

*Our Journey to the Future*



# **CORPORATE PLAN 2019-2023**

**DEPARTMENT OF AGRICULTURE, WESTERN VISAYAS**









### About the Cover



The cover depicts the mission of the Department of Agriculture Western Visayas in providing innovative support services through its state of the art facilities and science based tools in promoting sustainable and resilient agricultural industry to shed light to the paramount needs of our stakeholders and continually to enlighten their path towards everyone's goal in achieving excellent service and food security for all. Illustrated by Engr. Ian S. Senobin.



© 2018 by the Department of Agriculture Western Visayas

All rights reserved. Any part of this publication may be used and reproduced provided proper acknowledgement is made.

**Our Journey to the Future: DA WESTERN VISAYAS  
CORPORATE PLAN (2019-2023)**

Published by:

**Department Of Agriculture  
Western Visayas**  
Regional Field Office  
Parola, Iloilo City 5000  
Telephone/Telefax: (033) 337-3549/ (033) 337-4221  
Email: darfu6@yahoo.com  
Website: rfu6.da.gov.ph

Printed in the Philippines

## PREFACE

In the cover of this document is a lightbulb, which the Department of Agriculture Western Visayas has chosen to symbolize this work. It represents **illumination, idea or knowledge and hope**. The Corporate Plan **blazes with new directions** which the agency bases its pathway to tread on starting year 2019 until year 2023. It clarifies what the agency intends to do in the future, why so, where, when and how. The document is likewise a creation of **new knowledge** about the many opportunities that it has discovered and can take advantage of to minimize, if not totally wipe out its past shortcomings, existing weaknesses and possible threats. It directs the way by which to create newness in its future products and services to fully satisfy its customers' needs. It portrays **hope** – that truly, there is always something better that can be done and can happen in the future. It speaks of molding its people towards quality and excellence to beget quality actions that translate to improved results. This is what the DA Western Visayas Corporate Plan (2019-2023) is all about – its **JOURNEY TO THE FUTURE**.

Chapter 1 introduces the **agency**, its **service area** and the **process** it has gone through to produce this masterpiece. Being one of the first few organizational units of the DA to venture into the work, may it serve as a model to organizations in the public and private sector.

Chapter 2 is a thorough analysis of the DA Western Visayas' external and internal environments. Capturing images of what it is like within and what is outside of it has enabled it to know better, **where it is now**.

Chapter 3 depicts what the agency desires to become in the future, given the right opportunities and despite its failures. It presents **where it wants to go** – defining precisely its vision, mission, goal and objectives and its core values. It also unveils its tagline or slogan – the centerpiece of the agency's identity as well as identifies its strategic action points.

Chapter 4 characterizes **how it wants to go there**. It discusses details about its concrete interventions for the next five years along people management, field services delivery improvement, resource management, organizational systems development, assets development and management, institutional linkages and partnerships management and organizational culture and corporate branding. This way, it can serve better its service area and its constituents in the agriculture and fishery sector.

Chapter 5 discusses the **mechanisms** for implementing the interventions. Covered here are the resource requirements, the actors as well as the strategies to be undertaken.

Chapter 6 portrays the **monitoring and evaluation scheme** to follow through the progress of implementing the Corporate Plan. Likewise, it outlines the evaluation mechanisms to measure the success of the Plan.

Lastly, Chapter 5 indicates how this Plan is going to be **communicated** to its various audiences, both external and internal.

The completion of this Plan now signals the beginning of new work, among them: a) Human resource plan; b) Retirement/succession plans; c) Qualification standards for DA Western Visayas employees; d) Human resource development/Learning and development plan; e) Strategic Performance Management System (SPMS) guidebook; f) Localized procurement manual; g) Records digitization plan; h) Physical Development Plan; i) Security plan; j) 5S plan; k) Policy manual; and l) ISO 9001 quality management manual.

This Corporate Plan will not come to fruition without the people who put their wisdom, passion and brawn into the Project. It is most appropriate, therefore, to acknowledge them here - the Directorate especially RED Remelyn Recoter for authorizing resource flow and providing the leadership in completing the Project; the members of the Management Committee (ManCom) for their substantive inputs; and all members of the Corporate Plan Task Force under the leadership of Engr. Mira H. Talabong of PMED and Ms. Zarlina B. Cuello of AFD for their technical and administrative support services. Special commendation should also go to all the participants during the Stakeholders' Day and Corporate Plan Proper on September 12-15, 2017 at WESVIARC, Jaro, Iloilo City; the Strategic Plan Writeshop and Communication Planning on February 19-23, 2018 at The Ephrathah Farms in Badiangan, Iloilo; and the various consultation-workshops held at the Westown Hotel on July 18-20, 2018, August 29-31, 2018 and November 5-7, 2018.





Republic of the Philippines  
**Department of Agriculture**  
**Western Visayas**  
Parola Area, Iloilo City  
**OFFICE OF THE REGIONAL EXECUTIVE DIRECTOR**



## *Message*

Dedicated to all our customers – the farmers and fisherfolk, our partners and stakeholders in the agriculture and fishery sector, this five-year Corporate Plan (2019 to 2023) of the DA Western Visayas defines our JOURNEY TO THE FUTURE. This is our legacy to the present and many generations to come in the Region.

We may not excel in numbers, but as an agency, we are committed to keep raising the bar for greater productivity. We will strive for quality and excellence in our work – by being different and better than what we used to be. To do this, we will make our own people, products and services at their best to be more responsive to the needs of our Western Visayas farmers and fisherfolks. This way, they can become more competitive, can produce more and generate greater income for their families.

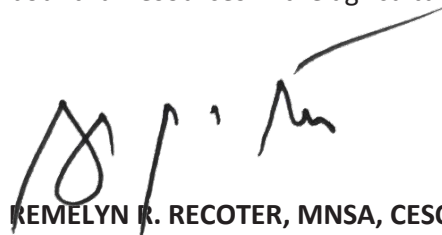
Thus, both DA Western Visayas officials and employees must uphold a culture of quality consistent with our core values of COMMITMENT, ACCOUNTABILITY, RESPONSIVENESS, EXCELLENCE AND SOLIDARITY, because WE CARE! I enjoin all my fellow public servants – let us all be ONE and TOGETHER in launching a newness in our work attitudes to promote new processes, methods, policies, delivery mechanisms, customers, partnerships in order to breed better, if not the best initiatives for our Region.

To our stakeholders - the regional line agencies, members of the Regional Management Committee (RMC), state universities and colleges, local government units, farmers' and fisherfolk groups, rural based organizations, the media, religious groups and others who participated in the Stakeholders' Day on September 12, 2017 at WESVIARC, Hamungaya, Jaro, Iloilo, please accept my profound thanks for your candidness in letting us know who we are and how we can move forward.

To the DA Western Visayas, Management Committee (ManCom), the rank and file and most of all, the Corporate Plan Task Force, who bravely accepted feedback from the agency's external environment and who surfaced the agency's strengths and weaknesses to craft ways and means to become a better public agency – I acknowledge the time, talent and treasure that you invested in delivering this masterpiece and legacy.

To Dr. Evelyn Aro-Esquejo, our Project Consultant and her Technical Assistant, Prof. Janet Lee - my staff joins me in deeply acknowledging your guidance in leading us through the process and helping us craft this document.

THANK YOU ALL! Through God's guidance, let us all be part of making Western Visayas a better place to live in maximizing the use of bountiful resources in the agriculture and fisheries sector.



**REMELYN R. RECOTER, MNSA, CESO III**  
Regional Executive Director



Republic of the Philippines  
**Department of Agriculture**  
**Western Visayas**  
Parola Area, Iloilo City  
**OFFICE OF THE REGIONAL TECHNICAL DIRECTOR**



## *Message*

We hold true to our commitment of providing the best for our farmers. As a government agency working for the welfare of the farming community, the Department of Agriculture (DA), by all means, is making food more available, affordable, and accessible to every Filipino. Recognizing the farmers' needs, the DA is intensifying its programs and services to address problems in financing, technology, and marketing. But there are factors – opportunities and constraints— affecting the DA's delivery of services. The agency's strengths and opportunities will be focused on to gradually minimize its weaknesses and threats.

I would like to congratulate the hands and brains who, under all circumstances, managed to come up with this very substantive and feasible Corporate Plan of DA Western Visayas. We are all aiming for a food secure Philippines and in particular, a food secure Western Visayas. In attaining the goal, we need a Corporate Plan which will serve as our bible and guide in acting out our vision for our farmers and fisherfolk who deserve premium quality support from the government. This Corporate Plan will provide us direction in pursuit of

our objectives from 2019 to 2023 and beyond. As we embark on “Our Journey to the Future”, we are hopeful that all our aspirations for the farmers in Aklan, Antique, Capiz, Guimaras, Iloilo, and Negros Occidental will soon be realized.

“We serve what farmers deserve,” says the Department of Agriculture Western Visayas slogan. We, at the DA Western Visayas, shall even be more committed and reliable in our service to the farming sector so that they will also become competitive as with the other fast-growing sectors. Let us strive hard to ensure that the projects we deliver are what our farmers truly deserve, not just to fast-track the budget utilization, or to please our electorate. We shall embody the spirit of discipline and commitment towards our public service and at the same time take care of our linkages with other national agencies, local government units, and private organizations. They are all our partners in development.

I enjoin my fellow public servants in DA Western Visayas, from top management down to the rank and file, to go an extra mile in our pursuit for excellent service for the Region 6 farmers. Let us all move forward for a more advanced and vibrant agriculture and fisheries sector in Western Visayas Region.



**MANUEL O. OLANDAY**  
Regional Technical Director for Operations and Extension





Republic of the Philippines  
**Department of Agriculture**  
**Western Visayas**  
Parola Area, Iloilo City  
**OFFICE OF THE REGIONAL TECHNICAL DIRECTOR**



## *Message*

The crafting of DA-Western Visayas Corporate Plan (2019-2023) is a milestone in the history of the Department of Agriculture in the Region for our **Journey in the Future** towards the attainment of our vision which is **Service Excellence to Ensure Food Security for All**.

This Corporate Plan will serve as our guide in providing the direction of the organization and in shaping the culture of its personnel in the delivery of the expected services to our clients, particularly the Filipino Farmers. It should be taken seriously by all present and incoming employees of the Department. They should understand and practice its provisions properly. The officials and the rank and file of the office may change, but the efforts will continue for the realization of our dream of developing the agriculture sector. In times of need and challenges we can go back to this Corporate Plan to refocus our direction and keep the desire burning in our hearts.

To the employees, as public servants we have the responsibility and accountability to our countrymen. God has given us this rare opportunity to offer our talents and resources to touch the lives of other people especially the farmers.



## Our Journey to the Future: DA WESTERN VISAYAS CORPORATE PLAN (2019-2023)

In our daily undertakings, coupled with right decision, hard work and passion, let us remember that we are doing all these for God's Glory. Together, let us all be **Leaders Of Vision and Execution with Monitoring and Evaluation** (that is, LOVE ME), at hand. We agree on how to manage and provide leadership to deliver the desired results effectively and efficiently towards the fulfillment of our dreams. Considering the changes and challenges along the way, safety nets and rooms for flexibility are laid down to address them properly.

May the DA personnel and stakeholders use this tool in modernizing agriculture, in improving the quality of lives of the farmers and in providing food security in our country. My congratulations to the Department of Agriculture – Western Visayas Corporate Plan Task Force members, employees and friends who made this project a success.

Sa inyo tanan nga mga mangunguma kaupod namon, ginatugyan nga masiguro ang bastante nga pagkaon sang mga Pilipino.



**DR. PETER S. SOBREVEGA**  
Regional Technical Director for Research and Regulations

## TABLE OF CONTENTS

	Page
About the Cover .....	ii
Copyright Page .....	iii
Preface .....	iv
Messages .....	vi
Table of Contents .....	xii
Appendices .....	xv
List of Tables .....	xvii
List of Figures .....	xx
Acronyms and Abbreviations .....	xxi
<b>1 Background .....</b>	<b>1</b>
1.1 The DA in Western Visayas .....	1
1.1.1 History and Legal Mandate .....	1
1.1.2 The DA Western Visayas Organizational Structure .....	3
1.1.3 Manpower .....	5
1.1.4 Functions .....	6
1.2 Our Area Coverage .....	18
1.2.1 Geographical Characteristics .....	18
1.2.2 Socio-Cultural Profile .....	21
1.2.3 Economic Profile .....	27
1.2.4 Technological Profile .....	30
1.3 The Need for a DA Western Visayas Corporate Plan for 2019-2023 .....	33
1.4 The Corporate Planning Process .....	36
<b>2 Our Present .....</b>	<b>40</b>
2.1 Our External Environment .....	40

2.1.1	Ambisyon Natin 2040 .....	40
2.1.2	The Philippine Development Plan: Expanding Economic Opportunities in Agriculture, Fishery and Forestry .....	44
2.1.3	The Regional Development Plan and Its Priorities in the Agriculture Sector .....	45
2.1.4	PEST Analysis of Western Visayas' Agricultural Sector .....	48
2.2	Our Internal Environment .....	56
2.2.1	Positive and Negative Factors in Partnership Projects with the DA Western Visayas .....	56
2.2.2	What the Stakeholders Say About the DA Western Visayas Competency Requirements .....	63
2.2.3	DA Western Visayas' Areas of Excellence and How It Can Become Better, as Perceived by Stakeholders .....	65
2.2.4	Areas of Improvement in Technical, and Administration and Finance Services, as Perceived by Stakeholders .....	67
2.2.5	The DA Western Visayas Strengths and Weaknesses: A Self-Assessment .....	69
2.2.6	Recurring Problems and Desired Interventions .....	81
2.2.7	Motivation Killers and Interventions .....	93
2.2.8	Stressors in the Workplace and Installing Stress-Free Environment .....	97
3	<b>The Future We Want</b> .....	101
3.1	Our Vision Statement.....	101
3.2	Our Mission Statement.....	102
3.3	Our Core Values.....	103
3.4	Our Slogan/Battlecry.....	104
3.5	Our Goal and Objectives .....	105
4	<b>Our Interventions</b> .....	111
4.1	People Management .....	111
4.1.1	Strategic Human Resource Planning .....	112
4.1.2	Recruitment, Selection and Promotion .....	114
4.1.3	Learning and Development .....	116
4.1.4	Performance Management .....	119



4.1.5	Incentive Mechanisms .....	120
4.1.6	Employee Benefits and Services .....	122
4.1.7	Human Resource Information System .....	124
4.2	Field Services Delivery Improvement .....	126
4.2.1	Customer Focused Management .....	126
4.2.2	Responsiveness of Public Service .....	128
4.2.3	Creativity and Innovativeness .....	130
4.2.4	Competitiveness and Productivity .....	131
4.2.5	Customer Engagement .....	133
4.3	Resource Management .....	135
4.3.1.	Fund Management .....	135
4.3.2	Procurement and Property Management .....	137
4.3.3	Records Management .....	139
4.3.4	Security Management .....	142
4.3.5	Clean and Green Work Environment .....	143
4.4	Organizational Systems Development .....	145
4.4.1	Organizational Structure .....	145
4.4.2	Communication System .....	147
4.4.3	Policies and Policy Development .....	149
4.4.4	Quality Management System .....	150
4.4.5	Information Management Services .....	153
4.4.6	Planning, Monitoring and Evaluation System .....	154
4.5	Assets Development and Management.....	156
4.5.1	Buildings and Lands Management .....	156
4.5.2	Mobility Management .....	159
4.5.3	Facilities Management .....	159
4.5.4	Acquisition or Machineries and Equipment .....	160
4.5.5	Biological Assets .....	160
4.6	Institutional Linkages and Partnerships Management .....	161
4.6.1	Partnership with Government .....	162

4.6.2	Partnership with the Private Sector .....	164
4.6.3	Linkages along the Value Chain .....	166
4.6.4	Linking with Local/International Networks .....	167
4.7	Organizational Culture and Branding .....	168
4.7.1	Organizational Culture .....	168
4.7.2	Leadership Development Program.....	171
4.7.3	Corporate Social Responsibility .....	172
4.7.4	Corporate Branding .....	173
<b>5</b>	<b>How We Will Support Our Initiatives .....</b>	<b>185</b>
5.1	Resource Allocation .....	185
5.2	Implementation Mechanisms .....	191
5.2.1	Internal Implementing Mechanisms .....	191
5.2.2	External Implementing Mechanisms .....	194
<b>6</b>	<b>How We Will Measure Our Progress .....</b>	<b>196</b>
6.1	Corporate Plan Results Framework .....	196
6.2	Monitoring and Evaluation Framework .....	199
6.3	Data Collection Plan .....	199
<b>7</b>	<b>Our Communication Plan .....</b>	<b>204</b>
7.1	Why This Communication Plan .....	204
7.2	To Whom We Will Disseminate .....	205
7.2.1	The DA Western Visayas Internal Audience .....	206
7.2.2	The DA Western Visayas External Audience .....	206
7.3	The Communication Matrix .....	206



## APPENDICES

A -1	-	Special Order 129, s. 2018 dated June 18, 2018 – Composition of the Task Force in the Formulation of the Department of Agriculture Regional Office 6 (DA-RFO 6) Corporate Plan 2019-2023 .....	209
A-2	-	Special Order 170, s. 2018 dated August 2, 2018 – Addendum to Special Order Number 129, s. 2018 .....	210
A-3	-	Corporate Plan Task Force Members .....	211
A-4	-	Corporate Plan Task Force in Action .....	212
B	-	The Department of Agriculture Western Visayas Management Committee (ManCom) .....	214
C	-	Organizational Chart of the Office of the Regional Executive Director (ORED) .....	215
D	-	Organizational Chart of the Administrative and Finance Division (AFD) .....	216
E	-	Organizational Chart of the Planning, Monitoring and Evaluation Division (PMED) .....	217
F	-	Organizational Chart of the Field Operations Division (FOD) .....	218
G	-	Organizational Chart of the Interim Regional Agricultural Engineering Division .....	219
H	-	Organizational Chart of the Agribusiness and Marketing Assistance Division .....	220
I	-	Organizational Chart of the Regulatory Division .....	221
J	-	Organizational Chart of the Research Division .....	222
K	-	Organizational Chart of the Regional Integrated Laboratories Division .....	223
L	-	Department of Agriculture Western Visayas Logo .....	224
M	-	The Department of Agriculture Western Visayas Hymn .....	225
N	-	Template for the DA Western Visayas Stationery .....	226
O	-	Template for the DA Western Visayas Powerpoint Presentation .....	227
P	-	Template for the DA Western Visayas Tarpaulin Display .....	228
Q	-	Template for the DA Western Visayas Callcard .....	229
R	-	Resource Allocation and Implementation Mechanisms .....	230

## LIST OF TABLES

Number		Page
1	Distribution of manpower, DA Western Visayas, 2018 .....	5
2	Sections and functions, Office of the Regional Executive Director (ORED) .....	6
3	Sections and functions, Administrative and Finance Division (AFD) .....	8
4	Sections and functions, Planning, Monitoring and Evaluation Division (PMED) .....	9
5	Sections and functions, Field Operations Division (FOD) .....	10
6	Sections and functions, Interim Regional Engineering Division (RAED) .....	11
7	Sections and functions, Agribusiness and Marketing Assistance Division (AMAD) .....	13
8	Sections and functions, Regulatory Division .....	14
9	Sections and functions, Research Division .....	15
10	Sections and functions, Regional Integrated Laboratories Division (RILD) .....	16
11	Number of districts, cities, municipalities and barangays, Western Visayas .....	19
12	Land area and land classification, per province, Western Visayas .....	19
13	Western Visayas' provincial topography .....	20
14	Population and growth rate, Western Visayas, 2015 .....	21
15	Population distribution, by sex, Western Visayas, 2015 .....	22
16	Dialects generally spoken, Western Visayas, 2015 .....	26
17	Top agricultural commodities, Western Visayas, 2016 .....	29
18	Daily agricultural wage rate by sex, Western Visayas, 2016 .....	30
19	Opportunities and threats of political factors affecting DA Western Visayas .....	49
20	Opportunities and threats of economic factors affecting DA Western Visayas .....	51
21	Opportunities and threats of social factors affecting the DA Western Visayas .....	53
22	Opportunities and threats of technological developments affecting the DA Western Visayas .....	55
23	What the private sector/farmer representatives say about DA RFO partnership .....	57



24	What the attached agencies/members of the RMC say about DA RFO partnership .....	58
25	What regional line agencies (RLAs) say about DA RFO partnership .....	60
26	What the LGUs say about DA RFO partnership .....	62
27	Why stakeholders enjoyed working with the DA-RFO 6 and conditions/situations/factors/events that can make them work more effectively with the agency .....	64
28	Where the DA Western Visayas excels and how it can become better, as perceived by stakeholders .....	66
29	Technical and support services to develop/improve, as perceived by stakeholders .....	68
30	The strengths/success factors and weaknesses/failure factors on people .....	70
31	The strengths/success factors and weaknesses/failure factors in programs and strategies .....	72
32	The strengths/success factors and weaknesses/failure factors in resources .....	74
33	The strengths/success factors and weaknesses/failure factors on systems .....	76
34	The strengths/success factors and weaknesses/failure factors on physical facilities .....	77
35	The strengths/success factors and weaknesses/failure factors on institutional linkages .....	79
36	The strengths/success factors and weaknesses/failure factors in organizational culture .....	81
37	Recurring problems and desired interventions in people management .....	82
38	Recurring problems and desired interventions in field services delivery improvement .....	85
39	Recurring problems and desired interventions in resource management .....	86
40	Recurring problems and desired interventions in organizational systems development .....	88
41	Recurring problems and desired interventions in assets managements .....	90
42	Recurring problems and desired interventions in institutional linkages and partnerships management .....	92
43	Recurring problems and desired interventions in organizational culture and branding .....	93
44	Identified motivation killers, resolutions and suggested training interventions .....	95
45	Identified stressors in the workplace and measures to ensure a stress-free environment .....	98
46	‘Out of the Box’ Incentive Mechanisms .....	121
47	Proposed employee benefits, DA Western Visayas .....	122
48	DA Western Visayas’ communication strategies .....	175
49	Budget requirement of the corporate plan by program area, 2019-2023 .....	185
50	Budget requirement for people management, by sub-component, 2019-2023 .....	187
51	Budget requirement for fields services delivery improvement, by sub-component, 2019-2023 .....	187
52	Budget requirement for resource management, by sub-component, 2019-2023 .....	188

53	Budget requirement for organizational systems development, by sub-component, 2019-2023 .....	189
54	Budget requirement for assets development and management, by sub-component, 2019-2023 .....	189
55	Budget requirement for institutional linkages and partnerships management, by sub-component, 2019-2023 .....	190
56	Budget requirement for organizational culture and branding, by sub-component, 2019-2023 .....	191
57	Internal entities, roles and responsibilities in the implementation of the Corporate Plan .....	192
58	External support actors, roles and responsibilities in the implementation of the Corporate Plan .....	195
59	Goals and objectives of the DA Western Visayas Corporate Plan .....	197
60	DA Western Visayas Corporate Plan M&E framework .....	200
61	DA Western Visayas Corporate Plan data collection plan .....	201
62	Communication matrix for the DA Western Visayas Corporate Plan .....	207

## LIST OF FIGURES



Number		Page
1	The Department of Agriculture through the years .....	3
2	Organizational structure of the DA Western Visayas .....	4
3	Map of Western Visayas .....	18
4	Population distribution by age bracket, Western Visayas, 2015 .....	23
5	Distribution of IP Population in Western Visayas, by province, 2015 .....	23
6	GRDP share by industrial origin, WesternVisayas, 2016 .....	27
7	Top ten commodities, Western Visayas, 2018 .....	29
8	Purposes of the DA Western Visayas corporate planning .....	35
9	Flowchart in the formulation of the DA Western Visayas Corporate Plan, 2019-2023 .....	39
10	“Asia 2050: Realizing the Asian Century” .....	41
11	Ambisyon Natin 2040 – the life Filipinos want .....	42
12	Ambisyon Natin 2040 – How Filipinos surveyed expressed their desired life .....	42
13	How Filipinos define ‘simple and comfortable life’ .....	43
14	Philippine Development Plan 2017-2022 .....	44
15	Western Visayas Regional Development Plan vision statement .....	46
16	The RDP Strategic Framework to expand and diversify opportunities in agriculture and fisheries, 2017-2022 .....	47
17	Steps in designing an improved process .....	129
18	Records management system.....	139
19	Budget requirement, by year .....	186
20	Organizational structure of the Corporate Plan Executive Committee.....	194
21	Results Framework of the DA Western Visayas Corporate Plan .....	198

## ACRONYMS AND ABBREVIATIONS

ADB	Asian Development Bank
AF	Agriculture and Fisheries
AFD	Administrative and Finance Division
AEC	ASEAN Economic Community
AEW	Agricultural Extension Worker
AFC	Agriculture and Fishery Council/Regional (RAFC) and Provincial (PAFC)
AFMA	Agriculture and Fisheries Modernization Act
AFMech	Agriculture and Fisheries Mechanization
AFMechRDEN	Agriculture and Fishery Mechanization Research and Development and Extension Network
AFMEF	Agriculture and Fishery Mechanization Equipment Facility
AFMP	Agriculture and Fisheries Modernization Plan, Regional/Provincial
AgriDoc	Agricultural Development Officers of the Community
AHFF	Agriculture, Hunting, Forestry and Fishing
AIM	Asian Institute of Management
ALS	Alternative Learning System
AGAP	Association of Government Accountants of the Philippines
AGIA	Association of Government Internal Auditors
AMAD	Agribusiness and Marketing Assistance Division
AMIA	Adaptation and Mitigation Initiatives in Agriculture
AMTEC	Agricultural Machinery Testing and Evaluation Center
APCO	Agricultural Programs Coordinating Officer
APP	Annual Procurement Plan
ARB	Agrarian Reform Beneficiaries
ARD	Assistant Regional Director
ARTA	Anti-Red Tape Act
ASEAN	Association of Southeast Asian Nations
ASU	Aklan State University
ATI-RTC	Agricultural Training Institute Regional Training Center
AVP	Audio-Visual Production
BAC	Bids and Awards Committee



BAI	Bureau of Animal Industry
BAR	Bureau of Agricultural Research
BETP	Bureau of Export Trade Promotion
BFAR	Bureau of Fisheries and Aquatic Resources
BOI	Board of Investment
BPI	Bureau of Plant Industry
BPO	Business Process Outsourcing
BRIA	Better Rice Initiative Asia
BSMEP	Bureau of Small and Medium Enterprise Development
CCTV	Closed Circuit Television
CESB	Career Executive Service Board
CHED	Commission on Higher Education
CIS	Communal Irrigation System
CLUP	Comprehensive Land Use Plan
CNA	Collective Negotiation Agreement, Community Needs Assessment
COA	Commission on Audit
CPP	Corporate Planning Proper
CSC	Civil Service Commission
CSO	Civil Society Organization
CSSP	Crop Science Society of the Philippines
CSW	Complete Staff Work
DA	Department of Agriculture
DAC	Department of Agriculture and Commerce
DA-CO	Department of Agriculture Central Office
DAEA	Department of Agriculture Employees Association
DAGSA	Department of Agriculture Good Samaritan Association (DAGSA)
DAM	Department of Agriculture and Manufacturing
DANR	Department of Agriculture and Natural Resources
DAP	Development Academy of the Philippines
DAR	Department of Agrarian Reform
DARFU6MPC	Department of Agriculture Regional Field Unit 6 Multi-Purpose Cooperative
DBM	Department of Budget Management
DENR	Department of Environment and Natural Resources

DepEd	Department of Education
DILG	Department of Interior and Local Government
DNR	Department of Natural Resources
DOST	Department of Science and Technology
DPI	Department of Public Instruction
DRRM	Disaster Risk Reduction Management
DSLR	Digital Single Lens Reflex
DTI	Department of Trade and Industry
DTS	Document Tracking System
ECC	Environmental Compliance Certificate
e-NGAS	Electronic New Government Accounting System
EO	Executive Order
ESETS	Extension Support, Education and Training Services
ExeCom	Executive Committee
FA	Farmers Association
FAQs	Frequently Asked Questions
FBS	Farm Business School
FFS	Farmers' Field School
FITS	Farmers Information Technology Services
FMR	Farm-to-Market Roads
FOD	Field Operations Division
GAAM	Government Accounting and Auditing Manual
GACPA	Government Association of Certified Public Accountants
GAD	Gender and Development
GAHP	Good Animal Husbandry Practices
GAP	Good Agricultural Practices
GATT	General Agreement on Tariffs and Trade
GDP	Gross Domestic Product
GIS	Geographic Information System
GPP	Gulayan sa Paaralan Program
GPPB	Government Procurement Policy Board
GRDP	Gross Regional Domestic Product
GSS	General Services Section

GVA	Gross Value Added
HEI	Higher Education Institution
HoPE	Head of Procuring Entity
HR	Human Resources
HRIS	Human Resources Information System
HRD	Human Resource Development
HRDC	Human Resource Development Committee
HRDP	Human Resource Development Plan
HRMS	Human Resource Management Section
HRMPSB	Human Resource Management Promotion and Selection Board
HRP	Human Resource Plan
HVCC	High Value Commercial Crops
IA	Irrigators' Association
IBA	Insular Bureau of Agriculture
ICT	Information, Communication Technology
ICU	Internal Control Unit
IP	Indigenous People
IPCR	Individual Performance and Commitment Review
IPM	Integrated Pest Management
IRP	Integrated Reorganization Plan
IP	Indigenous People
IRRI	International Rice Research Institute
ISO	International Organization for Standardization
IT	Information Technology
JO	Job Order
KOICA	Korean International Cooperation Agency
LAN	Local Area Network
LED	Light Emitting Diode
LCE	Local Chief Executive
L&D	Learning and Development
LeMCAP	League of Municipal and City Agriculturists of the Philippines
LFT	Local Farmer Technician
LGBT	Lesbian Gay Bisexual Transgender

LGC	Local Government Code
LGU, P/MLGU	Local Government Unit, Provincial/Municipal Local Government Unit
LOM	Livestock Auction Market
LUR	Land Use Reclassification
M&E	Monitoring and Evaluation
MA	Municipal Agriculturist
MAF	Ministry of Agriculture and Food
MANANAM	Mango, Aquaculture, Natural fibers, Native chicken and Muscovado sugar
ManCom	Management Committee
MES	Monitoring and Evaluation Section
MFO	Major Final Outputs
MIS	Management Information System
MPC	Multi-Purpose Cooperative
MRF	Materials Recovery Facility
MSME	Medium, Small, Micro Enterprise
MSP	Merit Selection Plan
NAP	National Archive of the Philippines
NCIP	National Commission on Indigenous Peoples
NCR	National Capital Region
NCI-SRD	National Convergence Initiative for Sustainable Rural Development
NEDA	National Economic and Development Authority
NEP	National Expenditure Program
NGA	National Government Agency
NGO	Non-Government Organization
NIA	National Irrigation Administration
NIS	National Irrigation System
OA	Organic Agriculture
ODA	Official Development Assistance
ORA OHRA	Omnibus Rules on Appointments and Other Human Resource Actions
ORED	Office of the Regional Executive Director
OSAC	One Stop Agricultural Center
OT	Opportunities and Threats
4Ps/CCT	Pantawid Pamilyang Pilipino/Conditional Cash Transfer





P4MP	Pambansang Mannalon Mag-uuma Magbabaul Magsasaka ng Pilipinas
PAA	Philippine Association of Agriculturists
PACD	Public Assistance and Complaints Desk
PAES	Philippine Agricultural Engineering Standards
PAGBAI	Philippine Association for Government Budget Administration, Inc.
PAIC	Public Assistance and Information Center
PAMS	Prevention, Avoidance, Monitoring, Suppression
PAROA	Philippine Association of Records Officers and Administrators
PBB	Performance-Based Bonus
PC	Personal Computer
PCAARRD	Philippine Council for Agriculture, Aquatic and Natural Resources Research and Development
PCAF	Philippine Council for Agriculture and Fisheries
PCIC	Philippine Crop Insurance Corporation
PCIP	Provincial Commodity Investment Plan
PD	Presidential Decree
PDL	Persons Deprived of Liberty (Prisoners)
PDS	Personal Data Sheet
PDEA	Philippine Drugs Enforcement Agency
PDP	Philippine Development Plan
PEP	Pag-ulikid sa Empleyado Program
PEST	Political, Economic, Social and Technological
PhilCCAP	Philippine Climate Change Adaptation Project
PhilEASNet	Philippine Extension and Advisory Services Network
PhilFIDA	Philippine Fiber Industry Development Authority
PhilGEPS	Philippine Government Electronic Procurement System
PhilRice	Philippine Rice Research Institute
PICE	Philippine Institute of Civil Engineers
PICPA	Philippine Institute of Certified Public Accountants
PIP	Public Investment Program
PIU-SAAD	Panay Island Upland – Sustainable Area for Agricultural Development
PM	Personal Message
P/MA	Provincial/Municipal Agriculturist
PMC	Performance Management Committee

PMCPPI	Pest Management Council of the Philippines, Inc.
PMED	Planning, Monitoring and Evaluation Division
PMT	Performance Management Team
PNP	Philippine National Police
PO	People's Organization, Purchase Order
POAP	Personnel Officers Association of the Philippines
POPCEN	Census of Population
POT	Packages of Technology
PPS	Planning and Programming Section
PPA	Programs/Projects/Activities
PPE	Property, plant and equipment
PPMP	Project Procurement Management Plan
PR	Purchase Request
PRAISE	Program on Awards and Incentives for Service Excellence
PRDP	QMSPhilippine Rural Development Project
PRIME-HRM	Program to Institutionalize Meritocracy and Excellence in Human Resource Management
PRMA	Philippine Records Management Association
PSA	Philippine Statistics Authority
PSABE	Philippine Society of Agricultural and BioSystem Engineers
PSAS	Philippine Society of Animal Science
PSSST	Philippine Society of Soil Science and Technology
PVMA	Philippine Veterinary Medical Association
PWD	Person with Disability
QS	Qualification Standards
QMR	Quality Management Representative
QMS	Quality Management System
R&D	Research and Development
RAED	Regional Agricultural Engineering Division
RAFEN	Regional Agriculture and Fisheries Extension Network
RAFIS/IPAS	Regional Agriculture and Fisheries Section/Information and Public Affairs Section
RARRDEN	Regional Agricultural Resources Research Development and Extension Network
RatPlan	Rationalization Plan
RBM	Results-Based Management



RBOs	Rural Based Organizations
RCM	Rice Crop Management
RCP	Rice and Corn Program
RD	Regional Director
RDC-EDC	Regional Development Council – Economic Development Sectoral Committee
RDP	Regional Development Plan
RDRRMC	Regional Disaster Risk Reduction Management Council
RED	Regional Executive Director
RERBA	Real estate, renting and business activities
RFO	Regional Field Office
RIARC	Regional Integrated Agricultural Research Center
RIC	Rural Improvement Club
RILD	Regional Integrated Laboratories Division
RLA	Regional Line Agencies
RMC	Regional Management Committee
RMIC	Records Management Improvement Committee
RMP	Research Management Program
RORO	Roll On – Roll Off
ROS	Research Outreach Station
RPC	Rice Processing Center
RPOC	Regional Peace and Order Council
RSBSA	Registry System for Basic Sectors in Agriculture
RTD	Regional Technical Director
RTECLUM	Regional Technical Committee for Land Use Matters
SCoPSA	Sustainable Corn Production for Sloping Area
SDG	Sustainable Development Goals
SLF	Sanitary Landfill
SMSP	Samahan ng Magsasakang Siyentista ng Pilipinas
SOA	School on The Air
SPMS	Strategic Performance Management System
SUCs	State Universities and Colleges
TAT	Turn Around Time
TNS/TNA	Training Needs Survey/Analysis



## Our Journey to the Future: DA WESTERN VISAYAS CORPORATE PLAN (2019-2023)

TRAIN	Tax Reform for Acceleration and Inclusion
TWG	Technical Working Group
UCCP	United Church of Christ of the Philippines
UN	United Nations
WESVARRDEC	Western Visayas Agriculture Aquatic and Natural Resources Research and Development Consortium
WESVIARC	Western Visayas Integrated Agricultural Research Center
WFP	Work and Financial Plan
WTO	World Trade Organization

## Chapter 1

### BACKGROUND

This chapter introduces the Department of Agriculture (DA) in Western Visayas – its history and legal mandate, organizational structure and functions, as well as its service area. It also describes why the Regional Field Office (RFO) has embarked into the preparation of its Corporate Plan for the next five years from 2019 – 2023. The process undertaken to complete the document is presented towards the end of the discussion.

#### 1.1 The DA in Western Visayas

##### 1.1.1 History and Legal Mandate

History. The history of the Department of Agriculture (DA) since its creation in 1898 could be segmented into five periods. These are 1) the Pre-American Period; 2) under the United States Administration; 3) Post-Philippine Independence; 4) Philippines under Martial Law; and 5) Philippines under the Freedom Constitution. The DA came into being as the Department of Agriculture and Manufacturing (DAM) on June 23, 1898 during the Pre-American Period, under the presidency of Emilio Aguinaldo. During the US Administration, the DA underwent six transformations – as the Insular Bureau of Agriculture (IBA) in 1901 under the Department of Interior and under the Department of Public Instruction (DPI) in 1910. It was abolished and replaced by the Department of Agriculture and Natural Resources (DANR) in 1917. In 1932, a reorganization act (Act No. 4007) renamed it as the Department of Agriculture and Commerce (DAC). It was further reorganized in 1942 as the Department of Finance,

Agriculture and Commerce (DFAC), which eventually assumed its former name - the DAC in 1945. The Post-Philippine Independence era in 1947 saw the DAC being renamed as DANR through Executive Order (EO) 94 under President Manuel Roxas. It remained as such until May 1974 under President Ferdinand Marcos. In May 17, 1974, by virtue of Presidential Decree (PD) No. 461, the DANR was split into two agencies – the DA and the Department of Natural Resources (DNR). Within the same year, Pres. Marcos issued PD 547 creating the DA's regional offices. When the parliamentary form of government was established in 1978, the government departments were transformed into ministries, thus, the DA became Ministry of Agriculture (MA). In 1984, the MA assumed a new name as the Ministry of Agriculture and Food (MAF). In 1987, under Pres. Corazon Aquino, Executive Order No. 116 was issued renaming the MAF as the DA and reorganizing it.

The changes in name were due to changes in mandates as carried out by executive decisions. Changes in mandate also involved changes in organizational and physical set-ups. From a centralized DA office prior to 1974, the agency was decentralized through PD 547, establishing the regional offices that they are till today (please refer to Figure 1).

Mandate. Past reorganizations were always based on a plan. The split of DA and DNR was based on the Integrated Reorganization Plan (IRP) prepared by the Commission on Reorganization. In January 1987, EO 116 mandated the DA's Regional Offices to 1) provide efficient and effective frontline service to the people; 2) implement in its area the laws and policies, plans and programs, rules and regulations of the agency; 3) coordinate with other offices and agencies in the region; and 4) coordinate with local government units.

The Department's mandate, vision and structure were refined through Republic Act No. 8435, otherwise known as the 'Agriculture and Fisheries Modernization Act of 1997' or AFMA. The most recent EO 366 or the Rationalization Plan (Rationalization Plan) in 2004 rationalized the entire government bureaucracy, but which the DA was able to execute only in 2014. It mandated the DA to promote agricultural development by providing the policy framework, public investments, and support services needed for domestic and export-oriented business enterprises. To fulfill this mandate, the primary concern of the Department focused on food security and improving farm income and generating work opportunities for farmers, fishermen and other rural workers. It encouraged people's participation in agricultural development through sectoral representation in agricultural policy-making bodies so that the policies, plans and programs of the Department would be formulated and executed to satisfy their needs. It used a bottom-up, self-reliant farm system approach that emphasized social justice, equity, productivity and sustainability in the use of agricultural resources.

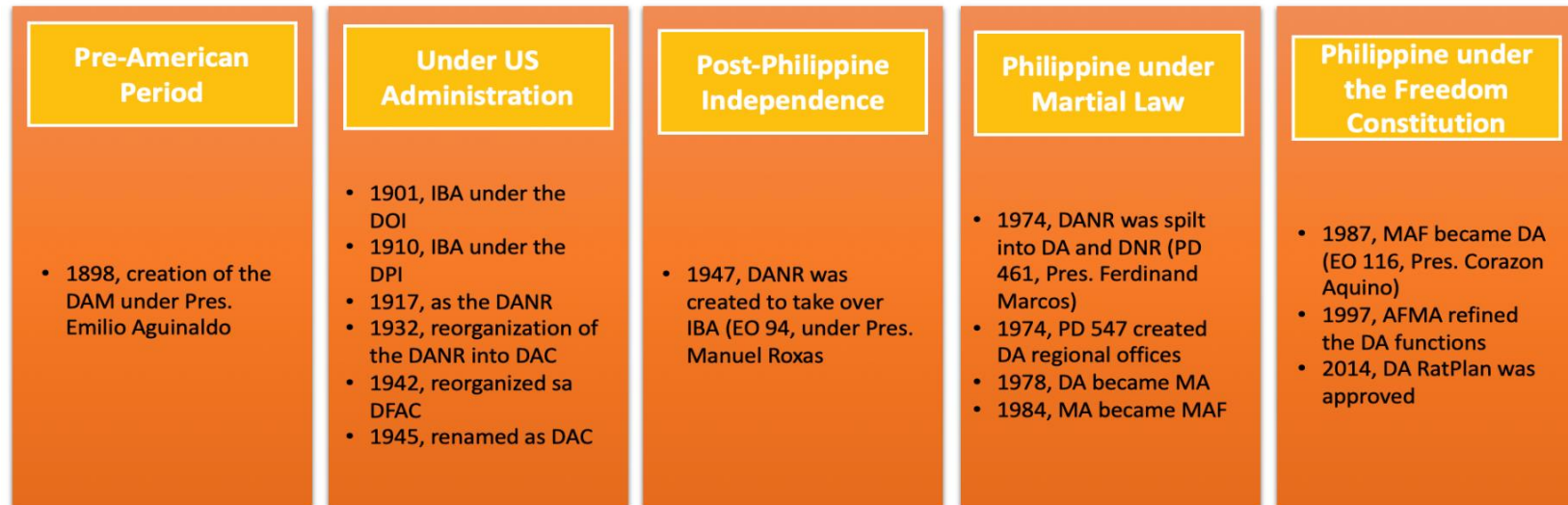


Figure 1. The Department of Agriculture through the years – 1898 to the present

### 1.1.2 The DA Western Visayas Organizational Structure

Consistent with the Rationalization Plan and as shown on Figure 2, the DA Western Visayas is headed by a Regional Executive Director (RED) who is assisted by two (2) Regional Technical Directors (RTD): one for Operations and Extension, and another for Research and Regulations. The RTD for Operations and Extension oversees three divisions, namely, the Field Operations Division (FOD), Agribusiness and Marketing Assistance Division (AMAD), and the Interim Regional Agricultural Engineering Division (RAED). The RTD for Research and Regulations, on the other hand, oversees three divisions - the Regulatory Division, Research Division, and the Regional Integrated Laboratories Division (RILD). The RED directly oversees the Administrative and Finance Division (AFD), and the Planning, Monitoring and Evaluation Division PMED. The Office of the RED (ORED) is likewise responsible over two sections – the Procurement Service Office (PSO) and the Regional Agriculture and Fisheries Information Section (RAFIS) which was renamed Information and Public Affairs Section (IPAS) under the Rationalization Plan. Figure 2 shows the agency's organizational chart, while Appendix B presents the members of the DA Management Committee (ManCom).

Our Journey to the Future: DA WESTERN VISAYAS CORPORATE PLAN (2019-2023)

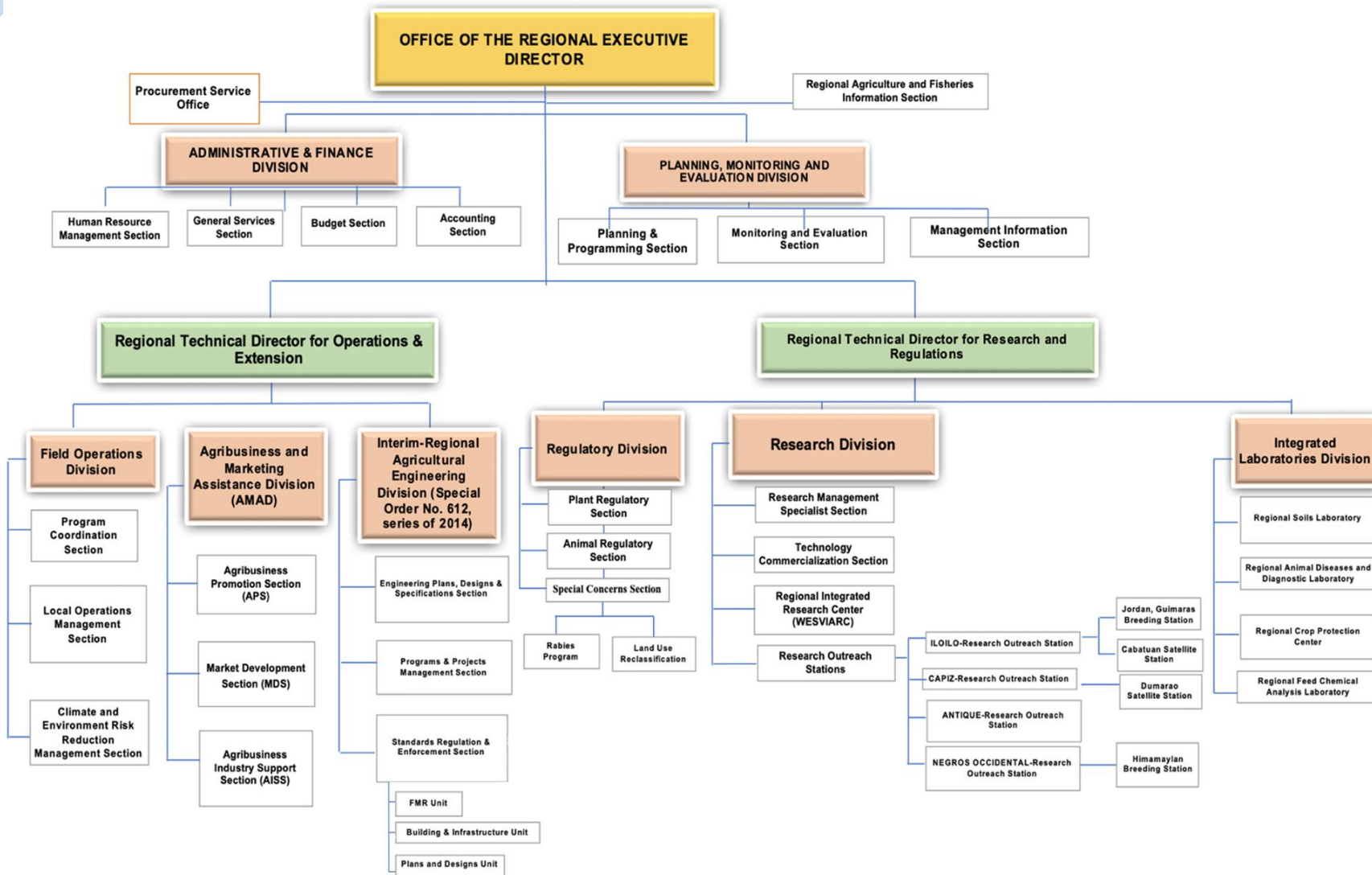


Figure 2. Organizational chart of the DA Western Visayas



### 1.1.3 Manpower

To date, the RFO has a total of 265 regular employees. As presented in Table 1, almost two thirds or 171 employees perform technical or conceptual functions. The remaining one third or 94 employees do administrative or support services. In addition to this number, there are 248 Job Order (JO) employees beefing up both the technical and administrative and finance responsibilities of the regular employees. This number represents slightly less than 50 percent of the total manpower of the agency. The ratio between regular employees and JO employees is almost one JO for every regular employee. The Research Division has the most number of employees at 164 persons consisting of 94 regular and 70 JOs. An almost equal number is shared by the FOD and the AFD with 108 and 104 personnel, respectively.

Table 1. Distribution of manpower, DA Western Visayas, 2018

Division	Regular	Job Order	Total
Office of the Regional Executive Director	4	1	5
Planning, Monitoring and Evaluation Division	13	1	14
Administrative and Finance Division	51	53	104
Field Operations Division	38	60	108
Agribusiness and Marketing Assistance Division	10	4	14
Research Division	94	70	164
Regulatory Division	17	9	26
Integrated Laboratories Division	28	14	42
Interim Regional Engineering Division	10	24	24
<b>TOTAL</b>	<b>265</b>	<b>236</b>	<b>501</b>

#### 1.1.4 Functions

In line with the Philippine Government's Rationalization Plan (RatPlan) to improve the efficiency in public services, the DA executes the following general functions: 1) creation of a policy environment conducive to increase incomes in agriculture; 2) production, verification and dissemination of information relevant to productivity and development; 3) production, testing and dissemination of superior plant and animal germplasm; 4) facilitation of market access and the promotion of agro-based enterprises; 5) regulation; 6) implementation of empowerment programs; 7) stabilization of supplies and prices of rice and corn (DA Handbook, PMED).

The functions of each unit/section division are contained in Tables 2 to 10. Table 2 presents the functions of the Bids and Awards Committee (BAC) and the Regional Agriculture and Fisheries Information Section (RAFIS) or Information and Public Affairs Section (IPAS) as indicated in the RatPlan, under the Office of the RED (ORED). See also the organizational chart in Appendix C.

Table 2. Sections and functions, Office of the Regional Executive Director (ORED)

Section	Functions
Procurement Service Office (PSO)	<ol style="list-style-type: none"> <li>1. Advertise and/or post the invitation to bid/request for expressions of interest.</li> <li>2. Conduct pre-procurement and pre-bid conferences.</li> <li>3. Determine the eligibility of prospective bidders.</li> <li>4. Receive and open bids.</li> <li>5. Undertake post-qualification proceedings.</li> <li>6. Resolve requests for reconsideration.</li> <li>7. Recommend award of contracts to the head of procuring entity (HoPE) or his duly authorized representative.</li> </ol>

	<ol style="list-style-type: none"> <li>8. Recommend to the head of procuring entity the use of alternative methods of procurement.</li> <li>9. Conduct periodic assessment of the procurement processes and procedures to streamline procurement activities.</li> <li>10. Perform such other related functions as may be necessary, including the creation of a Technical Working Group (TWG) from a pool of technical, financial, and/or legal experts to assist in the following: <ol style="list-style-type: none"> <li>a. Review of the technical specifications, scope of work, and terms of reference</li> <li>b. Review of bidding documents</li> <li>c. Shortlisting of consultants</li> <li>d. Eligibility screening</li> <li>e. Evaluation of bids</li> <li>f. Post qualification</li> <li>g. Resolution of request for reconsideration</li> </ol> </li> </ol>
Regional Agriculture and Fisheries Information Section (RAFIS)	<ol style="list-style-type: none"> <li>1. Promote and package the image of the Office through social marketing.</li> <li>2. Coordinate and establish partnerships with local media groups to promote smooth and accurate flow of information.</li> </ol>

The AFD has four sections: Human Resource Management Section (HRMS), General Services Section (GSS), Budget Section and Accounting Section (see Table 3 and Appendix D).

Table 3. Sections and functions, Administrative and Finance Division (AFD)

Section	Functions
Human Resource Management Section (HRMS)	<ol style="list-style-type: none"> <li>1. Formulate an integrated personnel plan that includes merit promotion, performance evaluation and awards and incentives for service excellence</li> <li>2. Formulate and administer training programs for career and employee development</li> <li>3. Act on all matters concerning personnel records and attendance, appointments, promotions and other human resource (HR) actions.</li> <li>4. Maintain personnel records and statistics</li> </ol>
General Services Section (GSS)	<ol style="list-style-type: none"> <li>1. Plan, coordinate and supervise all general services functions such as property inventory, property disposal, cashiering, records and communication services.</li> <li>2. Coordinate, consolidate and procure commonly-used supplies and materials for the operations and maintenance of office structures and facilities.</li> </ol>
Budget Section	<ol style="list-style-type: none"> <li>1. Prepare annual budgetary plans in coordination with the PMED</li> <li>2. Assist the management in the preparation of budgetary estimates for presentation to various legislative bodies</li> <li>3. Develop and improve budgetary procedures and methods</li> <li>4. Assist subordinate budgetary units in the utilization and application of budgetary methods</li> </ol>
Accounting Section	<ol style="list-style-type: none"> <li>1. Maintain basic subsidiary accounting records and books of accounts for accurate and current financial information</li> <li>2. Provide management advises on financial matters</li> <li>3. Prepare and submit financial reports for the management and other offices requiring such</li> <li>4. Certify fund availability and obligations</li> <li>5. Process requisitions, vouchers and reports of collections and disbursements</li> </ol>

The PMED takes charge of the planning, monitoring and evaluation and policy development functions of the agency. It also provides support services to the RED during ManCom and RMC meetings, as the Secretariat. It has three sections, namely, the Planning and Programming Section (PPS), the Monitoring and Evaluation Section (MES) and the Management Information Section (MIS) (see Table 4 and Appendix E)

Table 4. Sections and functions, Planning, Monitoring and Evaluation Division (PMED)

Section	Functions
Planning and Programming Section (PPS)	Take the lead in, <ol style="list-style-type: none"> <li>1. Plan formulation.</li> <li>2. Policy dissemination.</li> <li>3. Conduct of consultations.</li> <li>4. Integration of local development plans.</li> <li>5. Capacitation of local government units (LGUs) on planning.</li> </ol>
Monitoring and Evaluation Section (MES)	Undertake <ol style="list-style-type: none"> <li>1. Periodic monitoring of programs and projects (implemented by DA, agencies, state universities and colleges (SUCs), LGUs)</li> <li>2. Periodic evaluation of DA programs.</li> <li>3. Periodic evaluation of LGU programs (DA funded).</li> <li>4. Conduct of accomplishment reviews/assessments.</li> <li>5. Provision of secretariat and facilitate support services to Regional and Provincial Agricultural and Fishery Councils (R/P AFCs).</li> </ol>
Management Information Section (MIS)	Conduct <ol style="list-style-type: none"> <li>1. Data gathering and management.</li> <li>2. Management of the regional farmers registry.</li> <li>3. Management of IT infrastructure and systems.</li> <li>4. Capacitate LGU personnel on agricultural Management Information System (MIS) and tools.</li> <li>5. Manage the regional Geographic Information System (GIS) system.</li> </ol>

The FOD handles the main services of the RFO. It has three sections focusing on program coordination, local operations coordination, and climate and environmental risk reduction management (see Table 5 and Appendix F).

Table 5. Sections and functions, Field Operations Division (FOD)

Section	Functions
Programs Coordination Section	<ol style="list-style-type: none"> <li>1. Overall coordination of DA programs on crops (rice, corn and high value commercial crops or HVCC), livestock (small and large ruminants and poultry), and organic agriculture (OA).</li> <li>2. Provide advisory services to local government units (LGUs), state universities and colleges (SUCs), other government agencies and other stakeholders.</li> <li>3. Provide recommendations to management for smooth program implementation.</li> <li>4. Coordination and monitoring implementation locally funded like the Panay Island Upland Special Areas for Agricultural Development (PIU-SAAD) and foreign assisted projects like the – Sustainable Rural Development Project funded by the Korean International Cooperation Agency (KOICA).</li> </ol>
Local Operations Management Section	<ol style="list-style-type: none"> <li>1. Coordination and monitoring of DA programs/projects with the LGUs and other stakeholders.</li> <li>2. Strengthen working relationships with linkages between DA and LGUs, other government offices, SUCs, non-government organizations (NGOs)/industry groups and other stakeholders.</li> <li>3. Provide feedback mechanism to management on problems besetting program implementation.</li> <li>4. Provide secretariat and facilitate support services to Regional and Provincial Agricultural and Fishery Councils (Regional/Provincial AFCs)</li> </ol>
Climate and Environment Risk Reduction Management Section	<ol style="list-style-type: none"> <li>1. Develop an inter-agency climate and environment framework</li> <li>2. Establish early warning system</li> <li>3. Develop assessment tools on potential hazards and risks</li> <li>4. Conduct assessment on damages in agriculture</li> <li>5. Develop framework for soils and water management</li> </ol>

The Interim Regional Agricultural Engineering Division (RAED) was created based on Section 24 of Republic Act 10601, also known as the Agricultural and Fisheries Mechanization (AFMech) Law. The primary mandate of the RAED is to plan, execute and monitor the implementation of regional agricultural mechanization and infrastructure programs, projects and activities. The RAED has three sections (see Table 6 and Appendix G).

Table 6. Sections and functions, Interim Regional Engineering Division (RAED)

Section	Functions
Engineering Plans, Designs and Specifications Section	<ol style="list-style-type: none"> <li>1. Formulate the regional agricultural infrastructures, irrigation, mechanization, postharvest facilities and agro-processing development/master plans in coordination with LGUs, National Government Agencies (NGAs), and other groups at the regional level.</li> <li>2. Prepare plan, design, specification and cost estimate of all agricultural engineering related program, projects and activities such as but not limited to small scale irrigation projects, agricultural infrastructures, and agri-machinery and postharvest facilities.</li> <li>3. Coordinate with LGU, NGO, NGAs and other DA attached agencies in the planning and preparation of engineering plans, design and specification of agricultural mechanization and infrastructure programs, projects and activities.</li> <li>4. Evaluate agricultural engineering plans, programs and projects prepared by LGUs and other offices for funding purposes.</li> <li>5. Conduct topographic survey relative to agricultural infrastructure programs, projects and other activities.</li> <li>6. Provide technical assistance in the implementation of Water Re-Use Act.</li> </ol>
Programs and Projects Management Section	<ol style="list-style-type: none"> <li>1. Supervise and monitor the construction of agricultural infrastructure, irrigation, mechanization, postharvest facilities and other related projects of DA.</li> <li>2. Provide technical assistance to LGU, qualified farmer associations, cooperatives or entrepreneurs interested in establishing and operating agri-fishery machinery and equipment service centers.</li> <li>3. Monitor and assess the operation of constructed infrastructure facilities and distributed machinery and equipment and provide recommendations to enhance its sustainability.</li> </ol>

	4. Conduct institutional land capacity development activities to support and sustain the operation and management of constructed infrastructure and distributed machinery facilities.
Standards, Regulation and Enforcement Section	<ol style="list-style-type: none"> <li>1. Conduct inspection, testing and evaluation of production, postharvest and processing, and warehouse/storage machineries and equipment;</li> <li>2. Supervise at the regional level the enforcement of the Philippine Agricultural Engineering Standards (PAES) on agricultural infrastructure, machinery and postharvest facilities;</li> <li>3. Provide technical/supervision assistance to LGUs, NGA, and other DA attached agencies in the conduct of testing and evaluation of agricultural machinery, postharvest facilities and agro-processing projects as well as the conduct of training and extension activities;</li> <li>4. Maintain and regularly update the registry of irrigation, postharvest, agricultural machinery and agricultural infrastructure projects at the regional office, and which can be accessed through the internet;</li> <li>5. Facilitate the registration and licensing of all agricultural machinery, equipment and facilities and other mandated regulatory activities;</li> <li>6. Coordinate and provide assistance to the LGUs in establishing a registry of agricultural and fishery, machinery at the municipality and provincial levels;</li> <li>7. Facilitate the issuance of permits to operate small and medium sized agricultural and fishery machinery and equipment manufacturer, and equipment manufacturer, fabricators, assemblers and importers;</li> <li>8. Assist DA in the development of new standards especially in equipment peculiar to the region; and</li> <li>9. Coordinate and assist the local Building Officials in the evaluation and processing of permits application and certificate of occupancy of agricultural buildings and structures to ensure the enforcement of PAES and Section 21 of RA No. 8559 in the National Building Code of the Philippines.</li> </ol>

The Agribusiness and Marketing Assistance Division (AMAD) consists of three sections. It takes charge of agribusiness and investment, market development and promotion and agribusiness support services. (see Table 7 and Appendix H).



Table 7. Sections and functions, Agribusiness and Marketing Assistance Division (AMAD)

Section	Functions
Agribusiness Promotion Section	<ol style="list-style-type: none"> <li>1. Develop and implement regional plan for agribusiness investment promotion.</li> <li>2. Identify areas with strong potential for agribusiness expansion and package this into agribusiness investment promotion plan and investment priority plan.</li> <li>3. Develop and maintain database of investment projects, available technologies, business regulations and incentives, fund sources among others.</li> <li>4. Disseminate new investment opportunities, business policies and regulations.</li> <li>5. Coordinate with the Board of Investments (BOI), Bureau of Export Trade Promotion (BETP) and Bureau of Small and Medium Enterprise Development (BSMED) on activities relating to agribusiness investment and enterprise development.</li> <li>6. Link agribusiness investors to sources of credit, post-harvest handling, value adding activities and other matters related to agribusiness enterprise development e.g. policies, business registration, licensing, permits, etc.</li> <li>7. Organize investment fora and assist in the in-bound and out-bound investment mission.</li> <li>8. Provide investment counseling and facilitate market matching of investors and industry clusters.</li> </ol>
Market Development Section	<ol style="list-style-type: none"> <li>1. Promote Regional agricultural products to the public and facilitate the introduction of these products to profitable markets through the conduct and participation in agri-trade fairs and exhibits, congresses, conferences, etc.</li> <li>2. Disseminate information on new products including technology and market for the product.</li> <li>3. Undertake market linkage/ matching activities.</li> <li>4. Facilitate the provision of technical assistance to LGUs in order to improve quality of products.</li> <li>5. Establish, maintain, and update directory of buyers and sellers of fishery products, inputs, post-harvest technology and other marketing services of priority/potential commodities that can be tapped by Filipino entrepreneurs in the region/province/ municipalities.</li> <li>6. Undertake/facilitate the conduct of market research, competitiveness analysis, supply and value chain analysis and identify necessary interventions to enhance competitiveness of agricultural products.</li> </ol>

Agribusiness Industry Support Section	<ol style="list-style-type: none"> <li>1. Coordinate with private sector groups for institutional development and capacity building of the industry associations, clusters, networks and the like.</li> <li>2. Facilitate the provision of technical assistance in the establishment and expansion of agribusiness enterprises including the various market-related infrastructures.</li> <li>3. In coordination with other DA attached agencies, facilitate the dissemination of new or needed products, technologies, and market information to agricultural and fisheries producers and agribusiness entrepreneurs.</li> <li>4. Monitor the prices of agricultural products in the major markets in the area.</li> <li>5. Conduct activities/ fora in relation to the implementation of Price Act.</li> </ol>
--	--

The Regulatory Division has three sections that handle primarily quarantine and related services on both plants and animals (see Table 8 and Appendix I).

Table 8. Sections and functions, Regulatory Division

Section	Functions
Plant Regulatory Section	<ol style="list-style-type: none"> <li>1. Conduct pests and disease surveillance.</li> <li>2. Monitor and inspect and maintain quarantine checkpoints.</li> <li>3. Issue plant phyto-sanitary certificates for domestic and international shipment/transport.</li> <li>4. Perform inspection of organic/good agricultural practices (GAP) farms.</li> <li>5. Undertake field inspection of plant nurseries and seed production farms.</li> </ol>
Animal Regulatory Section	<ol style="list-style-type: none"> <li>1. Monitor and inspect and maintain quarantine checkpoints.</li> <li>2. Issue animal regulatory documents.</li> <li>3. Inspect animal products and by-products.</li> <li>4. Collect feed samples from production plants and sales outlets and conduct laboratory analysis.</li> <li>5. Inspect and endorse applications under Animal Welfare Act.</li> </ol>

Special Concerns Section	<ol style="list-style-type: none"> <li>1. Act as Secretariat of the Regional Technical Committee for Land Use Matters (RTECLUM); convene it for discussion of all Land Use Reclassification (LUR) applicants; prepare the endorsement documents for approval by the RTECLUM.</li> <li>2. Monitor the Rabies Prevention Program in the Region.</li> </ol>
--------------------------	--

For the Research Division, there are four sections that handle research management, technology commercialization, and supervise the Regional Integrated Agricultural Research Center (RIARC) and the Research Outreach Stations (ROSeS) (see Table 9 and Appendix J).

Table 9. Sections and functions, Research Division

Section	Functions
Research Management and Specialist Section	<ol style="list-style-type: none"> <li>1. Lead in the formulation of regional research and development (R&amp;D) agenda</li> <li>2. Orchestrate the prioritization of regional R&amp;D activities and conduct of mid-stream and downstream research</li> <li>3. Establish the forging of strategic linkages with other R&amp;D institutions</li> <li>4. Conduct monitoring and evaluation of on-going and completed R&amp;D projects</li> <li>5. Facilitate the preparation of R&amp;D proposals for funding and technical papers for presentation</li> <li>6. Maintain R&amp;D info system</li> </ol>
Technology Commercialization Section	<ol style="list-style-type: none"> <li>1. Undertake identification and documentation of matured technologies for commercialization</li> <li>2. Conduct technology adaptation and demonstration trials</li> <li>3. Formulate and package technology promotions and commercialization projects for targeted clientele</li> <li>4. Prepare materials from technologies generated for dissemination</li> <li>5. Coordinate the impact assessment of the technology commercialization activities</li> </ol>
Regional Integrated Research	<ol style="list-style-type: none"> <li>1. Orchestrate and provide leadership to the R &amp; D agenda for the region</li> <li>2. Harness improved materials and stocks and other research results from different national and international research centers for commercialization</li> </ol>

Center (WESVIARC)	<ul style="list-style-type: none"> <li>3. Conduct technology generation or mid-stream applied research to evolve improved agricultural technology packages for recommendation</li> <li>4. Integrate and package information generated from R &amp; D activities of the region</li> </ul>
Research Outreach Stations	<ul style="list-style-type: none"> <li>1. Serve as the satellite stations and represents the major development zones for crops and livestock</li> <li>2. Conduct demonstrations and pilot production works for major commodities in the development zones</li> <li>3. Conduct evaluation on verification trials, technology demonstrations and recommend technology packages</li> <li>4. Maintain and safeguard genetic quality materials and diversity of major and priority crops and livestock through establishment of germplasm centers</li> </ul>

The Regional Integrated Laboratories Division (RILD) supervises four sections – the Regional Soils Laboratory, Regional Animal Diseases Diagnostic Laboratory, Regional Crop Protection Center and the Regional Feed Chemical Analysis Laboratory. The specific functions are shown in Table 10 and Appendix K.

Table 10. Sections and functions, Regional Integrated Laboratories Division (RILD)

Section	Functions
Regional Soils Laboratory Section	<ul style="list-style-type: none"> <li>1. Conduct analysis of soil samples using laboratory method and soil test kit for fertilizer recommendation (organic matter, N, P, K, pH, Micronutrient (Zn, Cu, Mn, Fe)</li> <li>2. Conduct analysis of fertilizer (organic/inorganic), liming material, plant tissue samples for (Total N, P, K, CaO, MgO, OM, Moisture and Micronutrient (Zn, Cu, Mn, Fe, Zn)</li> <li>3. Produce and distribute soil inoculants for legumes, and trichoderma inoculant for rapid composting</li> <li>4. Provide technical assistance to students, agricultural extension workers (AEWs), researchers on soil related problems and fertility preservation.</li> <li>5. Provide on the job trainings to students as part of their curriculum.</li> </ul>

Regional Animal Diseases Diagnostic Laboratory Section	<ol style="list-style-type: none"> <li>1. Provide prompt and accurate laboratory results of animal diseases especially in livestock &amp; poultry as basis for recommendation, treatment and prevention.</li> <li>2. Perform laboratory test to support the R&amp;D, Quarantine and Regulatory Division, Livestock Section and during animal health surveillance.</li> <li>3. Serve as training facility to assist students in familiarizing scientific method of diagnostics.</li> </ol>
Regional Crop Protection Center	<ol style="list-style-type: none"> <li>1. Conduct plant pests and disease diagnostics and recommend control measures.</li> <li>2. Perform pest validation, plant pest forecasting and early warning systems.</li> <li>3. Produce and distribute biological control agents for major pests.</li> <li>4. Integrated pest management (IPM), prevention, avoidance, monitoring, suppression (PAMS) training and extension.</li> <li>5. Produce and distribute banana tissue culture plantlets.</li> <li>6. Undertake crop protection research.</li> <li>7. Provide technical assistance during pest outbreaks.</li> </ol>
Regional Feed Chemical Analysis Laboratory	<ol style="list-style-type: none"> <li>1. Conduct proximate analysis on feeds and feed ingredients for crude protein, crude fat, crude fiber, moisture and ash.</li> <li>2. Perform mineral analysis of feeds and feed ingredients for Calcium, Sodium Chloride and Phosphorous determination.</li> <li>3. Perform Aflatoxin test on feeds and feed ingredients.</li> <li>4. Extend technical assistance to aqua, livestock and poultry raisers, academe and researchers.</li> </ol>

## 1.2 Our Area Coverage

### 1.2.1 Geographical Characteristics

Region 6, known as Western Visayas, is situated in Central Philippines; it is bounded on the East by the Visayan Sea, on the West by the Cuyo East Past, on the North by Sibuyan Sea and Romblon, and on the Southwest by the Cagayancillo Island. The Region is composed of six provinces, namely: Aklan, Antique, Capiz, Iloilo (collectively known as Panay Island), Guimaras and Negros Occidental (see Figure 3).

The Region is subdivided into 19 Congressional Districts – one each in the provinces of Antique and Guimaras; two districts each in the provinces of Aklan and Capiz; five districts in Iloilo Province; six districts in Negros Occidental; and the highly urbanized cities of Iloilo and Bacolod which have distinct congressional districts. Overall, Western Visayas has two highly urbanized cities, 14 component cities, 117 municipalities, and 4,050 barangays. The province of Iloilo has the highest number of municipalities at 42 and barangays at 1,721. Table 11 shows the number of cities, municipalities and barangays per province and city in Region VI.

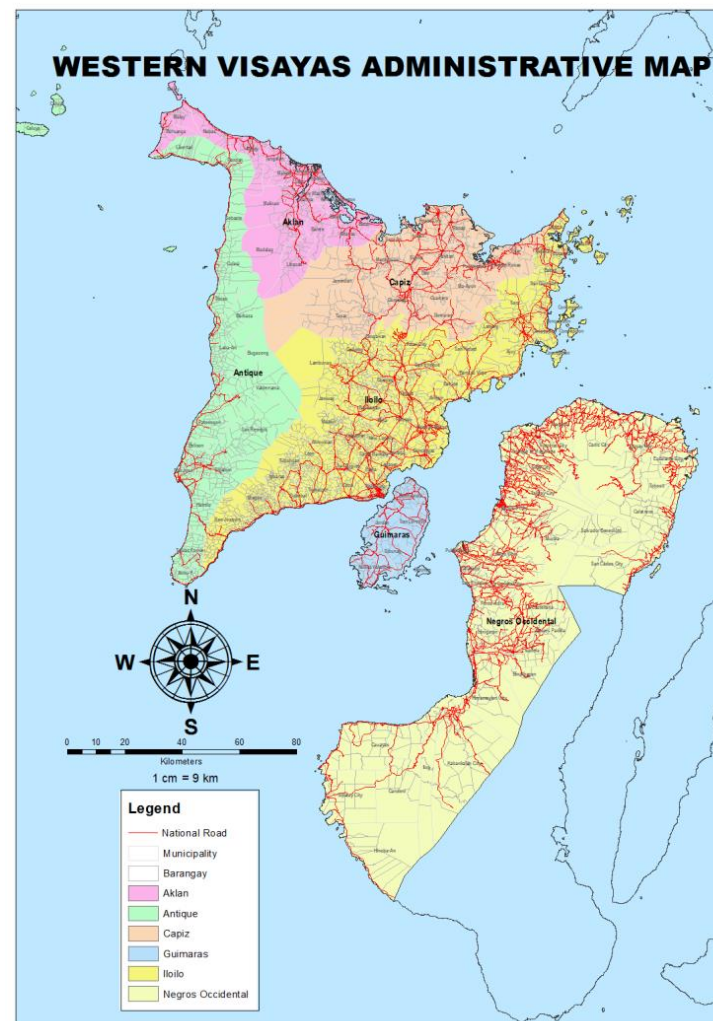


Figure 3. Map of Western Visayas

The Region has a total area of 2,022,311 hectares, which is approximately 6.74 percent of the total land area of the Philippines. As shown in Table 12, two thirds of the area are certified alienable and disposable lands and the rest is forest land.

In terms of area devoted to agriculture, data at the DA indicates that about 32.98 percent or 666,917 hectares are used for agricultural purposes, mainly for annual crops. Majority of the agricultural lands in Negros Occidental are sugarcane areas while rainfed and irrigated agricultural areas in Panay are devoted to palay.

The islands comprising the region exhibit similar physical features characterized by relatively wide stretches of rivers and coastal lowlands that spread inland and a series of rugged hills and mountains in the interior areas. There are 12 principal rivers and 117 mountains in the region (Table 13).

Table 11. Number of districts, cities, municipalities and barangays, Western Visayas

Province	Capital	District	Cities	Municipality	Barangay
Aklan	Kalibo	2	0	17	327
Antique	San Jose	1	0	18	590
Capiz	Roxas City	2	1	16	473
Guimaras	Jordan	1	0	5	98
Iloilo	Iloilo City	6	1	42	1,901
Negros Occidental	Bacolod City	7	12	19	661
<b>Total</b>		<b>19</b>	<b>16</b>	<b>117</b>	<b>4,050</b>

Source: DILG/DA Region 6

Table 12. Land area and land classification, per province, Western Visayas

Province	Total Area (Hectares)	Certified Alienable and Disposable Lands (Ha.)	Total Forest Land (Hectares)
Aklan	181,789	102,799	78,990
Antique	252,201	144,728	107,473
Capiz	263,317	178,711	84,606
Iloilo	471,940	358,674	113,265
Guimaras	60,457	37,475	22,983
Negros Occidental	792,607	595,591	197,016
<b>TOTAL</b>	<b>2,022,311</b>	<b>1,417,978</b>	<b>604,333</b>
% to Total	100	70.12	29.88

Source: DENR Region 6 (Forestry/PSF2014)

Table 13. Western Visayas' provincial topography

Province	Characteristics
Aklan	Broad lowland area flanked on its western and southern sides by a series of mountain ranges. This broad area extends inward until it nestles at the foot of the western mountain highlands.
Antique	A tapering of high rugged land that runs the entire length of the western coast of Panay Island. The province is primarily formed by a series of small coastal lowlands that dot the shorelines of Antique and has low fertile plains. Its more extensive parcel of plain land lies in the south where the Sibalom River forms a basin.
Capiz	Distinguished by vast plains and rolling hills. Thirteen (13) out of sixteen (16) municipalities are located in flood plain areas. This explains why 25 percent of fishpond areas regionwide is located in the province, particularly in Roxas City, hence, its monicker, "The Seafood Capital of the Philippines".
Guimaras	The young province of Guimaras' surface varies from level to steeply sloping, with land elevation ranging from zero to three hundred (300) meters above sea level.
Iloilo	Iloilo, like any other province in Panay, has its share of mountain and hills. Between the province's western and northern elevations is an expanse of fertile land that heads towards the sea.
Negros Occidental	Negros Occidental's land has three (3) features: the mountainous north, formed by a series of volcanic peaks and the mountains of Silay, Mandalagan and Kanlaon; the southern highlands, made up of an extensive plateau called Tabla Valley, Candoni and several mountains and volcanoes covered with rainforest; and the lowlands, principally encompassing one of the broadest belts of lowland plains in the country.

In terms of climate and rainfall, the climatic conditions of Western Visayas is divided into two general types, namely: the moist zone which is characterized by an annual rainfall ranging from 1 to 2,500 millimeters (mm) and a growing period of 210-270 days. This zone has two pronounced seasons, the dry from November to April and wet during the rest of the year. It covers most of the existing agricultural land in the lowland, upland, and hilly areas, representing some 12,640 square kilometers (sq. kms.) or



around 60 percent of the land area of the region. The moist zone is affected by only a moderate moisture deficit during the dry season and generally sustains multiple annual cropping. This type occurs widely in the region.

The wet zone is characterized by an annual rainfall of 2,500 mm and a growing period of 270-320 days which generally occurs in the hilly to highland areas. This zone, in which the two seasons are less pronounced, represents an area of 7,590 square kilometers or about 40 percent of the total land area. It is suited to fruit and vegetable crops that require high elevation and semi-temperate conditions. Usually, this type occurs only in the provinces of Aklan, Capiz, Iloilo, and Negros Occidental. Warm air currents flowing over its landmasses, temperature and relative humidity are high. The mean temperature of Aklan and Guimaras provinces is 26°C and 28°C, respectively.

### 1.2.2 Socio-Cultural Profile

Demography. Based on the 2015 Census of Population (POPCEN 2015), the Region's population as of August 1, 2015 is 7,536,383. This involves a population growth rate of 1.14 percent compared to the recorded population of 7,102,438 in 2010. The province of Negros Occidental has the highest population at 2,947,261 or 33.14 percent of the total population while the province of Guimaras contributed the lowest at 2.32 percent or 174,613 (see Table 14 for details).

Population density per square kilometer in the region is 362, with Iloilo City registering 15 times higher at 5,719 and Guimaras with the least at 285. In terms of sex distribution, there are more males than females in the region. Of the total population, 51 percent are males and 49% are females. As presented in Table 15, the regional sex ratio is 103. The province with the most number of males in its sex ratio is

Table 14. Population and growth rate, Western Visayas, 2015

Province/City	Total Population	Percentage	Growth Rate (2010-2015)
Aklan	574,823	7.63	1.35
Antique	582,012	7.72	1.22
Capiz	761,384	10.10	1.08
Guimaras	174,613	2.32	1.33
Iloilo	1,936,423	25.69	1.34
Iloilo City (Capital)	447,992	5.94	1.02
Negros Occidental	2,497,261	33.14	0.79
Bacolod City (Capital)	561,875	7.46	1.79
<b>Total</b>	<b>7,536,383</b>	<b>100.00</b>	<b>1.14</b>

Source: PSA

Guimaras with 106, while the least are Bacolod City and Iloilo City with 97.

Table 15. Population distribution by sex, Western Visayas, 2015

Province/City	Total Population	Male	Female	Sex Ratio
Aklan	574,823	292,791	282,032	104
Antique	582,012	297,838	284,174	105
Capiz	761,384	386,535	374,849	103
Guimaras	174,613	89,644	84,969	106
Iloilo	1,936,423	984,096	952,327	103
Iloilo City (Capital)	447,992	220,768	227,224	97
Negros Occidental	2,497,261	1,281,961	1,215,300	105
Bacolod City (Capital)	561,875	276,881	284,994	97
<b>Total</b>	<b>7,536,383</b>	<b>3,830,514</b>	<b>3,705,869</b>	<b>103</b>
<b>% to Total</b>		<b>50.83%</b>	<b>49.17%</b>	

Source: PSA

In terms of age bracket, Table 16 and Figure 4 shows a population spread as follows: a) 0-14 years old at 2,318,530 or 31 percent; b) 15-64 years old – 4,746,077 or 63 percent; and c) 65 years old and over at 471,776 or 6 percent. The region has a total of 4,464,277 household population with 1,014,987 households. The average household size is 4.4.

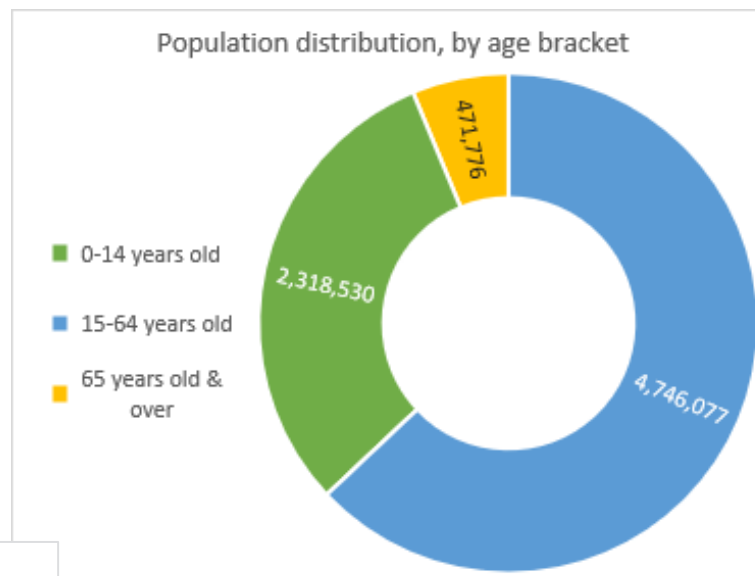


Figure 4. Population distribution by age bracket, Western Visayas, 2015

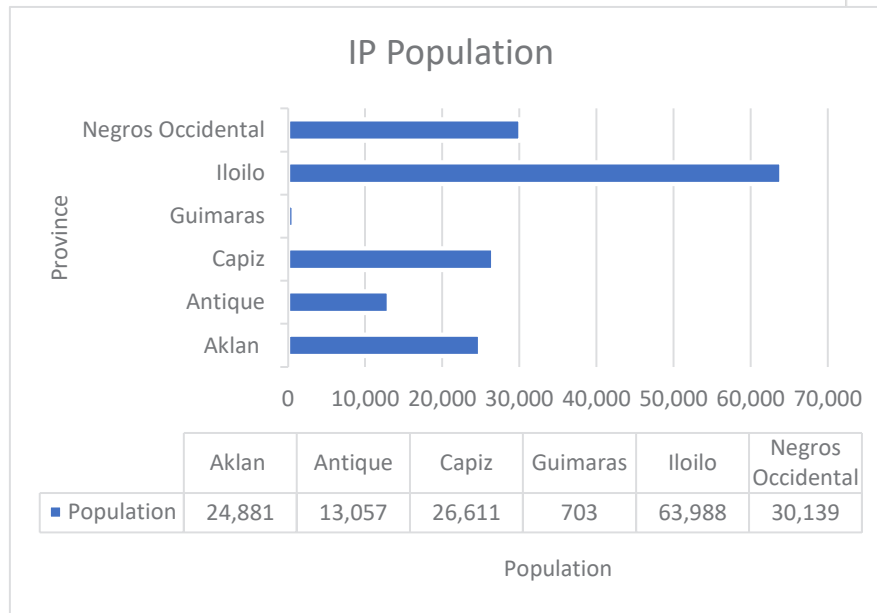


Figure 5. Distribution of IP population in Western Visayas, by province, 2015.

Based on National Commission on Indigenous Peoples (NCIP) data as illustrated in Figure 5, there are 159,379 Indigenous Peoples (IPs) in Western Visayas. Iloilo has 63,988, and is followed by Negros Occidental with 30,139. Capiz comes in third highest with 26,611 IPs. Aklan has 24,881 more while Antique contributes 13,057. Guimaras has the least with 703 IPs. In terms of the number of households, there are 13,779 IP households in the Region. Negros Occidental has the highest number at 5,237 and Guimaras has the lowest at 151. The IPs in the Region belong to the ethnic groups identified as Ati, Akeanon Bukidnon, Bukidnon-Iraynon, Cuyonin, Cuyon-on, and Bukidnon-Karulano.

Community Resources/Services. Western Visayas is the home to the world-renowned island of Boracay, the world's sweetest mango, the Philippines' cradle of festivities honoring the blessed Sto. Niño and impressive cultural heritages as manifested in the baroque-style churches, ancestral houses and historical landmarks all throughout the Region. The city of Iloilo, as the regional center of trade, industry and government, has been known as the Queen City of the South being proclaimed as such by the Queen of Spain for having the best and safest port in the country during those times. The provinces comprising Western Visayas have their own distinct resources that they are known for. Aklan is known as the "home of abaca and piña fiber." Antique is "where the mountains meet the sea." Capiz is the "seafood capital of the Philippines." Iloilo is the "food basket and rice granary of Western Visayas." Guimaras is the "mango country," while Negros Occidental is the "sugar bowl of the Philippines."



Region 6 is also acknowledged as the bank capital of the Philippines outside the National Capital Region (NCR). The number of banks and financial firms increased by three folds. As of 2012, there have been 543 banks in the Region, 250 of which are commercial banks, 97 thrift banks and 197 rural and cooperative banks. The province of Iloilo alone has the largest number of banks and credit institution including Land Bank of the Philippines, Development Bank of the Philippines, Philippine National Bank and other leading private commercial and savings banks.

Based on data from the Commission on Higher Education (CHED), there are 152 higher education institutions (HEIs) in Western Visayas, both in the public and private sectors. Of these, 44 are offering courses related to agriculture from baccalaureate to graduate school. The region also has 11 SUCs with a total of 5,062 teaching and non-teaching personnel.

Human Ecology. In compliance with Republic Act No 9003 or the Ecological Solid Waste Management Act of 2000, the Region has 11 sanitary landfills (SLF) as of August 2018 operated by the LGUs of Iloilo City, Malay in Aklan, Bacolod City, San Carlos City, Bago City, Sagay City, Sipalay City and Cadiz City. In the same period, there are 24 open dump sites and 41 controlled dump sites. In July 2015, there have been 336 materials recovery facilities (MRF). The provincial and municipal LGUs (P/MLGUs), in coordination with the Department of Environment and Natural Resources (DENR) continually provide information materials and seminars on environment-related concerns, specifically on solid waste management.

Culture and religion. There are at least 50 religious groups in the Region. The top five are Roman Catholic including Catholic Charismatic groups, Aglipay, Baptist, Iglesia ni Cristo, and United Church of Christ of the Philippines (UCCP). The inhabitants of the region are collectively known as Ilonggos and their dominant dialect is Hiligaynon. Table 17 shows the dialects generally spoken in each province and city and the percentage distribution of population speaking the dialect.

In terms of housing, residents now prefer houses out of wood, galvanized iron and cement for their durability although some in rural areas still live in traditional Visayan houses that are elevated and made of bamboo or nipa palms.

Table 17. Dialects generally spoken, Western Visayas, 2015

Province	Dialects Generally Spoken	% Distribution
Aklan	Akeanon	95.62
	Tagalog	1.37
	Hiligaynon/Ilonggo	0.83
Antique	Karay-a	92.85
	Cuyonon/Cuyonen	3.79
Capiz	Capizeño	96.11
	Hiligaynon/Ilonggo	2.86
Guimaras	Hiligaynon/Ilonggo	92.56
	Karay-a	7.05
Iloilo City	Hiligaynon/Ilonggo	99.07
Iloilo	Hiligaynon/Ilonggo	74.00
	Karay-a	25.2
Negros Occidental	Hiligaynon/Ilonggo	81.12
	Cebuano	9.67
	Bisaya/Binisaya	8.82
Bacolod City	Hiligaynon/Ilonggo	98.5
	Cebuano	0.80

Source: NEDA/PSA

### 1.2.3 Economic Profile

Based on Philippine Statistics Authority (PSA) data, the Western Visayas economy grew in 2018 at a slower pace of 6.1 percent compared with 8.6 percent in 2017. The lower growth rate was due to the slowdown of industry and service sectors and contraction of the agriculture, hunting, forestry and fishing (AHFF) sector. The Region's Gross Regional Domestic Product (GRDP) in 2016 at Current Prices is P739,011,183.00 while at Constant 2000 Prices is P372,867,944.00. The Gross Value Added (GVA) in the AHFF sector at current prices is P124,717,780.00 while at constant 2000 prices is P52,316,450.00. Figure 6 shows the share of industry, service and agriculture to the Region's GRDP.

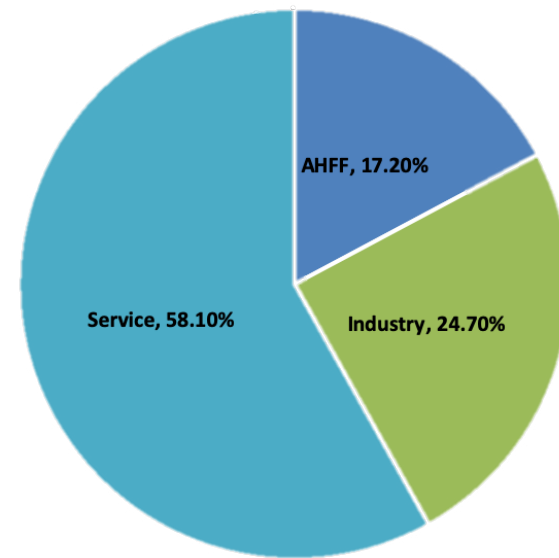


Figure 6. GRDP share by industrial origin, Western Visayas, 2018

The services' share to the Region's economy remained to be the largest with 58.1 percent. Industry and AHFF contribution accounted for 24.7 percent and 17.2 percent, respectively. The industry's share to the Region's total output is 8.6 percentage points while its share decreased by 0.1 percentage points in 2018 compared to 2017. Services managed to grow by 7.5 percent.

However, it was lower than the 8.5 percent growth in 2017. Transport, storage and communication decreased to 4.7 percent compared to 6.91 percent in the previous year. Trade and repair grew by 17.85 percent, faster than 7.99 percent in 2017. Real estate, renting and business activities (RERBA) managed to grow by 7.08 percent although at a slower pace from 8.48 percent in the previous year.

The industry sector has posted a declining growth of 8.6 percent compared to its growth rate of 8.7 percent in 2017. The output of this sector is pulled down by the slowing down of mining and quarrying by -1.5 percent compared to the previous year's growth of 36.7 percent. Likewise, electricity, gas and water supply output has decreased to 4.5 percent in 2018 compared to its growth of 21.8 percent in the previous year. On the contrary, manufacturing has grown at a slower pace of 4.7 percent from 4.1 percent in 2017.





The major manufacturing industries per province are as follows: a) Aklan – indigenous fibers/crafts, agri/aqua food processing, and gifts, housewares and furnishings; b) Antique – muscovado, processing, and abaca weaving; c) Capiz – canned fish, oyster sauce, and crab meat; d) Guimaras – food delicacies, fruit preserves, and processed nuts; e) Iloilo – rice processing, sugarcane milling, fish processing, woven products; f) Negros Occidental – sugarcane milling, rice processing, bio-fuels, as well as gifts, housewares and furnishings.

Agriculture is the most lucrative source of livelihood and employment of people in Western Visayas. It is a good place for agricultural investments because of its fertile, fairly deep and highly permeable soil which can grow a wide variety of crops throughout the year. The Iloilo Strait provides

access to international exporters of traditional commodities primordial of which are coffee, cacao, traditional spices, tobacco, sugarcane and hemp, as it serves as a gateway to robust trading between Iloilo, Philippines and European countries. Weaving hats and mats, along with bamboo furniture, is also considered a good source of livelihood in some areas in the Region.

The performance of the agriculture sector from 2011-2016 in terms of yield of major crops, however, has declined. According to the National Economic and Development Authority (NEDA), the decline is largely due to the lingering effects of super typhoon Yolanda in 2013 as well as the dry spell of rain resulting to insufficient water supply in some parts of the Region. It can also be attributed to the decline in area harvested due to intense heat and the El Niño experienced from the last quarter of 2015 to the first quarter of 2016. The susceptibility of crops to pests and diseases is caused by the abnormal weather conditions which also affected crop yield.

The production growth rates of the top commodities in the Region are the result of the challenges (see Table 18 and Figure 7). While palay, sugarcane, milkfish and mango have negative growth rates in 2016, Western Visayas still has maintained its rank in the top ten, nationwide. There are persistent challenges in the AHFF sector that continue to hamper productivity. The NEDA listed, limited access to credit and insurance, low farm mechanization and inadequate postharvest facilities, inadequate irrigation, insufficient support for research and development, weak extension service, ageing farmers and fisherfolk, and failure



to fully implement the agrarian reform program. The following also constitute challenges in the sector: limited connectivity between production areas and markets, poor compliance with product standards resulting to low competitiveness of the sector's products, vulnerability to disaster and climate risks and resource degradation, and inefficient delivery of services in agrarian reform.

Table 18. Top agricultural commodities, Western Visayas, 2017

Commodity	Production Growth Rate (%)	Share to Total Agricultural Output (%)	Rank of the Region in the National Production
Palay	(7.81)	23.85	3 <sup>rd</sup>
Sugarcane	(0.49)	15.65	1 <sup>st</sup>
Hog	5.85	12.77	6 <sup>th</sup>
Chicken	6.59	8.00	7 <sup>th</sup>
Milkfish	(0.25)	5.69	2 <sup>nd</sup>
Mango	(3.68)	2.80	9 <sup>th</sup>

Source: PSA

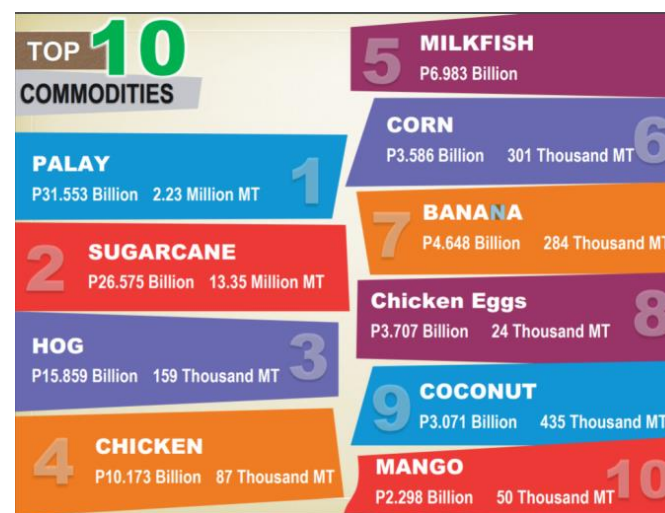


Figure 7. Top ten commodities, Western Visayas, 2017

The combination of industries, like agriculture and tourism or agri-tourism is becoming a major source of income for the Region. With farms as tourist destinations, the economic contribution of the agriculture sector to the region is sure to increase. As of 2017, the Department of Tourism (DOT) has accredited five agri-tourism sites in the Region. The increase in the number of accredited farms in the coming years will surely contribute to the increase in tourist receipts; the amount recorded in 2016 is P116.8M.

Poverty incidence. The national annual per capita poverty threshold in 2015 is P21,753.00 with poverty incidence registering at 21.6 percent. In the region, the annual per capita poverty threshold is slightly lower at P21,070 with a higher poverty incidence rate of 22.4 percent. Poverty incidence per province is as follows: Aklan – 14.9 percent, Antique – 26.0 percent, Capiz – 12.9 percent, Guimaras – 5.2 percent, Iloilo – 20 percent, and Negros Occidental – 29 percent.

Labor and Employment. As of 2015, Region 6 has a labor force participation rate of 62 percent, employment rate of 95.3 percent, unemployment rate of 4.7 percent and underemployment rate of 19.1 percent. These are based on the labor force data of 3,170,000. In 2016, the region's employed groups consist of about 3,208,000 persons, of which 1,103,552 persons or 34.4 percent are agricultural workers. Table 19 summarizes the data on agricultural wage rate by sex.

Table 19. Daily agricultural wage rate by sex, Western Visayas, 2016

Sex	Nominal Wage (P)	Real Wage (P)
Male	246.06	161.03
Female	244.00	159.69
Both	245.14	160.43

Source: PSA

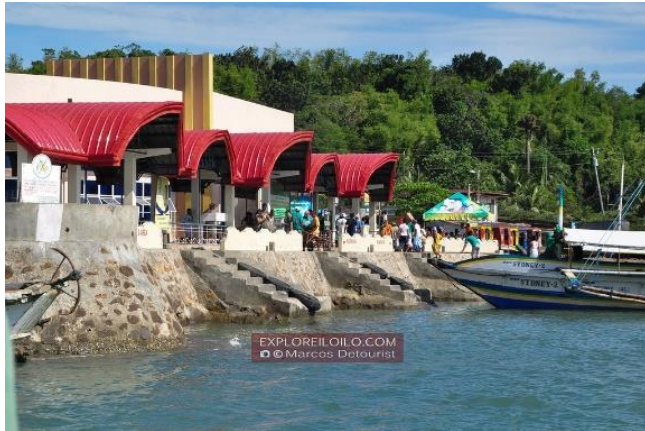
Education/literacy. PSA data in 2013 indicates that Western Visayas has a simple literacy rate among population belonging to 10 years old and over, of 95.4 percent. This means the inability to read or write simple sentences in any language. This is contrasted with the functional literacy rate among 10 to 64 years old population of 84.8 percent. This means that reading and writing skills are inadequate to manage daily living and employment tasks that require reading skills beyond a basic level.

Family Income and Expenditure. Based on the 2015 survey, families in Region VI have an average income of P226,000.00 indicating an increase of about 10.62 percent from the 2012 average income of P202,000.00. Correspondingly, there is an increase in family expenditures from 2012 to 2015 (from P163,000.00 to P176,000.00), and an increase in family savings of P11,000.00 (from P39,000 to P50,000.00).

#### 1.2.4 Technological Profile

Region 6 is accessible through land, air and sea transport facilities. The land transportation services are provided by cars, buses, trucks, jeepneys and tricycles in the region. Likewise, the Region's ports and airports are well-kept to facilitate and accommodate

the inflow and outflow of commodities. The city of Iloilo is the major gateway for the region's produce since the galleon trading up to the present. There are four ports in Western Visayas with roll-on, roll-off (RORO) facilities namely, Iloilo River Wharf, Dumangas Port, Jordan Port and Caticlan Port. RORO facilities are being catered by the major shipping lines such as 2Go Group, Inc., Trans-Asia Shipping, Cokaliong Shipping Lines, Montenegro Shipping Corporation, Lorenzo Shipping Corporation, Ocean Jet and Weesam.



Five provinces in Western Visayas have airports with domestic and international flights. These are the Kalibo and Caticlan Airports in Aklan, the Roxas City Domestic Airport in Capiz, the Iloilo International Airport in Cabatuan, Silay City Airport in Negros Occidental, and Evelio B. Javier Airport in San Jose de Buenavista, Antique.v

Furthermore, communication services available are telephones, facsimile, mobile communications and internet powered by Smart, Globe, Sun Cellular, Bayantel and PLDT. Western Visayas has a total of 53 radio stations, 23 TV stations, 37 local newspapers and 3 magazines with daily and weekly publications.

The Agricultural Training Institute Regional Training Center (ATI-RTC) based in Aklan State University (ASU)\_in Banga, Aklan leads in providing agricultural extension services in the region. The transmission of agricultural information services to the farming and fishing communities complements those provided alongside by the DA in Western Visayas together with the Bureau of Fisheries and Aquatic Resources (BFAR), other attached bureaus, the LGUs, NGAs as well as the SUCs.

The DA Western Visayas also provides farmers and fisherfolk with various production and marketing support through seeds and fertilizer subsidies, infrastructure projects such as farm to market roads (FMRs), rice processing complex, farm equipment; irrigation systems, marketing outlets, and other agri-based facilities. The Department addresses the marketing problems of most small farmers by establishing food terminals, organic trading posts and livestock auction markets in every province. The food terminal project is a community-based food depot and distribution system offering safe and quality agri-fishery products at low prices (see Appendix K for the list of food terminals established by the agency as of 2018). Like the food terminal project, organic trading posts are established to have markets for high value crops and other commodities which are organically grown. To date,

the DA has established six organic trading posts located in Aklan (LGU Numancia), Capiz (PLGU Capiz), Guimaras (LGU Jordan), Iloilo (LGU Zarraga) and Negros Occidental (Bacolod City and Silay City). Please refer to Appendix L for the details.

In addition, the DA enhances the technical capabilities of the farmers, extension workers, and maintains its linkages among the stakeholders to strengthen the delivery of extension services. The agency provides funding and technical support services among 1,441 AEWs of the LGUs, 11 SUCs, and 13 NGAs to achieve overall agricultural productivity in the region. On the other hand, the livestock auction markets (LOM) are established in order to upgrade and modernize livestock trading in major animal production areas. Presently, there are 34 LOMs in the region, distributed as follows: Antique – 3; Capiz – 3; Guimaras – 1; Iloilo – 17; and Negros Occidental – 10 (see Appendices M-1 and M-2 for more information).

Moreover, the DA Western Visayas has assisted Civil Society Organizations (CSOs) through 24 multi-purpose cooperatives (MPCs) and farmers' organizations (FAs) in setting up their rice processing centers (RPCs). Please refer to Appendix N for the directory of CSOs assisted.

In terms of physical infrastructures, the National Irrigation Administration (NIA) reports the construction of irrigation systems all throughout the region especially in rainfed areas. As of 2015, the region has 13 national irrigation systems (NIS) servicing a total of 46,752.64 hectares, and 755 communal irrigation systems (CIS) servicing 22,613.94 hectares of agricultural areas. The NIS are serviced by 164 Irrigators' Associations (IA) with 25,806 members while the CIS are serviced by 275 IAs with 23,738 members.

Through the years, more and more agriculture business opportunities marvel in Western Visayas. This is due to the increasing infrastructure development such as warehouses, FMRs, dryers, and farm mechanization level and technology adaptation.



Moroboro Dam of Jalaur Suage River IS, Dingle, Iloilo

### 1.3 The Need for a DA Western Visayas Corporate Plan for 2019-2023

Forces from the DA Western Visayas' external and internal environments have triggered the development of its Corporate Plan for the next five years. The external forces can be categorized into two – the international as well as local developments.

In the international scene, globalization has stimulated an unprecedented growth in free trade between nations. This has led to increased liquidity of capital, mobility of labor, ease of transport of goods and people, and more importantly, consumers enjoying a wide variety of goods and services at lower prices in the process. The confluence of events further ushered in also a spike in technological advancements which have boosted efficiency in production and improved productivity. All said factors provide various opportunities for the Philippines, which eventually affect the operations of the RFO.

The obvious effects on its area coverage are the opportunities for agricultural products of the region finding markets in the international level, foreign investments in Western Visayas, the Region's contribution of migrant workers in various parts of the globe and the inflow of various types of products which make it more available, accessible and affordable to more people.

Globalization can however be a big threat to a nation. One reason is the inability of smaller economies to compete with advanced countries. A second is the evolving environmental challenges such as climate change, water and energy crises, pollution and destruction of biodiversity. Another development in the immediate vicinity of the Philippines is the establishment of the Association of Southeast Asian Nations (ASEAN) Economic Community (AEC). This is a pressure for Filipino farmers to have more and better products to offer than their counterparts in the nine other member nations. This implies that appropriate competencies and capabilities must be cultivated to develop state of the art products and professionalized support mechanisms for the farming sector.

Such developments are potential sources of both positive and negative effects on the country and the Western Visayas Region. Positively, the AEC offers a big market for the country's and Region's agriculture sector. Before the AEC, the country lugs it out by itself against bigger and more endowed nations. Under the AEC, the association deals for each member country. It is a necessary adjustment in a world characterized by fast pace of change. To be competitive, the country needs to rapidly adjust its plans and strategies to these changing conditions.

As has been indicated, poverty incidence of population in the Philippines remains high at 21.6 percent as of 2015. Western Visayas is in a less impressive spot with a higher poverty incidence of 22.4 percent in the same year. This obviously is a big challenge for the Region for it has made it a bit worse for the country. The situation is attributed to several factors, among which are natural disasters and human-induced hazards and the impact of climate change. At the same time, local developments are creating pressures on the RFO. Whether desired or not, federalism is gaining ground with the overzealous initiatives of lawmakers and national leadership. When there, one thing is sure – there may be mergers or dissolution of offices which will surely reconfigure the government bureaucracy. This can certainly lead to some attrition. Public service priorities may also be eschewed towards the uniqueness of a new service area. If rightsizing comes, baby boomers (born between 1944-1964) and gen X (born between 1965 – 1979) employees may take advantage of perks offered. Thus, even before it intrudes governance, the new millennial or so called gen Y (born between 1980 to 1994) workforce now manning many posts in the national government and the soon to get employed gen Z's (born between 1995 and later) must have appropriate capability building.

At the regional level, the Negros Island has been disbanded as a separate Region as of 2017. Thus, Negros Occidental has reintegrated with Western Visayas. The RDC also recognized as priority commodities of the Region, mango, aquaculture, natural fibers, native chicken and muscovado sugar (code-named MANANAM)– to exploit further their potentials as export champions, income earners and job-generators. Another factor that continues to ignite the need for greater efforts in the agriculture and fisheries (AF) sector is the growth of agri-tourism in the region which has increased food demand. The closure of Boracay Island in Aklan for rehabilitation early in 2018 has boosted other potential agri-tourism destinations in the provinces. This has, since then, increased food demand. The re-opening of Boracay is seen to create greater pressures for the agriculture and fisheries sector. Moreover, land conversion which has unabatedly been uncontrolled, the pending approval of the Comprehensive Land Use Plan (CLUP) and the ongoing developments in the Jalaur River Multi-Purpose Projects II are factors that can act both positively and negatively on the AF sector in the region.

Being responsive to these needs and challenges is a must. The DA Western Visayas must then situate itself to take advantage of opportunities and possibly avoid all threats. Its Corporate Plan must be supportive of the aspirations prioritized in national and regional development plans and priorities in response to global challenges. Paramount to its development objectives is achieving utmost efficiency, effectiveness and sustainability of its interventions in the agriculture sector. It must guarantee improved quality of services and harmonized initiatives. It must ensure coherence in ` and disbursements for every peso invested by the Department of Budget Management (DBM) in the agency. It must leave a lasting heritage to the millennials/gen Ys and gen Zs who are soon to replace the baby boomers and gen X'ers now dominating the organization. All these must be packaged in a



long-lived master plan – designed to make its services better, if not the best. Crafting the Corporate Plan facilitates work towards International Organization for Standardization (ISO) certification. Thus, the latter is the culminating work and the former is the means.

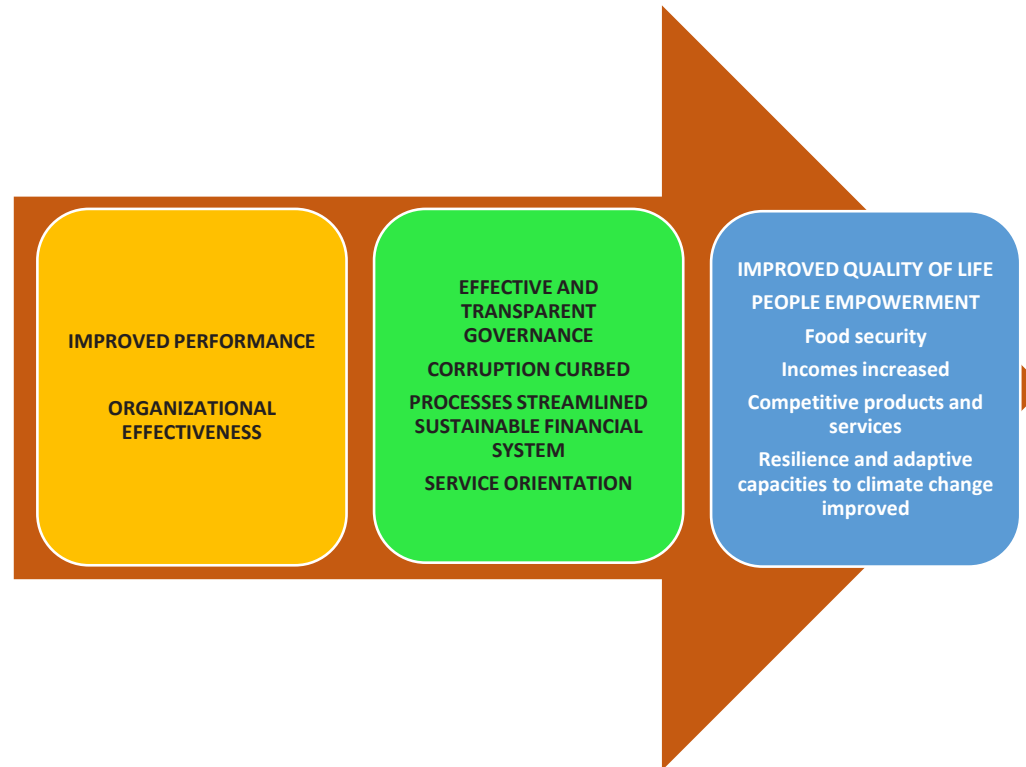


Figure 8. Purposes of the DA Western Visayas Corporate Planning.

To be a true contributor towards improved quality of life and people empowerment and a lead agency in Western Visayas in food security, incomes increased, competitive farm products and services as well as improved resilience and adaptive capacities to climate change, the DA RFO in Western Visayas has crafted a Corporate Plan for 2019 – 2023. It is aimed at improved governance and organizational effectiveness, which translates to more effective and transparent governance, corruption curbed, processes streamlined, sustainable financial system and better service orientation (see Figure 8).

## 1.4 The Corporate Planning Process

In crafting its Corporate Plan, the DA Western Visayas underwent a series of major processes. These were the conduct of the Stakeholders' Day, the Corporate Planning Proper (CPP), as well as the Corporate Plan Writeshop and Communication Planning and several Consultation Workshops with the DA Western Visayas Management Committee (ManCom) and the Task Force in the Formulation of the DA Corporate Plan (see Appendix A-1 for Special Order 129, s. 2018, dated June 18, 2018; Appendix A-2 for Special Order 170, s. 2018, dated August 2, 2018; Appendix A-3 for the Task Force members and Appendix A-4 for the Task Force in Action.

At the Stakeholders' Day held on September 12, 2017 at WESVIARC, Hamungaya, Jaro, Iloilo, the participants were given the opportunity to feedback what made the Western Visayas impressive among its stakeholders and what was hindering it from being the best organization. The participants were made up of representatives from the RFO's non-DA partner line agencies, DA attached agencies, SUCs in the region, provincial as well as municipal LGUs, the private sector and farmer groups. Obtaining feedback from the DA Western Visayas community was deemed vital for the following reasons: 1) To increase the stakeholders' awareness of who they were to the RFO and what they contributed to the agency; 2) For them to understand what they as the community the DA agency served, truly needed; 3) To determine how well they felt the agency was doing; 4) To improve the DA Western Visayas programs; and 5) To help them prioritize their undertakings.





To be able to do this, participants were likened to a mirror that reflected an image or a perfect copy. As a mirror, the stakeholders fed back what was attractive in the RFO as well as where it needed adjustment, what areas were weak/lacking/out of place and where there was too much to the extent of being inefficient and ineffective. Thru workshops and plenary sessions, the participants discussed why they enjoyed working with DA Western Visayas and what could make them work more effectively with the agency; areas/aspects where they perceived the agency to excel (or had comparative advantage); how the agency could excel better; and more specific areas or aspects in which the technical as well as support services of the agency could develop or improve further.

The CPP, on the other hand, was an internal activity participated in by the DA Western Visayas Directorate, Division Heads, Section and Unit Heads, Agriculture Programs Coordinating Officers (APCOs) and other key personnel. Under the leadership of the PMED, it was held on September 13-15, 2017 at the WESVIARC, Hamungaya, Jaro, Iloilo. Based on the feedback of the RFO's stakeholders, the participants were to define the agency's long, medium and short-term directions; mitigate and manage problem areas and ensure smoother implementation; focus its limited resources on priority activities; as well as to firm up activities to trace whether results are those intended and to assess any discrepancies. The Corporate Plan was to improve the agency's performance, counter excessive inward and short term thinking and, solve major issues at a macro level.



The planning process was guided by four major questions – ‘where are we now,’ ‘where do we want to go,’ ‘how are we going to reach there’ and ‘how do we measure our achievements effectively and efficiently.’ The first question was partially addressed by the Stakeholders’ Day and complemented by an analysis of the agency’s external and internal environments. The second question guided the formulation of the agency’s vision statement, mission statement, core values, battlecry as well as goals and objectives. The question ‘how are we going to reach there’ steered agreements on relevant programs, projects and activities to be implemented related to people, physical assets, resources, organizational culture, programs and strategies, systems, and institutional linkages. The group also estimated budgetary requirements and identified key actors for the identified

interventions. The last question led to the development of the Corporate Plan's results framework, monitoring and evaluation system and data collection plan for the next five years.

The Corporate Plan Writeshop and Communication Planning was undertaken on February 19-23, 2018 at The Ephrathah Farms in Badiangan, Iloilo. The PMED partnered with the DA RAFIS to initially write up and integrate all stakeholders' inputs with the workshop outputs of the agency's top and middle management during the CPP. Secondary data were also utilized to enhance the content of the Plan.

The series of Consultation Workshops with the ManCom and the Task Force on the formulation of the corporate plan were undertaken to brief the team, address data gaps, validate and correct to refine the initial drafts, as well as to beef up substantive components. These were done at Westown Hotel on July 18-20, 2018, August 29-31, 2018 and November 5-7, 2018. Figure 9 shows the complete flowchart of major activities undertaken during the Corporate Plan formulation process.

## Our Journey to the Future: DA WESTERN VISAYAS CORPORATE PLAN (2019-2023)

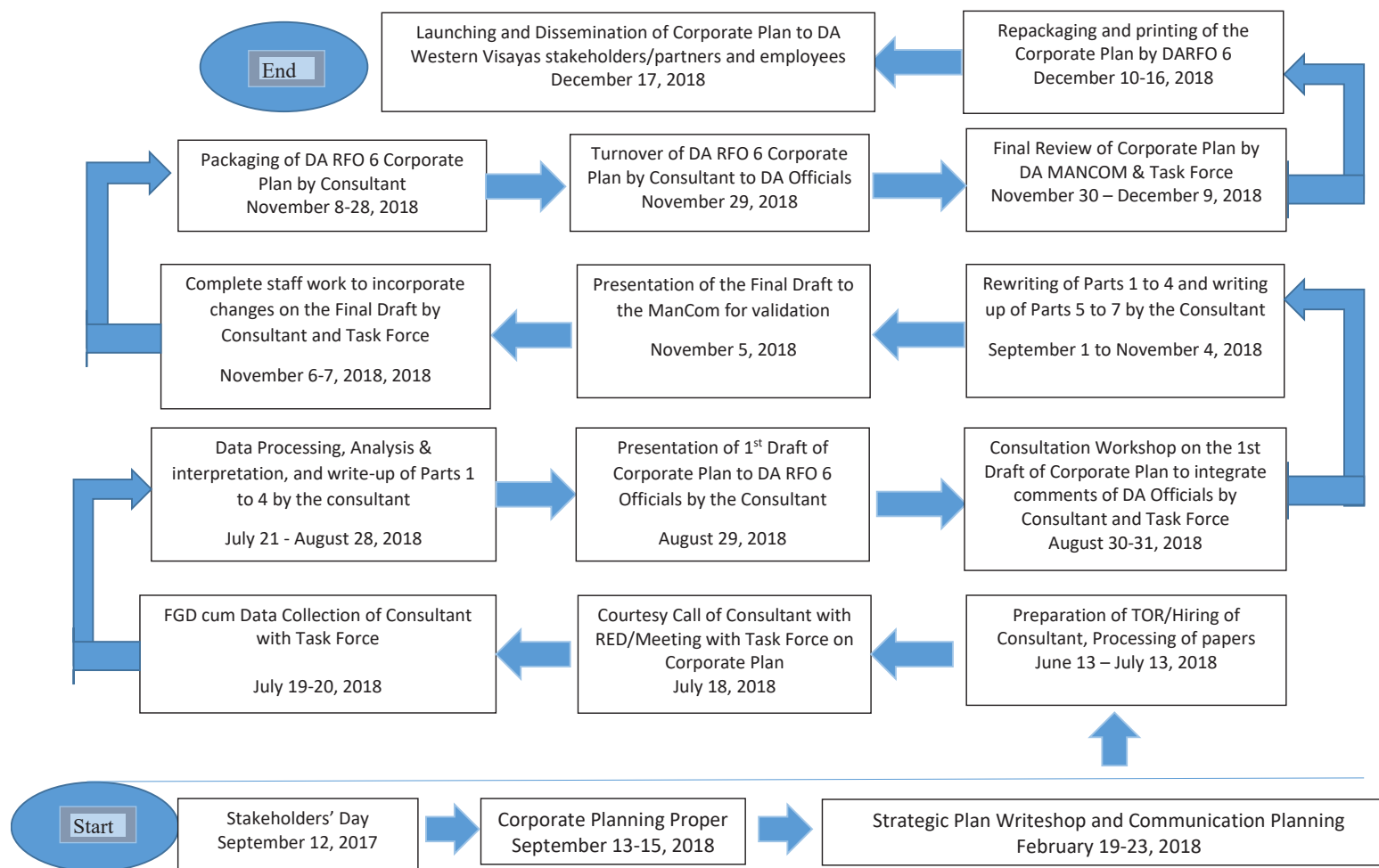


Figure 9. Flowchart in the formulation of the DA Western Visayas Corporate Plan (2019-2023)

## Chapter 2

### OUR PRESENT

In this chapter, the external and internal environments of the DA Western Visayas are thoroughly analyzed. These are based on the discussion question asked - **where are we now?** Before any planning is done, there is a need to know what resources and challenges are present in the agency's environment because they can either strengthen or weaken the position of the organization. Firstly, there is a need to know what plans are targeted that may affect its service area, hence, Ambisyon Natin 2014 is discussed together with the Philippine Development Plan (PDP) and the Regional Development Plan (RDP) particularly on the plans for the agriculture sector. This is to ensure that the DA Western Visayas aligns itself along provisions that affect the agriculture sector. Further, an analysis of political, economic, social and technological factors in the world, the ASEAN nations, the country and the region completes the picture of the agency's external environment.

Similarly, a detailed investigation of the organization's internal environment is done, focusing on what its stakeholders say about its operations as well as the employees' self-assessment of its strengths and weaknesses.

#### 2.1 Our External Environment

The United Nations (UN) Agenda 2030 or the so called, Sustainability Development Goals (SDG) is an external factor that has greatly influenced the formulation of the country's long-term vision entitled **Ambisyon Natin 2040** as well as the PDP for 2017 – 2022, and the RDP for 2017 – 2022.

### 2.1.1 Ambisyon Natin 2040

In the planning history of the country, it is only the present administration that has been able to formulate a long-term vision for the country. It is grounded on a visioning exercise conducted among Filipinos on their aspirations in life. Such is in response to a long-standing clamor from stakeholders for a longer-term strategic thinking in government. Additionally, another important motivation is the Asian Development Bank (ADB)'s report entitled "Asia 2050: Realizing the Asian Century."

According to this 2011 ADB study, Asia will be the economic center of gravity of the global economy in the next 35 years or by 2050. It will nearly double its share of global GDP to over 50 percent. Its per capita income will also rise six-fold,

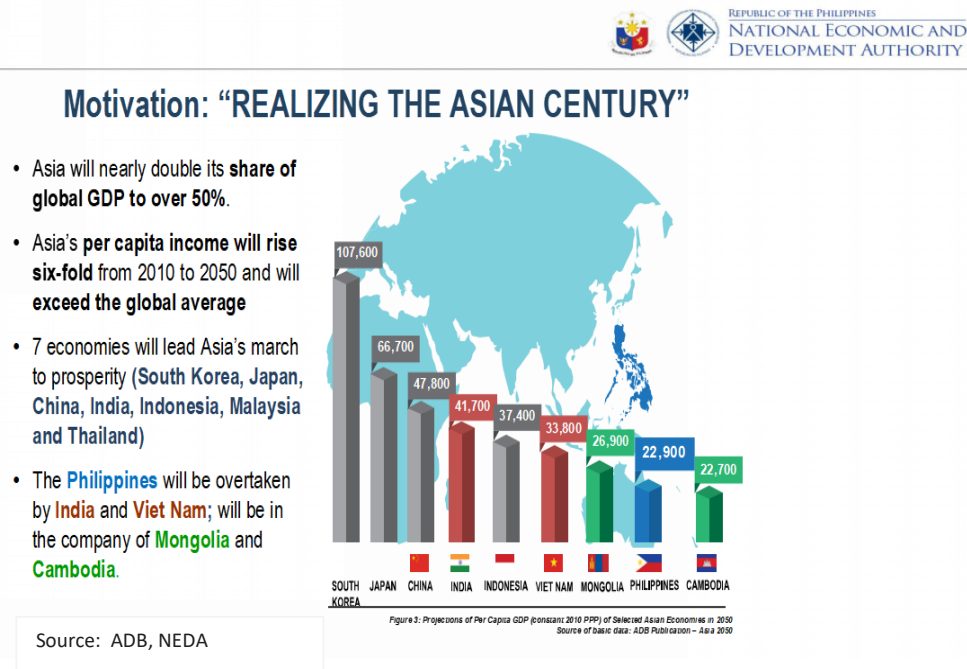


Figure 10. "Asia 2050: Realizing the Asian Century"

making Asians richer than people in most other countries. In the same report, seven economies will lead Asia's march to prosperity (South Korea, Japan, China, India, Indonesia, Malaysia and Thailand). Unfortunately, the study indicated that Philippines will be overtaken by India and Vietnam and will be in the company of Mongolia and Cambodia (see Figure 10). No Filipino will want this kind of future to happen for the country. Thus, there is a need for a long-term vision that can ensure concrete steps towards a desired alternative future.

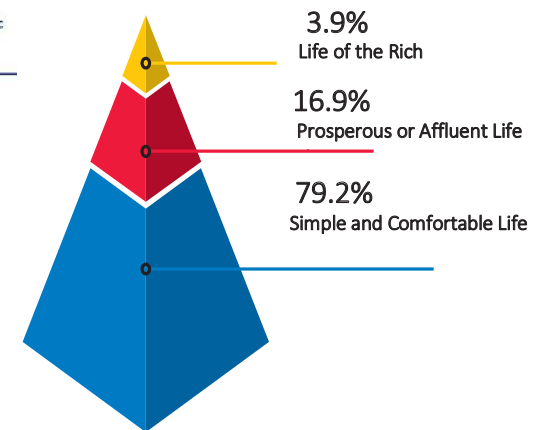
A total of 15,000 Filipinos were surveyed about their aspirations in life. They said that they wanted a - **matatag, maginhawa at panatag na buhay para sa lahat,**" translated as strongly rooted, comfortable and secure life for all. More specifically, their desire

for a **matatag na buhay** was a comfortable life with the family and having time with family and friends or a work/life balance. A **maginhawa na buhay** was one free from hunger and poverty, guaranteed mobility and home as well as an opportunity to have travel and vacation. A **panatag na buhay** involved a secure place, enough resources for the family's daily needs as well as a source of income even after retirement. Noticeably, the aspirations were family-oriented - wanting a comfortable life for one's family (please refer to Figure 11).

## Ambisyon Natin 2040



Figure 11. Ambisyon Natin 2040 – the life Filipinos want



Source: NEDA

Figure 12. Ambisyon Natin 2040 – How Filipinos surveyed expressed their desired life

To realize this desired future, there is a need for a long-term vision of at least 25 years. This destination that Filipinos aspire for serves as the basis for medium-term development plans for every administration. It serves as its guide for future engagements with the nation's development partners. Figure 12 shows that an overwhelming majority of Filipinos (79.2 percent) want a simple and comfortable life or **buhay na simple at maginhawa** by 2040. Less than one out of five of the population or

16.9 percent aspire to have an affluent life or *buhay ng may-kaya*. A very small minority or 3.9 percent are after a life of the rich or *buhay mayaman*.

Simple and comfortable life has been described as having a medium-sized home, owning at least one car/vehicle, having enough earnings to support everyday needs, having the capacity to provide their children college education; and going on local trips for vacation (please refer to Figure 13). As such, the simple and comfortable life reflects middle class aspirations. For it to be doable, the country's destination must be translated into four six-year medium-term Philippine Development Plans – to be laid out by four succeeding administrations.

## Ambisyon Natin 2040



### What is a “simple and comfortable” life ?



Figure 13. How Filipinos define ‘simple and comfortable life’



### 2.1.2 The Philippine Development Plan: Expanding Economic Opportunities in Agriculture, Fishery and Forestry

Consistent with the issuance of Executive Order 5 in 2016, President Rodrigo R. Duterte has issued Memorandum Circular No. 12, s. 2016, enjoining the NEDA Secretariat to lead the formulation of the PDP and the Public Investment Program (PIP) for the period 2017-2022. Consistent with the UN SDGs, the EO 5 features three salient features. First, it targets the tripling of per capita income and eradication of hunger and poverty as the country's overall long-term goals. It also requires the next four PDPs to be anchored on *Ambisyon Natin 2040*, to ensure sustainability and consistency of strategies, policies, programs and projects across political administrations. Lastly, it requires all plans of government departments, offices and instrumentalities, including government-owned or controlled corporations and LGUs, to anchor their plans on *Ambisyon Natin 2040*.

Thus, the medium-term PDP is crafted for 2017 – 2022 in consonance with the overarching vision of a **matatag, maginhawa at panatag na buhay para sa lahat**. The document contains the current medium-term plan – the rationale, the development agenda, and the strategic framework. translated into specific and coherent strategies, policies and programs, at the national and local levels, in order to ensure the achievement of the goals stated therein.” Apart from *Ambisyon Natin 2040*, the PDP for 2017-2022 also considers the country's international commitments under the UN 2030 Sustainable Development Agenda adopted in September 2015, and the President's 10 Point Socio-Economic Agenda, (Figure 14).

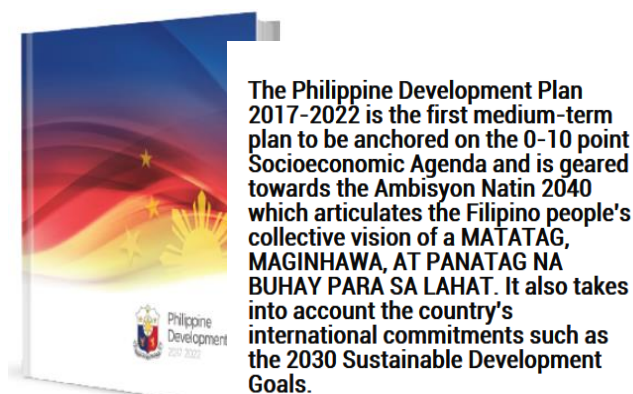


Figure 14. Philippine Development Plan 2017-2022

The 2030 Sustainable Development Agenda has 17 SDGs and 169 targets covering the economic, social and environmental dimensions of development. Each government is obliged to set nationally-owned targets guided by the global level of ambition but adapting to country-level circumstances. Also, it decides how these aspirational and global targets must be incorporated in its national planning processes, policies and strategies. For the agriculture sector, the country must directly contribute to the achievement of SDGs 1 and 2, namely, **no poverty** and **zero hunger**. It must also integrate means to achieve **climate action**. To integrate all of these, the PDP 2017-2022 thus aims for a **matatag, maginhawa, at panatag na buhay para sa lahat** in order to lay down a solid foundation for more inclusive growth, a high-trust society, and a globally competitive knowledge economy.



Consistently, it focuses on three pillars of: **malasakit** (enhancing the social fabric), **pagbabago** (reducing inequality), and **kaunlaran** (increasing the potential growth of the economy).

More concretely, the Philippine agriculture sector must be concerned with two socio-economic agenda of the Duterte administration, specifically, to reach rural and value chain development toward increasing agriculture and rural enterprise productivity and rural tourism. Secondly, it must ensure the security of land tenure to encourage investments and address bottlenecks in land management and titling agencies.

The long view of the PDP is to lay strong foundations for inclusive growth, a high trust society and a globally competitive knowledge economy. The desired outcome is to reduce poverty, specifically in agriculture and lagging regions with chronically high poverty incidence and inequality. Thus, in consonance with **pagbabago**, the PDP deals with expanding economic opportunities in the AF sector and expanding access to them.

### 2.1.3 The Regional Development Plan and its Priorities in the Agriculture Sector

The RDP for Western Visayas mirrors the PDP content to easily track the Region's contribution to the country's goals and targets. There is a discussion of the situation and challenges in every sector together with the development framework. Sector targets are presented together with strategies to be implemented. The policy/legislative agenda is also covered together with the mechanics of implementation as well as the monitoring and reporting mechanisms for the plan. As the roadmap for the socio-economic development of Western Visayas in the medium-term, the RDP lays down the foundation for a more inclusive growth, a high trust society, and a globally competitive economy with emphasis on "**matatag, maginhawa, at panatag na buhay para sa lahat.**" Like the PDP, it considers the ten socio-economic agenda of the President, the 2030 SDGs, and tackles Region-specific issues and concerns along gender and development, migration and development, and disaster risk reduction and climate change adaptation.

By 2040, the Philippines shall be a prosperous, predominantly middle-class society where no one is poor. This is manifested when people enjoy long and healthy lives, are smart and innovative, and live in a high-trust society. For Western Visayas, the long-term vision places people as the subject and object of development. Attaining a progressive economy involves increased access of small farmers and fisherfolks to land and water resources and protected energy. As the regional economy progresses, the people's standard of living will improve making them prosperous, secure, healthy and happy (see Figure 15)



Source: NEDA

## VISION

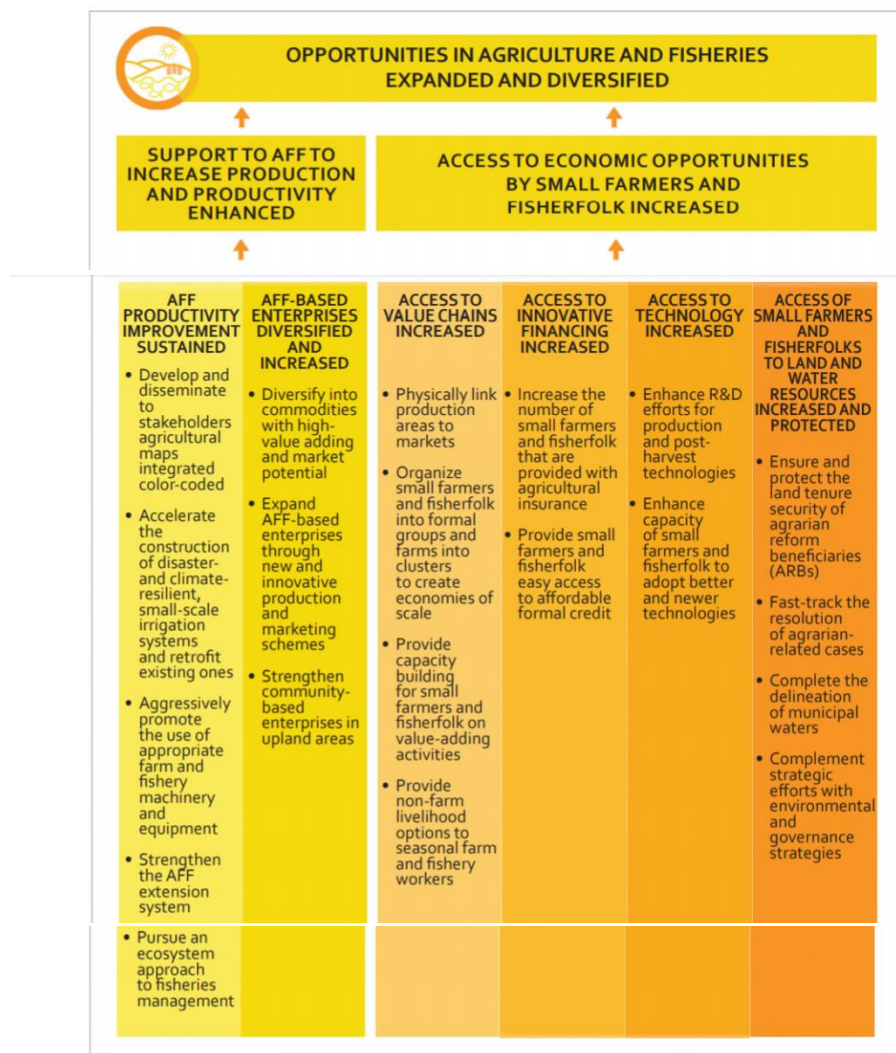
Western Visayas is a progressive region where people are secure, healthy, happy, and conscientious stewards of culture, heritage and natural resources.



Figure 15. Western Visayas Regional Development Plan vision statement

Thus, in the long run, it is envisioned that Western Visayas will be progressive where people are secure, healthy, happy, and conscientious stewards of culture, heritage and natural resources. This will be demonstrated by an empowered people and a progressive economy. An empowered people can be achieved if they have increased productivity and diversified AF-based enterprises. To meet this, it is necessary to support increasing production and productivity, and a greater access to economic opportunities for farmers and fisherfolk. Productivity improvement can be sustained through color-coded agricultural maps, climate-resilient small-scale irrigation systems, farm and fishery machinery and equipment, strengthened AF extension system and ecosystem approach to fisheries management. AF-based enterprises, on the other hand, can be diversified and increased through the production of commodities with high value adding and market potential, new and innovative production and marketing schemes and community-based enterprises in upland areas (see Figure 16).

With about two thirds of the Region's labor force employed in AF, the sector plays a crucial role in the economic progress of Western Visayas. Expanding opportunities for employment can significantly help in reducing poverty and inequality in the rural areas. This can best be pursued by increasing access to value chains, innovative financing, technologies as well as land and water



Source: NEDA

Figure 16. The RDP Strategic Framework to expand and diversify opportunities in agriculture and fisheries, 2017-2022

resources. Value chain development can be enhanced through physically linked production areas to markets, organized small farmers and fisherfolk, capacity building and non-farm livelihood options for seasonal farm and fishery workers. Access to innovative financing covers both agricultural insurance and affordable formal credit. An expanded access to technology involves enhanced R&D efforts for production and post-harvest technologies and enhanced capacity of small farmers and fisherfolk to adopt better and newer technologies. To ensure access of small farmers and fisherfolk to land and water resources, it is necessary to guarantee the land tenure security of agrarian reform beneficiaries (ARBs), resolve agrarian related cases, complete the delineation of municipal waters, and complement strategic efforts with environmental and governance strategies.

#### **2.1.4 PEST Analysis of Western Visayas' Agricultural Sector**

During the CPP, an assessment of the DA Western Visayas' external environment was undertaken among the DA staff. The political, economic, social and technological (PEST) factors were analyzed in terms of their positive and negative impact. Relatedly, an analysis of whether these factors were either opportunities and threats (OT) was also done.

- a. Political Factors. The following factors related to governance, legislation and administration in the bureaucracy were considered to possibly affect the operations of the DA in the future positively and negatively. Eleven political factors were considered as opportunities for the agency. First was the AEC trading policies being able to provide easy flow of goods/services. The change in administration could bring in a new perspective in the priorities of the AF sector. The strong adherence of the present administration for the rule of law as well as the desire for more professionalized manpower through the Civil Service Commission (CSC)'s introduction of the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) were also seen as good opportunities for the Region. The establishment of a federal form of government could strengthen the delivery of services in AF. Also, the availability of Official Development Assistance (ODA) and other bilateral agreements and funding grants/assistance could become sources of technical as well as financial assistance. The national and Regional Development Council (RDC) development priority for agriculture through the formulation of the regional Commodity Investment Plan and the RDC's endorsement of the commodity roadmaps, the attached agencies' influence of the Regional Agricultural Resources Research and Development Network (RARRDEN) through their programs and the Philippine Rural Development Program (PRDP) value chains, Provincial Commodity Investment Plan, Expanded Vulnerability and Suitability Analysis (EVSA) and applied geotagging tool were likewise working towards a stronger regional agriculture sector. The streamlining of government action through the DA Central Office (DA-CO)'s implementing

guidelines for equitable allocation of resources contributed also favorably to the regional governance for the agriculture sector (please refer to Table 20).

Table 20. Opportunities and threats of political factors affecting DA Western Visayas

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Under the AEC, trading policies can provide easy flow of goods/services</li> <li>• Government term and change provide new perspective for the betterment of the AF sector</li> <li>• Strong adherence of the present administration for the rule of law;</li> <li>• Professionalization of the civil service through PRIME-HRM;</li> <li>• Future shift to federal form of govt;</li> <li>• ODA and other bilateral agreements and funding grants/assistance;</li> <li>• National and RDC development priority for agriculture</li> <li>• Formulation of the regional Commodity Investment Plan and the RDC's endorsement of the commodity roadmaps</li> <li>• The influence of the RARRDEN</li> <li>• The PRDP value chains and Provincial Commodity Investment Plans</li> <li>• The DA Central Office's implementing guidelines that serve as criteria in for equitable allocation of resources</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of competitiveness of farmers and the agriculture sector</li> <li>• Lack of continuity of programs/projects</li> <li>• Future shift to federal form of government may involve reorganization</li> <li>• Delayed approval of the Land Use Act</li> <li>• Absence of direct link between DA and LGUs</li> <li>• Devolution led to low LGU budgetary allocation for agriculture, e.g. low/no TEVs granted to AEWs, hence lack of direct services to farmers</li> <li>• Intervention of Local Chief Executives (LCEs) and their influence on administrative and financial actions (hiring, budget, projects)</li> </ul>

However, some of these political factors could be threatening to the existence of the RFO. For instance, the AEC might make it difficult for the agriculture sector to cope up with, considering the lack of competitiveness of farmers and the agri-related

industries. Also, the change in leadership may led to the discontinuance of some good programs and projects being implemented in the previous administration. Similarly, the success of establishing a new form of government under federalism may lead to a reorganization of the bureaucracy which could involve mergers and dissolution implying possible retrenchment, transfers or retirements. The delayed approval of the Land Use Act was a threat to the continuing conversion of lands for commercial and industrial development. The situation was exacerbated by the devolution which cut off the direct link between the DA and the LGUs. Consequently, there was low influence over the LGUs' budgetary allocation for agriculture. Many LGUs did not give priority to agriculture thus the Offices of the Provincial/Municipal Agriculturists/Veterinarians barely had enough for their operations. There were low/no funds for travelling expenses granted to AEWs, rendering them confined to their offices and the resulting lack of direct services for the farmers. Finally, while ODA and other funding opportunities might pave for more resources, these attracted politicians to influence administrative and financial actions.

- b. Economic Factors. Various economic factors need to be accounted for, when determining the current and future of investments in the agriculture sector. These factors may cover labor, finance, employment and others. The economic factors and their impact on the operations of DA Western Visayas are summarized in Table 21.

Identified economic opportunities were the AEC's paving for trading opportunities for the Region, especially that the agriculture sector could boast of some export potentials. It could also lead towards improved connectivity, noting that Philippines had been identified as one of the countries with the slowest connectivity rates. Moreover, the AEC could provide human resource development (HRD) opportunities on governance. Not to be discounted too are the presence of regional commodity roadmaps and the RDC's recognition of MANANAM as Western Visayas priority commodities. These could offer opportunities for micro, small and medium enterprises (MSMEs) to improve their capabilities towards excellence and greater competitiveness of their products. Relatedly, growing population meant more labor force. This implied higher demand for food and stronger consumer driven demands – a good venue for value adding of products which could attract a strong and dynamic participation of the private sector especially consolidators.

Consciousness for environmental management led to a preservation of natural resources. Well preserved natural endowments were attractants among tourists. Nowadays, new tourist destinations in the Region were opening up while rivers and tracks of lands could be eyed for economic opportunities, thus paving for greater influx of tourists. Increased tourism paved way for increased food demand which meant higher market and employment opportunities in the agriculture sector. Additionally, the recently approved Tax Reform for Acceleration and Inclusion (TRAIN) could generate more funds to

pump prime the economy especially the agricultural sector. More public investments in the AF sector could therefore be expected.

The gains of economic opportunities however, could be hampered by some threats. Among them were economic aberrations such as inflation, devaluation, unemployment and people's low purchasing power. The situation could be worsened by climate

Table 21. Opportunities and threats of economic factors affecting DA Western Visayas

Opportunities	Threats
<ul style="list-style-type: none"> <li>• AEC will pave for trading opportunities, wider connectivity and HRD opportunities for all government institutions;</li> <li>• Presence of export potentials in the agriculture sector</li> <li>• Presence of commodity roadmaps</li> <li>• The RDC's recognition of MANANAM as Western Visayas priority commodities</li> <li>• Opportunities for improved capabilities of MSMEs for excellence and greater competitiveness of products</li> <li>• High population which provide more labor force and mean higher demand for food</li> <li>• Strong consumer driven demands</li> <li>• Value adding of products</li> <li>• Strong and dynamic private sector especially consolidators</li> <li>• Preservation of natural resources and tapping rivers and tracks of lands for economic opportunities</li> <li>• Opening up of new tourist destinations thus paving for influx of tourists</li> </ul>	<ul style="list-style-type: none"> <li>• Economic aberrations like inflation, devaluation, unemployment, people's low purchasing power</li> <li>• Climate change</li> <li>• Mining issues</li> <li>• Illegal quarrying</li> <li>• Growth of cities</li> <li>• Land conversions for commercial and industrial purposes</li> <li>• Premature land developments even without conversion orders</li> <li>• High population growth leads to urbanization and migration as well as high demand for goods and services</li> <li>• Mobility compromises peace and order</li> <li>• Shortage of professions in agriculture and preference for IT based occupations</li> <li>• Low awareness and low compliance of product standards</li> </ul>



<ul style="list-style-type: none"> <li>• Increased tourism paves way for increased food demand therefore higher market opportunities</li> <li>• Tax Reform for Acceleration and Inclusion (TRAIN) can generate more funds to pump prime the economy especially the agricultural sector</li> <li>• Available source of funds from international organizations to finance FMRs, post-harvest facilities, and other infrastructure for reduced post-harvest losses and marketing costs</li> </ul>	<ul style="list-style-type: none"> <li>• Low marketability of products due to food safety problems</li> </ul>
--	---

change, mining issues and illegal quarrying. The growth of cities and increasing rate of urbanization could further result to land conversions for commercial and industrial purposes and premature land developments even without conversion orders. High population growth would lead to an increased demand for goods and services which could go beyond the capabilities of the Region to meet. There could also be migration of people from the rural areas to urban areas for employment opportunities, which could compromise peace and order. There was also a growing shortage of professions in agriculture and preference for information technology (IT) based occupations. Low capacities of the region, level of awareness as well as compliance of product standards could imperil the marketability of products due to food safety problems and absence of appropriate product standards.

- c. Social Factors. Table 22 lists factors affecting the agency's social environment which included society, institutions, cultural norms and values. One opportunity identified was the active support of LGUs and other stakeholders on the services delivery of the RFO. Also identified was the availability of business process outsourcing (BPO) services that could be tapped for non-core functions of the agency. Noted likewise were the wide variety of products and services available in the market for use in the agriculture sector. The changing consumer buying patterns, lifestyles and trends had tremendously increased the demand and production of healthy foods for health-conscious consumers. The availability of scholarships for agriculture and other agriculture related courses were supportive of the agriculture sector. A very young and a fast-growing population implied the availability of labor for the country. The Alternative Learning System (ALS) had the potential of mainstreaming the out of school youth to agriculture. Lastly, the social media was creating a strong impact in promoting agriculture.



Some social factors could however prove to be threatening. One was the migration of farmers from rural sector to urban areas for employment. This caused an undersupply in farm labor. This was exacerbated by recipients of the ***Pantawid Pamilyang Pilipino Program*** (4Ps) or the Conditional Cash Transfer (CCT), who were now in school or preferring to be idle than working in the farms. Among the farmers, there were also some challenges encountered – their lack of social preparation for easier access to government services, their slow compliance with documentary requirements and worse, many farmers were getting too old for the farms. The same could be said among ageing AEWs. Many incoming AEWs were also not agriculture graduates. Yet, there was a decreasing trend of students taking agriculture and other agriculture related courses. With this growing trend, food security was compromised. Relatedly, there was an observed proliferation of fast food chains due to fast paced lifestyle and changing consumption patterns. This could cause shifts in the type of food demand, but a bane to health. While healthy food had become popular, there was a threat in the high cost of producing organic food.

Table 22. Opportunities and threats of social factors affecting the DA Western Visayas

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Support of LGUs and other stakeholders</li> <li>• BPO services available for outsourcing non-core functions of the organization</li> <li>• The market offers a wide variety of products and services</li> <li>• Consumer-buying pattern/lifestyles/trends/ led to production of healthy foods for health-conscious consumers</li> <li>• Availability of scholarships for agriculture and other agriculture related courses</li> <li>• Very young and fast-growing population</li> <li>• Influence of social media for promoting agriculture</li> <li>• The ALS' potential to mainstream the youth to agriculture</li> </ul>	<ul style="list-style-type: none"> <li>• Migration of farmers from rural sector to urban areas for employment</li> <li>• Shortage of labor due to 4Ps because many youth are now in school while parents prefer to be free from farm work</li> <li>• Lack of social preparation of farmer beneficiaries</li> <li>• Slow compliance of beneficiaries on documentary requirements</li> <li>• Ageing farmers and AEWs</li> <li>• AEWs who are not agriculture graduates</li> <li>• Decreasing trend of students taking agriculture and other agriculture related courses</li> <li>• Proliferation of fast food chains due to fast paced lifestyle</li> <li>• High cost of organically produced products</li> </ul>

- d. Technological Factors. Globalization resulted from world developments including the General Agreement on Tariffs and Trade (GATT) and the World Trade Organization (WTO). Locally, the AEC paved way for greater benefits for the country – one was the farmers’ access to international markets due to free trade. One technological development which created a substantial impact on the country was the expansion of IT. Information, communication technology (ICT) equipment could now be available throughout the country. They were accessible and affordable to a majority of Filipinos. Now, IT communities and hubs even facilitated the farmers’ access to technology and information. Scientists, local subject matter experts and IT specialists used the internet and social media to build up knowledge and enhance technology transfer. The use of drones for farm assessment should likewise be acknowledged as an opportunity (Table 23).

R&D attracted much investments in technology development, being one of the priorities in the PDP as well as RDP. In fact, the RDC also endorsed an R&D agenda for the region, paving way for the availability of numerous matured technologies in varieties suited for different eco-systems. Laboratory capabilities had lessened the time for certifications. In the national government, funding was provided by the Philippine Rice Research Institute (PhilRice), the Philippine Council for Agriculture, Aquatic and Natural Resources Research and Development (PCAARRD) and the Bureau of Agricultural Research (BAR) for a number of researchable areas.

Moreover, the Food Safety Act had been in place since 2013. It ensured the protection of consumers’ health while facilitating market access of local food and food products through the adoption of appropriate standards such as GAP, good animal husbandry practices (GAHP), halal food standards, and other food standards. Other observed opportunities brought about by new technologies was the impact of the Chemistry Law/RA 10657 in terms of innovation potentials and the proliferation of food chains which increased demand for agricultural products.

There could, however, be accompanying threats such as the inability of the Region to cope up with fast changing technologies, the high cost micro-chips or IT equipment despite the Philippines manufacturing them for export purposes, the limited access of farmers to technology in the upland areas due to intermittent internet connection. There were unavailable seeds from breeding institutions. In terms of matured technologies, despite quality seeds, some farmers still insisted on their preferred seed varieties and equipment. Modernization of laboratories was affected by economic factors like devaluation. The desire to modernize laboratory equipment was hampered by fluctuating interest and exchange rates on importation. The strict adherence to the timeline of government procurement process also hampered the acquisition of modern facilities and equipment. On research, despite investments made, there was still a notable lack of resources and limited capacities to conduct high end researches. Available agency funding accepted only program-based proposals.

Despite the Food Safety Act, unsafe food and food preparation still prevailed. Other prevailing threats related to technology were cyber-terrorism, smuggling and prevailing environmental issues such as chemical/biological waste disposal and the difficulty of securing license for controlled chemicals.

Table 23. Opportunities and threats of technological developments affecting the DA Western Visayas

Opportunities	Threats
<ul style="list-style-type: none"> <li>• GATT, WTO &amp; ASEAN integration</li> <li>• AEC and free trade, certification requirements, practices and standards (GAP, GAHP, Halal)</li> <li>• Farmer access to markets due to free trade</li> <li>• IT communities and hubs which facilitate easy access of farmers to technology and information</li> <li>• Abundance of local experts and IT specialists and scientists</li> <li>• Good quality ICT equipment can be procured and utilized</li> <li>• Use of UAVs for farm assessment</li> <li>• The RDC R&amp;D agenda</li> <li>• Matured technologies in terms of varieties suited to different eco-system</li> <li>• Laboratory capabilities which lessen time for certification</li> <li>• Research funding accessible from funding agencies like PhilRice, PCARRD and BAR for a number of research areas</li> <li>• Food Safety Act of 2013</li> <li>• Implementation of chemistry law which can trigger innovation potential</li> <li>• Proliferation of food chains increase demand for agricultural products</li> </ul>	<ul style="list-style-type: none"> <li>• Inability to cope with fast changing technologies</li> <li>• High cost micro-chips or IT equipment despite the Philippines manufacturing them for export purposes</li> <li>• Limited access of farmers to technology in the upland areas and due to intermittent internet connection, thus their slow adoption</li> <li>• Unavailability of seeds from the breeding institutions and low adoption of farmers</li> <li>• Farmers have their own preferences on seed varieties and equipment</li> <li>• Modernization of laboratories affected by economic factors like devaluation</li> <li>• Strict adherence to the timeline of government procurement process</li> <li>• Lack of funds and limited capacities to conduct high end researches</li> <li>• Agency funding are only program type proposal</li> <li>• Unsafe food</li> <li>• Terrorism and smuggling</li> <li>• Environmental issues – chemical/biological waste disposal, difficulty of securing license for controlled chemicals</li> </ul>

## 2.2 Our Internal Environment

There were two perspectives in tackling this section – an assessment of the stakeholders of the DA and what the employees themselves also perceived as their agency’s strengths and weaknesses. Both provided an idea in terms of the needs and potentials of the organization.

### 2.2.1 Positive and Negative Factors in Partnership Projects with the DA Western Visayas

During the Stakeholders’ Day, the participants were grouped into four, namely, the private sector which included CSO and farmer representatives, DA attached agencies or the Regional Management Committee (RMC), the non-DA agencies or regional line agencies (RLAs), and the LGUs. In the first workshop, an inventory of partnership projects the groups jointly undertook with the DA RFO was done as a basis for identifying what positive factors enhanced and negative factors hampered their work relationship.

- a. The Private Sector (including Farmer Representatives). The private sector indicated six programs and projects highlighting its partnership with the DA RFO. These were rice techno demo, farm business school (FBS), RPCs, Adaptation and Mitigation Initiatives in Agriculture (AMIA), search for outstanding rural women and the IPM Farmers Field Schools (FFS). The above programs involved such stakeholders as cooperatives, irrigators’ associations, farmers’ associations, and rural women.

The private sector listed dominantly positive factors resulting from their partnership, but there were also negative factors marring the joint work. Positive factors revolved around the RFO’s responsiveness to the need for food sufficiency, technical and logistical support, production support services, infrastructure and farm machinery support, making accessible technologies, gender-based programs and capability building for clients. Negative feedback arose from delays, lack of marketing support, non-suitability, low quality and high maintenance cost of equipment, too many requirements, and the inability to engage LGUs to support, and lack of sustainability or follow through (see Table 24).

Table 24. What the private sector/farmer representatives say about DA RFO partnership

Joint Programs	For Whom	Positive Factors	Negative Factors
Rice Techno Demo	Irrigators	Pilot area, responsive to the needs of farmers for food sufficiency, financial support provided to farmer beneficiaries, active technical support	Delayed delivery of inputs (seeds), delayed payment of labor, lack of marketing support
Farm Business School (FBS)	Irrigators Coop	Provided farm machineries, complete line of equipment from land preparation to harvesting, with designated farm service provider	Some equipment not suited for the Association, low quality of equipment and high maintenance cost, no training provided
Rice Processing Centers (RPCs)	Cooperative	High recovery of palay which provided income to farmers	Too many requirements, delayed capital support, low quality of materials provided
Adaptation and Mitigation Initiatives in Agriculture (AMIA)	Farmers' Associations within the AMIA Village	Provided seeds for planting, provided trainings	Delayed distribution of seeds
Search for Outstanding Rural Women	Rural women	Acknowledge the importance of rural women contribution to society	Lack of support from LGU
Integrated Pest Management (IPM) Farmers Field School (FFS)	Farmers association	Gain knowledge essential in farming	Lack of sustainability/ follow-up

- b. Attached Agencies/Members of the Regional Management Committee. There were 14 joint programs and projects that the attached agencies of the DA or members of the RMC, cited as their partnership interventions with the DA-RFO (see Table 25). These covered farmers of various commodities, fisherfolk and rural women. The DA-RFO augmented the staff of the ATI in the implementation of the Agricultural Development Officers of the Community (AgriDoc) and the Better Rice Initiative Asia (BRIA) which both benefited stakeholders in the rice industry. Similarly, the DA was commended for its support in the implementation of attached agency-initiated interventions such as in the HVCC Program, the Philippine Climate Change

Adaptation Project (PhilCCAP) and the AMIA. However, it was noted that its support was limited to the provision of resource persons, facilitation and monitoring assistance.

The group commended the AMIA as a collaborative effort of all DA-attached agencies while the DA Western Visayas Gender and Development (GAD) Focal Point provided support to stabilize the income of the agricultural producers and stakeholders particularly the rural women. The Crop Insurance Regional/National Program was a DA support program for qualified farmers listed in the Registry System for Basic Sectors in Agriculture (RSBSA) Master List. While there was an immediate response to the needs of the abaca farmers, fiber crop was HVCC program supported but remained merely as an agency priority of the Philippine Fiber Industry Development Authority (PhilFIDA) rather than a program priority. This was due to the host of commodities covered under the program. The plant regulations (enforcement of quarantine laws on entry and spread of plant pests) were highlighted with a positive note, but the limited staff was a negative factor. Finally, soil mapping was indicated as a partnership effort with the DA-RFO but there were no positive or negative observations noted.

Table 25. What the attached agencies/members of the RMC say about DA RFO partnership

Joint Programs	For Whom	Positive Factors	Negative Factors
Rice Crop Mgt (RCM)	Rice farmers	Intensive technology updating; farmers form recommendations on fertilizer/pesticides application using the internet, link to International Rice Research Institute (IRRI)	Additional workload for key personnel in the office are involved
Farm Business School FBS)	farmers and fisherfolks		
Sustainable Corn Production for Sloping Areas (SCoPSA)	Selected corn areas/ farmers	DA assists in the identification of areas and establishment in cooperation with LGUs	Funds limited to pilot areas
Agricultural Development Officers of the Community (AgriDoc)	Rice/ AEWs/ ATs assigned in Rice Sector	Assist ATI in staff augmentation	
Better Rice Initiative Asia (BRIA)	Rice farmers	Assist ATI in staff augmentation	

Our Journey to the Future: DA WESTERN VISAYAS CORPORATE PLAN (2019-2023)

HVCC	Farmers of Coffee, cacao, spice/ herbs	DA provides RPs	Support limited to the provision of RPs
PhilCCAP	Selected areas in Iloilo	ATI provides training and production inputs, while DA provides facilitation and monitoring	Support limited to monitoring
AMIA	100 farmer beneficiaries	Collaborative efforts of selected DA-attached agencies (ATI, Phil. Crop Insurance Corporation (PCIC), BFAR, DA-RFO)	
DA WV GAD Focal Point System	Rural women Farmers and fisherfolks	Support to stabilize the income of the agricultural producers and stakeholders	
Crop Insurance Regional/National Program	Subsistence farmers and fisherfolks	DA support programs to qualified farmers listed in the RSBSA Masterlist	
Marketing Development Services	Subsistence farmers and fisherfolks		
Damaged Abaca Areas	Abaca farmers	Immediate response to the need of the abaca farmers	Fiber crop is included in the HVCC Program with PhilFIDA making it its priority commodity
Soil Mapping	Fiber crops industry participants		
Plant Regulations (enforcement of quarantine laws on entry & spread of plant pests)	Farmers	Assistance in the dissemination of quarantine rules	Limited staff on the part of BPI

- c. Regional Line Agencies (RLAs). The RLAs identified eight partnership initiatives with the DA Western Visayas. These were AMIA, CSO consultations, performance monitoring, enforcement of agricultural laws, Regional Convergence Initiative for

Sustainable Rural Development (RCI-SRD), post-harvest support through the provision of rice transplanter and harvester, sugarcane harvester and muscovado processing facility, resource support and marketing campaign for high-value crops in foreign countries (please refer to Table 26).

Table 26. What regional line agencies (RLAs) say about DA RFO partnership

Joint Programs	For Whom	Positive Factors	Negative Factors
AMIA	Gov't Agencies (DA, BFAR, DENR and Academe)	Involvement of gov't agencies and academe in helping the agricultural sector adapt/mitigate climate change impact	Limited capability of DA personnel to implement the project
Conduct of CSO Consultations	DA and Line Agencies	Enabling participation of agency's stakeholders in agri-sector planning and goal-setting	Inadequate support from DA national management to adapt the landscape planning strategy as an option to traditional planning approach
Performance monitoring	Farmers and Fisherfolks	Meeting the agency's target	Very centralized policies, system and procedures of DA (Planning and Investment Programming) Preference of imported machineries over locally developed equipment
Enforcement of agricultural laws including land conversion and illegal fishing	Coastal community and farmers	Help minimize factors affecting the destruction of water and land resources	Low enforcement of law
Regional Convergence Initiative for Sustainable Rural Development (RCI-SRD)	LGUs beneficiaries of the Antique convergence area	Technical assistance to LGUs Provision of projects to LGUs (facilities and equipment)	Monitoring and Evaluation
Post-harvest support a. Rice transplanter and harvester	Rice farmers Sugarcane planters, ARB	Address dwindling labor supply Opportunity for poor ARBs to establish Muscovado production facility	Prototype models not designed to meet large scale operation Project requirements too stringent for



b. Sugarcane harvester c. Muscovado processing facility	sugarcane farmers (proprietor)		poor ARBs to comply
Resource support	DA and Line Agencies	Good performance resulting from available resources for new programs and projects (as reflected in the 2018 National Expenditure Program (NEP))	
	MSMEs and small farmers and fisherfolks	Cooperative, supportive and facilitative DA personnel	Inadequate capability/awareness of DA personnel to respond to foreign market demand and regulations Limited advocacy among farmers to adopt GAP

The RLAs cited many positive feedbacks about their partnership with the DA-RFO, but candidly noted some negative points. For the AMIA, they took cognizance of the involvement of government agencies and the academe in helping the agricultural sector adapt and/or mitigate climate change impact but the limited capability of DA personnel in implementing the project was unfavorable. The CSO consultations enabled the RLA stakeholders to participate in agri-sector planning and goal-setting but they weighed in on the inadequate support from DA CO for an agency-wide adoption of landscape planning as a preferred strategy over the traditional planning approach. While performance monitoring was commended, it was likewise noted that planning and investment programming policies, systems and procedures of the DA were very centralized. The preference for imported machineries over locally developed equipment was also articulated. The popularized RCI-SRD program among the DA, DAR, DENR, DOST, DILG and other entities provided technical assistance and projects to LGUs especially in the regional pilot area, but was weakened by the lack of monitoring and evaluation.

The provision of post-harvest support addressed the dwindling labor supply while it provided an opportunity for poor ARBs to establish a muscovado production facility. However, the prototype models were not designed to meet large scale operation

while project requirements were too stringent for poor ARBs to comply. Finally, the DA's resource support ensured good performance resulting from available resources for new programs and projects. The DA personnel were even commended for being cooperative, supportive and facilitative. However, they were cited to have inadequate capability to respond to foreign market demand and regulations. Accordingly, they also had limited advocacy among farmers on the adoption of GAP.

- d. Local Government Units (LGUs). In Table 27, LGUs identified six interventions in which they worked in tandem with the DA Western Visayas – the rice and corn programs, the livestock and poultry program, farm mechanization, the AEWs, the IPM FFS and the search for outstanding rural women. The rice and corn programs contributed to productivity in the region, but there were issues to contend with such as delay in inputs delivery, not the preferred variety, not bottoms-up planning and not enough seed allocation. Similarly, inputs in the livestock/poultry program contributed much to control the spread of

Table 27. What the LGUs say about DA RFO partnership

Joint Programs	For Whom	Positive Factors	Negative Factors
Crop (rice, HVCC) Program, community seed banking, seed buffer stocking)	FAs/Farmers	Increase yield/production	Delayed inputs delivery Not the preferred variety Not bottoms-up planning Not enough seed allocation
Livestock/Poultry Program (Yolanda rehab, rabies control, livestock quarantine, animal health/disease)	General public	Farm inputs provided Controlled spread of diseases Early diagnosis of disease Improved health status	Delayed delivery of vaccine Limited logistics/technical support Only DA, DOH, LGU were the promoters Inadequate manpower component Limited lab test capability
Farm Mechanization	FAs/ Farmers	Increased farm operation efficiency Addresses shortage of farm labor Reduced labor cost	Poor quality Not the farmers choice Non-availability of parts
Agricultural Extension Workers	All concerned stakeholders in the agri-sector	Availability of technology info training, cross visit, Local Farmer Technicians (LFTs)	Multi-tasking/overloaded Understaffing Disparity in salaries among 1st to 5th class LGUs Absence of Magna Carta for AEWs Agriculture is not a political priority yet farmers are capitalized by politicians
IPM FFS	Farmers FAs	Gain knowledge essential in farming	Lack of sustainability and follow-up
Search for outstanding rural women	Rural women	Acknowledge the importance of rural women contribution in the society	Lack of support from LGU Level

animal disease, for early diagnosis of disease and improved animal health status. Any success however, was derailed by the delay in the delivery of vaccines, the limited logistics/technical support, inadequate manpower complement, limited laboratory test capability and the limited involvement of stakeholders in the promotion of the programs. Farm mechanization was valued because it increased farm operation efficiency, addressed shortage of farm labor and reduced labor cost. However, it was reported to be of poor quality, not the farmers choice and challenging with non-availability of parts. The AEWs played a major role in the development of the AF sector because they made sure that latest technologies do reach the farmers, facilitated various knowledge enriching mechanisms to ensure that they could put them into practice in their food production efforts. While linking the national government among the intended beneficiaries, they cited several issues that required some policy interventions in order to strengthen the extension sub-sector. They did multi-tasking roles to respond to both the priority programs of their LGUs and the food security programs of the national government. They were overloaded yet understaffed and conceding to the disparity in their salaries among 1<sup>st</sup> to 5<sup>th</sup> class municipalities and provinces. Their proposed Magna Carta for AEWs remained unacted upon and agriculture continued to be ignored as a priority program of most LCEs. They likewise acknowledged the IPM FFS and the search for outstanding rural women with positive note, but indicated the need for sustainability and follow-up and the lack of support from their LGUs, respectively.

### **2.2.2 What the Stakeholders Say About the DA Western Visayas Competency Requirements**

A second workshop question tasked the stakeholders to say what made them enjoy working with the DA Western Visayas, and what conditions/situations/factors/events could make them work more effectively with the agency. Table 28 summarizes the collective reactions of the stakeholders.

The RLAs commended the support given to the programs of other NGAs and the coordination it was doing for the implementation of projects. They also praised the DA personnel for being cooperative, facilitative and supportive. On the part of the LGUs, they commented that they had the same goal, purpose and clients. They lauded the agency for providing interventions to their clients, support/logistics to AEWs and free trainings and opportunities to travel to other regions. The LGUs said, “We are family.” The private sector, on the other hand, said that the RFO had friendly staff and was responsive to the queries of farmers. The DA programs addressed the needs of farmers and was particularly supportive of the needs and problems of rural women.

Table 28. Why stakeholders enjoyed working with the DA-RFO 6 and conditions/situations/factors/events that can make them work more effectively with the agency

Group	Why do you enjoy working with DA-RFO 6?	But what conditions, situations, factors, event can make you work more effectively with DA-RFO6?
<b>Regional Line Agencies</b>	<ul style="list-style-type: none"> <li>• Supports the programs of other NGAs</li> <li>• Coordinates with NGAs for the implementation of projects</li> <li>• DA personnel are cooperative, facilitative, supportive</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthens advocacy on programs available for partner agencies' beneficiaries</li> <li>• Planning and investment programming will be decentralized</li> <li>• Invitation of regional NGAs in performance review and planning workshops for exchange of ideas on how to improve the performance of the AF sector</li> <li>• Acts as technical consultant in processing technologies and equipment design</li> </ul>
<b>Local Government Units</b>	<ul style="list-style-type: none"> <li>• We have the same goal, purpose and clients</li> <li>• Provide interventions to our clients</li> <li>• Provide support/logistics to AEWs</li> <li>• Provide free trainings and travels to other regions</li> <li>• We are family</li> </ul>	<ul style="list-style-type: none"> <li>• Abolish the 60:40 policy</li> <li>• Provide interventions on time</li> <li>• Provide motorcycle/vehicle loan</li> <li>• Continuous training of AEWs</li> <li>• Continue subsidizing the Lakbay/Expository Trip</li> <li>• Support the passage of Magna Carta for Agriculturists</li> <li>• Expand the LFT Program to other commodities</li> <li>• Harmonize agri-aqua data of PSA</li> </ul>
<b>Private Sector</b>	<ul style="list-style-type: none"> <li>• Friendly staff</li> <li>• Responsive to queries of farmers</li> <li>• DA-programs answer the needs of farmers</li> <li>• DA RFO 6 is supportive to the needs and problems encountered by rural women</li> </ul>	<ul style="list-style-type: none"> <li>• Provides guidance on synchronized planting – what, when, how and where to market</li> <li>• Provides machineries that are gender-friendly</li> <li>• Strengthen the implementation of outstanding rural women and replicate the program to other rural municipalities</li> </ul>

On how they could work more effectively with the DA Western Visayas, the RLA stakeholders said, that the RFO could strengthen advocacies on programs available for partner agencies' beneficiaries and if planning and investment programming was decentralized. The RFO, however, remedied the situation by involving P/MLGUs in planning and

assessment sessions especially allocation. Further, they suggested that regional NGAs be invited in performance review and planning workshops for exchange of ideas on how to improve the performance of the AF sector. It was also indicated that the RFO must act as a technical consultant in processing technologies and equipment design. The assistance was sought for the installation of projects initiated by the Department of Science and Technology (DOST) and Department of Trade and Industry (DTI).

The LGUs said that they could be more effective if the 60:40 policy on the payment of their incentives was abolished. This policy was brought about by the consistently delayed submission of documentary requirements, besides being sometimes incomplete or below quality standard. Sixty percent of what the AEWs ought to receive was automatically released, but 40 percent was withheld and released based on performance. LGUs likewise suggested the timeliness in the delivery of DA interventions. They also cited the provision of motorcycle/vehicle loans to facilitate their mobility in their areas of coverage. However, this was not a DA program priority. As a form of assistance, the RFO could instead endorse LGUs' applications for vehicle loans. To be more effective, the LGUs wanted the RFO to continue professionalizing their services through trainings and subsidized *lakbay aral* or expository tours as well as to support them in their bid for the passage of the Magna Carta for Agricultural Extension Workers. DA could subsidize expository tours only for selected groups. It could also endorse the Magna Carta among lawmakers. They suggested the expansion of the LFT Program to other commodities and the harmonization of the agri-aqua data of the PSA in the provinces, cities and municipalities, which was already in place.

On their part, the private sector intimated that there could be more effectiveness if there was guidance for synchronized planting – what to plant, when, how, when and where to market, as well as providing gender-friendly farm machineries. This was possible for selected machinery. They also mentioned the need to strengthen the implementation of outstanding rural women and its replication in other rural municipalities. The latter suggestion was best done at the initiation of the LGUs, but this could be supported by the DA only to a limited extent. Over all, the recommendations were relevant and were means to enhance the agency's field services delivery as well as partnership strategies.

### **2.2.3 DA Western Visayas' Areas of Excellence and How It Can Become Better, as Perceived by Stakeholders**

A third trigger question during the Stakeholders' Day workshop was what the stakeholders perceived as the agency's areas of excellence or comparative advantage over other RFOs and other regional agencies. They were also asked what specific suggestions could make the RFO better. Table 29 provides a summary of the participants' collective answers.

For the RLAs, the DA's comparative advantage was its geographical location - Western Visayas having a great potential for production of diversified crops. They also added that it could attract potential investors in the fishery industry considering the richness of the Visayan Seas as well as in aquaculture particularly in seaweed production. Accordingly, there must be more support to cover all potential areas of the Region. The group further suggested to enhance investments in HVCC.

According to the LGUs, the DA excelled in terms of adequacy of funds for programs and projects, the competence of its leadership through the RED as well as its technical personnel, the good relationship established with LGUs, as well as the personnel's aggressiveness and dependability. This advantage could be further improved by allowing technical personnel to pursue continuous education so that they could become globally competitive.

Table 29. Where the DA Western Visayas excels and how it can become better, as perceived by stakeholders

Group	Where DA WV excels/ comparative advantage	How it should become BETTER than now
<b>Regional Line Agencies</b>	<ul style="list-style-type: none"> <li>• In terms of its geographical location, Western Visayas has a great potential in the production of diversified crops</li> <li>• Potential investors for the fishery industry (with the Visayan Seas) and aquaculture (ex. seaweed production)</li> </ul>	<ul style="list-style-type: none"> <li>• Increase support for and cover all potential areas of the region</li> <li>• Invest in high yielding crops</li> </ul>
<b>Local Government Units</b>	<ul style="list-style-type: none"> <li>• Adequate funds for programs and projects</li> <li>• RED fully/highly competent</li> <li>• Personnel has good relationship with LGUs</li> <li>• Technical personnel are well trained/competent, aggressive and dependable</li> </ul>	<ul style="list-style-type: none"> <li>• Technical personnel must pursue continuous education to become globally competitive</li> </ul>
<b>Private Sector</b>	<ul style="list-style-type: none"> <li>• Conduct of programs/projects/activities (PPAs) such as School on the Air (SOA), information caravan and trainings, technical support like provision of farm machineries</li> <li>• DA promotes food sufficiency program through hybridization</li> </ul>	<ul style="list-style-type: none"> <li>• Hybridization program should be province wide through seeds subsidy to farmers</li> <li>• Provide earlier and additional radio time slots to promote DA programs</li> </ul>

<b>Attached Agencies</b>	<ul style="list-style-type: none"> <li>• Strong linkage with LGUs and other attached agencies</li> <li>• Provided direct link with the P/MAs for a free flow of agri-fishery extension in local communities</li> <li>• Open and active communication with attached agencies through the RMC which it provides with timely updates</li> <li>• Apolitical, supportive, open-minded and team-player character with a hands-on and accomplishment-driven head of the regional office</li> <li>• Increase in manpower in consonance with the Rationalization of DA</li> </ul>	<ul style="list-style-type: none"> <li>• All of these should be sustained to make the existing organization better</li> </ul>
--------------------------	--	---

The members of the private sector agreed that the area of excellence of the RFO was in the field of extension (such as the school on the air or SOA, information caravan and provision of trainings), as well as technical support like the provision of farm machineries and the promotion of the food sufficiency program through hybridization. To further improve on these comparative advantages, they suggested that the hybridization program should be province wide through seeds subsidy to farmers. They likewise recommended the provision of more and earlier radio time slots to promote DA programs.

The attached agencies or the RMC concurred that the DA Western Visayas excelled in terms of its strong linkages with LGUs and other attached agencies especially that it provided the direct link with the provincial and municipal agriculturists (P/MAs) for the free flow of agri-fishery technologies and information to local communities. The group also highlighted the agency's open and active communication with attached agencies through the RMC which it provided with timely updates. The RFO excelled because of its apolitical, supportive, open-minded and team-player character. Like the LGUs, they said that the DA was A-1 in terms of a hands-on and accomplishment-driven head of the regional office. It also increased its manpower in consonance with the RatPlan of the DA. The group recommended that these factors/events should be sustained.

#### 2.2.4 Areas of Improvement in Technical, and Administration and Finance Services, as Perceived by Stakeholders

The stakeholders were also asked, what in their perception could be the DA's areas of improvement in terms of technical operations as well as administration and finance, so that the agency could become more efficient, effective, sustainable and inclusive in its interventions. Table 30 feedbacks the group workshop results.

All four groups recommended improvement of the technical competencies of the LGUs. The LGUs, on the other hand, said the following should be improved: the conduct of consultations with LGUs in prioritizing PPAs, installation of an IT-based monitoring

and evaluation (M&E) system and designing an IT system to expedite the timely delivery of interventions for the client system. This might be in the issuance of application forms and/or submission of requirements. For the private sector, they suggested the enhancement of extension mechanisms as well the provision of technical support and farm machineries. The attached agencies concluded that to improve the technical services of the RFO, there must be an increase in its technical manpower complement with various fields of specialization. It must also give priority to agri-fishery research.

Table 30. Technical and support services to develop/improve, as perceived by stakeholders

Group	Technical Service to Develop/Improve	Support Services to Develop/Improve
<b>Regional Line Agencies</b>	<ul style="list-style-type: none"> <li>• Inadequate technical competency of the LGUs</li> </ul>	<ul style="list-style-type: none"> <li>• Procure high quality seeds for the farmers</li> <li>• Skills upgrading</li> </ul>
<b>Local Government Units</b>	<ul style="list-style-type: none"> <li>• Continuous capacity building of LGU-AEWs</li> <li>• Conduct consultations with LGU partners in prioritizing PPAs</li> <li>• Improve the monitoring and evaluation system using IT</li> <li>• Design an IT system to expedite the timely delivery of interventions to meet the needs of the farmers</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce required documents for availing of projects</li> <li>• Improve process flow of submitting documents for easy tracking and retrieval by using IT technology</li> <li>• Provide administrative and finance personnel for every province</li> <li>• Provide additional logistics support to LGUs (computers, supplies, etc.)</li> </ul>
<b>Private Sector</b>	<ul style="list-style-type: none"> <li>• Enhance the SOA, information caravan, trainings, technical support and farm machineries</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate the processing of claims</li> <li>• Reduce the requirements for accreditation of POs</li> </ul>
<b>Attached Agencies</b>	<ul style="list-style-type: none"> <li>• Capacitate technical staff through trainings</li> <li>• Increase manpower complement of technical staff with various fields of expertise</li> <li>• Give priority to agri-fishery research</li> </ul>	<ul style="list-style-type: none"> <li>• Improve efficiency in the procurement process and disbursement of funds</li> <li>• Go for ISO accreditation</li> <li>• Stringent recruitment, selection and promotion processes in accordance with CSC rules</li> </ul>

To improve the DA's support services, the following were urged: for human resource management - skills upgrading for personnel, hiring of staff with legal background, providing administrative and finance personnel for every province, and stringent recruitment, selection and promotion processes consistent with CSC guidelines; for general services - procurement of quality seeds, reduced documentary requirements for availing of projects or for accreditation, using IT to improve the process flow of submitting documents for easy tracking and retrieval, and improved efficiency in the procurement process and disbursement of



funds; and on logistics support – providing the LGUs additional support through computers, supplies, etc., and facilitating the processing of claims. A very encouraging recommendation was for the RFO to work for its ISO certification.

### 2.2.5 The DA Western Visayas Strengths and Weaknesses: A Self-Assessment

During the CPP, key officers and staff of the DA analyzed their organization so that their perspective could be used to validate the stakeholders' feedbacks. They reviewed what they considered as their achievements and accomplishments, to date and from there, identified their strengths or success factors as well as weaknesses or failure factors. For a thorough analysis, the participants were subdivided into seven groups to tackle *people* (their knowhow – competencies and capabilities, motivations and performance) across technical and support staff as well as top/middle/rank and file, *programs/strategies* (responsiveness to the needs of communities served, participative relationship, bottom up planning, leading to the modernization of the farming sector, services delivery – superiority/quality/excellence of products and services, innovativeness and creativity, competitiveness or authenticity, customer relationship – customer satisfaction, loyalty, meeting expectations), *resources* (funds and fund management, grants, funding agencies and other sources of income, communities served, plans, intellectual capital), *systems* (organizational structure – units and functions, ManCom operations, planning, monitoring and evaluation processes, and policy development), *physical assets* (buildings, offices, furniture, location, equipment and machineries, demonstration farms, laboratories, safety and environment), *institutional linkages* (relationship with the LGUs/DA agencies in the Region or the RMC/RLAs/private sector, the support role along the value chain, as well as local/national/international networks), and *culture* (reputation, climate – doing one's best/team morale/workplace, action-orientation, friendliness, cooperation, democracy and fairness, leadership and horizontal/vertical/lateral communication system).

- a. On People. There were four areas on people covered by the group – on knowledge, skills and attitudes; motivation; technical and support staff; workforce productivity and HRD (see Table 31). On knowledge, skills and attitudes, one strength of the organization was having people who possessed masteral/doctoral degrees. They were eligible and underwent adequate and proper professional trainings, making them competent for their jobs. They demonstrated dedication in their jobs and initiative with less/minimum supervision. Weaknesses observed included newly hired personnel needing more training and familiarity about their work, a mismatch of educational attainment with work assignment and the lack of communication skills. Attitudinal problems were not uncommon with some not observing proper work ethics. Some manifestations were being time conscious, not having the initiative, married employees giving more priority to family over their assigned work, some pretending to be busy but not delivering substantive output and the lack of commitment and truthfulness in

accomplishing their Individual Performance Commitment and Review (IPCR). One other weakness was the presence of opportunity for corruption.

The personnel showed an intrinsic motivation of helping their clientele and this gave them self-contentment/fulfillment. On the part of the agency, some modes adopted to motivate personnel were trainings offered for their professional development, the unlimited TEV provided to technical staff and the payment of salaries on or before the scheduled date. Some failure factors related to motivation were the non-application of knowledge and skills acquired from trainings, the habitual loafing habit of some employees and some supervisors demonstrating inadequate ethical leadership.

Table 31. The strengths/success factors and weaknesses/failure factors on people

Sub-Components	Our Strengths/Success Factors	Our Weaknesses/Failure Factors
Knowledge, skills and attitude	<ul style="list-style-type: none"> <li>Professional/masteral/doctoral degree holders eligible,</li> <li>Adequate and proper training</li> <li>Competent, dedicated, can work with less/minimum supervision</li> </ul>	<ul style="list-style-type: none"> <li>Newly hired personnel need more training and familiarity about their work</li> <li>Mismatch of educational attainment with work assignment</li> <li>Lack of communication skills</li> <li>Some have no initiative, time conscious</li> <li>Some appear to be busy but do not deliver substantive output</li> <li>Some married employees' priority for family over assigned work</li> <li>Some not observing proper work ethics</li> <li>Lack of commitment and truthfulness in accomplishing IPCR</li> <li>The opportunity for corruption is high</li> </ul>
Motivation	<ul style="list-style-type: none"> <li>Extend help to clientele</li> <li>Self-contentment/fulfillment</li> <li>More trainings offered</li> <li>No limit on TEV of technical staff</li> <li>Payment of salaries on/before scheduled date</li> </ul>	<ul style="list-style-type: none"> <li>Non-application of knowledge learned from trainings</li> <li>Habitual loafing of employees</li> <li>Some supervisors demonstrating inadequate ethical leadership</li> </ul>

Technical and support staff	<ul style="list-style-type: none"> <li>• Professional/masteral/doctoral degree holders, eligible, competent</li> <li>• Adequate and proper training</li> <li>• High salary for newly hired though no/ minimal experience</li> </ul>	<ul style="list-style-type: none"> <li>• Capable but not committed</li> <li>• Unequitable distribution of workload</li> </ul>
Workforce productivity	<ul style="list-style-type: none"> <li>• Young personnel/fresh graduates hired who were trainable</li> <li>• Ageing personnel mentored their understudies</li> </ul>	<ul style="list-style-type: none"> <li>• Insubordination of some employees</li> <li>• Lack initiative of newly hired employees</li> <li>• Not a risk taker</li> </ul>
HR Development	<ul style="list-style-type: none"> <li>• Conducts inhouse trainings through Learning and Development</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient trainings on management/ supervision</li> </ul>

It was noted that some technical and support staff had adequate educational and professional development to make them eligible and competent for their jobs. Also, some newly hired staff were endowed with high salary even with little or no experience. A failure factor identified was that some were capable but not committed. Unequitable distribution of workload was prevalent.

On workforce productivity, young, fresh graduates hired were trainable while older/ageing personnel trained/mentored their understudies. There were difficulties encountered in terms of insubordination of some employees, the lack of initiative of newly hired employees and not being risk takers. One success area of the agency was in HRD, where capacity building trainings were initiated for the staff. However, there was insufficient trainings on management/ supervision.

- b. Programs and Strategies. This part assessed 11 PPAs of the agency – production support services, marketing development services, extension support education and training services, research and development, irrigation network services, FMRs, agriculture and fishery mechanization equipment and facility (AFMEF), regulatory support services, regional integrated laboratories services, color coded map and ***gulayan sa paaralan*** or school vegetable garden (please refer to Table 32).

There was available funding for production support services, but these were marred by delays in assistance and implementation due to factors beyond the control of DA. In marketing development services, trade fairs and market matching were regularly conducted in all provinces in the region. However, there was weak information system especially

in far flung areas. Some marketing/trading post facilities were not operational due to CO initiatives rather than a result of bottom up planning. Also, guidelines were not strictly followed due to non-operational projects.

For the extension support, education and training services (ESETS), there were trainings on new technologies, however, they were hampered by farmers' low adoption rate and the duplication of training activities. In R&D, there was available funding and there were packages of technology (POTs) ready for dissemination. However, there were issues on the capability in packaging research output besides the limited manpower. As earlier mentioned, there was low adoption of technology while some intended beneficiaries had limited access to the technologies.

Another strength was in the presence of potential areas for irrigation projects and the availability of funds for related projects. The problem lay on voluminous documentary requirements for their establishment. On FMRs, there were existing guidelines for the proper determination of areas for their establishment, but political interventions also complicated any successful achievement of targets. In the area of farm mechanization (AFMEF support system), the LGUs had limited funds for counterparting besides delayed compliance in documentary requirements. In regulatory support services, renewal of registration could now be processed at the regional level. Even so, the approval of certificates and registrations was still centralized. For the integrated laboratory services, laboratory facilities were functional, but admittedly, there were limited laboratory capabilities to support the needs of regulatory and operations. There was also a need for harmonized functions to optimize the use of the services. Information about available tests to cater to the needs of stakeholders must be maximally disseminated. Tests must be demand driven and tailor made to the needs of divisions to ably respond to the sector.

On specific activities of the DA, the color-coded agriculture maps were available, however, they were not accessible to the farmers due to internet connectivity problems. For the *gulayan sa paaralan*, there was seed support for primary schools in the region in the establishment of school gardens. Still and all, there was inadequate funding for the intervention.

Table 32. The strengths/success factors and weaknesses/failure factors in programs and strategies

Sub-Component	Our Strengths/Success Factors	Our Weaknesses/Failure Factors
Production Support Services	<ul style="list-style-type: none"> <li>• Availability of funding</li> </ul>	<ul style="list-style-type: none"> <li>• Delayed assistance and implementation due to factors beyond the control of DA</li> </ul>

Marketing Development Services	<ul style="list-style-type: none"> <li>• Regular conduct of trade fairs/market matching in all provinces in the region</li> </ul>	<ul style="list-style-type: none"> <li>• Weak info system especially in far-flung areas</li> <li>• Some marketing/trading/post facility not operational resulting from CO initiative rather than a result of bottom up planning</li> <li>• Guidelines not strictly followed due to non-operational projects</li> </ul>
Extension Support, Education and Training Services	<ul style="list-style-type: none"> <li>• Provision of trainings on technology adaptation</li> </ul>	<ul style="list-style-type: none"> <li>• Low adoption of technology</li> <li>• Duplication of training</li> </ul>
Research and development	<ul style="list-style-type: none"> <li>• Availability of research funding</li> <li>• Availability of package of technology</li> </ul>	<ul style="list-style-type: none"> <li>• Capability in packaging research output</li> <li>• Limited manpower</li> <li>• Low adoption of technology</li> <li>• Limited access to POT/technology</li> </ul>
Irrigation Network services	<ul style="list-style-type: none"> <li>• Potential areas for irrigation projects</li> <li>• Availability of funds</li> </ul>	<ul style="list-style-type: none"> <li>• Voluminous documentary requirements</li> </ul>
FMRs	<ul style="list-style-type: none"> <li>• Availability of guidelines for the proper determination of areas for funding</li> </ul>	<ul style="list-style-type: none"> <li>• Political interventions</li> </ul>
Agriculture and Fisheries Mechanization Equipment and Facility (AFMEF) support system		<ul style="list-style-type: none"> <li>• Limited funds</li> <li>• Delayed compliance of documentary requirements from LGUs</li> </ul>
Regulatory Support Services	<ul style="list-style-type: none"> <li>• Renewal of registration at the Regional Level</li> </ul>	<ul style="list-style-type: none"> <li>• Centralized initial approval of certificates &amp; registrations</li> </ul>
Regional integrated laboratories services	<ul style="list-style-type: none"> <li>• Functional laboratory facilities/services</li> </ul>	<ul style="list-style-type: none"> <li>• Limited lab capabilities to support the needs of regulatory and operations</li> <li>• Need for harmonized functions to maximize use of labs</li> </ul>
Color Coded map	<ul style="list-style-type: none"> <li>• Availability of color-coded agriculture map</li> </ul>	<ul style="list-style-type: none"> <li>• Poor access of farmers to internet connection</li> </ul>
Gulayan sa Paaralan	<ul style="list-style-type: none"> <li>• Support to primary schools in the region for the establishment of school gardens</li> </ul>	<ul style="list-style-type: none"> <li>• Limited funding support</li> </ul>

- c. On Resources. Resources were assets. Except for manpower and physical assets which were tackled separately, other resources assessed under this component were financial resources including grants/other sources of income, information resources including intellectual property, and community resources or relationships with the agency's stakeholders. Table 33 provides a picture of strengths and weaknesses along this area.

Funds were sufficient and readily available. The agency was able to prepare its annual Work and Financial Plan (WFP) through the collaborative effort of the PMED and the Budget Section. The agency had a project procurement management plan (PPMP) or an annual procurement plan (APP). On grants/other sources of income, the DA was qualified and ready to avail or receive funds for programs/projects. The creation of an interim Procurement Unit worked to the advantage of the agency.

However, some failure factors were seen through the low fund utilization and disbursement. Other observed weaknesses were the lack of information on project proposal requirements of funding agencies. Another was the failure to establish a well-designed procurement plan. There was also the prevalence of submitting piece-meal requirements thus contributing to slow processing of claims.

On information management and intellectual capital as an asset, the agency took pride in having its own website for virtual visibility and communications. It also tapped social media for its information dissemination and corporate branding efforts. It also used Philippine Government Electronic Procurement System (PhilGEPS) for procurement of services and goods. However, it was hampered by poor system administration and inefficiency of connectivity.

To adequately address the concerns of its various stakeholders, it maintained a dynamic relationship with FAs, RLAs, people's organizations (POs), NGOs and MPCs through the availability of programs and activities to capacitate them. One failure factor was the lack of appropriate interventions that could continually strengthen them and the lack of effort to ascertain the eligibility requirements of identified recipients.

Table 33. The strengths/success factors and weaknesses/failure factors in resources

Sub-Component	Our Strengths/Success Factors	Our Weaknesses/Failure Factors
Funds resources including grants, and other sources of income	<ul style="list-style-type: none"> <li>• Sufficient/Readily available</li> <li>• WFP (PMED and Budget Section)</li> <li>• Annual conduct of PPMP/APP</li> </ul>	<ul style="list-style-type: none"> <li>• Low utilization and disbursement</li> <li>• Lack of information on project proposal requirements of funding agencies</li> <li>• Failure to establish a well-designed procurement plan</li> </ul>

	<ul style="list-style-type: none"> <li>• Qualification and readiness of DA to avail/receive funds</li> <li>• Created an interim Procurement Unit</li> </ul>	<ul style="list-style-type: none"> <li>• Submitting piece-meal requirements thus contributing to slow processing of claims</li> </ul>
Information management Intellectual capital (corporate branding)	<ul style="list-style-type: none"> <li>• Availability of DA website for internet communications and use of social media for its information dissemination and corporate branding efforts</li> <li>• Use of PhilGEPS for procurement of services and goods</li> </ul>	<ul style="list-style-type: none"> <li>• Poor system administration</li> <li>• Inefficient connectivity</li> </ul>
Community served	<ul style="list-style-type: none"> <li>• Availability of programs and activities to capacitate FAs, LAs, POs, NGOs and MPCs</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of strengthening interventions to the recipient</li> <li>• Lack of effort to ascertain the eligibility requirements of identified recipients</li> </ul>

- d. Systems. This component covered the organizational units, functions, policies and procedures (please refer to Table 34). The DA structure was considered well-defined, with almost all positions filled up. However, the agency was still considered to be undermanned to be able to implement numerous projects thus causing the organization's low absorptive capacity. This was traced to the RatPlan which standardized structures across RFOs. One thing to look into was the need to harmonize the regulatory/quarantine services with those of the Bureau of Plant Industry (BPI) and Bureau of Animal Industry (BAI). Also, soils management was now centralized, yet in the region, the DA was the secretariat for the RTECLUM. ManCom operations was considered an effective mode for decision- making, monitoring and resolving issues/concerns involving the agency. In this mechanism, all operating units were well represented with their voice guaranteed in agency operations. Incidentally, the regular schedule of meetings could not be followed due to conflicting schedules. There were also times when some agreements were not being addressed timely by the responsible units. A document tracking system (DTS) was established to track transactions, but often became problematic with intermittent/poor internet connectivity. Online-reporting/communication made submission of reports faster but there were units that still refused to comply with the DTS. To be responsive to the service requirements of its clientele, the DA RFO was compliant with its citizen's charter, in consonance with the Anti-Red Tape Act (ARTA). It always endeavored to act on official matters within three working days. However, there were occasions when DA could not comply or respond immediately due to voluminous requests/concerns received and/or the nature of requests were not included in the plan. Sometimes, referrals could not also be actionable within the desired period. Policies were in place, but there were many infractions in the wearing of uniforms, attendance to meetings and flag ceremony, being immersed in Facebook during office hours, and others.

Table 34. The strengths/success factors and weaknesses/failure factors on systems

Sub-Component	Our Strengths/Success Factors	Our Weaknesses/Failure Factors
Existing organizational structure	<ul style="list-style-type: none"> <li>Well-defined structure</li> <li>All positions almost filled up</li> </ul>	<ul style="list-style-type: none"> <li>Lacking personnel to complement to implement numerous projects (Low absorptive capacity)</li> <li>RatPlan not in accordance with need of the Region – soils management now centralized</li> <li>Need to harmonize regulatory and quarantine services with BPI and BAI</li> </ul>
ManCom operations	<ul style="list-style-type: none"> <li>All sectors/operating units are well represented</li> <li>Issues and concerns of different operating units/LGUs are being discussed/resolved</li> </ul>	<ul style="list-style-type: none"> <li>Regular schedule of meetings cannot be followed due to conflicting schedule</li> <li>Some agreements are not being addressed timely by the responsible units</li> </ul>
Established s data tracking system (DTS)	<ul style="list-style-type: none"> <li>Tracking of transactions</li> </ul>	<ul style="list-style-type: none"> <li>Intermittent/poor internet connections</li> </ul>
Online reporting/communication	<ul style="list-style-type: none"> <li>Faster submission of reports</li> </ul>	<ul style="list-style-type: none"> <li>Other units do not strictly follow the DTS</li> </ul>
Responsive to the request/needs of clientele	<ul style="list-style-type: none"> <li>Acted within three working days (with memo from the DA Secretary</li> <li>Citizen's charter (Compliance to ARTA)</li> </ul>	<ul style="list-style-type: none"> <li>DA cannot comply/respond immediately due to voluminous requests/concerns received</li> <li>Requests were not included in the plan and/or referrals could not also be actionable within the desired period</li> </ul>
Crafted office policies	<ul style="list-style-type: none"> <li>Policies are in place</li> </ul>	<ul style="list-style-type: none"> <li>Not strictly followed by some employees (wearing of uniform attendance to meetings/flag ceremony, FB during office hours etc.)</li> </ul>

- e. On Physical Facilities. As shown in Table 35, One strength of the agency on physical facilities was the ongoing construction of the new RFO building which would be completed by 2019. Another was the sufficiency of office equipment and furniture to meet the requirements of the workforce. On equipment and machineries, the presence of foreign assisted projects such as those assisted by the KOICA and the PRDP paved way for new acquisitions. Observed weaknesses which hampered efficiency and effectiveness were the dispersed location of buildings, the overcrowded operations building thus making the



workplace not client friendly, the dilapidated ROS buildings and the lack of internet connection. There was also a lack of vehicles (hauling truck and service vehicles) to adequately meet the mobility requirements of the agency. On demonstration farm facilities, the eight research stations constituted a strength, but the issues on land ownership and lack of expansion areas for some ROSes needed to be resolved. The other strengths included the presence of a mobile soil laboratory, the new organic laboratory and the Agricultural Machinery Testing and Evaluation Center (AMTEC) which was already approved for construction. Other weaknesses to be attended to, were the dispersed location of some laboratories particularly the Soils Laboratory and Feed Laboratory, and the drainage system which was non-compliant with the Environmental Compliance Certificate (ECC). For safety and environment, the WESVIARC had a circumferential fence, while ROSes lacked security guards and fencing. The squatting problem should likewise find some appropriate actions.

Table 35. The strengths/success factors and weaknesses/failure factors on physical facilities

Sub-Component	Our Strengths/Success Factors	Our Weaknesses/Failure Factors
Buildings, Offices, Furniture, Location	<ul style="list-style-type: none"> <li>• New RFO building by 2020</li> </ul>	<ul style="list-style-type: none"> <li>• Scattered location of building</li> <li>• Overcrowded (operation building)</li> <li>• Dilapidated building (ROS)</li> <li>• Lack of internet connection</li> <li>• Workplace is not spacious and client friendly</li> </ul>
Equipment & Machineries	<ul style="list-style-type: none"> <li>• Sufficient office equipment &amp; furniture</li> <li>• Presence of Foreign assisted projects (KOICA &amp; PRDP)</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of vehicle (Hauling truck &amp; Service vehicle)</li> </ul>
Demo Farm Areas and Laboratories	<ul style="list-style-type: none"> <li>• 8 Research stations</li> <li>• Mobile soils laboratory and mobile pest clinic</li> <li>• New organic laboratory</li> <li>• Agricultural Machinery Testing and Evaluation Center (AMTEC, for construction)</li> </ul>	<ul style="list-style-type: none"> <li>• Issue on land ownership</li> <li>• Lack of expansion area for some ROSes</li> <li>• Dispersed location of some laboratories (Soils Lab, Feed Lab)</li> <li>• Non ECC compliant (drainage problems)</li> </ul>
Safety and Environment	<ul style="list-style-type: none"> <li>• Station (WESVIARC) with circumferential fence</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of security guards and fencing in ROSes</li> <li>• Squatters</li> </ul>

- f. Institutional Linkages. Six sub-components were tackled here (see Table 36). These were relationships with various stakeholders of the DA RFO, namely, the LGUs, DA agencies in the region (attached agencies), the RLAs, the private sector, support role along the value chain, and finally, the local/national/international networks. An organization's status could be enriched through its linkages and partnerships.

The RFO has well established flow of coordination with the LGUs. It provided their needed technical and financial support for their production support activities and extension services. However, there was no control and direct supervision of the LGUs due to the devolution of powers under the Local Government Code (LGC), which transferred the management of local agricultural services from the national government to the local government units. There was also limited interaction with the local chief executives (LCEs) to engage them in giving greater support to the AF sector. There was little access of information on their local development agenda as to influence their priorities. Other weaknesses included the delayed submission of documentary requirements for the AEW incentives, political interventions to change location of FMRs, and no continuity in programs every time there was change in leadership.

There was a strong relationship with regional attached agencies of the DA because of the establishment of the RMC. However, there was limited harmonization of programs and projects, hence, the prevalence of duplication and overlapping functions among them.

The DA's relationship with other RLAs was enhanced with convergence of initiatives. They were involved in planning, consultations, collaborative work with the DA. Even then, their activities were stifled by the lack of institutional mechanisms to properly delineate appropriate interventions. With the private sector, there were strong partnerships and engagements facilitated through their membership and representation in regional undertakings especially in decision making efforts as well as their involvement in the DA's delivery of public goods and services. The AFC operations were subsidized and AFCs were tapped for monitoring DA programs and projects. However, not all LGUs had active AFCs. Also, like the RLAs, there were no formal documents/commitment to institutionalize their relationship especially that the task of institutional development of POs was transferred to the ATI. Marketing agreements with the private sector were difficult to arrange because of their fear of risks in meeting supply commitments.

On the DA's support role along the value chain, there were policies and initiatives to craft the Provincial Commodity Investment Plan (PCIP) through the PRDP. Incidentally, there was an absence of established database of stakeholders and

players in each segment of the value chain per commodity/sub-sector. There was also a weak information system of key players based on geographic location and capacities because this was centralized. For this, there was also a need to reconcile data from PSA and the PLGUs.

Along local/national/international networks, the agency actively participated in local/national/international trade fairs. It had a substantive access to foreign assisted projects, grants and scholarships. Notwithstanding, there was inadequate support to producers and processors to meet the demand and product standards for international market (HACCP, ISO). On scholarships, there were also unclear re-entry agreements or commitments for the grantees to share their new knowledge or implement their action plans.

Table 36. The strengths/success factors and weaknesses/failure factors on institutional linkages

Sub-Component	Our Strengths/Success Factors	Our Weaknesses/Failure Factors
Relationship with LGUs	<ul style="list-style-type: none"> <li>Well established flow of coordination</li> <li>Provision of both technical and financial support to AEWs</li> </ul>	<ul style="list-style-type: none"> <li>No control and supervision over LGUs</li> <li>Limited interaction with LCEs</li> <li>No access of information on their local development agenda</li> <li>Delayed submission of documentary requirements</li> <li>Political interventions in change of locations for FMRs</li> <li>New leadership, no continuity</li> </ul>
DA Agencies in the Region (attached agencies)	<ul style="list-style-type: none"> <li>Strong RMC</li> </ul>	<ul style="list-style-type: none"> <li>Duplication and overlapping of functions</li> </ul>
Regional Line Agencies	<ul style="list-style-type: none"> <li>Presence of clear convergence initiatives membership and representation</li> <li>Involvement in planning, consultations, collaborative work</li> </ul>	<ul style="list-style-type: none"> <li>Lack of institutional mechanisms and delineation of appropriate interventions</li> </ul>

Private Sector	<ul style="list-style-type: none"> <li>• Strong partnerships and engagement</li> <li>• Membership and representation</li> <li>• Involvement of AFCs in project monitoring</li> <li>• Subsidy for AFC operations</li> </ul>	<ul style="list-style-type: none"> <li>• Absence of formal document/commitment to institutionalize marketing arrangements and agreements; private sector afraid to take risk</li> <li>• Institutional development of POs was transferred to the ATI</li> <li>• Not all LGUs have AFCs</li> </ul>
Support role along the value chain	<ul style="list-style-type: none"> <li>• Provision of policies and initiative to craft PCIP through PRDP</li> </ul>	<ul style="list-style-type: none"> <li>• Absence of established database of stakeholders and players in each segment of the value chain per commodity/sub-sector</li> <li>• Need for reconciliation of data from PSA and PLGUs</li> <li>• Weak information system of key players based on geographic location and capacities</li> <li>• Inadequate support to producers and processors to meet the demand and product standards for international market (HACCP, ISO)</li> </ul>
Local, National, International Networks	<ul style="list-style-type: none"> <li>• Active participation in local, national, and international trade fairs</li> <li>• Access to foreign assisted projects, grants and scholarships</li> <li>• DA assistance in complying with requirements including subsidy for first timers</li> </ul>	<ul style="list-style-type: none"> <li>• No clear re-entry agreement or commitment for the grantees</li> <li>• Private sector finds the certification fee unaffordable; refuse to undergo compliance assessment for renewal due to costs</li> </ul>

- g. Organizational Culture. This constituted a system of shared assumptions, values, and beliefs which governed how people behaved in the organization. These shared values strongly influenced how the employees acted and performed in their jobs. Accordingly, the agency did not miss in terms of the provision of capacity building for its personnel through learning and development initiatives to strengthen teamwork, leadership and value restoration. Thus, these values were manifested in their good relationship with the LGUs and other stakeholders, and the sustaining support they provided to address their needs. They were friendly and fostered an environment of honesty and integrity.

Despite the capacity building provided, there were times when complementation efforts were compromised through fragmented or parochial work among employees. ***Kanya-kanya*** (each to himself) practice prevailed in the accomplishment of tasks/office functions. On the part of the agency, it might have inadequate recognition mechanisms to motivate personnel. It was also lenient and there was a recognized need for stricter implementation of office rules (please refer to Table 37).

Table 37. The strengths/success factors and weaknesses/failure factors in organizational culture

Sub-Component	Our Strengths/Success Factors	Our Weaknesses/Failure Factors
Shared values	<ul style="list-style-type: none"> <li>• Capacity building for personnel along team building, leadership and value restoration</li> <li>• Personnel established good relationship with LGUs/Stakeholders</li> <li>• Supportive of the needs of stakeholders</li> <li>• Friendly staff</li> <li>• Fosters an environment of honesty and value integrity</li> </ul>	<ul style="list-style-type: none"> <li>• Fragmented/"kanya-kanya"/parochial accomplishment of tasks/office functions</li> <li>• Lack recognition/motivation of personnel</li> <li>• Lenient, not strict of compliance to office rules</li> <li>• No color branding for DA Western Visayas</li> <li>• Lack of phone call etiquette</li> <li>• Lack of concern for quality service</li> <li>• Social media does not bear prominently the identity and uniqueness of the region</li> <li>• Freebies do not reflect the DA WV identity</li> <li>• Lack of media interview protocols for DA officials and program focal persons</li> </ul>

## 2.2.6 Recurring Problems and Desired Interventions

In a special consultation workshop with designated members of the Corporate Plan Core Team held on July 18-20, 2018 at the Westown Hotel, Iloilo, the members were engaged in a more in-depth Situational Analysis. One of the workshop areas undertaken was an assessment of recurring problems and desired interventions in seven component areas, namely: people management, services delivery improvement, resource management, organizational systems development, assets management, institutional linkages and partnerships management, and lastly, organizational culture and branding. Details follow:

- a. People Management. Five areas were analyzed – recruitment, selection and promotion, learning and development, performance management, incentive mechanisms and employee benefits and services. Table 38 summarizes the issues and actions that can address them.

On recruitment, selection and promotion, the recurring problems cited were turnover of employees due to non-renewal and resignations, as well as the unavoidable incidence of the *padrino system* due to the pressures of politicians in the employment of JOs. Right diagnosis ensures right treatment. To ensure excellence in services delivery, therefore, there is a need to uphold better recruitment, selection and promotion policies. Recommended actions are as follows: 1) the practice more of utmost objectivity in recruitment to get the best to meet the manpower requirements of the agency; 2) the wide dissemination of vacancies and manpower needs for greater choices; 3) the placement of people based on expertise/specialization, commitment and sense of responsibility; 4) a review of the protocol in the hiring process and the creation of a unified hiring procedure applicable to all units and all applicants, whether for regular or JO posting; 5) a multi-screening process done initially by the HRMS, and a more intensive assessment and selection system at the Division and PSB levels; and 6) setting a rationalized employment of JOs based on urgency of need, availability of resources, and equitable distribution among organizational units, to avoid exceeding a fifty percent share in the total employment of the agency.

On learning and development, the establishment of a competency profile could be an input to a long term HRD Plan. It could also institutionalize coaching and mentoring as a mode for people management as well as career development and scholarships for employees including DAP trainings for middle managers. A certification process for HR officers might not be a DA action but it could help work for it. Recommendations for performance management might involve the activation of the Performance Management Committee (PMC) and its Secretariat to initiate a workload analysis of each job, the adoption of individual career pathing and corresponding career development plan on the part of the agency and to consider how sanctions could reduce mediocrity in performance. The recommendation to work out an enhanced incentives and awards mechanism with the Employee Association would be meritorious and could be a way towards improved productivity among employees. The suggested facilities could be integrated in the Asset Management component of the Corporate Plan, while health and wellness could prove to be a good motivator and stress reliever among employees, hence must be given priority in people management.

Table 38. Recurring problems and desired interventions in people management

Areas of Concern	Recurring Problems	Desired Interventions
Recruitment, Selection and Promotion	<ul style="list-style-type: none"> <li>High turnover of employees</li> </ul>	Right diagnosis ensures right treatment. There is therefore a need to:

	<ul style="list-style-type: none"> <li>• Presence of <b><i>padrino system</i></b> (patronage in the Filipino culture and politics where one gains favor, promotion, or political appointment through family affiliation or friendship as opposed to one's merit)</li> </ul>	<ul style="list-style-type: none"> <li>• Practice more objectivity in recruitment – get the best for the job</li> <li>• Widely disseminate vacancies and manpower needs</li> <li>• Place employees based on expertise/specialization, commitment and sense of responsibility</li> <li>• Review protocol on hiring process to create a unified hiring procedure applicable to all units and all applicants, whether regular and JOs</li> <li>• Do initial screening by the HRMS, and assessment and selection at the Division and PSB levels</li> <li>• Avoid exceeding fifty percent of the regular positions in the recruitment of JOs</li> </ul>
Learning and Development (L&D)	<ul style="list-style-type: none"> <li>• Competency gaps</li> <li>• Observance of some mediocrity in skills or impact, poor practice of proper work ethics, inefficiency as in too much wastage in resource use</li> <li>• No clear-cut accountability based on hierarchy of authority and need for focus</li> <li>• Need to improve camaraderie, teamwork and coordination</li> </ul>	<ul style="list-style-type: none"> <li>• Establish competency profile</li> <li>• Institute a long term HRD to retool all employees and address competency gaps and performance issues, along values reorientation/ restoration (motivation, commitment, proper work ethics, proper resource utilization, time management), quality of work, leadership etc.)</li> <li>• Institutionalize coaching and mentoring</li> <li>• Institute equitable distribution of career development opportunities and scholarships</li> <li>• Conduct regular teambuilding activities and venues for greater employee interaction, sharing of ideas and improved relationships</li> <li>• Professionalize public services by institutionalizing value/desire for quality and timeliness in the delivery of work</li> <li>• Facilitate CSC accreditation of HR officers</li> <li>• Send middle managers including HR officers to training programs of the Development Academy of the Philippines (DAP)</li> </ul>
Performance Management	<ul style="list-style-type: none"> <li>• Need to strengthen IPCR Review</li> <li>• Work Overloaded among middle managers/employees</li> <li>• Evidence of underperformance</li> </ul>	<ul style="list-style-type: none"> <li>• Activate the Performance Management Committee (PMC)</li> <li>• Organize a Committee to set standards of performance for timeliness, efficiency and effectiveness for incorporation in IPCR Review (calibrated competency based Strategic Performance Management System or SPMS)</li> </ul>

	<ul style="list-style-type: none"> <li>• No sanctions for inefficient, incompetent and erring personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure equal distribution of workload based on functions as indicated in the Position Description Form</li> <li>• Encourage employees to develop their career paths</li> <li>• Prepare an agency career development plan</li> <li>• Institute sanctions for non-compliance of Office orders and mediocrity</li> </ul>
Incentive Mechanisms	<ul style="list-style-type: none"> <li>• Job dissatisfaction</li> <li>• Some unmotivated employees</li> <li>• Need for improved work ethics</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen rewards and incentives in coordination with the Employee Association</li> <li>• Provide incentives based on merit aside from the Performance Based Bonus (PBB)</li> <li>• Commend employees' display of good ethical/exemplary behavior in the workplace in annual employee awards programs or agency anniversary</li> <li>• Spot and reward good performance regularly</li> </ul>
Employee Benefits and Services	<ul style="list-style-type: none"> <li>• Need to work out for more allowable employee benefits and services (cafeteria services, PWD compliant facilities, regular medical check-up)</li> <li>• Declining health and wellness of employees</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a canteen</li> <li>• Institute PWD compliant facilities</li> <li>• Rehabilitate the DA dormitory</li> <li>• Consider regular free medical check-up twice a year</li> <li>• Regularize weekly exercise/fitness initiatives</li> <li>• Allow rice allowance</li> </ul>

- b. Field Services Delivery Improvement. This program sub-component refers to improved customer relationships, responsiveness to customers' needs, innovativeness and creativity, competitiveness, participative relationships, bottom up planning, and aligning to modernization of the farming sector. Table 39 gives a run-through of the Core Team's assessment.

To ensure improved customer relationships, it was suggested to establish a Public Assistance and Information Center (PAIC) in every DA facility with an assigned Officer of the Day. To act on negative criticisms and feedback on field services delivery, the agency's L&D interventions on such as the conduct of an Induction Training for new employees, which includes topics on proper handling of clientele and establishing linkages, values reorientation, personality development, public ethics, facilitation skills and oral delivery could transform employees into being more responsive to customers' needs. Another



desired intervention is the organization of a DA Speakers' Bureau made up of DA trainers, and resource persons who will attend a Trainers' Training.

On making its stakeholders more competitive against their counterparts in other regions, the DA could initiate awards and recognition among performing farmers, AEWs, LFTs and other stakeholders beyond existing incentive mechanisms such as the Gawad Saka, Outstanding Organic Practitioners. One suggestion was the Search for Best Agripreneurship in the Province. Likewise, in professionalizing the services of AEWs, the agency and its attached agencies were encouraged to become accredited service providers for Continuing Professional Development (CPD) units. In aligning to the modernization of the farming sector of the region, the RMC could work out a relevant policy guideline including the harmonization of extension services in the region in coordination with the ATI.

Table 39. Recurring problems and desired interventions in field services delivery improvement

Areas of Concern	Recurring Problems	Desired Interventions
Customer Relationships	<ul style="list-style-type: none"> <li>Not all offices have Public Assistance Complaints Desk (PACD)/Public Assistance and Information Center in some facilities</li> </ul>	<ul style="list-style-type: none"> <li>Establish a PACD/PAIC in every DA building and designate an Officer of the Day</li> <li>Install mechanism to make PACD/PAIC functional and operational</li> </ul>
Responsiveness to Customers' Needs	<ul style="list-style-type: none"> <li>Negative feedback and criticisms from the field require field staff to develop improved facilitation skills</li> </ul>	<ul style="list-style-type: none"> <li>Include in L&amp;D interventions such as the conduct of an Induction Training for new employees, which includes topics on proper handling of clientele and establishing linkages, values reorientation, personality development, public ethics, facilitation skills and oral delivery</li> <li>Ensure timely delivery of quality public goods and services to clients</li> <li>Organize a DA Speakers' Bureau made up of Trainers, Resource Persons who will attend a Trainers' Training</li> </ul>
Competitiveness		<ul style="list-style-type: none"> <li>Provide awards and recognition among performing farmers, AEWs, LFTs and other stakeholders beyond Gawad Saka, Outstanding Organic Practitioners (e.g. Search for Best Agripreneur in the Province, etc.)</li> </ul>

		<ul style="list-style-type: none"> <li>Encourage attached bureaus and agencies to become accredited service providers for continuing professional development CPD units to help AEWs accelerate their professionalization</li> </ul>
Aligning to modernization of the farming sector	<ul style="list-style-type: none"> <li>Overlapping and duplication of training activities along various MFOs</li> </ul>	<ul style="list-style-type: none"> <li>Harmonize extension services in the region in coordination with the ATI</li> </ul>

- c. **Resource Management.** This sub-component comprises of funds and fund management, procurement and property management, records management, security management and 5S - an acronym of five Japanese words – *Seiri, Seiton, Seiso, Seiketsu* and *Shitsuke* representing systematic techniques for good housekeeping. Table 40 displays the result of assessment on these areas.

Most issues raised about fund management referred to delays in processes. There would be a need to address the causes, such as proper deployment of manpower, process improvement and adoption of efficiency enhancing equipment like computers. Adopting an electronic management process for the office would be in order. Regularizing inventory and disposal would be consistent with quality management. Records management, on the other hand, should be centralized but electronically linked with other organizational units. The need for a warehouse should be considered together with appropriate capability for records handlers and adoption of appropriate strategies in enhancing document management. Improved security management for the agency should consider fencing, installation of CCTV, storage vault for very important documents, and outsourcing security services. The practice of 5S must likewise be institutionalized as part of quality management. This would include proper maintenance of buildings and facilities, thus janitorial services must be outsourced from professional service providers. There would also be the need the adoption of paperless transactions and proper waste disposal/segregation.

Table 40. Recurring problems and desired interventions in resource management

Areas of Concern	Recurring Problems	Desired Interventions
Funds and Fund Management	<ul style="list-style-type: none"> <li>Delayed processing of payments due to delayed filing of claims and incomplete documents submitted</li> <li>Delayed submission of reports to DA-CO</li> <li>Work overload</li> </ul>	<ul style="list-style-type: none"> <li>Institute strategies to increase efficiency in processing of claims (setting deadlines, identifying requirements per type of transaction, delegation of signing authority, inter-unit team to pre-process documents, additional efficiency-enhancing equipment, computerized fund management processes)</li> <li>Institute compliance of cost-saving measures</li> </ul>

Procurement and Property Management	<ul style="list-style-type: none"> <li>• No personnel assigned to liquidate property, plant and equipment (PPE) distributed to beneficiaries, inventory of which now amounts to over Php500 M</li> <li>• Database for PPE is stored only in one computer without external back up (not web-based, hence cannot track equipment accountabilities)</li> <li>• Delays in procurement</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of Procurement Service Office</li> <li>• Assign a Committee to undertake the task</li> <li>• Adopt computerized data management of PPE with appropriate back up</li> <li>• Conduct regular disposal</li> <li>• Adopt proper inventory of supplies</li> </ul>
Records Management	<ul style="list-style-type: none"> <li>• Archiving not properly undertaken</li> <li>• Lack of warehouse for archiving old files</li> <li>• Decentralized records keeping and filing which resulted in accumulation of valueless records and documents that occupies so much space</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in trainings on records management and records disposition system and archival as well as capacity development activities of the National Archive of the Philippines (NAP)</li> <li>• Equip Records staff with laws, guidelines and policies pertinent to records management, desired disposal schedule and archival system</li> <li>• Adopt strategies to diligently and properly distribute information materials, documents, correspondence and schedule of activities through use of IT, social media and modern central information system</li> <li>• Establish a warehouse for storing/archiving of old project documents and files</li> <li>• Centralize records management, administration and disposition program</li> </ul>
Security Management	<ul style="list-style-type: none"> <li>• No Security Vault in the GS and Records Offices to store important documents like Certificates of Titles, Plans, Certificates of Registration for Vehicles, Official Receipts of registration and insurance policies</li> <li>• Database for equipment, vehicles and buildings is not registered/stored in the central repository</li> <li>• Minimal security guards</li> <li>• Not all DA compounds are covered by CCTV</li> </ul>	<ul style="list-style-type: none"> <li>• Improve security management of buildings</li> <li>• Install a security vault to store very important documents</li> <li>• Augment SGs</li> <li>• Orient SGs on office policy</li> <li>• Install CCTV in all compounds</li> <li>• Improve fencing</li> </ul>
5S of Good Housekeeping	<ul style="list-style-type: none"> <li>• No appropriate TOR for janitorial/utility services</li> <li>• 5S not practiced</li> <li>• Too much eyesore in offices caused by too much papers and stocks</li> </ul>	<ul style="list-style-type: none"> <li>• Institutionalize 5S, with sanctions for non-compliance</li> <li>• Outsource professional service providers for janitorial services and provide clear TOR</li> <li>• Adopt paperless transactions and proper waste disposal/segregation</li> </ul>

Others	<ul style="list-style-type: none"> <li>GSO personnel should have a working knowledge of Government Accounting and Accounting Manual (GAAM)</li> </ul>
--------	---

- d. Organizational Systems Development. Covered in this program component are organizational structure, communication system, operational policies and policy development, quality management system, IT resource management and information system as well as planning, monitoring and evaluation (Table 41).

Recurring problems on the organizational structure seemed to imply the need for a thorough review of the functions of each division, and to the extent possible, to rationalize staff requirements and match them with available competencies. While this would be an ideal remedy for observed overlaps, duplication of functions, work overloading and similar issues, the desired action should be first cleared with the DA Central Office as well as the DBM and CSC Regional Office to avoid any resistance from employees. A workload analysis could also rationalize the need for JOs in each operating unit. The recommended assignment of full-time PRDP staff should be studied. The detail of regular employees to the project appeared to have contributed to inefficiencies in regular functions, the issue of what would it be like if the PRDP was manned by non-permanent employees. Would the project be affected by inefficiencies which could put the agency at stake when compared to the rest of the RFOs? The need for continuity in the research-operations functions was cited on several occasions. It might be worth looking into how effectiveness and productivity could be instituted in the relationship of the two functions. On operational policies and policy development, non-compliance was identified as a recurring problem. While disciplinary measures were looked at as a remedial action, it might be more proper to craft a Policy Manual to constantly remind employees of their obligations as public servants. There was a growing interest in becoming an ISO certified organization. It would be best then to already benchmark with ISO certified agencies in the DA to set its directions. Now would be the best time too to integrate the computerization of repetitive and time-consuming tasks for a more efficient action on information management, inventories, HRM related processes linked with payroll, attendance management, and performance evaluation. Lastly, planning, monitoring and evaluation of programs, projects and activities and instituting a regular review of the DA Corporate Plan would be appropriate actions to undertake for a follow through of agency interventions.

Table 41. Recurring problems and desired interventions in organizational systems development

Areas of Concern	Recurring Problems	Desired Interventions
------------------	--------------------	-----------------------

Organizational Structure	<ul style="list-style-type: none"> <li>• Overlapping activities (such as regular and PRDP, among divisions/sections/operating units), and work assignments especially where are more manpower</li> <li>• Reporting to three 'bosses' especially those assigned in PRDP while responsible for Committee assignments besides regular work (RAFC/Philippine Council for Agriculture Fisheries or PCAF, AMAD, GSO)</li> <li>• Undermanned units, thus work overload</li> <li>• Some forced to do multitasking due to additional work assignments (e.g. GSO staff, those assigned in the PRDP)</li> <li>• Research/ROS functions are more on production support activities than undertaking research, which overlaps with other organizational units and other agencies like BPI</li> <li>• Limited transfer of research results/technologies from research to operations for conduct of extension among clients</li> </ul>	<ul style="list-style-type: none"> <li>• Rationalize the assignment of duties and functions to avoid overlapping and/or work overload</li> <li>• Revisit staff workloads and their competencies</li> <li>• Revisit main functions/mandates per units/divisions</li> <li>• Observe equitable distribution of personnel and consistency in their assigned office their expertise</li> <li>• Monitor the number of JOs and the actual need of each operating unit</li> <li>• Define properly the tasks and responsibilities in JOs' contract of services to avoid work overlaps</li> <li>• Assign full-time PRDP staff</li> <li>• Strengthen linkages between research and operations division to enhance technology transfer of matured technologies to clients</li> </ul>
Operational Policies and Policy Development	<ul style="list-style-type: none"> <li>• Infractions on office operating procedures/policies</li> <li>• Non-implementation of office policies</li> </ul>	<ul style="list-style-type: none"> <li>• Impose disciplinary measures to non-compliant employees and give rewards for those with exemplary receptiveness to policies</li> <li>• Formulate policies with penalty and sanction clauses</li> </ul>
Quality Management System	<ul style="list-style-type: none"> <li>• Some with poor quality of work – technical insufficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• Work for ISO certification</li> <li>• Benchmark with ISO certified DA office</li> <li>• Produce ISO compliant outputs</li> <li>• Workplace should be conducive for work</li> </ul>
IT Resource Management and Information System	<ul style="list-style-type: none"> <li>• Weak centralized MIS</li> <li>• Repetitive and time-consuming manual management of records, files and other resources</li> </ul>	<ul style="list-style-type: none"> <li>• Computerize repetitive and time-consuming tasks to make them more efficient and reduce their time-intensive nature especially in HR – linking HR records management, payroll, attendance management, and performance evaluations</li> </ul>
Planning, Monitoring and Evaluation System	<ul style="list-style-type: none"> <li>• Non-involvement of M&amp;E Unit during planning stage of banner program</li> <li>• Limited logistic support during monitoring</li> <li>• Performance review not given due importance by DA personnel</li> <li>• Lack of development plan per operating unit</li> </ul>	<ul style="list-style-type: none"> <li>• Proper monitoring of upcoming programs, projects and activities</li> <li>• Institute implementation and regular review of the DA Corporate Plan</li> </ul>

- e. Assets Management. Under this component, the following areas are included: management of buildings, facilities, vehicles, machineries/equipment and biological assets (Table 42).

The main DA building was still undergoing construction, for which reason, demotivators such as limited space or crowded offices, absence of an appropriate receiving area, not elderly friendly, non-installation of a three-phase electric power, poor ventilation and natural lighting, absence of building and structures maintenance program and lack of foot-walk from entrance to main building. There were high expectations that these issues would properly be considered in the agency's physical development plan. To add to these, there were suggestions to include capital outlay for future expansions, to make the DA buildings the first government offices in Western Visayas to integrate green building designs and structures, including urban gardens to around the surroundings to also advocate the initiative among customers. A cistern for rain water harvesting, while being a good advocacy for water management would also ensure availability of water for domestic uses.

To meet recurring issues, the construction of a state-of-the-art storage area for office supplies and materials was recommended. Also, the establishment of a recreational area could be prioritized in coordination with the Employees' Association. The following were also desired facilities: One Stop Agricultural Center (OSAC) with adjacent supply room, a light emitting diode (LED) wall and kiosk for information system directory and document monitoring, prayer room and lactating room. Congestion could temporarily be addressed through transfer of some units to other buildings while awaiting completion of the construction. Other desired actions were the use of modern office systems for a more conducive work atmosphere and receiving areas in Offices of Division Chiefs convenient for interactive discussions.

Additional vehicles should meet the mobility requirements of the agency, while additional computers, filing cabinets, air conditioning units, public address system, led wall and closed-circuit TV and other equipment should be procured based on the actual needs of offices. It was likewise suggested to set standards in the specification of equipment and fixtures (IT, tables, chairs, cabinets, etc.), as well as to install multimedia/information campaign facilities and equipment.

Table 42. Recurring problems and desired interventions in assets management

Areas of Concern	Recurring Problems	Desired Interventions
Development and Management of Buildings	<ul style="list-style-type: none"> <li>Limited space/ Too crowded office (office spaces are too small versus the number of personnel)</li> <li>No receiving area</li> <li>Not elderly friendly</li> </ul>	<ul style="list-style-type: none"> <li>Include capital outlay for building and structures for future expansions</li> <li>Design buildings to be gender/senior/PWD friendly and designate a client-friendly arrangement of receiving areas</li> </ul>

**Our Journey to the Future: DA WESTERN VISAYAS CORPORATE PLAN (2019-2023)**

	<ul style="list-style-type: none"> <li>• Electric power (three phase) not installed</li> <li>• Poor ventilation and natural lighting</li> <li>• Absence of building and structures maintenance program with corresponding funds</li> <li>• Lack of foot-walk from entrance to main building</li> </ul>	<ul style="list-style-type: none"> <li>• Make the DA building the only green building in WV. Consider green building designs and structures (environment friendly and resource efficient) for future building constructions and set up urban gardens</li> <li>• Build in cistern for rain water harvesting</li> <li>• Install three phase power line to avoid power shortage and/or electrical problems</li> <li>• Ensure maintenance in planning and budgeting</li> <li>• Include foot-walks in physical development</li> </ul>
Maintenance of Facilities	<ul style="list-style-type: none"> <li>• No storage area for office supplies and materials</li> <li>• Lack of recreational area for fitness and wellness of employees</li> </ul>	<ul style="list-style-type: none"> <li>• Construct state of the art storage area for office supplies and materials</li> <li>• Consider the establishment of recreational area as one priority in coordination with the Employees' Association</li> <li>• Put up a One Stop Agricultural Center (OSAC) with adjacent supply room</li> <li>• Install a LED wall, kiosk for information system directory and document monitoring, prayer room, lactating room</li> <li>• Transfer units to other buildings if possible to unload existing number of personnel in one area</li> <li>• Make workplace conducive for work, using modern office systems</li> <li>• Set up more convenient, interactive setting for receiving areas in Offices of Division Chiefs</li> </ul>
Vehicles	<ul style="list-style-type: none"> <li>• Mobility problem</li> </ul>	<ul style="list-style-type: none"> <li>• Acquire additional vehicles</li> <li>• Adopt an electronic vehicle dispatch system through the website, where any employee can trace the whereabouts of vehicles on official to avail of carpooling services</li> </ul>
Upgrading of Machineries/ Equipment	<ul style="list-style-type: none"> <li>• Some aircon units are not properly working</li> <li>• Absence of public address system, led wall, information kiosk and closed-circuit TV</li> </ul>	<ul style="list-style-type: none"> <li>• Procure additional computers, filing cabinets, air conditioning units, public address system, a light emitting diode (LED) wall and closed-circuit TV</li> </ul>

	<ul style="list-style-type: none"> <li>• No uniformity in the specifications of office equipment and fixtures</li> <li>• No information campaign facilities</li> </ul>	(CCTV) and other equipment based on needs of offices <ul style="list-style-type: none"> <li>• Set standards in specification of equipment and fixtures (IT, tables, chairs, cabinets, etc.</li> <li>• Install multimedia/info campaign facilities and equipment</li> </ul>
--	--	---

- f. Institutional Linkages and Partnerships Management. This component covered partnerships with DA attached agencies and other regional line agencies, state universities and colleges, local government units, the private sector, support role along the value chain and local/international networks. However, observations were noted only in terms of the first one (Table 43).

On partnerships with DA attached agencies, overlapping functions with other bureaus and agencies were observed like the conduct of trainings and capacity enhancement activities under the MFO on ESETS, which the ATI also did. The same could be said about production support services as well as the research activities of the BPI. There were likewise initiatives on fairs and exhibits, summits/congresses/conventions as well as duplication of weekend markets by non-DA agencies, with the same FAs/MSMEs. It was thus recommended to harmonize extension activities with the ATI and to institutionalize market schedules.

Table 43. Recurring problems and desired interventions in institutional linkages and partnerships management

Areas of Concern	Recurring Problems	Desired Interventions
Partnerships with DA attached agencies and other regional line agencies	<ul style="list-style-type: none"> <li>• Overlapping functions with other bureaus and agencies (e.g. trainings and capacity enhancement activities of ESETS and ATI; production support services/research of BPI)</li> <li>• Initiatives on fairs and exhibits, summit/congresses/conventions</li> <li>• Duplication of weekend markets by non-DA agencies, with the same FAs/MSMEs</li> </ul>	<ul style="list-style-type: none"> <li>• Harmonize extension activities with the ATI</li> <li>• Institutionalize market schedules</li> </ul>



- g. Organizational Culture and Branding. Recurring problems observed in this component included the absence of a proper and organized arrangement of offices, the signages and organizational charts for reference of visiting customers and the absence of a paging system. It was thus recommended to cluster offices according to the services they rendered, to put up a locator map outside the building and to install a public address system for announcing information. Other observed problems were: the absence of a paging system, a color brand for Western Visayas, proper phone call etiquette, concern for quality service, a prominent identity and uniqueness of the organization in its social media accounts and media interview protocols for DA officials and program focal persons. For the latter issue, a regular quarterly and/or monthly press conference with the DA Director could be an excellent branding initiative (Table 44).

Table 44. Recurring problems and desired interventions in organizational culture and branding

Areas of Concern	Recurring Problems	Desired Interventions
	<ul style="list-style-type: none"> <li>• No proper and organized arrangement of offices</li> <li>• Lack of locator map of buildings and/or signages and organizational chart for reference of customers</li> <li>• No paging system</li> <li>• No color branding for DA Western Visayas</li> <li>• Lack of phone call etiquette</li> <li>• Lack of concern for quality service</li> <li>• Social media does not bear prominently the identity and uniqueness of the region</li> <li>• Freebies do not reflect the DA WV identity</li> <li>• Lack of media interview protocols for DA officials and program focal persons</li> </ul>	<ul style="list-style-type: none"> <li>• Arrange offices by cluster according to services rendered</li> <li>• Set up a locator map outside the building</li> <li>• Install public address system for easy access to announcement information</li> <li>• Regular dialogues with the DA Director (monthly, quarterly)</li> </ul>

### 2.2.7 Motivation Killers and Interventions

In a validation conference with the Corporate Plan Core Group, motivation killers in the workplace were identified. Most findings substantiated earlier workshop outputs. On people, the following were noted (see Table 45) – a) toxic people (such as people who talk more than act, no sense of responsibility, mañana habit, and no sense of urgency); b) poor teamwork or being fragmented *kanya-kanya* system (meaning a penchant for doing things each to his own); c) limited opportunity offered for professional development among rank and file; d) the lack of appreciation for one's and/or the office's accomplishments and

the seeming lack of performance incentives; e) poor conduct of capability building activities, which could mean the lack of it, thus the issue on item c, or the lack of skills to initiate them; f) lack of manpower, thus the tendency to assign additional work of other personnel and/or overlapping designations which affect focus on core functions.

To solve the issues on people, it was suggested to: a) conduct regular meetings and feedbacking mechanisms; b) encourage openness to feedback; and b) develop a culture of accountability across all functions. To instill teamwork among rank and file, it was necessary to: a) develop intra-/inter-personal relationships; b) build and foster strong working relationships with shared common goals; c) reinforce shared values; d) enhance interactions/communication among divisions, sections and offices; and d) avoid stereotyping to give equal opportunities for all.

The limited opportunity for professional development could be properly handled through the preparation of a Career Development Plan and an HRD Plan. If the problem was the inability to conduct capability building activities due to inadequate skills, a coaching session on facilitation techniques could ease the problem. The lack of appreciation for one's and/or office's accomplishments and the related lack of performance incentives could be contended with by admonishing supervisors to adopt simple show of appreciation for work well done. The Merits and Selection Plan (MSP) could also be localized and expanded to cover recognitions such as best employee, most innovative, most creative, etc. at the division level.

The lack of manpower to meet all the mandated functions of the agency result to one being assigned additional work intended to be done by others and to overlapping designations which affected focus on core functions. Thus, the agency SPMS must be able to recognize this unique situation - to differentiate core from non-core functions and assign appropriate weights for performance measures.

The suggested training interventions consistently addressed the identified people motivation killers. For one, capacity and professional development should constitute of scholarships for degree courses (MS/MA, PhD) and non-degree trainings. The latter would be on various topics such as teambuilding activities, trainings on various subjects (ethical work values like ***Semilya Sa Kinabuhi at Bukidnon*** or living God's words, ethics of public service, personality development, personal efficacy, leadership development, motivation for work productivity, time management, communication skills development etc.), spiritual retreat/recollection, briefing on CS rules and regulations, fitness and wellness program, as well as coaching and mentoring mechanisms.

On governance, identified workplace motivation killers were decision making without consultation, unclear directions and the lack of vision. It was noted that these could be resolved through the sincere implementation of the agency Corporate Plan.

Some demotivating situations in operations listed were weak leadership skills demonstrated by some supervisors, the lack of communication among leaders, subjective treatment and inconsistency in pronouncements and policies. These observations could be minimized if leaders acted with more trust and concern, through constant meetings among top managers, if protocol and professional courtesy was observed, and if mutual respect through observance of hierarchy and lines of authority was developed. Poor time management, blaming the GSO for the ails that beset the organization and inequitable distribution of workloads were likewise indicated as motivation killers. Recommended actions were constant communication or adoption of the so-called 'daily huddles' between management and rank and file (brief problem-focused communication mechanism between the supervisor and concerned employees), giving incentives based on merit and performance as well as build sustainable processes to support people management.

Logistics support was another area for motivation killers – its limitation, the distances between offices and the lack of equipment and vehicles to facilitate performance of tasks. It was recommended to provide vehicles for employee mobility or to consider a policy of car pooling, to procure efficiency enhancing equipment, likewise to provide cellcard allowance of at least Php300/month per employee.

Table 45. Identified motivation killers, resolutions and suggested training interventions

Motivation Killers	Ways of Solving	Training Interventions
<b>People</b> <ul style="list-style-type: none"> <li>Toxic people: Murmuring (more talk than actions), no sense of responsibility, mañana habit, no sense of urgency</li> </ul>	<ul style="list-style-type: none"> <li>Conduct regular meetings and feedbacking mechanisms</li> <li>Encourage openness to feedback</li> <li>Develop a culture of accountability across all functions</li> </ul>	<ul style="list-style-type: none"> <li>Capacity and professional development (trainings, degree courses (MS/MA, PhD scholarships)</li> <li>Teambuilding activities</li> <li>Trainings for <ul style="list-style-type: none"> <li>Ethical work values (like <i>Semilya sa Kinabuhi at Bukidnon</i> or living God's Words), ethics of public service</li> <li>Personality development, personal efficacy</li> <li>Leadership development</li> <li>Motivational trainings</li> <li>Time management</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Poor Teamwork - fragmented/<i>kanya-kanya</i> system</li> </ul>	<ul style="list-style-type: none"> <li>Develop intra-/inter-personal relationships</li> <li>Build and foster strong working relationships with shared common goals</li> <li>Reinforce shared values</li> <li>Enhance interactions/communication among divisions, sections and offices</li> <li>Avoid stereotyping to give equal opportunities for all</li> </ul>	
<ul style="list-style-type: none"> <li>Limited opportunity for professional development for rank and file</li> </ul>	<ul style="list-style-type: none"> <li>Preparation of Career Development Plan and HRD Plan</li> </ul>	

## Our Journey to the Future: DA WESTERN VISAYAS CORPORATE PLAN (2019-2023)

<ul style="list-style-type: none"> <li>• Poor conduct of capability building activities</li> </ul>	<ul style="list-style-type: none"> <li>• Coaching on facilitation techniques</li> </ul>	<ul style="list-style-type: none"> <li>○ Communication skills development</li> <li>• Spiritual retreat/recollection</li> <li>• Briefing on CS Rules and Regulations</li> <li>• Fitness and wellness program</li> <li>• Coaching and mentoring mechanisms</li> </ul>
<ul style="list-style-type: none"> <li>• Lack of appreciation for one's and/or office's accomplishments</li> <li>• Lack of performance incentives</li> </ul>	<ul style="list-style-type: none"> <li>• Simple show of appreciation from supervisors</li> <li>• Provide rewards and incentives system (best employee, most innovative, creative, etc. at the division level)</li> </ul>	
<ul style="list-style-type: none"> <li>• Lack of manpower</li> <li>• Being assigned additional work of other personnel</li> <li>• Overlapping designations which affect focus on core functions</li> </ul>	<ul style="list-style-type: none"> <li>• Differentiate core from non-core functions and assign corresponding points as part of SPMS measures</li> </ul>	
<b>Governance</b> <ul style="list-style-type: none"> <li>• Decision making without consultation</li> <li>• Unclear directions</li> <li>• Lack of vision</li> </ul>	<ul style="list-style-type: none"> <li>• Sincerely implement the agency Corporate Plan</li> </ul>	
<b>Operations</b> <ul style="list-style-type: none"> <li>• Some with weak leadership skills:</li> <li>• Lack of communication among leaders</li> <li>• Subjective treatment</li> <li>• Inconsistency in pronouncements and policies</li> </ul>	<ul style="list-style-type: none"> <li>• Leaders to act with more trust and concern</li> <li>• Constant meeting among the top managers</li> <li>• Observe protocol and professional courtesy</li> <li>• Develop mutual respect through observance of hierarchy and lines of authority</li> </ul>	
<ul style="list-style-type: none"> <li>• Poor time management</li> <li>• Blaming the GSO for the ails that beset the organization</li> <li>• Inequitable distribution of workloads</li> </ul>	<ul style="list-style-type: none"> <li>• Constant communication between Management and rank and file</li> <li>• Give incentives based on merit and performance</li> <li>• Build sustainable processes to support people management</li> </ul>	
<b>Logistics support</b> <ul style="list-style-type: none"> <li>• Limited logistics support</li> <li>• Distances between offices</li> </ul>	<ul style="list-style-type: none"> <li>• Provide vehicle for employee mobility, consider car pooling</li> <li>• Procure efficiency enhancing equipment</li> </ul>	

<ul style="list-style-type: none"> <li>Lack of equipment and vehicles to facilitate performance of tasks</li> </ul>	<ul style="list-style-type: none"> <li>Provide cellcard allowance of at least PhP300/month</li> </ul>	
---	---	--

### 2.2.8 Stressors in the Workplace and Installing a Stress-Free Environment

Physical stress could also be detrimental to a wholesome work environment. Many stressors in the workplace, identified by the Core Group were consistent with the motivation killers identified in Item 2.2.5 (please refer to Table 46). People factors were the worst stressors – their work attitudes, relationships with fellow employees, health status, supervision, the lack of incentives and workload. Added to these were the absence of specific employee benefits and services. To ensure a stress-free environment, more investment on HRD was suggested to enable the regular conduct of training interventions that would create camaraderie, patriotism and love for work, self and others.

On field services delivery, two sources of stressors were internal and external. The internal sources of stressors referred to scheduling and the quality of work, while the external sources involved the RFO's partners, specifically the LGUs which imposed pressures on their requests as well as clients and beneficiaries who caused similar pressures for their products, follow-ups and non-compliance with standard procedures. The recommended actions were internal to the DA – being people oriented but quite directly unrelated to the stressors. One suggested the designation of appropriate entities that could address political interventions.

Stressors related to resources involved financial resources (slow processing time, audit observation memos and lack of logistics support for visitors), program inputs (the delayed delivery) and documentation (the loss of documents and retrieval issues). No destressing mechanisms were recommended except for the slow processing of TEVs which called for the fast tracking of processing time to one month.

Work related stressors under assets likewise included a non-conducive environment, the absence of an adequate lobby/receiving area for guests and walk-in clients, lack of storage area and a modernized library (with adequate bookshelves and reference materials and an e-library component). The lack of office/communication equipment, connectivity, power outage and stand by vehicles for urgent requirements including the serving of staff working overtime were likewise stressful for the personnel. Further, a weak general service support and maintenance of facilities added to the problem.

On organizational systems, there were stressors on functions, duties, responsibilities and workloads; planning, implementation and reporting system; inter-division relationships, office policies, and inter-unit relations. De-stressing mechanisms

recommended were: rationalization of designations and alignment to one's specialization and expertise; harmonization of report formats and inculcate timely submission of reports and documentary requirements; documenting process flows for increased efficiency; simplifying policies and compiling them into a Policy Manual; instilling compliance to office policies; installing a data management system (software and hard drive) for easy access of files on assets and documents; overhauling the office set-up for greater efficiency and effectiveness; strengthening inter-division collaboration through more open communication.

Linkages and partnerships could be stressful too especially through political pressures and accommodations, weak collaboration with partners especially issues involving the media. Though not quite related to the stressors, some ways to ensure a stress-free environment involving partners were linking with agencies as sources of raw materials and organizing inter-agency sportsfest.

Finally, in instilling a strong organizational culture and branding, resistance to change among personnel and avoiding to be technology adaptive could also be stressful.

Table 46. Identified stressors in the workplace and measures to ensure a stress-free environment

Plan Components	Stressors in the Workplace	Ensuring a Stress-Free Environment
People	<ul style="list-style-type: none"> <li>• Non-performing personnel, employees always complaining and blaming others, gossip, harsh talks, loafing, lack of initiative and commitment towards organizational goals, absenteeism and tardiness</li> <li>• Lack of accountability and responsibility, fear of risks associated with responsibility, loafing, loitering employees</li> <li>• Factions, poor interpersonal work attitudes, disagreements</li> <li>• Lack of accountability of some supervisors handling critical support functions, communication barrier, intimidating and terror bosses from the divisions</li> <li>• Undermanned, no library staff, too much designations or responsibilities/multi-tasking/overload</li> <li>• Incapable staff due to poor health</li> <li>• No accident insurance coverage and hazard pay for field personnel</li> <li>• No water stations or free drinking water</li> </ul>	<ul style="list-style-type: none"> <li>• Increased allocation for HRD to enable the regular conduct of trainings that would create camaraderie, patriotism and love for work, self and others (values, ethics of public service, teambuilding, stress management, workplace motivation, leadership, management)</li> <li>• Provide equal opportunities for foreign travels/trainings for professional growth and development</li> <li>• Strengthen coaching and mentoring to improve performance among individuals and operating units</li> <li>• Strengthen the GSO</li> <li>• Strengthen the grievance committee, with briefings on availing its services</li> </ul>

Field Services Delivery	<ul style="list-style-type: none"> <li>• Conflicting schedules among DA Central Office and responsible RFO entities to address urgent assignments</li> <li>• Outputs that need improvement</li> <li>• LGU requests (Food terminals, loans, facilities/equipment for post-harvest</li> <li>• Pressures to promote clients' products even if they do not meet the standard specifications or required volume</li> <li>• Can't cater to over-production of clients</li> <li>• Clients not following procedures, slow compliance of documentary requirements</li> <li>• Beneficiaries continuously following up requests without following protocols</li> </ul>	<ul style="list-style-type: none"> <li>• Trainings on technology updates</li> <li>• Hiring of project-based competent JOs to ensure efficiency in delivery of services</li> <li>• Designate appropriate entities to address political accommodations and outside commitments</li> </ul>
Resources	<ul style="list-style-type: none"> <li>• Slow processing of TEVs and documents for payment</li> <li>• Audit observation memos</li> <li>• Lack of revolving fund for visitors</li> <li>• Delayed delivery of supplies/training kits</li> <li>• Lost documents</li> <li>• Lack of necessary equipment for easy access of documents on properties, lands, machineries</li> </ul>	<ul style="list-style-type: none"> <li>• Fast track processing to ensure payments within a month</li> </ul>
Assets	<ul style="list-style-type: none"> <li>• Offices not situated in one area that hampers document processing</li> <li>• Inadequate lobby/receiving area for guests and walk-in clients</li> <li>• Lack of storage area, congested <i>bodega</i>, lack of filing cabinets, vaults for proper segregation and storage of documents</li> <li>• Need for a modernized library (with more bookshelves and reference materials, with e-library component)</li> <li>• Lack of state-of-the-art media and communication equipment such as the Digital Single Lens Reflex (DSLR), video camera, multi-directional microphones, light reflectors and other equipment for field documentation)</li> </ul>	<ul style="list-style-type: none"> <li>• Conducive workplace environment - air-conditioned, with internet connectivity, visitors' area, centralized storage areas, installation of modernized equipment (communication, efficiency enhancing equipment, furniture and fixtures, etc.)</li> <li>• More vehicles</li> <li>• Provision for fitness and recreational area (gym, massage and reflexology area)</li> </ul>

## Our Journey to the Future: DA WESTERN VISAYAS CORPORATE PLAN (2019-2023)

	<ul style="list-style-type: none"> <li>• Inadequate laptops and desktop computers with upgraded specifications</li> <li>• No TV monitors in strategic sites for display of important information about DA projects and technologies</li> <li>• Poor connectivity, power outage</li> <li>• Lack of standby vehicles for urgent official functions and to convey staff working overtime</li> <li>• Weak general service support and maintenance of facilities</li> </ul>	
Organizational Systems	<ul style="list-style-type: none"> <li>• Lack of delineation of functions, duties and responsibilities based on position titles and designations</li> <li>• Targets and deliverables are too much to handle, voluminous workloads, commitments outside targets, low accomplishment of physical and financial targets</li> <li>• Deadlines to beat, unstandardized report formats, delayed submission of reports</li> <li>• Inefficiencies on processes, lack of proper process flows</li> <li>• Disorganized office systems/transactions</li> <li>• Inadequate support of banner programs and divisions in the preparation of printed and audiovisual print (AVP) materials</li> <li>• No clear-cut policy on vehicle dispatch</li> </ul>	<ul style="list-style-type: none"> <li>• Rationalize designations and align to one's specialization and expertise</li> <li>• Harmonize report formats and inculcate timely submission of reports and documentary requirements</li> <li>• Document process flows for increased efficiency</li> <li>• Simplify and codify policies and instill compliance to office policies</li> <li>• Install a data management system (software and hard drive) for easy access of files on assets and documents</li> <li>• Overhaul office set-up for greater efficiency and effectiveness</li> <li>• Strengthen inter-division collaboration</li> <li>• Pave for more open communication</li> </ul>
Institutional Linkages and Partnerships	<ul style="list-style-type: none"> <li>• Political pressures and accommodations</li> <li>• Need for improved collaboration with media outlets by avoiding short notices for print advertisements, conflicting schedules during coverage of agri-events</li> <li>• Media outside of the DA press corps expect monetary incentives</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate with DOST/DTI for the outsourcing of raw materials</li> <li>• Well organized inter-agency sportsfest</li> </ul>
Organizational Culture and Branding	<ul style="list-style-type: none"> <li>• Resistance to change, not being technology adaptive</li> </ul>	



## Chapter 3

### THE FUTURE WE WANT

This chapter reflects what the DA Western Visayas desires to be in the future. Thus, it presents its vision and mission statements and the core values it will uphold. It institutes a slogan or battlecry for the agency to excite its management and staff along with their stakeholders to move on in unison towards its vision. Likewise, it defines what it hopes to achieve through its corporate goal and objectives as well as targets for the period 2019 - 2023.

#### 3.1 Our Vision Statement

Our desired end-state  
... our inspirational  
long-term DESIRED  
CHANGE



**Service excellence to  
ensure food security  
for all**

### 3.2 Our Mission Statement



What our organization is, why it exists,  
and our reason for being.



**DA Western Visayas is committed to provide innovative support services with its state of the art facilities for sustainable, competitive and resilient agricultural industries**

### 3.3. Our Core Values



### 3.4 Our Slogan/Battlecry



*We serve what farmers deserve*

### 3.5 Our Goal and Objectives

In consonance with Ambisyon 2040, the PDP and the RDP, the DA Western Visayas is driven by the desire to improve the quality of life through reduced poverty and increased income of its main customers - the farmers and fisherfolk. The agency's journey to the future is focused on **improved governance and organizational effectiveness in order to boost and maximize the delivery of quality and first-rate agricultural services in the region.**

More specifically, the performance of the organization in the next five years will be measured in terms of the following:

#### 3.5.1 People Management: *Professionalized services of employees of the DA Western Visayas achieved*

Baseline: *Number of trainings/HRD activities attended by each employee per year, as of 2017: up to one training only*

Target: *At least two trainings/HRD activities attended per employee, per year starting 2018*

Strategies:

- a. Strategic Human Resource Planning: *Guaranteeing best fit between employees and jobs while avoiding future talent shortages or surpluses*
- b. Recruitment, Selection and Promotion: *Attracting the best talents through merit and fitness system*
- c. Learning and Development: *Improving group and individual performance by honing knowledge, skills and attitudes*
- d. Performance Management: *Creating a work environment in which employees are able to consistently meet both organizational and personal goals in an effective and efficient manner*
- e. Incentive Mechanisms: *Genuinely recognizing individual and team contributions for organizational performance*

- f. Employee Benefits and Services: *Building a sense of loyalty to the agency and showing that it cares for the employees' well-being*
- g. HR Information Management System: *Developing online solutions for HR data storage and retrieval including information needs for payroll, accounting and other management functions*

**3.5.2 Field Services Delivery Improvement: *Customer needs and expectations met and surpassed***

Baseline: *Average client satisfaction rating of 85 percent as of 2017*

Target: *Increased satisfaction rating from both clients and employees to no lower than 90 percent per year*

Strategies:

- a. Customer Focused Management: *Going beyond service and quality to reduce negative feedback from both external and internal customers*
- b. Responsiveness of Public Service: *Ensuring timeliness in meeting the needs of the clients, by cutting down turnaround time*
- c. Creativity and Innovativeness: *Looking where others are not looking to see what others are not seeing*
- d. Competitiveness and Productivity: *Matching the country's best in quality of agricultural and fishery goods and products*
- e. Customer Engagement: *Enhancing participative management to empower clients and partners*

**3.5.3 Resource Management: *More timely outputs and greater value delivered with minimum and efficient use of resources***

Baseline: *Overall national ranking in absorptive capacity as of 2017: ninth among all DA regional field offices*

Target: *Improved ranking at higher than ninth among all regions every year*

Strategies:

- a. Fund Management: *Supporting swifter government disbursement and more efficient public spending*
- b. Procurement and Property Management: *Establishing better procurement strategies and adherence to RA 9184 or the Government Procurement Reform Act and its implementing rules and regulations*
- c. Records Management: *Streamlining the management of administrative records throughout their life cycle in accordance with RA 9470 or the National Archives Law*
- d. Security Management: *Promoting safety of people, assets and information, the latter being consistent with the Data Privacy Act of 2012*
- e. Clean and green work environment: *Sprucing up the workplace and the immediate environment to become more conducive for public engagements and services*

**3.5.4 Organizational Systems Development: *Bureaucracy processes streamlined***

Baseline: *The agency has initiated preparations for ISO certification of its laboratory services*

Target: *DA Western Visayas will be ISO-certified by year 2019.*

Strategies:

- a. Organizational Structure: *Refining coordination, supervision and task allocations to address duplications and conflicts*
- b. Policies and Policy Development: *Undertaking a regular review, updating and documentation of internal rules and regulations*



- c. Quality Management System: *Meeting ISO standards in documenting management processes to consistently meet customer requirements and enhance their satisfaction.*
- d. Information Management Services: *Installing a centralized technical information management system that facilitates easy retrieval and reporting mechanisms*
- e. Planning, Monitoring and Evaluation System: *Institutionalizing a results-based management approach in programming and performance management*

### **3.5.5 Assets Development and Management: *State of the art physical assets established***

Baseline: *As of 2017, Php120M has been allocated for capital outlay*

Target: *Capital outlay will be increased by 10 percent per year for state-of-the-art acquisitions/rehabilitations/constructions*

Strategies:

- a. Buildings and Lands Management: *Adopting a sustainable and energy efficient approach through a 'green building' and 'greenscape' program*
- b. Mobility Management: *Creating more economical, efficient, streamlined and cost-effective transport system*
- c. Facilities Management (including demonstration farms, library, research, laboratory and other facilities that promote employee welfare): *Guaranteeing functionality, comfort, safety and efficiency for the people, the workplace and the organizational processes*
- d. Acquisition of Machineries and Equipment: *Tailoring to the needs of the workplace and the employees*
- e. Biological Assets: *Up to date inventory and upgrading to meet the research requirements and production*



**3.5.6 Institutional Linkages and Partnerships Management: *Inter-sectoral collaboration in both local and international networks strengthened***

Baseline: *Number of existing MOAs/MOUs forged, as of June 2018: 666*

Target: *Increase in linkages and partnerships in both local and international scene at ten percent per year*

Strategies:

- a. Partnership with Government: *Developing strategic partnerships with LGUs, SUCs, RMC Members, and RLAs in pursuing solutions to common issues*
- b. Partnership with the Private Sector: *Tapping the POs (Agriculture and Fishery Councils or AFCs, IAs, MPCs, FAs, RICs, 4H Clubs), NGOs, business sector, media and religious sector for agri-related interventions*
- c. Linkages along the Value Chain: *Upgrading the capacity and competitive priorities of the value chain segments*
- d. Linking with Local/International Networks: *Strategizing collaborative work for mutual benefits and assistance such as undertaking innovative practices and sharing information and breakthroughs*

**3.5.7 Organizational Culture and Corporate Branding: *A performance focused organizational culture and visibility institutionalized***

Baseline: *Eight awards/citations/recognitions received at the regional/national/international levels, in year 2017*

Target: *Minimum number of awards/citations/recognitions received at the regional/national/international levels per year: Five awards received*

Strategies:

- a. Organizational Culture: *Improving the way we behave as an organization – our workplace atmosphere, attitudes and values*

- b. Communication System: *Enhancing internal and external communication flows between management and employees, the RFO and its field offices as well as among organizational units*
- c. Leadership Development Program: *Each one imbining the qualities that inspire and motivate people, teams and the organization towards the vision*
- d. Corporate Social Responsibility: *Serving beyond our corporate mission*
- e. Corporate Branding: *Boosting our corporate image by transforming our reputation consistent with our corporate values*

## Chapter 4

### OUR INTERVENTIONS

This chapter reflects the concrete actions that the DA Western Visayas intends to pursue to achieve its vision, mission, goal and objectives in the next five years. They are organized according to the strategies or plans of action listed in Chapter 3. These are on people management, services delivery improvement, resource management, organizational systems development, assets management, institutional linkages and partnerships management, and lastly – organizational culture and branding.

#### 4.1 People Management



Photo 1 – DA RFO 6 employees in a teambuilding activity



Photo 2 – employees in a General Assembly

People are the biggest asset one can have in the organization, and managing them is one of the most important 'soft' leadership skills. People management directly influences individual and team productivity through its impact on staff morale and motivation. Their performance and attitude can result in the success or failure of the agency. The most challenging part of any

manager's job is people management. They are required to lead, motivate, train, inspire, and encourage. On the other hand, they are also responsible for planning the employee requirements of the organizational unit; recruiting, selecting and promoting them providing them appropriate learning and development opportunities; managing their performance; providing them with appropriate incentive mechanisms as well as employee benefits and services; and lastly – maintaining a human resource information management system.

**Objective – Professionalized services of the DA Western Visayas employees achieved**

**4.1.1 Strategic Human Resource Planning**



Human resource planning is a process that identifies current and future human resource needs of the agency to achieve its goals. This Corporate Plan provides the basis for a more thorough human resource plan so that human resource management in the RFO can become more strengthened. Like any organization planning for its input requirements, it must also plan a steady supply of people. It must adapt to its environment and therefore must consider the impact of the swift technological changes, need for a stream of innovative practices and strategies for better products and services, economic globalization and the growing power of the AEC and even the generational and cultural shifts.

**Strategy: *Guaranteeing best fit between employees and jobs while avoiding future talent shortages or surpluses***

**Project 1 – Assessment of the Current Human Resource Availability**

It is strategic to anticipate the workforce requirements rather than getting surprised by the change of events. The agency must work proactively into future expansion workforce requirement in terms of professional experience, talent needs, skills, and others. The DA Western Visayas is expected to grow in time to meet the changing needs of its clients. But, soon, the DA like all

other government agencies are going to feel the impact of a different option in the hiring of Job Order employees consistent with the CSC-COA-DBM Joint Circular 1 s. 2018. Hence, it must be ready to face the challenge of meeting the need for critical set of skills, competencies and talent. First step is to take stock of the available manpower – a comprehensive study of the HR strength of the organization in terms of numbers, skills, talents, competencies, qualifications, experience, age, tenures, performance ratings, designations, grades, compensations, benefits, and others. The analysis must lead to an inventory of critical HR issues that maybe faced and the workforce capabilities that are basic and crucial for various operations, among them as earlier pointed out, the ratio between regular versus JO employees, the competency requirements vis-à-vis the needed functions to be matched, and others.

#### **Project 2 – Analysis of the Future HR Demand**

The future workforce requirements of the DA Western Visayas are analyzed to cover other HR variables like attrition, lay-offs, foreseeable vacancies, retirements, promotions, pre-set transfers, and others. Further, certain unknown workforce variables like competitive factors with the private sector and other government entities, resignations, abrupt transfers or dismissals are also included in the scope of analysis.

#### **Project 3 – HR Demand Forecast**

There is a need to match the current supply with the future demand of HR. This involves estimating the number of future employees of the right quality and quantity, with a view on the proposed interventions in the corporate plan for the next five years. Thus, it is essential to understand the long term objectives and strategies of the DA in order to align manpower requirements with the organizational goals. The implications of any gap in the HR supply and demand must be thoroughly evaluated.

#### **Project 4 – HR Planning and Implementation**

A plan to meet these gaps must be prepared. It may involve relocations, talent acquisition, recruitment and outsourcing, talent management, training and coaching, and revision of policies. Retirement and succession interventions will be a necessary component of the plan.

- a. Retirement plan. This shall be prepared vis-à-vis the succession plan. While the retirement plan primarily prepares the office of the financial obligations that it must fund for the inevitable retirement of employees, the succession looks at the possible successors and how to prepare them for promotion or to take on new roles when opportunities arise. The Human Resource

Management Section (HRMS) can draft the Retirement and Succession Plans based on the schedule of retirement of employees holding key positions and the profile of employees, but an inter-division Committee can review, finalize and endorse it for approval by the ManCom.

- b. Succession Plan. Again, the HRMS provides staff work to complete this and the designated Committee shall review, finalize and endorse it for ManCom approval. Here, employees who may be considered for the succession are identified. Those who have the skills, knowledge, qualities, experience, and most importantly, the desire to be groomed to move up for key positions are determined and lined up for possible promotion.

The plan must be communicated and implemented considering regulatory and legal compliances to prevent untoward situation coming from the employees. The details on how to pursue these are discussed separately hereafter.

#### 4.1.2 Recruitment, Selection and Placement



Actions on human resource in the government are governed by civil service policies as implemented by CSC. One of the recent policies is the 2017 Omnibus Rules on Appointments and Other Human Resource Actions (ORA OHRA) contained in Memorandum Circular 24, series of 2017. Agencies, however, are encouraged to develop their own specific policies customizing them to its needs or uniqueness, provided provisions of the ORA OHRA are not violated. In line with this, the DA Western Visayas sustains its good practices in recruitment, selection and promotion interventions.

**Strategy: *Attracting the best talents through merit and fitness system***

##### **Project 1 – Customizing/Localizing the Merit Selection Plan (MSP)**

The DA Western Visayas shall adhere to the provisions of the Merit Selection Plan (MSP) issued by the DA Central Office; however, it shall update it and add two major features: 1) the creation of Human Resource Management Promotion and Selection

Board\_HRMPSB) in all Divisions; and 2) crafting of qualification standards customized to the positions in each Division. The localized MSP shall be contained in the manual that the HRMS shall prepare.

- a. Creation of the HRMPSB in All Divisions. The office HRMPSB shall be created based on the DA CO MSP, where the designated Chairperson is the Regional Technical Director and the Chief of the AFD as the Co-Chairperson. The DA Western Visayas shall also designate Division-level HRMPSB composed of the following: a) Division Chief as Chairperson, and b) the section chiefs as members.

The main objective of the Division-level HRMPSB is to assess the qualifications of the applicants based on specific qualification standards for positions in the concerned Division. All applicants, be it for regular positions or project-based positions, shall be subjected to a thorough assessment by the concerned Division HRMPSB. After the assessment, the Division HRMPSB shall submit its recommendations to the HRMPSB, for validation and endorsement to the RED.

To ensure that quality personnel are recruited, selected and placed, utmost objectivity will be upheld. This will entail the assessment and processing of 'nameless and faceless' applicants. From here on, all applicants including Job Order and/or Contractual applicants will follow new hiring protocol.

- b. Crafting of Customized Qualification Standards for Identified Positions Required by DA Western Visayas. To ensure that qualification standards (QS) for positions in DA Western Visayas are based on its competency requirements, the following activities shall be undertaken:
  - 1) Creation of an inter-division committee to do complete staff work (CSW) in reviewing the existing requirements for positions in all divisions. The committee shall determine the preferred education, trainings, experience, skills and competencies that are considered relevant, essential unique to each position in each division. The HRMS shall facilitate the workshops of the committee, making sure that the committee's outputs are anchored on the achievement of the DA Western Visayas' goals, objectives, mandates and programs.
  - 2) Documentation and submission of the developed qualification standards to the CSC Regional Office for approval.
  - 3) Upon approval by the CSC, an orientation for all employees shall be conducted by the HRMS.

### **Project 2 - Strengthening the Human Resource Merit Promotion and Selection Board (HRMPSB)**

The HRMPSB is responsible for the objective selection of candidates for appointment in accordance with the approved DA Western Visayas MSP. To ensure that the members of the HRMPSB have common understanding of their functions and interpretation of the provisions of the MSP, the HRMS shall facilitate an orientation-workshop for them, to include topics on CSC rules and regulations on appointments. The Board must likewise review the agency's hiring process to ensure a unified hiring procedure applicable to all organizational units, placing employees based on expertise, specialization, commitment and sense of responsibility.

#### **4.1.3 Learning and Development (L&D)**



It is acknowledged that the human resource is the most important asset of an organization. Hence, it is necessary to regularly provide L&D interventions for the employees. These enables them to be continually updated to cope up with the changing times and at the same time be ready for future opportunities. This component contains three projects: 1) establishing the Human Resource Development Committee (HRDC); 2) crafting the Human Resource Development Plan (HRDC); and 3) Executive Leadership Development.

**Strategy: Improving group and individual performance by honing knowledge, skills and attitudes**

### **Project 1 – Establishment of the Human Resource Development Committee (HRDC)**

An inter-division HRDC will be organized to review the results of the Training Needs Analysis among personnel and initiate the preparation of the agency's human capital development requirements. Further, the HRDC shall be responsible in setting the guidelines for all HRD interventions. It will be assisted by the HRMS.



**Project 2 - Crafting the Human Resource Development Plan.**

The HRMS through its Training Unit shall provide staff work for the crafting of the HRDP to retool all employees and address competency gaps and performance issues. The Plan will be executed by the HRDC. The Plan contains the areas by which development interventions shall be undertaken for people to be enhanced and professionalized to meet their job requirements. The HRDP shall be based on the results of a training a needs survey (TNS) as well as performance evaluation and the individual development plans of employees. It will also reflect specific interventions such as coaching and mentoring sessions, scholarship management and others.

- a. Analysis of Training Needs. Training needs shall be based on a combination of sources: 1) results of the TNS; 2) performance evaluation; and 3) individual career development plans or career paths. The analysis will be the basis for developing a long term HRDP.
- b. Trainings. The following can be a regularized part of the HRDP: Annual teambuilding by organizational units as venues for greater employee interaction, sharing of ideas and improved relationships; induction training with focus on ethics and professionalism of public service for new employees; coaching and mentoring sessions for competency enhancement, etc. Employees career development plans as well as other division-specific trainings should also be integrated in the HRDP. Standard trainings offered by the CSC and other training providers that DA Western Visayas deem necessary for the employees may be included in the HRDP.
- c. Scholarship Management. Local and international scholarships on degree/non-degree trainings shall not be limited to the invitations downloaded by the DA-CO. The HRMS shall source out also from other providers. The scholarships will be offered appropriately to the different organizational units based on the following factors: subject of the training, consistency with the competency requirements of the candidate, performance of the employee (high performers will be given priority), number of foreign travels enjoyed by a candidate (where an ideal standard number of opportunities per employee must be set by the HRDC). An equitable distribution of career development opportunities and scholarships shall also be instituted
- d. Trainings for Would-Be Retirees and Employees in the Succession List. Appropriate trainings will also be included for those in the retirement and succession plans. For would-be retirees, they will be offered counselling on how to adjust from being employed to becoming a retiree, livelihood/entrepreneurial trainings, investment seminars, and linkaging with credit

providers should the retirees need additional capital for a business. For those in the succession list, executive development interventions will prepare them for new roles when any vacancy is declared. The identified HR interventions in both groups shall be included in the HRDP.

- e. Other Development Interventions. Low performers identified after performance evaluation will be prioritized for appropriate development interventions. Likewise, review and coaching sessions for Career Service candidates will be initiated. The HRMS shall do an inventory of employees qualified for Career Service Examination and shall facilitate the creation of the group that will coach the identified employees. Mentoring and coaching sessions will be set based on agreed schedules.

**Project 3 – Executive Leadership Development**

Middle managers including HR officers will be sent to trainings organized by the (DAP), the Asian Institute of Management (AIM) and the Career Executive Service Board (CESB). During the CPP Core Group Session last July 18-20, 2018 at Westown Hotel, Iloilo City, the following managerial and leadership competencies were identified as priority development areas for supervisors and next in line managers:

<ul style="list-style-type: none"><li>a. Driving execution</li><li>b. Motivating staff performance</li><li>c. Leadership for change</li><li>d. Passion for result</li><li>e. Customer/Client focused orientation</li><li>f. Empowering people/</li><li>g. The power of delegation</li><li>h. Power and influence tactics</li></ul>		<ul style="list-style-type: none"><li>i. Integrity/Ethics in public service</li><li>j. Communication impact</li><li>k. Establishing strategic direction</li><li>l. Coaching and developing others</li><li>m. Navigating politics</li><li>n. Cultivating networks</li><li>o. Work standards</li></ul>
--	---	--

#### 4.1.4 Performance Management



The DA-CO has adopted success indicators in consonance with the CSC template in its SPMS. However, there are indicators that may not be suited for DA Western Visayas while there are activities that are not captured enough due to the absence or inappropriate use of indicators. In answer to this concern, the DA Western Visayas shall develop its own version of the SPMS using customized success indicators that are consistent with the general provisions of the DA-CO SPMS. Relatedly, two projects shall be done: the crafting of success indicators and the SPMS guidebook; and the communication and implementation of the SPMS upon approval by the CSC.

**Strategy:** *Creating an environment in which employees are able to consistently meet both organizational and personal goals in an effective and efficient manner*

##### **Project 1 - Crafting the Success Indicators and Strategic Performance Management System (SPMS) Guidebook**

This project will feature the following activities:

- a. The Performance Management Team (PMT) shall convene and determine the appropriate success indicators as basis for measuring performance. This will be institutionalized and published in the SPMS guidebook. This will require a revisit of the CSC SPMS guidelines and alignment to the needs and requirements of the RFO set-up.
- b. The DA Western Visayas SPMS Guidebook will be submitted to the CSC Regional Office for approval.

##### **Project 2 – Communication and Implementation**

Upon approval, the PMT, the PMED and the HRMS shall convene and determine timelines and other activities for the implementation of the SPMS. The employees will be oriented on the mechanics and substance of the DA Western Visayas SPMS.

The results of performance management will be tied up with incentive mechanisms discussed subsequently and as well as development interventions noted in Sub-Component 4.1.3

#### 4.1.5 Incentive Mechanisms



Providing incentives to employees have different purposes. Among others, incentives serve as a motivation tool for higher productivity, promoting team work and boosting morale.

**Strategy:** *Genuinely recognizing individual and team contributions for organizational performance*

**Project 1** – *Executing the Localized PRAISE System*

On November 3, 2017, the DA Western Visayas has adopted a localized version of the DA-CO Unified PRAISE System, improving, strengthening and modifying “the awards and incentives consistent with applicable guidelines and procedures under the CSC Honor Awards Program.” Consistently, it was to “encourage, recognize and reward officials and employees individually and by groups for their innovative ideas, superior accomplishments, heroic deeds, exemplary behavior, significant and extraordinary acts, contributions or services, as well as personal efforts to contribute to efficiency, economy and improvement in the operations of the agency which lead to organizational productivity.” This was crafted by the DA Western Visayas in cooperation with the Department of Agriculture Employees Association (DAEA). It shall be implemented upon approval or clearance by the DA CO.

**Project 2** – *Candid Recognition and Perks for Individual and Team Efforts*

The agency may likewise consider adopting ‘out of the box’ and/or on-the-spot incentive mechanisms that do not necessarily require any legal basis, or those which can be legally justifiable. These are to be over and above the PRAISE awards and incentives. Some suggested modes are shown in Table 47.

Table 47. 'Out of the Box' Incentive Mechanisms

Award	Description
• 'Lunch with the Boss'	<ul style="list-style-type: none"> <li>The 'Boss' refers to the Division Chief, Regional Technical Director or the RED</li> <li>In recognition of outstanding performance</li> </ul>
• 'Innovative Idea Bounty'	<ul style="list-style-type: none"> <li>Certificate of Commendation, for adopted suggestions</li> <li>Can be done on a monthly or quarterly basis, awarded during a flag ceremony</li> </ul>
• Great Performer Award	<ul style="list-style-type: none"> <li>Employee of the Month/Quarter, Early Bird of the Month/Quarter, Night Owl of the Month/Quarter, etc.</li> <li>Can be done on a monthly or quarterly basis, awarded during a flag ceremony</li> <li>Reward can be simple tokens (customized mugs, 4-color ballpens, pouches for gadgets, etc. with the same title of award, or prestige awards such as – a cup of Starbucks Coffee or a local brew, SM gift check, a kilo of heirloom rice – the type of rewards can be limitless)</li> </ul>
• 'Paid Time Off'	<ul style="list-style-type: none"> <li>For volunteer services actually done, thus demonstrating the agency's corporate social responsibility and commitment to serving the community over and above the DA's mandated functions</li> <li>Done on a weekend or during the holidays, individually or as a group, e.g., serving in a natural disaster area, coastal/river clean-up, etc.</li> <li>The awardee can apply for time off from office work equivalent to the actual number of volunteer hours, without deductions from his leave credits</li> </ul>
• Inter-RFO Travel Award	<ul style="list-style-type: none"> <li>To re-enforce exemplary behaviors in the short-term and fostering long-term loyalty</li> <li>Can be an all-expenses tour to outstanding DA projects in another RFO, or joining the RED in one of his/her official visits to another region</li> </ul>
• Self-financed education	<ul style="list-style-type: none"> <li>Two reams of bond paper (or similar perks) per semester for employees who take on self-financed education</li> </ul>
• Recognition of employee's child/ren who garner scholastic achievements	<ul style="list-style-type: none"> <li>Certificate/Medal/Congratulatory Card/Sponsorship of school supplies for the next schoolyear, etc.)</li> </ul>

Awards and incentives do not necessarily have to be expensive, but creative gifts must carry enough perceived value to incentivize employees. This is ideal for re-enforcing exemplary behaviors in the short-term and fostering long-term loyalty.

#### 4.1.6 Employee Benefits and Services



Employee benefits and services packages are offered to attract the best talents in recruitment and to retain the people it has invested in through trainings. They also imply that the organization truly cares for the welfare of its people. The DAEA, like other employees' associations, is guaranteed the opportunity to bargain with management specific benefits and services through a Collective Negotiation Agreement (CNA). The Corporate Plan supports the enhancement of existing benefits and services offered by the agency and strongly endorses new ones as recommended by the employees.

**Strategy:** *Building a sense of loyalty to the agency and showing that it cares for the employees' well-being*

##### **Project 1 - Employee Benefits for DA Western Visayas**

The employees recommended a host of benefits for favorable consideration by management. Enumerated in Table 48, they include the grievance system, PWD/solo parents, physical fitness, ***pag-ulikid sa empleyado program*** (PEP) or Good Samaritan, magna carta for laboratory workers, physical and medical checkup, term insurance for drivers and financial assistance for hospitalized employees.

Table 48. Proposed employee benefits, DA Western Visayas

Employee Benefits and Services	Description	Actors
1. Grievance system	Reactivation of the Grievance Committee to address employee concerns and issues.	HRMS, DAEA
2. Supporting the PWD/Solo Parents	A committee is recommended to craft a PWD/Solo Parent Employees Program. Fund support will be ensured for its full implementation.	HRMS

3. Physical fitness for employees	A Committee will be created to formulate the DA Western Visayas Sports and Wellness Program	DAEA
4. DA Choral Group/Band	Qualified employees will be recruited to the DA Western Visayas Choir/Band, musical instruments will be procured and a trainer will be hired	AFD
5. <b>Pag-ulikid sa Empleyado</b> Program (PEP) or Good Samaritan	The practice of deducting agreed amounts from the employees' salaries as death aid, hospitalization assistance for employees. A Committee will be designated to draft the guidelines for approval by the General Assembly	DAEA
6. Benefits for laboratory workers	Implementation of the Magna Carta for laboratory workers	DAEA
7. Free physical and medical check up	Besides the PhilHealth benefits of the employees, providing them free physical and medical checkup up to twice a year	HRMS
8. Support to drivers	Provision of group insurance for JO drivers	AFD
9. <b>Pabaon</b> for Retirees	Guidelines to be crafted for approval by the General Assembly	DAEA

### **Project 2 – Employee Services**

The extent an organization is able to retain its employees can be traced not only to benefits received, but also the services that provide convenience and address the needs of the employees. In the new operations building under construction, there are provisions for a prayer room, clinic and day-care center, lactating room and cafeteria, while the existing gym is up for rehabilitation. The following can be considered in enhancing the enumerated facilities:

- a. An inter-faith prayer room
- b. Clinic to be equipped with basic medical facilities and equipment and offering IEC materials on basic health issues
- c. A self-liquidating day care center, with a part-time day-care teacher

- d. A lactating room, equipped with a breastmilk pumps, breast milk pouches and freezer to store breast milk for lactating mother employees
- e. Cafeteria, that serves and promotes farmers' products especially organically produced food
- f. Gym, with state-of-the-art sports and fitness facilities and equipment

The agency can possibly consider more services, such as:

1. Strengthening of the employee association/cooperative and possibly tapping them for HR interventions
2. Besides work related trainings identified through TNS – the sponsorship of trainings to support special groups of employees such as women leadership to beef up their role in governance, lesbian gay bisexual transgender (LGBT) to support their rights, senior citizens on health and nutrition as well as financial management especially those getting ready to retire
3. Interventions on stress management like indoor games, weekly exercise/fitness initiatives
4. Flexible work arrangements such as flexi-time, compensatory days off, flexi-place
5. PWD/Senior citizen friendly facilities
6. Free water drinking stations
7. Visitors' lounges equipped with television to view DA programs and projects and other information for dissemination
8. Carpooling services, with policy guidelines on vehicle dispatch
9. Rehabilitation of the DA dormitory

#### 4.1.7 Human Resource Information System



Most organization are now taking into consideration the use of Human Resource Information System (HRIS) to increase efficiency especially in its human resource decision making. The most cited benefit of an effective HRIS is that it provides an avenue for an organization to track and analyze data about its employees, former employees, and even applicants. However, there is a need for the organization to select the system that will meet its needs. Hence, DA Western Visayas must determine its HR information needs to select the most effective HRIS.



**Strategy:** *Developing online solutions for HR data storage and retrieval including information needs for payroll, accounting and other management functions*

**Project 1** – *Enhancing the Management of Employee Information.*

The HRMS has an existing data on employee information, such as names, titles, addresses, salaries. What is needed is to include data on salary and position history, performance appraisal histories and other critical employee information, such as training records. Having these information in one system can save time when employee data is required.

**Project 2** – *Installing benefits administration*

With a system that allows employees to review their own information, updating of personal information is made easier. Under this system, employees can also track their own leave credits, GSIS payments and others.

**Project 3** – *Tracking employee performance and development plans*

This system tracks the performance and development plans of employees. It shows the movement of employees from position to position. Management can use this in the preparation of succession plans for positions in the future.

## 4.2 Field Services Delivery Improvement



This Corporate Plan provides a transformation of priorities in serving the RFO's publics. The past administration may have been characterized with some inefficiencies, ineffectiveness, bureaucratic processes, fragmented services, centralized and top-down actions, discriminatory actions, and prescriptive, rule-bound, compliance-oriented activities. There is therefore a need to counter these negative legacies. Public service must be people-centric. This component then offers a social contract of giving a more positive effect of fostering the transformation of public service in the AF sector, thus bestowing a better life for the agency's clients and partners. This component has five approaches: a customer-focused management, responsiveness of public service, innovativeness and creativity, competitiveness and customer engagement.

**Objective – Customer needs and expectations met and surpassed**

### 4.2.1 Customer Focused Management

Every individual as well as organization action must be shaped by a relentless commitment of meeting and exceeding customer expectations regarding the agency's product and service quality. Thus, it is necessary to constantly evaluate and improve customer



touch points and internal support processes. Every employee must understand what he/she is contributing to maintain and add value to every relationship with the customer and those within the organization that rely on them for the work they do. Service excellence is therefore everyone's responsibility.

**Strategy:** *Going beyond service and quality to reduce negative feedback from both external and internal customers*

### **Project 1 – WOW the Customers**

Public servants are there to serve people, thus, no matter how challenging it may be to provide the so-called customer service, it is necessary to leave a perception of 'great service' from the agency. The success lies in interactions with the customer which are dependent on how the employees adjust themselves to the personality of their customers. Customers refer to both external (beneficiaries, the organization's stakeholders) or internal (people from the organization with whom one deals with). WOWing (from the root word 'wow,' used to express strong feeling such as pleasure or surprise) them means, making them happy because of the easy and enjoyable experience they have with every employee. As much as possible, DA products and services will be brought to the farmers and partners, not the other way around. To be more facilitative in its actions, a training on 'WOWing the DA Customers' is appropriate for all employees especially the frontliners because everybody deals with people. It focuses on developing values of empathy, patience, consistency, adaptability, attentiveness, clear communication, work ethics, knowledge about the DA products/services, positive language, time management, a calming presence, and persuasion skills.

### **Project 2 – Enriching Feedback Mechanisms**

The agency must be, more than ever, curious about what its customers are saying about its products/services, the employees, leadership and the organization itself. It must be able to understand what they want to know, their problems about the agency, requests, grievances and opinions. Feedback guides the organization on needed improvements as well as priority action points. To effectively extract all these information, the following communication tools and channels are going to be utilized:

- a. Customer Feedback Survey: a brief tool can ask simple questions about the DA services and products using the Qualaroo app, or customized tools generating responses from customers who are active in the website, using platforms such as Typeform, Survey Monkey, and GetFeedback. Focus will be on complaints, grievances, problems, and opinions

- b. Through the agency website, telephone, email, live chat, social media and forms distributed in events
- c. Contact Center for quick response to queries and concerns
- d. Suggestion boxes in strategic places in the different offices
- e. Client Satisfaction Surveys, using customized forms through online/virtual administration, after each important agency event, or through Offices, the Agency Officer of the Day, PACD/PAIC Officer, or Security Guard on detail
- f. Consultations with the stakeholders – focused group discussions organized for the purpose

#### 4.2.2 Responsiveness of Public Service



Responsiveness of public service is taken here in the context of timeliness of service delivery. It also means the DA service or product is designed according to the needs and expectations of the customers. Noticeably, Tables 24-29 indicate issues on responsiveness of DA service delivery to the customers. Such claims from the project beneficiaries themselves as delayed delivery of inputs, payment of labor, some equipment not suited to the needs of the FAs, low quality of equipment and materials provided, and high maintenance cost, too many requirements, machineries that are not gender sensitive are just a few of the challenges that have to be directly addressed. Even employee feedback should be areas for action.

**Strategy:** *Ensuring timeliness in meeting the needs of the customers, by cutting down turn-around time (TAT)*

#### **Project 1 – Community Needs Assessment**

For best fit initiatives to suitably evolve, there is a need to consult the targeted beneficiaries directly on their priority and real needs based on their available resources as well as the major challenges they are encountering in the sector. This can be done through a Community Needs Assessment (CNA) utilizing appropriate data collection modes. Here, a facilitator must ably design the right questions to ask and utilize the best strategies to surface the available resources and needs of all participants. This project ensures that the beneficiaries can exercise their freedom of choice. In this way, issues such as the type and quality of

farm equipment/machineries and farm inputs desired, the appropriate programs, projects and activities to respond to their needs, can be properly addressed.

**Project 2 – Reduced Turn-Around Time (TAT)**

This project is all about speed – one of the most important priorities of competitiveness. Customers do not want to wait – thus, the need for rapid delivery – how quickly tasks are fulfilled, and on time delivery – that is, executing before the deadline or at the agreed time of delivery. It also focuses on reduced time needed to accomplish tasks. It aims to reduce feedbacks on the need for greater efficiency in the procurement process and disbursement of funds resulting from delays in the delivery of inputs, distribution of seeds and delays in the processing of claims, as well as the need for reducing the requirements for the accreditation of POs. More specifically, the project will help achieve the following: improving process flows and reducing steps in a process; eliminating waste, error and duplications; and providing quick results. This involves a thorough study of tasks that require a quick turn-around time (TAT). This refers to the total time taken to fulfill an action - between the submission of a task for execution and the return of the complete output to user. Based on the Ease of Doing Business Act or RA No. 11032, s. 2018, simple transactions should not exceed three working days; seven working days for complex transactions; and 20 working days for highly technical transactions.

Figure 17 lists the tasks to be undertaken to design an improved process:

- a. Preparation. Agree on what process to study, how to map it out, who will participate and what resources are needed;
- b. Current State. Agree on a well understood map of current situation, with quantifiable data;
- c. Future State. Agree on an improved future state (no waste, no delay);
- d. Planning. Agree on how to implement new process and who will be responsible for actions.

Figure 17. Steps in designing an improved process



#### 4.2.3 Creativity and Innovativeness



Many organizations are considered BEST because they are most creative and innovative – they avoid tradition and status quo and use creative ideas as a springboard for new solutions. The DA Western Visayas must be able to cultivate among the rank and file the value of curiosity, imagination and risk-taking to develop something new and better in every aspect of the DA operations to stay ahead of a changing environment. Everything can be a candidate for innovation. As Peter Drucker once said, ‘Every organization must prepare to abandon anything it does.’ For this reason, the DA Western Visayas must not limit its vision of innovation to its products – it must consider the creation of any other thing never before done or made – new forms of products and services, processes,

methods, policies, partnerships, customers, delivery mechanisms, promotions and so on. To guide the organization towards this direction, management must make known that creativity is highly valued and that the intention is strong towards making the DA Western Visayas as a creative organization. It must encourage risk-taking. Many employees avoid thinking out-of-the-box or offering solutions that are vastly different from how things are being done for fear of making mistakes. Risk-taking must be encouraged and seen as a norm. Developing a creative culture requires being openminded and less judgmental to the suggestions of the employees.

**Strategy:** *Looking where others are not looking to see what others are not seeing*

##### **Project 1 – Monthly Brainstorming Lunch Session**

To inculcate the value of innovation and creativity, organizations can initiate problem solving opportunities where employees at a division or section level are required to take note of and report organizational problems and inefficiencies monthly and encouraging them to identify as many ideas and solutions on how to solve them. This can be the beginning of creative thinking. This can be done over a monthly brainstorming lunch session, where informally the employees are able to share dozens of new ideas in response to problems. This should also cover areas where resource and energy savings are made – the more savings

generated without sacrificing quantity and quality, the more commendable. The shorter, the process without sacrificing content, the better. Any chosen idea becomes an innovation when something gets implemented. Thus, when implemented, they can be recommended for the monthly 'Innovative Idea Bounty.' With some adjustments, this can also be replicated at the ManCom Level, the RMC or consultations with the stakeholders.

### **Project 2 – Innovation Team**

To further promote creativity in the workplace, an innovation team will be created to process Division-level innovative ideas that apply to office level inefficiencies. The team chooses the best innovative ideas for every issue and recommends them for approval by management. Approved best ideas are announced during flag ceremonies and appropriately rewarded. This signals to everyone that the organization values work-related creativity.

### **Project 3 – Rewarding Stakeholders' Innovative Solutions**

Creativity and innovativeness must transcend internal operations. Valuable innovative solutions offered by stakeholders especially customers and partners must appropriately be rewarded. This can perk up their participation and involvement in the DA's agri-related operations and events. Rewards can be given annually during the celebration of Christmas or regional anniversary.

#### **4.2.4 Competitiveness and Productivity**



Being competitive is having a strong desire to be as successful or being more successful than others. This can be in the form of products and services offered that meet the quality standards of both the local and world markets at prices that are competitive and provide adequate returns on resources utilized in producing them. The DA Western Visayas must take two approaches – being competitive within the DA family (which is discussed thoroughly in 4.7 Organizational Culture and Branding) and making the region's agri-fishery products and services competitive to mark its distinct contribution in ensuring the national economy's excellent performance in the AEC and world markets. The focus in this sub-component is the second approach – making the



Western Visayas AF sector excel in quality to mark its differentiation in the Philippine economy for the AEC and world markets. Here, the economic importance of MANANAM and the joint action of the DA with the DOST, the DTI and the private sector along the value chain, must be given more intensive ‘push.’

**Strategy:** *Matching the country’s best in quality of agricultural and fishery goods and products*

**Project 1 – Monitoring the Environment**

To maintain a competitive position, the Region must thoroughly understand the AF landscape, especially the marketplace. It must therefore be watchful for market trends, threats and opportunities – what do the local and foreign customers want? How must the DA Western Visayas help the farmers best satisfy their customers’ needs? These questions require the agency to develop its core competencies – that is, building up on its unique strengths. *First*, both stakeholders and the employees need to be highly trained to understand customer needs and wants as well as predicting local and foreign market trends. Their technical capability must be strengthened. Their creativity in AF product designs and processes must be honed. *Second*, there needs to be sensitivity to what technologically advanced facilities are available in the market that can improve product quality and reduce costs as well as are flexible in producing a variety of products. *Third*, there has to be sharpness in spotting latest production technologies, quality control techniques and the use of information technology to further strengthen the AF sector.

**Project 2 – Competitive Costs**

Offering lower prices relative to prices of other providers is one way to compete. Hence, the DA Western Visayas must mentor its AF customers on cost cutting techniques through labor, materials and facilities. They must be guided on eliminating waste. They must be given proper advice on automation to increase their productivity and to add efficiency in their operational processes.

**Project 3 – Quality Consciousness**

Buyers always look for quality in products and services – that is, they last long and are of high performance. They must therefore ensure superior features and consistency in product/service design as well as in the process of producing them. More



specifically, they must be appealing, error-free, safe and meeting the customers' needs and wants. For the AF sector to do this, quality at source must be ensured, thus, there is a need to focus on suitable equipment, appropriately trained people, quality materials and inputs and efficient operations.

#### **Project 4 – Product and Volume Flexibility**

The environment keeps on changing rapidly, and so are buyers' needs and expectations. Thus, the AF stakeholders must be able to offer a wide variety of AF products and services through value adding. They must be customized to the unique needs of the local and foreign users. New products and services important to them must be created while those not doing well be re-modelled to attract them. Quite related to this is the ability of the stakeholders to rapidly increase and/or decrease the amount produced to accommodate any changes in demand.

#### **4.2.5 Customer Engagement**



It is highly believed that when an organization gets its customers and partners participating in its affairs, it is likely to increase their awareness about and trust in the agency, leading to their loyalty and retention as stakeholders. The principle of participation – the active involvement and empowerment of stakeholders – should be the core of public service. If customers believe in the DA Western Visayas, they will likely come back for more engagements with the agency. They will give it priority over other organizations and activities. If they receive enough information, services or products, they will spread the

word to others too. In short, engagement is a way of measuring customer sentiment to predict future loyalty. Participative relationships can be cultivated in project designing and project management, in specific activities such as needs assessment, monitoring and evaluation, extension services, R&D, community development, gender initiatives, as well as in various employee-centered activities.

**Strategy: *Enhancing participative management to empower clients and partners***

**Project 1 – Interactive Opportunities**

Consultation meetings and dialogues with the agency stakeholders (local and national government partners, the private sector, SUCs, and members of the RMC on a host of AF subject matters must be continued with vigor. These are venues for maximizing the sharing of knowledge and experiences, recognizing different perspectives, cultivating teamwork in joint initiatives, developing shared understanding and jointly prepared plans, and providing a neutral assessment of the agency's operations as what happened during the Stakeholders' Day.

**Project 2 – Upping Social Media Readership**

Valuable content can turn in new visitors into customers in the agency website and social platforms – Facebook, Twitter, Instagram, You Tube and Linked In. Adopting the content strategy through new subjects that meet the interests and pains of customers can nurture readership. Occasional blogs, tutorials, videos and Frequently Asked Questions (FAQs) must likewise be considered. Product-centric activities that showcase features and updates must likewise be published. It is also very important to listen to customer queries and complaints within short TAT. Positive comments must be acknowledged while complaints must be responded to in the most humane way. The agency can also be more personal in approach by sending personal messages (PM) for comments. People enjoy when offered surprises, so it may work to add a little fun to increase chances of customers staying. This can be done by offering free DA publications, packets of seeds, and other low-cost promotional materials; offering simple rewards to customers who share favorable reviews or opinions on current DA products and services as well as future ideas; extending free tutorials, and others.

### 4.3 Resource Management



Resource management is the process by which the organization effectively manages its various resources – both tangible and intangible. It involves planning so that the right resources are assigned to the right tasks. Tangible resources include equipment, materials, and finances, while the intangibles cover people and time. People management is already covered as a separate component in the Corporate Plan (see component 4.1) while the time dimension is tackled under Component 4.2. The Resource Management Program involves the strengthening of the internal control system of the RFO, specifically addressing proper and responsive utilization of financial and physical resources, the timeliness of transactions, and their appropriate reporting, with 100 percent efficiency rating per year.

**Objective: More outputs and greater value delivered with minimum and efficient use of resources**

#### 4.3.1 Fund Management

Funds are a limited resource especially in the government sector, hence it requires the agency to properly manage it. This involves the following actions: 1) proper determination of and planning the financial requirement of the agency for its operations; 2) sourcing out the right amount to finance the planned requirements; 3) proper use and allocation of funds to improve the operational



efficiency of the agency by reducing capital costs and increasing the value of the organization; 4) sound financial decision with respect to disbursements anchored on strong and suitable financial control strategies; and 5) adoption of cost-saving mechanisms.

**Strategy:** *Supporting swifter government disbursement and more efficient public spending*

#### **Project 1 – Strict Monitoring of Program/Project Implementation**

To step up the agency's efficiency in the utilization of funds, program/project implementation must be relentlessly monitored by both the Budget Section and the PMED. Deviations from planned targets must be avoided, or if unavoidable to limit them to no more than 15 percent. The PMED shall conduct monthly monitoring of obligations and disbursements. Prompt actions must be recommended to correct observed deviations incurred by any personnel/unit. Sanctions must be strictly implemented.

#### **Project 2 - Reducing Processing Time of Documents**

This covers the establishment of a standard timeline for processing of all financial claims/transactions. The Internal Control Unit (ICU) must be strengthened in monitoring financial transactions and recommending sanctions for negligence. To do this, periodic capability building of key personnel responsible for financial transactions will be conducted to enhance their diligence in the preparation and processing of financial documents. This will improve efficiency and accuracy in the payment of claims.

#### **Project 3 - Full implementation of e-NGAS and e-Budget**

It is expected that with the full implementation of the electronic national government accounting system (e-NGAS) in the Accounting Section and eBudget in the Budget Section, delays in the submission of financial reports to the Commission on Audit (COA) and the DA-CO will be considerably reduced by 100 percent. Consistently, the personnel assigned in the said sections must identify their needs in terms of capability, materials, and equipment to fully implement the systems. The identified training

needs shall be coordinated with the HRMS for inclusion in the HRDP. There may also be a need to augment personnel in the sections by designating organic personnel or hiring technical job order for the Internal Control Unit. The new personnel shall necessarily be trained on Internal Control.

#### 4.3.2 Procurement and Property Management



Procurement planning in DA Western Visayas has not been adequately observed in the past due to failures in preparing the PPMP on time, and in following the number of days prescribed for procurement timelines. To correct this, the following projects shall be implemented:

**Strategy:** *Establishing better procurement strategies and adherence to RA 9184 or the Government Procurement Reform Act and its implementing rules and regulations*

##### **Project 1 - Strengthening Procurement Planning**

This project involves two activities:

- a. **Standard Time for the Submission of Unit PPMP.** The Supply Unit/General Services Section shall ensure that all units shall submit their PPMP not later than September of every year so that the APP is consolidated in time for the bidding and awarding of contracts in October and December, respectively.
- b. **Monitoring System for Compliance.** An appropriate monitoring system will be employed to ensure compliance with the procurement timeline and the allowed number of days/hours for other financial transactions. The submission of purchase requests (PR) is set at least three months prior to the activity while the submission of purchase order (PO) is based on the schedule indicated in the PPMP. Procurement timelines must be strictly observed as prescribed in the IRR of RA 9184.

**Project 2 – Developing a Procurement Manual**

The Government Procurement Policy Board (GPPB) has issued four volumes of Generic Procurement Manuals that cover procurement systems and organizations, goods and services, infrastructure projects, and consulting services. Considering that the manuals are generic in nature, the DA Western Visayas shall prepare its procurement manual covering its specific transactions, ensuring however, that it does not run counter to the manuals issued by the GPPB.

Activities under this project shall include: 1) creation of a committee to prepare the manual; and 2) dissemination of the contents of the manual to all employees.

**Project 3– Recording, Safeguarding, and Disposing Purchased Assets**

It is the duty of all government offices to properly record, maintain, and dispose all their purchased assets. The following activities will be sustained:

- a. Regular Physical Inventory of Government Properties. This is to ensure that the assets of DA Western Visayas are properly accounted for and are being used and situated in locations as expected.
- b. Inventory Reporting System. The objective of the system is to reconcile the data from concerned units with those in the GSS and the Accounting Section.
- c. Dispatch of Vehicles and their Periodic Maintenance. The GSS shall review and update the existing policies on the dispatch and maintenance of vehicles. The objective is to institute measures that will optimize the use of vehicles at the same time reduce maintenance costs.
- d. Disposal of Unserviceable Properties. The GSS, together with the Accounting Section and Disposal Committee shall facilitate property disposal procedures. Briefings will also be done for proper implementation.

#### 4.3.3 Records Management



All organizations need to manage their records for greater efficiency and productivity. Effective records management safeguards vital organizational information, control the creation and growth of records, reduce operating costs, and leads to organizational efficiency and productivity. The DA Western Visayas has no existing guidelines on records management other than the general guidelines from the National Archives Office. Based on the life cycle of records, the following projects shall be implemented in consonance with the DA records management (see Figure 18).

**Strategy:** *Streamlining the management of administrative records throughout their life cycle in accordance with RA 9470 or the National Archives Law*

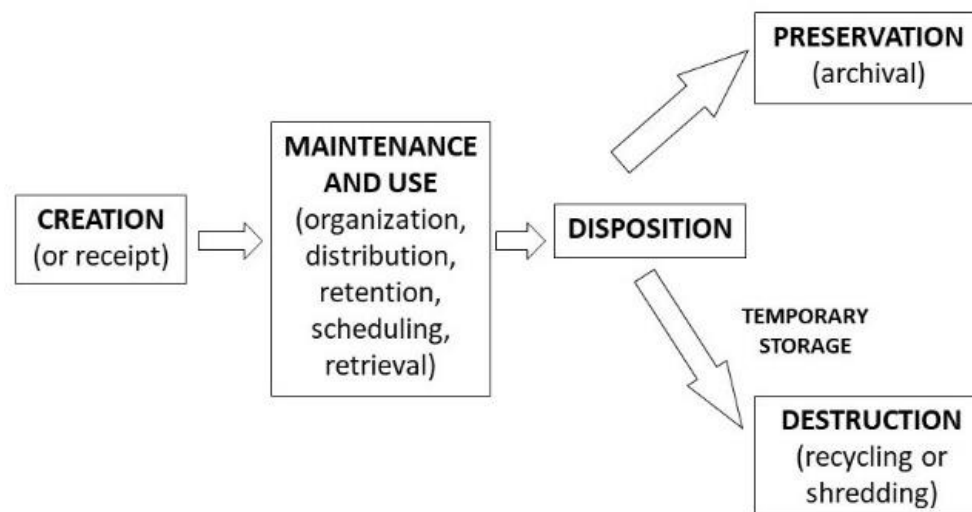


Figure 18. Records management system

**Project 1 - Improving the Existing Records Management Process Flow**

The Records Unit shall review the current process flow and propose a more operative system flow that responds to the needs of the organization. Upon approval of management, the proposed process flow shall be implemented with a briefing among all concerned personnel. The process flow must cut time for documents/records to move from one unit to another. A document tracking system must facilitate recording, indexing and other processes in the chain.

**Project 2 - Developing the Records Disposition Program**

With the voluminous records/documents that DA Western Visayas has accumulated over the years, a Records Disposition Program needs to be developed to determine the retention, preservation and destruction of records. The Program has the following elements:

- a. Records Management Improvement Committee (RMIC). This committee will be tasked to prepare the directives/policies on the retention, preservation and destruction of records.
- b. Directives/Policies on the Retention, Preservation and Destruction of Records. Among others, the policies shall consider the following: filing system, duration of retention of current files held by the units/divisions, schedule of transfer of division records to the common records center/warehouse, and determination of the value of records (for preservation or destruction). It also includes the methodologies by which to preserve records (e.g. scanning, back-up files).
- c. Personnel/Staff. This will involve the designation of personnel who will be involved in records retention, preservation and destruction.
- d. Timetable. This will require the proper scheduling of when to move/dispose records.

**Project 3 - Construction of a Records Center/Storage Area**

To address the concern of DA Western Visayas regarding the accumulation of non-current files, a Records Center/Storage Area shall be constructed. The center shall have the following functions: 1) receive and administer all records that are retired from



current records system, and 2) disposal of all records held in accordance with disposal schedules and in coordination with the National Archives Office.

**Project 4 - Strengthening the Implementation of Document Tracking System**

The existing ICT Systems and connectivity of DA Western Visayas are weak resulting to intermittent implementation of the DTS. Further, there is only one staff taking charge of the ICT requirements of the office. To resolve this, the following activities shall be done:

- a. Strengthen the ICT system by upgrading it to suit the requirements of the RFO;
- b. Designate additional personnel to manage/maintain the ICT system; and
- c. Provide capability enhancement for the personnel involved in the ICT system.

**Project 5 - Orientation/Briefing on Records Management for all Employees**

The management of records should not be limited to personnel assigned in handling records. Every employee must be informed on how records should be managed from its creation to its disposition for them to understand and effectively support the protection of agency records. The HRMS shall coordinate/facilitate the conduct of orientation/briefing on Records Management for all employees, highlighting among others the following: 1) flow of records from creation to disposition; 2) policies on records disposition as developed by the Records Management Improvement Committee (RMIC); and 3) role of each employee/unit/section/division in the protection of agency records.

**Project 6 - Regularized Digitization of Records**

Records digitization is seen as a response to the challenges in managing paper documents. With records digitization, the challenges on storage (the need for space, cabinets, boxes and rooms), access, time and security are solved. Recognizing the advantages of digitization, the DA Western Visayas has started digitizing records. This must be sustained by including records digitization as a major key result area of both the Records Unit and the PMED. The concerned organizational units shall prepare a Records Digitization Plan where the schedule per division shall be set and responsible persons per division are identified to coordinate the digitization activities in their respective divisions.

#### 4.3.4 Security Management



All organizations must make efforts to secure and maintain the safety of their assets, people and information included. To assure that efforts are appropriate for DA Western Visayas, it needs to identify and assess the possible threats that it may encounter. Corresponding strategies shall be identified and prioritized to minimize, if not to eliminate, the occurrence of threats.

**Strategy:** *Promoting safety of people, assets and information, the latter being consistent with the Data Privacy Act of 2012*

##### **Project 1 - Writing a Security Plan**

The GSS shall initiate the writing of the security plan that contains the security policies and procedures. Among others, policies on the following shall be included:

- a. Establishing restricted areas and identifying personnel authorized to enter and exit the areas;
- b. Tracking and locating equipment, products and other resources;
- c. Protecting sensitive documents including identification of documents for public/employee consumption; and
- d. Training personnel on security management, to include but not limited to the earthquake/fire drills, first aid, disaster risk reduction management and evacuation management

##### **Project 2 – Installation and Purchase of Assets for Security Purposes**

The following initiatives shall be undertaken for the RFO and all its stations, under the leadership of the GSS and in coordination with those in charge of Component 4.5.1, on Buildings and Land Management, under Assets Development and Management.

- a. Purchase and installation of CCTV camera
- b. Construction/repair of security guard houses
- c. Installation/repair of perimeter fences
- d. Availing of building insurance
- e. Ensuring good lighting in all areas especially at night
- f. Refilling of fire extinguishers
- g. Installation of firefighting equipment/gadgets (fire alarm system, smoke detectors, sprinkle systems)

#### 4.3.5 Clean and Green Work Environment

A workplace that is well-organized, clean, and well-maintained speaks well of a positive outlook that an organization and its employees' practice. DA Western Visayas shall ensure the strict adoption of the **5S** - a Japanese innovation on systematic techniques for good housekeeping. This involves the principle of waste elimination through workplace organization. It is derived from the Japanese words *Seiri*, *Seiton*, *Seiso*, *Seiketsu*, and *Shitsuke*. The corresponding actions of the 5S are as follows:



- a. *Seiri* (Sort) – distinguish between necessary and unnecessary items; remove the latter.
- b. *Seiton* (Set in Order) – enforce the dictum “a place for everything and everything in its place”
- c. *Seiso* (Shine) – clean up the workplace and look for ways to keep it clean
- d. *Seiketsu* (Standardize) – maintain and monitor adherence to the first three Ss
- e. *Shitsuke* (Sustain) – follow the rule to keep the workplace 5S-right. Hold the gain.

**Strategy:** *Sprucing Up the Workplace and the Immediate Environment to become more conducive for public engagements and services*

#### **Project 1 - Adherence to 5S**

The AFD shall lead the preparation of a 5S plan. After the approval of the plan, the AFD shall facilitate the conduct of a training on 5S for all employees so that everyone shall be involved in the adherence to the 5S. Strict compliance shall likewise be monitored by the AFD. 5S will be practiced in and around the work environment, comfort rooms and respective office spaces of employees. Every place should be spic and span including office files.

**Project 2 - Construction of Disposal/Garbage Area**

The GSS will lead in setting-up a well-designed and maintained disposal/disposal areas in the RFO and all Stations. This is also in compliance with environmental regulations.

**Project 3 - Compliance to the Waste Segregation Law**

In compliance with the Waste Segregation Law, the AFD will lead in the placement and maintenance of color-coded garbage bins for biodegradable, non-biodegradable and recyclable wastes. A Materials Recovery Facility (MRF) will likewise be installed.

**Project 4 - Greenery in the Workplace**

DA Western Visayas shall live up to its being the agriculture prime advocate by practicing urban gardening in its buildings. The gardens will be demonstrated in most applicable areas – the rooftops, walls, lobbies, windows, wherever there are spaces that can be spruced up with container gardening. Done vertically or horizontally, the plants to be used will be a combination of all types and varieties – from flowers to even edible crops. This initiative, which will not only advocate food security and generate the desired workplace ambiance and relief from office stress, shall be spearheaded by the AFD.

#### 4.4 Organizational Systems Development



In public service, there is a growing demand for higher-quality outcomes among customers and their communities. Thus, there is pressure for continuous improvement in all aspects of corporate operations. The DA Western Visayas aims to focus on organizational systems development for a substantive and continuous increase in its efficiency and effectiveness across all areas to maintain its competitiveness and those of its customers. Proven weapons are purposeful configuration of organizational units, efficient coordination through communication systems, standardized processes, quality management orientation, real-time information and accurate data, and suitable planning and follow up mechanisms.

**Objective: Bureaucracy processes streamlined**

##### 4.4.1 Organizational Structure

The organizational structure features the hierarchical arrangement of lines of authority, nature of vertical and horizontal communication lines and the chain of command in an organization. The DA RatPlan approved in 2014 designed a standard organizational structure for DA regional field offices, without due consideration to the uniqueness and needs of every region. To cope up with the situation, the RFO ends up employing Job Order employees to cover adequately the service area as well as to address the manpower needs of programs and projects being implemented. Despite the action, issues such as overlapping of functions, unequitable distribution of workloads, need for harmonization of functions still continue to hound the agency.



**Strategy:** *Refining coordination, supervision and task allocations to address duplications and conflicts*

**Project 1** – *Inward Looking Workshop to Review the DA Western Visayas’ Structure and Functions*

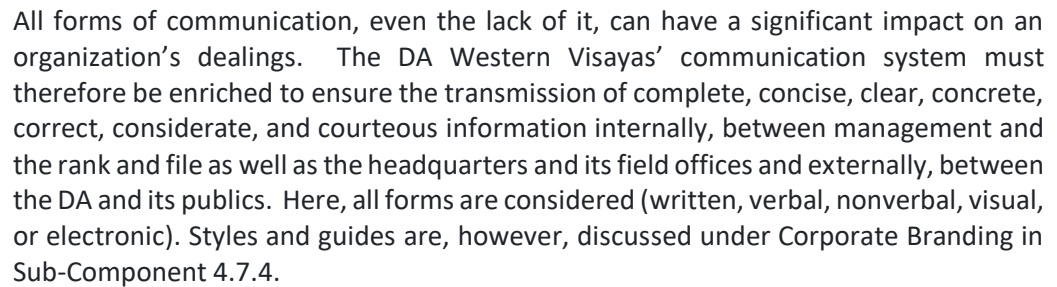
The issues raised cannot be properly addressed without the agency undertaking a self-assessment workshop to review the mandated functions of each organizational unit. Alongside, each unit reviews its functions, roles and responsibilities that it should be doing that it is not doing, those it is doing but should not be doing, those it should stop doing being inconsistent with the intent of the RatPlan, and those which should be more effectively done by other units. Next, it should review its manpower complement vis-à-vis the nature and type of programs and projects it should be undertaking, with due consideration to performance issues noted in the past. There must also be persistent efforts on the part of management to assign people where their capabilities, experiences and potentials are rightfully put to good use. There must be explicit and equitable distribution of workload consistent with the position or designation.

**Project 2** – *Enhancing Inter-Division Relationships*

Efforts must be spent identifying areas of interdependencies between and among the DA’s organizational units – whether the relationships are:

- a) Sequential. Here, the output of one unit is necessary for the performance of another unit. The demand for coordination to prevent slowdown is very important. planning and scheduling must be properly arranged, for example between the procurement unit and cashier’s office;

- #### 4.4.2 Communication System



### **Project 1 – Strengthening Internal Communications**

147

appropriate decisions are concluded, and plans concretized. ManCom meetings must be regularized at least monthly with information transmitted across the organizational hierarchy immediately after. Alternates to ManCom sessions would be brief huddles between management or supervisors and concerned entities which can be done more often but in shorter durations. General assemblies could be done for one-time information dissemination sessions or briefings.

### **Project 2 – Enhancing Communication Mechanisms**

The use of mails, letters, memoranda, reports, telephone and fax messages will continue to be used as a major communication tool. However, the DA Western Visayas will beef up its use of internet-based communication modalities for greater productivity. While the DA Western Visayas is challenged by the fast environment, it will adopt new communication technology to speed up the turn-around time for decision making, greater productivity, efficiency and adaptability. Desktop and laptop computers, cell phones, electronic bulletin boards, website, social media and office intranet will become indispensable tools of communications to enhance the ability for individuals, various units, customers and partners to communicate and stay in touch.

### **Project 3 – Boosting External Communication**

To ensure that high quality and timely AF information reaches its partners and publics, the DA Western Visayas will ensure its regular representation in regional entities such as the Regional Development Council Economic Development Sectoral Committee (RDC-EDC), the RMC, the Western Visayas Agriculture Aquatic and Natural Resources Research and Development Consortium (WESVARRDEC), the Regional Agricultural Resources Research Development and Extension Network (RARRDEN), Regional Agriculture and Fisheries Extension Network (RAFEN), Regional Convergence Initiative for Sustainable Rural Development (RCI-SRD), Agriculture and Fisheries Mechanization Research Development and Extension Network (AFMechRDEN), and such other RDC or NGA-initiated regional networks. Where necessary, it shall host dialogues with its stakeholders.



#### 4.4.3 Policies and Policy Development



Policies help run efficiently the organization in achieving its objectives. They must be consistent among others, with CSC, COA, DBM and DA rules and regulations. Many national guidelines however need to be translated to more specific statements to meet the needs and uniqueness of the organization, the employees and agency's customers. In this way, policies help to shape the culture of the DA RFO. They run the gamut from simple dress codes to complex operational policies like selection of project beneficiaries. To help the agency run efficiently, these policies must be appropriate, well written, and easily accessible. As a management tool, policies must be updated and effectively put to practice.

Also, since many policies are simple and unwritten pronouncements, they tend to be easily forgotten. There ought to be proper inventory, documentation and dissemination.

**Strategy:** *Undertaking a regular review, updating and documentation of internal rules and regulations*

**Project 1** – *Inventory and Updating of Existing Policies (Internal, External)*

With environmental changes taking place, many existing office policies may already be outdated, impractical, irrelevant, overlapping or conflicting. Some may have been amended, yet, still being used as a guideline. Policies therefore need to be

inventoried, classified, and organized by division. Those that need to be updated should be re-written to be more responsive to current needs. New policy guidelines must be crafted for recurring problems. A inter-organizational unit Committee is best designated to undertake CSW on this work.

**Project 2 – Development of an Agency Policy Manual**

After thorough organization and proper documentation of policy pronouncements as contained in office memorandum circulars, minutes of meetings and proceedings of events, all these must be properly compiled into the DA Western Visayas Policy Manual. After its approval and adoption by the ManCom/Directorate, the contents should be properly disseminated. The manual can be reproduced or uploaded in the website for easy retrieval by each employee. The Committee in Project 1 can be the same Committee to execute this project.

**Project 3 – Policy Development**

The PMED is the organizational unit that directly advises the Office of the RED on policy matters. It takes charge of monitoring problems and issues affecting agency operations. Identified problems and issues must not be left unacted upon. Recurring issues ought to be thoroughly assessed in terms of appropriate government response. With assistance from concerned divisions, the PMED takes the lead in this process. It shall take the role as a clearing house for all policy recommendations in terms of providing the right form and style as well as consistency of content. It may involve consultations followed by synthesis of information to rationalize recommended policy options. These policy options are guides for management and/or the ManCom to refine guidelines that will steer technical as well as administrative and finance personnel towards relevant and suitable decisions.

**4.4.4 Quality Management System**



A Quality Management System (QMS) is an organization-wide approach to directing, controlling and coordinating quality. Quality management is a preventive approach and an effective QMS identifies the risks that may affect an organization and provides ways to mitigate them. This management technique is adopted by an organization to eliminate errors throughout its operations and produce products and services at the optimal level of quality desired by its customers. The DA Western Visayas is taking a more proactive stance for quality. Inefficiencies of the past need to be addressed. The errors that prevail in day to day operations may not be costly - but over time if these mistakes are repeated, the

costs can add up to a significant amount. Eliminating the sources of these errors is tantamount to quality. In a very competitive environment, the agency is ready to work for a QMS in its operations. Being ISO certified will enable it to produce products and services that match the desires of its stakeholders (both customers and clients), satisfying their stated or implied needs, and achieving these by conforming to established requirements and processes within an organization. The QMS will thus influence all its employees to perform their tasks and complete them according to quality standards. It sets quality as its measure of success, thus committing to keep up with and meet current quality levels and keeping up with the latest technology. In the end, the agency will reap high respect and credibility within the AF sector, the Region and even beyond. It must therefore meet all the criteria for ISO standards and pass a detailed audit performed by an external ISO auditor.

**Strategy:** *Meeting ISO standards in documenting management processes to consistently meet customer requirements and enhance their satisfaction*

**Project 1 - Benchmarking with ISO Certified Organizations and Initial QMS Work**

As a starting point, the agency may benchmark with ISO certified organizations in the AF sector. A Quality Management Team can be designated to gather a wealth of information on benefits, processes, resource requirements, and the necessary preparations that DA should undertake. The PMED and the AFD can take the lead in forming the Quality Management Team with members drawn from other organizational units. An External Consultant on QMS is engaged to guide the agency through the process. A Quality Management Representative (QMR) is likewise designated to lead the Quality Management Team and together they work directly with the External Consultant on the different QMS preparations. The assigned QMR can be one of the Regional Technical Directors.

**Project 2 – QMS Awareness Building and Capability Building**

There will be a series of awareness briefings among members of the ManCom, and the rank and file to ensure their ‘buy in,’ participation and involvement in the ISO 9001 effort. A series of trainings related to the following subjects will enable key people and all organizational units to know their tasks towards QMS:

- a. Quality planning. This ensures that quality requirements are addressed throughout the lifecycle of the agency products and services.
- b. Quality control. This focuses on process outputs to ensure that standards are actually met.
- c. Quality assurance. This gives confidence that standards and requirements are being met.
- d. Quality improvement. This process ensures that the management as well as rank and file are well informed about the above activities and other requirements.

**Project 3 – Crafting the DA Western Visayas ISO 9001 Quality Management Manual**

The capability building sessions will enable the formulation of the organization’s quality policy, quality objectives, process maps or flowchart of procedures, work instructions and forms. Altogether, they shall form the DA Western Visayas ISO 9001 Quality Management Manual. It will also enable them to manage their document control and to standardize their work instructions.

**Project 4 –Internal Quality Audit and Management Reviews**

An Internal Quality Audit Team will be designated to perform regular internal quality audits. Management Reviews under the leadership of the QMR will be regularized as a venue for identifying problem areas in the implementation of the QMS and instituting corrective and preventive actions. A Management Review ensures continuous effectiveness, adequacy, and suitability of the QMS.

**Project 5 – Third Party Audit, Certification and Sustainability**

Before applying for certification, a pre-assessment audit or third-party audit takes place. Certification bodies can provide a qualified but independent auditor/s to conduct this service. Some degree of confidence is gained before application for certification if the pre-assessment audit goes well. A formal application for certification is then made if the quality management

system has been operating for a few months and has stabilized. An audit of the documents is carried out, and if it conforms to the requirements of the quality standard, it is followed by an on-site audit. A certificate is only awarded to the organization if the certification body is satisfied with the workings of the system, after which the certification body carries out periodic surveillance audits during the three year period of validity of the certification. Thus, it is necessary for the agency to sustain its quality practices.

#### 4.4.5 Information Management Services



With huge volume of information lodged in every employee and organizational unit, there is difficulty retrieving them when needed by another entity in the organization. Securing them at all times is another issue to deal with. It must be emphasized that all data and information generated by any employee and/or organizational unit effectively belongs to the agency and are a strategic asset held by government as a steward on behalf of the public. They are also collected or generated for specified public policy and/or operational purposes. Therefore, a centralized information management system needs to be established— one that is well-organized and maintained as well as made accessible to all users through local and remote servers. The repository contains information about multiple subjects in a well-organized manner. They will be focused on technical information to distinguish it from records management which is more focused on administration and finance documents. The system will also have the capability to process desired information in the report format needed.

**Strategy:** *Installing a centralized technical information management system that facilitates easy retrieval and reporting mechanisms*

**Project 1 – Acquisition of ICT Hardware and Software**

The use of ICT in the storage and sharing of information has become indispensable. The collection and processing of data into desired databases and reports have become easier with the help of ICT hardware and software. Necessarily, there has to be an improved connectivity. Even knowledge sharing is facilitated through them. Hence, there is a need to inventory and acquire the needed computers, telephones and fax machines, and desired applications. The agency should aim at providing computers at a ratio of almost one computer for every employee by the end of the plan period. Next generation multi-function printer-scanner-copiers will be for common use in every organizational unit connecting multiple units of personal computers (PCs) or laptops through Local Area network (LAN) cables.

**Project 2 - Database Management and Reporting**

The chief feature of an information management system is the ability to store data and make them easy for the system's users to retrieve. The type of databases to maintain depends on the decision-making requirements of the agency and requests or queries for information. The next most important feature of the system is the reportorial requirements of the DA agency and its stakeholders. An information management system is only as good as the reports it generates. There may be a need for maintaining multiple report templates while being able to create specific reports custom-tailored to the needs of users. There is also a need for continuous updating as well as cleansing current collections. To effectively manage these tasks, it is necessary to strengthen the MIS. Other tasks to be included are mentoring and/or capability building activities to increase employees' computer literacy, installation of ICT based solutions where necessary, adopting paperless operations where possible, digitization of documents and downloading forms/documents through the DA Western Visayas website (forms for licensing, permits, feedtracking, market information, matured technologies, etc.).

**4.4.6 Planning, Monitoring and Evaluation (PME) System**



Good PME establishes clear links between past, present and future initiatives and development results. M&E can help an organization extract relevant information from past and ongoing activities that can be used as the basis for programmatic fine-tuning, reorientation and future planning. Without effective PME, there is no firm basis to conclude that work is going in the right direction, whether progress and success can be attributed to one's efforts, and how future efforts may be improved. Its integrated nature must be realized while considering the critical role they play in managing for development results. M&E is heavily dependent on good planning. If a plan is properly developed, then M&E becomes much easier to plan and implemented. Boosting the agency's PME tasks must therefore be considered.

**Strategy:** *Institutionalizing a results-based management approach (RBM) in programming and performance management*

**Project 1** – *Building a Coherent Planning, Monitoring, Evaluation System*

A plan/program/project may be well crafted in terms of the content and the process. Often, however, the M&E is not well planned. Monitoring is often confined to field inspections or simplified review and re-planning. Worse, the task of monitoring ends there. There are no evaluations undertaken. Thus, explanations of statistics gathered are missing. An M&E Scheme must form part of any plan/program/project with detailed information on what data to collect (information requirements), for whom the data is to be collected (user of information), who will collect the data (actor/s), where will the data be collected (location), when will the data be collected (timeframe), and how will the data be collected (data collection methods and techniques). Moreover, with the Agriculture and Fishery Modernization Plan (AFMP) and DA Western Visayas Corporate Plan, planning must consider the documents' midterm (every after two to three years) review and updating. It will likewise be important to document the physical development plan in the next five years.

**Project 2** – *Capability Building in M&E*

One reason why M&E maybe deficient is because of the lack of know-how which can be responded to by coaching, mentoring and formal training. The training on monitoring should not be confined to PMED staff. All those who implement PPAs must learn the rudiments of monitoring. Evaluation, especially the conduct of result and impact evaluation, is a more technical activity that must be confined to PMED staff who act as internal third-party evaluators of DA interventions.

**Project 3** – *Institutionalized M&E System*



This will cover the 1) Development of the Agency M&E System; 2) Harmonized monitoring and evaluation of all plans, programs/projects across banner programs, special projects and organizational units; 3) Conduct of periodic performance assessment and the corresponding reporting requirements; 4) Strengthening of the CSOs/AFCs as a monitoring partner for DA programs/projects; 6) Conduct of result/impact evaluations. Necessarily, this project will be under the leadership of the PMED.

#### 4.5 Assets Development and Management



This component primarily considers the asset requirements of the agency, given forecasts of its production and manpower needs in the next five years as well as the economic and technological developments taking place in the environment. There is a need to gain a comprehensive and accurate view of what assets will be developed and/or acquired. Development options to reach asset goals must be thoroughly evaluated considering constraints and downtimes of the past.

**Objective - State of the art physical assets established**

##### 4.5.1 Buildings and Lands Management





A growing organization requires more spaces to accommodate the number of people handling a variety of programs and projects. Such spaces can be provided through new buildings as well as rehabilitation and renovation of existing ones. Since the DA Western Visayas has limited land, vertical expansion is more favorable over horizontal option unless the agency accommodates land acquisition. Necessarily, such programming for any physical development should consider costs for site works and services (access roads, utilities, drainage, flood control, etc.). Considering calls for environmental sustainability, the DA buildings must be ecologically-sustainable, substantially reducing their environmental impacts through materials and energy used. Proper waste management as well as re-using and recycling materials are appropriate moves. 'Green' buildings for quality living and 'greenscape' programs are becoming popular nowadays. 'Green' buildings are eco-friendly, resource efficient, very energy efficient, and are designed and commissioned to ensure that they are healthy for the users. 'Greenscape' and 'green' walls are cost-efficient and environmentally friendly solutions for interior and exterior landscaping. Being in the agriculture sector, the DA Western Visayas ought to be the first to introduce these two strategies in its physical development program.

**Strategy:** *Adopting a sustainable and energy efficient approach through a 'green building' and 'greenscape' program*

**Project 1 - Construction of the three-storey state of the art building of DA Western Visayas**

The construction of DA-Western Visayas' state of the art building is on-going and scheduled to be finished by 2019. With its commitment to participate in mitigating climate change and become a model, the three-storey building has the following features: 1) roof deck/penthouse; 2) use of grid-type solar system to meet the energy requirement of the building while significantly reducing carbon footprint; 3) facility for rain-water harvesting for efficient use of water; 4) green label carpeting using native vegetation for landscaping; 5) access to fresh air, natural daylight and views; 6) use of non-toxic construction materials; and 6)



consideration of the standard lifetime of occupants in the design, construction and operation.

**Project 2 - Construction of New Buildings**

While new buildings are rehabilitation of old ones are desired it is important to resolve the ownership of lands. A detailed physical development plan must be prepared for the next five years, consisting of the following:

1. Regional Integrated Laboratory Building – WESVIARC Compound
2. DRRMO Building – BPI/DA Operations Compound
3. RAED Office Building – BPI/DA Operations Compound
4. COA Building – BPI/DA Operations Compound
5. Storage/Stock Room – BPI-DA Operations Compound
6. Two-storey Training Center – WESVIARC Compound
7. One-Stop Agribusiness Center – Along WESVIARC Radial Road
8. Rehabilitation of AMTEC Visayas Satellite Testing Center – WESVIARC Compound
9. HVCC Storage Building - BPI/DA Operations Compound
10. Designation of space for RAFC Office

**Project 3 - Improvement of Grounds and Buildings**

1. Grounds of Operations Compound – BPI/DA-Operations Compound
2. Regulatory Building – Soils Compound
3. Grounds/Parking Space of Soils Compound – Soils Compound
4. Soils Building (ground floor-production/biological laboratory; 2<sup>nd</sup> floor dormitory; 3<sup>rd</sup> floor/rooftop; sports facilities/entertainment area) – Soils Compound

**Project 4 - Improving the Research Stations/Demo Farms**

1. Construction/improvement of concrete perimeter fence to secure the property of the stations.
2. Rehabilitation and improvement of dilapidated structures inside ROSes/Demo farms and construction of additional structures.
3. Construction of access roads in all ROSes for easy access.

4. Installation/acquisition of additional power supply.
5. Construction of motorpool to house all farm machineries and farm equipment.
6. Construction/rehabilitation of irrigation facilities
7. Establishment of Farmers' Information and Technology Services (FITS) Center

#### 4.5.2 Mobility Management



This sub-component seeks to optimize the use of all transportation resources in the DA while being responsive to the mobility requirements for official purposes. In today's fast-paced society, it is important to stay in control of employee mobility and the associated costs. The DA must create more economical, streamlined travel options and be a first contributor to the reduction of the organization's carbon footprint while increasing employee satisfaction for more convenient travels. Unserviceable and old vehicles need to be disposed and replaced to reduce costs in maintenance and repairs.

In the next five years, twenty brand new vehicles are planned for procurement for ROSeS and operating units without assigned units. Also, three coasters/mini buses will be acquired for trainings and special events. The acquisition will imply the setting up of a motorpool and a parking lot to accommodate the new vehicles. Carpooling and van rentals could be an option if vehicle acquisition maybe compromised.

**Strategy:** *Creating more economical, efficient, streamlined and cost-effective transport system*

#### 4.5.3 Facilities Management



This sub-component includes demonstration farms, library, research, laboratory and employee welfare facilities. State of the art and modernized facilities is a promise. Managing these facilities calls for ensuring that they work harmoniously with productivity. Such factors considered are: occupancy, maintenance, sustainability, risk management, communication, performance and quality. Provision of employee services will include the construction of a canteen. The existing library will be upgraded to support the employees' as well as stakeholders' need for knowledge management services. Sports facilities will likewise be acquired to consider the health and fitness requirements of the employees.

**Strategy:** *Guaranteeing functionality, comfort, safety and efficiency for the people, the workplace and the organizational processes*

#### 4.5.4 Acquisition of Machineries and Equipment

This sub-component involves the acquisition of the right size and type of machines and equipment needed for operations, available to do the job at the right time for the least cost. The following will likewise be targeted for acquisition/establishment in the next five years: 1) New laboratory equipment and upgrading of existing facilities; 2) Equipment to meet the needs of research stations;



3) Additional farm machineries needed by research stations; 5) Showroom to showcase all farm machineries and equipment in WESVIARC as center for farm mechanization.

**Strategy:** *Tailoring to the needs of the workplace and the employees*

#### 4.5.5 Biological Assets



In its effort to upgrade its biological assets, the DA Western Visayas will procure purebred native chicken, upgraded goat and sheep specifically for WESVIARC, Antique ROS and La Carlota. Preferred breeds are the following: Native darag - Jolo, Black Jersey; upgraded goat will include Anglo-Nubian doe and buck, while upgraded sheep will be Barbados ewe and ram.

**Strategy:** *Up to date inventory and upgrading to meet the research requirements and production*

#### 4.6 Institutional Linkages and Partnership Management



An African proverb says – “If you want to go fast, go ALONE. If you want to go FAR, go TOGETHER.” But also, it is said that “Alone, one can do so little; together we can do so much.” Nowadays, organizations avoid existing in isolation. They link with institutions in their immediate and external environments living an exciting role as participant in collaborative efforts to be able to do more. Deciding to “opt-in” and actively get involved in local and international opportunities builds up one’s resources. Consistently, the DA Western Visayas supports meaningful formal relationships with national government entities including SUCs, the local government sector and the private sector. It also endeavors to link with international organizations. When all things work optimally, such relationships bring a wide range of benefits, such as enabling both sides to work together on common concerns. A diverse variety of partners are needed to help satisfy a diversity of needs from both sides. Harmonized efforts, for one, bring about such benefits as: reducing duplication of efforts, improving efficiency thru pooled



resources, ensuring strength in numbers, enabling partners to speak one voice, cultivating complementarity as well as a strong sense of solidarity and togetherness. Secondly, collaborative work creates better impact in serving the same clients. Third, institutional linkages and partnerships can facilitate information exchange on good AF practices and sharing of resources (e.g. expertise, finance, facilities, etc.) in pursuit of common goals and objectives. Fourth, the partnership can be a mechanism for monitoring and evaluating AF PPAs to achieve efficiency.

**Objective - Inter-sectoral collaboration in both local and international networks strengthened**

**4.6.1 Partnership with Government**



The AFMA or RA 8435 provides that the national government through the DA together with SUCs shall assist in the LGU's extension system by improving their effectiveness and efficiency through capability-building and complementary extension activities such as the provision of technical assistance, training of LGU extension personnel, improvement of physical facilities, extension cum research, and information support services (Sec. 92). Further, it states that the LGUs shall be responsible for delivering direct AF services while the SUCs shall primarily focus on the improvement of the capability of the LGU extension service through degree and non-degree training programs, technical assistance, extension cum research activities, M&E of LGU extension

projects; and information support services through tri-media and electronics (Sec. 90). The roles are

explicitly delineated to avoid duplications. But as observed, nowadays, national government has encroached into the LGU responsibilities because of inefficiencies resulting from the devolution of AF services to the local government sector.

**Strategy: *Developing strategic partnerships with LGUs, SUCs, RMC Members, and RLAs in pursuing solutions to common issues***

Current initiatives of the DA Western Visayas that must be sustained and/or areas of improvement to correct observed inefficiencies are as follows:

- a. Involvement of the PLGUs and MLGUs in the formulation of the AFMP, target setting and prioritization of AF interventions in annual operational planning, monitoring physical and financial performance in various commodity-based and special AF initiatives, dialogues and feedbacking sessions to address current issues and concerns, continuous provision of resource support, capability building initiatives and technical assistance. Improvements in future collaborations can include involvement of PLGUs in PPAs that directly benefit MLGUs to avoid the issue of bypassing, cutting the turnaround time for the delivery of interventions, reducing required documents for availing of projects, provision of agri-machineries to be consistent with the desired specifications of intended beneficiaries, and considering the provision of logistics support to LGUs.
- b. Boosting substantive links with and resource support for the RMC and its member agencies, namely the Agricultural Credit Policy Council (ACPC), ATI, BAI, BAR, BFAR, BPI, Bureau of Soils and Water Management (BSWM), National Food Authority (NFA), NIA, Philippine Center for Postharvest Development and Mechanization (PhilMech), Philippine Coconut Authority (PCA), and the Philippine Fisheries Development Authority – Iloilo Fishing Port Complex (PFDA-IFPC).
- c. Supporting AF research and development as well as extension efforts of SUCs for localized technology generation, promotion of efficient/effective indigenous technologies, development of innovative extension mechanisms, utilization of idle lands for agro-ecotourism enterprises, innovative modes of attracting the youth to stay in agriculture or pursue farm enterprises, conduct of capability building for LGUs, conduct of M&E of LGU initiatives, and translation of IEC materials into the local dialect for distribution among AF constituents.

- d. The DA's partnership with relevant RLAs such as the Civil Service Commission (CSC), Department of Agrarian Reform (DAR), DBM, DENR, Department of the Interior and Local Government (DILG), DOST, DTI, Food and Drugs Authority (FDA), NEDA, for various governance issues as well as joint programs/projects on climate change, biodiversity conservation, food safety and other subject areas; in government initiated networks such as the RDC-EDC for RDC concerns, the WESVARRDEC and RARRDEN for research and development, RAFEN for extension, AFMechRDEN for agri-mechanization, and the RCI-SRD for sustainable rural development affairs; and its membership in regional councils such as the Regional Advisory Council – Animal Disease Control and Emergency (RAC-ADCE), Regional Disaster Risk Reduction Management Council (RDRRMC), Regional Peace and Order Council (RPOC) should likewise be enhanced. The DA's presence and involvement contribute to its support to regional affairs and further builds up its credibility.
- e. Enriching linkages with the academe through the SUCs and private Universities in the region for AF programs and projects along production support services, as well as research development and extension.

#### 4.6.2 Partnership with the Private Sector



interacting with the local community. The DA Western Visayas will tap them for a wide range of services that they can provide to communities among them - institution building, business networking and marketing, innovation and knowledge sharing, technical training, research and extension, and other community services. They can be designated as well as the DA's conduit for program/project implementation and support mechanisms like fund support.



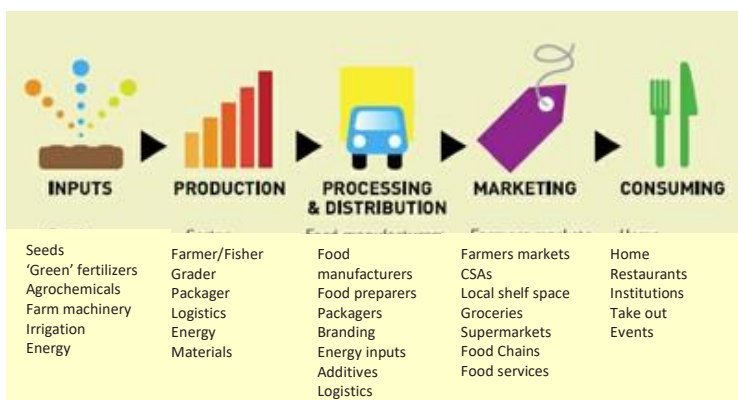
**Strategy: *Tapping the POs (AFCs, IAs, MPCs, FAs, RICs, 4H Clubs), NGOs, business sector, media and religious sector for agri-related interventions***

To be more concrete, here are existing joint initiatives that can be further fortified:

- a. The AFC serves as the DA's third-party monitor and evaluator for field projects. Its representation in the ***Sangguniang Bayan*** (through the Municipal AFC Chair), the ***Sangguniang Panlalawigan*** (through the PAFC Chair), RMC and the Philippine Council for Agriculture and Fisheries (PCAF) (through the RAFC Chair) also serves as the sounding board for the concerns in the farming and fishery sector.
- b. Professional organizations in the region, which act as a feedback mechanism for emerging problems and issues in the sector, be a source of policy recommendations related to the sector and provide expert advice to the agency along AF subject matters. Included here are the following:
  - i. League of Municipal and City Agriculturists of the Philippines (LeMCAp) in behalf of LGU Municipal and City Agriculturists
  - ii. Philippine Association of Agriculturists (PAA)
  - iii. Philippine Extension and Advisory Services Network (PhileASNet)
  - iv. Crop Science Society of the Philippines (CSSP)
  - v. Philippine Society of Soil Science and Technology (PSSST)
  - vi. Pest Management Council of the Philippines, Inc. (PMCPI)
  - vii. Philippine Society of Agricultural and Biosystem Engineers (PSABE)
  - viii. Philippine Institute of Civil Engineers (PICE)
  - ix. Philippine Society of Animal Science (PSAS)
  - x. Philippine Veterinary Medical Association (PVMA)
  - xi. Philippine Institute of Certified Public Accountants (PICPA)
  - xii. Philippine Association of Budget Administration, Inc. (PAGBAI)
  - xiii. Association of Government Internal Auditors (AGIA)
  - xiv. Department of Agriculture Employees Association (DAEA)
  - xv. Department of Agriculture RFU 6 Multi-Purpose Cooperative (DARFU6MPC)
  - xvi. Department of Agriculture Good Samaritan Association (DAGSA)

- c. Regional chapters of rural based organizations (RBOs) such as the ***Pambansang Mannalong-Maguuma-Magbabaul-Magsasaka ng Pilipinas*** (P4MP), Rural Improvement Clubs (RICs), 4H Clubs, regional federation of IAs, ***Samahan ng Magsasakang Siyentista*** ng Pilipinas (SMSP), ARBs, etc. perform capability building activities to further empower their members. The DA can support these groups with learning events such as expository visits to agri-based fairs and similar events locally and abroad. This can inspire them towards modernized farming. Where RBOs are not yet federated, they must be assisted to form their federations at the municipal, provincial and regional levels to become more competitive locally and internationally.
- d. Private HEIs are tapped for researches in crops and livestock, while others under the supervision of the Department of Education (DepEd) are engaged in for children and youth involvement in school gardening program (***Gulayan Sa Paaralan*** Program or GPP) for better learning and nutrition outcomes.

#### 4.6.3 Linkages along the Value Chain



Among the five segments along the value chain, namely, input supply, production, processing and distribution, marketing and consumption, there is a steady growth of government support in the production segment. One area for improvement is how the DA Western Visayas can strengthen its linkages and partnerships along the four other segments, namely, input supply, processing and distribution, marketing and consumption. Appropriate capability building interventions are wanting in these segments to make them comparably competitive.

**Strategy:** *Upgrading the capacity and competitive priorities of the value chain segments*

For a more dynamic and responsive support system along the value chain, the DA Western Visayas can undertake the following:

- a. Conduct of a comprehensive CNA in each value chain segment including how the DA can support the identified needs
- b. Provision of a venue for actors along each value chain segment to be organized by industry, in coordination with relevant agencies. This will enable them to become more competitive and conscious of international quality standards especially on food safety as a component of food security. The RFO's triggering action is likewise hoped to encourage an entrepreneurial spirit among them.

#### 4.6.4 Linking with Local/International Networks



With the AEC in place and pressure of global competitiveness, the RFO needs to expand its linkages locally and internationally through formal membership in knowledge networks. Aimed for one to increase the visibility of the Regional Office in local and international level, it is also a strategic move to pile up new knowledge on current issues that can trigger new, creative and innovative undertakings adaptable to the Region.

**Strategy:** *Strategizing collaborative work for mutual benefits and assistance such as undertaking innovative practices and sharing information and breakthroughs*

#### **Project 1 – Participation in Trade Fairs, AEC Conferences and Summits**

Together with customers and partners, DA management and staff should endeavor to be part of local and international trade fairs, AEC conferences and summits. This can be an opportunity to establish destinations for Western Visayas agri-based

products as well as to learn strategies others are adopting that can be replicated in the Region. They also serve as capability building opportunities that enhance business skills.

**Project 2 - Linkages with Marketing and Credit/Lending Institutions**

As part of generating more agri-related investments, business counseling and mentoring, beneficiary groups must be assisted in accessing new technologies, credit and market information. They must be linked with the right contacts.

**Project 3 – Participation in Local and International Conventions and Trainings**

DA rank and file will be encouraged to participate in local as well as international conventions and trainings for technology updating and professionalization of their services. In exchange, they must translate their learnings into doable action plans that will strengthen regional customers.

**4.7 Organizational Culture and Corporate Branding**



Future-proofing the organization from failures and downturns, requires that it must operate with integrity and authenticity. This means having a distinct organizational culture and a corporate brand that creates a powerful engine of competitive advantage and growth. A strong, differentiated culture contributes to a strong, differentiated corporate brand — and that an extraordinary brand can support and advance an extraordinary culture. Thus, the DA Western Visayas shall think and operate in unique ways internally to produce the unique identity and image desired externally through its customers and partners. It is therefore

necessary for all rank and file to understand and embrace the distinct ways the agency can create value for its customers, the points that differentiate the agency brand from fellow RFOs and other organizations in the region or within the AF sector.

**Objective - A performance focused organizational culture and visibility institutionalized**

**4.7.1 Organizational Culture**



Organizational culture is the unique personality that the agency uses to express itself. It is the essence of how employees interact and work within the organization – how the organization conducts its operations, treats its employees, customers and the community it serves, the extent to which freedom is allowed in decision making, developing new ideas and personal expression, how communication flows within the organization, the level of commitment employees have. It reflects consistent, observable patterns of behavior in organizations. As Aristotle said, “We are what we repeatedly do.”

**Strategy:** *Improving the way we behave as an organization – our workplace atmosphere, attitudes and values*

**Project 1** – *Excelling through ‘Quality Operations’ rather than ‘Quantity’ in Operations*

The DA Western Visayas may have been shy in the past in terms of physical and financial accomplishments in the DA Family. The agency will transcend beyond statistics, by excelling among fellow RFOs, bureaus and other service units in the DA through corporate changes lined up for adoption through this Plan.

**Project 2 – Creating a Congenial Organizational Climate**

Organizational climate refers to the employees’ shared perceptions or the prevailing organizational norms for conducting workplace activities. It influences to a great extent the performance of the employees because it has a

major impact on motivation and job satisfaction. A climate that favors risk taking will encourage the employees to be more creative and innovative and to offer new ideas. An atmosphere of cooperation opens access among group members and creates individual motivation to exchange knowledge with fellow employees resulting in greater productivity. The DA Western Visayas will adopt appropriate techniques that will be generally be helpful in improving the climate in the workplace, such as:

- a. Installing an effective communication system (two-way, feedbacking system)
- b. Strengthening concern for people through employee welfare and working conditions, participative decision making, stress management, conflict management, rewards system, etc.
- c. Enhancing inter-personal relations through the conduct of teambuilding, trainings on leadership, communication skills and personality development
- d. Upholding participative decision making
- e. Making policies, procedures and rules relevant to the times
- f. Adopting technological changes.

These relate to the quality of the internal environment resulting from the interplay of factors including organizational structure, team spirit and unity of group, management support, opportunities for individual initiative or autonomy, rewards, risks and risk taking, interpersonal relationship, tolerance of conflict, leadership processes, and others.

### **Project 3 - Differentiation in Products/Services**

This calls for serving differently and uniquely by entering into endeavors that are not traditionally done by other RFOs or other public institutions. A few can be introduced at a time, like one to two every semester: The DA Western Visayas can create a niche in the agricultural sector, such as:

- a. Establishing partnership with the telecommunications network providers to introduce the 'green sim.' This is like distributing IEC materials but in the form of a sim card, considering that even farmers and fisherfolk nowadays have their own cellphones for communication purposes. The 'green' sim contains specific commodity-based technologies that can be viewed/read by the users. The sim cards bearing different technologies can be shared/exchanged among the targeted beneficiaries.
- b. Program offering agri-based livelihood opportunities for special groups especially the youth, among rehabilitated drug dependents, persons deprived of liberty (PDLs or prisoners), street sweepers (while maintaining vacant lots along highways),
- c. Providing trainings on organic fertilizer production among the garbage collectors

- d. Engaging schools, barangays in converting their vacant lands into organic vegetable garden parks for schoolchildren to appreciate and get interested in agriculture
- e. Partnership with military and police camps in converting their vacant lands into organic farms that military/police personnel can develop and maintain
- f. Partnering with LGUs to consider container gardening using edible plants to adorn their parks
- g. Partnering with LGBT groups, senior citizens, PWDs and other marginalized groups for value adding opportunities and various advocacy initiatives (information caravans, farmers forum, farmers' festivals)
- h. Partnership with subdivisions for organic vegetable gardens in idle vacant lands, on greening initiatives

#### 4.7.2 Leadership Development Program



A good leader can make a success of a weak operations plan, but a poor leader can ruin even the best plan. That's why developing effective leadership by using a consistent talent management program at all levels across the organization can return significant value to the organization. The DA Western Visayas will uphold a culture of identifying, attracting, filling, and retaining good leadership talent among its employees. A leadership development program will focus on appropriate hiring strategies, employee development, and career and succession planning. The impending retirement of the baby boomer generation and the crisis in leadership justifies the importance of leadership development.

**Strategy:** *Each one imbibing the qualities that inspire and motivate people, teams and the organization towards the vision*



The following checklist of actions will aid the organization to ensure that the best talents and employees with potentials for future leadership are taken care of:

- a. Determine the best leadership style for the organization and establish who among the talents fit
- b. Identify current and potential leaders across the entire organization who match expected leadership skills and competencies
- c. Identify leadership gaps
- d. Develop succession plans for critical roles
- e. Develop career planning goals for potential leaders
- f. Develop a skills roadmap for future leaders
- g. Develop retention programs for current and future leaders

The ability can take leaders only so far if they are not compatible with the organizational culture. Thus, it is important to identify expected leadership skills and competencies. This sub-component is best implemented alongside Component 4.1.

#### 4.7.3 Corporate Social Responsibility (CSR)



Corporate Social Responsibility is a creative opportunity to fundamentally strengthen the agency's operations while contributing to society at the same time. CSR strategies encourage it to make a positive impact on its environment and stakeholders. The focus is beyond just enhancing reputation but toward practicing the agency core value to address major issues or challenges. The DA Western Visayas approach is to offer initiatives that are not directly the agency's core agri-based interventions but maybe agri-related in form. It will be in the spirit of 'giving' or 'serving' a specific marginalized group or community. A Committee will be

designated to lead the projects - developing guidelines on the mechanics, executing them and monitoring results.



**Strategy: *Serving beyond our corporate mission***

**Project 1 – Pera sa Preso ('Cash Bank' for Women Inmates)**

The idea is to prepare 'coin banks' out of labeled recyclable milk formula cans or transparent jugs where employees and walk in visitors can drop their coins or bills anytime, as often and as much as they can throughout the year. The 'cash banks' or cash jugs will be posted in all offices, and where the public can be enjoined to participate. At a designated time during the year (preferably as part of the DA Western Visayas Anniversary Celebration), the collections are used to buy hygiene kits, organic food packs and/or appropriate livelihood start up kits for distribution to female inmates in a selected province (all provinces will take turns to be served). Security of the coin banks must be considered. This project can also be expanded or enhanced to cover other disadvantaged groups chosen by the employees.

**Project 2 – Annual Feeding Program for Malnourished Children**

An agreed percentage of the MOOE budget can be agreed to finance an annual feeding program using healthy food for a targeted number of malnourished children. The CSR Committee can identify details such as involving their mothers on food preparation and menu planning.

**Project 3 – Adopt an IP Community**

The project, in the form of a techno demo site, is focused in an IP community identified with assistance from the NCIP for the provision of capability building, livelihood start up kit, farm machinery and equipment and technical assistance on social mobilization and linkages to input supply, credit, market and other segments in the value chain. The RMC may also be tapped to jointly implement this CSR project.

**Project 4 – Gugma sa Tion Sang Pascua**

The project engages employees to pledge an amount to contribute every month (say PhP50.00/month), the total amount collected of which is used for a Christmas gift giving activity for a chosen disadvantaged group. A Committee can be designated to take the lead in the project.

#### 4.7.4 Corporate Branding



Corporate branding reflects the DA Western Visayas core values, personality and mission in every point of contact with its customers and partners. It is creating a unique name and image for the agency in the mind of its stakeholders with a consistent theme in its promotion and advocacy campaigns. The objective of branding is differentiation – being uniquely distinctive from other RFOs, other AF providers, and other public institutions in the region. This provides a visible component of the agency’s corporate culture.

**Strategy:** *Boosting our corporate image by transforming our reputation consistent with our corporate values*

##### **Project 1 – Corporate Logo**

The agency logo will be powerful corporate identity tool or symbol aimed at making the public recognize the DA in Western Visayas. It will be placed on the right side of, but at a lower position of the DA logo. It shall adhere to the agency’s vision, mission and core values as demonstrated in its design (see Appendix P).

##### **Project 2 – Corporate Hymn/Anthem**

Like the agency logo, a second brand identity that expresses what the DA Western Visayas is, is its corporate hymn or anthem. It is an employee motivational song that builds character and instills loyalty to the organization. It evokes emotion and spark mental images, reflecting the passion and positivity that the organization wants every employee to possess. It inspires conveying the WOW factor in the agency – the core values and beliefs that it stands for, its uniqueness in the AF sector and in public service, the kind of ideal employees and the leadership it represents, and what it makes it a happy place to work. Can it be changed? Yes – when the agency switches directions, needs a new focus, has a challenge to overcome, etc., a new organization anthem is

crafted to help reinforce the messaging for the employees and future potential talent. It may be good to compile all the hymns in a Compact Disc (CD) to preserve the agency's history (see Appendix Q)

### **Project 3 – Corporate Identity**

In building the agency's brand identity, other tangible expressions of the company are colors, uniform, corporate communication and materials

- a. Corporate Color. GREEN, GOLDEN YELLOW and BROWN
- b. Corporate Uniform. Three types of uniforms will be used by the employees –
  - i. Prescribed office uniform by the DA Central Office, to be worn from Monday to Friday in the office
  - ii. Shirt with collar in corporate color, with the DA and corporate logos – for field work and sports activities
  - iii. Filipiniana for special national/regional events
- c. Corporate Communication Strategies. Communications is at the heart of everything the DA Western Visayas does. Its corporate communication aims to develop, cultivate and maintain a corporate identity through initiatives that mold a desirable image with its internal and external audiences, and to sustain a long-term positive reputation. It will promote the agency's credentials and increase its visibility in the community. It involves a series of planned, interconnected activities and programs to communicate and engage with internal employees and externally with partners, customers and other stakeholders. In whatever way it shall communicates with the public, or internally with management and staff, whether in print, electronically or face-to-face. In all that is done, the following basic standards and specific strategies (please see Table 49) will uphold the '**Tatak**' DA Western Visayas.

Table 49. DA Western Visayas' communication strategies

Communication Strategy	Specification	Guidelines
Correspondence/Snail Mail	Form/Style of Stationery	Use the corporate letterhead and template layout including format, style and letter footers. dialect

		<p>can be alternates where necessary (See Appendix R for template of stationery)</p> <ul style="list-style-type: none"> <li>• Incorporates the official DA WV logo, and slogan “We serve what farmers deserve”</li> <li>• Paper: A4, substance 20, non-glossy</li> <li>• Font: Cambria, 12 points</li> <li>• Margin: A4, substance 20, non-glossy</li> <li>• Alignment: Justified</li> <li>• Line spacing: Single</li> <li>• Footer: Contains the agency’s regional website, email and hotline</li> </ul>
	Language	English should be generally used, but Filipino, Hiligaynon/Ilonggo maybe used locally
	Other guidelines	All communications must be thoroughly edited and proofread before issuance.
	Standard Envelope	Customized with DA WV logo and corporate colors
<b>Internal Communications</b>	Key Objectives	<p>The RAFIS and HRMS will facilitate two-way communications between staff and their managers to</p> <ul style="list-style-type: none"> <li>• Communicate with staff in a planned and consistent manner;</li> <li>• Produce information which is clear, relevant and timely;</li> <li>• Keep staff fully informed on the issues relating to the agency as a whole, the management, organizational units and as individuals;</li> <li>• Provide clear mechanisms for staff wishing to get additional information; and</li> <li>• Provide clear channels for staff to raise issues and provide feedback.</li> </ul>

	Mechanisms	Personal emails, newsletter, reports, intranet, staff forum, noticeboards, team meetings, staff briefings and training sessions.
<b>Online Communications</b>	Email Signatures	Font: Cambria, 11 points
	Form/Style	Use of official DA WV logo as email account picture
	To illustrate	Regional Agriculture and Fisheries Information Section <b>DEPARTMENT OF AGRICULTURE</b> <b>Western Visayas</b> Parola, Iloilo City 5000 Email: <a href="mailto:da_rafid6@yahoo.com">da_rafid6@yahoo.com</a> Tel. No. (033) 335-3423
	Email Template	With header and footer Corporate colors DA WV logo and slogan Specify the ff: <ul style="list-style-type: none"> <li>• Subject</li> <li>• Greetings</li> <li>• State the name and designation of sender</li> <li>• All emails must be acknowledged upon receipt</li> </ul>
<b>IEC Materials</b>	Standard size	Booklets: 6 x 9 inches
		Flyers: 8.5 x 13 inches (3 folds)
	Standard template	Directory and contact information at the back portion of the reading material:  Printed by:  <b>Department of Agriculture – Western Visayas</b> Regional Agriculture and Fisheries Information Section Parola, Iloilo City Tel. Nos.: (033) 337-3549; 335-3423 Email: <a href="mailto:da_rafid6@yahoo.com">da_rafid6@yahoo.com</a>
	Language	English/Tagalog/Hiligaynon versions
	Cover design	Uniform templates, using corporate colors

<b>Printed Material</b>	Types	Newsletters, reports, leaflets, posters, fliers, publications, banners produced in line with the DA WV corporate style
	Outlets	all DA offices in the Region, RMC member agencies, LGUs, FITS Centers, LGUs, and others.
<b>Website</b>		<ul style="list-style-type: none"> <li>a. Use of DA WV corporate colors (dark green, golden yellow and brown) in the layout/design of website. (Outsource Website Developer) and website to be maintained by MIS</li> <li>b. Regular posting of news articles (at least two per day) and success stories (at least once per week).</li> <li>c. Publish high resolution pictures. Refer to the Communication Style Guide in the writing of captions. Put watermark at the bottom right of every photo published online (Facebook or website).</li> <li>d. Livestreaming of radio/tv programs (podcast)</li> <li>e. Success Story documentation</li> <li>f. Data based price monitoring (farm gate and prevailing market price in every province)</li> <li>g. Infographics/ Video production on different production technologies (examples: how to grow mushroom, vermicomposting, preparation of biogas, etc.) – with link to YouTube.</li> </ul>
	Other Content	<ul style="list-style-type: none"> <li>a. Downloadable e-copies of IEC Materials &amp; Quarterly Newsletter (Publication) (RAFIS)</li> <li>b. Directory of DA WV Offices (RAFIS)</li> </ul>

		<ul style="list-style-type: none"> <li>c. Monitoring Report of Retail Price and Farm Gate Price of Agricultural Commodities (per municipality) (AMAD)</li> <li>d. Monitoring Report of Prevailing Market Price of Farm Inputs (per province) – fertilizers, seeds, etc. (AMAD and FPA)</li> <li>e. List of trainings and activities to be conducted by every banner program and operating units (with layout each) (RAFIS, Banner Programs)</li> <li>f. List of trading posts/food terminals/institutional buyers (AMAD)</li> <li>g. Link to Document Tracking System (with log in accounts, exclusive for DA WV DTS operators)</li> <li>h. Link to social media sites of DA WV (RAFIS)</li> <li>i. Interactive forum page for feedbacking mechanisms (inquiries, comments, concerns/issues) – for clients</li> <li>j. Procurement/bidding opportunities (Bids and Awards Committee)</li> <li>k. Job opportunities in DA WV (HRM Section)</li> <li>l. Link to National Color-Coded Agricultural Guide Map</li> <li>m. Quarterly production data (production/harvested area, volume, etc.); economic data, etc. – raw data from PSA</li> <li>n. Summary of yearly accomplishment/transparency seal (PMED)</li> </ul>
	<p>Website Pages</p> <p>1. Home</p>	<ul style="list-style-type: none"> <li>a. News Releases/Updates</li> <li>b. The Regional Executive Director's Message/Note</li> <li>c. Links to:</li> </ul>

		<ul style="list-style-type: none"> <li>i. Live streaming of radio program (aired programs/archives link to YouTube) (right side)</li> <li>ii. Price Monitoring (Agricultural Commodities and Farm Inputs)</li> <li>iii. List of trading posts/food terminals/institutional buyers</li> <li>iv. List of accredited suppliers of agricultural inputs, farm machinery and equipment</li> <li>v. Gender and Development</li> <li>vi. Country Stat (PSA)</li> <li>vii. <a href="http://www.farmersguidemap.ph">www.farmersguidemap.ph</a></li> <li>viii. National/regional attached bureaus and line agencies</li> <li>ix. Farmers' Registry (Western Visayas)</li> </ul>
	2. About Us	<ul style="list-style-type: none"> <li>a. History, Mission, Vision, Core Values, Slogan</li> <li>b. Organizational Chart and directory of offices (regional)</li> <li>c. Citizen's Charter</li> <li>d. Agricultural Performance</li> <li>e. Statistical Data</li> <li>f. Corporate Social Responsibility</li> </ul>
	3. Programs and Services	<ul style="list-style-type: none"> <li>a. Banner Programs</li> <li>b. Services of Different Divisions</li> <li>c. Special Projects: <ul style="list-style-type: none"> <li>i. Philippine Rural Development Project</li> <li>ii. Panay Island Sustainable Rural Development Project</li> <li>iii. Special Area for Agricultural Development</li> <li>iv. Credit Programs</li> </ul> </li> </ul>



	4. Media Resources	<ul style="list-style-type: none"> <li>a. News Releases</li> <li>b. Success Stories</li> <li>c. AVPs (documentaries, production technology videos, etc.)</li> <li>d. Gallery</li> <li>e. Downloadable e-copies of IEC materials, regular and special publications of DA WV (example: newsletters, annual reports, corporate plan, communication style guide)</li> <li>f. Suitability Map</li> <li>g. Livestreaming of Radio Program</li> <li>h. Recorded Radio Program</li> </ul>
	5. Laws and Issuances	<ul style="list-style-type: none"> <li>a. Link to National Website of DA for the national memos, etc.</li> <li>b. Project guidelines</li> </ul>
	6. Transparency	<ul style="list-style-type: none"> <li>a. Procurement/Bidding Opportunities</li> <li>b. Job Opportunities (in DA WV)</li> <li>c. Transparency</li> </ul>
	7. Interactive Forums	<ul style="list-style-type: none"> <li>a. Clients' Feedbacks                             <ul style="list-style-type: none"> <li>i. Through private message</li> <li>ii. Open forum</li> </ul> </li> <li>b. Frequently Asked Questions</li> </ul>
	8. Contact Us	<ul style="list-style-type: none"> <li>a. DA WV official email and hotline</li> <li>b. Link to social media accounts</li> </ul>
<b>Digital Media (Social Media, Website, Emails)</b>	Channels	Facebook, Twitter, Instagram and blogs), the website, electronic mails, live chat, You Tube, Linked In and other internet-based modalities
<b>Face to Face and Telephone</b>		<ul style="list-style-type: none"> <li>• All employees and organizational units in the agency will be responsible for providing high quality service face-to-face or via the telephone.</li> </ul>

		<ul style="list-style-type: none"> <li>• Emphasis for this service will be strong customer care standards, communicated and maintained through induction trainings and briefings.</li> <li>• All will uphold customer care principles and treat customers with courtesy and respect and take responsibility to help resolve problems including referrals as first-hand solutions.</li> <li>• A character of 'service with a smile' must prevail.</li> </ul>
<b>Media and Public Relations</b>	Coverage	Local and national levels
	Channels	News releases, press conferences, executive briefs from top management, blogs, social media posts, and interviews of management and key personnel for publications or panel-based programs on radio and TV, and organized key events and launches.
<b>Media Coverage</b>	Press releases/Success Stories News articles, and feature stories	Publication about farmers who received interventions from the agency. Standard Communication Style Guide will be observed in the writing of the articles.
		Testimonies/direct quotations of farmers/stakeholders will be highlighted in a layout, with picture, name, age, designation (farmer, fisherfolk, chairman of association, director, etc.). Use standard template (adopting the corporate colors in the design). Publish in Facebook, Instagram and official website of DA WV

	Production/processing/technology trainings	To be conducted by DA (weekly/monthly) which can be accessed/availed by the farmers Provide concise overview and contact information.
	Standard template	Use the official DA WV banner head, writer's by-line will be put after the article, with contact information. Cite references, if necessary.
	Press Conference	<ul style="list-style-type: none"> <li>a. Observe protocols in holding press conferences</li> <li>b. Backdrop</li> <li>c. Not more than three dignitaries in the presidential table</li> <li>d. Opening statement of the head</li> <li>e. Interviews/ media questions</li> <li>f. There should be a moderator</li> <li>g. DA WV press kit (project brief, CDs, FAQs about DA WV programs and projects); DA RAFIS will produce official DA WV customized folder (long size)</li> </ul>
<b>Radio/TV Program</b>	Standard intro and extro for radio/TV program	Slogan/ DA Western Visayas Hymn
	Display for TV Program	<ul style="list-style-type: none"> <li>a. DA WV official logo and slogan all throughout the program</li> <li>b. Use of DA WV official TV program backdrop</li> <li>c. Sidelight display during the episode: <ul style="list-style-type: none"> <li>i. Retail price of commodities</li> <li>ii. Upcoming events/trainings</li> <li>iii. Contact details of DA WV (also website, email, social media sites)</li> </ul> </li> </ul>

	Airing of radio/ TV plugs, trivia and drama (in between of the program)	
	Live streaming	On Facebook, website of DA WV
	Time	30-minute to one-hour radio/TV program
	Radio Program Format	a. News reporting with audio clips b. Live radio interview with guests (director, experts, farmers/fisherfolk)
	TV Program Format	a. News reporting/actual coverage b. Success stories video production (featuring successful c. Live interview
<b>Public Events, Meetings and Consultations</b>	Content/Format	Informing and engaging with DA Western Visayas' stakeholders.
	Participants	All inclusive
	Format	Standard protocols shall be maintained portraying the agency's branding and image – from physical arrangements and layout, displays, corporate materials, tokens for visitors and participants, opening and closing programs, intermissions, facilitation and moderating tasks, customer satisfaction feedbacking, to emceeing or hosting.
<b>Caravans and Campaigns</b>	Content	A program of integrated caravans and campaigns in partnership with partner organizations in the public and private sector to drumbeat relevant advocacies such as food safety, climate change, biodiversity conservation, food and farm waste management and others.

<b>Digital Queuing</b>	Content	Non-audio presentation of DA WV programs, services, and advocacies
	Duration/Frequency	3-5 minutes, frequency: 10 spots/day
	Venue	National agency offices (NBI, BIR, PSA, PhilHealth, PAG-IBIG etc.), airports and seaports Use of LED wall at the DA new building (for announcements including vision, mission, slogan)
<b>Powerpoint Presentation</b>	Content/Design	DA WV relevant information for dissemination Standard design using corporate colors, logo, format (See Appendix S for template)
<b>Tarpaulin Display</b>	Content/Design	DA WV relevant information Standard design using corporate colors, logo, format (See Appendix T for template)
<b>Callcards</b>	Design	Standard design using corporate colors, logo, format, for use by all employees (See Appendix U for template)

In terms of distribution by year, the Corporate Plan requires the highest investment in year 2021 amounting to PhP334,891,110.00. The least investment is in year 2023, with a budget requirement of PhP98,706,710.00 (see Figure 19).



Figure 19. Budget requirement by year

### 5.1.1 People Management

The people management component which involves a total of 18 projects requires a total budget of PhP32,205,000.00, of which the highest percentage is for Learning and Development. The component with the least budget is Recruitment, Selection and

Promotion at PhP 150,000.00 (see Table 51).

Table 51. Budget requirement for people management, by sub-component, 2019-2023

<b>Program Area Component</b>	<b>No. of Projects</b>	<b>Budget Requirement 2019-2023</b>	<b>% to Total</b>
1. Strategic Human Resource Planning	4	PhP 1,000,000.00	3.11
2. Recruitment, Selection and Promotion	2	150,000.00	0.47
3. Learning and Development	3	18,955,000.00	58.86
4. Performance Management	2	800,000.00	2.48
5. Incentive Mechanisms	2	1,750,000.00	5.43
6. Employee Benefits and Services	2	2,500,000.00	7.76
7. HR Information Management System	3	350,000.00	1.09
8. Others (from other components)		6,700,000.00	20.80
<b>TOTAL</b>	<b>18</b>	<b>PhP32,205,000.00</b>	<b>100.00</b>

### 5.1.2 Field Services Delivery Improvement

Table 52 shows the budget requirement per sub-component under the service delivery improvement. The sub-component that requires the highest budget is competitiveness and productivity involving four projects, costing PhP14,464,152.00. The sub-component customer focused management requires the least at PhP1,630,031.00 for the next five years.

Table 52. Budget requirement for field services delivery improvement, by sub-component, 2019-2023

<b>Program Area Component</b>	<b>No. of Projects</b>	<b>Budget Requirement</b>	<b>% to Total</b>
1. Customer Focused Management	2	PhP 1,630,031.00	7.10
2. Responsiveness of Public Service	2	1,657,690.00	7.22
3. Creativity and Innovativeness	3	5,200,000.00	22.66
4. Competitiveness and Productivity	4	14,464,152.00	63.02

5. Customer Engagement	2		
<b>TOTAL</b>	<b>13</b>	<b>PhP22,951,873.00</b>	<b>100.00</b>

### 5.1.3 Resource Management

The resource management component involves 19 projects and requires a total budget of PhP24,935,000.00. More than half of the budget or PhP13,231,000.00 goes to fund management (see Table 53). Records management requires the least budget at PhP986,000.00.

Table 53. Budget requirement for resource management, by sub-component, 2019-2023

<b>Program Area Component</b>	<b>No. of Projects</b>	<b>Budget Requirement</b>	<b>% to Total</b>
1. Fund Management	3	PhP 13,231,000.00	53.06
2. Procurement and Property Management	4	4,800,000.00	19.25
3. Records Management	6	986,000.00	3.95
4. Security Management	2	3,412,000.00	13.68
5. Clean and Green Work Environment	4	2,506,000.00	10.05
<b>TOTAL</b>	<b>19</b>	<b>PhP24,935,000.00</b>	<b>100.00</b>

### 5.1.4 Organizational Systems Development

The organizational systems development has six sub-components and 18 projects. The sub-component that requires the highest budget is information management services at PhP130,054,000.00. The amount represents 67.62 percent of the total budget requirement of PhP195,036,250.00 (Table 54).



Table 54. Budget requirement for organizational systems development, by sub-component, 2019-2023

Program Area Component	No. of Projects	Budget Requirement	% to Total
1. Organizational Structure	2	(PhP 250,000.00)*	
2. Communication System	3	49,564,000.00	25.41
3. Policies and Policy Development	3	658,250.00	0.34
4. Quality Management System	5	1,400,000.00	2.10
5. Information Management Services	2	130,054,000.00	66.68
6. Planning, Monitoring and Evaluation System	3	10,660,000.00	5.47
<b>TOTAL</b>	<b>18</b>	<b>PhP195,036,250.00</b>	<b>100.00</b>

\*Note: The budget for organizational structure is included in the people management budget.

### 5.1.5 Assets Development and Management

The assets development and management component requires a total budget of PhP557,965,000.00 for its six sub-components. The sub-component buildings and lands management requires the highest percentage at 78.9 percent while the construction of the records storage area requires the least at 0.27% (Table 55).

Table 55. Budget requirement for assets development and management, by sub-component, 2019-2023

Program Area Component	No. of Projects	Budget Requirement	% to Total
1. Buildings and Lands Management	4	PhP440,265,000.00	78.90
2. Mobility Management		38,000,000.00	6.81
3. Facilities Management		3,000,000.00	0.54
4. Acquiring Machineries and Equipment		72,435,000.00	12.98
5. Biological Assets		2,765,000.00	0.50
6. Construction of records storage area		1,500,000.00	0.27
<b>TOTAL</b>		<b>PhP557,965,000.00</b>	<b>100.00</b>

### 5.1.6 Institutional Linkages and Partnerships Management

Table 56 shows the requirements for the institutional linkages and partnerships management. The sub-component linking with local/international networks involves the highest budget allocation at PhP8.250million and linkages along the value chain requires the lowest at PhP1.4 million.

Table 56. Budget requirement for institutional linkages and partnerships management, by sub-component, 2019-2023

Program Area Component	No. of Projects	Budget Requirement	% to Total
1. Partnership with Government		PhP 5,900,000.00	31.98
2. Partnership with the Private Sector		2,900,000.00	15.72
3. Linkages Along the Value Chain		1,400,000.00	7.59
4. Linking with Local/International Networks	3	8,250,000.00	44.72
<b>TOTAL</b>		<b>PhP18,450,000.00</b>	<b>100.00</b>

### 5.1.7 Organizational Culture and Branding

The organizational culture and branding component need a resource allocation of PhP24,085,000.00 in the next five years. The highest budget is needed for organizational culture amounting to PhP12.7million. This involves more than fifty percent of the total budget or 52.73 percent. The sub-component leadership development program requires the least at two million PhP (see Table 57).

Table 57. Budget requirement for organizational culture and branding, by sub-component, 2019-2023

Program Area Component	No. of Projects	Budget Requirement	% to Total
1. Organizational Culture	3	PhP12,700,000.00	52.73
2. Leadership Development Program		2,000,000.00	8.30
3. Corporate Social Responsibility	4	3,685,000.00	15.30
4. Corporate Branding	3	5,700,000.00	23.67
<b>TOTAL</b>		<b>PhP24,085,000.00</b>	<b>100.00</b>

## 5.2 Implementation Mechanisms

This five-year Corporate Plan will be implemented through different mechanisms to achieve targeted results. Implementing mechanisms will emanate from internal and external sources. The internal mechanism resides in the DA Western Visayas having the sole responsibility and legal authority to execute the plan through the different implementing organizational units. The external mechanism refers to various stakeholders of the RFO which provide some complementary support for the administration of the plan.

### 5.2.1 Internal Implementing Mechanisms

Every unit in the organization is expected to participate and support the implementation of the Corporate Plan. Each has roles and responsibilities to perform. The following entities in the RFO will form the Corporate Plan Executive Committee (CP-ExeCom) which will be responsible for mobilizing the entire organization to ensure proper cooperation, coordination and collaboration. Table 58 shows the entities and their corresponding roles and responsibilities in the implementation of the plan.

Table 58. Internal entities, roles and responsibilities in the implementation of the corporate plan

Entity	Roles and Responsibilities
Regional Executive Director	<ul style="list-style-type: none"> <li>• Oversees the design and implementation phases of the Corporate Plan</li> <li>• Presides all ManCom and CP-ExeCom meetings, ensuring that part of the agenda is monitoring the progress of the implementation of the Plan and acting on problems encountered</li> <li>• Directly supervises the implementation of the components on Organizational Systems Development and Organizational Culture and Branding</li> <li>• Designates appropriate individuals and teams to execute specific tasks as maybe contained in the Plan</li> </ul>
Regional Technical Director for Field Operations	<ul style="list-style-type: none"> <li>• Assists the RED in the implementation of the Plan</li> <li>• Directly supervises the implementation of the components on Field Services Delivery Improvement, and Institutional Linkages and Partnership Management</li> </ul>
Regional Technical Director for Research and Regulations	<ul style="list-style-type: none"> <li>• Assists the RED in the implementation of the Plan</li> <li>• Directly supervises the implementation of the components on People Management, Resource Management, and Assets Development and Management</li> </ul>
Management Committee (ManCom)	<ul style="list-style-type: none"> <li>• Is presided by the RED</li> <li>• Acts as the policymaking body of the DA Western Visayas</li> <li>• Monitors the implementation of the Plan</li> <li>• Decides on matters pertaining to problems and issues in the Plan implementation</li> </ul>
Planning, Monitoring and Evaluation Division	<ul style="list-style-type: none"> <li>• Acts as the Corporate Plan Secretariat</li> <li>• Regularly reports to the RED, the progress of the Plan highlighting milestones and problem areas for action</li> <li>• Leads in the preparation of the Annual Work and Financial Plan for the implementation of the Plan</li> </ul>

	<ul style="list-style-type: none"> <li>• Monitors the implementation of the Plan, in behalf of the ManCom</li> <li>• Leads in the implementation of the Organizational Systems Development</li> <li>• Leads in the quarterly and/or semestral assessment of the Plan performance as well as the conduct of Process, Outcome and Impact evaluations</li> <li>• Updates the Plan in the midterm period</li> </ul>
Administrative and Finance Division	<ul style="list-style-type: none"> <li>• Facilitates the resource allocation and release of funds for Plan components due for execution</li> <li>• Leads in the implementation of components directly related to Administrative and Finance, specifically People Management, Resource Management, and Assets Development and Management</li> </ul>
Operating Units	<ul style="list-style-type: none"> <li>• Leads in the implementation of components directly related to their respective functions, specifically Fields Services Delivery Improvement, Institutional Linkages and Partnerships Management and Organizational Culture and Corporate Branding</li> </ul>

Figure 20 below shows the organizational relationships of the above -named entities and the ideal communication flows. There may also be special teams designated from time to time by the RED to handle specific initiatives identified in this Plan.

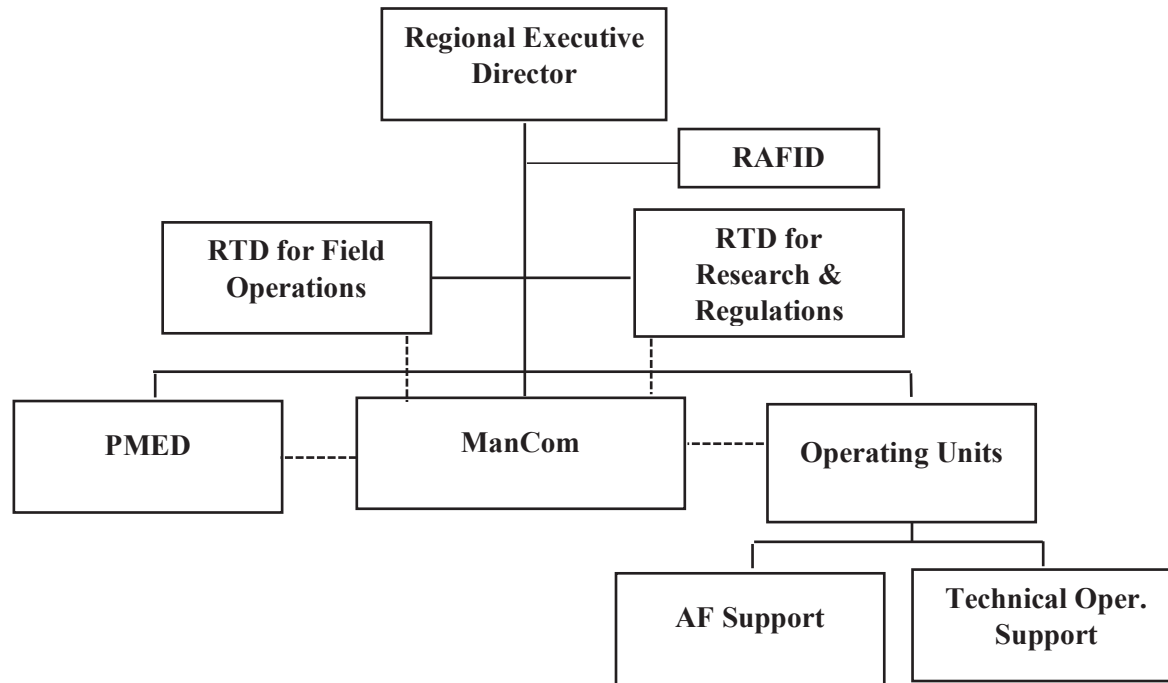


Figure 20. Organizational structure of the Corporate Plan Executive Committee (CP-ExeCom)

### 5.2.2 External Implementing Mechanisms

While the DA Western Visayas leads in the implementation of this Corporate Plan, the following stakeholders are relied upon as support actors or complementary partners (Table 59):

Table 59. External support actors, roles and responsibilities in the implementation of the corporate plan

Support Actors	Roles and Responsibilities
Customers/Client System – composed of the farmers and other actors along the value chain	<ul style="list-style-type: none"> <li>• Provide feedback on the extent specific action points have been executed by DA Western Visayas operating units/employees</li> <li>• Assist in the advocacies of the DA RFO</li> </ul>
Partners – (LGUs, SUCs, agencies in the DA family, regional line agencies, the private sector) whether acting as the RMC, RDC-EDC, WESVARRDEC, RARRDEN, RAFEN, AFMechRDEN, RCI-SRD or joint implementor of specific PPAs	
RBOs, AFCs	<ul style="list-style-type: none"> <li>• Act as monitors for the implementation of DA Western Visayas programs/projects</li> </ul>
Media, the Private sector	<ul style="list-style-type: none"> <li>• Assist in the advocacies of the DA Western Visayas</li> </ul>

## **Chapter 6**

### **HOW WE WILL MEASURE OUR PROGRESS**

How the DA Western Visayas intends to follow through its progress in the implementation of the Corporate Plan and evaluate its performance in the next five years is the focus of this chapter. First, the corporate plan results framework is presented to keep track of what the agency hopes to contribute to in the long run, what intermediate results are expected and what immediate outputs can be produced out of the initiatives planned to be undertaken. This is the basis for designing the M&E framework and the data collection plan to generate the information requirements.

#### **6.1 The Corporate Plan Results Framework**

Preliminary to the presentation of the M&E Framework, it is necessary to clarify what results the Corporate Plan is expected to generate, given the inputs and activities planned out. Three results can be expected to be produced – the immediate outputs, the intermediate outcomes and the long-term impact that the Plan hopes to contribute to. Table 60 provides this summary.



Table 60. Goals and objectives of the DA Western Visayas Corporate Plan

**GOALS - Consistent with the**

**SUSTAINABILITY DEVELOPMENT GOALS:** No poverty and zero hunger

**AMBISYON NATIN 2040 VISION:** *Matatag, maginhawa at panatag na buhay para sa lahat*

**PHILIPPINE DEVELOPMENT PLAN:** Strong foundations for inclusive growth, a high trust society and a globally competitive knowledge economy

**RDP – WESTERN VISAYAS VISION:** Western Visayas is a progressive region where people are secure, healthy, happy, and conscientious stewards of culture, heritage and natural resources

**RDP STRATEGIC GOAL FOR A COMPETITIVE AND SUSTAINABLE AGRICULTURE AND FISHERIES:** Opportunities are expanded and diversified by enhancing support to agriculture and fisheries to increase production and productivity, and increasing farmers' and fisherfolks' access to economic opportunities

**DA Western Visayas is driven by the desire to improve the quality of life through reduced poverty and increased income of its main customers – the farmers and fisherfolk. The agency's journey to the future is focused on**

**IMPROVED GOVERNANCE AND ORGANIZATIONAL EFFECTIVENESS IN ORDER TO BOOST AND MAXIMIZE THE DELIVERY OF QUALITY AND FIRST RATE-AGRICULTURAL SERVICES IN THE REGION**

**Specific Objectives:**

By the end of 2023, the DA Western Visayas will have accomplished the following -

1. Professionalized services of employees of the DA Western Visayas achieved;
2. Customer needs and expectations met and surpassed;
3. More outputs and greater value delivered with minimum and efficient use of resources;
4. Bureaucracy processes streamlined;
5. State of the art physical assets established;
6. Inter-sectoral collaboration in both local and international networks strengthened; and
7. A performance focused organizational culture and visibility institutionalized.

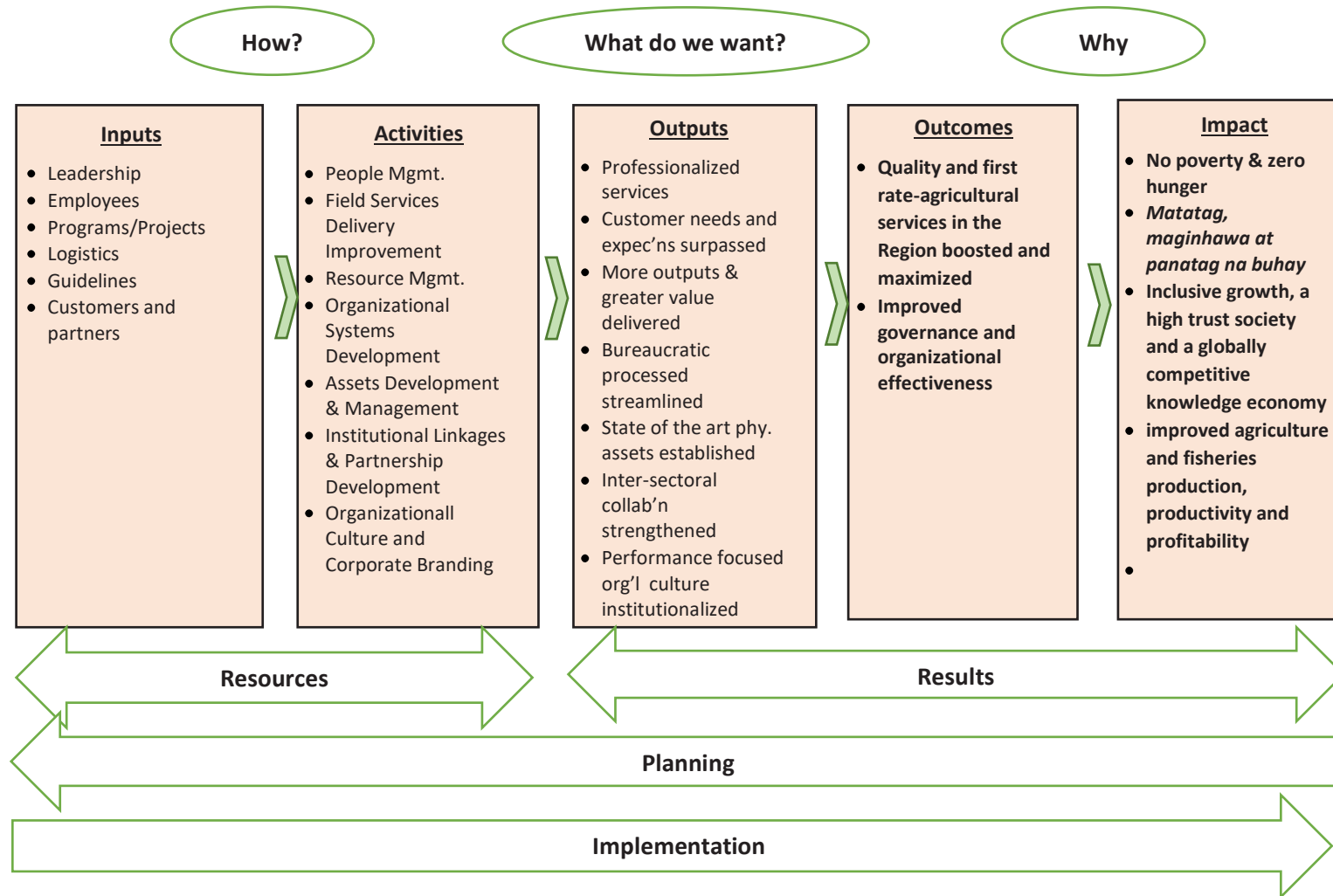


Figure 21. Results framework of the DA Western Visayas Corporate Plan

## **6.2 Monitoring and Evaluation Scheme**

Table 61 summarizes the users of information, their respective information requirements, the actors or persons responsible for M&E activities, and how M&E will be carried out in terms of activities, processes and methodologies to be used and the timeline for the M&E. The users of information, besides the DA Western Visayas are the DA Central Office, its client groups (LGUs, farmers, RBOs, etc.), and partners from both the public and private sectors.

## **6.3 Data Collection Plan**

The M&E Scheme is accompanied with a data collection plan – which summarizes the data to be collected (expressed through indicators), how they will be obtained, when, who will collect, source and location of data, resource requirements and risks that may affect data collection. The plan is done by type of result, namely, impact, outcomes and outputs. This is presented in Table 62.

Table 61. DA Western Visayas Corporate Plan M&E framework

<b>Users of Information/ Stakeholders</b>	<b>Information Requirements</b>	<b>Actors/Persons Responsible</b>	<b>How M&amp;E will be Carried Out (Activities, Processes and Methodologies)</b>	<b>Timeline (Frequency, Duration)</b>
DA Management and Employees	<ul style="list-style-type: none"> <li>• Relevance, efficiency, effectiveness, impact, sustainability of Corporate Plan initiatives</li> <li>• Problems and issues</li> <li>• Success and failure factors</li> <li>• Lessons learned</li> </ul>	PMED Directorate ManCom Operating Units	<ul style="list-style-type: none"> <li>• Results/Process Monitoring - assessment of physical progress</li> <li>• Beneficiary Monitoring – perceptions, level of satisfaction, complaints</li> <li>• Financial Monitoring – financial performance</li> <li>• Formative/Midterm Evaluation – focused on design deficiencies, efficiency, relevance</li> <li>• Summative Evaluation – focused on achievement of objectives, effectiveness, sustainability</li> <li>• Result/Impact Evaluation – achievement of desired outcomes, lessons, long term contributions</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly/semestral/annual</li> <li>• Annual</li> <li>• Quarterly/semestral/annual</li> <li>• 2021</li> <li>• 2023</li> <li>2024, 2026</li> </ul>
DA Central Office	<ul style="list-style-type: none"> <li>• Physical and Financial accomplishment</li> <li>• Achievement of outcomes, impact</li> </ul>	PMED Directorate ManCom Operating Units	<ul style="list-style-type: none"> <li>• Results/Process Monitoring - assessment of physical progress</li> <li>• Financial Monitoring – financial performance</li> <li>• Result/Impact Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly/semestral/annual</li> <li>2024, 2026</li> </ul>

Customers (Farmers, Fisherfolk, AEWs) RMC RDC-EDC, WESVARRDEC RARRDEN RAFEN RCI-SRD AFMechRDEN LGUs, SUCs	<ul style="list-style-type: none"> <li>Efficiency and effectiveness of DA initiatives</li> </ul>	PMED Operating Units Client System/Partners	<ul style="list-style-type: none"> <li>Beneficiary Monitoring – perceptions, level of satisfaction, complaints</li> </ul>	Annual
---	--	--	---	--------

Table 62. DA Western Visayas Corporate Plan data collection plan

Result	Data to be Collected	Data Collection Method	Timeline	Actors/Persons Responsible	Source of Data	Resource Requirements	Risks
<b>Impact</b>	Performance Level in terms of <ul style="list-style-type: none"> <li>No poverty &amp; zero hunger</li> <li><i>Matatag, maginhawa at panatag na buhay</i></li> <li>Inclusive growth, a high trust society and a globally competitive knowledge economy</li> <li>improved agriculture and</li> </ul>	<ul style="list-style-type: none"> <li>3<sup>rd</sup> party Evaluator</li> <li>Survey, Interview, Content Analysis</li> <li>Content Analysis</li> </ul>	<ul style="list-style-type: none"> <li>2026 (3 years or more after the implementation period of the plan)</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>PMED, Directorate, ManCom, Operating Units, 3<sup>rd</sup> party Evaluator</li> </ul>	<ul style="list-style-type: none"> <li>Beneficiaries, Partners, M&amp;E Reports</li> <li>PSA</li> <li>DA</li> <li>DOLE, LGUs, DA</li> </ul>	PhP500,000	<ul style="list-style-type: none"> <li>Not budgeted for</li> <li>Not prioritized</li> </ul>

	fisheries production, productivity and profitability						
<b>Outcomes</b>	Extent by which the following were achieved <ul style="list-style-type: none"> <li>• Quality and first rate agricultural services in the region boosted and maximized</li> <li>• Improved governance and organizational effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Employee productivity survey</li> <li>• Content Analysis</li> <li>• Client Satisfaction Survey</li> <li>• Survey, Interview, Observation</li> </ul>	<ul style="list-style-type: none"> <li>• Every year starting 2020</li> </ul>	<ul style="list-style-type: none"> <li>• HRM Section, PMED, AFD, Directorate, ManCom, Operating Units, 3<sup>rd</sup> party evaluator</li> <li>• Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Rank and file</li> <li>• Personnel reports</li> <li>• Accomplishment reports</li> <li>• Results of Client satisfaction survey</li> <li>• Beneficiaries</li> <li>• Partners</li> </ul>	PhP500,000	<ul style="list-style-type: none"> <li>• Data collection activities are not prioritized</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• Inc. ave. IPCR rating</li> <li>• Inc. client satisfaction rate</li> <li>• Inc. % physical/financial accomplishment rates</li> <li>• Opr'l guidelines</li> <li>• Physical Facilities completed</li> <li>• Partnerships strengthened</li> </ul>	<ul style="list-style-type: none"> <li>• Content Analysis</li> <li>• Quarterly/ Semestral Assessment</li> <li>• Management Review</li> <li>• Site observation</li> <li>• Status Reports</li> <li>• Self Administered Forms/ Monitoring Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Every semester</li> <li>• Monthly</li> <li>• Quarterly, Semestral</li> <li>• Weekly/Monthly/Quarterly until published</li> <li>• Weekly/Monthly</li> <li>• Monthly</li> <li>• Annually</li> </ul>	<ul style="list-style-type: none"> <li>• HRMS, PMT</li> <li>• CP-ExeCom</li> <li>• GSS</li> <li>• AFD</li> <li>• PMED</li> <li>• Quality Management Representative (QMR)</li> <li>• Internal Quality Audit Team (IQAT)</li> <li>• Operating Units</li> </ul>	<ul style="list-style-type: none"> <li>• IPCRs of Rank and File</li> <li>• Client Satisfaction Survey</li> <li>• Operating Units</li> <li>• Documentations made</li> <li>• Contractor/s</li> <li>• Operating Units</li> <li>• Rank and File</li> </ul>	Php 100,000.00	Concerned entities are not ready with reports

	• Awards received				• Operating Units		
--	-------------------	--	--	--	-------------------	--	--

## Chapter 7

### OUR COMMUNICATION PLAN

This communication plan is intended to feed the stakeholders of the DA Western Visayas with information about its Corporate Plan. It also formally defines the purposes of the communication plan and who should be given specific information. A communication matrix is presented showing what information should be delivered, the communication channels to be used as well as the strategies to be adopted for communicating the messages.

#### 7.1 Why This Communication Plan

This communication plan is seen to play an important role in the change management that the DA Western Visayas intends to pursue in the next five years. An effective communication strategy can help break down the expected resistance to change by getting everyone on the same page. It helps stakeholders become engaged and endorse the need for change and the steps to bring it about. The purposes of this communication plan are as follows:

1. To clarify the agency's purposes for coming up with the Corporate Plan. Among these are: a) to be better known by its stakeholders; b) to inform its stakeholders that it is addressing the agency's weaknesses as perceived by them; c) to be transparent about the internal issues and concerns that it has prioritized to respond to; d) to attract its targeted beneficiaries to support its initiatives; e) to rally the general public to act positively on its advocacies; f) to justify its resource requirements for beefing up its regional operations; and g) to correct misinformation or wrong impressions about its operations;
2. To clarify the roles of its employees, stakeholders and others' roles in the process. People will need to know what they will be contributing to the organization and what they are responsible for. A plan will help manage people and their responsibilities.



3. To develop creativity and camaraderie among the employees. Involving them in the implementation of the Corporate Plan will bring in different perspectives and diversity of thought and better ways of doing things.
4. To generate stakeholder inputs in the communication process because they are important to the organization. This will show them how much the DA Western Visayas does value their input.
5. To ensure that the agency is reaching out to its stakeholders and constituencies effectively. This can create a scenario in which they are going to be willing to give their honest feedback so that the DA Western Visayas can adjust the Plan accordingly.
6. To allow everyone in the organization to have a stake in the agency's success. Getting them involved in the process and integrating their opinions brings a sense of ownership.
7. To eventually gauge the plan's success and identify areas for improvement. The M&E of the Corporate Plan can be adjusted based on the stakeholders' feedbacks on benchmarks and the evaluation process.
8. To ensure employee - stakeholder alignment. There is nothing worse than an organization where its employees and stakeholders cannot clearly and consistently articulate the same message about what the agency does or why it matters. They don't understand where it is headed to and how their work ties into the larger picture.
9. To have a smarter use of resources. With an understanding of the audiences, solid messages, and alignment of employees and stakeholders, the DA Western Visayas can ensure that limited resources are put to good use. Without a communication plan, implementation of the Corporate Plan may end up wasteful and ineffective.

The key to communications planning is thus the meaningful interaction between the employees and the stakeholders. It sets the stage for a well-strategized series of events that can keep the DA actors on point and on target.

## 7.2 To Whom We Will Disseminate

There will be two groups of audiences to whom this Corporate Plan should be communicated. These are the DA Western Visayas

employees which constitute its internal audience and the DA Western Visayas external audience.

### **7.2.1 The DA Western Visayas Internal Audience**

The internal audience is composed of the DA Western Visayas management, rank and file, the different organizational units, the employee association as well as the cooperative. They constitute the first line of receivers of information about the corporate plan because they themselves are the implementers while they also become beneficiaries of many of the identified interventions.

### **7.2.2 The DA Western Visayas External Audience**

The stakeholders of the agency constitute its external audience. These include the provincial and municipal LGUs, the national government and the private sector. The national government refers to the DA Central Office, the member agencies of the RMC which the DA Western Visayas chairs, the SUCs in the region – where the RED sits as a member of their Board of Trustees, and fellow agency and institutional members in other government hosted regional bodies such as the RDC-EDC, WESVARDEC, RARRDEN, RAFEN, AFMechRDEN, and RCI-SRD. The private sector includes farmers/fisherfolk, AFCs, regional RBOs, and agri-based professional organizations. The Corporate Plan may also be provided to future partners of the organizations from both the local and international scene.

## **7.3 The Communication Matrix**

The details of the communication plan are summarized in Table 63. It presents the specific messages, how they are going to be disseminated in terms of communication channels and strategies/techniques to undertake. There are three types of messages to be presented – these are: 1) what the DA Western Visayas is all about; 2) what it intends to do to become transformed as well as to be more efficient and effective in meeting the needs of its customers and partners; and 3) how it will measure its progress in the next five years.

The communication channels will consist of quintuple approaches, namely, face to face (briefings, meetings, consultations, and assemblies), radio and television broadcast, print media (IEC materials, newsletter, exhibits and other publications), electronic media (telephone, mobile phones, fax machines, teleconferencing, etc.), and digital media (social media such as Facebook, Twitter, Instagram and Linked In; as well as internet based modes such as website, emails, blogs, live chat, and SMS.

Various communication strategies/techniques comprise of a variety of modalities or procedures by which to enhance the effectiveness of the communication process. They include audio-visual presentations, open forum, consultations, question and answer, language used, speeches/talks/lectures, etc.

Table 63. Communication matrix for the DA Western Visayas corporate plan.


Message	Audience	Communication Channel	Strategy
<b>The DA Western Visayas</b> <ul style="list-style-type: none"> <li>History and Legal Mandate</li> <li>Organizational Structure</li> <li>Functions</li> <li>Area Coverage</li> <li>Programs and Projects</li> </ul>	PLGUs/MLGUs SUCs RMC, RDC EDC, WESVARRDEC, RARRDEN, RAFEN, AFMechRDEN, RCI-SRD RBOs, AFCs Farmers/Fisherfolk Walk-In Visitors	<ul style="list-style-type: none"> <li>Briefing</li> <li>Press conferences</li> <li>Radio/TV interviews</li> <li>IEC Materials (Flyers, Brochures, Posters)</li> <li>Newsletter</li> <li>Publications</li> <li>LED Wall</li> <li>Exhibits</li> <li>Website</li> <li>Electronic media</li> <li>Social media</li> <li>LGU (regional, provincial, municipal, barangay) events</li> </ul>	<ul style="list-style-type: none"> <li>Audio-Visual Presentation</li> <li>Open Forum/ consultations/ question and answer</li> <li>Language (English, Filipino, Hiligaynon/Ilonggo)</li> <li>Riding on in training activities of the DA family</li> <li>Speeches/talks/lectures of the ManCom members and technical staff</li> </ul>
<b>The DA Western Visayas Corporate Plan</b> <ul style="list-style-type: none"> <li>The Need</li> <li>The Corporate Planning Process</li> <li>Our Present</li> </ul>	DA Central Office DA Western Visayas Management, Rank and File, and Organizational Units, Employee Association, Employee Cooperative	<ul style="list-style-type: none"> <li>CP-Execom meetings</li> <li>ManCom meetings</li> <li>General assembly of rank and file</li> <li>Meetings at the level of organizational units, Employee</li> </ul>	<ul style="list-style-type: none"> <li>Audio-Visual Presentation</li> <li>Open Forum/ consultation/ question and answer</li> <li>Language (English, Filipino, Hiligaynon/Ilonggo)</li> </ul>

**Our Journey to the Future: DA WESTERN VISAYAS CORPORATE PLAN (2019-2023)**

<ul style="list-style-type: none"> <li>• The Future We Want</li> <li>• Our Interventions</li> <li>• How We Will Support Our Progress</li> </ul>	RLAs SUCs PLGUs/MLGUs RMC, RDC EDC, WESVARRDEC, RARRDEN, RAFEN, AFMechRDEN, RCI-SRD RBOs, AFCs Farmers/Fisherfolk	Association, Employee Cooperative <ul style="list-style-type: none"> <li>• Press Conferences</li> <li>• Radio/TV interviews</li> <li>• IEC Materials (Flyers, Brochures, Posters)</li> <li>• Newsletter</li> <li>• Exhibits</li> <li>• Publications (Work and Financial Plans (WFPs) and other plans)</li> <li>• Annual reports</li> <li>• LGU (regional, provincial, municipal, barangay) events</li> <li>• Website</li> <li>• Social media</li> </ul>	<ul style="list-style-type: none"> <li>• Speeches/talks/ lectures of the ManCom members and technical staff</li> <li>• Launching of Corporate Plan highlighting corporate culture and branding initiatives</li> </ul>
<b>How We Will Measure Our Progress</b>	DA Western Visayas Management, Rank and File, Organizational Units	<ul style="list-style-type: none"> <li>• CP-ExeCom meetings</li> <li>• ManCom meetings</li> <li>• General assembly of rank and file</li> <li>• Meetings at the level of organizational units</li> <li>• Client Satisfaction Survey</li> <li>• Evaluation studi</li> </ul>	<ul style="list-style-type: none"> <li>• Audio-Visual Presentation</li> <li>• Open Forum/ consultation/ question and answer</li> <li>• Language (English, Filipino, Ilocano)</li> <li>• Speeches/talks/ lectures of the ManCom members and technical staff</li> </ul>
<b>Our Communication Plan</b>	DA Western Visayas Management, Rank and File, Organizational Units	<ul style="list-style-type: none"> <li>• CP-ExeCom meetings</li> <li>• ManCom meetings</li> <li>• General assembly of rank and file</li> <li>• Meetings at the level of organizational units</li> </ul>	<ul style="list-style-type: none"> <li>• Audio-Visual Presentation</li> <li>• Open Forum/ consultation/ question and answer</li> <li>• Language (English, Filipino, Ilocano)</li> <li>• Speeches/talks/ lectures of the ManCom members and technical staff</li> </ul>

# APPENDIX A-1

## Special Order 129, s.2018: Task Force in the Formulation of the DA Corporate Plan

 **DEPARTMENT OF AGRICULTURE**  
Regional Office No. VI, Parola, Iloilo City  
Tel. No. (033) 3373549 Fax No: (033) 3364221

June 18, 2018

**SPECIAL ORDER**  
No. 129  
Series of 2018

**SUBJECT : COMPOSITION OF THE TASK FORCE IN THE FORMULATION OF THE DEPARTMENT OF AGRICULTURE REGIONAL OFFICE 6 (DA-RFO 6) CORPORATE PLAN 2019-2023**

In the exigency of the service, a Task Force in the Formulation of the DA-RFO 6 Corporate Plan 2019-2023 is hereby created representing the seven (7) Corporate Plan components:

Chairperson : Engr. Mira H. Talabong  
Co-Chairperson : Zarlina B. Cuello

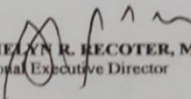
Members :

People Management Component	: Rein Orocio Gemaima Dalanon
Services Delivery Management Improvement Component	: Rene Famoso Clark Melendres
Resource Management Component	: Jose Sergio Borja Weena Rosales
Assets Development Component	: Rolin Asuncion Joseph Mario Llamas
Organizational Systems Development Component	: Engr. Ruby Jane Octaviano Engr. Edwin Ceasar Ian Den Senobin
Institutional Linkages Component	: Arla L. Arenga Maricar Tumbocon
Organizational Culture Component	: James Earl Ogatis Shiela Toreno

Secretariat : **Quindi Castrojas**  
Myleen Subang

As Task Force in the Formulation of the DA-RFO 6 Corporate Plan 2019-2023, personnel are expected to assist the Hired Consultant during the conduct of workshops and meetings as well as provide necessary secondary data to substantiate the workshop outputs.

This order shall take effect immediately and will be terminated upon completion of DA-RFO 6 Corporate Plan 2019-2023.

  
**REMELYN R. RECOTER, MNSA, CESO III**  
Regional Executive Director

## Appendix A-2

### Special Order 170, s. 2018:



Republic of the Philippines  
**DEPARTMENT OF AGRICULTURE**  
Regional Field Office No. VI, Parola, Iloilo City  
Tel. No. (033) 3373549 Fax No: (033) 3364221

August 2, 2018

#### **SPECIAL ORDER**

No. 170  
Series of 2018

**SUBJECT : ADDENDUM TO SPECIAL ORDER NO. 129 Series of 2018**

To gather a wide range of ideas and participation in the formulation of the Department of Agriculture Regional Field Office 6 Corporate Plan 2019-2023, additional members of the Task Force is hereby included in the following Components:

Organizational Systems Development Component : Julie A. Delima

Organizational Culture Component : Victorico A. Nabor

As members of the Task Force in the Formulation of the DA-RFO 6 Corporate Plan 2019-2023, personnel are expected to assist the Hired Consultant during the conduct of workshops and meetings as well as provide necessary secondary data to substantiate the workshop outputs.

This order shall take effect immediately and will be terminated upon completion of DA – RFO 6 Corporate Plan 2019-2023.

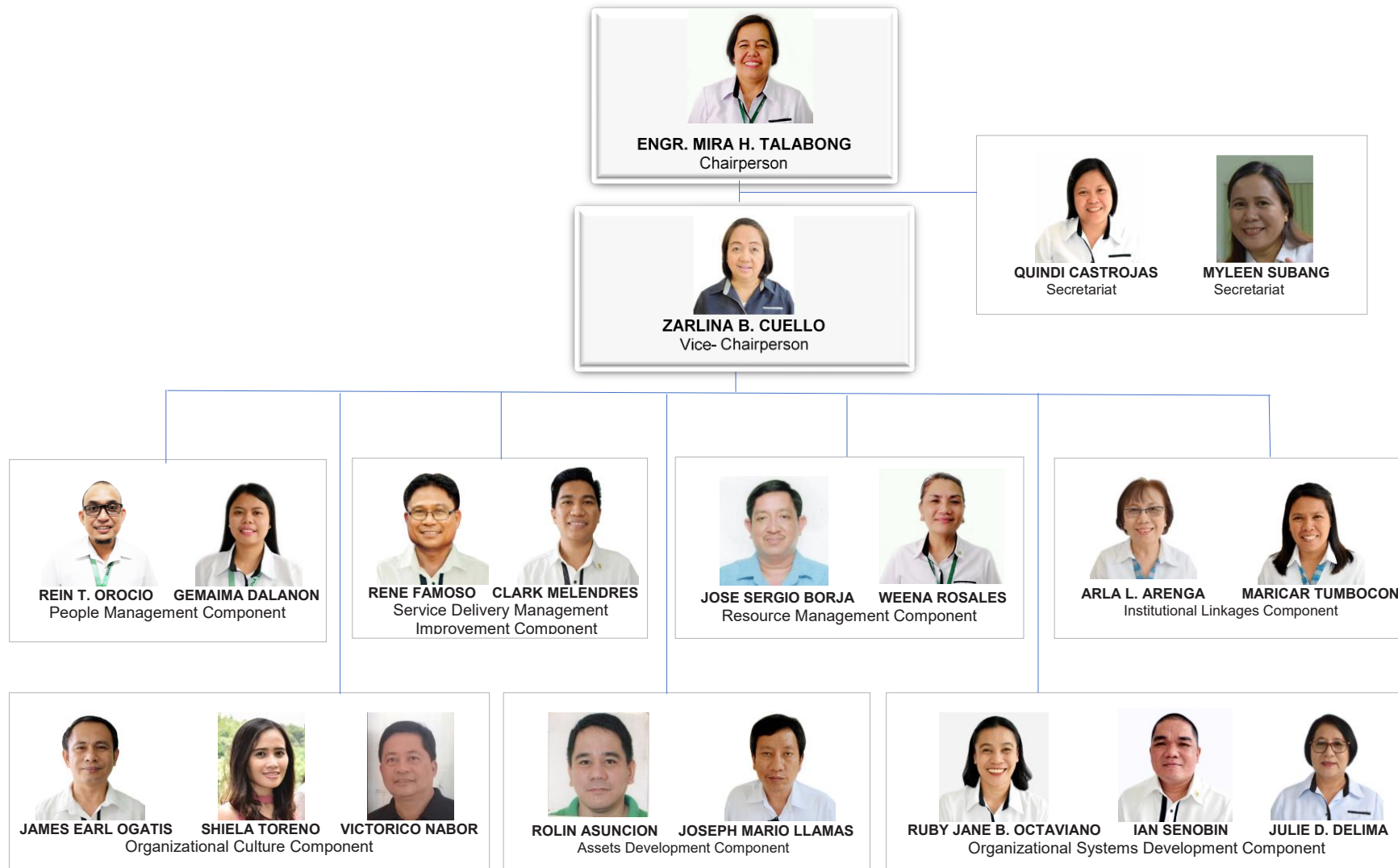
BY AUTHORITY OF THE RED

  
MANUEL O. OLANDAY  
RFO FOR OPERATIONS & EXTENSION

**REMELYN R. RECOTER, MNSA, CESO III**  
Regional Executive Director

## APPENDIX A-3

### Corporate Plan Task Force Members





**APPENDIX A-4**  
**The Corporate Plan Task Force in Action**







## APPENDIX B

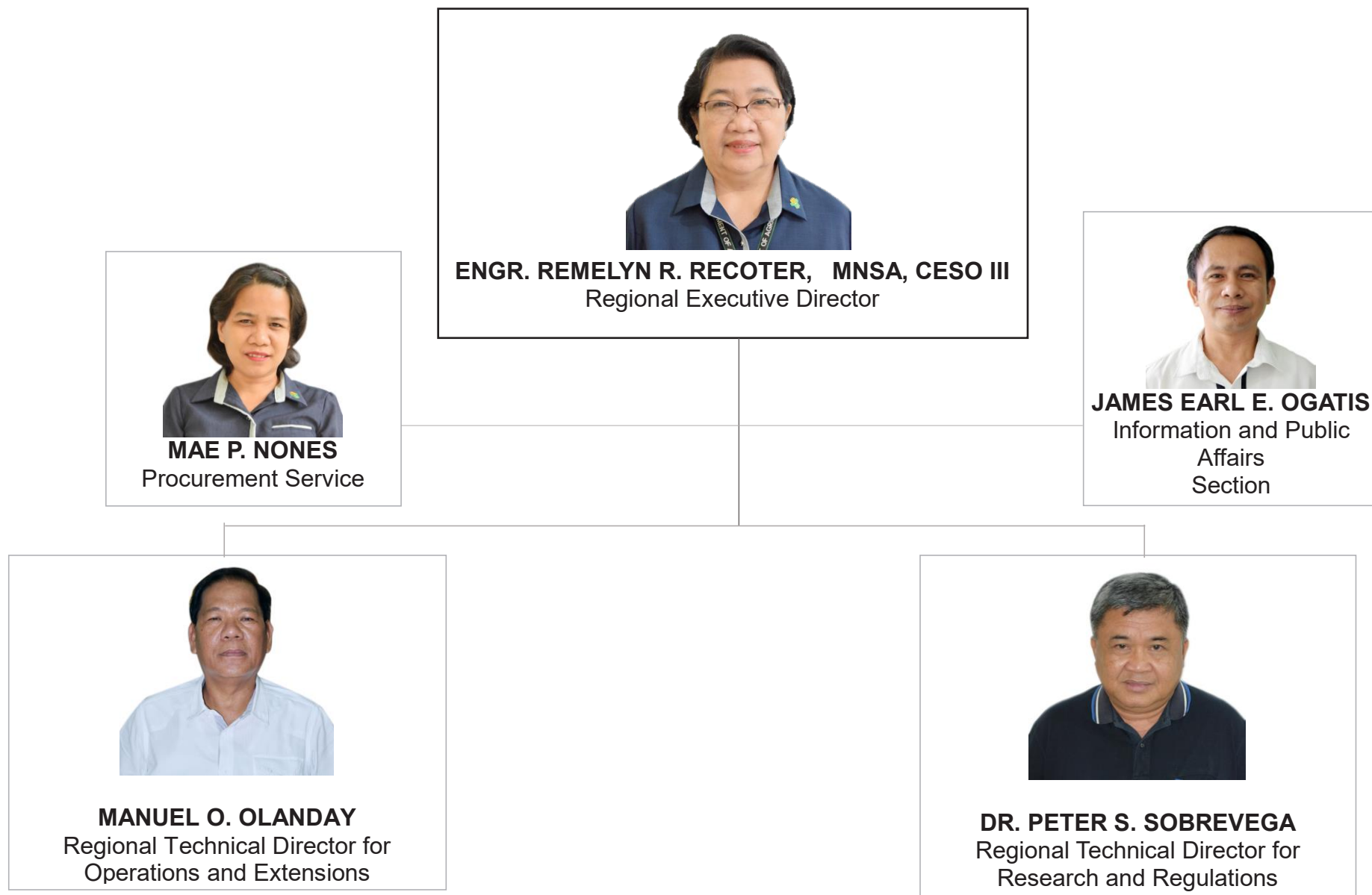
### The Department of Agriculture Management Committee (ManCom)





## APPENDIX C

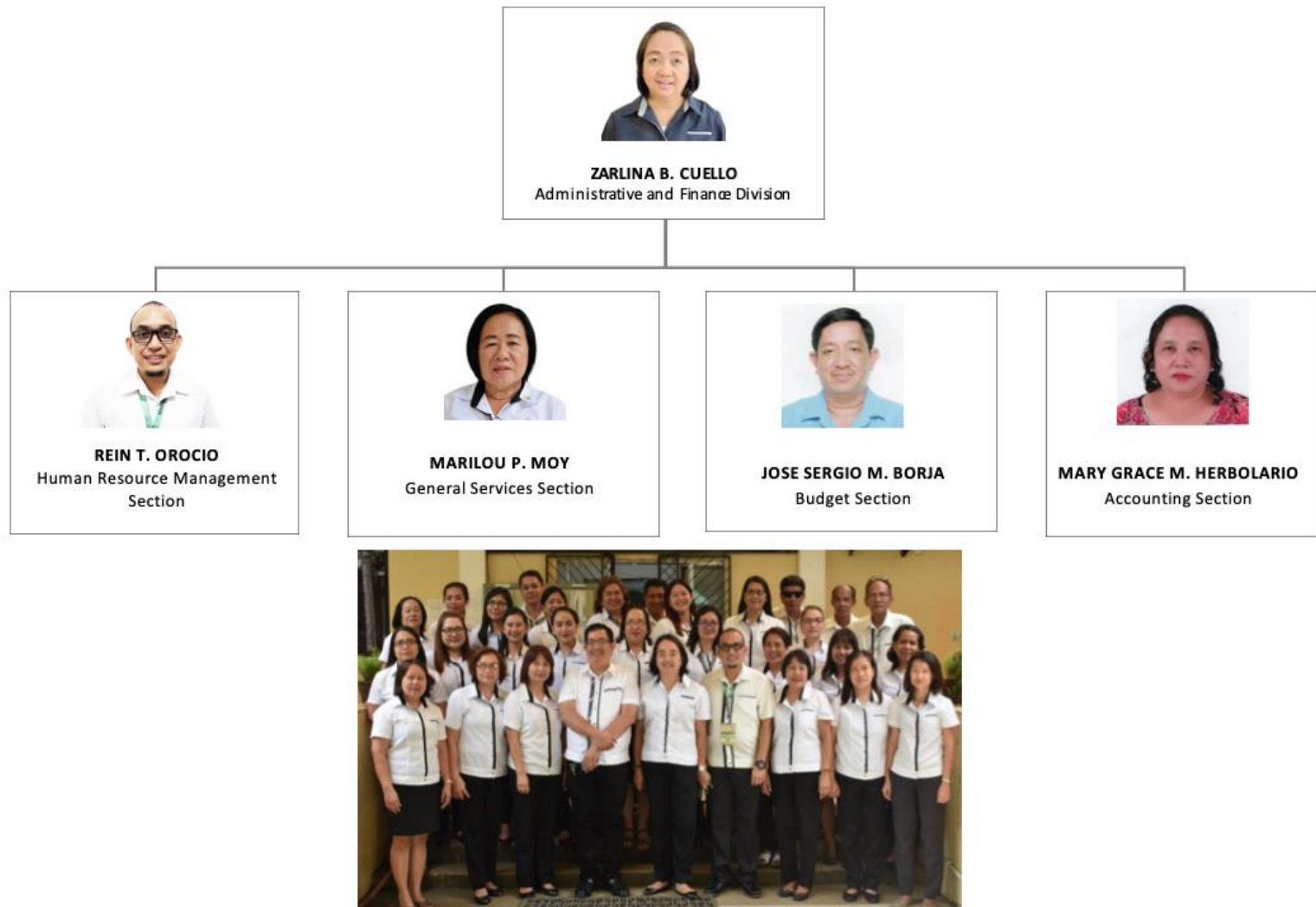
### Organizational Chart of the Office of the Regional Executive Director





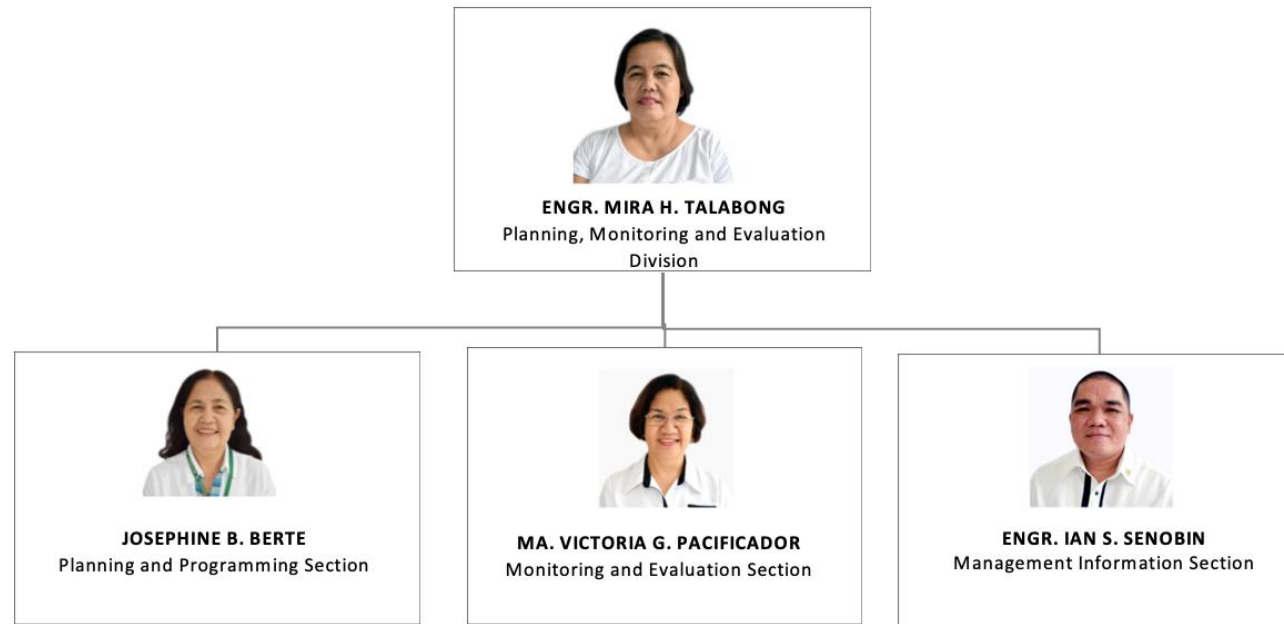
## APPENDIX D

### Organizational Chart of the Administrative and Finance Division (AFD)



## APPENDIX E

### Organizational Chart of the Planning, Monitoring and Evaluation Division (PMED)





## APPENDIX F

### Organizational Structure of the Field Operations Division (FOD)



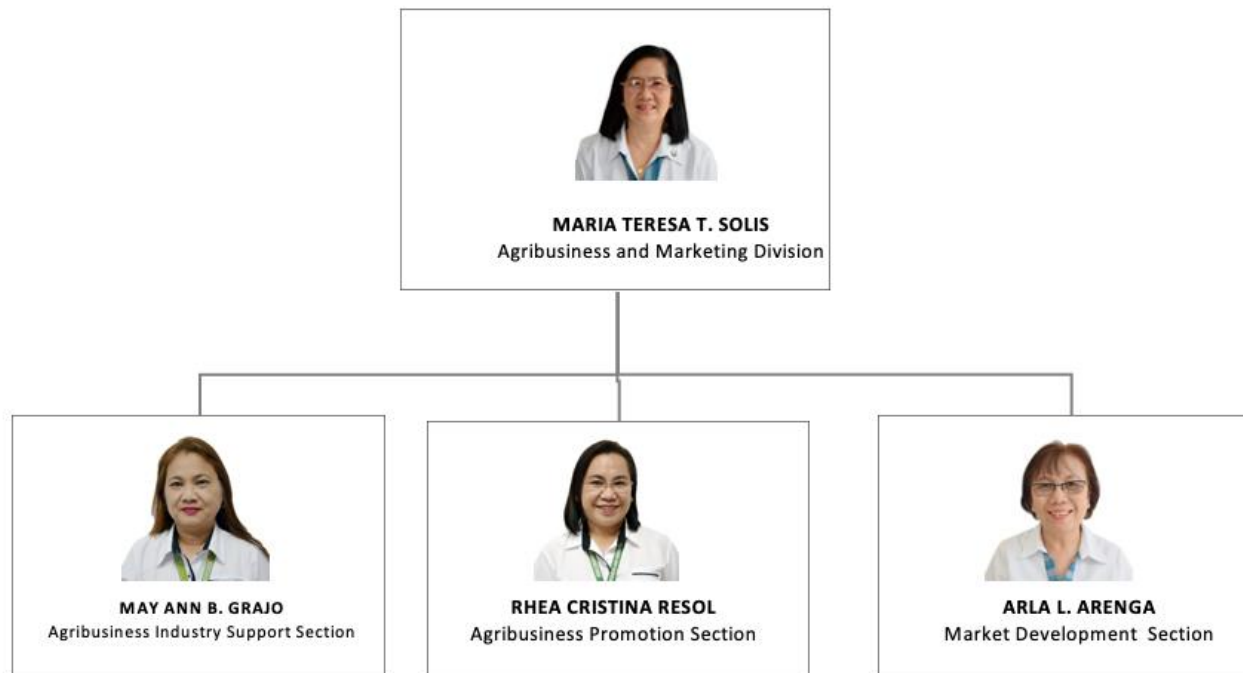
## APPENDIX G

### Organizational Chart of the Interim Regional Agricultural Engineering Division (RAED)



## APPENDIX H

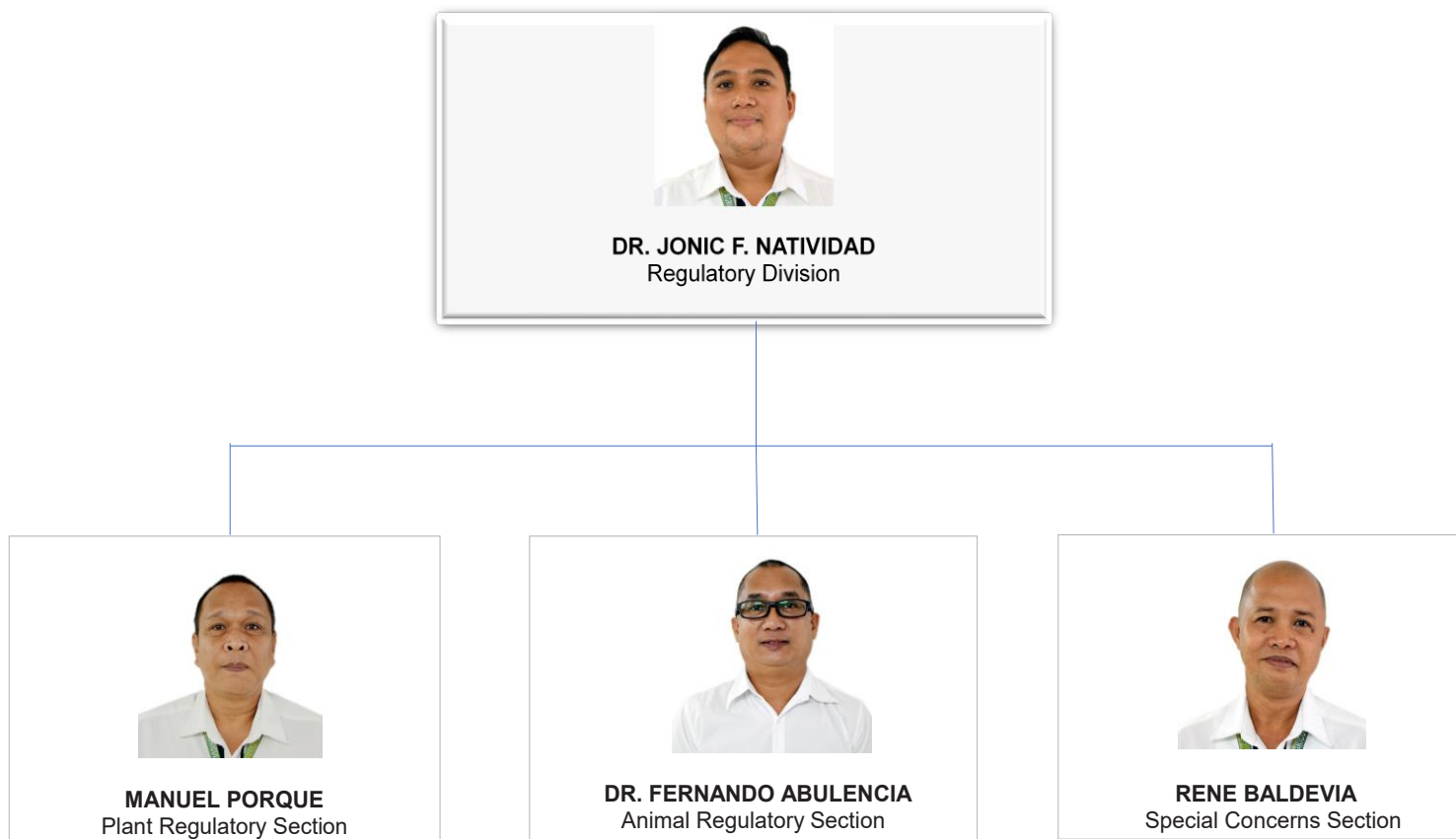
### Organizational Chart of the Agribusiness and Marketing Assistance Division (AMAD)





## APPENDIX I

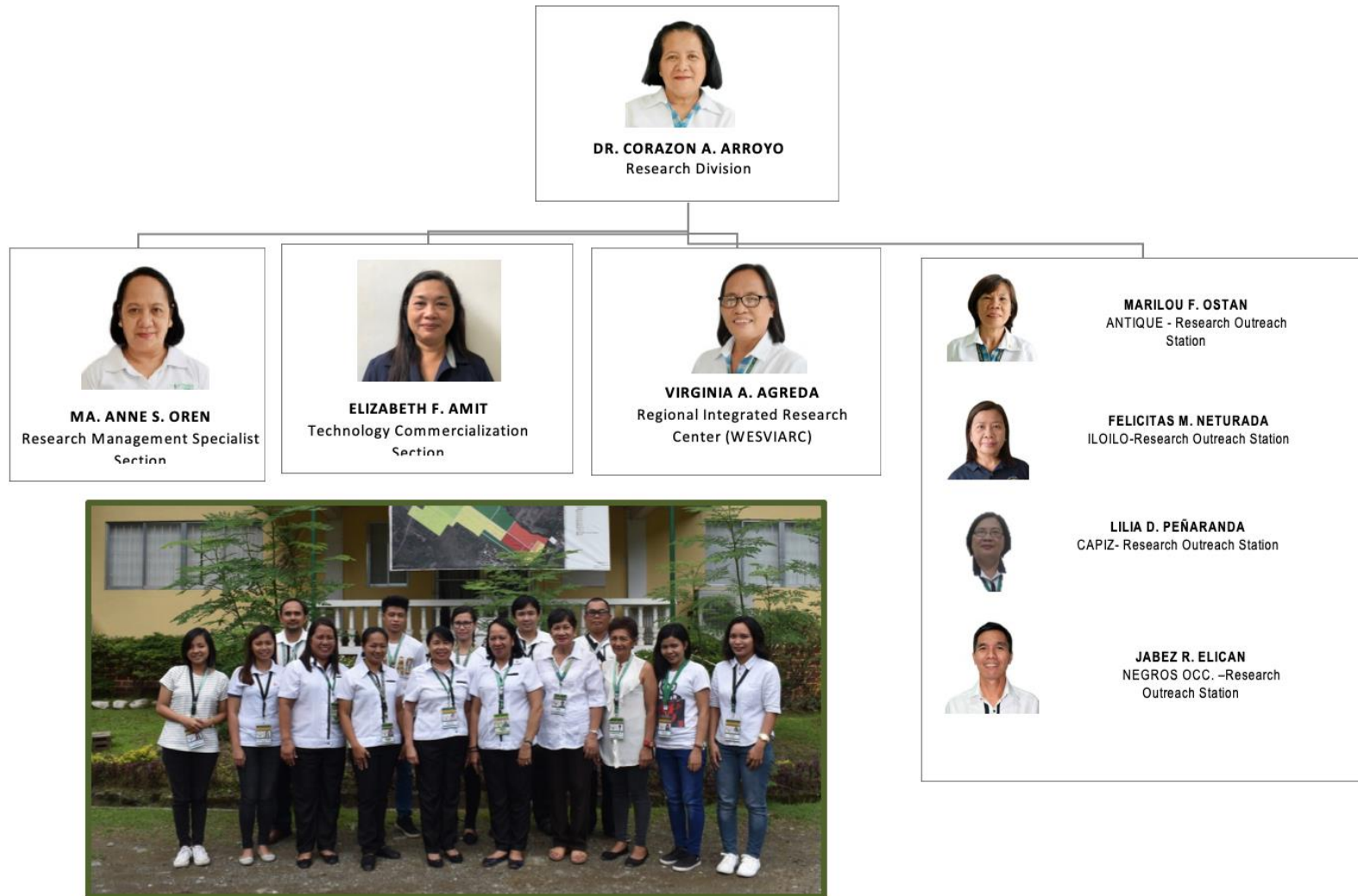
### Organizational Chart of the Regulatory Division





## APPENDIX J

### Organizational Chart of the Research Division



# Organizational Chart of the Regional Integrated Laboratories Division (RILD)





## APPENDIX L

### The Department of Agriculture Western Visayas Logo



“Service excellence to ensure food security for all”. This is the version of the Department of Agriculture – Regional Field Office VI which the proposed logo design aims to embody. The overall shape of the logo resembles that of a shield which denotes commitment and security. Further, palay is used to represent the top agricultural commodities produced by the region. Simple yet straightforward, this is what the logo aims to express.

The road and gears represent the Office’s mission which is, its commitment to provide agricultural support and services with facilities and equipment. Moreover, the 6 provinces are represented by the six (6) gear cogs which shows, that without these provinces working synergistically, the RFO won’t be effective either. They are essential and instrumental parts of the whole. Lastly, the two prominent green figures at first glance could be simply identified as leaves to symbolize agriculture. But, if observed closely they are two hands connected which delineates CARE and VALUE. CARE which stands for Commitment, Accountability, Responsiveness, Excellence, and Solidarity – the Core Values of the DA Western Visayas. Together, DA-RFO VI, with its 6 provinces, embodying the core values of excellence, strives to ensure food security for all.

## APPENDIX M

### Department of Agriculture Western Visayas Hymn

#### Kadalag-an Sang Agrikultura

by Dante M. Beriong

Ang mangunguma, ang agrikultura  
Haligi sang aton ekonomiya  
Naga kinahanglan, kabalaka sang tanan,  
Aton ginasaligan, kag dapat  
nga amligan.

Chorus:

Aton gid tingohaon ang bastante nga pagkaon  
Sa kada panimalay, sa bug-os nga nasyon  
Raku nga produkto,  
Pamaagi nga nagabag-o  
Panghangkat kaninyo, mangunguma nga Pilipino.

Bastante nga pagkaon  
Ang ginasandigan  
Sang pamilya nga mapag-on, sang iya kauswagan  
Tampad nga serbisyo para sa mangunguma  
Kadalag-an sang agrikultura...

Ro mangunguma, ro agrikultura  
Kinahangean it mayad nga pagdumaea  
Tibyog ag tindugan, ro kawsa bueoligan  
Mag-ugyon para sa kamaeayran it tanan.

Repeat Chorus  
Dala ang kauswagan,  
Sa Kabisay-an Nakatundan"

Agrikultura!



## APPENDIX N

### Template for the DA Western Visayas Stationery



Republic of the Philippines  
**DEPARTMENT OF AGRICULTURE**  
Western Visayas

27 November 2018

Trenz Pruca  
Company Name  
4321 First Street  
Anytown, State ZIP

Dear Trenz,

Lorem ipsum dolor sit amet, ligula suspendisse nulla pretium, rhoncus tempor fermentum, enim integer ad vestibulum volutpat. Nisl rhoncus turpis est, vel elit, congue wisi enim nunc ultricies sit, magna tincidunt. Maecenas aliquam maecenas ligula nostra, accumsan taciti. Sociis mauris in integer, a dolor netus non dui aliquet, sagittis felis sodales, dolor sociis mauris, vel eu libero cras.

Ac dolor ac adipiscing amet bibendum nullam, lacus molestie ut libero nec, diam et, pharetra sodales, feugiat ullamcorper id tempor id vitae. Mauris pretium aliquet, lectus tincidunt. Porttitor mollis imperdiet libero senectus pulvinar. Etiam molestie mauris ligula laoreet, vehicula eleifend. Repellat orci erat et, sem cum, ultricies sollicitudin amet eleifend dolor nullam erat, malesuada est leo ac. Varius natoque turpis elementum est.

Consectetur arcu ipsum ornare pellentesque vehicula, in vehicula diam, ornare magna erat felis wisi a risus. Justo fermentum id. Malesuada eleifend, tortor molestie, a a vel et. Mauris at suspendisse, neque aliquam faucibus adipiscing, vivamus in. Wisi mattis leo suscipit nec amet, nisl fermentum tempor ac a, augue in eleifend in venenatis, cras sit id in vestibulum felis in, sed ligula.

Sincerely yours,

Urna Semper

*We serve what farmers deserve*

WESVIARC, Barangay Buntatala, Jaro, Iloilo City | Email: [darlu6@yahoo.com](mailto:darlu6@yahoo.com) | Telephone: 3371262  
Fax: (033) 3364221 | website: [ru6.da.gov.ph](http://ru6.da.gov.ph)



## Appendix O

### Template for the DA Western Visayas Powerpoint Presentation

Cover Page



Department of agriculture, western visayas

Body







**ENGR. REMELYN R. RECOTER, MNSA, CESO III**  
REGIONAL EXECUTIVE DIRECTOR  
**DEPARTMENT OF AGRICULTURE**  
Western Visayas

 (033) 337-1262  
 0917 892 7525  
 remierecoter@yahoo.com  
reddarfo6@gmail.com  
 @rfu6.da.gov.ph  
 WESVIARC, Buntatala, Jaro, Iloilo City



*We serve what farmers deserve*


## Appendix R

### Resource Allocation and Implementation Mechanisms

#### PEOPLE MANAGEMENT

PROGRAM		STRATEGIES/ PROJECTS	ACTOR	FINANCIAL REQUIREMENT (‘000)					
				2019	2020	2021	2022	2023	TOTAL
1	Strategic Human Resource Planning	Assessment of the Current Human Resource Availability	HRMS	1,000					1,000
		Analysis of the Future HR Demand							
		HR Demand Forecast							
		HR Planning and Implementation							
	Sub-total			1,000					1,000
2	Recruitment, Selection and Promotion	Customizing/Localizing the Merit Selection Plan - <i>Preparation of MSP Manual</i>	HRMSPB HRMS	150					150
		Strengthening the HRMPSB	HRMS						
	Sub-total			150					150
3	Learning and Development	Establishment of the HRDC							
		Crafting the HR Development Plan	HRDC						
		- <i>Training Needs Analysis</i>	HRMS	50 (Consultant)					50
		- <i>Trainings</i> - <i>Orientation on CSC rules</i> - <i>Coaching and mentoring</i> - <i>Scholarships</i> Executive Leadership Dev’t -Technical Trainings	HRMS HRMS	1,444	3,000	3,000	3,000	3,000	13,444
		Orientation/briefing on records management for all employees (From Resource Management – Records Management)		80	90	100	110	120	500
		WOW the Customers							

		1. Training of DA Personnel (Food and Accommodation)		360	378	397	417	436	1,988
		2. Training Supplies		25	27	28	29	31	140
		3. Honorarium for RP (From Service Delivery Improvement – Customer focused management)		60	63	67	70	73	333
		Inward looking workshop to review the DA Western Visayas' structure and functions (From Organizational Systems Development – Organizational Structure)	HRMPSB/ManCom	50	50	50	50	50	250
		Enhancing inter-division relationships (From Organizational Systems Development – Organizational Structure)	HRMO	50	50	50	50	50	250
		<b>Leadership Development Program</b> (From Organizational Culture and Branding – Organizational Culture)	HRMO	-	500	500	500	500	2,000
	<b>Sub-total</b>			2,119	4,158	4,192	4,226	4,260	18,955
4	<b>Performance Management</b>	Crafting the Success Indicators and SPMS Guidebook	PMT	700					700
		Communication and Implementation	PMT, PMED, HRMS	100					100
	<b>Sub-total</b>			800					800
5	<b>Incentive Mechanisms</b>	Executing the Localized PRAISE System	PRAISE Comm. HRMS	300	300	300	300	300	1,500
		Candid recognition and perks for individual and team efforts		50	50	50	50	50	250
	<b>Sub-total</b>			350	350	350	350	350	1,750

6	<b>Employee Benefits and Services</b>	Employee Benefits and Services Package	HRMS						
		- <i>Handling employee grievance</i>							
		- <i>PWD/Solo Parent Employees Program</i>			100	100	100	100	400
		- <i>Sports program for employees</i>		250	250	250	250	250	1,250
		- <i>DA Choral Group/Band</i>			700	*50	*50	*50	850
	<b>Sub-total</b>			250	1,050	400	400	400	2,500
7	<b>HR Information Management System</b>	Enhancing the management of employee information	HRMS	150	*50	*50	*50	*50	350
		- <i>Electronic personnel records</i>							
		Installing benefits administration							
		Tracking employee performance and development plans							
	<b>Sub-total</b>			150	50	50	50	50	350
8	<b>OTHERS</b>								
		Excelling through quality operations rather than quantity (From Organizational Culture and Branding – Organizational Culture)	RAFIS, HRMO	200	500	500	500	500	2,200
		Creating a congenial organizational climate (From Organizational Culture and Branding – Organizational Culture)	HRMO	-	500	500	500	500	2,000
		General Assembly or Employees Day/Family Day (From Resource Management - Records Management)	RAFIS, HRMO	500	500	500	500	500	2,500
	<b>Sub-total</b>			700	1,500	1,500	1,500	1,500	6,700
	<b>TOTAL</b>			5,519	7,108	6,492	6,526	6,560	32,205

# SERVICES DELIVERY IMPROVEMENT

PROGRAM		STRATEGIES/ PROJECTS	ACTOR	FINANCIAL REQUIREMENT ('000)					
				2019	2020	2021	2022	2023	TOTAL
1	Customer Focused Management	Enriching feedback mechanisms							
		1. Printing of Survey Forms	RAFIS	100	105	110.25	115.7	121.55	552.5
		2.Establishment of Farmers and Stakeholders' Contact Center	RAFIS/FPOMD		250	262.5	275.625	289.406	1,077.531
	Sub-total			100	355	372.75	391.325	410.956	1,630.031
2	Responsiveness of Public Service	Community needs assessment	PMED/Banner Program	300	315	330.75	347.288	364.652	1,657.69
	Sub-total			300	315	330.75	347.288	364.652	1,657.69
3	Innovativeness and Creativity	Monthly brainstorming lunch session	Per Division	40	40	40	40	40	200
		Rewarding stakeholders' innovative solutions	Banner Program with Search Committee	1,000	1,000	1,000	1,000	1,000	5,000
	Sub-total			1,040	1,040	1,040	1,040	1,040	5,200
4	Competitiveness and productivity	<b>1. Monitoring the environment</b> <i>(Under DA Regular Functions)</i>							
		<b>2. Competitive costs</b> <i>(Captured under DA Regular Functions)</i>							
		<b>3. Quality consciousness</b>							
		>Post-harvest handling and packaging <i>(Regular Functions of AMAD)</i>	AMAD	300	300	300	300	300	1,500

	> GAP/Organic Certification-Assistance (Regular Functions of AMAD)	Regulatory and OA	500	500	500	500	500	2,500
	<b>4. Product and volume flexibility</b>							
	a. Interactive Opportunities (Consultation Meetings and Dialogue)	Banner Program, AMAD & PMED	84	88.2	92.61	97.24	102.102	464.152
	b. Upping Social Media Relationship							
	b.1 DA Publications, Freebies and other low-cost promotional materials	RAFIS	2,000	2,000	2,000	2,000	2,000	10,000
	<b>Sub-total</b>		<b>2,884</b>	<b>2,888.2</b>	<b>2,892.61</b>	<b>2,897.24</b>	<b>2,902.102</b>	<b>14,464.152</b>
	<b>TOTAL</b>		<b>4,324</b>	<b>4,598.2</b>	<b>4,636.11</b>	<b>4,675.853</b>	<b>4,717.71</b>	<b>22,951.873</b>

## RESOURCE MANAGEMENT

PROGRAM		STRATEGIES/ PROJECTS	ACTOR	FINANCIAL REQUIREMENT ('000)					
				2019	2020	2021	2022	2023	TOTAL
<b>1</b>	<b>Fund Management</b>	Strict monitoring of program/project implementation	PMED/Acctg	377	415	456	502	552	2,302
		Reducing processing time of documents	Acctg/Budget	1,700	1,870	2,057	2,263	2,489	10,379
		Full implementation of e-NGAS and e-budget	ITCAF Personnel	90	99	109	120	132	549
	<b>Sub-total</b>			<b>2,167</b>	<b>2,384</b>	<b>2,622</b>	<b>2,885</b>	<b>3,173</b>	<b>13,231</b>
<b>2</b>	<b>Procurement and Property management</b>	Strengthening procurement planning		778	856	941	1,036	1,139	4,750
		Developing a procurement manual			50				50
		Recording, safeguarding and disposing of purchased assets							
	<b>Sub-total</b>			<b>778</b>	<b>906</b>	<b>941</b>	<b>1,036</b>	<b>1,139</b>	<b>4,800</b>

3	Records Management	Improving the existing records management process flow		160	176				336
		Developing the records disposition program			100	100	100	100	400
		Construction of a records center/storage area (Under Assets Management)							
		Strengthening the implementation of data tracking system		30	30	30	30	30	150
		Orientation/briefing on records management for all employees (Under People Management)	HRMS						
		Regularized digitizing records			100				100
	Sub-total			190	406	130	130	130	986
4	Security Management	Writing a security plan			150	150	150	150	600
		Installation, purchase of assets for security purposes			300				300
		CREATION OF INTERIM DRRM OFFICE							
		Creation of Incident Quick Responders (per DA-RFO 6 Offices & Stations) >Evacuation Guides >medic Emergency Responders >Vital Assets Savers >Fire Responders			798	549	571	594	2,512
	Sub-total				1,248	699	721	744	3,412
5	Clean and green workplace	Adherence to 5S		50	1,155	61	67	73	1,406
		Construction of disposal/garbage area			500				500
		Compliance to the waste segregation law - Construction of Material Recovery Facility (MRF)			300				300
		Greenery in the workplace			300				300
	Sub-total			50	2,255	61	67	73	2,506

	<b>TOTAL</b>			<b>3,185</b>	<b>7,199</b>	<b>4,453</b>	<b>4,839</b>	<b>5,259</b>	<b>24,935</b>
--	--------------	--	--	--------------	--------------	--------------	--------------	--------------	---------------

#### ORGANIZATIONAL SYSTEMS DEVELOPMENT

PROGRAM		STRATEGIES/ PROJECTS	ACTOR	FINANCIAL REQUIREMENT ('000)					
				2019	2020	2021	2022	2023	TOTAL
<b>1</b>	<b>Organizational Structure</b>	Inward looking workshop to review the DA Western Visayas' structure and functions	HRMPSB/ManCom	50	50	50	50	50	250
		Enhancing inter-division relationships	HR	50	50	50	50	50	250
	<b>Sub-total</b>			<b>Included under People Management (L&amp;D)</b>					
<b>2</b>	<b>Communication System</b>	Strengthening internal communications		360	420	480	540	540	2,340
		Enhancing communication mechanisms		7,500	8,250	9,000	10,000	11,000	45,750
		Boosting external communication		240	264	290	320	360	1,474
	<b>Sub-total</b>			<b>8,100</b>	<b>8,934</b>	<b>9,770</b>	<b>10,860</b>	<b>11,900</b>	<b>49,564</b>
<b>3</b>	<b>Policies and Policy Development</b>	Inventory and updating of existing policies (internal, external)	Include Admin concerns and technical guidelines/publication	25			33.25		58.25
		Development of an agency policy manual		60	60	60	60	60	300
		Policy development		60	60	60	60	60	300
	<b>Sub-total</b>			<b>145</b>	<b>120</b>	<b>120</b>	<b>153.25</b>	<b>120</b>	<b>658.25</b>
<b>4</b>	<b>Quality Management System</b>	Benchmarking with ISO certified organizations and initial QMS work		2000	150	150	150	150	2,600
		QMS awareness building and capability building							



		Crafting the DA Western Visayas ISO 9001 Quality Management Manual							
		Internal quality audit and management reviews							
		Third party audit, certification and sustainability		300	300	300	300	300	1,500
	<b>Sub-total</b>			<b>2,300</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>4,100</b>
<b>5</b>	<b>Information Management Services</b>	Acquisition of ICT hardware and software		3,929	21,125	30,000	25,000	20,000	100,054
		Database management and reporting		-	10,000	10,000	5,000	5,000	20,000
	<b>Sub-total</b>			<b>3,929</b>	<b>31,125</b>	<b>40,000</b>	<b>30,000</b>	<b>25,000</b>	<b>130,054</b>
<b>6</b>	<b>Planning, Monitoring and Evaluation System</b>	Building a coherent planning, monitoring, evaluation system		100	50 -	100	50	100	400
		Capability building in M&E		100	100	100	100	100	500
		Institutionalized M&E System		1,860	1,900	1,950	2,000	2,050	9,760
	<b>Sub-total</b>			<b>2,060</b>	<b>2,050</b>	<b>2,150</b>	<b>2,150</b>	<b>2,250</b>	<b>10,660</b>
	<b>TOTAL</b>			<b>16,534</b>	<b>42,679</b>	<b>52,490</b>	<b>43,613.25</b>	<b>39,720</b>	<b>195,036.25</b>

#### ASSETS DEVELOPMENT AND MANAGEMENT

PROGRAM		STRATEGIES/ PROJECTS	ACTOR	FINANCIAL REQUIREMENT (‘000)					
				2019	2020	2021	2022	2023	TOTAL
<b>1</b>	<b>Buildings and Lands Management</b>	<b>Construction of Three-storey state of the art DA Western Visayas Regional Office</b>		75,000					75,000
		<b>Construction of new buildings</b>							
		Regional Integrated Laboratory – WESVIARC compound			20,000	145,000			165,000

	DRRMO Building – BPI/DA-Operations compound			6,000				6,000
	RAED Office Building – BPI/DA-Operations compound			11,000				11,000
	COA Building – BPI/DA-Operations compound			4,500				4,500
	Operations Storage/Stockroom - Operations compound			3,500				3,500
	Two-storey Training Center – WESVIARC compound				20,000			20,000
	One-Stop-Agribusiness Center – along WESVIARC Radial Road				10,000			10,000
	5-Warehouse Building – WESVIARC compound			10,000	15,000			25,000
	Rehabilitation of AMTEC Visayas Satellite Testing Center			5,765				5,765
	<b>Improvement of grounds and buildings</b>							
	Regulatory Building – Soils compound							
	Grounds/Parking space of Soils compound – Soils compound						2,000	2,000
	<b>Construction/improvement of concrete perimeter fence to secure the property of stations</b>							
	- Construction of perimeter fence (concrete post and barbed wire) - Patnongon, Antique/Himamaylan, Negros Occidental/La Carlota		2,000					2,000
	- Dredging, riprapping and completion of perimeter fence – WESVIARC			5,000				5,000
	- Expansion of perimeter fence - Sigma, Capiz			3,000				3,000
	- Improvement of perimeter fencing - Sta. Barbara, Iloilo/Cabatuan, Iloilo			3,000				3,000
	<b>Rehabilitation and improvement of dilapidated structures inside ROSes/Demo farms and construction of additional structures</b>							

		- Construction of public CR - WESVIARC				1,000			<b>1,000</b>
		- Construction/rehab of Guard House – entrance and exit and signage - WESVIARC/ Himamaylan, Negros Occidental/La Carlota/Sta. Barbara/ Patnagon, Antique/Sigma, Capiz				2,500			<b>2,500</b>
		- Completion of Farmers Exhibit and Training Center – WESVIARC				3,000			<b>3,000</b>
		- Rehabilitation of JICA Seed Processing Plant – WESVIARC				10,000			<b>10,000</b>
		- Rehabilitation of Library - WESVIARC					2,000		<b>2,000</b>
		- Improvement of KABSAKA Building for use as auditorium – WESVIARC					5,000		<b>5,000</b>
		- Rehabilitation of old processing plant – WESVIARC					20,000	10,000	<b>30,000</b>
		- Improvement of poultry house – Dumarao, Capiz			200				<b>200</b>
		- Improvement/rehab/construction of Training Hall – Dumarao, Capiz/Cabatuan, Iloilo/Jordan, Guimaras				2,000			<b>2,000</b>
		- Improvement of seed storage facility – Dumarao/Sigma, Capiz				2,000			<b>2,000</b>
		- Upgrading of machinery shed – Dumarao, Capiz				500			<b>500</b>
		- Rehabilitation of production facilities – Dumarao/Sigma, Capiz					500		<b>500</b>
		- Construction of plant nursery with water system -La Carlota/Himamaylan, Negros Occidental				1,500			<b>1,500</b>
		- Construction of green house with water system -La					1,000		<b>1,000</b>

		Carlota/Himamaylan, Negros Occidental/Sigma, Capiz							
		- Improvement of stock room – Dumarao, Capiz				500			<b>500</b>
		- Improvement of office building – Dumarao/Sigma, Capiz; Sta. Barbara				1,000			<b>1,000</b>
		- Improvement of vertical dryer shed – Dumarao, Capiz			300				<b>300</b>
		- Construction of Multi-purpose hall with connection to Local Water Administration – Sigma, Capiz					2,000		<b>2,000</b>
		- Construction of garage – Sigma, Capiz/La Carlota/Himamaylan, Negros Occidental/Jordan, Guimaras				1,000			<b>1,000</b>
		- Improvement and upgrading of Biological Control Laboratory – Sigma, Capiz					1,000		<b>1,000</b>
		- Improvement of Guest House – Sigma, Capiz					1,000		<b>1,000</b>
		- Rehabilitation of Goat House - La Carlota/Himamaylan, Negros Occidental				300			<b>300</b>
		- Rehabilitation of Sheep House - La Carlota/Himamaylan, Negros Occidental				300			<b>300</b>
		- Rehabilitation of Kidding/Lambing House - La Carlota/Himamaylan, Negros Occidental					300		<b>300</b>
		- Construction of Artificial Insemination Research Building - La Carlota/Himamaylan, Negros Occidental					500	500	<b>1,000</b>
		- Construction of Isolation Pen - La Carlota/Himamaylan, Negros Occidental				100			<b>100</b>

	<b>Construction of access roads in all ROSES for easy access</b>							
	- Concreting of 500 meters from provincial road to ASC Building – Dumarao, Capi				5,000			<b>5,000</b>
	- Expansion of wheel path – Sigma, Capi/Sta. Barbara				1,000			<b>1,000</b>
	<b>Installation/acquisition of additional power supply</b>							
	- Procurement and installation of transformer – Tigmanali, Antique					1,500		<b>1,500</b>
	- Expansion/installation/restoration of electrical system/lighting system – Sigma, Capi/					500		<b>500</b>
	<b>Construction of motor pool to house all farm machineries and farm implement</b>							
	- Construction of Motorpool – Sta. Barbara					2,000		<b>2,000</b>
	<b>Construction/rehabilitation of irrigation facilities</b>							
	- Upgrading of water system – Dumarao, Capi				1,000			<b>1,000</b>
	- Upgrading of WESVIARC Lagoon				1,000			<b>1,000</b>
	- Improvement of existing SWIP – WESVIARC					2,000		<b>2,000</b>
	- Concreting/improvement of irrigation canals – Sta. Barbara					1,000		<b>1,000</b>
	- Construction of additional SWIP – WESVIARC					3,000		<b>3,000</b>
	- Establishment of Sprinkling Irrigation System – Dumarao, Capi					1,000		<b>1,000</b>
	- Establishment of Overhead Irrigation System – WESVIARC					2,000		<b>2,000</b>
	- Installation of Drip Irrigation System – WESVIARC						1,000	<b>1,000</b>
	- Construction of Ground Water Tank/Rainwater Harvesting Facility – Sigma, Capi				2,000			<b>2,000</b>
	- Establishment of water system with shallow tubewell – Cabatuan, Iloilo					500		<b>500</b>

		- Establishment of water system – Himamaylan, Negros Occidental				2,000			2,000
		- Construction of overflow dam – La Carlota, Negros Occidental					3,000		3,000
	<b>Sub-total</b>			<b>77,000</b>	<b>72,265</b>	<b>227,700</b>	<b>49,800</b>	<b>13,500</b>	<b>440,265</b>
<b>2</b>	<b>Mobility Management</b>	<b>Procurement of 20 units brand new vehicles for ROSes and operating units with no available vehicles</b>							
		- Procurement of 13 units Pick-up Service – ROS (Iloilo, Guimaras, Antique, Capiz, Negros Occidental), RAED, Operation, Admin Compound					14,000	12,000	26,000
		- Procurement of three (3) units Van – Soils Compound, Admin and Operation Compound					1,500	3,000	4,500
		- Procurement of four (4) units Hauling Truck – ROS Iloilo, Antique and La Carlota					3,750	3,750	7,500
	<b>Sub-total</b>						<b>19,250</b>	<b>18,750</b>	<b>38,000</b>
<b>3</b>	<b>Facilities management</b>	<b>Upgrading of library</b>				1,000			1,000
		<b>Acquisition of sports facilities</b>				2,000			2,000
	<b>Sub-total</b>					<b>3,000</b>			<b>3,000</b>
<b>4</b>	<b>Acquiring machineries and equipment</b>	<b>Acquisition of new laboratory equipment and upgraded existing facilities</b>							
		- Procurement of New and Upgrading of Existing Technical and Scientific Equipment of Soils Laboratory ( CNS Analyzer, Plant tissue grinder, Top loading balance, Reagent Dispenser, Mechanical Stirrer, Drying Oven & Dessicator) – RSL-Parola, Iloilo City and WESVIARC				20,000			20,000
		- Procurement of Technical and Scientific Equipment under RADDL ( Drying Oven, Chest Freezer, Centrifuge, Compound Microscope, Biosafety Cabinet, Refrigerator,					15,000		15,000

	Blood Chem Analyzer, CBC Analyzer, Autoclave, IIPCR, CO2 Incubator, Histopathology equipment & RT-PCR Equipment) – RADDL/WESVIARC							
	- Procurement of New and Upgrading of Existing Technical and Scientific Equipment under Feed Laboratory ( Fumehood, Fumes extractor, Biosafety cabinet, eyewash station, heating block, flouresence detector, Ph meter, Antivibarartion Balance Equipment, ultrasonic bath and thermohydrometer) – RILD Parola, Iloilo City and WESVIARC					15,000		<b>15,000</b>
	- Procurement of PCR Machine for RCPC – WESVIARC			600				<b>600</b>
	- Procurement of 2- Total Stations (surveying equipment) – BPI/DA-Operations Compound		1,300					<b>1,300</b>
	- 2- Total Stations (surveying equipment) – BPI/DA-Operations Compound		600					<b>600</b>
	- Procurement of 1- RTK (surveying equipment) – BPI/DA-Operations Compound		3,400					<b>3,400</b>
	- Procurement of 1- Geo-resistivity equipment (groundwater exploration equipment) - BPI/DA-Operations Compound		3,400					<b>3,400</b>
	<b>Procurement of equipment based on needs of research stations</b>							
	- Air Conditioning System – Patnongon, Antique			200				<b>200</b>
	- Cassava Chipper – Patnongon, Antique			300				<b>300</b>

		- Cassava Grinder – Patnongon, Antique			300				<b>300</b>
		- Vacuum Pack Sealer – Patnongon, Antique			100				<b>100</b>
		- Multi-purpose Grinder – Patnongon, Antique			300				<b>300</b>
		- Hammer Mill – Patnongon, Antique			120				<b>120</b>
		- Forage Chopper – Patnongon, Antique/NOROS			250				<b>250</b>
		- Electric Motor Water Pump – Patnongon, Antique/Sta. Barbara			120				<b>120</b>
		- Egg incubator – Patnongon, Antique			350				<b>350</b>
		- Power Sprayer – NOROS			100				<b>100</b>
		- Basic Climatological Instruments – La Carlota, Negros Occidental			1,000				<b>1,000</b>
		- Digital Weighing Scale, 25 kg - WESVIARC			150				<b>150</b>
		- Brush Cutter			5				<b>5</b>
		<b>Procurement of additional farm machineries based on needs of research stations</b>							
		- Hand Tractor – Sigma, Capiz/Patnongon, Antique			120				<b>120</b>
		- Portable Rice Thresher – WESVIARC			120				<b>120</b>
		- 90 hp Tractor w/ Accessories – NOROS			2,500				<b>2,500</b>
		- Generator, 25 kba – Himamaylan, Negros Occidental/Sta. Barbara/Patnongon, Antique			500				<b>500</b>
		- Shredder – NOROS			200				<b>200</b>
		- 4-wheel drive tractor, 36hp – WESVIARC/Cabatuan, Iloilo			1,200				<b>1,200</b>
		- Multi-Purpose Hand Tractor with complete accessories – WESVIARC			200				<b>200</b>
		<b>Construction of showroom to showcase all farm machineries and</b>				5,000			<b>5,000</b>



		equipment in WESVIARC as center for farm mechanization							
	<b>Sub-total</b>			<b>8,700</b>	<b>8,735</b>	<b>25,000</b>	<b>30,000</b>		<b>72,435</b>
<b>5</b>	<b>Biological Assets</b>	<b>Procurement of Purebred Native Chicken, Upgraded Goats and Sheep</b>							
		- Native Darag – WESVIARC/Antique ROS			70				<b>70</b>
		- Jolo – WESVIARC/Antique ROS			70				<b>70</b>
		- Black Jersey – WESVIARC/Antique ROS			300				<b>300</b>
		- Goat Anglo-Nubian Doe (upgraded) – La Carlota, Negros Occidental			625				<b>625</b>
		- Goat Anglo-Nubian Buck (upgraded) – La Carlota, Negros Occidental			150				<b>150</b>
		- Sheep Barbados Ewe (upgraded) – La Carlota, Negros Occidental			1,250				<b>1,250</b>
		- Sheep Barbados Ram (upgraded) – La Carlota, Negros Occidental			300				<b>300</b>
	<b>Sub-total</b>				<b>2,765</b>				<b>2,765</b>
<b>6</b>	<b>Others</b>	Construction of records center/storage area (From Resource Management)				1,500			<b>1,500</b>
	<b>Sub-total</b>					<b>1,500</b>			<b>1,500</b>
	<b>TOTAL</b>			<b>85,700</b>	<b>83,765</b>	<b>257,200</b>	<b>99,050</b>	<b>32,250</b>	<b>557,965</b>

#### INSTITUTIONAL LINKAGES AND PARTNERSHIPS MANAGEMENT

PROGRAM		STRATEGIES/ PROJECTS	ACTOR	FINANCIAL REQUIREMENT ('000)					
				2019	2020	2021	2022	2023	TOTAL
<b>1</b>	<b>Partnership with Government (RMCs; LGUs and NGAs)</b>	Consultative Meetings(Quarterly) and other development activities/assistance	AMAD, PMED, FOD, MANCOM	1,000	1,000	1,200	1,200	1,500	<b>5,900</b>
	<b>Sub-total</b>			<b>1,000</b>	<b>1,000</b>	<b>1,200</b>	<b>1,200</b>	<b>1,500</b>	<b>5,900</b>
<b>2</b>	<b>Partnership with the Private Sector</b>	Consultative Meetings (Quarterly), conduct of	AMAD PMED FOD	500	500	600	600	700	<b>2,900</b>

		Fora/Congress/Fairs, Sectoral Meeting (Quarterly)							
		Facilitation Skills; (Hosting) Training							
	<b>Sub-total</b>			<b>500</b>	<b>500</b>	<b>600</b>	<b>600</b>	<b>700</b>	<b>2,900</b>
<b>3</b>	<b>Linkages along the Value Chain</b>	Market Matching/ASPIRE, Conduct of Training	AMAD, PCCI, DOST, DTI	200	200	300	300	400	<b>1,400</b>
	<b>Sub-total</b>			<b>200</b>	<b>200</b>	<b>300</b>	<b>300</b>	<b>400</b>	<b>1,400</b>
<b>4</b>	<b>Linkaging with Local/International Networks</b>	Participation in trade fairs, AEC conferences and summits	AMAD	800	850	900	950	950	<b>4,450</b>
		Linkages with marketing and credit/lending institutions		100	100	200	200	300	<b>900</b>
		Participation in local and international exhibits/fairs and trainings		500	500	600	600	700	<b>2,900</b>
		Business Exposition Training: how to be convincing, and how to promote a product ; thereby promoting our region/country							
	<b>Sub-total</b>			<b>1,400</b>	<b>1,450</b>	<b>1,700</b>	<b>1,750</b>	<b>1,950</b>	<b>8,250</b>
	<b>TOTAL</b>			<b>3,100</b>	<b>3,150</b>	<b>3,800</b>	<b>3,850</b>	<b>4,550</b>	<b>18,450</b>

#### ORGANIZATIONAL CULTURE AND BRANDING

PROGRAM		STRATEGIES/ PROJECTS	ACTOR	FINANCIAL REQUIREMENT ('000)					
				2019	2020	2021	2022	2023	TOTAL
<b>1</b>	<b>Organizational Culture</b>	Excelling through quality operations rather than quantity	RAFIS, HRMO	200	500	500	500	500	<b>2,200</b>
		Creating a congenial organizational climate	HRMO	-	500	500	500	500	<b>2,000</b>
		Differentiation in products/services	RAFIS	-	2,500	2,000	2,000	2,000	<b>8,500</b>
	<b>Sub-total</b>			<b>200</b>	<b>3,500</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>12,700</b>

<b>2</b>	<b>Leadership Development Program</b>		HRMO	-	500	500	500	500	<b>2,000</b>
	<b>Sub-total</b>				<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>2,000</b>
<b>3</b>	<b>Corporate Social Responsibility</b>	Pera Sa Preso (Coin bank for women inmates)	LOMS	25	-	-	-	-	<b>25</b>
		Annual feeding program for malnourished children	RAFIS	100	110	120	130	150	<b>610</b>
		Adopt an IP community	LOMS	50	1,000	1,000	500	500	<b>3,050</b>
		Gugma sa Tion sang Paskua ( for disadvantaged group)	PMED						
	<b>Sub-total</b>			<b>175</b>	<b>1,110</b>	<b>1,120</b>	<b>630</b>	<b>650</b>	<b>3,685</b>
<b>4</b>	<b>Corporate Branding</b>	Corporate logo							
		Corporate hymn/anthem	RAFIS	200	-	-	-	-	<b>200</b>
		Corporate identity	RAFIS	500	1,000	1,200	1,300	1,500	<b>5,500</b>
	<b>Sub-total</b>			<b>700</b>	<b>1,000</b>	<b>1,200</b>	<b>1,300</b>	<b>1,500</b>	<b>5,700</b>
	<b>TOTAL</b>			<b>1,075</b>	<b>6,110</b>	<b>5,820</b>	<b>5,430</b>	<b>5,650</b>	<b>24,085</b>

**SUMMARY, BY COMPONENT, BY YEAR**

<b>COMPONENT</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>TOTAL</b>
People Management	5,519,000	7,108,000	6,492,000	6,526,000	6,560,000	32,205,000
Field Services Delivery Improvement	4,324,000	4,598,200	4,636,110	4,675,853	4,717,710	22,951,873
Resource Management	3,185,000	7,199,000	4,453,000	4,839,000	5,259,000	24,935,000
Organizational Systems Development	16,534,000	42,679,000	52,490,000	43,613,250	39,720,000	195,036,250
Asset Development and Management	85,700,000	83,765,000	257,200,000	99,050,000	32,250,000	557,965,000
Institutional Linkages and Partnerships Management	3,100,000	3,150,000	3,800,000	3,850,000	4,550,000	18,450,000
Organizational Culture and Corporate Branding	1,075,000	6,110,000	5,820,000	5,430,000	5,650,000	24,085,000
<b>TOTAL</b>	<b>119,437,000</b>	<b>154,609,200</b>	<b>334,891,110</b>	<b>167,984,103</b>	<b>98,706,710</b>	<b>875,628,123</b>



*We serve what farmers deserve*