

ACCELERATING TRANSFORMATION THROUGH AGRICULTURAL INNOVATION (ATTAIN)

SEARCA's ELEVENTH FIVE-YEAR PLAN FYs 2020/2021 – 2024/2025

EXECUTIVE SUMMARY

I. The Evolving Context of Agriculture, Rural Development, and the State of Farmers Throughout the Region

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

Regional and National Trends Affecting Sector Context

The following regional trends contribute to the reshaping of agriculture in the Southeast Asian region, which influence SEARCA's direction and priorities in the next five years to remain relevant and impactful:

- Long-term growth in population, migration to urban centers, and the corresponding growth in incomes across the mega cities in Asia lead the trends affecting the agriculture sector.
- Consumption behavior moving from purely functional to more sophisticated and experiential are driving changes in food production and directly impacting the amount of resources, the emerging issues in biodiversity and the emission of greenhouse gases.
- Structural shifts in food production will cause significant changes in the nature and intensity of the competition for natural resources between different purposes both in the agricultural and non-agricultural sectors.
- Despite the growth in per capita income over the past decade, eliminating poverty, alleviating income inequality, and significantly improving nutrition and overall health and wellness of farmers remain elusive due to challenges in maximizing development impacts and minimizing risks in the face of both extreme climates, violence and conflict, and other uncertainties, which figure heavily in many regions exacerbating social fragility and institutional weakness.

II. Global and Regional Realignment of the Development Paradigm and Financing Structure

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

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

III. Strategic Framework of the 11th Five-Year Plan

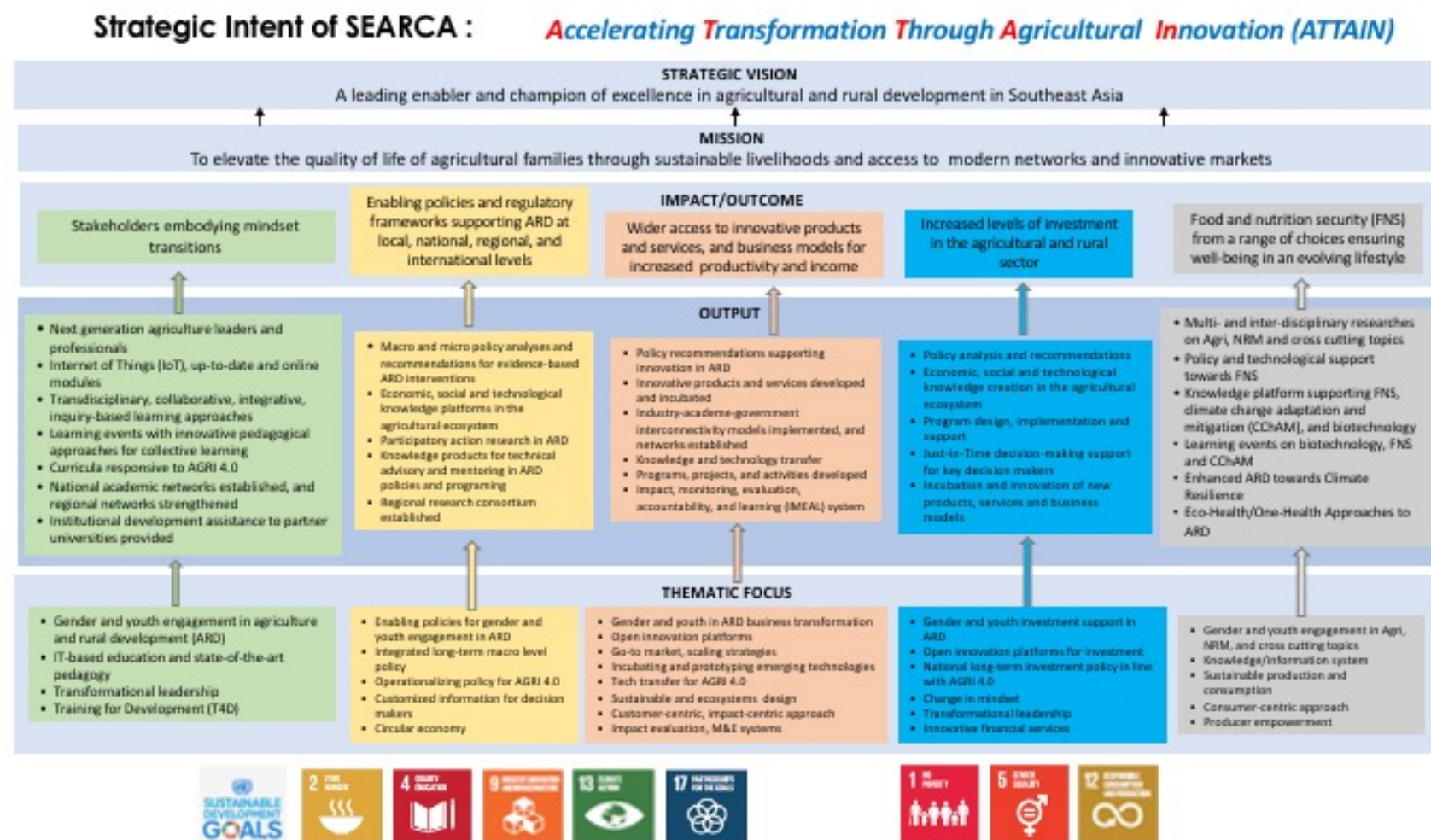


Figure 1. Strategic Framework of the Eleventh Five-Year Plan

IV. The Transformation Process of the Agriculture Industry: Envisioned Transition and the Role of SEARCA

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

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

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

- Farmers and farming families;
- Cooperatives, farmers' associations and other collective organizations/bodies;
- Local government units (LGUs);
- Higher education institutions (HEI);
- Business and industry;
- National governments; and
- Global development organizations—bilateral and multilateral agencies.

V. The Strategic Intent of SEARCA

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

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

- 1. Agri-Business Models for Increased Productivity and Income**
- 2. Sustainable Farming Systems and Natural Resource Management**
- 3. Food and Nutrition Security**
- 4. Transformational Leadership for ARD**
- 5. Gender and Youth Engagement in ARD**
- 6. Enhanced ARD towards Climate Resilience**
- 7. Eco-Health/One-Health Applications to ARD**

SEARCA will develop opportunities that can deliver **better**, **bigger**, and **smarter** strategic outcomes.

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

VI. Repositioned Products and Services of SEARCA

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

1. Products and Services Portfolio

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

2. Service Delivery Portfolio

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

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

Figure 2. SEARCA's Service and Resource Portfolio

VII. Realigned Service Owners

As the new strategy emerged, the Center conducted an inventory of resources – human, financial, physical, and intellectual. To successfully operationalize the new plan and implement its programs with sustained funding base, SEARCA will reorganize itself and evolve with the developments of the external environment needing these products and services. (Figure 3).

1. Education and Collective Learning (ECL)

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

2. Research and Thought Leadership (RTL)

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

3. Emerging Innovation for Growth (EIG)

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

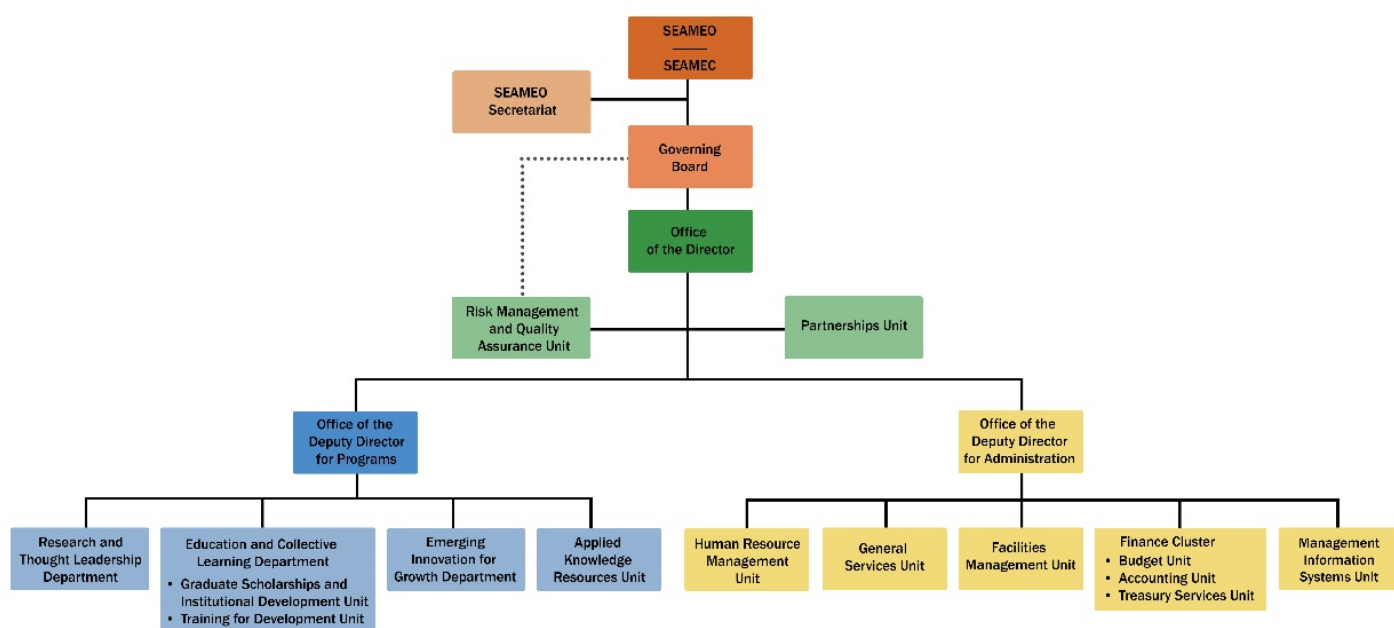


Figure 3. SEARCA's Organizational Structure

ACCELERATING TRANSFORMATION THROUGH AGRICULTURAL INNOVATION (ATTAIN)

SEARCA's ELEVENTH FIVE-YEAR PLAN FYs 2020/2021 – 2024/2025

I. EVOLVING CONTEXT OF AGRICULTURE, RURAL DEVELOPMENT, AND THE STATE OF FARMERS THROUGHOUT THE REGION

The evolving context of agriculture, rural development, and state of farmers, as aligned with global goals, focus on the contribution of agriculture to hunger and malnutrition eradication, and to improving the standard of living of all in an economically, socially, and environmentally sustainable manner. SEARCA needs to organize its work around these global priorities to realize their full impact on primary beneficiaries while being strongly and consistently supported by global and local partners.

A. Regional and National Trends Affecting Sector Context

The following regional trends contribute to reshaping agriculture in the Southeast Asian region. In the next five years, these trends should influence SEARCA's direction and priorities to remain relevant and impactful. Since the formulation of the 10th Five-Year Plan of SEARCA, many significant changes in the global development landscape have occurred. SEARCA thus realigns its priorities and programs along these newer changes in the global landscape. Partnerships shall be established around these developments as they dictate where the resources are most needed and allocated.

1. Long-term growth in population, migration to urban centers, and the corresponding growth in incomes across the megacities in Asia lead the trends affecting the agriculture sector. By 2030, almost half of all megacities in the world will be found in Asia, with Manila being the largest megacity in Southeast Asia, joined by Jakarta, Indonesia and Ho Chi Minh City, Vietnam.
2. Consumption behavior moves from purely functional to more sophisticated and experiential, thus driving structure and level changes in food consumption. These structural changes will have a significant effect on food production and will directly impact the amount of resources, the emerging biodiversity, and the emission of greenhouse gases. In perspective, rapid and significant changes in lifestyles will be expected.
3. The structural shifts in food production will also cause significant changes in the nature and intensity of the competition for natural resources both in the agricultural and non-agricultural sectors. Land, water, marine, forestry and biodiversity resources will receive tremendous pressure. Mineral and energy resources will also be in significant demand for various uses including agriculture, infrastructure, urban expansion, and industry. As the world nears the physical limitation of hydrocarbon and non-renewable sources of energy, more rapid adoption of renewable energy sources in agricultural production is imperative.

4. Aside from the competition for resources, the rapid change in food production will have a direct impact on greenhouse gas emissions and consequently on global average temperatures. Shifting temperature averages is understood to be one of the leading causes of the growing volatility in environmental conditions and the increasing frequency of extreme weather events. The increasing uncertainty in weather conditions adds to the stresses the growing agricultural system has on land, water and mineral resources.
5. Despite the growth in per capita income over the past decade, eliminating poverty, alleviating income inequality, and significantly improving nutrition and overall health and wellness of farmers remain elusive due to challenges in maximizing development impacts and minimizing risks to the various stakeholders in the agricultural sector. Farmers and their livelihoods are increasingly at risk due to both extreme climates and to violence and conflict, not to mention other uncertainties. These two factors figure heavily in many regions that experience social fragility and institutional weakness.

II. THE GLOBAL REALIGNMENT OF THE DEVELOPMENT PARADIGM AND FINANCING STRUCTURE

Global development and financial institutions, both private and public, have reorganized themselves around global priorities, which were identified to cover the biggest issues the world is facing and will be facing in the coming years. To remain relevant, SEARCA commits to participate in the achievement of these priorities and contribute to developing awareness, changing mindsets, and initiating collective action in collaboration with its key partners.

A. The 2030 Agenda for Sustainable Development: The process started during the United Nations Conference on Sustainable Development in Rio de Janeiro, Brazil in 2012 and culminated with the 2030 Agenda for Sustainable Development in 2015 in New York City. The scope and significance of the statement of these goals are unprecedented in the history of the planet. The goals are described to be supremely ambitious and the vision it lays out is transformative. Within the scope of the 2030 Agenda for Sustainable Development are the following frameworks specific on development financing and disaster risk reduction, which are the most relevant to the Southeast Asian region.

1. Addis Ababa Action Agenda

Alongside this process were the discussions to strengthen and revitalize the development financing commitment and approach to assure that the development goals shall be achieved. New forms of cooperation were defined to improve access to the various resources needed to accomplish the goals, specifically, financing technology, science, innovation, trade, and capacity building. Also, private sector investments are being realigned towards sustainable goals. The result is that global development organizations are now aligning their efforts and reorienting practices to secure the provision of resources.

2. Sendai Framework for Disaster Risk Reduction

This framework recognizes resiliency as a necessary component of sustainable development and specifically mentions the need to protect farmers' yields and livelihoods, and productive assets including livestock and other farming animals, seeds, machinery, tools, and more. Other transformative approaches include a multi-hazard approach with an emphasis on multi-stakeholder engagement and

a well-functioning health care system. Emphasis is also on the need to innovate using relevant science and technology to ensure that the community would be able to “Bounce Back Better” in the post-disaster adaptation.

B. Global Agenda of the World Economic Forum. The Global Agenda on the impact of the Fourth Industrial Revolution in 2016, adopted by the leading international organization for the public-private cooperation, has led to the shift of focus to developing awareness, shaping mindsets, and driving collective action in three key areas:

1. Mastering the Fourth Industrial Revolution
The emerging digital technologies are expected to thoroughly disrupt and tear through existing systems of production, distribution, and consumption. How these technologies are mastered today will determine how the economic, social, ecological, and cultural contexts will evolve.
2. Solving the Problem of the Global Commons
This refers to the development of a mindset and discursive transformation that will allow genuine dialogue for addressing issues in the commons that require global consensus.
3. Addressing Global Security Issues
The emergence of regionalism, geostrategic competition, and extremism has led to the weakening of global solidarity and the emergence of violence and terrorist attacks. There is a need to develop new strategies and tools to address the root causes of the vulnerability of the security landscape.

C. KUALA LUMPUR DECLARATION ON ASEAN 2025: FORGING AHEAD TOGETHER. During its Annual Summit meeting held on 22 November 2015 in Kuala Lumpur, Malaysia, the Member States of the Association of Southeast Asian Nations (ASEAN), issued this declaration where the commitment to ASEAN Community Vision 2025 was affirmed. The ASEAN members are committed to the promotion of high quality of life, equitable access to opportunities for all, and social development and environmental protection. They will work towards building capability to respond to social and economic vulnerabilities, disasters, and climate change.

The 2016-2025 VISION AND STRATEGIC PLAN FOR ASEAN COOPERATION IN FOOD, AGRICULTURE AND FORESTRY, adopted in Makati City, Philippines on 10 September 2015, identifies the priority areas for cooperation and action programs that will contribute to food and nutrition security and prosperity in the ASEAN Community Goals.

III. STRATEGIC FRAMEWORK OF THE 11th FIVE-YEAR PLAN

SEARCA has embraced the rhythms of change. The tenth FYP has directed SEARCA to move away from “business-as-usual” strategy as it no longer suffices in coping with the increasing complexities, uncertainties, and nonlinearities of its constantly changing environment. The “new normal” conditions in Southeast Asia compels SEARCA and all of its key partners to initiate anew a paradigm shift towards accelerating transformation through agricultural innovation (ATTAIN).

SEARCA, in the next five years, commits to strategically deliver **BETTER, BIGGER** and **SMARTER** outcomes and impact for its stakeholders—the **farmers and farming families**. The Center shall provide more context-relevant and valuable services (**BETTER**), to more stakeholders (**BIGGER**), in more effective and efficient ways (**SMARTER**), to ensure the achievement of the SDGs in Southeast Asia through changes in economic and social structures and the adoption of more sustainable consumption and production behaviors. SEARCA thus commits to transforming traditional palliative activities to new, innovative systems.

SEARCA aligns with other global, regional and national organizations toward contributing to the achievement of the Sustainable Development Goals (SDGs) that address global challenges to achieve a better and more sustainable future for all. The Center commits to contribute and allocate resources toward the achievement of five (5) SDGs that directly align with its mandate and focus, with greater emphasis on creating partnerships (SDG17). Moreover, SEARCA touches three (3) other SDGs as it tries to achieve the five as shown in Figure 1.



Figure 1. SEARCA's Sustainable Development Goals (SDGs) Commitment

For the 11th FYP as illustrated in Figure 2, SEARCA envisions becoming the **leading enabler and champion of excellence in agricultural and rural development in Southeast Asia that elevates the quality of life of agricultural families through sustainable and resilient livelihoods and access to modern networks and innovative markets**. The Center will make this possible by enabling its **key partners**, which include **National Governments, Development and Financial Organizations, Industry, Academic Institutions, Cooperatives, and Farmers' Associations**, to help farmers and farming families:

1. Access new and innovative financial services;
2. Adopt new, sustainable, and resilient production technologies and systems;
3. Integrate with modern postharvest and logistics systems; and
4. Gain access to and operate in modern networks and markets.

Moving on from the traditional farming mindset, SEARCA revisits its thematic focus and its underlying technologies. The focus will shift to long-term sustainable impact on primary stakeholders and key partners, and to introduction of innovations and platforms that will benefit more people ranging from the ground level to the national level. Specifically, the Center will focus on the following priority areas:

1. Agri-Business Models for Increased Productivity and Income;
2. Sustainable Farming Systems and Natural Resource Management;
3. Food and Nutrition Security;
4. Transformational Leadership for ARD;
5. Gender and Youth Engagement in ARD;
6. Enhanced ARD towards Climate Resilience; and
7. Eco-Health/One-Health Applications to ARD.

All these changes and shifts are expected to produce the following outcomes:

1. Stakeholders embodying mindset transitions;
2. Enabling policies and regulatory frameworks supporting ARD at the local, national, regional, and international levels;
3. Wider access to innovative products and services, and business models for increased productivity and income;
4. Increased levels of investment in the agricultural and rural sector; and
5. Food and nutrition security from a range of choices ensuring well-being in an evolving lifestyle.

To deliver these outcomes at the ground level, SEARCA's products and services should include:

1. Development of next generation agriculture leaders and professionals;
2. Policy analysis and recommendations for the international, national, and local levels;
3. Economic, social, and technological knowledge creation in the agricultural ecosystem;
4. Program design, implementation, and support;
5. Just-in-time decision making support for decision makers; and
6. Incubation and innovation of new products, services, and business models.

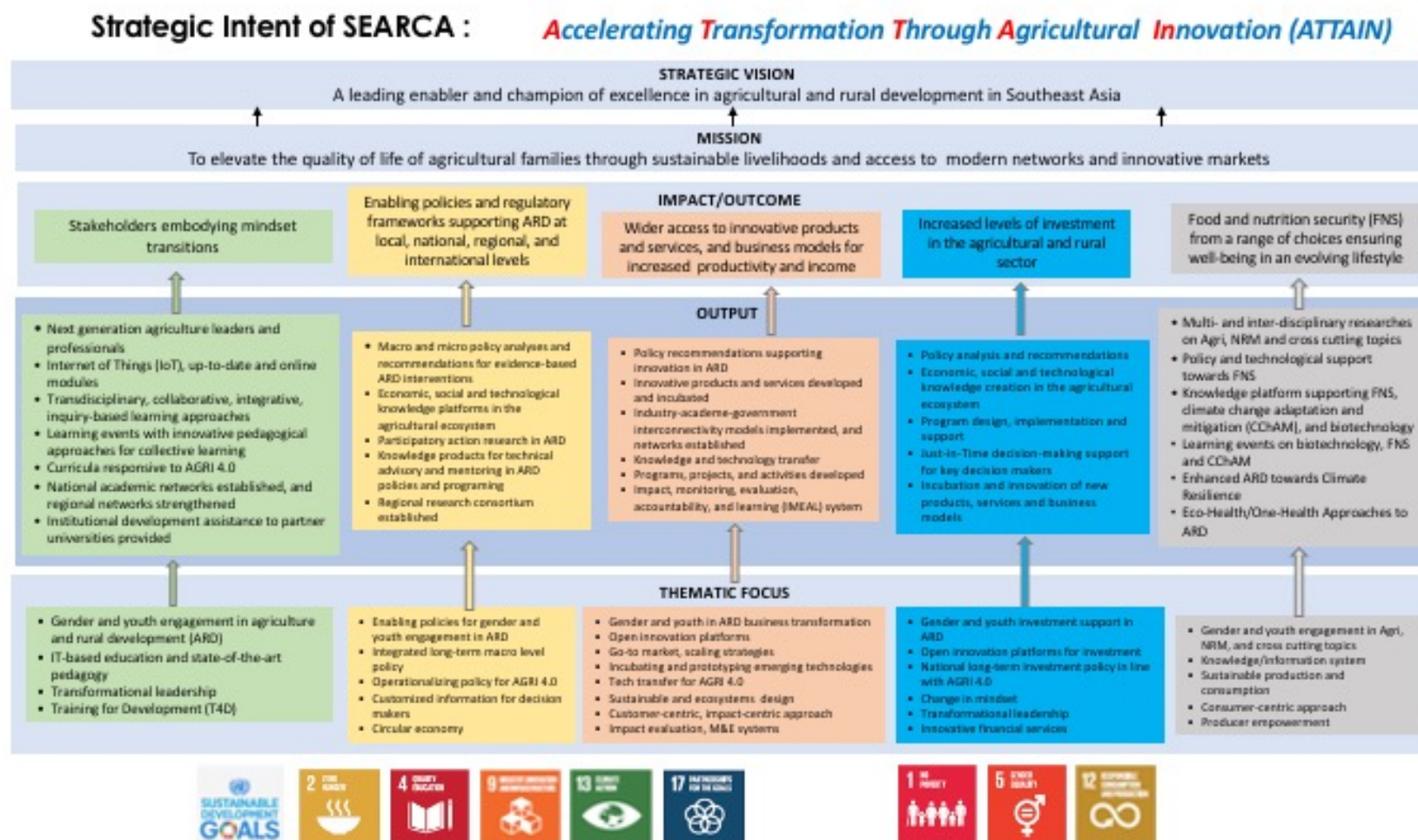


Figure 2. Strategic Framework of SEARCA's 11th Five-Year Plan

In pursuit of becoming the leading enabler and champion of excellence in agricultural and rural development in Southeast Asia, SEARCA subscribes to the following values as principles of engagement with partners and stakeholders:

1. Attitude

- Respect for cultural diversity
- Belief in people
- Commitment

2. Character

- Integrity
- Professionalism
- Collaborativeness

3. Behavior

- Striving for excellence
- Proactiveness
- Service-orientedness

4. Work Excellence

- Professionalism and competence
- Productivity and innovativeness
- Consistency

5. Unity

- Effective communication
- Teamwork and cooperation
- Humility and respect

6. Commitment

- Service
- Honesty and integrity
- Discipline and order

IV. THE TRANSFORMATION PROCESS OF THE AGRICULTURE INDUSTRY: ENVISIONED TRANSITION AND THE ROLE OF SEARCA

The transformation process was envisioned using a process of backcasting. It is the process of articulating the desired future and working back to the present, describing the necessary transformations in the following parts of the overall agricultural ecosystem.

SEARCA desires to transform farmers who are stuck in the belief that farming is limited to production into new farmers with progressive mindsets and perspectives on farming as agribusiness operating in a modern agriculture ecology. This goal serves as the foundation of SEARCA's transformation framework as presented in Figure 3.

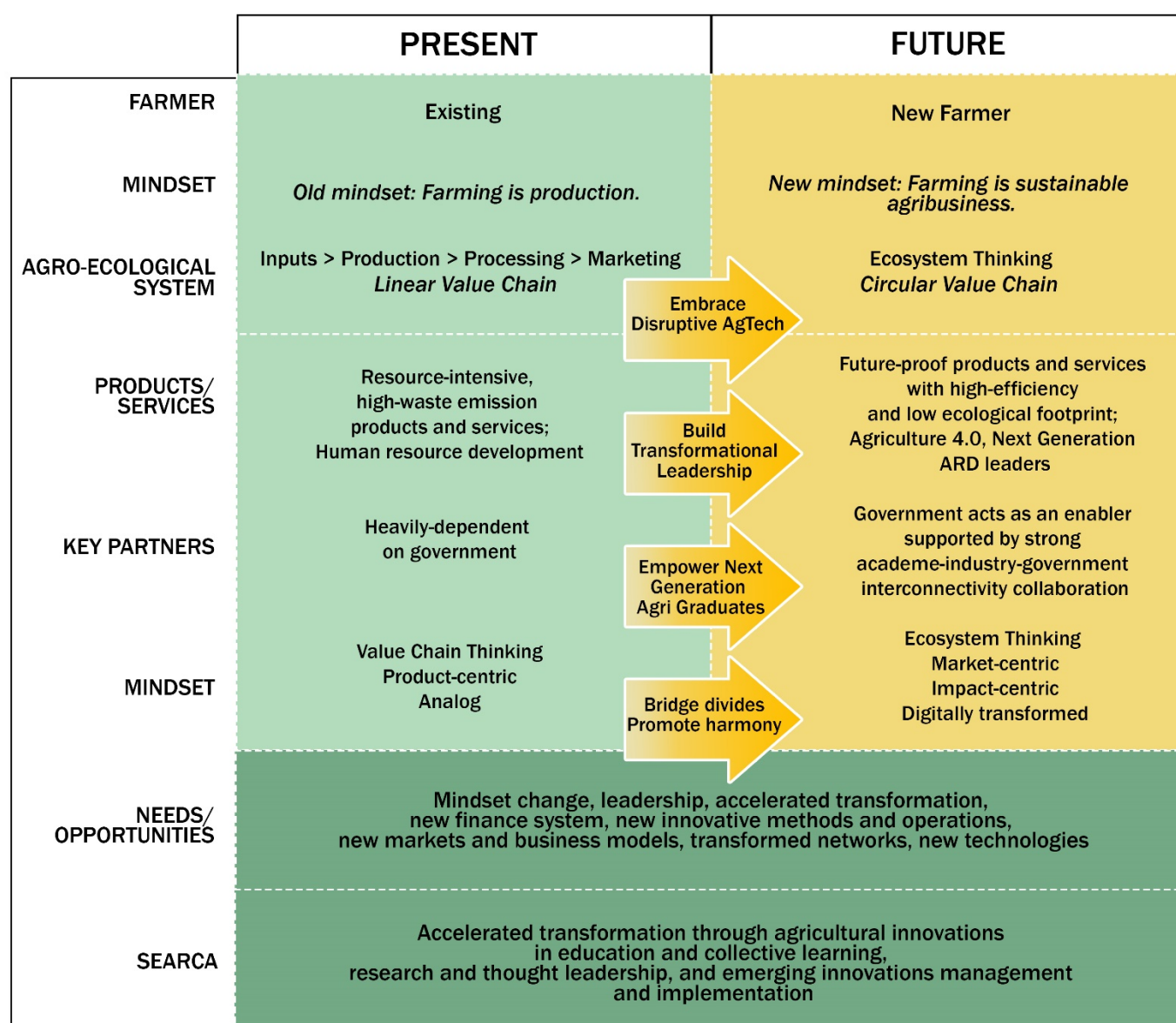


Figure 3. SEARCA's Transformation Framework

Agricultural transformation starts with the acceptance that **old ways are no longer beneficial to farmers** and that they need to adopt a new concept of agriculture—Agriculture 4.0, redefined by modern technologies, processes, and dynamics. To do this, SEARCA, in collaboration with its key partners and stakeholders, should be able to:

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

The following subsection details the transformations needed by the key partners and stakeholders wherein SEARCA can play an important role.

A. Farmers and Farming Families

To uplift the quality of life of farmers and farming families, there is a need to transform agricultural systems for long-term sustainability. SEARCA aims to develop a new generation of agripreneurs who are willing to adapt and transition to Agriculture 4.0 for increased productivity, efficiency, and sustainability (Figure 4). They readily embrace the next generation of technologies and with a more balanced gender representation and a stronger sense of resiliency. The new farmers need to have access to transformational agricultural education and training, new and innovative financial services, and modern technologies.

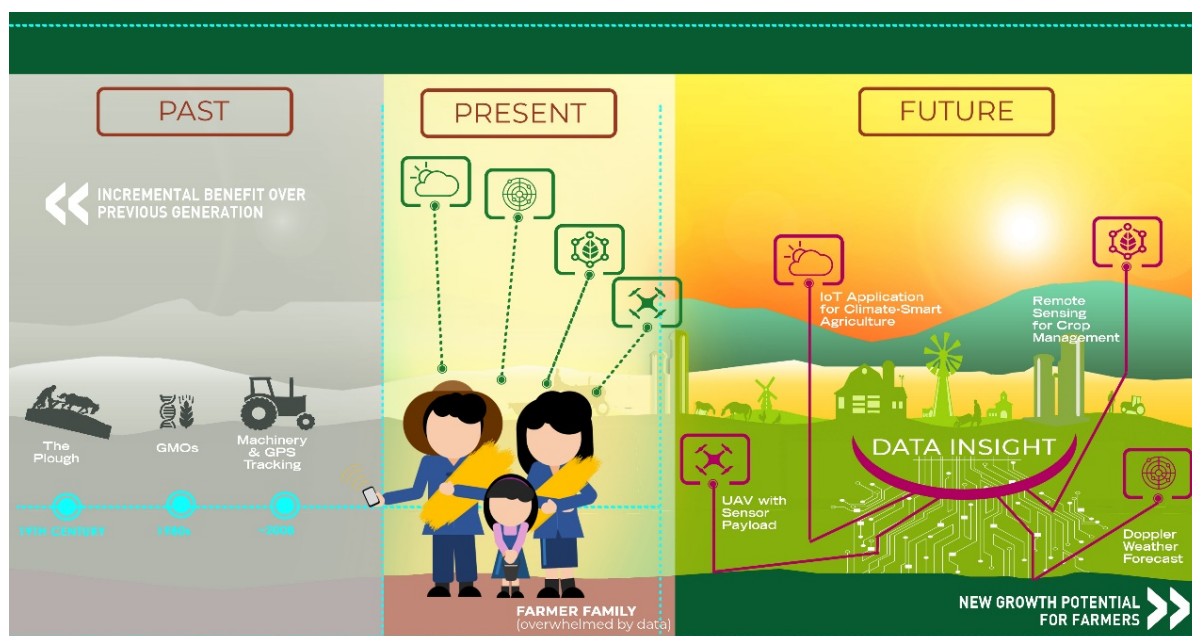


Figure 4. Farmer Transformation to Agriculture 4.0

B. Cooperatives, Farmer Associations and Other Collective Activities

Cooperatives can be the best participatory organizational form that could effectively deliver the attainment of the Sustainable Development Goals (SDGs). Their services include providing access to basic goods and services, building a more sustainable food system, protecting the environment, and eradicating poverty. These features have been echoed by the International Co-operative Alliance (ICA), through its Vision 2020: Blueprint for Cooperatives, which articulates its aspiration to be recognized as the (1) leader in economic, social, and environmental sustainability; (2) the model of participation most preferred by people; and (3) the fastest growing form of enterprise.

Aligning with ICA's vision for cooperatives in Southeast Asia, SEARCA will contribute to the following strategic areas: (1) improving trust and deepening modes of participation and engagement; (2) experimenting, testing, and adopting new sustainable business models that take into account economic, social, and environmental sustainability; (3) building and deepening the identity of cooperatives by articulating and internalizing core value for its stakeholders; and (5) providing access to new sources of capital that will allow them to grow and flourish. SEARCA will facilitate access of cooperatives to a new breed of talent that will lead and manage agribusiness enterprises as well as appropriate, safe breakthrough technologies.

C. Local Government Units (LGUs)

Local government units (LGUs) are at the forefront of delivering basic services to their constituents. SEARCA recognizes a great opportunity to improve the impact of their programs by pursuing evidence/science-based approaches in the following areas: planning, investment programming, implementation, and monitoring and evaluation. To effect the needed level of policy and institutional change and innovation calls for a significant amount of mindset transformation and conceptual innovation. SEARCA will ignite quality discourse between local governments and communities to empower farmers and farming families as progressive members of society.

D. Academic Institutions

SEARCA will assist academic institutions in agriculture and natural resources to reimagine their curricula and embody several key mindset transitions. This includes transition from production and product-centric to customer value-centric; from analog to digital; and from traditional to sustainable agriculture. According to the World Economic Forum, these can be strategically attained by academic institutions if they include the following levers:

- Expanded access to early childhood education;
- Ensuring the 'future-readiness' of curricula;
- Investing in developing and maintaining a professionalized teaching workforce;
- Students' early exposure to the workplace and career guidance;
- Investing in digital fluency and ICT literacy skills;
- Providing robust and respected technical and vocational education and training (TVET);
- Creating a culture of lifelong learning; and
- Openness to education innovation.

E. Non-Governmental and Civil Society Organizations

Non-governmental and civil society organizations play a vital part in the transformation of society in pursuing sustainable development goals. They are credible and experienced organizations that can develop advocacy around certain issues and ideas; hold both government and private sectors accountable for their activities and impacts; implement programs and projects alongside other organizations; and in general, foster awareness and understanding of the sustainable development goals. They are also capable of initiating transformational change and developing their social innovations.

For NGOs and CSOs to effectively play their role in the transformation of the agricultural sector, SEARCA will contribute to deepening their understanding and awareness of the underlying context of the Center-priority SDGs. They need to discern the limitations and inefficiencies of past practices and recognize the higher level of urgency for innovation as they organize and operate to significantly increase the scale and speed of their work.

F. Business and Industry

Businesses and industry play a role in the achievement of the sustainable development goals. SEARCA will facilitate public-private partnerships and introduce business models and innovations so that they “do no harm” and become more sustainable; innovation and entrepreneurial ecosystem leading to the creation of new start-ups and social enterprises; and impact investment funds that prioritize the specific development goals. Business and industry, together with SEARCA, will endeavor to invest mission-oriented effort to enact the governance mindset change needed to balance the interests of business and society, considering social and institutional innovation to improve transparency, participation, and sustainability.

G. National Governments

National governments will need to provide strong guiding leadership that will promote engagement from organizations, both domestic and local. SEARCA will provide governments in Southeast Asia transformational innovations—institutional, social and conceptual—in the formulation of policies needed by the various branches of the National Government.

SEARCA recognizes two emerging perspectives on how the national government may view their participation:

1. Whole-of-Government Approach

Looking at government action holistically, SEARCA will contribute to the governments’ aim of setting national priorities responsive to the SDGs, and in designing and implementing strong national policies, collective government actions, and investments that will impact those national priorities.

2. Whole-of-Society Approach

This is government acting as facilitator and orchestrator, guiding and encouraging all sectors of development, both domestic and global, to collaborate at different levels in a multi-stakeholder context. SEARCA will help governments develop their ability to provide strong direction while recognizing the perspectives of all stakeholders.

H. Regional and International Development Organizations

Along with other government-funded regional and international agencies, SEARCA will take lead to form multi-stakeholder partnerships and programs, ensuring that their collective expertise, information and insights, and financial resources are widely and conveniently accessible to stakeholders. This will require significant mindset shifts in how practices are adopted, how engagement and participation are encouraged, and how they can adopt new social innovations in the form of new business models and services.

V. THE STRATEGIC INTENT OF SEARCA: ACCELERATING TRANSFORMATION THROUGH AGRICULTURAL INNOVATION (ATTAIN)

It must be clear to all that the traditional palliative activities need to be replaced. Palliative interventions in agriculture include residual approaches that address symptoms of poverty, inequality, and unsustainable practices; but do not tackle the root causes of these problems. These palliative solutions include 'band-aid' programs targeting the problems of the poor, one-size-fits-all solutions, and siloed approaches to issues being faced by the farmers.

New, innovative practices are necessary to create eco-social policies that are people-centered; planet sensitive; guided by the values of human rights and social justice; enabled by democratic states and inclusive institutions; and shaped through the participation of empowered populations. Innovations covering institutional, social, technological, and conceptual aspects bring about a systemic transformation towards an inclusive society, promotion of sustainable production and consumption, and improve the economic and social wellbeing. SEARCA commits to accelerating these transformations to become the leading enabler and champion of excellence in agriculture and rural development in Southeast Asia; and contribute to the achievement of the Sustainable Development Goals (SDGs).

For the transition to occur in the agricultural industry, SEARCA will focus its efforts to enable the following types of innovation to happen among its partners over time (Table 1):

Table 1. Innovations for transformational change

Policy Innovation	Providing inclusive social service and protection schemes to all sectors, especially the women and youth; innovative new sourcing of funding and financing of policies and programs; new policies on innovation, sustainability, and entrepreneurship
Institutional Innovation	New arrangements for more participatory governance; academe-industry-government partnership or multi-stakeholder delivery of services; reconfiguring modalities of engagement with institutions from the macro level into multi-scalar governance, where governance is articulated clearly down to the local levels
Social Innovation	Public and private sector players adopting new ideas, strategies and practices to better meet social needs; building of deeper relationships conducive to social and economic development

Technological Innovation	Science and technology that enable social innovations to scale wider and faster; use of digital technology platforms for business models; IT-based education and collective learning
Conceptual Innovation	Creation of new ways of working, thinking, deciding and operating at the governance level of partner organizations

The innovations for transformational change will open opportunities for SEARCA to develop platforms for achieving its strategic objectives which are significantly:

1. **BETTER:** Outputs and outcomes are more closely and clearly aligned with the specific needs of farming families. They have a higher level of farmer-centricity.
2. **BIGGER:** Programs, products, and services will be designed with clear strategies as to how the benefits shall scale and be adopted by the wider national and regional ecosystem.
3. **SMARTER:** More robust, agile and context-relevant modes of delivery (i.e., technology platforms, networks of organizations) shall be explored to improve the overall quality and cost-efficiency of delivery of results.

VI. REPOSITIONED PRODUCTS AND SERVICES OF SEARCA

With a customer-centric approach, SEARCA repositions its products and services based on the needs of its stakeholder groups for enhancing their impact at the ground level (Table 2). Each group has different coverage, audience, and depth of impact on the farmers and farming families; hence, products and services will be customized.

For the Macro level stakeholders, the products and services will revolve around catering to their needs in policy formulation, implementation, and evaluation; and focusing on creating the next generation of agricultural leaders and managers. For the Mid-level or Meso level stakeholders like the HEIs, the focus is on enabling them to align their program designs and implementation strategies with the future concept of agriculture. Lastly, the Micro level stakeholders of the Center, composed of local government entities (municipalities/districts/townships) and business entities (particularly cooperatives) that have the greatest impact at the ground level, SEARCA will produce their next generation of agricultural leaders and enable their current leaders to be equipped with technological know-how and transformational leadership skills.

Across all levels, SEARCA provides graduate scholarships, institutional development assistance, and training; research, policy and program advisory, and knowledge platforms; and technology transfer, innovation and incubation platforms, and other services customized to the needs of stakeholders and intended

beneficiaries. By systematically wielding all of these services, SEARCA will continue to provide strategic capacity building services for Southeast Asia and beyond.

Departments and units within SEARCA will specialize in providing their core products and services to its stakeholder groups as shown in Figure 5. The Project Development and Monitoring group will serve as the engagement team under the new Emerging Innovation for Growth Department, which will handle all innovation, technology transfer, and incubation platforms. Graduate Scholarship and Institutional Development under the Education and Collective Learning Department will lead in the development of a new breed of agriculture leaders and professionals through its scholarships and other graduate study programs. Technical and professional trainings will be led by the Training for Development Unit under the same Department. It will also coordinate roundtable discussions, conferences, fora, and all other learning events of SEARCA. The Research and Thought Leadership Department will undertake policy analyses, research, and facilitate knowledge platforms for evidence-based agricultural and rural development interventions.

The resource units composed of Applied Knowledge Resources, Finance Cluster (Accounting, Budget, and Treasury Services units), Management Information Systems, Human Resource Management, General Services, Facilities Management, Partnerships, Risk Management and Quality Assurance and other emerging resources will support the lead departments or service owners in providing products and services with SEARCA's brand of excellence.

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

Figure 5. SEARCA's Service and Resource Portfolio

VII. SERVICE OWNERS

Following the repositioning of products and services, SEARCA will reorganize itself and evolve with the developments of the external environment needing these products and services. The changes in the organization will start with the restructuring of the program departments refocusing their priorities to better address the current needs of the environment that they serve.

As SEARCA implements its new strategy, the organization's internal capacity also needs to respond and adapt to meet future requirements. It is imperative that the organization's resources—human, financial, physical, and intellectual—should be managed efficiently and effectively to successfully operationalize the new plan and deliver its programs with sustained funding base. With this in mind, an inventory of these resources has been conducted and the structure will be revised according to Figure 6. This structure is based on the Center's aspiration to be lean but responsive to the needs of its internal and external environments, and adaptive to industry needs, market changes, and technological advances.

The structure is redesigned such that the functional organizational structure will be more effective. The changes include redefining the focus of SEARCA's departments and units, adding functions that will be important for establishing and nurturing partnerships, and for streamlining and improving teamwork, collaboration, and coordination among functional offices.

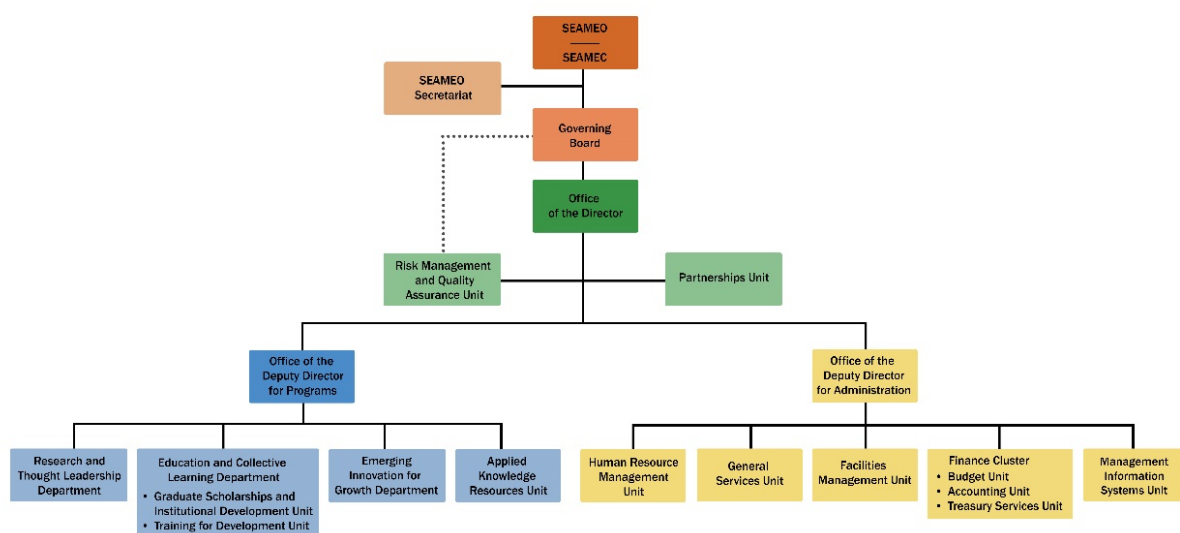


Figure 6. SEARCA's Organizational Structure

A. Education and Collective Learning (ECL)

The Education and Collective Learning Department will be responsible for two services:

1. Graduate Scholarship and Institutional Development

The Graduate Scholarship and Institutional Development program connects students, professionals, scientists, executives, teachers, and even progressive farmers to SEARCA's partner universities and research institutions to pursue graduate studies and professional learning in fields significant to the SDGs. It will also continue to provide assistance to empower and equip universities that are strategically located in growth areas to boost economic development in the region. SEARCA's mission is to create agents of change and thought leaders who will transform the landscape of agricultural and rural development.

2. Training for Development

Training for Development bridges the gap between the different agricultural and rural development ecologies by addressing relevant and urgent needs through practical technical training programs and learning modules, via residential and online or other distance modalities, and focusing on social, policy, technological, institutional, and conceptual innovations.

The same unit will handle events, roundtable discussions (RTD), fora, and conferences that will facilitate the wide sharing of best practices, practical and useful technologies, effective mindsets, and successes and lessons learned among the different stakeholders of SEARCA and different ARD systems.

B. Research and Thought Leadership (RTL)

Central to SEARCA's resolve to be strategically visible and more relevant for all stakeholders and strategic agricultural and rural ecologies, RTL will undertake policy analyses, research for development, and facilitate knowledge platforms. Aligning these services with the SDGs, SEARCA aims to create big ripples of impact that will reach the farmers more effectively.

1. Research for Development

RTL will produce meaningful research in agricultural and rural development that will create innovations leading to transformational change.

2. Policy and Program Advisory

RTL will also engage in services that can assist lawmakers, state leaders, technocrats, and farmer leaders in crafting and implementing thought leadership strategies. This functional area can provide services in terms of policy research, formulation, and evaluation relevant to member states and leaders at the local, national, and regional levels

3. Agriculture, Forestry, and Natural Resources (AFNR) Knowledge Platforms

RTL will provide accurate, highly credible, sound, factual, and timely sharing of information and technologies through its knowledge platforms. These platforms are repository of data, studies, and insights about agricultural and rural development.

C. Emerging Innovation for Growth (EIG)

SEARCA will be a gateway to the future of agricultural development as it builds open innovation and open science spaces that will serve as the venue for future trends and opportunities facing agricultural and rural development in Southeast Asia. These spaces will showcase and operate a platform—online and otherwise, systems or modular—to showcase agri-innovations, sustained best practices, emerging agribusiness models, and smart disruptive solutions to inspire all to confront future challenges in agricultural and rural development.

1. Open Innovation and Agri-Incubation

SEARCA's transformational strategy builds on the premise that advancements in agricultural technology, coupled with a changed policy and social consciousness, are fundamental in changing the agricultural and rural development landscape. Embracing an open innovation culture and ecosystem is an important step in repositioning SEARCA's purpose in the development world. Partnering with the players and actors of the innovation community such as incubator houses, venture capital funders, universities, research institutions, as well as startups, small and medium enterprises, and corporations could support the goal of SEARCA and its contribution to the achievement of the SDGs.

Agri-technology business incubators provide a supportive environment for starting enterprises. While most start-ups are focused on developing digital technologies, incubators and start-ups focused on ARD technologies do not appear as popular in Southeast Asia. Hence, SEARCA will fill this gap focusing on agricultural and rural development through academe-industry-government interconnectivity.

2. Knowledge and Technology Transfer

SEARCA will formulate and establish its intellectual-property (IP) policy to ensure that product and technologies reach the intended and ultimate beneficiaries without financial burden. Guided by this IP policy, SEARCA will facilitate licensing and transfer of technologies developed by universities to industry players to create products for the marketplace.

This IP product portfolio covering open policies, open agriculture technologies, and industrial designs, policy research, and best practices will be made available via an open innovation platform and will be showcased through K-12 schools and universities (Figure 7). Engaging key partners at the ground level, SEARCA's IP assets will be able to reach more agriculture cooperatives and farming family beneficiaries through broader technology transfer programs.

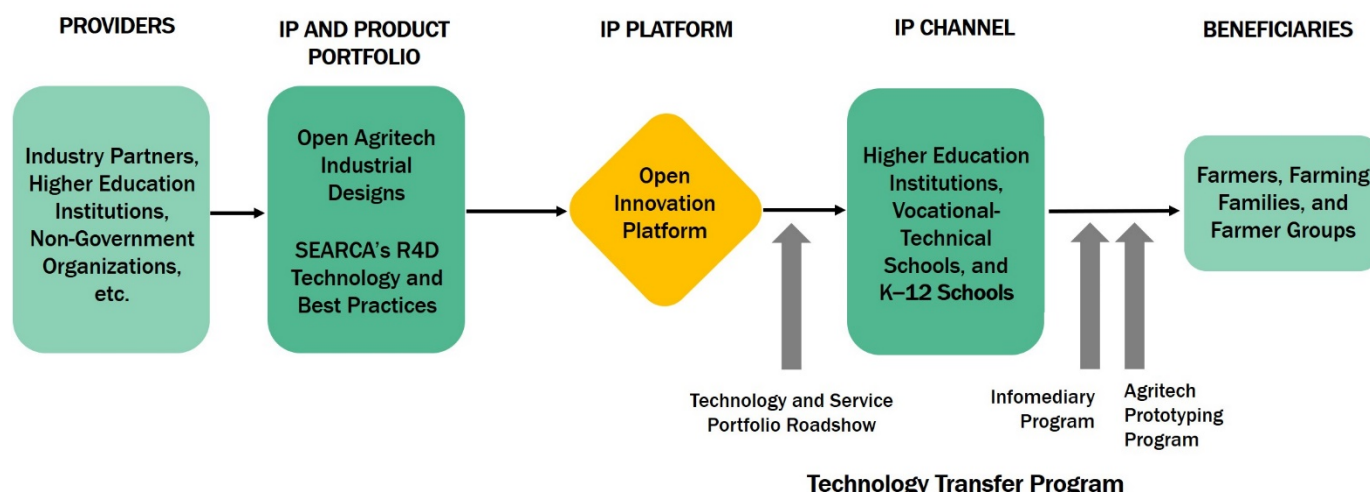


Figure 7. The Role of Open Innovation and Technology and Best Practices Transfer as Channels for Reaching Farmer Coops and Farming Communities

3. Project Development and Monitoring

Fully utilizing the institutional and technical expertise and solid experience in project development and management, SEARCA will embark on bolder and bigger programs with relevant partners to solidify its position as leading enabler of ARD.

To operationalize the transformative innovations, SEARCA will implement Research Grants with Industry Partners – Grants for Research Towards Agricultural Innovative Solutions (GRAINS) through at least four distinct mechanisms: i) Graduate Research with an Industry Partner, ii) Call for Research Proposals Based on Industry Need, iii) Engaging the Industry and the Youth in Promoting Agriculture and Rural Development, and iv) Academe-Industry-Government Interconnectivity.

VIII. FINANCIAL RESOURCES

The Philippine Government, through the Department of Education (DepEd), partially supports SEAMEO SEARCA's activities and programs in the 11th FYP. Other sources of funding include international and local partner institutions and donors who share the goals and mission of SEARCA. The Center's fund-generating activities complements the available funds for the timely implementation of its 11th FYP.