ATTAIN
ACCELERATING TRANSFORMATION THROUGH AGRICULTURAL INNOVATION
The evolving context of agriculture, rural development, and the state of farmers, as aligned with global goals, focus mainly on the contribution of agriculture to hunger and malnutrition eradication, and to improving the standard of living of all in an economically, socially, and environmentally sustainable manner.

Regional and National Trends Reshaping Agriculture

The following regional trends contribute to affecting sector context in Southeast Asia, which influence SEARCA’s direction and priorities in the next five years to remain relevant and impactful:

• Long-term growth in population, migration to urban centers, and the corresponding growth in incomes across the mega cities in Asia lead the trends affecting the agriculture sector.
• Consumption has become less functional and more sophisticated and experiential, driving changes in food production that contribute to degradation of natural resources, reduced biodiversity, and greater greenhouse gas emissions.
• Structural shifts in food production will cause significant changes in the nature and intensity of the competition for natural resources between different purposes both in the agricultural and non-agricultural sectors.
• Despite the growth in per capita income over the past decade, eliminating poverty, alleviating income inequality, and significantly improving nutrition and overall health and wellness of farmers remain elusive. Challenges to maximizing impacts and minimizing risks persist in the face extreme climates, violence and conflict, and other uncertainties. These challenges figure heavily in many regions, exacerbating social fragility and institutional weakness.
Global and Regional Realignment of the Development Paradigm and Financing Structure

To remain relevant, SEARCA commits to participate in the achievement of the following global priorities asserted by the international development and financial institutions below to cover the biggest issues the world is facing and will be facing in the coming years:

• The 2030 Agenda for Sustainable Development
• The Global Agenda of the World Economic Forum
• Kuala Lumpur Declaration on ASEAN 2025: Forging Ahead Together

Transformation of the Agriculture Industry: Envisioned Transition and Role of SEARCA

SEARCA desires to contribute to the transformation of farmers who are stuck in the belief that farming is limited to production, into farmers with a new mindset operating in a modern agriculture ecology – Agriculture 4.0. In collaboration with its key partners and stakeholders working for the well-being of farmers and their communities, SEARCA should be able to:

• Embrace disruptive agriculture technologies;
• Build transformational leadership;
• Empower next generation agriculture graduates; and
• Bridge divides and promote harmony.

The key partners and stakeholders with whom SEARCA can play an important role in the process include the following:

• Farmers and farming families;
• Cooperatives, farmers’ associations and other collective organizations/bodies;
• Local government units (LGUs);
• Higher education institutions (HEI);
• Business and industry;
• National governments; and
• Global development organizations—bilateral and multilateral agencies.
The Strategic Intent of SEARCA

SEARCA commits to accelerate transformation that elevates the quality of life of agricultural families by becoming a leading enabler and champion of excellence in agricultural and rural development in Southeast Asia. SEARCA will also contribute to the achievement of the Sustainable Development Goals.

Transformation efforts will focus on policy, institutional, social and technological innovations. Specifically, the Center’s priority areas will be:

- **SEARCA’s 11th Five-Year Plan 2020/2021 – 2024/2025**

SEARCA aims to provide more context-relevant and valuable services (BETTER), to more stakeholders (BIGGER), in more effective and efficient (SMARTER) ways, to ensure the achievement of the SDGs through transformations in economic and social structures and the adoption of more sustainable consumption and production behaviors.
Repositioned Products and Services of SEARCA

With a customer-centric approach, SEARCA repositions its products and services based on the needs of its stakeholder groups in support of their efforts to create more impact at the ground level.

1. Products and Services Portfolio
   - For the Macro level stakeholders products and services will cater to their needs on policy formulation, implementation, and evaluation, and focusing on creating the next generation of agriculture leaders and managers.
   - For the Mid-level or Meso-level stakeholders like the HEIs, the focus is on enabling them to align their program designs and implementation strategies with the future concept of agriculture.
   - For the Micro-level stakeholders composed of LGUs and cooperatives, which have the greatest impact at the ground level, SEARCA will develop the next generation of agriculture leaders equipped with technological know-how and transformational leadership skills.
   - Across all levels, SEARCA provides scholarship, training and institutional support; research, policy analyses, and recommendations; advisory and technical services; knowledge products; innovation and incubation platforms; and technology transfer services customized to the needs of stakeholders.

2. Service Delivery Portfolio
   Departments and units within SEARCA will specialize in providing their core products and services to these stakeholder groups (Figure 2).

<table>
<thead>
<tr>
<th>STAKEHOLDERS</th>
<th>SEARCA SERVICES</th>
<th>LEAD DEPARTMENTS</th>
<th>RESOURCE UNITS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Macro</strong></td>
<td>Agriculture graduate scholarships and institutional development</td>
<td>Education and Collective Learning</td>
<td>Applied Knowledge Resources</td>
</tr>
<tr>
<td>Regional bodies, national government, international development and finance organizations, industry</td>
<td>Training for development</td>
<td>Budget, Accounting, Treasury</td>
<td></td>
</tr>
<tr>
<td><strong>Meso</strong></td>
<td>Conferences, roundtable discussions, fora, and events</td>
<td>Research and Thought Leadership</td>
<td>Management Information Systems</td>
</tr>
<tr>
<td>Academic institutions, large development organizations, local government units, industry</td>
<td>Research for development</td>
<td>Human Resources</td>
<td></td>
</tr>
<tr>
<td><strong>Micro</strong></td>
<td>Policy and program advisory</td>
<td>Knowledge platforms</td>
<td>Facilities Management</td>
</tr>
<tr>
<td>Communities/ villages, SMEs, cooperatives, farmer associations</td>
<td>Innovation, technology transfer, and incubation platforms</td>
<td>Emerging Innovation for Growth</td>
<td>General Services</td>
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<td></td>
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<td></td>
<td>Partnerships (Donor and Key Resource Partners)</td>
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<td></td>
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<td>Risk Management and Quality Assurance</td>
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<td></td>
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<td>Other Emerging Resources</td>
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</tbody>
</table>

Figure 2. SEARCA's Service and Resource Portfolio
Realigned Service Owners

As this new strategy emerged, the Center conducted an inventory of its resources - human, financial, physical and intellectual. To successfully operationalize the 11th FYP and implement its programs with sustained funding base, SEARCA has reorganized itself and adapted with the developments of the external environment needing these products and services. (Figure 3).

1. **Education and Collective Learning (ECL)**
   The Education and Collective Learning Department will lead in the development of new breed of agriculture leaders and professionals embodying mindset transitions through its two services: a) Graduate Scholarship and Institutional Development, and b) Training for Development.

2. **Research and Thought Leadership (RTL)**
   The Research and Thought Leadership Department will lead in a) Research for Development, b) Policy and Program Advisory, and c) Agriculture, Forestry, and Natural Resources (AFNR) Knowledge Platforms, focused on evidence-based agricultural and rural development interventions toward policies and regulatory frameworks that support ARD at the local, national, regional, and international levels.

3. **Emerging Innovation for Growth (EIG)**
   The Emerging Innovation for Growth Department will lead in providing farmers and farming families wider access to innovative products and services as well as business models for increased productivity and income through: a) Open Innovation and Agri-Incubation, b) Knowledge and Technology Transfer, and c) Project Development, Monitoring and Evaluation.

Figure 3. SEARCA’s Organizational Structure
Since its establishment in 1966, SEAMEO SEARCA’s main mandate has been to build capacities in agricultural and rural development (ARD) in Southeast Asia. From 2020 to 2025, SEAMEO SEARCA commits to accelerate transformation that elevates the quality of life of agricultural families through sustainable livelihoods and access to modern networks and innovative markets. Carried out in collaboration with key partners and stakeholders, these efforts are intended to contribute to the achievement of selected United Nations Sustainable Development Goals (SDGs).

SEARCA’s Priority Areas:
- Agri-Business Models for Increased Productivity and Income
- Sustainable Farming Systems and Natural Resource Management
- Food and Nutrition Security
- Transformational Leadership for ARD
- Gender and Youth Engagement in ARD
- Enhanced ARD towards Climate Resilience
- EcoHealth/One Health Applications to ARD

About the logo
The logo of SEARCA’s 11th Five-Year Plan (FYP) embodies what the Center aims to achieve by Accelerating Transformation Through Agricultural Innovation or ATTAIN. It starts with the SEARCA logo, a molave tree (V. parviflora) in the center, surrounded by the eight United Nations Sustainable Development Goals (SDGs) that the 11th FYP supports and contributes to, superimposed on 11 rings representing the 11 SEAMEO member countries. The ripple effect of the rings symbolizes the BETTER, BIGGER, and SMARTER outcomes and impacts that SEARCA’s 11th FYP will deliver to its agricultural and rural development stakeholders across Southeast Asia.

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