

# Organizational Innovations in the Promotion of Sustainable Agriculture

## – The Case of Negros Occidental

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# Objective

- ❖ To describe the organizational innovations of government agencies in Negros Occidental in their effort to promote sustainable agriculture, specifically the institutionalization of organic agriculture in the entire province.

# Methodology

- ❖ Based on a descriptive study (dissertation) conducted by the author on the linkages and interactions of the provincial, city/municipal and national governments as part of an innovation system on organic rice-based farming system.
- ❖ Methodology: interviews of key informants, personal observation and review of relevant documents

# Key concepts operationalized

**Organizational innovation** – the implementation of new organisational methods in an organization, which involves distributing responsibilities and decision making among employees for the division of work; an organizational means of addressing the structure, processes or borders of an organization that differs significantly from existing organizational practices. OECD (2005)

**Sustainable agriculture** – applied to the organic agriculture movement in Negros Occidental

**Promotion** – all efforts to advance and institutionalize organic agriculture in Negros Occidental

Organizational units applied: Provincial and City/Municipal Governments and National Government Agencies

# About Negros Occidental

## The leading province in the advancement of organic agriculture in the Philippines

- ❑ Population: 2,907,859 (NSCB, 2010)
- ❑ Land Area: 792,607 hectares
  - Agricultural: 406,623 hectares (51% of total)
- ❑ Number of cities: 13
- ❑ Number of municipalities: 19
- ❑ Number of barangays: 662



# ...About Negros Occidental

Table 1. Agricultural lands in Negros Occidental

Commodity	Area (in hectare)	% of Total Area
Sugarcane	231,469	57
Rice	66,303	16
Coconut	35,763	9
Corn	28,230	7
Banana	13,923	3
Other Crops	30, 985	8
Total	406, 623	100

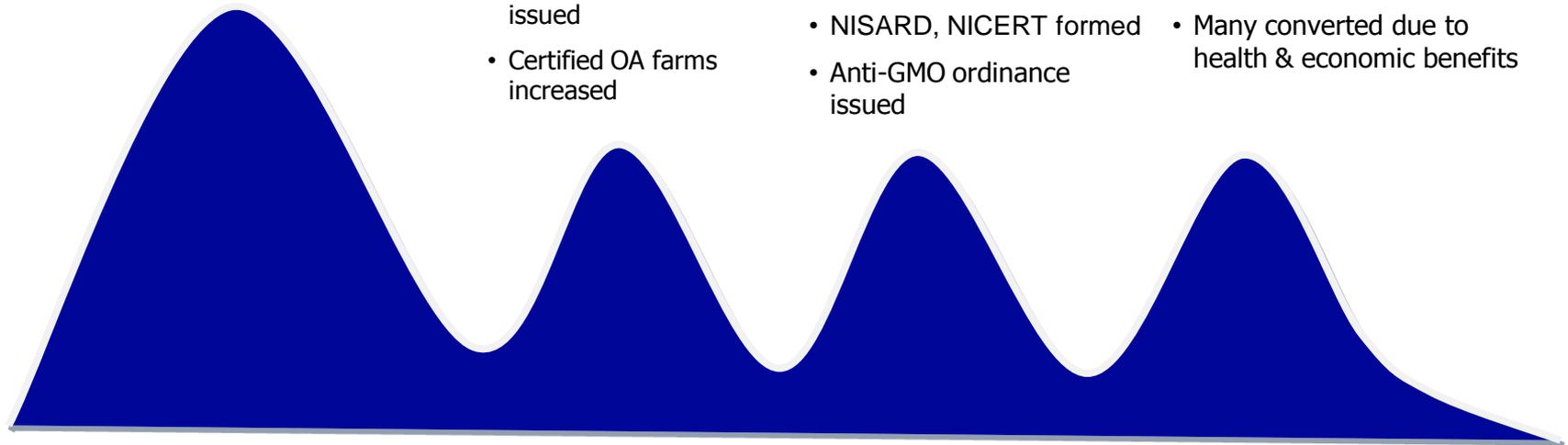
*Source: Office of the Provincial Agriculturist (OPA), Negros Occidental*

## ...About Negros Occidental

- ❖ Recent phenomenon taking place in the agriculture sector:  
**Negros Occidental is into organic agriculture (OA)**
  - despite the presence of big time sugar planters who have been into conventional agriculture along with multinational companies that are supplying chemical inputs.
- ❖ Negros Occidental **aims for the conversion of at least 10% of all its agricultural lands** into OA
- ❖ To date, there are 584 hectares of certified farms and more than 4,000 hectares under conversion to OA (Source: NICERT)

# Emergence of organic agriculture in Negros Occidental

- Partnerships among public and private agencies being formed and strengthened
- More market outlets being sought
- Philippine OA Act of 2010 signed
- DA support to NO organic movement assured
- Ordinance promoting & institutionalizing OA issued
- Certified OA farms increased
- Increasing voice of organic practitioners alarmed LGUs
- MOA signed with Negros Oriental declaring Negros Island as "Organic Food Bowl of Asia"
- NISARD, NICERT formed
- Anti-GMO ordinance issued
- NGOs adopted OA as alternative to address serious setbacks of conventional agriculture
- Private individuals joined NGO advocacy against conventional agriculture
- Many converted due to health & economic benefits



4<sup>th</sup> Wave

3<sup>rd</sup> Wave

2<sup>nd</sup> Wave

1<sup>st</sup> Wave

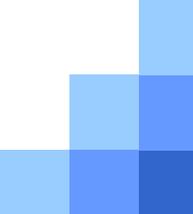
Partnership among the first three actors

Interference of the national government

Awakening of local governments

Emergence of the private sector

**Historic waves of emergence of the organic agriculture movement in Negros Occidental**



# **Organizational Innovations of Government Agencies on the Emerging Agriculture Development Paradigm**

- ❖ Provincial Government
- ❖ City/Municipal Governments
- ❖ Line offices of National Government Agencies

## PROVINCIAL GOVERNMENT

### 1. Crafting of provincial ordinances in support to organic agriculture

- **Provincial Ordinance No. 007, series of 2007**, tagged as “the James Bond Ordinance” banning the entry, importation, introduction, planting, growing, selling and trading of genetically modified organism (GMO) plants and animals within the territory of Negros Occidental
- **Provincial Ordinance No. 007, series of 2011**, institutionalizing, promoting and developing organic agriculture – the blueprint of the provincial government in promoting organic agriculture in the province

# ...Organizational Innovations of Government Agencies

## ...PROVINCIAL GOVERNMENT

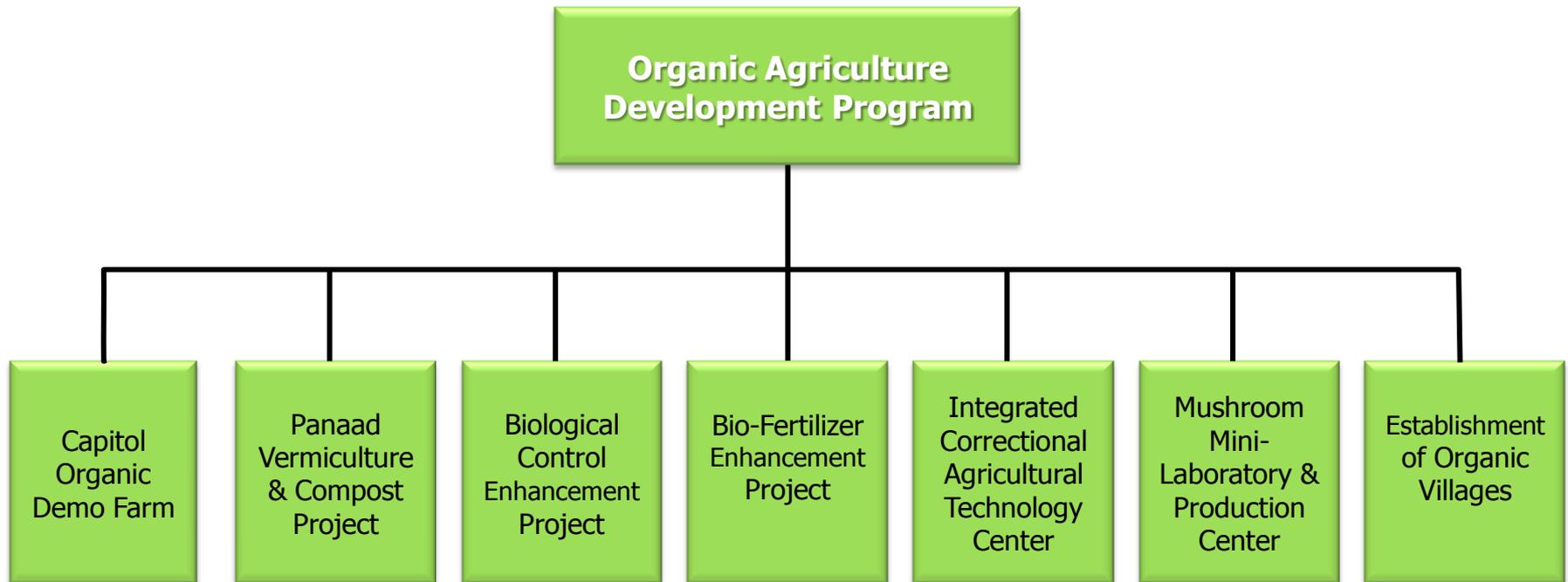
### 2. Development of OA programs and strategies

OPA developed Organic Agriculture Development Program with the following component projects:

- Capitol Organic Demo Farm
- Panaad Vermiculture and Compost Project
- Biological Control Enhancement Project
- Bio-Fertilizer Enhancement Project
- Integrated Correctional Agricultural Technology (ICAT) Center
- Mushroom Mini-Laboratory & Production Center
- Establishment of Organic Villages

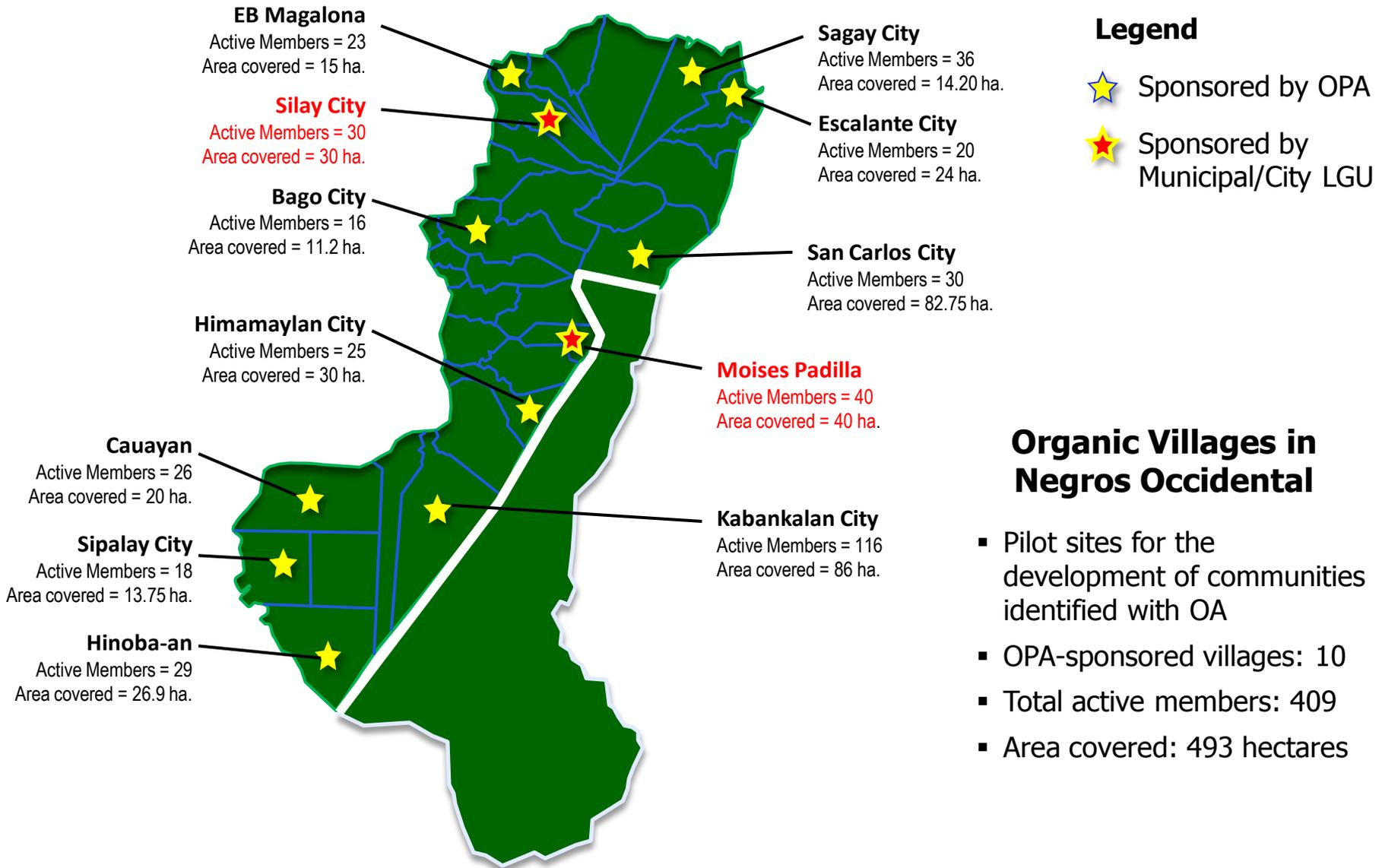
# ...Organizational Innovations of Government Agencies

## ...PROVINCIAL GOVERNMENT



**Structure of the Provincial Organic Agriculture Development Program**

# ...Organizational Innovations of Government Agencies



## Organic Villages in Negros Occidental

- Pilot sites for the development of communities identified with OA
- OPA-sponsored villages: 10
- Total active members: 409
- Area covered: 493 hectares

# ...Organizational Innovations of Government Agencies

## ...PROVINCIAL GOVERNMENT

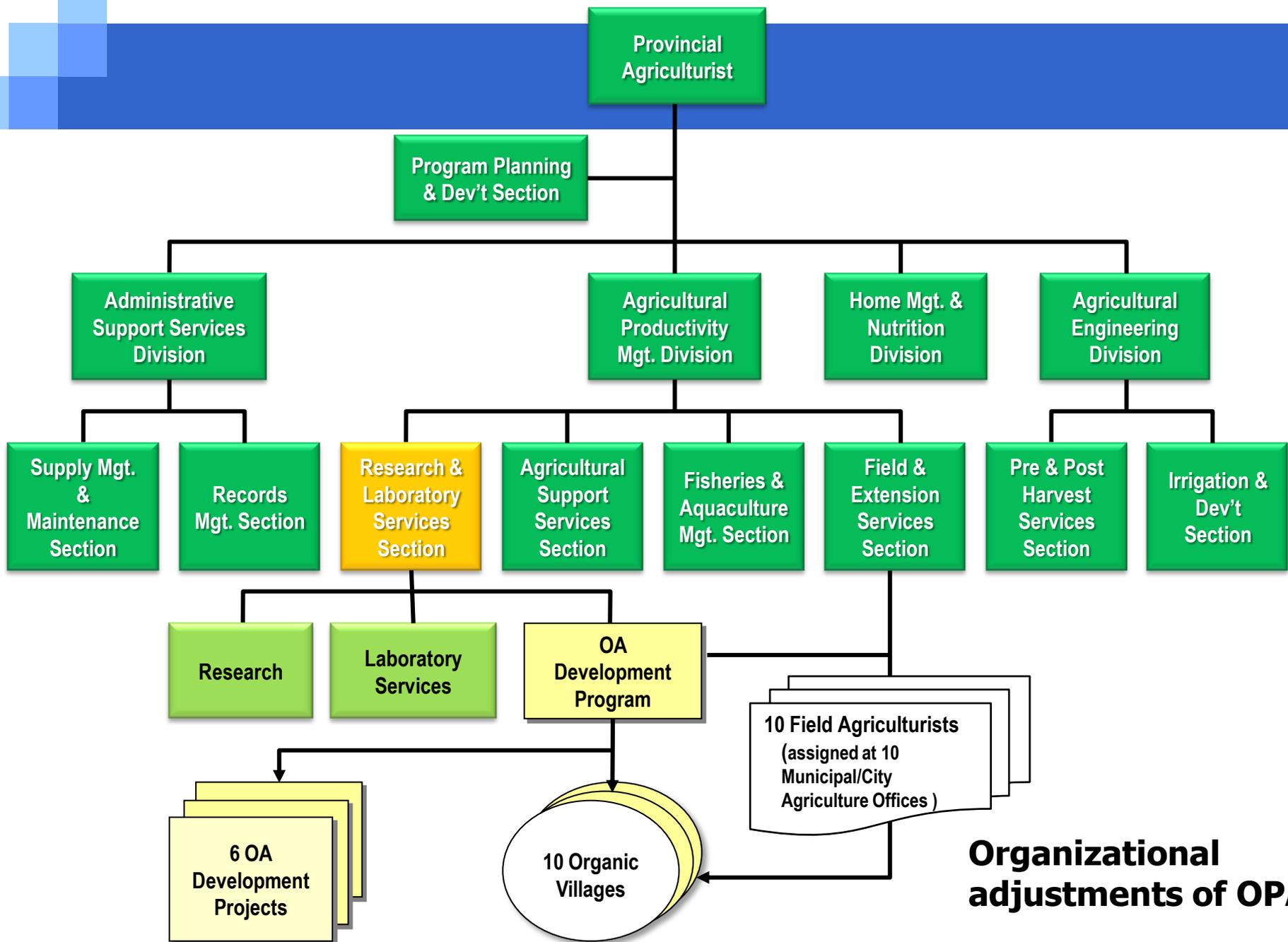
### 3. Putting up of an institutional mechanism and/or designation of organizational units and individuals responsible for oversight and effective coordination

- Negros Occidental Provincial Technical Committee on OA (PTCOA) – created primarily to develop and provide oversight of the Provincial Organic Agriculture Plan
  - Chairman: Provincial Governor
  - Members: OPA, OPV, PEMO, LGU city/municipal chief executives, NISARD, NICERT, NGOs, POs, Sangguniang Panlalawigan Committee on Agriculture, academe, agribusiness sector, consumers, PAFC and NGAs
  - Secretariat: OPA

# ...Organizational Innovations of Government Agencies

## ...PROVINCIAL GOVERNMENT

3. **Putting up of an institutional mechanism and/or designation of organizational units and individuals responsible for oversight and effective coordination**
  - Organizational adjustments of the OPA
    - Designated Research and Laboratory Services Section (RLSS) of the Agricultural Productivity Management Division (APMD) as main coordinating unit, and Section Chief as OA Coordinator
    - RLSS leads in the implementation Organic Agriculture Development Program
    - OPA deploys one personnel – field agriculturist from the Field and Extension Services of APMD – in each municipality/city with OPA-sponsored organic village



**Organizational adjustments of OPA**

# ...Organizational Innovations of Government Agencies

## CITY/MUNICIPAL GOVERNMENTS

- 1. Adoption of organic agriculture law, ordinances and program**
  - Bacolod City Ordinance No. 485, banning the entry GMO in Bacolod City
  - Other cities and municipalities have adopted thru resolutions
- 2. Designating focal persons for organic agriculture**
  - Counterpart to the provincial government's deployed field personnel
  - Collaborate in developing OA with organic villages as convergence areas

# ...Organizational Innovations of Government Agencies

## LINE OFFICES OF NGAs

### Designating focal persons for organic agriculture

NGAs	Roles/remarks on focal persons
DAR South and North Provincial Offices	The focal persons coordinate DAR's advocacy of promoting organic agriculture in the agrarian reform communities.
DTI Negros Occidental Office	The focal person is the Provincial Director herself who also holds office as designated National Cluster Coordinator for Organic Fertilizer
DA Agencies <ul style="list-style-type: none"><li>• DA-RFU 6</li><li>• ATI-Region 6</li></ul>	<ul style="list-style-type: none"><li>• The focal person coordinates and facilitates all DA initiatives of Region 6 for Negros Occidental</li><li>• The focal person facilitates the development and implementation of training and other extension services for the province.</li></ul>

# Summary

## Organizational Innovations of Government Agencies

Provincial Government	City/Municipal Government	Line Offices of NGAs
Crafting of provincial ordinances in support to organic agriculture	Adoption of organic agriculture law, ordinances and program	
Development of OA programs and strategies		
Putting up of an institutional mechanism and designation of organizational units and individuals responsible for oversight and effective coordination	Designating focal persons for organic agriculture as counterpart to provincial field personnel to coordinate City/Municipal LGU OA initiatives	Designating focal persons for organic agriculture to coordinate effective implementation NGA's OA program at the local and grassroots levels

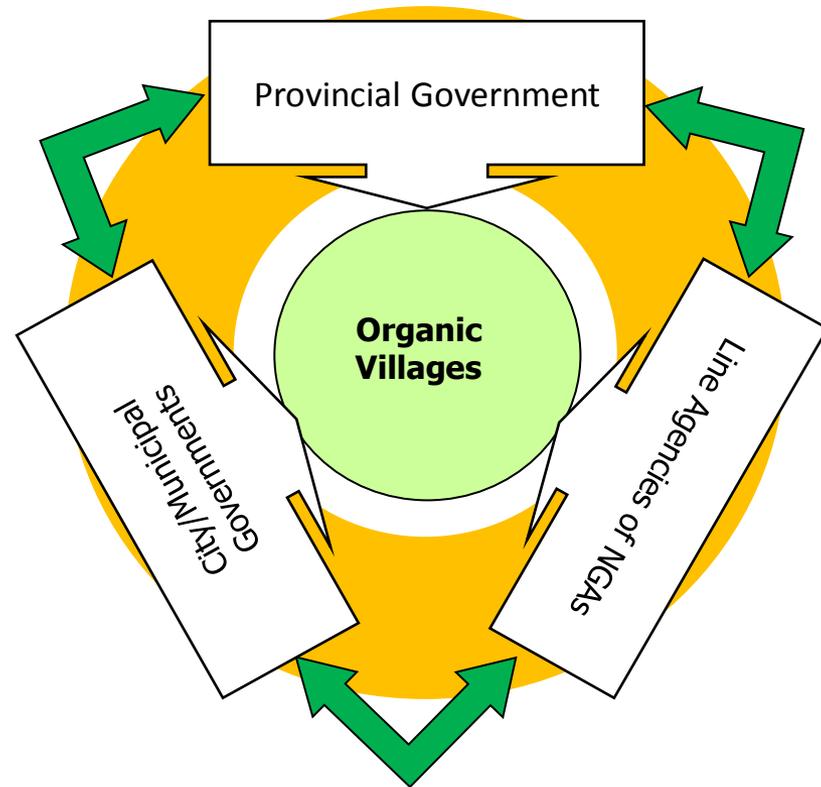
# Strengths of the government's organizational innovative responses

Government agencies organizational innovations demonstrated the:

1. Ability of the government to influence partners advocate organic agriculture to a relative degree;
2. Efficiency of managing resources to support the organic movement; and
3. Effectiveness of coordination in promoting organic agriculture at three levels of government.

# Strengths

As a result of these organizational innovations, the three levels of government could harmoniously assist the grassroots – and they work most effectively with the organic villages as their convergence area.



Convergence of the Provincial Government, City/Municipal Governments and National Government Agencies in the Organic Villages

# Weaknesses of the organizational innovations

## Generally:

1. Government is too reactive in stance on the organic movement
2. Designations are temporary
3. Designated personnel perform other functions associated with their permanent appointment and are related to conventional agriculture

## ...Weaknesses of the organizational innovations

### Specifically:

1. Weakness in management of OPA's Organic Agriculture Development Program under RLSS
  - RLSS Section is too small a unit and with a very specialized function of laboratory and research
  - Organic agriculture is cross-cutting practice that involves the functions of extension, marketing, credit and production, among others
2. Perceived problem of confidence among some participating agencies

# Recommendations

1. The institutionalization of organic agriculture requires putting it as a regular function or program of government institutions.
2. To efficiently administer the organic agriculture development program, it is best to elevate its management to a higher level than mere section in the OPA's organizational structure – one that has control over other functions that are beyond the capacity of a small too specialized unit to fulfill.
3. Organizational innovation works best when harmoniously integrated with technical, technological and other forms of innovations.

# Conclusion

- ❖ This paper described the organizational innovations of provincial, city/municipal governments and line offices of NGAs
- ❖ In summary three forms of organizational innovations were carried out, namely:
  - 1) Institution of ordinances in support to the organic movement;
  - 2) Development/adoption of organic programs and projects to help the grassroots in the organic villages; and
  - 3) Designation of focal units and individuals whose major role is to effectively coordinate all organic concerns in their respective agencies.

# Conclusion

- ❖ Organizational innovations demonstrate the ability of the government to influence partners, the efficiency of managing resources to support the organic movement, and the effectiveness of coordination.
- ❖ Nevertheless, they have their weaknesses. It is presumed that effectively addressing these weaknesses will significantly improve the innovativeness of government agencies to promote sustainable development.



**Thank You !**

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