

The illustration shows a cross-section of the environment from land to sea. At the top, a bright yellow sun and white clouds are in a blue sky. Below, green hills feature wind turbines, a red barn, a windmill, and various farm animals. A modern multi-story building and solar panels are also on the land. A brown horizontal band across the middle contains the text "Ridge - to - Reef". Below this, the ocean surface shows a fishing boat on the left and a larger vessel with a net on the right. The bottom section is a deep blue underwater scene with coral reefs and many small fish. A large blue wave shape curves along the right side of the image.

## Ridge - to - Reef

**NCI-SRD**  
**ROADMAP**  
**2018-2030** 2nd edition

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## EXECUTIVE SUMMARY

The 2<sup>nd</sup> edition of the NCI-SRD Roadmap covers the period of FY 2023-2028 and aims to chart the major directions of the NCI-SRD as a strategy in the medium term, in line with the Philippine Development Plan (PDP) FY 2023-2028 as one of its foundations for the policy framework.

In pursuit of the goal of inclusive growth and poverty reduction, the strategic thrusts and directions of its stakeholders are defined to guide the NCI-SRD working groups on their general objectives and outputs. Further, the targets to be attained for each year from 2023 to 2028 are carefully tabulated after several consultations and workshops with members of the NCI-SRD.

The specific plans and targets for FY 2023-2028 of the National Steering Committee (NSC), National Technical Working Group (NTWG), the four component working groups composed of the Policy Advocacy (PA), Capacity Development (CD), Agriculture, Forestry, and Fisheries Enterprise Cluster and Business Development (AFFECBD), Knowledge Management (KM), and the Regional Convergence Initiative Technical Working Group (RCI TWG) are incorporated in this edition. Indicators are also developed to effectively assess the accomplishment of each target.

As a successor to the first NCI-SRD Roadmap published in 2018, this publication contains the past accomplishments of each working group from 2018 to 2022. The highlights from the past five years are identified to show that the initial targets and priority outputs were accomplished. This is followed by a SWOT analysis to determine existing gaps and issues for the NSC, NTWG, PA/CD/AFFECBD/KM CWG, and RCI TWG.

Major changes to the Roadmap includes the adoption of the NCI-SRD Joint Administrative Order (JAO) No. 01, series of 2020: Revised DA-DAR-DENR-DILG JAO No. 01, series of 2015 (Strengthening the Implementation Framework for the DA-DAR-DENR-DILG National Convergence Initiative for Sustainable Rural Development), the NCI-SRD Results-Based Monitoring and Evaluation (RBME) Tool, updated conceptual and policy frameworks such as the Marcos Administration's Ten-Point Socio-Economic Agenda, and Philippine Development Plan 2023-2028, and the revised NCI-SRD Strategy Framework.



## MESSAGE OF THE DA SECRETARY



On behalf of the Department Agriculture which is the lead convenor of the National Convergence Initiative for Sustainable Rural Development (NCI-SRD), I extend my heartfelt congratulations to the stakeholders and its dedicated National Secretariat on this momentous occasion of publishing the NCI-SRD Roadmap 2<sup>nd</sup> edition FY 2018-2030.

This comprehensive document is a product of nearly two years of meticulous planning, collaboration, and foresight. Since 2022, we have conducted strategic planning workshops to determine our targets for the next five years. Now, with the advent of the Philippine Development Plan (PDP) 2023-2028, we have aligned our objectives and activities with the direction set by the PDP to achieve our goal of inclusive growth and poverty reduction in rural areas.

We have gone a long way since the establishment of the NCI-SRD in 1999. Our desire to uplift the lives of smallholder farmers, fisherfolk, upland dwellers, and indigenous people (IP) has been made possible through the convergence of our members from the DA, DAR, DENR, and DILG through joint planning, joint budgeting, joint implementation, and joint monitoring and evaluation (M&E).

As we grow in a rapidly changing environment, I applaud the NCI-SRD for its continuous commitment to aid Filipinos in rural areas and provide support for socioeconomic development. Through the development of more convergence areas each year and the creation of a Convergence Area Development Plan (CADP), I am certain that the NCI-SRD can help address existing issues and concerns that hinder the growth of our beneficiaries. For the agriculture sector, I hope to see the economic growth of our farmers and the formation of more agriculture, forestry, and fisheries (AFF) enterprise clusters.

Through the adoption of the NCI-SRD Roadmap 2<sup>nd</sup> edition charting its FY 2023-2028 Strategic Plans and Targets, the DA looks forward to the accomplishments over the next several years. This includes the resumption of our Master in Public Management Major in Rural Development (MPM-RD) Scholarship Program, the development of the NCI-SRD Competency Manual and Results-Based Monitoring and Evaluation (RBME) Manual, institutionalization of our Management Information System (MIS), passage of the National Convergence Strategy for Sustainable Rural Development (NCS-SRD) Bill, and implementation and M&E of more convergence areas and CADPs.

Moving forward, I ask for the commitment of all our partner agencies to continue supporting the NCI-SRD and its programs, activities, and projects. May this Roadmap bring the promise of sustainable rural development, with a focus on ensuring the food security of our country.

  
**FRANCISCO P. TIU LAUREL JR.**  
Secretary





## MESSAGE OF THE DAR SECRETARY

The Department of Agrarian Reform (DAR) has been a partner of the NCI-SRD since 1999. We herald the publication of the NCI-SRD Roadmap as it aims to chart our course for the next five years in accordance with the Philippine Development Plan FY 2023-2028.

Congratulations, NCI-SRD! In complementation with DAR's commitment to uphold agrarian reform and support its beneficiaries, we are hopeful that this Roadmap will lead to increased rural development through the development of more convergence areas.



As we aim to create more convergence areas in the following years, I am certain that we are headed towards a brilliant future that allows for sustainable and all-inclusive growth. This Roadmap takes into consideration our regional stakeholders who implement our interventions at the grassroots.

For DAR, we fervently believe that convergence works. Our dedication to facilitate support services for our agrarian reform beneficiaries can be further strengthened with our partnership with the NCI-SRD as it strives to uplift the conditions in the countryside. We express our gratitude to DA for spearheading this excellent strategy which allows for the integration of interventions and promotes a holistic approach in addressing the plight of our farmers.

Over the next few years, we will remain committed to our membership in the NCI-SRD, and through the Chairpersonship of DAR Bureau of Agrarian Reform Beneficiaries Development (BARBD) for the Agriculture Forestry and Fisheries Enterprise Cluster and Business Development (AFFECBD) Component Working Group, we can provide more support for the development of more local enterprises and clusters. May we all remain consistent in our objectives so that we may look back with great pride on what we accomplished.

**CONRADO M. ESTRELLA III**  
Secretary



## MESSAGE OF THE DENR SECRETARY



On behalf of the Department of Environment and Natural Resources (DENR), I welcome the publication of the NCI-SRD Roadmap 2<sup>nd</sup> edition FY 2018-2030 as our primary blueprint for the strategic thrusts, directions, targets of our working groups in the next five years. We commend the progress brought by the implementation of interventions of convergence areas and we acknowledge the support of the NCI-SRD for upholding climate resiliency and environmental protection and conservation.

As the agency involved in the in the management and development of the country's environmental resources, we believe that complementation with other agencies will enable us to do more for our ecosystems composed of not only flora and fauna, but also humans who depend on the environment for their daily needs. This Roadmap emphasizes the use of a ridge-to-reef approach. Such an approach can ensure a holistic way of providing interventions towards our goal of inclusive growth and poverty development. It guarantees solid action through targeted activities and outputs of the NCI-SRD working groups each year.

The development of this Roadmap took more than a year of consolidating information and consulting with multiple workshops. It is a result of rigorous planning and analysis to meet the needs of both national and regional level stakeholders. For six years, I encourage all four agencies and our member offices to continue supporting this strategy. Collaboration is a must to pursue sustainable rural development.

**MA. ANTONIA YULO LOYZAGA**  
Secretary



## MESSAGE OF THE DILG SECRETARY

My heartfelt congratulations to the National Convergence Initiative for Sustainable Rural Development (NCI-SRD) on the publication of this NCI-SRD Roadmap 2<sup>nd</sup> edition FY 2018-2030!

Aking taos-pusong pasasalamat din sa lahat ng mga kasamahang lingkod-bayan sa inyong pagtutulungan at madiskarteng pagpapalano para mabuo ang roadmap na ito.

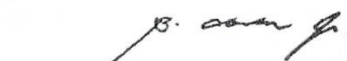
As a member of the NCI-SRD since 2015, I feel great pride in witnessing the publication of this Roadmap, which is a product of collective efforts and strategic planning with both national and regional level members. This Roadmap details the frameworks, SWOT analysis, targets and indicators for the next few years that will serve as an effective guide and reference of our working groups as they go about their respective tasks.

May this publication truly serve its purpose of promoting the convergence initiative among the NCI-SRD member agencies; fostering more sustainable growth and prosperity in our rural communities, and creating a greater positive impact on our beneficiaries.

Rest assured that the DILG, along with the local government units (LGUs), is committed to work with the Department of Agriculture, Department of Agrarian Reform, Department of Environment and Natural Resources, and the rest of the national-level and regional-level members in our collective journey towards a brighter, sustainable, and prosperous country.

Sa Bagong Pilipinas sa pangunguna ng ating mahal na Pangulong Ferdinand R. Marcos, Jr., ipagpagtuloy natin ang magandang samahan at sabay-sabay nating abutin ang maginhawa, matatag at payapang buhay para sa lahat ng mga Filipino.



  
**ATTY. BENJAMIN C. ABALOS, JR.**  
Secretary





## ACKNOWLEDGEMENT



The development of the NCI-SRD Roadmap 2<sup>nd</sup> edition FY 2018-2030 covering the Strategic Plans and Targets for FY 2023-2028 was led by the Policy and Advocacy Component Working Group in 2023 under the chairpersonship of the DENR Policy and Planning Service (PPS) and with support from the National Steering Committee (NSC), DA Undersecretary Zamzamin L. Ampatuan, CESO I, DAR Undersecretary Rowena Niña O. Taturan, DENR Undersecretary Jonas R. Leones, CESO I, DILG Undersecretary Marlo L. Iringan, CESO III, and the National Focal Person Assistant Secretary Arnel V. De Mesa, CESO III with Deputy National Focal Person Director Gina P. Nilo.

I extend my sincerest gratitude to the active members of the PA CWG for their constant presence in PA CWG meetings and activities including the DA Bureau of Fisheries and Aquatic Resources (BFAR), DA Bureau of Soils and Water Management (BSWM), DA Philippine Council on Agriculture and Fisheries (PCAF), DA Policy Research Service (PRS), DAR Policy Research Service (PRS), DENR Ecosystems Research and Development Bureau (ERDB), DENR Forest

Management Bureau (FMB), DENR Biodiversity Management Bureau (BMB), DENR Land Management Bureau (LMB), and DILG Bureau of Local Government Development (BLGD).

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I would also like to thank the following component working groups (CWG) for their inputs during the writeshops for the NCI-SRD Roadmap 2<sup>nd</sup> edition: Policy and Advocacy (PA) CWG, Agriculture, Forestry and Fisheries Enterprise Cluster and Business Development (AFFECBD) CWG, Knowledge Management (KM) CWG, and the RCI TWG.

On top of our members and stakeholders, this Roadmap was a culmination of efforts from the National Secretariat from the initial draft to the final layout. The technical team is composed of Ms. Justine Q. Devela, Ms. Marineh V. Ambrosio, Ms. Andrea Patricia C. Adre, Ms. Wendy M. Arceo, Ms. Angelica Joy L. Cayabyab, and Head of the National Secretariat, Dir. Karen Kristine A. Roscom. Moreover, the publication and conduct of writeshops were made possible with the help of the administrative and finance team composed of Ms. Bituin B. Bataller, Ms. Ermalyn U. Cruz, Mr. Rafael S. Mendoza, Mr. Enrico Teano, and Ms. Lucia Lanugan.

Above all, I thank our respective Secretaries, DA Secretary Francisco P. Tiu Laurel Jr., DAR Secretary Conrado M. Estrella III, DENR Secretary Ma. Antonia Yulo-Loyzaga, and DILG Secretary Benjamin C. Abalos, Jr., for acknowledging and supporting the NCI-SRD throughout the years.

**CHERYL LOISE T. LEAL, EnP**

Director, DENR-Policy and Planning Service *and*  
Chairperson, Policy and Advocacy Component Working Group



## ACRONYMS

Acronym	Meaning
ABD	Agro-biodiversity
AFFECBD	Agriculture, Forestry, Fisheries Enterprise Cluster and Business Development
AFF	Agriculture, Forestry, and Fisheries
CADP	Convergence Area Development Plan
CADT	Certificate of Ancestral Domain Title
CCI	City Convergence Initiative
CBD	Convention on Biological Diversity
CBFMA	Community Based Forest Management Agreement
CD	Capacity Development
CDP	Comprehensive Development Plan
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CMEMP	Coastal and Marine Ecosystem Management Program
CPWASH	Community-Managed Potable Water Supply, Sanitation and Hygiene
CSD	Commission on Sustainable Development
CSO	Civil Society Organization
CWG	Component Working Group
DNFP	Deputy National Focal Person
ENIPAS	Expanded National Integrated Protected Areas System Act
EOP	End of Plan
GOCC	Government Operated and Controlled Corporation
IEC	Information, Communication, Technology
IECM	Information, Education, and Communication Materials
JAO	Joint Administrative Order
JMC	Joint Memorandum Circular
JMO	Joint Memorandum Order
KM	Knowledge Management
KPA	Key Production Area
L&D	Learning and Development
LCCAP	Local Climate Change Action Plan
LCE	Local Chief Executive
MCI	Municipal Convergence Initiative
MOA	Memorandum of Agreement
MPM-RD	Master in Public Management Major in Rural Development
NFP	National Focal Person
NSC	National Steering Committee
NTWG	National Technical Working Group
ODA	Official Development Assistance
PA	Policy and Advocacy
PAHP	Partnership Against Hunger and Poverty
PAP	Programs/Activities/Projects
PCI	Provincial Convergence Initiative
PMPCRFD	Philippine Master Plan for Climate Resilient Forestry Development
PO	People's Organization
RCI	Regional Convergence Initiative
RBME	Results-Based Monitoring and Evaluation
REDD	Reducing emissions from deforestation and forest degradation





NCI-SRD Roadmap 2018-2030 2<sup>nd</sup> edition

Acronym	Meaning
SDG	Sustainable Development Goal
SO	Special Order
SUC	State University and College
SWOT	Strengths, Weaknesses, Opportunities, Threats
ToC	Theory of Change
TOR	Terms of Reference
UN	United Nations
UNCCD	United Nations Convention to Combat Desertification
UNCLOS	United Nations Convention on the Law of the Sea
UNFCC	United Nations Framework Convention on Climate Change
WFP	Work and Financial Plan



## DEFINITION OF TERMS

<b>AFF Enterprise</b>	A large, legal entity that produces goods or services related to agriculture, forestry, and fisheries (AFF), with a certain degree of autonomy in decision-making. It can carry out more than one economic activity and it can be situated at more than one location.
<b>Business</b>	An organization or enterprising entity that engages in professional, commercial or industrial activities which may be for profit or non-profit. Ownership of a business may be through sole proprietorship, partnership, corporation, and more (The Economic Times, 2023).
<b>Capacity</b>	The ability to perform its functions effectively, efficiently and in a sustainable way (NCI-SRD, 2022).
<b>Capacity Development</b>	The process through which individuals, organization and societies obtain, strengthen, and maintain capabilities to set and achieve their own development objectives over time (NCI-SRD, 2022).
<b>Cluster</b>	A formal or informal group that plans the production program, coordinates effective consolidation of quality products/services among its member farmers, upland dwellers, and fisherfolk, and acts as a production supply unit towards collective marketing.
<b>Convergence</b>	This is the integration, complementation, and maximization of institutional, technical, financial, and human resources (NCI-SRD, 2022).
<b>Convergence Area</b>	The physical areas where the NCI-SRD is implemented (NCI-SRD, 2018).
<b>Convergence Area Development Plan</b>	A comprehensive plan, which addresses the management of the watershed and the ecosystem in a holistic and sustainable manner. This will be done through the implementation of interventions and activities that will promote sustainable management of all resources within the convergence area. (NCI-SRD, 2022).
<b>Convergence Initiative</b>	This is the complementation of efforts and resources between and among the DA, DAR, DENR, DILG, and LGUs that seek to promote sustainable rural development. It is a response to the fragmented and sometimes overlapping delivery of agriculture and rural development services (NCI-SRD, 2018).
<b>Evaluation</b>	The systematic and objective assessment of an ongoing or completed project, program or policy, its design, implementation and results (NCI-SRD, 2022).



<b>Inclusive Growth</b>	It is economic growth that is distributed fairly across society and creates opportunities for all (OECD, 2023).
<b>Indicator</b>	Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor (NCI-SRD, 2018).
<b>Knowledge Management</b>	A range of organizational strategies and practices used so that pertinent data, information, and knowledge are gathered, processed, disseminated, shared, and utilized to enable adoption of insights and experiences and to ensure that NCI-SRD programs, projects, and initiatives are designed, implemented, and monitored in an efficient and effective manner (NCI-SRD, 2018).
<b>Monitoring</b>	This is a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent and progress and achievement of objectives and progress in the use of allocated funds. (NCI-SRD, 2022).
<b>Performance Indicator</b>	A variable that allows the verification of changes in the development intervention or shows results relative to what was planned (National Capacity Development Plan FY 2018-2022, 2018).
<b>Policy Advocacy</b>	It refers to organized initiatives that seek to change official policy or legislation, or the manner in which these regulations are applied. Policy advocacy efforts typically try to establish new policies, improve existing policies or challenge the development of policies that create a difficulty or an injustice for specific groups in society, particularly more vulnerable or disadvantaged groups (NDI, 2023)
<b>Results-Based Evaluation</b>	An assessment of a planned, ongoing, or completed intervention to determine its relevance, efficiency, effectiveness, impact, and/or sustainability (NCI-SRD, 2018).
<b>Results-Based Monitoring</b>	A continuous process of collecting and analyzing information on key indicators, and comparing actual results to expected results (NCI-SRD, 2018).
<b>Ridge-to-Reef Approach</b>	This is a holistic, collaborative, multiple use and sustainable management of all resources within the watershed (NCI-SRD, 2022).



<b>Rural Development</b>	A strategy to enable a specific group of people, poor rural women and men, to gain for themselves and their children more of what they want and need. Involves helping the poorest among those who seek a livelihood in the rural areas <i>to demand and control more of the benefits</i> of rural development. It includes small-scale farmers, tenants, and the landless (NCI-SRD, 2018).
<b>Sustainable Development</b>	It is the development that meets the needs of the present without compromising the ability of future generations to meet their own needs. (IISD, 2023)
<b>Sustainable Rural Development</b>	This involves a holistic approach where daily basic needs of rural populations must be covered by reliable public utilities combined with technical, socioeconomic, and environmental conditions to support regional economies and urban-rural linkages (Mihai & Iatu, 2020)
<b>Watershed</b>	It is a land area that channels rainfall and snowmelt to creeks, streams, and rivers, and eventually to outflow points such as reservoirs, bays, and the ocean. (NOAA, 2023).
<b>Watershed Management</b>	The process of guiding and organizing land and other resource uses in a watershed to provide desired goods and services without adversely affecting soil and water resources. (FASPS, 2023)



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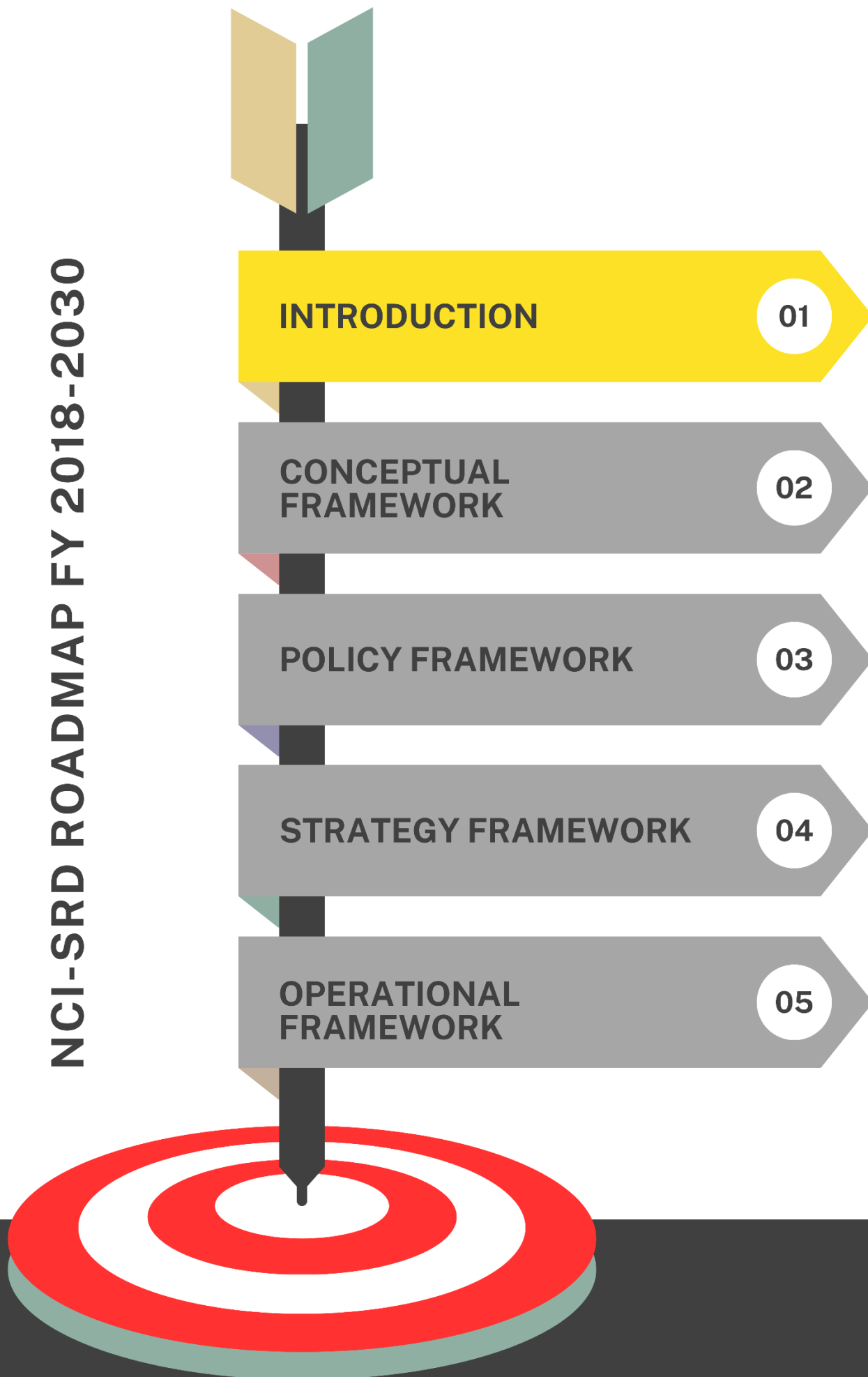




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# NCI-SRD ROADMAP FY 2018-2030





## 1. INTRODUCTION

### 1.1 Background

In 1999, the NCI-SRD was established as a common framework for sustainable rural development and poverty reduction, through the issuance of JMC No. 01 Series of 1999 (Creation of an Inter-Departmental Steering Committee and Technical Working Group for the Application and Monitoring of a Common Sustainable Rural Development SRD Framework).

In 2004, JMC No. 01 Series of 2004 (Guidelines for the Operationalization of the Reactivated DA-DAR-DENR Convergence Program Towards Sustainable Rural Development) was issued by the new set of Department Secretaries to reactivate the NCI-SRD, in line with the effort of the government to create a bigger impact in the countryside.

In 2010, the issuance of JMC No. 01 Series of 2010 (Policy and Implementation Framework for the Enhanced National Convergence Initiative among DA, DAR, and DENR) added a new dimension to the convergence strategy through the adoption of the watershed and ecosystem management approach as the intervention framework in the convergence areas.

In 2015, DA-DAR-DENR-DILG JAO No. 1 Series of 2015 (Strengthening the Implementation Framework for the DA-DAR-DENR-DILG NCI-SRD), was published in recognition of the necessity of the involvement of DILG, which has the mandate to strengthen local government capability to deliver basic services to the citizenry effectively and to strengthen the implementation framework of the DA-DAR-DENR.

Between 2017 and 2018, the NCI-SRD conducted several meetings and writeshops to formulate the NCI-SRD Roadmap containing the overall strategic thrusts/directions, plans, and targets of the NSC, NTWG, CWGs, and RCI TWGs that are consistent with DA thrusts and priorities. This was approved through NCI-SRD Resolution no. 11, series of 2018.

By 2020, JAO No. 01, series of 2020: Revised DA-DAR-DENR-DILG Joint Administrative Order No. 01, series of 2015 (Strengthening the Implementation Framework for the DA-DAR- DENR-DILG National Convergence Initiative for Sustainable Rural Development) attached as (**Annex A**) was issued to update, improve and strengthen the implementation framework of the NCI-SRD. This is the current legal basis of the NCI-SRD aligned with the Philippine Development Plan (PDP) and AmBISYON Natin 2040.

In preparation for updating the NCI-SRD Roadmap, two Strategic Planning Writeshops were held in 2022 to formulate the medium-term targets of the NCI-SRD for FY 2023-2028. The NCI-SRD FY 2023-2028 Strategic Planning Writeshop: Initial Drafting was conducted on March 16-18, 2022 in Quezon City and the FY 2023-2028 Strategic Planning Writeshop: Finalization was conducted on December 5-7, 2022 via Zoom. In the same year, during regular meetings, the PA CWG, CD CWG, AFFECBD CWG, and KM CWG discussed and enhanced their respective SWOT analysis and strategic targets.

During the NCI-SRD FY 2022 Year-End Assessment and FY 2024 Operational Planning Workshop on November 22-25, 2022 in Bicol, the CWGs and RCI TWGs discussed and agreed on the conduct of three writeshops for the NCI-SRD Roadmap for 2023-2028. By 2023, three writeshops were held to draft and finalize the NCI-SRD Roadmap 2023-2028. The events which led to the development of the NCI-SRD Roadmap 2023-2028 is shown in Table 1.



**Table 1.** Development of the NCI-SRD Roadmap FY 2023-2028

Date/Activity/Venue	Details/Major Agreements
December 9, 2021 NSC Special Meeting (Google Meet)	Agreement to assess the NCI-SRD accomplishments from FY 2018 to 2022 for the updating of the NCI-SRD Roadmap
March 16-18, 2022 NCI-SRD FY 2023-2028 Strategic Planning Writeshop: Initial Drafting (La Breza Hotel, Quezon City)	Initial draft of the medium-term strategic plans and physical targets for the updated NCI-SRD Roadmap FY 2023-2028 and formulation of the FY 2018-2022 Medium Term Report
April 12, 2022 KM CWG 2 <sup>nd</sup> Meeting (DA-BSWM, Quezon City)	Initial Draft KM CWG SWOT analysis and KM CWG Strategic Plans and Physical Targets for FY 2023-2028
May 12, 2022 CD CWG 3 <sup>rd</sup> Meeting (DA-ATI, Quezon City)	Initial Draft CD CWG SWOT analysis and CD CWG Strategic Plans and Physical Targets for FY 2023-2028
June 8, 2022 KM CWG 3 <sup>rd</sup> Meeting (DA-BSWM, Quezon City)	Final draft KM CWG SWOT analysis and KM CWG Strategic Plans and Physical Targets for FY 2023-2028
June 9, 2022 AFFECBD CWG 3 <sup>rd</sup> Meeting (Google Meet)	Initial draft AFFECBD CWG SWOT analysis and CD CWG Strategic Plans and Physical Targets for FY 2023-2028
July 14, 2022 CD CWG 4 <sup>th</sup> Meeting (DA-ATI, Quezon City)	Final draft CD CWG SWOT analysis and CD CWG Strategic Plans and Physical Targets for FY 2023-2028
August 18, 2022 AFFECBD CWG 4 <sup>th</sup> Meeting (Google Meet)	Final draft AFFECBD CWG SWOT analysis and AFFECBD CWG Strategic Plans and Physical Targets for FY 2023-2028
August 26, 2022 PA CWG Special Meeting (Google Meet)	Initial draft PA CWG SWOT analysis and PA CWG Strategic Plans and Physical Targets for FY 2023-2028
September 2, 2022 PA CWG 5 <sup>th</sup> Meeting (Google Meet)	Final draft PA CWG SWOT analysis and PA CWG Strategic Plans and Physical Targets for FY 2023-2028
September 9, 2022 CD CWG 5 <sup>th</sup> Meeting (DA-ATI, Quezon City)	Formulation and endorsement of the CD CWG medium-term report to the NTWG
October 12, 2022 KM CWG 5 <sup>th</sup> Meeting (DA-BSWM, Quezon City)	Formulation and endorsement of the KM CWG medium-term report to the NTWG
October 13, 2022 AFFECBD CWG 5 <sup>th</sup> Meeting (Google Meet)	Formulation and endorsement of the AFFECBD CWG medium-term report to the NTWG
November 4, 2022 PA CWG 6 <sup>th</sup> Meeting (Google Meet)	Formulation and endorsement of the PA CWG medium-term report to the NTWG



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Date/Activity/Venue	Details/Major Agreements
November 22-25, 2022 NCI-SRD FY 2022 Year-End Assessment and FY 2023 Operational Planning Workshop (Bicol)	Finalization of the medium term report for 2018-2022 based on the NCI-SRD Roadmap FY 2018-2022
December 2, 2022 NSC 4 <sup>th</sup> Meeting (Google Meet)	Approval of the FY 2023 Operational Plans and Budget which includes the conduct of writeshops for the NCI-SRD Roadmap FY 2023-2028
December 5-7, 2022 NCI-SRD FY 2023-2028 Strategic Planning Writeshop: Finalization (Google Meet)	Finalization of the SWOT analysis and strategic plans and targets of all working groups for the NCI-SRD Roadmap FY 2023-2028
May 2-5, 2023 NCI-SRD Roadmap FY 2023-2028 Writeshop: Initial Drafting (Hacienda Gracia, Pampanga)	Initial draft of the NCI-SRD Roadmap FY 2023-2028
September 5-8, 2023 NCI-SRD Roadmap FY 2023-2028 Writeshop: Final Drafting (DA-ATI, South Cotabato)	Final draft of the NCI-SRD Roadmap FY 2023-2028
November 28 – December 1, 2023 NCI-SRD Roadmap FY 2023-2028 Writeshop: Finalization (Citadines Amigo, Iloilo City)	Finalized, publication-ready draft of the NCI-SRD Roadmap FY 2023-2028

## 1.2 Objectives

The NCI-SRD roadmap generally aims to chart the major directions of the NCI-SRD as a strategy in the medium term and contribute to the goal of inclusive growth and poverty reduction in rural areas. It defines the needs and set priorities of the NCI-SRD and provides directions to the decision-makers in planning, budgeting, implementation, monitoring, and evaluation of the NCI-SRD programs, activities, and projects. It also aspires to strengthen the partnership of the four (4) NCI-SRD agencies. The specific objectives are:

1. Provide the frameworks to be used as guide for the NCI-SRD stakeholders;
2. Assess the current situation of the NCI-SRD by identifying the strengths, opportunities, problems and constraints;
3. Recommend strategic thrusts/directions; and
4. Set goals and strategies as well as plans and targets under NSC, NTWG, CWG and RCI TWG.



# NCI-SRD ROADMAP FY 2018-2030

INTRODUCTION

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FRAMEWORK

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FRAMEWORK

05





## 2. CONCEPTUAL FRAMEWORK

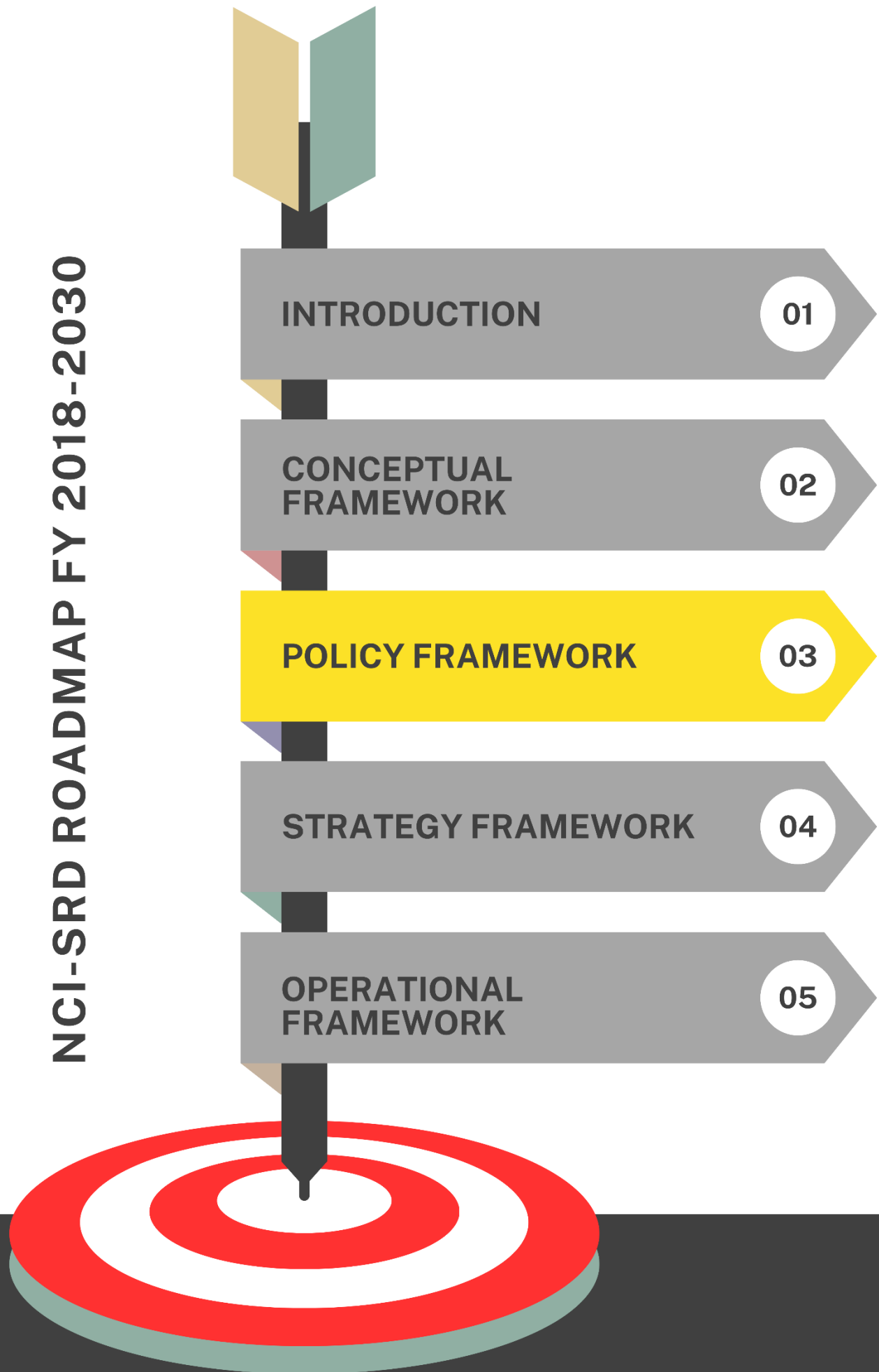
Sustainable development, in a rural context, is development that meets the needs of present rural communities without compromising the ability of future generations to meet their own needs (IISD, 2022). In addition, the UN Commission on Sustainable Development (CSD) highlights sustainable rural development as a requirement for the socio-economic and environmental viability of nations, considering that poverty is found mainly in rural areas.

Figure 1 presents the conceptual framework of the NCI-SRD based on the three (3) basic concepts of sustainable development, rural development, and sustainable rural development. In terms of economic sustainability, the desired outcomes are better income, greater equity, and job creation. In terms of social sustainability, the desired outcomes are better habitat, greater community involvement, environmental stewardship, and a resilient and peaceful community. The desired outcomes of environmental sustainability are better environmental conditions, irrigation, soil management and biodiversity. The outcome of environmental-economic sustainability is a sustainable economy; for social-environmental sustainability, its environmental health; and for economic-social sustainability, its social equity.



Figure 1. NCI-SRD Conceptual Framework

# NCI-SRD ROADMAP FY 2018-2030





### 3. POLICY FRAMEWORK

#### 3.1 The UN 2030 Sustainable Development Agenda

The UN 2030 Sustainable Development Agenda is a plan of action for people, the planet, and prosperity, and strengthens universal peace in greater freedom. It recognizes that eradicating poverty in all its forms and dimensions is the greatest global challenge and an indispensable requirement for sustainable development (UN, 2015). Figure 2 illustrates the 5Ps of sustainable development as defined by the UN.



**Figure 2.** Five (5) Ps of Sustainable Development

The UN 2030 Sustainable Development Agenda, comprises 17 Sustainable Development Goals (SDGs) and 169 targets that cover the economic, social, and environmental dimensions of development, as illustrated in Figure 3.



## SUSTAINABLE DEVELOPMENT GOALS



Figure 3. UN 2030 Sustainable Development Agenda

### 3.2 The Philippines SDGs, Targets and Indicators

Given the UN 2030 Sustainable Development Agenda, each government is supposed to set nationally-owned targets guided by the global level of ambition, but taking into account country-level circumstances. Each government will also decide how these aspirational and global targets should be incorporated into national planning processes, policies and strategies. The Philippines Sustainable Development Report 2022 is shown in Figure 4.

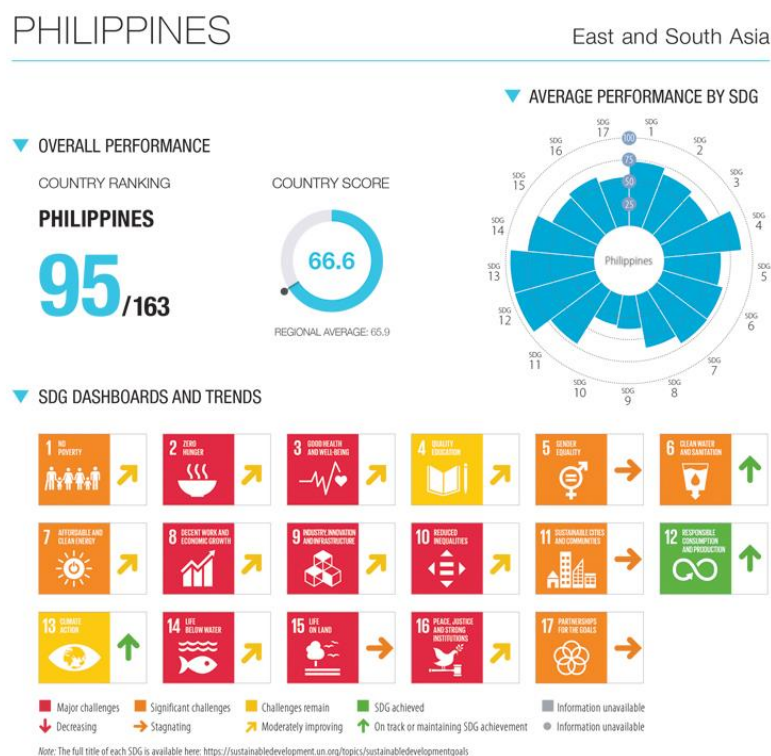


Figure 4. The Philippine Sustainable Development Report 2022  
(Source: Sustainable Development Report 2022)





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According to the Philippine Statistics Authority (PSA), 18.3%, or 11 indicators are on-track, 53.3% or 32 indicators need acceleration, and 28.3%, or 17 indicators regressed. Among the 5 indicators that show progress towards the 2022 line, only Goal 14, Life Below Water, surpassed the 2022 line and achieved the 2030 target. The regressed goals are as follows (1) Goal 9, Industry, Innovation and Infrastructure, (2) Goal 13, Climate Action, and (3) Goal 5, Gender Equality. Based on this progress report, there is a major need to hasten efforts toward Goal 13, Climate Action, to which NCI-SRD may greatly contribute. Table 2 shows the matrix of SDG to which the NCI-SRD may directly contribute.

**Table 2.** Sample Interventions of DA, DAR, DENR and DILG

SDG	DA	DAR	DENR	DILG	Sample Interventions in Convergence Areas / Remarks
Goal 1: No Poverty	x	x	x	x	Poverty reduction is one of the goals of the NCI-SRD
Goal 2: No Hunger	x	x	x	x	<p>DA: Relevant to its mandate on food security</p> <p>DAR: Relevant to its Partnership Against Hunger and Poverty (PAHP) program</p> <p>DENR: Relevant to its Biodiversity-Friendly Livelihood Enterprises</p> <p>DILG: Related programs that support nutrition and food security.</p>
Goal 5: Gender Equality	x	x	x	x	Incorporation of GAD in capacity-building activities
Goal 6: Clean Water and Sanitation	x	x	x	x	Observance of watershed protection and management in the operational framework of the NCI-SRD
Goal 7: Clean Energy	x	x	x		<p>DA: Relevant to its advocacy on use of renewable energy</p> <p>DAR: Relevant to its Community-Managed Potable Water Supply, Sanitation and Hygiene (CPWASH) Project</p> <p>DENR: Relevant to environmental protection and conservation</p>
Goal 8: Decent Work and Economic Growth	x	x	x	x	Inclusive growth is one of the goals of the NCI-SRD



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SDG	DA	DAR	DENR	DILG	Sample Interventions in Convergence Areas / Remarks
Goal 9: Industry Innovation and Infrastructure	x	-	x	x	<p>DA: Construction of FMR and post-harvest facilities; farm-clustering and consolidation</p> <p>DENR: Facilitation of development of infrastructures while considering the environment</p> <p>DILG: Facilitation of development of infrastructures</p>
Goal 10: Reduced Inequalities	x	x	x	x	Inclusion of indigenous people and upland dwellers as beneficiaries of the NCI-SRD
Goal 11: Sustainable Cities and Communities	x	x	x	x	The NCI-SRD is mandated towards sustainable rural development
Goal 13: Climate Change Action	x	x	x	x	<p>DA: Agrobiodiversity concerns and climate resiliency in the context of agriculture</p> <p>DAR: Climate resiliency concerns among lands</p> <p>DENR: Presence of the Community-Based Forest Management Program, NGP</p> <p>DILG/LGU: Programs in support of climate change and resiliency as indicated in their comprehensive development plan (CDP), Local Climate Change Action Plan (LCCAP)</p>
Goal 14: Life Below Water	x	-	x	-	<p>DA: Commodity Roadmaps on select marine resources</p> <p>DENR: Coastal and Marine Ecosystem Management Program (CMEMP)</p>
Goal 15: Life on Land	x	x	x	-	<p>DA: National Soil Health Program,</p> <p>DAR: Support for fertilization of land, enterprise development economic support</p> <p>DENR: Biodiversity conservation, NGP, Lawin Patrol, wildlife conservation program, and Integrated Watershed</p>



SDG	DA	DAR	DENR	DILG	Sample Interventions in Convergence Areas / Remarks
Management Planning					
Goal 17: Partnership for Goals	x	x	x	x	As a convergence strategy, the NCI-SRD works with other NGA, NGO, CSO, SUC, and private organizations.

### 3.3 *AmBisyon Natin 2040* and Marcos Administration's Ten-Point Socio-Economic Agenda

*AmBisyon Natin 2040* represents the long-term vision of the Filipino people and the country for the next 25 years. It envisions that “By 2040, the Philippines shall be a prosperous, predominantly middle-class society where no one is poor; our peoples shall live long and healthy lives, be smart and innovative, and shall live in a high-trust society” (NEDA, 2017). It further states that “all development plans until 2040 will be anchored on the long-term vision and that these will emphasize the centrality of the Filipino people and their aspirations in the planning, design, and implementation of government interventions for a “*matatag, maginhawa, at panatag na buhay para sa lahat*” (strongly-rooted, comfortable, and secure life for all)” (NEDA, 2017).

Recently, the Marcos, Jr. administration laid out its ten-point socio-economic agenda, which is enumerated in Table 3 and published by the President's official website. Particular attention is made to the 2nd agenda: public-private partnership, 3rd agenda: infrastructure development, 5th agenda: transparent and efficient government, and 10<sup>th</sup> agenda: food for all, as these directly support the NCI-SRD goals on inclusive growth and poverty reduction, and mandates of the 4 rural development agencies.

**Table 3.** Marcos, Jr. Administration's Ten-Point Socio-Economic Agenda  
(Source: PBBM, 2023)

No.	Socio-Economic Agenda
1	National Reopening
2	<b>Public-Private Partnership</b>
3	<b>Infrastructure Development</b>
4	Fiscal Development
5	<b>Transparent and Efficient Government</b>
6	Digital Philippines
7	Energy Security
8	Future-ready Filipinos (education)
9	Affordable healthcare
10	<b>Food for all</b>

### 3.4 Philippine Development Plan 2023-2028

The PDP 2023-2028 as approved through Executive Order No. 14, series of 2023 continues its alignment with the vision of *AmBisyon Natin 2040* to create a Philippines that is predominantly middle-class and Filipinos with a strongly rooted, comfortable, and secure (*matatag, maginhawa, at panatag*) life by 2040 and consistent with President Ferdinand R. Marcos, Jr.'s Socioeconomic



Agenda. It is a plan for deep economic and social transformation to reinvigorate job creation and accelerate poverty reduction by steering the economy back on a high-growth path (NEDA, 2023).

The underlying theme is transforming economic and social sectors and institutions for a prosperous, inclusive, and resilient society. Its transformation agenda focuses on:

- Digitalization – transforming data systems or databases for more efficiency; adopting digital processes like filing and payment
- Servicification – pursuing policies to aid industries that capitalize on service-related labor to create value-adding opportunities, investments, and economic growth
- Dynamic Innovation System – focusing on research & development, product & process design, etc. to create new products and better processes for product development
- Enhanced Connectivity – linking markets together through developments in transportation and infrastructure; linking urban centers to rural areas; facilitating easier movement of people and goods
- Greater Collaboration between Local and National Government – operationalizing the Mandanas-Garcia ruling and providing capacity-building programs for LGUs
- Partnership with the Private Sector – expanding the role of the private sector to deliver more benefits to the public

The Strategic Framework for the PDP 2023-2028 is presented in Figure 5 below.

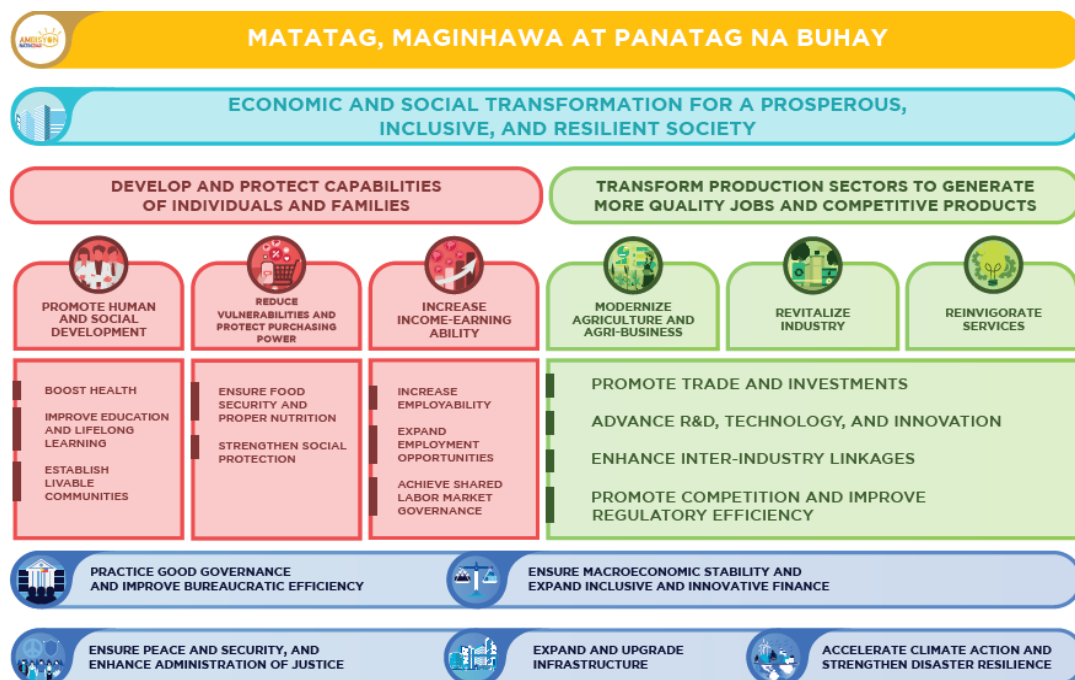


Figure 5. PDP 2023-2028 Framework



### 3.4.1 Contextualizing the NCI-SRD in the PDP

In the PDP 2023-2028 Strategy Framework, the NCI-SRD finds its relevance in **Chapter 5 Modernize Agriculture and Agribusiness**, specifically the Strategy Framework to Modernize Agriculture and Agribusiness as shown in Figure 6.

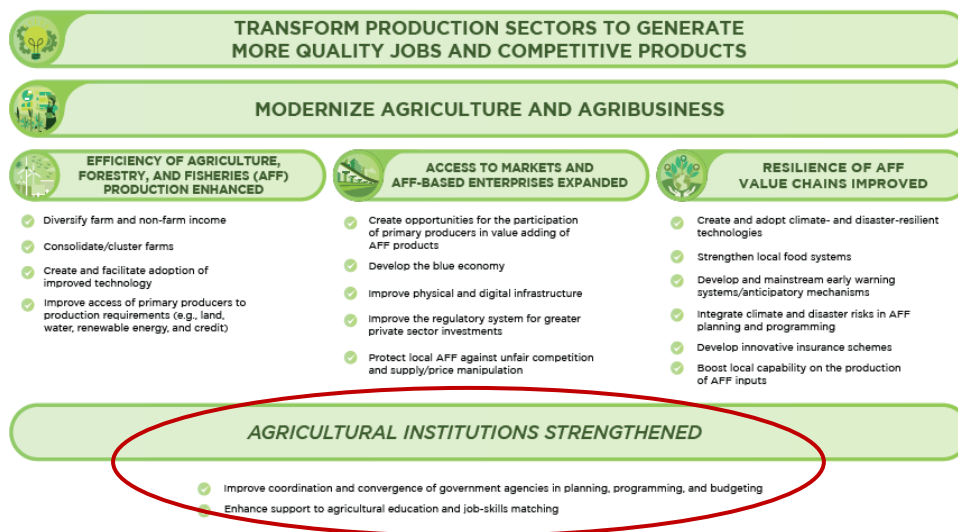


Figure 6. Strategy Framework to Modernize Agriculture and Agribusiness

The inclusion or relevance of NCI-SRD in Chapter 5 of the PDP 2023-2028 is further noted in the following (arranged in order of significance):

1. **Outcome 4: Agricultural Institutions Strengthened** specifically states:

*“Limited convergence with other government agencies—including the Department of Agrarian Reform (DAR), Department of Environment and Natural Resources (DENR), Department of the Interior and Local Government (DILG), Department of Trade and Industry (DTI), and Department of Science and Technology (DOST)—led to a fragmented and unresponsive approach towards agricultural development.” (NEDA, 2023)*

In view of the limited convergence among agencies, the following action is stated:

*“Improve coordination and convergence of government agencies in planning, programming, and budgeting”*

*This focuses on (a) restructuring and reorganizing DA to enable a more efficient implementation of AFF plans and programs at the national and local levels; (b) filling the gaps in services (e.g., “last mile” delivery of extension services); (c) reinvigorating the National Convergence Initiative and including the DTI in its composition.....” (NEDA, 2023)*

2. **Outcome 1: Efficiency of AFF Production Enhanced** emphasizes the need to **“Consolidate/Cluster Farms”**

In relation to this is the NCI-SRD Agriculture Forestry and Fishery Enterprise Cluster and Business Development Component Working Group (AFFECBD CWG) which is *responsible for the development, implementation, and monitoring of AFF-enterprise cluster and business within its convergence areas* (NCI-SRD JAO No.1, Series of 2020).



As such, these directives of Outcome 1 can relate to the AFFECBD CWG:

*“To achieve these, the government will: (a) strengthen support for bridging institutions, such as cooperatives and farmers associations, as channels for technology diffusion; and (b) institutionalize at the level of smallholder primary producers the implementation of farm and fisheries consolidation and clustering in the programs and projects of rural development agencies” (NEDA, 2023).*

Under **Chapter 15: Accelerate Climate Action and Strengthen Disaster Resilience**, another Strategy Framework is presented in Figure 7. It highlights the cross-cutting strategy: Governance and Intersectionality of Climate Change and Natural Hazard Resilience Improved.



**Figure 7.** Strategy Framework to Accelerate Climate Action and Strengthen Disaster Resilience

For **Outcome 1: Climate and disaster risk resilience of communities and institutions increased**, a connection to NCI-SRD can be made with its recent incorporation of additional Prioritization criteria for the selection of convergence areas. This criterion, Availability of a Local Climate Change Action Plan, is based on the recently approved NCI-SRD JMO No. 2 Series of 2022 (Institutionalization of Agro-Biodiversity (ABD) Management within the NCI-SRD Framework) which refers to the capability of the LGU to address climate change stressors and the existence of Climate Risk Vulnerability Assessment (CRVA) maps that can be used to assess the biodiversity and ecosystem (NCI-SRD, 2022).

In addition, under the list of Legislative Agenda to accelerate climate action and strengthen disaster resilience (NEDA, 2023), it is stated that concerned national government agencies will collaborate with the legislative branch toward enacting legislative measures to strengthen the protection and management of natural resources toward sustainable and climate-resilient development.

One of the listed priority bills for the 19<sup>th</sup> Congress to accelerate climate action, and in the context of coastal management, is the proposed Integrated Coastal Management (ICM) Act which aims to institutionalize the ICM as a national strategy to ensure the holistic and sustainable management of various ecosystems and natural resources through the “ridge-to-reef” approach (NEDA, 2023).



### 3.5 Philippine Master Plan for Climate Resilient Forestry Development 2016-2028

The Philippine Master Plan for Climate Resilient Forestry Development (PMPCRFD) was updated in 2016 primarily to address the potential impacts of climate change to the forestry sector. It proposes programs and strategies under the following (FAO, 2016):

**a. *Strengthening Resilience of Forest Ecosystems and Communities to Climate Change***

1. Ecosystem-based vulnerability assessment;
2. Climate change adaptation planning;
3. Management of protection forests and protected areas;
4. Protection of existing forests;
5. Rehabilitation and conservation of mangroves;
6. Livelihood support to CBFMA and CADT holders;
7. Formulation of integrated watershed management and forest land use plans;
8. Implementation of REDD+ for climate change adaptation and mitigation

**b. *Effectively Respond to Demands for Forest Ecosystems Goods and Services Program***

1. Delineation and demarcation of forest management zones;
2. Commercial forest plantation development for round wood production;
3. Fuel wood plantation development;
4. Management of grazing lands;
5. *Watershed management and rehabilitation*; and
6. Urban forestry.

**c. *Promote Responsive Governance***

1. Inventory of forest occupants;
2. Issuance of tenure/management instruments to close open access forestlands;
3. Enhancement of forestry policies;
4. *Institutionalizing collaborative management*;
5. Mainstreaming climate change into the DENR's policy and institutional processes; and
6. Capability enhancement.

**d. *Other Support Services***

1. Information, education and communication campaign;
2. Improved database management system;
3. Sustainable financing;
4. Results-based monitoring and evaluation;
5. Forest certification system; and
6. Forest research support.

### 3.6 Enabling Legislations

Executive Order No. 292 (Administrative Code of 1987) provides the mandates of the four (4) NCI-SRD agencies, which are as follows:

**1. Department of Agriculture (DA):**

"The Department is the 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."





**2. Department of Agrarian Reform (DAR):**

*“The Department shall provide central direction and coordination to the national agrarian reform program extended to transform farm lessees and farm tenants into owner-cultivators of economic family-size farms to improve their living conditions.”*

**3. Department of Environment and Natural Resources (DENR):**

*“The Department of Environment and Natural Resources shall be primarily responsible for the implementation of the foregoing policy. It shall, subject to law and higher authority, be in charge of carrying out the State’s constitutional mandate to control and supervise the exploration, development, utilization, and conservation of the country’s natural resources.”*

**4. Department of Interior and Local Government (DILG):**

*The Department shall assist the President in the exercise of general supervision over local governments and in ensuring autonomy, decentralization and community empowerment.”*

Other enabling legislations affecting the NCI-SRD operations are listed in **Annex B**.

**3.6.1. Pending Legislation**

The following are the pending legislations related to the institutionalization of the NCI-SRD which were submitted under the 19th Congress:

1. 30 June 2022: HB 0262 (An Act Institutionalizing the Convergence Strategy for Sustainable Rural Development and Providing the Implementing Mechanisms Therefor) - submitted by Rep. Christian Tell Yap of Tarlac, 2<sup>nd</sup> District.
2. 12 August 2022: HB 3566 (An Act Institutionalizing the Convergence Strategy for Sustainable Rural Development, Providing the Implementing Mechanisms Therefor) - submitted by Rep. Wilfrido Mark Enverga of Quezon, 1<sup>st</sup> District.
3. 09 November 2022: HB 5981 (An Act Institutionalizing the Convergence Strategy for Sustainable Rural Development and Providing the Implementing Mechanisms Therefor) - submitted by Rep. Dante Garcia of La Union, 2<sup>nd</sup> District
4. 07 February 2023: HB 7114 (An Act Institutionalizing the Convergence Strategy for Sustainable Rural Development and Providing the Implementing Mechanisms Therefor) - submitted by Rep. Jose Francisco Benitez of Negros Occidental, 3<sup>rd</sup> District
5. 09 May 2023: HB 7995 (An Act Institutionalizing the Convergence Strategy for Sustainable Rural Development and Providing the Implementing Mechanisms Therefor) – submitted by Rep. Midy Cua of the Lone District of Quirino

**3.7 International Agreements/Guidelines**

The following international agreement/ guidelines shall be considered when developing plans, activities, and projects of the NCI-SRD:

1. CITES (18 August 1981)
2. UNCLOS (ratified 08 May 1984)



3. CBD (ratified 12 June 1992)
4. Basel Convention (ratified 19 January 1994)
5. UNFCCC (ratified 02 August 1994)
6. Convention of Wetlands of International Importance (Ramsar Convention) (ratified 08 November 1994)
7. UNCCD (ratified 10 February 2000)
8. Kyoto Protocol to the UNFCCC (ratified 20 Nov 2003)
9. Stockholm Convention (27 May 2004)
10. Rotterdam Convention (ratified 31 July 2006)
11. Cartagena Protocol on Biosafety of 2003 (ratified 03 January 2007)
12. Aichi Biodiversity Targets (adopted in 2010)
13. Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of Food Security (2012)
14. Nagoya Protocol (ratified 29 September 2015)
15. Paris Agreement on Climate Change of 2016 (ratified 23 March 2017)

### **3.8 Joint Administrative Order No. 01, series of 2020: Revised DA-DAR-DENR-DILG JAO No. 1, series of 2015 (Strengthening the Implementation Framework for the DA-DAR-DENR-DILG NCI-SRD)**

The Joint Administrative Order (JAO) No. 01, series of 2020 was issued to restrengthen the implementation of the NCI-SRD. The implementation of the convergence strategy shall be guided by the following principles, stipulated in Section 2 of the JAO No. 1, series of 2020:

1. Convergence initiative a response to the fragmented delivery of rural development services towards improved governance and maximized use of resources.
2. Convergence initiative is a strategy to strengthen the LGUs to grow sustainable local economies.
3. The ridge-to-reef approach shall be the tool for interventions in the convergence areas.
4. In response to the poverty reduction goal of the government, the convergence initiative shall have a defined constituency. Interventions shall focus on the small farmers (both ARBs and non-ARBs), small fisherfolk, upland dwellers and IPs.
5. Implementation of the convergence initiative shall be guided by the following:
  - a. The convergence initiative shall be treated as a complementation strategy between and among the NCI-SRD agencies (DA-DAR-DENR-DILG). It shall encourage the assistance of other national line agencies, SUCs, GOCCs, donor agencies, and international and local NGOs, POs, IPs and other relevant stakeholders.
  - b. The primacy of the LGUs as the integrating and converging force for sustainable rural development at the local level shall be strengthened.
  - c. The participatory approach shall be adopted in all phases of development: planning and budgeting, implementation, monitoring and evaluation, reporting and knowledge sharing.
  - d. Private sector investment shall be encouraged in convergence areas.

The NCI-SRD strategy is operationalized through the convergence areas. To ensure that the identification and selection of convergence areas are aligned with the objectives of the NCI-SRD and the ridge-to-reef approach, the JAO also specifies the criteria for the selection of convergence areas, indicated in Section 6, which are as follows:



**a. Must Criteria**

1. *Completeness of ecosystem.* The convergence sites should cut across the various ecosystems or should be a combination of at least two ecosystems; and
2. *Passer of Good Financial Housekeeping.* This is proof that the LGU has good governance performance in internal housekeeping, particularly in sound fiscal management.

**b. Prioritization Criteria**

1. *Presence of KPAs with potential for increased productivity and income.* The convergence areas should have tracts of land identified for agro-forestry and fisheries development for a major production or with potential for expansion/ scaling up and/or connection to allied industries/services for backward and forward integration.
2. *Combination of areas across major poverty groups.* The convergence areas should cover a significant number of smallholder farmers/agricultural workers including actual and potential ARBs, small fisherfolk, IPs, upland dwellers and rural women.
3. *Involvement of local government leaders of LGUs/LGU alliances.* The convergence area should have LGUs/LGU alliances whose Local Chief Executives (LCEs) and Sanggunian are willing to support the convergence initiative.
4. *Presence of relevant stakeholders/CSOs.* The convergence areas should have active CSOs that are willing to support the convergence initiative and be a conduit of interventions in the convergence area. The presence of private/business and academic/research institutions that are willing to partner within the convergence areas should be an advantage.

Moreover, based on the Joint Memorandum Order No. 2, series of 2022: Institutionalization of Agro-Biodiversity (ABD) Management within the NCI-SRD Framework and CADP Manual of Operations 2022, additional criteria are included as follows:

**c. Additional Criteria**

1. *Presence of traditional AFF ecosystems and local/ indigenous knowledge systems.* The convergence area should have conventional AFF ecosystems with significant agrobiodiversity, and indigenous knowledge systems and traditional practices (IKSTP). The people implementing it should be local and indigenous people. There are available policy and/or legal frameworks, development strategies, and institutional structures.
2. *Performs as a Buffer Zone of a Protected Area.* The convergence area may be adjacent to a protected area (PA) and serves as a buffer zone (as defined under the National Integrated Protected Areas System Act or NIPAS Act as amended by RA 11038 or ENIPAS Act of 2018) to provide an added layer of protection to the PAs. There is a presence of community-based management bodies or organized groups that assess and monitor the buffer zone. There is awareness and support from the



community to scale up efforts on the conservation and protection of the buffer zone.

3. *Availability of Local Climate Change Action Plan.* The LGU has the capability to address climate change stressors (e.g. flood, drought, storm surges, sea-level rise, coastal flooding, and erosion) that affect the ecosystems, economy, societies, and communities. There is an adaptive capacity that reflects the intrinsic qualities of a system that make it more or less capable of adapting. There is a presence of an organization responsible for managing the ecosystems or leading the community to collect and analyze information, communicate, plan, and implement adaptation strategies that ultimately reduce vulnerability to climate change impacts.

### 3.8.1. Implementing Strategy

The convergence initiative shall be based on its implementing strategy of joint planning, budgeting, implementation, monitoring, and evaluation, in the convergence areas, illustrated in Figure 8. This implementing strategy is based on the DA-DAR-DENR-DILG JAO No. 01, series of 2020 which states and defines the NCI-SRD implementation framework.

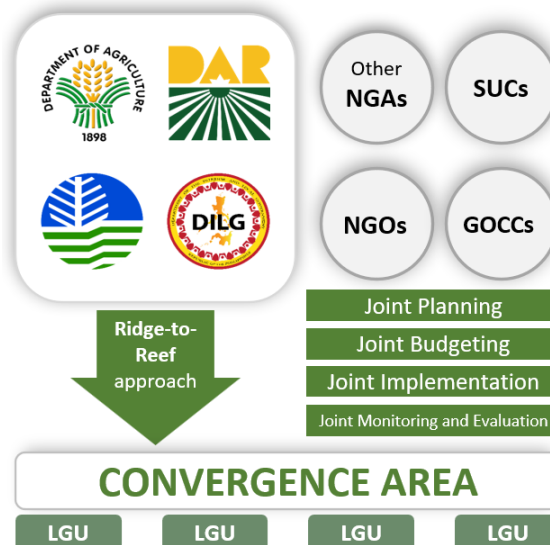


Figure 8. NCI-SRD Implementing Strategy

#### 1. *Joint Planning*

- a. Identified common focused constituency and area
- b. Harmonized and synchronized planning at all levels (municipal, provincial, regional, and national)
  - i. Formulated and agreed among key RD players in the CADP
  - ii. Agreed funding commitment from key RD players/other stakeholders

#### 2. *Joint Budgeting*

- a. Complementation of resources (financial and manpower)
- b. Mobilization of and increased in investments from other institutions (specifically from the private sector: private-public partnership)



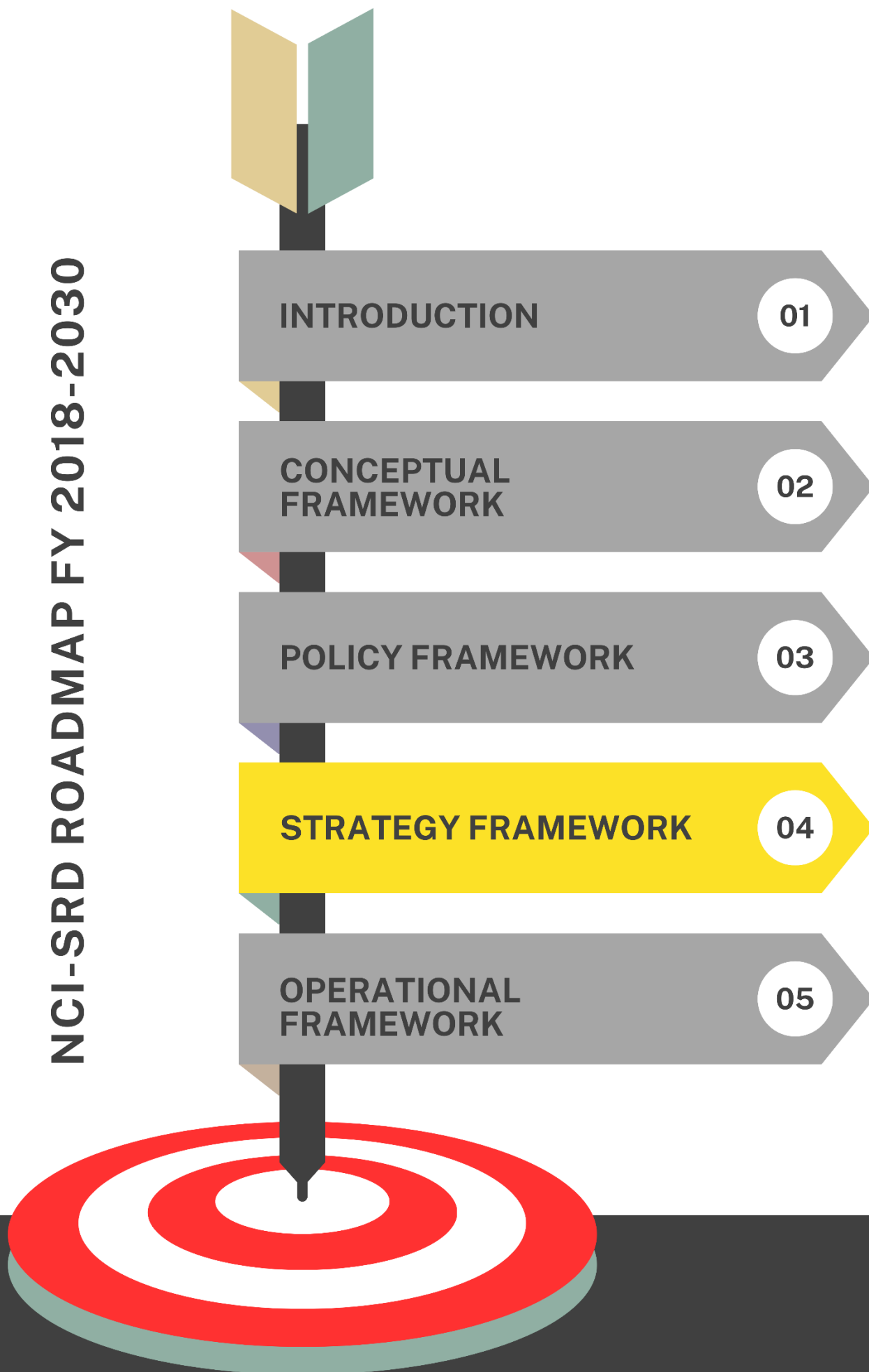
**3. *Joint Implementation***

- a. More timely and synchronized delivery of services (with reference to agreed CADP)
- b. Developed and established institutional arrangement for management and implementation of projects
- c. Established market linkages and network
- d. Increase level of participation and engagement of constituency in all aspects of the development cycle (planning, implementation, monitoring and evaluation), governance, and management of natural resources.

**4. *Joint Monitoring and Evaluation***

- a. Developed and established RBME system for the convergence areas
- b. Impact assessment of the convergence areas

# NCI-SRD ROADMAP FY 2018-2030





## 4. STRATEGY FRAMEWORK

The overall goal is to contribute to inclusive growth and poverty reduction through improved governance and optimized use of resources. The strategic approach of the convergence strategy is the ridge-to-reef approach through the complementation and mainstreaming of efforts and resources for the joint planning, budgeting, implementation and monitoring, and evaluation of the DA-DAR-DENR-DILG and other stakeholders in strengthening LGUs to grow sustainable local economies for the smallholder farmers, small fisherfolk, upland dwellers and IPs of the convergence areas.

Key result areas are also identified for short-term, medium-term, and long-term periods. These results are expected to address the overall challenge/issue on the fragmented delivery of rural development services. As a whole, the strategy is anchored on Ambisyon Natin 2040 and PDP 2023-2028.

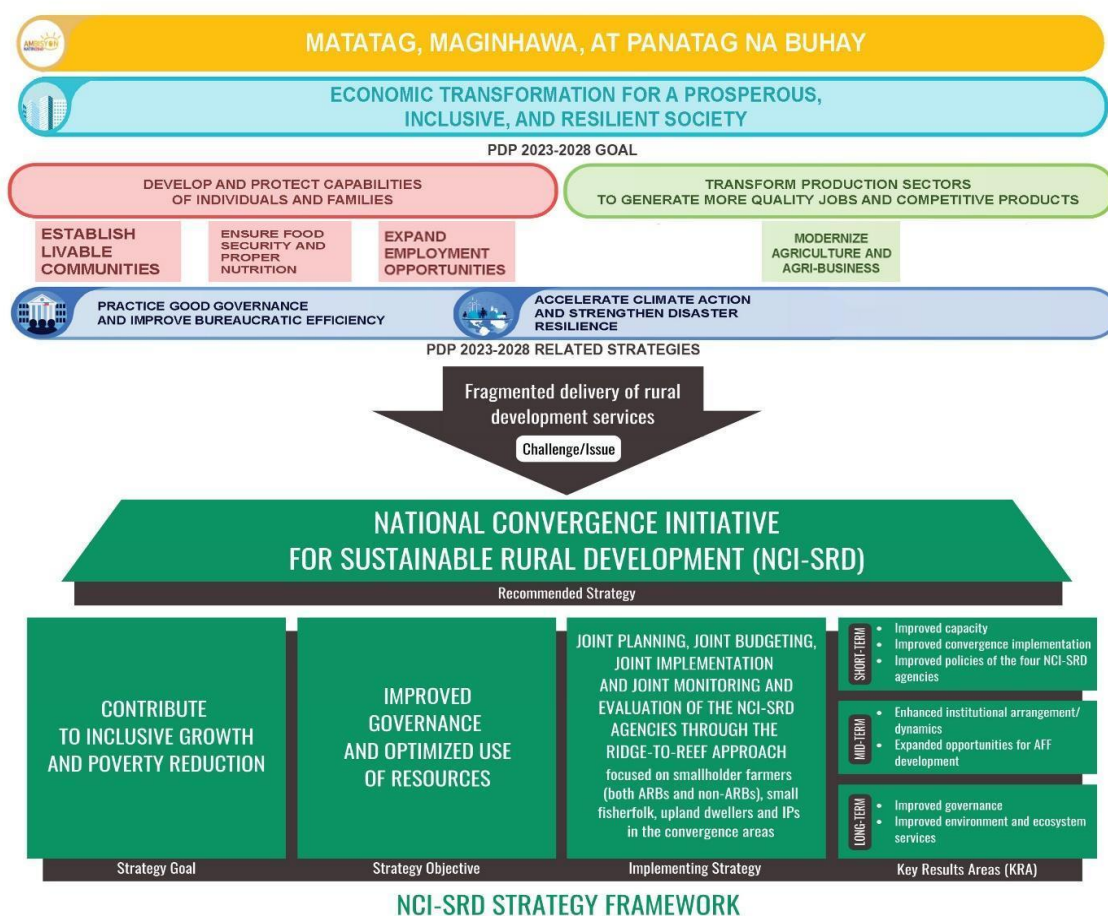


Figure 9. NCI-SRD Strategy Framework

### 4.1 Purpose

The NCI-SRD as a strategy shall contribute primarily to the improved coordination and convergence of government agencies in planning, programming and budgeting. The NCI-SRD has a defined constituency, which are the smallholder farmers, fisherfolk, upland dwellers and IPs. The NCI-SRD, which uses the ridge-to-reef approach as an implementing strategy, also takes into consideration the outcome, climate, and disaster risk resilience of communities and





institutions increased, as stated in the PDP 2023-2028. Figure 10 provides a representation of the mandates of each NCI-SRD agency vis-à-vis outcomes.

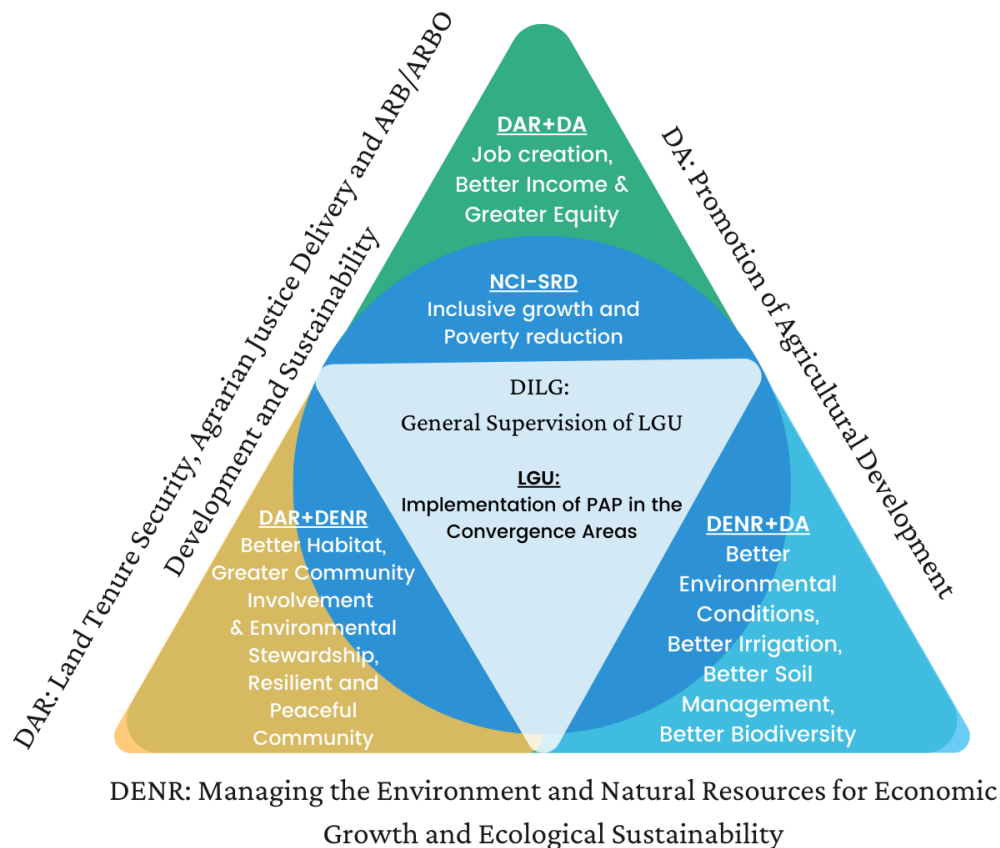


Figure 10. NCI-SRD Convergence Framework

#### 4.2 Theory of Change Model and Results Indicators

The NCI-SRD will contribute to the achievement of the above-stated outcomes through the NCI-SRD Theory of Change Model as approved through NCI-SRD Policy Resolution No. 4, series of 2022: Directing the CWGs and RCI TWGs to Adopt the NCI-SRD RBME Theory of Change Model and Results Indicators. The NCI-SRD ToC Model as seen in Table 4 dictates a causal pathway to reach the short-term, mid-term and long-term goal, indicating the progressive stages from inputs, activities, and outputs which are necessary for success.



**Table 4.** NCI-SRD Theory of Change Model

Inputs	Activities	Outputs	Results		
			Short-Term	Mid-Term	Long-Term
Land					
Policies	Develop NCI-SRD manuals	NCI-SRD manuals developed	Improved capacity	Enhanced institutional arrangement/dynamics	Improved governance
Human Resources	Build capacity	Capacity built			
Technical Expertise	Formulate National Capacity Development Plan	National Capacity Development Plan formulated	Improved convergence implementation	Expanded opportunities for AFF development	Improved environment and ecosystem services
Funds					
Infrastructure	Develop NCI-SRD policies	NCI-SRD policies developed	Improved policies of the 4 NCI-SRD agencies		
Machinery and equipment	Lobby NCI-SRD legislations	NCI-SRD legislations lobbied			
Materials and supplies	Develop Knowledge Management System	Knowledge Management System developed			
Mechanism / Methods/ Strategy	Develop RBME System	RBME System developed			
Time	Establish AFF-enterprise clusters	AFF-enterprise clusters established			
Technology	Develop AFF-related businesses	AFF-related businesses developed			
	Launch convergence areas	Convergence areas launched			

Results and output indicators provide a direct reflection and translation of the results statements and outputs, stated in the ToC Model to track the progress toward achieving a result and output. Each result statement and output include several measurable results and output indicators, respectively.

The following tables show the results indicators matrix of the NCI-SRD at the National level. The short-term results statements in Table 5 include improved capacity, improved convergence implementation, and improved policies of the four agencies. Each statement shall be verified by their respective indicators:



**Table 5.** Short-term Result Indicators

Result Statements	Indicators
Improved capacity	% of stakeholders <sup>1</sup> saying that they have increased capacities
	% of stakeholders <sup>1</sup> with increased learning level
	% of MPM-RD graduates involved in NCI-SRD
	# of stakeholders <sup>1</sup> applying the acquired knowledge, ability, and skills
Improved convergence implementation	% of stakeholders <sup>1</sup> giving a satisfactory or better rating on the programs, activities, and projects (PAPs) implemented
	# of partnerships established
	# of partnerships maintained/strengthened
	% increase of fund allocation from partner agencies
	# of convergence areas
Improved policies of the 4 NCI-SRD agencies	# of joint issuances (policies, resolutions) signed
	# of relevant policies reviewed

The mid-term results statements in Table 6 include enhanced institutional arrangement/dynamics, and expanded opportunities for AFF development. Each statement shall be verified by their respective indicators:

**Table 6.** Mid-term Result Indicators

Result Statements	Indicators
Enhanced institutional arrangement/dynamics	% of major projects implemented based on the planned duration
	% increase in stakeholders <sup>2</sup> availing information
	% reduction of the turn-around time for the CADP (approval and launching)
	# of feedback mechanisms maintained
Expanded opportunities for AFF development	# of AFF enterprises and business activities in the convergence area
	# of beneficiaries <sup>3</sup> transformed as AFF entrepreneurs
	% increase in AFF jobs generated
	# of beneficiaries with market linkage
	% increase in the number of stakeholders <sup>2</sup> engaged in the convergence areas

<sup>1</sup> Partner agencies (central and regional), beneficiaries (smallholder farmers, upland dwellers, small fisherfolk, IPs)

<sup>2</sup> partner agencies (central and regional), donors/CSOs, LGUs, beneficiaries (smallholder farmers, small fisherfolk, upland dwellers, IPs)

<sup>3</sup> Smallholder farmers, small fisherfolk, upland dwellers, IPs



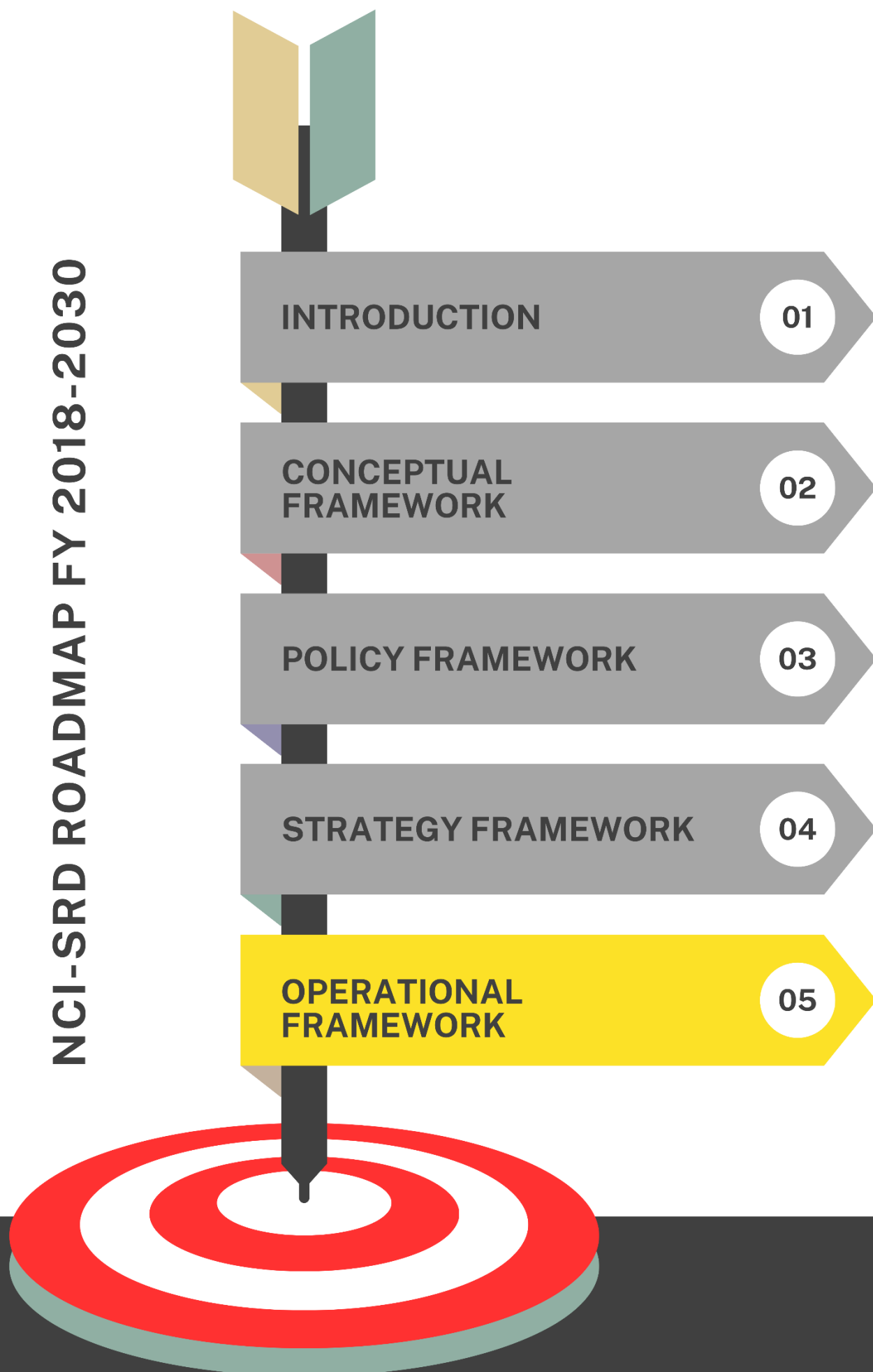
The long-term results statements in Table 7 include improved governance and improved environment and ecosystem services. Each statement shall be verified by their respective indicators:

**Table 7.** Long-term Result Indicators

Result Statements	Indicators
Improved governance	% of satisfactory performance of partner agencies
	% increase in beneficiaries' satisfaction
	# of recognitions (awards, citations, certifications) received by partner agencies
	# of recognitions (awards, citations, certifications) received by a convergence area
	% utilization of funds
	% completion of PAPs in the development plans
Improved environment and ecosystem services	# of convergence areas with climate change adaptive and resilient communities
	# of management arrangement in convergence areas
	% increase in forest cover
	% increase in mangrove, seagrass, and corals cover
	% increase in convergence areas with improved resources (land, water and vulnerable areas)

Sub-indicators of the results indicators may be created depending on the PAPs in the convergence area. These indicators shall be adopted at the regional level to ensure a holistic approach to monitoring and evaluation.

# NCI-SRD ROADMAP FY 2018-2030





## 5. OPERATIONAL FRAMEWORK

### 5.1 Implementing Mechanism and Organizational Structure

For effective implementation of the NCI-SRD, TWGs are created at the national and regional levels. Provincial and municipal TWGs are created where there is/are convergence area/s.

These TWGs are formalized through the issuance of relevant Joint Special Orders signed and approved by principals in the respective levels. The NCI-SRD organizational structure is illustrated in Figure 11 while Table 6 summarizes the TORs of each Committee/Group.

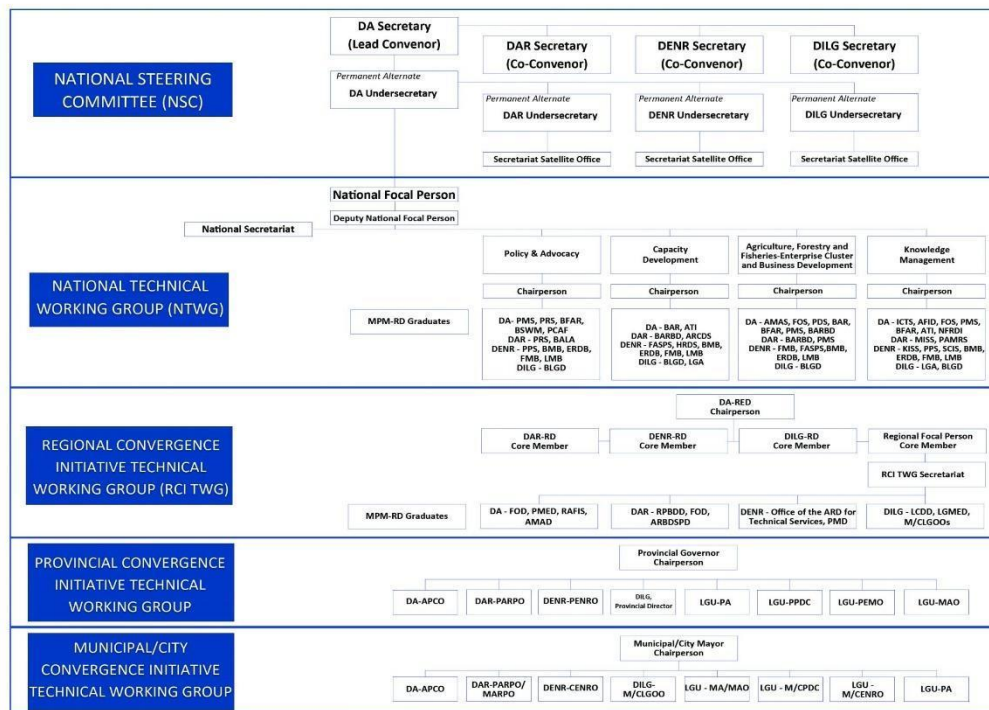


Figure 11. NCI-SRD Organizational Structure

In accordance with the DA-DAR-DENR-DILG JAO No. 01, series of 2020, the NSC acts as the policy-making body of the NCI-SRD. The NSC issues all policies related to the implementation of the NCI-SRD, including approval of the convergence areas for funding and implementation. It reviews the fulfillment of commitments of the respective agencies related to the implementation of NCI-SRD. It also approves the implementation and coordination structure of the NCI-SRD, including the membership to the NTWG and the four (4) CWGs through the issuance of a Special Order (SO).

The DA Secretary acts as Lead Convenor while the DAR, DENR, DILG Secretaries act as Co-Convenors. The NSC meets on a quarterly basis and may hold special meetings as deemed necessary. The National Focal Person (NFP), with a rank of Assistant Secretary, is appointed by the NSC to oversee and supervise the NCI-SRD operations.

The NTWG serves as the advisory and recommendatory body of the NSC on matters related to the implementation of the NCI-SRD. It is composed of the NFP as Chairperson and the members are the Chairpersons of the four (4) CWGs. The NCI-SRD Secretariat works closely with the NSC and NTWG.



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The CWGs serve as cross-cutting components or supports. The four CWGs are (1) Policy and Advocacy (PA), (2) Agriculture, Forestry, and Fisheries (AFF) Enterprise Cluster and Business Development (AFFECBD) (3) Capacity Development (CD), and (4) Knowledge Management (KM).

At the sub-national level, the RCI TWG shall act as the regional arm of the NTWG which manages and supervises the programs, projects, and other related activities at the regional level. It also has its own RCI TWG Secretariat. Below the RCI TWG is the PCI TWG which implements the plans, programs, projects and other related activities of the NCI-SRD at the provincial level, in collaboration with the RCI TWG. Similarly, the C/MCI TWG implements the plans, programs, projects and other related activities of the NCI-SRD at city or municipal level, in collaboration with the PCI TWG.

**Table 8. NCI-SRD Members' Terms of Reference**

Members	Terms of Reference
<b>National Level</b>	
<b>NSC</b>	<ol style="list-style-type: none"> <li>1. Provide overall policy directions for the implementation of programs/activities/ projects (PAPs) under the NCI-SRD;</li> <li>2. Review the fulfillment of commitments of the respective agencies relative to the implementation of the NCI-SRD;</li> <li>3. Appoint or designate the National Focal Person (NFP) with a rank of Assistant Secretary, a Deputy National Focal Person (DNFP) with a rank of Director IV as the permanent alternate representative of the NFP, and a Head National Secretariat. The NFP, DNFP, and Head National Secretariat shall come from the DA as the lead agency, for efficiency purposes;</li> <li>4. Approve the implementation and coordination structure of the NCI-SRD, including the membership to the NTWG and the four (4) CWGs through the issuance of a Special Order (SO);</li> <li>5. Approve/ratify policy issuances and PAPs pertaining to the operation of the NCI-SRD; and</li> <li>6. Allocate and approve resources to carry out the PAPs of the NCI-SRD, including third party impact assessment of the convergence areas.</li> </ol>
<b>NFP/DNFP</b>	<ol style="list-style-type: none"> <li>1. Spearhead the NTWG and oversee and supervise the NCI-SRD operations</li> <li>2. Act as the Chairperson of the NTWG and convene the members of the NTWG to discuss updates/status of NCI-SRD PAPs</li> <li>3. Report directly to the NSC</li> <li>4. Supervise directly the National Secretariat and recommend to the Lead Convenor the designation of a Head National Secretariat</li> </ol>
<b>NTWG</b>	<ol style="list-style-type: none"> <li>1. Conduct final technical review and endorse all NCI-SRD relevant documents for the approval of the NSC;</li> <li>2. Recommend to the NSC relevant policies and guidelines, PAPs and their corresponding budget relative to the implementation of the NCI-SRD;</li> <li>3. Mobilize concerned personnel to actively participate in various NCI-SRD PAPs;</li> </ol>





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Members	Terms of Reference
	<ol style="list-style-type: none"> <li>4. Facilitate the formation of NCI-SRD committees/sub-working groups as the need arises, together with other relevant stakeholders;</li> <li>5. Monitor, evaluate and report on the progress of implementation of NCI-SRD PAPs;</li> <li>6. Consult with other concerned national government agencies (NGAs), stakeholders, and partner agencies on policies and PAPs related to sustainable rural development; and</li> <li>7. Perform other functions as the NSC may direct.</li> </ol>
<b>National Secretariat</b>	<ol style="list-style-type: none"> <li>1. Coordinate and facilitate the conduct of the NSC and NTWG meetings, workshops, writeshops, seminars, fora and consultations;</li> <li>2. Document, prepare, and disseminate the minutes/proceedings/reports of the NSC and NTWG meetings and activities;</li> <li>3. Coordinate and facilitate the appropriate actions taken on agreements reached during the NSC and NTWG meetings and activities;</li> <li>4. Submit monitoring/progress reports to the NSC, NTWG, and other oversight bodies;</li> <li>5. Provide administrative support to the NSC and NTWG;</li> <li>6. Coordinate and facilitate the activities conducted by the four (4) CWGs to ensure that the timelines for the activities are strictly followed;</li> <li>7. Coordinate with the RCI TWGs and its Secretariat on the status of PAPs in relation to the NCI-SRD;</li> <li>8. Prepare and consolidate operational budget of the NSC, NTWG, CWGs and the NCI-SRD Secretariat; and</li> <li>9. Perform other functions as the NSC and NTWG may direct.</li> </ol>
<b>CWGs</b>	<ol style="list-style-type: none"> <li>A. PA CWG               <ol style="list-style-type: none"> <li>1. Review and audit conflicting and overlapping policies that hamper the implementation of PAPs of the NCI-SRD agencies across all ecosystems</li> <li>2. Recommend and draft relevant policy issuances that shall harmonize or improve existing policies</li> <li>3. Identify issues that require legislation and coordinate with the appropriate offices, agencies, and stakeholder groups involved in advocating for the respective legislation; and</li> <li>4. Coordinate with the appropriate offices and agencies and stakeholder groups involved in advocating for the respective legislation.</li> </ol> </li> </ol>



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Members	Terms of Reference
	<p>B. AFFECBD CWG</p> <p>Develop, implement, monitor, and AFF-enterprise cluster and business within the convergence areas, which shall cover all ecosystems</p> <p>C. CD CWG</p> <ol style="list-style-type: none"> <li>1. Develop, implement, monitor, and evaluate NCI-SRD national capacity development plan, which shall take into consideration all ecosystems.</li> <li>2. Organize and manage all NCI-SRD learning and development (L&amp;D) activities, including regular orientation and assessment activities.</li> </ol> <p>D. KM CWG</p> <ol style="list-style-type: none"> <li>1. Develop and manage a management information system for the NCI-SRD. The three (3) areas of concern of the KM are the following: ICT, RBME and IECM Materials.</li> </ol>
<b>Sub-National Level</b>	
<b>RCI TWG</b>	<ol style="list-style-type: none"> <li>1. Manage and supervise the programs, projects, and other related activities at the regional level;</li> <li>2. Act as the regional arm of the NTWG in carrying out their functions;</li> <li>3. Resolve issues and concerns that are within the jurisdiction of the Regional Directors; and</li> <li>4. Elevate issues on overlapping or unclear policies to the NCI-SRD.</li> </ol>
<b>RCI TWG Secretariat</b>	<ol style="list-style-type: none"> <li>1. Coordinate the conduct of meetings, workshops, write-shops and consultations as deemed necessary;</li> <li>2. Facilitate the provision of administrative, logistics, and technical support to the RCI TWG;</li> <li>3. Document, prepare, and disseminate the highlights of meetings/workshops proceedings;</li> <li>4. Ensure that appropriate actions are taken on agreements;</li> <li>5. Submit monitoring/progress reports to the NCI Secretariat;</li> <li>6. Work closely with the RCI TWG and Working Groups; and</li> <li>7. Maintain effective and efficient data management systems.</li> </ol>
<b>PCI TWG</b>	<ol style="list-style-type: none"> <li>1. Responsible for implementing plans, programs, projects, and other related activities of the NCI-SRD in the respective provinces in collaboration with the RCI TWG; and</li> <li>2. Identify or determine appropriate interventions, resources and support services for the implementation of the NCI-SRD support programs.</li> </ol>
<b>C/MCI TWG</b>	<ol style="list-style-type: none"> <li>1. Responsible for implementing plans, programs, projects, and other related activities of the NCI-SRD in the respective municipalities in collaboration with the PCI TWG; and</li> </ol>



Members	Terms of Reference
	2. Identify or determine appropriate interventions, resources and support services for the implementation of the NCI-SRD support programs.

## 5.2 Funding

The NCI-SRD, being a strategy and not a program, does not have dedicated funding for its convergence projects. Attribution is done among NCI-SRD agencies to fund identified activities and interventions. However, each agency allocates a budget for MOOE from its annual budget, which shall be mainstreamed and tagged as solely allotted in support of the NCI-SRD operations and administration. Other sources of funds such as grants, donations, and other forms of assistance from donor agencies, other government agencies, and local and international business community/private sectors may be tapped to support the activities/plans/programs of the NCI-SRD. Cost-sharing and/or counter-parting scheme among NGAs, LGUs, NGOs, the private sector, and other institutions, is encouraged to support the convergence initiative.

## 5.3 Monitoring and Evaluation

In 2022, the National Steering Committee (NSC) approved to adoption of the NCI-SRD RBME Theory of Change Model and Results Indicator, through NCI-SRD Joint Resolution No. 4 series 2022 (*Directing the CWGs and RCI TWGs to Adopt the NCI-SRD RBME Theory of Change Model and Results Indicators*) to improve the monitoring and evaluation on the NCI-SRD programs, activities and projects (PAPs) at the national, regional, and local levels. The NCI-SRD RBME System shall also be the basis of the impact evaluation of the NCI-SRD and is based on the NCI-SRD Strategy Framework as approved through NCI-SRD Joint Resolution No. 7, series of 2020 (*Approving the NCI-SRD Strategy Framework as Basis for the Establishment of the NCI-SRD Results-Based Monitoring and Evaluation System*). The following RBME Tools were approved by the NTWG during its 2nd meeting on April 25, 2023:

- a. Survey form for beneficiaries; and
- b. Survey form for P/C/MCI TWG.

## 5.4 CADP Manual of Operations 2022

The CADP Manual of Operations 2022, approved through Resolution No. 2, series of 2023 (*Approving the NCI-SRD Revised Convergence Area Development Plan (CADP) Manual of Operations and Directing the NCI-SRD Secretariat to Publish and Cascade to all NCI-SRD Relevant Stakeholders*), aims to institutionalize the procedure for the implementation of convergence areas and provide updated, recommended practices that can be applied to the convergence strategy. This will aid implementers from the national, regional, provincial, and city/municipal levels, in the systematic execution of convergence areas.



The CADP Manual of Operations describes the general process flow covering the preparation, approval, implementation, and monitoring and evaluation of convergence areas. It is divided into the following phases:

1. **Preparatory Phase** provides guidance on how the convergence initiative is initiated. This phase is divided into four (4) major sections, specifically, (1) Mobilization of the RCI TWG, RCI TWG Secretariat and PCI TWG, (2) Conduct of the Inter-Agency Provincial Orientation, (3) Selection of the convergence area and (4) Mobilization of the MCI TWG.
2. **Planning Phase** discusses (1) Data gathering and validation for the preparation of the CAP, (2) Preparation of the CADP, (3) CADP evaluation and approval, and (4) Launching of the convergence area. It involves creating a five (5)- year Work Plan as guide on the execution of the programs and projects on time and within the budget.
3. **Implementation Phase** pertains to (1) Implementation of the CADP and (2) Implementation of the four (4) components of the NCI-SRD. This will guide the organization in putting the CADP's five (5)-year Work Plan into action.
4. **Monitoring and Evaluation Phase** presents the RBME system developed by the NCI-SRD including the (1) Theory of Change and (2) Indicators for Impact Evaluation.
5. **Sustainability Phase** presents the recommended practices for the development of a sustainability plan of the CADP after it has lapsed the five-year period.

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**PAST PERFORMANCE**

**06**

**PESTLE ANALYSIS**

**07**

**SWOT ANALYSIS**

**08**

**VISION-MISSION AND  
STRATEGIC THRUSTS AND  
DIRECTION**

**09**

**STRATEGIC PLANS AND  
TARGETS FY 2023-2028**

**10**





## 6. PAST PERFORMANCE

### 6.1 Highlights from 2018 to 2022

Despite the effects of the pandemic which resulted in the delay of implementation for some activities between 2020 to 2022, the NCI-SRD achieved several targets that are in line with the NCI-SRD Roadmap 2018-2022.

Through the NSC and NTWG, the following are the major accomplishments from 2018 to 2022 based on the NCI-SRD Roadmap:

1. NCI-SRD Roadmap 2018-2030;
2. NCI-SRD National Capacity Development Plan 2018-2022;
3. NCI-SRD Convergence Area Development Plan (CADP) Manual of Operations;
4. Approved 18 convergence areas with CADP;
5. Approved 28 convergence areas;
6. NCI-SRD Secretariat Strategic Plans and Targets for FY 2018-2022;
7. DA-DAR-DENR-DILG NCI-SRD Strategic Communication Plan for FY 2021-2025;
8. NCI-SRD Strategy Framework as Basis for the Establishment of the NCI-SRD Results-Based Monitoring and Evaluation (RBME) System;
9. Drafted Senate version of the National Convergence Strategy for Sustainable Rural Development (NCS-SRD) Bill;
10. NCI-SRD Procedural Manual;
11. NCI-SRD Management Information System (MIS);
12. CADP Manual of Operations FY 2022;
13. Joint Memorandum Circular (JMC) on MPM-RD Scholarship Program Guidelines;
14. Joint Memorandum Order No. 2, series of 2022: Institutionalizing Agrobiodiversity within NCI-SRD Framework;
15. The coffee table book titled “CATALYST: Transforming Communities through Sustainable Rural Development”; and
16. Issuance of NCI-SRD Joint Resolutions.

Several relevant joint resolutions have also been issued since 2018. **Annex C** shows the list of major policy issuances issued between 2018 to 2022.

### 6.2 CWG Major Accomplishments and Activities for 2018-2022

#### 6.2.1 PA CWG

Within its first medium-term of implementation, the PA CWG was able to develop and issue Joint Memorandum Order No. 1, series of 2019 which provides for the Guidelines on the Identification, Review, and Audit of Apparent Conflicting and Overlapping Laws, Policies and Programs of the NCI-SRD. From here, it was able to endorse four (4) policy recommendations on 4 apparent conflicting and overlapping laws, policies and programs which the PA CWG reviewed and audited. Further, the PA CWG endorsed 71 joint policy issuances during the period covered. In 2020, the PA CWG was instrumental in the lobbying and subsequent approval of NCS SRD House Bill No. 8005 and submitted a position paper to the office of Senator Cynthia A. Villar in support thereof.



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Major accomplishments of the PA CWG for FY 2018-2022 are the following:

1. Joint Administrative Order (JAO) No. 1 Series of 2020: Revised JAO No. 1, series of 2015: Strengthening the Implementation Framework for the DA-DAR-DENR-DILG NCI-SRD;
2. NCI-SRD Roadmap FY 2018-2030;
3. Joint Memorandum Order (JMO) No. 1, series of 2019 on Guidelines for the Identification, Review, and Audit of Apparent Conflicting Overlapping Laws, Policies and Programs of the NCI-SRD;
4. JMO No. 1, series of 2020 on Establishing the NCI-SRD Coordination Mechanism on Rubber, Fiber Crops, and Other High-Value Crops;
5. JMO No. 2, series of 2022 on Institutionalizing Agrobiodiversity within the NCI-SRD Framework;
6. Joint Memorandum Circular (JMC) on the Revised Unified Scholarship Guidelines of the NCI-SRD Master in Public Management Major in Rural Development (MPM-RD);
7. Memorandum of Agreement (MOA) between NCI-SRD and the Department of National Defense (DND);
8. MOA on Sustainable Livelihood Program (SLP) between NCI-SRD and the Department of Social Welfare and Development (DSWD);
9. Approval of House Bill No. 8005, An Act Institutionalizing the NCS-SRD, in the third and final reading of the Lower House in 2020; and
10. 198 joint policy resolutions.

The major resolutions are included in **Annex C** of this publication.

#### 6.2.2 AFFECBD CWG

The AFFECBD CWG has monitored and evaluated one agro-enterprise cluster, particularly the Carood Watershed Convergence Area, in 2021. The convergence area comprises multiple AFF clusters and was assessed with the coordination of DA-AMAS. The AFFECBD CWG has also endorsed three investment projects through the RCI TWG Cagayan Valley and Eastern Visayas in 2020 and through Sloping Agricultural Land Technology (SALT) in Central Antique Convergence Area in 2022.

Major accomplishments of the AFFECBD CWG are the following:

1. Revised Monitoring and Evaluation tool for the AFF Enterprise Cluster;
2. Draft Capacity Development Plan of Carood Watershed Convergence Area Enterprise Clusters;
3. Carood Watershed Convergence Area Enterprise Cluster Assessment Report; and
4. Facilitated submission of three (3) project proposals for Official Development Assistance funding.

#### 6.2.3 CD CWG

As its medium-term targets and accomplishments, the CD CWG has developed and implemented the NCI-SRD Capacity Development Plan FY 2018-2022 which dictates priority capacity building needs and activities, produced five (5) manuals for use of its NCI-SRD stakeholders, produced 121 graduates from the fourth batch of the MPM-RD Scholarship program, conducted two (2) MPM-RD Scholarship Program assessments for its graduates, conducted 51 capacity building activities which involve both national and regional participants, finalized the Revised Unified Guidelines of the MPM-RD Scholarship Program, and conducted eight (8) orientations/assessments during the five years.





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Major accomplishments of the CD CWG are the following:

1. NCI-SRD National Capacity Development Plan FY 2018-2022;
2. NCI-SRD Convergence Area Development Plan (CADP) Manual of Operations;
3. NCI-SRD Revised CADP Manual of Operations 2022;
4. NCI-SRD Procedural Manual;
5. MPM-RD Monitoring and Evaluation (M&E) Tool;
6. Revised MPM-RD Scholarship Program Guidelines;
7. Conduct of NCI-SRD L&D activities; and
8. NCI-SRD Assessment Reports.

#### 6.2.4 KM CWG

In 2018, the KM CWG was able to develop a Management Information System (MIS) and was able to maintain and upgrade it for the succeeding years through the Joint Resolution No. 1, series of 2021. To date, convergence area profiles are available in the system. In 2019, the Strategic Communication Plan FY 2021-2025 was approved through the Joint Resolution No. 12, series of 2019, and was published in 2020. The KM CWG was able to disseminate 28 IEC materials through digest issues, publications, AVPs, Coffee Table Book, radio shows, tarpaulins during events, and a series of posts through the Facebook account of the NCI-SRD. The NCI-SRD has ISBN and ISSN-certified publications in FY 2022. Lastly, the NCI-SRD Strategy Framework was approved through the Joint Resolution No. 7, series of 2020, and was the basis for the NCI-SRD RBME System. The NCI-SRD RBME System Framework was then approved through the Joint Resolution No. 4, series of 2022 and the RBME tools are subject to pilot-testing by FY 2023.

Major accomplishments of the KM CWG are the following:

1. NCI-SRD Management Information System through <https://ncisrdmis.da.gov.ph>;
2. NCI-SRD Strategic Communication Plan FY 2021-2025;
3. NCI-SRD Strategy Framework;
4. NCI-SRD RBME System;
5. NCI-SRD IEC materials:
6. NCI-SRD Roadmap FY 2018-2030;
7. NCI-SRD National Capacity Development Plan FY 2018-2022;
8. NCI-SRD Convergence Area Development Plan Manual;
9. NCI-SRD Procedural Manual;
10. NCI-SRD Website through <https://ncisrd.da.gov.ph>;
11. NCI-SRD Facebook page: <https://www.facebook.com/nationalconvergenceinitiative/>;
12. NCI-SRD YouTube page: <https://www.youtube.com/channel/UCmFNhB8IMvP099QhJ6ISq0g>;
13. NCI-SRD Institutional Video;
14. Central Antique Convergence Area Success Story AVP;
15. NCI-SRD Catalyst: Transforming Communities through Sustainable Rural Development Coffee Table Book;
16. NCI-SRD Primer; and
17. ISBN and ISSN-certified publications.

The complete details of the CWG medium term report 2018-2022 as approved through Resolution No. 6, series of 2023 is attached as **Annex D**.

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## 7. PESTLE ANALYSIS

A Political, Economic, Sociocultural, Technological, Legal and Environmental (PESTLE) analysis is a tool used to analyze the external macro-environmental factors that could affect an organization (Heubel, 2022). Table 9 shows the PESTLE analysis of the NCI-SRD.

**Table 9.** PESTLE Analysis of the NCI-SRD

Category	Factors
<b>Political</b>	<ol style="list-style-type: none"> <li>1. Legislators' commitments to the NCS-SRD Bill</li> <li>2. Frequent changes in leadership</li> <li>3. Support of the P/C/MCI TWG and LCE of the Convergence Areas</li> </ol>
<b>Economic</b>	<ol style="list-style-type: none"> <li>1. Budget streamlining</li> <li>2. Inflation rate</li> </ol>
<b>Social</b>	<ol style="list-style-type: none"> <li>1. Indigenous Knowledge Systems and Practices</li> <li>2. Gender roles and inequalities</li> <li>3. Awareness of the smallholder farmers, small fisherfolk, upland dwellers, IP and LCE in the convergence strategy</li> <li>4. Aging farmers and fisherfolk</li> </ol>
<b>Technological</b>	<ol style="list-style-type: none"> <li>1. Emerging technologies</li> <li>2. Digital transformation</li> <li>3. Digitalization</li> <li>4. Accessibility and availability of technology and infrastructure in rural areas</li> </ol>
<b>Legal</b>	<ol style="list-style-type: none"> <li>1. UN SDG 2030</li> <li>2. Philippine Development Plan 2023-2028</li> <li>3. Issuance of PBBM Cabinet Directive No. 011023-110 Collaboration Among Departments and Synergy of All Government Efforts</li> <li>4. Enabling legislations listed in Annex B</li> </ol>
<b>Environmental</b>	<ol style="list-style-type: none"> <li>1. Awareness of watershed management and climate resilience initiatives</li> <li>2. Climate change</li> <li>3. Natural disasters</li> <li>4. Presence of biodiversity</li> <li>5. Water resources</li> <li>6. Waste management</li> </ol>

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## 8. SWOT ANALYSIS

A SWOT analysis is a tool used for strategic planning and management to identify internal factors (SW) and external factors (OT), either favorable and unfavorable, in achieving the goals of the NCI-SRD (Gurel, 2017). To help minimize the weaknesses and threats faced by the NCI-SRD, an analysis of the SWOT is essential.

The NCI-SRD SWOT analysis was developed during the CWG regular meetings in 2022 and finalized during the National Secretariat FY 2022 Year-End Assessment and FY 2024 Operational Planning on December 12-15, 2022. The finalized SWOT analysis of the CWGs were presented for concurrence of the CWG members during the first regular meeting of each CWG in the first quarter of 2023.

For the NSC/NTWG, the SWOT analysis highlights the existence of convergence areas, policy issuances, operational plans, and current organizational structure. The corresponding SWOT is shown in Table 10.

**Table 10.** NCI-SRD SWOT NSC/NTWG Analysis

Strengths	Weaknesses	Opportunities	Threats
Existing Convergence Areas in 12 regions	Some regions do not have convergence areas	Support from the newly elected local Chief Executives	Lack of information and support of LGU on NCI-SRD
	No systematic monitoring & evaluation of existing convergence areas		
Existing legislations (laws, regulations, standards and policy issuances) related to NCI-SRD in place	No existing law specific to NCI-SRD	Existing House Bills on the National Convergence Strategy for Sustainable Rural Development (NCS-SRD)	No Senate proposal and sponsor for a NCS SRD Bill
	Policy issuances were not implemented		
Existing MOA with DND and DSWD	MOA were not implemented and monitored	Possible expansion with other agencies such as DTI, DoT, DPWH, etc.	Possible shift of prioritization with the change of administration (national and local)
	No IRR on the MOA	Possible support and commitment from the new administration	
Annual operational plans are in place since 2018	Lack of budgetary commitment from partner agencies i.e., DAR, DENR, DILG	Possible dedicated funding after the NCS SRD Bill is approved	Possible shift of prioritization with the change of administration (national and local)
		Possible support and commitment from the new administration	



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Strengths	Weaknesses	Opportunities	Threats
Established NCI-SRD National Secretariat in place since 2018	No counterpart NCI-SRD satellite office from DAR, DENR, DILG	Possible support and commitment from the new administration	Possible shift of prioritization with the change of administration (national and local)
	NCI-SRD National Secretariat is composed mostly of COS	Possible permanent position for the NCI-SRD National Secretariat under the proposed NCS Bill	

The following tables show the SWOT analysis of the four component working groups: PA CWG, CD CWG, AFFECBD CWG and KM CWG.

**Table 11.** SWOT Analysis of the PA CWG

Strengths	Weaknesses	Opportunities	Threats
Existing systematic identification, review and audit of overlapping policies and programs affecting convergence areas	Limited interaction among members of the CWG.	Harmonization of overlapping laws/policies/programs.	Limited involvement of concerned agencies in the review and audit of overlapping laws/policies/program
			Limited proposal submission for review and audit
	Limited information on the JMO among the PA CWG members	Coordination with other agencies for discussion of policy issues concerning the NCI-SRD	Presence of external market and climate forces that affect plans and policies relative to implementation on the ground
	Limited information affecting policy issues among PA CWG members		



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Strengths	Weaknesses	Opportunities	Threats
NCI-SRD joint resolutions and policy issuances comprehensively reviewed, drafted, and endorsed	Challenges in the process of drafting the policy issuances due to the limited knowledge and/or experience of some members	Possible enhancement of competencies on drafting policy issuances facilitated by experts from the academe, etc.	Change in local leadership may affect the implementation of the policy issuances.
Existing policy recommendations on apparent overlap in policies	Limited information affecting policy issues among PA CWG members	Possible strengthened collaboration between NCI-SRD and other partner agencies	Limited involvement of concerned agencies identified in the policy review and audit
Strengthened collaboration and mechanism for the policy review and audit	Lengthy process for review and audit	Use of electronic media and other virtual means for discussion and agreement on policy issues	Communication infrastructure (ie. internet connectivity) in rural areas to acquire and feedback or updated information
Capability in crafting comprehensive position paper on NCS House Bills	Challenges in advocacy works toward the approval of proposed Bills	Possible strong influence in the approval of the final NCS House Bill	Conflicting versions of the NCS House Bill
			Insufficient support from the Senate level to advocate the bill
Existing legislations related to NCI-SRD in place	Lack of a policy index system or database for access of all members	Support from the LGU for the existing legislations	Turnover of officials with limited knowledge on existing legislations





**Table 12.** SWOT Analysis of the CD CWG

Strengths	Weaknesses	Opportunities	Threats
Existing NCI-SRD manuals in place	Insufficient awareness of the content of the manuals	Available resource persons from other agencies or the academe to facilitate NCI-SRD writeshops, but subject to availability of funds	Updating of NCI-SRD manuals based on changes in national policies
	Few dedicated technical writer(s) or resource persons for the NCI-SRD manuals	Capacitated technical writers or resource persons for the NCI-SRD	Challenges in the procurement process in engaging technical writers
Existing National Capacity Development Plan for FY 2018-2022	Absence of an updated National Capacity Development Plan for the next five years	Possible budgetary support from partner agencies for capacity-building activities	Insufficient budgetary support from partner agencies for capacity building activities
	Insufficient follow through of funding commitment from the NCI-SRD agencies		
	Lack of implementation of the identified capacity building activities		
Capacity Building Activities conducted from 2018 to 2022	Lack of skilled/expert facilitators to facilitate NCI-SRD learning and development (L&D) activities	Available facilitators of capacity building activities	Unfamiliarity of facilitators on NCI-SRD L&D activities
	Inadequate funding for some capacity building activities	Integration of funding for NCI-SRD capacity development agencies in their respective WFP	Realignment of funds
Creation of additional 121 MPM-RD graduates in 2022	Lack of engagement of the MPM-RD graduates in the NCI-SRD activities despite an existing resolution	Lobbying of support from the head of agency for the implementation of the RDAPP	Lack of support and commitment of LGU and the partner office in the implementation of the RDAPP



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Strengths	Weaknesses	Opportunities	Threats
Issuance of the revised MPM-RD Scholarship Program Guidelines	Lack of support and funding commitment from NCI-SRD agencies	Possible expansion of MPM-RD Scholarship Program to P/C/MCI TWG members	Additional funding requirements
	Lack of a revised and updated MPM-RD curriculum	Expansion to other educational partners	
Functional CWG that capacitates stakeholders	Lack of assessment tool to determine the behavioral change to stakeholders	Crafting of an assessment tool to determine behavioral change	Unavailability of identified stakeholders during the assessment Movement of personnel at all levels

**Table 13.** SWOT Analysis of the AFFECBD CWG

Strengths	Weaknesses	Opportunities	Threats
Existing monitoring & evaluation (M&E) tool developed by DA AMAS	Lack of funding for the conduct of M&E Activity of existing AFF clusters in the convergence areas	Possible support and commitment of the LGU and private sector	Lack of support and commitment from the LGU and private sector
Project proposal submitted through DA Project Development Service for facilitation of funding by other agencies	Inadequate submission of proposals from the RCI TWG	Possible funding from other donors or local funding agencies	Limited funding by donors or local funding agencies
	Lack of follow-through on revised proposals to be endorsed for funding		Non-alignment with priorities of the f donors or local funding agencies
	Lack of information on proposal process and requirements of possible funding agencies		
Established implementing mechanism until the MCI TWG	Defined and clear coordination between AFFECBD CWG and RCI TWG is not established	Strengthened collaboration with other CWGs	Limited funding and support and commitment from the LGU and private sector for activities
	Fast turnover of coordinators and members of the AFFECBD CWG	Defined implementation framework and strategies for AFF cluster activities through CADP	



**Table 14.** SWOT Analysis of the KM CWG

Strengths	Weaknesses	Opportunities	Threats
Existing Management Information System	Lack of dedicated technical staff for MIS maintenance and improvement	Hiring of dedicated personnel to maintain the system;	Funding requirements
		Opportunity to collaborate (with the development partners)	Personnel movement
		Outsourcing of service	Funding requirements
		Training to configure the system	Funding/personnel requirements
	Lack of other essential features e.g., report generation	Opportunity to innovate	
Existing Strategic Communication Plan FY 2021-2025	Lack of dedicated NCI-SRD personnel	Assessment of targets vis-a-vis dedicated personnel	Challenges in the implementation
		Collaboration with other member agencies	
Existing RBME System approved in 2022	Low prioritization that caused delay in the deliverables (RBME System, Manual)	Collaboration with other member agencies	Adoption, utilization, and sustainability of RBME
	Lack of dedicated technical staff for RBME development and implementation	Active collaboration with other member agencies	Challenges in the implementation
	Lack of RBME System manual	Existing RBME reference manuals	Obsolete reference manuals
Existing IEC materials	Lack of dedicated technical staff for IEC materials creation and development Insufficient IEC materials	Collaboration with other member agencies	Funding requirements
	Lack of branding guidelines	Available resources on branding guidelines	Challenges in the implementation



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Strengths	Weaknesses	Opportunities	Threats
		Adoption of technological innovations (i.e. designs, platforms, trends)	
	Lack of funding to develop and update IEC materials	Collaboration with other member agencies/ partners (e.g., NGOs)	Unavailability of budget from other member agencies/ partners (e.g., NGOs)
	Lack of access to the NCI-SRD publications	Available innovative platforms for dissemination	Need to regularly update NCI-SRD IEC materials
Existing official website and social media accounts	Lack of social media guidelines	Existing social media guidelines from other organizations to be used as references	Lack of localized reference materials
	Lack of dedicated technical staff for website management and social media management	Collaboration with other member agencies	Funding requirements
		Adoption of technological innovations (i.e., designs, platforms, trends, e-Gov of DICT)	Challenges in the implementation
ISBN- and ISSN-certified publications in 2022	Not all NCI-SRD publications have unique identification recognized internationally	Inclusion of the publications in national libraries, etc.	Changes in the ISBN and ISSN certification guidelines

Table 15 summarizes the SWOT analysis of the RCI TWG. This is a consolidated output based on each RCI TWG's submission of their SWOT analysis after assessing their respective accomplishments, targets, and competencies between 2018 to 2022.



**Table 15.** NCI-SRD SWOT RCI TWG Analysis

Strengths	Weaknesses	Opportunities	Threats
Existing and sufficient MPM-RD Scholars with support from superiors/office	Limited funds for the participation of the existing MPM-RD Scholars NCI-SRD work is not prioritized due to other work functions Current work is not aligned with the NCI-SRD	Possible changes in the MPM-RD Program batch 5 Additional scholars under Batch 5	
Existing JAO No. 1, s of 2020	No dedicated funding stated	<i>Several</i> House bills on NCS-SRD deliberated	No Senate version and author of the NCS-SRD Bill
Existing operational plans for RCI TWG activities and the convergence areas	Lack of funding allocation to sustain operations and activities of the RCI TWG and the convergence areas Lack of dedicated manpower complement to focus on convergence initiatives	Support from the RDC and other stakeholders  Approval of the NCS-SRD Bill which provides dedicated funds and manpower complement	Difficulty in mobilizing some of the LGU because the NCI-SRD is not a priority Non-approval of the NCS-SRD Bill
Issuance of policies (eg. joint special order, resolutions) for the RCI TWG	Poor implementation and M&E of policies	Partnership with other government agencies, CSO, and private organizations for strengthened convergence initiatives	Overlapping and conflicting of goals or objectives with other convergence projects/programs
Conduct of capacity building activities (e.g., CADP workshops, writeshops)	Passive and/or irregular participation of RCI TWG members	Engagement of other government agencies, SUCs, development partners, and private organizations in convergence activities	Change in administration Absence of support from the LGU
Presence of AFF clusters, people's organizations, and cooperatives in established convergence areas	Absence of an enterprise cluster and business development guide for convergence areas	Engagement of other government agencies, SUCs, development partners, and private organizations in AFF clusters	Competition from other big traders or businesses in the market to grow small enterprises from convergence areas

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## 9. VISION-MISSION AND STRATEGIC THRUSTS AND DIRECTIONS

### 9.1 NCI-SRD Vision-Mission

The vision of the NCI-SRD is stated as:

“An efficient and effective strategy for rural development towards sustainable agriculture, forestry, and fishery-based economy, social equity, ecological integrity, clean and healthy environment.”

In order to achieve this vision, the NCI-SRD mission is stated as:

“To complement and mainstream efforts of NCI-SRD agencies and other stakeholders for rural development through the establishment of convergence areas using the ridge-to-reef approach.”

This vision and mission are in consonance with Outcome 4: Agricultural Institution Strengthened of Chapter 5 of the Philippine Development Plan 2023-2028. Emphasis is given to the complementation and mainstreaming of efforts and resources and the ridge-to-reef approach as the basic tenets of the NCI-SRD. These principles are applied in defined areas, which are referred to as convergence areas.

#### 9.1.1 NCI-SRD Strategic Thrusts and Directions (2023-2028)

The following are the established strategic thrusts and directions of the NCI-SRD for 2023-2028:

##### 9.1.1.1 NSC/NTWG/RCI TWGs:

1. Promote legislative measures to institutionalize the National Convergence Strategy.
2. Establish at least one (1) convergence area per region;
3. Sustain and further develop existing convergence areas;
4. Focus convergence strategies in the 131 critical watersheds and 18 major river basins, as may be applicable;
5. Promote clean air, water, sustainable land and solid waste management to improve environmental quality in convergence areas;
6. Promote sustainable soil and land management to address land degradation for watershed rehabilitation and recovery in convergence areas;
7. Promote biodiversity conservation in protected areas and other conservation areas in convergence areas;
8. Strengthen the participation and mobilization of the RCI TWG, PCI TWG and C/MCI TWG;
9. Strengthen the joint planning, budgeting, implementation and monitoring and evaluation of NCI- SRD Programs, Activities and Projects (PAP);
10. Strengthen the NCI-SRD Secretariat human resource; and
11. Streamline PAP of the agencies within the NCI-SRD.



**9.1.1.2 PA CWG:**

1. Harmonize, streamline, and promote existing policies of the four NCI-SRD agencies;

**9.1.1.3 AFFECBD CWG:**

1. Assess and facilitate organization/transformation of AFF enterprise clusters within the selected convergence areas, using the VCA and consistent with PCIP;

**9.1.1.4 CD CWG:**

1. Develop, implement, and monitor and evaluate the national capacity development plan;
2. Formulate NCI-SRD Manuals;
3. Conduct capacity-building activities and assessment; and
4. Implement and manage the MPM-RD Scholarship Program

**9.1.1.5 KM CWG:**

1. Continue to manage, assess and update the NCI-SRD MIS;
2. Continue to implement, manage, assess and update the NCI-SRD Strategic Communication Plan FY 2021-2025; and
3. Continue to develop, manage, assess and update the NCI-SRD RBME System;

Table 16 shows the correlation between the outcomes with the strategic thrusts and directions. The strategic thrusts and directions address the three outcomes: 1) Agricultural institutions strengthened, 2) Efficiency of AFF production enhanced, 3) Climate and disaster risk resilience of communities and institutions enhanced.

**Table 16.** Relevant PDP 2023-2028 outcomes against NCI-SRD Strategic Thrusts and Directions

Outcomes	Strategic Thrusts and Directions
Agricultural institutions strengthened	<p><b>NSC/NTWG/RCI TWG:</b></p> <ol style="list-style-type: none"> <li>1. Establish at least one convergence area per region;</li> <li>2. Sustain further develop existing convergence areas;</li> <li>3. Strengthen the participation and mobilization of the RCI TWG, PCI TWG and C/MCI TWG;</li> <li>4. Strengthen the joint planning, budgeting, implementation and monitoring and evaluation of NCI- SRD Programs, Activities and Projects (PAP);</li> </ol>





Outcomes	Strategic Thrusts and Directions
Efficiency of AFF production enhanced	<ol style="list-style-type: none"> <li>5. Strengthen the NCI-SRD Secretariat manpower complement; and</li> <li>6. Streamline PAP of the agencies within the NCI-SRD.</li> </ol> <p><b>PA CWG:</b></p> <ol style="list-style-type: none"> <li>1. Harmonize/streamline existing policies of the four NCI-SRD agencies;</li> </ol> <p><b>AFFECBD CWG:</b></p> <ol style="list-style-type: none"> <li>1. Assess and facilitate organization/transformation of AFF enterprise clusters within the selected convergence areas, using the VCA and consistent with PCIP;</li> </ol> <p><b>CD CWG:</b></p> <ol style="list-style-type: none"> <li>1. Develop, implement, and monitor and evaluate the national capacity development plan; and</li> <li>2. Formulate NCI-SRD manuals.</li> </ol> <p><b>KM CWG:</b></p> <ol style="list-style-type: none"> <li>1. Implement, manage, and assess the NCI-SRD Strategic Communication Plan FY 2021-2025; and</li> <li>2. Develop and implement the NCI-SRD RBME System.</li> </ol>
Climate and disaster risk resilience of communities and institutions increased	<p><b>NSC/NTWG/RCI TWG:</b></p> <ol style="list-style-type: none"> <li>1. Focus convergence strategies in the 131 critical watersheds and 18 major river basins, as may be applicable;</li> <li>2. Promote biodiversity conservation in protected areas and other conservation areas in convergence areas;</li> <li>3. Promote clean air, water, sustainable land and solid waste management to improve environmental quality in convergence areas; and</li> <li>4. Promote sustainable soil and land management to address land degradation for watershed rehabilitation and recovery in convergence areas.</li> </ol>

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## 10. STRATEGIC PLANS AND PHYSICAL TARGETS

### 10.1 NSC/NTWG Strategic Plans and Physical Targets (FY 2023-2028)

The overarching goals of the NCI-SRD are to contribute to inclusive growth and poverty reduction in rural areas. To achieve these goals, activities of the NCI-SRD shall contribute to achieve the following outcomes, prescribed in the outcomes of PDP 2023-2028:

1. Agricultural institutions strengthened;
2. Efficiency of AFF production enhanced; and
3. Climate and disaster risk resilience of communities and institutions increased

Table 17 indicates the four general objectives and corresponding performance indicator/s of the NCI-SRD NSC. These are the approval of convergence areas, policy issuances, MOA/MOU, and annual operational plans.

**Table 17.** General Objectives and Indicators of the NSC

General Objective	Performance Indicator/s
1. Approve convergence areas/CADP proposals	No. of new convergence areas/CADP proposals approved
2. Approve NCI-SRD policy issuances	No. of policy issuances approved
3. Approve annual operational plan for the NCI-SRD	No. of operational plans approved

Table 18 indicates the five (5) general objectives and corresponding performance indicator/s of the NCI-SRD NTWG. These are the endorsement of convergence areas, policy issuances, MOA/MOU, and annual operational plans, and the conduct of regular updating/briefing with NCI-SRD Secretaries and Undersecretaries.

**Table 18.** General Objectives and Indicators of the NTWG

General Objective	Performance Indicator/s
1. Endorse convergence areas/CADP proposals	No. of new convergence areas/CADP proposals endorsed
2. Endorse NCI-SRD policy issuances	No. of policy issuances endorsed
3. Endorse annual operational plan for the NCI-SRD	No. of operational plans endorsed
4. Conduct regular updating/briefing with NCI-SRD Secretaries and Undersecretaries	No. of briefing orientations conducted

Table 19 shows the strategic thrusts/directions, major outputs, and activities of the NSC and NTWG. The major outputs are policy issuances and work and financial plans. This will be facilitated through three (3) major activities including the approval of new convergence areas or CADP proposals, policy issuances, and annual work and financial plans.



**Table 19.** NSC/NTWG Strategic Plans and Physical Targets FY 2023-2028

<b>Major Output/s</b>	<ol style="list-style-type: none"> <li>1. Policy issuances</li> <li>2. Work and financial plans</li> </ol>
<b>Major Activities</b>	<ol style="list-style-type: none"> <li>1. Approval of new convergence area/CADP proposals</li> <li>2. Approval of policy issuances</li> <li>3. Approval of annual work and financial plans</li> </ol>
<b>Strategic Thrusts/Directions</b>	<ol style="list-style-type: none"> <li>1. Establish at least one (1) convergence area per region;</li> <li>2. Sustain further develop existing convergence areas;</li> <li>3. Focus convergence strategies in the 131 critical watersheds and 18 major river basins, as may be applicable;</li> <li>4. Promote clean air, water, sustainable land and solid waste management to improve environmental quality in convergence areas;</li> <li>5. Promote sustainable soil and land management to address land degradation for watershed rehabilitation and recovery in convergence areas;</li> <li>6. Promote biodiversity conservation in protected areas and other conservation areas in convergence areas;</li> <li>7. Strengthen the participation and mobilization of the RCI TWG, PCI TWG and C/MCI TWG;</li> <li>8. Strengthen the joint planning, budgeting, implementation and monitoring and evaluation of NCI- SRD Programs, Activities and Projects (PAP);</li> <li>9. Strengthen the NCI-SRD Secretariat manpower complement; and</li> <li>10. Streamline PAP of the agencies within the NCI-SRD.</li> </ol>
<b>Milestones (Interim Targets)</b>	<ol style="list-style-type: none"> <li>1. At least one convergence area per region;</li> <li>2. Sustained existing CA;</li> <li>3. 14 policy issuances annually;</li> <li>4. Position paper on the proposed NCS-SRD Bill.</li> </ol>

The NSC, as the lead decision-making body of the NCI-SRD, shall approve the convergence areas or CADP proposals, as shown in Table 20.

**Table 20.** NSC Strategic Plans and Physical Targets FY 2023-2028

Activity	Performance Indicators	Baseline (Average of 2018, 2019 and 2022)	2 0 2 3	2 0 2 4	2 0 2 5	2 0 2 6	2 0 2 7	2 0 2 8	Total
1. Approve convergence areas/CADP proposals	No. of new convergence areas/CADP proposals approved	6	6	6	6	6	6	6	36
2. Approve NCI-SRD policy issuances	No. of policy issuances approved	14	1 4	1 4	1 4	1 4	1 4	1 4	84



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Activity	Performance Indicators	Baseline (Average of 2018, 2019 and 2022)	2 0 2 3	2 0 2 4	2 0 2 5	2 0 2 6	2 0 2 7	2 0 2 8	Total
3. Approve annual work and financial plans for the NCI-SRD	No. of work and financial plans approved	1	1	1	1	1	1	1	6

Similarly, the NTWG, as the advisory and recommendatory body of the NSC endorses all CADP proposals, policy issuances and operational plans as shown in Table 21.

**Table 21.** NTWG Strategic Plans and Physical Targets FY 2023-2028

Activity	Performance Indicators	Baseline (Average of 2018, 2019 and 2022)	2 0 2 3	2 0 2 4	2 0 2 5	2 0 2 6	2 0 2 7	2 0 2 8	Total
1. Endorse convergence areas/CADP proposals	No. of new convergence areas/CADP proposals endorsed	6	6	6	6	6	6	6	36
2. Endorse NCI-SRD policy issuances	No. of policy issuances endorsed	14	1 4	1 4	1 4	1 4	1 4	1 4	84
3. Endorse annual operational plan for the NCI-SRD	No. of operational plans endorsed	1	1	1	1	1	1	1	6
4. Conduct regular updating/briefing with NCI-SRD Secretaries and Undersecretaries	No. of briefing orientations conducted	2	2	2	2	2	2	2	12
5. Conduct orientations with stakeholders	No. of orientations conducted	1	-	1	-	1	-	1	3
6. Review and assessment of the JAO No. 1, series of 2020	No. of assessment reports	0	-	-	1	-	-	-	1
7. Review and assessment of the NCI-SRD Procedural Manual	No. of assessment reports	0	-	-	1	-	-	-	1



## 10.2 CWGs Strategic Plans and Physical Targets (FY 2023-2028)

Similarly, the following tables provide the specific objectives of the CWGs and their corresponding performance indicators. For the PA CWG, specific objectives relate to the development of policy issuances in the form of guidelines, resolutions, and policy recommendations. For the AFFECBD CWG, specific objectives include the assessment and facilitation of the organization or transformation of AFF enterprise clusters. For the CD CWG, the specific objectives pertaining to the development of NCI-SRD related manuals, the MPM-RD scholarship program, and capacity building activities. Lastly, for the KM CWG, the objectives are linked with the RBME system, impact evaluation, knowledge management database, IEC materials, orientation/assessment activities, and knowledge product profiling.

**Table 22.** Specific Objectives and Performance Indicators of PA CWG

PA CWG	
<b>Strategic Thrusts/Directions</b>	Harmonize, streamline and advocate existing policies of the four (4) NCI-SRD agencies
<b>Objective</b>	<b>Performance Indicators</b>
1. Review and audit of conflicting and overlapping laws, policies, and programs	No. of policy recommendations endorsed to the NTWG
2. Draft NCI-SRD Policy Issuances	No. of policy issuances drafted and endorsed to the NTWG
3. Draft NCI-SRD position paper on relevant legislations	No. of position papers drafted and endorsed to the NTWG
4. Conduct policy and advocacy activities	No. of policy and advocacy activities conducted

**Table 23.** Specific Objectives and Performance Indicators of AFFECBD CWG

AFFECBD CWG	
<b>Strategic Thrusts/Directions</b>	Assess and facilitate organization/transformation of AFF enterprise cluster and agribusiness within the selected convergence areas, using the VCA and consistent with PCIP
<b>Activity</b>	<b>Performance Indicators</b>
1. Development of AFF Facilitator's Guide Modules	No. of modules developed
2. Conduct of training/refresher course on the AFF Facilitator's Guide Module	No. of trainings/refresher course conducted
	No. of participants trained
3. Facilitate organization/transformation of AFF enterprise cluster within the selected convergence area with an existing development plan	No. of AFF enterprise clusters facilitated organization
	No. of AF enterprise clusters facilitated transformation
4. Assess AFF enterprise clusters	No. of assessment reports prepared and submitted
	No. of AFF enterprise assessed



AFFECBD CWG	
5. Package business/project proposals for Official Development Assistance (ODA) and other funding agency	No. of business/project proposals endorsed

**Table 24.** Specific Objectives and Performance Indicators of CD CWG

CD CWG	
<b>Strategic Thrusts/Directions</b>	<ol style="list-style-type: none"> <li>1. Develop, implement, and monitor and evaluate the national capacity development plan;</li> <li>2. Formulate NCI-SRD Manuals;</li> <li>3. Conduct capacity-building activities and assessment; and</li> <li>4. Implement and manage the MPM-RD Scholarship Program</li> </ol>
<b>Activity</b>	<b>Performance Indicators</b>
1. Develop the NCI-SRD National Capacity Development Plan	No. of capacity development plan formulated
2. Formulate NCI-SRD Manuals	No. of manuals formulated
3. Conduct capacity building activities	No. of capacity-building activities conducted
	No. of participants capacitated
	Participant's satisfaction rating of at least 80% (very satisfactory)
4. Conduct of assessment of capacity building activities	No. of assessment reports submitted
5. Produce MPM-RD graduates	No. of scholar graduates

**Table 25.** Specific Objectives and Performance Indicators of KM CWG

KM CWG	
<b>Strategic Thrusts/Directions</b>	<ol style="list-style-type: none"> <li>1. Continue to manage, assess and update the NCI-SRD MIS;</li> <li>2. Continue to implement, manage, assess and update the NCI-SRD Strategic Communication Plan FY 2021-2025;</li> <li>3. Continue to develop, manage, assess and update the NCI-SRD RBME System;</li> </ol>
<b>Activity</b>	<b>Performance Indicators</b>
1. MIS Enhancement	No. of MIS developed and maintained
2. Conduct MIS assessment	No. of MIS assessed
3. Conduct MIS Workshops	No. of workshops conducted
	No. of participants attended
4. Update and maintain NCI-SRD website	% of issuances uploaded
	% of events posted
	% of materials uploaded



KM CWG	
5. Update and maintain existing media sites (e.g. Facebook and Youtube)	% of news/updates posted/shared
	% of announcements posted
	% of after-event documentation and highlights posted/videos uploaded
6. Establish and monitor an online feedback system	% of queries addressed
	No. of feedback mechanisms maintained (e.g., Facebook and email)
7. Produce and display IEC materials	No. of IEC materials produced
	No. of IEC materials displayed, posted, disseminated, or uploaded
	No. of campaign reach per segment
8. Highlight success stories and best practices during radio guesting/s	No. of radio guestings
9. Highlight success stories and best practices during TV guesting/s or through vloggers	No. of TV guestings
	No. of vlog feature
10. Draft Social Media Guidelines	No. of social media guidelines drafted
11. Draft branding guidelines	No. of branding guidelines developed
12. Conduct of Strategic Communication Plan Assessment	No. of strategic communication plan assessed
13. Develop RBME data collection tools	No. of RBME data collection tools developed
14. Develop RBME System Guidelines	No. of RBME System guidelines developed
15. Conduct RBME workshops/ orientations	No. of RBME workshops/ orientations conducted
	No. of participants attended





The following tables show the strategic plans and physical targets of the PA CWG, AFFECBD CWG, CD CWG, and KM CWG.

**Table 26. PA CWG Strategic Plans and Physical Targets FY 2023-2028**

<b>Major Output/s</b>	1. Draft policy issuances; and 2. Policy recommendations
<b>Major Activities</b>	1. Draft policy issuances; 2. Review and audit conflicting and overlapping laws, policies, and programs; and 3. Conduct policy and advocacy activities.
<b>Milestones (Interim Targets)</b>	1. Position paper on the NCI-SRD Bill (House and Senate versions); and 2. Endorsement of policy issuances and recommendations to the National Technical Working Group.
<b>Strategic Thrusts/Directions</b>	Harmonize, streamline, and advocate existing policies of the four NCI-SRD agencies

Activity	Performance Indicators	Baseline (Ave. of 2018, 2019, 2022)	2 0 2 3	2 0 2 4	2 0 2 5	2 0 2 6	2 0 2 7	2 0 2 8	Total
1. Review and audit of conflicting and overlapping laws, policies, and programs	No. of policy recommendations endorsed to the NTWG	1	1	1	1	1	1	1	6
2. Draft NCI-SRD Policy Issuances	No. of policy issuances drafted and endorsed to the NTWG	16	1 6	1 6	1 6	1 6	1 6	1 6	96
3. Draft NCI-SRD position paper on relevant legislations	No. of position papers drafted and endorsed to the NTWG	1	1	1	1	1	1	1	6
4. Conduct policy and advocacy activities	No. of policy and advocacy activities conducted	0	1	1	1	1	1	1	6



**Table 27.** CD CWG Strategic Plans and Physical Targets FY 2023-2028

<b>Major Output/s</b>	<ol style="list-style-type: none"> <li>1. NCI-SRD National Capacity Development Plan FY 2024-2028</li> <li>2. NCI-SRD Competency Manuals</li> <li>3. MPM-RD Graduates</li> <li>4. Capacitated NCI-SRD stakeholders</li> </ol>
<b>Major Activities</b>	<ol style="list-style-type: none"> <li>1. Develop and implement NCI-SRD Capacity Development Plan</li> <li>2. Formulate and implement the NCI-SRD Competency Manual</li> <li>3. Conduct capacity-building activities and assessment</li> <li>4. Implement and manage the MPM-RD Scholarship Program</li> </ol>
<b>Milestones (Interim Targets)</b>	<ol style="list-style-type: none"> <li>1. NCI-SRD National Capacity Development Plan FY 2024-2028</li> <li>2. NCI-SRD Competency Manual</li> <li>3. Conduct of regular capacity-building activities</li> <li>4. MPM-RD Commencement Exercises</li> </ol>
<b>Strategic Thrusts/Directions</b>	<ol style="list-style-type: none"> <li>1. Develop, implement, and monitor and evaluate the national capacity development plan;</li> <li>2. Formulate NCI-SRD Manuals;</li> <li>3. Conduct capacity-building activities and assessment; and</li> <li>4. Implement and manage the MPM-RD Scholarship Program</li> </ol>

Activity	Performance Indicators	Baseline (Ave. of 2018, 2019, 2022)	2018	2019	2020	2021	2022	2023	2024	Total
1. Develop the NCI-SRD National Capacity Development Plan	No. of capacity development plan formulated	0	1	-	-	-	-	-	-	1
2. Formulate NCI-SRD Manuals/Roadmap	No. of manuals/roadmap formulated	2	1	1	-	-	1			3
3. Conduct capacity building activities	1. No. of capacity-building activities conducted	12	12	12	12	12	12			60
	2. No. of participants capacitated	503	503	503	503	503	503			2525
	3. Participant's satisfaction rating of at least 80% (very satisfactory)	83%	83%	83%	83%	83%	83%			83%
4. Conduct of assessment of capacity building activities	1. No. of assessment reports submitted	2	2	2	2	2	2			10



Activity	Performance Indicators	Baseline (Ave. of 2018, 2019, 2022)	2 0 2 3	2 0 2 4	2 0 2 5	2 0 2 6	2 0 2 7	2 0 2 8	Total
5. Produce MPM-RD graduates	1. No. of scholar graduates	0	-	-	-	1 2 1	-		121

**Table 28.** AFFECBD CWG Strategic Plans and Physical Targets

<b>Major Output/s</b>	<ol style="list-style-type: none"> <li>1. AFF Enterprise Cluster Facilitators' Guide Module;</li> <li>2. Capacitated AFF enterprise cluster facilitators and stakeholders;</li> <li>3. Facilitated development of AFF enterprise clusters;</li> <li>4. AFF Enterprise Cluster Assessment Report; and</li> <li>5. Endorsed business/project proposals for ODA and other funding agencies</li> </ol>
<b>Major Activities</b>	<ol style="list-style-type: none"> <li>1. Develop AFF Enterprise Cluster Facilitator's Guide Modules;</li> <li>2. Conduct AFF Facilitator's Guide Modules orientation workshop;</li> <li>3. Conduct of training on the development of AFF enterprise clusters within a selected convergence area with an existing development plan;</li> <li>4. Assess AFF enterprise cluster within a selected convergence area; and</li> <li>5. Review and endorse business/project proposals for ODA or other funding</li> </ol>
<b>Milestones (Interim Targets)</b>	<ol style="list-style-type: none"> <li>1. Development of AFF Enterprise Cluster Facilitator's Guide Module;</li> <li>2. Orientation on the AFF Facilitator's Guide Module;</li> <li>3. Facilitate development of AFF enterprise clusters within the convergence areas with an existing development plan;</li> <li>4. Enterprise Assessment for selected AFF clusters within the convergence areas; and</li> <li>5. Endorsement of business/project proposals for ODA</li> </ol>
<b>Strategic Thrusts/ Directions</b>	Assess and facilitate organization/transformation of AFF enterprise cluster and agribusiness within the selected convergence areas, using the VCA and consistent with PCIP.

Activity	Performance Indicators	Baseline (Ave. of 2018, 2019, 2022)	2 0 2 3	2 0 2 4	2 0 2 5	2 0 2 6	2 0 2 7	2 0 2 8	Total
1. Development of AFF Enterprise Cluster Facilitator's Guide Modules	No. of modules developed	0	4	0	0	0	0	0	4



Activity	Performance Indicators	Baseline (Ave. of 2018, 2019, 2022)	2 0 2 3	2 0 2 4	2 0 2 5	2 0 2 6	2 0 2 7	2 0 2 8	Total
2. Conduct of training/refresher course on the AFF Enterprise Cluster Facilitator's Guide Module	1. No. of trainings/refresher course conducted	0	0	1	0	1	0	1	3
	2. No. of participants trained	0	0	1 0 0	0	1 0 0	0	0	200
3. Conduct of training on the development of AFF enterprise clusters within a selected convergence area with an existing development plan	1. No. of training conducted	0	-	-	1	1	1	1	4
	2. No. AFF enterprise clusters capacitated	0	-	-	1	1	1	1	4
4. Assess AFF enterprise clusters within a convergence area	1. No. of assessment reports prepared and submitted	1	1	1	1	1	1	1	6
	2. No. of AFF enterprise assessed	1	1	1	1	1	1	1	6
5. Package business/ project proposal for Official Development Assistance (ODA) and other funding agency	No. of business/ project proposals endorsed	1	1	1	1	1	1	1	6



**Table 29.** KM CWG Strategic Plans and Physical Targets FY 2023-2028

<b>Major Output/s</b>	<ol style="list-style-type: none"> <li>Enhanced Management Information System</li> <li>IEC materials</li> <li>NCI-SRD RBME System</li> </ol>
<b>Major Activities</b>	<ol style="list-style-type: none"> <li>Management, assessment and updating of the MIS</li> <li>Implementation, management, assessment and updating of the NCI-SRD Strategic Communication Plan FY 2021-2025</li> <li>Continuous development, management, assessment and updating of the NCI-SRD RBME System</li> </ol>
<b>Milestones (Interim Targets)</b>	<ol style="list-style-type: none"> <li>MIS maintenance and enhancement;</li> <li>IEC materials; and</li> <li>RBME Tools</li> </ol>
<b>Strategic Thrusts / Directions</b>	<ol style="list-style-type: none"> <li>Continue to manage, assess, and update the NCI-SRD MIS;</li> <li>Continue to implement, manage, assess, and update the NCI-SRD Strategic Communication Plan FY 2021-2025;</li> <li>Continue to develop, manage, assess, and update the NCI-SRD RBME System.</li> </ol>

Activity	Performance Indicators	Baseline (Ave. of 2018, 2019, 2022)	20 23	20 24	20 25	20 26	20 27	20 28	Total
1. MIS enhancement	No. of MIS developed and maintained	1	1	1	1	1	1	1	1
2. Conduct MIS assessment	No. of MIS assessed	0	-	-	1	-	-	1	2
3. Conduct MIS workshops	1. No. of workshops conducted	1	2	-	2	-	2	-	6
	2. No. of participants attended	50	80	-	80	-	80	-	240
4. Update and maintain the NCI-SRD website	1. % of issuances uploaded	80%	80%	80%	80%	80%	80%	80%	80%
	2. % of events posted	100%	100%	100%	100%	100%	100%	100%	100%
	3. % of materials uploaded	100%	100%	100%	100%	100%	100%	100%	100%



Activity	Performance Indicators	Baseline (Ave. of 2018, 2019, 2022)	2 0 2 3	2 0 2 4	2 0 2 5	2 0 2 6	2 0 2 7	2 0 2 8	Total
5. Update and maintain existing media sites (e.g. Facebook and YouTube)	1. % of news/updates posted/shared	100%	1 0 0 %	1 0 0 %	1 0 0 %	1 0 0 %	1 0 0 %	1 0 0 %	100%
	2. % of announcements posted	100%	1 0 0 %	1 0 0 %	1 0 0 %	1 0 0 %	1 0 0 %	1 0 0 %	100%
	3. % of after-event documentation and highlights posted/videos uploaded	100%	1 0 0 %	1 0 0 %	1 0 0 %	1 0 0 %	1 0 0 %	1 0 0 %	100%
6. Establish and monitor an online feedback system	1. % of queries addressed	100%	1 0 0 %	1 0 0 %	1 0 0 %	1 0 0 %	1 0 0 %	1 0 0 %	100%
	2. No. of feedback mechanisms maintained (e.g., Facebook and email)	2	2	2	2	2	2	2	12
7. Produce and display IEC materials	1. No. of IEC materials produced	15	1 5	1 5	1 5	1 5	1 5	1 5	90
	2. No. of IEC materials displayed, posted, disseminated, or uploaded	100	1 0 0	1 0 0	1 0 0	1 0 0	1 0 0	1 0 0	600
	3. No. of campaign reach per segment	135	1 3 5	1 3 5	1 3 5	1 3 5	1 3 5	1 3 5	810
8. Highlight success stories and best practices during radio guesting/s	No. of radio guesting	4	1	-	2	-	1	-	4
9. Highlight success stories and best practices during TV guesting/s or through vloggers	1. No. of TV guesting	0	-	1	-	1	-	1	3
	2. No. of vlog feature	0	1	-	1	-	1	-	3



NCI-SRD Roadmap 2018-2030 2<sup>nd</sup> edition

Activity	Performance Indicators	Baseline (Ave. of 2018, 2019, 2022)	2 0 2 3	2 0 2 4	2 0 2 5	2 0 2 6	2 0 2 7	2 0 2 8	Total
10. Draft Social Media Guidelines	No. of social media guidelines drafted	0	1	-	-	-	-	-	1
11. Draft branding guidelines	No. of branding guidelines developed	0	-	-	1	-	-	-	1
12. Conduct of Strategic Communication Plan Assessment	No. of strategic communication plan assessed	0	-	1	-	-	1	-	2
13. Develop RBME data collection tools	No. of RBME data collection tools developed	1	1	-	-	1	-	-	2
14. Develop RBME System Guidelines	No. of RBME System guidelines developed	0	1	-	-	-	-	-	1
15. Conduct RBME workshops/ orientations	1. No. of RBME workshops/ orientations conducted	2	1	1	-	-	-	1	3
	2. No. of participants attended	50	50	50	-	-	-	50	150
16. Conduct of RBME System assessment	1. No. of RBME System assessed	0	-	-	-	-	-	1	1
	2. No. of RBME System improved	0	-	-	-	-	-	1	1



### 10.3 RCI TWG Strategic Plans and Physical Targets (FY 2023-2028)

The RCI TWG as the regional arm of the NTWG shall manage and supervise the programs and projects at the regional level, particularly the implementation of the CADP and proposal of convergence areas. Table 30 indicates the two (2) general objectives and corresponding performance indicator/s of the NCI-SRD RCI TWG. These are the proposal of convergence area/CADP, and development of annual operational plans for the RCI TWG.

**Table 30.** General Objectives and Indicators of the RCI TWG

General Objective	Performance Indicator/s
1. Propose convergence areas/CADP	No. of new convergence areas/CADP proposals endorsed
2. Develop annual operational plans for the RCI TWG	No. of operational plans developed

Table 31 shows the RCI TWG strategic plans and physical targets.

**Table 31.** RCI TWG Strategic Plans and Physical Targets FY 2023-2028

<b>Major Output/s</b>	<ol style="list-style-type: none"> <li>1. Convergence Areas Proposals and Convergence Area Development Plans</li> <li>2. Accomplishment Reports</li> <li>3. Monitoring and Evaluation Reports</li> <li>4. Operational Plans</li> <li>5. Policy Issuances</li> </ol>
<b>Major Activities</b>	<ol style="list-style-type: none"> <li>1. Establish/activate RCI TWG, PCI TWG and MCI TWG;</li> <li>2. Conduct at least one (1) RCI TWG capacity building activity per year;</li> <li>3. Develop at least one (1) CADP;</li> <li>4. Launch at least one (1) approved convergence area;</li> <li>5. Implement at least one (1) approved CADP;</li> <li>6. Monitor and evaluate (M&amp;E) convergence area established;</li> <li>7. Endorse at least one (1) RCI TWG resolution per year;</li> <li>8. Approve RCI TWG annual operational plan;</li> <li>9. Develop at least one (1) IEC material per year; and</li> <li>10. Form one (1) AFF convergence cluster per convergence area.</li> </ol>
<b>Strategic Thrusts/Directions</b>	<ol style="list-style-type: none"> <li>1. Establish at least one (1) convergence area per region;</li> <li>2. Sustain further develop existing convergence areas;</li> <li>3. Focus convergence strategies in the 131 critical watersheds and 18 major river basins, as may be applicable;</li> <li>4. Promote clean air, water, sustainable land and solid waste management to improve environmental quality in convergence areas;</li> <li>5. Promote sustainable soil and land management to address land degradation for watershed rehabilitation and recovery in convergence areas;</li> <li>6. Promote biodiversity conservation in protected areas and other conservation areas in convergence areas;</li> <li>7. Strengthen the participation and mobilization of the RCI TWG, PCI TWG and C/MCI TWG;</li> </ol>





**Milestones (Interim Targets)**

1. At least one convergence area per region
2. Sustained existing CAs
3. Policy issuances
4. Conduct planning and assessment activities

Activity	Performance Indicators	Baseline (Average of 2018, 2019 and 2022)	2018	2019	2020	2021	2022	2023	2024	2025	Total
1. Establishment/activation/reactivation of RCI TWG, PCI TWG and C/MCI TWG	No. of JSOs issued	*Data is dependent per RCI	1	-	-	1	-	-	2	0	2
2. Conduct at least one (1) RCI TWG/ convergence area beneficiaries capacity building activity per year	1. No. of capacity building activities conducted 2. No. of participants trained per activity	*Data is dependent per RCI	1	1	1	1	1	1	6	0	6
3. Develop at least one (1) CADP	No. of CADPs developed and submitted	*Data is dependent per RCI	-	-	-	-	-	-	2	0	2
4. Implement at least one (1) approved CADP	No. of accomplishment reports submitted	*Data is dependent per RCI	1	1	1	1	1	1	6	0	6
5. RBME of convergence area established	No. of RBME reports submitted	*Data is dependent per RCI	-	-	-	-	-	-	2	0	2
6. Endorse at least one (1) RCI TWG policy issuance per year	No. of policy issuances endorsed	*Data is dependent per RCI	1	1	1	1	1	1	6	0	6
7. Approve RCI TWG annual operational plan	No. of operational plans approved	*Data is dependent per RCI	1	1	1	1	1	1	6	0	6
8. Form AFF convergence cluster per convergence area	No. of AFF convergence clusters formed	*Data is dependent per RCI	-	-	-	-	-	-	1	0	1



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## ANNEX A. DA-DAR-DENR-DILG Joint Administrative Order No. 1, series of 2020



Republic of the Philippines  
DA - DAR - DENR - DILG  
NATIONAL CONVERGENCE INITIATIVE FOR  
SUSTAINABLE RURAL DEVELOPMENT  
(NCI-SRD)

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DA-DAR-DENR-DILG JOINT ADMINISTRATIVE ORDER (JAO) NO. 01  
Series of 2020

**Subject :** Revised DA-DAR-DENR-DILG Joint Administrative Order No. 01 Series of 2015 (Strengthening the Implementation Framework for the DA-DAR-DENR-DILG National Convergence Initiative for Sustainable Rural Development)

## PREFATORY STATEMENT

Pursuant to Executive Order No. 5, Series of 2016 mandating the adoption of "AmBisyon Natin 2040" as a guide for development planning in the country and the Philippine Development Plan (PDP) 2017-2022 directing the government to complement strategic efforts with environmental and governance strategies through the national convergence initiatives using the ridge-to-reef approach and the sustainable integrated area development (SIAD) for the sustainable management of natural resources and rural development, the DA-DAR-DENR-DILG Joint Administrative Order No. 01, Series of 2015 is hereby revised.

To achieve the goals of contributing to inclusive growth and poverty reduction, activities of the National Convergence Initiative for Sustainable Rural Development (NCI-SRD) shall contribute to the following targeted outcomes as prescribed in Chapters 8 (Expanding Economic Opportunities in Agriculture, Forestry, and Fisheries) and 20 (Ensuring Ecological Integrity, Clean and Healthy Environment) of the PDP 2017-2022:

1. Economic opportunities in Agriculture, Forestry and Fisheries (AFF) expanded;
2. Access to economic opportunities increased;
3. Biodiversity and functioning of ecosystem services sustained;
4. Environmental quality improved; and
5. Adaptive capacities and resilience of ecosystems increased.

To operationalize these targeted outcomes, the NCI-SRD Roadmap (2018-2030) issued in 2018 laid down the conceptual, policy, and operational frameworks of

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the organization. It also spelled out the organization's vision, mission, strategic thrusts/directions, and strategic plans and targets for FY 2018-2022.

## SECTION 1. Scope and Coverage

This Order shall cover the mechanisms and operationalization of the NCI-SRD strategy from the national to the municipal/city levels where the NCI-SRD strategy is implemented.

## SECTION 2. Guiding Principles

- 2.1 Convergence Initiative is a response to the fragmented delivery of rural development services towards improved governance and optimized use of resources.
- 2.2 Convergence Initiative is a strategy to strengthen the Local Government Units (LGUs) to grow sustainable local economies.
- 2.3 The ridge-to-reef approach shall be the tool for the interventions in the convergence areas.
- 2.4 In response to the poverty reduction goal of the government, the Convergence Initiative shall have a defined constituency. Interventions shall focus on the smallholder farmers (both agrarian reform beneficiaries or ARBs and non-ARBs), small fisherfolk, upland dwellers, and Indigenous Peoples (IPs).
- 2.5 The implementation of the Convergence Initiative shall be guided by the following:
  - a. The Convergence Initiative shall be treated as a complementation strategy between and among the NCI-SRD agencies (DA-DAR-DENR-DILG). It shall encourage the assistance of other national line agencies, state universities and colleges (SUCs), government-owned and controlled corporations (GOCCs), donor agencies, and international and local non-governmental organizations (NGOs), people's organizations (POs), IPs, and other relevant stakeholders.
  - b. The primacy of the LGUs as the integrating and converging force for sustainable rural development at the local level shall be strengthened.
  - c. The participatory approach shall be adopted in all phases of development: planning and budgeting, implementation, monitoring and evaluation, reporting, and knowledge sharing.
  - d. Complementation of resources and expertise of the concerned agencies and LGUs shall be considered in the implementation of the Convergence Initiative.
  - e. Private sector investment shall be encouraged in convergence areas.

**SECTION 3. Objectives**

The JAO shall provide the principles, strategic thrusts and directions, implementing mechanisms and organizational structure, funding, and system of monitoring and evaluation of the NCI-SRD.

**SECTION 4. Strategic Thrusts and Directions**

The NCI-SRD Roadmap stipulated the following strategic thrusts and directions of the NCI-SRD for 2018-2030, which will contribute to the AFF and Environment and Natural Resources (ENR) sector targeted outcomes:

- 4.1 Establish at least one (1) convergence area per region;
- 4.2 Focus convergence strategies in the 143 critical watersheds (of which 18 river basins are identified), as may be applicable;
- 4.3 Promote clean air, water, and waste management to improve environmental quality in convergence areas;
- 4.4 Promote sustainable soil and land management to address land degradation for watershed rehabilitation and recovery in convergence areas;
- 4.5 Promote biodiversity conservation of flora and fauna in convergence areas;
- 4.6 Strengthen the Regional Convergence Initiative (RCI) TWG, Provincial Convergence Initiative (PCI) TWG, and Municipal/City Convergence Initiative (MCI/CCI) TWG;
- 4.7 Strengthen the joint planning, budgeting, implementation, monitoring and evaluation, reporting, and knowledge sharing;
- 4.8 Strengthen the NCI-SRD Secretariat manpower complement;
- 4.9 Implement the NCI-SRD Joint Resolution No. 02 Series of 2018 (Designation of the Master in Public Management major in Rural Development [MPM-RD] Scholarship Program Graduates as Members of the National and Regional Technical Working Groups of the NCI-SRD);
- 4.10 Include NCI-SRD activities in the Individual Performance Commitment and Review (IPCR)/Division PCR (DPCR)/ Office PCR (OPCR) of NCI-SRD members;
- 4.11 Harmonize/streamline existing policies of the four (4) NCI-SRD agencies;
- 4.12 Develop AFF-enterprise cluster and business within the selected convergence areas, using the Value Chain Approach (VCA) and consistent with Provincial Commodity Investment Plans (PCIPs);
- 4.13 Implement and update as may be necessary, the national capacity development plan to cover all relevant stakeholders;
- 4.14 Develop relevant NCI-SRD manuals;

- 4.15 Develop a Knowledge Management (KM) system for the national, regional, provincial, and municipal/city convergence initiatives;
- 4.16 Enhance and implement the NCI-SRD strategic communication plan;
- 4.17 Promote maintenance and protection of existing forests as well as sustained rehabilitation of denuded forest lands to increase forest cover in convergence areas;
- 4.18 Protect mangroves, sea grass beds and coral reefs guided by a list of human interventions that have negative impacts in the watershed and upland ecosystem within the convergence areas; and
- 4.19 Develop a rehabilitation plan for marine habitats affected by human interventions in the watershed and upland ecosystem within the convergence areas.

**SECTION 5. Definition of Terms**

For purposes of this JAO, the following terms shall be defined:

- 5.1 Agribusiness – agriculture and fishery-based activities that put farmers, processors, distributors, consumers, and other players within a system that produces, processes, transports, markets, and distributes agricultural and fishery products using appropriate technologies and applications.
- 5.2 Agrarian Reform Beneficiaries (ARBs) – landless farmers and regular farm workers, irrespective of tenurial arrangement, who were awarded lands as evidenced by an Emancipation Patent (EP) or a Certificate of Land Ownership Award (CLOA) under Presidential Decree (PD) No. 27 or the Republic Act (RA) No. 6657, as amended, otherwise known as the “Comprehensive Agrarian Reform Law of 1988.” ARBs also include the leaseholders to the landowners’ retained areas who represent the ARB group which are not awarded with lands but whose tenurial rights have been strengthened through the registration of leasehold contracts.
- 5.3 Agriculture, Forestry, and Fisheries (AFF)-enterprise – business venture, typically micro-, small-, and medium-scale, that can be undertaken either on- or off-farm or a service that can be used to support other businesses. It operates in a defined territory which may be a barangay (village), municipality or group of municipalities.
- 5.4 Capacity Development (CD) – process through which individuals, organization, and societies obtain, strengthen, and enhance competencies to set and achieve their own development objectives over time.
- 5.5 Civil Society Organization (CSO) – non-state and non-profit association that works to improve society and human conditions. Basic types of CSOs include NGOs, POs, cooperatives, social movements, professional and business groups.





- 5.6 Convergence – integration, complementation, harmonization and optimization of institutional, technical, financial, and human resources.
- 5.7 Convergence Area – physical area where the NCI-SRD is implemented, which is identified based on a selection criteria, supported by a Convergence Area Development Plan (CADP), proposed by the LGU, and approved by the NSC.
- 5.8 Convergence Area Development Plan (CADP) – comprehensive plan that contains the strategies, programs, activities, and projects that will promote holistic and sustainable management of all resources within the convergence area.
- 5.9 Convergence Initiative – complementation of efforts and resources between and among the DA, DAR, DENR, DILG, LGUs and relevant stakeholders to promote and harmonize the delivery of AFF and rural development services towards sustainable rural development.
- 5.10 Ecosystem – community of living organisms interacting with each other and with their physical environment.
- 5.11 Information, Education, Communication and Motivational (IECM) - approaches to combine information, education, communication, and motivation into products that could be transmitted over communication channels or multi-media in order to interest or capture targeted clients.
- 5.12 Inclusive Growth – growth that is rapid enough to matter, given the country's large population, geographical differences, and social complexity. It is sustained growth that creates jobs, draws the vast majority into the economic and social mainstream, and continuously reduces mass poverty.
- 5.13 Information and Communication Technology (ICT) – totality of electronic means to access, create, collect, store, process, receive, transmit, present, and disseminate information.
- 5.14 Indigenous People (IP) – group of people or homogenous societies identified by self-ascription and ascription by other, who have continuously lived as organized community on communally bounded and defined territory, and who have, under claims of ownership since time immemorial, occupied, possessed customs, tradition and other distinctive cultural traits, or who have, through resistance to political, social and cultural inroads of colonization, non-indigenous religions and culture, became historically differentiated from the majority of Filipinos.
- 5.15 Key Production Area (KPA) – priority area, which include among others Agrarian Reform Areas (ARAs), whose agro-climatic and market conditions favor the production, processing, and marketing of specific AFF products.
- 5.16 Knowledge Management (KM) – range of strategies and practices used so that pertinent data and information is gathered, processed, disseminated, shared, and utilized to enable adoption of insights and experiences and to

- ensure that NCI-SRD programs, activities, and projects are designed, implemented, and monitored in an efficient and effective manner.
- 5.17 LGU alliances- inter-local cooperation formed through appropriate ordinances for the purpose of consolidation or coordination of efforts, services, and resources commonly beneficial to them.
- 5.18 Participatory Approach - systematic involvement of communities in various aspects and stages of decision-making pertaining to government programs, projects, and other interventions.
- 5.19 People's Organization (PO) - grassroots organization legally registered or accredited whose membership is composed of smallholder farmers, small fisherfolk, industrial laborers, women, youth, and others, which are formed at the local, regional and national level. It also includes cooperatives, associations, etc.
- 5.20 Provincial Commodities Investment Plan (PCIP) – strategic plan that rationalizes the interventions with the various segments of the value chain of priority commodity/ies that are of significance to the province and that will contribute to the national goals of the agriculture and fishery sector. It is a three (3)-year rolling consensus plan between DA and the LGU based on the value chain analyses of these commodities, conducted with strong participation of the various stakeholders.
- 5.21 Results-Based Monitoring and Evaluation (RBME) System - management tool that aims to keep track of the progress and end result of the project implementation within the convergence areas.
- 5.22 Ridge-to-Reef Approach – holistic, collaborative, multiple use and sustainable management of all resources within the watershed.
- 5.23 Rural Development – strategy to enable a specific group of people, poor rural women and men, to gain for themselves and their children more of what they want and need. It involves helping the poorest among those who seek a livelihood in the rural areas to demand and control more of the benefits of rural development. The group includes smallholder farmers, small fisherfolk, tenants, and the landless.
- 5.24 Small Fisherfolk - people directly or personally and physically engaged in taking and or culturing and processing fishery and/or aquatic resources.
- 5.25 Smallholder Farmers – marginal and sub-marginal farm households that own or/and cultivate not more than 3.0 hectares of land.
- 5.26 Sustainable Integrated Area Development (SIAD) - strategy that takes into account area-based interventions, concepts on integrated island development, and has people and integrity of nature at its core. This is grounded on the basic principles of the Philippine Agenda 21, specifically on the integration of the various overarching dimensions and components of sustainable development and the need for participation of government,



business and civil society as provided for under Executive Order No. 15, s. 1992 and Executive Order No. 370, s. 1996 (Draft DENR Guidelines).

- 5.27 Sustainable Rural Development (SRD) – improving the quality of life for the rural poor by developing capacities that promote community participation, health and education, food security, environmental protection, and sustainable economic growth, thereby enabling community members to leave the cycle of poverty and achieve their full potential for the present and future generations.
- 5.28 Watershed – land area drained by a stream or fixed body of water and its tributaries having a common outlet for surface run-off.

## SECTION 6. Operationalization of the NCI-SRD Strategy through the Convergence Areas

The NCI-SRD strategy shall be operationalized in the identified convergence areas, where complementation of efforts and concerted and coordinated interventions from NCI-SRD agencies and other relevant stakeholders interplay to achieve optimum results.

### 6.1 Criteria for Selection of Convergence Areas

The identification and selection of convergence areas shall conform to the ridge-to-reef approach based on the following must and prioritization criteria, which shall be reviewed periodically:

#### 6.1.1 Must Criteria

- Completeness of ecosystem.* The convergence areas should cut across the various ecosystems or should be a combination of at least two (2) ecosystems.
- Passer of Good Financial Housekeeping.* This is a proof that the LGU has good governance performance in internal housekeeping, particularly in sound fiscal management.

#### 6.1.2 Prioritization Criteria

- Presence of KPAs with potential for increased productivity and income.* The convergence areas should have tracts of land identified for agro-forestry and fisheries development for major production or with potential for expansion/ scaling up and/or connection to allied industries/ services for backward and forward integration.

- Combination of areas across major poverty groups.* The convergence areas should cover a significant number of smallholder farmers/agricultural workers including actual and potential ARBs, small fisherfolk, IPs, upland dwellers, and rural women.
- Involvement of local government leaders of LGUs/LGU alliances.* The convergence area should have LGUs/LGU alliances whose Local Chief Executives (LCEs) and *Sanggunian* and are willing to support the Convergence Initiative.
- Presence of relevant stakeholders/CSOs.* The convergence areas should have active CSOs that are willing to support the Convergence Initiative and be a conduit of interventions in the convergence area. Presence of private/business and academic/research institutions that are willing to partner within the convergence areas should be an advantage.

## SECTION 7. Implementing Mechanisms and Organizational Structure

In order to effectively implement the NCI-SRD strategy, multi-agency TWGs shall be created at the national, regional, and local levels. PCI and/or MCI/CCI TWGs shall be created where there is/are convergence area/s. These TWGs shall be formalized through issuance of relevant Special Orders (SOs) or similar orders signed and approved by principals in the respective levels.

### 7.1 National Level

#### 7.1.1 National Steering Committee (NSC)

The NSC shall act as the policy-making body of the NCI-SRD. It shall have the following functions:

- Provide overall policy directions for the implementation of programs/activities/ projects (PAPs) under the NCI-SRD;
- Review the fulfillment of commitments of the respective agencies relative to the implementation of the NCI-SRD;
- Appoint or designate the National Focal Person (NFP) with a rank of Assistant Secretary, a Deputy National Focal Person (DNFP) with a rank of Director IV as the permanent alternate representative of the NFP, and a Head National Secretariat. The NFP, DNFP, and Head National Secretariat shall come from the DA as the lead agency, for efficiency purposes;





4. Approve the implementation and coordination structure of the NCI-SRD, including the membership to the NTWG and the four (4) CWGs through the issuance of a Special Order (SO);
5. Approve/ratify policy instruments and PAPs pertaining to the operation of the NCI-SRD; and
6. Allocate and approve resources to carry out the PAPs of the NCI-SRD, including third party impact assessment of the convergence areas.

The NSC shall be composed of the following or their duly designated permanent alternates with a rank of an Undersecretary, whose acts shall be considered as the acts of their principals:

Lead Convenor	: DA Secretary
Co-Convenors	: DAR Secretary DENR Secretary DILG Secretary
Secretariat	: NFP

The NSC shall meet on a quarterly basis and hold special meetings, as deemed necessary. Meetings shall be conducted on rotation basis among the NCI-SRD agencies. In the absence of the Lead Convenor and/or Co-Convenors of the host agency, the present principal members shall decide among themselves who shall be the Chairperson of the meeting.

#### 7.1.2 National Focal Person (NFP) and Deputy National Focal Person (DNFP)

The NFP and DNFP (as the designated permanent alternate representative of the NFP) shall spearhead the NTWG and oversee and supervise the NCI-SRD operations. They shall act as the Chairperson of the NTWG and shall convene the members of the NTWG to discuss updates/status of NCI-SRD PAPs before the conduct of the NSC meetings. The NFP and DNFP shall directly report to the NSC. The NFP shall directly supervise the National Secretariat and shall recommend to the Lead Convenor the designation of a Head National Secretariat and designate members of the National Secretariat as coordinators of the four (4) CWGs.

#### 7.1.3 National Technical Working Group (NTWG)

The NTWG shall serve as the advisory and recommendatory body of the NSC on matters related to the implementation of the NCI-SRD. The NTWG shall have the following functions:

1. Conduct final technical review and endorse all NCI-SRD relevant documents for the approval of the NSC;
2. Recommend to the NSC relevant policies and guidelines, PAPs and their corresponding budget relative to the implementation of the NCI-SRD;
3. Mobilize concerned personnel to actively participate in various NCI-SRD PAPs;
4. Facilitate the formation of NCI-SRD committees/sub-working groups as the need arises, together with other relevant stakeholders;
5. Monitor, evaluate and report on the progress of implementation of NCI-SRD PAPs;
6. Consult with other concerned national government agencies (NGAs), stakeholders, and partner agencies on policies and PAPs related to sustainable rural development; and
7. Perform other functions as the NSC may direct.

The NTWG shall be composed of the following or their designated permanent alternate representative/s:

Chairperson	: NFP or DNFP
Core Members	: Chairperson, PA CWG Chairperson, AFFECBD CWG Chairperson, CD CWG Chairperson, KM CWG
Secretariat	: National Secretariat

The NTWG shall meet on a quarterly basis prior to the meetings of the NSC and hold special meetings, as deemed necessary. Meetings shall be done on rotation basis among the NCI-SRD agencies. In the absence of the NFP or the DNFP, the present principal members shall decide among themselves who shall be the Chairperson of the meeting.

**7.1.4 National Secretariat**

The National Secretariat shall serve as the main coordinating body of the NCI-SRD. It shall provide technical and administrative support to the NTWG and NSC. It shall report directly to the NFP as Chairperson of the NTWG. The National Secretariat members shall come from the national offices of the DA, DAR, DENR, and DILG. The National Secretariat members shall be assigned and its office shall be established at the DA. National Secretariat satellite offices shall be established at the DAR, DENR and DILG, composed of staff from the office of the duly designated permanent alternate Undersecretaries of the NSC.

The National Secretariat shall have the following functions:

1. Coordinate and facilitate the conduct of the NSC and NTWG meetings, workshops, writeshops, seminars, fora and consultations;
2. Document, prepare, and disseminate the minutes/proceedings/reports of the NSC and NTWG meetings and activities;
3. Coordinate and facilitate the appropriate actions taken on agreements reached during the NSC and NTWG meetings and activities;
4. Submit monitoring/progress reports to the NSC, NTWG, and other oversight bodies;
5. Provide administrative support to the NSC and NTWG;
6. Coordinate and facilitate the activities conducted by the four (4) CWGs to ensure that the timelines for the activities are strictly followed;
7. Coordinate with the RCI TWGs and its Secretariat on the status of PAPs in relation to the NCI-SRD;
8. Prepare and consolidate operational budget of the NSC, NTWG, CWGs, and the NCI-SRD Secretariat; and
9. Perform other functions as the NSC and NTWG may direct.

**7.1.5 Component Working Groups (CWGs)**

1. The planning, budgeting, implementation, and monitoring and evaluation of the NCI-SRD shall be done through the four (4) CWGs. These four (4) CWGs are: Policy and Advocacy (PA); Agriculture, Forestry, and Fisheries (AFF)-Enterprise Cluster and Business Development (AFFECBD), Capacity

Development (CD) and Knowledge Management (KM). They shall serve as the horizontal or cross-cutting components on issues related to all ecosystems using the ridge-to-reef approach.

2. Each CWG shall have a Chairperson who shall serve on rotation basis among the DA-DAR-DENR-DILG for a term of three (3) years. The Chairperson shall be designated by the respective Secretaries. The CWG Secretariat shall be designated by the Chairperson and shall come from the office they represent.
3. Membership of the CWGs shall include offices from the DA, DAR, DENR, and DILG, including graduates of the NCI-SRD Master in Public Management major in Rural Development (MPM-RD) Scholarship Program graduates whose work and responsibilities are related to the four (4) components. CWG members shall be designated by the respective Secretaries. Other NGAs and relevant stakeholders which may contribute to the initiatives of the respective CWGs shall be invited, as deemed necessary.
4. The following are the functions and composition of each CWG:
  - a. PA CWG – shall be responsible for the review and audit of conflicting and overlapping policies that hamper the implementation of PAPs of the NCI-SRD agencies across all ecosystems. It shall recommend and draft relevant policy instruments that shall harmonize or improve existing policies. It shall also identify issues that require legislation and coordinate with the appropriate offices, agencies, and stakeholder groups involved in advocating for the respective legislation.

The PA CWG shall be composed of the following or their designated permanent alternate representative/s:

- Core Members : DA
1. Director, Planning and Monitoring Service (PMS)
  2. Director, Policy Research Service (PRS)
  3. Director, Bureau of Fisheries and Aquatic Resources (BFAR)





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4. Director, Bureau of Soils and Water Management (BSWM)
5. Executive Director, Philippine Council for Agriculture and Fishery (PCAF)

## DAR

6. Director, Policy and Research Service (PRS)
7. Director, Bureau of Agrarian Legal Assistance (BALA)

## DENR

8. Director, Policy and Planning Service (PPS)
9. Director, Biodiversity Management Bureau (BMB)
10. Director, Ecosystems Research and Development Bureau (ERDB)
11. Director, Forest Management Bureau (FMB)
12. Director, Land Management Bureau (LMB)

## DILG

13. Director, Bureau of Local Government Development (BLGD)

Secretariat : Designated by the PA CWG Chairperson  
Coordinator : National Secretariat member

- b. AFFECBD CWG – shall be responsible for the development, implementation, monitoring and evaluation of AFF-enterprise cluster and business within the convergence areas, which shall cover all ecosystems.

The AFFECBD CWG shall be composed of the following or their designated permanent alternate representative/s:

Core Members : DA

1. Director, Agribusiness Marketing and Assistance Service (AMAS)
2. Director, Field Operations Service (FOS)
3. Director, Project Development Service (PDS)

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4. Director, Bureau of Agricultural Research (BAR)

5. Director, BFAR

## DAR

6. Director, Project Management Service (PMS)

7. Director, Bureau of Agrarian Reform Beneficiaries Development (BARBD)

## DENR

8. Director, Foreign-Assisted and Special Projects Service (FASPS)

9. Director, BMB

10. Director, ERDB

11. Director, FMB

12. Director, LMB

## DILG

13. Director, BLGD

Secretariat : Designated by the AFFECBD CWG Chairperson

Coordinator : National Secretariat member

- c. CD CWG – shall be responsible for the development, implementation, and monitoring and evaluation of the NCI-SRD national capacity development plan, which shall take into consideration all ecosystems. It shall organize and manage all NCI-SRD learning and development (L&D) activities, including regular orientation and assessment activities.

The CD CWG shall be composed of the following or their designated permanent alternate representative/s:

Core Members : DA

1. Director, BAR
2. Director, Agriculture Training Institute (ATI)

## DAR

3. Director, BARBD

4. Director, Agrarian Reform Capacity Development Service (ARCDs)

## DENR



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5. Director, FASPS
6. Director, Human Resource Development Service (HRDS)
7. Director, BMB
8. Director, ERDB
9. Director, FMB
10. Director, LMB
- DILG*
11. Director, BLGD
12. Executive Director, Local Government Academy (LGA)

Secretariat : Designated by the CD CWG Chairperson  
Coordinator : National Secretariat member

- d. KM CWG - shall be responsible for the development and management of an information system for the NCI-SRD. The three (3) areas of concern of the KM are the following: ICT, RBME and IECM Materials.

The KM CWG shall be composed of the following or their designated permanent alternate representative/s:

- Core Members : *DA*
1. Division Chief, Agriculture and Fisheries Information Division (AFID)
  2. Director, FOS
  3. Director, Information and Communication Technology Service (ICTS)
  4. Director, PMS
  5. Director, BFAR
  6. Director, ATI
  7. Administrator, National Fisheries Research and Development Institute (NFRDI)
  - DAR*
  8. Director, Management Information Systems Service (MISS)
  9. Director, Public Assistance and Media Relations Service (PAMRS)
  - DENR*

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10. Director, Knowledge and Information Systems Service (KISS)
11. Director, PPS
12. Director, Strategic Communication and Information Service (SCIS)
13. Director, BMB
14. Director, ERDB
15. Director, FMB
16. Director, LMB
- DILG*
17. Executive Director, LGA
18. Director, BLGD

Secretariat : Designated by the KM CWG Chairperson  
Coordinator : National Secretariat member

### 7.1.6 Other Partner Agencies and Institutions

The NTWG and CWGs shall coordinate with other partner agencies and institutions to ensure complementation and alignment of NCI-SRD interventions with that of other related agencies, offices, and institutions. They shall likewise work with NGOs, coalition groups, farmer and fisherfolk associations and groups, SUCs, and private sector/business groups.

## 7.2 Regional, Provincial, and Municipal/City Levels

### 7.2.1 Regional Convergence Initiative TWG (RCI TWG)

The RCI TWG shall act as the regional arm of the NTWG. It shall have the following functions:

1. Provide technical assistance in the development of the CADPs proposed by the LGUs;
2. Conduct technical review and validation of the CADPs proposed by the LGUs and endorse CADPs to the NTWG;
3. Supervise the implementation of the PAPs under the approved CADP and the NCI-SRD, as may be applicable;
4. Monitor and evaluate the progress and result of implementation of the CADPs and other PAPs of the NCI-SRD within the region;
5. Facilitate the resolution of issues and concerns relating to the NCI-SRD operations in the region;



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6. Elevate issues on conflicting and overlapping policies relating to the NCI-SRD to the NTWG;
7. Prepare project proposals to support proposed funding of NCI-SRD-related PAPs; and
8. Allocate and approve resources to fund for the NCI-SRD PAPs.

The RCI TWG shall be composed of the following or their designated permanent alternate representative/s:

Chairperson : Regional Executive Director, DA RFO  
 Core Members : Regional Director, DAR  
 Regional Executive Director, DENR  
 Regional Director, DILG  
 Designated Regional Focal Person

The DA RFO Regional Executive Director shall designate the Regional Focal Person, who shall also come from the DA RFO. The membership of the RCI TWG shall be expanded to include graduates of the NCI-SRD MPM-RD Scholarship Program and representatives from the provincial LGUs and other relevant stakeholders, as deemed necessary.

### 7.2.2 RCI TWG Secretariat

The RCI TWG Secretariat shall act as the regional arm of the National Secretariat. It shall have the following functions:

1. Coordinate and facilitate the conduct of the RCI TWG meetings, workshops, writeshops, seminars, fora and consultations;
2. Document, prepare, and disseminate the highlights the minutes/proceedings/reports of the RCI TWG meetings and activities;
3. Coordinate and facilitate the implementation of appropriate actions taken on agreements reached during the RCI TWG meetings and activities;
4. Directly liaise with the National Secretariat on the status of PAPs in relation to the NCI-SRD;
5. Submit and report accomplishment, monitoring/progress reports of the convergence areas and NCI-SRD-related PAPs to the National Secretariat;
6. Prepare annual workplan and budget of the RCI TWG;
7. Provide administrative support to the RCI TWG;

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8. Attend and participate in the NCI-SRD activities at the national, regional, and local levels; and
9. Perform other functions as the RCI TWG may direct.

The RCI TWG Secretariat shall be composed of the following or their designated permanent alternate representative/s:

Head Secretariat : Designated Regional Focal Person  
 Core Members : DA, Field Operations Division (FOD)/  
 Planning, Monitoring and Evaluation Division (PMED)/ Regional Agriculture and Fisheries Information Section (RAFIS)/Agribusiness and Marketing Assistance Division (AMAD)  
 DAR, Regional Program Beneficiaries Development Division (RPBDD)/ Field Operations Division (FOD)/Agrarian Reform Beneficiaries Development Sustainability and Program Division (ARBDSPD)  
 DENR, Office of the Assistant Regional Director for Technical Services/Planning and Management Division (PMD)  
 DILG, Local Capacity Development Division (LCDD)/ Local Government Monitoring and Evaluation Division (LGMED)/Municipal/ City Local Government Operations Officer (M/CLGOOs)

### 7.2.3 Provincial Convergence Initiative (PCI) TWG

The PCI TWG shall be created when a convergence area covering at least two (2) municipalities within one (1) province is proposed by the PLGU. It shall have the following functions:

1. Propose and/or endorse convergence area/s to the RCI TWG based on the selection criteria stipulated in Section 6;
2. Develop, formulate, write, package, and finalize the CADP of the approved convergence area/s, in collaboration with the MCI/CCI TWG and RCI TWG;
3. Implement PAPs under the approved CADP and the NCI-SRD within the province, in collaboration with the RCI TWG;



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4. Monitor and evaluate the progress and result of implementation of the CADPs and other PAPs of the NCI-SRD within the province; and
7. Update the CADP from time to time, as may be necessary.

The PCI TWG shall be composed of the following or their designated permanent alternate representative/s:

Chairperson : Provincial Governor  
 Core Members : DA, Agriculture Provincial Coordinating Officer (APCO)  
 DAR, Provincial Agrarian Reform Program Officer (PARPO)  
 DENR, Provincial Environment and Natural Resources Officer (PENRO)  
 DILG, Provincial Director  
 LGU, Provincial Agriculturist (PA)  
 LGU, Provincial Planning and Development Coordinator (PPDC)  
 LGU, Provincial Environment Management Officer (PEMO)  
 LGU, Municipal Agriculture Officer (MAO)

The Provincial Governor shall designate a Secretariat of the PCI TWG. In case there is an existing LGU alliance in the area, the head of the LGU alliance shall be a member of the PCI TWG. The Provincial Governor shall also designate other members of the PCI TWG from other relevant government agencies as well as NGOs, CSOs, and private sector, as may be necessary.

### 7.2.4 Municipal Convergence Initiative/City Convergence Initiative (MCI/CCI) TWG

The MCI/CCI TWG shall be created when a convergence area within a municipality/city is proposed by the M/CLGU. It shall have the following functions:

1. Propose and/or endorse convergence area/s to the RCI TWG based on the selection criteria stipulated in *Section 6*;
2. Develop the CADP of the approved convergence area/s, in collaboration with the RCI TWG;

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3. Implement PAPs under the approved CADP and the NCI-SRD within the municipality/city, in collaboration with the RCI TWG;
4. Monitor, evaluate the progress and result of implementation of the CADPs and other PAPs of the NCI-SRD within the municipality/city;
5. Update the CADP from time to time as may be necessary.

The MCI/CCI TWG shall be composed of the following or their designated permanent alternate representative/s:

Chairperson : Municipal/City Mayor  
 Core Members : DA, Designated DA RFO representative/APCO  
 DAR, Designated PARPO/MARPO representative  
 DENR, Community Environment and Natural Resources Officer (CENRO)  
 DILG, Municipal DILG Officer/ Municipal/City Local Government Operations Officer (M/CLGOO)  
 LGU, Municipal Agriculturist (MA)/  
 Municipal Agricultural Officer (MAO)  
 LGU, Municipal/City Planning and Development Coordinator (M/CPDC)  
 LGU, Municipal/City Environment and Natural Resources Officer (M/CENRO), as may be applicable  
 LGU, Provincial Agriculturist (PA)

The Municipal/City Mayor shall designate a Secretariat of the MCI/CCI TWG. They shall also designate other members of the MCI/CCI TWG from other relevant government agencies as well as NGOs, CSOs, and private sector, as may be necessary.

## SECTION 8. Funding

The DA, DAR, DENR, and DILG shall allot a portion of their annual budget, mainstreamed or tagged, to support the NCI-SRD operations, the TWGs and their Secretariats at the national, regional, and local levels. Other sources of funds such as grants, donations, and other forms of assistance from donor agencies, other government agencies, and local and international business community/ private






sectors, shall be tapped to support the PAPs of the Convergence Initiative. Cost-sharing and/or counter-parting scheme among NGAs, LGUs, NGOs, private sector, and other institutions shall be encouraged to support the Convergence Initiative.

#### SECTION 9. Results-Based Monitoring and Evaluation (RBME)

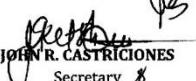
A RBME system based on indicators of performance aligned with the PDP Results Matrix shall be developed, implemented and managed. A regular reporting system shall be installed in an open and transparent manner. The RBME report shall also contain gaps and issues, learnings on convergence as an approach to sustainable rural development, and proposed policy recommendations.

**SECTION 10. Repealing Clause.** This revised JAO supersedes DA-DAR-DENR-DILG JAO No. 01 Series of 2015 and revokes all other issuances inconsistent herewith.

**SECTION 11. Effectivity.** This revised JAO takes effect fifteen (15) days after its publication in one (1) newspaper of general circulation and upon registration with the Office of National Administrative Register (ONAR).

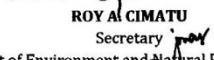
  
**WILLIAM D. DAR**  
Acting Secretary  
Department of Agriculture (DA)

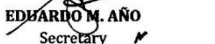
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**JOHN R. CASTRIJONES**  
Secretary  
Department of Agrarian Reform (DAR)

Department of Agrarian Reform  
Office of the Secretary  
I DARE TO BE AGRARIAN  
OTH-19-09547



  
**ROY A. CIMATU**  
Secretary  
Department of Environment and Natural Resources (DENR)

  
**EDUARDO M. AÑO**  
Secretary  
Department of the Interior and Local Government (DILG)

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## **ANNEX B. List of Other Enabling Legislations Affecting the NCI-SRD Operations**

1. Code on Sanitation of the Philippines of 1975 (Presidential Decree No. 856, dated 23 December 1975)
2. Marine Pollution Decree of 1976 (Presidential Decree No. 979, dated 18 August 1976)
3. Pollution Control Law of 1976 (Presidential Decree No. 984, dated 18 August 1976), amending Republic Act No. 3931 of 1964
4. The Water Code of the Philippines of 1976 (Presidential Decree No. 1067, dated 31 December 1976)
5. Philippine Environment Code of 1977 (Presidential Decree No. 1152, dated 6 June 1977)
6. Amended “Revised Forestry Code of the Philippines” of 1978 (Presidential Decree No. 1559 dated 11 June 1978), amending Presidential Decree No. 705 dated 19 May 1975, which revised the Forestry Reform Code of the Philippines (Presidential Decree No. 389)
7. Reorganization Act of DENR of 1987 (Executive Order No. 192, dated 10 June 1987)
8. Toxic Substances and Hazardous and Nuclear Wastes Control Act of 1990 (Republic Act No. 6969)
9. People’s Small-scale Mining Act of 1991 (Republic Act No. 7076)
10. Local Government Code of 1991 (Republic Act No. 7160)
11. National Integrated Protected Areas System (NIPAS) Act of 1992 (Republic Act No. 7586)
12. Magna Carta of Small Farmers of 1992 (Republic Act No. 7607)
13. Strategic Environmental Plan for Palawan Act of 1992 (Republic Act No. 7611)
14. Adopting a Community-Based Forest Management Strategy to Ensure the Sustainable Development of the Country’s Forestlands Resources and Providing Recommendations for its Implementation (Executive Order No. 263 dated July 1995)
15. Philippine Mining Act of 1995 (Republic Act No. 7942)
16. The Indigenous Peoples’ Rights Act (IPRA) of 1997 (Republic Act No. 8371)
17. Philippine Clean Air Act of 1999 (Republic Act No. 8749)
18. Agriculture and Fisheries Modernization Act (AFMA) of 1997 (Republic Act No. 8435)
19. Establishing the Guidelines for Eco-Tourism Development in the Philippines of 1999 (Executive Order No. 111 dated 17 June 1999)
20. Ecological Solid Waste Management Act of 2000 (Republic Act No. 9003)
21. Wildlife Resources Conservation and Protection Act of 2001 (Republic Act No. 9147)
22. Promoting Sustainable Forest Management in the Philippines (Executive Order No. 318 dated 09 June 2004)
23. Philippine Clean Water Act of 2004 (Republic Act No. 9275)
24. Biofuels Act of 2006 (Republic Act No. 9367)
25. Adopting Integrated Coastal Management as a National Strategy to Ensure the Sustainable Development of the Country’s Coastal and Marine Environment and Resources and Establishing Supporting Mechanisms for its Implementation (Executive Order No. 533 dated 6 June 2006)
26. Pursuing Sustainable Upland Development Anchoring on Food, Wood and Non-Wood Security and Economic Productivity and Providing the Mechanisms for its Implementation and for Other Purposes (Executive Order No. 606 Series of 2007)
27. Renewable Energy Act of 2008 (Republic Act No. 9513)
28. Climate Change Act of 2009 (Republic Act No. 9229)
29. Amended “Comprehensive Agrarian Reform Law” of 2009 (amended as Republic Act No. 9700), amending the Comprehensive Agrarian Reform Law of 1988 (Republic Act No. 6657)
30. The Agriculture and Agrarian Reform Credit and Financing System through Banking Institutions Act of 2009 (Republic Act No. 10000)
31. Philippine Disaster Risk Reduction and Management (DRRM) Act of 2010 (Republic Act No. 10121)
32. Declaring A Moratorium On The Cutting And Harvesting Of Timber In The Residual Forests And Creating The Anti-Illegal Logging Task Force (Executive Order No. 23, dated 01 Feb 2011)



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33. National Greening Program (NGP) of 2011 (Executive Order No. 26, dated 24 Feb 2011)
34. People's Survival Fund of 2012 (Republic Act No. 10174), amending Climate Change Act of 2009 (Republic Act No. 9229)
35. Agriculture and Fisheries Mechanization (AFMech) Law (Republic Act No. 10601) of 2013
36. Amended "The Philippine Fisheries Code" of 2014 (Republic Act No. 10654), amending Republic Act No. 8550 of 1988
37. Expanding the Coverage of the National Greening Program of 2015 (Executive Order No. 193, dated 12 Nov 2015)
38. Farm Tourism Development Act of 2016 (Republic Act No. 10816)
39. Expanded National Integrated Protected Area Systems Act of 2018 (Republic Act No. 11038)
40. Rice Competitiveness Enhancement Fund (Executive Order No. 56 series of 2018)
41. Philippine Council for Agriculture and Fisheries (Executive Order No. 66, series of 2018)
42. Inter-Agency Committee on Anti-Illegal Fishing (Executive Order No. 82, series of 2019)
43. Philippine Council for Sustainable Development (Executive Order No. 115, series of 2019)
44. Regional Task Force on Wetlands Conservation (Executive Order No. 116, series of 2019)
45. Sagip Saka (Republic Act 11321 of 2019)
46. National Food Policy (Executive Order No. 124, series of 2020)
47. Creating the Water Resources Management Office in the DENR (Executive Order No. 22, series of 2023)



## ANNEX C. List of NCI-SRD Major Policy Issuances 2018-2022

Year	Resolutions
2018	1. NCI-SRD Joint Resolution No. 3, series of 2018 (Adopting “One Convergence Area per Region” Policy)
2018	2. NCI-SRD Joint Resolution No. 11, series of 2018 (Approving the NCI-SRD Roadmap for FY 2018-2030)
2018	3. NCI-SRD Joint Resolution No. 12, series of 2018 (Approving the NCI-SRD National Capacity Development Plan for FY 2018-2022)
2019	4. NCI-SRD Joint Memorandum Order No. 1, series of 2019 Guidelines on the Identification, Review, and Audit of Apparent Conflicting and Overlapping Laws, Policies and Programs of the NCI-SRD
2019	5. NCI-SRD Joint Resolution No. 7, series of 2019 (Endorsing the DA-DAR-DENR-DILG NCI-SRD Five (5) Priority Legislations to the Appropriate Committees/Offices at the House of Representatives, Senate of the Philippines, and the Office of the President- Presidential Legislative Liaison Office)
2020	6. NCI-SRD Joint Administrative Order No.1, series of 2020 (Revised JAO No. 01, series of 2015: Strengthening the Implementation of the DA-DAR-DENR-DILG NCI-SRD)
2020	7. NCI-SRD Joint Memorandum Order No.1, series of 2020 (Establishing the NCI-SRD Coordination for Rubber, Fiber Crops, Coffee, Cacao, and other High Value Crops)
2020	8. NCI-SRD Joint Resolution No. 7, series of 2020 (Approving the NCI-SRD Strategy Framework as Basis for the Establishment of the NCI-SRD Results-Based Monitoring System)
2020	9. NCI-SRD Joint Resolution No. 8, series of 2020 (Institutionalizing the NCI-SRD Indexing of Joint Policy Issuances among the DA-DAR-DENR-DILG Affecting the NCI-SRD Operations)
2020	10. NCI-SRD Joint Resolution No. 10, series of 2020 (Directing the RCI TWGs to Adopt and Promote Bamboo as a High-Value Crop and Report on Complementation of Interventions that Supports the Development of the Bamboo Industry in the Convergence Areas)
2020	11. NCI-SRD Joint Resolution No. 11, series of 2020 (Approving the NCI-SRD Procedural Manual for Implementation and Dissemination to the NCI-SRD Working Groups at the National and Regional Levels)
2020	12. NCI-SRD Joint Resolution No. 15, series of 2020: Designating the NCI-SRD Component Working Group (CWG) Chairpersons for Four (4) Consecutive Terms (FY 2021-2023)
2020	13. Memorandum of Agreement between the NCI-SRD and DSWD





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Year	Resolutions
2021	14. NCI-SRD Joint Resolution No. 1, series of 2021 (Directing RCI-TWGs to Adopt the NCI-SRD Management Information System (MIS) as part of the NCI-SRD Results-Based Monitoring and Evaluation System)
2022	15. NCI-SRD Joint Resolution No. 4, series of 2022 (Directing the CWGs and RCI TWGs to Adopt the NCI-SRD RBME Theory of Change Model and Results Indicators)
2022	16. NCI-SRD Joint Memorandum Order No. 02, series of 2022 (Institutionalization of Agro-Biodiversity (ABD) Management within the NCI-SRD Framework)
2022	17. NCI-SRD Joint Resolution No. 5, series of 2022 (Directing the NCI-SRD NTWG to Update the NCI-SRD Roadmap 2018-2030 and Draft the Medium-Term Strategic Plan for FY 2023-2027)

**ANNEX D. Medium Term Report 2018-2022**

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BASED ON THE NCI-SRD ROADMAP FY 2018-2022**

**National Steering Committee (NSC)**

The NSC being the policy-making body of the NCI-SRD provides overall policy directions for the implementation of programs/ activities/projects (P/A/Ps) of the NCI-SRD. NSC is to allocate and approve resources to carry out the P/A/Ps pertaining to the operations of NCI-SRD including the third-party impact assessment of the convergence areas. It shall review the fulfillment of commitments of the respective agencies relative to the implementation of NCI-SRD.

**National Technical Working Group (NTWG)**

The NTWG shall serve as the advisory and recommendatory body of the NSC on matters related to the implementation of the NCI-SRD. The NTWG shall recommend to the NSC relevant policies and guidelines, PAPs, and other corresponding budgets relative to the implementation of the NCI-SRD. Conduct the final technical review and endorse all NCI-SRD relevant documents for the approval of the NSC.

Major Accomplishments of NSC/ NTWG are the following:

1. NCI-SRD Roadmap 2018-2030;
2. NCI-SRD National Capacity Development Plan 2018-2022;
3. NCI-SRD Convergence Area Development Plan (CADP) Manual of Operations;
4. Approved various convergence areas with CADP;
5. Approved various convergence areas;
6. NCI-SRD Secretariat Strategic Plans and Targets for FY 2018-2022
7. NCI-SRD Memorandum of Agreement (MOA) with Department of National Defense (DND) on the Bamboo Plantation Project in the Fort Magsaysay Military Reservation (FMMR) in Nueva Ecija
8. NCI-SRD Joint Memorandum Order (JMO) No. 1: Guidelines for the Identification, Review And Audit of Conflicting and Overlapping Laws, Policies and Programs of NCI-SRD;
9. Master of Public Management Major in Rural Development (MPM-RD) Congress;
10. Endorsed DA-DAR-DENR-DILG NCI-SRD five (5) priority legislations to the appropriate committees/ offices at the House of Representatives, Senate of the Philippines, and other Office of President-Presidential Legislative Liaison Office;
11. NCI-SRD Summit 2019;
12. Joint Administrative Order No. 1, series of 2020: Revised Joint Administrative Order No. 01, series of 2015 (Strengthening the Implementation Framework of the DA-DAR-DILG NCI-SRD);
13. DA-DAR-DENR-DILG NCI-SRD Strategic Communication Plan for FY 2021-2025;
14. Memorandum of Agreement (MOA) between NCI-SRD and the Department of Social Welfare and Development (DSWD) on the Sustainable Livelihood Program (SLP);
15. Joint Memorandum of Agreement (JMO) No. 01, series of 2020: Establishing the NCI-SRD Coordination Mechanism for Rubber, Fiber, Crops, Coffee, Cacao and Other High Value Crops);



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16. NCI-SRD Strategy Framework as Basis for the Establishment of the NCI-SRD Results Based Monitoring and Evaluation (RBME) System;
17. Joint Memorandum Order (JMO) No. 01 series of 2020: Establishing the NCI-SRD Coordination Mechanism for RUBber, Fiber Crops, Coffee, Cacao and other High Value Crops;
18. Drafted Senate version of the National Convergence Strategy for Sustainable Rural Development (NCS-SRD) Bill;
19. NCI-SRD Procedural Manual
20. NCI-SRD Management Information System (MIS);
21. CADP Manual of Operations FY 2022;
22. Joint Memorandum Circular (JMC) on MPM-RD Scholarship Program Guidelines;
23. Joint Memorandum Order No. 2, series of 2022: Institutionalizing Agrobiodiversity within NCI-SRD Framework;
24. CATALYST: Transforming Communities through Sustainable Rural Development; and
25. Issuance of various NCI-SRD Joint Resolutions.



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Table 1 shows the medium-term accomplishment report of NSC/ NTWG based on the NCI-SRD Roadmap 2018-2022. In 2018-2020, various convergence areas with CADP were approved and implemented. In 2021-2022, the operations focused on the implementation of the convergence areas and other relevant policies.

**Table 1 NSC/ NWTG Accomplishment Report**

Specific Objective	Performance Indicator	Baselin e (2017)	2018		2019		2020		2021		2022		Total		Remarks
			T	A	T	A	T	A	T	A	T	A	A/T	AR	
1. Approve at least three (3) convergence area/CADP proposals per year	No. of new convergence areas/CADP proposals approved	2	3	10	3	7	3	5	3	0	3	3	25/15	166%	2018: 10 approved CADP and new CA  2019: 7 approved CADP and new convergence areas  2020: 5 approved CADP and new convergence areas  2022: 3 CADP proposals and new convergence areas



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Specific Objective	Performance Indicator	Baseline e (2017)	2018		2019		2020		2021		2022		Total		Remarks
			T	A	T	A	T	A	T	A	T	A	A/T	AR	
2. Approve at least ten (10) NCI-SRD policy instruments per year	No. of policy instruments approved	11	10	19	10	13	10	15	10	2	10	11	60/50	120%	Breakdown of approved policy resolutions per year:  2018: 19  2019: 13  2020: 15  2021: 2  2022: 11

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Specific Objective	Performance Indicator	Baseline e (2017)	2018		2019		2020		2021		2022		Total		Remarks
			T	A	T	A	T	A	T	A	T	A	A/T	AR	
3. Approve at least one (1) MOA/MOU per year	No. of MOA/MOU signed	1	1	1	1	1	0	1	0	1	1	3/5	60%	1. NCI-SRD- DND MOA on the Bamboo Plantation Project in the Fort Magsaysay Military Reservation (FMRR) in Nueva Ecija; 2. MOA between NCI-SRD and the DSWD on Sustainable Livelihood Program (SLP); 3. MOA between NCI-SRD and Local Government Unit of Siocon for the Siocon Lituban Watershed	

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Specific Objective	Performance Indicator	Baseline e (2017)	2018		2019		2020		2021		2022		Total		Remarks
			T	A	T	A	T	A	T	A	T	A	A/T	AR	
															Convergence Area.
4. Approve at least one (1) annual operational plan for the NCI-SRD	No. of operational plans approved	0	1	1	1	1	1	1	1	1	1	1	5/5	100%	

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#### Policy and Advocacy (PA) CWG

The PA CWG is tasked to review and audit apparent conflicting and overlapping policies that hamper the implementation of Programs, Activities, and Projects (P/A/P) of the NCI-SRD agencies across all ecosystems. It shall recommend and draft relevant policy instruments that shall harmonize or improve existing policies. It shall also identify issues that require legislation and coordinate with the appropriate offices, agencies, and stakeholder groups involved in advocating for the respective legislation.

Major accomplishments of the PA CWG are the following:

1. Joint Administrative Order (JAO) No. 1 Series of 2020: Revised JAO No. 1, series of 2015: Strengthening the Implementation Framework for the DA-DAR-DENR-DILG NCI-SRD;
2. NCI-SRD Roadmap FY 2018-2030;
3. Joint Memorandum Order (JMO) No. 1, series of 2019 on Guidelines for the Identification, Review, and Audit of Apparent Conflicting Overlapping Laws, Policies and Programs of the NCI-SRD;
4. JMO No. 1, series of 2020 on Establishing the NCI-SRD Coordination Mechanism on Rubber, Fiber Crops, and Other High-Value Crops;
5. JMO No. 2, series of 2022 on Institutionalizing Agrobiodiversity within the NCI-SRD Framework;
6. Joint Memorandum Circular (JMC) on the Revised Unified Scholarship Guidelines of the NCI-SRD Master in Public Management Major in Rural Development (MPM-RD);
7. Memorandum of Agreement (MOA) between NCI-SRD and the Department of National Defense (DND);
8. MOA on Sustainable Livelihood Program (SLP) between NCI-SRD and the Department of Social Welfare and Development (DSWD);
9. Approval of House Bill No. 8005, An Act Institutionalizing the NCS-SRD, in the third and final reading of the Lower House in 2020; and
10. Various joint policy resolutions.

Table 2 shows the accomplishment report of the PA CWG based on the NCI-SRD Roadmap FY 2018-2022. Within its first medium-term of implementation, the PA CWG was able to develop and issue Joint Memorandum Order No. 1, series of 2019 which provides for the Guidelines on the Identification, Review, and Audit of Apparent Conflicting and Overlapping Laws, Policies and Programs of the NCI-SRD. From here, it was able to endorse four (4) policy recommendations on 4 apparent conflicting and overlapping laws, policies and programs which the PA CWG reviewed and audited. Further, the PA CWG endorsed 71 joint policy issuances during the period covered. In 2020, the PA CWG was instrumental in the lobbying and subsequent approval of NCS SRD House Bill No. 8005 and submitted a position paper to the office of Senator Cynthia A. Villar in support thereof.





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**Table 2. PA CWG Accomplishment Report**

Specific Objective	Performance Indicator	Baseline (2017)	2018		2019		2020		2021		2022		Total		Remarks
			T	A	T	A	T	A	T	A	T	A	A/T	AR	
1. Develop guidelines for the identification, review, and audit of overlapping laws/policies	No. of guidelines developed	0	1	0	-	1	-	-	-	-	-	-	1/1	<b>100%</b>	JMO No. 1, series of 2019: Guidelines on the Identification, Review, and Audit of Apparent Conflicting and Overlapping Laws, Policies and Programs of the NCI-SRD
2. Draft and endorse joint NCI-SRD Resolutions to the NTWG	No. of policy resolutions endorsed	10	10	<b>21</b>	10	<b>13</b>	10	<b>15</b>	10	<b>6</b>	10	<b>16</b>	71/50	<b>142%</b>	



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Specific Objective	Performance Indicator	Baseline (2017)	2018		2019		2020		2021		2022		Total		Remarks
			T	A	T	A	T	A	T	A	T	A	A/T	AR	
3. Review and audit of conflicting and overlapping laws, policies and programs	No. of policy recommendations endorsed	1	-	-	1	1	1	1	1	0	1	2	4/4	100%	a. 2019 – Balik Probinsya Program b. 2020 – Abandoned, Underutilized, or Undeveloped Fishponds (AUUF) c. 2022- DA-DAR-NCIP-LRA d. 2022 - NCI-SRD BARM
4. Identify issues and provide comments in support to legislation/policy issuance (e.g. HB 2258/3953)	No. of policy recommendation/position papers endorsed	1	-	-	-	1	1	2	1	0	1	0	3/3	100%	a. 2020 - Endorsement of NCS-SRD House Bill b. 2020 - Endorsement of NCSSRD Senate Bill

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### **Agriculture, Forestry and Fisheries Enterprise Cluster and Business Development (AFFECBD) CWG**

The AFFECBD CWG is tasked to develop, implement, monitor and evaluate the AFF enterprise cluster and business within the convergence areas using the value chain approach (VCA).

Major accomplishments of the AFFECBD CWG are the following:

1. Revised Monitoring and Evaluation tool for the AFF Enterprise Cluster;
2. Draft Capacity Development Plan of Carood Watershed Convergence Area Enterprise Clusters;
3. Carood Watershed Convergence Area Enterprise Cluster Assessment Report; and
4. Facilitated submission of three (3) project proposals for Official Development Assistance funding.

Table 3 shows the accomplishment report of the AFFECBD CWG based on the NCI-SRD Roadmap FY 2018-2022. They have monitored and evaluated one agro-enterprise cluster, particularly at the Carood Watershed Convergence Area, in 2021. The AFFECBD CWG has also endorsed three investment projects through the RCI TWG Cagayan Valley and Eastern Visayas in 2020 and through Sloping Agricultural Land Technology (SALT) in Central Antique Convergence Area in 2022.



**CONVERGENCE WORKS!**



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Table 3. AFFECBD CWG Accomplishment Report

Specific Objective	Performance Indicator	Baseline (2017)	2018		2019		2020		2021		2022		Total		Remarks
			T	A	T	A	T	A	T	A	T	A	T/A	AR	
1. Develop at least 1 pilot agro-enterprise cluster within the selected convergence area with development plan per year	No. of household beneficiaries per province per region provided with market development services	0	300	0	300	0	300	0	300	0	300	0	0/1500	0	
2. Monitor and evaluate at least 1 agro-enterprise cluster per year	No. of M&E reports prepared and submitted	0	1	0	1	0	1	0	1	1	1	0	1/5	20%	Carood Watershed Convergence Area
3. Package at least 1 project proposal for Official Development	No. of investment projects endorsed	0	1	0	1	0	1	2	1	0	1	1	3/5	60%	2020:

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Specific Objective	Performance Indicator	Baseline (2017)	2018		2019		2020		2021		2022		Total		Remarks
			T	A	T	A	T	A	T	A	T	A	T/A	AR	
Assistance funding per year															RCI TWG Cagayan Valley RCI TWG Eastern Visayas  2022: Agro Forestry cum Agri-Tourism Development through Sloping Agricultural Land Technology (SALT) in Central Antique Convergence Area

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### Capacity Development (CD) CWG

The CD CWG is tasked to develop, implement, monitor and evaluate the NCI-SRD National Capacity Development Plan. It shall organize and manage all NCI-SRD learning and development (L&D) activities including regular orientation and assessment activities.

Major accomplishments of the CD CWG are the following:

1. NCI-SRD National Capacity Development Plan FY 2018-2022;
2. NCI-SRD Convergence Area Development Plan (CADP) Manual of Operations;
3. NCI-SRD Revised CADP Manual of Operations 2022;
4. NCI-SRD Procedural Manual;
5. MPM-RD Monitoring and Evaluation (M&E) Tool;
6. Revised MPM-RD Scholarship Program Guidelines;
7. Conduct of NCI-SRD L&D activities; and
8. NCI-SRD Assessment Reports.

Table 4 shows the accomplishment report of the CD CWG based on the NCI-SRD Roadmap FY 2018-2022. As its medium-term targets and accomplishments, the CD CWG has developed and implemented the NCI-SRD Capacity Development Plan FY 2018-2022 which dictates priority capacity building needs and activities, produced five (5) manuals for use of its NCI-SRD stakeholders, produced 121 graduates from the fourth batch of the MPM-RD Scholarship program, conducted two (2) MPM-RD Scholarship Program assessments for its graduates, conducted 51 capacity building activities which involve both national and regional participants, finalized the Revised Unified Guidelines of the MPM-RD Scholarship Program, and conducted eight (8) orientations/assessments during the five-year period.

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**Table 4. CD CWG Accomplishment Report**

Specific Objective	Performance Indicator	Base line (2017)	2018		2019		2020		2021		2022		Total		Remarks
			T	A	T	A	T	A	T	A	T	A	A/T	AR	
1. Develop relevant NCI-SRD manuals	No. of manuals approved	1	1	3	-	-	1	1	-	-	1	1	5/3	166%	a. NCI-SRD Roadmap 2018-2030 b. NCI-SRD National Capacity Development Plan 2018-2022 c. NCI-SRD CADP Manual of Operations d. NCI-SRD Procedural Manual e. NCI-SRD Revised CADP Manual of Operations 2022
2. Develop a NCI-SRD national capacity development plan	No. of capacity development plans endorsed	0	1	1	-	-	-	-	-	-	-	-	1/1	100%	NCI-SRD National Capacity Development Plan 2018-2022
3. Conduct a MPM-RD Scholarship	No. of policy recommend	0	1	1	-	-	1	0	-	-	1	1	2/3	67%	

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Specific Objective	Performance Indicator	Base line (2017)	2018		2019		2020		2021		2022		Total		Remarks
			T	A	T	A	T	A	T	A	T	A	A/T	AR	
Program Impact Assessment	ations endorsed														
4. Conduct capacity-building activities	No. of trainings/seminars conducted	1	1	10	1	12	1	3	1	12	1	14	51/5	1020 %	
	No. of participants trained	-	-	380	-	510	-	120	-	460	-	620	2090/1		
	% of participants providing satisfactory rating of "better" to the training program	-	-	-	-	-	-	89 %	-	86 %	-	83 %	258/3		
	No. of reports submitted	-	-	10	-	12	-	3	-	12	-	14	51/1		

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Specific Objective	Performance Indicator	Base line (2017)	2018		2019		2020		2021		2022		Total		Remarks
			T	A	T	A	T	A	T	A	T	A	A/T	AR	
5. Produce additional MPM-RD graduates	No. of scholar graduates	258	122	121	-	-	-	-	-	-	-	-	121/122	99%	From Batch 4
6. Review and enhance MPM-RD Unified Guidelines	No. of guidelines endorsed	-	1	0	-	-	-	-	-	1	-	-	1/1	100%	Revised Unified Guidelines of the Master of Public Management Major in Rural Development (MPM-RD) Scholarship Program
7. Conduct at least 3 orientation/assessment activities per year	No. of orientation/assessments conducted	3	-	-	-	-	3	2	3	2	3	2	6/9	67%	From KM CWG which was transferred to CD CWG per JAO No. 1 s 2020
	No. of participants trained	-	-	-	-	-	-	61	-	70	-	130	261/1		



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### Knowledge Management (KM) CWG

The KM CWG is tasked to develop and manage an information system for the NCI-SRD. The three (3) areas of concern of the KM are the following: ICT, RBME and IECM materials.

Major accomplishments of the KM CWG are the following:

1. NCI-SRD Management Information System through <https://ncisrdmis.da.gov.ph>;
2. NCI-SRD Strategic Communication Plan FY 2021-2025;
3. NCI-SRD Strategy Framework;
4. NCI-SRD RBME System;
5. NCI-SRD IEC materials:
  - a. NCI-SRD Roadmap FY 2018-2030;
  - b. NCI-SRD National Capacity Development Plan FY 2018-2022;
  - c. NCI-SRD Convergence Area Development Plan Manual;
  - d. NCI-SRD Procedural Manual;
  - e. NCI-SRD Website through <https://ncisrd.da.gov.ph>;
  - f. NCI-SRD Facebook page: <https://www.facebook.com/nationalconvergenceinitiative/>;
  - g. NCI-SRD YouTube page: <https://www.youtube.com/channel/UCmFNhB8IMvP099QhJ6ISq0g>;
  - h. NCI-SRD Institutional Video;
  - i. Central Antique Convergence Area Success Story AVP;
  - j. NCI-SRD Catalyst: Transforming Communities through Sustainable Rural Development Coffee Table Book;
  - k. NCI-SRD Primer.
6. ISBN and ISSN-certified publications.

Table 5. shows the accomplishment report of the KM CWG based on the NCI-SRD Roadmap FY 2018-2022. In 2018, they were able to develop a Management Information System and are able to maintain and upgrade it for the succeeding years through the Joint Resolution No. 1, series of 2021. To date, convergence area profiles are available in the system. In 2019, the Strategic Communication Plan FY 2021-2025 was approved through the Joint Resolution No. 12, series of 2019, and was published in 2020. The KM CWG was able to disseminate 28 IEC materials through digest issues, publications, AVPs, Coffee Table Book, radio shows, tarpaulins during events, and a series of posts through the Facebook account of the NCI-SRD. The NCI-SRD has ISBN and ISSN-certified publications in FY 2022. Lastly, the NCI-SRD Strategy Framework was approved through the Joint Resolution No. 7, series of 2020, and was the basis for the NCI-SRD RBME System. The NCI-SRD RBME System Framework was then approved through the Joint Resolution No. 4, series of 2022 and the RBME tools are subject to pilot-testing by FY 2023.

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**Table 5. KM CWG Accomplishment Report**

Specific Objective	Performance Indicator	Baseline (2017)	2018		2019		2020		2021		2022		Total		Remarks
			T	A	T	A	T	A	T	A	T	A	A/T	AR	
1. Develop and maintain NCI-SRD KM system	No. of systems established	0	-	1	-	-	-	-	1	-	-	-	1/1	100%	ncisrdmis.da.gov.ph
	No. of systems maintained	-	-	-	-	1	-	1	-	1	-	1	1/1	-	Additional indicator
2. Enhance NCI-SRD strategic communication plan	No. of plans reviewed and finalized	1	1	-	-	-	-	1	-	-	-	-	1/1	100%	NCI-SRD Strategic Communication Plan FY 2021-2025
3. Develop a NCI-SRD RBME Tool	No. of RBME Tools developed	1	1	1	-	-	-	-	-	-	-	2	3/1	300%	a. NCI-SRD RBME Tool b. Survey form for beneficiaries c. Survey form for P/C/MCI TWG
4. Conduct RBME of the convergence areas	No. of RBME training conducted	0	1	0	1	1	1	0	1	1	1	2	4/5	80%	
	No. of RBME reports disseminated	-	-	-	1	0	1	0	1	0	1	1	1/4	25%	RBME of Pili Watershed Convergence Area

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Specific Objective	Performance Indicator	Base line (2017)	2018		2019		2020		2021		2022		Total		Remarks
			T	A	T	A	T	A	T	A	T	A	A/T	AR	
5. Develop at least 3 NCI-SRD IEC materials per year	No. of IEC materials disseminated	3	3	3	3	6	3	4	3	9	3	6	28/15	187%	a. Digest issues b. Publications c. AVPs d. Coffee Table Book e. Radio shows
6. Maintain official website and at least 1 social media account	No. of websites/social media accounts maintained	1	1	2	1	2	1	2	1	3	1	3	12/5	240%	a. Facebook b. YouTube c. ncisrd.da.gov.ph
7. Package at least 1 knowledge product profile per year	No. of knowledge product profiles developed	0	-	-	-	4	1	2	1	0	1	2	8/3	267%	a. NCI-SRD Roadmap FY 2018-2030 b. NCI-SRD National Capacity Development Plan FY 2018-2022 c. NCI-SRD Convergence Area Development Plan Manual of Operations d. NCI-SRD Summit Highlights

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			T	A	T	A	T	A	T	A	T	A	A/T	AR	
															e. NCI-SRD Procedural Manual f. NCI-SRD Strategic Communication Plan FY 2021-2025 g. NCI-SRD Catalyst: Transforming Communities through Sustainable Rural Development Coffee Table Book h. NCI-SRD Convergence Area Development Plan Manual of Operations FY 2022
8. Update and publish the NCI-SRD primer	No. of NCI-SRD Primers updated and published	1	-	1	1	0	-	1	1	0	-	-	2/2	100%	





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Specific Objective	Performance Indicator	Baseline (2017)	2018		2019		2020		2021		2022		Total		Remarks
			T	A	T	A	T	A	T	A	T	A	A/T	AR	
9. Conduct at least 3 orientation/assessment activities per year	No. of orientations/assessments conducted	3	3	2	3	3	-	-	-	-	-	-	5/6	83%	Transferred to CD CWG per JAO No. 1, s 2020
	No. of participants trained	-	-	-	-	407	-	-	-	-	-	-	407/1	-	


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## ANNEX E. Resolution No. 16, series of 2023



Republic of the Philippines  
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National Convergence Initiative for Sustainable Rural  
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### RESOLUTION

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### NCI-SRD RESOLUTION NO. 16 series of 2023

#### APPROVING THE NCI-SRD ROADMAP FY 2018-2030 2<sup>nd</sup> EDITION FOR IMPLEMENTATION AND DISSEMINATION TO THE NCI-SRD WORKING GROUPS AT THE NATIONAL AND REGIONAL LEVELS

**WHEREAS**, the Strategy Framework to Modernize Agriculture and Agribusiness, Chapter 5 of the Philippine Development Plan 2023-2028, states that in order to achieve Outcome 4: Agricultural Institution Strengthened, there is a need for improved coordination, and convergence of government agencies in planning, programming, and budgeting;

**WHEREAS**, Chapter 15 of the Philippine Development Plan 2023-2028 highlights the list of legislative agenda to accelerate climate action and strengthen disaster resilience including the proposed Integrated Coastal Management (ICM) Act which aims to institutionalize the ICM as a national strategy to ensure the holistic and sustainable management of various ecosystems and natural resources through the “ridge-to-reef” approach;

**WHEREAS**, Joint Administrative Order (JAO) No. 01, series of 2020 (Revised JAO No. 01 Series of 2015: Strengthening the Implementation Framework for the DA-DAR-DENR-DILG NCI-SRD) identifies the NCI-SRD as a government strategy that can contribute to inclusive growth and poverty reduction in the countryside, through complementation of efforts of the rural development agencies;

**WHEREAS**, the NCI-SRD Roadmap aims to chart the major directions of the NCI-SRD in the medium term to contribute to the goal of inclusive growth and poverty reduction in rural areas;

**WHEREAS**, the NCI-SRD Roadmap FY 2018-2030, approved through NCI-SRD Resolution No. 12, series of 2018, contains the strategic plans and targets of the NCI-SRD until FY 2022 and needs further updating based on the PDP 2023-2028 and to set the next medium-term strategic plans and targets;

**WHEREAS**, the NCI-SRD National Steering Committee (NSC), composed of the Secretaries of DA, DAR, DENR, and DILG and represented by their permanent alternate Undersecretaries and representatives, convened in a meeting held on 08 March 2023 and approved the NCI-SRD Strategic Plans and Targets FY 2023-2028;

**WHEREAS**, the NCI-SRD Roadmap FY 2023-2028 Writeshop: Initial Drafting was held on 02-04 May 2023 in Pampanga with participants from the four Component Working Groups (CWGs) to formulate the initial draft of the Roadmap;

**WHEREAS**, the NCI-SRD Roadmap FY 2023-2028 Writeshop: Final Drafting was held on 05-08 September 2023 in South Cotabato with participants from the Regional Convergence Initiative Technical Working Groups (RCI TWG) to revise the draft Roadmap;

**WHEREAS**, the NCI-SRD Roadmap FY 2023-2028 Writeshop: Finalization was held on 26 November – 01 December 2023 in Iloilo with participants from the NSC, National Technical Working Group

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(NTWG) and Policy and Advocacy Component Working Group (PA CWG) to produce a publication-ready draft of the Roadmap;

**WHEREAS**, the NCI-SRD NTWG, composed of the National Focal Person (NFP) and Chairpersons of the four Component Working Groups (CWGs) convened in a regular meeting held on 08 November 2023 and agreed to endorse the NCI-SRD Roadmap FY 2018-2030 2<sup>nd</sup> edition after final technical review;

**WHEREAS**, the NCI-SRD NSC, composed of the Secretaries of DA, DAR, DENR, and DILG and represented by their permanent alternate Undersecretaries and representatives, convened in a meeting held on 05 December 2023 and approved the NCI-SRD Roadmap FY 2018-2030 2<sup>nd</sup> edition;


**NOW, THEREFORE**, for and in view of the foregoing, the NSC hereby RESOLVES to approve the NCI-SRD Roadmap FY 2018-2030 2<sup>nd</sup> edition for implementation and dissemination to the NCI-SRD working groups at the national and regional levels.

**Done in Quezon City, Philippines this 5th day of December 2023.**

**APPROVED AND SIGNED BY THE NSC OR THEIR PERMANENT ALTERNATE REPRESENTATIVES:**

  
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Undersecretary  
DA

  
**ATTY. JONAS R. LEONES, CESO I**  
Undersecretary  
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