



# PATHWAYS TOWARD INCLUSIVE AND SUSTAINABLE AGRICULTURAL AND RURAL DEVELOPMENT (ISARD) IN SOUTHEAST ASIA

Tenth Five-Year Plan of SEAMEO SEARCA  
(FY 2014/2015-2018/2019)



SEAMEO  
SEARCA

The SEAMEO Regional Center for Graduate Study and Research in Agriculture (SEARCA) is the Center of Excellence in Agriculture of the Southeast Asian Ministers of Education Organization (SEAMEO). Founded on 27 November 1966, SEARCA is mandated to strengthen institutional capacities in agricultural and rural development in Southeast Asia through graduate education and institutional development, research and development, and knowledge management. It serves the 11 SEAMEO member countries, namely: Brunei Darussalam, Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, Myanmar, the Philippines, Singapore, Thailand, Timor-Leste, and Vietnam. SEARCA is hosted by the Government of the Philippines on the campus of the University of the Philippines Los Baños (UPLB) in Laguna, Philippines. It is supported by donations from SEAMEO member and associate member countries, other governments, and various international donor agencies.

Pathways Toward Inclusive and Sustainable Agricultural and Rural Development (ISARD)  
in Southeast Asia

Published by SEAMEO SEARCA, Los Baños, Laguna, Philippines  
Printed in the Republic of the Philippines, 2014

Cover photo by Anh Tuan

Inside photos by Mahfuzul Hasan Bhuiyan, Verna Lucia P. Sarraga, Vinai Vinai Dithajohn, Ahn Tuan, Raniel Jose Castañeda, Nenita V. Desamero, Wawan Wahjudianto, Mar Lar Win, Joel C. Forte, Gholib, and Faizal Johan Atletiko

# PATHWAYS TOWARD INCLUSIVE AND SUSTAINABLE AGRICULTURAL AND RURAL DEVELOPMENT (ISARD) IN SOUTHEAST ASIA

---

Tenth Five-Year Plan of SEAMEO SEARCA  
(FY 2014/2015-2018/2019)



SEAMEO Regional Center for Graduate Study  
and Research in Agriculture

# Table of Contents

Preface	1
I. Contemporary Challenges and Emerging Opportunities	2
A. Contemporary Challenges for Development Institutions in Southeast Asia	2
B. New and Emerging Opportunities	4
II. Summary of Strategic Thrusts of the Past Nine Five-Year Plans (FYs)	6
III. Strategic Framework of the Tenth FYP (FY 2014/2015-2018/2019)	9
A. Mission	10
B. Vision	10
C. Core Values	10
D. Basic Philosophy and Operating Principles	11
1. Philosophy of Development	11
2. Operating Principles	11
IV. Overarching Theme of the Tenth FYP	14
A. Defining Elements of ISARD	14
B. Sub-Themes under ISARD	16
1. Strategic Thrusts to Promote Social Inclusion	16
2. Strategic Thrusts to Promote Environmental Sustainability	16
3. Cross-cutting Strategic Thrusts	16
4. New Strategic Initiatives in the Tenth FYP	17
a. Action Research and Experiential Learning	17
b. Support for the ASEAN Economic Integration	18
V. Operationalizing the ISARD Strategic Thrusts	19
A. Priority Operational Focus	19
B. Graduate Education and Institutional Development Department (GEIDD)	20
C. Research and Development Department (RDD)	21
D. Knowledge Management Department (KMD)	21
E. Framework for Substantive Integration of the Three Technical Departments	23
VI. Aligning and Improving the Quality of Administrative Services	24
VII. Organizational Realignment	27
VIII. Financial Resources	29
Postscript	29

# Preface

The Southeast Asian Regional Center for Graduate Study and Research in Agriculture (SEARCA) is pleased to present this publication on its Tenth Five-Year Plan (FYP) outlining the Center's development agenda and program of work over the next five years.

The Tenth FYP was formulated in response to the challenges and opportunities of SEARCA's constantly changing operating environment punctuated by regional economic integration against a backdrop of widespread poverty and the prevalence of food insecurity. Further exacerbating this scenario is the diminishing natural resource base affected by erratic climate conditions and a population that has grown by leaps and bounds. Such conditions underscore the importance of the agriculture and rural sectors upon which the greater portion of the region's population depends for their livelihood and survival.

It is for this reason that the Plan focuses on contributing to Inclusive and Sustainable Agricultural and Rural Development (ISARD). SEARCA has refocused its efforts toward addressing the mutually-reinforcing problems of poverty and food insecurity while giving premium to the human and social elements of the growth and development process.

A strategic process of consultations and surveys among the Center's external stakeholders, partners, and donors, combined with a series of participative workshops involving a cross section of the Center's key officials and staff was employed. The 10th FYP has been unanimously accepted by SEARCA's Governing Board, endorsed by the 36th SEAMEO High Officials Meeting (HOM), and approved by the SEAMEO Council.

It is also the basis for the Philippine Government's continued financial support to the Center's programs and operations through the Department of Education (DepEd). SEARCA on the other hand commits to raise added funds from international and domestic partner institutions and donors as well as from the Center's own income generating activities.

SEARCA is grateful to the Government of the Philippines for its continued support as well as to its partners and donors for their trust and confidence in the Center. In turn, SEARCA assures its beneficiaries and stakeholders that it will be unwavering in its mandate to build institutional and individual capacities toward inclusive and sustainable agricultural and rural development in Southeast Asia.

GIL C. SAGUIGUIT, JR.  
Director

# I. CONTEMPORARY CHALLENGES AND EMERGING OPPORTUNITIES

## A. CONTEMPORARY CHALLENGES FOR DEVELOPMENT INSTITUTIONS IN SOUTHEAST ASIA

The global and regional context for SEARCA's Tenth Five-Year Plan is increasingly becoming more complex, dynamic, and unpredictable. The economically-advanced regions of Europe and North America are still mired in recession or low-level growth, at best. The “center of gravity” in terms of relatively high annual economic growth has been shifting to Asia, particularly China, India, South Korea, Singapore, Indonesia, Thailand, Malaysia, and the Philippines, among others. But the relatively high growth rates in some Asian developing countries contain paradoxes and risks. The most notable paradox of contemporary development trends is jobless growth, i.e., economic growth accompanied by high unemployment. Such growth becomes socially meaningless and inequitable, because the poor majority does not enjoy the benefits of economic progress in their country. Jobless and non-inclusive growth is even compounded by the risk of a “middle-income trap,” in which a society that achieves an average per capita income of about \$1,000 per year (based on purchasing power parity) gets stuck at that level, because of lack of investments in the drivers of long-term growth such as education, infrastructure, and technological innovation.

The following challenges frame the context of SEARCA's strategic planning for the next five years:

- Increasing population, with their increasing and changing food/nutrition needs.
- Decreasing land area available for agriculture and food production, due to increasing urbanization and the competing needs of housing and commercial/industrial activities. More than half of the world's population now live in urban areas. Urbanization is expected to intensify further in Asia and Africa.
- Increasing competition for arable land among the society's needs for human food, animal feeds, and bio-fuel production.



- Generally ignored, but worsening water scarcity; at the same time, there is increasing competition for fresh water among households, industries, and agriculture.
- Global warming and unpredictable weather patterns. Heat waves, flash floods, droughts, hurricanes, typhoons, and rising ocean levels are the new normal in the whole planet.
- Periodic but unpredictable food shortages and price spikes.
- Uneven, inequitable, and jobless economic growth.
- Lingering poverty, especially in the rural areas, as most of the poor are dependent on declining farm sizes; they are also more vulnerable to the risks of climate-driven impacts.
- Declining interest in and demand for agricultural education among the young; and yet, agriculture and food production will increasingly become more crucial for food security and poverty reduction.
- Globalized supply chains, reinforced by contractual agreements between agro-processors and corporate farmers. In addition, the ASEAN regional economic integration in 2015 will alter the competitive dynamics among the agricultural sectors and industries of the SEAMEO member countries. Regional economic integration will be a double-edged phenomenon. On one hand, it can accelerate development through freer trade and investment flows across borders. On the other hand, however, it can also marginalize small farmers and uncompetitive industries in some countries.

**Poverty is predominantly an agricultural and rural phenomenon.**

## B. NEW AND EMERGING OPPORTUNITIES

The abovementioned challenges may appear daunting, but underneath those challenges, there are also opportunities for SEARCA as a champion and enabler of institutions that advocate agricultural and rural development (ARD). The major opportunities for SEARCA are the following, among others:

- Food and nutrition security (availability, affordability, and accessibility of nutritious food) is becoming an increasing concern because of the opposing trends of expanding population and dwindling resources available for food production. In this regard, SEARCA's initiative toward formulating and implementing an Umbrella Program on Food Security in Southeast Asia is very timely and germane to its mission and vision.
- Poverty is predominantly an agricultural and rural phenomenon. The continuing search for effective approaches to poverty reduction will always be a fertile area for research and inter-sectoral dialogues, which are at the core of SEARCA's operating models for knowledge creation and dissemination. SEARCA should now harness its network of universities to compile a "catalogue" of best practices or most productive technologies in agriculture.
- In 2015, during the initial phase of SEARCA's Tenth FYP, ASEAN region will officially become a single, integrated production and marketing base, through the ASEAN Free Trade Area (AFTA) and ASEAN Economic Community (AEC). All the 10 member countries of ASEAN are also members of SEAMEO (Timor-Leste, SEAMEO's 11th member, is not yet a member of the ASEAN). This provides SEARCA a good opportunity to contribute to the economic integration of the region, through its database and information resources, ready access to specialized expertise, non-partisan analysis of policy alternatives, policy dialogues, and training.
- Many alumni of SEARCA are now in positions of policymaking and academic leadership in their countries. Furthermore, SEARCA established and now serves as the Secretariat of the Southeast Asian University Consortium for Graduate Education in Agriculture and Natural Resources (UC), comprising five leading universities in Thailand (Kasetsart University), Indonesia (Institut Pertanian Bogor and Universitas Gajah Mada), Malaysia (Universiti Putra Malaysia), and the Philippines (University of the Philippines Los Baños). SEARCA is uniquely placed to harness its alumni and the UC members to increase the reach and multiplier effects of its capacity building efforts and policy analysis support.

**...challenges may appear daunting, but underneath those challenges, there are also opportunities for SEARCA as a champion and enabler of institutions that advocate agricultural and rural development (ARD).**



- The declining interest in studying agriculture among high school graduates also provides SEARCA a timely opportunity to redefine the scope of agriculture as an area of academic and development pursuits. The time has come to move up the value chain of agriculture, and not limit its domain to just farm-level production. The entire value chain of agribusiness commodity systems should be embraced by SEARCA and its partner universities in their definition of agriculture. The experience of UPLB is instructive in this regard. While the enrolment in its B.S. Agriculture curriculum is steadily declining, the enrolment in its B.S. Agribusiness program has been increasing.
- Another reason for broadening the domain of “agriculture” is that with AFTA and AEC 2015, production and trade will be borderless; therefore, the perspectives and expertise of agriculture graduates should encompass the whole value chain, not just production.
- On the possibility that regional supply chains (AFTA/ AEC 2015) would marginalize small farmers, this

risk can be turned into an opportunity. SEARCA can take the initiative of conceptualizing contractual agreements and other coordinating relationships between agribusiness integrators and food processors on one hand, and small farmers on the other. Such corporate-small farmer linkages can become conduits for transferring modern production technologies to the small farmers and, at the same time, assure the latter favorable marketing terms.



## II. SUMMARY OF THE STRATEGIC THRUSTS OF THE PAST NINE FIVE-YEAR PLANS

Before presenting SEARCA's strategic directions for the next five years (2014-2019), it is instructive and perspective-enriching to look back at the strategies of the past 45 years.

Since 1969, SEARCA has evolved and operated under the guidance of nine Five-Year Plans (FYPs). Each FYP embodied an overall strategic theme that SEARCA operationalized through its core programs of graduate education, research and development, training, knowledge management, and project development and management.

During the First and Second FYPs (1969-1979), SEARCA's priority thrust was the generation and transfer of productivity-enhancing agricultural technologies, reflecting the Center's desire to take advantage of the newly-developed high-yielding varieties at that time (called "Green Revolution"). The more notable research projects implemented by SEARCA to operationalize that strategic thrust included Water Resources Management, Protein Gap, Gene Bank, Agricultural Information Bank of Asia, Corn Commodity Systems in Southeast Asia, Social Laboratory, Downey Mildew of Corn, Institutionalizing Research Management in Asia, and Social and Economic Implications of High-Yielding Varieties.

In its Third FYP (1979-1984), SEARCA shifted its strategic thrust to the management of the sub-systems that constitute the agricultural system, including the Development and Management of Irrigation Systems, Research Systems, Extension Systems, Post-Production Systems, and Farming Systems. In 1982, SEARCA adopted Farmers' Community Development (FCD) as the umbrella theme of its institutional efforts to improve the agricultural and rural conditions in Southeast Asia.

Agricultural and Rural Development was the overall theme of the Fourth FYP (1984-1989), principally through technology generation, verification, packaging, dissemination, and utilization. This strategic thrust was a reinforcement of the theme of the First and Second FYPs, an indication of the unfinished task of bridging



the technology gap in agricultural production. Furthermore, the pinnacle of technological progress is always a moving target, which implies that the pinnacle is always pursued but never achieved. Therefore, as a development institution, SEARCA periodically reviews and updates its research agenda, with a focus on the evolving technological imperatives of agricultural growth and development.

SEARCA's Fifth FYP (1989-1994) focused on the theme of Evaluation and Testing of Agricultural Development Technologies and Models, with the goal of customizing them to the needs and conditions of the SEAMEO member countries. This theme was operationalized through applied and integrated R&D projects that consolidated the results of previous projects, instead of just conducting more new research. The emphasis then shifted to pilot-testing, application, and utilization of findings and insights from previous research.

In the Sixth FYP (1994-1999), SEARCA intensified its thrust in Developing and Testing Methodologies and Approaches to the broad and complex area of Agricultural Development. Its major R&D projects included the Development of Upland Communities, Agro-industrialization, Gender and Development, Management of Agricultural Information, Coastal Area Agriculture, and Bio-fertilizer Research.

In cadence with the changing conditions of the Southeast Asian region, the strategic theme of SEARCA's Seventh FYP (1999-2004) shifted to Natural Resource Management (NRM) and Agro-Industrial Development. This theme was a response to the need for SEARCA and its partner development institutions to assume the dual roles of stimulating agro-industrial progress, and at the same time, preserving the integrity of the natural environment on which agricultural production is so intimately dependent (land, water, flora, fauna, biodiversity, etc.). The sub-themes of the Seventh FYP included Food Security, Biotechnology, Water Resource Management, Biodiversity Conservation, Climate Change, and Environmental Risk Management. The R&D projects that sought to advance those sub-themes also included the cross-cutting issues of Gender, Policy, and Environmental Sustainability.

**...not emphasized enough, was the farmer and his family's well-being, or the human and social elements of the growth and development process. The SEARCA's Tenth FYP seeks to refocus its efforts toward rural poverty reduction and food security.**

The Eight and Ninth FYPs (2004-2009 and 2009-2014) adopted basically similar strategic themes, namely: Natural Resource Management (NRM) and Agricultural Competitiveness. Under the theme of NRM, the main projects implemented included Sustainable Land Use and Water Management, Climate Change and Risk Management, and Biodiversity Conservation. Agricultural Competitiveness projects, on the other hand, included Trade and Investment, Technology Management, Governance, Institutional Reforms, and Policy Studies.

In summary, the strategic themes of the past nine FYPs of SEARCA focused mostly on technologies, natural environment, competitiveness, farming systems, and other elements of agricultural growth. Notably missing, or at least not emphasized enough, was the farmer and his family's well-being, or the human and social elements of the growth and development process. The Tenth FYP seeks to refocus its efforts toward rural poverty reduction and food security.

Towards the end of SEARCA's Ninth Five-Year Plan, it was a useful exercise to take stock and assess its institutional image. A survey of its external stakeholders and partner-institutions showed that SEARCA's primary image invariably consists of one or a combination of the following:

- Convenor and facilitator of scientific conferences and policy dialogues.
- Grantor of graduate scholarships for agriculture-based university instructors, researchers, and agriculture ministry officials/staff.
- Conceptualizer and seed-funder of integrated and collaborative research programs/projects; mobilizer of experts and research teams to implement the same.
- One-stop "window" for multi-lateral development aid organizations who want to maximize the impact of their assistance and reach more countries in Southeast Asia.

The above elements of SEARCA's external image, in effect, constitute its institutional "brand." That brand differentiates SEARCA from the other SEAMEO centers, and from the other regional development-oriented organizations in Southeast Asia.

**Some paradigm shifts are necessary to reposition and increase the impact/visibility of SEARCA in the constellation of development institutions in Southeast Asia.**

### III. STRATEGIC FRAMEWORK OF THE TENTH FYP (FY 2014/2015-2018/2019)

SEARCA's substantially changed and constantly evolving environment is characterized by increasing complexities, uncertainties, and nonlinearities. Development problems are seemingly intractable and impervious to conventional solutions. In such an environment, a "business-as-usual" strategy would no longer suffice. In response, SEARCA will adjust and align its strategic direction and thrusts to the "new normal" conditions in the Southeast Asia region.

In such environment, SEARCA must embrace the rhythms of change. It must formulate new strategies and approaches to advance the frontiers of ARD. In short, SEARCA must reposition itself as a proactive and leading champion, not just a passive enabler.

Some paradigm shifts are necessary to reposition and increase the impact/visibility of SEARCA in the constellation of development institutions in Southeast Asia, such as the following:

- Shift from farm production technologies toward searching for systems that render more efficient the entire value chain.
- Shift from primary, fact-finding research toward reflecting, synthesizing, and packaging insights, lessons, and best practices.
- Shift from abstract and macro-level modelling toward pilot-testing and up-scaling development approaches that are effective at the ground and community levels.

SEARCA's Tenth FYP will have an added historical significance. In 2016, SEARCA will mark its golden 50th anniversary. In preparation for that momentous occasion, SEARCA's leadership and management, together with thoughtful external stakeholders, have been reflecting on the following questions:

- Looking back at the almost half century of its existence, what have been the significant and noteworthy impacts of SEARCA's outputs and services?



- Has SEARCA had some notable influence on the direction and speed of agricultural growth and rural development in any SEAMEO member country?
- Is it possible to identify specific poor and vulnerable farmers or rural communities who have benefited from the capacity building, research, and knowledge management projects of SEARCA?

The answers to the above questions will be highlighted during the Golden Anniversary celebration of SEARCA in 2016.

### A. MISSION

The combined challenges posed by persistent rural poverty, climate change, and the dwindling availability of natural resources for agricultural production provide a need and opportunity for SEARCA to reformulate its institutional mission for the next five years (2014-2019), as follows:

**TO STRENGTHEN INSTITUTIONAL CAPACITIES TOWARD INCLUSIVE AND SUSTAINABLE AGRICULTURAL AND RURAL DEVELOPMENT (ISARD) IN SOUTHEAST ASIA, THROUGH GRADUATE EDUCATION, RESEARCH AND DEVELOPMENT, AND KNOWLEDGE MANAGEMENT**

### B. VISION

In the pursuit of its new mission for its Tenth FYP, SEARCA will become:

**A LEADING ENABLER AND CHAMPION OF ISARD IN SOUTHEAST ASIA**

### C. CORE VALUES

The abovementioned mission represents the purpose of SEARCA's continued existence. Its vision, on the other hand, states what SEARCA aspires to become in the next five years. Its core values, in turn, define its character as a professional organization.

SEARCA subscribes to the 18 values clustered into six categories, which apply to all the SEAMEO Centers. Those values are as follows:

#### ATTITUDE

- (1) Respect for Cultural Diversity
- (2) Belief in People
- (3) Commitment

#### CHARACTER

- (4) Integrity
- (5) Professionalism
- (6) Collaborativeness

#### BEHAVIOR

- (7) Striving for Excellence
- (8) Proactiveness
- (9) Service-orientedness

#### WORK EXCELLENCE

- (10) Professionalism and Competence
- (11) Productivity and Innovativeness
- (12) Consistency

#### UNITY

- (13) Effective Communication
- (14) Teamwork and Cooperation
- (15) Humility and Respect

#### COMMITMENT

- (16) Service
- (17) Honesty and Integrity
- (18) Discipline and Order

Core values define the work culture and performance of an organization. However, if the core values are too many, they cannot all be internalized or practiced on a daily basis, so they tend to become just slogans or mottos.

It is a best practice among corporate and developmental organizations that core values do not exceed five. Therefore, SEARCA has selected the following four core values to serve as a relationship compass to guide the daily behaviors of its leaders, managers, and staff:

- Excellence
- Integrity
- Commitment
- Unity

The previous strategic plans of SEARCA did not have any formal statement or section on its core values. Now that SEARCA has decided to reposition itself, with a new mission and vision, it feels that it needs the above four values to guide its management and staff in performing their work and conducting their relationships with their various stakeholders.

During the subsequent implementation of this strategic plan, SEARCA's management and staff will flesh out the specific behavioral attributes of each of the above core values.

#### **D. BASIC PHILOSOPHY AND OPERATING PRINCIPLES**

The evolution and formulation of SEARCA's Tenth FYP is anchored on a set of philosophies and principles, as follows:

##### **1. PHILOSOPHY OF DEVELOPMENT**

- Economic growth and development should benefit the poor and vulnerable sectors of society.
- Growth and development should not damage the environment; rather, it should preserve and even enhance the environment's potentials to serve the needs of future generations.

The above basic philosophies of development are elucidated in the later section on the Overarching Theme of the Tenth FYP (Section IV).

- Research findings and new knowledge should be used to solve real problems of the people such as poverty, hunger, and unemployment.

SEARCA's research results, knowledge harvests, and insights from policy conferences should eventually benefit the people and their communities. However, such research results and new knowledge do not automatically

translate themselves into policies and ground-level development. There is a transformation process which research findings and new ideas go through before they can influence the direction and speed of development at the ground and community levels.

Moreover, the change/development processes envisioned by policymakers and researchers seldom happen without the active engagement and ownership by the stakeholders of the goals and strategies of the programs/projects.

Figure 1 on the next page presents the generalize process of transforming research results into concrete development outcomes.

##### **2. OPERATING PRINCIPLES**

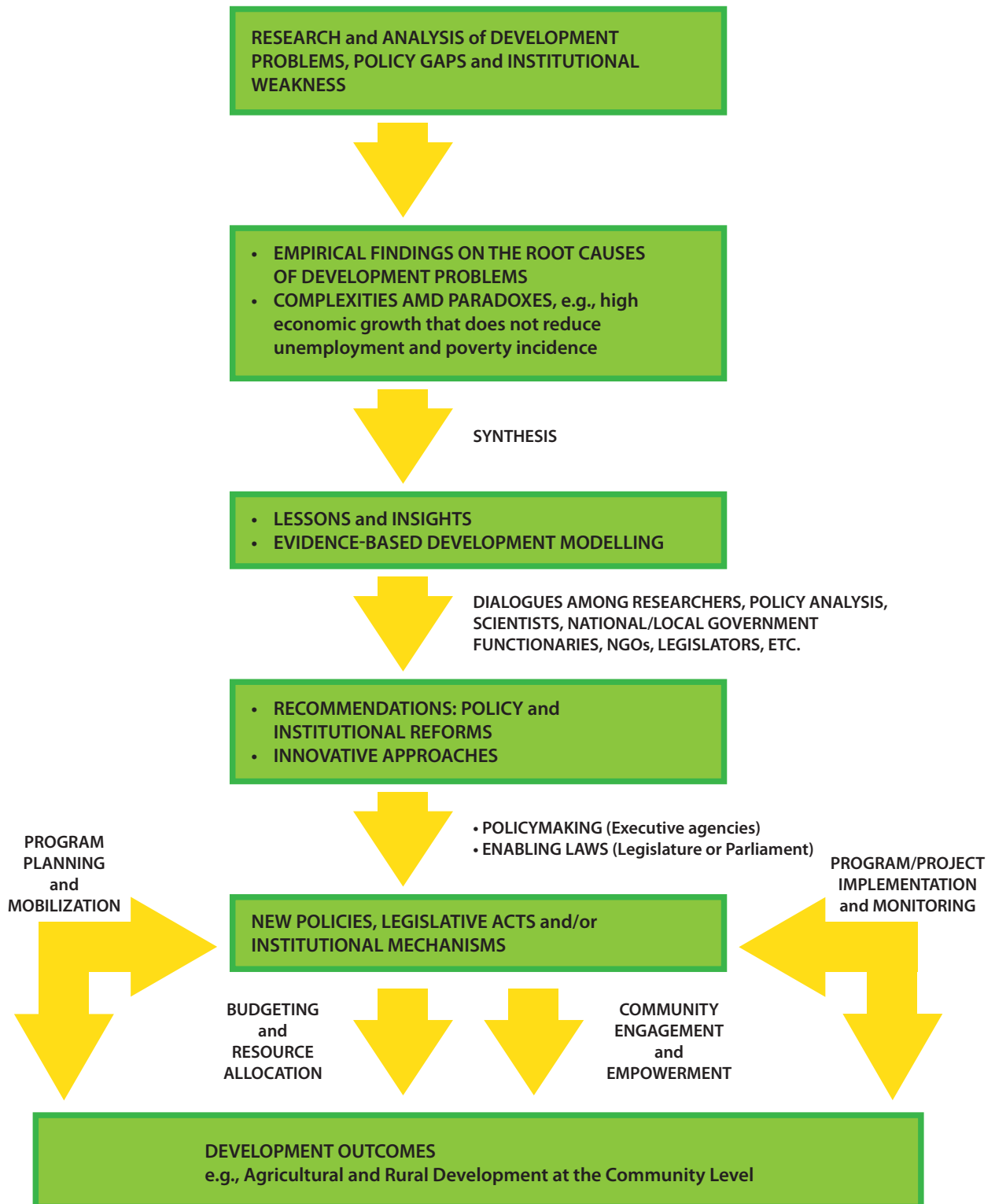
In pursuing its ISARD mission and strategic thrusts, SEARCA will adhere to the following operating principles:

###### **Learning organization**

SEARCA's institutional life and reason for continued existence revolves around knowledge. Through research, SEARCA explores, discovers, and produces new knowledge, in the form of raw data, processed information, findings, lessons, or insights. That knowledge is then exposed, discussed, refined, and enhanced through symposia, dialogues, and other learning events. Subsequently, the refined and enriched knowledge is shared through training, institutional development assistance, policy advice, and publications.

In order to maintain its credibility and value as a producer, repository, and disseminator of information and knowledge, SEARCA will constantly practice what it preaches, i.e., demonstrate a culture of continuous learning. In addition, the culture of a learning organization culture will align SEARCA to the Internal Knowledge Management thrust of the SEAMEO Strategic Plan for 2011-2020.

**Figure 1. Transforming Research Results Into Ground-level Development Outcomes, via Policy and Institutional Reforms**





### **Holistic and Inter-disciplinary Approach**

SEARCA will always look at a development problem holistically, that is, from several angles and perspectives, in its conviction that the factors and determinants of development are interrelated. However, their interrelationships are always dynamic and often nonlinear and non-sequential.

As much as possible, SEARCA will adopt the inter-disciplinary approach to researching development problems. An inter-disciplinary approach is slightly different and better than just multi-disciplinary. A group of experts from different disciplines is automatically a nominal multi-disciplinary team, but may not necessarily be inter-disciplinary in their developmental intervention in the field. Without conscious efforts at synergistic collaboration and substantive integration, the members of a multi-disciplinary team may physically work in one room, but they might still confine their individual analyses within the limited boundaries of their respective disciplines.

### **Partnership and Collaboration**

SEARCA's mandate and area of operation is Southeast Asia, specifically the 11 member countries of SEAMEO. But because it is physically based in the Philippines, and it has no branch offices in other countries, SEARCA must always rely on the support and collaboration of local institutions as partners. In addition, for its Tenth FYP, SEARCA will increasingly harness the cooperation of its alumni and the members of the University Consortium (UC) in order to expand the reach and maximize the impact of its limited resources.

## IV. OVERARCHING THEME OF THE TENTH FYP

In both the business sector and in the development arena, an organization cannot be effective in too many areas. Applying this insight, SEARCA will focus its strategy and operations in the next five years to respond to the identified needs of its selected target beneficiaries. The strategic focus of SEARCA will not only optimize the use of its resources and efforts, but it will also differentiate itself from the other SEAMEO centers and from the constellation of other development-oriented organizations advocating agricultural and rural development in Southeast Asia.

SEARCA's Tenth FYP will focus on the overarching theme of **Inclusive and Sustainable Agricultural and Rural Development (ISARD)**. This theme will be embedded in most of the major project initiatives of SEARCA in graduate education, research, and knowledge management.

### A. DEFINING ELEMENTS OF ISARD

Because of the centrality of ISARD in the mission and vision of SEARCA for its Tenth FYP, the concept needs to be clearly defined and elucidated, in order to foster shared understanding of SEARCA's strategic direction and thrusts. In doing so, it is necessary to clarify the differences among growth, development, pro-poor growth, inclusive development, and sustainability.

#### **Social Inclusion**

Economic growth, that is, aggregate increase in the GDP, does not always lead to development, which is a broader concept that includes the human and social elements of progress, such as employment, education, nutrition, health, and the general well-being of the people. Pro-poor growth is conceptually different from inclusive growth, in the sense that while pro-poor growth reduces income poverty, it may not be inclusive. Inclusive growth is one that lowers income inequality.



Inclusive growth implies that income increases accrue disproportionately to the lower socio economic strata of society. In other words, while economic growth can lead to a reduction in absolute poverty, it can also be accompanied by increased inequality in income distribution. Inclusive development, on the other hand, means growth that leads to an equitable distribution of “well-being,” not just income. In order to achieve inclusive growth and development, it is necessary, as a minimum, to achieve the subsidiary goals of food security, adequate nutrition, and sustained reduction in absolute poverty, unemployment, and underemployment.

### **Sustainability**

The term sustainable development is commonly interpreted to mean development that does not undermine or damage the integrity of the physical and natural environment. The natural environment must be preserved for future generations. In the past, when resources were still abundant relative to the population, the traditional view was that the environment was something that the present generation will bequeath to their children. In the contemporary era of scarcity, the perspective is that the environment is just entrusted to the present generation by their children.

Sustainable agricultural and rural development in SEARCA’s mission and vision is a concept that goes beyond just environmental sustainability. For example, any rural development project from a government agency or a nongovernment organization (NGO) must include capacity building and empowerment of the assisted community in its intervention, with a planned and gradual withdrawal of the intervention.

**New strategic thrusts will reposition SEARCA as a more proactive and visible champion of ISARD.**

SEARCA adopts the United Nations' (UN) definition of sustainable development as consisting of economic growth that ends extreme poverty, increases social inclusion, and is environmentally healthy. At this point, it is worth noting that the timetable for achieving the UN Millennium Development Goals (MDGs) is scheduled to end in 2015, whether or not the MDGs shall have been achieved by then. Starting in 2015 until 2030, the UN will replace the MDGs with Sustainable Development Goals (SDGs). The SDGs will consist of four key dimensions of sustainable development, namely: economic growth that ends poverty, social inclusion, healthy natural environment, and good governance (including peace).

## **B. SUB-THEMES UNDER ISARD**

In the next five years, SEARCA's ISARD mission and vision will be embedded in its three core programs, as follows:

- Graduate education and institutional development (GEID), whose main purpose is to strengthen the capabilities of universities and agricultural ministries/agencies in the SEAMEO member countries.
- Research and development (R&D), aimed at producing knowledge, technologies, lessons, and insights.
- Knowledge management, whose main impact area involves the packaging and sharing of the useful knowledge, technologies, lessons, and insights produced by the GEID and R&D departments.

### **1. STRATEGIC THRUSTS TO PROMOTE SOCIAL INCLUSION**

The following strategic thrusts will be the initial focus of SEARCA, at least during the first half of the Tenth FYP:

- Strengthening of value chains and agribusiness commodity systems (reduction of postharvest losses, rural infrastructures to connect farmers to markets and reduce transaction costs, agro-industrial clustering, etc.)

- Integration of small-scale farmers into commercial food systems (partnership arrangements between small farmers and agro-industrial corporations that deliver the mutually-reinforcing triumvirate of technology, credit, and assured market; rural processing and packaging of farm produce, viable small-scale farming, etc)
- Food and nutrition security (adequacy and access, food quality and safety, etc)
- Productivity-enhancing innovations and modern technologies (biotechnology, nanotechnology, precision agriculture, etc.)
- Rural entrepreneurship toward off-farm and non-farm businesses, such as small-scale food processing

### **2. STRATEGIC THRUSTS TO PROMOTE ENVIRONMENTAL SUSTAINABILITY**

The following long-term areas of concern will become the main focus of SEARCA's core programs during the Tenth FYP:

- Climate change adaptation and resiliency, risk mitigation/management, and climate-smart agriculture)
- Natural resource management (agro-biodiversity conservation, organic farming, conservation farming, agri-tourism, land and water resource management, etc.)

### **3. CROSS-CUTTING STRATEGIC THRUSTS**

- Sub-regional cooperation in trade and investments (production complementation, cross-border infrastructures and logistical facilities, etc.).
- Regional economic integration (AFTA and AEC 2015).
- Government policies, institutions, and governance mechanisms/reforms that can address and redress rural poverty, inequitable growth, and environmental degradation.

The above strategic theme and sub-themes will require a reorientation of some of SEARCA's operational programs and projects in the next five years. To some extent, it might even require a paradigm shift, because SEARCA's graduate scholarship grants, research, knowledge management, training, publications, technical assistance to universities, and other projects will need to consciously incorporate elements of social equity, environmental integrity, or regional economic integration.

#### **4. NEW STRATEGIC INITIATIVES IN THE TENTH FYP**

In addition to SEARCA's traditional core programs, SEARCA will start new strategic thrusts and innovative approaches or "pathways" toward ISARD at the ground level. These new thrusts will reposition SEARCA as a more proactive and visible champion of ISARD.

Initially, the following innovations will be included in SEARCA's strategic agenda for the first 2-3 years of the Tenth FYP:

##### **a. Action Research and Experiential Learning**

By mandate and tradition, SEARCA's basic operating model centers on capacity building of institutions and individuals, with the constant hope that the enabled institutions (e.g., universities) and individuals (scholarship grantees) will eventually apply their new capacities and competencies to address the problems and needs of the farmers and rural communities. Admittedly, that approach is in accordance with SEARCA's mandate of capacity building. However, that conventional academic approach is deemed too passive and indirect, considering the urgent demands of food security and poverty reduction. **Such traditional capacity building approach, like most academic research, addresses a development problem without dealing with it.** Research results that are not used by farmers, agribusiness companies, or development policymakers are nothing more than

"nice-to-know" intellectual products. Furthermore, the impact of institutional capacity building and graduate scholarships on the lives of rural communities is often nebulous. Therefore, while its core programs and projects will continue to be predominantly capacity building at the individual and institutional levels, SEARCA will start diversifying into action-research type of developmental interventions on the ground.

In the implementation of its Tenth FYP, SEARCA will allocate a small portion of its resources to the designing and pilot-testing of holistic pathways toward achieving ISARD. The pilot-testing will involve not just the **participation** of rural communities, but more importantly for sustainability, their **engagement** and **empowerment**. In effect, the pilot-testing areas will become "real-time experiential learning laboratories" for ISARD models. The ISARD model will not be limited to just technology-enhanced agricultural production practices, but will include critical components of rural development (not just agricultural growth), such as small-scale food processing, rural entrepreneurship, social services (education, health, and nutrition), food and nutrition security, environmental conservation, community capacity-building and empowerment, and other similar elements of people-oriented development.

Although it will just be a minor component of SEARCA's total portfolio of programs and projects, this ISARD experiential learning initiative is expected to make a meaningful difference in the lives of farmers and rural communities. At the same time, and more importantly for SEARCA as a learning organization, this innovative action-research will be a rich source of empirical knowledge and practical lessons about the dynamic processes of introducing and managing planned social change. Finally, such ground-level intervention, although small-scale, will endow SEARCA with visibility and credibility in the proactive advocacy of ISARD, which is a central element of SEARCA's new vision of becoming a leading advocate and champion of ISARD.

For pragmatic reasons, the first ISARD learning laboratory will most likely be started in a Philippine rural community. The advantages of adopting this implementation tactic include logistics, language, and easier access to local partner-institutions, such as agricultural universities, local governments, and alumni.

The first ISARD pilot area is very important for introducing planned social change. Early successes and the phenomenon of “low-hanging fruits” are essential in building confidence, credibility, support, and commitment from all the stakeholders in the intervention.

#### **b. Support for the ASEAN Economic Integration**

ASEAN is progressively moving toward regional economic integration, i.e., single production and market base. Since the member countries of ASEAN and SEAMEO are almost the same, SEARCA cannot just be a passive observer of the evolving AFTA and AEC. The preparations for the economic integration will require rigorous and objective studies that analyze policy options for the ASEAN and SEAMEO member countries. In this regard, SEARCA will offer its services and organizational resources (database, information, knowledge, expertise, and network of partner institutions) to assist ASEAN in conducting studies and organizing dialogues/conferences to discuss issues and generate consensus toward a smooth economic integration of the region.

**SEARCA will operationalize the ISARD strategic framework through the programs and projects of its Graduate Education and Institutional Development (GEID), Research and Development (R&D), and Knowledge Management (KM).**



## V. OPERATIONALIZING THE ISARD STRATEGIC THRUSTS

In operationalizing its strategic framework, SEARCA will maximize its institutional assets and strengths, as follows:

- Access to a network of alumni and institutional partners in the region, consisting of agriculture-based universities, research institutes, government agencies, and multi-lateral development aid organizations.
- Institutional mandate from SEAMEO, and the accompanying commitments and goodwill from the 11 member governments.
- Organizational autonomy and operational flexibility (no red tape), which is a determining factor in the success of partnership or collaborative projects with international aid organizations.
- “Seed” funds and other resources for jump-starting new projects, or for pilot-testing innovative approaches to achieve development objectives.
- Experience and track record in convening policy dialogues, scientific conferences, and other knowledge-sharing events.

### A. PRIORITY OPERATIONAL FOCUS

Among the aforementioned sub-themes of ISARD, SEARCA will prioritize and focus on **Food and Nutrition Security**. Food/nutrition security and poverty reduction are closely interlinked. Indeed, the two are often mutually reinforcing. Poverty increases hunger and malnutrition, which, in turn, often result in low levels of skills and energy, unemployment/underemployment, and continuing poverty.

In partnership with the University Consortium members (UPLB, KU, IPB, UGM, UPM), SEARCA has formulated an **Umbrella Program on Food Security for Southeast Asia**. The Program will serve as a platform for launching the Tenth FYP. The initial areas of concern identified in a regional workshop among the UC members are the following:

- Food Reserves
- Food Supply Chain and Logistics
- International/Regional Trade Agreements



- Standards on Food Quality and Safety
- Information system, particularly on food production, stock levels, and prices
- Resilience of Traditional/Informal Markets
- Efficient Food Production Systems in Southeast Asia
- Food Processing and Post-harvest System Improvements in the ASEAN region
- Food Utilization Improvement
- Environment-related Issues in Sustainable Food Production
- Systems of Knowledge Sharing
- Emergent Technologies (ICT, Biotechnology, Mechanization)
- Climate Change and the Use of Natural Resources
- ASEAN Economic Community (AEC) 2015 and its impact on food/nutrition security

The above Umbrella Program will be operationalized mostly through research, policy discussions, training, publication, and other similar events or activities.

In addition to the above Umbrella Program, SEARCA's three technical departments will continue to implement their ongoing programs/projects that have demonstrated their value and responsiveness to the capacity building needs of educational institutions, government agencies, and ARD professionals.

Their operational objectives and strategies are summarized as follows:

## **B. GRADUATE EDUCATION AND INSTITUTIONAL DEVELOPMENT DEPARTMENT (GEIDD)**

The main goal of the GEIDD in the next five years is to produce advocates and leading champions of ISARD by strengthening the capabilities of individuals and institutions that are engaged in pushing the frontiers of ARD in Southeast Asia.

**OBJECTIVE 1:** Provide degree and non-degree scholarship opportunities to deserving and highly-qualified nationals of SEAMEO member countries working in the broad area of ARD.

### **Program Strategies for Objective 1**

- Award graduate (master's and PhD) scholarships for agriculture and related sciences.
- Offer non-degree scholarship grants to high-qualified candidates to enhance their knowledge and skills in specific areas of study within the broad field of ARD.

**OBJECTIVE 2:** Promote the internationalization of higher education through the enhancement of existing partnerships, and establishment of new ones, with international networks within and outside Southeast Asia.

### **Program Strategies for Objective 2**

- As Secretariat of the University Consortium (UC), GEIDD coordinates UC activities and manage its funds to facilitate free exchange of information, facilities, and expertise in agriculture and related sciences.
- Implement student, faculty, and staff mobilities and other schemes with partner networks within and outside Southeast Asia to expand educational opportunities in a global network.

**OBJECTIVE 3:** Strengthen the academic and research competencies of universities and agricultural research institutions through capacity building initiatives, especially for SEARCA scholars, alumni, and promising faculty and researchers in deserving universities in Southeast Asia.

### **Program Strategies for Objective 3**

- Facilitate the conduct of customized training to hone the technical and managerial skills of the scholars and alumni. Coordinate the conduct of a special foreign language training (languages spoken in SEAMEO member and associate member countries)



for selected scholars and SEARCA staff in order to foster deeper knowledge of a particular country and prepare them for international linkage and collaborative work.

- Support SEARCA regional alumni association activities and harness the capacities of SEARCA alumni as effective catalysts of ARD in their respective countries and in the region.
- Award regional professorial chair grants to recognize outstanding achievements of university faculty and researchers, and boost the competitive edge of leading agricultural universities in Southeast Asia.

**OBJECTIVE 4:** Assist in developing new and strategic higher education institutions (HEIs) with core competencies in agriculture and development disciplines.

#### **Program Strategy for Objective 4**

- Provide institutional development assistance, in cooperation with the University Consortium and other partners, to young agricultural HEIs, and those that are lagging behind, but are strategically located in economic growth areas, and are expected to play a vital role in the economic development of the country.

### **C. RESEARCH AND DEVELOPMENT DEPARTMENT (RDD)**

The main goal of the RDD will be to generate information, knowledge, lessons, and insights that will influence policies, investments, trade, and other actions towards competitive, inclusive, and sustainable ARD.

**OBJECTIVE 1:** Conduct, coordinate, and promote appropriate and relevant research toward ISARD.

#### **Program Strategies for Objective 1**

- Initiate and facilitate sub-regional/regional, collaborative, and commissioned researches.
- Conceptualize, design, pilot-test, and up-scale effective models of ISARD.

- Explore alternative or non-traditional partnerships and funding mechanisms.

**OBJECTIVE 2:** Provide opportunities for scholars and development practitioners to contribute to the advocacy and promotion of ISARD through research and related initiatives.

#### **Program Strategies for Objective 2**

- Ensure that SEARCA scholars' researches are aligned with the thrusts of the Center as well as respond to the needs of their home institution and country.
- Enhance the Seed Fund for Research and Training Program (SFRT), to include funding for selected re-entry programs/projects.
- Enhance the Travel Grants Program.
- Enhance the Fellows Program.
- Enhance the Dioscoro L. Umali Achievement Award in Agricultural Development.

**OBJECTIVE 3:** Lead initiatives in providing inputs for the formulation of relevant policy and regulatory frameworks conducive to ISARD.

#### **Program Strategies for Objective 3**

- Conduct policy roundtables for ASEAN and transition economies of Southeast Asia.
- Conduct ARD Congress, conferences, and other forum on ISARD issues and dynamics.
- Provide inputs to policy-oriented publications.

### **D. KNOWLEDGE MANAGEMENT DEPARTMENT (KMD)**

The main goal of the KMD is to promote a learning culture, knowledge creation, knowledge-sharing and use, with a predominant focus on the broad strategic theme of ISARD.

KMD has three component units, namely: KMD-Training Unit (TU), KMD-Knowledge Resources Unit (KRU), and KMD-Knowledge and Information Centers (KIC). The KMD-KIC, in turn, consists of the Biotechnology Information Center (BIC) and the Knowledge Center for Climate Change Adaptation in Agriculture and Natural Resource Management in Southeast Asia (KC3).

**KMD-TU** will promote a learning culture, and build capacities in the areas of academic leadership, project development and management, research management, and impact assessment of programs/projects, with emphasis on food security, climate change, and poverty reduction. **KMD-KRU** will focus on the development, packaging, sharing, and use of knowledge resources produced by the GEIDD, RDD, and KMD itself. For its part, the KMD-KIC Biotechnology Information Center (BIC), a joint project of SEARCA and the International Service for the Acquisition of Agri-Biotech Applications (ISAAA), aims to provide highly-credible, sound, and factual biotechnology information to various stakeholders and the general public. Finally, the KMD-KIC-KC3 will be the repository of data, information, studies, and insights about climate change, climate risk mitigation, and related issues.

**OBJECTIVE 1:** Provide opportunities for professionals and policymakers to update themselves and discuss contemporary issues and science-based perspectives on ISARD, strengthen their leadership competencies, and hone their research capabilities.

#### **Program Strategies for Objective 1**

- Offer learning events for policymakers, researchers, academicians, trainers, and other key stakeholders to strengthen their competencies in the field of ISARD.
- Offer online and blended courses in partnership with online learning providers.
- Develop learning initiatives for policymakers, researchers, academicians, trainers, and other key stakeholders in response to emerging issues in ISARD.

- Monitor and evaluate the outcomes and impacts of SEARCA's short-term learning initiatives.

**OBJECTIVE 2:** Provide access to science-based information and knowledge on ISARD in the SEAMEO member countries.

#### **Program Strategies for Objective 2**

- Harvest research findings, best practices, and insightful lessons from conferences, seminars, and learning events to make these accessible for policymaking and other applications.
- Package, publish, and distribute or make available appropriate knowledge and learning resource materials on ISARD in SEAMEO member countries.
- Actively promote the distribution and utilization of SEARCA's knowledge and learning resources.
- Build a repository of appropriate images for the design of knowledge resource materials on ISARD.
- Monitor and evaluate the outcomes and impacts of SEARCA's knowledge and learning resource materials.
- Monitor and analyze media reportage on agricultural biotechnology in the Philippines, and in the global electronic media (this strategy is specific to the Biotechnology Information Center).

**OBJECTIVE 3:** Encourage and support knowledge creation, and intellectual and scholarly productivity on ISARD for Southeast Asia.

#### **Program Strategies for Objective 3**

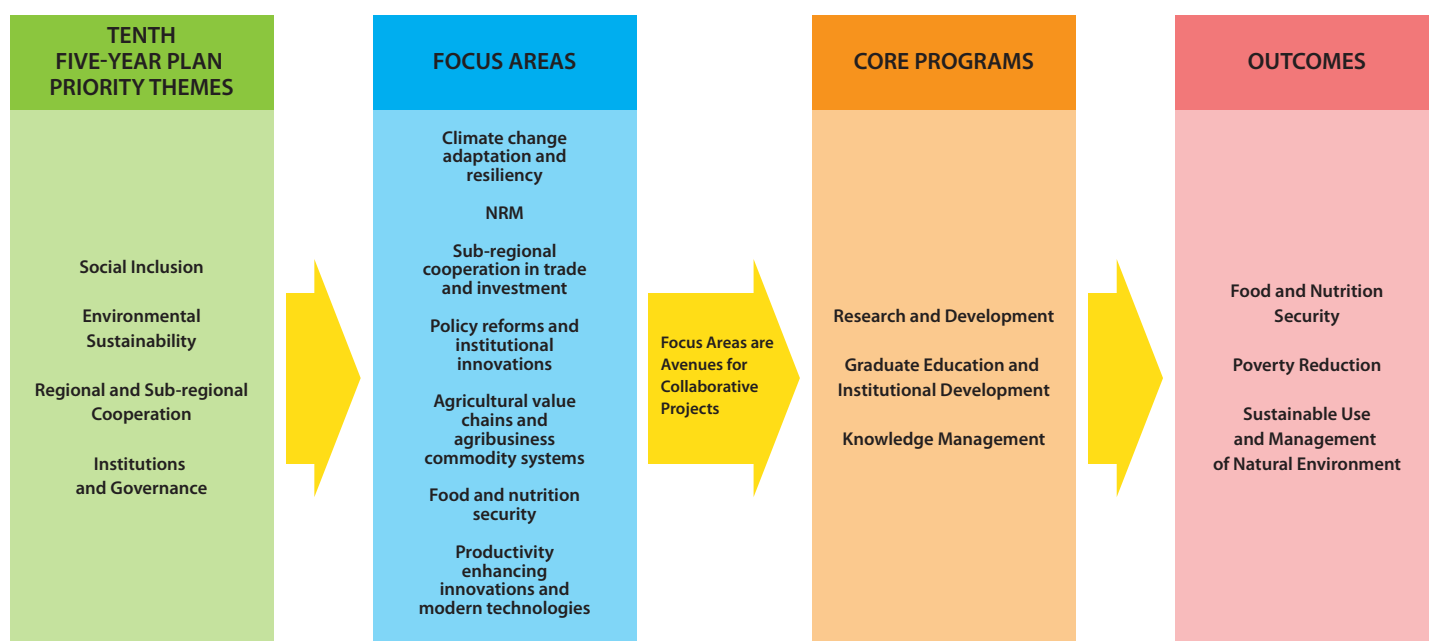
- Publish a semi-annual refereed journal and other scholarly publications in agricultural and rural development in the region, with special efforts to include articles on ISARD.
- Develop, monitor, and evaluate online mechanisms and networks for capturing knowledge and for facilitating knowledge creation through online discussions and exchanges.

- Maintain and continuously update a roster of agricultural and rural development experts in Southeast Asia.
- Contribute to a vibrant scientific exchange and knowledge creation through seminars and conferences, addressing contemporary issues and challenges, especially toward informing policy
- Cultivate partnerships and working relationships with global and Southeast Asian institutions and experts in advancing KM on the broad theme of ISARD.

## E. FRAMEWORK FOR SUBSTANTIVE INTEGRATION OF THE THREE TECHNICAL DEPARTMENTS

The following flowchart shows that the Tenth FYP’s strategic sub-themes of Social Inclusion, Sustainability, Institutions and Governance, and Regional/Sub-regional Cooperation provide a useful framework for the substantive integration of the programs/projects of SEARCA’s technical departments. From those sub-themes flow the focus areas, which will then be operationalized by the three technical departments of SEARCA. The expected outcomes from those programs/projects are food security, poverty reduction, and sustainable environment.

**Figure 2. Framework for Substantive Integration**



## VI. ALIGNING AND IMPROVING THE QUALITY OF ADMINISTRATIVE SERVICES

The main role of the Administrative Units will be to support the technical departments' programs and activities in pursuit of SEARCA's new mission and vision on ISARD. Their general objective in the Tenth FYP, therefore, will be to enhance the operational efficiencies and maximize the cost-effectiveness of their support services.

To improve the quality, timeliness, and cost-effectiveness of the delivery of administrative services to the technical departments, graduate scholars, researchers, trainers, policy dialogue participants, partner-institutions, and other stakeholders of SEARCA, the Administrative Units have identified the following objectives and strategies for the next five years.

**OBJECTIVE 1:** Renovate and improve the physical facilities

### Strategies for Objective 1

- Upgrade and improve the Center's amenities and facilities, including refurbishing of rooms in the SEARCA Residence Hotel (SRH) and SEARCA Guest House (SGH), and conference/seminar rooms at the Headquarters.
- Institutionalize quality control measures and systems by enforcing standardization in the designs, equipment, and materials.
- Develop an organizational culture of energy awareness and environmental conservation through the following: promotion and practice of green architecture (e.g., use of solar panels, rain water harvesting, maximizing use of natural light and ventilation); formulation and enforcement of policies that will promote the efficient use of space, energy, water, and physical facilities.
- Provide facilities for persons with disabilities (PWD).
- Construct a mini-museum showcasing the evolution of agriculture in Southeast Asia.



**OBJECTIVE 2:** Enhance the Center's Information System

**Strategies for Objective 2**

- Adopt innovative technologies that will improve the information processing, reviewing, and monitoring compatibility of the present information technology systems.
- Review and streamline the internal processes and procedures for reengineering and upgrading the content and management of the information system.

**OBJECTIVE 3:** Periodically review and improve the internal administrative processes and procedures

**Strategies for Objective 3**

- Conduct periodic review, revision, and updating of policies, procedures, and practices towards higher levels of effectiveness, transparency, and control.
- Improve management processes and procedures by practicing the 5-S management system in selected areas of operations.
- Continuously improve the efficiency and seamlessness of the administrative services by periodically reviewing, process-mapping, and reengineering the workflows; eliminate overlaps and bureaucratic delays in the service delivery processes.

**OBJECTIVE 4:** Improve the storage and retrieval system of documents and historical records

**Strategies for Objective 4**

- Enhance access to electronic information resources through the development of quick website links (e.g., e-books, e-journals, databases).
- Centralize the organization of the records and system of storage of files (including financial, accounting, and investment files).

The main role of the Administrative Units is to support the technical departments' programs and activities in pursuit of SEARCA's new mission and vision on ISARD.

**OBJECTIVE 5:** Improve Fiscal Management

**Strategies for Objective 5**

- Improve the investment portfolio mix to provide flexibility and enhance earnings, but within prudent and acceptable levels of risk.
- Enhance the internal recording and monitoring of the investments of Center funds.
- Exercise judiciousness in using the financial and other resources of the Center.

**OBJECTIVE 6:** Improve the Human Resource (HR) development and management system

**Strategies for Objective 6**

- Improve the recruitment and hiring of new staff by intensifying the use of online sourcing and recruitment processes.
- Conduct needs assessment, formulate training and non-training solutions to performance management problems, establish appropriate measurable key performance indicators (KPIs), and design a feasible career-path and succession planning program.
- Periodically review and update the Total Compensation and Rewards Management system, including job analysis, job evaluation, competency review, salary benchmarking with similar institutions, and standardization of salaries and benefits.

The realigned organization structure of SEARCA is geared toward a smooth implementation of the Tenth FYP.



## VII. ORGANIZATIONAL REALIGNMENTS

It is axiomatic in modern management that structure should follow strategy. This means that because SEARCA has a new strategy, it must realign its organization structure accordingly, and recruit appropriate new expertise for the detailed action planning, execution, and monitoring of the new strategic thrusts and initiatives of the Center. For example, new structures and/or appropriate coordinative mechanisms will be needed for the following new initiatives:

- **Experiential learning or action-research project on ISARD.** The project will start from the design of the intervention model (goals, expected outcomes, milestones, critical resource requirements, local institutional partners, nature of involvement of communities and LGUs, etc.), socialization and training to generate local ownership and commitment, progress monitoring, harvesting of lessons and insights, knowledge sharing, and up-scaling
- **Institutional development assistance to young and lagging HEIs**
- **Support for the ASEAN,** including policy analysis and conducting discussions and consensus-generation toward regional economic integration

The realigned organization structure of SEARCA is geared toward a smooth implementation of the Tenth FYP. The most notable changes from the present structure are the following, among others:

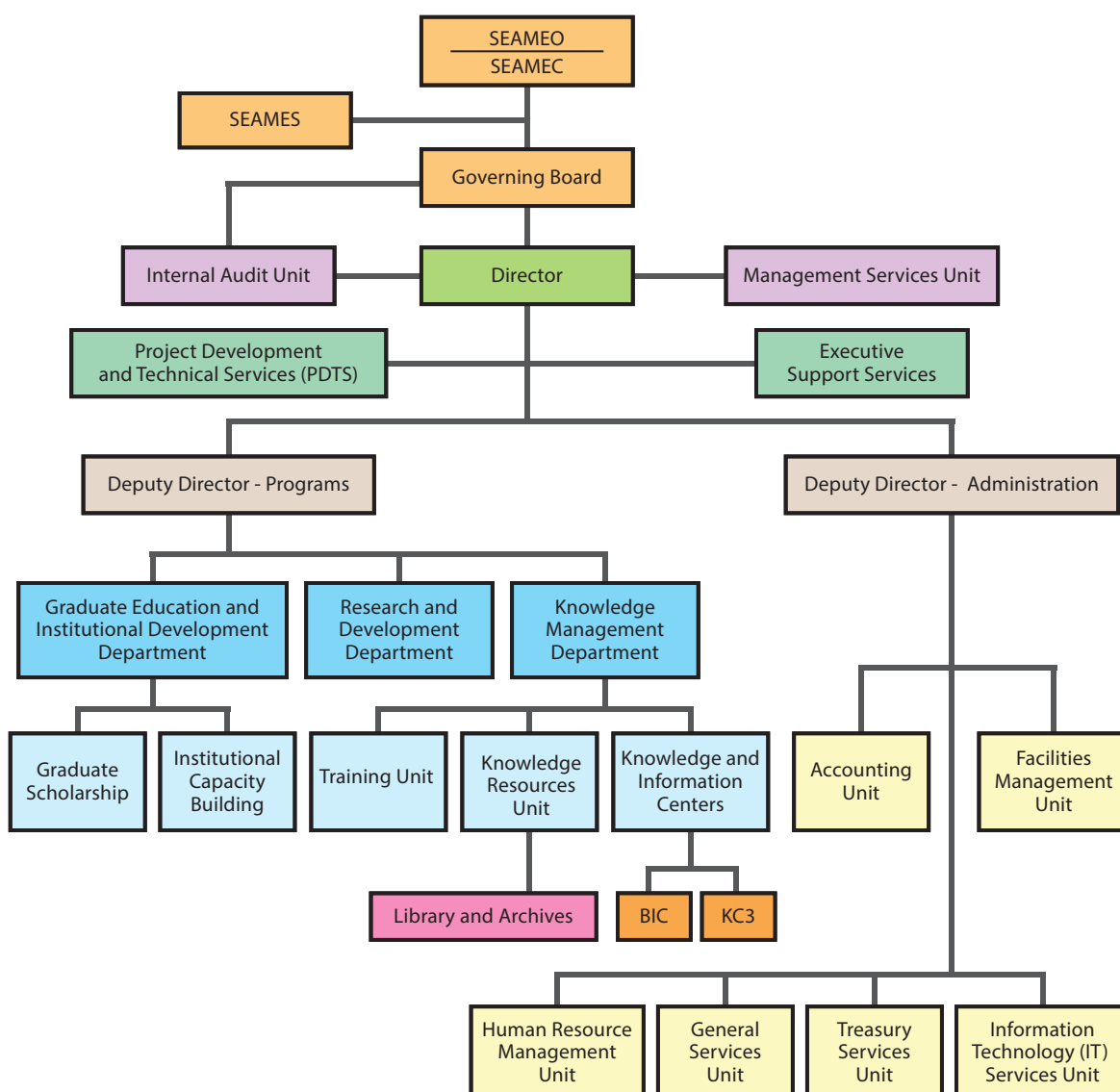
- Graduate Scholarship Department (GSD) is expanded and renamed as the Graduate Education and Institutional Development Department (GEIDD). This change reflects the strategy of SEARCA to intensify its capacity building and institutional assistance programs for the young and lagging agriculture-based universities in the SEAMEO member countries, with priority attention to the transition countries.
- Project Development and Management (ProDev) Department is changed to Project Development and Technical Services (PDTs). It is now attached directly to the Office of the Director of the Center. As such, the PDTs becomes the structural arm of the Director in the formulation, packaging, and marketing of new program/project initiatives.
- The ASEAN analytical and policy support initiative will not need a separate structure in the short term. The task of high-level dialogues and relationship-building will be handled directly by the Director. The policy analysis studies will be conducted or facilitated by the RDD, while the policy dialogues and roundtable discussions will be handled jointly by the RDD and KMD.



- Information Technology is now a separate unit under the Deputy Director for Administration, no longer just a section within the Management Services Unit (MSU). This change anticipates the increasing role of IT in knowledge production, sharing, and online dialogues involving the different SEAMEO member countries. Specifically, enhanced website and IT capabilities will be critical in harnessing and coordinating multi-country and multi-institution projects, virtual research teams, online dialogues and symposia, online training courses and learning events, and general knowledge harvesting and sharing.
- A new unit, the Knowledge and Information Centers (KIC), is created under the KM Department, to accommodate specialized knowledge and information harvesting, validation, processing, and dissemination. The KMD-KIC will initially consist of the two existing specialized information centers, namely: the Biotechnology Information Center (BIC) and the Knowledge Center for Climate Change Adaptation in Agriculture and Natural Resources in Southeast Asia (KC3).

Figure 3 shows the revised organization structure of SEARCA for the implementation of the Tenth FYP.

**Figure 3. Revised Organization Structure of SEARCA for the Tenth FYP**





## VIII. FINANCIAL RESOURCES

The funds to support SEAMEO SEARCA's activities and programs in the Tenth FYP are partly sourced from the annual contributions of the Philippine government through the Department of Education (DepEd). The remainder has to be raised by SEAMEO SEARCA from external sources including international and domestic partner institutions and donors who share common interests and concerns. In addition, the Center conducts income-generating activities that buffer available funds for its many programs and activities in the promotion of inclusive and sustainable agricultural and rural development (ISARD) in Southeast Asia.

### POSTSCRIPT: HOW SEARCA'S TENTH STRATEGIC PLAN WAS FORMULATED

SEARCA's Tenth Strategic Plan is different from the previous nine FYPs at two levels, namely: (1) Contents and (2) Process. This Postscript briefly describes the strategic planning process conducted by SEARCA from March to October 2013.

Two words capture the essence of how SEARCA's Tenth Strategic Plan evolved: consultative and participative. Eminent persons, partner-institutions, and other key external stakeholders were extensively consulted about the perceived performance and institutional image of SEARCA, as viewed from interested outsiders. Their suggestions on future directions and programs/projects for SEARCA were also solicited.

Prior to the first planning workshop ("Missioning and Visioning" workshop), the heads and key staff of the different technical programs and administrative units were asked to write a creative piece, titled "SEARCA of my Dreams," which would represent their individual aspirations and visions of the future SEARCA. Then, during the first workshop, the workshop participants discussed and processed the following materials/inputs: (1) external stakeholders' views and suggestions; (2) internal stakeholders' dreams and aspirations; (3) results of SWOT analysis; and (4) trends, challenges, and emerging

opportunities in the present and future global/regional environment of SEARCA.

The first workshop produced the new Mission, Vision, and Strategic Framework of SEARCA for the next five years, 2014-2019. The Strategic Framework and Strategic Themes were subsequently used as the main guide and basis for the operational planning of the technical departments and administrative units of the Center. Their Operational Plans were then subjected to another workshop, which not only enhanced the quality of the Operational Plans, but more importantly, resulted in identifying points of substantive integration and synergy among the different departments.

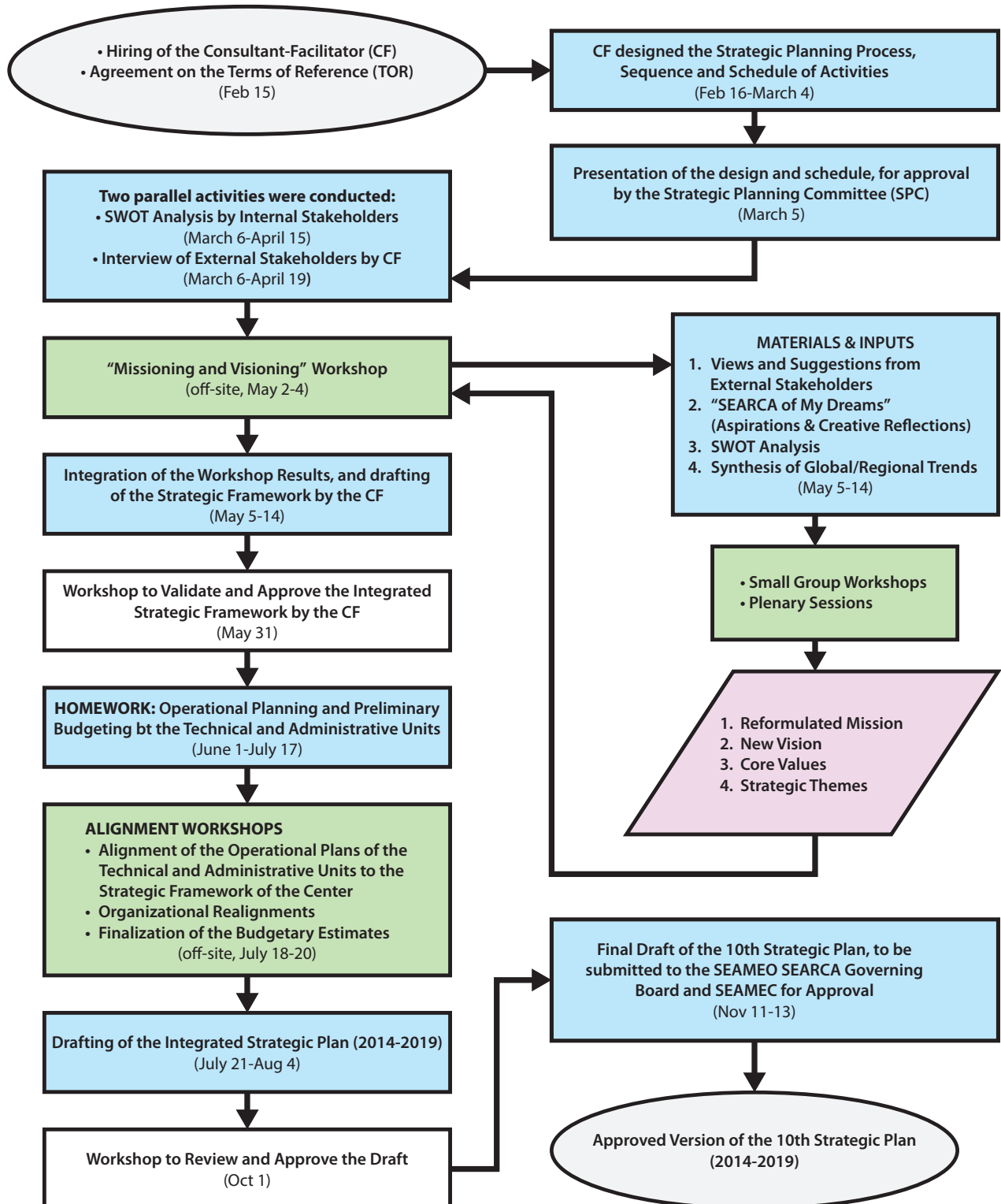
The participative and interactive workshop process succeeded in generating consensus, teamwork, and horizontal/vertical alignments among the various technical programs and administrative support units of SEARCA.

The next page presents the flow diagram that graphically shows the planning process and sequence of activities adopted by SEARCA to craft its Tenth Strategic Plan, 2014/2015-2018/2019.

**Figure 4. Formulation of the Tenth Five-Year Strategic Plan (FY 2014/2015-2018/2019)**

PROCESS AND SEQUENCE OF ACTIVITIES

(All dates in 2013)





SEAMEO REGIONAL CENTER  
FOR GRADUATE STUDY AND RESEARCH  
IN AGRICULTURE (SEARCA)

College, Los Baños, Laguna, Philippines  
Tel.: (63-49) 536-2361, 536-2363, 536-2365 to 67  
Telefax: (63-49) 536-7097

Email: [post@searca.org](mailto:post@searca.org)  
Website: [www.searca.org](http://www.searca.org)