



Department of Agriculture
**PHILIPPINE RURAL
DEVELOPMENT PROJECT**
Enabling Communities. Expanding Opportunities.

Planning for Agriculture and Fisheries Investment at the Local, Regional and National Levels

ENHANCED OPERATIONS MANUAL

June 2023

This Manual on Planning for Agriculture and Fisheries Investment at the Local, Regional and National Levels is the operational Manual of the I-PLAN component as of May 2023. The I-PLAN component reserves the right to revise the Manual as it deems necessary to update investment planning guidelines and other project implementation procedures resulting from regular implementation monitoring.

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Abbreviations and Acronyms

ABC	Agro-Industrial Business Center
AC	Adaptive Capacity
ADAIF	Agricultural Development and Implementation Framework
ADB	Asian Development Bank
AFMA	Agriculture and Fisheries Modernization Act
AFMP	Agriculture and Fisheries Modernization Plan
AIP	Annual Investment Program
AMAD	Agribusiness and Marketing Assistance Division
AMAS	Agribusiness and Marketing Assistance Service
AMIA	Adaptation and Mitigation Initiatives in Agriculture
AMIA CREATE	AMIA Climate-Resilient Agri-Fisheries Technology-Based Enterprises
BFAR	Bureau of Fisheries and Aquatic Resources
BSWM	Bureau of Soil and Water Management
CAF	Council for Agriculture and Fisheries
Cap dev	Capacity development
CC	Climate Change
CCAFS	Climate Change Adaptation in Agriculture for Food Security
CCAM-DRR	Cabinet Cluster on Climate Change Adaptation, Mitigation and Disaster Risk Reduction
CCS	DENR Climate Change Service
CDP	Comprehensive Development Plan
CDRA	Climate and Disaster Risk Assessment
CHA	Climate and Hazards Assessment
CIP	Commodity Investment Plan / Planning
CIR	Commodity Industry Roadmap
CLUP	Comprehensive Land Use Plan
CsIP	Commodity System Investment Planning
CPT	Core Planning Team; Commodity Prioritization Tool
CRAO	Climate Resilient Agriculture Office
CRVA	Climate Risk Vulnerability Assessment
DA	Department of Agriculture
DA RFO	Department of Agriculture Regional Field Office
DENR	Department of Environment and Natural Resources
DFIMDP	Diversified Farm Income and Market Development Project
DILG	Department of the Interior and Local Government
DOST	Department of Science and Technology
DPWH	Department of Public Works and Highways
DTI	Department of Trade and Industry
ELFC	Expanded Local Finance Committee
e-OM	Enhanced Operations Manual
envi	Environment, environmental
esp.	Especially
E-VSA	Enhanced Vulnerability & Suitability Assessment
Ex.	Example
F2C2	Farm and Fisheries Clustering and Consolidation Program
FAO	Food and Agriculture Organization

FARMC	Fisheries and Aquatic Resources Management Council
FGD	Focus Group Discussion
FishCORE	Fisheries and Coastal Resiliency Project
FISHVOOL	Fishery Vulnerability and Suitability Tool
FOD	Field Operations Division
FW	Framework
GAD	Gender and Development
GEF	Global Environment Facility
GFI	Government Financial Institution
GIS	Geographic Information System
GVA	Gross Value-Added
HH	Household
I-BUILD	Intensified Building-Up of Infrastructure and Logistics for Development
ICTS	Information and Communication Technology Service
ID	Identification
IDP	Integrated Development Plan (for SAFDZ)
incl.	Including
Infra	Infrastructure
Intro	Introduction
Inv.	Investment
IP	Indigenous People
I-PLAN	Investment for Agriculture and Fisheries Planning at the Local and National Levels
IPRA	Indigenous Peoples Rights Act
I-REAP	Investments for Rural Enterprises and Agricultural and Fisheries Productivity
I-Support	Implementation Support to PRDP
ICTS	Information and Communications Technology Service
IT	Information Technology
I-VCA	Climate Resilient Agro-Industry Oriented Value Chain Analysis
LCE	Local Chief Executive
LDC	DA Livestock Development Council
LDC	Local Development Council
LDIP	Local Development Investment Program
LGU	Local Government Unit
MAFC	Municipal Agriculture and Fishery Council
MIADP	Mindanao Inclusive Agriculture Development Project
mgt	Management
M&E	Monitoring and Evaluation
MGB	Mines and Geosciences Bureau
MLGU	Municipal Local Government Unit
MPA	Marine Protected Area
MPA MEAT	MPA Management Effectiveness Assessment Tool (biodiversity sites)
MPDC	Municipal Planning and Development Coordinator
MPDO	Municipal Planning and Development Office
MPMIU	Municipal Project Management and Implementation Unit
MRDP	Mindanao Rural Development Program
Mun.	Municipal
NAFMP	National Agriculture and Fisheries Modernization Plan
NAFMIP	National Agriculture & Fisheries Modernization and Industrialization Plan

NAMRIA	National Mapping and Resource Information Authority
NBSAP	National Biodiversity Strategy and Action Plan
NCCAG	National Color-Coded Agricultural Guide Map
NPAAAD	Network of Protected Areas for Agricultural and Agro-Industrial Development
NCIP	National Commission of Indigenous Peoples
NCPT	National Core Planning Team
NEDA	National Economic and Development Authority
NGA	National Government Agency
NGO	Non-Government Organization
NPCO	National Project Coordination Office
NRM	Natural Resources Management
OM	Operations Manual
PAFC	Provincial Agriculture and Fishery Council
PAFES	Province-Led Agriculture and Fisheries Extension System
PAP/ PPA	Programs, Activities, Projects
PCAF	Philippine Council for Agriculture and Fisheries
PCIP	Provincial Commodity/ies Investment Plan
PCPT	Provincial Core Planning Team
PDC	Provincial Development Council
PDPFP	Provincial Development and Physical Framework Plan
PEZA	Philippine Economic Zone Authority
PIP	Public Investment Program
PLGU	Provincial Local Government Unit
PMS	DA Planning and Monitoring Service
PO	People's Organization
PPDC	Provincial Planning and Development Coordinator
PPDO	Provincial Planning and Development Office
PPMIU	Provincial Project Management and Implementation Unit
PPP	Public Private Partnership
PRA-RSA	Participatory Resource Appraisal-Resource and Social Assessment
PRDP	Philippine Rural Development Project
PMS	Planning and Monitoring Service
PS	Private Sector
PSO	Program Support Office
RAFC	Regional Agriculture and Fishery Council
RAFMP	Regional Agriculture and Fisheries Modernization Plan
RCPT	Regional Core Planning Team
RDP	Regional Development Plan
RDC	Regional Development Council
RDE	Research, Development and Extension
RDIP	Regional Development Investment Program
Rep/ reps	Representative/ representatives
RFO	Regional Field Office
RMA	Rapid Market Appraisal
RPCO	Regional Program Coordination Office
RRA	Rural Rapid Appraisal
R2R	Ridge-to-Reef
SAFDZ	Strategic Agriculture and Fisheries Development Zones

SC	Sub-Component
SES	Social and Environmental Safeguards
SG	Safeguards
SH	Stakeholder
SP	Sangguniang Panlalawigan
SUCs	State Universities and Colleges
TA	Technical Assistance
TOR	Terms of Reference
VC	Value chain
VCA	Value Chain Analysis
VSA	Vulnerability & Suitability Assessment
WB	World Bank
Yr	Year

Glossary of Terms Used in e-OM

1. **Agro-industrial hubs/ centers/ parks:** refer to a geographical concentration (“agglomeration”) of complementary services/ facilities that process and transform primary and intermediate food and non-food products into manufactured goods, with high value chain concentration.
2. **Climate Resilient Agro-Industry Oriented Value Chain Analysis** (see also I-VCA below): a “composite investment planning tool” and investment planning approach that embeds: (i) climate, geologic and animal and plant health risk assessment into value chain analysis, to help ensure that mitigation measures are not limited to commodity production; and (ii) identification of potential larger, commercial scale investments as part of the investment program.
3. **Commodity Systems Investment Planning (CsIP):** investment planning process developed under PRDP to enhance national agriculture and fishery plans *and plan implementation* at the national, regional and provincial levels – using science-based tools including value chain analysis; integrated spatial planning; multi-factor risk assessment; and social and environmental safeguards (SES) and biodiversity screening.
4. **Composite tool:** a combination of tools used together rather than individually in order to produce more effective and efficient results. In CsIP, the composite tool includes value chain analysis, climate and other risk assessment, integrated spatial development planning, and social and environmental safeguards and biodiversity screening.
5. **Environmental connectivity:** refers to the critical inter-relationship among landscapes (spatial planning units) that must be considered in investment planning. This notion highlights the importance of sustaining ecological balance and inter-dependence among landscapes as spatial unit of analysis. See also Spatial framework planning below.
6. **Investment program:** a time-bound list of prioritized program, activities and projects (commonly referred to as “PAPs”), which is based on – and an expression of – a “Strategic plan” (particularly the AFMP/ NAFMIP and Provincial Development and Physical Framework Plan), and linked to budgets and financial resources.
7. **Investment programming:** process of rational listing of programs, activities and projects (PAPs) for the agri-fishery sector, to be undertaken within the short- and medium-term periods... It entails a systematic and rational identification, selection, preparation, scheduling and phasing of PAPs, given the scarce financial resources of the government and the limited accessibility of other funding sources. [Source: Manual on Investment Programming and Management for DA, Oct. 2018]
8. **I-VCA:** stands for “Climate Resilient Agro-Industry Oriented Value Chain Analysis” that simultaneously addresses value chain competitiveness and the corresponding resilience concerns; and adapted to DA’s New Thinking, especially on the creation of a nationwide network of agro-industrial business centers (ABCs) to be located in urban or peri-urban areas (DA Clark City model; and Agro-Industrial Hub for Freshwater Aquaculture and Urban Farming in Taguig City Model).
9. **Planning:** the process of determining how a desired future state can be achieved, as defined by a vision, objectives and targets. In this manual, “planning” is understood to

include not only plan preparation but also plan implementation, monitoring and evaluation, i.e., the planning cycle.

10. **Private Sector:** Part of the economy which is owned by private groups. Partnership with these groups will be facilitated through AFCs. This group also involves commodity-based associations of farmers (such as coffee growers associations referred to in Visayas) and other value chain stakeholders (such as Coconut industry councils), which are geared towards addressing the specific concerns linked to the value chain and provincial/regional/national federations of cooperatives (such as for example the Family Farmers' Agriculture-Fishery-Forestry Cooperatives Federation - AgriCoop)
11. **Risk assessment:** systematic process of: (1) identifying hazards that have the potential to harm investment programs/ activities/ projects; (2) assessing which of said hazards are most likely to significantly harm investments; and (3) determining appropriate ways (mitigation measures) to avoid or reduce/ minimize harm from the most probable hazards. In I-PLAN, risk assessment covers climate (hydrometeorological), geologic, animal and plant health risks, and risks caused by recurring and ongoing conflicts.
12. **Spatial framework planning:** process of designating complementary functional roles to landscapes (zones) within a planning area such as a province or municipality. The spatial framework defines: (1) opportunities for planning and investment convergence across landscapes; (2) the relative functional role (e.g., production center vs. agro-industrial hub) of a planning area (i.e., region, province or municipality); (3) possible agro-industrial business centers in urban and peri-urban areas tied to farm and fishery production clusters in rural areas; and (4) critical ecological relationships (e.g., wastewater run-off towards coastal areas) that must be addressed across landscapes following the ridge-to-reef/ watershed management approach.

CHAPTER I: A LOOK-SEE

1.1 INTRODUCTION

1.1.1 The Philippine Rural Development Project (PRDP)

1.1.1.1 What is PRDP?

The **Philippine Rural Development Project (PRDP)** is designed to establish the government platform for a modern, climate-resilient and market-oriented agri-fishery sector. PRDP promotes **tripartite partnership** among the Department of Agriculture (DA), Local Government Units (LGUs), and private sector (PS) in planning and providing infrastructure, support services, technology, and information that will raise incomes, productivity, and competitiveness in the countryside. [For more information, see the project website <http://prdp.da.gov.ph/>.]

PRDP seeks to increase rural incomes and to enhance farm and fishery productivity by supporting smallholders and fisherfolk to increase their marketable surpluses, and their access to markets. It supports improvements in planning, resource programming and implementation practices; and co-finances rural infrastructure and enterprise development prioritized in strategic sector development plans.¹

The PRDP's major project development objectives (PDO) targets are²:

- a. 30% (at least 5% per year) increase in real household annual incomes of farmer and fisherfolk beneficiaries;
- b. 30% increase in incomes for targeted beneficiaries involved in enterprise development;
- c. 41% increase in value of annual marketed output;
- d. 760,000 farmers reached with agricultural assets or services; and
- e. 342,000 female farmers reached with agricultural assets or services.

1.1.1.2 How is PRDP structured?

The PRDP has four major components³:

1. **Local Planning (I-PLAN)** – enhances the National Agriculture & Fisheries Modernization and Industrialization Plan (NAFMIP) through science-based tools and harmonizes regional and provincial plans through the formulation of the Provincial Commodity Investment Plan using Value Chain Approach.

¹ The World Bank, *International Bank for Reconstruction and Development Project Appraisal Document on a Proposed Loan in the Amount of US\$ 501.25 Million and a Proposed Grant from the Global Environment Facility Trust Fund in the amount of US\$ 7.00 Million to the Republic of the Philippines for a Philippine Rural Development Project*, July 30, 2014, p. vii.

² This is based on the latest PDO targets as reflected in the AF2 Project Paper. Targets were increased to include the AF2 targets. The original PDOs are as follows:

- a.) At least five percent (5%) increase in annual real farm incomes of project households;
- b.) Thirty percent (30%) increase in income of targeted enterprise development beneficiaries;
- c.) Seven percent (7%) increase in value of annual marketed output; and
- d.) Twenty percent (20%) increase in number of farmers and fishers with improved access to DA services.

³ <http://prdp.da.gov.ph/about-us/major-components/>

2. **Infrastructure Development (I-BUILD)** – improves links from production areas to markets to enhance the efficiency of transporting agricultural products. I-BUILD promotes productivity increases as a result of increased cropping intensity and yields, food security and improved health from potable water, and lower post-harvest losses resulting in higher volume of outputs and more efficient support facilities.
3. **Enterprise Development (I-REAP)** – engages broad sections of the sector in the production of marketable surplus through investments in strategic segments of priority commodity value chains and strengthening collaboration between DA and LGUs. It strengthens agro-fishery-based enterprises by supporting efficient value chains of agri-fishery commodities.
4. **Project Support (I-SUPPORT)** – provides efficient and effective project management and implementation, establishes standards on services and technical assistance, and effective mode of engagement with LGUs.

In addition, the following six biodiversity sites are being supported by the project thru its **Global Environment Facility (GEF)**:

1. Tayabas Bay in Agdangan, Quezon Province (Region 4A),
2. Green Island Bay in Roxas, Palawan Province (Region 4B).
3. Ticao Pass in Bulan, Pilar, & Magallanes, Sorsogon Province, and San Fernando, Masbate Province (Region 5)
4. Guimaras Strait in Jordan, Nueva Valencia, San Lorenzo & Sibunag, Guimaras Province (Region 6)
5. Danajon Bank in Buenavista, Talibon, Bien Unido, Ubay & CPG, Bohol Province (Region 7)
6. Guiuan Coast in Lawaan, Quinapondan, Salcedo, Mercedes & Guiuan, Eastern Samar Province (Region 8)

1.1.2 The Enhanced Operations Manual (e-OM)

1.1.2.1 Purpose and Readers

The enhanced Operations Manual (e-OM) on Planning for Agriculture and Fisheries Investment at the Local, Regional and National Levels (I-PLAN) of the Philippine Rural Development Project (PRDP) of the Department of Agriculture (DA) is meant to serve as an updated guide for Provincial, Regional, and National Level Planners – those responsible for preparing investment programs – on the implementation of I-PLAN activities, from the prioritization of national, regional, and provincial commodities, through the conduct of climate-resilient value chain and such other analyses of priority commodities, and eventually to the preparation and implementation of the Commodities Investment Plans (CIP) at the provincial level.

This enhanced Operations Manual lays out the procedures for Commodity Systems Investment Planning (CsIP) in support of DA and LGU priority setting, resource allocation, and support service delivery enhancements. The use of this manual will likewise help standardize investment planning practice across regions and LGUs.

1.1.2.2 Scope and Limitations

The Enhanced Operations Manual (e-OM) begins with this Chapter I which introduces the Philippine Rural Development Project (PRDP) and its major components including the I-PLAN Component. This chapter discusses the rationale for enhancing the original Operations Manual (Dec. 2014) and provides an overview of the Commodity Systems Investment Planning (CsIP). Chapter II focuses on the step-by-step process of the CsIP from the enhanced Provincial Commodity Investment Plans (PCIP) preparation process, followed by the Regional Perspective in planning, and to how the National Level highlights the use of the CsIP outputs in enhancing the National Plans. Lastly, Chapter III covers the support needed in the overall CsIP implementation and the integration of CsIP into the DA-wide planning and budgeting.

The e-OM can neither cover all courses of actions for every decision point, nor anticipate all possible concerns in investment planning. This responsibility falls on the Planners and other staff who will implement the CsIP process. The contact information for a “Help Desk” is shown at the end of the Manual to serve as an electronic forum for addressing questions anticipated to arise during the course of preparing commodity investment plans. This is supported by national policy frameworks, as well as integrative spatial and sector planning frameworks at the regional level.

1.1.3 Overview of the I-PLAN Operations Manual Enhancement

1.1.3.1 Why OM enhancement?

This enhanced I-PLAN manual seeks to broadly reflect six years’ worth of sector investment planning lessons and experiences (2015-2020) under PRDP.

As envisioned by DA-PRDP, OM enhancement will:

- enhance the planning process as experiences in the past have been gained;
- incorporate risks and climate resilience criteria and standards into PCIPs;
- address changing needs in the agriculture and fishery sector (e.g., mobilizing greater private sector support), and;
- provide better alignment with the current DA policy and planning frameworks particularly One DA Reform Agenda (Figure 1-1) and DA New Thinking (Figure 1-2)⁴

With the approval of the Second Additional Financing (AF-2), the project will enhance the planning process and also adopt an overall regional perspective by looking into several PCIPs and VCAs for a more holistic and strategic investment planning.⁵

The project also considers an Integrated Spatial Planning approach which will integrate and synchronize the identification and prioritization of investments based on the planning area’s natural resource endowments (e.g., prime agriculture lands, market centers, human settlements, coastal areas, etc.) and the preferred/ planned functional role of particular areas within the region, i.e., production areas, processing/ value-adding centers, etc. – that will guide investments decision-making

⁴References: (1) DA, Pursuing “One DA” – a holistic approach to agriculture and fisheries transformation, Secretary’s Memo dated 04 January 2021. (2) DA, Annual Report Chapter 1, 2019.

⁵ The World Bank, *International Bank for Reconstruction and Development Project Paper on a Proposed Second Additional Loan in the amount of US\$280 Million and a Proposed Grant from the European Union in the amount of Euro 18.3 Million to the Republic of the Philippines for the Philippine Rural Development Project*, May 20, 2021, p. 19

In terms of integrating resilience criteria and standards into PCIPs, the Department of Agriculture issued the **Protocol for Integrating Climate Risk Vulnerability Assessment (CRVA) into Province-Led Activities** – referenced all throughout the manual – to generate information supporting resilience-building initiatives, which will result to better and longer-term geographic targeting.⁶ The Protocol has been incorporated into this e-OM. CRVA will provide a value-adding layer of analysis and critical information to the PCIP, particularly in the areas of hazards, Adaptive Capacity (AC), and climate suitability. At the time this e-OM was prepared, CRVA data on crops were available for 54 provinces. DA is expanding CRVA to cover all provinces and commodities.

Another drive for OM enhancement is the Mandanas Ruling expected to be implemented starting in Budget Year 2022.⁷ With the devolution of functions and resources, the role of I-PLAN in supporting tripartite investment planning by the DA-LGU-private sector will become even more important, to ensure that additional resources can generate proportionate socio-economic benefits and sustainable growth. The enhanced investment planning processes and tools described in this e-OM will contribute towards achieving such objectives. I-PLAN will also upscale complementary capacity development support to continually strengthen planning, implementation, and monitoring and evaluation at the LGU level.

Box 1-1. Mandanas Ruling

In January 2012, the Batangas Governor filed a case before the Supreme Court questioning the Bureau of Internal Revenue computation of the Internal Revenue Allotment.

In July 2018, the Supreme Court decided in favor of the Governor and ruled that the IRA must be computed based on all national taxes and not just based on national internal revenue taxes.

Increased IRA amounts are expected to be provided to the LGUs starting on the Year 2022 budget cycle. The IRA for 2022 is estimated to rise by an average of 31%.

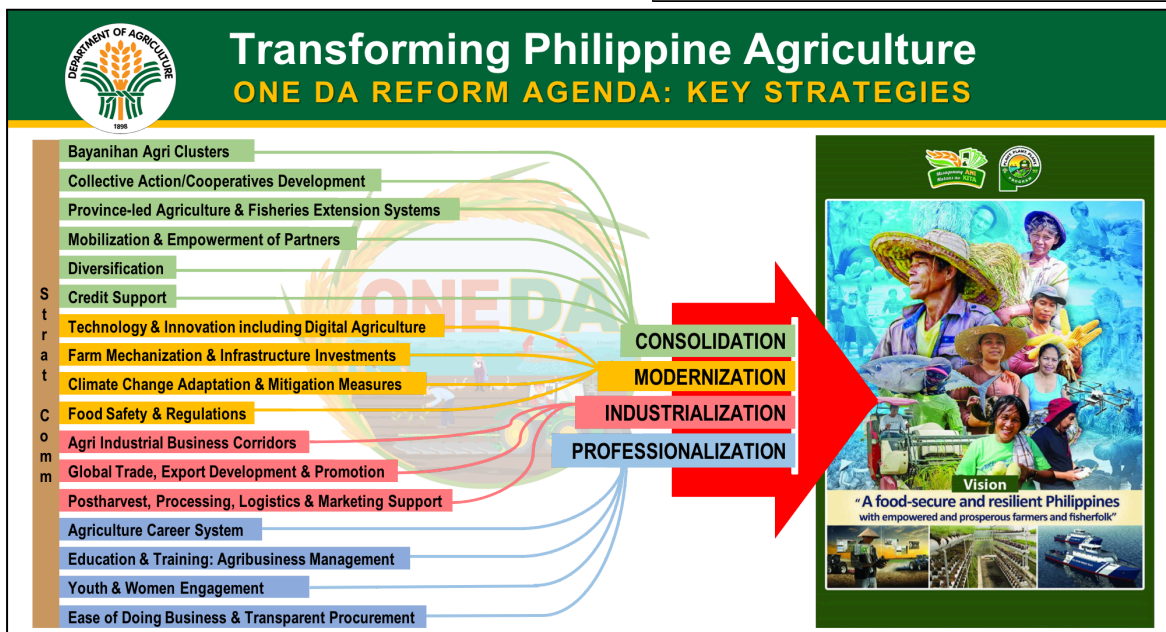


Figure 1-1. One DA Reform Agenda: Key Strategies

⁶ DA "Protocol for Integrating Climate Risk Vulnerability Assessment (CRVA) in Province-Led Activities, Jan. 2021.

⁷ With the Mandanas Ruling, the LGU Internal Revenue Allotment (IRA) is projected to increase by around 31% (PhP 1.15 trillion in Year 2022). At the same time, the DA budget will be re-focused towards providing policy, planning, budgeting and monitoring and evaluation support to LGUs.



Figure 1-2. DA Policy and Planning Framework

1.1.3.2 Phases of OM Enhancement

The Operations Manual enhancement consisted of two phases. The first phase assessed the implementation of the I-PLAN and concluded with the preparation of a stocktaking report where various Climate Change (CC) risks and resiliency tools were presented. The recommendations on revising the PCIP process in consideration of the tools on enhancing the planning process were also made.

The second phase involved the actual updating of the manual in which several consultations with different stakeholder groups have been conducted to communicate and draw feedback on the proposed revisions, to continue the consensus-building process among DA and LGU staff on ways to strengthen the planning and investment process, and to build broad-based ownership of the revised OM.

Following the conduct of several consultations and iterations of the IPLAN Enhanced Operations Manual (e-OM), pilot tests were conducted in four (4) provinces, one (1) from each cluster, with CRVA data. The experiences from the pilot test generated recommendations/ideas that served as inputs in the finalization of this e-OM.

1.1.3.3 Scope of OM Enhancements

The original Operations Manual focused on Value Chain Analysis (VCA), Commodity Prioritization, and Expanded Vulnerability and Suitability Assessment (eVSA) as the primary investment tools being used by the I-PLAN Component. In this e-OM, these science-based investment planning tools will refer to the following (with enhancements made to some of the tools):

- Rapid Market Appraisal (RMA)
- Expanded Vulnerability and Suitability Assessment (eVSA)
- Enhanced Commodity Prioritization Tool - with additional criteria to cover suitability vis-a-vis climate, geologic, and animal and plant diseases risk assessment.

- Climate Resilient Agro-industrialization Oriented Value Chain Analysis (I-VCA) - enhanced with Multi-factor risk assessment, identification of agro-industry facilities, and risk adaptation measures
- Multi-factor Risk Assessment - another layer of analysis which will use the Climate Risk Vulnerability Assessment (CRVA) data from the DA-CRAO to identify relevant hazards and recommend risk management measures for climate-related risks. This tool also considers other risks that may disrupt the value chain such as geologic, animal and plant health risks, and risks caused by recurring and/or ongoing conflicts.
- Integrated Spatial Planning Framework- a newly introduced tool which covers two approaches: 1) Ridge-to-Reef (R2R) Framework, and 2) Sectoral Framework.
- SES Early Screening - an additional tool to review interventions against SES criteria.

These investment planning tools have contributed to the overall enhancement of the planning process or what will now be pertained to as the Commodity Systems Investment Planning (CsIP).

With the use of multi-factor risk assessment and of data & projections/ scenarios from EVSA, CRVA, CDRA, CLIRAM, AMIA CREATE, the risks and climate resilience criteria and standards have been incorporated from the commodity prioritization, Value Chain Analysis (VCAs) and into the Provincial Commodity Investment Plans (PCIPs). This tool also considers other risks that may disrupt the value chain such as geologic, animal and plant health risks, and risks caused by recurring and/or ongoing conflicts which may be integrated in the VCA and PCIP processes.

The utilization of available decision support tools such as Climate Risk Vulnerability Assessment (CRVA), among others, and existing climate data, shall provide a sharper climate lens by providing additional climate-related information and risk profile as a basis for identifying climate-resilient interventions and risk adaptation measures.

During the writing of this e-OM, 81 provinces already have approved PCIPs with some already incorporated most of the approved commodity VCAs. Considering this, an interim approach was introduced in which PCIPs will be updated initially in terms of climate and other risk factors and considerations, including climate and risk data, projections and analysis – as part of the initial roll-out of this e-OM. This approach will serve as a bridge for planners at all levels to familiarize themselves on climate-resilient investment planning, while undergoing capacity development to carry out the other enhancements in the CsIP.

Aside from the climate-related information, formulation of strategies has been enhanced by upscaling the identification of strengths in the value chain, expanding the VCA to potentially cover large agro-industry investments to be located in urban and peri-urban areas, and subjecting the identified interventions into the integrated spatial planning analysis. This provides the foundation to improve the mix and quality of investments.

The use of the integrated spatial planning analysis is more elaborated in the application of the newly introduced regional perspective in planning. In regional planning, unfunded PCIP interventions of the region are clustered into interprovincial and multi-commodity as initial investment matrices and then subjected to the spatial planning analysis which covers two approaches: 1.) Ridge-to-Reef Framework (R2R), and 2.) Sector Framework. The resulting Regional Investment Matrix is presented during the Regional Planning Exercise which can serve as an avenue to market the regional interventions. These Regional Investment Areas are also aimed to be mainstreamed into the Regional PIPs.

In this e-OM, the planning doesn't only focus on the preparation of the PCIP at the local level but also includes the planning at the regional level - or the application of the regional perspective in planning as discussed previously, and at the national level which highlights the enhancement of the national plans such as the Roadmaps and NAFMIP using the CsIP outputs.

To strengthen the linkage, the NCPT will be presented with the investment areas based on the VCAs, PCIPs, and Regional Investment Matrices for possible inclusion in their Investment Plans and Budget Plans.

Lastly, Chapter 3 of this e-OM discusses the overall support to the CsIP which includes the organizational and resource requirement, support to implementation, and sustaining the CsIP. The organizational structure, particularly the composition of the Core Planning Teams (CPT), was revisited. As a result of the consultations and the pilot test, the original CPT composition has been retained with additional offices added as members or indicated as invited if necessary. Also, private sector participation will be strengthened through AFCs that are retained as CPT members.

1.1.3.4 Main Principles Considered in the detailed OM Enhancements

The discussions might be better appreciated when seen in light of the main "Principles" that inspired detailed OM enhancements:

- a. **Tripartite partnership among DA, LGUs and private investors** – This partnership serves as institutional bedrock for commodity system investment planning. The three parties are regarded as the pillars of agri-fishery development. All three are required to hold up the agro-industry "structure". One weak pillar will cause the structure to weaken if not break down.
- b. **Resilience and sustainability** – Serve as core organizing principle for all programs, activities, projects (PAPs) to promote sector-wide growth. Without resilience and sustainability features integrated into PAPs, resulting benefits will be short-lived and will require repeated investments of the same nature, e.g., farm-to-market road (FMR) needing major repair.
- c. **Adoption of ridge to reef (R2R) approach** – R2R was envisioned to be the spatial integration framework for commodity investment planning, right from the original PRDP design in 2014. The value of R2R was reiterated in the Phase 1 TA to enhance the I-PLAN OM. The challenge was to find practical mechanisms to operationalize the approach. Under this e-OM, biodiversity conservation and management are incorporated into the R2R approach, in accordance with the PRDP GEF Biodiversity Guidelines of July 2017.
- d. **Integration of science and practical knowledge of farmers and fisherfolk** – While it is unquestionable to underscore the value of a science-based planning, data limitations persist. Further, effective stakeholder participation in investment planning has been "crying" for laymanized planning language. Pure science becomes more practical when blended with folk wisdom.

- e. **Strengthened governance processes and systems** – The DA and LGUs serve as non-partisan interlocutors for multi sector engagement in investment planning, employing state-of-the-art planning tools and techniques provided by ATI, SUCs and international agencies. Standards for professional, transparent, accountable and participatory sector planning should match the expected surge in decentralized funds available for agri-fishery sector PAPs.⁸
- f. **Early attention to social and environmental safeguards** – The e-OM will highlight the PRDP Updated Integrated Environmental and Social Safeguards Framework (Oct. 25, 2018). The aforementioned framework and guidelines will be used early in the investment planning process to avoid any possible adverse impacts to the environment and community in implementing the provincial investment program.
- g. **Harmonization and coordination of LGU resilience plans** – Since the passage of the Climate Change Act of 2009 and Republic Act 10174 (2012), LGUs have prepared Local Climate Change Action Plans (LCCAPs) based on science-based assessments. The I-PLAN CsIP will not only tap into scientific resilience databases, projections and plans, but will also expand risk coverage to include geologic hazards and risks from animal and plant diseases.
- h. **Investment financing-oriented** – The e-OM will strengthen investment financing – including for large agro-industrial projects – with assets of PhP 100 million or greater – located in urban or peri-urban areas – by engaging more with current and potential private and public sector partners including development banks, Government Financing Institutions (GFI), and international funding agencies.
- i. **Plan-driven budget** – Commodity investment planning will support continuing DA efforts to assert the role of strategic and investment plans and programs as basis for budget allocation. A key implication is that periodic CIP updating will not be done on a “business-as-usual approach” but rather based on a critical assessment of previous performance, supported by refinements in sector and spatial planning frameworks and methodologies. This is consistent with the Harmonization of DA Planning and Budgeting.⁹
- j. **Informed and effective participation** – Commodity investment planning will balance science-based and consultative/ participatory approaches. Respecting competing demands on the time of stakeholders, consultation events will be most efficiently designed and conducted. Reference materials will be sent to participants in advance for invitees to study prior to consultations. Facilitators will encourage everyone, particularly women and Indigenous Peoples (IPs), to actively participate in discussions – to raise the “quality of participation”. For value chain analysis-focused consultations, agribusiness/ VCA experts will be engaged as facilitators

⁸This is expected as a result of the Mandanas Ruling implementation starting in the Year 2022 budget cycle. DA will correspondingly increase capacity-building support to enable LGUs to optimize use of decentralized funds towards competitive and resilient sector growth.

⁹DA, Manual on the Preparation of the Annual Plan and Budget Proposals of the Department of Agriculture: Harmonization of DA Planning and Budgeting, October 2018.

1.2 THE I-PLAN COMPONENT

1.2.1 What is I-PLAN?

This component of the PRDP, which is the subject of this Operations Manual (e-OM), seeks to enhance the National Agriculture and Fisheries Modernization and Industrialization Plan (NAFMIP) – ***through the systematic formulation of investment programs using science-based tools and approaches harmonized with national, regional and provincial plans.***

NAFMIP enhancement is triggered by the formulation of the Provincial Commodities Investment Plan (PCIP) using the climate resilient value chain approach, complemented by planning tools particularly including but not limited to:

1. integrated spatial planning (R2R) incorporating biodiversity conservation and management;
2. Multi-factor risk assessment (i.e. climate, geologic, animal and plant diseases, and risks caused by recurring and/or ongoing conflicts assessment); and
3. early screening on social and environmental safeguards (SES).

1.2.2 Objectives

The main objective of the I-PLAN Component of the PRDP is to strengthen the framework and linkages for the delivery of devolved but integrated agriculture and fishery services by the national and local government units through the institutionalization of the NAFMIP as the longer-term strategic framework for the rationalization of DA plans and budgets.

Specifically, it aims to:

- a. Strengthen the DA's planning, programming and budget execution processes supportive of NAFMIP implementation;
- b. Improve the delivery of support services to provinces implementing agriculture and fishery projects from the commodities value chains and subprojects prioritized in the PCIP.¹⁰

1.2.3 Expected Outcomes and Outputs

Enhancing the NAFMIP Planning Process. The corresponding expected outcome is that the NAFMIP effectively becomes the basis for rationalizing, prioritizing, and coordinating investment and support service delivery by DA Central technical agencies and RFOs. Through the I-PLAN, the PRDP aims to achieve the intermediate results in the form of agreed-upon Provincial Commodity/ies Investment Plans (PCIPs) based on the regional and national AFMIP.

Figure 1-3 belows shows the relationship of PRDP implementation particularly of the I-PLAN Component to the Agricultural Investment Planning and Strategic Plans. The Commodity Systems Investment Planning (CsIP) (orange box) shows the innovations introduced in the project in terms of tools and processes and the corresponding output at the different levels:

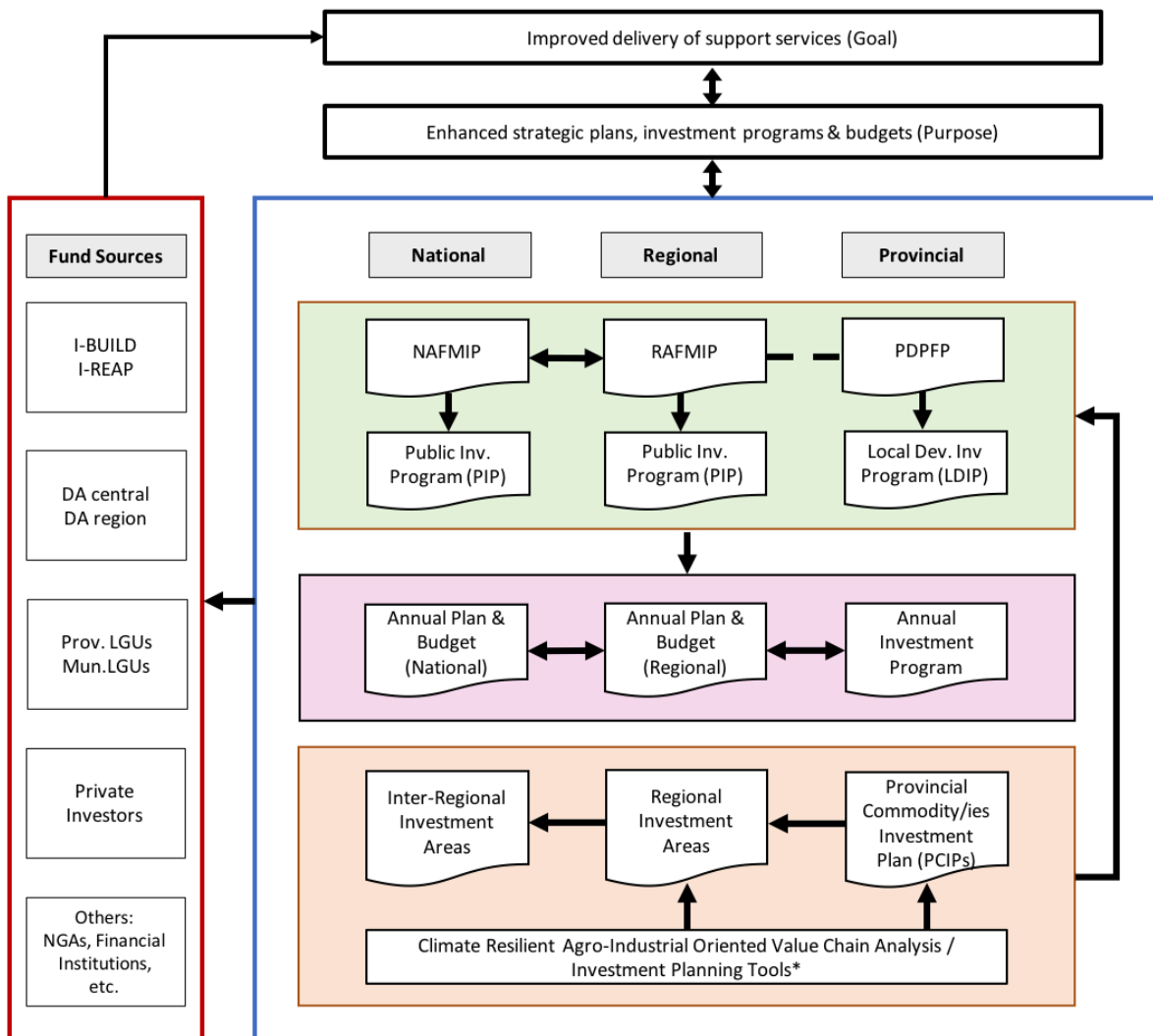
¹⁰ Department of Agriculture, Feasibility Study- Philippine Rural Development Program : Investments for AFMP Planning at the Local and National Levels, I-PLAN Component, p. 2

PCIP at the provincial level, the regional investment matrix at the regional level, the consolidated or the inter-regional investments at the national level.

The outputs of the CsIP will contribute to the preparation and enhancement of the strategic plans that are then translated into investment programs (green box) which become the basis for the annual plans and budgets.

These annual plans and budgets (pink box) indicate the PAPs that are implemented and funded by the 'Fund Sources' to meet the sector targets.

The overall framework doesn't stop in the enhancement of plans but also contributes to the implementation thus improving the delivery of support services.



***Investment Planning Tools (used as applicable):**
 Commodity Prioritization Tool (CPT); Rapid Market Appraisal (RMA); I-VCA; eVSA; Climate Hazard Assessment; Integrated Spatial Planning Framework; SES Early Screening
Orange Box: Commodity System Investment Planning (CsIP)
Pink Box: Annual Investment Plans and Budget
Green Box: Sectoral Plans and accompanying Investment Programs
Red Box: Fund Sources or Implementors

Figure 1-3. I-PLAN Updated Framework

The CIP Logical Framework (Log Frame) in Annex 9 shows how commodity investment plans (I-PLAN outputs) will lead to an improved mix and quality of investments (I-PLAN sub-purpose), which in turn will generate investment planning strategies, planning frameworks and guidelines for incorporation into enhanced strategic plans at the national and regional levels (NAFMIP), as well as at the provincial level (PDPFP and CDP).

Figure 1-4 further illustrates the relationship of the I-PLAN component with the other components of the PRDP, i.e., the I-REAP, the I-BUILD, and the I-SUPPORT.⁶ The Provincial Commodity/ies Investment Plan is the major output of the I-PLAN Component; it will be the principal basis for the I-BUILD and I-REAP interventions.

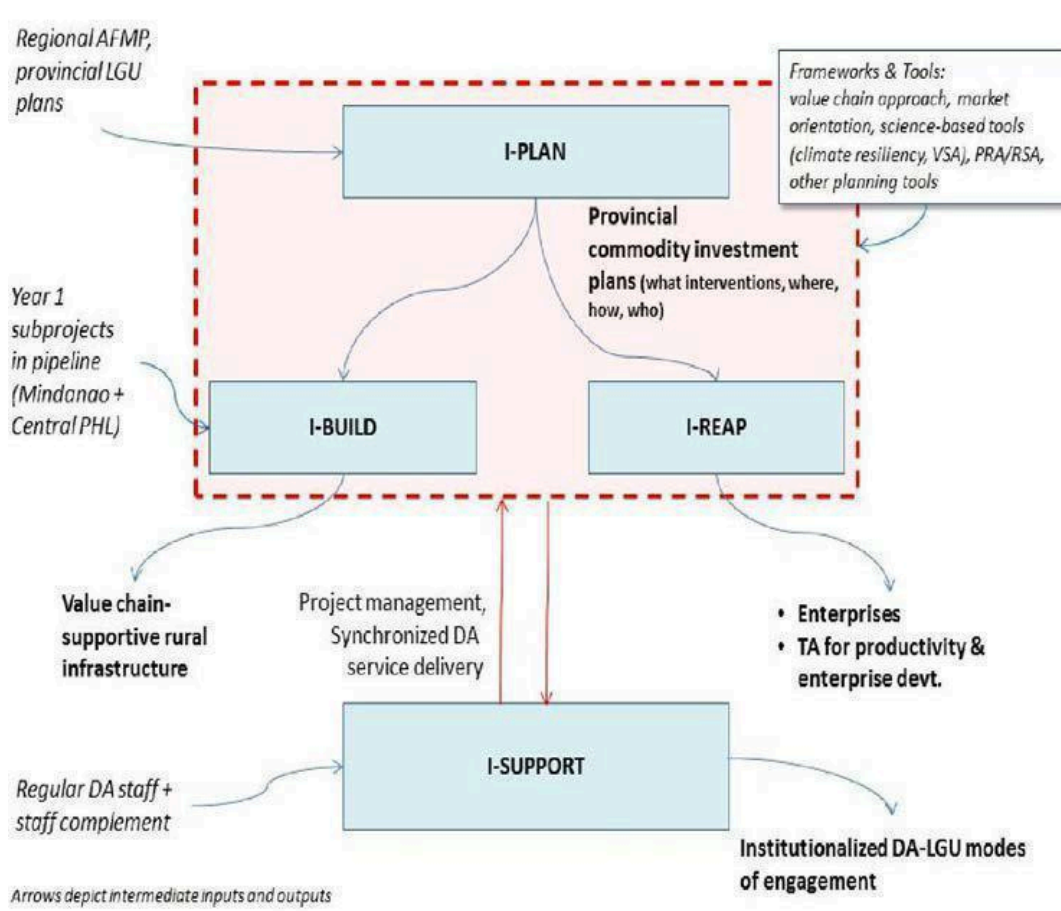


Figure 1-4. Interplay of PRDP Components

The I-BUILD or the Intensified Building Up of Infrastructure and Logistics for Development involves the setting up of a flexible menu of public good infrastructure that are strategic and climate-resilient, while the I-REAP or Investments for Rural Enterprises and Agricultural and Fisheries Productivity will develop farm and fisher households into enterprise units to contribute to the national goals of modernizing agriculture, improving rural incomes and generating agri-based jobs. On the other hand, the I-SUPPORT or Support to Program Implementation ensures the provision of technical and capability building services to identified beneficiaries and at the same time sees to it that all interventions in the implementation of the PRDP are synchronized, coordinated, integrated and synergistic.

For the I-BUILD subprojects (SPs), the Potable Water System (PWS) may not necessarily address a particular constraint in the VCA and may not be identified and prioritized in the PCIP for it serves to protect the labor input by providing safe drinking water. However, it shall be ensured that PWS would benefit the farmers and/or fishers households in the community.

Given this, all other I-BUILD and I-REAP subprojects should be aligned to the findings of the VCA and be prioritized in the PCIP. The approval of the I-REAP and I-BUILD Subprojects involves a rigorous selection and prioritization process, aimed at ensuring that these subprojects have the maximum impact as catalytic interventions for value chain upgrading. To bolster the robustness of the subprojects' adherence to the PCIP and VCAs, the I-PLAN actively engages as a crucial participant in the subproject review process. By undertaking the I-PLAN subproject review, the scientific and strategic foundations of the subprojects in alignment with the overarching objectives are assessed.

GEF Support. The following are the selected biodiversity and/or international waters are Program target areas that will simultaneously be covered by the project:

Table 1-1. PRDP Biodiversity Sites, Sanctuaries, and Significant Species

Region and Bay/ Province	Municipality/ Marine Sanctuary	Globally Significant Species/ Trigger Species
Region 4A Tayabas Bay Agdangan, Quezon	1. Bahurang Silag, Marine Sanctuary	Hawksbill Turtle <i>Eretmochelysimbricata</i> (CR) Green Sea Turtle <i>Cheloniamydas</i> (EN) Olive-ridley's Turtle <i>Lepidochelysolivacea</i> (EN) <i>Cantherellusnoumea</i> (EN) <i>Catalaphylliajardinae</i> (VU) <i>Gonioporaburgosi</i> (VU) (EN)
Region 4B Green Island Bay Roxas, Palawan	1. Caramay MPA 2. Johnson Island MPA 3. Malcampo MPA 4. Rizal MPA 5. San Miguel MPA 6. Tinitian MPA 7. Tumarbong MPA	Hawksbill Turtle <i>Eretmochelys imbricata</i> (CR) Giant Clam <i>Tridacna gigas</i> (EN) Green Sea Turtle <i>Chelonia mydas</i> (EN) Loggerhead Turtle <i>Caretta caretta</i> (EN) Humphead Wrasse <i>Cheilinus undulatus</i> (EN) White-spotted Guitarfish <i>Rhynchobatus australiae</i> (VU) Leopard Shark <i>Stegostoma fasciatum</i> (VU) Dugong <i>Dugong dugon</i> (VU)
Region 5 Ticao Pass Bulan, Pilar, Magallanes, & Pilar Sorsogon; San Fernando, Masbate	1. Butag Bay Fish Sanctuary and Marine Reserve 2. Pilar Marine Fishery Reserve and Sanctuary 3. Magallanes Fish/Marine Sanctuary 4. Matnog Marine Reserve/Sanctuary 5. Fish Sanctuary and Marine Reserve in the Municipal Waters of San Fernando	Whale shark <i>Rhincodon typus</i> (VU) Hammerhead Sharks (VU) Extensive mangrove, seagrass and coral reef ecosystem
Region 6	1. Pamanculan Fish Sanctuary	Hawksbill Turtle <i>Eretmochelysimbricata</i> (CR)

<p>Guimaras Strait Jordan, Nueva Valencia, San Lorenzo & Sibunag, Guimaras</p>	<ol style="list-style-type: none"> 2. Lawi Marine Reserve and Fish Sanctuary 3. Toyo Reef Fish Sanctuary 4. Tumalintinan Point Fish Sanctuary 	<p>Green Sea Turtle <i>Chelonia mydas</i> (EN) Whitefin Tope Shark <i>Hemitriakis leucoperiptera</i> (EN) <i>Camptostemon philippinense</i> (EN) White-spotted Guitarfish <i>Rhynchobatus australiae</i> (VU) Dugong <i>Dugong dugon</i> (VU); <i>Avicennia rumphiana</i> (VU)</p>
<p>Region 7 Danajon Bank Buenavista, Talibon, Bien Unido, Ubay & CPG, Bohol</p>	<ol style="list-style-type: none"> 1. Bilang-bilang Marine Sanctuary 2. Hingotanan West Marine Sanctuary 3. Cataban Marine Sanctuary 4. Guidacpan Marine Sanctuary 5. Sinandigan Marine Sanctuary 6. Sidlakan Marine Sanctuary 7. Aguning Marine Sanctuary 8. Asinan Reef fish Sanctuary 	<p>Bumphead Wrasse <i>Cheilinus undulatus</i> (EN) Barbour's Seahorse <i>Hippocampus barbouri</i> (VU) Humpback Grouper <i>Cromileptes altivelis</i> (VU) Spotted Seahorse <i>Hippocampus kuda</i> (VU) <i>Hippocampus comes</i> (VU) <i>H. spinosissimus</i> (VU) <i>H. trimaculatus</i> (VU) <i>Acropora loisetteae</i> (VU) <i>Acropora hoeksemai</i> (VU) <i>Nemanzophylliasp</i> Chinese Egret <i>Egretta eulophotes</i> (EN)</p>
<p>Region 8 Guiuan Coast Lawaan, Quinapondan, Salcedo, Mercedes & Guiuan, Eastern Samar</p>	<ol style="list-style-type: none"> 1. Binabasalan Island Marine Sanctuary (Salcedo) 2. Bolusao Fish Sanctuary (Lawaan) 3. Canigaran Fish Sanctuary (Mercedes) 4. Can-Usod Fish Sanctuary (Lawaan) 5. Lupakon and Bilangbilang Reefs Marine Sanctuary (Guiuan) 6. Manapag Reef Sanctuary (Guiuan) 7. Minonbonan Reef Marine Sanctuary (Salcedo) 8. Panoloytoyon Reef Marine Sanctuary (Guinapondan) 	<p>Hawksbill Turtle <i>Eretmochelys imbricata</i> (CR) Leatherback Turtle <i>Dermochelys coriacea</i> (CR) Green Sea Turtle <i>Chelonia mydas</i> (EN) Smooth Giant Clam <i>Tridacna derasa</i> (VU) <i>Montiporas amarensis</i> (VU)</p>

Source: PRDP-GEF Guidelines July 2017

The above sites are listed as priority conservation areas in the National Biodiversity Strategy and Action Plan (NBSAP). The Bureau of Fisheries and Aquatic Resources (BFAR) also recognizes these sites as major coastal and fishery resource areas. **The information on biodiversity sites, sanctuaries and species will serve as important reference in preparing or updating PCIPs.** Details on incorporating biodiversity conservation and management are specifically discussed in this e-OM

As a policy, the GEF financed activities within each GEF target area will be concentrated in close proximity to areas where priority commodity value chain interventions are to be implemented in order to better integrate sustainable ecosystem management. Hence, marine protected areas (MPAs) would be selected for GEF financing based on both their distance from commodity intervention areas, their global biological significance and where local demand for improved management effectiveness is high. The types of activities supported at

each GEF target area would be adaptable based on regional and local needs. In certain cases, where an MPA does not exist close to commodity intervention areas, the GEF financing could assist with the MPA establishment as long as significant community support exists. As well, there might also be cases where fisheries co-management outside of the MPA boundaries would be the most beneficial for local smallholder producers and therefore, GEF financing would be allocated accordingly.

1.2.4 Major Activities under I-PLAN

Under PRDP Scale up, the I-PLAN Component will contribute to realizing the strategies, framework, and models as it operationalizes the National Agriculture and Fisheries Modernization and Industrialization Plan (NAFMIP) by making planning for investments consistent with the strategic orientations of the Plan, and by developing strategies and policies to further support modernization in line with NAFMIP directions.

Accordingly, to support the aims of the project's sub-components, the implementation of regional and spatial planning, the modeling of a new generation of PCIPs (i.e. enhanced climate resiliency criteria, alignment with food security agenda, inclusion of rice and corn), strengthening of private sector engagement, provision of guidance and capacity building on Mandanas-Garcia' ruling implementation, and the enhancement of planners portal are deemed of high significance and priority.

To realize the goal, the component has two major activities: Operationalization of the NAFMIP and Support to NAFMIP implementation.

1.2.4.1 Operationalization of the NAFMIP

Enhancing the process of preparing the AFMIP has been one of the major activities of the I-PLAN component. This enhancement implies improving the planning, programming and budgeting policies, guidelines and processes and mainstreaming these within the DA. Two major outputs were expected from this: the improved National AFMP and RAFMP, and the improved DA Planning and Budgeting Manual.

For the past years of implementation, the project produced the following Harmonized Planning, Programming, and Budgeting Manuals as technical assistance to the DA-PMS as part of the efforts in mainstreaming PRDP key innovations and practices:

- a. Manual of Formulation of the Agricultural and Fisheries Modernization Plan of the Department of Agriculture;
- b. Manual on Investment Programming and Management for the Department of Agriculture; and
- c. Manual on the Preparation of the Annual Plan and Budget Proposals of the Department of Agriculture.

The manuals have served as the basis of the DA-PMS in adopting the key innovations and practices of the PRDP in the DA regular investment programming, planning, and budgeting processes. With these manuals, innovations under the PRDP I-PLAN are being gradually integrated to the counterparts in the DA.

In this eOM, enhancing the process of planning and budgeting also entails the use of the enhanced 'Investment Planning Tools' which are incorporated in the conduct of VCA and preparation of the Investment Plans.

Under PRDP Scale Up, Operationalization of the NAFMIP targets to further promote the adoption of innovative tools to facilitate the translation of NAFMIP strategies into investment plans and to underpin investments under Components 2 and 3. Activities undertaken in Phase 1 will be further pursued, reinforced with the following enhancements:

- Incorporation of regional/spatial perspective into planning to facilitate the identification of key priority investments and relevant locations for supporting agri-fishery clustering and consolidation, infrastructure building such as common service facilities that would further promote and enhance connectivity among value chain stakeholders;
- Strengthening of convergence with DA partners and private sectors in the development and adoption of VCAs and PCIPs. This emphasizes building up private sector engagement through (a) involvement of industry stakeholders in planning at all levels, (b) dissemination of PCIPs and potential investment areas, and (c) giving emphasis on the importance of Public-Private Partnership (PPP) as the catalyst for better investments and initiatives;
- Guidance and capability building for the implementation of the Mandanas-Garcia ruling in the context of the project and the DA Devolution Transition Plan. This includes mainstreaming the PCIPs/regional instruments and improving their linkages with LGU annual planning considering the involvement of the Provincial Agriculture and Fisheries Extension System (PAFES);
- In alignment with the Food Security agenda, formulation of VCA for rice and corn will be supported; and
- Digital platforms for decision-making processes in agriculture and tool for knowledge management and exchange of information and best practices such as the enhancement of the Planner's Portal which supports investment planning, enhancing the plan formulation and updating process efficiently with the use of technology, specifically (i) to function as a data storage, visualization, and report generation hub for planners with results/Maps of Decision Support Tools (DST) (e.g. eVSA, CRVA), climate data, and other related information populated in the portal; and (ii) to potentially serve as an e-Learning platform on commodity investment planning.

1.2.4.2 Support to NAFMIP Implementation

Subcomponent 1.2 (SC 1.2) of the IPLAN Component supports the NAFMIP implementation through design of coordinated systems of technical support for the implementation of subprojects prioritized in the Provincial Commodity Investment Plans (PCIPs).

SC 1.2 provides a decision-making platform for the area or region-based integrated technical support by DA and other National Government Technical Agencies to the sub-projects prioritized in the CIPs for a whole region or group of LGUs within a region. The direct beneficiaries of SC 1.2 are the DA Technical Agencies including bureaus, attached agencies and corporations, DA-RFOs, other NGAs, SUCs, among others.

The expected outputs are Program Agreements (PAs) between the RFOs and the Technical Agencies to support the PCIPs and to ensure Agency support is specifically oriented to the needs identified in the PCIP.

Eligible PAPs shall be based on the results of VCAs and/or priority interventions or specific issue/s identified in the CIPs, broadly categorized into research, capacity building, and coordination PAPs.

plans

- Research PAPs are activities based on the commodity industry needs. The conduct of these research activities is aimed at filling the knowledge gaps identified in the VCAs and PCIPs, and providing a science-based basis for decision making for planning, programming, and budgeting purposes. For instance, the conduct of Fishery Vulnerability and Suitability Assessment (FishVool) aims to guide DA particularly BFAR with the identification and prioritization of location for investment that would contribute to fishery value chain upgrading. Conduct of inventory of alternative models for integrated area-based technical support may be included in this category.
- Capacity Building PAPs intend to capacitate the IA/SP by providing technical support to DA-RFOs according to their mandate. This category is assumed to widen and deepen the identified IA/SP expertise in delivering technical services to regional counterparts depending on what is demanded per mandate. Specific PAPs under this may include but are not limited to immersion training, scientific training/conferences and workshops.
- Coordination PAPs may include joint meetings, conferences, workshops, write shops, assessments, among others, with the main objective of annual plan and budget harmonization of both DA-RFOs and DA Bureaus, attached agencies, corporations and banner programs. This may be done in each region to be led by RFO-Planning and Monitoring Division (PMED) and with participation from representatives of RFO divisions, bureaus, attached agencies and corporations and banner program coordinators.

Enhancement Under PRDP Scale Up

For research and capacity-building activities, the I-PLAN Component will act as a vehicle for innovations as it explores and considers areas aligned with the sector's reform agenda such as:

- 1) efficient supply chains that would link producers with market outlets (i.e. manufacturers);
- 2) accessible financing across value chain actors and levels;
- 3) spatial planning for identification of growth potentials and development needs;
- 4) dynamic research and technology support promoting the supply of improved inputs and technological improvements;
- 5) proactive organization of clusters involving training and capacitation;
- 6) climate resilient and environmentally friendly agriculture, and
- 7) youth engagement in agriculture enabling the honing of the next generation of farmers.

Convergence activities, as a major endeavor under 1.2, will be further performed to:

- (i) support leveraging of additional resources, with the stronger engagement of private sectors, to fund and implement identified interventions in the PCIP;
- (ii) harmonize strategies in the allocation of resources and delivery of support services among implementers; and
- (iii) serve as a platform for discussion and feedback on recent developments and bottlenecks in the industry.

Depending on the various models of integrated-area-based technical services, the above categories may be implemented simultaneously by one or more Implementing Agencies/Service Providers.

Further, to ensure the sustainability of the results of these PAPs, strategy/ies for dissemination of results shall be included in the proposals and shall be monitored through the PRDP MIS, along with other details of each PAP.

A detailed guideline in the implementation of the Subcomponent 1.2 is provided in Annex 10.

1.2.5 Target Beneficiaries

The ultimate beneficiaries of the I-PLAN component are the planning units of the DA, as well as the DA RFOs, the Agriculture and Fishery Councils (AFCs) and other support institutions in the agriculture and fishery sector.

Benefits will also accrue to the provincial LGUs in that they will learn from the process of plan and budget formulation.

1.2.6 Strategies

Strengthening investment planning processes under I-PLAN involves the following strategies:

1. Convergence through integrated ridge-to-reef (R2R) planning involving multiple and multi-level agencies;
2. Application of planning techniques incorporating disaster risk reduction, climate change effects mitigation, and participatory resource assessments; and
3. Development of value chain maps including LGU clusters to capture economies of scale for particular commodities.

The Component combines technical assistance, capacity-building, and science-based planning tools towards improving DA planning and budgeting.

I-PLAN builds on related gains achieved under the Mindanao Rural Development Program (MRDP) and Diversified Farm Income and Market Development Project (DFIMDP); as well as learnings emerging from the design of the Mindanao Inclusive Agriculture Development Project (MIADP) and Fisheries and Coastal Resiliency Project (FishCORE).

- MIADP will increase agricultural productivity, resiliency and access to markets and services of organized farmer and fisherfolk groups in ancestral domains and for selected value chains in Mindanao. Its Agricultural Development and Implementation Framework (ADAIF) will provide a basis for LGU planning and

investment decisions and for CsIP, one framework to be considered in preparing the PCIP.

- FishCORE will address structural weaknesses in the fisheries value chain to improve sustainability and resiliency of fishery resources, increase incomes, and uplift socio-economic conditions. It will be implemented in selected Fisheries Management Areas (FMA) which will serve as coastal spatial planning framework for fisheries development.

Under PRDP Scale Up, the component's key strategy will focus on building strong partnerships with identified key stakeholders and actors.

The range and depth of institutional arrangements that govern commodity investment planning are driven by the organizational units involved to enhance and operationalize its implementation. It is necessary to reorganize the National Core Planning Team (NCPT) in order to guarantee institutional arrangement and partnership building with other offices and agencies. More importantly, the implementation of new strategies and innovations would need the strong engagement of the private sector from the stages of planning up until the implementation. This would require the participation of Farmers and Fisher Clustering and Consolidation (F2C2), building on their experience in promoting viable producer clusters, and Public-Private Partnership (PPP) as a catalyst for improved public-private sector investments and activities. At the same time, convergence platforms will be maximized in order to further strengthen its partnership with involved stakeholders along the value chain.

Finally, the I-PLAN Component has determined that it is necessary to match the manpower requirement with the ongoing and additional activities to be pursued in PRDP Phase 2 particularly for RPCOs who directly provide technical assistance to 82 partner-LGUs in the implementation of CIP-related activities.

1.2.7 Risks and Mitigation Measures in I-PLAN Implementation

Some LGU executives may want to promote certain commodities other than those identified as priority commodities. This can be addressed by getting the buy-in of these local executives and the various stakeholders throughout the planning process.

Planners may lack the skills and knowledge on science-based tools such as the VCA, RMA, VSA, E-VSA and PRA-RSA. Hence, intensive training is required for the planning officers of all DA units and PLGU concerned on these tools.

1.3 IMPLEMENTATION POLICIES

The Department of Agriculture’s planning and budgeting processes operate on the general principle that “planning shall be participatory, dynamic and iterative.”

Specifically, the following shall be the guiding principles in the design and implementation of the I-PLAN component¹¹.

- a. **The NAFMIP as basis for prioritizing public agriculture and fishery investments.** The NAFMIP is the translation of the goals, agenda and policies espoused in the Philippine Development Plan (PDP), Agriculture and Fisheries Modernization Act (AFMA), and other policy and program issuances into strategic programs and projects to be implemented over the medium term. As such, it should be the continuing basis and consistent context for the DA’s investment programming, annual plan and budget proposals and actual fund allocation across operating units and functions.
- b. **Use of science-based tools for resilient and sustainable agriculture and fisheries sector.** The need to make the sector sustainable and resilient has been a long-standing concern in the face of expanding land and water degradation and the realities of climate change (CC). The AFMP framework and guidelines call for the identification of innovative measures to respond to climate change and mainstream climate change adaptation and risk reduction in the various DA interventions. The PRDP will move towards using improved tools for assessing CC vulnerability.
- c. **Value chain development context for subproject design.** A value chain refers to the full range of activities which are required to bring a product or service through the different phases of production, including physical transformation, the inputs of various producer services, and response to consumer demand. When carefully implemented, it will determine the “value” that is created in a product or service resulting from a determined set of value-adding processes and the participation of actors of the sector (i.e., farmers/fishers, private sector).

The I-PLAN’s use of the full process in the conduct of value chain approach, including complementary market analysis at the local, national and international levels, will deepen the analysis to come up with the interventions to be supported in I-BUILD and I-REAP.

- e. **Geo-tagging,** an information and communications technology (ICT) tool will be used to enhance appreciation of information on commodities especially in the establishment of the situation obtaining in a commodity chain during value chain mapping. It saves time and resources by enabling analysts and stakeholders to visualize the field situation without actually going to the locality. Hence, it is a useful tool not only in plan formulation but also in the monitoring and evaluation of plans.

¹¹ Lifted from Department of Agriculture, *Feasibility Study – Philippine Rural Development Program, Guiding Principles*, Volume I, p.6

Geo-tagging is the process of attaching location-specific information to various media types, such as pictures of project sites before, during and after project implementation, using a GPS-enabled android phone with Google as the platform.¹²

- f. **Integrated service delivery through synergistic partnership.** The PRDP will enhance delivery of critical services by instituting a mechanism to get the appropriate technical service providers, including the DA operating units, other government agencies (GAs), academe, civil society organizations (CSOs), and other value chain participants (e.g. processors, exporters) involved in a synergistic manner. This will involve scoping of existing modalities for providing AF technical support services, benchmarking vis-à-vis best practices and taking part or all of the steps within these modalities, as deemed appropriate, to institutionalize an integrated AF service delivery. Tailor fitting of technical services to commodity requirements as well as standardization are expected under PRDP. As such, service units can no longer afford to be standalone units with unclear connection of their contribution to particular commodity value chains.

- g. **Natural resource management** in globally significant biodiversity areas, seascapes and landscapes, and priority degraded coastal areas. This will be given attention through the Global Environment Facility (GEF)-funded PRA-RSA activities. PRA-RSA will be used as a tool for the NRM interventions geared towards rebuilding marine fisheries, coastal pollution reduction, management of trans-boundary water systems, and effective management of local marine areas; and management of globally biodiversity significant protected area systems, landscapes / seascapes and sectors.

The PRA-RSA shall include the following GEF interventions: 1) habitats and species assessment; 2) change assessment; 3) marine protected areas; and 4) socio-cultural and geopolitical profile.

¹² World Bank, *Geo-Tagging: An Innovative Tool to Enhance Transparency and Supervision of Development Projects in the Philippines*, 13 February 2013, Available at Geo-Tagging Philippines website <<http://geotaggingphilippines.blogspot.com/2013/02/geo-tagging-innovative-tool-to-enhance.html>> (accessed 26 February 2013),

1.4 OVERVIEW OF THE COMMODITY SYSTEM INVESTMENT PLANNING

The Commodity Systems Investment Planning (CsIP) is an investment planning process developed under the PRDP to enhance national agriculture and fishery plans and plan implementation at the national, regional, and provincial levels - using science-based tools including value chain analysis; integrated spatial planning; climate/ge-hazards/plant and animal health resiliency assessment; and social and environmental safeguards (SES) and biodiversity screening.

The CsIP may be seen to pursue a hierarchy of objectives (see Logical Framework in Annex 9)

- **Supra Goal:** At the highest level is the DA vision of creating: “A food secure and resilient Philippines with prosperous farmers and fisherfolk”.
- **Goal:** More specifically, the CsIP seeks to increase rural incomes and enhance farm and fishery productivity by supporting smallholders and fisherfolk to increase their marketable surpluses, and their access to markets.
- **Outcome:** Improved mix and quality of investments mainstreamed into the Public Investment Program (PIP) at the national and regional levels; and Local Development Investment Program (LDIP) at the provincial level.

The CsIP is a system that includes the whole I-PLAN process from commodity prioritization, conduct of Value Chain Analysis, preparation of PCIPs, application of the Regional Perspective, to the use of the CsIP outputs in enhancing the National Plans.

The end-result of the CsIP is a tripartite consensus investment plan (prioritized list of programs, activities, and projects including but not limited to infrastructure and enterprise development) and other interventions (such as technical assistance and training) to be co-finance by DA/PRDP, LGUs, private sector groups, private and government banks, international agencies such as World Bank and ADB, other NGAs (DENR, DPWH, etc.), and other fund sources.

This section aims to provide an overview of the CsIP. A more detailed discussion on the CsIP at different levels is provided in Chapter 2.

1.4.1 Prioritization of Commodities

In the initial years, the importance and/or the stake of the regions on the commodities have been established in the national and regional AFMPs. Prioritization of these commodities were conducted for commodities to be subjected to value chain analysis to rationalize the allocation not only of fund resources but of the limited resources as a whole and to ensure that commodities to be promoted are aligned with national goals.

In the second iteration of this manual, the Commodity Prioritization was reintroduced to further assess the commodities based on the additional criteria on multi-factor risk assessment: climate, geo-hazards, and animal and plant diseases risk. In addition, given the limited resources and to provide further details on the commodity profile, the tool was made available to the PCPTs to establish champion commodities of the province, validate stake of the province in the commodity VCAs and improve risk profiling of the commodities of the province.

Under the DA-PRDP Scale Up, formulation of VCA for rice and corn will be supported in alignment with the Food Security Agenda of the DA.

1.4.2 Conduct of Climate Resilient Agro-Industry Oriented Value Chain Analysis (I-VCA).

A value chain can be defined as the full range of activities which are required to bring a product or service from conception, through the different phases of production (involving a combination of physical transformation and the input of various producer services), delivery to final customers, and final disposal after use. Value chain analysis focuses on creating value along the chain, as well as the rational distribution of benefits among the actors participating in the chain. It involves an analysis of the vertical and horizontal processes and players that add value to the product. The driving forces behind a continuing value addition are competition and sustainability, i.e., remaining to have comparative advantage and being sustainable.

The Core Planning Team and/ or VCA consultants-experts - independently or collaboratively shall conduct/update the VCA for each of the approved priority commodities using the value chain approach (Annex 1) except for commodities with existing updated and adequate VCAs. For Regional VCAs, the PPDCs of the top producing provinces for the specific commodity will join the conduct of VCA.

In this e-OM, the value chain analysis is expanded to potentially cover large agro-industry investments to be located in urban and peri-urban areas and to integrate climate tools in consistency with global best practices in agriculture and fishery planning.

1.4.3 Provincial Commodity Investment Plan

The Provincial Commodity Investment Plan is a 3-year rolling consensus plan reflecting agreements between DA and PLGUs with strong participation of the various stakeholders. The PCIP rationalizes the upgrading strategies and interventions within the various segments of the value chain of commodities prioritized by the province - to include “emergent commodities”¹³, and will contribute to the goals of the agriculture and fishery sector.

The PCIP preparation has been enhanced in this eOM to include the following:

- Review of higher level and other sectoral and spatial plans to make sure the PCIP is closely linked to such plans, thus avoiding possibly disjointed plans and promoting harmonization across plans.
- Enhanced process on translation of the VCA to general the proposed investment program
- Enhanced climate risks and resiliency criteria in the PCIP to identify and prioritize investments.

An interim approach in updating the PCIP (focusing on the integration of climate risks) is added as a bridge for planners at all levels to progressively familiarize themselves on climate-resilient investment planning, while undergoing capacity development to carry out the

¹³ “Emergent commodities” may not be prioritized based on VCA analysis results, but are of importance locally; being promoted by potential private investors; and/ or important in terms of biodiversity and ecological significance. May also include commodities with niche market, and those having IP/ cultural value.

other enhancements in Commodity System Investment Planning, in line with preparations for the full roll out.

In this eOM, the PCIP institutionalization is also strengthened through integration and adoption of the PCIPs in the local plans.

The PCIPs, on top of being the main basis of identifying and developing I-BUILD and I-REAP subprojects, will undergo another level of analysis in this eOM for possible identification of inter-provincial investment areas. This will be further discussed in the regional perspective in planning.

1.4.4 Regional Perspective in Planning

The eOM covers the concept of the application of regional perspective in the planning process. This will utilize the data from the Management Information Systems (MIS) on unfunded PCIP interventions of the region. The investment areas are clustered into interprovincial and multi commodity as initial investment matrices. These clustered investment areas will then be subjected to the spatial planning analysis which covers two approaches: 1.) Ridge-to-Reef Framework (R2R), and 2.) Sector Framework.

The resulting Regional Investment Matrix will be presented during the Regional Planning Exercise that is targeted to be conducted in the second or third quarter of the fiscal year prior to the finalization of the investment plans and budget plans of the regional offices.

[The Regional Planning Exercise can serve as an avenue to market regional interventions to stakeholders and get their commitments to leverage resources to implement identified prioritized investments in the Region.](#)

The results of the regional planning are also aimed to be mainstreamed into the Regional PIPs.

1.4.5 National Level Support to CsIP

The CsIP at the National Level highlights the enhancement of the national plans using the outputs of the CsIP at the different levels.

These national plans include Commodity Industry Roadmaps that use the results of the VCAs as reference for setting the commodity industry goals and objectives, upscaling strategies, action plan, governance frameworks, and monitoring and evaluation. The roadmaps will then provide a more consistent and coherent basis for the enhancement of the NAFMIP.

The NAFMIP or the National Agriculture & Fisheries Modernization and Industrialization Plan also uses CsIP outputs in its enhancement. The results of the VCAs, PCIPs, and Regional Planning will be consolidated by the DA-PMS and incorporated in the NAFMIP, as an addendum. The improvements come in the form of modifications, and enhancement in validated commodities, implementation areas, strategies, and interventions.

To strengthen the linkage, the NCPT (and other NGAs) will be presented with the investment areas based on the VCAs, PCIPs and Regional Investment Matrix for possible inclusion of the DA Operating Units and concerned NGAs in their Investment Plans and Budget. This may also

be articulated and translated into guidelines to be provided to the regional counterparts in considering PCIP interventions to be included in the regional investment plans and budget.

Lastly, in light of the enhancements made and as continuous support to the overall implementation, the NPCO will facilitate capacity development on planning, monitoring and evaluation, and other competency areas.

CHAPTER II: THE COMMODITY SYSTEMS INVESTMENT PLANNING

1. This section describes briefly how Commodity System Investment Planning (CsIP) is done at the provincial, regional and national levels. **The intended Readers are the national, regional and provincial Core Planning Team (CPT) members.** This section seeks to familiarize the Readers with the major steps in the CsIP at each level of the planning structure; their decision-making responsibilities under each major step; and who will provide them with technical staff support.
2. Considering the targeted members of the CPT, this Chapter provides a truncated description of CsIP at each of three levels of the planning structure – starting with the provincial level which is most familiar – and prominent – in PRDP’s six-year investment planning experience (2015-2020). For each level, the major steps of the CsIP process are provided; then the responsibility for providing staff support (i.e., “due diligence”) per step is assigned; and finally, the required confirmatory review and approval for due diligence documentary outputs is specified. The nature, sequence and emphasis of investment planning activities will vary across levels but will be mutually complementary.

2.1 INVESTMENT PLANNING TOOLS

The I-PLAN Component of PRDP aims to enhance the National Agriculture and Fisheries Modernization and Industrialization Plan (NAFMIP)¹⁴ through the preparation and updating of Commodity Investment Plans (“CIPs”) serving as local foundation for the NAFMIP, using the following science-based tools:

1. Commodity Prioritization Tool
2. Rapid Market Appraisal (RMA)
3. Climate Resilient Agro-Industry Oriented Value Chain Analysis (I-VCA)
4. Expanded Vulnerability and Suitability Assessment
5. Multi-factor Risk Assessment
6. Integrated Spatial Planning Framework
 - Sectoral Framework
 - Ridge to Reef Approach
7. SES Early Screening

2.1.1 Retained Planning tools

2.1.1.1 Rapid Market Appraisal (RMA)

A Rapid Market Appraisal (RMA) is an iterative and interactive research methodology, which is used to better understand complex market systems in a short time. (Adapted from *Young 1994*).¹⁵ It is a methodology that facilitates the identification of proper interventions or support programs to improve efficiency or strengthen the marketing system in a way that would bring the broadest benefits to the most number of participants in the system.

¹⁴ In this e-OM, the agri-fishery sector plan required under AFMA is referred to as the National Agriculture and Fisheries Modernization and Industrialization Plan (NAFMIP), the official title under the current DA administration.

¹⁵ S. Joss, H. Schaltenbrand, P. Schmidt, *A Rapid Market Appraisal Tool Kit: Theoretical Background and Experiences from various RMA Events*, Helvetas Publications, No. 3, Switzerland, February 2002.

It facilitates understanding of how products or commodities flow to end users. It makes evaluation of the marketability of a commodity easier. For farmers who often sell their products to middlemen and are not too keen on studying the end customer’s needs or desires, the RMA will make the farmers aware of other opportunities that could increase their incomes.

Since RMA results are inputs to the Commodity Prioritization Tool and to the VCA, the activities will concentrate on the following objectives:

- a. obtain information about how a commodity sub-sector is organized, operates and performs;
- b. reorient production to respond to changing demand or adapt production and marketing strategies to improve market position;
- c. identify market constraints and opportunities;

2.1.1.2 Expanded Vulnerability and Suitability Assessment (EVSA)

The Expanded Vulnerability and Suitability Assessment (eVSA) is a web-based tool that helps the planners determine the suitability of a commodity in a province or municipality. It takes into account both agro-climatic data and socio-economic indicators such as poverty magnitude, poverty incidence, number of farmers and fishers, size of production, area, etc. as bases in targeting interventions and formulating strategies for investments.

The Project’s application of e-VSA takes off from the Bureau of Soils and Water Management’s development of a decision-support tool that incorporates biophysical variables (such as land suitability & land slopes & risk to flooding) and climate abnormalities (such as typhoon & drought) known as the Vulnerability and Suitability Assessment (VSA) Tool.

The PRDP expanded the VSA tool through the e-VSA that integrates the socio-economic factors (such as poverty incidence, number of hectares for a certain commodity, number of farmers, etc.) to the VSA. Hence, it is a combined analysis of the biophysical and climatic factors and the socio-economic parameters.

The e-VSA mapping analysis generates ranking of provinces or municipalities according to vulnerability and crop suitability. These are considered in the crafting of the VCA, PCIPs and Feasibility Study.

2.1.2 Enhanced Planning Tools

2.1.2.1 Commodity Prioritization

Commodities that will be considered for the conduct of value chain analysis at the national and regional levels shall be prioritized to rationalize the allocation of resources and to ensure that commodities to be promoted are aligned with national goals. The Commodity Prioritization Tool shall serve as a guide in the prioritization of commodities to be promoted.

For this tool, the major criteria and the weights to be used are as follows:

Table 2-1: Major Criteria and Weights for Commodity Prioritization

Criteria	Weight
A. Agronomic suitability	20%
B. Market potential	30%
C. Impact on the poor	10%
D. Number of growers/ producers	20%
E. Overall suitability vis-à-vis climate, geologic and animal and plant health	20%
Total	100%

In the enhancement of the IPLAN Operations Manual, suitability vis-a-vis climate, geologic, and animal/plant health risk is added as one of the criteria. In addition, given the limited resources and to provide further details on the commodity profile, this tool is now made available to the PCPTs to establish champion commodities of the province, validate stake of the province in the commodity VCAs and improve risk profiling of the commodities of the province. A more detailed guide in commodity prioritization is provided in Annex 2 of this manual.

2.1.2.2 Climate Resilient Agro-Industry Oriented Value Chain Analysis (I-VCA)

A value chain can be defined as the full range of activities which are required to bring a product or service from conception, through the different phases of production (involving a combination of physical transformation and the input of various producer services), delivery to final customers, and final disposal after use. Value chain analysis focuses on creating value along the chain, as well as the rational distribution of benefits among the actors participating in the chain. It involves an analysis of the vertical and horizontal processes and players that add value to the product. The driving forces behind a continuing value addition are competition and sustainability, i.e., remaining to have comparative advantage and being sustainable.

The value chain approach is used in the preparation of the Provincial Commodity/ies Investment Plan for the following reasons:

1. To identify the priority interventions needed to strengthen links in the commodity value chain and therefore, the priority programs needed to be implemented to enhance the competitiveness and/or productivity of the selected commodities;
2. For efficient allocation of government resources by providing funds only to identified priority interventions and projects;
3. To promote public-private partnership by presenting opportunities for private sector investment to make agricultural production and processing a viable business.

Enhancing Value Chain Analysis

Value chain analysis has been expanded to potentially cover large agro-industry investments to be located in urban and peri-urban areas – in line with the Department of Agriculture’s Agro-Industrial Business Corridors (ABC) strategy and nationwide replication of the Clark City

Agro-Industrial Business Center model and Agro-Industrial Hub for Freshwater Aquaculture and Urban Farming in Taguig City model. In the agro-industry development model, the interplay between value chain analysis (e.g., identifying VC segments for possible investment), and spatial planning (where and why to locate identified investments) is brought to the fore. Moreover, integrating climate tools into value chain analysis is consistent with global best practices in agriculture and fishery planning.¹⁶ Global climate trends are considered in the I-VCA and then reflected as appropriate in the PCIP.

Assessment of risks associated with climate, natural hazards and violent conflicts is now fully integrated into PRDP value chain analysis. Multi-factor risk assessment can be done by consolidating some of the detailed steps in climate and hazard assessment, without diminishing quality, i.e., preserving the essential features and science-based substance of the risk assessment methodology. The integration of value chain analysis and risk assessment involves identifying relevant hazards as well as violent conflicts simultaneously as commodities and value chain segments are themselves identified; evaluating and prioritizing said hazards; and recommending risk management measures.

Preparation of new VCAs or updating of existing VCAs will be done by the Core Planning team (CPT) and/ or VCA consultants-experts – independently or collaboratively. The main steps in the VCA process are as follows.

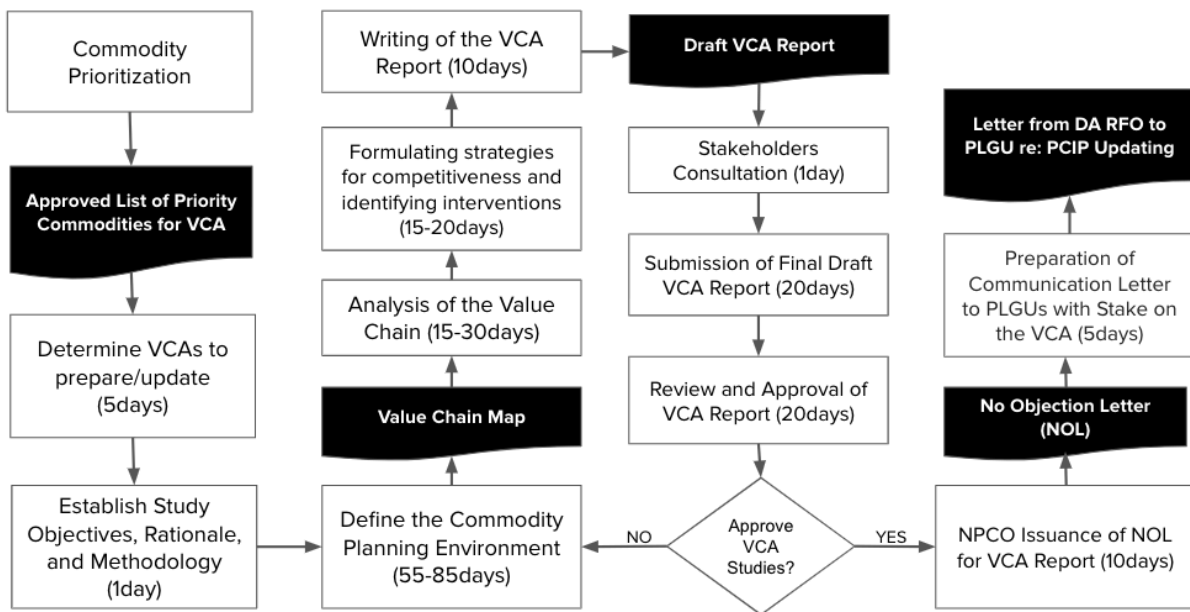


Figure 2-1: VCA Preparation Process Flow

The time duration for VCA preparation has been revised to consider the enhancements in the process and the experiences from the past implementation. From 119-171 days, the enhanced process is now estimated to take 157-207 days. Please note that the estimated time duration of the VCA preparation will depend on the coverage area, availability of data, and expertise of the Core Planning Team (CPT).

The steps can be summarized as follows:

¹⁶ See, for example, Caroline Mwongera, *et. al.*, “Climate-Smart Agricultural Value Chains: Risks and Perspectives” in The Climate-Smart Agriculture Papers, Todd S. Rosenstock, Andreea Nowak and Evan Girvetz (editors), International Center for Tropical Agriculture, Kenya, 2019.

- Step 1. Assess to Determine which VCAs to Prepare or Update
- Step 2. Establish the Study Objectives, Rational and Methodology
- Step 3. Define the Commodity Planning Environment
- Step 4. Analysis of the Value Chain
- Step 5. Formulate Strategies for Competitiveness and identify interventions
- Step 6. Stakeholders Consultation
- Step 7. Submission, Review and Approval

If the VCA being prepared or updated involves biodiversity sites, the study team will consider outsourcing a Participatory Resource Assessment – Resources and Social Assessment (see PRA-RSA in Annex 4). The PRA-RSA objective is to determine if potential interventions can adversely affect biodiversity and if so, what remedial measures should be adopted.

2.1.3 New Planning Tools

2.1.3.1 Multi-Factor Risk Assessment

Multi-Factor Risk Assessment is embedded both in the preparation of VCAs and PCIPs. As discussed in the previous paragraphs, the integration of value chain analysis and risk assessment involves identifying relevant hazards and conflicts simultaneously as commodities and value chain segments are themselves identified; evaluating and prioritizing said hazards; and recommending risk management measures and the corresponding budget in the PCIPs.

2.1.3.1.1 Climate Risk Vulnerability Assessment (CRVA). PCIP preparation is enriched by Climate Risk Vulnerability Assessment which was created to generate information for the Department of Agriculture to support resilience-building initiatives, resulting in better and longer-term geographic targeting. CRVA provides a value-adding layer of analysis and critical information to the PCIP through commodity risk characterization, particularly in the areas of hazards, Adaptive Capacity (AC), and climate suitability. At the time this e-OM was prepared, CRVA data on crops were available for 54 provinces. The database is being expanded to cover all provinces and commodities.

Why Integrate CRVA into PCIPs?

Hazards – to improve characterization and analysis of the effects of typhoons, flood, drought, soil erosion, landslide, salt water intrusion, storm surge, and sea level rise

Adaptive capacity – to assess the ability of commodity systems to adjust to potential damage from climate change, take advantage of opportunities, or cope with consequences.

Climate suitability – to provide suitability scenarios that will help identify long-term risks for both commodities and related sectors.

This “value-adding layer of analysis” made possible by CRVA on the risks from natural hazards of the crops prioritized. The prioritization will be reviewed using the CRVA database containing scientific information on:

1. **Exposure** – the nature and degree to which a system is exposed to significant climate variations.
2. **Sensitivity** - the increase or decrease of climatic suitability of selected crops to changes in temperature and precipitation

3. **Adaptive capacity** - the ability of a system to adjust to climate change (including climate variability and extremes) to moderate potential damages, to take advantage of opportunities, or to cope with the consequences

The CRVA datasets include climate variations and the following climate-related hazards: typhoon; flood; drought; soil erosion; landslide; salt water intrusion; storm surge; and sea level rise. The datasets were obtained from government agencies and other organizations. If sensitivity scenarios (climate suitability assessment) on prioritized crops are not yet available from CRVA, existing climate data from the Climate Change Adaptation in Agriculture for Food Security (CCAAFS) and WorldClim (Global Climate Data) can be used to characterize potential climate impacts.

Each dimension of vulnerability is represented by a set of proxy indicators measuring the degree of risk and adaptive capacity. The Hazard Index is used to identify natural hazards and determine the degree to which crops are exposed. It is based on quantitative and semi-quantitative indicators for which data are collected from secondary sources and/ or through workshops. Hazard data can also be downloaded from on-line databases listed in the CRVA system but not available in the DA database, which include international portals like the Global Risk Data Platform of the UNEP/ UNISDR, and the locally developed hazard data of the Mines and Geoscience Bureau of the Department of Environment and Natural Resources (DENR-MGB) for flood and landslide risk maps, and the Department of Science and Technology (DOST) for storm surge.

Adaptive capacity looks into the following parameters at the municipal level to inform the type of interventions that can improve community resilience:

1. **Economic** – poverty, inflation, wages, and financial services
2. **Natural**- irrigation and forest cover
3. **Human** – health and education
4. **Physical** – infrastructure investment and network, access to services, transportation, and ICT
5. **Institutional** – availability of agricultural officers, support of agricultural technologists, seedlings buffer stock, DRRM Plan
6. **Social** – presence of farmers’ groups, farmers’ membership in cooperatives, women in government
7. **Anticipatory** – agricultural technology training on climate change, and access to ICT

For PCIP commodities for which CRVA data are not yet available, other climate data sources can be used such as CDRA, CLIRAM, NCCAG, FISHVOOL, etc.

2.1.3.1.2 Fisheries Vulnerability Assessment Tool (Fish Vool). The Fisheries Vulnerability Assessment Tool (Fish Vool) was developed to assess the status and vulnerability of the fishery sector and identify potential causes of that vulnerability to ensure continued fish productivity and food security. This tool was developed by the National Fisheries Research and Development Institute (NFRDI). Fish Vool is a vulnerability assessment tool that provides an effective data collection to assess the potential impacts of climate change on the fisheries sector, specifically tuna and sardine sectors in the area. It has the potential to be modified and used to target different fisheries species. This tool enables the identification of areas that are highly vulnerable to climate change impacts.

Fish Vool follows three (3) components: exposure, adaptive capacity, and sensitivity.

Exposure is the measure of the intensity or severity of the physical environmental conditions that affect the present state of the biophysical system.

Sensitivity is the system's present state based on the specific properties that respond to the exposure factors arising from climate changes.

Adaptive capacity is defined as resiliency or the ability of the system to cope with the impacts of climate changes.

Each component has three sub-components: fish, human, and community. Each sub-component has corresponding criteria that are used in assessing the vulnerability of the sector with respect to the area. These criteria are the variables in the scoring system of the vulnerability assessment.

2.1.3.1.3 Identification of Other Risks and Hazards

Other than considering climate vulnerability and suitability factors, the enhancement of the process also involves identification of other risks and hazards that may disrupt the value chain such as geologic, animal, plant health and violent conflicts especially for areas that are experiencing recurring or on-going conflicts.

2.1.3.2 Integrated Spatial Planning

The spatial planning tool introduced in this e-OM operationalizes the Ridge-to-Reef (R2R) planning approach (Figure 2-2). Spatial planning will pull into the CsIP process the Network of Protected Areas for Agricultural and Agro-Industrial Development (NPAAAD) and Strategic Agriculture and Fisheries Development Zones (SAFDZ) mandated in Republic Act 8435, the Agriculture and Fisheries Modernization Act (AFMA) of 1997. At the regional and provincial levels, the landscape ecosystem approach will be applied to:

- a) promote planning and institutional convergence within the planning area (especially the province) using integrated terrestrial and coastal spatial planning frameworks;
- b) minimize if not avoid overlap or duplication between and among planned investments;
- c) articulate the “functional role” of zones within a planning area, e.g., production center vis-à-vis agro-industry hub/ park (growth center) serving production areas (core-periphery integration);
- d) identify agro-industry business centers located in urban and peri-urban areas to be tied to clusters of farmers and fisherfolk living in peripheral/ rural areas; and
- e) enhance the ecological balance between and among landscapes, e.g., protecting the biological integrity of waterways within a watershed.

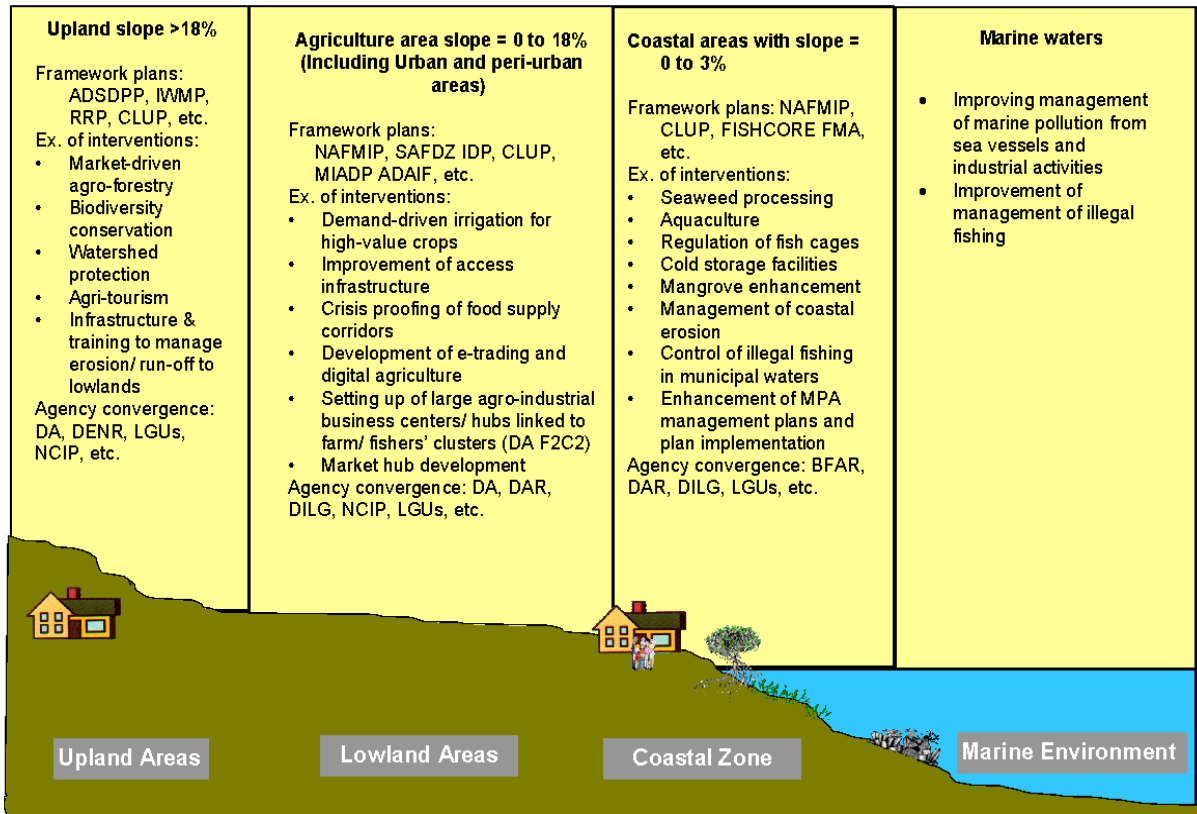


Figure 2-2. Ridge-to-Reef Spatial Planning Framework

The same ecological landscape/ ecosystem approach is also currently being used in the Risk Resiliency Project (RRP) under DENR/ Cabinet Cluster on Climate Change Adaptation, Mitigation and Disaster Risk Reduction (CCAM-DRR) being supported by the World Bank.

This e-OM incorporates biodiversity conservation and management into spatial planning in relation to preparing or updating PCIPs. Provincial planners should be aware of the biodiversity sites within their boundaries (enumerated below), including the sanctuaries and species (commodities) therein, which may be affected during PCIP implementation.¹⁷

- a) Tayabas Bay in Quezon Province (Region 4A)
- b) Southeast Iloilo, Guimaras Province (Region 6)
- c) Guian Coast, Eastern Samar Province (Region 8)
- d) Danajon Bank, Bohol Province (Region 7)
- e) Donsol-Ticao-Burias Pass, Albay, Sorsogon & Masbate Prov., Bicol (Region 5)
- f) Green Island Bay, Palawan Province (Region 4B)

Whenever investments are proposed to be located in any of the above-enumerated biodiversity sites, it is crucial that measures be adopted to ensure that conservation, sustainable resource management practices, and other biodiversity considerations – as embodied in policies, regulatory frameworks, and plans such as MPA management plans and fishery co-management plans – will be duly considered in the PCIP process. The ultimate objective is that biodiversity concerns and the corresponding resource management measures will be reflected in PCIPs.

¹⁷ Where the PCIP will cover any of the identified biodiversity sites, please refer to the **PRDP GEF Biodiversity Guidelines (July 2017)** for more detailed guidance.

Enhancing Inclusivity

The E-OM provides for the active participation of Indigenous People (IPs) and women in Commodity System Investment Planning. IP mainstreaming is done in two ways. First is to integrate the Ancestral Domain Sustainable Development and Protection Plan (ADSDPP) into the CsIP process and particularly in spatial planning. The ADSDPP consolidates the plans of indigenous cultural communities within an ancestral domain for the sustainable management and development of their land, natural resources, and human and cultural resources. Aside from integrating the ADSDPP, CsIP also embraces the Agricultural Development and Implementation Framework (ADAIF) of the Mindanao Inclusive Agriculture Development Project (MIADP). Secondly in order to mainstream IPs into CsIP, the NCIP forms part of the CsIP organizational structure. NCIP is a member of the Core Planning Team (CPT) at the central, regional and provincial levels.

On gender mainstreaming, agency and LGU gender focals may be invited in the CPT at all levels as deemed necessary. Furthermore, the involvement of stakeholders are currently noted through documenting the number of male and female participants during consultations. Gender is currently being accounted for through this process. It is also noteworthy that GAD focal persons are identified as part of the CPTs to make sure that gender issues and concerns are being accounted for during the planning process.

2.2 THE PROVINCIAL COMMODITY INVESTMENT PLAN (PCIP)

The Provincial Commodity Investment Plan is a 3-year rolling consensus plan reflecting agreements between DA and PLGUs with strong participation of the various stakeholders. The PCIP rationalizes the upgrading strategies and interventions within the various segments of the value chain of commodities prioritized by the province - to include “emergent commodities”¹⁸, and will contribute to the goals of the agriculture and fishery sector.

At the provincial level, essentially the same comprehensive participatory investment planning process as in the original Operations Manual (Dec. 2014) will be followed, except for some enhancements including the following:

- a. Prior to preparing or updating the PCIP, there will be a review of higher level and other sectoral and spatial plans to make sure the PCIP is closely linked to such plans, thus avoiding possibly disjointed plans and promoting harmonization across plans. This Step P2 will apply the slope-indexed ecological landscape (R2R) framework to be generated at the regional level to guide the selection, prioritization and location of commodity value chain investments.
- b. Second, enhanced process on the translation of the Value Chain Analysis of priority commodities to generate the proposed investment program, i.e., prioritized list of programs, activities and projects (collectively referred to as “interventions”).
- c. Third, enhanced climate risks and resiliency criteria in the PCIP to identify and prioritize investments. This can be integrated through the following approaches:
 - Prioritization of Commodities Considering Climate suitability/sensitivity using the enhanced Commodity Prioritization Tool. Given limited resources and to provide further details on the commodity profile, this tool can be used by the province to establish champion commodities, validate stake of the province in the commodity VCAs and improve risk profiling of the commodities of the province.
 - Risk Profiling (CRVA) of target municipalities as areas for intervention
 - Enhancing VC Upgrading Strategies considering Risk Mitigation Measures from the CRA guide

3. The 7-step comprehensive participatory investment planning process at the province level is depicted in the following chain link figure. Highlights of these steps are presented in Annex 3.1.

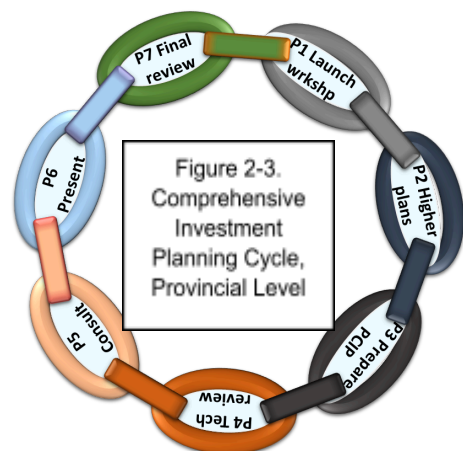


Figure 2-3. Comprehensive Investment Planning Cycle, Provincial Level

¹⁸ “Emergent commodities” may not be prioritized based on VCA analysis results, but are of importance locally; being promoted by potential private investors; and/ or important in terms of biodiversity and ecological significance. May also include commodities with niche market, and those having IP/ cultural value.

2.2.1 PCIP Narrative Document Drafting Process

- As previously noted, the PCIP drafting process forms part of the more comprehensive participatory investments planning process that includes not only preparing the PCIP narrative document but also conducting workshop-consultations. Enhancements in the PCIP drafting process are sketched in flowchart format in Figure 2-3 (Sub-steps P3a to P3f).¹⁹ After planning frameworks are identified in Step P2, target commodities/ value chain segments will be identified, selected and prioritized (Step P3a to P3f), using a “composite planning tool” – with the end-result being the draft updated PCIP. A standard template is provided for most steps to facilitate the PCIP drafting process.

Box 2-1. Why Integrate CRVA into PCIPs?

Hazards – to improve characterization and analysis of the effects of typhoons, flood, drought, soil erosion, landslide, salt water intrusion, storm surge, and sea level rise

Adaptive capacity – to assess the ability of commodity systems to adjust to potential damage from climate change, take advantage of opportunities, or cope with consequences.

Climate suitability – to provide suitability scenarios that will help identify long-term risks for both commodities and related sectors.

Source: DA, CRVA-PCIP Integration Process Narrative, January 2021

- As noted in Chapter 1, one key enhancement in the PCIP process is to integrate **Climate Risk Vulnerability Assessment**. In particular, Sub-step P3b (Figure 2-4) provides an “value-adding layer of analysis” on risks from natural hazards of prioritized commodities. The prioritized commodities will be reviewed using the CRVA database or where necessary, another database²⁰ containing scientific information on:
 - Exposure – the nature and degree to which a system is exposed to significant climate variations.
 - Sensitivity - the increase or decrease of climatic suitability of selected crops to changes in temperature and precipitation
 - Adaptive capacity - the ability of a system to adjust to climate change (including climate variability and extremes) to moderate potential damages, to take advantage of opportunities, or to cope with the consequences
- The PCIP will be a product of the combined results of applying various investment planning tools. The interplay among these tools is expected to result to a more robust investment plan which, in turn, will contribute more towards realizing an inclusive, prosperous and resilient agriculture and fisheries sector.
- The additional planning tools to be embedded include: (1) spatial framework setting incorporating biodiversity considerations; (2) climate and other hazards assessment; and (3) social and environmental safeguards early screening.²¹ The enhanced guidance on the translation of **Climate-Resilient Agro-Industrialization Oriented Value Chain Analysis** was developed for this e-OM to ensure climate-resilient portfolio-wide investments at the

¹⁹ The PCIP “drafting process” in itself is only part of the whole PCIP “preparation or updating process” as the latter includes a launch workshop, technical review workshop, and stakeholder consultation workshop.

²⁰ As of the time this e-OM was prepared, CRVA data covered selected crops in 44 provinces. CRVA is being expanded. When CRVA data are not yet available for certain provinces and commodities, the e-OM identifies other data sources.

²¹ The “embedding approach” to integrate complementary investment planning tools into enhanced value chain analysis was found to be simpler, more practical and more efficient. The alternative “stacking approach” that adds discrete tools “on top” of value chain analysis (as post-VCA “screening criteria”) tends to lengthen the total commodity investment planning process, with the new tools possibly being applied too late in the planning process.

provincial, regional and national levels. The end-result (final PCIP) is anticipated to be a more robust investment plan subjected to inter-disciplinary – not only value chain (competitiveness) – planning standards and criteria.

- The prioritized list of investments in the final PCIP will be integrated into the Local Development Investment Program (LDIP) shown in Figure 2-4 (after Step P7). The sector and spatial framework and criteria, climate-resilient value chain analysis, and social and environmental safeguards screening will coalesce to generate substantive value-adding inputs for the next iteration of the Provincial Development and Physical Framework Plan (PDPFP). A similar process of “investment plan assimilation” from CIPs to mainstream investments plans is expected to take place at the regional level.

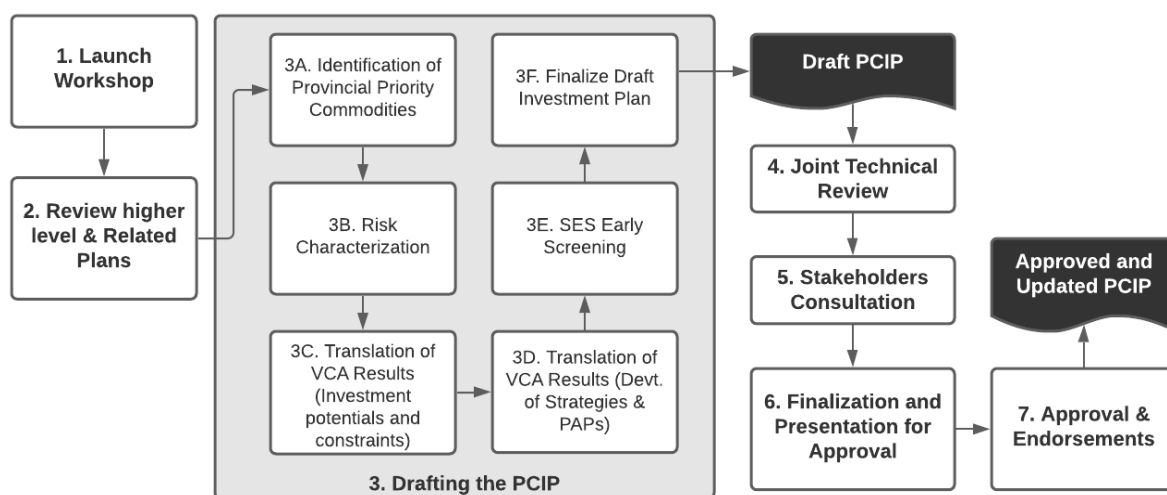


Figure 2-4. Flowchart for Preparing, Reviewing and Approving the PCIP

Table 2-2. Highlights of Steps in PCIP Updating

Step	Details	Highlights of Steps in PCIP Updating
1	Launch activity	Brief the participants on: (a) Purpose of updating the PCIP as tripartite DA-LGU-private sector investment plan; (b) Previous PCIP performance and areas for improvement; and (c) Work plan: institutional commitments and organizational arrangements (reconfirmation of the Provincial CPT); timetable; and expected outputs
2	Review sector and spatial planning frameworks as context for the PCIP	(a) Firm up PCIP links to higher level sector, spatial, and other related plans; (b) Align PCIP with local sector & land use plans; and (c) Apply integrated spatial planning (Ridge-to-Reef or “R2R”) to capture the benefits of locational/ physical connectivity across investments (“integrated planning”).
3	Draft the PCIP	Consists of six sub-steps: (P3a) updating the priority commodities list; (P3b) commodity risk characterization using CRVA; (P3c) identification of constraints and investment potentials; (P3d) formulation of Value chain upgrading and risk management strategies; (P3e) early screening for social and environmental safeguards; and (P3f) finalization of the draft PCIP narrative. The PCIP will be prepared using both primary

		and secondary data.
4	Joint Technical Review	Provide a forum for the Provincial CPT as investment proponent to discuss in detail the planning and technical issues and concerns with a panel comprised of the RPCT and independent experts, and then further refine the PCIP based on recommendations to be generated therefrom.
5	Stakeholders consultation	Draw comments and suggestions from different stakeholder groups representing unique perspectives, towards generating and enhancing broad-based support to the PCIP and its implementation including co-financing by DA, LGUs and private investors.
6	Finalization and presentation for approval	Review and finalize the PCIP based on stakeholders' comments and recommendations during the Multisector Consultation.
7	Approval and endorsements	(1) Obtain final approval of the PCIP and necessary endorsements to help ensure mainstreaming into the LDIP, AIP and firming-up of fund sources (2) Formally present the finalized PCIP to the Local Chief Executive, Provincial Development Council and Sangguniang Panlalawigan (3) Endorsement of PDC/SP Resolution to RPCOs

2.2.2 Two Approaches in PCIP Updating

For this e-OM to be responsive to a wide range of local conditions, it covers *two complementary approaches* for preparing or updating the PCIP.

2.2.2.1 Approach 1 (new or updated VCA available before PCIP updating) – VCA studies/ reports will be prepared or updated prior to PCIP updating. Updated value chain data/ analysis for priority commodities previously identified in Sub-step P3a (and risk-characterized in Sub-step P3b) will be used in conducting Step P3c. The Provincial CPT will refer mainly to data and analysis contained in updated VCAs, e.g., market analysis, financial analysis, etc. This way, the PCIP will be shorter and simpler, than if all the VCA-related Planning templates identified in this e-OM were to be repeated in the PCIP.

The updated VCAs can be provincial, regional or inter-regional and even national in scope. These can be prepared or updated by IPLAN national, IPLAN regional, and/ or professional consultants (individuals or firms and possibly including SUCs, NGAs and other resource institutions) – independently or jointly. Annex 1 in this e-OM will serve as one document for reference for updating VCAs, while Annex 3 provides a step by step guide for updating the PCIP using this approach.

2.2.2.2 Approach 2: (PCIP updating focusing on climate and risk resilience) – This is an interim approach which considers that: (a) capacity development to operationalize all the enhancements in this OM will require some time to complete; and (b) preparation or updating of all the required value chain studies/ reports – prior to PCIP updating – will likewise take time to complete. As an interim approach, PCIPs will be updated initially in terms of climate and other risk factors and considerations, including climate and risk data, projections and analysis – as part of the initial roll-out of this e-OM. This approach will serve as a bridge for

planners at all levels to progressively familiarize themselves on climate-resilient investment planning, while undergoing capacity development to carry out the other enhancements in Commodity System Investment Planning, in line with preparations for the full, nationwide roll-out.²²

2.2.3 The PCIP as a Planning Document

Since 2017, the PRDP was able to facilitate the preparation of PCIPs of all provinces in the country. These investment documents have been the main basis of identifying and developing subprojects in IREAP and IBUILD components. Furthermore, the use of PCIP has gone beyond DA-PRDP. These have been instrumental in leveraging resources to support the agricultural sector in funding interventions needed for the value chain upgrading of priority commodities and now being funded by other fund sources outside PRDP.

It is crucial that the PCIPs contain the most current and precise data available for each province as it is the basis for value chain upgrading investments. The updating of PCIPs that have been approved for at least three (3) years must be prioritized and the status of the PCIPs should be then monitored regularly.

This enhanced manual strengthens PCIP institutionalization through integration and adoption in the local and regional plans. For the latter, investment areas at the regional level will be identified through the examination of several provincial commodity investment plans (PCIP).

²² In recognition of the current scenario (status of PCIPs) where there are ongoing updating / recently updated PCIPs, then Approach 2 may be adopted. Further elaboration on approach 2 is reflected in Annex 3.3.

2.3 THE REGIONAL PERSPECTIVE IN PLANNING

The original IPLAN Operations manual focused on laying the foundations of enhancing the AFMP process through the enhancement of DA planning, programming and budgeting policies, guidelines and processes to guide agri-fishery development. This was carried out through the application of science-based tools such as the expanded VSA (E-VSA), rapid market analysis (RMA), participatory resource appraisal - resource and social assessment (PRA-RSA) and value chain analysis (VCA) in the preparation and updating of PCIPs that were institutionalized as a reference in leveraging investments in the agri-fishery sector.

Building on the accomplished outcomes envisioned by the original manual, this version will focus on further enhancing the utilization of existing PCIPs as reference for leveraging investments and further integrating the use of PCIPs in DA plans and processes. The regional perspective in planning was also incorporated as an enhancement in the IPLAN Operations manual for identification of multicommodity and interprovincial investment areas that can be funded at the regional level regardless of fund source. These investment areas will also serve as input to regional plans to further enhance agri-fishery development and can be used as reference in the revision of the current AFMP.

To manifest the regional perspective in planning, investment areas at the regional level will be identified through the examination of several provincial commodity investment plans (PCIP). The approach will be through the consolidation of PCIP interventions by commodity and by segment. The consolidated interventions in the PCIPs will then be checked based on their uptake. Unfunded interventions will be clustered to identify investment areas that cater to several commodities (multi-commodity) and cut across provinces (interprovincial). Finally, the clustered interventions will be subjected to the spatial planning analysis. The results of the spatial planning analysis will be utilized to finalize the regional investments matrix that will be presented during the regional planning exercise (See Appendix 4 for the Regional Perspective in Planning Process Flow). This can be achieved through the following:

- a. After PCIP updating, the RCPT shall examine the PCIPs and consolidate the identified interventions by commodity and by segment. This data can be generated in the PRDP Management Information Systems (MIS).
- b. The consolidated interventions in the PCIPs will then be checked based on their corresponding PCIP uptake (PRDP and non-PRDP funding). Those interventions that were unfunded will make up the initial regional investments matrix.
- c. The initial regional investments matrix will then be clustered based on investment areas and interventions that can cater to several commodities (multicommodity) and cut across provinces (interprovincial).
- d. The clustered interprovincial and multicommodity investment areas in the initial regional investments matrix will then be subjected to the spatial planning analysis. The said analysis will cover two approaches, namely: the Ridge-to-Reef Framework (R2R) and the sectoral framework.

The R2R framework will be carried out through screening clustered interventions in terms of biodiversity considerations and ecological concerns in order to better identify the strategic locations where regional investments should be situated. This will also

help determine the geographical concentration (“agglomeration”) of complementary interventions/ facilities that will better optimize value chain upgrading.

Clustered interventions will also be subjected to the sectoral framework approach which will match the identified clustered interventions to regional priorities and results of value chain assessments.

After which, the results of these two approaches will then be merged to come up with the final regional investments matrix that contains the recommended interventions that can be funded at the regional level. The regional investments matrix should be prepared on or before the 2nd Quarter of the year prior to the conduct of the Regional Planning Exercise.

- e. During the conduct of the Regional Planning Exercise, the regional investments matrix will be presented, which can be included in other future investment plans and programs.

The Regional Planning Exercise can serve as an avenue to market regional interventions to stakeholders and get their commitments to leverage resources to implement identified prioritized investments in the Region.

- f. After the conduct of the Regional Planning Exercise, the RCPT shall monitor if the regional investments are being funded and implemented. The results of these periodic monitoring will serve as input to the updating of the regional investments matrix to be presented in the next joint planning exercises.

2.4 NATIONAL LEVEL SUPPORT TO CSIP

2.4.1 Objectives of CsIP at National Level

The previous sections discuss how the I-VCA results and the different investment planning tools are captured and used in the preparation of the PCIPs and how the regional perspective is applied in the examination of PCIPs during the regional planning. This section of the eOM will focus on the CsIP at the national level which will be oriented towards how the outputs of the processes (e.g I-VCA, PCIP, results of the regional planning) will serve as inputs to the enhancement of the National Plans. The outputs, together with the experiences gained from the implementation at the sub-national levels, may also serve as references in the preparation and updating of various national frameworks and guidelines. This section also highlights the articulation and translation of the new/updated national frameworks and guidelines to ensure the alignment of the CsIP implementation across planning levels. Provision of capacity development support on planning, monitoring and evaluation, and other competency areas to sub-national levels is also discussed in light of the implementation of the enhanced processes and as a support to the overall process.

2.4.2 Components of CsIP at National Level

Figure 2-5 shows the three interactive components which correspond to the afore-enumerated three objectives of commodity systems investment planning at the national level.



Figure 2-5. Interactive Components of the CsIP at the National Level

The strategies are discussed in a manner that they may be viewed as processes. However, since these can be done simultaneously, they are presented as components instead.

2.4.2.1 Enhancing the National Plans

The outputs of IPLAN activities (i.e. I-VCA and PCIPs) have been useful as reference for updating investment plans at the national, regional and local levels.

Philippine Commodity Industry Roadmaps. Towards the implementation of the New Thinking Strategies of the department, the development of the Philippine Commodity Industry Roadmaps (PCIR) is paramount as it will provide a more consistent and coherent basis for the Department's policy and program support, long term plans and strategies for the agricultural and fisheries sector.²³

The current industry roadmaps for cacao, coffee, and selected other commodities are professionally done and are a good source of investment opportunities. Results of the approved value chain analysis are being used as one of the references in the preparation and updating of the roadmaps for setting the commodity industry goals and objectives, upscaling strategies, action plan, governance frameworks, and monitoring and evaluation.

National Agriculture & Fisheries Modernization and Industrialization Plan (NAFMIP). The Agriculture and Fisheries Modernization Plan (AFMP) is a medium-term plan formulated to develop the agriculture and fishery sector. This is being prepared in compliance with the Republic Act No. 8435 or the Agriculture and Fisheries Modernization Act (AFMA) of 1997. During the writing of this manual, the AFMP is being updated into the National Agriculture and Fisheries Modernization and Industrialization Plan (NAFMIP).

The improvements in the commodity sector plans of the NAFMIP come in the form of modifications and enhancements in validated commodities, implementation areas, strategies, and interventions. These shall be reflected on the main components of the plan, such as the Commodity System Plans, Functional Plans, Regional Spatial Plans, and thematic elements like the Spatial Planning Framework, and Investment Programming. In addition, the results of the Commodity Industry Roadmaps will be used as reference in the enhancement of the NAFMIP or vice versa.

The DA-Planning and Monitoring Service (DA-PMS) shall enhance the NAFMIP using the results of the Value Chain Analysis and Commodity Investment Plans as one of the references. The results of the VCAs and CIPs are consolidated by the I-PLAN and incorporated in the NAFMIP by the DA-PMS.

The Operating Units shall be able to utilize the VCAs and CIPs in determining strategies, interventions, investment priorities and sub-outputs that are localized.

National Planning Exercise. The investment areas based on the consolidated CsIP Outputs (I-VCA, PCIP, Regional Investment Matrix) or the Inter-Regional Investment Areas will be presented to the National Core Planning Team (NCPT) and other concerned NGAs.

The objective of this exercise is to strengthen the linkage of the local and regional plans to the national plans and frameworks. Specifically, the envisioned outcome of this activity are:

- possible inclusion of the investment areas in the Investment and Budget Plans of DA Central Operating Units and other concerned NGAs.
- possible integration in the guidelines of DA Central Operating Units and other concerned NGAs to consider the interventions in the PCIP in the Investment and Budget Plans of their regional level counterparts.

This exercise will be conducted every second quarter of the Fiscal Year to be included in the finalization of the Annual Budget Plans.

²³ DA "Guidelines on the Review and Updating of All Commodity Industry Roadmaps", Memorandum of the Secretary dated 25 January 2021.

2.4.2.2 Planning Guidance & Frameworks

One of the objectives of the National Planning Exercise, as discussed in the previous sub-section, is the possible integration in the guidelines by DA Central OUs of the possible inclusion of PCIP interventions in the Investment and Budget plans of their regional counterparts.

Aside from these guidelines, the NPCO will provide support in articulating and translating new/updated national frameworks and guidelines to ensure the alignment of the CsIP implementation across planning levels. These frameworks and guidelines are particular but not limited to the following:

- a. **Sector Priority Guidelines.** These are framed in terms of the One DA Reform Agenda and DA New Thinking reflected in Figure 1-1 and Figure 1-2 in Chapter I. All investments must directly and strongly contribute towards achieving food security, resilience and prosperity goals, employing “transformative” strategies particularly farm consolidation, agro-industrialization driven modernization, export promotion and development of resilient and environmentally sound infrastructure.
- b. **Spatial Planning Guidelines.** These will reference the Network of Protected Areas for Agricultural and Agro-industrial Development (NPAAAD) and Strategic Agriculture and Fisheries Development Zones (SAFDZ) provided for under the law, i.e., the Agriculture and Fisheries Modernization Act (AFMA). NPAAAD areas were identified by BSWM in coordination with the National Mapping and Resource Information Authority (NAMRIA) in order to ensure the efficient utilization of land for agriculture and agro-industrial development and to promote sustainable growth.²⁴ SAFDZs are areas within the NPAAAD identified for production, agro-processing and marketing activities to help develop and modernize, with the support of government, the agriculture and fisheries sectors in an environmentally and sound manner.
- c. **Resilience Planning Guidelines.** These are in reference to the Memorandum Circular 04 (MC 04), s. 2020 or the Institutionalization of Climate Resilient Agriculture (CRA), and to the Nationwide Climate Change - Vulnerability and Suitability Assessment and Mapping of the Fisheries Sector (FishVOOL) which is an ongoing project during the writing of this manual.

MC04, s. 2020, communicates that the DA Systems-Wide Climate Change Offices (DA-SWCCO), renamed as Climate Resilient Agriculture Office (DA-CRAO), under the Adaptation and Mitigation Initiative in Agriculture (AMIA), developed decision support tools such as the Climate Risk Vulnerability Assessment (CRVA). The Department issued the Protocol for Integrating CRVA into Province-Led Activities to generate information supporting resilience-building initiatives, which will result in better and longer-term geographic targeting.

²⁴ NPAAAD covers all irrigated areas, all irrigable lands already covered by irrigation projects with firm funding commitments; all alluvial plain land highly suitable for agriculture whether irrigated or not; agro-industrial croplands or lands presently planted to industrial crops that support the viability of existing agricultural infrastructure and agro-based enterprises, highlands, or areas located at an elevation of over 500 meters and have the potential for growing semi-temperate and high-value crops; all agricultural lands that are ecologically fragile, the conversion of which will result in serious environmental degradation, and mangrove areas and fish sanctuaries.

The application of FishVOOL for capture fisheries and aquaculture, on the other hand, aims to collect data for assessing the area that is highly vulnerable to Climate change. Also, development and application of Suitability Assessment Tool for NFRDI priority commodities. These assessments will be conducted on large, small pelagic and migratory species, and aquaculture fisheries which will serve as model/template for the remaining NFRDI priority commodities.

2.4.2.3 Capacity Development

The design and implementation of Capacity Development (“cap dev” in see Box 2-2) is closely coordinated across all levels of the I-PLAN Component.

Capacity development areas may cover a wide range of topics particularly planning, plan implementation, monitoring and evaluation, location analysis, integrated terrestrial and coastal spatial planning, commodity vs. project prioritization, social and environmental safeguards screening, and Information and Communication Technology (ICT) applications in commodity investments planning.

For commodity system investment planning at all levels, vital capacity development and support will be on the multi-level application of climate resilient agro-industrialization oriented value chain analysis (I-VCA), the conduct of the enhanced PCIP process, and application of regional perspective in planning.

Details on capacity development are contained in Chapter III - Support to Commodity System Investment Planning

Box 2-2. Capacity Development vs. Capacity-Building

Capacity development commonly refers to the process of creating and building capacities and their subsequent use, management and retention. This process is driven from the inside and starts from existing capacity assets.

Capacity building commonly refers to a process that supports only the initial stages of building or creating capacities and is based on an assumption that there are no existing capacities to start from. It is therefore less comprehensive than capacity development.

Reference: UNDP, Capacity Development, June 2009
http://content-ext.undp.org/aplaws_assets/2072460/2072460.pdf

CHAPTER III: SUPPORT TO COMMODITY SYSTEM INVESTMENT PLANNING

Commodity System Investment Planning (CsIP) requires a certain mix and amount of human, technical, and financial resources to implement. To reap the benefits of CsIP, a proportionate amount of planning effort is required. These resources are needed to systematically apply science-based tools in producing implementable investment plans.

I-PLAN contribution to investment plan implementation shall entail pursuing existing implementation support-enhancing activities, as well as enhanced ways of sustaining the commodity planning cycle in collaboration with the other project units.

Over the last six years, PRDP has been in the driver’s seat of Commodity System Investment Planning (CsIP). Hence, sustaining the gains of the project has become more important at this stage of PRDP I-PLAN implementation. With the accomplishments and lessons learned thus far, the aim is to integrate the relevant PRDP innovations into the DA and the provincial LGU processes.

3.1 ORGANIZATIONAL AND RESOURCE REQUIREMENTS TO SUPPORT THE CSIP IMPLEMENTATION

3.1.1 Organizational Structure, Roles and Responsibilities

The range and depth of institutional arrangements governing commodity investment planning are driven by the organizational units involved to enhance the probability that the resulting investment plans, programs, activities and projects will be funded and implemented. The major role of each organizational unit is defined in Table 3-1 below.

The I-PLAN Component adopted an organizational structure established to implement the PRDP. The organizational units involved – and their institutional links – under the I-PLAN are shown in Figure 3-1.

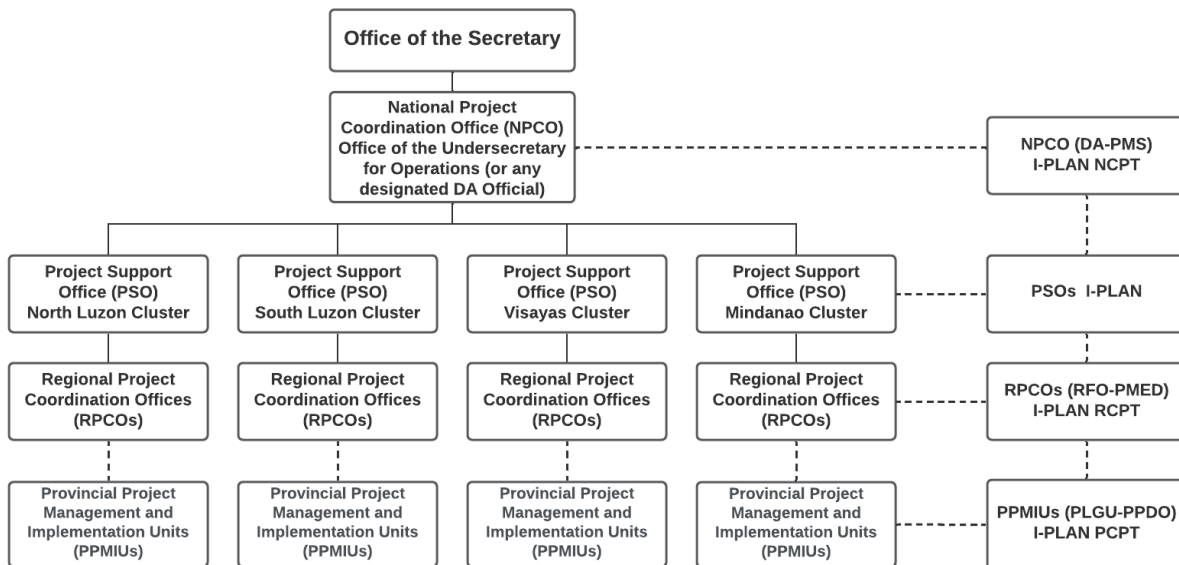


Figure 3-1. Implementing Organizational Structure for I-PLAN

Table 3-1. I-PLAN Roles & Functions of Organizational Units

Organizational Unit	Roles / Functions Under I-PLAN
National Program Advisory Board (NPAB)	Provides policy advisory services at the national level. This national level body shall be headed by the Secretary of Agriculture.
National Project Coordination Office (NPCO)	<p>Provides lead program coordination and support across program components and program operating units, particularly in the coordination of the program management information including internal and external communications, and monitoring and evaluation. This shall be headed by the DA Undersecretary for Operations, as PRDP National Project Director, or any DA Official designated as PRDP National Project Director.</p> <p>Approves priority commodities for VCA and the results of the VCA interventions for commodities of national significance.</p> <p>At the NPCO, the DA - PMS shall provide leadership in implementing I-PLAN activities at the national level and in overseeing and coordinating I-PLAN activities at the regional level through the RPCO. The DA - PMS shall solicit support from other DA units, depending on technical inputs needed.</p>
Program Support Offices (PSOs)	<p>Facilitate the technical, financial and administrative requirements of the I-PLAN component at various levels of the structure.</p> <p>Facilitate the required information of the NPCO and serve as the venue for inter-regional sharing of experiences.</p>
Regional Program Coordination Offices (RPCOs)	<p>Coordinate I-PLAN activities in the region through the Planning, Monitoring, and Evaluation Division (PMED) of the RFOs.</p> <p>The staff of the Planning and Monitoring Division of the RFO shall head the I-PLAN component at the RPCO. It shall provide leadership in the regional I-PLAN activities, with assistance from the other DA technical units, as needed.</p>
Provincial Project Management and Implementation Units (PPMIUs)	Assisted by the RPCOs, implement provincial-level I-PLAN activities, particularly the preparation of the PCIPs.
Regional Program Advisory Board (RPAB)	<p>Provides advisory services at the regional level, guidance to the RFOs.</p> <p>Approves priority commodities for VCA and the results of the VCA interventions for commodities of regional significance.</p>

Likewise, I-PLAN in coordination with DA-PMS and DA RFO-PMED shall establish links and partnership arrangements with other national agencies, state universities, research and academic institutions, and private sector groups in the conduct of planning activities, particularly the conduct of the value chain analysis.

3.1.2 Core Planning Teams

The leadership in planning for agricultural development is lodged with the Department of Agriculture with project development objectives tied to national targets. Thus, it is the mandate of DA, being at the top of the government set up, and having a wider perspective, to

provide guidance in planning the investments from the public sector and inviting much larger stakeholder consultation, particularly with the private sector, in selecting and planning for the development of priority commodity value chains.

PRDP for its part engages core planning teams (CPTs) which aid in facilitating the process of planning at the national, regional, and provincial levels in line with the national and regional AFMIPs, i.e. presentation of matrix of inter-regional investments focusing on synergistic inter-regional commodity value chain investments. While ensuring the provision of unified planning guidelines and policy directions, the CPTs shall be a platform for consulting a wide range of stakeholders within the overarching principles of inclusive participation and organizational effectiveness.

Relative to private sector participation across planning levels, the crucial role of the Philippine Council for Agriculture and Fisheries (PCAF) and Regional, Provincial and Municipal Agriculture and Fishery Councils (RAFC, PAFC and MAFC) have been recognized with the formation of the CPTs. The Fisheries and Aquatic Resources Management Councils (FARMC) at municipal, barangays and cities shall also be mobilized to participate in commodity investment planning. The participation of these Councils in the CPTs shall serve as gateways to a wider participation of farmers and fisherfolk at large.

3.1.2.1 National Core Planning Team (NCPT)

The NCPT, with I-PLAN as the secretariat, shall direct strategic support to the CsIP process at the national level while ensuring the alignment of the CsIP implementation across planning levels. With the policy guidelines and planning frameworks in place, the NCPT shall provide a platform where the outputs of the regional and local planning are presented. This feedback mechanism shall afford the members of the NCPT technical inputs to their overall programming and updating of guidelines and internal planning documents, which are expected to further enhance the national plans (e.g. Roadmaps, NAFMIP).

The NCPT shall be facilitated by the NPCO through the DA Planning and Monitoring Service. The composition of the **core** planning team at the national level is listed below:

Table 3-2: Composition of the National Core Planning Team

Lead	Planning and Monitoring Service (PMS)
Members	
DA Staff Offices	Agribusiness and Marketing Assistance Service (AMAS)
	Information and Communication Technology Service (ICTS)
	Climate Resilient Agriculture Office (CRAO)
	Project Development Service (including Public-Private Partnership Unit)
DA Bureaus	Bureau of Soils and Water Management (BSWM)
	Bureau of Fisheries and Aquatic Resources (BFAR)
	Bureau of Agricultural and Fisheries Engineering (BAFE)

	Agricultural Training Institute (ATI)
DA Attached Agencies	Philippine Council for Agriculture and Fisheries (PCAF)
DA Commodity Program	Banner Programs
DA PRDP	National Project Coordination Office (NPCO) components and units
External	VCA Expert
Agricultural and Fishery Council	Regional Agricultural and Fishery Councils (AFCs)
National Government Agencies	Philippine Statistics Authority Public-Private Partnership Center

As **deemed** necessary, other offices concerned with the subject commodity may be invited in the NCPT, such as the following:

Table 3-3: Other offices which may be invited in the NCPT as deemed necessary

DA Staff Offices	Field Operations Service Administrative Service Financial Management Service
DA Regional Field Office	Planning, Monitoring and Evaluation Division Agribusiness and Marketing Assistance Division Field Programs and Operations Management Division Regional Agricultural Engineering Division
Provincial/Municipal Government Unit	Local Provincial/Municipal Planning and Development Office
National Government Agencies	Department of Agrarian Reform Department of Energy Department of Environment and Natural Resources Department of Science and Technology Department of Trade and Industry National Commission of Indigenous Peoples Philippine Commission on Women Philippine Economic Zone Authority
Academe	State Universities and Colleges
Private Sector	Commercial Banks Rural Bankers Association Investor Groups Farmers and Fishers' Associations at National Level Commodity-based associations of farmers Provincial/regional/national federations of cooperatives

The involvement of concerned DA units in the NCPT shall be sanctioned through a Special Order (SO) from the DA Secretary. On the other hand, the other concerned public and private offices shall be invited by the DA Secretary to join the NCPT.

Lending support to the NCPT are the following planning sub-teams which shall be formed within the NCPT:

Table 3-4: Sub-teams supporting the NCPT

Planning Sub-Teams	Roles and Functions
<p>Monitoring & Evaluation and Knowledge Management Sub-Team co-led by DA PMS MED/ and PRDP I-SUPPORT</p>	<p>Provide support to the implementation of a monitoring and evaluation system for I-PLAN to track progress of implementation of planning activities and to determine areas for improvement.</p> <p>The system shall include indicators, means of verification of results, and means of data collection, as indicated in the CIP Log Frame in Annex 9.</p> <p>The monitoring and evaluation shall be supported by a Management Information System (MIS) to store, process and supply data for planning and decision-making of the I-PLAN Component and the Core Planning Teams.</p>
<p>Capacity Development Sub-Team co-led by DA PMS and ATI</p>	<p>Provide support to the development of a capacity development plan encompassing not only training but also a wide range of interventions to include staff recruitment; improvement of processes and systems such as staff supervision; formulation and reformulation of Terms of Reference (TORs); organizational and individual performance evaluation; provision of necessary office equipment and facilities including internet service; and enhancement of organizational relationships – all of which are factors interacting to contribute to effective institutional performance.</p>
<p>Communications Sub-Team led by DA Communications Office</p>	<p>Provide support to the development of a communication plan which shall seek to: (a) promote wider stakeholder participation – including attendance in multi-sector consultations – in the formulation of investment plans based on Climate Smart Agro-Industrialization Oriented Value Chain Analysis and other science-based tools; and (b) investments promotion: draw Philippine and foreign/ international banks, funding agencies and other private investors to tie-up with public and private sector in the Philippines in financing agro-industry development that will contribute to transforming the rural agri-fishery sector.</p> <p>The Communications Plan will in effect “sell” CsIP as a “valuable product”.</p>

3.1.2.2 Regional Core Planning Team (RCPT)

The I-PLAN activities at the regional level shall be done simultaneously with the national level planning activities. The planning process will be facilitated by the RPCO in the RFOs, to be led by the PMED and guided by a VCA expert.

The composition of the **core** planning team at the regional level is listed below, to be led by the RFO Planning, Monitoring and Evaluation Division.

Table 3-5: Composition of the Regional Core Planning Team

Lead	RFO Planning, Monitoring and Evaluation Division (PMED)
Members	
DA Regional Field Office	Agribusiness and Marketing Assistance Division (AMAD)
	Field Programs and Operations Management Division (FDOMD)
	Regional Agricultural Engineering Division (RAED)
	Regional AMIA Focals
DA Bureaus	Bureau of Soils and Water Management (BSWM) - Soil and Water Area Coordinators (SWACs)
	Bureau of Fisheries and Aquatic Resources (BFAR) - Regional Office
	Agricultural Training Institute - Regional Training Center
DA Commodity Program	DA Banner Programs at the regional level
DA PRDP	Project Support Offices (PSO) and Regional Project Coordination Office (RPCO) components and units
External	VCA Expert
Provincial Local Government Unit	Provincial Agriculture Office (PAO)
Agricultural and Fishery Council	Regional/Provincial/Municipal Agricultural and Fishery Councils
National Government Agency	Philippine Statistics Authority - Regional Office Public-Private Partnership Center

As **deemed** necessary, other offices concerned with the subject commodity may be invited in the RCPT, such as the following:

Table 3-6: Other offices which may be invited in the RCPT as deemed necessary

DA Regional Field Office	Research Division Administrative and Finance Division Gender Focal Office
Provincial/Municipal Local Government Unit	Provincial/Municipal Planning and Development Office
Regional Project Advisory Board Members	Department of Agrarian Reform Department of Environment and Natural Resources Department of Interior and Local Government Department of Public Works and Highways Department of Trade and Industry Mindanao Development Authority (for Mindanao cluster)
Other National Government Agencies - Regional Offices	Department of Energy Department of Science and Technology National Commission of Indigenous Peoples National Economic Development Authority Philippine Economic Zone Authority

Academe	State Universities and Colleges
Private Sector	Banks Business Groups Farmers and Fishers' Associations at Regional Level Commodity-based associations of farmers Provincial/regional/national federations of cooperatives

The involvement of concerned DA units in the RPCT shall be sanctioned through a Special Order (SO) from the DA Regional Executive Director. On the other hand, the involvement of the other concerned public and private offices shall be invited by the DA Regional Executive Director to join the RPCT.

3.1.2.3 Provincial Core Planning Team (PCPT)

The PCPT shall be assisted and supervised by the RFO-PMED to prepare the PCIP. This team shall be formed even at the onset of the conduct of commodity VCAs that involve the provinces concerned. The **core** planning team shall be led by the Provincial Planning and Development Office (PPDO) with the following member offices:

Table 3-7: Composition of the Provincial Core Planning Team

Lead	Provincial Planning and Development Office (PPDO)
Members	
Provincial Local Government Unit	Provincial Agriculture Office Provincial Veterinary Office Provincial Fisheries Office Provincial Economic Enterprise Development Office Provincial Engineering Office Local Finance Committee PPP Focal
Agricultural and Fishery Council	Provincial Agricultural and Fishery Council Provincial Fisheries and Aquatic Resource Management Council

As **deemed** necessary, other offices concerned with the subject commodity may be invited in the PCPT, such as the following:

Table 3-8: Other offices which may be invited in the PCPT as deemed necessary

DA Regional Field Office	Planning, Monitoring and Evaluation Division Agribusiness and Marketing Assistance Division Field Programs and Operations Management Division Regional Agricultural Engineering Division Administrative and Finance Division
Provincial Local Government Unit	Provincial Board (Sangguniang Panlalawigan) Provincial Planning and Development Office Provincial Environmental and Natural Resources Office Provincial Gender and Development Office Provincial Social Welfare and Development Office Provincial Disaster Risk Reduction Management Office

Municipal Local Government Unit	Municipal Planning and Development Office Municipal Agriculture Office
Regional Project Advisory Board Members	Department of Agrarian Reform Department of Environment and Natural Resources Department of Interior and Local Government Department of Public Works and Highways Department of Trade and Industry Mindanao Development Authority - for Mindanao cluster only
National Government Agency	National Commission of Indigenous Peoples - Regional Office
Academe	State Universities and Colleges
Private Sector	Banks Business Groups Farmers and Fishers' Associations at Regional Level Commodity-based associations of farmers Provincial/regional/national federations of cooperatives

3.1.3 Staffing Pattern for I-PLAN Component

In order to achieve the objectives of the I-PLAN component and to augment the present staffing complement of the DA's planning units to effectively deliver its functions in the Program, a set of technical staff at each level are proposed. It is also recommended that the PLGU through the PPMIU designate the PPDC and one (1) full-time staff for its I-PLAN component. Table 3-9 below presents the proposed staff complement of the I-PLAN component at various levels.

Table 3-9. I-PLAN Staff Complementation

Organizational Unit	Proposed Staff Complement	Status / Remarks
National Project Coordination Office (NPCO)	Component Head: DA-PMS Director	Part-time engagement
	Alternate Component Head	DA-PMS Planning Chief level (full-time)
	Staff support: 2 Planning Specialists (PS)	1 Permanent DA staff (full-time) and 1 Contractual staff; with background on Ag Econ., Agribusiness or other related courses; & working experience in planning for at least 5 years
	7 Planning Officers (PO)	Contractual staff; with background on Ag Econ., Agribusiness or other related courses; & working experience in planning for at least 3 years
	2 Project Development Associate (PDA)	Contractual staff; with background on Ag Econ., Agribusiness or other

		related courses; & working experience of at least 1 year in planning
Program Support Offices (PSOs)	Component Head:	Contractual staff
	Staff support: 1 Planning Specialist (Mindanao)	Contractual staff; with background on Ag Econ., Agribusiness or other related courses; & working experience in planning of at least 5 years
	3 Planning Officers (4 Planning Officers for Mindanao)	Contractual staff; with background on Ag Econ., Agribusiness or other related courses; & working experience in planning for at least 3 years
	1 Project Development Associate (PDA)	Contractual staff; with background on Ag Econ., Agribusiness or other related courses; & working experience of at least 1 year in planning
Regional Program Coordination Offices (RPCOs)	Component Head: DA RFO Planning & Monitoring Chief	Part-time engagement
	Staff support: 1 Planning Specialist (PS)	Permanent DA staff (full-time) with background on Ag Econ., Agribusiness or other related courses; & working experience in planning for at least 5 years
	3 Planning Officers (4 Planning Officers for Mindanao)	Contractual staff; with background on Ag Econ., Agribusiness or other related courses; & working experience in planning of at least 3 years
	1 Project Development Associate (PDA)	Contractual staff; with background on Ag Econ., Agribusiness or other related courses; & working experience of at least 1 year in planning
Provincial Project Management and Implementation Unit (PPMIU)	Component Head: Provincial Planning and Development Coordinator	Part-time engagement
	Staff support: 1 PLGU Planning Officer	Full-time engagement; with background on Ag Econ., Agribusiness or other related courses; & work experience in planning of at least 3 years

3.1.4 Project Cost

The total cost for the I-PLAN Component is PhP 1,255.9 million, broken down into PhP 57.4 million (5% of total cost) in grants from the Global Environment Facility, an Original Loan (OL) of PhP 586 million (47%) and a Second Additional Financing (AF2) of PhP 320 million (25%) from the World Bank, PhP 146.5 million (12%) and PhP 80 million (6%) as GOP counterpart for the OL, and AF2, respectively, and PhP 66 million (5%) in grants from the European Union through the World Bank.

Under DA PRDP Scale Up, the I-PLAN Component is allocated with a total budget of PhP 825 Million, or 2% of the total budget allocated for DA-PRDP.

Annexes 8A, 8B, and 8C presents the budget schedule for the Original Loan and GEF Grant, Second Additional Financing, and European Union Grant, respectively.

3.1.5 Financial Management

The PRDP Financial Management Guidelines shall follow the accounting, financial reporting and auditing systems prescribed by the National Government Accounting System, with due consideration of World Bank financial policies and requirements.

Particularly, the I-PLAN component funding allocation shall be for consultancy services and the conduct of workshops, consultations, meetings and training. Funds for the operating expenses and recurrent cost required by the units implementing the I-PLAN activities shall be charged against the I-SUPPORT component fund allocation. These funds shall be disbursed by the NPCO, PSOs and the RPCOs through an approved annual work and financial plan. Release of funds from PSO to RPCO shall be based on the approved work and financial plan and a Program Contract. Annual planning and budgeting will be conducted by the I-PLAN component at all levels to prepare the annual WFP.

Further, liquidation of previously released amount (i.e. RPCO liquidates to PSO) shall be required prior to additional or new budget releases.

The PRDP Financial Management Guidelines describes the financial activities for the I-PLAN component.

3.1.6 Procurement process

The procurement needed by the I-PLAN component include among others consultancy, workshops and training services. The detailed procurement process for these services is described in the PRDP Procurement Guidelines.

3.2 ENHANCING SUPPORT TO THE CSIP

To lend continuing and further support to the commodity investment planning and implementation, IPLAN, together with other PRDP components and units, and concerned DA offices, pursues activities enhancing support to plan formulation and updating, implementation, and monitoring.

a. Utilization of decision support tools in updating the PCIPs

In Chapter 2, EVSA, CRVA, and FishVool have been discussed as decision support tools that can be utilized in the formulation and updating the PCIPs concerning crop, livestock, and fishery commodities.

Remember that in Approach 2 of the PCIP formulation and/or updating process, which focuses on climate and risk resilience, EVSA and CRVA data shall be used in Step P3 on risk profiling. This step shall be undertaken with the use of CRVA of select commodities in the municipalities identified using the EVSA results. In such cases where CRVA datasets are yet to be completed for PCIP commodities, other climate data sources shall be used such as CDRA, CLIRAM, NCCAG, and FishVool, as discussed in the previous chapter.

Furthermore, the development of a framework for harmonizing the similar and complementary parameters (Table 3-10) from the decision support tools EVSA and CRVA into a composite or integrated tool is being explored and facilitated by IPLAN in collaboration with the DA CRAO and the Geomapping and Governance Unit (GGU) of the DA PRDP at the time of writing this manual. Here, a composite tool is defined as a combination of tools used together rather than separately in order to provide more effective and efficient results.

Table 3-10: EVSA and CRVA parameters

EVSA Parameters	CRVA Parameters
<p><u>Suitability factors</u></p> <ul style="list-style-type: none"> ● Land suitability (Agro Edaphic Suitability of all crops including AquaCulture) ● Land limitations (Steep Slopes, Risk to Flooding) <p><u>Socio-Economic Parameters</u></p> <ul style="list-style-type: none"> ● Poverty Incidence ● Production Area (vol & area) ● Farmers Population ● and among others 	<p><u>Sensitivity</u> (Covering 20 crop scenarios for 2050)</p> <ul style="list-style-type: none"> ● Changes in temperature ● Changes in precipitation <p><u>Hazard</u> Typical cyclone, Flood, Landslide, Drought, Erosion, Saltwater intrusion, Sea level rise, Storm surge</p> <p><u>Adaptive Capacity</u> Economic, Natural, Social, Physical, Anticipatory, Institutional, Human</p>

As CRVA and FishVool datasets are being completed, further insights can be gained for the harmonization of the decision support tools parameters.

b. Development of the Planners’ Portal

To further contribute to the efforts of enhancing the plan formulation and updating process efficiently with the use of technology, a Planners’ Portal has been developed in collaboration with the GGU to store datasets and maps on climate, poverty, soil suitability, and other related information to aid the planners. The portal may also potentially serve as an e-Learning platform on commodity investment planning.

A parallel activity to the development of the Planners' Portal is the configuration of an App which is described as geospatial management, analytics, and repository tool that shall process the possible harmonization of the EVSA and CRVA data, parameters, and weight assignments, and generate the result therefrom. The latest prototype of said application shall likewise be embedded in the Planners' Portal.

c. Enhancement of the MIS IPLAN Module

Significantly contributing to the success of plan formulation is making sure that the planned activities are getting implemented as scheduled and that the results of the implementation are continuously monitored and the lessons learned are documented as reference for implementing succeeding activities. On this end, the M&E unit and IPLAN jointly facilitate the enhancement of MIS IPLAN Module, which encapsulates the following monitoring activities:

- monitoring of VCAs;
- preparation of the PCIPs;
- reporting of results of PCIP matrix;
- monitoring funding of PCIPs through the LGU Module Tracking System; and
- tracking of Sub-Component 1.2 implementation progress, results and findings, dissemination strategies and tools, and status of dissemination

The ongoing enhancement of the MIS IPLAN Module includes: (i) finalization of automated report generation templates; (ii) standardization of data fields and dropdown options in the LGU Module Tracking System; and (iii) integration of SC 1.2 implementation tracking system in the MIS.

These enhancements shall be incorporated in the MIS and LGU Module Tracking System Guidelines. Following the updating of the LGU Module Tracking System and the finalization of the aforementioned guidelines, the actual updating of the LGU Module shall be facilitated with expected improvements in the report generation.

The Regional Project Coordination Offices (RPCOs) will play a key role in the progress implementation monitoring process by conducting regular reviews of the endorsed PCIPs of respective provinces, and region-wide and/or cluster-wide VCAs, to assess the relevance of the data they contain. This proactive approach ensures that PCIPs and VCAs remain accurate and aligned with the evolving needs and priorities of each province.

d. Value Chain Assessment

The Value Chain Assessment Evaluation Design, enhanced by the M&E Unit in collaboration with IPLAN and Economics Team, reflects the guidelines and protocols in the conduct of value chain assessment which seek to provide evidence if the desired outcomes in the commodity value chain were obtained using the VCA tool in prioritizing interventions that will enhance the competitiveness of the identified commodity.

The value chain assessment shall be undertaken jointly by the PRDP NPCO, PSOs, and RPCOs through their respective M&E and IPLAN teams. All activities of the clusters concerning the VC assessment shall be communicated to the NPCO M&E and IPLAN.

The results of the assessment shall be used by the DA and PRDP management to provide direction on the improvement of the commodity value chain to make it more effective and sustainable and further contribute to the plan formulation and monitoring efforts.

e. PCIP Assessment

Another monitoring activity being implemented by the M&E in collaboration with IPLAN is the PCIP Assessment. This assessment activity aims to evaluate the level of institutionalization of CIPs of various Provinces/Cities. This shall be achieved by identifying issues, gaps and best practices by the different stakeholders during institutionalization of CIPs; and recommend strategies, approaches and key indicators on how to maximize the use of CIPs and guide local chief executives (LCEs) in agriculture and fishery sector planning and development.

In addition, the LGU Experiences and Rate of Satisfaction shall be captured in terms of PCIP Formulation and Updating; PCIP as basis for PRDP Subprojects; PCIP as platform to leverage resources; and Adoption of PRDP IPLAN tools and processes in local planning and budget formulation.

f. Inventory of Mechanisms for Leveraging PCIP funding

Leveraging mechanisms are strategies through which investments and resources are mobilized and generated to fund PCIP interventions from other non-PRDP fund sources such as the conduct of investment promotion activities, e.g. investment forum, budget dialogue, meetings; RDC endorsement; interagency convergence mechanism, e.g. signing of MOU; and inclusion in the local plans and/or DA /NGA plans and projects.

With the enhancement of the MIS IPLAN Module, leveraging mechanisms shall further be classified and assessed in terms of leveraged resources and amounts generated. This shall provide an additional reference for plan formulation and monitoring by benchmarking and identifying best practices in the employment of certain leveraging mechanisms to enhance the funding of the PCIPs.

One of the leveraging activities identified is the conduct of investment fora, meetings and workshops such as joint planning exercises among the DA operating units (regional field offices, bureaus, attached agencies, and attached corporations), local government units (city, municipal, and provincial), non-DA line agencies, non-government organizations, academe, farmers and fisherfolk groups, and the private sector (local agriculture and fishery councils), among others in the preparation of the DA's Plan and Budget Proposal (PBP).

In the case of joint planning, the outputs shall serve as reference for the preparation of the indicative budget proposals, i.e. Annual Investment Plan (AIP). As such, investments and resources that were mobilized and generated to fund PCIP interventions are continuously documented and easily verifiable.

g. Capacity Development

As the enhancements in this manual call for new and improved ways of plan implementation, the development and strengthening of management and institutional capacities are warranted in order to effectively operationalize protocols, plans, and processes. As such, capacity development activities sustaining the CsIP implementation shall include not limited to the following training areas and topics:

Table 3-11: Major Areas and Topics for Capacity Development

iVCA	PCIP	Cross-cutting
The Value Chain Approach	The PCIP Framework	<ul style="list-style-type: none"> ▪ Data-gathering methodologies
<ul style="list-style-type: none"> • iVCA Framework/Concept 	<ul style="list-style-type: none"> ▪ CIP preparation / updating process 	<ul style="list-style-type: none"> ▪ Facilitation skills during stakeholder consultations
<ul style="list-style-type: none"> • Procedures in conducting iVCA 	<ul style="list-style-type: none"> ▪ Decision Support Tools in the CIP preparation/ updating, e.g. EVSA; CRVA 	<ul style="list-style-type: none"> ▪ Navigating the Digital Planners' Portal
<ul style="list-style-type: none"> • Uses/Applications of iVCA 	<ul style="list-style-type: none"> ▪ Climate data and analysis 	
	<ul style="list-style-type: none"> ▪ Risk Management 	
	<ul style="list-style-type: none"> ▪ Spatial Planning Concepts/Framework 	

3.3 SUSTAINING THE CSIP: INTEGRATION AND MAINSTREAMING EFFORTS

Overview of the PRDP Mainstreaming Strategy. Enhancing the AFMIP implies improving the current DA planning, programming, budgeting policies, guidelines and processes, and mainstreaming the enhancements and innovations in the DA.

Under PRDP’s results framework, the 14th intermediate result (IR 14) states that, “PRDP’s enhanced operational procedures, standards, and tools for local and national planning, program support, infrastructure and enterprise support are mainstreamed across DA agencies”.

The Integration and Institutionalization of PRDP Tools and Innovations to the Department of Agriculture Regular System is shown in Figure 3-2.

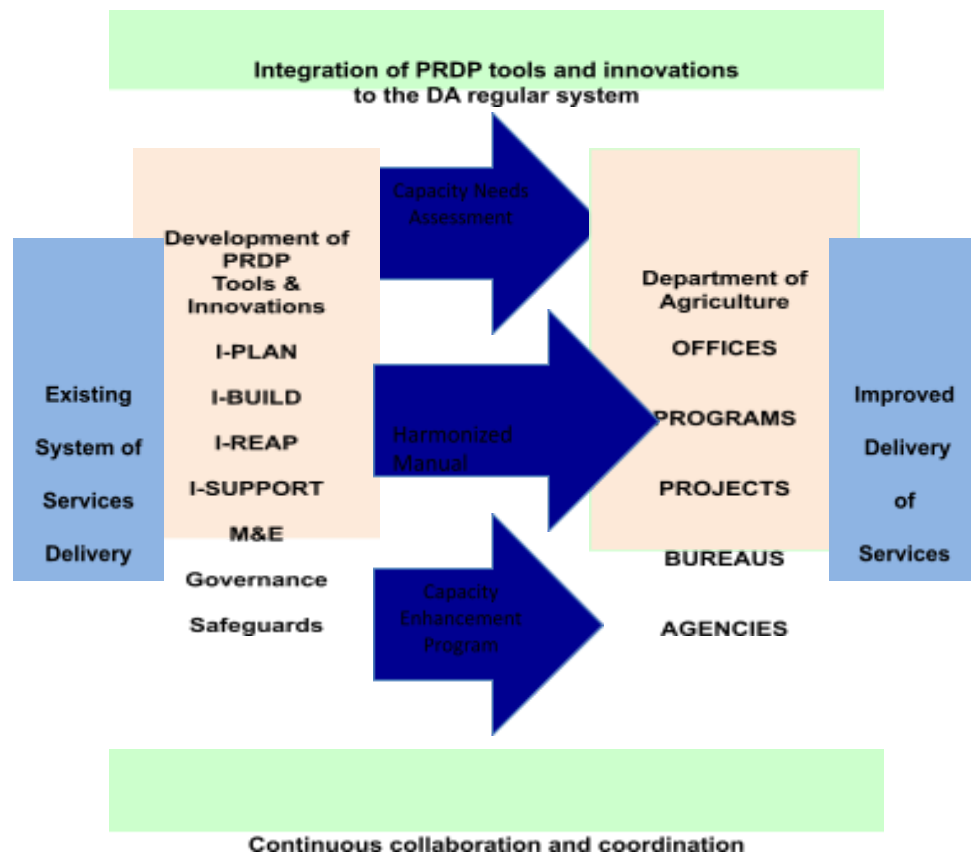


Figure 3-2. Framework for the Integration and Institutionalization of PRDP Tools and Innovations to the Department of Agriculture Regular System

Relative to the IPLAN process, PRDP introduced reforms through innovations and tools, specifically: (i) Innovation #3: DA-wide Operation Planning and Budgeting Guidelines requiring the use of PCIPs as the platform for planning and budgeting program and technical support through a process that links the overall AFMP with the more strategically focused Regional AFMP and Local Government Priorities; and (ii) Innovation #5: DA-wide adoption of VCAs as the tool for identifying the interventions required to strengthen the value chain for commodities confirmed as suitable through eVSAs.

Harmonized Planning, Programming and Budgeting Manuals. In 2018, with funding and technical assistance from the IPLAN component of the PRDP, the PMS conducted the project "Harmonization of Planning and Budgeting Processes in the DA" as part of the efforts in mainstreaming PRDP key innovations and practices. The project produced Harmonized Planning, Programming and Budgeting Manuals:

- a. Manual on Formulation of the Agricultural and Fisheries Modernization Plan of the Department of Agriculture;
- b. Manual on Investment Programming and Management for the Department of Agriculture; and
- c. Manual on the Preparation of the Annual Plan and Budget Proposals of the Department of Agriculture.

Since their completion, the manuals have served as the basis of the PMS in adopting the key innovations and practices of the PRDP in the DA regular investment programming, planning, and budgeting processes.

Operationalization of the Harmonized Manuals. Gradual integration of innovations under the PRDP Local and National Level Planning Component to their counterpart in the DA started as early as 2018 with the crafting and operationalization of the manuals through the DA-Planning and Monitoring Service (PMS).

The IP manual was cascaded to the Public Investment Program (PIP) focal persons at the DA Regional Offices and Attached Agencies in 2019 and 2020. In 2019, the PMS-IPD presented the IP manual to the PIP focal persons of the DA operating units as a basis in the updating of the PIP. Early in 2020, the PMS-IPD also conducted a training on Economic and Financial Analysis (EFA) to capacitate the focal persons in preparing feasibility studies to determine the economic and financial feasibility of projects/activities being proposed for funding of the DA.

The adoption and conduct of the joint planning exercise, as reflected in the PBP Manual, is being institutionalized through its inclusion in the PBP Guidelines, i.e. the FY 2022 Annual Plan and Budget Preparation (PBP) Guidelines released in 2020. This joint planning exercise at the regional and provincial levels was aimed at strengthening and creating a two-way linkage between local and national government plans. For one, this regional perspective in planning paves the way for the regional interventions to be strategically promoted and marketed, while being mainstreamed into the Regional PIPs, i.e. regional investment areas identified and clustered from the matrices of PCIP interventions.

The Manual on the Formulation of the AFMP served as one of the references for the formulation of the National Agriculture and Fisheries Modernization and Industrialization Plan (NAFMIP) which is now undergoing updating.

Contribution to Roadmap Development. Towards the implementation of the New Thinking Strategies of the department that includes value chain-oriented roadmap development, the PRDP-IPLAN has provided technical assistance by inviting representatives from the North Luzon and South Luzon Clusters as resource persons during the January 2020 DA Meeting on the Updating and Formulation of Agriculture and Fishery Roadmaps, specifically from the PSOs, RPCO CALABARZON, RPCO Central Luzon and the PPMIU of Nueva Ecija, on following topics: (i) conduct of the VCA and (ii) the involvement of the LGU in the formulation of the VCA

and translation of VCAs to the PCIPs. Said meeting was attended by relevant DA OUs comprising the Steering Committee on the review and updating of all existing DA roadmaps.

Integration efforts at the DA Regional level. In the DA-RFOs, the official and/or personnel of the Planning, Monitoring and Evaluation Division (PMED) are engaged and involved in the PRDP IPLAN Component thereby facilitating in the sharing of knowledge and mainstreaming efforts, i.e. PMED Chief serves as I-PLAN Component Head²⁵.

Capacity-building activities, such as orientation workshops and trainings on integrating PRDP tools to the DA processes have been organized with the participation from DA RFO regular staff, covering the topics of Commodity Prioritization, Rapid Market Appraisal (RMA), VCA, PCIP, and Feasibility Study Preparation, and eVSA, Geo-Mapping, and Quantum GIS Training in collaboration with GGU.

Way Forward. For the mainstreaming of innovations #3 and #5, IPLAN shall facilitate capacity development activities with the following success indicators:

1. trained key officials and staff adopted the PCIP and/or VCA
 - as one of the references in the preparation of their OU's annual plan and budget proposal; and/or
 - as one of the references in identifying investment priorities for promotion; and/or
 - as one of the references in the preparation of plans/programs/roadmaps; and
2. trained key officials and staff integrated the use of PCIP and/or VCA in
 - in the PBP/PIP Guidelines and/or
 - in the Project Development Manual.

However, prior to the conduct of the capacity development, training and mentoring activities, IPLAN shall:

- i. further identify specific end-users;
- ii. conduct Capacity Needs Assessment (CNA); and
- iv. prepare a Capacity Building Program (CBP) and/or training modules.

Following the delivery of the training sessions, capacity development, training and mentoring activities, IPLAN shall proceed with the assessment of the overall integration process of IPLAN innovations.

²⁵ To date, 10 out of 17 RPCOs are led by PMED Chiefs as I-PLAN Component Heads

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