



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

ADMINISTRATIVE ORDER

No. **25**

Series of 2021

SUBJECT: INTEGRATION OF THE "OneDA AGENDA" KEY STRATEGIES TOWARD TRANSFORMATIVE AGRICULTURE AND FISHERY SECTOR

WHEREAS, the Philippine Development Plan (PDP) highlights the importance of the agriculture and fishery sector in employment generation and reducing poverty and inequality in the rural areas through expanding and increasing farmers' and fisherfolks' access to economic opportunities. It also states that to promote more inclusive development in the sector, intensification, revitalization, and harnessing its growth potential are needed.

WHEREAS, the Agriculture and Fisheries Modernization Act of 1997 (RA No. 8435) promotes industrialization and full employment based on sound agricultural development and agrarian reform.


WHEREAS, the Department of Agriculture is pushing for a more holistic approach through the "OneDA Agenda" that aims to transform the agriculture and fishery sector by employing key strategies towards a modern and industrialized Philippine agriculture through consolidation, modernization, industrialization and professionalization.

WHEREAS, the Department of Agriculture is envisioning a shift in the strategic approach to improve the sector's overall resilience, competitiveness, and sustainability using the most efficient and effective policy instruments available.

WHEREAS, the Department of Agriculture seeks to harmonize and mainstream the national, regional, and local plans to ensure cost-efficient public fund spending by providing appropriate agriculture and fishery interventions and services based on spatial-based planning and development.

WHEREAS, in preparation for the roll-out of the Mandanas-Garcia ruling in 2022, the Department of Agriculture seeks to provide sound policy and feasible agriculture and fishery programs and projects through the formulation of sectoral strategies anchored to the national, regional, and local development plan towards sustainable food and nutritional security, income generation, poverty reduction, and climate resilience.

NOW, THEREFORE, given the foregoing and by the powers vested in the Secretary of Agriculture under relevant laws of the republic, the Department and all its operating units, banner programs, regional field offices, bureaus, and attached agencies are hereby directed to abide and give utmost priority to the implementation of the following policy directions and department-wide programs, as follows:


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1. TITLE

This Administrative Order shall be referred to as the integration of the "OneDA Agenda" Key Strategies toward the transformative agriculture and fishery sector.

2. DEFINITION OF TERMS

Philippine Development Plan (PDP) - is a medium-term plan anchored on the long-term national vision (0-10 point Socioeconomic Agenda) and is geared towards the "Ambisyon Natin 2040" and takes into account the country's international commitment to the 2030 Sustainable Development Goals.

Sustainable Development Goals (SDG) - established by the United Nations, the SDG is the blueprint to address global challenges including poverty, inequality, climate change, environmental degradation, peace, and justice to achieve a better and more sustainable future for all.

Agro-ecological Zones (AEZs) - as applied in FAO studies, are zones based on soil, landform, and climatic characteristics, focusing on the climatic and edaphic requirements of crops and the management systems under which the crops are grown. AEZs are used as a planning tool in formulating recommendations designed to improve the existing land-use situation.

Value Chain Cluster - is an industry cluster identified as an extended input-output or buyer-supplier chain. It includes final market producers and first, second, and third-tier suppliers that directly or indirectly engage in trade (Bergman and Feser, 1999).

Bayanihan Agri Cluster (BAC) is the farm clustering and consolidation initiated by the Department of Agriculture (DA) that involves integrating various developmental government interventions and services, including the organization of small-hold farmers and fisherfolks to achieve and gain more from economies of scale.

Agri-Industrial Business Corridors (ABCs) with Fisheries Management Areas - Inclusive Agribusiness Program (ABC-IAP) - a policy-led program of the Department that focuses on spatial development supported with appropriate infrastructures in transport and logistics anchored on a clustered value chain.

Province-led Agriculture and Fisheries Extension Systems (PAFES) - a platform of collaboration between the national government, local government, academe, and private sectors in preparation for the implementation of the Mandanas-Garcia ruling in 2022, which aims to strengthen linkages and partnership between the value chain actors and its enablers through the development of a viable co-investment arrangement.

3. GOALS, OBJECTIVES, AND OUTCOMES

Aligned with the desired goal of the United Nations' SDGs, PDP, and "OneDA Agenda" towards food security, this initiative aims to achieve the following:

- a. Promote transformative rural development to reduce poverty and inequality among farmers and fisherfolks in the rural areas based on market-driven value creation.


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- b. Achieve diversified agri-food systems through farm consolidation, clustering, modernization, industrialization, and professionalization backed by sound policy and supported through the delivery of agriculture and fishery services to achieve viable and sustainable business-oriented practices and enterprises.
- c. Provide opportunities for farmers and fisherfolks to engage in commercially viable agriculture and fisheries activities, increase access to agricultural development, and assistance services provided by the government, private institutions, and other institutional development agencies.
- d. Enhance comparative advantage within the agro-ecological zones of the country and promote strong linkages among the value chain players while maintaining sustainable development of the environment and natural resource base.

It is envisioned that the integration of the DA key strategies under the "OneDA Agenda" will lead to the fulfilment of the following outcomes:

- a. Formation of geographically consolidated farm clusters engaged in innovative value chain enterprise.
- b. Optimized value chains that ensure effective and efficient agricultural and fishery production to address the issues on production in terms of economies of scale.
- c. The value chain's processing and marketing segment supported with climate-smart rural infrastructures to reduce the chokepoints hampering the consolidation and clustering of smallholders and village-type agriculture and fishery enterprises.
- d. Mutually beneficial horizontal and vertical value chain relationships among the actors/ stakeholders.
- e. Competitive advantage established through diversification, quality, and cost-focus.
- f. Intensified partnership and linkages through viable co-investment arrangements.

4. PROGRAM FOCUS

The DA is continuously working for the attainment of food security through the "OneDA Agenda" strategy focusing on consolidation, modernization, industrialization, and professionalization. Under the "OneDA Agenda" key strategies, the following programs are identified:

- a. **Bayanihan Agri Cluster (BAC)** is the farm clustering and consolidation initiatives of the Department. It involves integrating various developmental government interventions and services, including the organization of smallholder farmers and fisherfolks to achieve and gain more from economies of scale. The Bayanihan Agri Cluster focuses on community-based agriculture and fishery activities that promote coordinated and organized value chain systems to increase productivity by fostering the "Big Brother- Small Brother" approach.
- b. **Agri-Industrial Business Corridors (ABCs)** with Fisheries Management Areas - Inclusive Agribusiness Program (ABC-IAP), is a policy-based intervention focusing on spatial development initiatives including transport infrastructure and logistics, institutional frameworks and procedures anchored on a clustered value chain system.

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- c. **Province-led Agriculture and Fisheries Extension Systems (PAFES)** to strengthen the collaboration between the national government, local government, academe, and private sectors. The PAFES is a prelude to implementing the Mandanas-Garcia rulings, which will be rolled out in 2022. The main objective of the PAFES is to strengthen linkages and partnerships between the value chain actors and its enablers through the development of a viable co-investment arrangement to support the implementation of the Collaborative Agriculture and Fisheries Extension Programs (CAFEPs) across the country.

The integration of these programs will adhere to its originally approved framework on program focus. The **BAC** through the Farm Consolidation Farm Clustering project will conform to the following land resources and production arrangements, to wit:

Crops

- | | |
|-----------------------------------|--------------|
| - Rice/ Palay Production | 100 hectares |
| - Corn and other grain crops | 75 hectares |
| - High Value Vegetable crops | 50 hectares |
| - Fruit trees and perennial crops | 100 hectares |
| - Fiber crops | 100 hectares |

Livestock

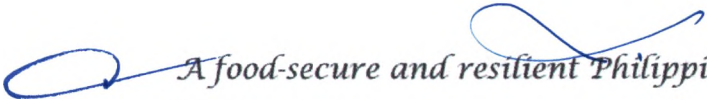
- Feed mill centered-livestock production ecosystem for hogs, poultry raisers, and egg producers;
- Agro-pasture approach for managed grazeland and feed production systems in the case of small and large ruminants; and
- Well-delineated community growing territories or farm areas for free-range chicken and other livestock

Fisheries and Aquaculture

- Community marine and fishery production zones or area-based production enterprises within municipal waters;
- Community fishery fleet which focuses on the facilities and equipment jointly owned and managed as one enterprise; and
- Community fishpond leases to revive underused and unutilized Fishpond Lease Agreements (FLAs)

The strategic pillars of **ABCs namely** infrastructure development, investment promotion, agri-business development, climate change resiliency, and natural resource management will remain intact. This will emphasize the following areas:

- Territory-based Spatial Planning and Development,
- Key Investment Areas,
- Agricultural Value Chain,
- Sustainable Financing and Risk Reduction Mechanisms, and
- Change agents that are essential for promoting, championing, enabling and supporting changes in the system


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The PAFES will serve as a platform for transforming the agriculture and fishery sector. The local government units will serve as an extension hub for the delivery of the agriculture and fishery services in preparation for the full implementation of the Mandanas-Garcia ruling in 2022. The PAFES is composed of the following flagship programs:

- Agro-enterprise development,
- Location-specific Technology Development and Demonstration,
- Capacity Building,
- Information and Knowledge Sharing, and
- Institutional Strengthening

5. GEOGRAPHIC COVERAGE

The identified pilot provinces for the implementation of the PAFES may serve as the starting point for the integration strategy and shall be later on duplicated for the non-pilot provinces.

6. PROGRAM IMPLEMENTATION

The integration of these key strategies aims to promote transformative development in the agriculture and fishery sector across the country. The integration and complementation of these strategies will focus on four (4) major components, namely: (a) Spatial Planning and Development, (b) Value Chain Clustering with Supportive Rural Infrastructure and Extension Support, (c) Linkages and Partnerships, and (d) Monitoring and Evaluation.

Component 1: Spatial Planning and Development

Key Results Area: National, Regional, and Provincial Agriculture and Fishery Development Plan focusing on Spatial Planning and Development harmonized.

This component will provide a framework for policy integrations and general spatial development patterns within the project area. This should be anchored with the National/Regional Physical Framework Plan (N/RPFP) and should be mainstreamed with the Physical Provincial Development and Physical Framework Plan (PDPFP), Provincial Commodity Investment Plan (PCIP), and the Comprehensive Land Use Plan (CLUP) of the LGUs. It is envisioned that the plans at the national and local levels will be harmonized and will identify indicative development patterns based on the physical attributes of the identified project area. The functions of Component 1 are the following:

- a. The Planning and Monitoring Service, as the principal office in relation to planning, policy direction, project development, and project evaluation, shall spearhead the study, analysis, and harmonization of the national, regional, and local plans in coordination with the concerned agencies, bureaus, LGUs, and other relevant stakeholders. The result of the study will be used as a basis for identifying strategies, interventions, and scale of implementation in the agriculture and fishery sector.
- b. Aside from the physical development framework plans and comprehensive land use plans, the result of the Rapid Appraisal through the PAFES shall serve as one of the primary bases in the identification of appropriate interventions, policies, guidelines in preparation for the roll-out of the Mandanas-Garcia Ruling in 2022.
- c. Lead the initiative on harmonization of the national planning to the local planning and investment programming by formulating a planning calendar to be adopted by the DA-Central Office and DA- Regional Field Offices.
- d. Provide policy issuance on preparing the annual plan and budget adopting the spatial approach to agricultural and fishery development.

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Component 2: Value Chain Clustering with Supportive Rural Infrastructure, Agri-Fishery based Enterprises, and Extension Support

Key Results Area: The growth of the agriculture and fishery sector and the economy increased through the cluster-based value chain approach.

This component shall be driven by the primary actors of the clustered value chain. This component will adopt an inclusive value chain clustering approach by establishing mutually beneficial value chain relationships among the actors/ stakeholders. Through value chain clustering, it is envisioned that this will be instrumental in addressing the issues and challenges in the sector through forged partnerships that will trigger public and private investments. Incentives are also seen as one of the driving factors to entice farmers, fisherfolks, and private sectors in the value chain. This approach should be guided by the following:

- a. The identified program areas shall be anchored on the national, regional, and local physical development framework and comprehensive land use plan to ensure territory-based spatial planning and development adoption.
- b. To ensure program sustainability and competitiveness, only approved clusters shall be provided with technical and extension support services based on the BAC and ABCs guiding principles.
- c. The private sectors should lead value chain clustering given their willingness to invest and take risks to ensure program sustainability. Additionally, the clustering should ensure that smallholder farmers and fisherfolks can earn their fair share of profits.
- d. All farmers and fisherfolks who will participate in value chain clustering shall be registered in the Registry System for Basic Sectors in Agriculture (RSBSA) to qualify for agri-fishery related government services such as financial assistance, subsidiary funding, and insurance services.
- e. For the economic and environmental sustainability of the production segment, the proponent, through the technical assistance of the DA-Banner Programs, shall prepare an appropriate crop planting calendar and cropping model. The crop planting calendar will serve as a planning tool for the farmers in making decisions synchronizing their farm operation, bagging the highest commodity price in the market.

Component 3: Linkages and Partnerships

Key Results Area: Participation of the private sector and investments in agriculture and fishery increased through linkages and partnerships.

In lieu of the Mandanas-Garcia ruling in 2022, it is expected that the financial capability of the local government units will increase remarkably. With this, the local government units will serve as stewards of public funds and agents of development. As one of the guiding principles of PAFES and as part of the devolved functions of the national government, the provincial local government units shall spearhead partnerships and linkages initiatives through the formulation of the CAFEPs.


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Component 4: Monitoring and Evaluation

Key Results Area: Effective, efficient, and sustainable implementation of the OneDA Agenda strategies achieved.

Evidence-based decision-making will be a cornerstone of the implementation of the OneDA Agenda Key Strategies. In order to keep track of the implementation and performance of the program/project, a monitoring and evaluation institutional set-up will be formed to be led by the Field Operations Service (FOS) and Planning and Monitoring Service (PMS). Data will be collected, and benefits of all major programs and projects, with results, used to make evidence-based decisions on continuation/ termination and modification of ongoing projects and programs, as well as ex-ante decisions on designing and implementing new ones.

7. TARGET BENEFICIARIES

As part of the key strategy on the collective action/cooperatives development on the "OneDA Agenda", the target beneficiaries of the harmonization shall be accredited farmers and fisherfolk cooperatives and associations (FCAs). Linkages between these organized FCAs can facilitate easier clustering and consolidation, and enable the "Big Brother - Small Brother" approach between major agribusiness firms. This approach will connect FCAs to various banking sectors and government financial institutions for credit support. Not only shall the harmonization encourage the registration and accreditation of farmers and fisherfolks nationwide but it will also expedite capacity building and technology transfer from the private sector, concerned agencies, and LGUs to agriculture smallholders.

8. IMPLEMENTATION STRATEGY/ INSTITUTIONAL ARRANGEMENT

To implement the integration of OneDA Agenda smoothly and initiate institutional reform within the DA, an Institutional Development Program Management Office (IDPMO) will be formed at the DA Central Office and Regional Field Offices (RFOs). The IDPMO will provide strategic-level leadership to align and ensure the cohesiveness of the Department's programs and projects. The IDPMO shall be supervised by the Undersecretary for Operations at the DA-Central Office, and the Regional Technical Director for Operations at the DA-RFO level.

As a strategic level type of PMO, the IDPMO shall work closely with the top management of the DA. The IDPMO shall initiate the conduct of strategic planning and development of innovations in terms of policy, processes, techniques, and project management on how the DA would move from the traditional approach of doing its business and extending agriculture and fishery support services to a more holistic approach through the integration of the OneDA Agenda. The result of the strategic planning shall be presented and discussed with the DA's top management. Similarly, IDPMO shall provide the top management's program direction and needs that will trigger policy reforms aligned to the DA's key strategies.

As the lead office for strategic and annual planning, project development, monitoring and evaluation, and linkages to the National Economic and Development Authority (NEDA) and Regional Development Councils (RDCs), the Assistant Secretary for Planning and Project Development, and the Chief of the Planning, Monitoring and Evaluation Division will be appointed as the Alternate Head for the IDPMO to assist the Undersecretary for Operations and RTDs for Operations in orchestrating the activities of the IDPMO.

Three (3) IDPMO Directors will be designated to ensure efficient implementation of all components of the OneDA Agenda Key Strategies. The three (3) Directors will be composed of the heads of the Field Operations Services (FOS), Agribusiness and Marketing Service, and Agriculture and Training Institute (ATI). The FOS will take the lead in mainstreaming the DA's various flagship programs and projects and shall ensure that the activities of the DA banner programs harmonizes with the DA's programs and projects such as ABCs, BAC, PAFES, Adaptation and Mitigation Initiative in Agriculture (AMIA), and Philippine Rural Development Project (PRDP). In addition, FOS shall ensure that implementation of these programs and projects are regularly monitored and evaluated. The Agribusiness and Marketing Service shall be responsible for the market study, access, promotion, continuous development, and marketing partnerships. On the other hand, the ATI, as part of its mandate, shall be the prime unit in providing capacity building of local extension services that are crucial in executing the OneDA Agenda integration. The ATI shall also be the principal unit to conduct studies and evaluate the effectiveness of the training provided to the beneficiaries.

The IDPMO shall be put in place through a Special Order consisting of the following units:

a. Spatial Planning and Development

Functions and responsibilities:

- a.1 Ensure the alignment and harmonization of the programs, projects, and activities to the existing development plans of the local government unit.
- a.2 Develop, integrate, and align the strategic plans to the DA's targets enrolled in Agriculture and Fishery Modernization and Industrialization Plan and Philippine Development Plan (PDP).
- a.3 Spearhead the identification of the potential development patterns based on the result of spatial data analysis.

b. Project Development

Functions and responsibilities:

- b.1 Lead the generation and preparation of project proposals based on the findings and recommendations presented by the Spatial Planning and Development Unit.
- b.2 This unit shall be composed of personnel with expertise in the project's technical, economic, financial, institutional, social, and environmental aspects.

c. Linkages and Partnerships

Functions and responsibilities:

- c.1 Spearhead the conduct of stakeholder consultations, and convergence with other national government agencies and local government units.
- c.2 Conduct investment fora to trigger agri-fishery investments.

d. Training and Education

Functions and responsibilities:

- d.1 Spearhead in identifying the training/s needed by the project beneficiaries to improve their methods and techniques to maximize the services and projects granted to them.
- d.2 Provide comprehensive feedback on the value and effectiveness of the training through evaluation process.

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e. Monitoring & Evaluation and Management Information System

Functions and responsibilities:

- e.1 Keep track on the implementation and performance of the OneDA Agenda strategy integration.
- e.2 Maintain periodic conduct of monitoring activities and annual evaluation of program implementation.
- e.3 Lead in the initiatives on policy reforms by providing a solid data repository of agriculture and fishery sector that will foster an efficient and cohesive data-driven policy and institutional framework within the agency.

f. Administrative and Financial Support

Functions and responsibilities:

- f.1 Ensure smooth implementation of the project management and implementation through the delivery of administrative and financial services.

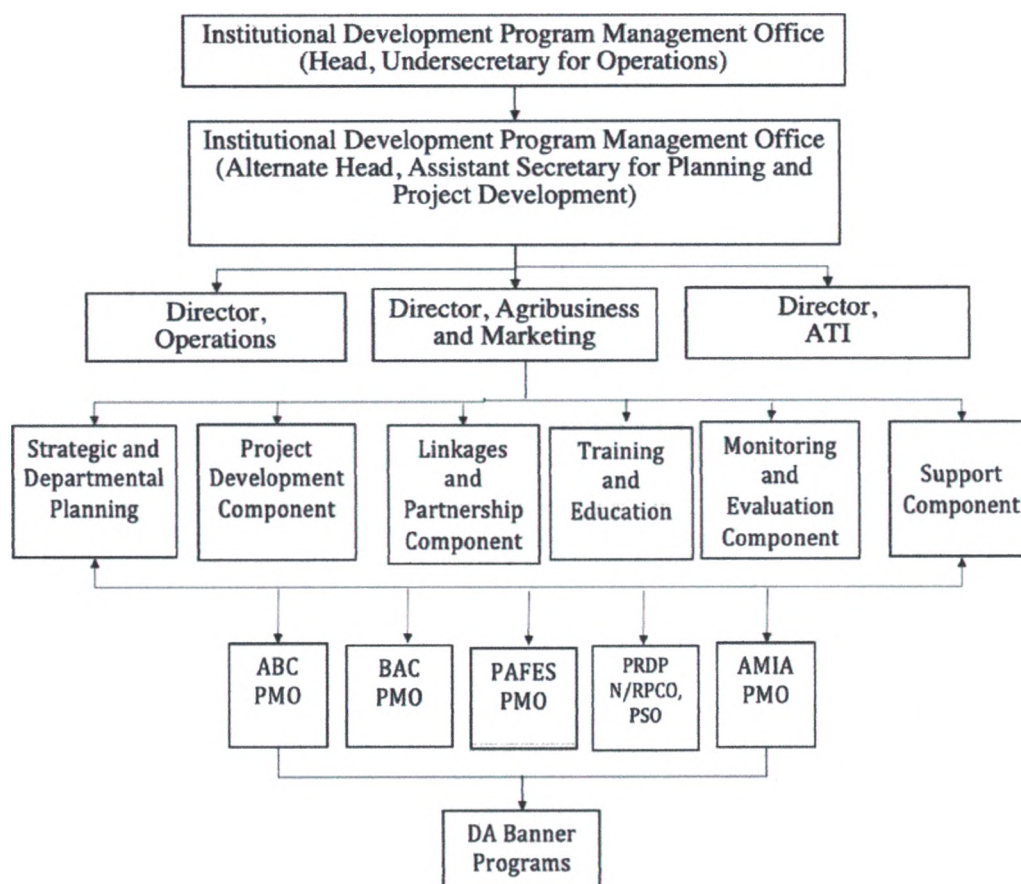


Figure 1. Organization Structure of Institutional Development Program Management Office (IDPMO)

9. BUDGET

The budget in implementing the key strategies of the integrated "OneDA Agenda" shall be charged under the respective annual budget of the DA banner programs and from BAC, PAFES, and ABCs. Furthermore, the DA funding to implement local projects shall be leveraged with partners and other sources through a co-financing, subject to regular accounting and auditing procedures, rules, and regulations.

10. EFFECTIVITY

This Administrative Order shall take effect immediately upon signing and shall supersede other issuances that are inconsistent herewith.

Done on this 10th day of September, 2021.



WILLIAM D. DAR, Ph. D.
Secretary

DEPARTMENT OF AGRICULTURE

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