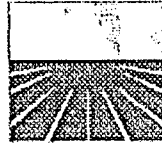




Department of  
Agriculture



Department of  
Agrarian Reform



Department of  
Environment  
And Natural  
Resources

**Joint Memorandum Circular**

06 July 2006

No. 01  
Series of 2006

**SUBJECT : ADOPTING THE GUIDE FOR IMPLEMENTATION ON  
DA-DAR-DENR CONVERGENCE INITIATIVES  
TOWARDS SUSTAINABLE RURAL DEVELOPMENT**

In the interest of the service and in order to establish the mechanism for effective implementation of the Convergence initiative towards Sustainable Rural Development pursuant to Joint Memorandum Circular No. 1, Series of 2004, the enclosed Guide for Implementation is hereby adopted jointly by the Departments of Agriculture, Agrarian Reform and Environment and Natural Resources.

Supplementary issuances shall be issued afterwards in the adoption and operationalization of specific concerns in the guide, such as the monitoring and evaluation (M and E) System, information database, communication plan, of the Convergence Initiatives, among others.

This Order takes effect immediately and shall henceforth govern the implementation of Convergence Initiatives at all levels of operations of the three agencies.

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DEPARTMENT OF ENVIRONMENT  
AND NATURAL RESOURCES

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OFFICER-IN-CHARGE  
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**DA-DAR-DENR CONVERGENCE  
INITIATIVE TOWARDS  
SUSTAINABLE RURAL DEVELOPMENT**

**A Strategic Approach to  
Agribusiness Development and Job Generation**

**GUIDE FOR IMPLEMENTATION**

## ACRONYMS

AFMA	Agriculture and Fisheries Modernization Act
AMAS	Agribusiness and Marketing Assistance Service
BARBD	Bureau of Agrarian Reform Beneficiaries Development
CARL	Comprehensive Agrarian Reform Law
CBR	Cost Benefit Ratio
CENRO	Community Environment and Natural Resources Officer
CISCOM	Convergence Initiative Sub Committee
CDA	Cooperative Development Authority
CO	Central Office
DA	Department of Agriculture
DAR	Department of Agrarian Reform
DBM	Department of Budget and Management
DENR	Department of Environment and Natural Resources
DTI	Department of Trade and Industry
ENRO	Environment and Natural Resources Officer
EO	Executive Order
FAsPO	Foreign Assisted Projects Office
FMB	Forest Management Bureau
GIS	Geographic Information Systems
HRD	Human Resource Development
MC	Memorandum Circular
JMC	Joint Memorandum Circular
LGC	Local Government Code
LGU	Local Government Unit
MAO	Municipal Agriculture Officer
MARO	Municipal Agrarian Reform Officer
MIS	Management Information System
MPDC	Municipal Planning Development Council
MPDO	Municipal Planning Development Officer
MTPDP	Medium Term Philippine Development Plan
M & E	Monitoring and Evaluation
NIPAS	National Integrated Protected Areas System
NCTWG	National Convergence Technical Working Group
NEDA	National Economic and Development Authority
NGO	Non Government Organization
PAO	Provincial Agriculture Officer
PARO	Provincial Agriculture Reform Officer
PDS	Project Development Service
PDT	Project Development Team
PENRO	Provincial Environment and Natural Resources Officer
PPDO	Provincial Planning Development Office
PO	People Organization
PCTWG	Provincial Convergence Technical Working Group

PMS	Presidential Management Staff
R & D	Research and Development
RDC	Regional Development Council
SAFDZ	Strategic Agriculture and Fisheries Development Zones
SC	Steering Committee
SEC	Securities and Exchange Commission
SSO	Support Service Office
S & T	Science and Technology
SRD	Sustainable Rural Development
TNA	Training Needs Assessment
TWG	Technical Working Group
WFP	Work and Financial Plan

**DA-DAR-DENR CONVERGENCE INITIATIVE TOWARDS  
SUSTAINABLE RURAL DEVELOPMENT:  
A Strategic Approach to  
Agribusiness Development and Job Generation**

**Guide for Implementation**

**I. BACKGROUND**

The Medium-Term Philippine Development Plan (MTPDP) 2004-2010 lays down the roadmap towards the achievement of the 10-point Agenda of the Arroyo Administration. One of the strategic goals highlighted in the Plan is the development of two million hectares of new lands for agribusiness. This goal is spelled out under the Job Creation Agenda as a major contributory factor for the creation of 10 million jobs.

The President then directed the Secretaries of DA, DAR, and DENR to maximize complementation of rural development efforts in collaboration with the local government units (LGUs). The LGUs shall serve as the focal institution to boost and scale up agricultural development in the countryside. Accordingly, the three agencies agreed to pursue the common framework in achieving sustainable rural development (SRD) and formalized this under the DA-DAR-DENR Convergence Initiative. Eventually, this will lead to the attainment of the national goals of food security, employment generation, global competitiveness enhancement, and sustainable development.

The Convergence Initiative envisions to operationalize the conceptual framework that depicts a sustainable agriculture and rural development model which integrates the people, their economy and their environment. Moreover, this strategy would optimize resources, create substantial effect in the short-term, and make possible model-building across ecosystems, production systems, and rural poverty sectors/small producers in the long-term. The three lead rural development agencies are expected to spearhead the completion of such development tasks and lay down policy environment that encourages the active participation of the private sector, non-government organizations and civil society organizations, the LGUs, and other government agencies based on their interests and stakeholdership concerns.

Given this impetus and challenge, this **Guide for Implementation** is developed to serve as an instruction document for policy makers, planners and field implementers to carry out effectively and efficiently the operationalization of the Convergence Initiative. Moreover, this document shall also serve as a basis for the adoption of convergence initiative to other program areas contributory to the attainment of SRD.

**II. POLICY STATEMENTS and GUIDING PRINCIPLES**

For purposes of this Guide, the following policy statements shall be applied:

- a) The DA-DAR-DENR Convergence Initiative shall be treated as a complementation strategy between and among the three rural development agencies.

- b) The primacy of the LGUs as the sustainable integrating and converging force in local and rural development shall be emphasized.
- c) The participatory approach shall be adopted in all phases of implementation.
- d) Complementation of resources and expertise of the concerned agencies and LGUs shall take primordial consideration in the implementation of the Convergence Initiative.
- e) Convergence shall be mainstreamed in all programs, projects and activities of the national government agencies and concerned LGUs.
- f) Funds for the Convergence Initiative shall form part of the Work and Financial Plan of each Department to effectively and efficiently carry out convergence activities.
- g) Networking and linkaging with other government entities such as, but not limited to, the DOJ, DILG, SCUs, and GOCCs, shall be undertaken by the three rural development agencies for coverage of potential areas under the Convergence Initiative for agribusiness development.
- h) Enabling environment to encourage investment of the private sector.

### **III. SCOPE AND COVERAGE**

The scope and coverage will involve at least two million hectares of new lands as defined in MTPDP (2004-2010) as follows: idle or underutilized lands with potential for agricultural and fishery production, new and existing agricultural areas which will be developed for intercropping of high value crops and diversification of livestock and fisheries, and off-shore and inland bodies of water for aquaculture and mariculture development, including areas for fish cages and seaweeds.

### **IV. SELECTION CRITERIA**

The areas identified for agribusiness development requires the cooperation of the three rural development agencies or a combination among the DA, DAR, DENR. Further, it should have the following criteria as basis for prioritization:

- a. State of infrastructure
- b. Presence of market
- c. LGUs willing to participate
- d. Potential cooperators willing to participate
- e. Capacity of regional line agencies
- f. Level of population

## V. ORGANIZATIONAL/FUNCTIONAL SET-UP

Anchored on the Sustainable Rural Development (SRD) framework, the operationalization of the inter-agency initiative shall adopt the following organizational and/or functional mechanisms:

### A. National Level

#### National Steering Committee (NSC)

The National Steering Committee shall act as the policy making body on the operationalization of the convergence initiative.

##### Principal Members:

Secretary, Department of Agriculture  
Secretary, Department of Agrarian Reform  
Secretary, Department of Environment and Natural Resources  
President, League of Provinces  
President, League of Municipalities  
President, League of Cities

##### Alternate Members:

Undersecretary for Operations, DA  
Undersecretary for Support Services, DAR  
Undersecretary for Lands, DENR

##### Functions:

1. Provide overall policy directions for the execution of activities under the Convergence Initiative.
2. Approve implementing rules and regulations pertaining to the operationalization of the Convergence Initiative.
3. Ensure that all resources are made available to carry out the Convergence Initiative.
4. Consult with other stakeholders/partners in pursuit of sustainable rural development.
5. Meet at least twice a year or when deemed necessary.

The DA shall act as the lead convenor in the operationalization of the Convergence Initiative. As a general rule, the DA Secretary shall chair the NSC meetings. However, hosting of NSC meetings may be done in rotation and the head of the host agency shall act as chair.

### National Convergence Technical Working Group (NCTWG)

A National Convergence Technical Working Group shall serve as the advisory body to the NSC on matters related to the implementation of the Convergence Initiative.

Chairperson: Assistant Secretary for Operations, DA

Members: Director, Bureau of Agrarian Reform Beneficiaries Development, DAR  
Director, Forest Management Bureau, DENR  
Director, Policy and Planning, DENR  
Representative, Support Services Office, DAR  
Representative, Field Operations Service, DA  
Representatives from the Leagues  
Head Secretariat, DA

#### Functions:

1. Ensure adherence to the SRD framework and recommend to the NSC necessary adjustments.
2. Mobilize concerned personnel to actively participate in various activities relative to the Convergence Initiative.
3. Facilitate the formation of Convergence teams together with other concerned stakeholders.
4. Monitor and evaluate the progress of implementation of Convergence projects/activities.
5. Meet quarterly or as deemed necessary.

### Secretariat

The DA shall be the National Secretariat of the NSC with assistance from the DAR and DENR counterparts.

#### Functions:

1. Coordinate the conduct of meetings, workshops, writeshops and consultations as deemed necessary.
2. Facilitate the provision of administrative, logistical and technical support to the convergence teams.



3. Document, prepare and disseminate the highlights of meeting/workshop proceedings.
4. Ensure that appropriate actions are taken on agreements reached during meetings.
5. Submit monitoring/progress reports to the NCTWG/NSC and other oversight bodies.
6. Maintain effective and efficient data management systems on the Convergence Initiative.

## **B. Sub-National Level**

Parallel Convergence Technical Working Groups shall be created to manage programs, projects and activities under the Convergence Initiative and carry out the above-cited functions of the NCTWG, as deemed appropriate in their respective levels.

### **B.1. Regional Convergence Technical Working Group (RCTWG)**

Chairperson: Regional Executive Director, DA

Members: Regional Director, DAR  
Regional Executive Director, DENR  
Additional members as necessary

Each Regional Office of the three RD agencies shall create their respective internal RCTWGs composed of key staff that shall jointly provide technical assistance in the major areas of Convergence.

To ensure that an effective vertical linkage between the national and regional levels is achieved, the management of the Convergence Initiative data shall be lodged at the DA Regional Field Units. As such, the regional offices of the other agencies shall submit the required reports and other information requirement to the DA Regional Field Units for consolidation and integration.

The RCTWG shall meet monthly or as deemed necessary.

### **B.2. Provincial Convergence Technical Working Group (PCTWG)**

Chairperson: Provincial Governor

Members: Provincial Agriculturist  
Provincial Agrarian Reform Officer  
Provincial Environment & Natural Resources Officer-DENR  
Provincial Environment & Natural Resources Officer-LGU  
Provincial Planning and Development Officer  
DA-RFU Representative

The PCTWGs shall be responsible in crafting an agribusiness investment plan for their respective provinces. They shall likewise determine appropriate interventions and resources for the implementation of projects/activities in the identified Convergence areas.

Membership of the PCTWG may be expanded to include other partners such as People's Organizations (POs), Non-Government Organizations (NGOs), and others who can likely contribute in the formulation and evaluation of the agribusiness investment plan.

The POs and/or NGOs which shall be selected should pass the set of criteria to become eligible for membership to the PCTWG:

- a. The PO/NGO should be duly accredited or registered to the Cooperative Development Authority (CDA)/Securities and Exchange Commission (SEC)/Department of Trade and Industry (DTI)/Department of Labor and Employment (DOLE).
- b. The PO/NGO should have a track record of at least five (5) years.
- c. It should be willing to participate in the activities of the Convergence Initiative and to coordinate with LGUs and other concerned agencies.
- d. In the case of NGOs, it should be operating in the given area.

Should there be an existing sub-committee in the provincial LGUs which focuses on agribusiness development, such may be tapped to carry out the above-mentioned functions.

The PCTWG shall meet as often as necessary.

### **B.3 City/Municipal Convergence Technical Working Group (C/MCTWG)**

Chairperson : City/Municipal Mayor

Members: City/Municipal Agriculturist  
Municipal Agrarian Reform Officer-DAR  
Community Environment & Natural Resources Officer-DENR  
City/Municipal Environment & Natural Resources Officer-LGU  
City/Municipal Planning and Development Officer  
DA-RFU Representative

As the front liners at the field level, the C/MCTWG shall jointly work on the validation of agribusiness lands and shall be responsible in the implementation of the agribusiness investment plan formulated by the PCTWG.

The C/MCTWG may also include in its membership representatives from People's Organizations (POs), Non-Government Organizations (NGOs), and similar stakeholders, if deemed necessary.

The Group shall meet as often as needed.

## **VI. MAJOR AREAS OF CONVERGENCE**

There are four (4) identified major areas of convergence in the institutionalization of the Convergence Initiative as a strategy for rural development, namely: (1) development of agribusiness area; (2) knowledge management; (3) capability development; and (4) communication.

### **A. Development of Agribusiness Areas**

#### **A.1 Pre-Implementation Activities**

##### **1. Identification, validation, and delineation of areas for Convergence**

Initial targets of agribusiness lands for development have been identified separately by the three rural development agencies. However, these targets should be reconciled and should be considered as a collective target of the three agencies.

The MCTWG shall identify, validate, and delineate the areas for convergence. The PCTWG, RCTWG and/or NCTWG members, together with concerned technical staff within the three departments, can be tapped for technical assistance depending on the expertise needed in a given area/commodity.

The profile of the identified convergence areas shall also be prepared by the municipal/provincial CTWG jointly with the RCTWG. The Profile of the Convergence Areas shall form part of the proposal, feasibility study or the business plan.

The results of the validation shall be submitted to the Chairperson of the PCTWG for review, consolidation, and submission to the RCTWG. The RCTWG shall then review and endorse the report to the NCTWG for reporting to the Presidential Management Staff (PMS) and other oversight bodies.

##### **3. Identification of interventions for the development of convergence areas**

Based on the identified potential and needs of the convergence areas, necessary interventions for the development of such shall be identified. These interventions must be in support to the realization of the goals of existing comprehensive municipal/provincial development plans, and must contribute to the development of new lands for agribusiness as spelled out in the Medium Term Philippine Development Plan 2004-2010.

Technical staff within the three Departments can be tapped in the identification of interventions, depending on the nature/characteristics of the area.

Consultations with stakeholders shall be conducted by the PCTWG, together with the RCTWG, to validate and prioritize identified interventions. Further, the consultations shall also be the venue where partnerships with the private sector on certain projects can be forged.

#### 4. Formulation of Agribusiness Investment Plan

A Project Development Team (PDT) shall be organized from among the members of the RCTWG to assist the PCTWG in the preparation of agribusiness investment plans. These plans shall be submitted to the RCTWG and/or the NCTWG for evaluation and inclusion in the three Departments' regular budgets or for endorsement to NEDA or other possible donors.

#### 5. Resource Mobilization

Funding of projects and activities under the Convergence Initiative shall be shouldered by the three RD agencies and the concerned LGUs through counterparting arrangements. Other local or foreign fund sources may be tapped to finance Convergence activities or projects that cannot be accommodated by the said government institutions in their regular budget.

### A.2 Implementation Activities

During the implementation proper, regular monitoring shall be conducted by the PCTWG or the C/MCTWG to ensure that activities are implemented as provided for in the agribusiness investment plan. Data collection shall likewise be undertaken for report generation at the provincial level. Further, operational monitoring and evaluation shall be conducted based on the performance indicators which shall be set by the three Departments.

Technical and extension services shall be provided to settle problems/issues that may be encountered by the project recipients. The RCTWG and the NCTWG shall provide the necessary technical assistance to project recipients based on their respective fields of expertise. Other activities, such as documentation of process and showcasing of best practices and relevant trainings, shall likewise be undertaken.

### A.3 Sustaining Activities

The framework for the annual evaluation of the Convergence Initiative shall be prepared jointly by the three rural development agencies. Annual evaluation/assessment shall be conducted jointly by the RCTWG and the NCTWG. Budget for the conduct of annual evaluation shall be a shared responsibility by the three rural development agencies.

Results and data generated by the quarterly operational monitoring and the annual evaluation shall form part of the information database to be established under the Convergence Initiative.

Follow-up activities shall be formulated to ensure project sustainability. These may include conduct of project assessment and impact evaluation to further enhance program plans.

## **B. Knowledge Management**

A Convergence Initiative Database System shall be designed and developed jointly by the Information Technology Groups of the three RD agencies. The systems will be installed at the provincial, regional and central units of the agencies to allow generation of information at their respective levels. The central database will be maintained at the DA which shall officially provide information and reports to the oversight agencies. It shall as well provide and facilitate the necessary access to the different users.

### **1. Information and Database Management**

The NCTWG-Information Technology Group shall facilitate the development of the Convergence Initiative Database System shall include but not limited to the following data:

- a. Agribusiness Lands (profiles, validated, developed);
- b. Job Generation;
- c. Human Resource Development;
- d. Fund Sources; and
- e. Other pertinent statistics (i.e. market information).

### **2. Data Flow**

Data collection using the prescribed capture form shall be undertaken at the municipal level for submission to the provincial level.

Data entry and initial processing shall be done at the provincial level. Information generated at the provincial level shall be submitted electronically to the regional and national level for consolidation, processing, and analysis.

Submission of data from the municipal and the provincial levels will be on a monthly basis. Cut off dates for submission of reports from each level shall be determined and agreed upon by the three RD agencies. Reports generated shall be submitted to the Oversight agencies.

### **3. Report Generation and Data Analysis**

The three RD agencies shall assign at least two focal persons to analyze data and translate to a narrative report with corresponding recommendations for submission to the NCTWG and the NSC. These reports will then be formally endorsed to the Oversight agencies.

## **C. Capability Building and Information**

A capacity development team from DA, DAR, and DENR shall formulate a comprehensive capacity development plan (CapDev) for stakeholders involved in the Convergence Initiative. The CapDev plan will include the design of Training Needs

Assessment (TNA), identification of required trainings, accessing and implementation of these trainings.

A CapDev database shall be developed and shall contain, among others, data on the pool of speakers, trainers, facilitators, documenters, matured technologies for commercialization as well as the available facilities and training venues. The information generated shall be shared among the agencies involved in the Convergence Initiative.

**D. Advocacy and Communication**

A team from the NCTWG shall craft an integrated advocacy program and communication plan from 2006-2010 in coordination with the agencies' respective Public Affairs offices. The team shall be responsible in designing information materials including the strategies for its dissemination. It shall also ensure the dissemination of Convergence Initiative Guide for Implementation.