German Food Partnership
GFP
Better Rice Initiative Asia

Better Rice Initiative Asia

Capacity Development for Rice Cultivation

WORKSHOP REPORT

giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

On behalf of BMZ Federal Ministry for Economic Cooperation and Development

Imprint

Authors
Henrik Beermann
Astari Widya Dharma

July 24, 2015

Publisher
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
On behalf of The German Federal Ministry for Economic Cooperation and Development (BMZ)

Contact
Better Rice Initiative Asia (BRIA) Regional Secretariat

39/1 Soi Sukhumvit 13 - Sukhumvit Road
Klongtoey Nua, Wattana
Bangkok 10110
THAILAND
bria@giz.de
Web: www.germanfoodpartnership.de

This publication is part of the Better Rice Initiative Asia (BRIA). BRIA is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on behalf of the The German Federal Ministry for Economic Cooperation and Development (BMZ) under the “German Food Partnership” initiative. If not stated otherwise, all pictures used herein are property of GIZ 2015.

CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ACRONYMS

AEW	Agricultural extension worker
BCS	Bayer CropScience
BRIA	Better Rice Initiative Asia
CC	Climate Change
CD	Capacity development
FAO	Food and Agriculture Organization of United Nations
FOR-CC	Forestry and Climate Change
GAP-CC	ASEAN-German Programme on Response to Climate Change and Food Security
GFP	German Food Partnership
IAARD	Indonesian Agency for Agriculture Research and Development
ICRR	Indonesian Centre for Rice Research
ICT	Information and communication technology
ID	Indonesia
IPM	Integrated Pest Management
IRRI	International Rice Research Institute
M&E	Monitoring and evaluation
PH	Philippines
POA	Progressive Outreach Approach
PPP	Public private partnership
PRA	Participatory rural appraisal (or KKP = Kajian Kebutuhan dan Peluang)
SAS	ASEAN Sustainable Agrifood Systems project
SEA	Southeast Asia
SRPIC	Sustainable Rice Production and Information Centre
TH	Thailand
ToT	Training of trainers
VN	Vietnam

WHO	World Health Organization
NAEC	National Agriculture Extension Centre

ABOUT THE EVENT

Private sector partners, governmental officials and BRIA representatives from Indonesia, the Philippines, Thailand, and Viet Nam met in Bangkok for two days in May 2015, to have a constructive dialogue on BRIA capacity development (CD) activities for rice cultivation.

The forum had four main objectives, namely to share processes undertaken in each BRIA country in the development of the capacity development approaches for sustainable rice cultivation, to share the different capacity development modules developed in each BRIA country, to share the capacity development dissemination strategies and methods applied by each BRIA national team and to develop a common understanding of the BRIA capacity development approach amongst all relevant stakeholders. Following these objectives, the workshop was designed on the basis of two pillars: Day one was dedicated to taking stock of the project work that has been done up to now, which Included a discussion of lessons learned so far as well as the development of a shared understanding of what capacity development actually is. Day two had an analytical focus in working groups to develop best practice recommendations for each major step of the capacity development cycle. Important contribution to the event also came from private sector participants, who shared their ideas and experiences in regard to capacity development and stressed the opportunities and challenges in regard to capacity development in the context of Public-Private-Partnership (PPP).

The event raised awareness amongst key stakeholders on the technical processes undertaken by the BRIA national teams to develop their national capacity development approaches in rice cultivation. Furthermore, it served as a forum to discuss the role and contribution of PPPs in capacity development, while understanding different needs and expectations by parties concerned.

ABOUT THE PARTICIPANTS

More than 15 capacity development experts participated in the event. These included representatives from the public and private sector from the four countries, namely: Indonesia, the Philippines, Thailand and Viet Nam.

Each BRIA country delegated up to two representatives from the BRIA national teams to participate in the event. In addition, the national teams have been asked to bring in experts on topics of high relevance. Furthermore, experts from BASF and Bayer Crop Science as well as experts from other GIZ related project. A list of all participants can be found in the annex.

Image 1: Elisabeth explaining the "travel route" of the workshop

Image 2: Group picture of all participants

EXECUTIVE SUMMARY

The German Food Partnership (GFP) aims at fostering the cooperation between private and public sector institutions. Its objective is to promote sustainable growth in agricultural production and improved access to nutrition within the food sector in emerging and developing countries. Public and private actors join forces in order to implement comprehensive projects and programs for sustainable business in these countries. The contribution towards food and nutrition security as well as economic development in rural areas is to be measured by increased agricultural productivity and income, improved availability of nutritious food, and food self-sufficiency.

As one of the first concrete initiatives under the GFP umbrella, the Better Rice Initiative Asia (BRIA) is a joint project planned and implemented by private partners in collaboration with GIZ, and public organizations in the respective countries. BRIA aims at improving rice value chains (which include rice based nutrition components) in Southeast Asia (SEA), namely the four SEA countries Indonesia, the Philippines, Thailand, and Vietnam. BRIA's focus is on strengthening the nutritional and economic situation of rice smallholders, and consumers

After two years of BRIAs existence in SEA, (CD) activities have been rolled out in each of the BRIA countries. Context-based approaches have been designed firstly to disseminate knowledge on good agricultural practices of sustainable rice cultivation, which is believed to be the starting point for meeting BRIA's mission to improve the livelihood of agricultural smallholders and increasing food security in SEA. In order to take stock of the experiences and lessons learned within all four BRIA countries and partners, the BRIA regional secretariat invited private sector partners, governmental officials and BRIA country team to meet in Bangkok on the May 7th – 8th, 2015 to have a constructive dialogue on BRIA's capacity development activities in the context of rice cultivation.

The purpose of this document is to provide an overview of the workshop and summarize the main lessons learned and recommendations for good practices of capacity development for sustainable rice cultivation in SEA. Some of the key insights from the viewpoint of the author are the following:

- **Capacity development strategies must be tailored for the context of a specific target group. There is no „one size fits all" solution that suits the capacity development needs of all BRIA countries.** While the content related focus of the trainings conducted by the BRIA national teams shows a high level of similarity and consistency, workshop participants agreed that CD approaches to actually disseminate the messages need to be designed according to the context of the target group. Different countries, even different provinces or districts have different agricultural, climatic, cultural or political characteristics that should be mirrored in the CD approaches in order to cause the intended behavioural changes.

- **Capacity development is located on three levels, namely the individual, organizational and societal level. Most of BRIA's capacity development current activities are located on the individual level**.

  The concept of different levels of capacity development has been discussed in detail during the workshop. The key insight in this regard is that nearly all of BRIA's current activities are focus more on the individual level, with lead farmers being the central target of BRIA's training activities. Activities focusing on the organizational level (e.g. trainings for farmer groups) or the societal level of capacity development (e.g. media releases) are rather rare. It has been agreed that BRIA will explore options for strengthening its capacity development activities targeting at the organizational and societal level.
- **In order for capacity building to be effective, its messages must be concise, positive and linked to aspects farmers care about.** Everybody has a limited uptake capacity. According to the experiences of the trainings participants, a maximum of 10 messages can be communicated effectively during a training session. Furthermore, the messages should be communicated positively and in a way that farmers can emotionalize the message (e.g. simple: it is safe to wear gloves when applying chemicals, reason: it is clever to stay safe, emotion: a farmer can be proud to be clever).
- **Public private partnerships (PPPs) have a high potential to improve the effectiveness and outreach of capacity development measures. However, a high level of trust between both domains is needed for an effective cooperation.**

  Both private and public partners stressed the potential of effectively joining forces for CD. However, the PPP approach has been described as a learning experience for the participating parties - with a high level of trust being the basis for effective cooperation. Open, proactive and passionate communication is needed to overcome existing resentments and effectively work together. It has been agreed that BRIA will explore opportunities for strengthening its communication.

Capacity development for rice cultivation is only the first step to achieve BRIA's mission to improve the livelihood and food security situation of farmers in SEA. It provides the basis for developing business models for concrete interventions that manifest positively in farmers' income and livelihoods. The wide range of CD activities undertaken and experiences made in this regard are summarized in this document. Throughout the capacity development facilitation process, many lessons have been learned, approaches have been implemented and material has been developed. We hope that this document provided an overview of the state of capacity development in the BRIA as of now and serves as a basis for improving capacity development of BRIA and other initiatives in future.

Image 3: One of many witty discussions

1 INTRODUCTION

After two years of BRIAs existence in SEA, the first capacity development activities have been rolled out. The first BRIA Capacity Development (CD) for Rice Cultivation workshop has been organized to support BRIAs national CD activities in the context of Rice Cultivation and take stock of the capacity work that has been done by the BRIA national teams so far.

Furthermore, it served as a platform for exchanging the experiences and lessons learned and developing a shared understanding of CD in Rice Cultivation within the BRIA family. Following this idea, the objectives of the workshops were:

- To share the technical processes of developing the CD strategies for sustainable rice cultivation.
- To share the content of the capacity development modules.
- To share the capacity development knowledge dissemination strategy & methods applied.
- To develop a common understanding of the BRIA capacity development modules.
- To develop a set of best practice recommendations for the major steps of the CD cycle.

The structure of this report is in line with the structure of the workshop. It documents the results of the workshop and is a first step towards a guidebook on best-practices for each process of the CD cycle for sustainable rice cultivation. On this workshop and report, all CD activities are under the context of Rice Cultivation activities.

Additional valuable input to the workshop came from public sector participants, who expressed a need to discuss the importance and success factors of PPPs in regard to CD as well as PPPs in general.

2 TAKING STOCK

Taking stock of the work that has been done on CD by the BRIA national teams so far and developing a shared understanding of the multifaceted nature of CD was the theme of first workshop day.

All input presentations have been structured according to the following sequence: Firstly, an overview of the country specific challenges regarding sustainable rice cultivation was provided. Afterwards, the presentations discussed how the national CD approaches in relation to the following aspects (1) activities' indicators, (2) CD preparation processes, (3) the curriculum design as well as (4) the applied knowledge dissemination processes.

More detailed information on the national CD activities can be found in annex 4 (cp. Annex 4).

Image 4: The workshop moderator Elisabeth clustering insights

.

Image 5: Discussions during break

Image 6: Project manager Permana Sunindya giving an overview of the CD activities of BRIA Indonesia

1.1 COUNTRY PRESENTATIONS

1.1.1 Indonesia

Project Partners

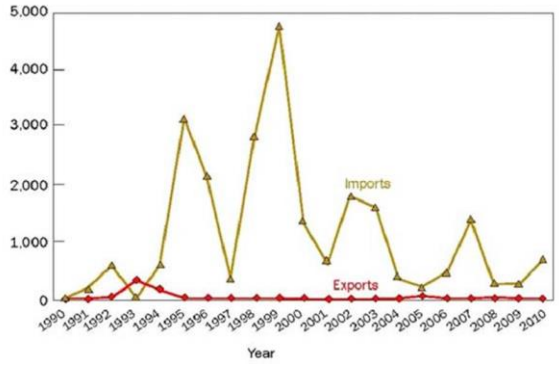
- Ministry of Agriculture – Food Crops division
- Indonesian Rice Research Center
- BASF

Key Challenges

The following aspects have been pointed out as key challenges of designing a capacity development strategy to support rice cultivation in Indonesia:

- Small cultivation plots amounting from 0.3 to 0.5 ha per farming household
- Decreasing land productivity due to prohibitive and excessive land intensification and overuse of agricultural input
- Rice farming has become less attractive to young the young generation

Figure 1: Net trade of rice in Indonesia, Source: ID team presentation



- Long rice supply chain involving a multitude of stakeholders from production to consumption - making it difficult for farmers to both access reliable market information and produce higher quality rice according to market standards
- Low education of rice farmers and limited access to best farming practices for sustainable rice production

Project Indicators

BRIA Indonesia uses the following capacity development related indicators:

1. 7,500 farmers have increased their profit derived from rice farming by at least 10% within project duration.
2. Market linkages are established and strengthen between various actors along the rice supply chain.

Capacity Development Process

To identify the capacity development needs and prepare the strategy development process, the following processes have been undertaken:

1. Stakeholder meetings at province and district level
2. Meetings with the Director General of Indonesian Agency for Agriculture Research and Development (IAARD) and Director of Indonesian Centre for Rice Research (ICRR)
3. Field assessment in BRIA project areas
4. Problem Identification through PRA (KKP)
5. Secondary Data Collection

Curriculum Design

On the basis of the gathered data, a capacity development curriculum including the following modules has been designed:

1. KKP (Participatory Rural Appraisal)
2. Land preparation

Figure 2: Knowledge dissemination strategy BRIA ID

3. Seed preparation and seed treatment
4. Planting method
5. Integrated nutrient management
6. Water management
7. Integrated pest and disease management
8. Proper use of plant protection solution and stewardship
9. Harvest and post-harvest
10. Rice farming as a business
11. Climate change adaption
12. Household nutrition awareness

Knowledge Dissemination

The following strategy is applied to disseminate the knowledge specified in the curriculum:

1. Establishment 375 Sustainable Rice Production and Information Center (SRPIC) at village level by engaging BRIA Coordinators.

Image 7: Project coordinator Jaime Gelantes presenting for BRIA Philippines

2. Each of SRPIC will consist of 20 farmers. On this basis, 7,500 direct lead farmers will be trained.
3. Every lead farmer will transfer BRIA knowledge to 10 farmers. The indirect outreach of this approach are 75,000 farmers
4. Furthermore, 500 public extension officers are trained on specific topic such as soil nutrients and crop protection (including stewardship)

Discussion

- Indonesia is a net-importer of rice, importing mainly from Thailand and Vietnam
- According to the experience of BRIA ID, the optimal training size is 20 farmers.
- BRIA IDs approach to use baseline studies as the basis for assessing the impact has limitations. The impact on directly trained farmers (7,500) might be measures. The impact on indirectly trained farmers (75,000) farmers is beyond the scope of this approach.

The 2nd component of BRIA ID is focusing in improved market linkages. The approaches in this regard are still to be developed.

1.1.2 Philippines

Key Partners

- Department of Agriculture
- Agricultural Training Institute
- Philippine Rice Research Institute
- Bayer CropScience
- Yara Fertilizer

Key Challenges

The following aspects have been pointed out as key challenges of designing CD strategy in the Philippines:

- Rice farmers in general have limited information on the local rice market conditions
- Amongst all BRIA provinces, Iloilo growers have the least knowledge about their local market.

Table 1: Key rice market information of the Philippines, Source: BAS 2014

Yield	4.0/hectare
Cost	PhP42,745/hectare
Net returns	PhP19,891
Area harvested	4,739672.16 hectares
Volume of production	18,967,826.17 metric tons
Population size	100 Million
Net importer country	Largest exporter in SEA Rank 4 in Asia (2013) Rank 8 in the World (2013) (2 M tons, 2014; 1.8 M tons, 2015

- Poor knowledge on the rice local market may result to limited connection/link to marketing channels, which will lead to limited choices of buyers for their harvest.

Indicators

BRIA Philippines uses the following capacity development related indicators:

1. 70% of 200 trained agricultural extension workers (AEWs), farmer leaders and private service provider have applied their knowledge on value chains, basic agriculture, rice specific farming techniques and enhanced methods on training delivery.
2. Market linkages are established and strengthen between various actors along the rice supply chain.
3. 80% of 8,000 advised farmers achieve 20% yield and 15% income increase in rice production compared to the provincial agricultural average.
4. 40% of 8,000 advised farmers have confirmed an enhanced knowledge on the local rice market and its marketing channels. Long-term agreements between advised farmers and retailers increased by 20% by considering risk management options and micro insurance.
5. Developed training modules and good practices on production techniques, marketing and stakeholder cooperation are documented, disseminated, and accessible as public goods submitted to DA.

Capacity Development Process

To identify the capacity development needs and prepare the strategy development process, the following processes are planned:

1. Collection of available training materials for partner
2. Review of available training materials
3. Drafting the ToT curriculum
4. Training Needs Assessment
5. Quick Assessment on priority modules
6. Drafting the modules
7. Review of modules
8. Pretesting the modules
9. Copyediting and packaging

Curriculum Design

BRIA Philippines CD curriculum consists of the following modules:

1. Farmer engagement: Training of basic adults
2. Farming as a business
3. Managing agricultural risks and opportunities in a changing climate and environment
4. Principles and concept of palay check
5. Pre-crop development
6. Crop establishment
7. Integrated nutrient management
8. Integrated water management
9. Integrated pest management
10. Harvest and post-harvest
11. Rice value chain
12. Social technologies

13. Stewardship and use
14. Access to microfinance and extension services

Knowledge Dissemination

The following strategy is applied to disseminate the knowledge specified in the curriculum:

1. Training of Trainers for 200 local extension intermediaries, i.e. agricultural extension workers, farmer leaders and local farmer technicians.
2. Mainstreaming of ToT, learnings to farmers via regular local extension programming, i.e. farmers' trainings, field visit.
3. Learning sites to show various technological options to farmers.
4. Exchange of knowledge products at local, national and regional levels

Monitoring and Evaluation

BRIA Philippines' monitoring approach will apply the following approaches

- Needs assessment
- Dipstick survey
- Post-evaluation

Discussion

- Philippines is a net rice importer
- BRIA Philippines gathered the available training material from partners, reviewed and identified gaps for BRIA to intervene. This has been done to increase the effectiveness of the process by avoiding duplication and re-inventing what is already available Cooperation with IRRI on the provision of aspect 3 of the curriculum: Managing agricultural risks and opportunities in a changing climate and environment.
- Extensions' credibility in the Philippines is high, which justifies the knowledge dissemination approach of BRIA Philippines.
- BRIA PH cooperates with Humbold University Berlin so prepare its market linkages activities by means of a value chain study.

1.1.3 Thailand

Partners

- Thai Rice Department
- Bayer CropScience
- BASF

Key challenges

The following aspects have been pointed out as key challenges of designing a capacity development strategy for Thai farmers:

- Low adoption of new technology in rice cultivation practice
- Low yield and productivity
- High production costs
- Labour shortage

Indicators

BRIA Thailand uses the following capacity development related indicators:

1. 80 % of 300 lead farmers use their new knowledge on recommended farming practices in farmer trainings.

Image 8: Project manager Atthawit Watcharapongchai presenting for BRIA Thailand

2. 60% of 10,000 farmers trained apply recommended farming practices (Baseline in 2014.
3. 50 % of 10,000 farmers trained reduce the application of WHO Ia and Ib pesticides by 40 %.
4. Recommended training methods increase gross margin by 20% compared to provincial average.

Capacity Development Process

To identify the capacity development needs and prepare the strategy development process, the following processes have been undertaken:

1. Review dialogue on Country Rice farmers training system
2. Participatory Site Selection
3. PIPA workshop
4. Rice Innovation Dialogue
5. Curriculum and material development
6. Training to provincial officers
7. Training to smart farmers
8. Farmer to Farmer training

Curriculum Design

A curriculum consisting of the following modules has been designed:

1. Better Seed for Better life
2. Good Land Preparation and Land Levelling Management
3. Good Rice Cultivation Management
4. Good Soil Fertility and Plant Nutrition Management
5. Good Weed Management
6. Good Pest Management
7. Good Harvest and Post-harvest management
8. The Dream comes true

Knowledge Dissemination

Training model

- The main concept is to interlink local communities, processes and knowledge.

Image 9: Project manager Nguyen Thi Thanh Huyen presenting for BRIA Vietnam

- The frame of the training activities is the "farmer centres" learning paradigm.
- The actual CD design is context tailored based on the "farmers centres learning model".

Monitoring and Evaluation

BRIA Thailand intends to utilize the following methods for assessing the effectiveness of their capacity development efforts:

- Monthly meeting of BRIA project representatives and a board of trained "smart farmers"
- Field visit of BRIA field staff and extension workers
- Data collection of farmers conditions

Discussion

- Security and Stewardship: No single module for these aspects. Integrated into the curriculum on the basis of GAPs, which means it is integrated indirectly and continuously

1.1.4 Vietnam

Project partners

- Bayer CropScience
- ASEAN SAS
- National Agriculture Extension Centre (NAEC)
- International Rice Research Centre

Key challenges

The following aspects have been pointed out as key challenges of designing a capacity development strategy to support rice cultivation

- Farmers' low interest in sustainable rice production, rice quality standards
- Farmers' low investment capacity (challenges for up scaling of the technology)
- Local technical staffs' professional skills and knowledge in sustainable rice production
- Dominant role of technical staff of private input suppliers in technical training for farmers in comparison with governmental technical staff

- Weak linkages among stakeholders and market linkage
- Unstable rice market in Vietnam
- Millers' and input suppliers' awareness of sustainable rice production, rice standards

Project Indicators

BRIA Vietnam uses the following capacity development related indicators:

- At least 3000 rice farmers in three provinces apply recommended successfully tested smart rice cultivation systems
- Suitable and appropriate rice standards for quality markets have been developed and officially approved
- At least 270 tons of high quality rice (according to the new rice standard) were produced in each of the three provinces
- Concepts for the successful implementation of public-private-partnership projects have been developed and submitted to the Ministry of Agriculture and Rural Development

Capacity Development Process

To identify the capacity development needs and prepare the strategy development process, the following processes have been undertaken:

1. Need assessment of the project sites (3 provinces in MDR)
2. Cooperation with Bayer CS ASEAN - SAS, IRRI and NAEC to develop and implement the training programme, training evaluation

Curriculum Design

As BRIA Vietnam started later as all other BRIA national projects, the curriculum design is not finalized yet.

Monitoring and Evaluation

As BRIA Vietnam started later as all other BRIA national projects, the monitoring and evaluation approach is not finalized yet.

Discussion

- BRIA Vietnams training curriculum and M&E approach and has not been designed yet. This is due to the fact that BRIA Thailand started late compared to other BRIA countries.

1.2 PRIVATE PARTNER PRESENTATIONS

1.2.1 BASF

Title: Input on Capacity Development for BRIA
Presenter: Bruce Milligam

The presentation of Bruce Milligam gave an overview of some of the past experiences of BASF in regard to capacity development for agricultural smallholders. Its focus was on BASFs activities in India and Indonesia. BASF, as a member of CropLife International, implements capacity development activities on security and product stewardship issues.

Key messages

The key messages of the presentation can be summarized as follows:

Trainings need to be multi-facetted to be effective

Image 10: Bruce Milligam presenting on BASFs capacity development activities

BASF, in cooperation with CropLife International, combines a variety of knowledge dissemination approaches to maximize the efficiency of trainings. Some of the applied approaches are

- Farmer training groups and clubs
- Field demonstrations
- Farmer to farmer trainings
- Retailer trainings
- House visits
- School programme
- Cultural shows
- Messaging through wall painting

Progressive Outreach Approach

In cooperation with marketing experts, BASF and CropLife developed the so called Progressive Outreach Approach (POA) to strengthen the efficiency of BASFs CD activities.

In a nutshell, the approach is based on the assumption that the following aspects need to be combined in CD designs in order for CD activities to be effective:

1. Simple and positive message

Positive message are encouraging and motivating while negative messages are discouraging. Furthermore, messages need to be simple.

2. Reason

The must be a reason for people to change – a change must have a positive impact.

3. Emotion

The reason to change needs to be connected to an emotional element.

4. Benefit

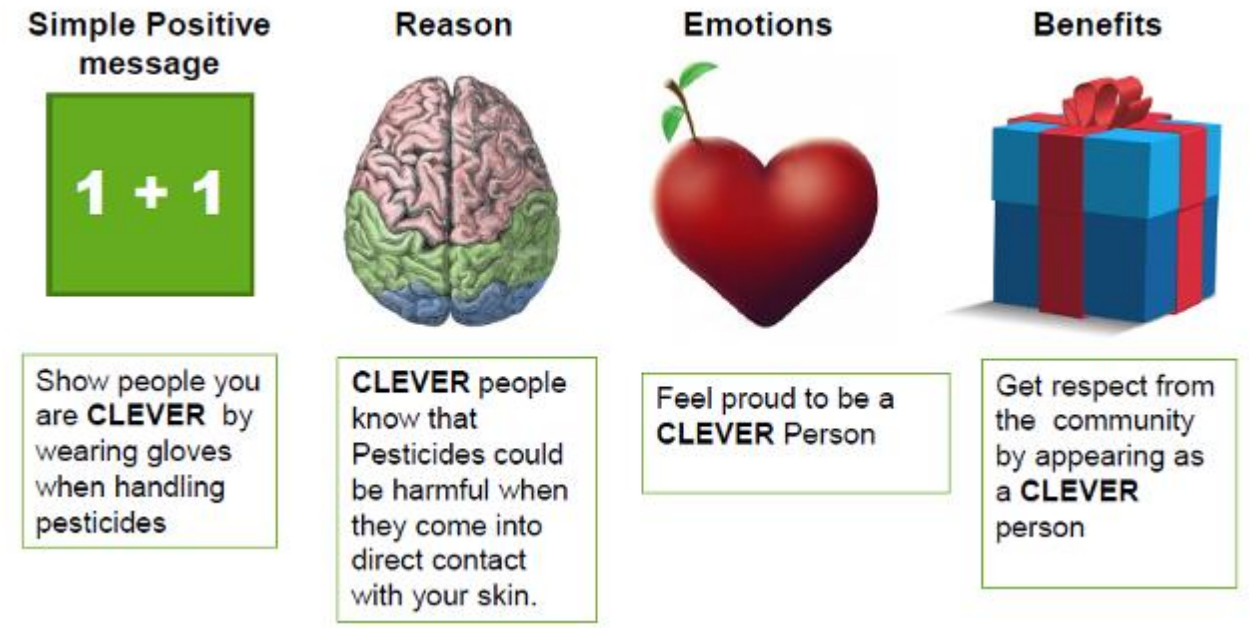
Farmers need to get something they value back from the behavioral change.

The approach was developed in cooperation with communication and marketing experts from BASF and utilizes insights from these fields to optimize the efficiency of CD activities.

Discussion

- In the case of India, BASF and CropLife trained 100.000 farmers with a budged of 1 Mio USD over a period of 4 years. Each

Figure 3: Overview of the progressive outreach approach developed by BASF



farmer received 15 trainings during that period.

- Furthermore, BASF made the following recommendations:

1. In one training session, farmers can effectively absorb 10 messages.
2. Local actors that might contradict the message spread need to be identified and integrated in the capacity development approach from the very beginning

1.2.2 Bayer CropScience (BCS)

Title: Capacity Building for Rice Cultivation

Presenter: Dr. Martin Maerkl

The first part of the presentation was dedicated to stressing the importance of rice for food security as well as the drivers causing changes of the rice market. Afterwards, a private sector perspective on opportunities and challenges of PPPs in the context of capacity development for smallholder farmers has been provided

Key messages

The key messages of the presentation can be summarized as follows:

Rice context

- Rice feeds 3 billion people
- Rice is grown on 160 M ha (90% in Asia)
- The rice market is diverse
- Inputs are increasingly intensified

Market drivers

- Demand increase
- Labour shortage
- Water shortage

Image 11: Dr. Martin Maerkl presenting for Bayer CropScience

- Technology efficiency gaps
- Local public policies
- Farm consolidation

Critical success factors of PPPs from Bayers' perspective

- People: Identification of common goals and values
- Co-partnering: Co-partnering with a competitor.
- Economic viability of the project: BCS's core business is hybrid seeds and crop protection
- Full acceptance and support of the local BCS team

Discussion

- BRIA is one of the first PPP collaborations for BCS and therefore a good opportunity for both the private and public sector to learn from each other.
- Nevertheless, PPPs need to be managed effectively in order to the different working culture of the private and public sector.

1.3 PARTNER PROJECT PRESENTATIONS

ASEAN Sustainable Agrifood Systems (SAS) and Forestry and Climate Change (FOR-CC) are both organized under the umbrella of ASEAN-German Program on Response to Climate Change (GAP-CC).

The initiative is funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) and supports ASEAN in the formulation and implementation of regional strategies and policies that increase food security and mitigate climate change. SAS and FOR-CC channel lessons learned and experience from actions undertaken within each country into the work of the regional organizations and vice-versa.

Both projects have been featured in the workshop. The results of the two presentations is summarized in the following.

Image 12: Trinh Vi Sieu presenting for ASEAN SAS Vietnam, © GIZ 2015

1.3.1 ASEAN SAS Vietnam

Title: Introduction and IPM survey in Dong Thap province
Presenter: Trinh Vi Sieu

The presentation focused on the results of a study on integrated pest management (IPM) conducted by SAS Vietnam. It was conducted to prepare its capacity development activities. The studies' focus is on safety issues on the application of pesticide by farmers and retailers.

Key messages

The key message of the presentation can be summarized as follows:

Pesticide application by farmers

1. Farmers didn't wear a proper safety protection in conducting spraying.
2. Farmers walk straight into the spray without considering any health impacts.

Table 2: Educational background of target group of ASEAN SAS project

Education level	Farmers	Retailer
No Education	5%	N/A
Elementary school	40%	N/A
Secondary school	39%	19%
High School	13%	61%
Training school / college	3%	19%
University	Less than 1%	N/A

Mixing of chemical inputs

- Most farmers mix different pesticides and come up with cocktails.

Role of labourers

- Pesticide application is usually done by hired labours. These labourers have a lower education than the farmers. Furthermore, they won't be reached by training the farmers.

Image 13: Jonas Dallinger presenting for FOR-CC

Discussion

- More than 90 percent of the farmers hire labourers
- Labourers are not organized, what makes it hard to reach out to them.
- Effective capacity development needs find ways of reaching out to those that actually apply the chemicals.

1.3.2 Forestry and Climate Change (FOR-CC)

Title: Background and perspectives for cooperation with BRIA
Presenter: Jonas Dallinger

The presentation gave an overview of the FOR-CC project, which has the overall objective to improve the cooperation and common positioning of ASEAN member states on climate change-related key topics in agriculture and forestry.

Key messages

The key message of the presentation can be summarized as follows:

Operationalization of ASEANs objective by FOR - CC

1. Support the ASEAN Climate Resilience Network
2. Cooperate with bilateral GIZ projects

Progress until now (phase 1)

- National studies on the Promotion of Resilience in Selected Crops
- Guidelines on Regional Cooperation and Technical Guidelines on Scaling-up CSA practices

Discussion

- Climate change aspects are not part of BRIA indicators yet. However, integrating these aspects into BRIA is part of the upscaling strategy for the next phase of BRIA

1.4 CONCLUSIONS

All of the presentations provided valuable insights into the CD experiences made by the extended BRIA family. Each participant put a different CD approach forward for discussion and the liveliness of how this opportunity was taken up by the audience revealed that the interest in each of the presentations was very high. Some of the main insights of this central section of the workshop are the following

- Whereas the content of the CD approaches in each country revealed similarities, the CD strategies must be tailored for the context of a specific target group. There is no „one size fits all" solution that suits the capacity development needs of all BRIA countries.
- Not all BRIA countries are at the same stage in regard to the implementation of capacity development measures due to some issues. I.e.: the Viet Nam started the activity a bit late as the finalization of the project agreement came by the end of 2014.
- Most of the current activities are still focus on the training to improve the rice cultivation technique, however refer to the countries' indicators; there are still other areas to be covered, such as market linkages.
- In order for capacity development to be effective, its key messages must be linked to aspects farmers care about. While this might sound obvious, the insight that farmers do not necessarily care about their own conditions is not. During the workshop, the example of safety issues of the applications of chemicals such as fertilizers or pesticides are likely to be ineffective when they link the safety benefits to the condition of the farmer himself. However, farmers and farm labourers care about their beloved families. Stressing the importance of safety while linking it to emotional aspects such as ensuring the livelihood of a farmers' kids will more likely cause behavioural changes than approaches that pass on this emotional link.
- PPPs are a new experience for the private partners and the public sectors. This provided a good opportunity to learn from each other and overcome historical resentments. However, PPPs have to be managed effectively and must be flexible and open for improvements.
- Safety considerations almost play no role in the application of pesticides. Furthermore, not farmers themselves are applying the chemicals but mainly farm labourers. This shifts the target group from the farmer to the labourer - an aspect important for the design of capacity development strategies.

2 TOWARDS A SHARED UNDERSTANDING OF CAPACITY DEVELOPMENT

After the discussion of how all participating members of the BRIA SEA family operationalized their CD mandate, the process of synergizing the audience's understanding in this regard was initiated.

This session was the second part of the first day of the workshop. It was structured according to the following sequence: (1) gathering information on the current understanding of CD of amongst the workshop's participants, (2) discussing of the different elements and levels of CD, to finally (3) developing a shared understanding of what CD in the context of BRIA is about.

Image 14: Results of the discussion on different levels of CD

Image 15: Suriyan presenting the basic elements of CD

One of the major insights of the knowledge exchange on CD is that there is no single valid, universal definition for it. The concept is subject to interpretation, which is mirrored by the differing answers of the workshops participants on the question "What does capacity development mean for you ?" Some of the responses to that question are:

- "Enabling people to do something"
- "Process to increase capacity"
- "Capacity building is a broad concept that comes from the development context and wouldn't be applied by private sector actors"
- "Capacity building implies that people are enabled to change

After the workshop revealed that a multitude of interpretations of capacity development are applied by the workshops participants, the process of synergizing these interpretations has been initiated. This has been done by introducing the audience to the basic elements of and different levels of CD.

2.1 ELEMENTS OF CAPACITY DEVELOPMENT

The following aspects have been highlighted as key elements of a capacity development approach.

- There is no standardized, universally agreed definition of capacity development
- The audience agreed that BRIAs common understanding of capacity development should be based on the basic elements of
- Focus on processes and abilities
- Focus on individuals, organizations and societies
- Focus of strengthening abilities
- Focus on efficient usage of resources
- Related to goals

2.2 LEVELS OF CAPACITY DEVELOPMENT

The different levels of capacity development have been named as a shared element of every capacity development approach. According to the concept, capacity development is located on one or more of the following levels

1. Individual level
2. Organizational level
3. Societal level

The participants agreed that capacity development approach must be specifically tailored for the targeted capacity development level and specific actors. After the participants agreed on these basic aspects of CD, the most important CD related actors have been identified and related to the different levels of CD. The result of this exercise is summarized in table 4.

2.3 CONCLUSION

The workshop participants agreed on the following buildings blocks of a shared understanding of CD within the BRIA family:

capacity development as discussed in section 2.2.1.

- Special emphasis is put on different layers of capacity development as discussed in section 2.2.2.

Furthermore, the following aspects are of importance for future activities.

- BRIAs focus on capacity development is currently on the individual level (e.g. training of lead farmers). There is a need to complement the approach with capacity development on the organization and societal level.
- BRIA needs to be aware of actors that potentially counteract the message spread during the workshop and integrated them into the capacity development approach (e.g. religious institutions)
- Hidden actors of importance need to be taken into consideration. For instance, lead farmers might hire labours which actually do the farm work for them. BRIA needs to strengthen its capacity to reach out to these "hidden" actors.

Table 3: Important actors located at different levels of capacity development in rice sector

Individual level	Organizational level	Societal level
• Governmental officials active on the local level • Farm laborers • Law enforcement officials • Community leaders • Religious institutions and actors • Agricultural extension volunteers	• Retailers • Banks • Input suppliers • Local schools and universities • Grain buyers • Provincial development agencies • Local research institutions • Food companies • Rice mills	Political framework related aspects such as: • Benefit sharing along the value chain • New and young farmer recruitment • Aging population • Making rice farming and extension easier • Farming lifestyle

3 KEY PROCESSES OF CAPACITY DEVELOPMENT

After taking stock of the work on capacity development that has been done BRIA so far, the second day was of analytical nature.

Best-practice recommendations for each step of the capacity development cycle have been developed by four working groups. Furthermore, the importance, challenges and opportunities of PPPs in the context of capacity development have been discussed and a set of recommendations to strengthen the efficiency of this approach has been developed.

Image 16: Co-moderator Lisa structuring workshop results

Image 17: Working group 1 in action

3.1 WORKING GROUPS

In accordance to the structure of the BRIA country level presentations, a working group for each of the following steps of capacity development cycle has been developed: a) preparation of the capacity development design, b) curriculum design, c) knowledge dissemination and d) monitoring and evaluation.

3.1.1 Working group 1: Preparation of the capacity development design

Moderator: Isnaini Jalil

Participants

- Jaime Gelantes: BRIA Philippines
- Isnaini Jalil: BRIA Indonesia
- Dr. Mathias Bickel: GIZ
- Dr. Martin Maerkel: Bayer CropScience
- Bruce Milligam: BASF
- Jonas Dallinger: FOR-CCNguyen Thi Thanh Huyen: BRIA Vietnam
- Pornsiri Senakas: Thai Rice Department

Objective

The objective of working group 1 was to understand the key elements of the CD preparation process. Guiding questions have been:
-What are the key processes/steps of preparing a capacity development approach?
-What are the success factors of each step?
-What best-practices can be identified?

Outcome

The main outcome of the discussion can be summarized as follows:

- There is a need to prioritize and define the target group of BRIA. As the main purpose of BRIA is to develop viable and sustainable business models that increase the net-profit of farmers, BRIAs focus should be on emerging farmers rather than subsistence/smallholder farmers.
  This prioritization process should be backed up with a set of criteria that define the target group of BRIA and simplify the process of selecting the “right” farmers within the BRIA countries.

Discussion

- A stable political environment is crucial for the planning security of projects. Timing of local elections should to be checked before a project is implemented. In order to ensure steady governmental support for projects, cross-cutting of local elections with the projects timeline should be avoided as it might result in changes of governmental priorities and support.
- There is a high need to synergize the prioritization of all involved partners: While private sector partners have a focus on emerging business and business development, the BMZ focuses on poor smallholders and poverty reduction. All project partners need to synergize their expectations to cooperate effectively.

Table 4: Results of working group 1

Pre-CD activities (the activities are not put in orderly)	• Site selection (define a good criteria, i.e.: infrastructure, the community structure, the needs and interest of the community, political condition) • Baseline survey • Stakeholder mapping • Supply chain/value chain analysis • End-market analysis/Identification of buyers • Secondary data collection • Determine whether partners are knowledgeable
Other aspects to be considered	• Priority setting to define the priority of the activities • Clear understanding of the target group? Smallholder farmers or emerging farmers? • Scope of target group • Identification of local service providers • Balancing of interest of partners

3.1.2 Working group 2: Training curriculum design

Moderator: Kukiat Soitong

Participants

- Saurin Hasmukhlal Shah
- Atthawit WatcharapongchaiKukiat Soitong
- Permane Sunindya
- Trih Vi Sieu
- Jumroon Supapol

Objective

The objective of working group 2 was to identify the common modules of capacity development for rice cultivation as shared by all BRIA countries, the optional modules as well as success factors in the design of a curriculum.

Outcome

The main outcome of the discussion can be summarized as follows:

- Training curriculums needs to be flexible and open for adjustments in case needed.
- Curriculums need to be designed with reference to the targeted level of capacity development as well as to the specific target group of the training. A curriculum developed for trainers of trainers can be more comprehensive than the curriculum used to build capacity amongst local farmers. The same holds for curriculums for farmer groups.

Discussion

- There was a general agreement that most of the important aspects have been discussed by the working group.

Table 5: Results of working group 2

Topics	Awareness raising and goal set up	Knowledge management	Monitoring impact and assessment
Scope and description	• Identify gaps • Improvement opportunity • Goal setting • Farming as a business	• Land preparation and management • Seed management • Cultivation management and water • Soil and nutrition management • Weed, disease and pest management • Harvest and post-harvest management	• Before and after training programme • After each training programme
Expected output	• Desire to change • Clarify of the goal	• Adoption to the knowledge • Adoption of new practices/technology • Confident and knowledge community	• Action plan • Yield and income improvement

3.1.3 Working group 3: Knowledge dissemination

Moderator: Jonas DallingerTable 6: Summarized results of working group 4

Participants:

- Nguyen Thi Thanh Huyen
- Atthawit Watcharapongchai
- Kukiat Soitong
- Permana Sunindya
- Isnaini Jalil

Objectives

The objective of working group 3 was to identify the different steps of the knowledge dissemination process as well as the objectives and success factors of each step.

Outcome

The main outcome of the discussion can be summarized as follows

Referring to the different levels of capacity building discussed during the workshop (individual level, organizational level, societal level), most capacity building activities in BRIA are currently focusing on the individual level (e.g. training of lead farmers).

- There is a need to strengthen BRIAs activities in regard to the organizational level of capacity building (e.g. farmer groups)

Table 7: Results of working group 3

Level	Stakeholder	Method	Success factors
Farmers/ Individual	• Lead farmers • Extension workers • Retailers	• Extension to farmer group • Farmer to farmer • Extension to labour • 1:10 farmers • Demo plot • Entertainment group • Interpersonal/group approach	• Identify priority • Simple message • Proven existing distribution channels • Stakeholder cooperation
Organizations	• Suppliers	• Adoption to the knowledge • Adoption of new practices/technology	• ICT • Publication
Society	• Retailers • Local authorities • Public/private sectors • Member state • Local extension officer • Villages	• Mass media/ communication • Contest/visibility • Scaling up • Celebration • Influential people • Story telling	

Discussion

- The difference between the impact and outcome of CD is important. BRIAs indicators focus on impacts such as training a certain number of actors. However, this doesn't necessarily mean that these actors change their behavior (outcome). The training curriculum design should focus on maximizing the outcome of interventions rather the impact.

3.1.4 Working group 4: Monitoring and evaluation

Moderator: Jaime Gelantes

Participants:

- Nguyen Thi Thanh Huyen
- Saurin Hasmukhlal Shah
- Trih Vi Sieu
- Jumroon Supapol
- Dr. Mathias Bickel: GIZ
- Dr. Martin Maerkel: Bayer CropScience
- Bruce Milligam: BASF

Objectives

The objective of working group 4 was to identify the different approaches applied to monitor and evaluate the monitoring and evaluation process, the different steps of these processes as well as the related success factors.

Table 8: Results of working group 4

Function of M&E	What to monitor?	How to monitor?	Who to be monitor?	When?
• Show results • Gain lessons learned • Adjust project management • Ensure right direction • Show business case •	• Prices at farm gate • Project target • Adoption • Behavior • Knowledge of farmers and trainers • Activities • Resources • Costs • External factors such as the political situation • Strength of farmer organizations	• Baseline survey • Regular visit • Database system • Tele survey • Planning and work-plan completion • Assessment based on criteria of orga. strength	• Third party • Farmers • Project staff • Partners	• Weekly • Monthly • Continuously

Outcome

- There is a need to monitor the effectiveness of the knowledge sharing process of lead farmers within their community. While this is beyond the capacity of BRIAs indicators, it is the basis for reaching out to the intended target group (e.g. we assume that every lead farmer trains 10 farmers). Strengthening BRIAs methodology in this regard increases the value of BRIA as a whole.
- Due to the criticism of BRIA in Germany, there might be a need to incorporate third parties into the monitoring and evaluation process.

Discussion

- It should be considered to hire external service providers for the M&E activities to improve the trustworthiness of results.
- Different M&E systems are in place in the different BRIA countries, what makes aggregation of data difficult.
- Local governments often lack information needed for BRIAs M&E activities.
- Data from sources such as the FAO or IRRI is often too old to be usable.
- The lack of data drives the costs for insurance. They might be overpriced, as uncertainty drives risks and risks drive prices.

3.2 CONCLUSIONS

The focus on the different working groups was on understanding the technical processes undertaken by each BRIA national team in regard to the major aspects of capacity building. A brief summary of the major points discussed is the following

- BRIA needs to come to a common understanding of BRIAs target group. In order to develop sustainable business models, the target group should be emerging farmers. This needs to be incorporated into the preparation process of capacity development.
- The design of training curriculums needs to be flexible and open for readjustments. Furthermore, it needs to be designed according to the needs of the specific context.

  Most knowledge dissemination processes focus on the individual level of capacity building. There might be a need to widen this approach and, at least, incorporate the organizational level (e.g. by training for management and organization of farmer groups).
- As a response of the criticism of the German public, the monitoring and evaluation process might be undertaken by a third party.

4 PUBLIC PRIVATE PARTNERSHIPS & CAPACITY DEVELOPMENT

Capacity development and its relation to PPP have been discussed throughout the entire workshop. Though this aspect was not considered as the main objective of the workshop, it turned out that a clarification of the different roles, needs and expectations of private and governmental partners involved in BRIA is needed.

The following section gives an overview of the most important challenges and issues in relation to PPPs and capacity development. Furthermore, a summary of the participants' recommendations of how to strengthen the cooperation between the public and private domain is provided in the following section.

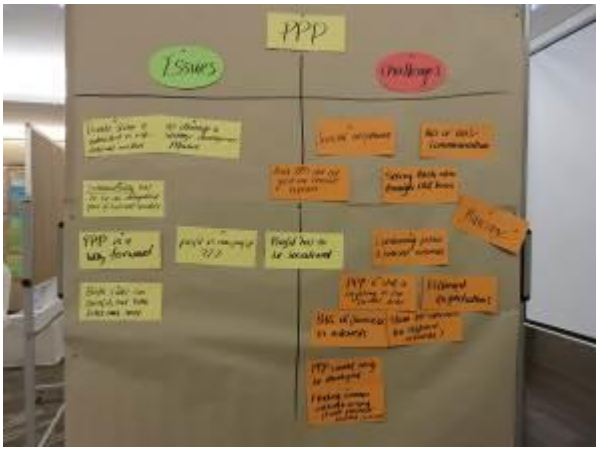


Image 18: Issues of PPPs identified by the participants

Image 19: Workshop participants share their experiences in regard to PPPs and capacity development

4.1 CHALLENGES AND ISSUES

The following challenges and issues have been identified in the context of PPPs and capacity development:

- Social acceptance of PPPs
- Private and public actors see each other through old and outdated “lenses”
- Lacking or flawed communication
- Differing public and private interests and expectations
- PPPs are new to most private sector actors
- Past PPPs did not yield the expected benefits
- Profit versus non-profit institutions
- Sustainability needs to be core of the business model development approach
- Both sides can benefit from successful PPPs but also both sides can lose in terms of a failure

4.2 RECOMMENDATIONS

It was agreed on that PPP schemes have a high potential to improve capacity development. The exchange of different experiences and expertizes in this regard can provide fruitful inputs for uplifting the quality of capacity development processes. However, several barriers to make use of this potential have been identified during the workshop. On this basis, a set of recommendations for increasing the efficiency of PPPs in general as well as increasing the efficiency of PPPs in the context of capacity development have identified. The recommendations are the following:

- Synergize the interest and working approaches of all parties involve and develop a common goal
- Ensure that the common goal is reinforced and the common understanding of that goal is monitored. This might be done by scheduling frequent dialogues
- Be transparent in what you do. In a setting that integrates private and public partners, trust can only be built on the basis of a high level of transparency
- Work as partners
- Communicate proactively and with passion
- BRIA does a lot of good work – we need to stand up for it and communicate that
- Understand different work modes and cultures of the institutions involved
- Synergize the ways of measuring success of different parties involved. Unlike the governmental sector, private sector actors are trained in benchmarking and competition. The different mental-models in this regard should be synergized
- Develop a trust and confidence. In a setting that integrates private and public actors, a high level of trust is the prerequisite of a successful cooperation
- Communicate expectations openly. Transparency enables the team to align expectations and move forward on that basis
- Aggregate private sector partners before approaching the public sector. In order to keep the management requirements for public sector actors low, diverse private sector actors should be grouped beforehand
- Increase the frequency of communication. A high frequency of communication is needed to keep everybody on the same page and build trust and confidence

4.3 CONCLUSIONS

The workshop served as a forum to express the needs and expectations of private sector and governmental partners in regard to PPPs. The extent to which the participating parties made use of this opportunity revealed a high need to strengthen the work mode of BRIA. A summary on the main aspects discussed in the context of PPPs and capacity development is the following:

- Communication: The usage of modern communication technology (e.g. ICT) should be promoted and improved.
- Common interest: The interest and expectations of all involved parties needs to be sufficiently understood and clearly stated. Furthermore, a common goal needs to be developed and maintained. This improves the level of transparency within BRIA.
- Trust: Developing a high level of trust and confidence within the BRIA team needs to be the specific goal of all stakeholders. Proactive, open and passionate communication as well as transparency in regard to the interest of all parties involved is a prerequisite for this matter.
- Continuity: Developing a good working relationship within the BRIA team is prerequisite for a functioning PPP. However, the efforts in this regard can't be static but need to be continuous and dynamic in order to maintain the work relationship.

5 FEEDBACK

The workshops organizational team tried to get much feedback from the participants on the learning effects of the workshop as well as the organizational effectiveness. While the impact of the workshop can only be assessed against how the workshops participants alter their capacity development conduct after returning to their home countries, the received feedback indicated some instant impacts as well.

After the first day, the participants have been asked to provide written feedback on the learning effects of the workshop. The feedback after the second day came in verbal form. Both feedback sessions are summarized in the following.

Image 20: Reviewing good practices and lessons learned

Image 21: Feedback from participants on the learning effects of the workshop

5.1 WRITTEN FEEDBACK

5.1.1 What has been learned?

- Progressive outreach approach, especially the importance to interlink contextual messages with emotional factors that farmers can relate to
- Diversity of capacity development approaches within the BRIA network

5.1.2 What has been reinforced?

- The need to focus on behavioral change rather than fulfilling indicators
- The importance of context for designing effective capacity development approaches

5.1.3 What new perspectives did I gain?

- An understanding of the basic idea of private partners/public partners
- The importance of different levels of capacity development
- The need to develop a common language PPP-related project teams.

5.2 VERBAL FEEDBACK

- "What was missing was very deep information on what was actually going on in the respective countries. That might be improved in future"
- "Most important benefit for me is the upscale aspect of the regions. We can learn from each other and might be able to show that some aspects that are implemented in one country might work for another country"
- "It was very helpful to meet the people we previously only had contact with via email. That makes the communication more worthwhile"
- "I can relate the work we did in Thailand with the work in the other countries. I realize that the way of thinking in each country is very different and how that manifests in the actual training design. What was missing was that we jumped into the workshop and received not much information on the activities"
- "I heard a lot of information from other countries. I would like to get more information on the actual activities that are going on abroad. Furthermore, I would like to have the follow up workshop not in Thailand, so that we can travel"
- "It's has been a very good chance to get an idea of how PPPs can work in the context of Thailand. There is nothing missing according to my knowledge"
- "The workshop was very well organized. It was obvious that there was a lot of thinking behind it. For me, it was important that the different partners see the benefit of BRIA, based on their own opinion. What is missing: I suggest to organize the next workshop close to the project site, otherwise it is all a bit hypothetical.
- "What I found helpful is not the result but the pathway, the process. Furthermore, I appreciate the opportunity to have bilateral talks. Furthermore, I highly appreciate that our partners send their high level management. I think it is very important to facilitate communication between the operational and the management level. Missing: Olam
- "Interesting was that the private sector was participating, Missing: nothing"

Image 22: Final feedback and discussion of way forward

- "We were struggling with some things in Indonesia which have been clarified here with Suriyan and Mathias. This gives me a lot of confidence in going back to Indonesia. Missing: I see a lot of colors, but nothing tangible. Furthermore, I would like to have the workshop near our project site. I invite everybody to come to Indonesia to do the next workshop there

5.3 CONCLUSIONS

The aspects summarized in the previous section haven not been paraphrased but consist of the "raw" statements of the workshop participants. They will provide the basis for altering the design of the follow up workshop taking place in October 2015. For this, the following points are of high relevance:

- Some participants expressed the idea that holding evens like this workshop should be done in rural areas closely to BRIAs actual target group.
- The geographical location should vary – BASF Indonesia invited all participants to Indonesia for the next workshop.
- It seems that the level of participation with the workshops organization was high.
- Almost all participants stated the participation of the public and private domain was very beneficial. The discussions enabled both sides to increase the understanding for the other domains experiences and experiences.
- Content wise, the discussion on the different levels of capacity development seems to have an immediate impact on the way the participants view their CD work.
- The Progressive outreach approach presented by BASF has caught special

interest of the participants. Linking “hard” facts with “soft” emotional factors seemed to be new to most.

Based on the feedback from participants, it can be stated that the workshop was successful. Taking into account the objectives of the workshop and the gathered insights, this impression can only be validated.

6 CONCLUDING REMARKS

The workshop was done successfully as the main objectives have been met. Besides, all participants were enthusiastic, lively discussions were held, important lessons learned and recommendations for successful CD for rice cultivation were drawn. The workshop was designed to reach a common understanding of CD in rice cultivation, to have a lesson learnt in designing a CD activities – such as rice cultivation training, and also the importance of PPPs to foster the whole process.

The workshop was started by taking stock of the works that have been done on CD by the BRIA national teams and also from BRIA partners. From all countries' presentations, it can be seen that although having a same objective – which is to improve the livelihood of rice farmers' in the area, all BRIA countries have different "CD path" on rice cultivation. There are some common challenges that is identified, which is to assure the adoption of the knowledge by small holder farmers. Yet, all BRIA national teams also share conviction that, in order to encounter the issue, farmers need to be organized in community groups., Considering the other projects in GIZ and ASEAN, the theme of agriculture – climate change nexus can be considered in the next phase of BRIA project.

The capacity development concept that was discussed is referred from the GIZ Capacity Works, which focuses on some elements. It covers the whole processes to see the capability and to strengthen the abilities of the beneficiaries. There are several level of actors that are involved, namely: individuals, organizations and societies level. For the current BRIA activities, the participants agreed that most of activities are still focus on the individual levels. The key insight in this regard is that nearly all of BRIAs capacity development activities are located on the individual level, with lead farmers being the central target of BRIAs training activities. Activities focusing on the organizational level (e.g. trainings for farmer groups) or the societal level of capacity development (e.g. media releases) are rather rare. This is also due to the project indicators which embrace small-holder farmers as the main beneficiaries. Nevertheless, to reach these objectives, the whole chain should be improved which is driven by various stakeholders at different levels.

The workshop also allowed the participants to discuss in a group to draw the success factors and suggested process to have a successful CD activities. Started from the pre-activities, which is the preparation process. To design a CD strategy, a clear and realistic objectives should be set based on the needs of the beneficiaries. Along the line, variety of approaches to assess the participants CD needs can be done (e.g. partner mapping, baseline study, etc.). In the case of conducting training, after the needs assessment, a training modules are designed. Along the process, it is necessary to have consultation with partners and beneficiaries whether the training that is designed can fulfil the needs and well appreciated by the beneficiaries. Learned from private partners experiences in other projects, the message that is given during the training should be positive, short, and motivated. This will foster the beneficiaries to adopt the message. Moreover, the M&E strategy should be conceptualised

accordingly to assess the effectiveness and the adaptation of the training activities, not only by assumption. Most of the knowledge management or technology in the rice cultivation is not so novel, however the transfer knowledge process and M&E play an important roles. The dissemination process and M&E is not only for the immediate farmers (primary), but also to make sure that the knowledge is multiply to the right target groups in the region, and well adopted.

Capacity development and its relation to PPP have been discussed throughout the entire workshop. Though this aspect was not considered as the main objective of the workshop, it turned out that a clarification of the different roles, needs and expectations of private and governmental partners involved in BRIA is needed. As have been mentioned before, though the indicators of the project are focus on the individual level, but different levels of actors should be involved to reach the goal, which makes PPP become one of the effective approach. Some key factors that are necessary to foster the PPPs collaboration. Having - a good communication, common interest, building trust, and to foresee the collaboration as a continuous partnership which can be adopted to the current structure – could help the partnership

All aspects summarized in this document are a result of the discussions between private, public, and GIZ related actors in the context of BRIA SEA. They shall provide guidance on how to improve BRIAs CD activities and serve as a means to keep the main points discussed in memory of the participants. This summary is intended to be a “living document” – feedback on the aspects document herein and on those might missing is highly welcome and will be integrated into the final workshop report.

7 THE WAY FORWARD

Actions will be taken to improve BRIAs capacity development activities on the basis of the insights gathered during the workshop. These actions are based on the best-practice recommendations for each step of the capacity development cycle have been developed by four working groups. Furthermore, the importance, challenges and opportunities of PPPs in the context of capacity development have been discussed and a set of recommendations to strengthen the efficiency of this approach.The workshop resulted in some concrete “To Dos” based on the recommendations given by the workshops participants. A summary of these ToDos, is provided by table 9.

BRIA Regional Secretariat is planning to have a following sequence of the best practices exchange knowledge. The knowledge exchange activities will later be compiled as a set of best practices and recommendation for CD aiming at improving the rice value chain in the SEA.

Moreover, after two days workshop, it is found that there is still confusions in defining the target group of BRIA projects. It has to be better defined and agreed on by all participating parties. BRIA intends to improve the livelihood of farmers in SEA. This basic approach is operationalized in all BRIA countries by

Table 9: Implications of the workshop

Topic	Description	Responsibility
Communication	Improve the use of information and communication technology (ICT) for strengthening BRIA internal communication	BRIA Secretariat
	Create and maintain a platform for internal communication and knowledge sharing	BRIA Secretariat
	Communicate proactively and openly	All BRIA stakeholders
BRIA target group	Define the target group of BRIA and develop a set of criteria in this regard	BRIA Secretariat & BRIA countries
	Cross-check the criteria of the BRIA target group with the selected target groups within each of the BRIA countries	BRIA Secretariat
Public relations	Select one/several lead farmers in each country and train him/her to be the BRIA spokesperson	BRIA national team

means of improving the profitability of farming systems. However, the nature of the targeted farming systems has been subject to discussion during the workshop. While smallholder farming systems are clearly in the highest need of support, the likelihood to develop self-sustaining business models that cause positive impact beyond the scope of the project is higher for emerging farmers. As the target groups in all BRIA countries have been decided on already, it is agreed that further investigation in how this process has been undertaken in which target group has been chosen is needed.

This workshop in capacity development for rice cultivation has been the first milestone of this sequence. It will be complemented by workshops on the following topics: Knowledge management (in 2015), rice and rice product value chain development (in 2016), and scaling-up agribusiness models and public private partnerships (in 2017).

ORGANIZER TEAM

Coordinator	: Astari Widya Dharma
Advisor	: Suriyan Vichitlekarn
Moderator	: Elisabeth Fischer
Co- Moderator	: Lisa Faust
Documentation and Logistics	: Henrik Beermann Jansajee Thipphayasoonthranont Thanisa Suntayanon Wiphawee Sukontlertsamorn
Photographer	: Pongkhun Pitukpuwadol Thanisa Suntayanon

CONTACTS

BRIA Regional Secretariat

39/1 Soi Sukhumvit 13
Sukhumvit Road
Klongtoey Nua, Wattana, Bangkok 10110
T: + 66 2255 4202, F : + 66 2255 4203

Suriyan Vichitlekarn suriyan.vichitlekarn@giz.de – BRIA Regional Project Director
Astari Widya Dharma astari.dharma@giz.de - BRIA Regional Project Coordinator

ANNEXES

Annex 1. List of Participants

BRIA INDONESIA	
	**Isnaini Jalil** BRIA Indonesia – Project vice Manager isnaini.isnaini@giz.de
	**Permana Sunindya** BRIA Indonesia – Project Manager permanaary.sunindya@basf.com
	**Saurin Hasmukhlal Shah** BASF Indonesia – Local Business Manager saurin.shah@basf.com
BRIA PHILIPPINES	
	**Jaime Gelantes** BRIA Philippines – Project coordinator jaime.gallentes@giz.de
BRIA THAILAND	
	**Atthawit Watcharapongchai** BRIA Thailand – Project Manager atthawit.watcharapongchai@giz.de
	**Jarut Dechapahul** BASF Thailand jarut.dechapahul@basf.com

	**Kukiat Soitong** BRIA Thailand Capacity Building (training) Consultant ksoitong@hotmail.com, ksoitong@gmail.com
	**Dr. Matthias Bickel** • BRIA Thailand – Focal Point • ASEAN SAS Project Director matthias.bickel@giz.de
	**Dr. Pakorn Suchare** BASF Thailand pakorn.suchare@basf.com
	**Pornsiri Senakas** Thai Rice Department – Expert of Farmer Empowerment pornsiri.s@rice.mail.go.th
BRIA VIET NAM	
	**Ha Nguyen Hai** BRIA Viet Nam – Project Officer ha.nguyen1@giz.de
Private partners	
	**Bruce Milligan** **BASF Region Asia Pacific -** Regional Manager for Sustainability and Product Stewardship bruce.milligan@basf.com

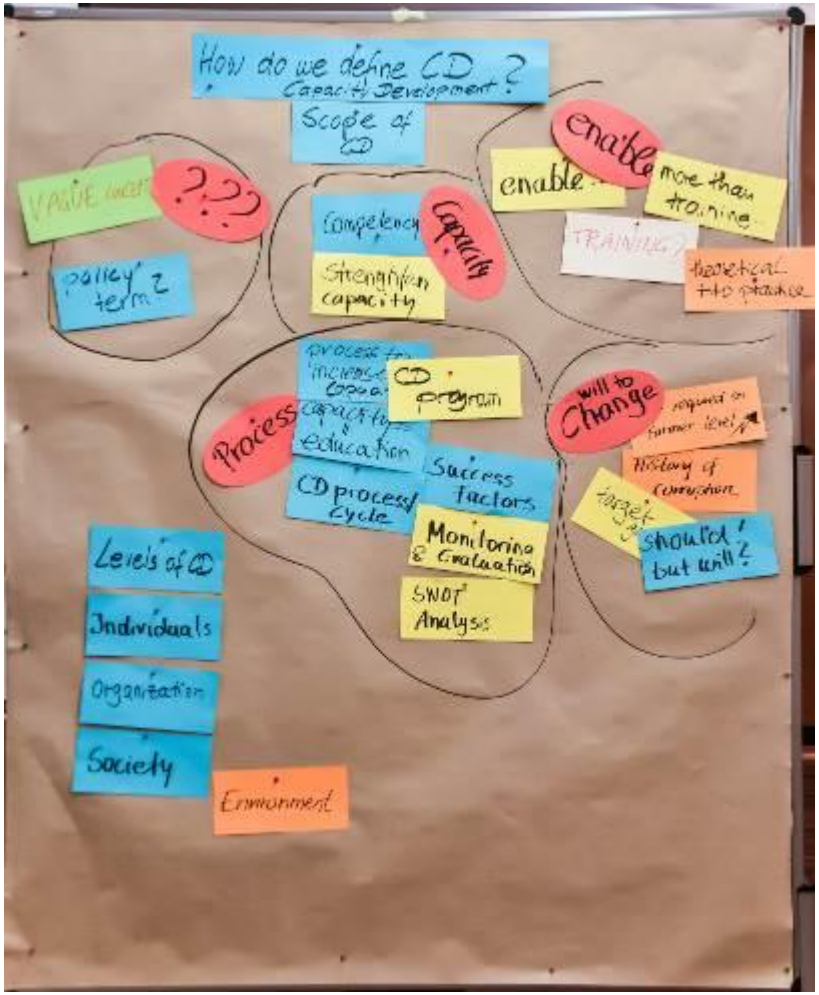
	**Dr. Martin Märkl** **Bayer Crop Science** - Senior Sustainable Development Manager martin.maerkl@bayer.com
Other GIZ projects	
	**Jonas Dallinger** **FOR CC project** jonas.dallinger@giz.de
	**Trinh Vi Sieu** **ASEAN SAS** – Project officer sieu.trinh@giz.de
Organizer team	
	**Astari Widya Dharma** BRIA Regional Project Coordinator astari.dharma@giz.de
	**Elisabeth Fischer** ASEAN SAS Advisor for Capacity Development elisabeth.fischer@giz.de
	**Henrik Beermann** BRIA Consultant for Farm Mechanisation beermann.consulting@gmail.com
	**Jansajee Thipphayasoonthranont** BRIA Thailand Project Assistant jansajee.thippayasoonthranont@giz.de
	**Lisa Faust** ASEAN SAS lisa.faust@giz.de

	**Suriyan Vichitlekarn** BRIA Regional Director ASEAN SAS Senior Advisor suriyan.vichitlekarn@giz.de
	**Thanisa Suntayanon** BRIA Thailand Project Assistant Thanisa.suntayanon@giz.de
	**Wiphawee Sukontlertsamorn** BRIA Regional Office Manager Wiphawee.sukontlertsamorn@giz.de

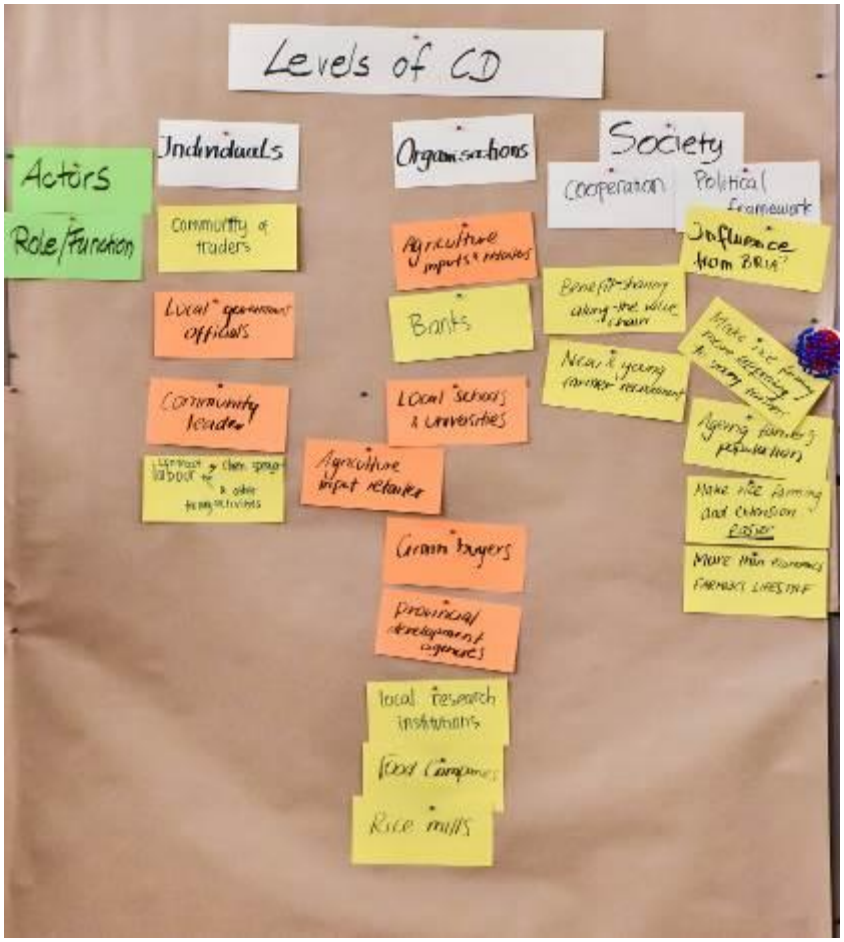
Annex 2. Discussion's documentations

Annex 2.1. Lesson learnt from current experiences

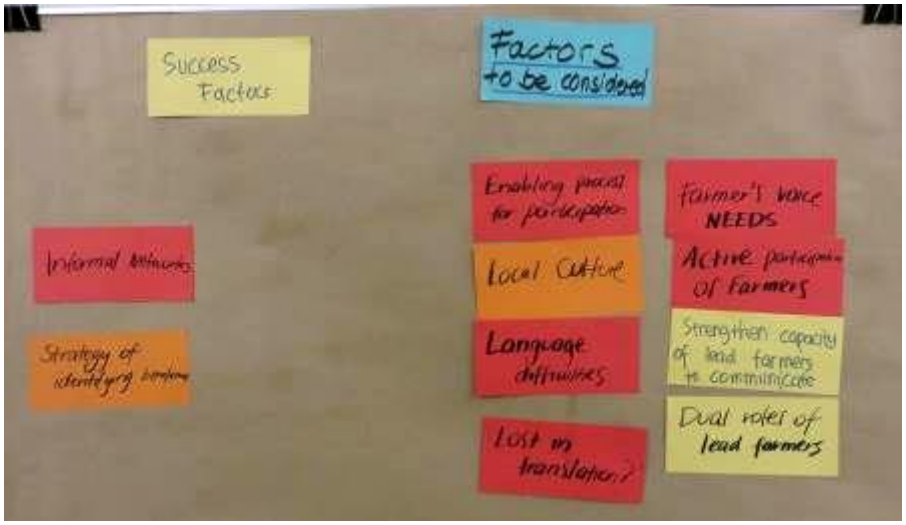
Annex 2.2. How do we define CD? (Pre-definition)



Annex 2.3. Levels of CD in the Rice Sector



Annex 2.4. Factors that affect the CD for rice cultivation (individual levels)

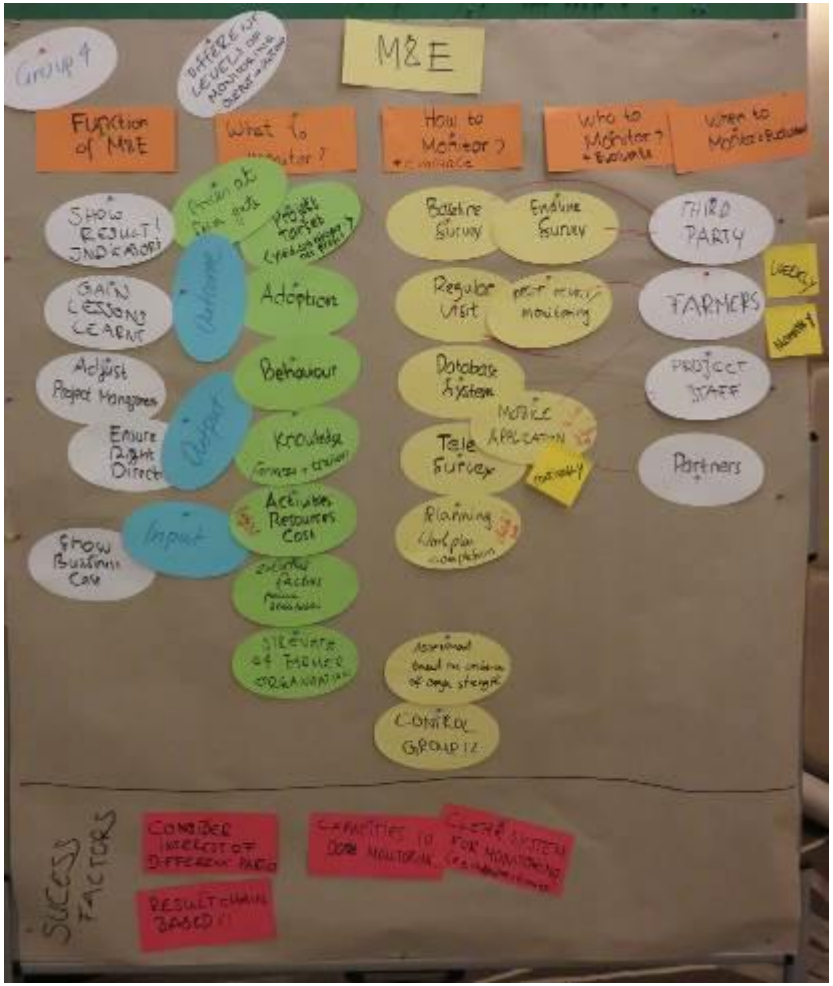


Annex 2.5. Working group 1: Preparation of the capacity development for smallholder farmers

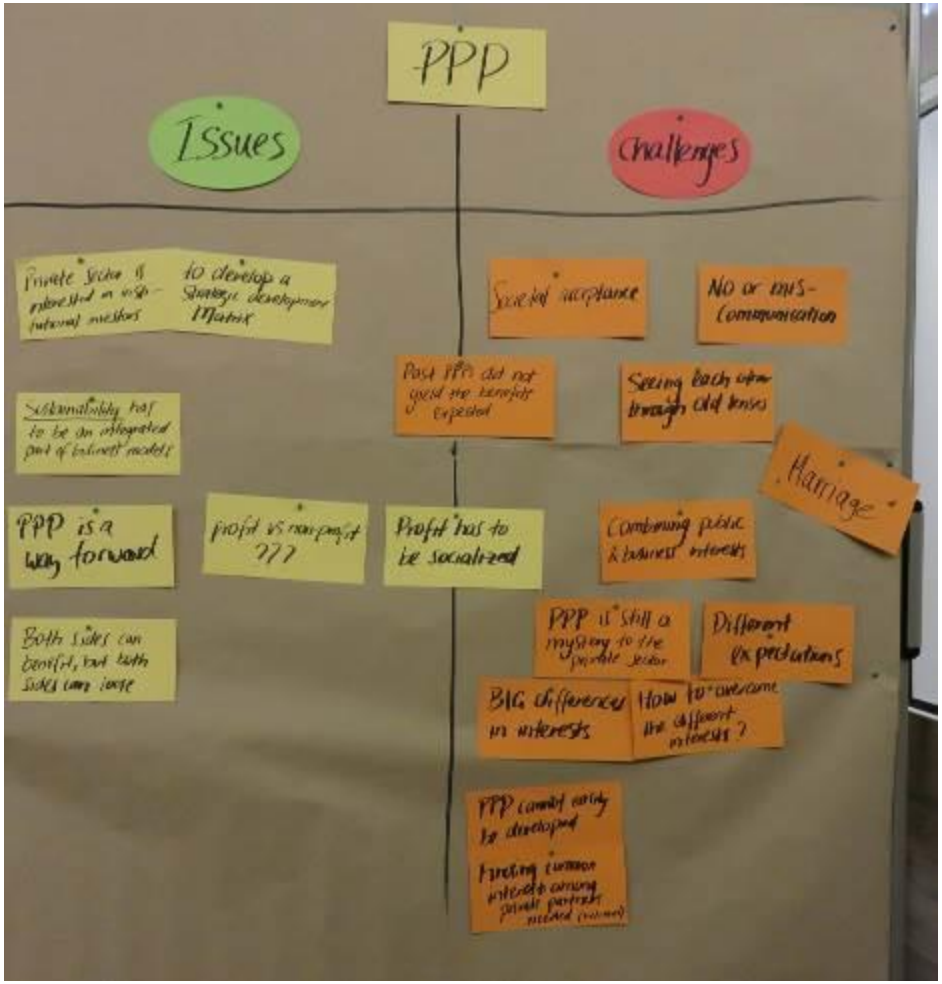
Annex 2.6. Working group 2**:** Training curriculum design

Annex 2.7. Working Group 3: Knowledge dissemination

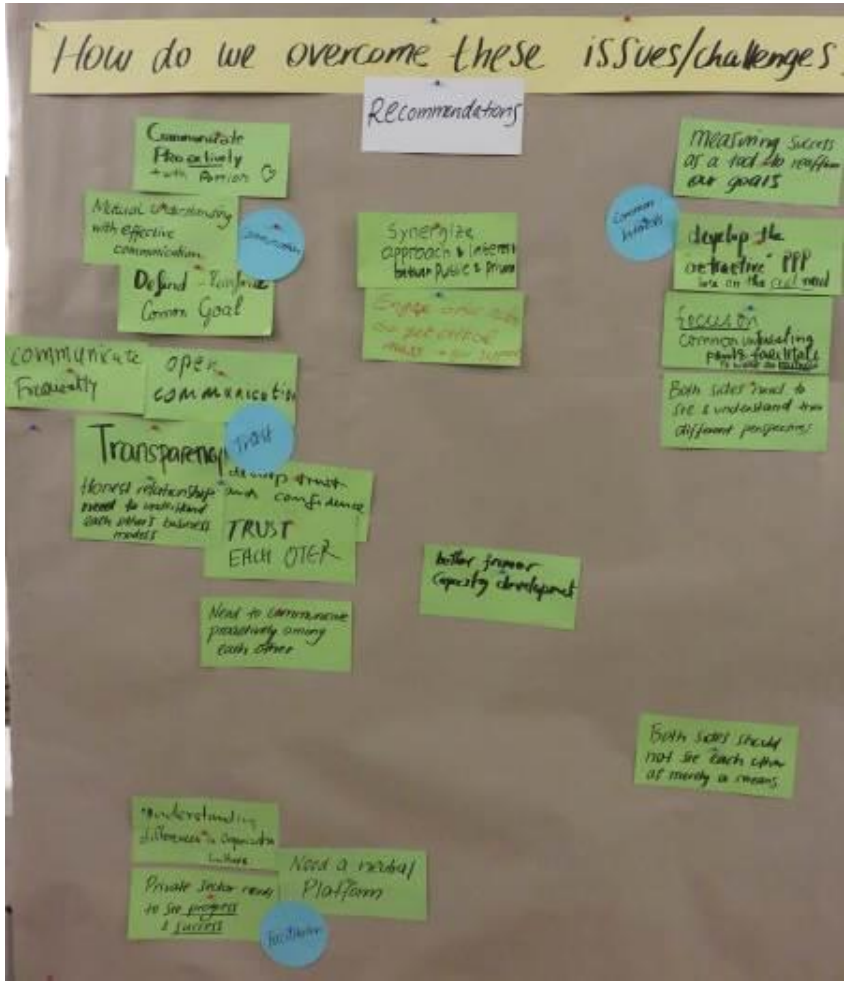
Annex 2.8. Working group 4: Monitoring and Evaluation



Annex 2.9. Issues and Challenges of PPP model



Annex 2.10. How to overcome issues and challenges of PPP model?



Annex 3. Statement letter for publication

Statement letter

BRIA Regional Workshop – Capacity Development for Rice Cultivation

Bangkok, May 7th, 2015

By signing this document, I hereby giving a permission for Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ) – BRIA project to publish photographs taken on the BRIA Regional Workshop "Capacity Development for Rice Cultivation" (7th and 8th of May 2015) for BRIA's print, online and video-based marketing materials, as well as other initiative publications.

	Name	Signature
1	Bruce Milligan	
2	Martin Maerkl	
3	Isnaini Jalil	
4	Permana Sunindya	
5	Jaime Gelantes	
6	Ha Nguyen Hai	
7	Nguyen Thi Thanh Huyen	
8	Jonas Dallinger	
9	Trinh Vi Sieu	
10	Saurin Hasmukhlal Shah	S.H. Shah
11	Atthawit Watcharapongchai	
12	Kukiat Soitong	
13	Pornsiri Senakas	
14	Astari Widya Dharma	
15	Elizabeth Fischer	
16	Henrik Beermann	
17	JansajeeThipphayasoonthranont	Jansajee
18	Lisa Faust	
19	Suriyan Vichitlekarn	
20	Thanisa Suntayanon	
21	Wiphawee Sukontiertsamorn	
22	PAKORN S	
23	Jarut D	
24	M. RICKEL	

Annex 4. Input from BRIA countries (in separate files)