




ASEAN CSR Vision 2020 Small Grants Fund

Final Project Report

This report is to be completed by the Implementer **within 1 month of the end of the effective date of the implementation of the project**. All Sections should be completed, and this form should be returned to the Project Coordinator in both soft and hard copies.

The final 20% disbursement cannot be made until the Final Project Report has been submitted and received by the Project Coordinator.

This Report must be accompanied by a Financial Report which shall be prepared in accordance with the submitted Budget and includes all original receipts/financial records.

A. Implementing Agency <i>Please spell out in full as the name has been registered and where relevant, only include acronyms after that</i>	<i>Institute of Cooperatives and Bio-Enterprise Development (ICOPED)</i> <i>College of Economics and Management</i> <i>University of the Philippines Los Baños</i>
B. Full Address / Country	<i>College, Laguna, Philippines 4031</i>
C. Contact Person & Details <i>Insert full name, designation and contact details here (include phone number & email). It is also recommended to provide an alternative contact point.</i>	<i>Karen P. Quilloy</i> <i>Project Leader and Assistant Professor</i> <i>+63 (49) 536 4750 / +63 (49) 536 3266</i> <i>karenquilloy@gmail.com</i> / <i>kpquilloy@up.edu.ph</i>
D. Authorised representative/signatory	 <i>Karen P. Quilloy</i> <i>Project Leader and Assistant Professor</i> <i>June 30, 2017</i>

Part 2: Project Summary

A. Project Title	<i>Leveraging Philippine Agricultural Cooperatives for Green Growth: A Pilot Study</i>		
B. Areas (country, city, town etc.) covered	Laguna Province, Philippines		
C. Planned Start Date	October 1, 2016	Actual Start Date	December 12, 2016
Planned Completion Date	March 31, 2017	Actual Completion Date	May 31, 2017
D. Explain any variance in Start/End dates	Waited for ACN's approval of the project proposal (notified on October 26, 2016) and ACN's confirmation of receipt of the signed Contribution Agreement (confirmed on December 8, 2016) and the 1 st release of budget (transferred 80% on December 23, 2016).		

E. Short Project Summary
<p>In pursuit of sustainable development, the Philippines has recognized green growth as a necessary strategy that has to be adopted in order to achieve a kind of economic growth that does not compromise human and environmental well-being. The country's transition to a green growth-based development path involves the participation of different sectors from national down to the micro level. A primary sector of concern is agriculture.</p> <p>While several policies/programs supporting green growth are in place, this does not guarantee the adoption of green growth strategies at local or grassroot level. Unless farming households and individuals gain full understanding of green growth, agricultural communities might continue pursuing growth without incorporating sustainable green practices and efficient use of natural resources.</p> <p>This project aimed to build capacity of people in the agriculture sector on green growth with the end view of mainstreaming green growth ideals and practices in their livelihood activities. The entry point of intervention would be the agricultural cooperatives. As an organized group that addresses the socioeconomic needs of its members through collective action and is guided by the principle of "concern for community," cooperative is deemed to be a potential catalyst for promoting green growth at local and community level. Hence, this project was pilot tested in at least two selected local agricultural cooperatives.</p> <p>The project results serve as a basis for developing green growth toolkit for cooperative businesses that can be used by other agricultural cooperatives and cooperative enterprises in the Philippines.</p>
F. Project Purpose (use the exact wording from the approved Project Proposal Form)
The aim of the project is to mainstream green growth ideals and practices in the strategic management and operational plans of selected agricultural cooperatives in the Philippines.
Was the Purpose achieved? If not, give reasons. Please state your sources of information.
<p>The purpose of the project was achieved as evidenced by the following project results:</p> <ul style="list-style-type: none"> Two pilot cooperatives, namely Green Beans Multipurpose Cooperative (GBMPC) and Calamba Vegetable Growers Marketing Cooperative (CVGMC), have been educated about green growth and its importance, benefits/advantages, and applications through a training. The training is deemed effective as supported by the self-assessment on green growth done by the participants and their post-evaluation.

- GBMPC and CVGMC were taught on how to start mainstreaming green growth ideals and practices in their strategic management and operational plans through a workshop. During the workshop, the cooperatives were able to draft a vision and mission statements for their cooperatives that reflect green growth advocacy and were able to identify and prioritize a list of green growth practices that they plan to implement after the workshop.
- The pilot cooperatives have expressed their interest and willingness to adopt green practices in their daily operations and business activities and this was confirmed by their successful implementation of their planned green growth practices.
- The quick assessment shows that there are improvements in the green audit performance of the cooperatives before and after the training-workshop.

Did any external factors contribute to the achievement of the Purpose? Please describe.

Yes. The management of the project funds by the College of Economics and Management (CEM) Alumni Foundation facilitated the smooth and transparent disbursements of funds for the project activities, administrative expenses, and purchasing of supplies.

Were there any significant changes made to the project design after the commencement of the project (outputs, activities, budget, duration etc.)? Please describe the changes.

The project was implemented as planned. All the activities were completed and all the expected project outputs were delivered. However, there was a need to adjust the timeline of the project activities due to late start of the project as brought about by the delayed release of project budget and due to availability of the target participants for the stakeholders consultation and training-workshop. It so happened also that the adjusted starting month of the project was December, which is a holiday season in the Philippines (one-week mandatory non-working holiday from December 22, 2016 to January 1, 2017). Nevertheless, the project team was still able to complete the project within a 6-month duration.

A slight adjustment of the utilization of the project budget was also made as a result of the realignment of budget of the project

G. Please describe any unplanned consequences from the project.

Given that the target agricultural cooperatives to which the project will be piloted are those that have the following criteria:

- inadequate knowledge on green growth;
- are not doing or have minimal green growth practices;
- agriculture-based that are proximate to the home office of the project team (given limited budget and time); and
- are willing to participate in the projects' training, workshop and quick assessment;
-

the Team had a limited pool of agricultural cooperatives to choose from. Prospective agricultural cooperatives were visited and interviewed for possible selection as pilot cooperatives for the project. Most of these cooperatives are micro cooperatives (with less than PHP3.0 million or SGD90,253 worth of assets) operating in small scale and do not have a well-structured management organization with adequate staff. The two pilot cooperatives, which satisfied the criteria, are both legally registered cooperatives with existing articles of cooperation, bylaws and organizational structure. However, it is unfortunate that while they manage to run their cooperatives and operate their business activities, with financial reports being submitted every year; the cooperatives do not have a formal written documents of their strategic management and operational plans.

Given the lack of documents, the project team devised alternative approach and instrument to determine their current goals and activities and their planned activities related to green growth. These include the visioning exercise to craft a green-inspired vision and mission statements based on the existing one and the green audit tool, which has a question of whether a green-related activity is part of the plan or not.

Part 3 : Implementation

Were all the Milestones / Indicators of Success met or achieved as planned, with the planned results? If yes, please note the results. If not, please explain.

Add more lines as required

Milestone Number¹	Result <i>Achieved / Not achieved</i>
1. Literature review and secondary data collection	<p>Literature review and secondary data were gathered to generate information that will serve as inputs to the development of training module and green growth toolkit for the project. These information were also used in the lecture presentations of the project leader and project staff in the stakeholders consultation and training-workshop.</p> <p>The desktop research started as soon as the project contract of agreement was signed, which was done in December 8, 2016.</p> <p>Result: Achieved</p>
2. Stakeholders Consultation	<p>Prior to the training-workshop to be conducted among two pilot cooperatives, the Consultation Workshop on Greening Cooperatives for Sustainable Growth was conducted on April 25, 2017 in Splash Mountain Resort, Lalakay, Los Baños, Laguna. The consultation aimed to stir discussion among experts and practitioners from different sectors and to solicit inputs on how to effectively encourage cooperatives to adopt or practice greening in a sustainable manner.</p> <p>A total of 20 participants attended the workshop, which included stakeholders from the cooperative, government, and academic sectors. Particularly, the cooperative stakeholders were from the Calamba Rice Growers Multipurpose Cooperative, New Batong Malake Public Market Multipurpose Cooperative, Southern Tagalog Rubber Producers Cooperative, and the Ecosystems Research and Development Bureau (ERDB) Multipurpose Cooperative. The government sector was represented by stakeholders from the Department of Trade and Industry (DTI) Regional Office IV-A and DTI Provincial Office of Laguna, Land Bank of the Philippines Lending Center of Laguna, National Economic and Development Authority Regional Office IV-A, and the Cooperative Development Authority (CDA) Calamba Extension Office. Meanwhile, the academe was represented by faculty and REPS from the Department of Economics, Department of Agricultural and Applied Economics, and ICOPED of the College of Economics and Management (CEM) and from the College of Public Affairs and Development, UPLB.</p> <p>During the consultation, it was emphasized that cooperatives are good entry point for promoting green growth in the enterprise sector and among communities and individuals as they are supportive of the sustainable development goals and green growth objectives, being a triple bottomline people-based enterprise. Green growth is embedded in the cooperative principles specifically under the concern for the</p>

¹ List all milestones as stated on the approved Project Proposal Form

	<p>community, which encompasses the three pillars of sustainability. The cooperative is also seen as instrumental in influencing the implementation of green practices through education, values formation, and cooperative practices.</p> <p>Some of the key inputs from the stakeholder participants include:</p> <ul style="list-style-type: none"> • Emphasizing the importance of setting the mindset of cooperatives on the need to adopt greening practices through awareness campaign and educational trainings. This should be the first step in the process of pursuing green growth. • Linking and partnering with the government agencies and local government units in promoting and carrying out green growth activities will help in persuading people to adopt greening. It will also be cost-effective to work with the government if there are already existing green programs in the area or for the community. • The existing environmental laws and regulations in the country or in the locality where the cooperative operates must be identified to make sure that the green plans of cooperatives will not have conflicts but rather be compliant to these policies. • Mainstreaming greening in the national cooperative law and mandates of the Cooperative Development Authority of the Philippines and its local government arms might be necessary to effectively encourage cooperatives to go green. • Cooperating with other cooperatives that have related or complementing activities or products and services in pursuit of greening is also deemed effective, especially if the partnering cooperatives are both supportive of green growth strategy. • In the draft green growth pathway presented during the consultation, Monitoring and Evaluation has been emphasized as an important element for a successful greening process. • It was agreed during the consultation also that anchoring green growth objectives with the existing vision, mission and goals of the agricultural cooperatives could be an effective approach towards promoting green growth. <p>At the end of the workshop, the participants came up with an improved version of the green growth framework proposed by the project team and a priority list of green growth practices for cooperatives. These outputs were used as inputs in the preparation of a toolkit for greening cooperatives and in the training-workshop for the two pilot cooperatives. Particularly, the outputs of the consultation were considered in formulating the content of the training materials and forms used.</p> <p>Attachment 2.a. Stakeholders Consultation Concept Note Attachment 2.b. Stakeholders Consultation Program Attachment 2.c. Stakeholders Consultation Post-Evaluation</p> <p>Result: Achieved</p>
3. Green growth	A training module was developed to serve as a guide in conducting capacity building

<p>module development</p>	<p>training on greening cooperatives. The module is intended to be used in the future by other training providers, cooperatives, and other organizations or institutions that wish to educate clients on green growth.</p> <p>The module contains the following information, which are described in detail in the attached document:</p> <ul style="list-style-type: none"> • Module description • Learning Outcomes • Learning Conditions • Assessment criteria • Learning Materials • Training Tools • Methodologies • Assessment Method • How to facilitate the session including tips <p>Attachment 3.a. Training Module</p> <p>Result: Achieved</p>
<p>4. Capacity building training for cooperatives</p>	<p>A training seminar on Going Green: Strategies, Practices and Opportunities for Cooperatives was conducted on May 10, 2017 at ICOPED Auditorium, College of Economics and Management, University of the Philippines Los Baños. Two (2) pilot cooperatives participated in this workshop, namely: Green Beans Multipurpose Cooperative (GBMPC) and Calamba Vegetable Growers Marketing Cooperative (CVGMC).</p> <p>The objective of the training was to enhance awareness and knowledge of agri-based cooperatives on green growth practices and opportunities and to capacitate them on the strategies for effectively incorporating green practices into their enterprise’s goals, operations, and activities. Project Leader, Asst. Prof. Karen P. Quillooy and Project Staff, Asst. Prof. Liezel S. Cruz gave lectures on green growth concept and pathway/framework and on the different green growth practices that cooperatives can adopt, respectively. In addition, resource speakers from the Philippine Government’s Department of Trade and Industry (DTI) – Regional Office of CALABARZON and the Land Bank of the Philippines Lending Center (LANDBANK LC) of Laguna presented green growth opportunities for cooperatives. Particularly, the topics included:</p> <ul style="list-style-type: none"> • Support to Green Economic Development: Department of Trade and Industries (DTI) initiatives; and • Climate Resilient Agriculture Financing Program of the Land Bank of the Philippines (LBP) Lending Center <p>DTI has the primary purpose of coordinating, promoting, facilitating, and regulating the Philippine’s trade and industry, and investment activities. It has the responsibility of enabling the industry and service sectors of the country to be globally competitive, and be sources of inclusive growth and employment of the Philippine economy (http://www.dti.gov.ph/about). LBP is a government financial institution that has a social mandate of promoting rural development in the Philippines on top of its commercial operation (https://www.landbank.com/about).</p>

	<p>The expected output of the training is the developed and/or enhanced awareness, knowledge and understanding of cooperative officers and employees on green growth. To check whether this was achieved, a self-assessment survey was conducted prior and after the conduct of the training. The survey assessed the the participants in terms of: (a) knowledge on green growth, (b) support on the promotion and practice of green growth, and (c) belief on the benefits of green growth on the cooperative. Survey results presented in the attached training report showed that there was an improvement in the three indicators after the training.</p> <p>Attachment 4.a. Training-Workshop Report</p> <p>Result: Achieved</p>
<p>5. Green growth toolkit development</p>	<p>A green growth toolkit entitled Greening Co-ops: What, Why and How? A Guidebook for Cooperatives, was developed to serve as a quick guide for cooperatives in pursuing a “green” approach in doing their business. It provides a basic understanding of the concept of green growth as explained in the context of cooperatives and presents a strategic process of incorporating green growth practices in their management and operations. It also contains examples of green growth practices that can be adopted by cooperatives and a methodical guide on prioritizing the practices.</p> <p>The toolkit is intended to be a free resource to help cooperatives and other similar organizations to get started on their journey towards greening their enterprises and to inspire them to sustain their drive and commitment to go greener.</p> <p>Attachment 5.a. Green Coop Toolkit</p> <p>Result: Achieved</p>
<p>6. Pilot testing of green growth toolkit in pilot cooperatives</p>	<p>A workshop was conducted to pilot test the green growth toolkit, specifically the activities discussed in it, to the two agricultural cooperatives that participated in the training. It was held also on May 10, 2017, right after the training conducted. The workshop included three (3) group activities, namely:</p> <ol style="list-style-type: none"> 1. Green Audit Checklist; 2. Creation of Green-inspired vision and mission statements; and 3. Prioritization of high-impact practices for cooperatives. <p>During the workshop, the participants were taught on how to do the above activities and underwent the whole process as an initial step for mainstreaming green growth ideals and practices in their plans. The process was done successfully by the cooperative groups with the facilitation of the organizers and facilitators. The results of the activities were shared during the workshop and comments and suggestions from the participants were taken to further improve their plans for greening their cooperatives.</p> <p>The cooperatives expressed their interest, willingness and amenability to incorporating green in their management and operational plans. The activity outputs serve as proof of their initial mainstreaming of green growth ideals and practices in their plans. While the workshop outputs were not as structured as they were expected because of the fact that the pilot cooperatives are found to not have</p>

	<p>a written strategic management and operational plan that farm out a well-defined and specific short- to medium-term plans, the cooperatives were still able to envision what they want and plan to do after the workshop, as indicated in their first green audit and green growth practice prioritization results. These are shown in the provided attachments.</p> <p>Attachment 4.a. Training-Workshop Report Attachment 6.a. Green Audit Result</p> <p>Result: Achieved</p>																																								
<p>7. Quick assessment of cooperatives' strategic management and operational plans</p>	<p>The quick assessment was conducted last May 26, 2017 for Green Beans Multipurpose Cooperative (GBMPC) and May 29, 2017 for Calamba Vegetable Growers Marketing Cooperative (CVGMC) wherein the farms and offices of the cooperatives were visited and farmers and members were interviewed. This was done to initially assess whether they are able to implement what they have indicated in their plan of action during the training-workshop.</p> <p>The list of planned and implemented green practices per cooperative is summarized in Table 1. Simple and easily implementable green practices, which they identified and prioritized during the workshop, were immediately implemented in their respective cooperatives. Table 2 shows that both pilot cooperatives have shown improvement in their Green scores after the conduct of the training-workshop. The percentage change in the green scores of the cooperatives before and after the training workshop indicate their success in implementing their green plans and therefore, in mainstreaming green growth ideals and practices in their strategic management and operational plans.</p> <p>Table 1: Planned Green Practices vs. Actually Implemented Green Practices of CVGMC and GBMPC</p> <table border="1" data-bbox="435 1265 1442 1910"> <thead> <tr> <th colspan="2">CVGMC</th> <th colspan="2">GBMPC</th> </tr> <tr> <th>Planned Green Practices (May 10, 2017)</th> <th>Implemented Green Practices (as of May 29, 2017)</th> <th>Planned Green Practices (May 10, 2017)</th> <th>Implemented Green Practices (as of May 26, 2017)</th> </tr> </thead> <tbody> <tr> <td>Make & use compost</td> <td>Make & use compost</td> <td>Waste segregation</td> <td>Waste segregation</td> </tr> <tr> <td>Waste segregation</td> <td>Waste segregation</td> <td>Waste reduction</td> <td>Reduce, reuse, recycle</td> </tr> <tr> <td>Record & collect energy data</td> <td></td> <td>Green-inspired vision & mission</td> <td></td> </tr> <tr> <td>Check lighting</td> <td>Check lighting and control</td> <td>Save paper; communicate electronically</td> <td>Save paper; communicate electronically</td> </tr> <tr> <td>Limit chemical fertilizer</td> <td>Limit chemical fertilizer</td> <td>Conduct green training</td> <td></td> </tr> <tr> <td>Publicize green accreditation & certification</td> <td></td> <td></td> <td></td> </tr> <tr> <td colspan="4"><i>Table 2 continued...</i></td> </tr> <tr> <td>Green-inspired vision & mission</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	CVGMC		GBMPC		Planned Green Practices (May 10, 2017)	Implemented Green Practices (as of May 29, 2017)	Planned Green Practices (May 10, 2017)	Implemented Green Practices (as of May 26, 2017)	Make & use compost	Make & use compost	Waste segregation	Waste segregation	Waste segregation	Waste segregation	Waste reduction	Reduce, reuse, recycle	Record & collect energy data		Green-inspired vision & mission		Check lighting	Check lighting and control	Save paper; communicate electronically	Save paper; communicate electronically	Limit chemical fertilizer	Limit chemical fertilizer	Conduct green training		Publicize green accreditation & certification				<i>Table 2 continued...</i>				Green-inspired vision & mission			
CVGMC		GBMPC																																							
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Conduct green training			
Green Practices not listed in the Priority List but adopted after the Training			
	Check lighting and control		Check lighting and controls
	Check water and usage levels		Install energy-efficiency lighting
	Check faucets, pipes and toilets for leaks		Check water usage and controls
			Capture and store water
			Check faucets, pipes and toilets for leaks
			Save paper; send information electronically

Table 2: Cooperative's Green Score During and After the Training

Cooperative	Implementing the Green Practice?			Total Green Score
	Yes (3 points)	Partially (1 point)	Add to Plan (0 pt)	
GBMPC (During - May 5)	26	1		27
GBMPC (After - May 26)	54	0	6	60
% Change in Green Score				+122%
CVGMC (During - May 5)	45			45
CVGMC (After - May 29)	60			60
% Change in Green Score				+33%

Attachment 6.a. Green Audit Result

Result: Achieved

8. Writing of project terminal report

After undertaking all the project activities, the terminal report was prepared for submission to the ASEAN CSR Network. It includes supporting documents such as financial report and the written project outputs.

Result: Achieved

Were all the Outputs delivered as planned, with the planned results? If yes, please note the result. If not, please explain.

Add more lines as required

Output Number²	Result <i>Delivered / Not delivered</i>
1. Green growth module for cooperatives developed for capacity building training	<p>A training module was created. Please see attached Training Module.</p> <p>Attachment 3.a. Training Module</p> <p>Result: Delivered</p>
2. Awareness, knowledge and understanding of cooperative officers and employees on green growth developed or enhanced	<p>Training conducted which capacitate pilot cooperatives on green growth as a strategy and opportunity for sustainable business operation. Participants were also exposed to various green growth practices which can be replicated in their own cooperatives. Please see attached training report for complete details.</p> <p>Attachment 4.a. Training-Workshop Report</p> <p>Result: Delivered</p>
3. Green growth toolkit for agricultural cooperatives developed for pilot testing	<p>A green growth toolkit/guidebook was developed. Please see attached document. For copyright purposes, the project team has requested for an ISBN number for the toolkit, however it has not been given yet, hence dummy characters are indicated in the over page. As soon as the ISBN number. becomes available, the toolkit will be updated to contain the actual number.</p> <p>Attachment 5.a. Green Coop Toolkit</p> <p>Result: Delivered</p>
4. Pilot cooperatives mainstream green growth ideals and practices in their strategic management and operational plans	<p>A key measure to indicate that the pilot cooperatives are able to mainstream green growth ideals and practices are their outputs during the workshop and their success in implementing their planned green activities after the workshop. The quick assessment results (as supported by the green audit forms accomplished by the cooperatives before and after the workshop and the list of green practices that they immediately implemented in a span of two weeks after setting their plans during the workshop) indicate a positive outcome in terms of introducing green growth ideals and practices in their respective cooperatives.</p> <p>Due to the interest of time, the vision and mission statements of the cooperatives have not yet been actually amended to incorporate the green-inspired vision and mission revisions, which the cooperative participants drafted during the workshop. This is because amending of vision and mission needs to undergo a due process, wherein it has to be discussed first at Board of Directors level and then with the General Assembly. The amendment will then still be subject to approval of the General Assembly. The same way goes if the cooperative has an approved existing strategic management and operational plan document that need to be revised. But it is important to note also that as said earlier, the pilot cooperatives have no existing written document of their strategic management and operational plans.</p>

² List all the Outputs as stated on the approved Project Proposal Form

	<p>As such, it can be stated that the output has been delivered in principle or as proven by the pilot cooperatives' actual responses (see attachments) but not in any form of a formal written document of strategic management and operational plans.</p> <p>Attachment 4.a. Training-Workshop Report Attachment 6.a. Green Audit Result</p> <p>Result: Delivered</p>	
<p>Were all the Activities completed as planned? If not, please explain. All activities were completed as planned.</p>		
Planned Activities ³	Progress <i>Delivered / On track / Not delivered / Not on track</i>	
None		
<p>Was the project completed on Budget?</p>		
Planned Total Cost	Actual Total Cost	Variance <i>(difference between planned and actual costs)</i>
TOTAL PROJECT COST: SGD 10,000 (PHP332,400.00)	SGD9,452 (PHP314,148.48)	SGD548.14 (PHP18,221.89)
TOTAL COST TO ACN: SGD 8,000 (PHP265,944.45)	SGD7,452.54 (PHP247,722.56)	SGD548.14 (PHP18,221.89)
TOTAL COST TO ICOPED: SGD 2,000 (PHP66,486.11)	SGD 2,000 (PHP66,486.11)	-
<i>Exchange rate: SGD 1.00=PHP33.24</i>		
<p>Please explain any variance in planned and actual expenditure, where the difference is greater than 5%.</p> <p>There is an unused ACN budget amounting to SGD548.14 (PHP18,221.89), which is 6.58% of the planned total cost to ACN (or 5.45% of the total project cost). The bulk of this variance is mainly comprised of the unspent budget for the line item "Utilities" (SGD327) and a portion of the budget for "Venue" (SGD150.42). The budget was not spent because the counterpart funder, ICOPED, shouldered the utility expenses (telephone, electricity, etc.) for the six-month duration of the project and for the venue used for the training-workshop.</p>		

³ Only list the activities (from the approved Project Proposal Form) which were not delivered as planned

Part 4: Sustainability, Risk Assessment & Stakeholder Analysis

What evidence do you have that the benefits of the project will be sustained? Please describe.

The outputs of the project are key indications that the benefits of the project will be sustained. Besides the positive responses of the two pilot cooperatives, the training module and toolkit, which are intended to be shared with cooperatives and other interested parties, will serve as instruments for promoting green growth strategy and for helping more cooperatives and related organizations that also want to green their businesses. ICOPED in particular can conduct the same training and workshop for other interested cooperatives to also educate them on greening cooperatives.


In the long run, the transfer of knowledge and its utilization on green growth strategy and practices to a larger set of agri-based cooperatives and other related businesses and organizations can create greater impact on promoting and contributing to green growth goals of the Philippines.

What were the three main lessons identified that could be applicable to running this type of project again?

- The project is specifically intended to target cooperatives that do not have adequate knowledge on green growth and have no, if not minimal, existing green practices being implemented. It is not only limited to agricultural type of cooperatives, but can also be implemented on any other types of cooperatives and even in non-cooperative organizations.
- While the quick assessment was able to provide initial results of the improvement of cooperative greening practices, it would still be much better if there is a longer period of regular monitoring and evaluation, say monthly for six months, to see the real outcome and impact of the capacity building project on the cooperatives.
- Since the project is dealing with management and operational plans of the cooperatives, it is important that the participants in the training and workshop have representatives from the cooperative and management team, such as the Chairman of the board and other members of the board of directors and the managers, who will spearhead and manage the actual implementation of planned green practices.

We would welcome your feedback and comments on ACN procedures and systems in relation to the project

Thank you for supporting our project.

Signature	
Full Name	Karen P. Quilloy
Designation	Project Leader and Assistant Professor
Date	June 30, 2017

For Official Use

Programme Manager	
Are you satisfied that this report is fair and accurate?	Yes / No (<i>delete as appropriate</i>)
Is there a key lesson that ACN has learnt from this Project? Please describe	
Following completion of the project, what are the next steps?	

Signature	
Full Name / Designation	
Date	
Other Remarks	
CEO Comments: Please add your assessment of the effectiveness of the project	