be applied to another (Shenton, 2004). This transparency facilitates the knowledge transfer process. The potential for transferability increases by providing readers with comprehensive and extensive descriptions of the research setting and the informants' experiences.

The researcher in this study followed the guidelines and accepted the standards with the utmost integrity to refrain from having biases in favor of her interests. Thus, the researcher obtained a certificate of approval from the university ethics review committee with a UMERC protocol no. UMERC-2024-045. These conditions included but were not limited to the following: research participants first signed a written informed consent form before the interview was completed. Each had the option to decline if they chose to and were allowed to participate voluntarily. Informants were given the right to ask questions about the research study and were made aware of its purpose. Second, the identities of all participants were kept anonymous; this aimed to maintain the accuracy and integrity of data collection and safeguard the privacy of all study participants. Third, interviews with every research respondent were conducted in a quiet environment free from outside distractions. Fourth, the study showed no evidence that the author plagiarized or misrepresented the work of someone. In this study, Turnitin and additional plagiarism detectors were employed. The researcher examined the data carefully to identify common themes that constitute topics, ideas, and meaningful patterns. The researcher provided the data to the selected data analyst, who thoroughly reviewed it to identify common themes such as trends, patterns, and concepts. The data analyst and the adviser then reviewed and refined the results.

Results and Discussion

This section presents the emergent themes and core ideas derived from participants' responses. The data were carefully collected, examined, and analyzed in order to achieve the study objectives.

The first table shows the challenges of implementing the Intensified Community-Based Dairy Enterprise Development Project. The second table shows best practices for implementing the Intensified Community-Based Dairy Enterprise Development Project. The last table shows lessons learned.

The project was entitled "Intensified Community-Based Dairy Enterprise Development" and was implemented by the National Dairy Authority (NDA). It intends to create impacts through the infusion of purebred dairy stocks and the use of advanced breeding and reproduction technologies. Procurement of locally available purebred/crossbred buffaloes in addition to the importation of purebred dairy stocks due to limited stocks from Foot and Mouth Disease (FMD)-free countries. Likewise, the establishment and strengthening of additional dairy enterprises are deemed necessary (Philippine Council for Agriculture and Fisheries, 2011).

This project's major objective is to raise the average income of dairy farmers and enhance the nutritional status of Filipino families by encouraging the growth of community-based dairy enterprises in designated dairy impact zones and increasing local milk production through an increase in the number of dairy animals. The dairy industry is one of the components of Philippine agriculture which is considered vital in the economic and nutritional development of the nation. In the past years, the government had initiated several interventions to support and boost the industry. However, these efforts are not enough to level up the production as the local dairy industry at present is just able to supply 1.3% of the total milk demand of the country. The current dairy animal inventory is insufficient to satisfy the dairy requirements of the consumers (National Dairy Authority, 2021).

Challenges of the Intensified Community-Based Dairy Enterprise Development Project One of the objectives of this study was to explore challenges in implementing the project and develop overcoming mechanisms that can be used to improve its delivery. Based on their verbal responses, the following themes were extracted: Natural Disasters and Emergencies, Complex Operational Requirements, Limited Knowledge in Dairy Farming Operations, Financial Resource and Lack of Technician.

Table 1. Challenges in the Implementation of the Intensified Community-Based Dairy Enterprise Development Project

Themes	Core ideas
	<ul style="list-style-type: none"> • hardships with the pandemic

<p>Natural Disasters and Emergencies</p>	<ul style="list-style-type: none"> • difficulties with COVID travel restrictions • struggled to recover from Earthquake • less focused on construction and purchase of materials due to earthquake and no budget • hard to adopt all the technology due to different weather and situation • required sustain good health
<p>Complex Operational Requirements</p>	<ul style="list-style-type: none"> • difficulty in building animal housing • animals adjusted in the area and weather • dairy farm animals got sick • treated sick animals while there was no doctor yet • had few veterinarians in the NDA • planted grasses to feed the goats • hardly well-known dairy goat products • people not drinking much fresh goat's milk • difficult to trade goats' milk without the right market • actual work different than the training • difficulty in adopting technology learned • lacked manpower • found out dairy farming as expensive • maintained the facilities, building and water supply • required an established barn /one-hectare forage area
<p>Limited Knowledge in Dairy Farming Operations</p>	<ul style="list-style-type: none"> • limited knowledge about dairy farming • no experience raising dairy animals • new in handling and milking cows / imported animals • unsure in raising, milking, feeding the goats • studied technology especially raising dairy animals • attended many seminars • had a lot of adjustments • unaware where we can sell • needed good marketing strategy/ technical assistance • still moved forward despite being discouraged
<p>Financial Resource</p>	<ul style="list-style-type: none"> • financial capacity of the farmer as NDA requirements • hard time financially to prepare the pasture • lacked resources; difficult to raise funds • invested as a farmer to sustain • took a loan for the barn • sought for materials and labor • no definite lucrative market • delays and budget constraints due to distance
<p>Lack of Technician</p>	<ul style="list-style-type: none"> • technician failed to respond immediately due to small area • technicians unable to go there quickly; far location • unable to answer us right away • lacked of technicians

Natural Disasters and Emergencies. COVID-19-related restrictions during the first wave temporarily affected farmers' access to production inputs and machinery services and curtailed the mobility of agricultural workers. Commuting between cities and rural areas was limited. In some cases, even travel between villages had been restricted. Since inputs are primarily sold in cities, farmers had difficulty accessing suppliers as shops closed (Djanibekov & Herzfeld, 2022).

Most of the project recipients experienced difficulty during the implementation of the project. Problems such as pandemics and natural calamities were encountered, particularly in Magsaysay, Davao del Sur, which resulted in difficulties in implementation with travel restrictions. As Participant 1 said,

“Ang pinaka-impact gyud siguro niya kay syempre naa gyud mga delays tungod kay pandemic man, naa gyud mga restrictions. If ever kinahanglan namo ang mga technician, dili sila basta-basta dayon makadto.” (P1, Q1.1.1)

The most significant impact is that there were delays because of the pandemic. So, there are restrictions; if we ever need the technicians, they cannot go quickly (P1, Q1.1).

Additionally, the weather significantly impacts the dairy production of these imported animals since it affects farm operations, animal health, and feed quality. Heat stress also impairs milk production and animal immune response. Dairy cows are less productive in the event of increased temperature levels (Gyawali et al., 2020).

“Nag adjust ang hayop sa area ug sa weather.” (P7, Q1.1.3)

The animal adjusts to the area and the weather (P7, Q1.1.3)

Participant 3 also reiterated,

“Pag-adopt sa area sa mga animals’ kay sauna pag-abot nila, nagkalintura sila.” (P3, Q1.1.3)

The adoption of animals in the area because when they first arrived they had a fever (P3, Q1.1.3)

Dairy breeds are more susceptible to heat stress than meat types. Dairy animals' natural physiology, metabolism, hormonal, and immune systems are all directly or indirectly impacted by heat stress, which has an impact on their health. Heat stress (HS) occurs in hot, humid regions when there is an imbalance between the body's metabolic heat production and its dissipation to the environment. Animals' primary responses to hot weather include elevated heart rates, rectal temperatures, and respiration rates. According to Bharti et al. (2016), it has a direct impact on feed intake, decreasing growth rate, milk supply, reproductive function, and in severe situations, even death.

Complex Operational Requirements. Philippines agriculture is known as a precarious livelihood. Geographical features such increasing sea levels, intense rainfall, intense heating, rising ocean temperatures, and a disrupted water budget are associated with unique risks that contribute to the country's exceptional physical vulnerability (Yumul et al., 2011). Due to area and weather conditions, dairy animals got sick, and the implementing agency had only a few veterinarians to treat the sick animals. As mentioned by Participant 8,

“Ang una, ma'am, ang manpower sa amoang kabahin as farmers ug even pod kay NDA. Kay naay panahon nga magkasakit amoang kanding, dili dayon naa ang technician. Dugay usahay ang response kay tungod sa kadako sa area sa mga technicians.” (P8, Q1.1.3)

First is the workforce on our part as farmers and even in NDA because there are times when our goats get sick, and the technician cannot respond immediately; sometimes, it takes a long time because of the size of the technician's area (P8, Q1.1.3).

Furthermore, the majority of project beneficiaries lack experience in handling dairy cows, particularly those that are imported. They faced difficulty establishing animal houses as well. Participant 2 said,

“Ang usa sa mga challenge sa paghandle ani nga programa kay tungod bag-o pa mi ani nga paghandle ug baka ug pagatas, labi na sa ing-ani nga mga imported nga hayop, apil na pod ni mga bag-o nga technology, nga dili pa mi kaayo ka-adopt dayon.” (P2, Q1.1)

One of the challenges in handling this program is that we, as farmers, are new to handling cows and milking, especially these imported animals, and we are especially adopting new technologies (P2, Q1.1)

The uncertainties concerning goat milking, and feeding made challenges even more difficult for the project recipient. As new dairy farmers, they needed help understanding dairy animal feeding requirements, needs, and behavioral patterns. As stated by Participant 5,

“Kanang pag-atiman sa kanding og unsaon namo nga ma-implement ang ilang gihatag, labi na sa bahin sa milking, pagpakaon sa kanding, ug sa pagpadako sa mga hayop, base pod sa pakaon nga dapat ipakaon kon magsakit ang mga kanding.” (P5, Q1.1)

We need to care for the goats and learn how to implement what they taught us about milking, feeding, and raising these animals based on the food that should be fed to sick goats and how to treat a sick animal (P5, Q1.1).

Consequently, they struggled to trade goats' milk without the right market because dairy goat products were hardly well-known, and people did not drink much fresh goat milk. Participant 4 stated,

“Lisud ibaligya kay wala pa na known sa market ug bag-o pa sa market.” (P4, Q1.1.3)

It is difficult to sell because it has not been known in the market (P4, Q1.1.3).

Challenges were also attributed to the demand and supply sides. Seasonality and low demand combined with high production costs are aspects of the demand side. Feed and nutrition, a lack of technical assistance, insufficient extension and training services, a lack of infrastructure, and restricted access to land are some examples of the supply side (Beyu, 2016).

Limited Knowledge in Dairy Farming Operations. In small-scale dairy farms, the farmer frequently has to do extra labor-intensive duties in addition to milking, like cleaning, managing feed, strewing litter, and manually scraping waste (Jakob & Rosecrance, 2018). Some farmer recipients faced problems adopting the technology learned with limited knowledge about dairy farming and a lack of farm workforce. As mentioned by Participant 6,

“Kulang sa tawo ug lisud sa pag-adopt sa teknolohiya sa pagbuhi sa hayop.” (P6, Q1.1)

Lack of manpower and it is difficult to adopt the technology for raising animals (P6, Q1.1).

Participant 8 also stipulated,

“Naa gyud mga kalisod nga naagian unang-una kaning wala kaayo mi kahibalo bahin aning dairy. So, isa na sa dako nga challenge kay wala pa mi experience anang pagbuhi ug hayop nga gatasan.” (P8, Q1.1)

We went through some challenges at first because we did not know much about this dairy. So, one of the significant challenges is that we do not have experience raising dairy animals (P8, Q1.1).

Thus, they had to study technology, especially raising dairy animals, attend many seminars, and make many adjustments. They were also unaware of where they could sell their milk products and needed a good marketing strategy and technical assistance. However, despite being discouraged, they still moved forward.

“Sa katong mga challenges na amoang na atubang, kanang bisan atong mga challenges amoa gihapong gipadayon maski naa'y time madiscourage mi, amoa gihapong gipadayon.” (P1, Q1.1.2)

Despite these challenges, we are still going forward. Even if there are times when we are discouraged, we are still going forward (P1, Q1.1.2).

Initiatives to boost local milk supplies are implemented in most tropical nations, and in order to support their dairy industry, these countries need a growing number of skilled workers. According to Chamberlain and Moran (2017), dairy production necessitates specialized knowledge in herd management, large-scale forage planting and harvesting, and land preparation.

Financial Resource. Purchasing the required infrastructure in the dairy industry requires large sums of money. Dairy farmers invest a significant amount of capital from the time of production to the point of sale due to the high perishability of milk. The labor costs in the dairy business are quite expensive, which makes it less viable. An increase in labor cost reduces returns, and income earned may not be adequate to cover costs (Gyawali et al., 2020). As stated by Participant 6,

“Kulang ug manpower, kulang sa budget, ug usahay walay market.” (P6, Q1.1.3)

Lack of manpower, lack of budget and sometimes no market (P6, Q1.1.3).

As supported by participant 5,

“Mo-invest gyud mi as a farmer para ma-sustain kay dili pa kaayo dako ang demand karon sa mga tao sa gatas sa kanding, labi na sa Saanen na breed.” (P5, Q1.1.2)

We invest as a farmer to sustain ourselves because goat’ milk is not yet in demand among people, especially milk from the Saanen goat breed (P5, Q1.1.2).

Further, most study participants found dairy farming expensive, lacking resources, and difficult to raise funds. They should invest to sustain the project, provided that the farmer's financial capacity is one of the requirements for being the recipient of the said project.

“Sa preparasyon sa pagsugod sa proyekto, grabe ang panginahanglan, patamnon mi ug mga sagbot nga angay ipakaon sa kanding, labi na sa financial, ug nagka-COVID pa gyud so lisud kaayo.” (P8, Q1.1)

Preparing for starting the project is crucial; we need to plant grasses to feed the goats, especially financially and in light of COVID-19 (P8, Q1.1).

Participant 3 reiterated,

“Kay mao pay pagsugod namo ato nalinugan, kinahanglan magpatukod ug balay sa hayop, nangita mi asa makakuha ug source of income, so nangutang gyud para sa Barn.” (P3, Q1.1)

When we started, we also experienced an earthquake. We needed to build a house for the animals, so We were looking for a source of income, so I took out a loan for the barn (P3, Q1.1).

Dairy Farm also creates different opportunities which include; access services and land inputs, income generation, and employment opportunities. However, dairy farming is a capital-intensive industry requiring substantial land, buildings, infrastructure, and machinery investments. Accessing capital for startup costs, expansion, or modernization can be difficult, especially for small-scale or new-entrant farmers needing more credit or financing options (Beyu, 2016).

Lack of Technician. Many informants were burdened with establishing barn or animal housing with a foraging area of at least one hectare and maintaining the facilities with a water supply and other necessary things as one of the project’s requirements. As mentioned by Participant 7,

“Pagsugod gyud, ma’am, lisud gyud kaayo kay tungod sa preparasyon sa mga requirements, labi na sa pagbalay sa hayop.” (P7, Q1.1)

It is not easy to start, ma'am, because of the preparation of the requirements, especially for animal housing (P7, Q1.1).

The scarcity of water, farmland, and water has limited the growth of the dairy industry (Gyawali et al., 2020). Forages are ruminants’ most important feed resources (Dynes et al., 2003). However, most recipients encountered problems planting grasses to feed their animals. Participant 3 asserted,

“Ang mga challenges nga among naagian, ma’am, is sa mga requirements sauna nga dapat naa nay barn nga establish unya dapat naay forage area.” (P3, Q1.1)

The challenges we have gone through, ma’am, are the requirements for an established barn forage area (P3, Q1.1).

For dairy farming to succeed, new technology, together with other investments in animal feeding, health, hygiene, and housing, is needed. More than scientific knowledge is needed to solve small-scale farm challenges. In addition to technological innovations to improve farm performance, considerable knowledge of dairy herd management is essential (Moran, 2012).

Best Practices in Implementing Intensified Community-Based Dairy Enterprise Development Project

This study explores the best practices of project implementation and its implications for rural communities, contributing to the sustainability of livelihoods, providing a quality of life for farmers, and improving agricultural policy. Based on the verbal responses of the informants, the following themes were extracted: Tailored Capacity Building Strategies for Stakeholders, Periodic Assessment and Evaluation, Robust Partnership with various Agencies for Support and Assistance, and Ability to have Access to Fund Sources.

Table 2. Best Practices in the Implementation of the Intensified Community-Based Dairy Enterprise Development Project

Themes	Core ideas
Tailored Capacity Building Strategies for Stakeholders	<ul style="list-style-type: none"> • implemented objectives of providing livelihood • provided with trainings about dairy • attended meetings to do sustainability plan • conducted forums to assess beneficiaries • linked to the stakeholder's forum by NDA • conducted a socio-economic and agri-baseline studies • shared problems in trainings, meeting and forums • MOA orientation to understand farmers’ roles • NDA conducted farmer validation / basic treatments • trained to handle the goats especially the milk • practiced milking/ processing milk products • looked at our capacity in the forage • trained by NDA to earn • shared the project with other communities
Periodic Assessment and Evaluation	<ul style="list-style-type: none"> • evaluated area especially in terms of social and economic preparations • visited existing dairy farms regularly • had scheduled visits from NDA technician • helped even during Saturdays and Sundays • interviewed by PCAF to update and assess • reported to Central Office monthly for project's updates • quarterly and annual assessment • had presentation of accomplishments • NDA regularly monitored the project
Robust Partnership with various Agencies for Support and Assistance	<ul style="list-style-type: none"> • NDA never stopped supporting us • guided us from animals’ arrival up to the selling of milk • provide equipment support. grass cutters, forage choppers, planting materials and medicines for animals • GC (Group Chat) with the NDA • orientation and interviews conducted for our needs • Focus Group Discussion with the NDA • work together in solving problems • took responsibility to take care of the project • coaching from NDA doctors during emergencies • call for emergency assistance in the area

	<ul style="list-style-type: none"> • local government has strong support • other government agencies met the project needs
Ability to have Access to Fund Sources	<ul style="list-style-type: none"> • NDA provides options in selling male animals to generate income • loan contract, MOA and accountability • loans from DTI, DOST and DOST • LOI (Letter of Intent) and proposals for funds from DA

Tailored Capacity Building Strategies for Stakeholders. From the gathered results, most participants adhered to the fact that training about dairy was provided, they had completed technical to goat care, and they attended meetings to make sustainability plans. The implementing agency conducted forums to assess beneficiaries and link them to the stakeholders by sharing encountered problems. The implementing agency also ensures that the project objectives are implemented. According to Participant 2,

“...naa sad mga training, stakeholders meeting, ug forum aron ma share pod namo among mga problema.” (P2, Q2.1.1)

There are also training, stakeholder meetings and forums so that we can share our problems (P2, Q2.1.1).

The implementing agency conducted a socio-economic and agri baseline to identify the needs of the project recipients. This approach also aimed to deeply understand the socio-economic conditions and agricultural practices prevalent in the project area. As affirmed by Participant 1,

“Sa amoa, ma’am, nag-conduct na sila og socio-economic ug agri-baseline, so kung kinsa man ang maka pasa ana, mao na gipili sa NDA nga maka-apil ani nga proyekto kay isa man kini sa requirement sa NDA ang financial capacity sa farmer o tao nga gusto mo-apil.” (P1, Q2.1.7)

In our case, they conducted a socioeconomic and agribase line. So, whoever can pass it is chosen by the NDA to participate in this project because one of the requirements of the NDA is the financial capacity of the farmer who wants to participate (P1, Q2.1.7).

Consequently, the implementing agency develops human resources through training, the primary objective of which is to provide farmers and other stakeholders in production and supply chains with information from a wide range of sources and the vast amount of knowledge. As stated by Participant 8,

“Naa tay capability training para ma-assure gyud nga matarong ang pagdala ani nga proyekto.” (P8, Q2.1.3).

We also have capability training to ensure that it is right to carry out this project (P8, Q2.1.3).

Moreover, the ultimate goal of the project is to increase farmers' ability to use dairy technology to improve their standard of living and grow the dairy industry to the point in which it can sustainably meet the needs of the people (Van den Ban & Hawkins, 1996 as cited in Mohammed & Tokala, 2018).

Today, the small-scale dairy sector is made feasible by collaborating with strategic partners who assist the sector through matching grants, training, farm visits, exhibitions, and outreach initiatives, all of which are motivated by the same goal of economic development (Mohammed & Tokala, 2018). Many participants confirmed that the implementing agency trained the beneficiaries to earn and share the project with other communities. According to Participant 7,

“Ang NDA naghatag og capacity training aron ma-ensure ang among commitment. Naa mi gipirmahang kontrata kay kaning project usa ka loan, naay MOA orientation aron makasabot mi unsa among papel sa project.” (P7, Q2.1.3)

The NDA provides capacity training, and to ensure our commitment, we have already signed a contract through a loan; there is MOA orientation to understand our role in the project (P7, Q2.1.3).

In addition, the implementing agency conducted farmer validation and memorandum of agreement orientation to let the farmers understand their roles. Project recipients were trained to handle the goats, especially the milk. They can express their concerns quickly and have learned how to sustain the project. As reiterated by Participant 4,

“Isip kami makadawat ani, dili ni panghatag lang, naa mi gipirmahang MOA or Kontrata aron naa mi accountability, ug naa pod mi saktong training nga gihatag nila para dili namo pasagdan ang mga hayop, unya para naay kalamboan ang proyekto sa gobyerno.” (P4, Q2.1.3)

As we receive this project, we have signed a MOA or contract so that we are accountable; we also have the proper training so that we will not neglect the animals and then develop the government project (P4, Q2.1.3).

The best way to ensure the project recipients' help and support is to keep them meaningfully involved throughout the project's life cycle. That begins with functional specifications and continuous planning and execution of the project. Sharing experiences so that others might learn and improve project practices (Wysocki, 2004).

Periodic Assessment and Evaluation. Monitoring and evaluation evaluates work in a methodical and critical way so that it can be managed and adjusted to changing implementation conditions. Usually, the employees of the organization or relevant stakeholders work together to complete it. According to Amha et al. (2010), an organization requires skilled individuals in addition to proper planning, baseline data, performance indicators, and workable implementation mechanisms such field visits, stakeholder meetings, activity documentation, and regular reporting.

Several informants adhere that the National Dairy Authority (NDA) as the implementing agency and other partner government agencies, like the Philippine Council for Agriculture and Fisheries (PCAF), regularly monitored the project and evaluated the area, especially regarding social and economic preparations. The NDA technician also conducted a scheduled visit. As specified by Participant 2,

“Adunay meeting, naay mga workshop ug project review, gipang-interview pod mi sa PCAF para ma-update ug ma-assess kung asa nami ug unsa pa ang panginahanglanon.” (P2, Q2.1.2)

There are meetings, workshops, and project reviews. PCAF interviews us to update and assess where we are and what we still need (P2, Q2.1.2).

Participant 4 also appended,

“Ang NDA nagadto diri naay regular monitoring kung kamusta na ang project. Ginaaduan pod mi diri sa COA, ginamonitor unsa na ang status sa project.” (P4, Q2.1.2)

The NDA regularly monitors how the project is going. COA is visiting us here to monitor the project status (P4, Q2.1.2).

Moreover, they have conducted quarterly and annual assessments to present and report the project's updates and accomplishments. These assessments also help evaluate the performance progress of the dairy operation's financial status.

“Ang NDA adunay mga report nga gipangayo ug ginsubmit sa kaulohan monthly para ma-check kung unsa na ang update sa project. Naa usab quarterly ug annual assessment presentation sa mga accomplishments.” (P8, Q2.1.2)

The NDA has reports that are requested and submitted to the Central Office monthly to check the project's updates. Also, quarterly and annual assessments presentations of accomplishments were conducted (P8, Q2.1.2).

Project risk is continuously monitored and reported through the process of monitoring and control. As a project begins to develop, risks change, new risks emerge, and old risks cease to exist (Wysocki, 2004). Furthermore, monitoring and assessment aid in the extraction of pertinent data that can then serve as the foundation for planning, project policies, adjustments, and reorientations, as well as giving project implementers a more solid foundation on which to make decisions (Amha et al., 2010).

Robust Partnership with various Agencies for Support and Assistance. The data revealed that the implementing agency continued supporting the project recipients. Starting from the animals' arrival up to the selling of milk with key stakeholders, who also helped the recipient in product development. Participant 1 confirmed,

“Ang NDA wala gyud nag-undang sa ilang support sukad sa pag-prepare. Ilaha gyud mi gi-guide unsaon, hangtud sa pag-abot sa mga hayop. Even karon sa pagpa-implement sa proyekto hangtud sa pagbaligya sa gatas, wala gyud mi nila gibyaan.” (P1, Q2.1.1)

NDA has not stopped supporting us since the preparation; they guide us until the animals arrive, even now during the implementation of the project and until the milk is sold. They continue to support us (P1, Q2.1.1).

Participant 7 added,

“Ginaadtuan ug ginasuportahan pod mi sa ubang ahensya, labi na sa LGU. Naay partnership ang farmer ug ang NDA ug ginasuportahan mi sa LGU dinhi sa Magsaysay.” (P7, Q2.1.4)

We are also attended to and supported by other agencies, especially the LGU. The farmer and the NDA have a partnership and support from the LGU directly in Magsaysay (P7, Q2.1.4).

Furthermore, the implementing agency provided subsidies and equipment to sustain the project, such as milk processing equipment. Also, a group chat (GC) with the project recipients and implementing agency was created for easy and fast communication.

“Adunay mga materyales o equipment nga gihatag aron ma-sustain namo ang proyekto.” (P5, Q2.1.3)

Materials or equipment have been provided so that we can sustain the project (P5, Q2.1.3).

Participant 6 also enunciated,

“Adunay regular monitoring, adunay group chat aron sa paspas na pagtubag sa among mga concern.” (P6, Q2.1.5)

There is regular monitoring and group chat to quickly respond to our concerns (P6, Q2.1.5).

Any long-term endeavor needs leadership support, but sustained stewardship—performed by individuals who act as responsible owners overseeing, defending, and conserving the project—is similarly essential to its success. When feasible, collaboration helps to discover ongoing or upcoming projects inside the organization that can profit from shared scope, resources, etc. ("Project Management Institute," 2014).

Identifying project/program/policy beneficiaries, designing projects to meet their needs, defining realistic expected results, identifying and managing risks, tracking progress toward results and resources consumed, growing knowledge through learning lessons, incorporating lessons learned into management decisions, and reporting on the resources used and results achieved to pertinent stakeholders are all necessary for effective project management (CIDA 2019, as cited in Amha et al., 2010). According to Participant 7,

“Naghimo sila og orientation ug mga interview para makakuha sa among panginahanglan.” (P7, Q2.1.6)

They did orientation and interviews to meet our needs (P7, Q2.1.6).

Based on the data gathered, many project recipients were oriented and interviewed to identify their needs. The implementing agency and the Local Government Unit (LGU) conducted focus group discussions to find solutions to the problems and identify their needs. As stated by Participant 8,

“Una una, ma’am, naa gyud mga consultation meeting sama sa focus group discussion kauban ang NDA ug ang munisipyo bahin ani nga proyekto. Naa’y orientation unsa ni nga proyekto para masabtan pod sa mga recipient kung unsa ug para aha ni na proyekto.” (P8, Q2.1.6)

First of all, ma'am, there are consultation meetings, such as a focus group discussion and orientation with the NDA and the Municipality, so that the recipients can understand the purpose of this project (P8, Q2.1.6).

Determining needs and expectations allows one to evaluate the effectiveness of the specific intervention. It enables participants to convey their needs, interests, and expectations. Planners would be more capable to incorporate beneficiary choices into development interventions if they provided information about such interests, needs, and expectations (Amha et al., 2010).

Ability to have Access to Fund Sources. Local government has strong support, and other government agencies have helped to meet the project’s needs. Additionally, through a letter of intent (LOI) and proposals for additional project funds from the Department of Agriculture (DA) and other government agencies like loans from the Department of Trade and Industry (DTI) and the Department of Science and Technology (DOST).

“Nagahimo mi og mga LOIs ug proposals ug ipasa namo kung asa ba ang pwede makahatag sa amo ug tabang, labi na jud sa Department of Agriculture.” P4, Q2.1.4)

We are making LOIs (Letter of Intent) and proposals for funds that can give us help, especially the Department of Agriculture (P4, Q2.1.4).

Thus, the project's animals and inputs were given under loan with a memorandum of arrangement (MOA) to guarantee accountability. This methodology fosters responsible resource management and guarantees the recipients' dedication to the project's success and sustainability. As confirmed by Participant 6,

“...naa pod for loan para naa mi accountability, nag-perma mi MOA ug kontrata.” (P6, Q2.1.3)

There is also a loan, so we have accountability and signed a MOA and a contract (P6, Q2.1.3).

Risk is uncertainty that has an impact on someone's well-being and is frequently connected to difficulty and loss. Selecting from a range of options helps to lessen the impact of different kinds of risk. Usually, it requires evaluating trade-offs between modifying risk, changing expected advantages, changing entrepreneurial flexibility, and altering other factors (Harwood et al., 1999). Based on the data, some participants conceded that the implementing agency provided options for selling male animals to generate additional income. As per participant 3,

“...sama sa walay market para mo income mi, naay mga alternatives o option nga gihatag ang NDA sama sa pagbaligya sa mga hayop nga lalaki para maka-income pod mi. Kaysa mo surrender mi nga farmer, naay mga alternative.” (P3, Q2.1.2)

Since there is no market for us to generate income, the NDA provides alternatives or options, such as selling the male animals to generate income. Instead of surrendering, they give us an alternative (P3, Q2.1.2).

Moreover, risk management involves selecting a method, or techniques combined, to lessen the impact of risk on welfare and income, and determining which is the best course of action to take. This management is primarily an individual process that should take place at the farm household level (“Organisation for Economic Co-operation and Development,” 2000).

Lessons Learned from the Intensified Community-Based Dairy Enterprise Development Project

This study also seeks to examine lessons learned during the project implementation as significant information for project implementers dealing with comparable challenges when implementing a foreign-funded project. Based on the verbal responses of the informants, the following themes were extracted: Prepare the Project and the Project Implementers, Importance of Technical Knowhow on Farming, Sustained Collaboration and Intervention, and Continuous Improvement.

Table 3. Lessons Learned in the Implementation of Intensified Community-Based Dairy Enterprise Development Project

Themes	Core ideas
<p>Prepare the Project and the Project Implementers</p>	<ul style="list-style-type: none"> • follow preparation and documentary requirements • financial literacy to learn the business side • participate to be fully knowledgeable and equipped • good communication and proper training • ask questions for clarifications • conduct personal research aside from the training • show dedication and commitment to the project • determine how to be of help with others • conduct need-based interventions
<p>Importance of Technical Knowhow on Farming</p>	<ul style="list-style-type: none"> • conduct feasibility study of the project • prepare animal food as an important consideration • have faster assistance with sick animals • expand safe farm areas / forage • supply medicines to treat the animals while the doctor/veterinarian is unavailable • familiarize new dairy farm technology • apply the proper method and technology • seek help from agencies such as NDA
<p>Sustained Collaboration and Intervention</p>	<ul style="list-style-type: none"> • collaboration and support from community, NDA and LGU • open communication between implementing agency and beneficiaries • harmonious relationship to support implementing agency • commitment to create a livelihood for others • install more technicians to the area • continue marketing support • intervene in the decision of the project to be effective • intervention for the sustainability of the project • assess and evaluate the beneficiary for suitability in the program
<p>Continuous Improvement</p>	<ul style="list-style-type: none"> • conduct regular meetings to find out what is still needed • increase manpower for the project • ensure the capacity and proper training of any recipient • sufficient preparation and money to invest • market awareness for people to be educated about fresh milk • increase and strengthen program especially in milk marketing • share learnings with others and provide solutions to the problems • maintain communication on the recipients’ needs • monitor and evaluate the project

Prepare the Project and the Project Implementers. From the gathered data, most answers asserted that need-based interventions with good communication, proper training, and correct intervention based on their needs were crucial. The project recipients employ a harmonious relationship to support implementing agencies, showing dedication and commitment to the project. As stated by Participant 5,

“Sa mga similar project sa sunod, ang importante gyud nga mag-gikan sa mga farmers ang panginahanglan bago maghimo og project, ug studyhan gyud kung feasible ba siya.” (P5, Q3.1.3)

In similar projects, the important thing is that the farmers must have a need before a project is undertaken; it should be studied to determine whether it is feasible (P5, Q3.1.3).

Participant 2 also confirmed,

“Dapat gyud na maayo ang komunikasyon sa farmer ug sa NDA, ug tama pod ilang pag-training sa amo-a.” (P2, Q3.1.4)

The communication between the farmer and NDA should be good and they should provide us with the right training (P2, Q3.1.4).

The project recipients followed the documentary requirements to be fully knowledgeable and equipped; they also wanted to start financial literacy training to learn the business side and were able to ask questions for clarification. They also conducted personal research aside from the training provided by the implementing agency. As affirmed by Participant 3,

“Matun-an mi sa financial literacy aron makab-ot namo ang business side ug ma-supportahan sa mga ahensya ug sa market.” (P8, Q3.1.1)

They can teach us financial literacy so that we can access the business side, support from agencies, and support for the market (P8, Q3.1.1).

Participant 3 reiterated,

“Nagbuhat pod ko og personal nga pagtuon gawas sa training nga gihatag sa NDA.” (P3, Q3.1.6)

I have done personal research aside from the training given by the NDA (P3, Q3.1.6).

Incorporating local communities from the outset of project design and continuing throughout implementation enhances the project's capacity to successfully address demand, provides an advantageous impact on project implementation, and enhances to the long-term viability of its outputs and outcomes. Programs need to take into account changing market conditions and local circumstances ("The World Bank," 2005).

Importance of Technical Knowhow on Farming. In this study, the project recipients and the implementing agency seek help from other government instrumentalities. Conducting a feasibility study to expand the project opportunities, such as expanding safe farm areas for forage development to enhance animal food, is an essential consideration. An effective strategy for pro-poor agricultural development must necessarily seek to strengthen linkages and communication between a range of public agencies with a stake in agricultural development (“The World Bank,”2005). As stated by Participant 4,

“Padayon ang suporta gikan sa NDA ug sa lain pang ahensya nga makatabang kanamo, labi na gyud sa marketing kay naa pa mi sa punto nga medyo lisud pag-market sa gatas, labi na kay goats' milk kini.” (P4, Q3.1.2)

Continued support from the NDA and other agencies can help us, especially in marketing, because we are still at the point where it is challenging to market the milk, mainly because it is goat's milk (P4, Q3.1.2).

Participant 7 added,

“Area for expansion, labi na sa farm na safe pod.” (P7, Q3.1.1)

Area for expansion, especially safe farms (P7, Q3.1.1).

Further, the recipients also familiarize themselves with new dairy farm technology and applied the proper method. The implementing agency established a supply of medicines to treat the animals while the doctor/veterinarian is unavailable to have faster assistance with sick animals. As confirmed by Participant 5,

“Tagaan mi og mga tambal kung naay emergency aron matambalan namo ang hayop samtang wala pa ang doctor.” (P5, Q3.1.2)

They will provide medicines in an emergency so that we can treat the animals while the doctor or veterinarian is away (P5, Q3.1.2).

Numerous resources have been and continue to be allocated by national governments, foreign aid organizations, and charitable governments or agencies from developed countries towards enhancing the productivity and profitability of the dairy sector. This support is ongoing. Applying current technologies will increase milk production and efficiency by better understanding the nutrient requirements for dairy production (Moran et al., 2017).

Sustained Collaboration and Intervention. The findings of this study revealed that the project recipients can intervene in the decision of the project to be effective. This approach shows support and collaboration from the community, National Dairy Authority (NDA), and Local Government Unit (LGU) and a commitment to create a livelihood for others. Participant 7 said,

“Adunay collaboration ug tinabangay sa among komunidad, labi na sa NDA ug sa among LGU.” (P7, Q3.1.5)

Collaboration and support exist in our community, especially in NDA and LGU (P7, Q3.1.5).

Participant 8 also confirmed,

“Isa na tabang para mulahutay ang project is ang collaboration, labi na ang atong LGU sa Magsaysay nga grabe ang support sa project.” (P8, Q3.1.5)

Another factor that helped the project survive was the collaboration, especially with the LGU in Magsaysay; the support for the project was excellent (P8, Q3.1.5).

In addition, the implementing agency ensures sufficient preparation, assesses and evaluates the beneficiary for suitability in the program, conducts capacity and proper training of any recipient, increases the workforce for the project to install more technicians in the area, and continues marketing support. As stated by Participant 3,

“Ang usa ka kinahanglan nga i-improve sa proyekto mao ang manpower. Kinahanglan nga matotokan kung goat lang ba ang coverage niini by Region o by Province.” (P3, Q3.1.1)

One area that needs improvement in the project is the workforce. Someone should be able to focus on whether the scope is by Region or by Province (P3, Q3.1.1).

Participant 6 also elaborated,

“Kinahanglan dugangan ang manpower aron mas focus kay dako ang scope sa project.” (P6, Q3.1.1)

The manpower needs to be increased so that there is focus because the scope of the project is wide (P6, Q3.1.1).

Enhancing and utilizing collaborations offers a means of enabling farmers. In order to promote the accumulation of knowledge to help meet particular requirements, circumstances, and local variability, learning, information management, and sharing activities are necessary (“The World Bank,” 2005).

Continuous Improvement. Establishing clear lines of communication at the outset of the project using tools such as messaging platforms and regular meetings to facilitate communication and collaboration. Regular communication and feedback, working collaboratively with project team members to identify and address any communication barriers or issues that arise and develop mutually agreeable solutions (Singh, 2023). As per Participant 7,

“Adunay updating ug regular meeting aron mahibal-an kung unsa pa ang panginahanglan ug unsa pod among nat-unan para mas-share sa uban ug mahatagan og solusyon ang mga problema.” (P7, Q3.1.6).

There are updates and regular meetings to find out what is still needed and what we have learned to share with others and provide solutions to problems (P7, Q3.1.6).

Based on the result of the study, the implementing agency conducted regular meetings, monitoring, and evaluation to find out what was necessary for the project, share learnings with others, and provide solutions to the problems. Good communication regarding the recipients’ needs was maintained. The Planning, Monitoring, and Knowledge Management Division-Project Development Section conducts a monitoring activity on the National Dairy Authority’s “Intensified Community-Based Dairy Enterprise Development” goat component. PCAF, through its M&E function, monitors the project’s implementation, while the DA-National Livestock Program is the oversight office of the project (Philippine Council for Agriculture and Fisheries, 2011). As stated by Participant 8,

“Importante ang monitoring ug evaluation sa proyekto kay pinaagi niini makita nato kon unsa ka-sustainable ang atong proyekto ug kung unsa ang sitwasyon sa market, nga usa ka dakong problema, regular ang training nga among gina-apilan aron maka-adopt mi sa bag-ong teknolohiya.” (P8, Q3.1.3)

Monitoring and evaluation are essential for the project because this is where we can see sustainability, and this market is our big problem. We always participate in training so that we can adopt the new technologies (P8, Q3.1.3).

Participant 4 also added,

“Sakto pod ang intervention base sa among panginahanglanon, dapat pod adunay communication tali sa farmer ug sa mga technician aron mahatagan gyud og pagtagad.” (P4, Q3.1.4)

The intervention based on our need is correct, there must be communication between the farmer and the technician inside for proper attention. (P4, Q3.1.4)

Most participants stated that the agency should expand and improve its program, especially in milk marketing and market awareness, to educate people about fresh milk. They emphasized the need for a more robust support structure and resources in addition to working with farmers to improve milk quality and production efficiency and provide a more consistent and dependable supply to meet market demand. As said by Participant 1,

“...dayon, kinahanglan ang market awareness para sa atong gatas kay dili kaayo educated ang mga tao sa pag-inom og fresh milk dinhi sa atoa. Magbuhat ug mga programa aron ma-market nato atong mga product.” (P1, Q3.1.1)

Market awareness of our milk is crucial because people still need to be educated about drinking fresh milk. Create programs so that we can market our products (P1, Q3.1.1)

However, there is always a chance that a project cannot proceed as planned. The project and its regular reports are essential to providing important information, and regular updates will be required. All project participants must understand how and where to situate various things (Frances et al., 2020).

Conclusion and Recommendation

In examining the exemplary practices of a government-owned and controlled corporation (GOCC) in implementing foreign-funded projects in Davao del Sur, the convergence of themes such as tailored capacity-building strategies for stakeholders is essential to ensure that all participants have the necessary skills and knowledge to contribute effectively. Periodic assessment and evaluation allow for continuous improvement and adaptation of practices. Robust partnerships with various agencies provide crucial support and assistance, leveraging diverse expertise and resources. Lastly, the ability to access various funding sources ensures the financial sustainability of these initiatives, enabling long-term impact and resilience in rural communities. These provide insight into the effective strategies and methodologies employed by the GOCC in project management within the Region.

These results illustrate the importance of continued support and investment in such initiatives. Subsequent initiatives could improve upon these best practices by utilizing comprehensive frameworks for monitoring and assessment to ensure continuous improvement and adaptation. The knowledge gathered from this research can help direct policy choices and create more efficient and sustainable agricultural initiatives under P.L. 480, eventually enhancing the general goal of advancing agriculture and ensuring global food security. The project's importance in fostering rural development is its support of economic growth by opening new markets and providing additional income opportunities for farmers. The long-term benefits of adopting sustainable agricultural practices, such as strengthening the dairy industry's resilience and sustainability, have also been demonstrated.

Further, the study's results underline the importance of fostering constructive engagement and communication with government agencies, local communities, and project stakeholders to build trust, gather feedback, and promptly address concerns. Additionally, the study stresses the significance of sufficient workers to implement the project, appropriate training, and constant monitoring and evaluation.

However, it is essential to acknowledge the challenges and limitations encountered during the research process. The availability of limited data limited the researcher's capacity to conduct a thorough study. Despite these challenges, efforts were made to derive significant conclusions from available sources.

Above all, the study showed that thorough planning, coordination, and collaboration are prerequisites for successfully implementing various government projects and programs. Well-established procedures should accomplish these tasks through a strong sense of teamwork and the active participation of numerous stakeholders.

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