

Provincial Micro, Small and Medium Enterprise
(MSME) Development Action Planning

Workshop Guide



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Bureau of Micro, Small and Medium Enterprise Development (BMSMED)
Department of Trade and Industry
5F Trade & Industry Building
361 Sen Gil Puyat Avenue
Makati City 1226 PHILIPPINES

Rhodora Leaño, Director
bmsmed@dti.gov.ph

Regional Operations and Development Group (RODG)
Department of Trade and Industry
7F New Solid Building
357 Sen Gil Puyat Avenue
Makati City 1226 PHILIPPINES

Merly M Cruz, Undersecretary
rodg@dti.gov.ph

and

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

DTI GIZ Private Sector Promotion Program (SMEDSEP)
smedsep.ph
PSP Program Office
7F New Solid Building
357 Sen Gil Puyat Avenue
Makati City 1226 PHILIPPINES

Volker Steigerwald PhD
Program Manager
volker.steigerwald@giz.de

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INTRODUCTION

This document is intended as a reference or guide for the Provincial Micro, Small and Medium Enterprise Development (MSMED) Councils in developing Provincial MSMED Action Plans throughout the country. This document is a step by step process to also guide the planning workshop moderators and documenters in order to come up with a Provincial MSMED Action Plan that will capture the National MSMED Plan 2011-2016 Framework and the Provincial Priorities and Directions.

It is the intention of this document that all MSMED Councils throughout the country will come up with Provincial MSMED Action Plans that are comparable in terms of process and final documentation output. It is also relevant to mention that this guidebook is a result of a pilot Provincial MSMED Planning Workshop that was conducted in Bohol, Central Visayas. From the Bohol experience, various provinces in the Visayas conducted their Provincial MSMED Action Planning workshops using the same basic process. This document captures the Bohol model plus some enhancements after observing the process and outcome of other provinces.

RATIONALE

The 2011-2016 MSME Development Plan aims to address the key challenges and constraints that continue to prevent the MSME sector from realizing its full potential and boosting the country's industrial growth. To achieve this, the Plan lays out the overall framework to guide the formulation of action plans towards a more harmonized approach to MSME development. It was developed in close consultation with national, regional, and provincial stakeholders. It will be implemented through a convergence of stakeholder efforts with regular monitoring, validation, and updating by stakeholders under the stewardship of the MSME Development Council.

The 2011-2016 MSME Development Plan identifies the results necessary to raise the MSME sector's contribution to GDP to 40 % and generate 2M employment. The action plans necessary to deliver these results will be crafted and managed at the local and regional levels following the principle of subsidiarity. They will address the four outcome (result) areas which are Business Environment (BE), Access to Finance (A2F), Access to Market (A2M) and Productivity and Efficiency (P&E) integrating the three development approaches and four global themes according to the situation in the locality. These development approaches include Local and Regional Development (LRED), Value Chains (VC), and Market Systems Development while global themes cover Green Growth/Climate Change, Corporate Social Responsibility, Migration, and Gender. As mandated by RA 9501 or the Magna Carta for Micro, Small, and Medium Enterprise Development, the National MSMED Council will shepherd the crafting and implementation of the National MSME Development Plan. The Council will, however, manage at the outcome level and leave the preparation and management of the MSMED Action Plans to local and regional MSMED Councils.

Given the mandate of the local and regional MSMED Councils, the crafting and management of the Provincial MSMED Action Plans is crucial to the development of MSMEs in the provinces.

KEY IMPLEMENTATION STEPS

PRE-PLANNING WORKSHOP

The importance of the Preparatory Work cannot be overemphasized since the quality of the Provincial MSMED Action Planning Workshop is dependent on the quality of inputs and preparation. To guide the provinces in undertaking this phase, Table 1 is provided to offer hints on how the preparation for the Provincial MSMED Planning will be carried out.

Table 1 Tasks during the Preparatory Work stage

No	Objective	Expected Output	Responsible
1	To review the performance of MSMED Council member agencies for the previous year	Summary of Accomplishment Reports according to Outcome/Results	MSMED Council Member agencies and organizations; Secretariat to summarize
2	To present the National MSMED Plan Framework to the members of the Council	Understanding of the National MSMED Plan 2011-2016 Framework. The standard presentation from BMSMED will be used. The MSMED Council members are now aware of the challenges and desired results per outcome area which shall be validated in the Provincial MSMED Action Planning with reference to the priority sectors of the Province	DTI Provincial Director

No	Objective	Expected Output	Responsible
3	To get inputs from the Provincial Government on the Provincial Development Plan and the identified priority sectors of the province	Understanding and awareness on the Provincial Development Plan including the listing of priority sectors of the province	Provincial governor or representative to be invited in a MSMED Council meeting
4	To select the economic drivers/priority sectors of the Province after the inputs from the National MSMED Plan Framework and the Provincial Development Plan and Priorities	Agreement on the priority sectors to be adopted/supported by the MSMED Council	MSMED Council
5	To plan for the Provincial MSMED Action Planning Workshop	Agreements on the following: Dates Workshop design (see Table 2) Moderators and documenters	MSMED Council

No	Objective	Expected Output	Responsible
6	<p>To identify participants to the workshop based on the following criteria:</p> <p>Private sector:</p> <ul style="list-style-type: none"> • Heads of (priority) sectoral organizations who are not members of the council • Selected MSMEs representing the identified priority sectors. Only decision makers will be invited. <p>Public Sector: Government agencies/LGUs who are enablers/supporters to the identified priority sectors</p> <p>Academe: Local universities/academic institutions that are relevant to the sectors</p> <p>Media: Media practitioners supportive of MSME development</p>	List of Participants/ Invitees to the Provincial Action Planning Workshop	MSMED Council

No	Objective	Expected Output	Responsible
7	To strategize active participation of key MSME stakeholders to the planning workshop	Letter of Invitation signed by the MSMED Council Chair with confirmation slip Commitment of MSMED Council member agencies to help the secretariat in the invitation	MSMED Council Secretariat and Member agency concerned

PROVINCIAL MSMED ACTION PLANNING WORKSHOP

Table 2 presents the suggested core design for the conduct of the Provincial MSME Development Action Planning Workshop.

Table 2 Suggested Core Design for the Provincial MSME Development Action Planning Workshop

Time	Activities	Responsible/ Comments	Materials Needed
8:00	Arrival and Registration of Participants	Secretariat	<ul style="list-style-type: none">• Registration form – participants clustered according to sector• Name tags – color coded according to sector assigned• Pencil/pen, paper• Handouts

Time	Activities	Responsible/ Comments	Materials Needed
8:30	Preliminaries	Secretariat	• Music
	Invocation		• LCD
	National Anthem		• Flag of the Philippines
	Provincial Hymn		• Presentation slides
	Introduction of Participants		
9:40	Welcome Remarks	MSMED Council Chair or Co-Chair	
	Messages	Provincial Governor	
	GIZ Contributions to the Philippine MSME Development Initiatives	GIZ Staff (applies to Visayas only)	Presentation slides
	What have we achieved thus far? Provincial MSMED Council Accomplishments	MSMED Council Chair or representative	Presentation slides

Time	Activities	Responsible/ Comments	Materials Needed
10:00	Morning Break		
	Understanding your context - Provincial Development Plan	Provincial Planning and Development Coordinator	Presentation slides
	Economic Driver(s) and Priority Sectors	MSMED Council or Secretariat	Presentation slides
	National MSME Development Framework 2011 to 2016	BMSMED Director and Head of National MSMED Council Secretariat – Rhodora M. Leaño	Presentation slides
12:00	Lunch		
1:00	Energizer Why are we here Overview of the Workshop - Expected Output	Facilitator	<ul style="list-style-type: none"> • Slides with objectives and Expected Output • Outline of Activities posted in front where visible

Time	Activities	Responsible/ Comments	Materials Needed
1:15	<p>Where do we go from here?</p> <p>Workshop 1 - Validation of Challenges [per priority sector]</p>	<ul style="list-style-type: none"> • WS Facilitator forms groups based on the identified priority sectors, set up group work • Moderators validate challenges mentioned in the National MSMED Plan with the respective sectors • Participants add or subtract to the previously identified challenges based on Provincial realities and the sector <p>Bus Stop 1:</p> <ul style="list-style-type: none"> • Choose 1 member to remain in the station as an anchor (take note of comments, explain when necessary) • Participants will visit outputs of other groups/sectors, identify challenges that are not relevant/applicable by ticking a dot next to it. When groups return to their station (original grouping), they have the option to delete the 2 challenges per outcome portfolio that the other participants from the other groups have identified as not relevant. • Feedback Guide: Recommended symbols: ? = clarify; + = additional comment/idea/challenge • WS Output: List of challenges/sector clustered according to 4 outcomes based on provincial and sectoral realities 	<p>Preparation before the WS</p> <ul style="list-style-type: none"> • List of challenges per outcome area printed on big fonts for posting at the pin boards, color coded • The same list of challenges will be posted and used by selected sectors • Manila paper, push pins, markers [coded according to sector/groups] • Bus Label: coded according to color of sector • Colored Sticker – 4 pieces per participant to be distributed by documenters before the bus stop exercise

Time	Activities	Responsible/ Comments	Materials Needed
2:15	Workshop 2 - Validation of Desired Results and Indicators	<ul style="list-style-type: none"> • WS Facilitator to prompt the start of Workshop and give instructions • Samegroups/Moderators/Documenters • WS Moderators and documenters to list the identified challenges per sector that applies to the province (as the result of Workshop 1 and posted at Column 1) • Post the Desired Results and Indicators in Column 2 and Column 3, respectively • Moderators to validate the Desired Results and Indicators against the identified challenges. Ensure cross-cutting themes are covered as well: gender, migration, climate change/ green growth, corporate social responsibility (CSR), globalization 	<ul style="list-style-type: none"> • Handout: MSME Development Provincial Action Plan Template w/ Desired Results & Indicators • Preparation before the WS: action plan template on the pinboards w/desired results & indicators listed
3:30	Afternoon Break		

Time	Activities	Responsible/ Comments	Materials Needed
	Cont. WS 2	<p>Bus Stop 2:</p> <ul style="list-style-type: none"> • Choose another member to stay in the station as anchor • Participants will visit other sectors/stations to validate output re Desired Results and Indicators • Feedback Guide: Recommended symbols: ? = clarify; + = additional desired results and indicator. Check inclusion of cross-cutting themes: gender, green growth/climate change, globalization, CSR • WS Output: Agreements on Desired Results and Indicators per Sector that is applicable to the province 	<ul style="list-style-type: none"> • Manila paper, push pins, markers [coded according to sector/groups] • Bus label: coded according to colour

Time	Activities	Responsible/ Comments	Materials Needed
4:30	Wrap Up of Day 1	<ul style="list-style-type: none"> • WS Facilitator to summarize key points from Day 1 and remind participants to be back the next day • Secretariat to make announcements re: administrative matters as necessary • WS Moderators and Documenters to ensure outputs are in place. Double check vis-a-vis comments in the Bus Stop • Workshop Team to meet and finalize entries, quick evaluation of Day 1 activity • Documenters to encode Workshop Outputs of Day 1. Copies printed for each group the following day before the start of the session 	
Day2	Preliminaries	<ul style="list-style-type: none"> • Recap of Day 1 by the Facilitator 	Presentation slides
8:30	Prayer Energizer Review of Day 1	<ul style="list-style-type: none"> • Announcement of Day 2 Activity 	

Time	Activities	Responsible/ Comments	Materials Needed
9:00	Workshop 3 - Target setting and Listing of PAPs per Sector, per Indicators/ Outcome	<ul style="list-style-type: none"> • Same groups/Moderators/Documenters • MSMED member agencies and other MSMED organizations set target per indicator and list their PAPs to address sector challenges and desired results • WS Moderators to remind participants to write existing (E) and proposed (P) PAPs and code them accordingly. PAPs should be applicable to the current FY 	Manila paper, push pins, markers [coded according to sector/groups]
Morning Break			

Time	Activities	Responsible/ Comments	Materials Needed
	Cont. WS 3	<p>Bus Stop 3</p> <ul style="list-style-type: none"> • Choose another member to stay in the station as anchor • Participants will visit other sectors/stations to feedback on and add PAPs appropriate to the identified results and indicators. • The anchor will request visiting groups to help them fill out the gaps. Visiting groups can also add PAPs- existing or proposed – that will help achieve the desired results. It is still possible to ask for clarification at this stage • WS Output: Provincial MSMED Action Plan per Sector Clustered according to 4 Outcome Areas (please refer to Annex 1) • After Bus Stop 3, each group reviews their action plan to identify the comments of the other groups as well as double check that the desired results have activities that address them. 	Bus label: coded according to colour
12:00	Lunch Break		

Time	Activities	Responsible/ Comments	Materials Needed
1:00	Workshop 4 – Consolidation of Learning	<ul style="list-style-type: none"> • Working in the same groups, Participants discuss ways of how to make sure the Provincial (Sectoral) Action Plans will be implemented and monitored. The discussions should lead to the following: <ul style="list-style-type: none"> ○ Their vision for the sector ○ Key strategies ○ How do we organize ourselves ○ Who are we cooperating with (internally and externally) ○ How to link up with the MSMED Council in a sustainable manner ○ How to Monitor the Plan • The documented output will be presented to the MSMED Council. • Creative Presentation - each group to make a creative presentation of the above output 	<ul style="list-style-type: none"> • Slides containing instructions • Office supplies: crayons, manila paper, colored pens, music, etc • The Secretariat can distribute Evaluation Forms to Pax and ask them to submit the accomplished form before the picture taking
Afternoon Break			

Time	Activities	Responsible/ Comments	Materials Needed
3:00	Way Forward for the MSMED Council - Brief Meeting of the MSMED Council	<ul style="list-style-type: none"> • The meeting will be handled by a Moderator • On flipchart, write <ul style="list-style-type: none"> ○ What's next? • Call members one by one, presenting them to the audience. When all have been called, ask them to move to the stage where the audience will see their faces and remember them as the leaders of the MSMEs' • On a flipchart paper each, write two key questions that the meeting will answer <ul style="list-style-type: none"> ○ How can the MSMED Council support the implementation of the sector Action Plan? ○ What support can the Council expect from other sectors, its key stakeholders? • Write the answers on the questions as suggested by the Council. At the minimum, it is expected that the council will: 	<ul style="list-style-type: none"> • Preparation before the meeting: Set up tables and chairs U shape in the middle of the room.

Time	Activities	Responsible/ Comments	Materials Needed
		<ul style="list-style-type: none"> - pass a resolution to : <ul style="list-style-type: none"> ○ To approve the draft Provincial MSMED Action Plan ○ to endorse the Provincial MSMED Action Plan to the Provincial Development Council (PDC) or the Sangguniang Panlalawigan (SP) - schedule a meeting to: <ul style="list-style-type: none"> ○ Plan an activity to disseminate the Provincial MSMED Action Plan to the respective sectors in the Province (presentation of the PMSMED Action to the MSMEs per sector and possible generation of sectoral issues that can be addressed by the Provincial and/or National MSMED Councils) ○ Agree on how to organize the Council to make sure that the Action Plan will be implemented, monitored, and reported 	

Time	Activities	Responsible/ Comments	Materials Needed
3:30	Commitment Signing	<ul style="list-style-type: none"> After the meeting, the Council will take the lead in the commitment signing. Secretariat is encouraged to make the signing ceremony meaningful. All participants will follow. The Provincial Hymn maybe played as a musical background while signing 	<ul style="list-style-type: none"> Prepare the commitment form ready. On a piece of framed canvas write > We Aspire We Believe We Commit Have the textile colors ready on a paper plate where people can dip their hands to symbolically show commitment. Also prepare a small basin with water to wash hands. (Other creative modes maybe explored)

Time	Activities	Responsible/ Comments	Materials Needed
3:45	Distribution of Certificates of Participation	<ul style="list-style-type: none"> Secretariat 	<ul style="list-style-type: none"> Certificates of Participation to be prepared and signed by appropriate signatories (MSMED Council Chair and Secretariat –DTI PD)
3:55	Closing Remarks	<ul style="list-style-type: none"> the MSMED Council Chair will make the final closing remarks and thank all participants for their active participation in the Workshop 	

RECOMMENDATIONS

- Proper and timely visualization and documentation of the workshop outputs are essentially important in ensuring the effectiveness of the Planning Workshops as well as the efficiency in carrying out subsequent activities. As such, care should be given in ensuring that competent documenter(s) is(are) engaged to support the Secretariat in delivering these Workshop Outputs.
- Ample and thorough preparatory work is essential to the success of the Workshop facilitation, content presentations, processes, tools, and outputs. The role and contribution of a competent Workshop facilitator is definitely crucial.
- The presence and representation of the BMSMED in the Provincial MSME Development Planning Workshop brings positive energy and impact in terms of content, inspiration and commitment.
- The MSMED Council must take the driver's seat in the activity, with DTI providing the support being the Secretariat of the Council.
- The active involvement of the private sector (MSMEs) should be encouraged. They must be encouraged to be part of the program.

ANNEX 1: MSME DEVELOPMENT PROVINCIAL ACTION PLAN

MSME Development Provincial Action Plan

Province of _____ Priority Sector 1. _____

Outcome Indicators	Targets
Number of employment generated (sex disaggregated)	-
Amount of investments generated: (green business, etc) <ul style="list-style-type: none"> - new - expanding 	-
Amount of sales generated: <ul style="list-style-type: none"> - domestic - export 	-
Number of MSMEs: (sex disaggregated) <ul style="list-style-type: none"> - newly established (SME) - expanding <ul style="list-style-type: none"> o micro to small o small to medium - BMBE registered (micro) 	-

OUTCOME 1: BUSINESS ENVIRONMENT (BE)

Results Statements (include only results statements that are applicable to the sector and the province)	Output Indicators	Target	Programs/ Activities/ Projects	Indicative Budget	Organization/ Agency/ Person Responsible	Who to Collaborate with	Timeframe
The cost of doing business (taxes, fees, etc.) is affordable to MSMEs	<ul style="list-style-type: none"> Number of LGUs that streamlined their business registration process 						
The institutional support structures for the development of start-up and existing MSMEs are in place	<ul style="list-style-type: none"> Number of LGUs implementing LRED/LED process Number of LGUs implementing the BMBE Law 						
The policies necessary to develop the MSME sector are crafted and being fully implemented	<ul style="list-style-type: none"> Number of LGUs with actively operating: <ul style="list-style-type: none"> - SME Center - Investment Center - BOSS 						

Results Statements (include only results statements that are applicable to the sector and the province)	Output Indicators	Target	Programs/ Activities/ Projects	Indicative Budget	Organization/ Agency Person Responsible	Who to Collaborate with	Timeframe
Support for MSME development is results based, coordinated, harmonized, and sustained by capable stakeholders at the national and local levels	<ul style="list-style-type: none"> Number of entrepreneurial capacity building programs/projects conducted/implemented 						
Soft and hard infrastructures for MSME development are established							
The information required by MSMEs are available and accessible							

Results Statements (include only results statements that are applicable to the sector and the province)	Output Indicators	Target	Programs/ Activities/ Projects	Indicative Budget	Organization/ Agency/ Person Responsible	Who to Collaborate with	Timeframe
An entrepreneurial mindset is pervasive among MSMEs and other MSME stakeholders							
MSMEs are gender responsive and environment-friendly							

OUTCOME 2: ACCESS TO FINANCE (A2F)

Results Statements	Output Indicators	Target	Programs/ Activities/ Projects	Indicative Budget	Organization/ Agency Person Responsible	Who to collaborate with	Timeframe
The financial products, services and support programs that MSMEs need are sustainably available even for start-up MSMEs and those in the countryside	<ul style="list-style-type: none"> • Amount of loans released: <ul style="list-style-type: none"> - micro financing - SME financing • Number of borrowers: <ul style="list-style-type: none"> - micro enterprises - SMEs 						
The cost of obtaining MSME loans is reasonable and affordable	<ul style="list-style-type: none"> • Number of training programs conducted 						
The requirements that MSMEs need to comply with to obtain loans are reasonable and manageable							

Results Statements	Output Indicators	Target	Programs/ Activities/ Projects	Indicative Budget	Organization/ Agency Person Responsible	Who to collaborate with	Timeframe
The process that MSMEs need to follow and documents that must be submitted to obtain loans are simplified and streamlined							
Financial products and services for MSME lending are gender-responsive and environment friendly							
The assistance extended by stakeholders to MSMEs in accessing funds are coordinated, relevant and effective							

Results Statements	Output Indicators	Target	Programs/ Activities/ Projects	Indicative Budget	Organization/ Agency Person Responsible	Who to collaborate with	Timeframe
MSMEs are trained in financial management and are able to understand and speak the language of financial institutions, while financial institutions are trained to understand and speak the language of MSMEs							
The information needed by MSMEs to access financial resources are available and easily accessible							

OUTCOME 3: ACCESS TO MARKET (A2M)

Results Statements	Output Indicators	Target	Programs/ Activities/ Projects	Indicative Budget	Organization/ Agency Person Responsible	Who to Collaborate with	Timeframe
MSMEs have maintained their existing markets and penetrated new and emerging markets locally and globally	<ul style="list-style-type: none"> • Markets penetrated: <ul style="list-style-type: none"> - new - existing • Number of training programs conducted • Number of market promotion activities conducted • Number of Value Chains/Industry Clusters supported 						
MSMEs are competitive locally and globally							
Marketing support systems are established and sustainably operating							
MSMEs are implementing the value chain approach and are highly benefited by it							

Results Statements	Output Indicators	Target	Programs/ Activities/ Projects	Indicative Budget	Organization/ Agency Person Responsible	Who to Collaborate with	Timeframe
MSMEs are using information technology and intellectual property system to develop a sustainable market share and gain competitive advantage for their products and services							
Market information needed by MSMEs is available and freely accessible							
MSMEs have considerable share in the sustainable development market locally and globally							

Results Statements	Output Indicators	Target	Programs/ Activities/ Projects	Indicative Budget	Organization/ Agency Person Responsible	Who to Collaborate with	Timeframe
Government support programs [e.g. One Town, One Product (OTOP) Program] to help MSMEs access local and global markets are coordinated and highly satisfactory							

OUTCOME 4: PRODUCTIVITY AND EFFICIENCY (P & E)

Results Statements	Output Indicators	Target	Programs/ Activities/ Projects	Indicative Budget	Organization/ Agency Person Responsible	Who to Collaborate with	Timeframe
Government programs and policies on productivity enhancement are coordinated, effective and highly satisfactory	<ul style="list-style-type: none"> • Number of technology interventions provided • Number of training programs conducted • Number of products improved/ developed 						
The MSME workforce is highly motivated and is equipped with the appropriate skills and attitude needed by MSMEs							
The working environment of MSMEs fosters greater productivity and efficiency among the workforce							
MSMEs are compliant with international quality standards							

Results Statements	Output Indicators	Target	Programs/ Activities/ Projects	Indicative Budget	Organization/ Agency Person Responsible	Who to Collaborate with	Timeframe
MSMEs are using state of the art productivity enhancing technologies							
Information on productivity enhancement is available and freely accessible to MSMEs							
MSMEs are using gender-responsive and environment friendly technologies							

ANNEX 2 – WORKSHOP INSTRUCTIONS

WORKSHOP 1 - VALIDATION OF CHALLENGES PER SECTOR

Instructions

1. Form groups according to the color assigned to you.
2. Discuss the challenges identified in the National MSMED Plan. Assess which of them are relevant and reflective of your sector. Deselect those that are not relevant.
3. Add challenges based on your experience and updated information.

Output

List of Challenges per Sector

Bus Stop 1

1. Identify the challenges which you think are not relevant.
2. Use only 1 sticker/challenge. You have a maximum of 3 stickers.
3. Use " ? " To indicate the need to clarify entries ; "+
"comment/additional idea

WORKSHOP 2 - VALIDATION OF DESIRED RESULTS AND INDICATORS

Instructions

1. Same grouping
2. Validate desired results and indicators addressing the chosen challenges.
3. Add results and indicators as necessary.
4. Ensure that the following are considered: gender, migration, climate change/ green growth, CSR, globalization.

Output

Agreements on Desired Results and Indicators per Sector

Bus Stop 2

1. Validate the desired results and indicators.
2. Use “?” To indicate the need to clarify entries; “+” comment/additional idea.
3. Ensure the following are integrated: gender, migration, climate change/ green growth, globalization, CSR

WORKSHOP 3 - TARGET SETTING AND LISTING OF PROGRAMS, ACTIVITIES, AND PROJECTS (PAP'S) PER SECTOR

Instructions

1. Same grouping
2. Set target per indicator and List PAP's to address sector challenges & desired results. Write existing (E) and proposed (P) PAP's and code them accordingly.
3. PAP's should be applicable to the current FY.

Output

MSMED Action Plan per Sector Clustered according to 4 Outcome Areas

Bus Stop 3

1. Validate the targets and PAPs
2. Add PAPs where necessary

WORKSHOP 4 - VISION AND KEY STRATEGIES

Instructions

1. Same grouping
2. Visualize your dream for the sector and the MSMEs.
3. What are key strategies to achieve such dream?

Output

- Technical Output
- Vision of the Sector
- Key Strategies
- Creative presentation of the Technical Output

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Department of Trade and Industry
Bureau of Micro, Small and Medium Enterprise Development (BMSMED)
5F Trade & Industry Building
361 Sen Gil Puyat Avenue
Makati City 1226 PHILIPPINES
☎ +63 2 751 5036
☎ +63 2 896 7916
✉ bmsmed@dti.gov.ph

Department of Trade and Industry
Regional Operations and Development Group
7F New Solid Building, 357 Sen Gil Puyat Avenue
Makati City 1226 PHILIPPINES
☎ +63 2 890 4697
☎ +63 2 890 4685

DTI GIZ Private Sector Promotion (SMEDSEP) Program
PSP Program Office, 7F New Solid Building
357 Sen Gil Puyat Avenue
Makati City 1226 PHILIPPINES
☎ +63 2 897 8199, 556 8732, 896 4319
✉ info@smedsep.ph
🌐 smedsep.ph



commissioned by

Federal Ministry
for Economic Cooperation
and Development