

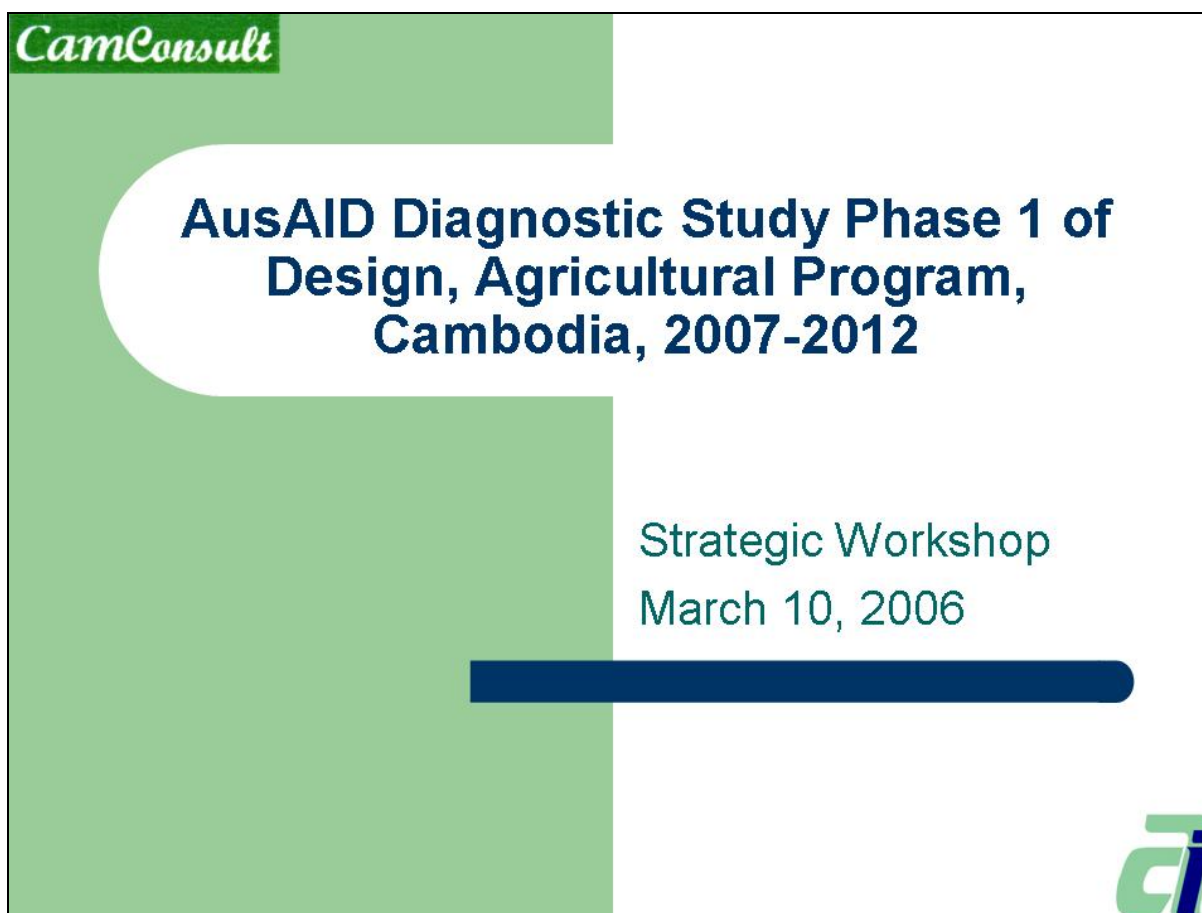
Appendix L Summary of Strategy Workshop (10, March 2006)

L.1 Opening Session

1116. The workshop was opened by Dr. Hean Vanhan, Deputy Director of the Department of Agronomy and Agricultural Land Improvement, Ministry of Agriculture, Forestry and Fisheries and Mr. Peter Lindenmayer, First Secretary of Development Cooperation of the Australian Embassy.

1117. Dr. Francesco Goletti, Lead Consultant, presented an overview of the upcoming AusAID Agricultural Program in Cambodia in 2007-2012 and also presented the objectives of the workshop and organization of the working groups.

1118. The powerpoint slides of the Opening Session are presented below.



Outline of Program

Time	Activity
08:00 – 08:30	Registration
08:30 – 09:00	Opening Session
	<ul style="list-style-type: none"> • Opening by MAFF and AusAID representative • Introduction to the Project • Objectives and Organization of the Workshop • Working Group Organizations
09:00 – 10:30	Session 1: Lessons Learned relevant to the development of rice-based farming system
10:30 – 10:45	Coffee/tea Break
10:45 – 12:15	Session 2: Strengths, Weaknesses, Opportunities, and Constraints (SWOT) analysis of the potential of rice-based farming systems
12:15 – 13:30	Lunch Break

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Outline of Program

Time	Activity
12:15 – 13:30	Lunch Break
13:30 – 15:00	Session 3: Alternative Strategic Options for program formulation
15:00 – 15:15	Coffee/tea Break
15:15 – 16:45	Session 4: Priorities for program formulation
16:45 – 17:15	Concluding Session

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Overview of AusAID's Agricultural Program in Cambodia 2007-2012

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Overall Agricultural Program

A three-component structure as follows:

- A Rice-Value Chain part, focusing on e.g. two provinces initially (*Main Program*).
- A NGO-based Rural Development part, possibly focusing on other provinces, and
- A Policy Dialogue part, at the national level

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Main Program Focus

- The program will focus its development activities on the rice-based farming systems of Cambodia.
- The program can therefore only partially address the total livelihoods situation of the poor smallholder households, which depends on arable farming for only a part of their income.

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Overall Goal

- *The Program will contribute to “ensure household food security, increase income and improve livelihood for rural poor farmers, by improving agricultural productivity and diversification of agriculture” in Cambodia (MAFF Goal 1.1)*

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Strategic Theme: The Value Chain Approach

Strategic Pillars

- The rice-based farming systems of Cambodia.
- Three highly complementary design methodologies: (a) the value chain approach, (b) the logical framework approach, and (c) the strategic analysis approach;
- Programmatic support structure, which aims to secure sustainability and impact by integrating into critical elements of the national framework; and
- A balanced and flexible application of field and policy level activities long the crop value chains.

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Phasing

The Program Design is split into

1. The diagnostic phase in Feb-April 2006,
2. The program design phase May-June 2006

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Action Plan for Implementation

- **1 August – 31 Oct. 2006: Appraisal**
Output: Agreed Design Document and Scope of Services.
- **1 Nov 2006 – 30 June 2007: Agreements, Tendering and Contracts**
Outputs: Contracts and Implementation Schedules.
- **1 July – 30 September 2007: Mobilisation** Fielding and inception of TA teams, etc.
- **2007 – 2012: Program Implementation, Monitoring and Review**

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Objectives of Workshop

- To share information about the current work of the diagnostic study and the broader objectives of the agricultural sector program planned by AusAID for the period 2007-12 with a wider range of stakeholders in the rice-based farming systems
- To conduct a SWOT analysis of the potential of rice-based farming systems to contribute to increased income and improved livelihoods of smallholder farmers, and to reduce poverty
- To discuss alternative strategies for the development of value-addition in rice-based farming systems.
- To assess priorities for program formulation

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Organization of Working Groups

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Organization of Working Groups

- 4 Working Groups
- List of participants in each group will be posted
- One group will be conducted only in Khmer
- Rest of groups will be mixed
- Structure of Work – 1.30 hours each Session:
 - Presentation by Facilitator (5 minutes)
 - Working Group Discussion (45 minutes)
 - Plenary Presentation of working groups (20 minutes)
 - Plenary Discussion (20 minutes)

L.2 Session 1: Lessons Learned Relevant to the Development of Rice Based Farming Systems


L.2.1 Overview Presentation



Session 1:
**Lessons learned relevant to the
development of rice-based
farming system**

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Session 1 Context

- Lessons Learned by the Project Team:
 - Project implementation needs to be adopted to local conditions not just a copy from other countries
 - Marketing issues just as important (or more important) than production issues
 - Farm to market physical infrastructure (farm to farm, commune to commune, district to province)
 - Marketing groups formation difficult
 - Transportation costs are high
 - No clear demarcation in projects between commercial and social objective
 - Good relationship amongst stakeholders important for development – trust and linkages.
 - Integration of farmers, traders, processors important for development
 - Rice based systems include high valued products for sale in markets.
 - Gender Aspects of Development

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Session 1 Focus Group Discussion Question

- What are the positive and negative lessons learnt from your own experience and projects which are relevant to the **development** of rice-based farming systems

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Session 1 Results

Positive Lessons	Negative Lessons

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L.2.2 Working Group 1

Positive	Negative
<ul style="list-style-type: none"> • Need to mitigate risk for farmers to try new approaches; eg SRI • Need follow-up and reinforcement for at least 2 seasons for farmers to gain confidence • High quality seed leads to yield increase and increase in food security • Private sector is an effective way to distribute for rice seed • Aromatic varieties have high demand in Vietnam and other countries • Contract farmer is a group approach for developing High quality seed • Secure water access is needed • Informal contracts between millers and farmers can work • Yields have increased through available technologies. • Fish integrates well with rice. • Existence of milling associations. • There are opportunities for specialised products. • Land title can improve productivity 	<ul style="list-style-type: none"> • Lack of rice security is an obstacle to farmers diversifying and growing more market-oriented crops • Many rice varieties have not yet been developed to high quality – need to improve new varieties that are demanded by market • Need to improve marketability or rice policy, production quality, processing, ... • Value-added in Cambodia is low • Border traders can avoid VAT and offer consumer price • Difficult to find “pure” fertilizer • Farmers don’t know proper fertilizer application rates • Farmer lack good dry season varieties • Millers have no incentive to improve technology because they keep the bran • Limited access to good quality varieties/technologies limit yield • There is a high risk to grow 2 crops/y/s without irrigation • Growing non-rice crops in RL is very risky. • There is a perception chemical fertilizer has an affect on rice flavour (farmers)

L.2.3 Working Group 2

Positive Lessons	Negative Lessons
<ul style="list-style-type: none"> • People have increased yield through technology improvements. Milling efficiency increase. Not widespread. • Fish integrated farming with rice. Income increase. Food security increase. • Milling efficiency increases. • Look beyond the farming system. • Good rice varieties. Purifying rice varieties. Rice Research improvements. • There are opportunities for niche markets. • Services have improved for smallholder farmers: access, communication. Where this has occurred yields have increased. • Once people have land title improvements in efficiency/productivity flow on. 	<ul style="list-style-type: none"> • Rice milling no attention on this issue. Post harvest lacking. • Increase output as a result of increased production not efficiency. • Food security is from more land under production not increased productivity. • Risky to grow second crop due to lack of water. • Water is major limiting factor for second crop. • Water and soil management is limiting rice production. • Diversification limited by soil type in rice-based rain fed farming systems in low lands. • Chemical fertilizer has negative impact on flavour. Perceptions. • Affordable credit is too high for rice farmers to make payments. • Farmers are locked in as price takers at point of sale. • Due to a lack of market structure not achieving maximum benefits. • High levels of land disputes are counter productive. • Growing fish in rice fields requires more knowledge and technology. Lack of knowledge is limiting production. • Limited extension services leads to lower productivity.


L.2.4 Working Group 3

Positive Lessons	Negative Lessons
<ul style="list-style-type: none"> • Be open to ideas other than your own • Need to have synergy between different projects (e.g. Donor working groups, common extension messages – organic, non-organic) • Tremendous Impact from Farmer Field Schools – high increases in yields, not only IPM but the real impact is in training and knowledge. • Linkages between downstream actors such as processors and farmers also for backward linkages for byproducts. • Promotion of milling associations • Recovery rate of milled rice from the JICA Open Paddy Market is higher because of the higher quality grain. • Already have the knowledge about production and processing and are able to improve the situation in Cambodia • Diversification out of rice in marginal areas into more suitable crops • Empowerment approach (e.g. Lutheran World Federation). Farmer Field Schools is one approach. Need vertical linkages with other agencies in order to access benefits as well as traditional knowledge to cope with Challenges • SRI – System of rice intensification • Organic Rice e.g. the GTZ project which includes the development of markets and farmer organizations. • Promotion of agricultural crops such as Palm and Rubber by the AFD has been a successful model. The project includes certification of products for export. • International Certification by some companies • Extension network from the local to the central level using Agroecological Analysis (AEA) to assist the community in Commune Development Plans (CDP) • Technology is available in order to improve production • About to pass the seed law to protect Intellectual Property Rights in Seed • Introduction of CAR varieties has improved production • Need the market in order to sell. Therefore need to identify the demand for products as well as have market information • Technology adaptation, e.g. threshing machine, has been successful in Cambodia, however, there is still a lot of technology in neighboring countries which have not been adopted • Small scale irrigation, composting, crop diversification 	<ul style="list-style-type: none"> • Farmer Field Schools have not worked in some situations – inappropriate training, methodology, relevant curricula, some countries such as Indonesia and Cambodia • High level of moisture and contamination in grains is not considered by the farmer or trader • Difficult to meet quality standards • Already have the knowledge about production and processing and are able to improve the situation in Cambodia but don't currently apply them. • Unable to access inputs and knowledge to make rice based farming systems work • SRI – System of Rice Intensification • Lack of quality certification for international markets • Difficult to process and find the international market • Poor coordination between different programs doing extension (e.g. Government and NGOs, Projects) • While technology is available to improve production there is still difficulties in working out how to move from self-sufficiency to marketing and there is a lack of linkage between Research and Extension and the marketing and profit motive. • Fish farming in an integrated system – very difficult to provide security against theft of fish. • Groundwater resources are not efficiently managed

L.2.5 Working Group 4

Positive Lessons	Negative Lessons
<ul style="list-style-type: none">• High yielding varieties• Integrated farming systems• Extension of agricultural techniques• Irrigation system in some places• Support from government in agriculture	<ul style="list-style-type: none">• Rice monoculture• Limited product processing• No marketing strategy• Lack of irrigation system• Not enough farmer groups


L.3 Session 2: SWOT Analysis of the Potential of Rice Based Farming Systems
L.3.1 Overview Presentation



**Session 2:
Strengths, Weaknesses,
Opportunities, and Constraints
(SWOT) analysis of the potential
of rice-based farming systems**

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SWOT Analysis – What Is It?

- Tool to outline clearly what the Strengths, Weaknesses, Opportunities and Threats are to Rice Based Farming Systems in Cambodia
 - Strengths and Weaknesses are Internal
 - Opportunities and Threats are External
- Specified in terms of Natural (i.e. agro-ecological, marketing, and processing), Institutional and Human Resources

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Example SWOT

Strengths: <ul style="list-style-type: none"> –Only lack of water 4 months –Lot of land available for rice –85% of people plant rice as tradition and familiarity with rice production –Surplus of paddy for sale 	Weaknesses: <ul style="list-style-type: none"> –Lack of domestic markets for surplus paddy –All value addition goes outside the country
Opportunities: <ul style="list-style-type: none"> –Huge opportunity to increase value added in domestic market 	Threats: <ul style="list-style-type: none"> –Natural calamity

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SWOT Analysis - Strengths

● Strengths:

- What do Rice based Farming Systems in Cambodia do well in?
- What unique resources can Rice based Farming Systems in Cambodia draw on?
- What do others see as the strengths of Rice based Farming Systems in Cambodia?

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SWOT Analysis - Weaknesses

● Weaknesses:

- What could Rice based Farming Systems in Cambodia improve?
- Where do Rice based Farming Systems in Cambodia have fewer resources than other countries?
- What are other countries likely to see as weaknesses?

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SWOT Analysis - Opportunities

● Opportunities:

- What good opportunities are open to Rice based Farming Systems in Cambodia?
- What trends could Rice based Farming Systems in Cambodia take advantage of?
- How can you turn the strengths into opportunities?

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SWOT Analysis - Threats

● Threats:

- What trends could harm Rice based Farming Systems in Cambodia ?
- What is the competition doing?
- What threats do the weaknesses expose Rice based Farming Systems in Cambodia to?

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SWOT Analysis

Strengths:	Weaknesses:
Opportunities:	Threats:

L.3.2 Working Group 1

<p>Strengths:</p> <ul style="list-style-type: none"> • High degree of land availability. • Good rice varieties available for diverse agro-ecosystems. • Rice growing is familiar to the culture • RGC's policy on water management is strong. • Stable community and labour supply. • CARDI is a national asset • Farming practices are well adapted to the natural conditions. • Good organisation structure of agricultural technique. • Availability of high quality seeds. • There is a trend towards diversification. • There is a rich variety of traditional seed. • Less environmental damage to the land than other countries. • There are vast areas of cultivated land available for rice production. • The extension services are being improved 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • Irrigation is limited. • Farmers still use rice grains as seeds. • Farmers use incorrect farming techniques such as soil management. • Extension service is limited. • Poor knowledge of post harvest technology. • Farming methods are unmechanised. • No linkages between producers, traders and consumers. • Small land size. • High cost of inputs. • Low return on investment for agricultural products. • Low rice storage capacity for farmers. • No seed policy/law.
<p>Opportunities:</p> <ul style="list-style-type: none"> • There is a growing market demand for rice, vegetables, fish and fruit • Growing availability of good technologies. • Contract farming for agricultural products. • No taxes for agricultural inputs/materials. • There is an increased demand for processed food. 	<p>Threats:</p> <ul style="list-style-type: none"> • Drought and flood • Pests/Insects. • Smuggling • Land grabbing • Deforestation, soil erosion and a lack of water. • Destructive fishing means become more prevalent.

L.3.3 Working Group 2

<p>Strengths:</p> <ul style="list-style-type: none"> • Good selection of varieties of rice that match the variable agro ecosystems across Cambodia. • Rice farmers are familiar with growing rice. Traditional rice production is well adapted to Cambodian conditions. • Grow tradition methods of rice well. Traditional skills are strong. • Stable communities. Little urban migration. Stable workforce. • Clear water policy for irrigation in Cambodia. • CARDI is an asset. 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • Rice production produce low family income. Rice farmers cannot live on rice production alone. • Limited irrigation system. • Agriculture inputs too expensive. • Credit is expensive. • Lack of agriculture investment. • Tillage (limited draught, tractors) • Extension is under resourced. Success too closely linked to donor funding. • Cost of labour on the farm is increasing. • Other countries see quality of Cambodian Rice products as low. • Formal and inform export costs are high.
<p>Opportunities:</p> <p>s for high quality products (aromatic organic)</p> <p>unities for best management to increase yields.</p> <p>e milling to value add.</p> <p>ucts for intensive production.</p> <p>ce/ fish culture.</p> <p>e storage of rice products to remove price fluctuations (decrease) at harvest.</p>	<p>Threats:</p> <p>n migration</p> <p>climate-rainfall.</p> <p>water management of river systems in the region.</p> <p>aknesses are addressed then unable to compete</p> <p>.</p>


L.3.4 Working Group 3

<p>Strengths:</p> <ul style="list-style-type: none"> • Good, high quality seeds and technology available but limited • Land and water available in some areas • Good market for paddy – free market economy enabling ease of transaction • 85% of farmers growing rice based farming systems (rice, vegetables, fish, livestock) • Good extension and research support available • High entrepreneurial ability amongst millers and traders for domestic market • Biodiversity in rice and other crops – e.g. 3000 varieties of rice in Cambodia. • Entrepreneurial milling companies with contract growing • Traditional methods of production and traditional knowledge about rice production • Good agroecological conditions for rice based farming systems. 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • Limited irrigation and water management • Limited extension services and research (also lack of coordination between different agencies, lack of incentives and staffing issues – staff get promoted and only the ones with limited knowledge stay at the local level). • Poor soil and agroecological conditions, degradation of soils • Small farm size • Lack of land title • Lack of access to information • Poor access to inputs (including credit and fertilizer etc.) • Poor investment in rice production • Lack of markets and access to markets • Poor post harvest and quality issues for rice based farming systems • Technology not appropriate, adoption of technology limited (many reasons for this). • Labor shortage due to rural migration • Lack of leadership at village level to facilitate development of farmer associations for marketing purposes. • Lack of bargaining power due to historical situation in the country and lack of business networks. • Unsustainable use of chemicals (pesticides, fertilizer)
<p>Opportunities:</p> <ul style="list-style-type: none"> • Good potential for rice based farming system commodities in domestic and export markets • Intensification • Good opportunity for additional external support from donors, NGOs and private sector investment with policy statements like PRSP, Rectangular strategy etc. If have clear guidelines and policy plans along with government commitment and political stability • Accessing external technology to improve farming systems • Access to WTO, AFTA to gain access to markets • Tourism increasing demand for products from rice based farming systems • Niche markets for organic products etc, based on genetic diversity 	<p>Threats:</p> <ul style="list-style-type: none"> • Weak governance and law enforcement • Imports of products from other countries • Economic concessions reducing amount of land available for rice based farming systems • Land conflicts • High cost of fuel • Industrial growth and rural migration to urban areas reduces the pool of labor • Unsustainable farming systems as a result of inappropriate technology, practices. For example, blanket recommendations e.g. SRI, Organic, IPM, FFS not appropriate in all situations • Disease pandemics (HAPI, HIV/AIDS) effects on commodities and pool of labor • Climate change • Droughts and floods

L.3.5 Working Group 4

Strengths: <ul style="list-style-type: none"> • Large areas of farming land • Suitable ecosystems (lakes, rivers, fertile soils) • Good Climate • Free market • Most people are farmers 	Weaknesses: <ul style="list-style-type: none"> • Small areas of cultivatable land • Limited research not meeting free market demand • Limited irrigation system • Lack of human resources • Limited transferring of technology to farmers • Factors of production such as inputs are limited and not modern
Opportunities: <ul style="list-style-type: none"> • Support from outsiders and the government to provide techniques and budget • There is a large labor force for agriculture • There is an agricultural research institute 	Threats: <ul style="list-style-type: none"> • Natural calamities • Limited quality of products • Lack of processing techniques • Low understanding of farmers • Limited market information system • Lack of extension service


L.4 Session 3: Alternative Strategic Options for Program Formulation
L.4.1 Overview Presentation



**Session 3:
Alternative Strategic Options
for program formulation**

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Development of Strategic Options

- **QUESTION:** What type of rice based farming system should Cambodia develop?
 - Extreme Options
 - Fully commercialized rice based farming system
 - Fully self sufficient in rice versus food security (i.e. produce all what you need versus ability to access food)

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Development of Strategic Options

- **QUESTION:** What of type people should the project work with?
 - Extreme Options
 - Very poor households only or very rich households only?
 - Only males or only females?
 - Only farmers or all stakeholders along the chain (input traders, farmers, output traders, processors, wholesalers, retailers)
 - Only farmers or only business entrepreneurs

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Development of Strategic Options

- **QUESTION: What type of provinces should the project work with?**
 - Extreme Options
 - Only high surplus production provinces and those good in rice production or only those provinces with high deficits and very poor in production
 - Only provinces with well functioning value chains or only provinces with very weak or non-existent value chains

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Development of Strategic Options

- **QUESTION: Do we do more of the same or something different?**
 - Extreme Options
 - Replicate AQIP, CARDI, CAAEP
 - Completely ignore all prior AusAID work and try something radically different

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L.4.2 Working Group 1

What type of system should be developed?	<ul style="list-style-type: none"> • There are different levels (steps) in the commercialization process. The bottom rung farmers are those that are in subsistence farming and have a deficit of rice production. The second step higher is those farmers who might be in deficit but are ready to take the step up towards commercial activities. The example of IDE's program is that you should not work with those farmers at the lowest level as they don't have the capabilities to move higher up the commercialization scale, you should be working with farmers who do have that capability. • The problem with AQIP is that it encountered difficulties because of the confusion between commercial objectives and social objectives. • There needs to be a balance between poverty reduction and sustainability (The IDE strategy) – targeted farmers need to have a minimum of assets and resources as the basis on which to build and move up. • Component 2 of the AusAID program (the NGO part) should focus on those farmers at the bottom of the steps. • As such, the rice based farming system component should be more commercial oriented and business oriented. • The business orientation does not necessarily imply a neglect of poverty – the poor could benefit in terms of more access to markets and employment creation. Need to have the two approaches (poor orientated and business orientated) in the same place and time.
What type of people should be targeted?	<ul style="list-style-type: none"> • Need to work with all stakeholders along the chain, not only with farmers but also with entrepreneurs, businesses and public service providers • Need to work with both men and women • Work with people who give the best impact (whether men or women) • Target medium – non poor households and small scale households. Need to target the middle of the distribution, on both sides of the average household.
What type of provinces should be chosen?	<ul style="list-style-type: none"> • Need to consider those provinces at the middle of the deficit-surplus scale and target provinces on both sides – to move them up to a higher level of surplus. • Need to also consider the deficit households, but in the main work with those people near the center of the distribution who could be moved to a positive surplus for sale or a greater surplus for sale
More of the same or something different?	<ul style="list-style-type: none"> • Some of the more useful approaches should be replicated and applied

L.4.3 Working Group 2

What type of rice based farming system should Cambodia develop?	<p>Goal is poverty reduction</p> <ul style="list-style-type: none"> • The RBFS should focus on providing income earning activities for the household. These opportunities should be private sector led. • This may be through diversification into other crops or by stabilizing rice production thereby allowing off farm income to be sourced. • Infrastructure is weak so this should be improved in the farming system • NGOs hesitate to adopt a commercial approach so Ausaid may have a better fit with a more commercial approach with NGO's working with a non-commercial approach. • Enter lowest point where will get return
What type of people?	<ul style="list-style-type: none"> • Work with the family. Participation should be equal between males and females–Gender neutral participation
What type of provinces should the project work with?	<ul style="list-style-type: none"> • Focus more on specific areas with potential for irrigation • Selection based on potential to develop and potential to diversify on larger scale with markets near by. • Identify areas, where producing for a market. • Province around PP – reaching self-sufficiency. • In a surplus province it is incorrect to assume all farmers are in surplus. There are still self-sufficient farmers in these provinces and they should not be forgotten.

More of the same or something different?	<ul style="list-style-type: none"> Too many Ausaid members in-group to provide an unbiased view.
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L.4.4 Working Group 3


What type of system should be developed?	<p>The project should develop both a commercialized system as well as one which focuses on food security. Within the commercialized system there needs to be the targeting of specific market opportunities and other niche markets. However must also ensure food security since 85-90 percent of farming households produce for subsistence needs. This would involve productivity increases at the farm level. Should poor rice growing areas also be targeting vegetable production?</p> <p>Different agro-ecological areas need different solutions/models. Therefore should have appropriate targeting and not a one model fits all strategy.</p> <p>Questions to ask: is self-sufficiency is a prerequisite for commercialization? Will rice growing make farmers rich – or will they have to diversify?</p> <p>Need to support farmers to market production as well as improve their traditional production practices. Need to use technology to create opportunities for diversification. The project cannot support radical change in farming systems, but needs to give farmers choices, and empowerment to make the “right” choice.</p>
What type of people should be targeted?	<p>All stakeholders in a particular market need to be targeted. Need to target both poor farmers with insufficient land and animals as well as rich farmers. Must find methodologies that support both rich and poor in the improvement of market and commercial opportunities as well as increasing basic farm productivity and incomes.</p> <p>The question is that along the chain of input suppliers, traders, millers, wholesale and retailers and processors how to create the value along the chain. Should the project target only progressive or traditional farmers?</p>
What type of provinces should be chosen?	<p>Need to choose provinces with the potential to increase household income. Need to choose provinces with the potential for success, but also need to choose provinces at the higher end as well as the lower end of the “potential” scale. Also need to choose provinces with the potential to meet market demand – both domestic and external markets. Also need to ensure that the provinces selected meet basic agroecological criteria such as the capability for rice based farming systems (need water and irrigation) as well as those provinces with the potential for supplementary irrigation.</p>
More of the same or something different?	<p>Should not replicate past AusAID projects but take the lessons learnt and the achievements from them. Need to explore more on how to work with poor farmers. Value adding and poor farmers is not incompatible – e.g. noodle making at the village level is a value added activity..</p> <p>Diversification should include small business but also need to give them access to credit, training, etc.</p>

L.4.5 Working Group 4

What type of system should be developed?	Fully commercialized rice based farming system
What type of people should be targeted?	Only farmers or all stakeholders along the chain (do not exclude the farmers)
What type of provinces should be chosen?	Work with provinces that have a production potential and have a functioning value chain
More of the same or something different?	

L.5 Session 4: Priorities for Program Formulation


L.5.1 Overview Presentation



**Session 4:
Priorities for program formulation**

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Prioritized List of Goals and Strategic Areas

• Example

List of Goals	Strategic Areas	Priority Rank
<ul style="list-style-type: none"> Improve Production Security/Stability and Yields 	<ul style="list-style-type: none"> Small scale irrigation development Improved access to inputs (seed, fertilizer, chemicals) 	1

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Strategy and Interventions

• Example

Goal: Improve Production Security/Stability and Yields

Strategic Area	Small scale irrigation development
Narrative / Description	<ul style="list-style-type: none"> To reduce reliance on rainfed agriculture To improve yields To improve sustainability and stability of rice based system
Intervention	<ul style="list-style-type: none"> Development and training of WUG Provision of pumps to village

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L.5.2 Working Group 1

List of Goals	Strategic Areas	Rank
Increase Rice Yields	Rice seeds of good quality: <ul style="list-style-type: none"> • Dry Season • Wet aromatic. Quality fertilizer and safe pesticide Plant nutrient and protection management. Irrigation	1
Improve Quality	Good seed Post harvest: Harvest + threshing + storage+ milling+ transport + grading + packaging + marketing Incentives for farmers to improve quality. A quality standards system in place.	2
Increase diversification	Farmers skills Irrigation Market information Processing (eg vegetables) Make research market orientated.	3
Increase the number of integrated farming systems	Demonstrations Credit Technical and training extension	4

Goal: Improve Rice Quality	
Strategic Area	Post Harvest technology
Narrative/Description	To timely harvest and to properly thresh. To get the correct moisture and to improve milling recovery. To reduce the number of cracked grain. To reduce storage losses by improving storage technology. Proper packaging and grading.
Intervention	Training farmers and millers and TOT Study tours Investment in Improved Equipment and Warehouses. Promotional activities.

L.5.3 Working Group 2

List of Goals	Strategic Areas	Rank
Improving Income Earning Opportunities for Farmers Through Rice Production.	<p>On Farm Production System</p> <ul style="list-style-type: none"> • Research and Development • Technologies • Extension <p>These may have a national Government approach</p> <p>Local Infrastructure</p> <ul style="list-style-type: none"> • Irrigation • Transport • Storage <p>These may have a local focus with Private sector involvement.</p> <p>Value Chain/Agribusiness</p> <ul style="list-style-type: none"> • Processing • Trading <p>Local focus in conjunction with private sector. Note: Must ensure benefits return back to the farmer.</p> <p>Regulation and Monitoring</p> <ul style="list-style-type: none"> • Quality Assurance <p>This should have a national focus.</p> <p>There should be Government Incentives made to the private sector.</p>	
Stabilize Rice Production on Small Farms <1ha. This is not considered yield enhancement.	<p>This system is based on a Geographical Area.</p> <p>The purpose is to release labour for off farm employment or release labour for diversification within the farming system eg fish, small livestock, cottage industry.</p> <p>On Farm Production system</p> <ul style="list-style-type: none"> • Improve mechanisation of tillage and harvesting. • Use of pre-emergent herbicides. <p>Off Farm</p> <ul style="list-style-type: none"> • Contracts made with millers. Millers to supply inputs • Deliver to competitive buyers at open rice markets. • Farmer cooperative drying and storage/cooperative marketing. 	
Improve Income Earning Opportunities for Farmers through Diversification	Similar strategic areas addressed in first option however increased income is not through rice but through diversification into products such as fish, small livestock, fruit and vegetables.	

Goal: Stabilize Rice Production on Small Farms <1ha.	
Strategic Area	Rice agronomy. Adopting a model similar to the Thai rain-fed Lowland model.
Narrative/Description	<p>To stabilise yields against climatic and market fluctuations</p> <p>To release able bodied farm labourers for cash earning income hence leading to food security.</p> <p>Stabilize land tenure</p>
Intervention	<p>Introduce mechanisation for timely preparation of land tillage prior to planting rains.</p> <p>Stabilize production through supplementary Irrigation.</p> <p>Introduce quality seed</p> <p>Introduce safe storage after drying to correct moisture content.</p> <p>Introduce collective marketing to increase selling power and selling options for farmer.</p>

Goal: Improving Income Earning Opportunities for Farmers Through Rice Production.	
Strategic Area	Target both on farm production systems and post farm marketing and value

	chains.
Narrative/Description	To increase yields of rice through mechanisation and increased inputs to generate money for food security. Also addressing the value chain for rice production and to increase the marketing power of farmers through collectivization and storage of rice.
Intervention	On Farm: Invest in irrigation infrastructure, roads and rice storage facilities for smallholder farmers. Off Farm: Focus on relationships with “middle man” in marketing rice. Forward contracts established with millers. Correct bulk storage of rice to enable flexibility at point of selling (was mentioned due to high interest rates rice is unable to be stored)

L.5.4 Working Group 3

List of Goals	Strategic Areas	Priority Rank
Improve Rice Productivity and Intensify Rice Production by Reducing Risks and Increasing Yield	<ul style="list-style-type: none"> Diversification of Agricultural Research and Extension <ul style="list-style-type: none"> Farmer Participation in Farmer Field Schools Improvements in Research and Extension Services Strengthening Farmer Associations Small scale irrigation and water management Improve access to inputs such as seed, fertilizer and pesticides (chemical and biological) and credit. 	1
Diversification of Rice based farming systems and Improved Access to Markets	<ul style="list-style-type: none"> Market Development and Support <ul style="list-style-type: none"> Market Information Contract Farming Improve Participation and Knowledge through Farmer Field Schools <ul style="list-style-type: none"> Homestead food and nutrition Improve production quality Small Scale Infrastructure – Farm to market roads 	
Improve Quality and Post Harvest	Improvement of small scale agroindustry and food processing for rice and diversified crops Quality improvement, quality control and certification (e.g. stored grain quality and milling quality) Development of new value added products Post harvest management	


Goal: Improve Rice Productivity and Intensify Rice Production by Reducing Risks and Increasing Yield	
Strategic Area	Small-scale irrigation and water management
Narrative / Description	To reduce reliance on rainfed agriculture To improve yields To improve sustainability and stability of rice based farming systems
Intervention	Hydrology study / water quality research Credit for production inputs Improve function of research and extension training on water management Policy and regulations

L.5.5 Working Group 4

List of Goals	Strategic Areas	Priority Rank
Improve quality of agriculture produce to meet market demand	<ul style="list-style-type: none"> Establish an Agricultural Development Community (ADC) Improve the quality of agricultural products Improve the capacity of agricultural extension workers and farmers 	1
Increase agricultural productivity	<ul style="list-style-type: none"> Increase rice productivity Crop diversification 	3
Increase capacity and skills of farmers		2

Goal: Improve quality of agriculture produce to meet market demand	
Strategic Area	<ul style="list-style-type: none"> Establish an Agricultural Development Community (ADC) Improve the quality of agricultural products Improve the capacity of agricultural extension workers and farmers
Narrative / Description	<ul style="list-style-type: none"> To establish an agricultural development community To extend market information on demand conditions To select high yielding varieties meeting the markets requirements and standards being appropriate to various agro-ecological zones To conduct technical training To clearly define production growing zones To build up good relations with stakeholders
Intervention	<ul style="list-style-type: none"> Development and training of ADC Budgetary support


L.6 Concluding Remarks



Concluding Session

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Summary of Workshop

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Concluding Remarks -1

- From Rice Surplus to Value Added
- Act along all the value chain, including farmers and other stakeholders
- To identify and respond to growing market opportunities while ensuring food security
- Will require more diversification at the production level (not only rice), and post-production level (postharvest, processing, marketing, exports)

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Concluding Remarks - 2

- Improve quality of agricultural produce and products
- Improve productivity at the farm level (through more effective extension and research, development of irrigation systems and water management system)
- Link smallholder farmers to each other (groups, associations) and to enterprises and business (eg. Contracts) while ensuring benefits to the poor

