



The DA-PhilRice Strategic Plan 2023-2028

Better Rice Communities



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The DA-PhilRice Strategic Plan 2023-2028: Better Rice Communities

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Revised 2024

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Foreword

In this new Strategic Plan, DA-PhilRice is transitioning from its commodity-based posture to a people-centric outlook for 2023-2028. During the period, this Plan will engage the whole Institute and its partners in the mission of improving the living conditions of farming communities toward a resilient and sustainable rice

industry and nutrition-secure Philippines through rice R4DE and advanced science and technology.

Along with the Rice Competitiveness Enhancement Fund (RCEF) and the Malusog Rice Programs, this Strategic Plan also rolls out the R4DE banner programs that are more integrated and focused on achieving our goals. These are the Rice Seeds Systems (RSS) Program that caters to all the necessities relating to farmers' timely access to quality seeds; the Scaling Modern and Adaptive Rice Technologies for Prosperous Farming Communities (SMART Farm) Program that zeroes in on smart and modern processes, technologies, and management of the rice plant; and the Rice Business Innovations System 2.0 Program that will help farmers connect their rice and rice-based products to the market. Together, these three programs are envisioned to boost farmers' productivity and income in a more aggressive mode.

Our plans that are laid down in this document were sculptured during several workshops involving staffers, consultants, and other key industry players. Our hope is that all our stakeholders will be moved by the passion and expertise that we have invoked in crafting this Plan, so that they would participate with us in realizing our goal of helping improve the lot and life of rice farmers while also helping secure food for all Filipinos.

Together, let us work to hit the targets of this Plan for a better, firmly rooted, comfortable, and secure life. Para sa Masaganang Bagong Pilipinas!


JOHN C. DE LEON
Executive Director



Message

To sustain the momentum of our country's rice production, we must recognize the existing and emerging issues that hinder the progress of our agricultural sector. These challenges, along with our collective goal to ensure the affordability and accessibility of staple commodities, have driven this administration,

through the Department of Agriculture, to devise integrated and comprehensive strategies that will aid our rice farmers in attaining higher yields and enabling our future generations to reap the gains of our endeavors.

In light of this, I proudly present the Philippine Rice Research Institute's Strategic Plan 2023-2028, which aims to harness the transformative power of science and technology to reinforce the holistic development of our farmers, strengthen our rice value chain, and, ultimately, achieve food security across the country. Anchored on the Eight-Point Socioeconomic Agenda, it carries the research for development and extension (R4DE) programs which encompass three critical aspects that will give our workforce a competitive advantage, namely high-quality seeds, cutting-edge technologies, and agripreneurial interventions.

Considering the extensive scope of its programs, I trust that this will translate to increased rice production and employment opportunities for the millions of Filipinos who rely on this sector, as well as usher in a more resilient ecosystem that will benefit producers and consumers alike. Thus, I encourage all policymakers, stakeholders, and the public to help us in making great strides, for it will be the linchpin of our agricultural agenda's success in the decades to follow. I am confident that, through our inclusive efforts, we will realize our agenda of making the Philippines a rice R4DE leader in Asia and the world.

Mabuhay ang magsasakang Pilipino! Mabuhay ang Kagawaran ng Agrikultura!



FERDINAND R. MARCOS JR.

President

Republic of the Philippines



Message

Only by working together can we build a sustainable future for agriculture.

This is why I am pleased to see the Philippine Rice Research Institute – our country's lead agency for rice research and development – fully committed to supporting the Department of Agriculture (DA) through its 2023-2028

Strategic Plan. This Plan aligns seamlessly with our DA's four-year roadmap Para sa Masaganang Bagong Pilipinas.

One of the standout aspects of this Plan is its focus on delivering new technologies to rice communities. PhilRice's "blockbuster" technologies are designed to help communities cope with the impacts of climate change. The agency's dedication to developing climate-smart rice production techniques, alongside the integration of digital tools into farming practices, is in perfect sync with the DA's goal of modernizing and digitalizing agriculture. By giving communities access to these innovations, we are helping them future-proof their livelihoods while ensuring that the rice industry remains competitive and resilient.

I also note the human-centered approach that PhilRice champions, ensuring that every technological advancement is designed with the needs and dreams of farmers in mind. At the DA, we share this commitment to inclusivity. Our work is not about imposing solutions, but about listening to and believing in farmers, understanding their challenges, and empowering them to lead better lives.

It also inspires us that this Strategic Plan is motivated by convergence. PhilRice works closely with local governments, international research institutions, private companies, and most importantly, the farming communities themselves. We are stronger together, and this spirit of partnership is also at the core of the DA's mission. By working hand in hand, we can ensure that the solutions we develop in research labs find their way to the fields where they are needed most.

I picture in my mind the countless farmers I've had the privilege of meeting. They remind us of the real reason why we do this work. Their resilience is a source of inspiration for us all.

To the PhilRice family, I extend my deepest gratitude. Your dedication, as underscored by this document, makes a world of difference.

This Strategic Plan is our shared commitment, a promise to create a rice industry that is stronger and more inclusive. Together, we can make this vision a reality.


FRANCISCO P. TIUA LAUREL JR.
Secretary
Department of Agriculture

Executive Summary

The government hopes that all Filipinos will have a comfortable and secure life. That is why it is our goal to protect the purchasing power of families through food security - the first among the eight-point economic agenda of President Ferdinand R. Marcos Jr. under the Philippine Development Plan 2023-2028.

To pursue this goal, the Institute endeavors to build back better by standing on the achievements gained and lessons learned from the past. Toward a vision of *“Advanced science and technology for prosperous rice communities toward sufficient and affordable rice for all”*, the Institute shall advance climate-smart, socially inclusive, demand-driven, and partnership-based R4DE.

This Strategic Plan 2023-2028 is distinguished by its shift from a commodity-focused to a people-centric outlook. This shift is only logical given that rice farming is the major source of livelihood in the rural areas and more than two million Filipino families derive half of their household income from rice cultivation. In addition, millions of landless farm workers, and tens of thousands of merchants indirectly depend on rice for a living. Thus, this Plan recognizes that the prosperity of farmers and their communities is key to having sufficient and affordable rice for the country.

Hence, aligned with and guided by the DA Strategic Agenda (2023-2028), Ambisyon Natin 2040, the National Agriculture and Fisheries Modernization and Industrialization Plan (NAFMIP) 2021-2030, and the Sustainable Development Goals, DA-PhilRice will implement three new flagship R4DE programs:

- **Rice Seeds Systems (RSS)** involves improving and sustaining vigorous seed supply chains by developing innovative approaches toward seed security – from seed availability, access, and utilization to provide farmers with their preferred seeds that are high-quality;
- **Scaling Modern and Adaptive Rice Technologies for Prosperous Farming Communities (SMART Farm)** focuses on innovating rice farming systems to help farmers boost their yield and income through the development of cutting-edge climate-resilient technologies in the whole value chain to increase the quantity and quality of rice which will ensure the

availability and accessibility of nutritious, balanced, and safe rice and rice-based diets to all Filipinos at all times;

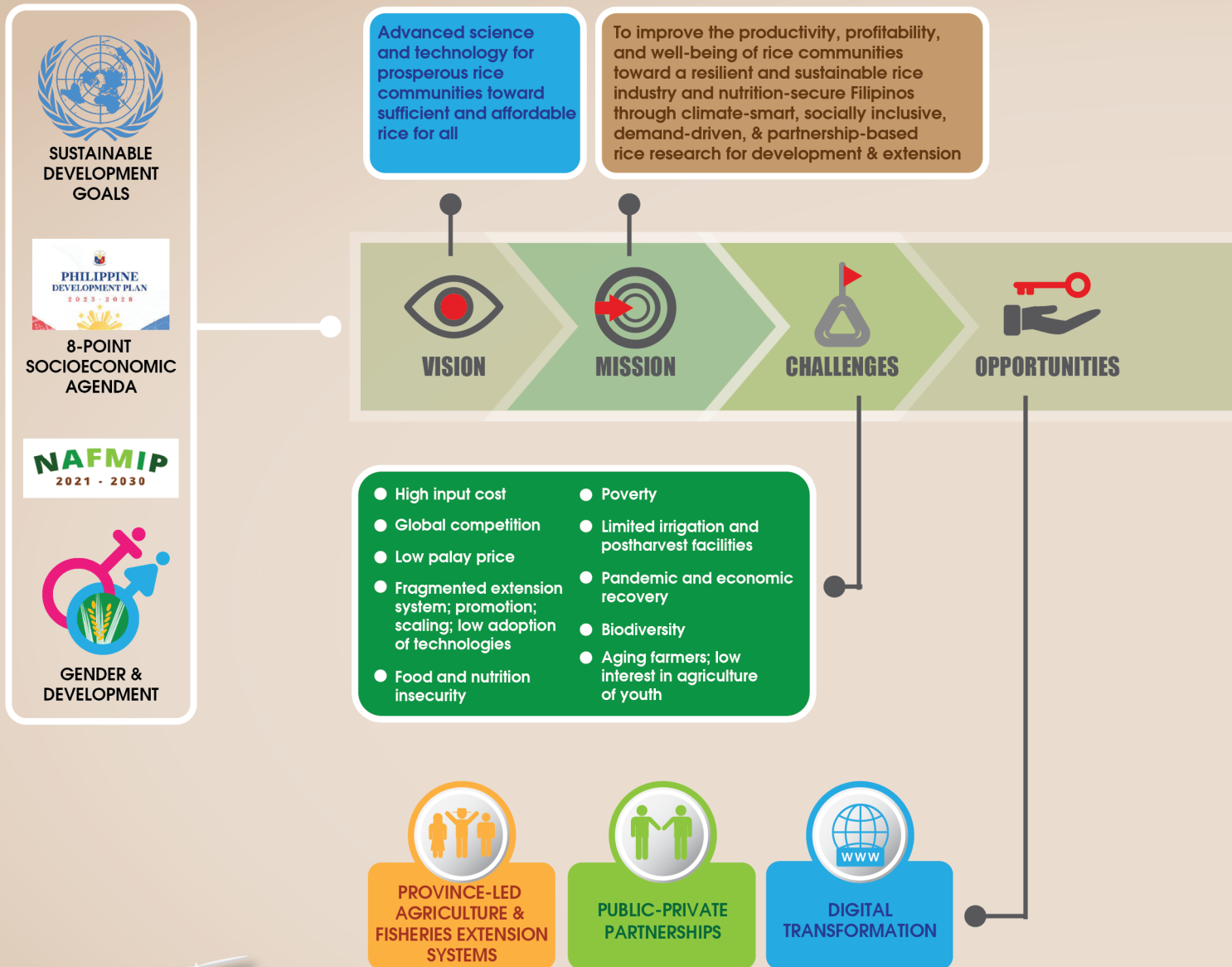
- **Rice Business Innovations System 2.0 (RiceBIS 2.0)** encompasses improving the production to marketing of farmers' groups with the goal of transforming rice-based farming communities into inclusive, competitive, and sustainable agro-entrepreneurs.

The new Strategic Plan is also anchored on upscaling, digital transformation, and partnership. Upscaling is crucial since we want to ensure that our programs and technologies will result in adoption and significantly impact more communities nationwide. Digital transformation will integrate all our technologies into one system to prevent confusion and duplication, and make our platforms more efficient in answering the needs of our farmers. The Institute understands that it cannot deliver its desired impact by itself, hence it partners with farmers, SUCs, civil society, the private sector, and other stakeholders within the agriculture value chain to create a whole-of-nation approach to work strongly toward improving food production.

Along with the Institute's special programs on RCEF Seed and Extension and Malusog Rice, and the discipline- and area-based projects, these flagship programs aim to contribute to having (1) prosperous and empowered rice communities, (2) nutrition-secured Filipinos, and (3) a resilient and sustainable rice industry by the end of 2028. DA-PhilRice shall specifically work to help improve the productivity and income of rice farmers through the following: 1) increasing yield by 4% to 6% per year; 2) reducing production cost by 38-45%; 3) minimizing postharvest losses to 12%; 4) diversifying sources of farm income leading to bigger income from other agriculture sources by 100%; and 5) engaging in value-adding activities and rice-based enterprises resulting in 50% increase in rice income. These are expected to help realize the goals of the DA Strategic Agenda (2023-2028), particularly the boosting of local production and raising the farmer's and fisherfolk's income (agenda 1); ensuring accessibility to affordable, safe, and nutritious food (agenda 2); developing strong, modernized, and climate-resilient value chains (agenda 3); and institutionalizing policy reforms and strengthening institutions (agenda 4).

The DA-PhilRice Strategic Plan 2023–2028 Framework

Better Rice Communities



DA THRUSTS and STRATEGIC AGENDA (2023-2028)

STRATEGIC AGENDA 1

Boosting local production and raising the farmers' and fisherfolk's income

STRATEGIC AGENDA 3

Developing strong, modernized, & climate-resilient value chains through the delivery of quality services

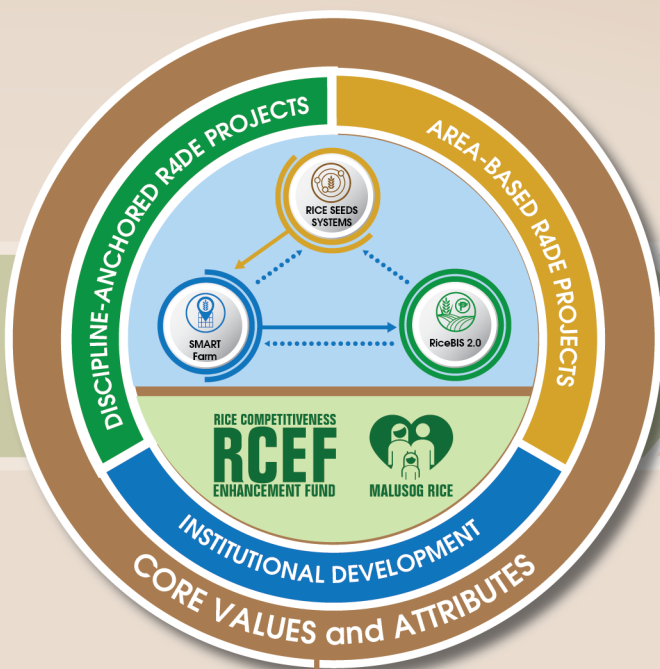
STRATEGIC AGENDA 2

Ensuring accessibility to affordable, safe, & nutritious food that benefit all Filipinos

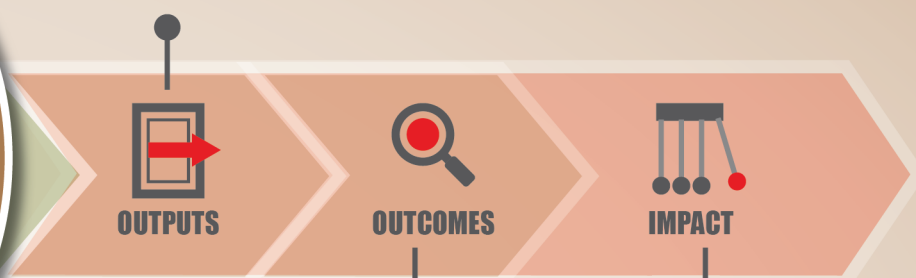
STRATEGIC AGENDA 4

Institutionalizing policy reforms and strengthening institutions to enhance efficiency and accelerate the modernization of the sector





- | | | | |
|---|---|----|--|
| 1 | Certified seeds of inbred and public hybrid varieties distributed | 6 | Advocacy campaigns for responsible rice consumption |
| 2 | Location-specific ICM deployed | 7 | Policy recommended and advocated |
| 3 | Farm machinery and postharvest technology commercialized | 8 | Climate-smart adaptation mechanisms identified and mainstreamed |
| 4 | Farmers engaged in rice-based enterprises | 9 | New technologies promoted as new sources of growth |
| 5 | Nutrient-enriched rice made available to the target population | 10 | Rice digital technologies, platforms, and big data analytics further developed |



DA PLAN "PARA SA MASAGANANG BAGONG PILIPINAS" (2024-2027)

- Mechanize and modernize agri-fishery production systems
- Develop and improve post-harvest systems and infrastructure
- Science and information-driven decision making through digitalization
- Strong partnership with farmers, fisherfolks, private sector, and other stakeholders
- Expand and improve available agri-fishery areas for increased production
- Develop efficient logistics systems for both input and production output
- Improve and expand local and international market access
- Proper balancing of both the developmental and regulatory roles of the Department of Agriculture
- Available and accessible financial mechanisms that encourage investments and minimize risks





CHAPTER 1

Introduction

Matatag, maginhawa, at panatag na buhay (firmly rooted, comfortable, and secure life) – this is the collective vision of the kind of life we want every Filipino to live (AmBisyon Natin 2040). Food security and poverty alleviation are among the primary components of this societal goal, where no Filipino is ever poor and hungry. While we have achieved great strides toward fulfilling these goals, our progress has encountered setbacks, particularly with the COVID-19 global pandemic. As our nation works to recover fast from the lingering scars of the plague, we need to consolidate and strengthen our food security efforts once again to get us back on track and seize the opportunity to build back better.

Rice – our staple food – remains at the front and center of our food security concerns. While the rice industry recorded high production in 2020 and 2021, perennial challenges continue to hound the industry players. A great number of rice farmers are still poor and afflicted with low productivity and high cost of production. War-caused disruptions in the global food supply chain exacerbate the situation by making agricultural inputs such as fertilizer and fuel more expensive.

Oftentimes, farmers have no other options but sell their fresh palay at low prices. Small farm sizes also impede many of the farmers' scaling opportunities. Frequent natural calamities associated with changing climate increase their production risks and minimize their livelihood options. Weak institutions, such as fragmented agricultural extension systems and unclear roles among the national agencies and local government units, make it more difficult for farmers to access agriculture services.

As the country transitioned to a more liberal international trade, rice market players face stiff competition with better quality and cheaper imports, and sometimes smuggled rice. On the demand side, rising food prices bring down consumers' purchasing power, eventually leading to lower food intake and higher malnutrition. If not addressed decisively, all these difficulties will derail the attainment of the eight-point economic agenda that the government has set to attain by 2028.



No less than President Ferdinand R. Marcos, Jr. recognized the urgency of the matter when he declared that more than being a trade commodity or a source of livelihood, food is an existential and moral imperative on which the survival of any society depends. Noting the many things in the agriculture sector that would need immediate support, the President proposes a long-term solution to raise agricultural production by strengthening the value chain from farmers to consumers. He also acknowledged the role of research in the process.

As a relevant R&D institution, DA-PhilRice has been helping increase the productivity and income of farmers. In 2018-2022, the Institute bred 28 new rice varieties, developed integrated crop management decision support tools, and designed efficient farm machines. Along with our partners, we also secured the approval for the commercial propagation of Golden Rice, a new type of nutritious rice that contains beta-carotene. The Institute has also built the Philippine Rice Information System, which uses satellite imagery and other new digital technologies to generate information on planted rice areas, seasonality, and yield, and to predict crop risks.

Through its pivotal roles in implementing the Rice Competitiveness Enhancement Fund (RCEF) Seed and Rice Extension Services Programs, we also helped farmers gain greater access to high-quality seeds and learning materials resulting in yield improvement in target provinces.



To increase farmers' income through better market participation, we also engaged them in agribusiness through our Rice Business Innovations System (RiceBIS) program and *"Sa Palay at Gulay may Ani, Hanapbuhay, Oportunidad at Nutrisyon"* (PAG-AHON) project.

In the process, we understood that the pathway to achieving our desired impact is to implement client-centric strategies in our research for development and extension (R4DE) operations. This means that we will focus on our clients' needs, preferences, and values to build a close and productive relationship (Figures 1 & 2). We also acknowledge that technology development is merely a means to an end; that for science to serve a bigger cause, its product must reach the end-users and serve their purpose. R4D is not enough – extension is a must to ensure that our stakeholders are reached through their preferred means of communication and interaction. We will leverage digital transformation to respond efficiently to both our internal and external stakeholders, improve our human resource productivity, and establish better data quality, accessibility, and security.

With this expanded paradigm of R4DE, while recognizing present conditions and building on the achievements gained and lessons learned from the immediate past, DA-PhilRice is now poised as presented in this new Strategic Plan 2023-2028.

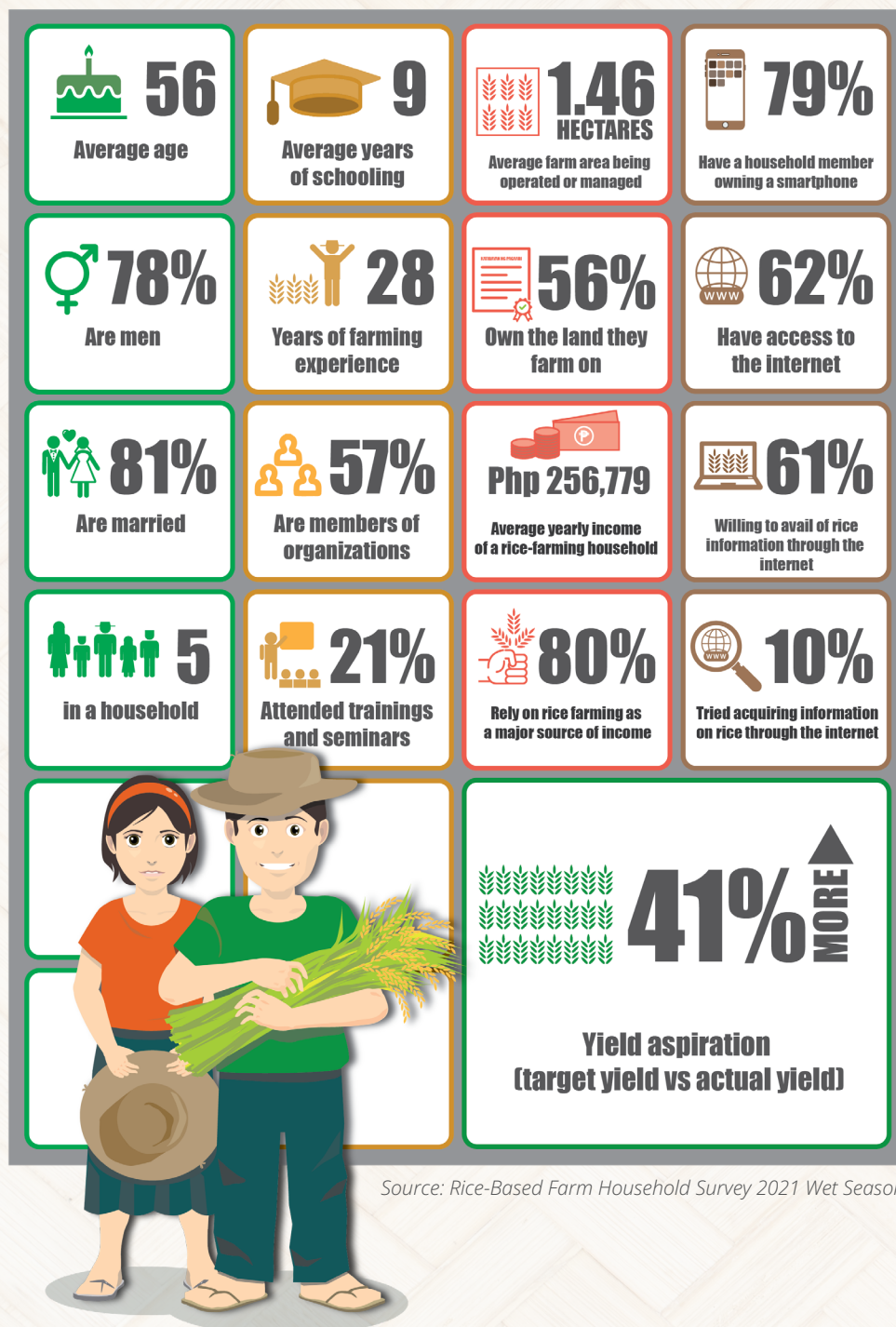


Figure 1. The socioeconomic profile of the Filipino rice farmers.



Figure 2. Livelihood aspirations (top) and life goals (bottom) of rice-farming households.

Overarching Policy Framework

DA-PhilRice has been helping farmers grow rice since 1985. But our goal is beyond helping them; we want them to improve their income and well-being and help the consumers access affordable and healthy rice. These goals are anchored on several international and local frameworks to ensure our relevance and contribution to improving the lives of everyone.

The DA-PhilRice Strategic Plan is aligned with the Philippine Development Plan 2023-2028 (Figure 3), particularly with the first of the eight-point economic agenda, which is “to protect the purchasing power of families by ensuring food security, reducing transport and logistics costs, and reducing energy costs.”

Our planning process was likewise guided by the following Sustainable Development Goals (SDG): 1) No poverty; 2) Zero hunger; 5) Gender equality; 10) Reduced inequalities; 12) Responsible consumption and production; and 13) Climate Action. The SDG, along with the gender and development mainstreaming efforts of the government, were carefully considered to examine conditions for disadvantaged groups at the nexus of gender inequality, poverty, and social justice.

We also ensure that our Plan would contribute toward the attainment of the goals of the National Agriculture and Fisheries Modernization and Industrialization Plan (NAFMIP) 2021-2030, the policy- and strategy-oriented directional plan that targets to guide agriculture and fisheries sector-wide growth. Specifically, NAFMIP will serve as our collective compass guiding us along three North Stars: (1) raising profitability and total incomes (doubling incomes of farmers); (2) promoting consumer health and nutrition via a balanced Filipino diet; and (3) ensuring sustainable rice farming.



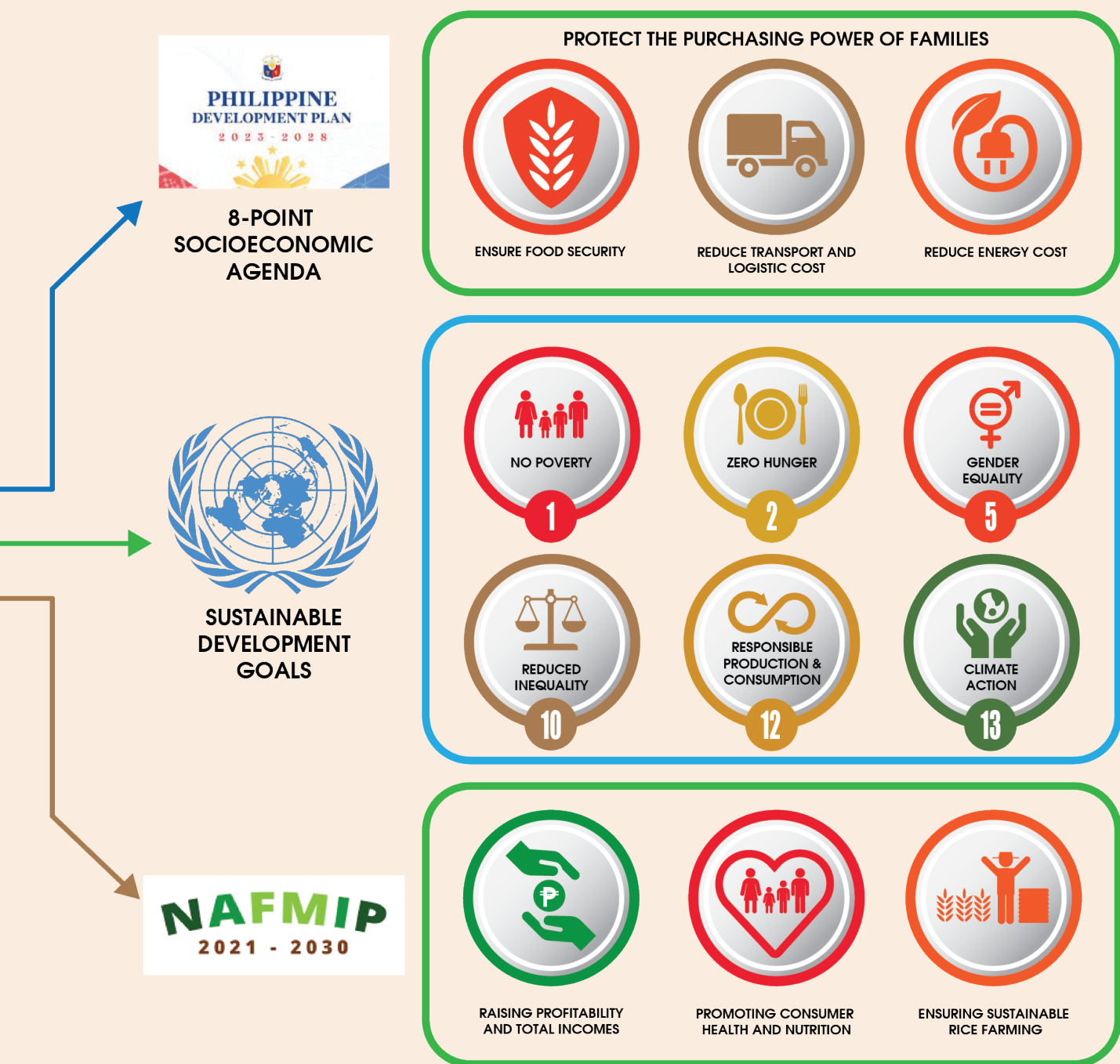


Figure 3. The contribution of DA-PhilRice to the Philippine Development Plan 2023-2028, NAFMIP, and SDG.





CHAPTER 2

Vision, Mission, and Core Values and Attributes

Vision

Advanced science and technology
for prosperous rice communities
toward sufficient and affordable rice for all

The vision of this Strategic Plan necessitates a shift from the commodity-focused to the people-centric outlook. It recognizes that the prosperity of farmers and their communities is key to having sufficient and affordable rice for the nation. Impoverished farming communities will never be able to produce sufficient rice for the country if they themselves are food-insecure. We cannot let them remain poor for the sake of having cheap but low-quality rice, something that consumers may not actually want. We must first lift our farmers and their communities out of poverty, so they become strong contributors to our society's goals. Thus, we envision prosperous rice communities that are organized and engaged in self-sustaining agro-enterprises with profitable, demand-driven, and evolving business models.

Sufficient rice must also be affordable to consumers. Hence, we likewise want to empower consumers with sustained access to and informed choices for safe, healthy, and affordable rice. Expensive rice devastates the nutrition security of Filipinos, particularly among rural and urban poor who spend more than a quarter of their income on food. Yet, even those who have less in life would not just eat any kind of rice.

Many of them are willing to pay more to get good-quality rice. While changing times affect the preferences of Filipino consumers for their sources of carbohydrates, rice is a food that most of our households cannot do without. The key word is affordability or being reasonably priced, which gives a positive sense of bringing good value for money.

As DA-PhilRice navigates its direction in the next six years, we must be strategic on where we are contributing to the development of the rice industry. We must use our core competence in R4DE to advance science and technology for a greater cause. By doing so, we want to expand farmers' access to technologies that are scalable, adaptive, resilience-enhancing, sustainable, and progressively addressing location-specific challenges in rice production.

We will also equip farmers with means to become productive, cost-efficient, and to create greater value for their product while catering and being attuned to consumer demands. We should help them gain practical skills and access best-fit technologies that will enable them to farm profitably in a sustainable manner. Our R4DE must benefit the people first before it can significantly impact our society as a whole.

We will also equip farmers with means to become productive, cost-efficient, and to create greater value for their product while catering and being attuned to consumer demands. We should help them gain practical skills and access best-fit technologies that will enable them to farm profitably in a sustainable manner.





Mission

To improve the productivity, profitability, and well-being of rice communities toward a resilient and sustainable rice industry and nutrition-secure Filipinos through climate-smart, socially inclusive, demand-driven, and partnership-based rice research for development and extension

Congruent with our vision, we want to pursue a mission that will bring development services further down to the grassroots and along the margins of the society through R4DE. Thus, our new mission manifests our desire to nurture a resilient and sustainable rice industry with nutrition-secure Filipinos nourished by rice communities that are productive, profitable, and with improved well-being. Toward this end, DA-PhilRice shall advance climate-smart, socially inclusive, demand-driven, and partnership-based R4DE.

Our R4DE products would be clean, green, precise, and can progressively address location-specific production constraints to help farmers boost yield, become cost-efficient, and face less production risks.

Our R4DE process would be socially inclusive, knowing that some of our stakeholders such as children, youth, women, elders, and people with different abilities are more vulnerable than others and are at risk of being left-out.

We would be conscious of what the market needs and would work hand-in-hand with farmers to help them satisfy that demand. Our R4DE work would not end in production but would support farmers in adding value to their products and assist them in marketing, to cater to the needs of our consumers better and give them a better value proposition.

Acknowledging that we cannot do everything by ourselves, we shall work with partners.

Core Values and Attributes



DA-PhilRice shall live up to its core values and attributes in implementing its R4DE programs. In addition to enriching our core values in the past, the institute shall also cultivate an organizational culture that genuinely embodies service for the people. These core values are succinctly summarized in R-I-C-E.

Relevance, Responsiveness, and Resilience

Relevance – ability to create useful products that could provide solutions to basic problems and challenges; maintaining and enhancing our value and significance to our stakeholders through a grounded approach to contemporary challenges

Responsiveness – agility to take quick action to address the needs of the partners even in the midst of changing circumstances or environment; dynamic governance and agile service delivery by listening intently and promptly acting on the needs of our stakeholders

Resilience – being able to bounce back when difficulties arise, adapt and get back on track, and sustain efforts even when faced with adversity; being adaptive while maintaining a steadfast resolve and uncompromised quality of services through adversity

Integrity, Innovativeness, and Inclusivity

Integrity – grounded on being honest and practicing moral principles to earn the trust of our stakeholders; encompasses moral and scientific integrity as foundations of mutual trust and confidence among peers and with external partners and stakeholders, thus building a reputable brand of governance

Innovativeness – ability to introduce new ideas and methods in addressing the challenges not only of the organization but also of the people it serves; being future-ready; turning novel and creative ideas into actionable solutions to new and existing challenges

Inclusivity – providing opportunities to all partners without discrimination with regard to gender, age, and differentiated abilities; reaching the marginalized and ensuring that no one is left behind; valuing diversity of origins, perspectives, beliefs, and sociocultural contexts while creating equitable access and opportunities that fit capacities, roles, and needs

Collective spirit, Convergence, and Client-centricity

Collective spirit – men and women, management and rank-and-file, DA-PhilRice and its partners working together as a team; coherence across all levels of the organization (i.e., individual, division, sectoral, institutional) while elevating and enabling each other to succeed in our respective roles

Convergence – coming together toward a common goal; synergy of efforts leading to the sum of the whole that is much bigger than individual parts; a continuous process of creating harmonious working environment by building meaningful relationships and purposive synergies

Client-centricity – listening intently and promptly acting on the needs of our stakeholders; providing a positive customer experience by understanding client needs, designing a purposeful experience, delivering tangible results, and creating positive feedback

Excellence, Equity, and Empathy

Excellence – doing our work (scientific endeavors and R4DE activities) extraordinarily well; building a culture of excellence and credibility in all that we do through masterful planning and competent execution of our duties

Equity - commitment to social justice and reducing inequalities by recognizing divergent circumstances and providing equitable opportunities both internal and external to the organization

Empathy - compassionate understanding of individual/group struggles and pain points, which translates into sincere intent and actions to uplift others; walking in our stakeholders' shoes in order to provide better services

Integrated Management System (IMS) Policy Statement

DA-PhilRice adheres to a system of quality management, environmental protection, and occupational health and safety in its operations to advance rice research for development and extension.

DA-PhilRice is ISO-certified in quality (ISO 9001), environmental (ISO 14001), and occupational health and safety management systems (ISO 45001). These demonstrate compliance and commitment to maintain quality products and services and provide environmentally oriented mechanisms while providing health and safety commitments for all its staff and personnel, partners, and guests.

Additionally, DA-PhilRice branch stations are all recognized organizations with ISO 9001:2015 certification adhering to the same standards and commitment to providing quality products and services.

Compliance with these certifications attests to DA-PhilRice's commitment to international standards pertaining to the abovementioned management systems, which serve as the guiding principle in the delivery of its products and services.









CHAPTER 3

Impacts and Outcomes

DA-PhilRice aims to contribute to having (1) prosperous and empowered rice communities, (2) nutrition-secured Filipinos, and (3) resilient and sustainable rice industry by the end of 2028.

The Institute understands that it cannot deliver these impacts by itself. This warrants a whole-of-nation approach and requires strong partnership with stakeholders. Thus, the Institute collaborates with partners such as the Department of Agriculture and its attached bureaus, agencies, and corporations; other national government agencies (e.g., DAR, DENR, DOST); provincial, city, and municipal local government units, particularly their agriculture offices; the private sector (e.g., input suppliers, palay traders, rice millers, wholesalers, retailers, and institutional buyers); civil society organizations (e.g., farmer organizations, seed growers' cooperatives, consumer groups); and international and national research institutions (e.g., IRRI, SUCs), among others.

We will work with these partners to deliver outcomes that will inch us closer to the attainment of the foregoing impacts. Toward *prosperous and empowered rice communities*, the Institute shall work to improve the productivity and income of rice farmers through the following: 1) increasing yield by 4 to 6% per year; 2) reducing production cost by 38 to 45%; 3) diversifying sources of farm income leading to enriched income from other agriculture sources by 100%; and 4) engaging in value-adding activities and rice-based enterprises resulting in 50% growth in rice income.



Increasing consumers' access to affordable and safe rice comes through the following: 1) making nutrient-enriched rice available to the target population; and 2) advocacy campaigns for responsible rice consumption and reduced wastage.



Toward having stable rice supply, our outputs in improving the productivity at the farm and community levels will help in sustaining production growth. Our policy recommendations and advocacies coupled with the mainstreaming of climate-smart adaptation mechanisms would mitigate adverse effects on farm productivity.

Toward having stable rice supply, our outputs in improving the productivity at the farm and community levels will help in sustaining production growth. Our policy recommendations and advocacies coupled with the mainstreaming of climate-smart adaptation mechanisms would mitigate adverse effects on farm productivity.

To reiterate, we will leverage on digital transformation in developing rice digital solutions and platforms including big data analytics to support the attainment of the three outcomes.

The following results framework is developed to guide the Institute toward achieving its goals (Figure 4 and Table 1).

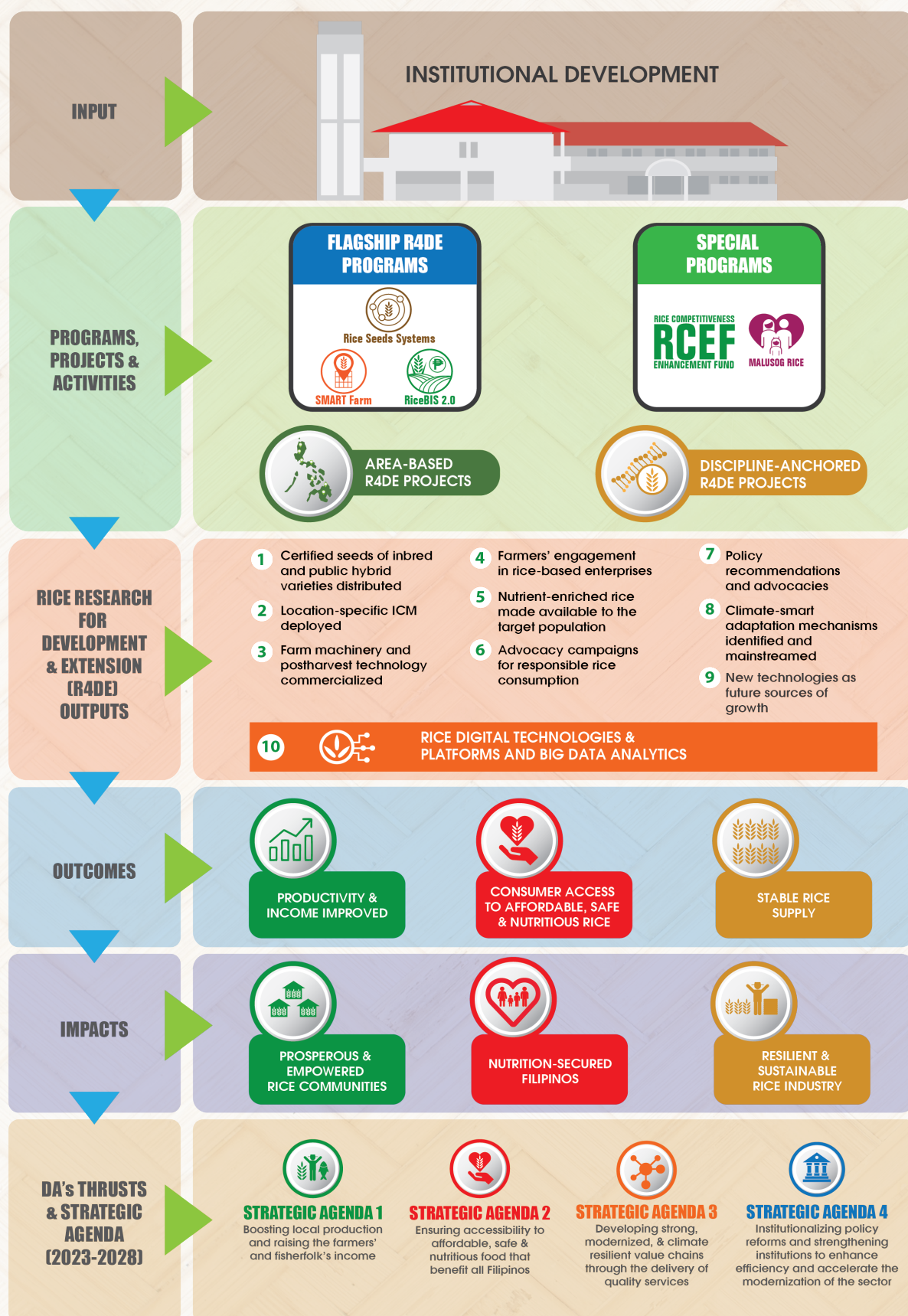


Figure 4. The DA-PhilRice Strategic Plan 2023-2028 results framework.

Table 1. The DA-PhilRice Strategic Plan 2023-2028 results matrix.

Impacts	Outcomes	Indicators	Target		Outcome Indicator by 2028
			Mid-Term (2025)	End-Term (2028)	
1) Prosperous & empowered rice communities	Productivity and income improved	Yield increased in the project sites	12.5% to 17.5% 4.67 to 4.88 t/ha	25% to 35% 5.2 to 5.6 t/ha	Yield increased by 1.05 to 1.45 t/ha by 2028 or 4.17% to 5.83% increase yearly (25% to 35% increase by 2028).
		Production cost reduced in the project sites	19% to 22.5% Php 11.25 to 11.76/kg	38% to 45% Php 8.00 to 9.00/kg	Palay production cost reduced by 6.33% to 7.5% yearly (38% - 45% reduction by 2028)
		Rice enterprises net income in the project sites enriched	WS/DS 25% WS Php 22,833.31/ha DS Php 19,780.90/ha	50% Php 27,399.98/ha Php 23,737.08/ha	Rice enterprise net income enriched by 50%
		Rice processing income in the project sites increased	organization/farmer 25% organization Php 86,668.39/yr farmer Php 2,129.51/yr	50% Php 104,002.07/yr Php 2,948.64/yr	Rice processing income enriched by 50%
		Other agriculture and non-agriculture income in the project sites increased (e.g. crop diversification, customer service provision)	organization/farmer 50%	100%	Other agriculture income increased by 100%
2) Nutrition-secured Filipinos	Consumers have access to affordable, safe, & nutritious rice	Gross marketing margin reduced	7.5% Php 8.79/kg	15.0% Php 8.08/kg	Gross marketing margin reduced by 15%
		Households at risk of VAD have access to Malusog Rice	9%	60%	Households at risk of VAD that have access to Malusog Rice increased by 60%
3) Resilient and sustainable rice industry	Stable rice supply	Growth in palay production	4% to 6%	4% to 6%	Growth in palay production sustained by 4% to 6% per year
		Number of rice-producing provinces mainstreaming climate change adaptation mechanisms	15 adaptation plans accepted by LGUs; 5 adaptation plans executed	15 adaptation plans executed	50 climate change adaptation plans executed by rice-producing provinces





CHAPTER 4

Achieving our Goals

To achieve our goals and targets, we will implement three flagship R4DE programs, namely: Rice Seeds Systems (RSS); Scaling Modern and Adaptive Rice Technologies for Prosperous Farming Communities (SMART Farm); and Rice Business Innovations System 2.0 (RiceBIS 2.0). We will also carry out special programs, such as the Rice Competitiveness Enhancement Fund (RCEF) Seed and Extension Programs and the Malusog Rice Program (Figure 5).

While projects under the flagship and special programs are designed to have an immediate effect on the outcomes, we will not stop creating new knowledge and technologies that will become new sources of growth in the future. This will be done through our discipline-anchored projects such as those in plant breeding and biotechnology, genetics resources, agronomy and plant physiology, crop protection, engineering and mechanization, rice chemistry and food science, socioeconomics, and information and communications technology. We will continue adapting these to location-specific environments through the efforts of our development communication, technology management and services, as well as our branch stations' R4DE initiatives.

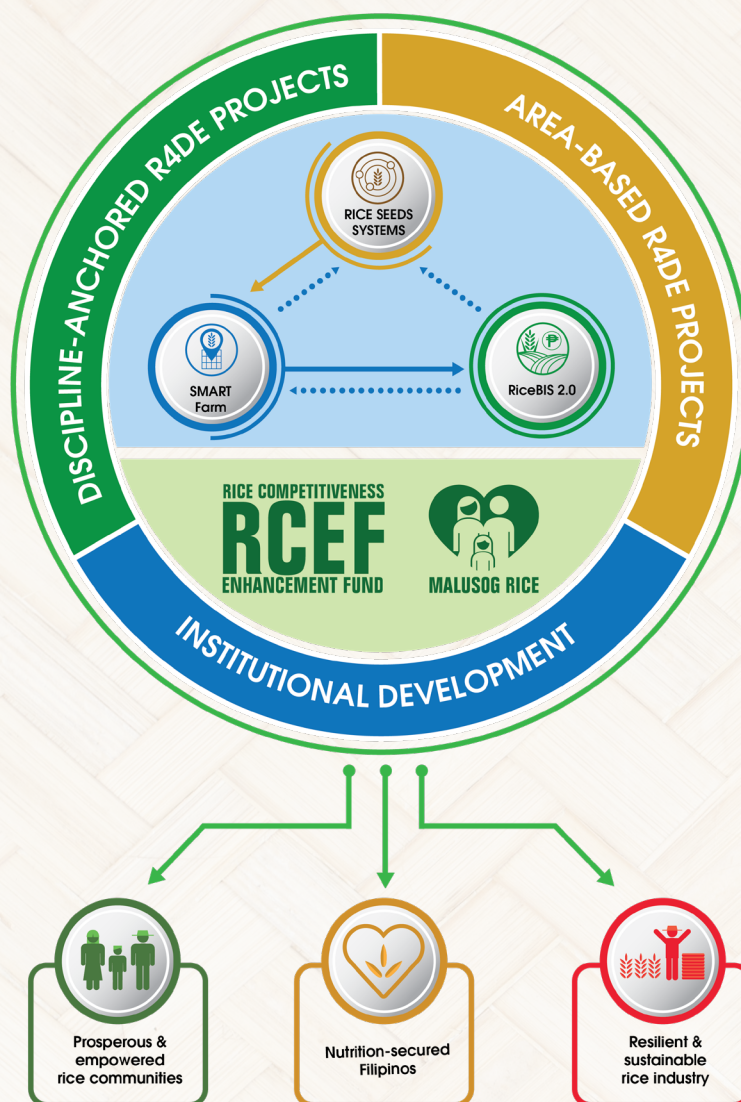


Figure 5. Conceptual framework on how the programs and projects work to achieve our goals.

Flagship R4DE Programs

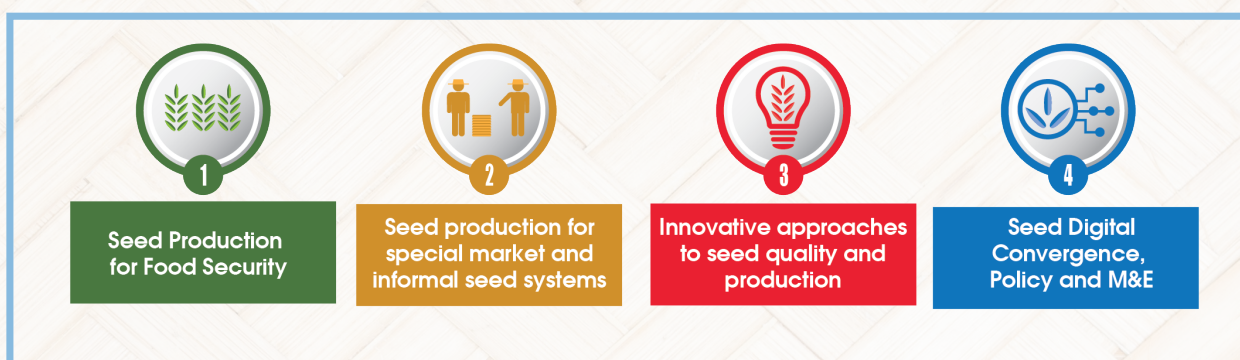
Rice Seeds Systems (RSS)

The Program targets improving and ensuring a sustainable and vigorous seed supply chain in the country, and ensures that high-quality seeds of the preferred rice varieties will be produced in sufficient quantities in a timely manner. The seed production components expected to deliver rice seed sufficiency are: inbred seed production and hybrid parentals/F1 seed multiplication; the resulting high-quality rice seeds are for distribution to and utilization by RCEF, NRP, and other rice stakeholders in the seed value chain. These two components shall be secured by robust and strengthened seed quality control, modernized seed purity analysis using high-throughput DNA fingerprinting, improved seed processing and storage conditions, and stricter crop health monitoring of all seed production areas within all our stations (Figure 6).

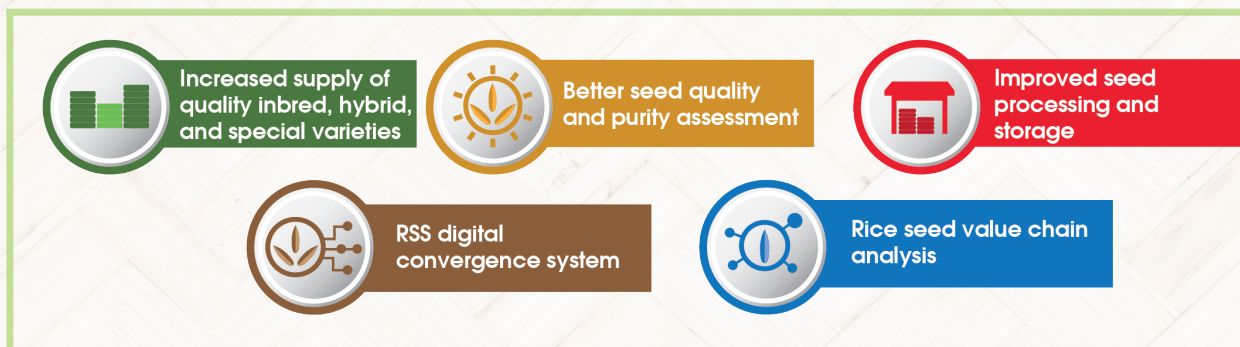
MAJOR COMPONENTS



PROJECTS



OUTPUTS



OUTCOMES

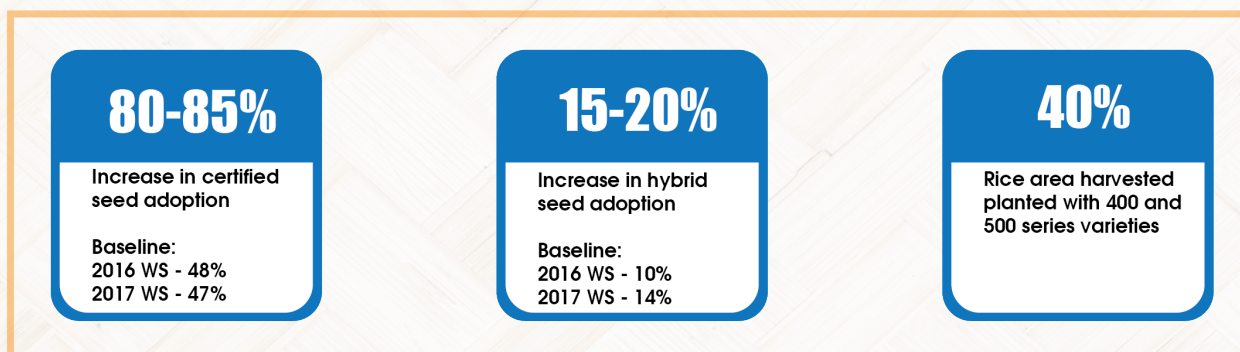
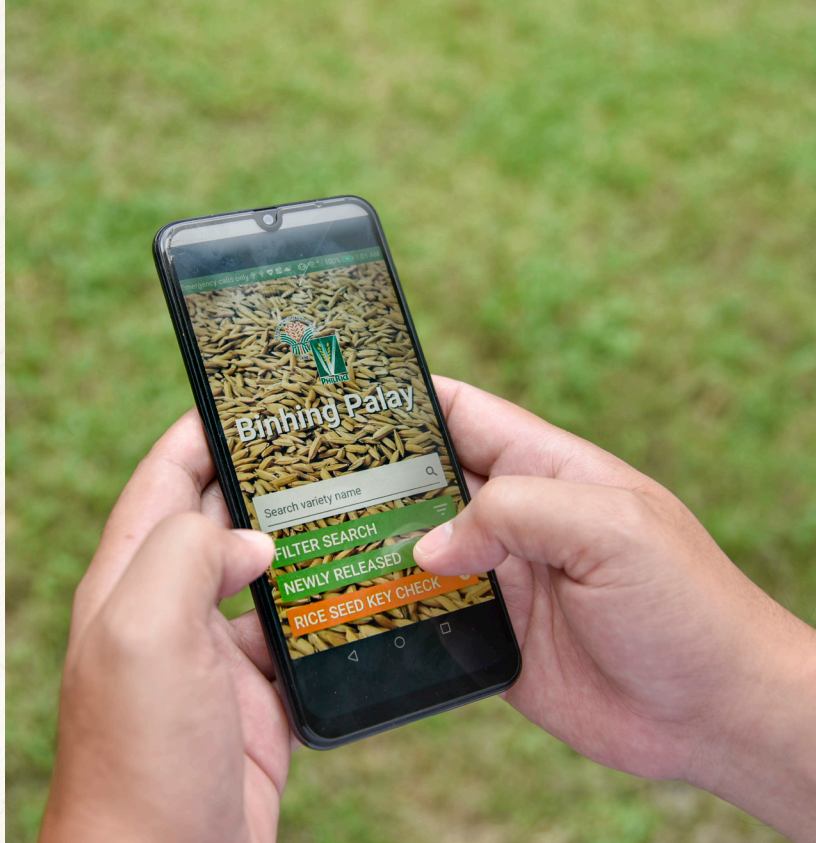


Figure 6. Conceptual framework of the Rice Seeds Systems Program.

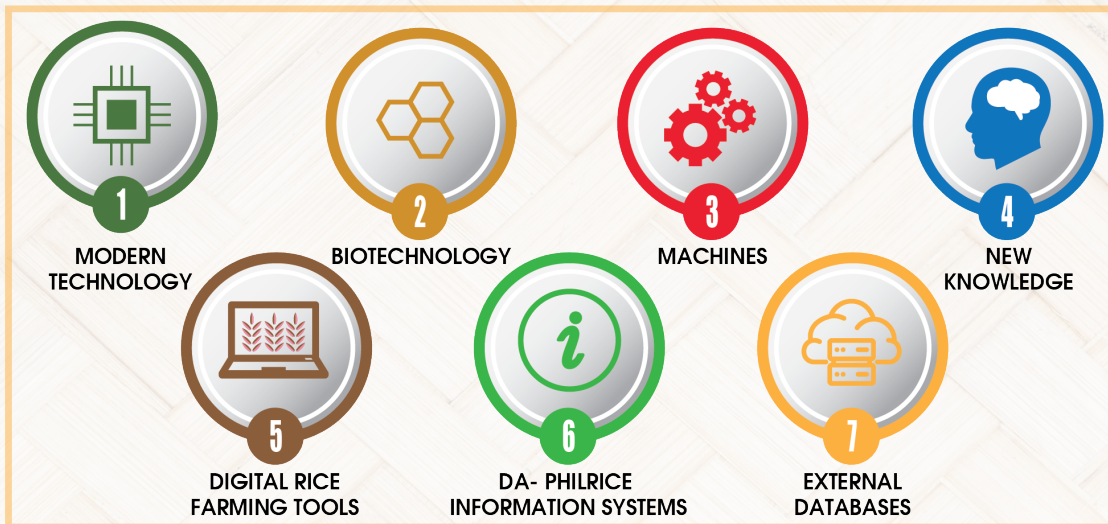


Scaling Modern and Adaptive Rice Technologies for Prosperous Farming Communities (SMART Farm)

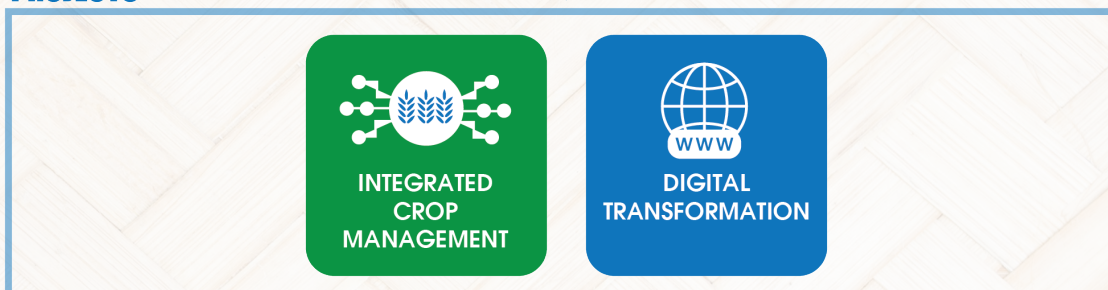
This is a new program that concentrates on innovating rice farming systems through the development of cutting-edge climate-resilient technologies in the whole value chain. These will address yield gaps, location-specific constraints, and data-use efficiency to maximize the quantity and quality of rice and, thus, ensure the availability and accessibility of nutritious, balanced, and safe rice and rice-based diets to all Filipinos at all times. It has two main components - the Integrated Crop Management (ICM) Project, which aims to create a package of technologies (POT) for transplanted and direct-seeded rice; and the Digital Transformation (Dx) Project aims to develop an integrated rice crop management platform and scaled up RiceLytics platform.

Program goal is to scale out modern, mechanized, precise, and best-fit mature production technologies for transplanted and direct-seeded rice through a leveled-up ICM such as the PalayCheck System that is also digitized. These ICMs will be deployed using the farm cluster approach, starting in all DA-PhilRice stations and then to RiceBIS communities in collaboration with local government units and relevant agencies to improve farmers' productivity, make farming operations more efficient, and enable data-driven decision-making and governance (Figure 7).

INPUTS



PROJECTS



SITE-SPECIFIC AND ADAPTIVE DEPLOYMENT AND SCALING



OUTPUTS



OUTCOMES



Figure 7. Conceptual framework of the SMART Farm Program.



Rice Business Innovations System (RiceBIS 2.0)

This continuing program is geared at developing rice and rice-based enterprises to address farmers' needs in a resilient and sustainable manner, ensuring available and affordable rice.

The RiceBIS program has introduced business innovations through three components: product, process, and marketing innovations. Product innovation improves the quality of rice and rice-based products and enhances service provision of farmer cooperatives and clusters by helping them get necessary farm and product certifications. Process innovation focuses on capability enhancements and technologies to help them market their products and deliver services easier while reaching more customers. Marketing innovation creates, improves, and widens our farmers' target buyers by linking them to institutional markets and introducing new marketing and distribution processes.

All these efforts are expected to develop rice and rice-based products/services investment portfolios for potential investors and small-medium-large business innovation models for diverse groups of farmers; strengthen partnerships both in the public and private spheres to increase competitiveness of farmers, and relevant policies to provide enabling mechanisms for our farmer-entrepreneurs. All told, this program aims to revitalize rice-based farming communities through agro-enterprise model development with improved value chain efficiency (Figure 8).

MAJOR PROJECTS



COMPONENTS



OUTPUTS



OUTCOMES



Figure 8. Conceptual framework of the RiceBIS 2.0 Program.

Special Programs

Rice Competitiveness Enhancement Fund (RCEF) Seed and Extension Programs

Enabled by Republic Act 11203, more popularly known as the Rice Tariffication Law (RTL), DA-PhilRice will continue to lead the implementation of the RCEF Seed Program (RCEF Seed). With an annual allocation of PhP 3 billion from 2019 to 2024, it is focused on the development, propagation, and promotion of inbred rice seeds and the organization of rice farmers into seed grower cooperatives and associations engaged in seed production and trade.

The Institute will also continue to co-implement the RCEF Rice Extension Services Program (RCEF RESP), shoulder-to-shoulder with the Agricultural Training Institute (ATI), Philippine Center for Postharvest Development and Mechanization (PHilMech), and Technical Education and Skills Development Authority (TESDA). With a PhP100 million annual budget, it aims to help teach farmers, farm intermediaries, and extension workers skills in rice production, modern rice farming techniques, seed production, farm mechanization, and knowledge/technology transfer.

The RCEF Seed and RESP converge with the RCEF Mechanization and Expanded Rice Credit Assistance (ERCA) programs to deliver its overarching goal to (1) increase the farmers' yield in target areas by up to 5 tons/ha, (2) reduce the production cost of target beneficiaries by PhP 3/kg, (3) reduce postharvest losses by 3% to 5%, and (4) increase rice value-adding income by 30%.

DA-PhilRice will continue to contribute to these goals through the RCEF Seed Program by increasing farmers' yield through higher adoption of inbred certified seeds and the RCEF RESP by improving farmers' yield and reducing production cost.







Malusog Rice Program

Through this program, we aim to address multiple nutritional needs by introducing a variety of enriched rice types, including beta-carotene-enriched Golden Rice (GR), zinc-fortified High Iron and Zinc Rice (HIZR), and nutrient-dense brown rice. On the supply side, we will increase the availability of these high-quality, nutrition-enhanced rice varieties through targeted seed and rice production initiatives. By fostering stewardship and sustainable practices, we intend to ensure that these varieties become staples in both rural and urban communities. On the demand side, we will elevate public awareness and acceptance of these rice types through a combination of behavioral change strategies, nutrition education campaigns, and marketing communication that highlights the health benefits of each variety, especially among vulnerable populations.

At the same time, we will intensify our policy advocacy efforts to create an enabling environment for the large-scale deployment of these rice varieties at the national, regional, and local levels. By engaging stakeholders and policymakers, we will ensure smoother rollouts of these nutrient-rich rice types through both program-based and market-based approaches. Our ultimate goal is for these enriched rice varieties to contribute a significant portion of the country's total rice production—meeting the dietary needs of households affected by vitamin A, iron, and zinc deficiencies. By diversifying the nutritional profile of rice, we aim to promote long-term food and nutrition security for all Filipinos.



Discipline-anchored Projects

In support of the operationalization of the Rice R4DE programs, DA-PhilRice continues to carry out basic and upstream research activities through the following disciplines:

AGRONOMY, SOILS, AND PLANT PHYSIOLOGY leads efforts to evaluate, refine, and facilitate the delivery of improved soil, nutrient, and water management practices to enhance soil quality and profitability, and plant resource-use efficiency.

CROP PROTECTION seeks to generate, develop, and promote pest management strategies that are environment-friendly, economical, sustainable, and compatible with each other to address farmers' needs. It also assists breeders in screening potential varieties for insect and disease resistance.

GENETIC RESOURCES does germplasm collection, conservation, management, dissemination, and utilization. It ensures the availability of fully characterized germplasm to rice breeders and researchers. Through its Seed Technology Unit, it performs basic studies on seed biology and physiology, health and pathology, purity and quality control, production, preservation and storage, coating/treatment, and mechanical seeding. It also ensures that high-quality seeds are available to farmers/stakeholders and helps make rice farming a profitable business by developing cost-effective and environment-friendly rice seed technologies.

PLANT BREEDING AND BIOTECHNOLOGY focuses on enhancing genetic variability of potential rice varieties/elite lines; developing breeding materials with yield-enhancing, stabilizing, and value-adding traits for use as parents in hybridization programs and direct utilization as varieties; characterizing important germplasm and making available nucleus seeds for commercial cultivation. It seeks to ensure stable and sustainable rice production by developing high-yielding, pest and abiotic stress-resistant, and good grain quality varieties suitable to major rice-growing ecosystems.

RICE CHEMISTRY AND FOOD SCIENCE concentrates on increasing the profitability of rice farming systems by determining grain quality characteristics of rice, developing and promoting technologies on other uses of rice and its by-products to benefit consumers/farmers and food manufacturers.



RICE ENGINEERING AND MECHANIZATION develops machines and tools to increase the national level of farm mechanization and modernize rice production and postharvest operations to elevate farm efficiency and productivity.

SOCIOECONOMICS conducts research and policy studies to help develop an efficient, competitive, and sustainable rice industry nurtured by sound policy environments. It sustains DA-PhilRice's function of providing timely information to the industry.

TECHNOLOGY MANAGEMENT AND SERVICES promotes/ disseminates high-impact location-specific rice technologies through area-based technology promotion, training, and education to help lift up the productivity and income of rice farmers. Likewise, it enhances the capacities of extension workers and other change agents through retooling or rice S&T updates.

INFORMATION SYSTEMS AND DATA MANAGEMENT interactively and collaboratively caters to the data information needs of rice stakeholders. Integrating information systems



with rice R4DE will help to systematically plan, schedule, share, and document key activities that support the development of rice production technologies, farm equipment, technology transfer, and the production of high-quality rice varieties.

DEVELOPMENT COMMUNICATION promotes rice science for sustainable development through the strategic use of communication media. It aims to manage (i.e., capture, organize, package, and improve access to) rice science and technology information and knowledge; to share (i.e. transmit, deploy, distribute, as well as promote exchange and use of) these information and knowledge to rice stakeholders, particularly in identified areas of development interventions; and to examine, explore, and promote knowledge-sharing and learning processes and pathways among stakeholders.

The DA-PhilRice-based **CROP BIOTECHNOLOGY CENTER** implements a rationalized, effective, and efficient agricultural biotechnology R&D program for the Department of Agriculture with the end view of generating improved agricultural technologies, productivity, profitability, and enhanced commercial potential, value, and activities for agricultural crops.

Area-based Projects

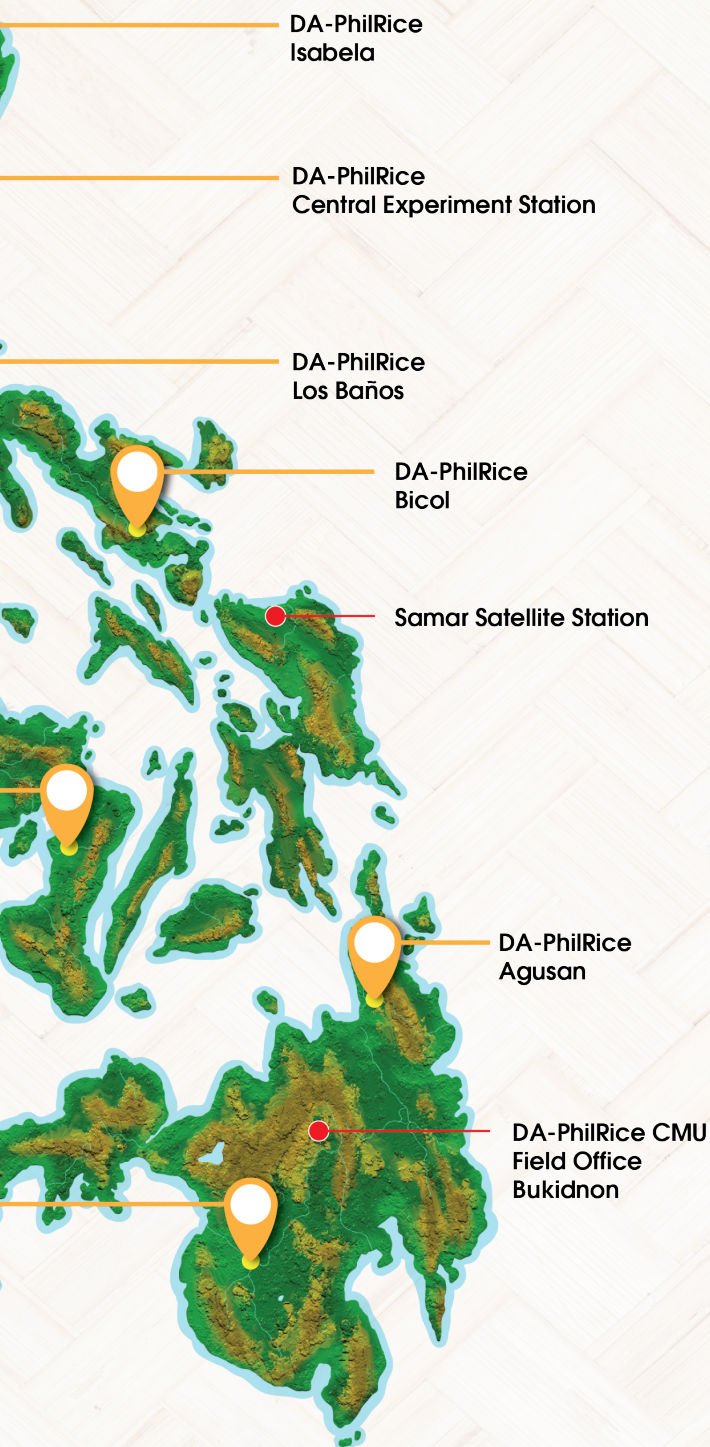
Cutting across R4DE programs are station-based projects that address location-specific problems in areas of operations of DA-PhilRice Batac, Isabela, Los Baños, Bicol, Negros, Agusan, and Midsayap branch stations.

DA-PHILRICE BATAC improves rice-based cropping systems in semi-arid areas and other environments in Northwestern Luzon (Region 1). It develops technologies and management options for rice and rice-based crops in rainfed and drought-prone environments, such as water harvesting, conservation, management, and storage techniques, and mechanized rice-based farm production and postproduction operations.

DA-PHILRICE ISABELA, the Institute's hybrid rice center, develops, packages, and promotes hybrid rice and its related technologies to boost rice production in Northeastern Luzon (Region 2 and Cordillera).

DA-PHILRICE LOS BAÑOS develops and radiates location-specific rice and rice-based technologies in the CALABARZON and MIMAROPA regions. Its partnership with the International Rice Research Institute (IRRI) and UP Los Baños also attends to basic research studies in plant breeding, crop protection, agronomy and soils, and rice chemistry and food science for the generation of new products. The branch also oversees the operations of the DA-PhilRice Mindoro satellite station to serve farmers, seed growers, and other stakeholders from the entire Mindoro Island and neighboring provinces.





DA-PHILRICE BICOL develops and promotes strategies and technologies for the Bicol and Eastern Visayas Regions, focusing on climate change adaptation and resilience. It is also being developed as a rice R4DE center for disaster risk reduction and mitigation. It helps increase rice productivity in the flood-, submergence-, and drought-prone ecosystems and raises income through rice intensification and crop diversification. It also shepherds the DA-PhilRice Samar satellite station that promotes rice R4DE to spur rural transformation and development, and attain inclusive growth and stable rice productivity in all of Samar Island.

DA-PHILRICE NEGROS is being transformed as the lead in organic rice-based integrated farming system, which fine-tunes and radiates fossil fuel-free technology packages for Visayan farmers. It also conducts rice R4DE and promotes appropriate production technology, primarily for rainfed and direct-seeded rice stakeholders in the area.

DA-PHILRICE AGUSAN develops, improves, and promotes location-specific technologies suitable to the unique agro-climatic and socio-economic conditions in Northeastern Mindanao. It also addresses challenges such as nutrient-deficient and problem soils and low solar radiation in the area because of frequent rainfall. The station is being strengthened as the Institute's nutrient management center. It also oversees the DA-PhilRice CMU field office, which caters to the needs of seed growers and farmers in Central Mindanao and nearby areas, producing both hybrid and inbred seeds.

DA-PHILRICE MIDSAYAP develops and promotes location-specific rice and rice-based technologies for Regions 9, 12, and BARMM, with a focus on ecological engineering and other integrated pest management practices because of the prevalence of rice pests within the regions. It also supervises the DA-PhilRice Zamboanga satellite station.





CHAPTER 5

Institutional Development

We recognize that we can only successfully implement this Strategic Plan if we continuously develop our institution internally by investing in our human resources, organizational culture, and physical and digital infrastructure; improving our financial, administrative, and procurement systems; and generating revenue streams on top of relying on the national government and external fund sources.

Amending the DA-PhilRice Charter and Reconstituting the BOT

The amendment of our Charter and reconstitution of our Board of Trustees (BOT) are crucial steps to strengthen our institutional capacity. These moves will enable the Institute to carry out its mandate and serve as the premier R4DE agency for rice security and generate science-based innovations, helping surmount natural and man-made challenges to the country's rice industry.

DA-PhilRice was created through Executive Order (EO) 1061 in November 1985. It steadfastly pursued its mission to help respond to the needs of Filipino rice farmers and consumers and the country's efforts to attain food security. It generates and shares cutting-edge science innovations in various disciplines.

Even so, amidst a changing landscape and socio-economic context, formidable challenges continuously confront agriculture in general and the rice industry in particular. For one, climate change incessantly challenges productivity improvement in adverse environments such as rainfed, upland, saline, drought, and flood-prone areas. Escalating water scarcity, strong typhoons, frequent droughts, rising temperatures, new pests and diseases, shorter growing seasons, and degraded natural resources constantly threaten Filipino farmers.

These are further aggravated by socio-economic problems such as rising costs of farm inputs, labor scarcity, continuous reduction of per capita cultivated land and more intense competition with international trade. The enactment of RA 11203 has also expanded the Institute's mandate and area of operations, which required additional human resources with appropriate skills to deliver the expected seed-related services to farmers.

Surmounting these gargantuan tasks requires the services of highly competent and multi-disciplinary teams of agricultural and social scientists, amply supported with facilities and funds and with efficient support staff and conducive working conditions. To pursue rice R4DE programs to improve productivity, DA-PhilRice needs a strong and full-force BOT and an updated charter.

The Institute has long been operating with a less-than-ideal number of trustees. An amended charter would have enabled the Institute to better respond to the needs of Filipino rice farmers and consumers, and to the country's efforts to attain food security.

There is an immediate need to strengthen the BOT and reconfigure the Institute's powers and functions as stated in its present charter to further its purposes and objectives and make its processes and program implementation more efficient and cost-effective.

The enactment of RA 11203 has also expanded the Institute's mandate and area of operations, which required additional human resources with appropriate skills to deliver the expected seed-related services to farmers.



Building Human Resource Capacity

Over the decades, the excellence and prestige of DA-PhilRice as an R4DE organization can be attributed mainly to its pool of talented human resources. The government's rationalization plan in 2013 left the Institute with fewer regular employees. At present, we have only 289 permanent and 43 contractual positions distributed among our eight stations all over the country. The plantilla personnel is backed up by over 1,000 service contractors, who comprise 80% of the Institute's workforce. They do not have the security of tenure to motivate them to commit to our goals. To sum it up, the Institute has to compete with the industry in maintaining high-caliber talents and has to withstand the fast personnel turnover rate.



Sustainable base

Our human resource base is made up of the Board of Trustees (BOT), our top management, and the rest of the rank-and-file workers. The enormous volume of workload that is entrusted to DA-PhilRice, not to mention the boost in budget for our R4DE initiatives, requires a significant increase in the plantilla positions. This can effectively address new challenges and opportunities in the changing rice agriculture landscape. A strong core personnel complement and the corresponding support staff are commensurate to our accountability and the efficient use of government resources.

Hence, we will continue to propose an expanded organizational structure to the Department of Budget and Management. Salient changes include creating new and upgrading existing director positions, additional administrative personnel in all branch stations, and upgrading existing GASS and Development positions.

Competency-based

The new directions of our Strategic Plan require us to realign our competencies. The DA-PhilRice Competency Manual was institutionalized in 2022 with the following components: core, organizational, leadership, and technical competencies. We will ensure the fast progress of these systems. We will also propose



new and restructure and rename divisions and units based on the requirements of our new plans and programs. Our HR group will also work on our PRIME-HRM Level III accreditation.

Professional development

We will continue with our staff development programs to ensure the steady advancement of the skills of our personnel. Yearly, we aim to support at least three scholars with DA-PhilRice grants and two through external grants. Around 15% of the staffers will be sent to technical and managerial training courses. Developmental interventions will be provided to all of our personnel. By 2028, we aim to house 20 career scientists. The Institute will also work for a succession plan built on career service-eligible mid-level managers.

Culture of excellence

People are the most critical resource in any organization. Our organizational culture and passion for excellence put DA-PhilRice at par with other R&D agencies. We will continue to develop high-quality relationships and open communication between and among our employees. We will continuously exert efforts to give our employees a feeling of unity and purpose, and design mechanisms that can help our team cope with complex and dynamic changes.

Rethinking Physical and Digital Infrastructure Development

The extent and quality of physical infrastructure are also crucial assets that would help bolster the efficiency and productivity of R4DE.

At present, the entire Institute covers a total of 581 hectares – utilized for office, facilities, grounds (18%); experimental area (14%); and seed production area (68%), owned and leased. Our physical assets have been growing, as evidenced by the P1.1B net book value of property, plant, and equipment, composed mainly of land, infrastructure, facilities, machinery, and equipment. DA-PhilRice intends to procure more high-end equipment and facilities that can cope with the operational requirements of rice research undertakings and the bulk administrative transactions; acquire at least 16 more service vehicles to be deployed to the branch stations; and construct necessary building structures.

With the continuous advancement in ICTs, we will also upgrade and update our digital infrastructure following the government's MITHI (Medium-Term Information and Communications Technology Harmonization Initiative), which “harmonizes and ensures interoperability among ICT-related resources, programs, and projects.”

We will improve our digital infrastructure by setting up the DA-PhilRice Data Analytics Center, which will serve as the core rice data lake, warehousing modern data analytics, and allowing for a collaborative data science environment. The center hopes to reduce overall storage, maintenance, and operation cost on data, provide better backup, minimize the risk of data loss, increase security, and enhance compliance with regulatory and data privacy policies.





Improving Administrative and Financial Systems

The execution of this Strategic Plan will require administrative and financial support systems and processes that are fully integrated, fast, and efficient, as well as accounting and auditing systems that are suitable for dynamic institutions. Leveraging digital transformation in its operations, DA-PhilRice shall work toward fully integrating its information systems on project monitoring, finance, procurement, human resource, and property management.



Enhancing Corporate Income-Generating Capacity

Higher seed classes (breeder, foundation, and registered seeds) are our main products. Our primary source of corporate income is the sales of registered seeds, which are used by seed grower cooperatives and associations to produce certified seeds that they sell to farmers. Hence, with the rise in demand for certified seeds under the RCEF Seed and National Rice Programs, there is also a corresponding increase in seed growers' demand for registered seeds.

The Institute will therefore develop and optimize the use of its seed production areas and further improve the production performance of its higher seed classes. To achieve this, we will start with the development of the acquired lands in DA-PhilRice Los Baños, Isabela, and Central Experiment Station (CES). Likewise, branch and satellite stations will analyze constraints to higher seed class production and devise operational strategies. Additionally, the Institute will upgrade and modernize its seed production facilities.



Projected Corporate Operating Budgets (COB)

by source of fund (in thousand pesos)

Particulars	2023		2024		2025	
	Subsidy	Projected Corporate Income	Subsidy	Projected Corporate Income	Subsidy	Projected Corporate Income
Personnel Services	305,181	12,500	335,699		369,269	
Maintenance and Other Operating Expenses	344,892		421,133	15,000	505,360	18,000
General Administration	191,026		231,736		278,083	
Research for Development/ Extension	153,866		189,397		227,276	
Capital Outlay	-	11,700	-	14,040	-	16,848
Office Equipment		1,700		2,040		2,448
Farm Machinery & Equipment		2,500		3,000		3,600
Laboratory Equipment		2,500		3,000		3,600
Motor Vehicles		1,500		1,800		2,160
Infrastructure		3,500		4,200		5,040
TOTAL	650,073	24,200	756,832	29,040	874,629	34,848
TOTAL COB		674,273		785,872		909,477
RCEF Budget		3,100,000		3,100,000		

Notes for the projected COB:

Figures for 2023 are based on GAA and do not include budget coming from the National Rice Program

For 2024-2028

PS-with 10% increment per year

MOOE Increase

* Projected Subsidy

GASS with 10% increase per year

R4D with 20% increase per year

* Projected Corporate Income

GASS with 10% increase per year

R4D with 10% increase per year

CO with 20% increase per year

	2026		2027		2028	
	Subsidy	Projected Corporate Income	Subsidy	Projected Corporate Income	Subsidy	Projected Corporate Income
	406,196		446,816		491,497	
	606,432	21,600	727,718	25,920	873,261	31,104
	333,700		400,440		480,528	
	272,732		327,278		392,734	
	-	16,847	-	20,216	-	24,259
		2,938		3,525		3,524
		4,320		5,184		5,183
		4,320		5,184		5,183
		2,592		3,110		3,109
		6,048		7,258		7,256
	1,012,627	38,447	1,174,533	46,136	1,364,758	55,363
		1,051,074		1,220,669		1,420,122

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Top 8 Benefits of Digital Farming

<https://www.dtn.com/top-8-benefits-of-digital-farming/>

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