

Participatory Impact Pathway Analysis (PIPA)

Regional Workshop Report

Rice Postharvest Management in Vietnam

24th-25th July 2009

Nha Trang City, Khanh Hoa Province, Vietnam

ADB RETA No. 6489

Bringing about a Sustainable Agronomic Revolution in Rice Production in Asia by Reducing Preventable Pre- and Postharvest Losses



Figure 1: Workshop Participants

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Funded by Asian Development Bank and Swiss Agency for Development and Cooperation

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1. Background

Postharvest losses in the Vietnam as in other Southeast Asian countries are typically 15–20% in weight loss. When quality is factored in, it can result in a 10–30% loss of value in the market. From 2005 to 2008, the Asian Development Bank (ADB) / Japan Fund for Poverty Reduction (JFPR) 9036 project “*Improving Poor Farmers’ Livelihood through Improved Rice Postharvest Management*” began pilot testing improved postharvest technologies in four villages in Viet Nam and eight villages in Cambodia. Results from this project and also from the Swiss Agency for Development and Cooperation (SDC)-funded Postproduction Work Group of the Irrigated Rice Research Consortium (IRRC) with activities in Indonesia, Lao PDR, and Myanmar demonstrated that losses can be significantly reduced and income from rice harvests increased if farmers and processors are enabled to use improved postharvest management options and technologies like mechanized harvesters, paddy dryers, hermetic storage systems and improved milling practices. Additional benefits can come from the use of up-to date market information. Both projects included private sector stakeholders as implementing partners in project activities. This was successful on a pilot basis in Cambodia but not yet sufficient for a wider adoption. Farmers and millers in the project villages have now realized the benefits of the improved postharvest management and are increasingly asking for more assistance in sourcing the technologies that they find beneficial (especially hermetic storage and drying systems).

Rationale

The International Rice Research Institutes (IRRI) new ADB funded postharvest initiative has the objective to scale out these postharvest innovations, which have been piloted in the limited number of villages, to a large number of farmers. The objective is to reach a minimum of 300,000 households in three countries (Cambodia, Philippines and Viet Nam) after five years. This will require an increased focus of project activities on strengthening agricultural and industrial extension provided by both public- and private-sector stakeholders. It will also need better linkages to support service providers for financing for investment and operating capital and for marketing. A major component will be the development of business models for farmers and postharvest practitioners (see Appendix 1).

In order to facilitate the dissemination of the proven technologies listed above, the project will strengthen country postharvest innovation systems by facilitating in-country Learning Alliances. These Learning Alliances can be understood as the platforms for working with established national partners from the public research and extension systems and for embracing new partners, especially from the private sector and Non Government Organizations (NGOs). The Learning Alliances will seek to widen stakeholders’ choice of technologies and business models, foster adaptation and innovation and, through regular reflection, lead to better understanding of what works where and why. Regular cycles of experimentation, reflection and adaptation is expected to promote interaction and learning among members. The Learning Alliances are expected to (1) increase diversity of options (through prototyping and experimentation), (2) increase interaction among stakeholders (through regular group reflection), and (3) improve stakeholders’ ability to identify and choose what works (through research). We expect that they will provide more flexible and more participatory means for project management and the possibility to accommodate new partners.

As a result of the national PIPA-LA workshop in Vung Tau, Vietnam, in 26th-28th May 2009, the representatives suggested that the PIPA-LA methodology should be applied and implemented on a sub regional level. Participants from the provinces should be invited and ensure that the specific needs of the region will be addressed during the project implementation. The responsibility was divided among five institutions with Nong Lam University being the coordinating lead institute for overall Vietnam.

Objectives

The overall workshop objective is to provide the input for the development of the region specific sub-projects for VietNam, including identification of key stakeholders in the region, identification of the project's impact pathways, and to form the Learning Alliance in the region as a step to merge with the National Learning Alliance.

The specific objectives of the sub-workshops are exactly like those of VungTau workshops, except that they are confined to the regional level (consisting of 7- 10 Provinces) so that they can be more regionally specific

- Clarify project objectives, its planning logic and guiding principles in the Viet Nam regions
- Identify key stakeholders, their roles and foster ownership of the project amongst different stakeholders on the regional and provincial level.
- Identify the project's impact pathways (i.e. project strategies to bring about specified changes) and document inputs to develop an impact evaluation plan for the regional and provincial level.
- Clarify the Learning Alliance concept and reach agreement on the next steps to launch one in Viet Nam as a multi-stakeholder platform and support mechanism for the project planning, steering, monitoring and evaluation (M&E) and capturing the learning.

With the addition of

- Capacity building and training of partners in Vietnam in participatory methodologies and facilitation skills.

Workshop deliverables

- Network maps showing who is working with whom in the region (useful for planning and monitoring sector level integration)
- Project vision for five years
- Description for the project short-term expected changes resulting from project activities, and longer-term contribution to developmental impact in Viet Nam in so-called logic models
- Identification of likely members of the Viet Nam Regional (*East South and South Central regions*) Postharvest Learning Alliance
- Identification of draft list of topics for investigation by the Learning Alliance, the inquiry/ experimentation needed and initial allocation of responsibilities (this would be firmed up after the workshop)
- National Learning Alliance consisting of key stakeholders from private and public sectors (to be finalized in follow up activities after the workshop)

Schedule of sub-regional workshop series

The workshop in Nha Trang was scheduled to be for one and half day, part of a series of total five regional workshops in Vietnam (see Appendix 2) and also Appendix 3 for detailed program.

2. The PIPA process

A major component of the workshop is a Participatory Impact Pathways Analysis (PIPA) which follows the road map shown in Figure 1. Guided along certain questions a group of project participants and stakeholders describe what they think is going to happen in their project and beyond. This is done by looking at two things: 1) the main problem the project tries to solve and asking why this problem exists, and 2) the stakeholders, their relationships and influences. These are all in the context of the region.

Project impact pathways specify who needs to change for the project to achieve its vision and what the project has done/needs to do, to achieve those changes. The changes are quantified as far as possible as a way of predicting actual and future project impacts as well as providing the basis for an evaluation plan. Through the PIPA process key leverage points will be identify for achieving these changes as a basis for the activities of the Learning Alliance. All this will be captured in a so-called outcomes logic model.

Participation

The 32 participants in the workshop (see Appendix 4 and worksheet participants in *VTN_5_WS_Workbook_NhaTrang-ENG.xls*) were staff from government agencies (# 10), extension (# 7), and researchers working on postharvest (# 6), as well as representatives from the private sector (# 2), manufacturers (# 2), farmer collectives' representatives (# 5), and none from non-government organizations. Dr. Bui Ngoc Hung and Mr. Nguyen Van Xuan facilitated the workshop in Nha Trang supported by Dr. Phan Hieu Hien, expert consultant, and the translator Ms. Truong Thuc Tuyen. The regional facilitation team (2) Tonya Schuetz, Impact Specialist, and Rica Flor, IRRC Anthropologist in the project prepared the workshop concept, directed and backstopped the facilitation of the sub-regional workshop series.

Figure 1 shows the workshop participants.

The roadmap followed throughout the workshop is presented in Figure 3.

Note on additional documentation:

*This report contains a synthesis of all the group results and some examples from individual groups. The individual group outputs are captured in a separate Excel document referred to as *VTN_5_WS_Workbook_NhaTrang-ENG.xls*. See this workbook for the problem trees of the other groups and other group work outcomes (Figure 2).*

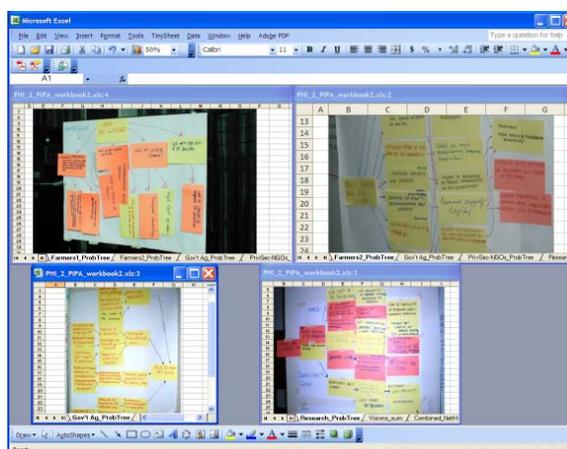


Figure 2: Excel workbook containing problem trees and other group work output

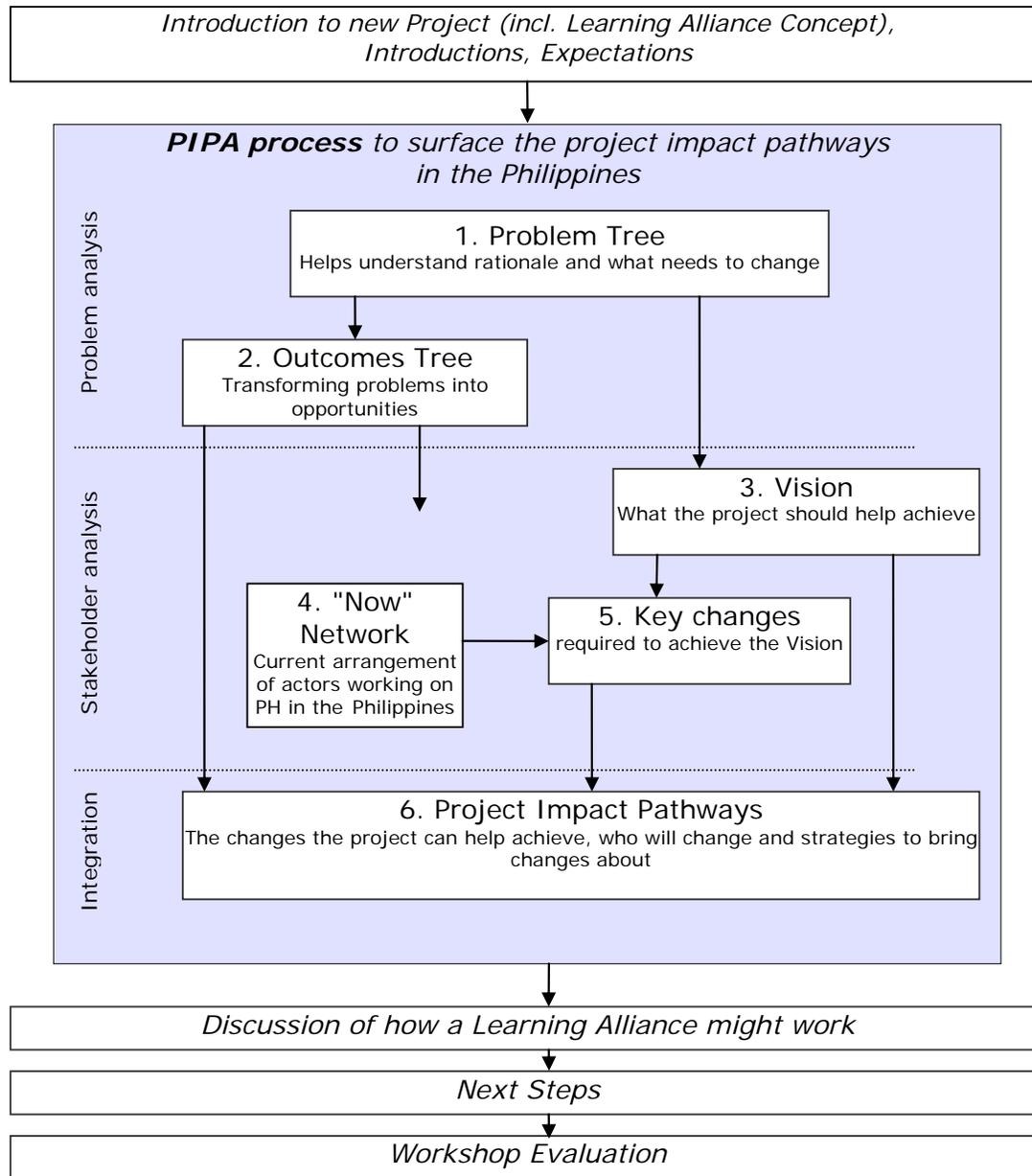


Figure 3: Workshop Road Map

Workshop language

English was the working language for the conceptualization and preparation. All preparatory documents and the presentations were translated into Vietnamese, which was also the main language of the workshops. Questions asked by participants were translated for the PIPA-LA experts to ensure that the answers are in line with the concept and methodology. As soon as possible (to ensure not to disrupt the process) the content of the group work was translated into English for the workshop responsible to ensure understanding and necessary action with regards to the exercise results produced.

3. The workshop

Day 1: Status of postharvest, beginning impact pathways for new project

The workshop was opened by Mr. Truong Huu Lan, Head of Agency of Agriculture and Rural Development, Khanh Hoa Province and Dr. Trinh Truong Giang, Rector of Nong Lam University HCMC. The NLU expert, Dr. Phan Hieu Hien gave an overview of the postharvest situation in Vietnam. Participants who are Vice Directors of DARD Tay Ninh, Phu Yen, and Vung Tau Provinces then presented the region-specific situation. A background of the IRRI postharvest activities and the new ADB-funded postharvest project ADB RETA No. 6489 “*Bringing about a Sustainable Agronomic Revolution in Rice Production in Asia by Reducing Preventable Pre- and Postharvest Losses*”, was also presented. All presentations and workshop documentation were handed out to participants on a folder. Copies of all documentation, presentations and photos of participants were distributed to all participants by mail post.

Before lunch participants were introduced to the PIPA process and the Learning Alliance concept, and they were assigned to four groups according to sectors as shown in Table 1.

Table 1: Group composition

Group/ Count	Group/ Count
1 Farmers and Private Sector	2 Researchers
1 Phan Văn Thuần	1 Nguyễn Lê Hưng
2 Nguyễn Thị Hồng Ngọc	2 Đặng Hữu Dũng
3 Trần Châu Việt	3 Trịnh Trường Giang
4 Nguyễn Văn Lành	4 Nguyễn Văn Hùng
5 Lương Công Văn	5 Lê Thị Diệp Thảo
6 Nguyễn Trường Sanh	6 Đỗ Thị Yến
7 Phan Ngọc Ấn	
3 Government Agencies 1	4 Government Agencies 2
1 Nguyễn Văn Quân	1 Võ Hiệp Hưng
2 Nguyễn Như Thức	2 Lê Công Thọ
3 Lê Viết Cường	3 Phạm Thị Chín
4 Võ Công Hậu	4 Nguyễn Ngọc Hưng
5 Tô Hữu Lộc	5 Đỗ Văn Mao
6 Phan Tấn Trung	6 Lê Tiến Dũng
7 Kiều Tấn Đạt	7 Võ Đình Khánh
8 Trương Hữu Lan	
9 Phan Minh Báo	

The process of developing impact pathways for reducing postharvest losses in the region followed the roadmap shown in Figure 3. The first step was to construct a **problem tree** (see Figure 4) identifying the main causes of high postharvest loss in the region by asking ‘why’ this problem is happening. By asking this question several times (between three to maximum five times) the main problem is broken down into smaller units. At the final stage participants derive at intervention points where the project can make a difference.



Figure 4 (left): The problem tree with identified opportunities for the project by the Government group 4.

Participants were introduced to the concept of problems being opportunities and how to convert a problem tree into an **outcomes tree** defining the positively changed behavior of an actor. With the focus on the positive, participants developed a vision of project success in reducing postharvest losses in five years time, in 2013. The last part of the morning session was for groups to come up with a common vision describing the future scenario along the questions below in Table 2.

Table 2: The vision example of Farmers & Private Sector Group:

What are the next users doing differently? How are men benefiting? How are women benefiting?	<i>Policy makers</i> (legislature): make suitable policies (laws, decrees); <i>Entrepreneurs</i> : reasonable payment, share profits with farmers; <i>Researchers, manufacturers</i> : bring about products, technologies, seeds suited for each region with reasonable prices; <i>Authorities</i> (executive): increase extensions, enable to change the inappropriate cultivation and storage practices <i>Banks, credit fund</i> : flexible credit system.
How are project outputs disseminating (scaling out)?	Increase time limit, quality of information broadcasted on mass media Conduct training courses, workshops towards farmers Support, encourage farmers to apply new technologies Find out fund resources for farmer households
What political support is nurturing this spread (scaling up)	Support buying equipment by subsidy, reducing interest, long-term loan Tax policy for entrepreneurs, cooperatives buying rice directly Provide appropriate land and land limit policies
What are the end users doing differently? How are they benefiting?	Reduce labour, increase income, higher rice price Enable to buy high tech equipments Be inspired Increase consumption and living standard

Below is a summary the visions that were presented back to participants while Table 2 gives the detailed vision of the Farmers Group 1. For the detailed version of each group’s vision see worksheet ‘Visions’ in the *VTN_5_WS_Workbook_NhaTrang-ENG.xls*.

Summary of visions of the groups

Research Group

- Researchers: develop PH machines such as combined harvester, dryers, storage silos and business model.
- Scaling out: AEC, prototypes and on-site workshops
- Political support: human resources (education, training extension staff), mechanism facilitation (bank credit, new model of cooperative)
- By 2013, better livelihoods and rice production technical level will be obtained while manual labour will be reduced.

Farmers Private Organizations Group

- Policy makers and local authorities pay more attention to farmers by making suitable policies and increasing extension activities. Researchers and manufacturers produce suited PH equipments with reasonable prices. Entrepreneurs share profits with farmers.
- Scaling out: Information dissemination to farmers by mass media and training workshops.
- Political support: suitable policies and actions such as tax incentives, increasing land limit, equipment subsidy, loan-interest supporting etc.
- Farmers are inspired and enable to buy PH equipments, thus their incomes & livelihoods increase.

Government Agencies Group 1

- Policy makers, researchers, manufacturers and banks make their own suitable actions in terms of policy promulgation, technology research, equipment manufacture and credits, respectively.
- Scaling out: focus on extension activities and the Learning Alliance
- Political support: loan, tax incentives; improving services.
- Farmers are encouraged to apply PH mechanisation. As a result, incomes & quality products increase.

Government Agencies Group 2

- Scientists produce appropriate equipments
- Scaling out: farm clubs, extension activities
- Political support: loan, tax incentives, deferred-payment via extension schemes.
- Farmers will put more investment to rice production. Their incomes and livelihoods will be better.

Network mapping

The topic of network concepts, network mapping and the possibility how to visualize networks were introduced to the participants. In their groups, participants were asked to develop their network maps to describe how organizations are currently linked together in the postharvest sector in the region (see Figure 5a and 5b). Participants drew maps with four relationships – funding flows; research links; scaling-out and scaling up; considering five stakeholder/actors categories (see Table 3).

Table 3: Different Stakeholder Categories

Actors	Examples	People and/or organizations ...
<i>First users</i>	Extensionists, Government agencies: Provincial DARD and AEC	... who directly use project outputs (technology, methods, knowledge)
<i>Final Users</i>	Farmers	... that ultimately benefit
<i>Politically-important Actors</i>	Government agencies: MARD, local authorities	... whose support is needed for project success
<i>Donor</i>	ADB	... who provide funding
<i>Project Implementer</i>	IRRI, NLU, Researchers	... who work on project activities

Scaling-out (adoption) is the spread of technology and knowledge from farmer to farmer, community to community, within the same stakeholder groups. Scaling-up is an institutional expansion, based largely on first-hand experience, word-of-mouth and positive feedback, from adopters and their grassroots organizations to policy makers, donors, development institutions, and the other key stakeholders to building a more enabling environment for the scaling-out process. In other words, scaling-up is the process by which policies and norms change in such a way that they support a scaling-out process. Participants also flagged actors whom they think to be extremely influential (with exclamation point) and those that they think may have a significantly negative attitude to the project (with lightning stroke), (see appendix 7).



Figure 5: The research group drawing their map of the postharvest network

In the next activity, participants identified the main network changes required to achieve their respective visions. They identified the actors whom they think should change with respect to their vision of success and the actors they brought out in the network maps. They identified the practice change needed for each actor and the change in knowledge, attitudes and skills needed for that specific actor to change in practice as in Figure 6.

HHOM 4. SU	Thay đổi kiến thức	Thay đổi thái độ
Phân tích tình hình thực tế để xác định những vấn đề cần giải quyết.	Phân tích các nhân tố ảnh hưởng tới sự thay đổi kiến thức.	Phân tích các nhân tố ảnh hưởng tới sự thay đổi thái độ.
Đề xuất các giải pháp khả thi.	Đề xuất các giải pháp khả thi.	Đề xuất các giải pháp khả thi.
Thực hiện các giải pháp.	Thực hiện các giải pháp.	Thực hiện các giải pháp.
Đánh giá kết quả.	Đánh giá kết quả.	Đánh giá kết quả.
Điều chỉnh các giải pháp.	Điều chỉnh các giải pháp.	Điều chỉnh các giải pháp.
Đánh giá tổng thể.	Đánh giá tổng thể.	Đánh giá tổng thể.

Figure 6. Table of changes done by Government Group (group 4).

Participants were brought together in a plenary session in which each group was given time to present to the other groups the main points that have emerged from their problem tree, vision, network map and changes required to achieve their vision of project success.

The first day closed with participants coming together for a go-around for each to briefly express what was important to them in the entire day (see Appendix 10).

Day 2, morning: Outcome Logic Models and Learning Alliance

The morning started with an exercise that introduces the outcome logic models. The groups formed small circles. With each participant’s hands randomly holding another participants’, the groups will have formed a knot which they then untied. The first group to untie themselves back into a circle wins. This exercise allowed participants to see which person/actor needed to change or move, then decide what effective strategy they will use so that they can untie themselves first.

From their work the previous day on changes needed to achieve their vision of success, participants generated an **outcome logic model**, in which each row describes an impact pathway as seen in the template in table 3. The outcomes logic model synthesizes the information from the Vision, Network Maps actors, and project entry points from the problem-opportunities tree. It describes who needs to change, how that actor’s knowledge, attitude and skills (KAS) need to change, and what the project will do to make these changes happen, so that the project can achieve its vision.

Table 3: Template for outcomes logic model

Actor (or group of actors who are expected to change in the same way)	Change in practice	Change in Knowledge, Attitudes or Skills	What are/were the project's strategies for achieving these changes in KAS and practice?

Note: Each line in the table below contains an outcome hypothesis and impact hypothesis:
 1) That the strategy or strategies the project proposes will bring about the desired outcomes;
 2) That the outcomes, if realized, will contribute to livelihood impacts on the ultimate beneficiaries.
 The former are tested by the project's Monitoring & Evaluation, which is the project's responsibility. The latter will generally be tested by external ex-post impact assessment, either at or after the end of the project.

For the individual groups outcome logic models see spreadsheets in the Excel workbook (*VTN_5_WS_Workbook_NhaTrang-ENG.xls*).

The **impact pathways** generated by the groups were synthesized and presented by the regional facilitators. Participants then made comments and additions resulting in the Table 6 below.

Combined impact pathways to reduce postharvest loss in East South and South Central regions of Viet Nam. (Insert here thoroughly translated/verified OLM synthesized from all four groups
 Explanations: 1=farmers & private sector group, 2=researchers group, 3=government agencies 1, 4=government agencies 2.

Bolded = Project intervention, normal = project can help facilitate, *italics = beyond the scope of the project*,

Actor (or group of actors)	Change in practice	Change in Knowledge, Attitudes or Skills	Strategies for achieving these changes in KAS and practice?
Farmers	Apply advanced PH technologies and equipment (1-4); Use high quality seeds (1); Approach market information: prices, demands (1); Create links to economic organisations (3); Acknowledge profits of rice cultivation is equivalent to efforts (1)	Acquire technological knowledge (2, 3, 4); Increase the awareness, the expertise and the application of PH Technologies (3); Follow up PH, market information in mass media (1); Be aware of economic cooperation (3); Attend training, workshops(1)	Organise training workshop (1, 2); vocational training (4); PH farmer clubs (4); information dissemination on radio, internet to countryside (2); study tours national and global (2, 4); More attention of local authorities (1); Good hold of information, production collaboration, investment planning (3)
Governmental officials/Local authorities	Make suitable policies: credit and land limit (1, 2, 4), Research and technology transfer (3), information network for rural areas (2), Educate rural professions (2);	Proper attention to farmers and rural area (2, 3); management competencies (2, 3), timely policy promulgation (1);	Accurate estimation global and national rice market needs and demand (1), information of equipments, production and market (3, 4), Suitable policies: land limit increase, loan support, countryside extension staff wage incentives (1, 2,

Actor (or group of actors)	Change in practice	Change in Knowledge, Attitudes or Skills	Strategies for achieving these changes in KAS and practice?
	budgets for AE training and activities (1)	training local technical officers (1)	4), training program for extension staff qualifications, PH equipment competition (2); Rural infrastructure (2); linkage point between collaborative of 4-actors (3)
Research institution	Manufacture PH machines (combined harvester, dryers, etc.) successfully (2, 3)	design knowledge (2); close touch with reality (2, 3); manufacture and technology transfer skills (2)	Design and manufacture expertise, soft skills for technical staff (2); update worldwide technology application (4); visions of equipment production and research in response to farmers' needs locally (4); an order system and fit pay (copyright) to valuable products (machines, technologies) (3)
Enterprises/ manufacturers	Produce suitable equipments in accordance with farmers' needs (3, 4)	Serve customers thoughtful (3); Enhance strategies approaching market demands (4)	Province information of equipments, produce PH equipments suited for localities with low prices, high quality (3, 4); Invest for technology change and plan long-term production strategies (4); Good production management, reduce product cost, convenience trading way for farmers, value the after-sales system (4);
Mediators (private sector, cooperatives)	Apply advanced technologies (1); Act as links between farmers and other mediators (1)	Raise the sense of initiative in updating information related to PH technology (1)	Update frequently technological information, consult to farmers and food processing companies (1); Establish info network of rice market (2)
Extension officers	Technology transfer skills (4)	Equip knowledge for farmers (4)	Scale out demonstrations, training course, workshops, study tours for improving farmers' competencies; Enhance communications by various ways as forums, farmers' mailboxes; Organise and consolidate cooperative groups, cooperatives; Improve qualification of local extension staff; Establish volunteer extension groups (4)
Banks	Quicker and better order loan procedures(4)	Acknowledge farmers' needs (4)	Improve loan procedures to help farmers approaching loan incentives; Improve qualification of bank staff; Deduct partly bank profits to support farmers applying PH technology advances (4)
Sponsors	Provide effective donor resources(3)	Evaluate suitable sponsored subjects (3)	Support right demands of subjects: farmers buying equipments, PH technology studies, Manufacturers producing equipments with reasonable prices (3)

4. Furthering the Learning Alliance

While the regional responsible person synthesized the OLMs from the four groups, participants were introduced to the concept of a **Learning Alliance**, which is shown in Figure 6. They understood that the PIPA workshop represented the first stage in planning for a learning alliance.

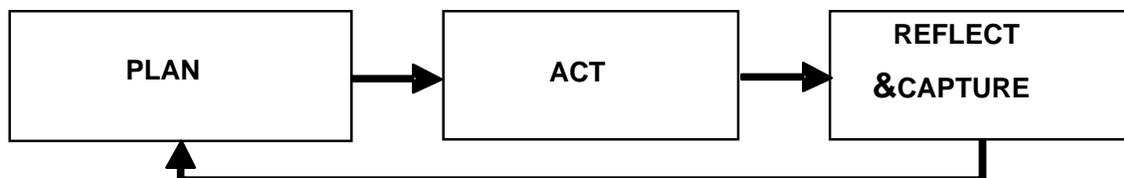


Figure 6: Learning Alliance repeated learning circle

In randomly selected multi-stakeholder groups participants discussed what a postharvest Learning Alliance in the Viet Nam might look like using four guiding questions.

- *Who should participate as a stakeholder and what could be their role?*
- *What could be topics of interest to be discussed in further detail among members of the Learning Alliance?*
- *How can we share what we learn and how can we capture and document what we learn?*
- *What are necessary next actions (for individuals as well as organizations)?*



Figure 7: Presenting the 5 guiding questions

Ideas were collected and generated in a World Café¹ Session. All the ideas were brought together to populate the Learning Alliance concept for East South and South Central Regions in Viet Nam, and the host facilitator for the question presented the key issues back to the plenary.

Who (stakeholders) should participate?

- Organisations:
 - Provincial governmental entities in East South and South Central Regions of VN: DARD, AEC, DST, People's Committee
 - International organizations: IRRI
 - University/Research Institutions: NLU, VN Agricultural Science Institute, VIAEP
 - Cooperatives: Van Gia, Hoa Quang Nam
 - Manufacturers: Viet Tien company, Ideal Agriculture Co,
- Individuals:
 - Private sector: Millers (Hai Thanh, Ut Hong, Hiep Hung) Service providers (Nam Hoa, Chin Thanh, Tu Sang)
 - Nguyen Hon (Dien Khanh District, Khanh Hoa Province), Phan A (Ninh Hoa Cooperative), Phuoc Hoa (Hoang Ha cooperative), Luong Cong Van (Ninh Hoa Cooperative)

¹ See <http://www.kstoolkit.org/The+World+Cafe>

What do we share - Topics?

- Useful information of PH technology
- Loan incentives for farmers to obtain PH equipments
- Updated information, open business network to exchange experiences
- PH technology information
- Methodology of PH project planning
- Knowledge of rice drying and rice storage
- Experiences on PH technology transfer
- Information of PH equipments: prices, specifications, usage manual,
- Information of PH business and processing.

KEY ISSUES

- *Updated PH information and knowledge in terms of PH technologies, PH equipments, PH project planning skills, PH business and policies.*
 - *Experiences related to PH technology transfer*
 - *Know-how of training workshop methodologies*

How do we share our learning?

- PH website
- By various approaching ways for farmers
- Training workshops, on-site workshops
- Demonstrations locally
- Study tours
- Provincial workshops on PH mechanization
- Talks to farmers and organizations

KEY ISSUES

- *Updated information and experiences are shared through training workshops, talks, website*
- *Practical: demonstrations, study tours, on-site workshops*

How do we document our learning?

- PH website
- PH mechanization project
- Catalogue, leaflets, pamphlets, booklets, poster, training manuals with updated information on PH technology

KEY ISSUES

- *PH materials: brochure, leaflets, training manuals etc.*
 - *Electronic communication: website*
 - *PH project*

What action is needed (Next Steps)

- Organising communication activities by various ways: annual meetings, PH leaflets, farmer training workshops, emailing.
- Establish Provincial Learning Alliance

Following the training of the regional facilitating team and the national coordinators on participatory methodologies, in a discussion with the national coordinating team and the regional responsables it was agreed that the PIPA and in particular the learning alliance as a mechanism for them to use (e.g. for monitoring and learning) was done.

5. Next steps

The regional coordinator then gave a workshop summary and in a plenary brought out with the participants the possible next steps to be taken in the region (Table 8):

Table 8. Next steps to be taken in the region

What activities to take	Who will do it	When
Increase demonstrations of combined harvesters	Binh Phuoc AEC	07-10.2010
Deliver 2 combined harvesters for farmers	Binh Thuan AEC	10-12.2009
Plan the mechanisation model by 2010	Binh Thuan AEC	10.2009
Build up drying plant with capacity of 20 tons/batch	Hoa Thanh Cooperative	09.2009
Jointly host the workshop of setting up mechanisation between two provinces (Binh Thuan & Ninh Thuan)	Binh Thuan -Ninh Thuan DARD	2010
Suggest Binh Thuan DARD organising PH pilots	Cooperative	10.2009
Deliver problems of PH inappropriate management, disseminate advances of mechanised cultivation	Dong Nai EC	8.2009
Set up PH website	NLU HCMC	10.2009
Support technology of field levelling by laser control	CEAM-NLU HCMC	08.2009-10.2010
Take part in provincial PH Workshops	CEAM-NLU HCMC	08.2009
Create links of PH development and equipment transfer	BTI, NLU-HCMC	2010
Support PH automatic machines with low prices	NLU HCMC	08.2009
Develop project, disseminate PH information to countryside	Khanh Hoa DTS	2009-2010
Support 3 dryers for farmers and organise training workshops	Khanh Hoa AEC	07-08.2009
Allocate PH staff	Khanh Hoa ARD	8.2009
Cooperative with local authorities to investigate PH status	Khanh Hoa ARD	08-10.2009
Set up plan of Agricultural Mechanisation by cooperation with other agencies	Khanh Hoa ARD	10-12.2009
Conduct study tour in China for farmers	Ninh Thuan AEC	08.2009
Review current status of PH losses to figure out intervention opportunities	Phu Yen DARD	12.2009
Conduct workshop of PH losses prevention	Phu Yen DARD	9.2009
Assign Provincial Agricultural Extension Centre implementing Agricultural Extension and PH Tech application	Phu Yen DARD	2010
Disseminate advances of PH Tech in Agriculture Column broadcasted in Tay Ninh Television	Tay Ninh AEC	2010
Enhance agricultural extension activities and PH management	Vung Tau DARD	8.2009
Set up plan of PH mechanisation	Vung Tau DARD	08-12.2009
Approach, set up, transfer mechanisation model to prevent PH losses	Vung Tau AEC	10.2009
Demonstrate field levelling by laser control	Vung Tau AEC	9.2009
Introduce plan of buying dryers to agenda of Cooperative Member Annual Meeting	Van Gia Cooperative	12.2009
Take part in all aspects of PH Project	Hoa Vang Nam Cooperative	08-12.2009
Transfer advanced technology to farmers, particularly PH equipments	Dien Lac Cooperative	08.2009
Visit Agricultural Extension Club and organise on-site workshops	Dien Lac Cooperative	08.2009

6. Participants contribution to the project (Self assessment)

The participants were then asked to reflect on the outputs of the workshop, how and what they think they themselves as individuals and their institutions can contribute to the project. The responses included the whole range from the application of new technologies by farmers, out-scaling through being model farmers and providing extension services to scaling-up and passing resolutions that favor postharvest development (Table 4 below). Table 4: What and how participants can contribute to the project (Self assessment)

Table 4: What and how participants can contribute to the project (Self assessment)

	Name of Participant	What/How they can contribute to the project
Binh Phuoc Province	Võ Đình Khánh	- Taking part in conducting postharvest project
Binh Thuan Province	Trần Châu Việt Đỗ Văn Mao	- Consulting milling equipment to obtain high milling yield - Conducting a project related to PH losses
Dong Nai Provin	Phan Minh Báu	- Organising for Provincial Centre of Agricultural Extension conducting postharvest support program for farmer households
Khanh Hoa Province	Phan Văn Thuận Trương Hữu Lan Lê Thị Diệp Thảo Đỗ Thị Yến Lương Công Vãn Nguyễn Trường Sanh Phan Ngọc Ẩn	- Consulting technology of machine manufacture with high effectiveness and reasonable price - Conducting a small PH project in Khanh Hoa - Introducing information of PH project to "Bringing information to rural area" project of Khanh Hoa Province - Taking part in technology transferring, introducing, consulting PH equipments to farmers. Introducing PH project on Journal of Agricultural Extension of Khanh Hoa Province - In company with other members of cooperative helping farmers the technologies of cultivation practice and rice storage and buying combined harvesters, rice dryers to reduce PH losses - Attending PH training and disseminating this knowledge to other farmers - Being propagandist to disseminate knowledge of PH to farmers locally
Phu Yen Province	Nguyễn Như Thức Lê Công Thọ Nguyễn Văn Lành	- Implementing the postharvest project in Phu Yen province - Taking part in program of PH losses - Volunteering to guide cooperative acting as a pilot site for scaling out the PH project
Tay Ninh Province	Nguyễn Văn Quân Võ Hiệp Hưng	- Disseminating the postharvest project - Introducing advanced PH technology into 'Working plan 2010 and following years' of Centre of Agricultural Extension Tay Ninh Province
Vung Tau Province	Võ Công Hậu Phạm Thị Chín Tô Hữu Lộc	- Implementing this PH project locally - Supporting actively advanced PH technology - Providing information on needs of farmers related to applying of postharvest mechanisation. Supporting the establishment of LA to work effectively.
Ho Chi Minh City	Nguyễn Lê Hưng Đặng Hữu Dũng Trần Văn Khanh Nguyễn Văn Hùng	- Taking part in admin team of PH project - Conduct training course of combined harvester - Transferring technologies of rice harvesting by combined harvester and field levelling by laser control - Taking part in PH training for farmers. Conducting partly the website for LA.

7. Workshop monitoring and evaluation

At the end of Day one people were asked to give a brief statement of how they think the day went for them. The most important thing – good or bad – what they liked or for the facilitation team to improve. Most of the comments were positive like, *It's great, time flies so fast, Work effectively with new method. It is interesting and fun, collect much useful information, but hungry! Obtain many business links; high pressure of work, quite thoughtful services, Terms using in workshop materials are hard to understand due to time limitation.* For detailed statements see Appendix 10.

At the end of the workshop a simplified After Action Review was done with the focus for the feedback on 'what to improve?' and what 'worked well?', and a dart board evaluation checking how much for the objectives we targeted were achieved (*Clarify project objectives and regional plan, Identify key stakeholders and foster ownership, Identify project's impact pathways OLM, Clarify the LA*), and some additional administrative and logistics were asked how much participants were satisfied and content with the workshop (*Venue, Organization + Facilitation, Methodology PIPA, part. Approaches, Materials provided*).

Some selected comments on 'WHAT TO IMPROVE' were e.g. *Workshop duration should be increased more than three sessions (8), Workshop meeting room should be larger and cooler (4), Workshop material: translational terms are not clear enough (7), The number of participants should be increased (2), Invitation letter should be sent earlier (1), or A study tour should be added to workshop program (1).* Some examples of comments on 'WHAT WORKED WELL' are *Good workshop form: new, creative, good exercises (9), effective (2), Instructors/facilitators and organization team were enthusiastic, friendly to participants (4); Accommodation and meals were well organized and thoughtful care (5); Methodology of information approaching is new and excellent (1); or Promote ability, brain power of individual and team (2).*

In the dartboard evaluation overall 75% of the participants' marks indicated that we have hit the target, top score of 3 for the given criteria and 25% voted for the score of 2, nobody marked any of the outer circle, for a detailed listing of evaluations see appendix 10.

Participatory Impact Pathway Analysis (PIPA)

Regional Workshop **Appendices** to the Report

Rice Postharvest Management in Vietnam

24th-25th July 2009
Nha Trang City, Khanh Hoa Province, Vietnam

ADB RETA No. 6489

***Bringing about a Sustainable Agronomic Revolution in Rice Production in Asia by
Reducing Preventable Pre- and Postharvest Losses***

Tonya Schuetz and Rica Flor
*with contributions from Nguyen Le Hung, Bui Ngoc Hung, Nguyen Van Xuan, Tran Van Khanh,
Phan Hieu Hien, and Truong Thuc Tuyen*

*Funded by Asian Development Bank (ADB) and
Swiss Agency for Development and Cooperation (SDC)*

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Appendix 1 Key information about the new ADB funded project and its linkages

ADB Reta No. 6489

Title:	Bringing about a Sustainable Agronomic Revolution in Rice Production in Asia by Reducing Preventable Pre- and Postharvest Losses
Timeframe of project design:	5 years
Approved by ADB:	Initial phase to be implemented within 1-2 years
Funding ensured:	1 year
Project start:	November 2008

Project sub components

ADB Reta No. 6489, IRRI component	Subcomponent 2: Reducing postharvest losses and increasing income by producing better-quality rice.	Subcomponent 2: Reducing postharvest losses and increasing income by producing better-quality rice.
Countries	China, Thailand and Vietnam	Cambodia, Philippines and Vietnam
Timeframe	5 years, 1-2 year inception phase	5 years with a 1-2 year inception phase 10 years for wide scale impact
Approach	Mainly research Some field trials Multi stakeholder meetings	Outreach to min. of 300,000 of farmers Impact pathway orientation Learning alliance platforms

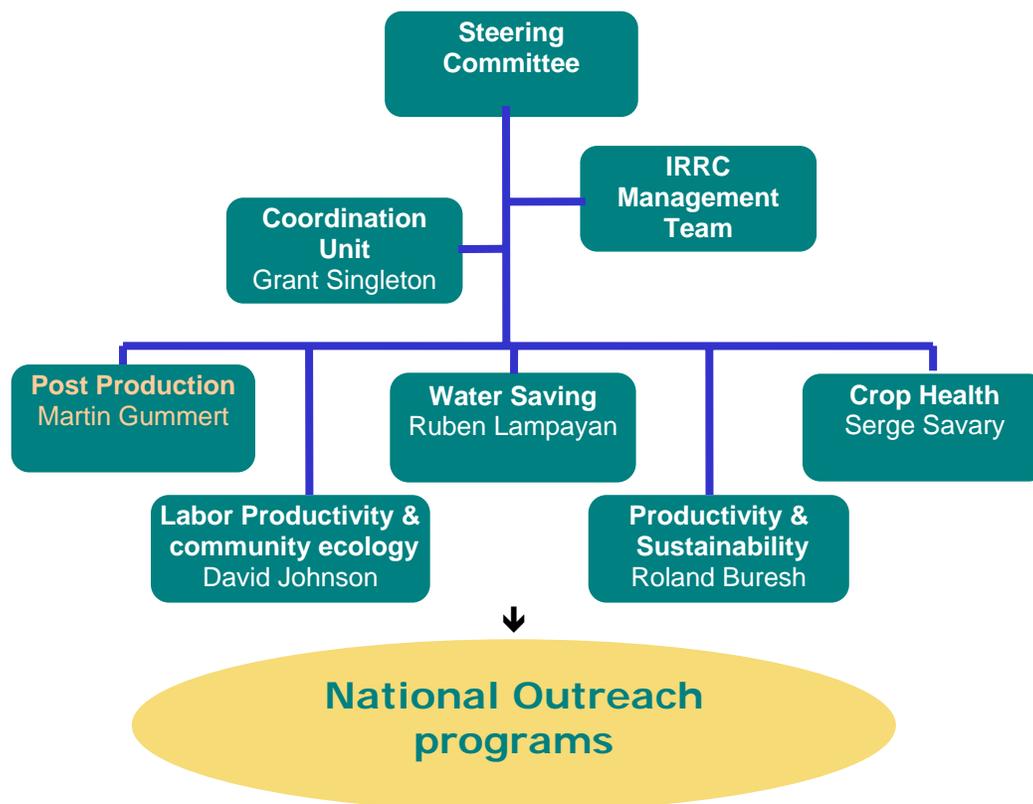
Postharvest sub component of the ADB Reta No. 6489

- **Objectives**
 - The **reduction of postharvest losses** by wide scale out-scaling postharvest interventions that were piloted in the previous ADB/JFPR 9036 project in Vietnam and Cambodia.
 - Increasing farmers' incomes from their rice harvests.
 - Strengthening national public and private **extension systems**
 - For rice farming communities (agricultural extension)
 - For manufacturers of postharvest equipment (industrial extension).
 - Facilitate a **policy dialogue** for sustainable development of PH sector
- **Goals, in line with national policy and MDGs**
 - Contribute to **food security** nationally and globally
 - **Poverty reduction** in poor rice farming communities

IRRC country outreach programs (ICOPs)

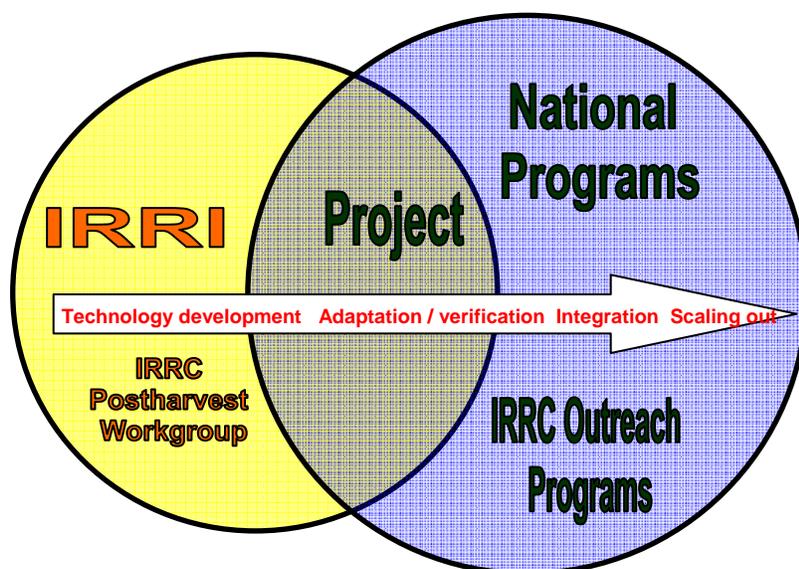
At IRRI we consider the new ADB Reta No. 6489 postharvest component as complementary to the Postproduction Workgroup of the Irrigated Rice Research Consortium (IRRC). The IRRC is a consortium consisting of IRRI and NARES in Southeast Asia working on best agricultural

practice in five problem oriented workgroups. The consortium is coordinated by a Coordination unit, which also supports the work groups with socio economic expertise, baseline and impact studies etc. The Postproduction Workgroup of the IRRC has activities in Viet Nam, Lao, Myanmar, Indonesia, Cambodia and the Philippines and through this consortium the ADB project will be linked with a bigger international postharvest network for information exchange and cross country technology transfer.



How to reach out to thousands of farmers?

How do we envision to reach hundred thousands of farmers? The project does not have the resources to finance wide-scale in-country extension activities. It is also not the purpose of the project to fund national extension activities or re-place national institutions with extension mandates. Instead the project will add value to national programs by using the approach championed by the IRRC where the project will feed into national extension and outreach programs. This is shown in the simplified diagram below. The yellow circle constitutes the postharvest activities at IRRI and in the IRRC Postharvest Workgroup, where mainly technology and methodology development takes place. The blue circle represents the partner country, in this case the Philippines, which usually has many own national extension and outreach programs for technology verification, integration and scaling out. These national programs are implemented with own funding or supported by other donors. The ADB Reta No. 6489 Postharvest project is represented by the overlap in grey. These are the joint activities mainly on technology and methodology adaptation and verification which are directly supported with project resources as listed under “Project contribution”.



Project contribution

- Training at IRRRI
- Training in country
- Studies
- Facilitation and coordination (Learning alliances)
- Technology concepts,
- Cross country technology transfer
- Pilots in selected sites
- Extension methodology development
- Business model development
- Support for local team
- Capture the learning and make it available

It needs to be understood that we will not reach the targeted number of end users with the project resources alone. The project will rely on these national outreach programs for a wide scale dissemination of the postharvest technologies. A key task of the project management will therefore be to engage with these outreach programs and evaluate options and foster collaboration. This also will require a dialog on the decision making level so that national resources can be allocated to outreach activities that include the projects technologies and methodologies.

We propose the Learning Alliance as a multi stakeholder platform for this engagement.

Basket of interventions to choose from (See also the slides presented during the first day.)

Based on the previous ADB/JFPR 9036 and the IRRC Postharvest activities in other countries the following technologies and management options are verified in farmers' fields and are available for inclusion in the project based on the still to be determined need of the end users in the target areas. New promising technologies can be included as well, which might need some adaptive research component.

- Mechanical harvesting (mini combine harvester)
- Mechanical drying (Flat bed dryer)
- Hermetic storage systems for seeds and grain
- Rice mill improvement
- Marketing assistance
- Understanding quality
- Training
- Policy dialog

Outputs

The project has the following outputs based on the functions and inputs needed for a successful wide- scale introduction of improved postharvest management options.

- Output 1: Appropriate **postharvest technologies** (PHT) and improved PH management options are available to farmers and processors.
- Output 2: Country- and technology specific **agricultural extension methodologies** are developed and agricultural extension systems are strengthened.
- Output 3: **Business models** for improved PHT are developed, links to financing established and support market oriented production established.
- Output 4: National **outreach programs** include postharvest technologies and management options on a wide scale. .
- Output 5: National **learning alliances** capture the learning experiences and feed them into project management, **policy**, decision making, and extension.

Expected outcomes and impacts

We are expecting the following outcomes and impact from the project:

- Local manufacturers are producing equipment and adopting it to users needs and are getting the assistance needed in the adaptation.
- Improved postharvest equipment is available nation wide.
- Public and private extension systems are providing advice and training on postharvest technologies according to users needs.
- Postharvest chain actors have access to financing for purchasing equipment.
- National market info systems includes rice prices, timely data is available at the villages.
- Learning is captured and used in policy and decision making.
- Farmers sell more and better quality rice (300,000 in 3 countries within 5 years)

Activities

Activities will be planned and agreed on in annual planning meetings, for which the proposed Learning Alliance can provide a platform. The list below is included in the project document but will need to be discussed and fine tuned in the national context based on the need.

- Baseline studies, need assessments, impact pathway workshops
- Adaptive research to adapt technologies to end users needs
- Industrial extension: technology transfer to manufacturers, manufacturers training, production techniques, advisory service
- Agricultural extension: development of extension methodologies and materials, demos, training
- Workshops for cross country learning and technology transfer
- Training, capacity building
- Linking to support services (financing, markets, etc)
- Capture learning and make available in RKB
- Initiate and facilitate a Learning alliance

Guiding principles

Some of the guiding principles for the project are:

- **Need based value chain approach from harvest to market.**

Activities should be based on the actual needs of the end users for reducing losses and increasing their incomes. The project will consider interventions based on available technology options along the whole postharvest value chain and not focus on one simple operation.

- **Building entrepreneurial skills.**

Investment in postharvest means that a farmer often needs to make the transition from being a production focused farmer into being an entrepreneur using a business approach for investment in equipment and selling services (e.g. drying service) to others. The project will support this process.

- **National learning alliances embrace all relevant public and private stakeholders.**

The project will be inclusive and work with all key stakeholders in the value chain and not focus on one group only

- **Impact culture** established with impact pathway analysis and fostered through facilitation of learning alliance meetings

- **Make maximum use of existing knowledge**

Many technologies and methodologies are being used commercially in other countries. Rather than re-inventing the wheel the project will draw on existing solutions and assist with transfer and adaptation to local conditions.

Don't re-invent the wheel, facilitate cross-country learning and learning from the history

- **Building on and adding value to national initiatives**

- Work done and decisions made where they are done best
- IRRI building on and adding value to national initiatives
- (e.g. through IRRC outreach programs)
- Letting go as stakeholders take over

Appendix 2 Regional workshop series in Vietnam.

Dates	Location No. of WS, workshop	Responsible institution + acronym	Responsible person Supported by ...	Translator + email
21 st -22 nd Jul.	My Tho WS 1	Sub-Institute of Agricultural Engineering and Post-harvest Technology SVIAEP	Pham Van Tan, PhD, Vice director of the Southern Sub- Institute of Agricultural Engineering and Post-harvest Technology (SIAEP), 54 Tran Khanh Du Street, Tan Dinh Ward, District 1, Ho Chi Minh City, Vietnam, tavisdney@yahoo.com.au , Tel: +(84.8) 3526 7192, Cell ph.: +(84) 126 5748 560	Nguyen Phu Hoa, Aquaculture and Aquatic Resource Mgt., NLU phuhua0203@yahoo.com , phuhua0203@gmail.com
24 th -25 th Jul.	Nha Trang WS 2	Nong Lam University NLU	Nguyen Le Hung, PhD, Vice Rector, NLU HCMC Cell ph.: +(84) 913768957; Email: lehungn@gmail.com Nguyen Van Xuan, MSc, Director, Centre of Energy and Agricultural Machinery NLU, Cell ph.: +(84) 918 002 312; Email: vanxuan310156@gmail.com Bui Ngoc Hung, PhD, Vice Dean, Faculty of Agricultural Engineering & Technology, Nong Lam University, Ho Chi Minh City, Cell ph.: +(84) 913609635 hungbuingoc@gmail.com Tran Van Khanh, MSc, Lecturer, Centre of Energy and Agricultural Machinery NLU, Cell ph.: +(84) 903 737 498, Email: tvkhanh1958@yahoo.com.vn Dr. Phan Hieu Hien, Consultant, Nong Lam University, Ho Chi Minh City, Cell ph.: +(84) 91 312 7481 phien1948@yahoo.com , phien@hcm.vnn.vn	Truong Thuc Tuyen, Lecturer, Faculty of Food Science & Technology Nong Lam University, HCMC thuctuyen@hcmuaf.edu.vn , thuctuyentruong@gmail.com Nguyen Thi Hong Ngoc, Director, Ideal Agriculture Joint-stock Co.
27 th -28 th Jul.	Hue WS 3	Hue University of Agriculture and Forestry HUAF	Dr. Do Thi Bich Thuy, Vice Dean, Faculty of Engineering and Technology, Hue University of Agriculture and Forestry (HUAF) chieuthuy64@yahoo.com Mr. Nguyen Quang Lich, Lecturer, Faculty of Engineering and Technology, HUAF, ngqlich@yahoo.com , ngqlich@gmail.com	Ve Ouoc Linh, Department of Engineering and Technology, HUAF
30 th -31 st Jul.	Ha Noi WS 4	Vietnam Institute of Agricultural Engineering and Post-harvest Technology VIAEP	Dr. Tran Thi Mai, Vice Director, Vietnam Institute of Agricultural Engineering and Post-harvest Technology (VIAEP) tranthimai05@yahoo.com Dr. Nguyen Thi Duong Nga, Lecturer, Faculty of Economics and Rural Development, Hanoi University of Agriculture ngatd@hua.edu.vn , ngantd@gmail.com	Dinh Thi Tam, Vice Head Division of Science, training and International Cooperation, VIAEP dinhthamvn2002@yahoo.com
3 rd -4 th Aug.	Can Tho WS 5	CanTho University CTU	Dr. Nguyen Ngoc De, CanTho University, Farming Systems nnde@ctu.edu.vn Dr. Vu Anh Phap, Lecturer, Can Tho University Email: vaphap@ctu.edu.vn ; cell ph.: 098600616	Please add translators details as soon as available

Appendix 3 Workshop Agenda

Time min.	Description of topic and activity
	Day 1
15	Registration
15	Welcome remark by host DARD and host institution
15	Introductions
15	Participants introduce themselves
30	Workshop Objectives
30	Participants' Expectations of the workshop
15	New PH project, objectives, proposed outputs, linkages to other programs
45	Overview (updated) on PH sector in Viet Nam (by Phan Hieu Hien)
15	Overview (updated) on PH sector in the Region (by host institution)
5	Housekeeping issues (by the host)
25	<i>Coffee and picture taking</i>
15	Introduction to Impact Pathways Learning Alliances
45	Drawing PH regional problem trees and identifying potential project leverage points (working in stakeholder groups): To clarify and communicate the project rationale in terms of the problems it is addressing, and how solving these problems will contribute to eventual impact
	<i>Lunch break</i>
30	Develop vision of project success: The different stakeholder groups describe their visions of the types of changes they wish to see by 2013, that the project might contribute to
15	Introduction to networks: Participants become familiar with key concepts related to social networks
55	Construction of 'now' networks (a form of institutional analysis): Groups map how they see the current PH network in their region/province
20	<i>Coffee</i>
30	Identification of main (network) changes required: Groups identify key relationship changes required to achieve their respective visions, and identify concrete actions to bring them about
90	Plenary presentation of PH problem trees, opportunities and visions, groups' network maps and identified changes: (1,5 hr) Participants gain a better understanding of each others' problem analyses and visions for the PH sector in their region/province, the PH sector, as seen by others.
30	Wrapping up of the day
17:00	<i>End of the Day 1</i>

Time min.	Description of topic and activity
	<i>Day 2</i>
15	Check-in
60	Development project impact pathways: Participants prioritize changes required to reduce PH losses based on other workshop outputs in the form of an outcomes logic model
60	Plenary presentation and discussion of the impact pathways for the region and provinces: Participants attempt to reach consensus on main opportunities for reducing PH losses available to the project, and the prototyping and learning required to realize them
25	<i>Coffee</i>
60	Discussion of how the Learning Alliance concept might work as a platform for prototyping and shared learning: Participants give input and reach common understanding of how the Vietnamese Postharvest Learning Alliance might work in their region
60	Discussion Next steps (activities that can be implemented until mid 2010) Each participants contribution
50	Workshop evaluation
13:30	<i>End of the Day 2</i>
	<i>Lunch</i>

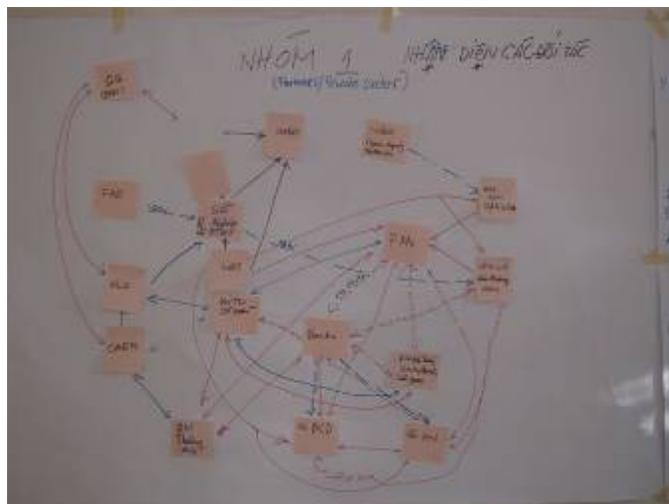
Appendix 4 Participants list of the workshop and contacts (→ Excel workbook)

Appendix 5 Grouping of participants (→ Excel Workbook)

Appendix 6 Abbreviations & terms used in network maps (→ see Excel Workbook)

Appendix 7 Current postharvest network and vision

Farmers/Private Sector



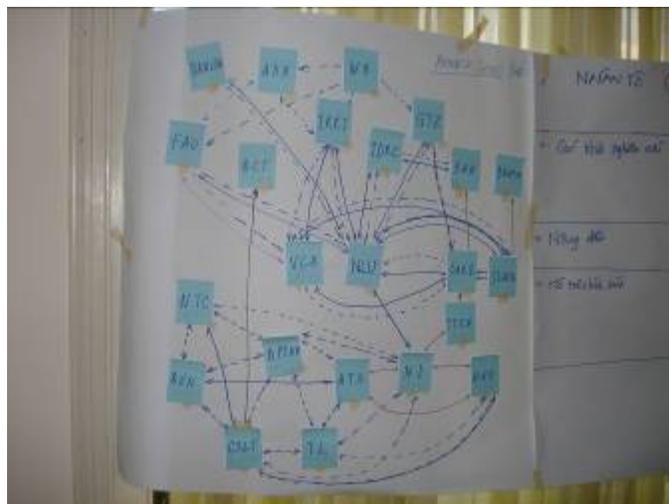
NOW:

- Farmers have multi-direction relationships with other organizations/stakeholders.
- Extension staffs have not provided the farmers clear ways/instructions yet.

AFTER 5 YEARS

- To achieve the vision, extension staffs' competencies must be strengthened.
- Management mechanism should be only driven at second and third levels.
- Mediators such as private sector and cooperatives must communicate frequently with farmers to bring available information and consult them in terms of rice production.

Research Group



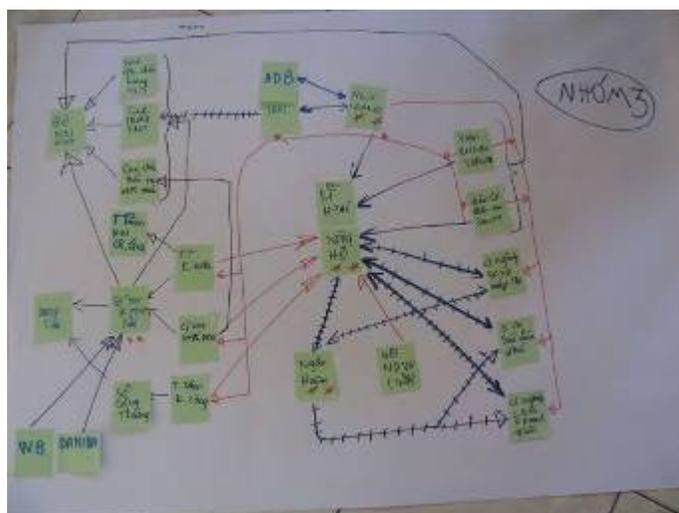
NOW:

- Collaboration of PH projects: DANIDA, GTZ, IRRI.
- The management of other Ministries: Industry and Trade, Science and Technology etc.

AFTER 5 YEARS

- Governmental management mechanism should be clear enough to simplify paperwork procedure. This will help other linkages working well.
- Research institutions, i.e. NLU, must create a strong link with AECs to improve the effectiveness of extension activities by combining with consultancy of researchers.

Government Agencies Group 1



NOW:

- Small-scale production due to characteristics of regional terrain.
- Role of banks is implied as capital is very important issue.

AFTER 5 YEARS

- Local authorities should act as linkage point between 4-actors
- A strong link should be generated between research institutions and manufacturers/food processing companies.

Day 2 End of workshop evaluation - Simplified After Action Review

WHAT TO IMPROVE	WHAT WORKED WELL
<i>Workshop duration should be increased more than three sessions (8 comments)</i>	<i>Good workshop form: new, creative, good exercises (8) creative, abundant, effective (1), impressive (1)</i>
<i>Workshop venue is far of city centre (1 comment)</i>	<i>Instructors/facilitators and organization team were enthusiastic, friendly to participants (4); Facilitation is effective (1)</i>
<i>Workshop meeting room should be larger and cooler (4 comments)</i>	<i>Workshop content is useful, abundant, logic (2). This helps participants capturing interesting information to manage, apply and develop successfully (1)</i>
<i>Workshop material: translational terms are not clear enough (4 comments)</i>	<i>Methodology of information approaching is new and excellent (1); Participants are interested in logic games (1)</i>
<i>Explanation of worksheet and exercises should be clearer (3 comments)</i>	<i>Workshop generates familiarity between participants (2)</i>
<i>The number of participants should be increased (2 comments)</i>	<i>Accommodation and meals were well organized and thoughtful care (5); Good workshop venue (1)</i>
<i>Invitation letter should be sent earlier (1 comment)</i>	<i>Participants' backgrounds are appropriate targeted to scope of workshop (1)</i>
<i>A notebook should be equipped for each group to do exercises (1 comment)</i>	<i>Promote ability, brain power of individual and team (2); Learn about creativity (1)</i>
<i>Methodologies should be introduced briefly beforehand (1 comment)</i>	<i>Though workshop duration is short, many tasks have been done with rich content that bring high impact (1)</i>
<i>A study tour should be added to workshop program (1 comment)</i>	<i>Material and facilitator are good (1)</i>

Dartboard Evaluation

24-25 Jul. 2009 Nha Trang	1	2	3
<i>Clarify project objectives and regional plan</i>	0	5	11
<i>Identify key stakeholders and foster ownership</i>	0	6	13
<i>Identify project's impact pathways OLM</i>	0	3	13
<i>Clarify the LA</i>	0	6	11
<i>Venue</i>	0	4	14
<i>Organization + Facilitation</i>	0	5	16
<i>Methodology PIPA, part. approaches</i>	0	1	16
<i>Materials provided</i>	0	5	13
<i>In %</i>		25	75