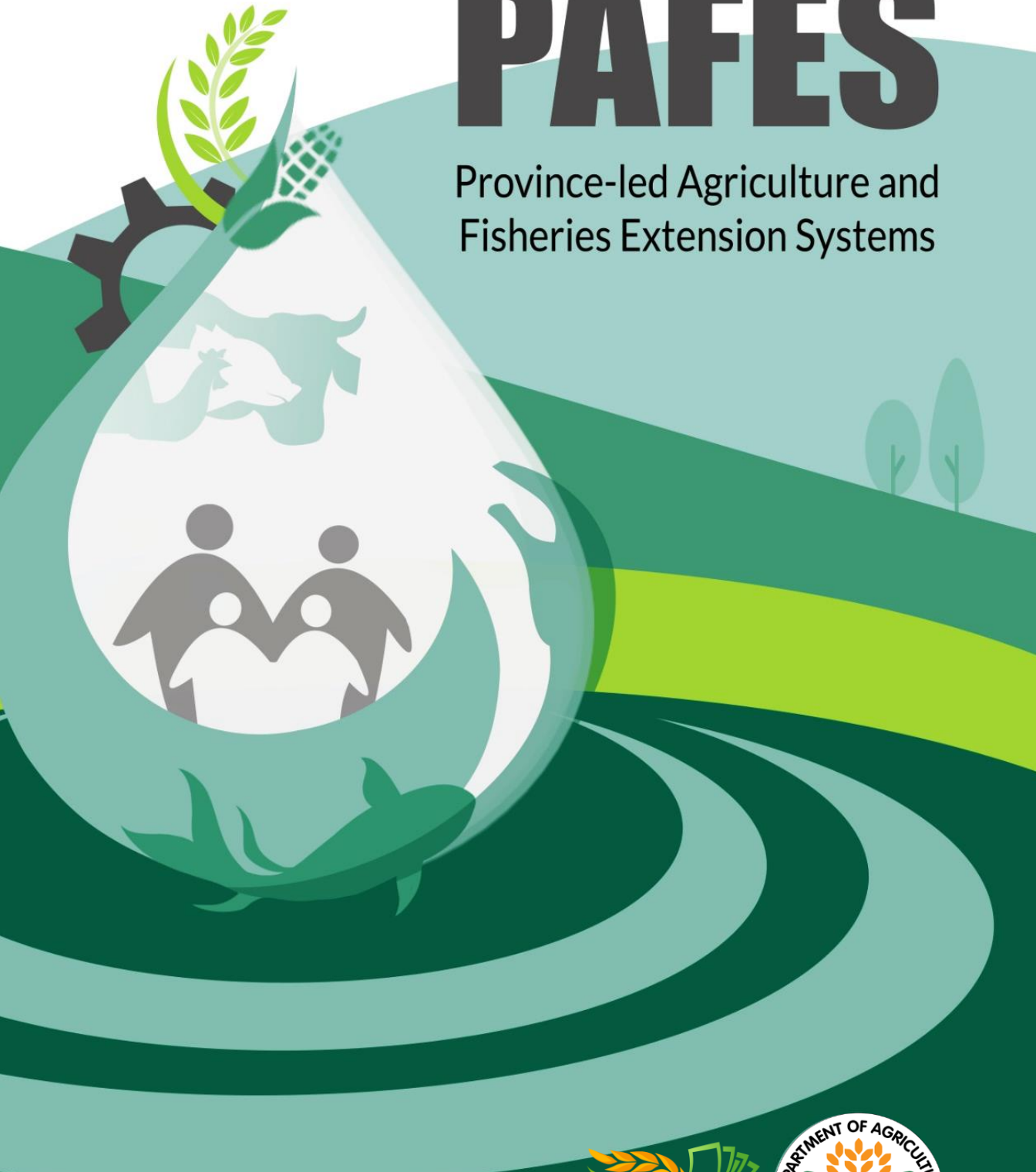


Manual of Operations

PAFES

Province-led Agriculture and
Fisheries Extension Systems





PROVINCE-LED AGRICULTURE AND FISHERIES EXTENSION SYSTEMS (PAFES) MANUAL OF OPERATIONS

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Published by:

Department of Agriculture
AGRICULTURAL TRAINING INSTITUTE
Elliptical Road, Diliman, Quezon City, Metro Manila 1100
www.ati.da.gov.ph

ISBN: 978-971-9673-69-9

Published in the Philippines

PAFES

**Province-led Agriculture and
Fisheries Extension Systems**

MANUAL OF OPERATIONS

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Key Terms and Definitions

Agricultural Extension Workers	Persons who are engaged in agricultural and fisheries development activities employed/hired by local government units, state universities and colleges, Department of Agriculture including its bureaus and attached agencies, other concerned government institutions, the private sector, and civil society organizations.
Agriculture and Management Teams	Multidisciplinary team of advisers/subject matter specialists (i.e., crops, livestock, fisheries, agribusiness, extension-communication, community organizing, agri-infrastructure) who will be detailed on call from their mother agencies to backstop the operation of the PAFEC.
Agri-fishery enterprise development	Establishing rural business entities to enhance livelihoods along the value chains of agriculture and fishery commodities in the province and banner programs (i.e., crops, livestock, high value crops, fisheries) of the DA.
Capacity Building	Massive retooling of LGU agricultural extension workers and training of farmers, fishers, rural women, and the youth on agri-fishery enterprise development and improved agriculture and fisheries production, processing, and marketing technologies.
Collaborative Provincial Agriculture and Fisheries Extension Program	Integrated set of projects and activities in sharing technical, market, policy, and related advisory to support agriculture and fisheries in the province.
Extension services	Sharing of technical, market, policy, and related advisory and support by public, private and civil society organizations to improve the technical, business, and social capabilities of farmers and fishers.
Farmers	Individuals and families who are actively engaged in the economic and/or livelihood activity of growing crops and producing other primary agricultural commodities.
Fishers	People who earn their living for the most part from fish capture, aquaculture, processing, trade and conservation activities of aquatic products and resources.

Information/ Knowledge Sharing	Timely provision of technical, market, and weather advisory through personal and electronic (i.e., digital and mass media) channels.
Institutional Strengthening	Enhancing capacities of LGUs in planning and managing agricultural extension; providing complementary incentives and benefits for Agricultural Extension Workers (AEWs); upgrading and establishing LGU physical facilities and acquisition of equipment/transport for extension.
Local Government Units	Administrative authorities below the national government, namely: provinces, autonomous regions, component cities, municipalities, and barangays.
Location-specific technology development and demonstration	Testing, adaptation, and on-farm/on-coast demonstration of new, improved, and climate-resilient agriculture and fisheries package of technologies in the province's strategic locations in collaboration with the private sector, farmers, and fishers.
Provincial Commodity Investment Plan	A three-year rolling plan based on the value chain analyses that rationalizes the interventions in the commodity value chains of the province. It also serves as the basis for identifying the needed extension services and other support services to target specific value chain segment gaps and opportunities in the province.
Private Sector Organizations	Entities which are owned and managed by private individuals or groups, usually as a means of generating profit, not controlled but usually regulated by the State.
Province-led Agriculture and Fisheries Extension Systems	Formal inter-agency network that aims to enhance rural livelihoods by sharing science-based knowledge with farming and fishing, families, rural communities, and agriculture enterprises. It also aims to integrate various programs and related support services to strengthen capability of LGUs in implementing multiple AF programs with the province as the center for operations.
Provincial Agriculture and Fisheries Extension Center	The operational arm of Province-led Agriculture and Fisheries Extension Systems.
Rural-Based Organizations	Voluntary, non-profit social, and civic organizations active in rural areas.
State Universities and Colleges	Tertiary education institutions subsidized and/or funded by the government.

Abbreviations and Acronyms

AO	Administrative Order
ADB	Asian Development Bank
AEW	Agricultural Extension Worker
AFC	Agriculture and Fishery Council
AFE	Agriculture and Fishery Extension
AFMA	Agriculture and Fisheries Modernization Act
AFMIP	Agriculture and Fisheries Modernization and Industrialization Plan
AFMT	Agriculture and Fisheries Management Teams
CAMP	Coalition for Agricultural Modernization in the Philippines, Inc.
COA	Commission on Audit
CPAFEP	Collaborative Provincial Agriculture and Fisheries Extension Program
CSO	Civil Society Organization
DA	Department of Agriculture
DA-ATI	DA-Agricultural Training Institute
DA-BFAR	DA-Bureau of Fisheries and Aquatic Resources
DA-FOS	DA-Field Operations Service
DA-FPCMD	DA-Field Programs Coordination and Monitoring Division (FPCMD)
DA-FPOPD	DA-Field Programs Operational Planning Division
DA-MED	DA-Monitoring and Evaluation Division
DA-PDS	DA-Project Development Service
DA-RFO	DA-Regional Field Office
DA-SPCMAD	DA-Special Projects Coordination Management and Assistance Division
DBM	Department of Budget and Management
DILG	Department of Interior and Local Government
DOF	Department of Finance
EO	Executive Order
E-VSA	Expanded Vulnerability and Suitability Assessment
FARMC	Fisheries and Aquatic Resources Management Council
FCA	Farmer Cooperatives and Association
FGD	Focus Group Discussion
FMA	Fisheries Management Areas
FP	Financial Plan
F2C2	Farm and Fisheries Clustering and Consolidation
GAA	General Appropriations Act
GFI	Global Financial Institutions
ICT	Information and Communication Technology
IDPMO	Institutional Development Program Management Office
IFAD	International Fund for Agricultural Development

INAFES	Ilocos Norte Agriculture and Fisheries Extension System
IRR	Implementing Rules and Regulations
KII	Key Informant Interview
KM	knowledge management
KPI	Key Performance Indicator
LCE	Local Chief Executive
LeMMCAP	League of Municipal Agriculturists/Municipal Agricultural Officers and City Agriculturists of the Philippines
LFT	Local Farmer Technicians
LGC	Local Government Code
LGU	Local Government Unit
MAFC	Municipal Agriculture and Fisheries Coordinator
MCLGU	Municipal and City Local Government Unit
MIS	Management Information System
MOA	Memorandum of Agreement
MOOE	Maintenance and Other Operating Expenses
MPDO	Municipal Planning and Development Office (PPDO)
MYCA	Multi-Year Contracting Authority
NEDA	National Economic Development Authority
NGA	National Government Agency
NGO	Non-Government Organization
OPAg	Office of the Provincial Agriculturist
OU	Operating Unit
PAFC	Provincial Agriculture and Fisheries Coordinator
PAFEC	Provincial Agriculture and Fisheries Extension Center
PAFES	Province-led Agriculture and Fisheries Extension Systems
PAGASA	Philippine Atmospheric, Geophysical and Astronomical Services Administration
PCIP	Provincial Commodity Investment Plan
PCMLGU	Provincial, Municipal, and City Local Government Units
PFO	Provincial Fishery Officer
PLGU	Provincial Local Government Unit
PMC	Project Management Committee/Council
PMO	Project Management Office
PPAs	Programs, Projects and Activities
PPDO	Provincial Planning and Development Office
ProVet	Provincial Veterinarian
PSO	Private Sector Organization
PVO	Private Voluntary Organization
R&D	Research and Development
RA	Republic Act
RAED	Regional Agricultural Engineering Division
RAFEN	Regional Agriculture and Fisheries Extension Network
RBO	Rural-Based Organization
RDE	Research Development and Extension

RED	Regional Executive Director
RTC	Regional Training Center
RTWG	Regional Technical Working Group
SUC	State Universities and Colleges
TWG	Technical Working Group
URS	Unified Reporting System
VCA	Value Chain Analysis
WFP	Work and Financial Plan

Foreword



The implementation of Executive Order (EO) No. 138 (Full Devolution of Certain Functions of the Executive Branch to Local Government Units) starting in 2022 ushers in a new era of agriculture and fisheries extension in the Philippines. In this regard, the Department of Agriculture (DA) launched Province-led Agriculture and Fisheries Extension Systems (PAFES) as part of the key strategies under the OneDA Reform Agenda.

PAFES addresses the long-standing challenges in agri-fishery extension especially the need of an institutional arrangement to integrate and strengthen extension services at the provincial level. An effective, efficient and responsive extension system is a paramount requisite in modernizing Philippine agriculture.

With PAFES, the DA will embark on a collaborative extension system steered by the Provincial Local Government Units (PLGUs). This move will help enhance rural livelihoods by sharing science-based knowledge and innovations with farming and fishing, families, rural communities and agriculture enterprises through strong research-extension-farmer/fisherfolk linkages.

As we pursue PAFES, this manual will provide due guidance to the primary actors in the regions, provinces, municipalities, and cities on how to go about the specific steps and processes of implementation.

It is my fervent hope that this manual will provide convergence of understanding in operationalizing PAFES towards achieving a pluralistic and dynamic agriculture and fishery extension system led by the provinces.

WILLIAM D. DAR

Secretary

Department of Agriculture

Message

The establishment of Province-led Agriculture and Fisheries Extension Systems especially in the context of EO 138, is a significant milestone for Local Government Units (LGUs) in delivering devolved extension services. In this context, provincial government play a crucial role in delivering harmonized agriculture and fisheries extension (AFE) interventions.



A fully devolved extension system brings government services closer to the people, provides greater LGU leadership and stakeholder participation in planning and implementing extension programs.

The two policy initiatives will certainly boost the leadership and coordinative functions of provincial governments under a fully devolved AFE system in the country.

In this regard, we at the League of Provinces of the Philippines commend the DA in establishing PAFES and in coming up with this manual for its operations. We fully support PAFES as it empowers the provinces to lead the delivery of extension services with local partners.

I am quite confident that this collaborative undertaking will flourish and is the appropriate institutional arrangement in reforming the country's fragmented extension system.

A handwritten signature in black ink, appearing to read 'Presbitero J. Velasco Jr.'.

HON. PRESBITERO J. VELASCO JR.

Governor, Province of Marinduque

President, League of Provinces of the Philippines



Chapter ONE

OVERVIEW OF THE OPERATIONS MANUAL

PURPOSE

Guide in
establishing
PAFES

USERS

- LGUs
- DA-RFOs
- DA Bureaus and
Attached Agencies
- SUCs
- RAFEN
- NGAs
- Private Sector
and CSOs

The first chapter lays out the program's purpose which provides a detailed guide in establishing the Province-led Agriculture and Fisheries Extension Systems (PAFES).

This chapter also indicates the main users of the manual.

Purpose of the Manual

This manual is a step-by-step guide in establishing Province-led Agriculture and Fisheries Extension Systems. Drawn-out mostly from the pioneering experiences of the Ilocos Norte Agriculture and Fisheries Extension System (INAFES), this document serves as a ready reference for other provinces in implementing the same initiative – a major milestone in transforming the country's agriculture and fisheries extension system.

The manual spells out the program's legal bases, rationale, guiding framework, objectives, outputs, desired outcomes, strategies, executional stages and mechanics, co-financing agreement, beneficiaries, monitoring and evaluation mechanisms, and tools and templates.

This document also adopts the initiatives conducted in Bohol for the crafting of their provincial programs for the local agriculture and fishery sector with the “OneDA” Reform Agenda as guide.

With the manual, program implementers are guided to harmoniously carry out the approaches and practices of effective and efficient PAFES operations.

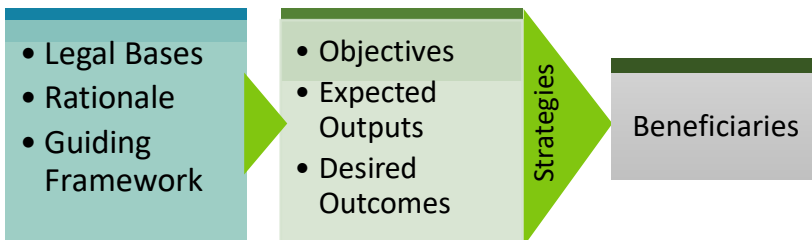
Users of the Manual

It is primarily intended for Provincial, Municipal, and City Local Government Units (PMCLGUs), Department of Agriculture Regional Field Offices (DA-RFOs), bureaus and attached agencies, State Universities and Colleges (SUCs), Regional Agriculture and Fisheries Extension Network (RAFEN), other related National Government Agencies (NGAs), the private sector, and civil society organizations (CSOs). The Commission on Audit (COA) and other program evaluators can use this manual as a basis for monitoring and evaluation.



Chapter TWO

OVERVIEW, SCOPE AND COVERAGE OF PAFES



The second chapter spells out the program's legal bases, rationale, guiding framework, objectives, outputs, and expected outcomes. Moreover, this chapter presents the strategies and beneficiaries of the program.

Legal Bases

The PAFES is anchored on the following laws and issuances:

Republic Act No. 7160 (Local Government Code of 1991)

Section 17. Basic Services and Facilities (*see Annex 1*)

For Barangay:

Agricultural support services which include planting materials distribution system and operation of farm produce collection and buying stations;

For Municipality:

Extension and on-site research and facilities related to agriculture and fishery activities which include dispersal of livestock and poultry, fingerlings, and other seedling materials for aquaculture; palay, corn, and vegetable seed farms; medicinal plant gardens; fruit tree, coconut, and other kinds of seedling nurseries; demonstration farms; quality control of copra and improvement and development of local distribution channels, preferably through cooperatives; inter-barangay irrigation system; water and soil resource utilization and conservation projects; and enforcement of fishery laws in municipal waters including the conservation of mangroves;

For Province:

Agricultural extension and on-site research services and facilities which include the prevention and control of plant and animal pests and diseases; dairy farms, livestock markets, animal breeding stations, and artificial insemination centers; and assistance in the organization of farmers and fishermen's cooperatives, and other collective organizations, as well as the transfer of appropriate technology;

For City:

All services and facilities of the municipality and province.

Republic Act No. 8435 (Agriculture and Fisheries Modernization Act of 1997)

Chapter 2 Extension Services (*see Annex 2*)

Section 86. Declaration of Policy – It is hereby declared the policy of the State to promote science and technology as essential for national development and progress. The State shall give priority to the utilization of research results through formal and non-formal education, extension, and training services. It shall support the development of a national extension system that will help accelerate the transformation of Philippine agriculture and fisheries from a resource-based to a technology-based industry.

Section 87. Extension Services shall cover the following major services to the farming and fishing community:

- a) Training services;
- b) Farm or business advisory services;
- c) Demonstration services; and
- d) Information and communication support services through tri-media.

Section 90. The Role of Local Government Units – The LGUs shall be responsible for delivering direct agriculture and fisheries extension services.

The provincial government shall integrate the operations for the agriculture extension services and shall undertake an annual evaluation of all municipal extension programs.

Rule 90.1 The LGUs shall be responsible for delivering agriculture and fisheries extension services to the farmers, fishers, and agribusiness entrepreneurs.

Rule 90.2 Provincial governments shall integrate the operations for the agriculture extension services within the province and undertake continuing and periodic annual evaluation of all municipal extension programs

Executive Order (EO) No. 138 or the Full Devolution of Certain Functions of the Executive Branch to Local Governments, Creation of a Committee on Devolution, and for other Purposes (see Annex 3)

Section 11. Strengthening Planning, Investment Programming and Budgeting Linkage and Monitoring and Evaluation (M&E) Systems.

.....Horizontal linkages shall be strengthened through the improvement in the coordination, synchronization, and joint execution of programs and projects between and among the LGUs. In line with this, *provincial governments* are reminded of their oversight and coordination functions in the provision of services and implementation of projects within their provinces that cut across city/municipal borders.

Integration of the “OneDA Agenda” Key Strategies Toward Transformative Agriculture and Fishery Sector (DA Administrative Order No. 25 Series of 2021) (Annex 4)

The DA is continuously working for the attainment of food security through the “OneDA Agenda” strategy focusing on consolidation, modernization, industrialization, and professionalization. Under the “One DA Agenda,” PAFES is identified as one of the key strategies.

PAFES shall strengthen the collaboration between the national government, local government, academe, and the private sectors. The PAFES is

a prelude to implementing the Mandanas-Garcia ruling which will be rolled out in 2022.

Mainstreaming Province-led Agriculture and Fisheries Extension Systems (PAFES) in DA Operations (DA Memorandum dated December 4, 2020) (Annex 5)

Pursuant to the Department's agricultural modernization and agro-industrialization thrusts, the PAFES shall be mainstreamed as the modality in the implementation of DA's banner programs in the provinces. DA-RFOs are instructed to select at least one province in their respective regions as pilots in the implementation of PAFES in 2021.

Three Integrative and Convergence Strategies for DA Field Operations in 2021 (DA Memorandum dated December 9, 2020) (Annex 6)

To become systematic and strategic in delivering DA's various forms of assistance to farmer and fishers, the DA field personnel are instructed to promote and embed three integrative and convergence strategies in the field operations in 2021: (1) farm clustering and consolidation; (2) province-led agricultural development; and (3) regional/provincial agro-industrialization.

Province-led agricultural development is the objective of the PAFES. Province-led agricultural development shall enable the DA to harness the leadership, human capacity, and resources available in the provinces. It will also help the DA focus, converge, and integrate the efforts to support the provinces' priority agriculture and fisheries development programs.

Rationale of PAFES

Despite the greater attention given to the agriculture and fisheries sectors in the past years, sustaining their growth has been elusive especially with the pandemic. This is due to the continued failure to address the challenges that have lingered over time and weakness to overcome the emerging ones. One of these is weak agriculture and fisheries extension service which slows down the utilization of improved farm technologies and practices responsive to the needs of farmers and fishers. Inefficiencies in the delivery of extension services can be attributed to inadequate operational funds and the lack of human resources of LGUs. (Philippine Development Plan 2017-2022).

Indeed, the devolution of agricultural extension services from DA to provincial, city, and municipal governments under the provisions of the Local Government Code (LGC) posed serious challenges to the effective, efficient and responsible delivery of agricultural extension services, most especially in low-income cities/municipalities for lack of manpower, funding and the requisite resources. Weak institutions also fail to stimulate sector growth.

Under the current administrative structure, PLGUs have no control over Municipal and City Local Government Units (MCLGUs) in terms of agriculture. In this set up, the main players (i.e., DA-RFOs, bureaus and attached agencies, SUCs, and the private sector) pursue their own programs in the grassroots, resulting to the fragmented and ineffective agriculture and fisheries extension delivery system.

Even as the Agriculture and Fisheries Modernization Act (AFMA) of 1997 mandates PLGUs to integrate and evaluate MCLGU extension programs, attaining economies of scale for greater productivity and impact is a big challenge at the municipal/city level. Constrained by budgetary and human resource limitations, municipalities are oftentimes too small to effectively plan and implement the requirements of agricultural production, post-production, and marketing at a landscape level.

In this context, PLGUs are in a much better position to plan and implement province-led agriculture and fisheries extension programs because they: (1) have the economies of scale (not too small like municipalities/cities or too large like the regions); (2) are closer to the realities of small farmers and fishers from a wider perspective; and (3) can provide sustained annual budgets to improve the livelihood of smallholder farmers and fishers.

From the foregoing, there is a need to establish a province-led agriculture and fisheries extension system, vigorously supported through a national-provincial co-financing arrangement adapting those of Vietnam, Japan, China, and India.

Over the years, ATI has created sustained interest in pursuing AFE reforms. In doing this, it has partnered with the Coalition for Agricultural Modernization in the Philippines, Inc. (CAMP), a private voluntary organization instrumental in catalyzing the establishment of PAFES

PAFES shall serve as the institutional arrangement in pursuing the full devolution of AFE services to LGUs, integrating the implementation of agriculture and fisheries programs and related support services at the provincial level. It further aims to strengthen the capability of LGUs to plan and implement multiple agriculture and fisheries programs with the province as the center for operations given the full devolution of AFE services to LGUs as mandated by EO 138.

Guiding Framework

The implementation of PAFES shall be guided by the following principles:

1. “Masaganang Ani at Mataas Na Kita” Mantra

The “Masaganang Ani at Mataas na Kita” as shown in Figure 1 is the overarching simplified desired goal of the Department of Agriculture in which, the contribution of agricultural extension plays an important role. To ensure a food secure country, this mantra seeks to provide all the necessary assistance to help the farmers and fisherfolk improve their farming productivity and increased their incomes.



Figure 1. “Masaganang Ani at Mataas na Kita” Mantra

Specifically, Masaganang Ani seeks to improve the productivity of farmers and fisherfolk through the introduction of new and modern technologies, mechanization of agriculture, and value chain approach systems.

Mataas na Kita, on the other hand, reflects the desire of the DA to double the income of farmers and fisherfolk by addressing issues such as high production cost, limited cropping diversification, low productivity, low-income elasticity, and volatile commodity prices. It is not enough to have an improvement in the farm productivity of clients, but rather this improvement will lead to more income for their household. Increasing the income does not only have to be focused on improving farm yield but also through maximizing efforts by engaging in value-adding, processing, manufacturing, and direct market linkages.

Likewise, the PAFES anchored its interventions to these twin goals of the Department to contribute in enhancing rural livelihoods, increasing household income, and sustaining household food security

2. OneDA: A Holistic Approach to Agriculture and Fisheries Transformation

In pursuing an inclusive approach to accelerate the transformation towards a modern and industrialized Philippine agriculture, the DA is implementing critical strategies for 2021 and beyond.

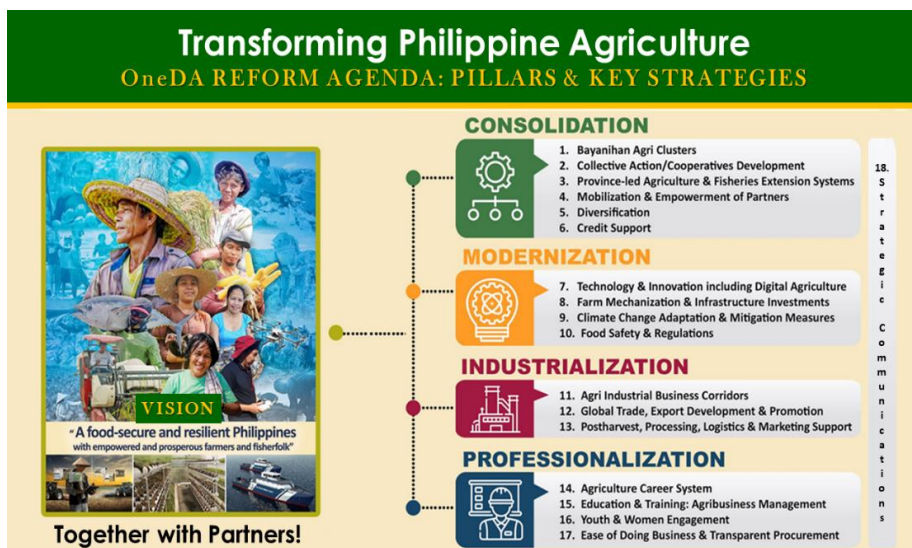


Figure 2. OneDA Reform Agenda: Pillars and Key Strategies

The OneDA agenda, as illustrated in Figure 2 is built on four pillars: Consolidation; Modernization; Industrialization; and Professionalization.

The following are the strategies and components under each pillar:

Consolidation

1. Establishment of Bayanihan Agri-clusters
2. Collective action/Cooperatives development
3. Province-led Agriculture and Fisheries Extension Systems
4. Mobilization and Empowerment of Partners
5. Diversification
6. Credit Support.

Modernization

7. Technology and Innovation including Digital Agriculture
8. Farm Mechanization and Infrastructure Investments
9. Climate Change Adaptation and Mitigation Measures
10. Food Safety and Regulations

Industrialization

11. Development of Agri Industrial Business Corridors
12. Global Trade, Export Development and Promotion
13. Postharvest, Processing, Logistics and Marketing Support.

Professionalization

14. Agriculture Career System
15. Education and Training for Agribusiness Management
16. Youth and Women Engagement
17. Ease of Doing Business and Transparent Procurement.

Additionally, the DA will pursue **comprehensive and proactive communications strategies** for the agri-fishery sector across the four pillars so as to strengthen awareness among stakeholders, partners, and the public. This will involve the integration of the Department's key information, education and communications responsibilities employing both traditional offline as well as modern online channels.

The above strategies' overall objective is to modernize and industrialize Philippine agriculture's value chains in an inclusive way to enhance productivity, uplift rural people from poverty, improve livelihoods and increase farmers' income for the DA's officials, employees, farmers, fishers, partners, other stakeholders, and the public to harvest the fruits of their shared success.

PAFES as one of the key strategies under the consolidation pillar will strengthen the collaboration between DA, local government units, academe, and private sector. PAFES will be institutionalized to bring extension services to the grassroots level amid the challenges of devolution.

With PAFES, the province serves as an extension hub that synchronizes agricultural plans and programs as well as orchestrate the activities of the various stakeholders. DA will co-plan, co-invest, co-implement, and co-monitor priority projects in the provinces, particularly as they embark on commodity specializations to maximize comparative advantage.

PAFES Objectives, Outputs, and Desired Outcomes

General Objectives

PAFES aims to establish a pluralistic extension system to enhance LGUs' capacities in delivering strategic agri-fishery interventions under a Collaborative Provincial Agriculture and Fisheries Extension Program (CPAFEP).

Specific Objectives

- a. Establish Province-led Agriculture and Fisheries Extension Systems in all provinces of the Philippines. Initially, this shall be piloted in at least one province per region starting in 2021.
- b. Organize and co-fund Provincial Agriculture and Fisheries Extension Centers (PAFEC) and map out and vigorously implement CPAFEP in each pilot Province.
- c. Institutionalize and sustain dynamic linkages with PLGUs, DA-RFOs, DA-BFAR, SUCs partners in the operation of PAFEC.
- d. Develop, digitize, adapt, share, and utilize location-specific and climate-resilient agriculture and fisheries technologies with farming and fishing communities.

Expected Outputs

1. Provincial Agriculture and Fisheries Extension Systems established
2. Provincial Agriculture and Fisheries Extension Centers established
3. Collaborative Provincial Agriculture and Fisheries Extension Programs developed
4. Co-financing arrangement/action plan established
5. Integrated digital platform for advisory services along the entire agriculture and fisheries value chains established

Expected Outcomes

The following are the expected outcomes of PAFES:

1. Strong research-extension-farmer/fisherfolk linkages in the provinces.
2. Improved institutional capabilities of PMCLGUs in agricultural and fisheries extension.
3. Sustainable co-financing arrangements in agricultural and fisheries extension.
4. Enhanced rural livelihoods and increased household income.
5. Sustained household food security.

Strategies

1. Selection of Pilot Provinces

Initially, PAFES shall be piloted in at least one province in all regions of the country in 2021. With the implementation of the Mandanas-Garcia Ruling, this shall eventually cover all provinces of the country, based on the distilled experience of the pilots.

The selection of pilot provinces are based on: (1) the expressed interest of provinces to participate; (2) capacity and quality of governance; (3) presence of an SUC with a strong agriculture and fisheries Research, Development, and Extension (RDE) program; and (4) potential of success.

2. Replication

PAFES will be replicated along with the recommendations from the pilot phase to other provinces. The concerned DA-RFO shall closely coordinate with all the provinces in the region for inclusion in the implementation of PAFES in succeeding years.

3. Implementation Arrangements

PAFES shall be established by DA-RFOs, Agricultural Training Institute Regional Training Centers (ATI-RTCs), and DA Bureau of Fisheries and Aquatic Resources Regional Offices (BFAR-ROs) with concerned DA staff bureaus and attached agencies, SUCs, PMCLGUs, and RAFEN. This shall be pursued in partnership with private sector organizations (PSOs), rural-based organizations (RBOs), and farming and fishing communities.

Generally, the national government shall guide and do the steering while the LGUs shall do the rowing in the implementation of PAFES. The specific roles and responsibilities of the implementing agencies and partners are elaborated in Table 1.

Table 1. Roles and responsibilities of implementing agencies and partners.

Agency/Partner	Roles and Responsibilities
DA DA-RFOs BFAR-ROs ATI ATI-RTCs	<ol style="list-style-type: none"> 1. <i>Serve as Project Convenor</i> 2. <i>Endorse budgets to DBM</i> 3. <i>Provide sustainable co-financing for the implementation of PAFES</i> 4. <i>Identify the priorities and map out the implementation of CPAFEP guided by the PCIPs and other plans</i> 5. <i>Provide extension support services</i>
PLGUs	<ol style="list-style-type: none"> 1. <i>Project Management</i> 2. <i>Integrate PAFES in PDPs</i> 3. <i>Provide additional complementary funding (if necessary)</i> 4. <i>Identify the priorities and map out the implementation of PAFES guided by the PCIPs and other plans</i> 5. <i>Collaborate with attached agencies and partners in conducting field days in selecting sites of the province</i> 6. <i>Provide specialists and mobilize support from the MCLGU in program implementation</i>
CMLGUs	<ol style="list-style-type: none"> 1. <i>Provide technical and related extension services to farmers and fisherfolk</i> 2. <i>Provide annual co-financing for agri-fishery core programs and budget</i> 3. <i>Collaborate with PAO in training farmers and fisherfolk in conducting field days and setting techno-demo farms</i> 4. <i>Develop agricultural and fisheries extension programs</i>
SUCs	<ol style="list-style-type: none"> 1. <i>Organize and detail a dedicated core of University agri-fishery extension staff to the PAFEC</i> <ul style="list-style-type: none"> • <i>Package participatory research proposals for submission to the PAFES</i> • <i>Participate and provide technical services in the crafting of the PAFES program</i> • <i>Design extension interventions along skills training and provision of technical assistance</i>

Agency/Partner	Roles and Responsibilities
	<ol style="list-style-type: none"> 2. <i>Test, adapt, and package site-specific and climate-resilient technologies in collaboration with other agencies, farmers, and fisherfolk</i> 3. <i>Exhibit matured and commercially-viable technologies</i> 4. <i>Train farmers and fisherfolk</i> 5. <i>Help set-up techno-demo farms and conduct field days</i>
<p><i>Other DA Attached Agencies and Bureaus</i></p>	<ol style="list-style-type: none"> 1. <i>Provide sustained annual co-financing to the PAFEC together with other funding sources.</i> 2. <i>Actively participate and provide necessary assistance in mapping out and implementing a CPAFEP.</i> 3. <i>Provide subject matter specialists and other technical services to backstop the agricultural extension workers technically supervised by the PAFEC.</i> 4. <i>Provide support services in all aspects of crops, livestock and fisheries production, processing and marketing.</i>
<p><i>Private Sector and Private Voluntary Organizations</i></p>	<ol style="list-style-type: none"> 1. <i>Spearhead capacity building on agri-entrepreneurship and farm management together with DA-ATI and SUCs</i> 2. <i>Link farmers and fisherfolk with markets and provide custom services in the whole agriculture and fisheries value chain</i> 3. <i>Assign representatives to provide technical assistance in technology demonstration and training of farmers</i> 4. <i>Participate in input distribution, information and education, and community mobilization</i> 5. <i>Collaborate with partner agencies in conducting field days</i>
<p><i>Rural-Based Organizations</i></p>	<ol style="list-style-type: none"> 1. <i>Spearhead capacity building on agri-entrepreneurship and farm management together with DA-ATI and SUCs</i> 2. <i>Link farmer and fisherfolk with markets and provide custom services in the whole agriculture and fisheries value chain</i> 3. <i>Participate in identifying extension program priorities and implementing CPAFEP</i> 4. <i>Assign representatives to provide technical assistance in technology demonstration and training of farmers</i> 5. <i>Participate in input distribution, information and education, and community mobilization</i> 6. <i>Collaborate with partner agencies in conducting field days</i>

Beneficiaries

Implementers as beneficiaries – The Provincial, City and Municipal Agriculture Staff, SUC extension Staff, and Technical Staff of the NGAs present in the province are considered as beneficiaries of PAFES. Being the frontliners and primary movers of the system, they shall undergo capacity building and improvement of skills particularly in their field of specialization. The frontline implementers (i.e., Agricultural Extension Workers [AEWs]) shall be provided with an enabling work environment through professionalization, various incentives and upgrading of physical facilities and equipment. This is to develop their careers and profession making them efficient and effective in delivering AFE services.

Agriculture and Fishery (AF) clients as beneficiaries – AF clients are the smallholder farmers and fishers and their families, clusters, and communities who shall be provided with the various agri-fishery extension services particularly in the form of enterprise development, advisory services, capability building, market linkages, financial management/ literacy, organizational strengthening, and access to up-to-date technologies and information. All these are geared towards making them empowered and prosperous farmers and fishers.

Chapter THREE

IMPLEMENTATION STEPS AND MECHANICS



This chapter provides the specific steps/stages to be undertaken by the provinces in the establishment of PAFES and its related components/activities. These include rapid appraisal, partnership and linkages, and mainstreaming/institutionalization initiatives.

The different implementation phases of PAFES are as follows:

- 1) preparatory activities;*
- 2) establishing PAFES;*
- 3) establishing PAFEC; and*
- 4) mapping-out of CPAFEP.*

Implementation Stages/steps

The four main stages/steps to PAFES implementation are the following:

- 1. *Rapid Appraisal*** – assessment of the Local Government Unit’s resources and capacity in providing agriculture and fisheries extension services which shall be undertaken by the partner SUC for pilot provinces. For other/succeeding provinces, collaborative engagements shall be made in the conduct of rapid appraisal. This component aims to prepare the LGUs to effectively assume the devolved function of the National Government and determine the most appropriate interventions to engage them in the system.
- 2. *Partnership and Linkages*** – establishing and sustaining partnerships with the stakeholders for the institutionalization of PAFES in the province. Spearheaded by the DA-RFOs, ATI-RTCs, and BFAR ROs, series of consultations and workshops shall be undertaken to firm up partnership and ensure active participation of the PLGUs, concerned agencies, bureaus/corporations, SUCs, private sectors, and CSOs.
- 3. *PAFES Establishment*** – setting up the organization and management structure of PAFEC to fully operationalize PAFES. This component aims to lay down the roles and responsibilities to be undertaken by the implementing agencies in developing and pursuing the flagship initiatives of the CPAFEP.
- 4. *Mainstreaming/Institutionalization Initiatives*** – integrating the implementation of various programs and related support services in agriculture and fisheries in the grassroots. This component will help the DA implementing units to focus, converge, and integrate its efforts to support the province’s priority agriculture and fisheries development program through the OneDA Reform Agenda. This will strengthen the capability of the LGUs to implement and integrate multiple agriculture and fisheries programs with the provinces as the center for operations and enable them to harness the leadership, human capacity, and resources available in the provinces.

The program output and key result areas per component are provided in Table 2. The strategic implementation plan of these components is further elaborated in Annex 7.

Table 2. Key Results Areas (KRA) under each step/stage.

Step/Stage	Component Lead	Program Output	Key Results Areas
Rapid Appraisal	SUC, ATI Central Office and RTCs, DA- RFOs, BFAR- ROs	<i>LGUs capacity and readiness measured and assessed to effectively assume devolved functions of NG by 2022</i>	16 MOA between DA-RFOs, SUCs, and PLGUs forged Rapid Appraisal finalized and evaluated
Partnership and Linkages	DA-FOS, DA- Planning Service, DA- RFOs, BFAR- ROs, PLGU	<i>Partnerships and linkages with development partners strengthened</i>	Strengthen and increase forged partnerships
Establishment of PAFES Sub-components: a. Agri-fishery enterprise Development b. Location-specific Technology Development and Demonstration c. Capacity Building d. Information/Knowledge Sharing e. Social Mobilization f. Institutional Strengthening	DA-RFOs, DA- BFAR, ATI, PLGUs, and other concerned attached agencies and bureaus	<i>Sustainable co-financing arrangements implemented</i> <i>Institutional capabilities of LGUs improved</i> <i>Integrated digital platform for advisory services established</i>	Increased DA-counterpart funding to its partners
Mainstreaming/ Institutionalization Initiatives	DA- FOS, DA- Planning Service, DA- PDS, DA-RFOs, BFAR-ROs	<i>DA regular planning and budgeting processes improved</i>	PAFES mainstreamed to DA Plan and Budget Proposal

Implementation Mechanics

Steps are divided into several activities/phases including: 1) preparatory activities; 2) establishing PAFES; 3) establishing PAFEC; and 4) mapping-out of CPAFEP. Specific undertakings for each phase are elaborated in Figure 3:

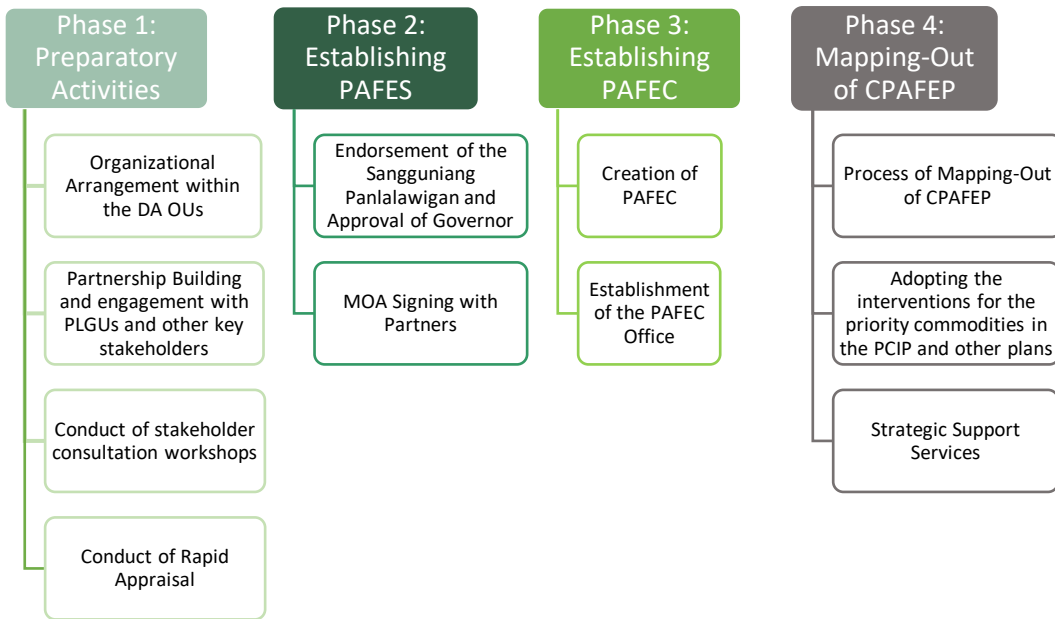


Figure 3. PAFES Implementation Phase.

Phase 1: Preparatory Activities

1.1. Organizational Arrangement within DA Operating Units (OUs)

1.1.1. National Technical Working Group on the Establishment of PAFES (TWG-PAFES)

A Special Order (SO) was issued by the DA Secretary for the creation of a TWG on the establishment of PAFES. The TWG- PAFES is tasked to spearhead the planning and establishment of PAFES. (Annex 8)

The TWG-PAFES has the following functions:

1. Conduct dialogues and consultations with key stakeholders on the establishment of PAFES together with DA-RFOs and concerned bureaus and attached agencies;
2. Design and map out implementation guidelines on the establishment of PAFES based on consultations and in accordance with pertinent laws, rules and regulations, and mainstream it in the operations of DA-RFOs and ATI;
3. Catalyze and assist the immediate establishment and operations of PAFEC in selected provinces based on the foregoing guidelines - the lessons from which shall be used in scaling operations to other provinces in the country;
4. Integrate the national counterpart financing for PAFES in the regular budget of the DA;

5. Establish a monitoring and evaluation system to track progress made and submit report to the Secretary and DA Management Committee on regular basis; and
6. Undertake related activities that shall be assigned by the Secretary of Agriculture.

1.1.2. National Program Management Office (PMO) for PAFES

As indicated in SO No. 130, series of 2021, a PMO was created under the TWG-PAFES headed by the Director of the DA-Field Operations Service (DA-FOS) and co-headed by the Deputy Director of the ATI and Chief of the DA- Field Programs Coordination and Monitoring Division (DA-FPCMD). The members of the PMO include the ATI, DA-BFAR, DA-FPCMD, DA- Special Projects Coordination Management and Assistance Division (DA-SPCMAD), and DA Field Programs Operational Planning Division (DA-FPOPD).

The PMO shall provide documentation, administrative, and logistical support to PAFES. It shall report to the Undersecretary for Operations thru Assistant Secretary for Operations. (See Annex 9 for the detailed composition and function)

1.1.3. Regional Technical Working Group on the establishment of PAFES (RTWG-PAFES)

The DA-RFOs shall create RTWGs with corresponding support Secretariats which shall organize initial activities in relation to the implementation of PAFES in a particular province.

For the conduct of preparatory activities, the DA-RFOs may include, but are not limited to the following OUs and attached agencies of the DA in the region:

- DA-RFOs Operating Units
 - Field Operations Division
 - Agribusiness and Marketing Assistance Division (AMAD)
 - Regional Agricultural Engineering Division (RAED)
 - Planning, Monitoring and Evaluation Division
 - Research Division
 - Agricultural Program Coordinating Office (APCO)
- ATI-RTC
- BFAR-RO
- Other DA agencies operating in the province (e.g., Philippine Coconut Authority, Philippine Rice Research Institute, Sugar Regulatory Agency, etc.)

A Special Order signed by the DA-Regional Executive Director (RED) shall be issued for the creation of RTWG-PAFES. (Sample SO in Annex 10)

Among the specific functions of the RTWG-PAFES are:

- Facilitate and ensure the proper, timely, and efficient implementation and fund utilization of the PAFES.
- Ensure that all deliverables of PAFES in the region/ province are accomplished within the timetable.
- Facilitate the conduct of consultations/ workshops/ meetings to ensure that all activities/ programs/ projects are well coordinated and all stakeholders are well-informed.
- Prepare regular reports for submission to the DA RED, DA Secretary, and other concerned offices.
- Ensure that all policy guidelines and orders from DA Secretary/ PAFES Management at the National Level are properly communicated with all concerned stakeholders.
- Facilitate the conduct of rapid appraisal by the SUC.
- Coordinate with other related DA programs such as the Farm and Fisheries Clustering and Consolidation (F2C2) for a harmonized and synchronized field implementation.
- Perform other functions as may be directed by the DA Secretary, the Undersecretary for Operations, and RED.

The DA agencies in the RWTG-PAFES may have the following specific responsibilities:

- Closely coordinate with the DA-RFO in the implementation of PAFES.
- Cascade all pertinent information such as guidelines and orders from the Secretary and PAFES Top Management.
- Assist in the conduct of rapid appraisal by the SUC.
- Participate in all activities related to PAFES implementation including planning, monitoring, and validation of accomplishments in the region.
- Submit necessary reports related to PAFES implementation.
- Perform other functions as may be directed by the DA Secretary, the Undersecretary for Operations, and Regional Executive Director.

1.2. Partnership building and engagement with PLGUs and other key stakeholders

Following a bottom-up approach, the engagement of partners for the establishment of PAFES shall be pursued through a series of consultation meetings and workshops in the province.

1.2.1. Buy-in or initial engagement and briefing of the PLGU

DA-RFO, DA-BFAR, and ATI-RTC shall hold a dialogue with the Governor, Office of the Provincial Agriculturist/Veterinarian/ Fisheries Officer, and other key staff from the PLGU regarding the PAFES concept.

The DA-RFO shall use the standard presentation material (Annex 11) which provides the PAFES rationale, background, objectives, components, and implementation mechanisms.

1.2.2. Engagement of stakeholders

PAFES shall engage stakeholders, hence, it is important to strengthen its relationships towards partnerships in implementing and institutionalizing PAFES.

Among the stakeholders that must be engaged are:

- Provincial Local Government Unit and its concerned offices such as but not limited to the Provincial Governor's Office, Provincial Planning and Development Office (PPDO) and Agriculture/ Fisheries/ Veterinary Offices;
- DA Bureaus and Attached Agencies/ Corporations present in the region/ province;
- State Universities and Colleges present in the province;
- Private Sector groups/ organizations engaged in the Agri-Fishery sector; and
- Civil Society Organizations with programs and projects related to agri-fishery development

1.3. Conduct of stakeholder consultations and workshops

Taking off from the initial engagement of partners, consultation workshops shall be conducted to further operationalize the concept and establishment of PAFES.

The RTWG shall conduct the consultations involving the various stakeholders previously identified to ensure their acceptance and active participation.

These consultations shall be done in partnership with PLGUs and SUCs with support from the DA-ATI Regional Centers.

The RTWG shall utilize different platforms in the conduct of consultations/ workshops such as face-to-face meetings, virtual

mechanisms, as well as blended ones. (See Annex 12 for the Template of the Activity Design)

1.3.1. Initial consultation workshops

1.3.1.1. Existing strategic plan for agriculture of the province, current extension programs of major government agencies in the province shall be looked into.

1.3.1.2. Present state, issues, challenges, and opportunities of agriculture and fisheries extension in the province shall also be assessed during the consultation.

Farmers, fishers, women and youth, and other participants shall provide feedback on the current challenges and problems that they encounter relative to the farm and fishery extension system.

1.3.1.3. Presentation and discussion on the establishment of PAFES and solicitation of recommendations on how the system shall be institutionalized in the province shall be conducted as well.

1.3.1.4. The series of initial consultations can be organized into groupings as follows:

- NGAs/ SUCs in the region/ province
- DA Counterparts at the local level
 - Provincial Agriculture Office
 - Provincial Fisheries Office
 - Provincial Veterinary Office
 - Municipal Agriculture Office
 - Barangay Agriculture Office, if applicable
 - Members of the Committee on Agriculture of the Sangguniang Panlalawigan/ Bayan
 - Members of the Regional/Provincial Agriculture and Fisheries Extension Network (R/PAFEN)
- CSOs, Rural-based Organizations (RBOs), Non-Governmental Organizations (NGOs), and Private Voluntary Organizations (PVOs)
- Fisheries and Aquatic Resources Management Council (FARMC) and/or Fisheries Management Areas (FMAs) Governing Board
- Agriculture and Fishery Council (AFC)
- Local Chief Executives (LCEs)
 - Provincial Governor
 - Municipal/ City Mayors

- League of Municipal/ City Mayors
- PPDO and Municipal Planning and Development Offices (MPDOs)

1.3.2. Succeeding consultations/workshops may be done combining as participants the above-mentioned partners depending on the objectives of the activity.

The succeeding consultations shall specifically deal with establishing PAFES by way of determining its operational details, defining the roles and responsibilities of implementing partners, estimating budgetary requirements, and defining the institutional arrangements of partner agencies.

The foregoing series of consultations/ workshops must achieve the following objectives:

- Presentation and discussion of the concept and operationalization of PAFES in the province;
- Discussion and agreement on the PAFES organizational set-up;
- Discussion and agreement on co-financing arrangement;
- Drafting and finalizing Memorandum of Agreement on the establishment of PAFES in the province;
- Mapping of next steps in establishing and institutionalization of PAFES in the province;
- Other necessary topics - identify flagship opportunities including innovative mechanisms of service delivery that could transform the current extension system as more effective and relevant to the needs of the locality.

1.3.3. The last consultation workshop shall map out a CPAFEP based on the Provincial Commodity Investment Plan (PCIP) and other plans such as Agriculture and Fisheries Modernization and Industrialization Plan. This shall be done primarily by reviewing the PCIP and drawing out extension interventions indicated in the Plan. This shall be participated in by the multi-commodity teams of the PAFEC.

1.4. Conduct of Rapid Appraisal

Prior to the establishment of PAFES, a rapid appraisal shall be undertaken to assess the resources and capacity of the LGUs specifically in terms of the provision of agriculture and fisheries extension services. This shall look into and picture out the current design and implementation measures of the agriculture and fishery extension services in the country and provide recommendations and interventions to further assist the local government units (LGUs) for the smooth implementation of the Mandanas-Garcia doctrine by 2022.

Specifically, the rapid appraisal shall look at the following among others:

- Demographic and agricultural socio-economic profile of the PLGUs
- Human Resource Skills and Capabilities
- Local Plan and Budget for Agriculture and Fisheries Sector
- Agriculture and Fisheries Programs and Projects

1.4.1. A mixed approach shall be employed to obtain a clear and precise picture of the conditions of the local extension system. Both primary and secondary data shall be used in this study.

1.4.1.1. Primary data is suggested to be collected through Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs) using blended strategies (face-to-face and/or virtual interviews).

1.4.1.2. Secondary data, on the other hand, shall be gathered from relevant documents and materials from Philippine Statistics Authority (PSA), LGU data, and other reliable sources.

1.4.2. The respondents of the study shall include LGU personnel (provincial, municipal, and city-level) who are engaged in the agriculture and fisheries sector such as Agriculturists, Aquaculturists, Veterinarians, Agricultural Technicians, Fisheries Technician, Agricultural Engineers, AEWs, Local Farm Technicians (LFTs), Provincial Agriculture and Fisheries Coordinator (PAFC), Municipal Agriculture and Fisheries Coordinator (MAFC), FARMCs, Farmer Leaders, Farmer Cooperatives and Associations (FCAs), and others.

1.4.3. The partner SUCs which are part of the Center of Excellence/Development in Agriculture and Fisheries shall be tapped to conduct the rapid appraisal in the pilot provinces.

1.4.4. The DA-RFO shall execute a Memorandum of Agreement (MOA) with the concerned SUC for the conduct of rapid appraisal using the MOA template in Annex 13. The MOA shall detail the roles and responsibilities of the parties, ownership of the study, duration, and effectivity of the agreement.

Signatories of the MOA are the following:

- DA RED
- President of SUC
- Provincial Governor

- 1.4.4.1. The DA-RFO or the RTWG-PAFES shall facilitate the signing of the MOA for each of the concerned parties. Concerned offices shall prepare, discuss, and approve the MOA in principle or way ahead to avoid delays since an Authority to Sign is required from the SUC and Sangguniang Panlalawigan.
- 1.4.4.2. A proposed appraisal instrument crafted by ATI (Annex 14) shall be utilized by the SUC to gather relevant data to assess the resources and capacities of LGUs in operationalizing the PAFES. The SUC may adopt and add other survey questions that they deemed important in the holistic assessment of a particular province with the approval of the ATI-RTC concerned.
- 1.4.4.3. The expected deliverables of the study are the following:
 - Detailed research plan
 - Methodology, research questions, sampling framework, detailed work plan, timetable, resources, and financial breakdown
 - A comprehensive report on study, learnings, and recommendations
 - Final report
- 1.4.4.4. For other/succeeding provinces, DA-RFOs may adopt feasible collaborative arrangements tapping technical expertise from among PAFES partners in the region, including but not limited to SUCs.
- 1.4.4.5. The result shall serve as the take-off point in the institutionalization of PAFES and a reference in mapping out the collaborative provincial AFE program.

Phase 2. Establishing PAFES

2.1. Endorsement of the Sangguniang Panlalawigan and Approval of the Governor

- 2.1.1. To formalize the establishment of PAFES, a MOA shall be signed by all major partners led by the Secretary of Agriculture and Provincial Governor. This shall include the League of Municipalities, SUCs, private sector groups (e.g. Chambers of Commerce and Industry), RBOs (e.g. farmers cooperative federation, irrigators associations, farmers associations), and other partners in the province.

Specific roles and responsibilities of the participating government agencies, private sector, academe, and other stakeholders as agreed by all parties involved shall be stipulated in the MOA. The roles and responsibilities of each party shall be aligned with their mandate and shall consider the capacity and resources of the partner. Attached as Annex 15 is the sample MOA template.

Legal Offices of each Party shall clear and review the MOA prior to signing.

- 2.1.2. Once cleared, the LGU involved, shall secure a Sangguniang Panlalawigan Resolution to authorize the head of the province/municipality to enter into an agreement for the establishment and implementation of PAFES in their area.

2.2. MOA signing with Partners

- 2.2.1. Ceremonial signing activity or referendum

After issuance of the Sangguniang Panlalawigan Resolution, the concerned LGUs, DA, and other involved parties shall sign the MOA. This may be done through a ceremonial signing activity or via referendum to avoid or minimize contact/exposure in compliance with the safety protocols for the COVID-19 pandemic.

Phase 3. Establishing the Provincial AFE Center (PAFEC)¹

3.1. Creation of PAFEC

- 3.1.1. Through an Executive Order by the Governor, the PAFEC shall be created to serve as the operational arm of PAFES. The province can adopt or modify the proposed organization and management set-up for PAFES shown in Figure 4 based on the conditions of the province. The proposed set-up is patterned from the organization and management of INAFES.

¹ A Center is proposed to reflect the pluralistic nature of PAFES and elevate its institutional profile since it will eventually integrate offices of the PA, ProVet and PFA.

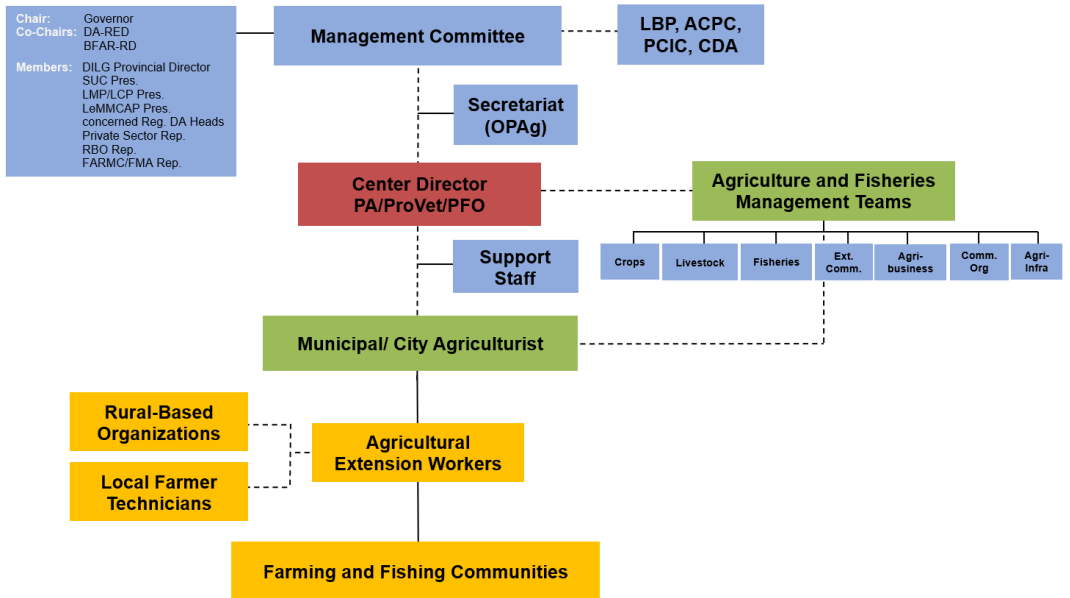


Figure 4. Proposed Organization and Management set-up for PAFES.

3.1.2. The PAFEC shall perform the following functions:

- 3.1.2.1. Lead the development and implementation of a CPAFEP guided by the PCIP and Value Chain Analysis (VCA) of priority commodities and other related plans in the province.
- 3.1.2.2. Integrate the CPAFEP with the Comprehensive Provincial Development Plan
- 3.1.2.3. Coordinate the operations of Municipal/City LGU extensionists and mobilize technical support of subject matter specialists from the SUC, private sector, and civil society partners in implementing the CPAFEP.
- 3.1.2.4. Lead the establishment of viable agri-fishery enterprises and setting up of corresponding technology adaptation/demonstration farms, capacity building, conduct of field days, and other relevant activities in collaboration with partner agencies in the province.
- 3.1.2.5. Link farmers and fishers with markets and provide custom services in the whole agriculture and fisheries value chain.
- 3.1.2.6. Submit quarterly reports to the Management Committee/Council (PMC) on the progress and achievement of the Center, the bottlenecks if there are any, and the critical steps taken to overcome them.

- 3.1.3.** The PMC shall be created to provide operational supervision to the PAFES and its interim operational arm, PAFEC.
- 3.1.4.** The Provincial Governor shall be the chair of the PMC with the DA-RFO Regional Executive Director and BFAR RO Director as Co-Chairs. The members include:
- Provincial Director of the Department of Interior and Local Government (DILG)
 - SUC President/VP for Research and Extension
 - Concerned Regional Heads of DA bureaus/agencies (ATI, BFAR RO, NFA, NTA, PCA, PhilRice)
 - President of the League of Municipalities
 - President of the League of Municipal Agriculturists/Municipal Agricultural Officers and City Agriculturists (LeMMCAP)
 - President of RAFEN
 - Head of National Irrigation Administration in the Province
 - Chair of the Provincial Council for Agriculture and Fisheries
 - Representative from RBOs such as Rural Cooperatives, Farmers' Associations, or any viable rural-based organization in the province.
 - Representative from FARMC and/or Fisheries Management Area Governing Body
- The PMC members may designate their respective alternates whose acts shall be considered as the acts of their principals.
- 3.1.5.** The Office of the Provincial Agriculturist (OPAg) shall serve as the Secretariat of the PAFES Management Committee.
- 3.1.6.** The Provincial Governor shall appoint the Center Director from among the Provincial Agriculturists (PA), Provincial Veterinarian (ProVet) and Provincial Fishery Officer (PFO) with concurrence of the Provincial Management Committee/Council (PMC).
- 3.1.7.** The PAFEC Center Director shall coordinate with the concerned DA offices in planning, implementing, and monitoring CPAFEP related activities.
- 3.1.8.** Municipal/City Agriculturists with their corresponding AEWs shall lead frontline extension services while technically supervised by the Center Director in implementing the CPAFEP. Notwithstanding this, the MAs and AEWs shall remain administratively under the Municipal/City Mayors. Administrative support and project monitoring shall be provided by the PLGU.

3.1.9. Members of the multi-disciplinary Agriculture and Fisheries Management Teams (AFMT) (i.e., crops, livestock, fisheries, agribusiness, extension-communication, community organizing, agri-infrastructure) shall be designated among the partner agencies to backstop the operation of the PAFEC. The PMC may create other teams as needed by the province.

3.1.10. The members of the AFMT shall be detailed on call from their mother agencies and shall:

- Assist the Center in developing and implementing the CPAFEP;
- Assist in establishing and nurturing agri-fishery based enterprises in the province;
- Serve as multi-disciplinary resource persons to the capacity building programs of the Center;
- Act as roving teams of advisors in providing technical support and advisory services to Municipal/City AEWs in the Province; and
- Link PAFES with resource/technology providers within and outside the province.

3.1.11. The Governor shall issue the EO establishing PAFES indicating the Terms of Reference of the Management Committee/Council, Center Director, and AFMT. (See Annex 16 for the INAFES EO on Establishing the Ilocos Norte Agriculture and Fisheries Extension Center).

3.2. Establishment of the PAFEC Office

3.2.1. The PLGU for the PAFES operation shall designate an adequate physical space or structure that will serve as the headquarters for the PAFEC.

3.2.2. It is imperative that cost-effective and practical means must be explored instead of constructing a new office space such as embedding the PAFEC Office at the Provincial Capitol, a DA or DA-BFAR Technology Center/Station or within the complex of the partner SUC.

3.2.3. The DA and the Provincial LGU shall determine through concessions the exact arrangement in putting up this facility including sharing of vehicles, communications equipment, and the like.

3.2.4. In the long-term or under ideal conditions, a stand-alone PAFEC office is desired.

Phase 4. Mapping out the Collaborative Provincial AFE Program (CPAFEP)

4.1. Process of Mapping out of CPAFEP

- 4.1.1. The PAFEC shall undertake a program development workshop involving various stakeholders at the municipal and provincial levels to map out the CPAFEP



Figure 5. Mapping-Out of Collaborative Provincial Agriculture and Fisheries Extension Program

- 4.1.2. The following plans shall serve as a reference in the crafting of CPAFEP as shown in Figure 5.
- PCIP
 - Agriculture and Fisheries Modernization and Industrialization Plan (AFMIP)
 - Other relevant plans in the province (e.g., strategic plan)
- 4.1.3. The result of the rapid appraisal undertaken shall be used as one of the inputs to the CPAFEP. The rapid appraisal shall provide current information about the province.
- 4.1.4. The CPAFEP shall be of two parts. The first part deals with the priority commodities of the PCIP while the second part is on the strategic support services (i.e., technology demonstration, capacity building, information and knowledge sharing, and institutional strengthening). (See Annex 17 for the template)

4.1.5. The CPAFEP shall integrate DA strategies, thrusts, and flagship programs, specifically:

- Farms and fisheries clustering and consolidation program/Bayanihan Agri Clusters (BAC)
- Adaptation and Mitigation Initiatives in Agriculture
- Agriculture and Fisheries Infrastructure Program
- Agro-Industrial Initiatives at the Regional and Provincial Levels
- Enterprise development
- Market development
- Agribusiness investments promotion

4.1.6. The co-financing and partnership schemes set for the interventions shall be included in the CPAFEP Work and Financial Plan (WFP).

4.1.7. Upon the completion of the CPAFEP, this shall be submitted to the Provincial Board for deliberation and endorsement to the Provincial Governor for approval.

4.1.8. Afterwards, the document shall be sent to the DA-RFO for endorsement to the DA Secretary's co-approval. With these approvals, the program shall be subjected to implementation in the next phase of PAFES.

4.2. Adopting the interventions for the priority commodities in the PCIP and other plans

4.2.1. The CPAFEP shall be mapped out based on the extension interventions in the PCIP approved by the Provincial Development Council.

The PCIP is a strategic plan that rationalizes the interventions within the various segments of the value chain of commodities that are of significance to the province and that will contribute to the national goals of the agriculture and fishery sector as envisioned in the Agriculture and Fisheries Modernization Plan (AFMP). It is a 3-year rolling consensus plan between the DA and PLGUs based on the value chain analyses of commodities conducted with strong participation of the various stakeholders. PLGUs lead the development of this plan supported by the DA Philippine Rural Development Project (PRDP).

Value chain analysis and other science-based planning tools such as the expanded vulnerability and suitability assessment (E-VSA) and rapid market analysis (RMA) at the national and regional levels serve as the basis and reference for the preparation of the PCIP.

- 4.2.2. The role of PAFES is to further sharpen and include other plans (Provincial Development and Physical Framework Plan, Comprehensive Development Plans, Comprehensive Land Use Plan, etc.) for the development interventions and projects undertaken along the entire value chain.

4.3. **Strategic extension support services.** The following services shall be included to support the implementation of the CPAFEP:

- 4.3.1. ***Agri-Fishery Enterprise Development*** – establishing enterprises to increase income and productivity of stakeholders particularly of organized or clustered farmers and fishers of priority commodities based on PCIPs.

With science and improved technologies as engines, viable enterprises identified in the PCIP shall be established in farming and fishing communities of the province.

- 4.3.1.1. Based on the PCIP, PAFES shall set or advance the establishment and help micro, small, and medium-scale agri-fishery based enterprises, producer organizations, and service providers develop managerial, marketing, financial management, and entrepreneurial skills through the multidisciplinary AFMTs.

- 4.3.1.2. PAFES shall reinforce the province's capacity to link with markets, adopt technologies, and apply quality and safety assurance practices to meet both local and global market requirements.

- 4.3.1.3. The Provincial Extension Center shall conduct a series of agri-fishery enterprise development training-workshops. In this regard, technical assistance shall be sought from the PRDP and other development agencies (both local and foreign).

- 4.3.1.4. Through the clustering and consolidation approach, organized farmers and fisher groups shall be encouraged to enter into a big-brother small-brother marketing and institutional arrangements to increase market leverage and their share in the over-all value chain through expansion, upgrading, value-adding, and market promotion.

- 4.3.2. ***Location Specific Techno Development and Demonstration*** - testing, adaptation, and on-farm/on-coast demonstration of new, improved, and climate-resilient agriculture and fisheries technologies

of priority commodities in strategic locations of the province in collaboration with the private sector, farmers, and fishers.

- 4.3.2.1. Technologies of the priority commodities shall be tested and adapted as spelled out in the CPAFEP. This is to suit local conditions as demonstrated in participating municipalities of the province.
- 4.3.2.2. Partner SUCs, DA-RFO, DA-BFAR, and other RAFEN agencies shall spearhead the technology demonstration which shall be based on the priority commodities used by the PCIP of the province covered in the CPAFEP.
- 4.3.2.3. Input requirements for the practice of new technologies shall be made available by DA-BFAR, DA-RFOs, attached agencies and bureaus operating in the province. Likewise, a special arrangement shall be made for low-cost credit to be provided through DA's lending windows.

Lead farmers/fishers and the private sector shall also play a crucial role in this component especially in a technology demonstration.

4.3.3. *Capacity Building* – massive retooling of LGU agricultural extension workers, farmers, fishers, women, and the youth on agribusiness, agri-fishery enterprise development, and improved agriculture and fisheries production, processing and marketing technologies, and the use of other advanced technologies.

- 4.3.3.1. The PAFEC shall spearhead the conduct of refresher training courses at all levels of stakeholders from project managers, subject matter specialists, extensionists, and farmers and fishers consistent with the requirements of the CPAFEP.
- 4.3.3.2. Training content shall cut across the three Cs (cultivation, commerce, and consumption) of the agriculture/fisheries value chain.
- 4.3.3.3. Capacity building shall be complemented by radio-based distance learning (school-on-the-air) and other digital platforms across the entire province such as e-Learning, YouTube, webinars, or Facebook for a wider reach.
- 4.3.3.4. Along with the massive trainings for extension workers, farmers and fishers (by the PAFEC) including the women and youth, shall be the strengthening of clusters to enable them

to participate in the higher level of the value chain while being in line with the modernization and industrialization paradigm in agriculture.

- 4.3.3.5. Training Needs Assessment (TNA) shall also be administered to determine the current capacity of AF Extension workers vis-a-vis the required capacity to successfully implement the CPAFEP.
- 4.3.3.6. Farmers' engagement in on-site farm research shall be encouraged to generate enhanced technologies and innovations. Support shall be given to those whose outputs have the potential for expansion and wider application. This could be in the form of grant support, technical assistance, documentation, and facilitation of registry in the Intellectual Property Rights.
- 4.3.3.7. PAFES shall look into or tap study grant opportunities and sponsored trainings conducted either in-country or abroad and make these available for extension workers as well as farmers and fishers. This allows grantees to enhance their knowledge, technical capability, and broaden their horizons.

This shall also harness the expertise of farmer scientists and local farmer extensionists to share their gained knowledge and skills with the farmers and fishers in their clusters as part of their commitment plan upon graduation from the training program or course.

4.3.4. *Information/Knowledge Sharing (Advisory services)* – timely provision of technical information, market price, and weather advisory through personal and electronic (i.e., mass media, mobile phone, and computer-based) channels.

- 4.3.4.1. Interpersonal communication shall be the flagship medium of information/knowledge sharing especially especially in remote municipalities. This shall be complemented with an integrated digital platform for advisory services to be developed by the PAFEC.
- 4.3.4.2. A digital platform across the agriculture and fisheries value chains shall be developed for extension and advisory services in the province in partnership with the private sector. This shall be complemented by integrated communication platforms to support the CPAFEP.

- Market information including prices of agricultural products shall be aired regularly.
- Weather advisories shall be from the Philippine Atmospheric, Geophysical and Astronomical Services Administration (DOST-PAGASA).

4.3.4.3. Integration of knowledge among stakeholders through Knowledge Management (KM).

Various data/information resources shall be published in the digital platform or database to improve the existing agricultural knowledge and information system.

- Gathering of adequate information resources and programs in support of the PAFES.

The results of needs assessments, rapid appraisals, and consultations with Local Chief Executives and non-government organizations conducted by the provinces can be used to determine the best methods for stakeholders to obtain various information.

The “KM workers” first need to enhance/ develop knowledge skills by partnering SUCs for capacity development programs. This is to effectively conceptualize the information needed by the farmers and fishers in the decision-making process and to assess how information shall be made available to them.

- Stakeholders at the rural communities who have limited access to information and their needs shall be prioritized and addressed as the transfer and sharing of information to smaller, geographically and socially diverse groups are part of the vision of PAFES.
- The knowledge generated through digital means shall be shared publicly to make information more accessible to end-users (agri clusters, municipality, or province). This initiative has also been shown to improve the capacities of agriculture and fisheries extension systems.
- The PAFEC shall also oversee knowledge sharing among different stakeholder groups.

The role of relevant information and its production and use in the supply chain shall be considered in implementing the disciplines of KM.

The type of information that can be shared with the stakeholders are the following:

- Master list of agri-fishery enterprises
- Directory of buyers (consolidators, distributors, processors, exporters)
- Commodity Retail/Market Prices
- Climate Weather Information
- Popularized results of RDE
- Available credit windows for farmers and fishers
- Smart Technologies for Sustainable Agriculture and fisheries
- Regulatory Issuances
- Farmer/ fishers master lists

Figure 6 shows the flow of information among policy-makers, universities, and farmers, and fishing communities shall be called multidirectional or in two directions, back and forward.

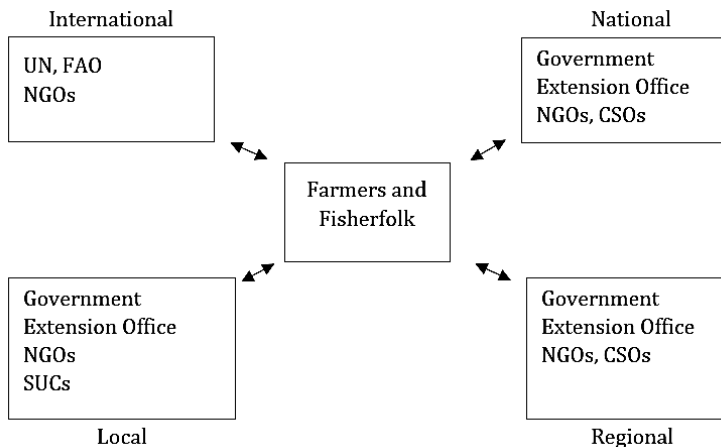


Figure 6. Knowledge and information flow.

4.3.5. Social Mobilization - priority actions include the following:

- mainstreaming of agriculture and fisheries in the LGU development agenda,
- advocacy for the utilization of improved, climate-resilient agriculture and fisheries technologies,
- linking farmers and fishers with markets, and
- local alliance building for AFE program implementation.

4.3.5.1. RDE continuum shall work in harmony to sustain the Agricultural and Fishery Knowledge and Information System at the provincial level.

4.3.5.2. An enabling environment and support shall be provided by the PAFEC promote the development of on-site technologies. Moreover, the PAFEC shall also document success stories, innovations, and good practices for widescale sharing.

4.3.6. *Institutional Strengthening* - professionalization and provision of complementary incentives and benefits for AEWs; upgrading and establishing physical facilities and equipment at the LGU level.

4.3.6.1. The provision of complementary incentives and benefits on top of the regular remuneration to incentivize AEWs' performance and their contribution to the growth in agriculture and fisheries shall be instituted through the PAFEC.

4.3.6.2. In line with the professionalization in agriculture and fisheries, AEWs shall be provided opportunities for continuing capacity building and career development by the PAFEC.

Along with the foregoing, graduate studies available locally and internationally shall be made available to AEWs through the human resource development programs of PLGUs, ATI and SUCs. AEWs shall also be supported to participate in local and international conferences to share their products and experiences (e.g., innovations, best practices, knowledge products, etc.).

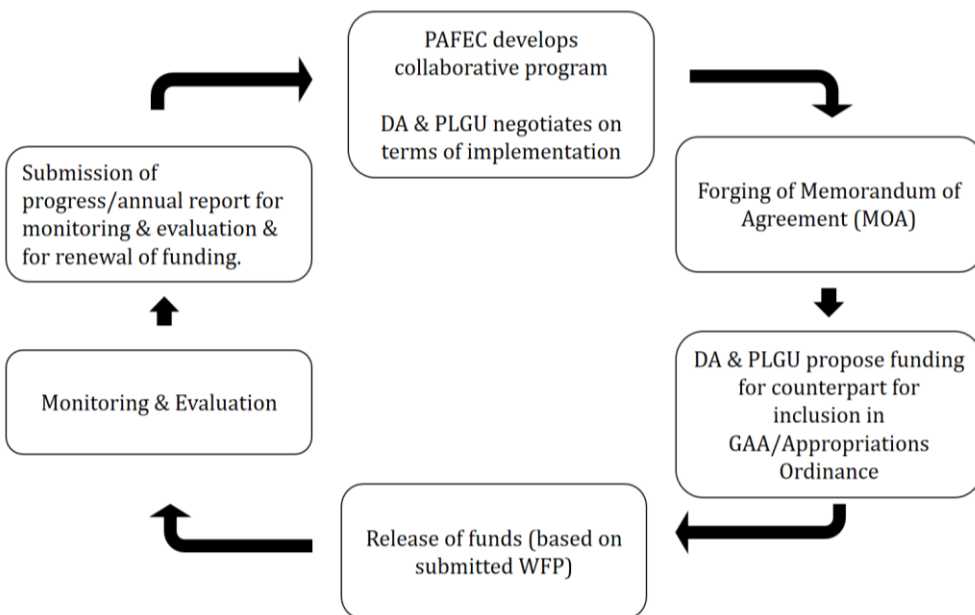
Moreover, regular symposia and fora among RDE practitioners and farmers/fishers shall also be supported to link research outputs and mature smart technologies with extensionists and end-users.

4.3.6.3. Infrastructure development in both software and hardware, renovation and/or upgrading of facilities, acquisition of equipment, provision of logistical support, and capacity building on the use of equipment shall be pursued by the PAFEC. The PAFEC shall adapt to the continuously evolving technologies and modalities of extension. Online, geo-referenced information systems and information and communication technology (ICT)-based systems are among the main modes of service delivery to be pursued.



Chapter FOUR

CO-FINANCING SCHEME



As a mechanism to strengthen partnership in extending agriculture and fisheries extension support, the DA in collaboration with the LGUs shall co-plan, co-invest, co-implement, and co-monitor priority projects in the provinces.

Being part of the OneDA Reform Agenda, funding for PAFES has been reflected across its OUs through the relevant programs, projects, and activities, (PPAs) indicated in their plan and budget proposals.

The diagram illustrates and explains the process flow in undertaking co-financing for the implementation of the PAFES.

Proposed Co-Financing Scheme

1. *PAFEC Develops Collaborative Program*

The Provincial Agriculture and Fisheries Extension Center is required to develop the Collaborative Provincial Agriculture and Fisheries Extension Program, which shall layout the PAFEC's work and financial commitments. Thus, qualifying for the PAFES co-funding scheme.

The Department, represented by the DA RED, shall discuss the terms of implementation with the partner LGU, particularly the corresponding percentages in the co-financing. Taking cognizance of the nature and character of the Mandanas-Garcia ruling, the substantial increase in shares of the LGUs from the national taxes shall also ensure a sizable contribution to the core budget of the PAFEC.

The devolution of AFE functions, as a requisite of the Mandanas-Garcia ruling, empowers LGUs to share the funding in the implementation of the PAFES and other agriculture programs.

2. *Forging the Memorandum of Agreement (MOA)*

The LGU and DA enter into a formal partnership through a Memorandum of Agreement (MOA) that shall contain all terms of negotiation on the counterparting scheme, such as, but not limited to: scheme of release of funds; and requirements on the release of funds. (See Annex 18 for the proposed MOA template)

Section 71 of the RA 8435 or the AFMA of 1997, delegates at least ten percent (10%) of the LGU's Maintenance and Other Operating Expenses (MOOE) to "operation of the provincial institutes within their area of responsibility." The application of the said provision is still subject to change based on the anticipated increase in the National Tax Allotment (NTA) brought upon by the Mandanas-Garcia ruling implementation.

Table 3 shows the share in the co-funding of the Department and the LGU, based on Article 9: Counterpart Funding Scheme of the DA Administrative Order (AO) No. 18, series of 2019, entitled "Revised Implementing Rules and Regulations (IRR) for the Implementation of Co-Financing Agreements with Local Government Units in Financing Agriculture and Fisheries Extension (AFE) Project Per RA 8435." Similar to the AO, determination of counterpart funding schemes of the provinces are contingent on the scoring based on the criteria in Table 4; which are: 1.) income class, and b.) annual allotment for AFE programs.

Table 3. Suggested counterpart funding scheme for the PAFES implementation based on AO No. 18, series of 2019.

Score	Counterpart Funding Scheme	
	Province	DA
20 points	70%	30%
35 points	60%	40%
50 points	50%	50%

On the other hand, the table below specifies the criteria suggested on the counterpart funding scheme. In the Score column, provinces can garner at most 50 points, once ranked ‘high’ in both criteria; and at least 20 points if ranked ‘low’ in the said parameters. In line with the upcoming implementation of the Mandanas-Garcia ruling and the changes brought about therein, the scores for counterparting, their corresponding funding scheme, and the criteria for counterpart funding shall be revisited and subject to the approval of the Steering Committee. **This is to also emphasize that given these suggestions, counterparting of the Department and the LGU may vary due to negotiations between the two parties. Moreover, any agreements thereupon will be taken on in the Memorandum of Agreement.**

Table 4. Criteria for counterpart funding as lifted from AO No. 18, series of 2019.

Criteria	Definition	Rank	Score
1. Income class	4 th -6 th income class	High	25
	1 st -3 rd income class	Low	10
2. Annual allotment for AFE programs and services	The average annual budget for AFE programs and services is less than 1% of the total Internal Revenue Allotment IRA/NTA for the last three years	High	25
	The average annual budget for AFE programs and services is 1% of the total IRA/NTA for the last three years	Low	10

3. DA and PLGU Propose Funding for Counterparting

To be able to provide funding for its PAPs including PAFES, the agency follows a cycle in crafting its budget for the coming fiscal year, and undertakes several steps, such as: 1) agency planning and priority setting; 2) budget preparation; 3) participation in budget legislation; 4) preparation for budget execution; 5) budget execution; and 6) reporting and validation.

Note that all financial resources for release from the agency, whatever purpose it may be, are required to be proposed and prepared following the Budget Preparation Cycle to be included in the General Appropriations Act (GAA). Further, it is the agency’s role to obtain the Multi-Year Contracting Authority (MYCA) from the Department of Budget and Management (DBM); as an additional requirement for proposals intended to be implemented long-term.

The DA shall issue a memorandum for the institutionalization of PAFES on the preparation of plan and budget proposals to ensure that there will be a line item for PAFES.

Likewise, the LGU's commitment on the co-investment agreement shall be deliberated before the Sangguniang Panlalawigan. The body shall articulate their concurrence formally through an approved Sangguniang Resolution, allowing the local executive to allocate funds for the PAFES as LGU counterpart.

Allocation for the counterparting agreement shall be incorporated in the Appropriations Ordinance. As stated in Section 305 of the Local Fiscal Administration under the Local Government Code of 1991, "No money shall be paid out of the local treasury except in pursuance of an appropriations ordinance or law."

In cases when there are global financial institutions (GFIs) included in the counterparting, such as the International Fund for Agricultural Development (IFAD) and the Asian Development Bank (ADB), the LGU shall undergo the ODA Grant Programming Process. Also, requirements prescribed by the National Economic and Development Authority (NEDA) and the Department of Finance (DOF) through the Memorandum Circular No. 16, series 2017, shall be complied with by the LGU. In addition, proposals part of these requirements are subject for concurrence by the DA.

4. *Release of Funds*

Implementation of the program shall be based on the submitted WFP and the approved scheme to release funds; of which shall be articulated in the MOA. The PMO shall also release Implementing Guidelines on this matter that shall include documentary requirements for release.

5. *Submission of Reports for Renewal*

In compliance with the provisions on transparency issued by the Department of Budget and Management and subject to the process as prescribed in Republic Act No. (R.A.) 9184, otherwise known as the Government Procurement Reform Act, and the existing accounting and auditing rules and regulations, each of the PAFEC is compelled to submit annual financial reports and other supporting documents for renewal of the co-funding scheme.

Specific financial reports that need to be submitted shall be determined by the Financial and Management Service of DA. Similarly, narrative and progress reports as well as success stories of PAFEP implementation shall serve as supporting documents. All of which are subject to approval of the DA. Furthermore, renewal of co-financing may be subject for validation by the proper authority such as the DA and the Commission on Audit. The said

documents shall also be submitted as required to the funding agency enjoined in the implementation.

DA, as the province's partner in the implementation of the PAFES, reserves the right to require satisfactory performance from the PAFEC for renewal. Shall there be an external source of funding, evaluation shall coincide with both the requirements of the DA and the other funding institution; otherwise, the provinces may have to meet both standards set by the agency and the funding institution. In the event that the GFI deems it imperative to terminate support in the coming fiscal year, notice shall be given to all concerned parties prior to discontinuation to allow ample time to incorporate necessary adjustments in their plan and budget proposal, as well as apply for co-funding in another organization.

Chapter FIVE

MONITORING AND EVALUATION

- 1 Concurring on outcomes to be monitored and evaluated
- 2 Concurring on the key performance indicators and setting of baselines and targets
- 3 Establishing a Monitoring and Evaluation System

Building a results-based M&E system for PAFES includes identification of outcomes, Key Performance Indicators (KPIs), as well as setting of baselines and targets. Further, establishing the M&E system entails preparing the M&E plan, collecting and processing data, and documenting performance based on the agreed KPIs. Thereafter, a computerized database monitoring system is to be established which can serve as basis for the assessment of accomplishments.

Other key mechanisms of M&E System such as reporting, use and dissemination of findings form part of this chapter.

The PAFES M&E System shall measure the progress of the 1) institutionalization of the PAFES and 2) implementation of CPAFEP. It shall provide complete and timely reports to different stakeholders based on their data needs/required information.

STEPS IN BUILDING A RESULTS-BASED M&E SYSTEM

Step 1. Concurring on Outcomes to be monitored and evaluated

- This step addresses the identification of strategic outcomes and goals that will be the basis of activities and resource allocation for the program/project.
- The outcomes or change that is desired for the target beneficiaries are stated in the Results Framework. The outcomes to be monitored and evaluated must be agreed upon by concerned stakeholders.

Results Framework

The Results Framework presented in Figure 7 shows the desired outcomes of the operationalization and institutionalization of a PAFES in the Philippines.

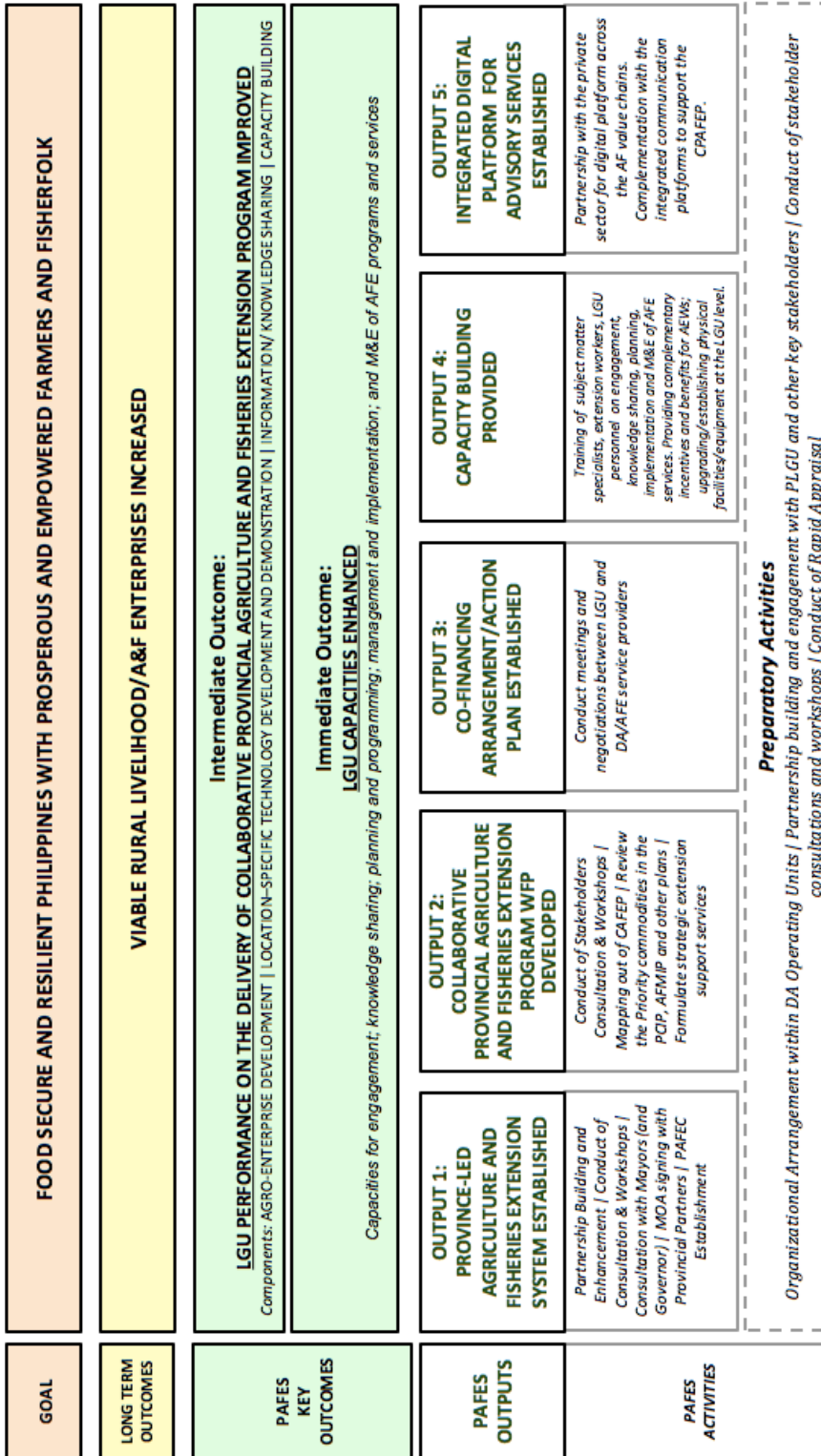


Figure 7. PAFES results framework.

Through PAFES activities, the following outputs shall be generated: (1) Province-led Agriculture and Fisheries Extension System; (2) Collaborative Provincial Agriculture and Fisheries Extension Program WFP; (3) Co-Financing Arrangement/Action Plan; (4) Capacity Building to LGU; and (5) Integrated Digital Platform for Advisory Services.

The key objective of the PAFES is to improve capacities of the LGUs making sure that they have an enabling environment that supports the provision and implementation of frontline AF extension programs and services to farmers and fishers. The improvement of LGU capacities include capacities for engagement, knowledge sharing, planning and programming, management and implementation, and monitoring and evaluation of AF extension programs and services. This aims to address issues on fragmented AFE systems in the provinces wherein LGUs and other relevant AFE stakeholders in their localities can properly and collectively identify the needs of clients and provide appropriate actions to address them.

Once the capacities of LGU are improved, it is expected that there will be an improved delivery of AFE programs and services through the CPAFEP. The CPAFEP will focus on interventions for agro-enterprise development, location-specific technology development and demonstration, information/ knowledge sharing, and capacity building.

Over time, the effective and efficient implementation of CPAFEP will lead toward increasing viable rural livelihoods and agri-fishery enterprises. Changes in the levels of clients' productivity, resiliency, and competitiveness are also expected. Ultimately, this will contribute to the sector's goal of a food secure and resilient Philippines with prosperous and empowered farmers and fishers.

Step 2. Concurring on the Key Performance Indicators (KPIs) and setting of baselines as well as targets

To determine if the desired outcomes have been achieved, it is important to identify its corresponding Key Performance Indicators (KPIs). KPIs shall be developed for all levels of the objective hierarchy to determine the progress and areas that need improvement. Table 5 below are the KPIs for PAFES:

Table 5. Key Performance Indicators for PAFES.

Narrative Summary	Key Performance Indicators *
<p><u>Long-term Outcome:</u> Viable rural livelihood/A&F enterprises increased</p>	<ul style="list-style-type: none"> • By ____, number of farmers and fishers engaged in viable livelihood/A&F enterprise increased by ____%
<p><u>Intermediate Outcome:</u> LGUs performance in the delivery of interventions under Collaborative Provincial Agriculture and Fisheries Extension Program (CPAFEP) improved</p>	<ul style="list-style-type: none"> • By ____, investments for A&F sector in the provinces increased by ____% • Client’s access to AFE services improved by ____% • Client’s use of AFE services improved by ____%
<p><u>Immediate Outcome:</u> Institutional capacities of LGUs improved</p>	<ul style="list-style-type: none"> • By ____, LGU capacities in engaging AFE stakeholders improved • By ____, LGU capacities to inform and influence AFE Service providers improved • By ____, LGU capacities to prepare policies, strategies, programs, facilities, and resources for agriculture and fisheries improved • By ____, LGU capacities for management and implementation improved • By ____, LGU capacities to monitor and evaluate programs/projects improved
<p><u>Outputs:</u></p> <ol style="list-style-type: none"> 1. Province-led Agriculture and Fisheries Extension System (PAFES) established 2. Provincial A&F Extension Center/Committee established 3. Collaborative Provincial A&F Extension Program/WFP developed 	<ul style="list-style-type: none"> • By the end of 2021, establish Province-led Agriculture and Fisheries Extension System in 16 provinces (1 province per region) • By ____, establish PAFES in all provinces of the country. • By the end of 2021, establish Provincial Agriculture and Fisheries Extension Center/Committee in 16 pilot provinces. • By ____, establish PAFEC in all provinces of the country. • By the end of 2021, develop/map out Collaborative Provincial Agriculture and Fisheries Extension Program (CPAFEP) for the 16 pilot provinces. • By ____, develop/map out Collaborative

Narrative Summary	Key Performance Indicators *
<p>4. Co-financing arrangement/action plan established</p> <p>5. Integrated Digital Platform for Advisory Services established</p>	<p>Provincial Agriculture and Fisheries Extension Program (CPAFEP) for all provinces of the country.</p> <ul style="list-style-type: none"> ● By the end of 2021, develop an action plan for co-financing arrangements to pursue the CPAFEP for the 16 pilot provinces. ● By the end of 2021, LGU in the pilot province are trained to implement PAFES ● By ____, LGU in all provinces of the country are trained to implement PAFES ● By ____, LGU, AEWs are provided with complimentary incentives and benefits ● By ____, necessary LGU facilities/ equipment for AFE are upgraded/ established/ provided ● By ____, an integrated digital platform for advisory services established in all provinces

The above KPIs shall have corresponding baseline data/information before projecting targets. This is the current condition of the province against which all subsequent changes as a result of the interventions will be measured. This will provide information on whether or not the interventions are working. The baseline data may be collected through a survey (maybe included in the rapid appraisal to be done by the SUCs) or may use available secondary data/information.

Target setting is vital in directing a clear sense of goal to the implementers. It acts as a measurement of when the implementers fall short and the amount of work that needs to be done to achieve it. It is important to set realistic targets – taking into account what is possible (noting the current capacity/resources) and not possible.

Targets on the top-level (outcome) shall be supported by lower-level targets (output/ activities/inputs). Once targets are set, an action plan on how the target will be met or an annual implementation plan shall be done.

Separate KPIs, baselines, and targets shall also be developed on the implementation of CPAFEP as the program varies in each province.

Step 3. Establish a Monitoring & Evaluation System

a. Preparing the M&E Plan

A corresponding M&E plan for PAFES and CPAFEP based on the results framework and approved KPIs shall be developed.

b. Collecting data, processing, and documenting performance on the agreed KPIs

The M&E plan serves as the basis for data collection at all implementing levels. There are common data collection methods to be used at each level of the objective's hierarchy as reflected in Table 6:

Table 6. M&E plan data collection methods.

Objective hierarchy	Data collection methods
<ul style="list-style-type: none"> ○ Development Objective/Purpose <ul style="list-style-type: none"> - internal and external reports about direct benefits/ impacts on the target beneficiaries' life situation 	<ul style="list-style-type: none"> - direct measurements - sample surveys - opinion polls - group discussions
<ul style="list-style-type: none"> ○ Outcome <ul style="list-style-type: none"> - internal and external reports about the use of outputs by the target beneficiaries: 	<ul style="list-style-type: none"> - on-site/on-the-job observations of staff - dialogue with target beneficiaries - process documentation reports - case studies - sample surveys with target beneficiaries - group discussions - interviewing key respondents
<ul style="list-style-type: none"> ○ Outputs <ul style="list-style-type: none"> - internal agency reports about tasks performed 	<ul style="list-style-type: none"> - observations - staff group discussions - completed outputs - activity reports - process documentation

Working matrices/templates shall be developed to document the processed data. (See Annex 19 for the proposed template)

c. Establishing Management Information System (MIS)

A computerized database monitoring system (online and offline) may assist in the collection of real-time data/information on the progress of implementation which is critical in decision-making.

Other MIS available in PRDP may be reviewed or applied to PAFES and CPAFEP as applicable (e.g. Geo-tagging).

d. Assessment of plans

Assessment of targets versus accomplishments shall be undertaken for each type of plan as well as the level of objective hierarchy as indicated in Table 7. This shall also be done at various implementing levels. The discussions and reporting may be conducted at regular management meetings.

Table 7. M&E at various stages of PAFES implementation.

Type of Plan	IMPLEMENTATION PLAN					
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Strategic Plan	<ul style="list-style-type: none"> Baseline survey <p style="text-align: center;">← Annual Outcome Assessment of Emerging Benefits (PAFES and CPAFEP) →</p>					Summative Evaluation of: a. PAFES b. CPAFEP
Medium-Term Plan			Mid-Term Review: a. PAFES b. CPAFEP			
Annual Technical Plan (describes the outputs)	Annual Implementation Review a. PAFES b. CPAFEP	Annual Implementation Review a. PAFES b. CPAFEP		Annual Implementation Review a. PAFES b. CPAFEP	Annual Implementation Review a. PAFES b. CPAFEP	Annual Implementation Review a. PAFES b. CPAFEP
Operational Plan (Detailed plan-outputs, activities, resources, schedule & cost)	Quarterly review a. PAFES b. CPAFEP Monthly Data Collection	Quarterly review a. PAFES b. CPAFEP Monthly Data Collection	Quarterly review a. PAFES b. CPAFEP Monthly Data Collection	Quarterly review a. PAFES b. CPAFEP Monthly Data Collection	Quarterly review a. PAFES b. CPAFEP Monthly Data Collection	Quarterly review a. PAFES b. CPAFEP Monthly Data Collection
Catch-up Plan (contingency plan to address bottlenecks, issues, barriers)	a. PAFES b. CPAFEP	a. PAFES b. CPAFEP	a. PAFES b. CPAFEP	a. PAFES b. CPAFEP	a. PAFES b. CPAFEP	a. PAFES b. CPAFEP

✓ Summative Evaluation

This activity is intended to show whether or not PAFES or CPAFEP has achieved its intended outcomes. The result of this evaluation will determine whether PAFES or CPAFEP will be continued, replicated, or curtailed.

✓ Annual Outcome Assessment of Emerging Benefits

This activity will assess the efficiency and effectiveness of (1) the LGU in planning, implementation monitoring and evaluation of CPAFEP; and (2) implementation of CPAFEP. The result of these activities will be used to strengthen the implementation of PAFES (and CPAFEP) and address the challenges encountered on its effectiveness.

A Monitoring and Evaluation tool for these activities may be developed later which may be used as the basis for recognizing LGU/PAFES with exemplary performance in delivering interventions under CPAFEP and provision of incentives/awards.

- ✓ Quarterly/Annual Implementation Review and Mid-Term Review

This is to identify what is working well and what areas or corrective actions are needed to improve the implementation of the plan.

e. Reporting of findings

The system shall be able to identify what findings are reported, to whom, in what format, and at what intervals. There shall also be responsible offices for monitoring and evaluation at different levels of the objective hierarchy as seen in Tables 8 and 9 below.

Table 8. Schedule of submission of report for PAFES institutionalization.

Objective Hierarchy	Responsible Office/s	Frequency of reporting
Goal	National PMO	3 to 5 years after the end of the plan period
Intermediate Outcome/Purpose	National PMO	Mid-term & End of Plan period
Immediate Outcome	National PMO	Annual
Outputs	National PMO and Regional PMO	Monthly
Activities/inputs	Regional PMO	Weekly/monthly

Table 9. Schedule of submission of report for CPAFEP implementation.

Objective Hierarchy	Responsible Office/s	Frequency of reporting
Goal	Regional PMO, & National PMO	3 to 5 years after the end of the plan period
Intermediate Outcome	Regional PMO & National PMO	Mid-term & End of Plan period
Immediate Outcome	Regional PMO	Annual
Outputs	PAFEC and Regional PMO	Monthly
Activities/inputs	PAFEC and AFMTs	Weekly/monthly

The implementation of the operational plan shall be monitored regularly to identify corrective measures to ensure the achievement of outcomes.

Reporting flow

PAFES Institutionalization

For the PAFES institutionalization, the reporting flow in Figure 8 will be adopted. The PAFEC will gather data and prepare the accomplishment/ status report for the operationalization/ institutionalization of PAFES in the Province.

The PAFEC will endorse the report for approval of the PMC which is chaired by the Governor and co-chaired by the DA-RFO/BFAR-RO Director. The PMC will then provide the approved reports to the Office of the Secretary copy-furnished PAFES Regional PMO.

The PAFES Regional PMO will consolidate all provincial reports in their respective regions and submit the consolidated reports to the PAFES National PMO. PAFES National PMO will then consolidate all regional submissions and provide the overall consolidated report on PAFES institutionalization and operationalization to the Institutional Development Program Management Office (IDPMO), DA Secretary and management committee

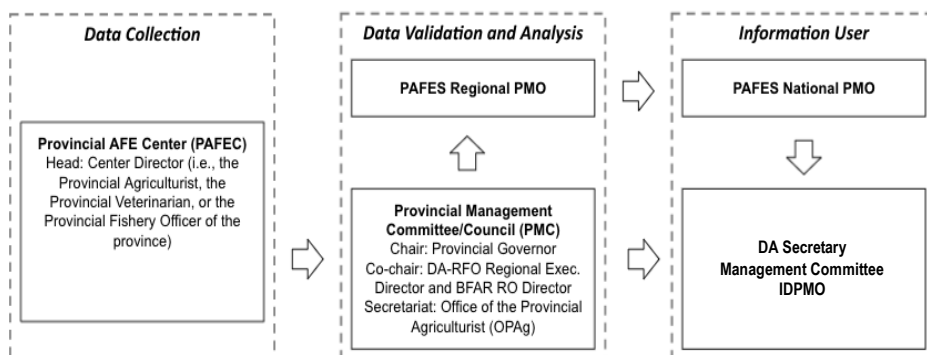


Figure 8. PAFES reporting flow.

CPAFEP Implementation

Figure 9 illustrates that the data for CPAFEP implementation will be collected through the AFMTs and submitted to the PAFEC for endorsement to the PMC. The PMC will provide the CPAFEP accomplishment report to the PAFES Regional PMO, to the DA Secretary and management, and to other partner AFE service providers that have commitments to the CPAFEP either by full funding or co-financing scheme.

The PAFES Regional PMO shall consolidate all provincial CPAFEP accomplishments in their respective regions and submit the consolidated reports to the PAFES National PMO who will then consolidate all regional submissions and provide the overall consolidated report on PAFES implementation to the IDPMO, DA Secretary and management committee.

This will help determine whether the DA co-financed projects are on the right track. It will serve as a basis for the annual renewal of co-financing scheme and provision of incentives or rewards.

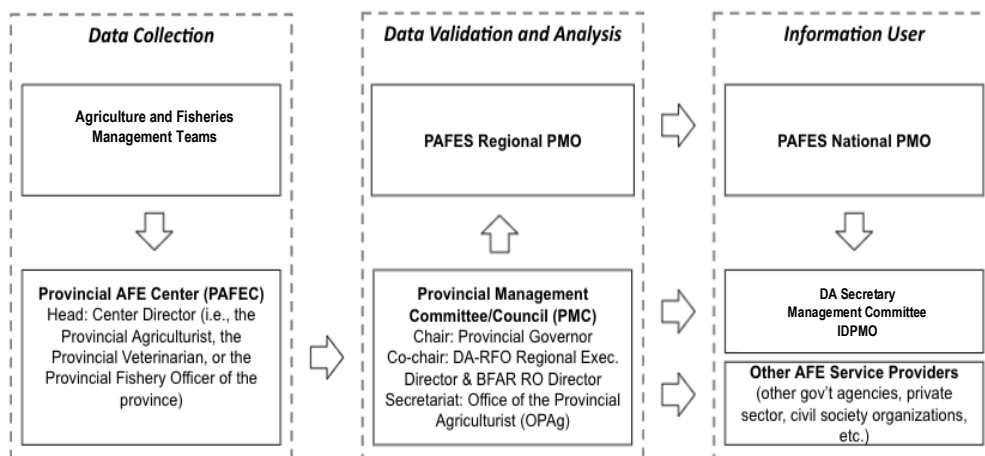


Figure 9. CPAFEP reporting flow.

Schedule of Operational Report Submission

Table 10. Schedule of operational report submission.

Unit/Office	Monitoring Report	Schedule
AFMT	Preparation of CPAFEP Implementation report based on the WFP for endorsement to PAFEC	Weekly
PAFEC	Endorsement of the following reports for approval of the PMC: -PAFES Institutionalization report -CPAFEP Implementation report based on the WFP	Weekly/ Monthly
PMC	Submission of approved reports to PAFES Regional PMO and Office of the DA Secretary -PAFES Institutionalization report -CPAFEP Implementation report based on the WFP Provide updates to the partner AFE service providers.	Monthly
Regional PAFES PMO	Submission of consolidated reports to the PAFES National PMO -PAFES Institutionalization report -CPAFEP Implementation report based on the WFP	Monthly
National PAFES PMO	Submission of overall consolidated report summary to the IDPMO, Office of the DA Secretary and management committee, copy furnished the DA Monitoring and Evaluation Division (MED). -PAFES Institutionalization report -CPAFEP Implementation report based on the WFP	Monthly, every 7th of the following month

f. Using and disseminating the findings/M&E results

The system shall have continuous feedback to various stakeholders within and outside of the organization. There shall be a communication and dissemination plan including mechanisms on how the best practices must be documented.

MISCELLANEOUS
PROVISIONS



Chapter SIX



The provisions under this manual of operations are hereby declared separable and in the event that any one or more of such provisions are declared invalid, the other provisions not affected thereby shall remain valid and subsisting. As the need arises, these may be recommended for amendment, subject to approval.

These shall take effect immediately upon approval and shall remain enforced until revoked.

Further, this Operations Manual is a work in progress and shall be subjected to continuous revisions and updating.

About the Key Implementing Agencies

The Provincial Local Government Units

The Provincial Local Government Unit (PLGU) through the Office of the Provincial Agriculturist and Veterinarian is continuously implementing its mandated tasks of providing **agricultural extension and on-site research services and facilities** which include the prevention and control of plant and animal pests and diseases; dairy farms, livestock markets, animal breeding stations, and artificial insemination centers; and assistance in the organization of farmers and fishermen's cooperatives and other collective organizations, as well as the transfer of appropriate technology.

Provincial governments shall also integrate the operations for the agriculture extension services within the province and undertake continuing and periodic annual evaluation of all municipal extension programs.

Amid the challenges of devolution, the province (through the PAFES) is being strengthened to serve as an extension hub that synchronizes agricultural plans and programs as well as orchestrates the activities of the various stakeholders in the localities.

The Department of Agriculture

The Department is a government agency responsible for the promotion of agricultural development by providing the policy framework, public investments, and support services needed for domestic and export-oriented business enterprises.

The DA envisions a food secure Philippines with prosperous farmers and fishers. It shall collectively empower them and the private sector to increase agricultural productivity and profitability, taking into account sustainable, competitive, and resilient technologies and practices. Hence, its battle cry is simply: "Masaganang Ani at Mataas na Kita!"

To pursue an inclusive approach to accelerate the transformation towards a modern and industrialized Philippine Agriculture, "The OneDA Reform Agenda: Eighteen (18) Key Strategies" was set. It includes the implementation of the Province-led Agriculture and Fisheries Extension Systems (PAFES). In this strategy, the DA will co-plan, co-invest, co-implement, and co-monitor priority projects in the provinces, particularly as they embark on commodity specializations to maximize comparative advantage.

Acknowledgement

The DA wishes to acknowledge the PAFES Technical Working Group and the PAFES Operations Manual Writing Team for their contribution in the crafting of the PAFES Operations Manual with the guidance of Secretary William D. Dar; Dr. Leocadio S. Sebastian, Undersecretary-designate and Chief of Staff; Engr. Ariel T. Cayanan, Undersecretary for Operations and Agri-Fisheries Mechanization; and Dr. Rex L. Navarro, Member, Coalition for Agriculture Modernization in the Philippines, Inc.

The contribution of the following agencies and operating units are as well highly recognized:

DA-Field Operations Service	Asst. Sec. Arnel V. De Mesa
Agricultural Training Institute	Dir. Bernadette F. San Juan
	Dir. Rosana P. Mula
Philippine Rural Development Program	Ms. Milagros C. Urbano
Bureau of Fisheries and Aquatic Resources	Mr. Shandy M. Hubilla
DA-Planning and Programming Division	Mr. Roy C. Ortega
DA-Monitoring and Evaluation Division	Mr. Michael R. Solera
DA-Special Projects Coordination Management and Assistance Division	Ms. Karen S. Marte
DA-Field Programs Coordination and Monitoring Division	Ms. Angelita D. Martir
DA-Regional Field Offices	Mr. Vener L. Dilig
	All Regional Executive Directors

ANNEXES

REPUBLIC ACT 7160:
“AN ACT PROVIDING FOR A LOCAL GOVERNMENT CODE OF 1991”,
OTHERWISE KNOWN AS
“THE LOCAL GOVERNMENT CODE OF 1991”

SECTION 17. Basic Services and Facilities. – (a) Local government units shall endeavor to be self-reliant and shall continue exercising the powers and discharging the duties and functions currently vested upon them. They shall also discharge the functions and responsibilities of national agencies and offices devolved to them pursuant to this Code. Local government units shall likewise exercise such other powers and discharge such other functions and responsibilities as are necessary, appropriate, or incidental to efficient and effective provision of the basic services and facilities enumerated herein.

(b) Such basic services and facilities include, but are not limited to, the following:

(1) For a Barangay:

- (i) Agricultural support services which include planting materials distribution system and operation of farm produce collection and buying stations;
- (ii) Health and social welfare services which include maintenance of barangay health center and daycare center;
- (iii) Services and facilities related to general hygiene and sanitation, beautification, and solid waste collection;
- (iv) Maintenance of katarungang pambarangay;
- (v) Maintenance of barangay roads and bridges and water supply systems;
- (vi) Infrastructure facilities such as multi-purpose hall, multi-purpose pavement, plaza, sports center, and other similar facilities;
- (vii) Information and reading center; and
- (viii) Satellite or public market, where viable;

(2) For a Municipality:

- (i) Extension and on-site research services and facilities related to agriculture and fishery activities which include dispersal of livestock and poultry, fingerlings, and other seeding materials for aquaculture; palay, corn, and vegetable seed farms; medicinal plant gardens; fruit tree, coconut, and other kinds of seedling nurseries; demonstration farms; quality control of copra and improvement and development of local distribution channels, preferably through cooperatives; interbarangay irrigation systems; water and soil resource utilization and conservation projects; and enforcement of fishery laws in municipal waters including the conservation of mangroves;
- (ii) Pursuant to national policies and subject to supervision, control and review of the DENR, implementation of community-based forestry projects which include integrated social forestry programs and similar projects; management and control of communal forests with an area not exceeding fifty (50) square kilometers; establishment of tree parks, greenbelts, and similar forest development projects;
- (iii) Subject to the provisions of Title Five, Book I of this Code, health services which include the implementation of programs and projects on primary health care, maternal and child care, and communicable and non-communicable disease control services; access to secondary and tertiary health services; purchase of medicines, medical supplies, and equipment needed to carry out the services herein enumerated;
- (iv) Social welfare services which include programs and projects on child and youth welfare, family and community welfare, women’s welfare, welfare of the elderly and disabled persons; community-based rehabilitation programs for vagrants, beggars, street children, scavengers, juvenile delinquents, and victims of drug abuse; livelihood and other pro-poor projects; nutrition services; and family planning services;
- (v) Information services which include investments and job placement information systems, tax and marketing information systems, and maintenance of a public library;
- (vi) Solid waste disposal system or environmental management system and services or facilities related to general hygiene and sanitation;
- (vii) Municipal buildings, cultural centers, public parks including freedom parks, playgrounds, and other sports facilities and equipment, and other similar facilities;
- (viii) Infrastructure facilities intended primarily to service the needs of the residents of the municipality and which are funded out of municipal funds including, but not limited to, municipal roads and bridges; school buildings and other facilities for public elementary and secondary schools; clinics, health centers and other

Province-led Agriculture and Fisheries Extension Systems

health facilities necessary to carry out health services; communal irrigation, small water impounding projects and other similar projects; fish ports; artesian wells, spring development, rainwater collectors and water supply systems; seawalls, dikes, drainage and sewerage, and flood control; traffic signals and road signs; and similar facilities;

(ix) Public markets, slaughterhouses and other municipal enterprises;

(x) Public cemetery;

(xi) Tourism facilities and other tourist attractions, including the acquisition of equipment, regulation and supervision of business concessions, and security services for such facilities; and

(xii) Sites for police and fire stations and substations and municipal jail;

(3) For a Province:

(i) Agricultural extension and on-site research services and facilities which include the prevention and control of plant and animal pests and diseases; dairy farms, livestock markets, animal breeding stations, and artificial insemination centers; and assistance in the organization of farmers' and fishermen's cooperatives and other collective organizations, as well as the transfer of appropriate technology;

(ii) Industrial research and development services, as well as the transfer of appropriate technology;

(iii) Pursuant to national policies and subject to supervision, control and review of the DENR, enforcement of forestry laws limited to community-based forestry projects, pollution control law, small-scale mining law, and other laws on the protection of the environment; and mini-hydroelectric projects for local purposes;

(iv) Subject to the provisions of Title Five, Book I of this Code, health services which include hospitals and other tertiary health services;

(v) Social welfare services which include programs and projects on rebel returnees and evacuees; relief operations; and population development services;

(vi) Provincial buildings, provincial jails, freedom parks and other public assembly areas, and similar facilities;

(vii) Infrastructure facilities intended to service the needs of the residents of the province and which are funded out of provincial funds including, but not limited to, provincial roads and bridges; intermunicipal waterworks, drainage and sewerage, flood control, and irrigation systems; reclamation projects; and similar facilities;

(viii) Programs and projects for low-cost housing and other mass dwellings, except those funded by the Social Security System (SSS), Government Service Insurance System (GSIS), and the Home Development Mutual Fund (HDMF); Provided, That national funds for these programs and projects shall be equitably allocated among the regions in proportion to the ratio of the homeless to the population;

(ix) Investment support services, including access to credit financing;

(x) Upgrading and modernization of tax information and collection services through the use of computer hardware and software and other means;

(xi) Inter-municipal telecommunications services, subject to national policy guidelines; and (xii) Tourism development and promotion programs;

(4) For a City: All the services and facilities of the municipality and province, and in addition thereto, the following:

(i) Adequate communication and transportation facilities;

(ii) Support for education, police and fire services and facilities;

(c) Notwithstanding the provisions of subsection (b) hereof, public works and infrastructure projects and other facilities, programs and services funded by the National Government under the annual General Appropriations Act, other special laws, pertinent executive orders, and those wholly or partially funded from foreign sources, are not covered under this section, except in those cases where the local government unit concerned is duly designated as the implementing agency for such projects, facilities, programs, and services.

(d) The designs, plans, specifications, testing of materials, and the procurement of equipment and materials from both foreign and local sources necessary for the provision of the foregoing services and facilities shall be undertaken by the local government unit concerned, based on national policies, standards and guidelines.

(e) National agencies or offices concerned shall devolve to local government units the responsibility for the provision of basic services and facilities enumerated in this section within six (6) months after the effectivity of this Code.

As used in this Code, the term "devolution" refers to the act by which the National Government confers power and authority upon the various local government units to perform specific functions and responsibilities.

(f) The National Government or the next higher level of local government unit may provide or augment the basic services and facilities assigned to a lower level of local government unit when such services or facilities are not made available or, if made available, are inadequate to meet the requirements of its inhabitants.

(g) The basic services and facilities hereinabove enumerated shall be funded from the share of local government units in the proceeds of national taxes and other local revenues and funding support from the National Government, its instrumentalities and government-owned or -controlled corporations which are tasked by law to establish and maintain such services or facilities. Any fund or resource available for the use of local government units shall be first allocated for the provision of basic services or facilities enumerated in subsection (b) hereof before applying the same for other purposes, unless otherwise provided in this Code.

(h) Regional offices of national agencies or offices whose functions are devolved to local government units as provided herein shall be phased out within one (1) year from the approval of this Code. Said national agencies and offices may establish such field units as may be necessary for monitoring purposes and providing technical assistance to local government units. The properties, equipment, and other assets of these regional offices shall be distributed to the local government units in the region in accordance with the rules and regulations issued by the Oversight Committee created under this Code.

(i) The devolution contemplated in this Code shall include the transfer to local government units of the records, equipment, and other assets and personnel of national agencies and offices corresponding to the devolved powers, functions, and responsibilities. Personnel of said national agencies or offices shall be absorbed by the local government units to which they belong or in whose areas they are assigned to the extent that it is administratively viable as determined by the said oversight committee: Provided, That the rights accorded to such personnel pursuant to civil service law, rules and regulations shall not be impaired: Provided, further, That regional directors who are career executive service officers and other officers of similar rank in the said regional offices who cannot be absorbed by the local government unit shall be retained by the National Government, without any diminution of rank, salary or tenure.

(j) To ensure the active participation of the private sector in local governance, local government units may, by ordinance, sell, lease, encumber, or otherwise dispose of public economic enterprises owned by them in their proprietary capacity. Costs may also be charged for the delivery of basic services or facilities enumerated in this section.

REPUBLIC ACT 8435:

“AN ACT PRESCRIBING URGENT RELATED MEASURES TO MODERNIZE THE AGRICULTURE AND FISHERIES SECTORS OF THE COUNTRY IN ORDER TO ENHANCE THEIR PROFITABILITY, AND PREPARE SAID SECTORS FOR THE CHALLENGES OF GLOBALIZATION THROUGH AN ADEQUATE, FOCUSED AND RATIONAL DELIVERY OF NECESSARY SUPPORT SERVICES, APPROPRIATING FUNDS THEREFOR AND FOR OTHER PURPOSES”, OTHERWISE KNOWN AS

“THE AGRICULTURE AND FISHERIES MODERNIZATION ACT OF 1997”

Chapter 2

Extension Services

- Sec. 86.** *Declaration of Policy.* – It is hereby declared the policy of the State to promote science and technology as essential for national development and progress. The State shall give priority to the utilization of research results through formal and non-formal education, extension, and training services. It shall support the development of a national extension system that will help accelerate the transformation of Philippine agriculture and fisheries from a resource-based to a technology-based industry.
- Sec. 87.** *Extension Services.* – Agriculture and Fisheries Extension Services shall cover the following major services to the farming and fishing community:
- Training services;
 - Farm or business advisory services;
 - Demonstration services; and
 - Information and communication support services through tri-media.
- Sec. 88.** *Special Concerns in the Delivery of Extension Services.* – The delivery of Agriculture and Fisheries Extension Services shall be multidisciplinary and shall involve the farmers, fisherfolk, and their organizations, and those engaged in food and non-food production and processing, including the private and public sectors.
- There shall be a national merit and promotion system governing all extension personnel, regardless of source of funding, to promote professionalism and achieve excellence and productivity in the provision of the government extension services.
- Sec. 89.** *The National Extension System for Agriculture and Fisheries (NESAF).* – The Department, in coordination with the appropriate government agencies, shall formulate a National Extension System for Agriculture and Fisheries.
- The National Extension System for Agriculture and Fisheries shall be composed of three (3) subsystems:
- The national government subsystem which directly complements;
 - The local government subsystems; and
 - The private sector subsystem.
- Sec. 90.** *The Role of Local Government Units.* – The LGUs shall be responsible for delivering direct agriculture and fisheries extension services.
- The provincial governments shall integrate the operations for the agriculture extension services and shall undertake an annual evaluation of all municipal extension programs.
- The extension program of State colleges and universities shall primarily focus on the improvement of the capability of the LGU extension service by providing
- Degree and non-degree training programs;
 - Technical assistance;
 - Extension *cum* research activities;
 - Monitoring and evaluation of LGU extension projects; and
 - Information support services through the tri-media and electronics.
- Sec. 91.** *Role of the Private Sector in Extension.* – The Department shall encourage the participation of farmers and fisherfolk cooperatives and associations and others in the private sector in training and other complementary extension services especially in community organizing, use of participatory approaches, popularization of training materials, regenerative agricultural technologies, agribusiness and management skills.

The Department is hereby authorized to commission and provide funding for such training and extension services undertaken by the private sector.

- Sec. 92.** *The Role of Government Agencies.* – The Department, together with State colleges and universities shall assist in the LGUs’ extension system by improving their effectiveness and efficiency through capability-building and complementary extension activities such as:
- a) technical assistance;
 - b) training of LGU extension personnel;
 - c) improvement of physical facilities;
 - d) extension *cum* research; and
 - e) information support services.
- Sec. 93.** *Funding for Extension Activities.* – Extension activities shall be supported by the following measures:
- a) allocation of multi-year budgets that shall be treated as grants;
 - b) allow transfer of funds from the Department to the local government units as extension grants, and
 - c) the budget for agriculture and fisheries extension services shall be at least one percent (1%) of the gross value added (GVA) by year 2001.
- Sec. 94.** *Excellence and Accountability in Extension.* – The Department shall formulate the guidelines in evaluating extension activities and institutions, which shall involve an independent and interdisciplinary team of collegial reviewers and evaluators.
- Sec. 95.** *Extension Communication Support for LGUs.* – The Department, in coordination with the public and private universities and colleges, shall develop an integrated multimedia support for national and LGU extension programs. The Department shall assist the LGUs in the computerization of communication support services to clients and linkages to the NIN.

ANNEX 3

Executive Order No. 138 Full Devolution of Certain Functions of the Executive Branch to Local Governments, Creation of a Committee on Devolution, and for other Purposes



MALACAÑAN PALACE
MANILA

BY THE PRESIDENT OF THE PHILIPPINES

EXECUTIVE ORDER NO. 138

**FULL DEVOLUTION OF CERTAIN FUNCTIONS OF THE EXECUTIVE
BRANCH TO LOCAL GOVERNMENTS, CREATION OF A COMMITTEE ON
DEVOLUTION, AND FOR OTHER PURPOSES**

WHEREAS, Section 6, Article X of the Constitution provides that local government units (LGUs) shall have a just share, as determined by law, in the national taxes which shall be automatically released to them;

WHEREAS, in *Mandanas, et al. v. Executive Secretary, et al.* (G.R. Nos. 199802 and 208488) ("*Mandanas*"), the Supreme Court held that all collections of national taxes, except those accruing to special purpose funds and special allotments for the utilization and development of the national wealth, should be included in the computation of the base of the just share of LGUs;

WHEREAS, considering the prospective character of the *Mandanas* ruling, and in keeping with Section 284 of Republic Act (RA) No. 7160 or the "Local Government Code of 1991," which states that the share of LGUs in national taxes is based on the collections in the third year preceding the current fiscal year, the adjusted national tax allocations of LGUs shall only start in Fiscal Year (FY) 2022;

WHEREAS, given the revenue collections of the National Government in FY 2019, the total shares of the LGUs from the national taxes is expected to significantly increase starting FY 2022 in line with the implementation of the *Mandanas* ruling;

WHEREAS, the substantial increase in the shares of the LGUs from the national taxes will empower the LGUs in providing basic services and facilities to their constituents, and aid them in the effective discharge of other duties and functions devolved to them under Section 17 of RA No. 7160;

WHEREAS, Section 3 of RA No. 7160 provides the operative principles of decentralization that shall guide the formulation of policies and measures on local autonomy;

WHEREAS, Section 17(f) of RA No. 7160 provides that the National Government or the next higher level of LGU may provide or augment the basic services and facilities assigned to a lower level of LGU when such services or facilities are not made available or, if made available, are inadequate to meet the requirements of its inhabitants;

THE PRESIDENT OF THE PHILIPPINES

To ensure continuity in the efficient and effective delivery of services, capacity development interventions shall, as far as practicable, be offered preferably to career or permanent local government personnel as a means of institutional strengthening.

Section 10. Role of LGUs. Consistent with Section 5 of this Order, all LGUs shall likewise prepare their DTPs in close coordination with the NGAs concerned, especially with regard to devolved functions and services critical to them. The DTPs of LGUs shall be used as a guide in the monitoring and performance assessment of the LGUs by the DBM, DILG and NGAs concerned.

In view of the devolution of certain functions from the NGAs, the LGUs shall also formulate their respective Capacity Development Agenda based on the assessment framework and guidelines to be issued by the DILG-LGA. The capacity development agenda shall be guided by, among others, the strategy for capacity development of the LGUs as contained in the NGA DTPs, local development thrusts, and performance goals and objectives.

In accordance with Section 8(f) of this Order, all LGUs are highly encouraged to formulate their respective communications plans and strategies which are aligned and complementary to the communications plan formulated and approved by the ComDev.

Local programs and policies shall be integrated and coordinated towards a common national goal and shall abide by the policies, standards and strategies which the NG may establish pursuant to the Guiding Principles in Section 2 of this Order.

Section 11. Strengthening Planning, Investment Programming and Budgeting Linkage and Monitoring and Evaluation (M&E) Systems. The vertical and horizontal linkages across different levels of government in development planning, investment programming and budgeting shall be strengthened to align NG, regional and local priorities. The Regional Development Councils shall set the strategic direction for the faster development of the regions, especially in the lagging areas, and facilitate the alignment of the local development and the land use plans with the goals, objectives and targets in the Updated Philippine Development Plan and the respective regional development plans.

The regional development investment programs shall contain the proposed intra- and inter-regional programs, projects and activities (PPAs) of regional line agencies to be funded by the NG, while the provincial/local development investment program (P/LDIP) of provinces, cities and municipalities shall contain their prioritized list of PPAs for funding by the LGUs. The annual investment program of the LGUs to be funded through local funds, borrowings and public-private partnerships shall be sourced from their respective P/LDIPs.

Horizontal linkages shall be strengthened through the improvement in the coordination, synchronization, and joint execution of programs and projects between and among the LGUs. In line with this, provincial governments are reminded of their oversight and coordination functions in the provision of services and implementation of projects within their provinces that cut across city/municipal borders.

Relative to this, the DILG, DOF, NEDA and DBM shall update existing circulars, and recalibrate the synchronized local and regional planning and budgeting calendars accordingly.

Further, results-based M&E systems shall be in place in the DILG, DBM, DOF and other NGAs to ensure the purposive conduct of evaluations by the agencies concerned, and to guarantee that the LGUs have assumed the devolved functions and services effectively in support of good governance, transparency, accountability and evidence-based decision making.

ANNEX 4

Administrative Order No. 25, Series of 2021
Integration of the "OneDA Agenda" Key Strategies Toward Transformative
Agriculture and Fishery Sector



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

ADMINISTRATIVE ORDER
No. **25**
Series of 2021

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

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

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

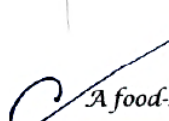
WHEREAS, the Department of Agriculture is pushing for a more holistic approach through the "OneDA Agenda" that aims to transform the agriculture and fishery sector by employing key strategies towards a modern and industrialized Philippine agriculture through consolidation, modernization, industrialization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

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

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

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

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


A food-secure and resilient Philippines
with empowered and prosperous farmers and fisherfolk



1. TITLE

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

2. DEFINITION OF TERMS

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

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

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

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

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

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

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

3. GOALS, OBJECTIVES, AND OUTCOMES

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

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


A food-secure and resilient Philippines
with empowered and prosperous farmers and fisherfolks



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

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

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

4. PROGRAM FOCUS

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

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

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

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

Crops

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

Livestock

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

Fisheries and Aquaculture

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

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

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

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

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

5. GEOGRAPHIC COVERAGE

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

6. PROGRAM IMPLEMENTATION

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

Component 1: Spatial Planning and Development

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

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

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

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

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

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

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

Component 3: Linkages and Partnerships

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

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



Component 4: Monitoring and Evaluation

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

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

7. TARGET BENEFICIARIES

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

8. IMPLEMENTATION STRATEGY/ INSTITUTIONAL ARRANGEMENT

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

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

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

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

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

a. Spatial Planning and Development

Functions and responsibilities:

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

b. Project Development

Functions and responsibilities:

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

c. Linkages and Partnerships

Functions and responsibilities:

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

d. Training and Education

Functions and responsibilities:

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


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e. Monitoring & Evaluation and Management Information System

Functions and responsibilities:

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

f. Administrative and Financial Support

Functions and responsibilities:

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

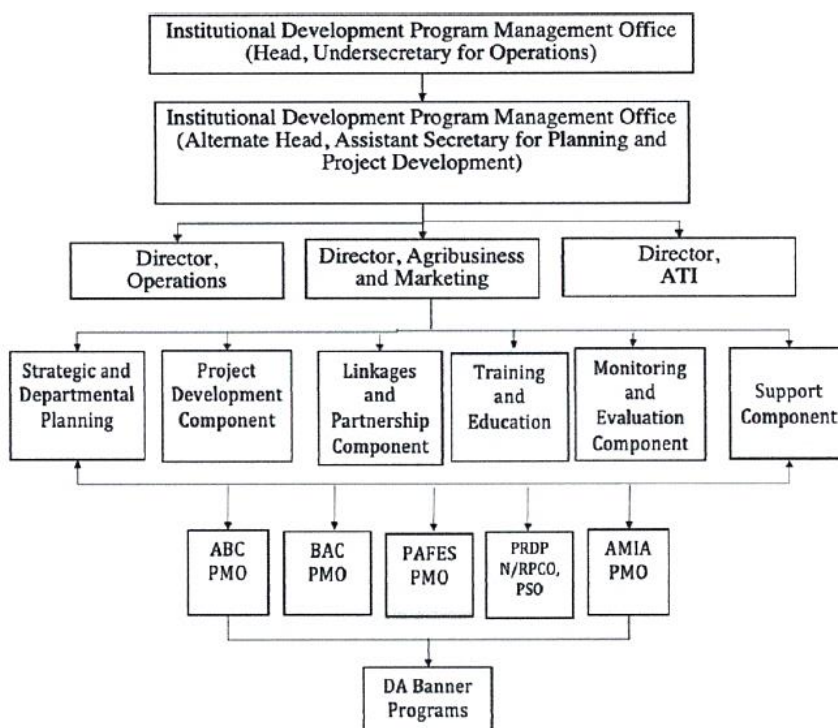


Figure 1. Organization Structure of Institutional Development Program Management Office (IDPMO)




9. BUDGET

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

10. EFFECTIVITY

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

Done on this 10th day of September, 2021.


WILLIAM D. DAR, Ph. D.
Secretary

DEPARTMENT OF AGRICULTURE

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For Signature: S-09-21-0179
Received : 10/09/2021 09:44 AM

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Mainstreaming Province-led Agriculture and Fisheries Extension Systems (PAFES) in DA Operations



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

04 December 2020

MEMORANDUM

TO : **USEC. ARIEL T. CAYANAN**
Operations

USEC. CHERYL MARIE NATIVIDAD-CABALLERO
Agri-Industrialization and Fisheries

ASEC.-DESIGNATE ARNEL V. DE MESA
Operations

DIR. EDUARDO B. GONGONA
Bureau of Fisheries and Aquatic Resources

DIR. ROY M. ABAYA
Field Operations Service

ALL REGIONAL EXECUTIVE DIRECTORS
ALL BFAR REGIONAL DIRECTORS
ALL BANNER PROGRAM DIRECTORS

FROM : **THE SECRETARY**

SUBJECT : **MAINSTREAMING PROVINCE-LED AGRICULTURE AND FISHERIES EXTENSION SYSTEMS (PAFES) IN DA OPERATIONS**

Pursuant to the Department's agricultural modernization and agro-industrialization thrusts, we shall mainstream the Provincial Agriculture and Fisheries Extension Systems (PAFES) as the modality in the implementation of our banner programs in the provinces. To jumpstart this process, the Regional Field Offices (RFOs) are instructed to select at least one province in their respective regions as pilots in the implementation of PAFES starting in 2021.

PAFES shall serve as the institutional arrangement in integrating the implementation of our various programs and related support services. It aims to further strengthen the capability of LGUs to implement and integrate multiple agriculture and fisheries programs with the provinces as the center for operations given devolution of agricultural personnel and services at the local government level.

PAFES's focus on the province as the staging point for the delivery of DA's assistance are anchored on the following realities: (a) the province enjoys economies of scale (not too

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small like municipalities or too large like the regions) for agricultural development and investments; (b) it is closer to the realities of smallholder farmers and fisherfolk, and hence can better address their needs and problems; (c) it has financial resources for sustainable co-financing arrangements with the DA in program implementation; (d) it is better positioned to mobilize public-private-people partners to support agricultural development and investments; and (e) it anticipates the full implementation of the Mandanas Ruling, which if implemented, shall significantly boost the financial capabilities of LGUs to implement agricultural projects.

At the national level, PAFES shall be led by the Assistant Secretary for Operations and at the regional level, by the Regional Executive Directors (REDs) and BFAR Regional Directors, guided by the PAFES Technical Working Group. The Assistant Secretary for Operations, DA-RFO REDs, BFAR-RO Directors, and the Banner Program Directors shall allocate part of their extension budget (at least 20%) to implement PAFES through ATI and the RFOs starting in 2021. The PRDP shall also support the refinement and integration of the Provincial Commodity Investment Plans (PCIPs) as an input to PAFES.

The guidelines are attached to this Memo for your reference. The Assistant Secretary for Operations shall provide regular updates based on submitted reports of the RFOs and BFAR-ROs on the implementation of PAFES during DA Management Committee meetings as part of its updates on field operations.


WILLIAM D. DAR, Ph.D.

DEPARTMENT OF AGRICULTURE
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For Signature: S-12-20-0372
Received : 14/12/2020 07:53 AM

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- ASEC.-DESIGNATE AGNES CATHERINE T. MIRANDA**
For Planning and Project Development
- ASEC.-DESIGNATE LIZA G. BATTAD**
For Regulations
- ASST. DIR. ROSANA P. MULA**
Agricultural Training Institute
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Philippine Rural Development Project
- DR. SANTIAGO R. OBIEN**
Chair, Asia Rice Foundation
- DR. FERMIN ADRIANO**
Special Assistant to the Secretary
- MR. JULIAN A. LAPITAN**
Member, DA Technical Advisory Group
- DR. REX L. NAVARRO**
Member, Coalition for Agriculture Modernization in the Philippines

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Three Integrative and Convergence Strategies for DA Field Operations in 2021



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

09 December 2020

MEMORANDUM

TO : **ALL UNDERSECRETARIES**
ALL ASSISTANT SECRETARIES
ALL HEADS OF ATTACHED AGENCIES AND CORPORATIONS
ALL BUREAU DIRECTORS
ALL REGIONAL EXECUTIVE DIRECTORS
ALL SERVICE DIRECTORS
ALL BANNER PROGRAM DIRECTORS
ALL BFAR REGIONAL DIRECTORS
ALL REGIONAL TECHNICAL DIRECTORS

FROM : **THE SECRETARY**

SUBJECT : **THREE INTEGRATIVE AND CONVERGENCE STRATEGIES FOR OUR FIELD OPERATIONS IN 2021**

As we **RECOVER** from and **GROW** out of the pandemic, let us vigorously pursue our goal of transforming Philippine agriculture into a modernized and industrialized sector with prosperous farmers and fisherfolk. Along with this, we shall pursue three integrative and convergence strategies in our field operations in 2021: (1) farm clustering and consolidation; (2) province-led agricultural development; and (3) regional/provincial agro-industrialization.

Henceforth, we shall depart from our usual approach of just targeting individual farmers or groups without producing significant outcomes from our interventions. We should track the progress and measure the outcomes of the various forms of assistance extended to our farmer and fisherfolk. We must be purpose-driven, ensuring that our programs and projects are of value not only to the recipients but more significantly to the whole society in real terms.

For greater synergy, we must be systematic and strategic in delivering the Department's various forms of assistance to our farmers and fisherfolk. Along this line, the core strategies enumerated below can be adapted for this purpose. I hereby instruct all field personnel of the Department to promote and embed these strategies in our field operations.

1. **BayanAgri (Farm clustering/F2CS)** is at the core of our strategy to converge and integrate different farmers' interventions. F2C2 will empower farmers to gain more benefits from the agriculture value chain. It will also make our interventions more effective and efficient.

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2. **Province-led agricultural development** is the objective of our province-led agriculture and fisheries extension system (PAFES). Province-led agricultural development will enable us to harness the leadership, human capacity, and resources available in the provinces. It will also help us focus, converge, and integrate our efforts to support the provinces' priority agriculture and fisheries development programs.
3. **Agro-industrialization at the provincial or regional level** is our ultimate goal of ensuring that our farmers and fisherfolk will have sustainable access to markets. It can focus on the major commodity or crop diversification thrust of the province or region. Agro-industrialization entails leveraging public investments with private (local and foreign) investors through various incentives and regulations to develop the commodity's value chain.

Let us operationalize these core strategies by heart as we implement our various interventions: distribution of seeds and machineries, construction of farm-to-market roads, provision of extension support, loans, cash aid, etc. Beyond our production targets, we want our farmers and fisherfolk to become prosperous over time.

We have **SURVIVED** and **REBOOTED** in 2020; let us now **GROW** in 2021.

For your information and guidance.


WILLIAM D. DAR, Ph.D.
LD




PAFES Strategy Implementation Plan

Component	Program Output	Key Results Areas (KRAs)/ Actions to be taken	REMARKS			
			Responsible Units/ Office	Timeline		
Rapid Appraisal Lead: SUC, ATI, DA-RFO	LGU's capacity and readiness measured and assessed to effectively assume devolved functions of NG by 2022	<p>Key Results Areas for the conduct of Rapid Appraisal</p> <p>A. Preparatory Activities for the conduct of Rapid Appraisal</p> <p>a. Drafting of PMO Composition at National and Regional Level</p> <p>b. Issue Special Order on PAFES-Technical Working Group (consider area clustering of TWG and PMO members)</p> <p>*Attendance to regular meetings and consultation workshops to be part of the roles and responsibilities of the TWG and PMO members</p>	<p>Key Results Area:</p> <p>a. 16 MOA between DA-RFOs, SUCs and PLGUs forged</p> <p>b. Rapid Appraisal finalized and evaluated</p> <p>a. Drafting of recommended PMO Composition at national and regional level</p> <p>b. Convene PMO and TWG members to discuss roles, responsibilities and clustering of the members</p> <p>c. Cascade the approved guidelines to RFOs</p> <p>d. Conduct briefing/ orientation to RFOs to discuss institutional arrangement and processes of the project</p>	Office of the ASec for Operations		
	Approved MOA Template	a.1	Drafting of Memorandum of Agreement between DA-RFO, SUC and PLGU for the conduct of Rapid Appraisal	Approval of MOA for Rapid Appraisal between DA-RFO, SUC and PLGU	PAFES-PMO	February 16, 2021
	Approved key guide questionnaire and design template of the Rapid Appraisal	a.2	<p>a. Follow up with ATI</p> <p>b. Fast track the submission of key guide questionnaire for approval of the PAFES-TWG</p> <p>c. Forwarding of design template and key guide questions to the TWG for review and approval</p> <p>Conduct of briefing to Regional Field Offices (RFOs)</p>	<p>a. Follow up with ATI</p> <p>b. Fast track the submission of key guide questionnaire for approval of the PAFES-TWG</p>	ATI, PAFES-PMO	March 09, 2021
16 RFOs briefed with PAFES	a.3	Conduct of briefing to Regional Field Offices (RFOs)	<p>a. Provide the RFOs PAFES briefing materials presented during the ManCom Meeting</p> <p>*Done during Management Committee Meeting</p> <p>16 pilot areas and partner SUCs identified</p> <p>1. CAR (Benguet/ Benguet State University , Pangasinan/ Pangasinan State University)</p> <p>3. Region 2 (Quirino/ Quirino State University)</p> <p>4. Region 3 (Bulacan/ Bulacan State University)</p> <p>5. CALABARZON (Batangas/ Batangas State University)</p> <p>6. MIMAROPA (Occidental Mindoro/ Occidental Mindoro State College)</p> <p>7. Region 5 (Albay/ Bicol University College of Agriculture and Forestry)</p> <p>8. Region 6 (Negros Occidental/ Central Philippines University)</p> <p>9. Region 7 (Negros Oriental/ Negros Oriental State University)</p> <p>10. Region 8 (Southern Leyte/ Southern Leyte State University)</p> <p>11. Region 9 (Zamboanga del Norte/ Jose Rizal Memorial State University)</p> <p>12. Region 10 (Bukidnon/ Central Mindanao University)</p> <p>13. Region 11 (Davao del Norte/ University of Southeastern Philippines)</p> <p>14. Region 12 (Sarangani/ Mindanao State University)</p> <p>15. Region 13 (Agusan del Norte/ Caraga State University)</p> <p>16. BARMM (Maguindanao/ Mindanao State University)</p>	PAFES-PMO	January 18, 2021	
16 pilot areas and partner SUCs identified		<p><i>Identification of Pilot Provinces and partner SUCs</i></p>		RFOs		

Partnership and Linkages Lead: DA, FOS, DA-	Partnerships and linkages with development partners strengthened	B Establishment of Province-led Agriculture and Fishery Extension System (PAFES)	Key Results Area: Strengthen and increase forged partnerships	
Lead: DA, FOS, DA-	Firmed-up partnership for the establishment of PAFES	b.1 Building partnership and engagements	<p>PAFES-PMO to facilitate engagement of Coalition for Agriculture Modernization of the Philippines (CAMP) as partner during the implementation of PAFES.</p> <p>Draft terms of reference of CAMP to formalize the engagement of the NGO to the project</p> <p>PMO through ATI to design project brochures to be disseminated to all concerned stakeholders</p> <p>PAFES-PMO to ensure PAFES OM are cascaded to the RFOs prior to the preparatory activities of PAFES</p> <p>All concerned units to actively participate in building partnerships and engagements</p> <p>RFOs to spearhead engagements with the PLGUs, concerned agencies and bureaus / corporations, SUCs, private sectors and CSOs (RMC may be used as platform in building engagements with the partners</p>	<p>March 1 to June 30, 2021</p> <p>DA-FOS, PAFES-TWG, RFOs, BFAR</p>
	<p>a. Map out collaborative Provincial Agriculture and Fisheries Extension Agenda</p> <p>b. Organizational set-up and co-financing arrangement for PAFES</p> <p>c. Action Plan on Establishment of PAFES in the province</p>	b.2 Conduct of Stakeholders' Consultations and Workshops	<p>RFOs to spearhead conduct of stakeholder's consultations and workshops guided by the PAFES OM (Participants: OPA, OPV, Fishery Office, LeMMCAP, SP-Committee on Agriculture, Members of PAFEN, Private Sector, CSO Representatives</p>	<p>March 1 to June 30, 2021</p> <p>PAFES-TWG, RFOs, BFAR, ATI</p>
Establishment of PAFES Lead: DA-RFOs, DA-BFAR, ATI, PLGUs	<p>a. Sustainable co-financing PAFES established in pilot areas</p>	<p>b.3 Conduct consultation with the Mayors</p> <p>b.4 Inking/ Formalization of Memorandum of Agreement between DA and Provincial Partners</p>	<p>RFOs to coordinate with PAFES-PMO and PLGUs for the scheduled consultation with the League of Municipalities members (may be conducted during PDC meetings or via web meeting platforms)</p> <p>Key Results Area:</p> <p>a. RFOs to schedule MOA signing with SUC and PLGU</p> <p>b. Ensure all regions were able to secure signed MOA with SUC and PLGU for the conduct of Rapid Appraisal</p> <p>c. RFOs will submit signed MOA to PAFES-PMO</p> <p>d. PLGUs to establish organization structure and TWG</p>	<p>March 1 to June 30, 2021</p> <p>PAFES-PMO, RFOs, PLGU</p> <p>Until June 30, 2021</p> <p>PAFES-TWG, ATI, DA-RFOs, BFAR-RFOs</p>

<p>Mainstreaming/ Institutionalization Initiatives Lead: DA- FOS, DA- Planning Service, DA-PDS, DA-RFOs, BFAR-Ros</p>	<p>DA regular planning and budgeting processes improved</p> <p>Mainstreamed PAFES to the Regular DA Processes</p>	<p>b.5 Post-MOA Activities</p> <p>b.5.1 <i>Mainstreaming of PAFES to the DA Regular Programs and Projects</i></p>	<p>Key Results Area: PAFES mainstreamed to DA Plan and Budget Proposal</p> <p>DA-CO to issue guidelines on Mainstreaming PAFES in the FY 2021 and 2022 Plan and Budget Proposal</p> <p>PRDP NPCO Plan Component/ Planning Service is recommended to conduct training/ workshop to firm-up mainstreaming of PAFES to the existing PCIPs</p> <p>Planning Service to roll-out final version of Agriculture and Fishery Modernization Plans to all RFOs</p> <p>a. RFOs to conduct planning workshop a.1 All RFOs are instructed to ensure that all provinces implementing F2C2 will be part of the PAFES</p> <p>b. Inclusion of PAFES to RDC-endorsed RDIPs</p> <p>c. Banner programs to conduct consultation workshops with the PLGU to discuss the following: c.1. Collaborative activities between banner programs and PLGU counterparts c.2. Co-financing scheme to fund collaborative projects of DA and PLGUs</p> <p>d. Full-implementation of PAFES</p> <p>e. Preparation of FY 2022 Plan and Budget Proposal (Indicative, NEP, GAA)</p>	<p>DA-CO, DA-RFO, PLGU</p>	<p>All through out the year (March, June and December - Plan and Budget Proposal preparation)</p>
			<p>d. Full-implementation of PAFES</p> <p>e. Preparation of FY 2022 Plan and Budget Proposal (Indicative, NEP, GAA)</p> <p>PAFES- PMO to cascade data capture forms to the RFOs for the monitoring of PAFES</p> <p>Conduct quarterly, semestral and coordination meeting (August- 1st Submission of quarterly report, December- submission of annual report)</p> <p>Submission of annual report re PAFES (PAFES- PMO and RFOs)</p> <p>Conduct on-site visits</p> <p>Reporting of monitoring and evaluation result to the DA-CO Management and PAFES TWG</p>	<p>PAFES-PMO, DA-RFOs, BFAR-ROs</p>	<p>Quarterly, Semestral, Annual</p>
	<p>Monitoring and Evaluation Result of PAFES</p>	<p>b.5.2 <i>Monitoring and Evaluation of PAFES</i></p>			

Special Order for the Creation of a Technical Working Group on the Establishment of Province-led Agriculture and Fisheries Extension Systems



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

Agricultural Training Institute
Office of the Director

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SPECIAL ORDER
No. 787
Series of 2020

SUBJECT : RECONSTITUTION OF THE TECHNICAL WORKING GROUP ON THE ESTABLISHMENT OF PROVINCE-LED AGRICULTURE AND FISHERIES EXTENSION SYSTEMS IN THE PHILIPPINES (TWG - PAFES)

To further accelerate and invigorate the establishment of Province-led Agriculture and Fisheries Extension Systems (PAFES) in the country, the Technical Working Group is hereby reconstituted and shall be composed of the following;

Chairperson : **DR. LEOCADIO S. SEBASTIAN**, Chief of Staff


Vice-Chairperson: **UNDERSECRETARY RODOLFO V. VICERRA**, For Policy and Planning

Members : **ASSISTANT SECRETARY-DESIGNATE AGNES CATHERINE T. MIRANDA**, For Planning and Project Development
RED ARNEL V. DE MESA, DA-RFO IVA
OIC-EXECUTIVE DIRECTOR LIZA G. BATTAD, PCAF
ASSISTANT DIRECTOR ROSANA P. MULA, ATI
NATIONAL DEPUTY DIRECTOR SHANDY M. HUBILLA, PRDP
DR. SANTIAGO R. OBIEN, Chair, Asia Rice Foundation
DR. FERMIN D. ADRIANO, Special Assistant to the Secretary
MR. JULIAN A. LAPITAN, Member, DA Technical Advisory Group
DR. REX L. NAVARRO, Member, Coalition for Agriculture Modernization in the Philippines

The TWG-PAFES has the following functions:

- 1) Conduct dialogues and consultations with key stakeholders (i.e., province, city, municipality, state universities and colleges, private sector, civil society organizations, and community-based organizations) on the establishment of PAFES together with DA Regional Field Offices and concerned bureaus and attached agencies;
- 2) Design and map out implementation guidelines on the establishment of PAFES based on consultations and in accordance with pertinent laws, rules and regulations and mainstream it in the operations of DA-RFOs and ATI;
- 3) Guided by the foregoing, catalyze and assist the immediate establishment and operations of Province-led agriculture and fisheries extension centers in selected provinces, the lessons from which shall be used in scaling operations to other provinces in the country;

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- 4) Integrate the national counterpart financing for PAFES in the regular budget of the DA and negotiate funding from the ADB for additional financial resources for its successful operations;
- 5) Establish a monitoring and evaluation system to track progress made and submit report to the Secretary and DA Management Committee on regular basis;
- 6) Undertake related activities that will be assigned by the Secretary of Agriculture.

As indicated in Special Order dated 24 January 2020, a Project Management Office (PMO) was created under the TWG - PAFES, headed by Dr. Rosana P. Mula and shall be backstopped by the ATI and DA Field Operations Group supported by three full-time staff members assigned for each island groupings (i.e. Luzon, Visayas and Mindanao). The PMO shall provide documentation, administrative and logistical support, and ICT-based communication system to PAFES. Likewise, the PMO shall develop and install a robust monitoring and evaluation (M&E) system in the pilot provinces and future expansion areas to track progress made and document lessons learned.

They are entitled to travelling allowance, per diems and incidental expenses that may be incurred in the performance of their duties and responsibilities as designated, chargeable against OSEC, ATI, RFO funds and other available funds, subject to existing government accounting and auditing rules and procedures.

All officials and employees of the Department including its Bureaus, Attached Agencies and Corporations, and Regional Field Offices are hereby directed to give their full support and cooperation to the above officials in the performance of their duties and responsibilities.

This Order shall take effect immediately and shall remain enforced unless revoked in writing. All other orders inconsistent herewith are deemed revoked.

Done this 22nd day of November 2020.


WILLIAM D. DAR, Ph.D.
Secretary 

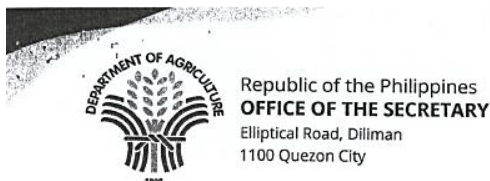
DEPARTMENT OF AGRICULTURE

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Special Order on the Creation of Program Management Office (PMO) for the PAFES



SPECIAL ORDER

No. 130

Series of 2021

SUBJECT : CREATION OF A PROGRAM MANAGEMENT OFFICE (PMO) FOR THE PROVINCE-LED AGRICULTURE AND FISHERIES EXTENSION SYSTEM (PAFES)

In the interest of service and to ensure the effective and efficient implementation of the **PROVINCE-LED AGRICULTURE AND FISHERIES EXTENSION SYSTEM (PAFES)**, a Program Management Office (DA-PAFES PMO) was created composed of the following heads and members:

PROGRAM MANAGEMENT OFFICE:

- Head :** **Leo P. Cañeda**
Director, Field Operations Service (FOS)
- Co-Head :** **Rosana P. Mula, Ph.D.**
Deputy Director, Agricultural Training Institute
- Vener L. Dilig**
OIC-Chief, Field Programs Coordination and Monitoring Division
- Members :** **Ms. Milagros C. Urbano, DPA**
Chief, ATI-Policy and Planning Division
- Mr. Roy C. Ortega**
OIC, Center Chief, BFAR-NBFTC
- Angelita D. Martir**
OIC-Chief, Special Projects Coordination and Management Assistance Division
- Emerson S. Yago**
Planning Officer III, Field Programs Operational Planning Division
- Crystal Jade A. Padonan**
Office of the Assistant Secretary for Operations

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AREA-WIDE TEAMS:

Luzon A (CAR, Regions I, II and III)

Team Leader : **Engr. Vincent D.G. Chua, FPCMD**
Members : **Mr. Mark Joseph T. Mercado, FPCMD**
Ms. Aubrey Caoile, FPOPD
Mr. Byron M. Gadiano, SPCMAD
Mr. Roy Son R. de la Cruz, ATI
Mr. Joeren S. Yleana, Sr., BFAR-CFD

Luzon B (Regions IV-A, IV-B and V)

Team Leader : **Ms. Maria Dyan Isabelle L. Sandoval, FPCMD**
Members : **Engr. Charmine E. Bongalos, FPCMD**
Ms. Rosel Parado, FPOPD
Ms. Mariane P. Labrador, SPCMAD
Mr. Roy Son R. de la Cruz, ATI
Mr. Arnel R. Valenzuela, BFAR-FPED

Visayas (Regions VI, VII and VIII)

Team Leader : **Ms. Lorna A. Villegas, FPCMD**
Members : **Ms. Maria Eunice M. Gonzales, FPCMD**
Ms. Jessa Cardinoza, FPOPD
Engr. Mark Lester R. Red, SPCMAD
Mr. Roy Son R. de la Cruz, ATI
Ms. Cherry E. Romero, BFAR-PHTD

Mindanao A (Regions IX, X and BARMM)

Team Leader : **Mr. Allan Robert U. Monserrat, FPCMD**
Members : **Ms. Llytess Roseanne V. Alforte, FPCMD**
Ms. Jemflor Santiago, FPOPD
Ms. Marilyn T. Atienza, SPCMAD
Mr. Roy Son R. de la Cruz, ATI
Mr. Kim John N. Balboa, BFAR-FISSD

Mindanao B (Regions XI, XII, XIII)

Team Leader : **Ms. Virginia V. Villa, FPCMD**
Members : **Engr. Jerome M. Jopia, FPCMD**
Mr. Rommel Espinosa, FPOPD
Ms. Bathsheba P. Aparilla, SPCMAD
Mr. Roy Son R. de la Cruz, ATI
Ms. Imelda R. Calixto, BFAR-IFAD

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FUNCTIONS:

1. Facilitate and ensure the proper, timely and efficient implementation, and fund utilization of the PAFES;
2. Ensure that all deliverables of PAFES are accomplished within the timetable;
3. Validate all accomplishments reported by the DA Regional Field Offices (DA-RFO, DA-BFAR Regional Offices (DA-BFAR ROs), and DA-ATI Regional Training Centers (DA-ATI RTCs);
4. Lead in the preparing the consolidated reports for submission to DA Secretary and other concerned offices;
5. Ensure that policy guidelines and orders from DA Secretary/ PAFES Management are properly communicated with the DA-RFOs/ DA-BFAR ROs/ DA-ATI RCs;
6. Closely coordinate with the PMOs of other related DA Programs such as the Farm and Fisheries Clustering and Consolidation (F2C2) Program for a harmonized and synchronized field implementation; and
7. Perform other functions as may be directed by the DA Secretary, and the Undersecretary and Assistant Secretary for Operations to ensure the effective and efficient implementation of PAFES.

Specifically, the ATI and BFAR representatives shall have the following duties and responsibilities:

1. Ensure that their ATI/ BFAR counterparts in the region/ province closely coordinate with the DA-RFOs in the implementation of PAFES in their respective areas;
2. Cascade all pertinent information such as policy guidelines and orders from the Secretary and PAFES Top Management;
3. Participate in the monitoring and validation of accomplishments reported by the participating agencies in the region;
4. Perform other functions as directed by the DA Secretary, and the Undersecretary and Assistant Secretary for Operations

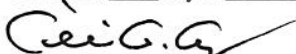
The PMO shall report to the Undersecretary for Operations thru the Assistant Secretary for Operations.

The members of the PMO shall be entitled to travelling allowance, per diems, and other incidental expenses that may be incurred in the performance of their functions, duties, and responsibilities chargeable against their respective offices, subject to existing government accounting and auditing rules and procedures.

All officials and employees of the Department including its Bureaus, Attached Agencies and Corporations, and Regional Field Offices are advised to give their full support and cooperation to the members of the PMO in the performance of their duties and responsibilities.

This Order shall take effect immediately and shall remain in force until revoked in writing. All orders inconsistent herewith are deemed revoked.

Done this 8th day of February 2021.


WILLIAM D. DAR, Ph.D.
Secretary

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ANNEX 10

Sample Special Order for the Creation of Regional Technical Working Group for PAFES



Republic of the Philippines
Department of Agriculture
Regional Field Office No.3
Capitol Compound
City of San Fernando, Pampanga

February 8, 2021

Special OrderNo. 25

Series of 2021

SUBJECT: CREATION OF THE PROVINCIAL AGRICULTURE AND FISHERIES EXTENSION SYSTEMS (PAFES) TECHNICAL WORKING GROUP

From the Memorandum dated December 4, 2020 of Secretary William D. Dar, Ph.D., that says: *"Pursuant to the Department of Agriculture's agricultural modernization and agro-industrialization thrusts, we shall mainstream the Provincial Agricultural and Fisheries Extension Systems (PAFES) as the modality in the implementation of our banner programs in the provinces. To jumpstart this process, the Regional Field Offices (RFOs) are instructed to select at least one province in their respective regions as pilots in the implementation of PAFES starting 2021."*

In order to ensure that PAFES shall serve as the institutional arrangement in integrating the implementation of our various programs, related support services and further strengthen the capability of Local Government Units and our coordination with them, the creation of the PAFES Technical Working Group is hereby constituted.

The following personnel shall compose the PAFES Technical Working Group:

Chairperson:	ARTHUR D. DAYRIT
Vice-Chairperson:	EDUVIGES T. PELAYO
Members:	Dr. IRENE M. ADION, R&D and Organic Agriculture Program
	FERNANDO C. LORENZO, AMAD
	Engr. ABRAHAM C. MOLINA, RAED
	OZANNE ONO O. ALLAS, Information
	LOWELL D. REBILLACO, Rice Program
	ADELA E. PENALBA, Corn Program
	Engr. AB P. DAVID, HVCD Program
	ELISA E. MALLARI, Livestock Program
	ALFREDO A. TOLENTINO, APCO, Province of Bulacan
	WILFREDO M. CRUZ, BFAR 3 Regional Director
	VERONICA CONCEPCION V. ESGUERRA, ATI Region 3 Director
	Dr. SUSAN C. SANTOS, BASC Vice-President for R&D

The Field Operations Division (FOD) shall act as the Secretariat.

The Technical Working Group shall have the following duties and responsibilities:


1. On behalf of the Secretary of Agriculture, and working closely with the Provincial Local Government Unit (PLGU), serves as Project Convenor by bringing all partners together, establishing PAFES, and mapping out its strategy and program in the province.

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2. Provide annual sustainable co-financing for the core program and budget to implement the Collaborative Provincial Agricultural and Fisheries Extension Programs.
3. Endorse to the Department of Budget and Management for funding the budgets of the dedicated extension offices (rural development centers) of partner Schools, Universities and Colleges (SUCs).
4. Coordinate the provision of inputs, farm machineries and equipment for demonstration and training, and support services (e.g. credit and marketing) in collaboration with other DA agencies in the province.
5. Actively participate in identifying agricultural and fisheries extension program priorities and mapping out and implementing Collaborative Provincial Agricultural and Fisheries Extension Programs guided by the Provincial Commodity Investment Plan (PCIP) and consistent with the banner programs of the DA.
6. Provide subject matter specialists and other technical services.

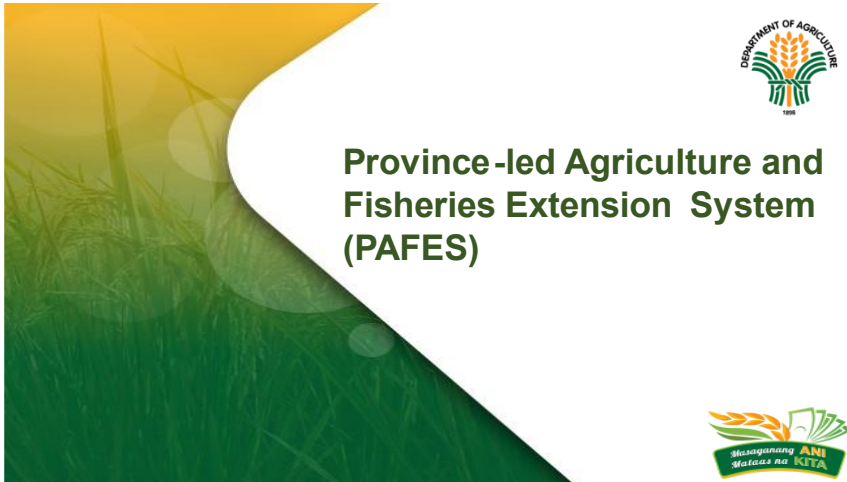
This order shall take effect immediately on the date of issuance.



CRISPULO G. BAUTISTA, JR.
OIC-Regional Executive Director


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PAFES Standard Presentation Material




Province-led Agriculture and Fisheries Extension System (PAFES)





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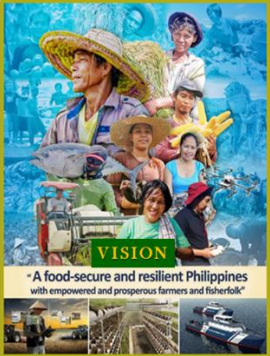
A Holistic Approach to Agriculture & Fisheries Transformation

PREAMBLE

The key strategies will accelerate transformation towards a modern & industrialized Philippine agriculture thru an inclusive approach

Transforming Philippine Agriculture

OneDA REFORM AGENDA: PILLARS & KEY STRATEGIES



VISION
-A food-secure and resilient Philippines with empowered and prosperous farmers and fisherfolk-

Together with Partners!

- CONSOLIDATION**

 1. Bayanihan Agri Clusters
 2. Collective Action/Cooperatives Development
 3. Province-led Agriculture & Fisheries Extension Systems
 4. Mobilization & Empowerment of Partners
 5. Diversification
 6. Credit Support
- MODERNIZATION**

 7. Technology & Innovation including Digital Agriculture
 8. Farm Mechanization & Infrastructure Investments
 9. Climate Change Adaptation & Mitigation Measures
 10. Food Safety & Regulations
- INDUSTRIALIZATION**

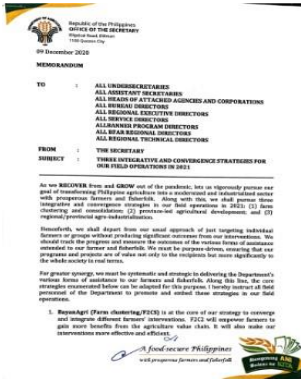
 11. Agri Industrial Business Corridors
 12. Global Trade, Export Development & Promotion
 13. Postharvest, Processing, Logistics & Marketing Support
- PROFESSIONALIZATION**

 14. Agriculture Career System
 15. Education & Training: Agribusiness Management
 16. Youth & Women Engagement
 17. Ease of Doing Business & Transparent Procurement

18.
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BACKGROUND/ RATIONALE



The Province-led Agriculture and Fisheries Extension System is one of the three integrative and convergence strategies of DA in FY 2021 to pursue a **systematic and strategic approach** and **strong and sustained partnerships** with LGU, private sectors, farmers' and fishers' groups, and other national government agencies.

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The MANDANAS DOCTRINE

Promulgates the **increase of Internal Revenue Allotment share** of Local Government Units sourced from all national taxes – including collections from import duties and other levies by the Bureau of Customs on top of the BIR tax collection

LGUs are expected to **assume and absorb national programs and projects in 2022** as a result of the expanded IRA of LGUs.



The MANDANAS DOCTRINE

List of devolved DA Functions and PAPs that may be re-devolved to LGUs in 2022

PAP	1991 LGC Provision	Responsible Unit
Agricultural machinery, equipment, facilities and infrastructures program - provision of agricultural equipment and facilities	Agricultural extension and on -site research services and facilities which include assistance in the organization of farmers and fishermen's cooperatives, and other collective organizations, as well as the transfer of appropriate technology;	Provinces
Irrigation Network Services	Infrastructure facilities intended to service the needs of the residence of the province and which are funded out of provincial funds including, but not limited to irrigation systems	Provinces
Farm to Market Roads	Maintenance of barangay roads and bridges and water supply systems, Infrastructure facilities such as multi - purpose hall, multipurpose pavement, plaza, sports center, and other similar facilities;	Barangays

Source: Manasan, R. | June 2020
PIDS, Fiscal Sustainability, Equity, and Allocative Efficiency in the Light of the 2019 Supreme Court Ruling on the Local Government Tax, Discussion Paper Series No. 20208

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GENERAL OBJECTIVE

- ✓ Spearhead *agricultural modernization and industrialization* through **MAINSTREAMING/ INTEGRATION** of DA operations and **STRENGTHEN RESEARCH -EXTENSION** farmers and fisherfolks linkages at the provincial level.
- ✓ *Enhancement of rural livelihoods* through massive utilization of **SCIENCE - BASED AGRI-FISHERY INNOVATIONS**
- ✓ *Catalyze* the establishment of **ROBUST AGRO-BASED ENTERPRISES**



EXPECTED OUTPUT



PAFES established and piloted to at least 16 provinces in the country by 2021



At least 16 provincial agriculture development plans enhanced (*guided by AFMP and PCIP*)



Harmonized national, regional and local plans/ priorities.

Collaborative Agriculture and Fisheries Extension Programs (CAFEPs) mapped out and implemented to the 16 pilot provinces.

Co-investment arrangements between the national and local government developed to support the CPAFEP-identified priority projects

Established and sustained dynamic linkages among national government, local government, SUCs, private sectors and RBOs through implementation of CPAFEP.

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EXPECTED OUTCOME



Strong research and extension linkages



Institutional capabilities improved



Increased rural income and livelihood



Sustainable co-financing arrangements

COVERAGE AND SELECTION PROCESS

COVERAGE

RFOs to pilot at least one (1) province in 2021 and shall eventually cover all provinces within the region prior to the implementation of SC's ruling on the Mandanas – Garcia petition

BASIS OF SELECTION

1. Expressed interest of the PLGU to participate
2. Capacity and quality of governance
3. Potential of success
4. Presence of SUC with a strong AF – RDE program



KEY REFERENCE OF PAFES IMPLEMENTATION

REFERENCE

Collaborative Provincial Agriculture and Fisheries Extension Program Work and Financial Plan (CPAFEP)

Agriculture and Fishery Modernization and Industrialization Plans (AFMIP)

Provincial Commodity Investment Plans (PCIP)



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MAINSTREAMING OF PAFES

DA Strategies, Thrust and Flagship Programs

Farms and Fisheries Clustering and Consolidation Program (F2C2 Program)

Adaptation and Mitigation Initiative in Agriculture (AMIA)

AF Infrastructure Program

Agro-Industrialization Initiatives at Regional and Provincial Level

Enterprise Development



Partnership Building and Engagement

Linkages to PLGUs, DA attached agencies, bureaus and corporations, SUCs, Private Sectors, and CSOs



Conduct of Stakeholders' Consultation and Workshops



Consultation with Mayors



MOA signing with Provincial Partners

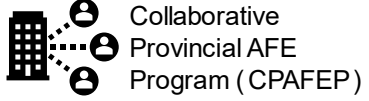


Post - MOA activities



STEPS IN THE ESTABLISHMENT OF PAFES

PILOT PROJECTS/ ACTIVITIES



FLAGSHIP PROGRAMS OF PAFES

Through Collaborative Agriculture and Fisheries Extension Program



a. Agri-fishery enterprise Development

Based on the value chains of priority commodities of the PCIP and Banner Programs



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b. Location-specific Technology Development and Demonstration

Climate resilient agriculture and fisheries technologies



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c. Capacity Building

Massive retooling of AEWs, farmers, fisherfolks, rural women and youth

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Program Coordinating Office-Rizal: 0917 525 7704, Agriculture P

BANTAY PRESYO		
RETAIL PRICE MONITORING AS OF Wednesday, 13 January 2021		
RICE		
NFA Regular Rice		
NOT AVAILABLE		
Imported Special Rice	45.00	52.00 55.00
Imported Premium Rice	43.00	45.00 47.00
Imported Mid-Med Rice	36.00	42.00 43.00
Imported Regular Med Rice	NOT AVAILABLE	
Local Special Rice	47.00	50.00 57.00
Local Premium Rice	42.00	46.00 50.00
Local Mid-Med Rice	NOT AVAILABLE	



d. Information/ Knowledge Sharing

Technical, market and weather advisories



e. Institutional Strengthening/ Social Mobilization

Institutional development, complementary incentives and benefits for AEWs and establishment/ upgrading of facilities and equipment at the LGU level

CO-INVESTMENT SCHEME



PAFES shall be funded a co -investment arrangement by the DA and other partners, PLGUs with possible external assistance from donors (e.g., World Bank)

Basis of co-financing to the PAFES

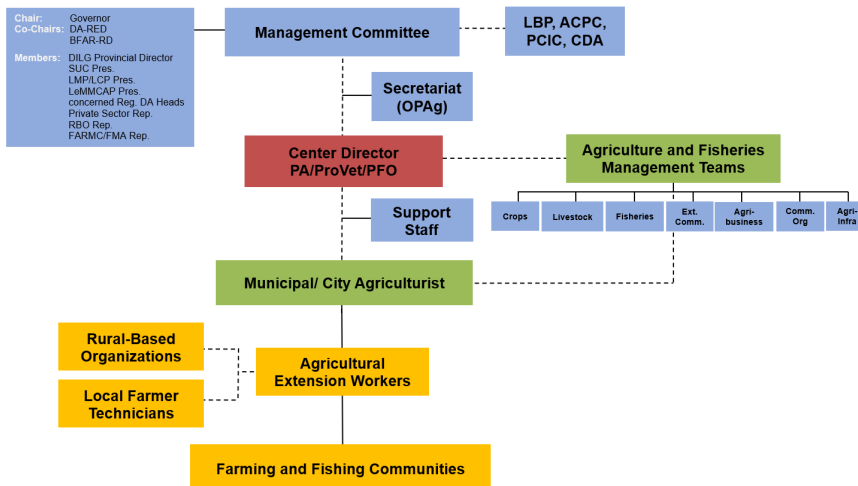
1. Collaborative Provincial Agriculture and Fisheries Extension Program work and financial plan
2. Provincial counterpart in co -financing shall be based on the financial capability of PLGUs carried out through negotiations

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PROPOSED ORGANIZATIONAL STRUCTURE

Based on Provincial Agriculture and Fisheries Extension Center set-up of Ilocos Norte



COMPOSITION OF IMPLEMENTING AGENCIES AND PARTNERS
Roles and Responsibilities



- Serve as Project Convenor**
- Endorsement of budgets to DBM**
- Provide sustainable co-financing for the implementation of CAFÉPs**
- Identify the priorities and mapping out the implementation of CAFÉPs guided by the Provincial Commodity Investment Plans**
- Provide technical services**

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- Project Management**
- Integration of CAFÉPs in PDPs**
- Additional complementary funding *(if necessary)***
- Identify the priorities and mapping out the implementation of CAFÉPs guided by the Provincial Commodity Investment Plans**
- Collaboration with attached agencies and partners in conducting field days in selecting sites of the province**
- Provide specialists and mobilize support from MCLGU in program implementation**

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MUNICIPAL LOCAL GOVERNMENT UNITS

- Provide technical and related extension services to farmers and fisherfolk
- Provide annual co-financing for the agri-fishery core programs and budget
- Collaboration with PAO in training farmers and fisherfolk in conducting field days and setting techno demo farms
- Develop agricultural and fisheries extension programs

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STATE UNIVERSITIES & COLLEGES

- Organize and detail a dedicated core of University agri-fishery extension staff to the PAFES
- Test, adapt and package site-specific and climate-resilient technologies in collaboration with other agencies, farmers and fisherfolks
- Train farmers and AEWs
- Help set up techno demo farms and conduct field days



PRIVATE SECTOR AND PRIVATE VOLUNTARY ORGANIZATIONS

- Spearhead capacity building on agri-entrepreneurship & farm management together with DA-ATI and SUCs
- Link farmers & fisherfolk with markets & provide custom services in the whole agriculture & fisheries value chain
- Participate in identifying extension program priorities and implementing CAFEPs
- Provide technical assistance in technology demonstrations and training of farmers
- Participate in input distribution, information and education and community mobilization
- Collaboration with partner agencies in conducting field days

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**PRIVATE SECTOR
AND PRIVATE
VOLUNTARY
ORGANIZATIONS**

- Participate in identifying agricultural and fisheries extension program and in mapping out and implementing CAFEPs in the pilot Provinces
- Assign representatives to Provincial Agriculture and Fisheries Extension Center and aid in technology demonstrations and training of farmers
- Collaborate with DA-RFOs, DA-BFAR ROs, SUCs, DA-ATI, and the private sector in conducting field days
- Mobilize strong community support for Collaborative Provincial Agriculture and Fisheries Extension Program of the Province

MONITORING AND EVALUATION

**Project Management Office
(TWG-PAFES)**

Monitoring and evaluation of PAFES implementation and funding.

PAFES Secretariat

Submission of regular and summary reports to the PAFES – PMO, PAFES-Management Committee and Secretary of Agriculture

*A food-secure Philippines
with prosperous farmers and fisherfolk*



INCENTIVES AND REWARDS

**OUTSTANDING
PROJECT
IMPLEMENTATIONBY
THE PLGU**
Basis of INCENTIVE:



**Increased DA
COUNTERPART
FUNDING**



INCENTIVES

*A food-secure Philippines
with prosperous farmers and fisherfolk*



ANNEX 12

Activity Design Template for the Consultation-Workshops

(insert logo of the Province, DA, SUC and other partner agencies)

**Establishing a Province-led Agriculture and
Fisheries Extension System (PAFES)
in _____**

Project Consultation and Development Workshop

- I. Participants
- II. Date and Venue
- III. Background and Rationale
- IV. Objectives
- V. Approach and Methodology
 - a. Hosting
 - b. Workshop mechanics
 - c. Management, facilitation and documentation
 - d. Output
- VI. Program/Activity Plan

Memorandum of Agreement for the Conduct of Rapid Appraisal

MEMORANDUM OF AGREEMENT

KNOW ALL MEN BY THESE PRESENTS:

This Memorandum of Agreement executed by and between:

The **DEPARTMENT OF AGRICULTURE, REGIONAL FIELD OFFICE** - _____, a regional field office of the Department of Agriculture, with principal office address at _____, represented by its Regional Executive Director _____, herein referred to as “**DA- RFO** _____”;

The _____, a public Higher Education Institution with principal office at _____, represented herein by its President, _____, herein referred to as “_____”;

and

The **PROVINCIAL LOCAL GOVERNMENT UNIT OF** _____, with principal office at _____, represented herein by its Governor, **HON.** _____, herein referred to as “**PLGU** - _____”

WITNESSETH

WHEREAS, the **DEPARTMENT OF AGRICULTURE**, is mandated to spur agricultural modernization in the country through one of its flagship projects, the establishment of **Province-led Agriculture and Fisheries Extension Systems (PAFES)**;

WHEREAS, the **DEPARTMENT OF AGRICULTURE**, recognizes that there is a need to provide an innovative model to strengthen the linkages, research and extension services of the agency through sharing of science-based knowledge and technologies with the farmers, fisherfolks individuals and families, rural communities and agricultural and fishery enterprises, thus the acceleration of the Province-led Agriculture and Fisheries Extension Systems (PAFES);

WHEREAS, the program shall be anchored to the Provincial Local Government Unit’s strategic plan for agriculture and fishery guided by the Provincial Commodity Investment Plans (PCIPs) and Agriculture and Fishery Modernization and Industrialization Plan (AgMIP);

WHEREAS, the **DEPARTMENT OF AGRICULTURE** acknowledges the full implementation of the Supreme Court’s ruling on the Mandanas-Garcia petition by 2022, wherein the local government units are expected to absorb the programs and assume the devolved functions and services of the national government in response to the expansion of their share to the internal revenue allotments (IRA);

WHEREAS, to ensure the success and efficiency of the project, the **DEPARTMENT OF AGRICULTURE** through its Regional Field Office intends to conduct a Rapid Appraisal to provide in-depth gap analysis and to measure the readiness of the local government units for the full implementation of the Supreme Court’s ruling on the Mandanas-Garcia petition by 2022;

WHEREAS, the **DEPARTMENT OF AGRICULTURE** recognizes the technical expertise of the **SUC**- _____ to assist and collaborate with the agency through the Agricultural Training Institute and in coordination with the **PLGU** - _____ in conducting such study in the initially identified pilot provinces of the project;

WHEREAS, the **DEPARTMENT OF AGRICULTURE** acknowledges that there is a need to provide additional financial support to the **SUC**- _____ in order to cascade such study in the pilot provinces of the project;

WHEREAS, the **DEPARTMENT OF AGRICULTURE** will provide financial assistance in the amount of _____ (₱ _____) to the **SUC**- _____ to fully conduct the Rapid Appraisal to their respective participating provinces;

WHEREAS, the Rapid Appraisal Report spearheaded by the **SUC**- _____ shall be the basis of the **DEPARTMENT OF AGRICULTURE - REGIONAL FIELD OFFICE** _____ and **PLGU** - _____ in the implementation of the Province-led Agriculture and Fisheries Extension Systems within their jurisdictions.

NOW THEREFORE, for and in consideration of the foregoing premises, the parties hereto hereby agree as follows:

I. ROLES AND RESPONSIBILITIES OF THE PARTIES

1. The **DEPARTMENT OF AGRICULTURE** shall:
2. The **DEPARTMENT OF AGRICULTURE - REGIONAL FIELD OFFICE** _____ shall:
 - 2.1 Transfer funds to the SUC- _____ be utilized to conduct the Rapid Appraisal to Assess the Resources and Capabilities of the Local Government Units (LGUs) in providing Agriculture and Fisheries Extension Services.
 - 2.2 See to it that funds provided for to the SUC- _____ shall be used properly and liquidated based on the intended purposes specified in the approved Work and Financial Plan (WFP).
 - 2.3 Identify the pilot provinces who will participate in the establishment of the Province-led Agriculture and Fisheries Extension System (PAFES).
 - 2.4 Provide technical assistance in conducting orientations and briefings to its partner LGUs and SUCs.
 - 2.5 Assist the **SUC-** _____ in cascading questionnaires to its target participants and ensure timely delivery of outputs based on the approved work and financial plan.
 - 2.6 Conduct regular meetings with the **SUC-** _____ ensure activities and outputs of the study are met in timely manner.
 - 2.7 Provide the Provincial-led Agriculture and Fishery Extension System - Project Management Office (PAFES-PMO) all necessary reports and documentation.
3. The **SUC-** _____ shall:
 - 3.1 Properly utilize and liquidate the funds provided by the **REGIONAL FIELD OFFICE** _____ in the amount of _____ (₱ _____) and shall see to it that these are used for the purpose for which the same are intended, in accordance with the approved Work Plan.
 - 3.2 Adhere to the approved timeline and expected output of the Rapid Appraisal.
 - 3.3 Submit regular weekly updates/ report to the **REGIONAL FIELD OFFICE** _____ to include properly documented reports with complete attachments
 - 3.4 Submit accomplishment/ terminal report and all other necessary documentation reports to the **REGIONAL FIELD OFFICE** _____ within the approved timeline after the completion of the program.
 - 3.5 Ensures appropriate compliance with Commission on Audit Circular No. 94-013, also known as the “Rules and Regulations in the Grant, Utilization and Liquidation of Funds Transferred to Implementing Agencies, in relation to COA Circular No. 2012-001 (as amended), also known as the “Revised Documentary Requirements for Common Government Transactions” with respect to funds transferred by the DA.
4. The **PLGU** - _____ shall:
 - 4.1 Assist the **REGIONAL FIELD OFFICE** _____ and **SUC-** _____ in cascading the Rapid Appraisal within the province.
 - 4.2 Ensure active participation of the province and municipalities and accuracy of data during the consultation workshops and data gathering activities spearheaded by the **SUC-** _____ to guarantee the success and efficiency of the study.

II. OWNERSHIP OF THE STUDY

ALL PARTIES hereby agree and understand that ownership and enjoyment thereof arising from this study shall be governed by the applicable provisions of the government and existing and future policies of the **DEPARTMENT OF AGRICULTURE** on Intellectual Property Rights such as but not limited to the following:

1. The concerned parties shall be clearly identified as the source of the output and grant, respectively for any publication arising from the activity.
2. Any reports arising from the activity shall be made in the name of the parties. The names of the Project Leaders shall be identified, recognized and included in the report.
3. The **REGIONAL FIELD OFFICE** _____ including its mother agency shall maintain its right to freely use all the data and findings of the study for any of the purposes within its legal mandate.
4. The **SUC-** _____, as Project Leader of the study shall provide the **REGIONAL FIELD OFFICE** _____ updates on the use of data or information in written form.
5. **BOTH PARTIES** acknowledge that the study will serve as one of the basis and key reference point in the establishment of the Province-led Agriculture and Fishery Extension System (PAFES), thus the result of the study shall be made available to its other project partners specified in the Operation Manual of the project.
6. **BOTH PARTIES** shall ensure that the project and its outcome would not violate the intellectual property rights of any third party.

III. DURATION AND EFFECTIVITY OF THE AGREEMENT

This Agreement shall take effect immediately upon signing hereof by the parties and shall remain in force and effect for a period of one (1) year unless extended by mutual written agreement of the parties or earlier terminated as herein after provided.

This agreement may be terminated by any of the parties in the event that the other party fails to perform or otherwise breaches any of its obligations pursuant to the terms of this Agreement or commits any material misrepresentation, upon service of a written notice sixty (60) days before the effective date of termination, In no event, however, shall such notice or intention to terminate be deemed waive any right to damages or any other remedy which the party giving notice may have against the other.

If any dispute or difference of any kind whatsoever shall arise between/among the Parties in connection with the interpretation and implementation of this MOA, the Parties shall make every effort to resolve amicably such dispute or difference by mutual consultation before the Project Management Office- PAFES. In case no agreement is reached through negotiation, any and all disputes arising out of, relating to, or in connection with this Agreement, shall be submitted to arbitration in accordance with the Rules Alternative Dispute Resolution for Disputes between National Government Agencies.

IV. OTHER MISCELLANEOUS PROVISIONS

1. CONFIDENTIALITY

All parties hereby undertake to treat all information derived from this Agreement and those divulge by any party to the other by reason of its obligations as highly confidential and not to use the same for any purpose than as explicitly permitted under this Agreement.

2. NON WAIVER

The failure of any party to enforce any provision herein set forth shall not be construed as a waiver or limitation of that Party's right to subsequently enforce compliance with every provision of this Agreement. Moreover, nothing int his Agreement limits the powers or constitutes a waiver of the statutory functions or powers of either Party.

3. AMENDMENT

This Agreement may be reviewed, amended or supplemented as the need arises and only through a written instrument duly executed and signed by the Parties.

4. SEVERABILITY

If any of the provisions of this Agreement shall become unenforceable, or invalid in whole or in part for any reason, the validity and enforceability of the remaining provisions, or any portion of them, shall remain unaffected.

5. EXECUTION OF OTHER NECESSARY DOCUMENTS

The parties agree to provide further assistance and execute such documents as may be necessary or reasonably desirable to accomplish the intents and purposes of this Agreement.

IN WITNESS WHEREOF, the parties hereunto have affixed their respective signatures this ____ day of _____ 2021, at _____, Philippines.

DEPARTMENT OF AGRICULTURE, RFO- _____

STATE UNIVERSITY

By:

By:

Regional Executive Director

University President

PROVINCIAL LOCAL GOVERNMENT UNIT OF _____

By:

Governor

ACKNOWLEDGMENT

REPUBLIC OF THE PHILIPPINES)
City of _____)S. S.

BEFORE ME, a Notary Public, for and in the City of _____, this ____ day of _____, 2021, personally appeared:

Name	ID No.	Issued on/Issued at
(Insert Regional Executive Director)		
(Insert University President)		
(Insert Governor)		

Known to me and to me known to be the same person(s) who executed the foregoing instrument and who acknowledged to me that the same is their free and voluntary act and deed, and that of the institutions respectively represented.

The foregoing instrument refers to a Memorandum of Agreement (MOA) consisting of four (4) pages, including the page in which this Acknowledgement is written, signed by the parties, including their instrumental witnesses on each and every page thereof and sealed with my notarial seal.

WITNESS MY HAND AND SEAL, on the date and place above written.

NOTARY PUBLIC

Doc. No. ____;
Page No. ____;
Book No. ____;
Series of ____;

Proposed Rapid Appraisal Guide Questions and Outline

Assessment of the Resources and Capabilities of the Local Government Units (LGUs) in Providing Agriculture and Fisheries Extension Services

General Objectives:

1. Provide a landscape of the current design and implementation of the agriculture and fishery extension services in the country.
 - in relation to current resources of the LGU
 - in the implementation of the Mandanas-Garcia ruling

Specific Objectives:

1. Describe the demographic and socio-economic profile of the province in relation to agriculture;
2. Identify the human resource capabilities including:
 - a. Education and training programs attended;
 - b. Total number of staff/employees; and
 - c. Training programs offered by the LGUs;
3. Determine the budget portfolio of provinces, specifically:
 - a. Percentage share of agriculture in the total budget of the LGUs;
 - b. Percentage share of agriculture in the development fund;
 - c. Total direct external investment to agriculture;
 - d. Total budget support received from DA; and
 - e. Total loan and credit for agriculture
4. Provide recommendation domains on key aspects as identified in items no. 1-3.

3. METHODOLOGY

Types of Data and Methods of Data Collection

The rapid appraisal will employ triangulation approach to obtain a clear and precise picture of the conditions of the local extension system. Both primary and secondary data will be used in this study in reference to the key guide questions identified.

It is suggested that primary data will be collected through key informant interviews (KIIs) and focus group discussions (FGDs) using blended strategies (face-to-face and/or virtual interviews). On the other hand, secondary data will be gathered from relevant documents and materials from PSA, LGU data, and other reliable sources.

Selection of Respondents

The respondents of the study shall include LGU personnel (provincial, municipal, and city level) who are engaged in the agriculture and fisheries sector such as Agriculturists, Aquaculturists, Veterinarians, Agricultural Technicians, Fisheries Technician, Agricultural Engineers, Agricultural Extension Workers (AEWs), Local Farm Technicians (LFTs), Provincial Agriculture and Fisheries Coordinator (PAFC), Municipal Agriculture and Fisheries Coordinator (MAFC), Farmer Leaders, Farmer Cooperatives and Associations (FCAs), and others.

4. KEY GUIDE QUESTIONS

Below are the key questions that will guide the SUC(s) tasked to gather and analyse the data on the resources and capacities of LGUs in operationalizing the PAFES. Additional questions may be added as deemed necessary by the proponent(s) to further provide a picture of the LGU's extension system.

I. Demographic and Agricultural Socio-Economic Profile of the PLGUs

1. What is the population of the province?
2. How many farmers/fisherfolk are in your area? How many organized farmer and fisherfolk groups?
3. What are the political subdivisions of the province?
4. What is the income classification of the province?

5. What is the land area of the province? What is the percentage of the area allotted for agriculture?
6. What is the poverty incidence in the province?
7. Are you part of the vulnerable areas in the Philippines? If yes, what type of environmental disaster do you usually experience?
8. What is the agro-ecological characteristic of the province?
9. What is the major economic activities or livelihood in the province?
10. What are the top agricultural commodities produced in the province?

II. Human Resource Skills and Capabilities

1. What is the total number of personnel devoted to the provision of extension services in the province? In each municipality?
2. How many plantilla positions are lodged in the agriculture office?
3. Do you have adequate personnel?
4. What are the competencies of personnel in the agriculture office?
5. What are the capability building needs of the personnel in the agriculture office?
6. What is the appropriate workload of one AEW in terms of areas covered?
7. How is the communication and coordination skills of the AEWs?
8. What kind of staff development does the agriculture office staff usually attend?
9. What are the existing resources available (e.g. vehicles, TEVs, Communication Allowance, ICT equipment) that help the agriculture office staff in performing their fieldwork?

III. Local Plan and Budget for Agriculture and Fisheries Sector

1. What steps are taken during the planning process of agricultural services to be delivered?
2. How does the agriculture office prioritize the specific programs, projects, and activities to be implemented?
3. What is the extent of farmers' involvement in the planning and implementation of the specific programs, projects, and activities implemented?
4. How much is the total direct investment of LGU to agriculture? Provide the budget breakdown by expense class: Personal Services (PS), Maintenance and Other Operating Expenses (MOOE), and Capital Outlays (CO).
5. What is the percentage share of the agriculture office in the total budget of the LGU?
6. What is the percentage share of agriculture in the development fund?
7. How much are agricultural investments from the DA? other national agencies? private sector in the area?
8. Does the LGU have other sources of external funds for the delivery of agricultural services?
9. How much is the total loan and credit for agriculture?
10. How much of the total budget for agriculture is allotted for extension delivery?
11. What is the breakdown of the agriculture office's extension expenditures?
12. What is the level of the prioritization (1 being lowest to 10 being the highest) of agriculture in the province?

IV. Agriculture and Fisheries Programs and Projects

1. What are the needs of the agriculture office to improve their delivery of agricultural function?
2. What are the extension programs and projects offered by the LGUs for farmers and fisherfolk?
3. Does the agriculture office engaged in partnerships and collaboration with other stakeholders in the province or region?
4. Identify the support services present in the LGU in terms of:
 - a. Technology support: Provincial/regional/national SUC, other R&D institutions, and private companies
 - b. Technology promotion and delivery support (Extension): LGU-PAO, MAO, SUCs, NGOs-CSOs, private input dealers, etc.
 - c. Market support: Inside and outside the province (include processors if there's any)
 - d. Credit support: Government and Private, traders
 - e. Input support: Kind and Number of dealers (seeds, fertilizers, pesticides, poultry and livestock, etc.)
 - f. Farm Machineries Service providers support: land preparation, transplanting, weeding, harvesters, drying, milling, transport
 - g. Information and communication support: provincial Radio and TV stations, local newspapers, local cable TVs, and internet providers

6. PROPOSED REPORT OUTLINE

The content of the rapid appraisal report shall follow the prescribed outline to harmonize the different reports to be done at the different pilot provinces per region. Modifications on the sub-topics may be done by the proponents.

I. INTRODUCTION

- A. Background and Rationale of the Study
- B. Objectives
- C. Conceptual Framework: Schema of the important variables that are of interest in the RRA study

II. SAMPLE OF THE STUDY (BACKGROUND OF THE PROVINCE)

- A. Physical Profile
- B. Demographic Profile
- C. Socio-economic Profile
- D. Cities and Municipalities

III. METHODOLOGY

- A. Desk research (secondary data review)
- B. Key Informant Interviews
- C. Focus Group Discussions

IV. RESULTS AND DISCUSSION

- A. Human Resource Skills and Capabilities
 - a. Total Number of Personnel in the Agriculture Office
 - b. Training Level/Skill of Personnel
 - c. Capability Needs of the Personnel
- B. Local Planning and Financial Resources
 - a. Planning Process for Agriculture and Fishery Sector
 - b. Involvement of AF Sector stakeholders in the LGU Planning Process
 - c. Budget Allotment of LGU for AF sub-sector
 - i. Personal Services (PS)
 - ii. Maintenance and Other Operating Expenses (MOOE)
 - iii. Capital Outlays (CO)
 - d. Sources of External Funds for Agricultural Services
 - e. Loans and Credits for AF sub-sector
 - f. Level of Prioritization for AF sub-sector
- C. Agriculture and Fishery Programs and Projects
 - a. AF Extension Programs and Projects
 - b. Partnerships and Linkages
 - c. Support Services
 - d. Infrastructures

V. CONCLUSION

VI. RECOMMENDATION DOMAIN

- A. Human Resource Skills and Capabilities
- B. Local Planning and Financial Resources
- C. Agriculture and Fishery Programs and Projects

Memorandum of Agreement for the Establishment of the Province-led Agriculture and Fisheries Extension System (PAFES)

MEMORANDUM OF AGREEMENT

ESTABLISHING A PROVINCE-LED AGRICULTURE AND FISHERIES EXTENSION SYSTEM IN _____ PROVINCE

KNOW ALL MEN BY THESE PRESENTS:

This agreement is executed and entered into by and among the following:

The **PROVINCIAL GOVERNMENT OF _____**, a local government unit with office address _____ hereinafter referred to as **PLGU-**_____ duly represented by _____ in his capacity as **Governor**;

The **DEPARTMENT OF AGRICULTURE**, a government agency with office address at Elliptical Road, Diliman, Quezon City hereinafter referred to as **DA** duly represented by **DR. WILLIAM D. DAR** in his capacity as **Secretary**;

The _____, a public higher education institution with main campus at _____, hereinafter referred to as _____ duly represented by _____ in his capacity as **President**;

The **LEAGUE OF MUNICIPALITIES and LEAGUE OF CITIES OF THE PHILIPPINES in _____**, both Provincial government entities with respective office addresses at _____ and _____ hereinafter referred to as **LM/CP-**_____ duly represented by **HON.** _____ and **HON.** _____ in their capacity as **President**;

The **LEAGUE OF MUNICIPAL AND CITY AGRICULTURISTS OF THE PHILIPPINES _____**, a municipal government entity with office address at _____ hereinafter referred to as **LeMMCAP-**_____ duly represented by **MR.** _____ in his capacity as **President**;

The **PROVINCIAL AGRICULTURE AND FISHERIES COUNCIL**, a public-private entity with office address at _____ hereinafter referred to as **PAFC** duly represented by Mr. _____ in his capacity as **Chairman of the Board of Directors**;

The **COALITION FOR AGRICULTURE MODERNIZATION IN THE PHILIPPINES, INC.**, a SEC-registered non-stock and non-profit non-government organization with office address at the Institute of Plant Breeding (IPB), UPLB, College, Laguna, Philippines hereinafter referred to as **CAMP** duly represented by **DR. EUFEMIO T. RASCO, JR.** in his capacity as **President**;

The **PHILIPPINE CHAMBER OF COMMERCE AND INDUSTRY – _____**, a non-stock, non-profit, non-government business organization with office address at _____ hereinafter referred to as **PCCI-**_____ duly represented by _____ in his capacity as **President**;

The _____, a non-stock, non-profit, non-government business organization with office address at the _____, hereinafter referred to as _____ duly represented by _____ in his capacity as **President**;

WITNESSETH:

Whereas, the **PROVINCE OF _____** aspires to be a model of economic development, a home to compassionate, dynamic, responsive and God-centered _____, governed by committed, dignified and transparent leadership in an adaptive, resilient, ecologically sustained and peaceful environment;

Whereas, the **DEPARTMENT OF AGRICULTURE** is primarily concerned in improving farm productivity and income and generating work opportunities for farmers, fisherfolk and other rural workers and encourage people’s participation in agricultural development through sectoral representation in agricultural policy-making bodies and in pursuance of the OneDA Reform Agenda;

Whereas, the _____ is committed to producing leaders by providing a 21st century learning environment through innovations in education, multidisciplinary research, and community and industry partnerships in order to nurture the spirit of nationhood, propel the national economy, and engage the world for sustainable development;

Whereas, the **LEAGUE OF MUNICIPALITIES OF THE PHILIPPINES** aims to provide municipalities, through the Mayors with relevant and adaptive best practices, linkages with pertinent international and local organizations, capacity development, research and advocacy services;

Whereas, the **LEAGUE OF CITIES OF THE PHILIPPINES** envisions itself as a leading, committed and proactive local government league by engaging cities for a unified voice, innovation and excellence in action;

Whereas, the **LEAGUE OF MUNICIPAL AND CITY AGRICULTURISTS OF THE PHILIPPINES** serves as the frontline organization in sharing relevant information with farmers and fisher folk and aims to strengthen extension services through innovations and best practices in the face of climate change and global competitiveness;

Whereas, the **PROVINCIAL AGRICULTURE AND FISHERIES COUNCIL** is the apex mechanism for consultation and dialogue between and among government agencies, local government units, private entities, including non-government organizations and people’s organizations and serves as the integrative, consultative and monitoring structure for inter-agency and inter-sectoral collaboration in the Province;

Whereas, the **COALITION FOR AGRICULTURE MODERNIZATION IN THE PHILIPPINES, INC.** aims to advocate and promote sound agriculture policies and programs, massive utilization of climate resilient and environment friendly agriculture innovations and improved governance and management systems to help improve the livelihoods of Filipino farmers and fisherfolk;

Whereas, the **PHILIPPINE CHAMBER OF COMMERCE AND INDUSTRY**, comprised of small, medium, and large enterprises, local chambers and industry associations representing various sectors of business; work together to foster a healthier Philippine economy and improve the viability of business in the community;

Whereas, the _____, an exclusive association of _____, is committed to advance the development of the Province through quality voluntary services and committed action;

NOW, THEREFORE, for and in consideration of the foregoing premises, the parties hereby agree and bind themselves voluntarily to the following terms and conditions in establishing the _____ Agriculture and Fisheries Extension System.

A. Role of the Provincial Local Government Unit of _____ (PLGU– _____):

1. Establish and manage a Provincial Agriculture and Fisheries Extension Center (PAFEC) in collaboration with DA, BSU, LM/CP- _____, LEMMCAP- _____, PAFEC, CAMP, PCCI- _____, CSOs and other partners.
2. Provide sustained annual co-financing to the PAFEC together with the DA and other funding sources.
3. Lead the development and implementation of a Collaborative Provincial Agriculture and Fisheries Extension Program (CPAFEP) guided by the Provincial Commodity Investment Plan (PCIP) and Value Chain Analysis (VCA) of priority commodities in the Province.

Province-led Agriculture and Fisheries Extension Systems

4. Integrate the Collaborative Provincial Agriculture and Fisheries Extension Program (CPAFEP) with the Comprehensive Provincial Development Plan.
5. Identify sites in setting up technology demonstration farms in collaboration with partner agencies.
6. Guided by its PCIP, link farmers and fisherfolk with markets and provide custom services in the whole agriculture and fisheries value chain.
7. Collaborate with partner agencies in conducting field days and other related activities in the Province.
8. Provide subject matter specialists and mobilize support from Municipal LGUs in program implementation.
9. Submit quarterly reports to the _____ Management Committee on the progress and achievements of the PAFEC, and if there are bottlenecks, make the critical steps to overcome these.

B. Role of the DA (RFO __, ATI, NFA, PhilRice-_____, BFAR RO __, NFA, other DA agencies in the Province):

1. Provide sustained annual co-financing to the Provincial Agriculture and Fisheries Extension Center (PAFEC) together with other funding sources.
2. Train agricultural extension workers and farmers/fisherfolk cooperatives on agro-enterprise development along the priority commodities of the Province in collaboration with the Provincial Agriculture and Fisheries Extension Center (PAFEC).
3. Actively participate in mapping out and implementing a Collaborative Provincial Agriculture and Fisheries Extension Program (CPAFEP).
4. Provide subject matter specialists and other technical services to backstop the agricultural extension workers technically supervised by the Provincial Agriculture and Fisheries Extension Center (PAFEC).
5. Provide inputs (e.g., seeds, fingerlings), farm/fishery machineries, and equipment to the Collaborative Provincial Agriculture and Fisheries Extension Program (CPAFEP) through the Provincial Agriculture and Fisheries Extension Center (PAFEC).
6. Assist in the setting up technology demonstration farms and in conducting field days in all municipalities of the Province in collaboration with partner agencies.
7. Provide support services in all aspects of crops, livestock and fisheries production, processing and marketing.
8. Purchase produce from farmers/farmers' organizations and enable farmers a fair return on production investment to ensure and establish manageable buffer stock.
9. Review the Provincial Agriculture and Fisheries Extension Center's annual report prior to approval and release of the co-financing budget for the succeeding annual action plan.

C. Role of State University and Colleges:

1. Organize and deploy a dedicated core of subject matter specialists assigned on-call to the Provincial Agriculture and Fisheries Extension Center (PAFEC).
2. Test, adapt, and package site specific and climate resilient technologies in strategic locations of the Province in collaboration with appropriate national, regional, and international agencies, farmers and fisherfolk.
3. Collaborate with partner agencies in setting up technology, demonstration farms and conduct field days on priority commodities in all Municipalities of the Province.

4. Train farmers, agricultural extension workers, and subject matter specialists²in the Province in collaboration with the Provincial Agriculture and Fisheries Extension Center (PAFEC) and develop, produce, and share knowledge products using the local language of the Province in collaboration with the PAFEC.
5. Share information and technologies to farmers and fisherfolk through electronic media and web-based media platforms.

E. Role of City and Municipal Local Government Units (MLGUs):

1. Provide frontline agriculture and fisheries technical and related extension services to farmers and fisherfolk in their respective jurisdiction as defined by the Collaborative Provincial Agriculture and Fisheries Extension Program (CPAFEP).
2. Provide sustained annual financing for the MLGU agriculture and fisheries core budget as defined in the Collaborative Provincial Agriculture and Fisheries Extension Program (CPAFEP).
3. Collaborate with the Provincial Agriculture and Fisheries Extension Center (PAFEC) in training farmers and fisherfolk, setting up technology demonstration farms and conducting field days in selected communities.
4. Develop agricultural and fisheries extension programs in their respective Municipalities and participate in mapping out a Province-led Agricultural and Fisheries Extension Program through a well recorded, ladderized Municipal/City Agriculture Office structure.
5. Strengthen and mobilize Rural Based Organizations to support the Collaborative Provincial Agriculture and Fisheries Extension Program (CPAFEP).

G. Role of the private sector (PAFC and other private sector in the province):

1. Actively participate in identifying agricultural and fisheries extension program priorities and in mapping out and implementing the Province-led agriculture and fisheries extension program (PAFEP).
2. Provide assistance in training farmers, fisherfolk and extensionists especially on agro-enterprise development
3. Assign representatives to various activities of the Provincial Agriculture and Fisheries Extension Center (PAFEC) and provide technical assistance in technology demonstration.
4. Participate in information and education, and community mobilization.
5. Collaborate with PLGU—_____ in monitoring and evaluating the Collaborative Provincial Agriculture and Fisheries Extension Program (CPAFEP) at the community level.
6. Mobilize strong community support for the Collaborative Provincial Agriculture and Fisheries Extension Program (CPAFEP).

H. Role of CSOs (CAMP and other CSOs in the province):

1. Actively participate in identifying agricultural and fisheries extension program priorities and in mapping out and implementing the Collaborative Provincial Agriculture and Fisheries Extension Program (CPAFEP).
2. Assign representatives to the Provincial Agriculture and Fisheries Extension Center (PAFEC) and provide assistance in technology demonstrations and training of farmers, fisherfolk and extensionists especially on agro-enterprise development.
3. Help engage and catalyze partners in establishing the Province-led Agriculture and Fisheries Extension Systems (PAFES) and Provincial Agriculture and Fisheries Extension Center (PAFEC).
4. Together with PLGU— _____, DA and identified SUC, facilitate the formulation of a Collaborative Provincial Agriculture and Fisheries Extension Program (CPAFEP)

²The conduct of specialized technical courses for subject matter specialists will be collaborated with SUCs and private providers.

Province-led Agriculture and Fisheries Extension Systems

- 5. Provide technical and management expertise in the full implementation of the Province-led Agriculture and Fisheries Extension Program during the pilot phase.
- 6. Mobilize strong community support for the Collaborative Provincial Agriculture and Fisheries Extension Program (CPAFEP).

DURATION: This Memorandum of Agreement shall take effect and shall continue to be enforced for a period of three years and/or until renewed and subject to amendment thereafter, upon mutual consent of the parties concerned, unless otherwise mutually revoked in writing by the concerned parties, within 90-day notice to each other.

IN WITNESS WHEREOF, the parties have hereunto affixed their signature on this ____ day of _____ at _____.

On behalf of PLGU- _____:

Governor

On behalf of DA:

WILLIAM D. DAR
Secretary

On behalf of SUC:

President

On behalf of LMP- _____:

President

On behalf of LCP- _____:

President

On behalf of LeMMCAP _____:

President

On behalf of PCCI - _____:

President

On behalf of PAFC:

Chairman

On behalf of CAMP:

EUFEMIO T. RASCO, JR.
President

On behalf of Private Sector Group:

President

Signed in the Presence of:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

ACKNOWLEDGEMENT

BEFORE ME, a Notary Public for in above jurisdiction, appeared the following persons with their corresponding Residence Certificates written opposite their names, known to me the same persons who executed the foregoing Memorandum of Agreement and acknowledgement to me that the same is their free will and voluntary act and that of the entities as they respectively represent:

<i>Name</i>	<i>Res. Cert. No.</i>	<i>Place</i>	<i>Date of Issue</i>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

This instrument consisting of six (6) pages including the page on which this acknowledgement is written, signed in every page hereof by parties and their instrumental witnesses.

IN WITNESS WHEREOF, I have herewith set my hand and seal on this _____ day of _____, 2021 at _____.

Notary Public

Doc. No. _____
Book No. _____
Page No. _____
Series of 2021

Executive Order on Establishing the Ilocos Norte
Agriculture and Fisheries Extension System



Republic of the Philippines
PROVINCE OF ILOCOS NORTE

OFFICE OF THE GOVERNOR

Matthew J. Marcos Manotoc
Governor

EXECUTIVE ORDER NO ____
ESTABLISHING THE ILOCOS NORTE AGRICULTURE AND FISHERIES EXTENSION CENTER
(INAFEC)

WHEREAS, the Agriculture and Fisheries Modernization Act of 1997 (AFMA) declares the policy of the State to promote science and technology as essential for national development and progress and that the State shall give priority for the utilization of research results through formal and non-formal education, extension, and training services;

WHEREAS, agricultural and fisheries extension (AFE) serves as a major instrument in agriculture modernization especially in enhancing rural livelihoods and in making food available and affordable to all Filipinos;

WHEREAS, despite the greater attention afforded to the agriculture and fisheries sectors in the past years, weak AFE services have lingered over time which slowed down the utilization of smart agriculture and fisheries technologies responsive to the needs of farmers and fisherfolk in the Province;

WHEREAS, Ilocos Norte aspires to further elevate and sustain itself as a food secure and self-sufficient Province with shared leadership and management, stronger resiliency and adaptive capacity in agriculture and fisheries through science-based innovations shared through vigorous AFE services;

WHEREAS, the Local Government Code, has no provision for the direct control of Provincial LGUs (PLGUs) over Municipal/City LGUs (MCLGUs) in developing and implementing agriculture programs. Likewise, the main players (i.e., Department of Agriculture Regional Field Offices, bureaus and attached agencies; state universities and colleges (SUCs); and the private sector pursue their own programs in the Province, resulting to weak research-extension-farmer linkages. The outcome is a fragmented and ineffective agriculture and fisheries extension delivery system;

WHEREAS, even as the AFMA mandates PLGUs to integrate and evaluate MCLGU extension programs, attaining economies of scale for greater productivity and impact is a big challenge at the municipal/city level;

WHEREAS, to ensure smooth implementation of all AFE programs whether funded by LGUs, the national government, private agencies/entities, and/or foreign donors, there is an imperative to establish a single entity to serve as a unitary umbrella in planning and implementing such AFE programs in the Province;

WHEREAS, the Province of Ilocos Norte signed a Memorandum of Agreement (MOA) with the Department of Agriculture (DA) and partners to establish and manage an Ilocos Norte Agriculture and Fisheries Extension Center in collaboration with various public, private and civil society organizations in the Province.

NOW, THEREFORE, I MATTHEW J. MARCOS MANOTOC, Governor of the Province of Ilocos Norte by virtue of provisions vested in me by law do hereby order:

SECTION 1. TITLE. This Executive Order mandates the establishment of an *“Ilocos Norte Agriculture and Fisheries Extension Center (INAFEC)”* as the operational arm of the *Ilocos Norte Agriculture and Fisheries Extension System (INAFES)*.

SECTION 2. FUNCTIONS. The Center³ shall perform the following functions:

- 2.1 Lead the development and implementation of a Collaborative Provincial Agriculture and Fisheries Extension Program (CPAFEP) guided by the Provincial Commodity Investment Plan (PCIP) and Value Chain Analysis (VCA) of priority commodities.
- 2.2 Integrate the Province-led Agriculture and Fisheries Extension Program with the Comprehensive Provincial Development Plan (CPDP).
- 2.3 Coordinate the operations of Municipal/City LGU extensionists and mobilize technical support of subject matter specialists from the Mariano Marcos State University (MMSU), private sector, and civil society partners in implementing the Province-led Agriculture and Fisheries Extension Program.
- 2.4 Lead the establishment of viable agro-enterprises and setting up of corresponding technology adaptation/demonstration farms, capacity building, conduct of field days and other related activities in collaboration with partner agencies in the Province.
- 2.5 Link farmers and fisherfolk with markets and provide custom services in the whole agriculture and fisheries value chain.
- 2.6 Submit quarterly reports to the Management Committee on the progress and achievements of the Center, and if there are bottlenecks, the critical steps taken to overcome them.

SECTION 3. PROGRAMS. The Center shall develop and pursue the following flagship programs in collaboration with partners of INAFES:

- 3.1. ***Agro-enterprise development*** – establishing enterprises to enhance rural livelihoods based on the value chains of priority commodities of the Provincial Commodity Investment Plan (PCIP).
- 3.2. ***Location-Specific Technology Development and Demonstration*** – testing, adaptation and on-farm/on coast demonstration of new, improved and climate resilient agriculture and

³ Center and INAFEC shall be used interchangeably in this document.

fisheries technologies in strategic locations of the Province in collaboration with the private sector, farmers and fisherfolk.

3.3. **Capacity Building** – massive training of LGU agricultural extension workers, farmers, fisherfolk, rural women and the youth on agro-enterprise development and improved agriculture and fisheries production, processing and marketing technologies.

3.4. **Information/Knowledge Sharing** – timely provision of technical, market and weather advisory through personal and electronic (i.e., mass media, mobile phone and computer-based) channels.

3.5. **Institutional Strengthening** – enhancing capacities of MCLGUs in planning and managing agricultural extension; providing complementary incentives and benefits for AEWs; upgrading and establishing LGU physical facilities and acquisition of equipment/transport for AFE.

SECTION 4. ORGANIZATION AND MANAGEMENT SYSTEM. The Center shall be supervised by a **MANAGEMENT COMMITTEE** composed of the following:

4.1 **Chair:** Provincial Governor

4.2 **Co-Chairs:** DA-RFO 1 Regional Executive Director & BFAR RO1 Director

4.3 **Members:**

- MMSU President/VP for Research and Extension;
- Heads of DA bureaus/agencies in the Province (ATI, BFAR RO1, NFA, NTA, PCA, PhilRice-Batac);
- Presidents of the League of Municipalities and Cities in Ilocos Norte;
- President of the League of Municipal Agriculturists/Municipal Agricultural Officers and City Agriculturists in Ilocos Norte (LeMMCAP);
- President of the Regional Agriculture and Fisheries Extension Network (RAFEN);
- Head of NIA in the Province;
- Chair of the Provincial Council for Agriculture and Fisheries (PAFC);
- RBO representatives⁴

4.4 The INAFEC shall be headed by a **CENTER DIRECTOR** appointed by the Provincial Governor. Municipal agricultural extension workers (AEWs) shall be technically supervised by the PAFEC and backstopped by the multi-disciplinary Community Agriculture and Fisheries Management Teams (i.e., crops, livestock, fisheries, agribusiness, extension communication, community organizing, agri-infrastructure) detailed from partner agencies of INAFES.

4.5 Frontline services shall be led by Municipal/City Agriculturists (M/CAs) with their corresponding Agriculture Extension Workers (AEWs) who shall be technically supervised by the Center Director in implementing the Province-led Agriculture and Fisheries Extension Program. Notwithstanding this, the MAs and AEWs shall remain administratively under the Municipal/City Mayors. Administrative support and project monitoring shall be provided by the OPAG-IN.

⁴ Heads Federation of National Irrigators Association in Ilocos Norte and Small Water Irrigation System Association.



Organization and management system of the Ilocos Norte Agriculture and Fisheries Extension Center

SECTION 5. TERMS AND REFERENCE OF THE MANAGEMENT COMMITTEE.

- 5.1 Set the strategic direction and agenda of INAFES for the Province consistent with national and regional agriculture development plans.
- 5.2 Promulgate policies of INAFES to be implemented by the Center.
- 5.3 Approve the Province-led agriculture and fisheries extension program and corresponding annual budget of INAFEC and endorse these to the Secretary of Agriculture for co-financing.
- 5.4 Appoint/detail human resources and provide oversight to the programs and operations of INAFEC.
- 5.5 Meet every quarter to monitor the progress of implementing the Province led agriculture and fisheries extension program.

SECTION 6. TERMS AND REFERENCE OF THE CENTER DIRECTOR.

- 6.1 Lead the development and implementation of the Province-led agriculture and fisheries extension program.
- 6.2 Formulate the annual work and financial plan of the Center for approval by the Management Committee.
- 6.3 Supervise the operations of Municipal/City LGU extensionists and coordinate technical support of subject matter specialists from INAFES partners.
- 6.4 Prepare quarterly reports to the Management Committee on the progress and achievements of the Center.
- 6.5 Provide administrative and secretarial support to the Management Committee.

SECTION 7. TERMS AND REFERENCE OF THE COMMUNITY AGRICULTURE AND FISHERIES MANAGEMENT TEAMS (I.E., CROPS, LIVESTOCK, FISHERIES, AGRIBUSINESS, EXTENSION-COMMUNICATION, COMMUNITY ORGANIZING, AGRI INFRASTRUCTURE).

7.1 Assist the Center in developing the Province-led agriculture and fisheries extension program.

7.2 Assist the Center in establishing and nurturing agro-based enterprises in the Province.

7.3 Serve as multi-disciplinary resource persons to the capacity building programs of the Center.

7.4 Serve as roving teams of advisors in providing technical support and advisory services to Municipal/City AEWs in the Province.

7.5 Link INAFES with resource/technology providers within and outside the Province.

This Executive Order shall take immediately.

Done at the Office of the Governor, Provincial Capitol, Laoag City, Ilocos Norte, Philippines this ___ day of _____ in the year of our Lord, Two Thousand and Twenty.

MATTHEW J. MARCOS MANOTOC
Governor

Collaborative Provincial Agriculture and Fisheries Extension Program (CPAFEP)

A Proposed Template⁵

1. **Cover** – graphical/pictorial representation of the province and its priority commodities.
2. **Table of contents** – summary of contents of the document and their respective pages.
3. **Key acronyms and abbreviations** – spelled out acronyms and abbreviations used in the document.
4. **Foreword** – a brief introductory statement of the Provincial Governor about the contents of the document.
5. **The program at a glance** – a short description of PAFES being implemented in the province.
6. **Overview** – a description of the process of mapping out the CPAFEP and the priority commodities covered by the program. Other relevant information from the province maybe also be included.
7. **Project matrices** – a series of tables for each integrated farming system based on the Provincial Commodity Investment Plan (PCIP), indicating the extension project intervention, target output, expected outcome, targeted municipalities/cities, lead players, total investment and sources of funds⁶. Other commodities may be included as deemed necessary by the province (e.g., those in the DA banner and other related agriculture and fishery plans and programs of the province). Each priority commodity must have a separate matrix (dummy Table 1) covering the entire value chain.

Likewise, matrices of **strategic extension support services** (i.e., agri-fishery enterprise development, capacity building, information/knowledge sharing and institutional strengthening) shall be mapped out.

8. **Summary of investments** – a table indicating total investments for each commodity and strategic extension support services (dummy Table 2).
9. **Work and financial plan** – a series of tables operationalizing each project matrix indicating the target location, outputs, activities, amount of co-investment from the PLGU and DA, and responsibility centers (dummy Table 3). Each priority commodity must have a separate work and financial plan.
10. **Implementation arrangement and organization and management** – the institutional arrangement of program implementation based on the organization and management system of the Provincial AFE Center (PAFEC).

⁵ Adopted from the Collaborative Provincial Agriculture and Fisheries Extension Program of the Ilocos Norte Agriculture and Fisheries Extension System (INAFES).

⁶ This is a simplified version of the PRDP matrix.

Table 1. Matrix of collaborative AFE projects and strategic extension support services.

OneDA Key Strategies ⁷	Projects ⁸	Target Output ⁹	Expected Outcome ¹⁰	Target Municipalities/Cities ¹¹			Lead Player(s) ¹²	Investment (Php) ¹³			Sources of Funds ¹⁴
				Y1 (2022)	Y2 (2023)	Y3 (2024)		Y1 (2022)	Y2 (2023)	Y3 (2024)	
	Integrated Farming System of Fishery, Crop and Livestock (based on the Priority commodities)										
	Strategic extension support services										
							Total				

⁷ Categorize projects based on [The One DA Reform Agenda: Eighteen \(18\) Key Strategies](https://www.da.gov.ph/the-one-da-reform-agenda-eighteen-18-key-strategies/) <<https://www.da.gov.ph/the-one-da-reform-agenda-eighteen-18-key-strategies/>>

⁸ To be extracted from the province's PCIP: [Provincial Commodity Investment Plan - Updates](http://prdp-mis.da.gov.ph/web/pcip/approved) <<http://prdp-mis.da.gov.ph/web/pcip/approved>> and other related agri-fishery plans and programs in the province.

⁹ The results/products of each extension project intervention.

¹⁰ The external application/utilization of project outputs by stakeholders.

¹¹ Location (municipalities/cities) of the projects within the province.

¹² Public-private-CSO organizations which will jointly lead project implementation.

¹³ Total budgetary requirement for each project.

¹⁴ Sources of funding (i.e., PLGU/DA/others).

Table 2. Summary of investments

Collaborative Extension Projects	Investment (PhP M)			Total
	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	
Strategic extension support services				
Total				

Table 3. Work and financial plan

Project ¹⁵	Target Location/Outputs ¹⁶	Activities /Timeline ¹⁷			Co-Investment (PhP) ¹⁸						Lead Responsibility ¹⁹	
		Y1 (2022)	Y2 (2023)	Y3 (2024)	Y1 (2022)		Y2 (2023)		Y3 (2024)			
					PLGU	DA	PLGU	DA	PLGU	DA		
TOTAL												

¹⁵ To be extracted from project matrix (dummy Table 1).

¹⁶ To be extracted from project matrix (dummy Table 1).

¹⁷ Steps to be undertaken to achieve project outputs.

¹⁸ Amount of co-investment to be negotiated by PLGU and DA based on the total investment indicated in the project matrix.

¹⁹ Persons/organizations jointly responsible for project implementation.

Memorandum of Agreement for the Memorandum of Agreement for the Co-Financing

MEMORANDUM OF AGREEMENT

KNOW ALL MEN BY THESE PRESENTS:

This MEMORANDUM OF AGREEMENT is made and entered into this ____ day of _____, 20__, at _____, by and among the following:

FIRST PARTY:

The DEPARTMENT OF AGRICULTURE-REGIONAL FIELD OFFICE _____, a regional field office of the Department of Agriculture, with principal office address at _____, represented by its Regional Executive Director _____, herein referred to as the "DA-RFO" _____;

AND

SECOND PARTY:

The PROVINCIAL LOCAL GOVERNMENT UNIT OF _____, a local government unit created and existing under the laws of the Republic of the Philippines with principal office at _____, represented herein by its Governor, HON. _____, herein referred to as the "PLGU-_____";

WITNESSETH: That,

Whereas, the PROVINCE OF _____ aspires to further elevate and sustain itself as a food secure and self-sufficient Province with shared leadership and management stronger resiliency and adaptive capacity in agriculture and fisheries through science-based innovations and supportive government policies;

WHEREAS, Republic Act No. 8435 otherwise known as Agriculture and Fisheries Modernization Act of 1997 (AFMA) sets out the Government's policies in the agriculture sector in attaining equitable distribution of opportunities, income, and wealth, expanding productivity, and sustaining increase in production of goods and services thereby raising the quality of life of the people;

WHEREAS, the DEPARTMENT OF AGRICULTURE is primarily concerned in improving farm productivity and income and generating work opportunities for farmers, fisherfolk, and other rural workers, and encourage people's participation in agricultural development through sectoral representation in agricultural policy-making bodies;

WHEREAS, the DEPARTMENT OF AGRICULTURE, is mandated to spur agricultural modernization and industrialization in the country through pursuing the OneDA Reform Agenda by establishing the Province-led Agriculture and Fisheries Extension Systems (PAFES) as one of its key strategies for 2021 and beyond;

WHEREAS, the DEPARTMENT OF AGRICULTURE, is pursuing the OneDA Reform Agenda to accelerate the transformation towards a modern and industrialized Philippine Agriculture.

WHEREAS, the DEPARTMENT OF AGRICULTURE, recognizes that there is a need to provide an innovative model to strengthen linkages, research, and extension services of the agency through sharing of science-based knowledge and technologies with the farmers, fisherfolks individuals and families, rural communities, and agricultural and fishery enterprises, thus the acceleration of the PAFES;

WHEREAS, DEPARTMENT OF AGRICULTURE recognizes the ability of the PLGU-____ to lead the extension system in the province, particularly on the delivery of capability buildings, technology

demonstrations, farm advisories, and information services that aims to increase the knowledge, skills, and attitudes of its immediate and intermediate stakeholders;

WHEREAS, DEPARTMENT OF AGRICULTURE through its Regional Field Office will be co-financing the Collaborative Provincial Agriculture and Fisheries Extension Program (CPAFEP) of _____;

WHEREAS, the Provincial Local Government Unit of _____ will spearhead the operationalization and implementation of PAFES for _____ Projects and Activities.”

NOW, THEREFORE, for and in consideration of the foregoing premises, and the mutual understanding set forth herein, the Parties have agreed to the following terms and conditions:

A. COVERAGE OF THE MOA

1. This Memorandum of Agreement covers the Fund Transfer of _____ **PESOS (P_____00)** from **DA-RFO _____** to the PLGU of _____ for the operationalization of the **PAFES and implementation of projects and activities for _____**.

B. RESPONSIBILITIES OF DA-RFO _____

1. Allocate the amount as determined by the DA-Central Office, to be transferred to the **PLGU_____** through funding check for the operationalization of Provincial Agriculture and Fisheries Extension Center (PAFEC) in _____ supported by proposals of projects and activities on AF Extension;
2. Download the fund in _____ tranches based on the quarterly disbursement program in the following schedule and amount:

QTR	Month	Amount
1 st		
2 nd		
3 rd		
4 th		
Total		

3. Demand from the **PLGU- _____** to submit liquidation report as prescribed by COA Circular No. 94-013 dated December 13, 1994, immediately upon completion of projects and activities of **PAFEC** for each quarter as specified in the project proposal and documents before the release of the next tranche of fund;
4. Demand from the **PLGU- _____** the return/refund of (a) that portion of the fund which remains unused after the completion of the projects and activities of **PAFEC** by tranche for _____ specified in the project proposal and documents, and (b) any disallowed amount after the financial audit pursuant to COA Circular No. 94-013 dated December 13, 1994;
5. Demand from the **PLGU- _____** the return/refund to the DA-RFO _____ of the full amount released in any of the following cases:
 - (a) Misappropriation of funds without prejudice to the filing of administrative and/or criminal charges as circumstances may warrant;
 - (b) Non-compliance with any provision stated in this agreement; and
 - (c) Commission of any act inconsistent with or contrary to the spirit and avowed intent of this agreement.
6. Issue a certification through the DA-RFO _____ Accountant whenever the requirements of liquidation, post-audit, and accounting have been complied with, which states that funds previously transferred to PLGU-IN have been liquidated, post-audited and accounted for in the books;
7. Require the **PLGU- _____** to submit physical and financial report of accomplishment to **DA-RFO _____** after the completion of the projects and activities of PAFEC in _____ as specified in the project proposal and documents;
8. Keep a copy of the Official Receipt (OR) issued by the **PLGU- _____** to the **DA-RFO _____** acknowledging receipt of funds transferred;

9. Provide technical assistance in the implementation, documentation, monitoring, and evaluation of projects and activities;

**C. RESPONSIBILITIES OF PROVINCIAL LOCAL GOVERNMENT UNIT OF _____
(PLGU-___)**

1. Prepare and submit proposals for the operationalization and implementation of PAFEC and PAFES for 20__ for evaluation and approval;
2. Implement the programs, projects, and activities on the approved proposal for AFE services;
3. Submit physical and financial liquidation report for downloaded first tranche before receiving the second tranche, so on and so forth; and
4. Complete and submit liquidation report as prescribed by COA Circular No. 94-013 dated December 13, 1994, within six (6) months after completion of projects and activities of **PAFEC** as specified in the project proposal and documents.

IN WITNESS WHEREOF, the Parties, through their respective duly authorized representatives, have hereunto affixed their signatures to this Memorandum of Agreement on the date and place first given.

**DEPARTMENT OF AGRICULTURE-
REGIONAL FIELD OFFICE ____
(DA-RFO ____)**

By

Regional Executive Director

**PROVINCIAL LOCAL GOVERNMENT UNIT OF
_____ (PLGU-___)**

By

Governor

WITNESSES:

By:

Provincial Agriculturist

Accountant

ACKNOWLEDGEMENT

Republic of the Philippines }
_____ } S.S.

BEFORE ME, a Notary Public for and in the above jurisdiction, appeared the following persons
this _____ day of _____, 20__:

NAME	COMMUNITY TAX CERTIFICATE NUMBER/ID	PLACE AND DATE ISSUED
1.		
2.		

Known to me to be the same persons who executed the foregoing Memorandum of Agreement and they acknowledged to me that the same is their free and voluntary act and deed, and the free and voluntary act and deed of the entities they respectively represent.

The instrument consisting of _____ (__) **pages**, including this page, has been signed by the Parties and their witnesses on each and every page thereof.

WITNESS MY HAND AND NOTARIAL SEAL.

Notary Public

Doc. No. _____
Page No. _____
Book No. _____
Series No. _____

Proposed Template for the PAFES M&E Data Collection

Period:	Compare				Deviations		Analysis		Recommendation		
	Description	Milestone/ Indicator	Target	Actual Accomp	Actual Costs	From Plans	From Budget	Causes	Issues	Alternative Actions	Reason
Outcomes											
Major Final Output:											
Activities:											
1.											
2.											
3.											



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DEPARTMENT OF AGRICULTURE
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