



**INTEGRATED AGRICULTURAL
PRODUCTIVITY PROJECT
(UTF/BGD/044/BGD)**

**TRAINING REPORT
On
GOOD AGRICULTURAL
GOVERNANCE FOCUSED on
SMALLHOLDER FARMERS**

02-06 September 2012

**BRAC-CDM, Rajendrapur, Gazipur
Bangladesh**

**By
Subash Dasgupta
Indrajit Roy**

**MINISTRY OF AGRICULTURE
THE PEOPLE'S REPUBLIC OF BANGLADESH
AND
FOOD and AGRICULTURE ORGANIZATION of the UNITED
NATIONS (FAO)**



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Content

- 1. Background**
- 2. Opening Addresses**
- 3. Training Sessions**
- 4. Conclusions**

ANNEXES

- Programme of the training**
- Participant list**

1. Background

The notion of Governance, or more appropriately Good Governance, came into the spotlight of global discourse in the 1980s when developing countries undertook structural adjustment programmes unshackling their economies from central government control and letting markets emerge as a major driving force in their development that also shaped rapid globalization of the world economy. Since then it remains on top of key concerns of major development partners and financial institutions in their lending portfolios to developing nations. This was reflected in numerous research, policy papers and case studies on governance. Most of it deals with global governance and governance at the macro level. In developing countries, as available information and recent experience suggest, the discourse on governance is focused more on its importance for performance of specific sectors of their economies. In most developing nations, the issue of good governance features more prominently in the field of infrastructure and institutions development than in other sectors in view of its importance to stimulate inclusive growth of the country.

Agriculture remains the mainstay of food and nutrition security and livelihoods for more than 70 percent of the people living in Asia directly and for about 30 percent indirectly. Agriculture's contribution to GDP in these countries is still high and labour withdrawal from this sector is slow indicating the dominance of subsistence nature of agriculture. The recent slowdown in productivity growth of major crops, increases in production costs, volatility of market prices, low and weak integration of smallholder farmers with markets, and faster exhaustion of the productive capacity of natural resource bases are compounding numerous challenges facing smallholder farmers that dominate farming in the developing world. Apart from the search for suitable and innovative modern technologies to spur growth and dynamism in the agricultural sector, non-technological options, particularly managerial and administrative competence are also coming up for discussion as a way of breaking new grounds for addressing contemporary challenges of agricultural development in developing countries.

It is strongly believed, and there is also strong empirical evidence, that improvement of agricultural governance at all levels - government, private sector, civil society and local – can contribute substantially to boosting growth in productivity of various crops, reduction of input costs and rationalization of their use with better environmental outcome, and greater integration of smallholder farming with markets.

In view of this consideration, a five-day training programme on good agricultural governance focused on smallholder farming was held in Gazipur, Bangladesh during 2-6 September 2012. It was attended by 20 participants representing stakeholders from government, private sector, and farmers' organizations (list of participants is shown in Annex 2).

It was designed to improve capacity of decision-makers both at micro/macro levels in the agriculture sector to ensure active participation of stakeholders in enhancing agricultural governance in the crop sector, support effective functioning of institutions, the application of technologies and scientific innovations, and active participation in achieving the target of increased agricultural production.

2. Opening addresses

Four opening addresses touched upon the importance of governance and explored its role in improving productivity of smallholder agriculture. The opening address by Mr Subash Dasgupta, Senior Plant Production Officer, FAO Regional Office for Asia and Pacific, briefly highlighted the evolution of the concept of governance and how the World Bank and other International Financial Institutions tailored this concept as a tool to improve management of programmes and projects funded by these institutions in developing countries. He then focused on agricultural governance, placing good governance at the centre stage of administrative management and financial control in implementation of agricultural projects. He argued that improving governance is a key pre-requisite for efficient delivery of services and inputs to farmers particularly in the context of shifting the paradigm of agricultural development toward sustainable modes of crop production intensification. In this context, FAO's assistance to member countries over the past decade to improve governance, including the field-level survey on the status of agricultural governance in Bangladesh conducted in 2007 with FAO's assistance was highlighted. He eloquently explained the importance of improving governance in the light of growing integration of smallholder agricultural production systems with the global agricultural system, increasing vulnerability of local production systems to climate change, continuing volatility of agricultural commodity prices in world markets, and achieving the MDG1 target of halving the number of hungry people by 2015.

The second opening address by Chief Guest of the inaugural session, Mr. Md. Zahir Uddin Ahmed, Additional Secretary, Ministry of Agriculture, Government of Bangladesh, emphasized the key role of growth in the agriculture sector in alleviation of poverty as efforts are directed at stimulating and sustaining growth in this sector through efficient and equitable delivery of services to the farmers. He defined the goal of agricultural governance as one of achieving efficiency and equity in the delivery of various services for agricultural development. These goals, he pointed out, were enshrined in the Constitution of the Republic and described in very clear and unambiguous terms. Meeting the basic needs of the people, removing social and economic inequality through equality of opportunity, promoting rural development and local government, mainstreaming of women in development and establishing a corruption free society constitute what we know as good governance. These goals, he explained, form only a part of the equation; the other part consists of the organizations and institutions that will translate them into reality. At the operational level, governance is the delicate task of designing as well as operating a set of

institutions and their mechanisms and processes through which citizens can articulate their interests and needs, mediate their differences and exercise their rights and obligations. Governance activities include legal frameworks, policies, institutions and management tools. Without a proper legal framework, policies do not have political legitimacy; without appropriate policies institutions cannot function; without appropriate institution policies will not work; and without a working set of policies and institutions, management tools are irrelevant. Good governance further requires partnership between government and institutions, civil society organizations and private sector for participatory, transparent, accountable and equitable service delivery and development.

When it comes to long term agricultural policy making, he stressed the difficulties that arise due to lack of information and data in such areas as farm level productivity, agro -industries and marketing and trade of agricultural products including livestock, fishery and forestry. There is also lack of information on governance at the grass roots level and on the efficiency and equity of services intended to be delivered to the farmers. There is need for conducting a broad -based review of the sector including forestry, fishery and livestock with a focus on an efficient and transparent framework of governance.

The third opening address by Chairman, Mr. Nasiruzzaman, Joint Secretary, Ministry of Agriculture and the IAPP Project Director drew attention to Mr. Kofi Annan's, the ex-Secretary General of the UN, perception of good governance as being the single most important factor in eradicating poverty and promoting development. The term good governance, after its introduction in 1989, is now viewed as essential for promoting economic growth and alleviating poverty in developing countries. He viewed the act of governance as one of exercising economic, political and administrative authority in managing a country's affairs at all levels. He singled out government effectiveness, voice and accountability, social inclusion, control of corruption, rule of law, political stability and absence of violence as elements of good governance. He deplored little attention paid to the role of governance in improving the livelihood of the rural poor and promoting agricultural and rural development. In this context, he emphasized enforcement of government regulations to control access to resources that are vital for increasing agricultural production. Dwelling on Bangladesh's phenomenal success in increasing food production from around 10 million tons in 1971 to 33 million tons in 2011, he attributed the success to market-based reforms that facilitated increased use of inputs by farmers. Among the factors that are negatively impacting on country's agriculture, he identified slowing down of productivity of major crops, increase in production cost, volatility of market prices, low and weak integration of smallholder farmers with markets, and degradation of natural resources. He believed lack of administrative and managerial competence in enforcing government regulations was responsible for this state of affairs which reflects a crisis of governance. He emphasized strong anti-corruption efforts and making authority and its institutions accountable, effective and efficient, participatory,

transparent, responsive, consensus-oriented, and equitable. It is in this context that he lauded the importance of this training program to understand the principles of good governance and apply them in making decisions that affects people's livelihoods and welfare.

The fourth opening address by Special Guest, Mr. Dominique Burgeon, FAO representative in Bangladesh, highlighted the commitment of the Bangladesh Government, especially of the Ministry of Agriculture, in ensuring food security for all in general and for boosting agricultural production in particular. The outstanding achievement of Bangladesh in rice production was acknowledged by according FAO's highest award, the Ceres Medal, to the Prime Minister of Bangladesh back in 1999. FAO was proud to be a partner to this progressive journey of Bangladesh over the last four decades. He stated that the Global Agriculture and Food Security Program (GAFSP) award of USD 50 million grant to Bangladesh was a recent testimony of the successful interventions undertaken in this country that is mapped and monitored under the Country Investment Plan for agriculture, food security and nutrition (CIP). The increasing emphasis by the development partners on good governance in project assistance is aimed at helping countries to improve governance so that resources spent produce value and benefits of development reach the intended target beneficiaries. He acknowledged that this training – *Good Agricultural Governance Focused on Smallholder Farmers* – under the technical assistance component of IAPP was the result of some pioneering works in this emerging field by FAO Regional Office for Asia and the Pacific (RAP) including the two resource persons for this course. He argued that this course would touch upon the new challenges for comprehensive agricultural development in the context of green economy and discuss the various dimensions and driving forces to achieve sustainable results. He recalled that that a core strategic objective of the renewed FAO calls for sustainable crop production intensification (SCPI), which was elaborated in a policy document called *Save and Grow*. The new strategic orientation of FAO for the period of 2010 to 2025 identified governance as a key element.

Other global agencies like the International Financial Institutions, the UN system, World Trade Organization, Consortium of Consultative Group on International Agricultural Research (CGIAR) and other research organizations, foundations and groups have also taken this issue of good agricultural governance in their priority agenda. Many international/UN conventions and treaties have cross-cutting linkages under good agricultural governance concepts. In this context, he stressed upon the need of inclusiveness and the value of participatory approaches for sustainable development and to get the smallholder farmers out of not only poverty but also to the net level of development. This is not to downgrade the importance of other factors like accountability, transparency, consistency with the rule of law in relation to agricultural governance.

The opening address of 2nd Special Guest, Treasurers, BSMAU, identified slowing down of agricultural productivity, volatility in food, fuel and fertilizer prices, extreme weather exaggerated by climate change, shrinking natural resource bases like land, water, soil fertility, biological diversity as formidable new challenges to all the farmers in general and the smallholders in particular, who suffer the most. He also emphasized the role of the private sector in bringing investment and entrepreneurship to the behest of the smallholder farmers through developing “hubs”, and value chain and the like. He hoped that this course would cover a wide range of participants that would bring the knowledge to a larger stakeholder community.

The opening ceremony ended with a vote of thanks from Mr. Mahmud Hossain, National Team Leader, Integrated Agricultural Productivity Project.

3. Training sessions

Day 1

Two resource persons – Dr. Subash Dasgupta, Senior Plant Production Officer, FAORAP, and Dr. Indrajit Roy, Consultant - facilitated the training course. Two training modules were presented on September 2, 2012. Module one introduced the concept of governance focusing on factors that shifted the emphasis from government to governance. It then introduced the emerging concept of Agricultural Governance tracing its evolution and setting the context of its importance for increasing productivity of smallholder farming. The different levels of agricultural governance and its organizational structure were discussed. The technical presentation then focused on the Global System of Governance for Food and Agriculture highlighting the key treaties, conventions, protocols; major institutions including the CGIAR and the UN system; international financial institutions, international private foundations and industry organizations. Finally the challenges of agricultural governance that developing countries in the Asia Pacific region face were discussed in detail.

The facilitators presented training module two after the lunch break. It introduced the key principles that define the quality of governance. It then focused on Worldwide Governance Indicators (WGI), the World Bank’s approach to measuring the quality of governance across countries in the world based on six aggregate indicators. It discussed how principles of good governance can be built in project design. The technical presentations were followed by open discussion and group exercise.

Group exercises were conducted to (a) assess how well participants grasp the meaning and substance of the materials delivered through formal presentation by training facilitator; (b) evaluate the extent to which participants were able to apply the acquired knowledge for problem-solving; and (c) assess the efficacy of the training provided for its potential to develop practitioners of good governance for smallholder crop production. Each group consisted of five trainees, four provided inputs

consistent with the worksheet for preparation of the group report and one acted as a moderator to synthesize group reports and present the key findings. The group reports were documented and reviewed. The presentations reflected that the participants for the most part understood the content of the training modules.

For example in response to the question “Why is the need to shift the focus on governance?, the answers were effective delegation of functions and decision-making power in light of globalization, proper organization management, particularly in the context of smallholder farming. When asked how to develop partnership between state and non-state institutions, participants suggested a number of options. For example, state and non-state entities should be allowed to work collaboratively at levels where decisions are made; participation of both public and private sectors must be ensured in different committees formed for implementation of programmes; the trust deficit between public and private sectors must be addressed and there also must be transparency in programme implementation; participating institutions must be bound by arrangements for equitable distribution of benefits. In response to the question, “How governance differs from government?,” the answers were government was one of the actors who execute the functions of governance that entail application of political, economic, and administrative authority in the management of a country; governance consists of the process of selection of governments, its monitoring and replacement, formulating effective and sound policies for economic and social interactions.

The participants came up with a number of ideas when asked what are the challenges facing agricultural production in Bangladesh:

- Availability of quality inputs (seed, fertilizer, and irrigation)
- Fragmentation of land
- Rapid climate change (drought, flood, salinity, high temperature, heavy rainfall, soil erosion)
- Lack of effective agricultural marketing policy
- Development of storage and packaging facility
- Absence of agricultural insurance (fisheries, livestock, and crops)
- Insufficient exchange of information
- Poor participation of women farmers
- Inadequate number of farmer organizations
- High fluctuations in prices of agricultural products (vegetables, milk, egg, fish, meat, cereal crop species)
- Decreasing agricultural land
- Increasing rate of population growth and high density
- Indiscriminate use of pesticides (environment pollution)

Day 2

Training modules 3 and 4 were presented on Day 2. Module 3 explored the role of agricultural governance in the context of sustainable crop production intensification (SCPI), a concept embodying paradigm shift in agricultural development pioneered by the FAO. It began with an explanation of SCPI, functioning of ecosystem services and the principles that underpin SCPI as espoused in FAO's policy document *Save and Grow*. The key features of SCPI technologies, knowledge-intensive and location-specific, came up for discussion. The facilitators provided a broad framework for understanding how ecosystem services can be managed to facilitate transition to SCPI practices. Finally, the presentation was focused on identification of opportunities where improvement in governance can be tailored to promote sustainable crop production intensification. Proposed governance interventions were grouped under four broad categories: improved use of resources; sustainable crop protection practices; managing biodiversity and ecosystem services, and cross-cutting issues.

Module 4 was concerned with the issues of agricultural governance to promote diversification of smallholder crop production systems. It began with an introduction of crop diversification, its objectives and how it fits the paradigm of SCPI. The discussion then focused on key trade-offs in crop diversification in smallholder farming. Finally the key governance challenges in crop diversification came up for discussion. Open discussion and group exercises followed the presentation of the training materials. The answers on worksheets handed out during group exercises were summarized and given below:

Q: Briefly explain your understanding of SCPI and how it can be implemented in Bangladesh?

A Sustainable Crop Production Intensification is a way of increasing agricultural productivity causing least disturbance to the ecosystem. But its implementation is time-demanding because of climate change, high growth rates of population, loss of arable land, soil degradation, lack of awareness about environment/ecosystem and proper policy, inadequate management practices (fertilizer, pesticides, water, cultural practices, etc.), lack of organized marketing system, insufficient investment in research, and inadequate credit support

Recommendations for SCPI in the context of Bangladesh

- Undertake crop production programs considering the impacts of climate change, and associated issues in ecosystem management
- Develop and execute need-based land and agricultural production policies
- Strengthen coordination among the implementing agencies
- Create awareness about SCPI and ensure credit support
- Ensure more research and adequate trials on SCPI technologies

Q: How to accelerate transition to SCPI?

- Introduce soil fertility and nutrient management technologies (IPNS, biomass use, green manuring, top soil erosion)
- Disseminate water resources management technologies (rainwater harvesting /AWD/surface water use in irrigation/expansion of deep tube well-irrigated areas)
- Encourage judicious use of pesticides (IPM, ICM Tech)
- Accelerate crop diversification with the use GIS-based information system)
- Facilitate rapid exchange of need-based information and technology
- Strengthen research-extension linkage
- Ensure remunerative prices of agro-based products
- Develop agro-processing and agro-industry
- Ensure quality inputs and products (seed, fertilizer, cattle, and poultry feed)
- Develop adequate storage facilities
- Implement need-based continuous training programs and establishment of demonstrations for the stakeholders
- Disseminate improved technologies with greater use of mass media (TV, radio, GIS, IT, newspaper)

Q: What are the challenges of governance in SCPI?

- Lack of coordination among different agencies in the agriculture sector
- Problem in using organic farming for promoting SCPI
- Creation of environmental hazard for promoting SCPI
- Desertification/flood due to control of river water
- Destruction of biodiversity and natural balance
- Problem in ownership of land for proper land management practice

Q: What are the advantages and disadvantages of SCPI?

- It is an integrated management system of land, water, and living things by conserving resources
- It reduces negative impacts on the environment
- It enhances natural capital and the flow of ecosystem services
- It increases agricultural productivity through improved use of resources
- Enhances sustainable crop protection through proper management of pests and pesticide
- Benefit smallholder farmers through increasing resource use efficiency

Disadvantages of SCPI

- Require more skilled manpower
- Need high investment for resource management, otherwise productivity will be decreased
- Farming system will be changed which will affect agricultural employment

Q: How crop diversification can help the agenda of SCPI?

- Select crop varieties that are location-specific and crops that meet anticipated needs
- Follow proper production management technology
- Motivate farmers about crop diversification (rice-wheat, potato, pulse, and oilseeds)
- Improve cropping intensity and address gaps in the value chain
- Improve soil health by introducing pulse crops and green manuring crops
- Improve farmers' livelihood by using the benefits of increased productivity

Q: How to fit crop diversification with the needs of smallholder farmers?

- Select crop varieties suitable for a given ecosystem
- Select suitable production technology
- Seek diversification away from cereal-based cropping systems
- Conduct demonstration of selected crops and production technologies
- Conduct farmers' field days and exchange field visits
- Exchange of views with other farmers
- Build capacity through investment in training

Q: Identify what types of governance interventions are needed to promote crop diversification?

- Provide a sound institutional framework for coordinating with government and private institutions to promote diversification in the crop sector.
- Strengthen the human and technical capacity to support growth in agriculture and enhancement of food security
- Maintain continuity of major activities under donor-funded crop diversification projects upon completion by incorporating key findings for follow up in the mainstream of agricultural research, extension and policy making and sustaining organization and PPP models created

Q: How to incorporate the principles of good governance into the design and implementation of a crop diversification project?

- *Participation*

Crop diversification has a special importance for small farmers as well as women farmers. So, participation of all the types of groups of farmers is a precondition of crop diversification.

Policy/project/program in crop diversification should be designed through the participation of all group/level of concern organization/personnel.

- *Rule of law*

To make success/sustain crop diversification project (CDP), it needs the proper execution of the rule of law

- *Transparency*

Openness in the conduct of activity of crop diversification may create quick awareness in all levels including farmers. Transparency of any program/project has a positive impact especially on the grass root level for encouragement.

- *Accountability*

Accountability of the concerned public-private organization/personnel is important to ensure the success of the crop diversification project. Accountability should be specified in designing/implementing the CDP.

- *Responsiveness*

Crop Diversification program needs positive response from all stakeholders. Response should be adequate, timely, and meets expectations of stakeholders.

- *Equity and Inclusiveness*

All the stakeholders in CDP should be included under consideration of equity in decision-making process, monitoring and evaluating system

- *Consensus-oriented*

Crop diversification includes variety of crop/variation of lands. So, it is important to reaching a broad consensus on what is best in the interest of the whole community.

- *Effectiveness and Efficiency*

The success of CDP depends upon the knowledge, skill, and sophisticated use of technology; organizational efficiency and suitability of the crops (area specific).

Effectiveness and efficiency can be increased through short and long-term evaluation.

Day 3

The training facilitators presented module 5 and 6 on day 3. Module 5 focused on the role of agricultural governance in facilitating farmers' access to seeds and management of plant genetic resources (PGR). The technical presentation began with a description of the importance of seeds and organization of seed supply systems. It then focused on key elements of a seed production and supply chain: seed law and policy, varietal development, varietal registration, varietal protection, seed quality control, transgenic seeds. The major governance challenges at each of these steps were discussed. Finally a set of measures were suggested to improve governance of the seed supply system. Discussions also focused on improving governance for the transgenic seed sector highlighting regulatory and testing requirements should any decide to approve cultivation of biotechnology crops.

Module 6 was devoted to exploring the role of governance in providing access to inputs (other than seed) and improved production technology for SCPI. It began with description of a list of production inputs and demonstration of methods that help rationalize their use in a way that facilitates harnessing ecosystem services vital for adoption of SCPI technologies. The discussions then focused on how better governance can improve farmers' access to inputs. Proposed interventions were grouped under four broad categories: creating an enabling policy environment,

improving effectiveness and efficiency of service delivery, enhancing accountability of institutions responsible for service delivery, promoting participatory approaches in service delivery and access to technology. Key governance challenges in agricultural extension were highlighted and measures for improving trilateral research-extension-farmer linkages were discussed. After the presentations were over, participants took part in open discussion and group exercises. Trainees' feedback gathered in group exercises is given below:

Q: What is your opinion regarding the importance of quality of seeds and plant genetic resources in SCPI?

- Good seeds are a basic pre-requisite for producing good crops.
- Quality seeds increase production by 15-20%.
- In case of SCPI, minimum disturbance of ecosystem is necessary for crop production, so quality seeds can play an important role in increasing yields.
- PGRs offer a sustainable agricultural system by which farmers can improve their livelihoods using the benefits of increased productivity and diversification within the value chain.
- Farmers can get increased production through using quality seeds and PGRs with low-cost cultural practices which is one of the key points of SCPI.
- PGRs can ensure a long-term sustainable quality seed supply system in production procedure which can promote SCPI.
- Quality seeds and PGRs can contribute in protection of biodiversity for promoting SCPI.
- Quality seeds and PGRs can reduce the negative impact on the environment of using inorganic inputs which promote SCPI.
- Quality seeds can reduce the production cost by using proper amount of seeds in the same area and thereby they can improve their socio-economic conditions.

Q: What are the governance issues in seed production and supply systems?

- Developing, amending and modernizing seed law and policy
- Examination and assessment of the efficiency and effectiveness of the related organizations of the system
- Ensuring accountability to the stakeholders
- Protecting the interests of small farmers/stakeholders
- Ensuring cost effectiveness of seed supply to the small stakeholders.
- Minimizing the gap between seed production and the supply chain

Q. What measures do you suggest to improve seed marketing systems?

Public sector

- Formal seed marketing by the Bangladesh Agricultural Development Corporation (BADC) - Marketing at district levels by BADC----Marketing through BADC seed dealers at upazilla and union levels
- Increase seed production capacity of BADC by 10 to 20%
- Ensure seed supply to the grass root levels by the respective seed dealers
- Arrange timely supply of seeds to the local areas
- Monitor compliance of seed prices to government-fixed rates

Private sector

- The public sector Seed Certification Agency (SCA) should be tasked for selection of variety to be introduced through the private sector
- Production and processing of seeds should be conducted under the supervision of SCA
- Create facilities for seed storage, packaging and tagging
- Market seeds in containers with appropriate labelling

Improvement

- Ensure strong supervision and monitoring by SCA
- Strengthen institutional capacity of SCA

Informal Seed Supply Systems

- Organize farmer-level seed production through the Department of Agricultural Extension
- Undertake projects all over the country with target to produce 25-27% of seeds

Q: How to ensure farmers' access to marketing systems from the business point of view?

- Better planning :from production to marketing
- Registration of seed processing and selling organizations
- Increase awareness on market intelligence
- Ensure truthfulness about seed quality
- Coordinate with concerned groups /agencies/associations/organizations (business/farmer)
- Provide support: Infrastructure, credit (if needed), technology
- Create linkage/network with concerned institute/department/farmers' and producers agencies

Day 4

Training modules 7, 8, and 9 were presented on day 4. Module 7 focused on agricultural governance to improve food safety. The presentation began with a brief description of food safety and the conceptual framework that relates food safety to food security and the scope of food safety in developing countries. The extent of human health hazard posed by food safety issues was highlighted. The main factors that cause food to be unsafe for consumption particularly those in the context of Bangladesh were discussed. The focus of the deliberations then shifted onto the status of food safety control in countries of the Asia Pacific region and how they are

moving in the direction of embracing modern concepts and regulatory framework for food safety control. Food safety approaches in the context of smallholder farming and food safety standards came up for discussion. The challenges of governance for food safety in the context of smallholder farming were closely examined. Governance measures to improve food safety in food production and supply chain were discussed in details. Module 7 presentation ended with a brief overview of the existing system of food safety governance in Bangladesh.

The topic of module 8 was control of corruption. The technical presentation began with definitions of corruption highlighting approaches employed by international financial and development organizations to understand what constitutes corruption. The discussions then focused on the impact of corruption in smallholder farming, the key reasons that breed and perpetuate corruption in different societies. In attempts to familiarize trainees with approaches for quantitative assessment of the extent of corruption, the facilitators referred to Corruption Perception Index (CPI), an indicator devised by Transparency International to measure public sector corruption across countries. The training facilitators used the CPI assessment for 2011 for selected countries to highlight how Bangladesh and other South Asian countries fare on this measure over time compared to other countries in the Asia Pacific region. The deliberations then shifted onto the tools for controlling corruption – political will, accountability, improving capacity of public services, transparency, and implementation and voice – and governance measures to make the best use of these tools in curbing corruption. The facilitators drew on information and data from various sources to illustrate the success story of the city state of Singapore that eliminated corruption thanks mainly to strong political will to implement anti-corruption efforts.

Module 9 was concerned with the issues of governance in enforcement of rights in the context of smallholder agriculture. The rights that the facilitators focused on were: Farmers' Rights (access to plant genetic resources and sharing the benefits out of their use), Land Rights, Environmental Rights, and Legal Support for Protection of Rights. The presentation of Farmers' Rights (FR) began with the evolution of this concept showing FAO's leadership role in steering the passionate debate surrounding FR that finally culminated in its endorsement and inclusion as article 9 in the International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGRFA). The discussion then focused on major governance challenges to realize FR – national legislation, benefit-sharing mechanism, enforcement of compliance, institutional capacity for administrative management and scientific/technical oversight.

The discussion on Land Rights (LR) began with explanation of different forms of LR and how access is granted to enjoy one or all LR according to terms and conditions set in the vital legal instrument, land tenure. The facilitators emphasized that improving security of land tenure is at the heart of governance interventions to improve security of land rights. The key governance challenges to improve security of

land tenure then came up for discussion. The facilitators particularly focused on modernization of land administration while proposing governance interventions to improve security of land tenure.

The presentation of Environmental Rights (ER) began with a description of what these rights are about and the challenges in making smallholder farmers aware of their ER and enabling them to stake a claim to those rights and defend them. The discussion then focused on governance challenges in protecting citizens' environmental rights. The presentation on legal support for protection of rights started with explanation of what is legal support and why it is needed. It identified the rights where legal assistance is most needed: land and tenurial rights, environmental rights, traditional knowledge systems rights, The key governance challenges in provision of legal support were identified. After the technical presentations, open discussions were held and group exercises conducted. The outputs of group exercises are given below:

Q. Describe your understanding of environmental rights

A: Environmental rights refer to the rights of farmers over the key components of natural eco-systems like land, soil, air, water and biodiversity in order to maintain healthy livelihoods and sustainable production systems.

The institutional framework of environmental rights is not well established in developing countries. A number of challenges need to be addressed before smallholder farmers can claim environmental rights: 1. Perceptions among farmers to changes in natural environment are not always clear and consistent, 2. Farmers are not always aware of what rights they have in relation to environment, 3. Awareness building is a crucial first step toward forging consensus around the needs for positive action in defence of environmental rights.

Q. Suggest governance measures to protect farmers' environmental rights

- Strengthen farmers organizations
- Build awareness of the farmers about environmental rights
- Build partnerships between public and private organizations to protect farmers rights
- Ensure effective implementation of land laws
- Improve efficiency of the use of inputs (seeds, fertilizers, insecticides, water)
- Develop effective waste management systems (pesticides residues, livestock wastes)
- Review existing environmental standards for suitability and Advocacy
- Strengthen monitoring systems of the government agencies

Q2. List your understanding of farmers rights. How these rights can be protected

- Access to plant genetic resources and sharing of benefits out of their use
- Use, control and transfer rights of lands

- Environmental rights
- Rights for protection by legal/constitutional support
- Rights for agro-based information and technology
- Adapt PVP legislation having considered patent rights

Q: How land administration can be improved through application of the principles of good governance

- Land registration and administration organizations should be located under one authority
 - Ensure on-line access to information on land records
 - Land laws should be updated, simplified and reformed
 - Land survey system should be improved
 - Online land registration system should be introduced
 - Transparency and accountability in land transactions must be ensured
 - Strengthen monitoring to control the illegal personal interest
- Create mass awareness on land management through formal/education/publicity

Day 5

Training module 10 was presented on Day 5, the concluding day of the training program. It focused on environmental governance. The facilitators explained the importance of environmental governance to support implementation of SCPI programs. The discussions then focused on what constitutes the environment and the impact of human interventions on the state of natural resources in the context of their exploitation for sustaining people's livelihoods and deriving other economic benefits. The impact of human actions (burning of fossil fuels and deforestation) that triggered unprecedented changes in global climate with devastating consequences for poor developing nations came up for discussion. The presentation then concentrated on how these issues are addressed within the country's existing framework of environmental laws and regulations, codes and standards, policies and strategies. The structure of global environmental governance including the institutions in the UN system, multilateral environmental agreements and the funding mechanisms was also discussed in detail. Finally the key challenges in improving environmental governance in Bangladesh were discussed. Following the technical presentation, open discussion was held and group exercises conducted. The answers summarized in worksheets are given below:

Q. Suggest some governance measures for improving environmental management at local levels

- Preservation of water bodies
- Preventing indiscriminate establishment of brickfields
- Developing drainage systems
- Developing effective sanitation systems
- Planned constructions of roads and dams
- Canal digging

- Increased uses of surface water
- Awareness building regarding environmental protection
- Active preservation of biodiversity
- Building partnerships among stakeholders

Q. Why environmental governance is important in the context of agricultural governance for SCPI?

- Agriculture depends on environment
- Agricultural governance is influenced by environmental governance
- Today mitigation and adaptation of climate change is an important issue. By ensuring environmental governance, its climate change effects can be minimized
- Development policies/strategies are dependent on environment

Q. What governance measures would you suggest to improve environmental management in Bangladesh?

- Introduce and update laws, acts and regulations and proper implementation
- Establish environmental standards and codes and monitor accordingly
- Provide a sound framework of policies, strategies and plans
- Recognize stakeholders in environmental management
- Build capacity in the public administration as well as private sector

Q. List some specific ways for managing climate change related issues in agricultural production in Bangladesh

- Developing drought resistance varieties
- Developing small-scale irrigation systems through water harvesting systems
- Developing submergence tolerant varieties of crops for flood prone areas
- Developing short duration varieties for flood prone areas
- Developing photo-insensitive varieties that can tolerate excessive temperature
- Developing saline tolerant varieties for coastal areas
- Building structures in coastal area to prevent intrusion of saline water in cropped areas
- Planting trees in coastal areas to protect human settlements and their assets
- Increasing cropping intensity during monsoon seasons by developing suitable varieties of different crops
- Creating awareness among the farmers for managing climate change related issues

After the lunch, ex-post assessment of knowledge gained by the participants through the training programme was conducted. This was followed by awarding certificates to trainees and closing the training programme.

4. Conclusion

This programme was the first of its kind to be implemented in Bangladesh. Although there are several ongoing projects in the country funded by USAID, UNDP, and other donors that promote the concept of governance in managing the affairs of the country, they don't have a focus on the agriculture sector. This evoked considerable interest among stakeholders including agricultural policy makers, agricultural administration officials, public sector agricultural support service providers, private sector input suppliers, NGOs, and farmers' organizations. This interest was largely driven by a shared goal of improving delivery of public goods and services and upgrading administrative skills and technical capacities in both public and private sectors to implement efficiently projects and programs in the agriculture sector. There was a unanimous consensus that inadequate focus on good governance is clearly a missing link in efforts to seek a paradigm shift of agricultural development from the green revolution to more sustainable modes of crop production intensification. And the case for accelerating this transition is nowhere felt more pressing than in Bangladesh given the scale of degradation of natural resources and the increasing demand to produce more food from a shrinking natural resource base.

The training programme was comprehensive and the content was delivered following a hands-on approach. It demonstrated how the concept of agricultural governance can be translated into a set of principles, methods, approaches, and tools to address the existing gaps and exploit emerging opportunities in implementation arrangements of SCPI programs; organized production, supply, and use of inputs; food safety, environmental management, and protection of farmers' rights.

The programme was effective in producing the expected output. Participants' knowledge about the principles of good governance improved and they demonstrated the capability to incorporate these principles in designing governance interventions in a problem-solving mode. They were also able to analyze governance challenges in improving the delivery of public goods and services in the context of improving productivity of smallholder agriculture. With this capability, the trainees were able to put forward recommendations for improvement of agricultural governance in Bangladesh. The training program succeeded in creating a group of practitioners who would be able to apply their acquired knowledge and skills in good governance to improve management and delivery of public goods and services in the agriculture sector.

Programme
Day1 (2nd September 2012)
(Sunday)

0800-0900
 0900-1000

Registration

Opening session

- Opening Speech by Subash Dasgupta, Senior Plant Production Officer, FAO Regional Office for Asia and the Pacific, Thailand.
- Speech by Special Guest: Mr. Dominique Burgeon, FAO Representative, Bangladesh
- Speech by Special Guest: Dr. Md. Abdul Mannan Akhand, Vice chancellor, Bangabandhu Sheikh Mujibur Rahman Agricultural University
- Speech by Chairman: Project Director
- Speech by Chief Guest: Secretary, Ministry of Agriculture (proposed)
- Vote of Thanks: Mr. Mahmud Hossain, NTL
- Group Photograph

1000-1030
 1030-1045
 1045-1100
 1100-1130
 1130-1230

Tea break

Introduction of the participants

Announcement of programme and timetable

Pre-evaluation test

MODULE-1: Conceptual framework of agricultural governance in broad context of governance

Open discussion

1230-1300

1300-1400

Prayer and Lunch

1400-1500

Group exercise

1500-1600

MODULE-2: Principles of good governance

1600-1630

Open discussion

1630-1700

Tea break

1700-1800

Group exercise

Day2 (3rd September 2012)
(Monday)

0900-0930
 0930-1030

Previous day's activities reviewed in groups

MODULE3: Concept of sustainable crop intensification

1030-1100

Tea break

1100-1130

Open discussion

1130-1430

Group exercise

1430-1530

MODULE4: Diversification of smallholder crop production systems

1530-1600

Open discussions

1600-1730

Group exercise

**Day3 (4th September 2012)
(Tuesday)**

0900-0930	Previous day's activities reviewed in groups
0930-1030	MODULE5: Farmers' access to seeds and plant genetic resources
1030-1100	General discussions
1100-1230	Group discussions
1230-1330	Lunch
1330-1430	MODULE6: Access to inputs and production technologies
1430-1500	Open discussions
1500-1600	Group discussions
1600-1700	MODULE7: Food safety
1700-1730	Open discussions

**Day4 (5th September 2012)
(Wednesday)**

0900-0930	Previous day's activities reviewed in groups
0930-1030	MODULE8: Improvement of governance
1030-1100	Open discussions
1100-1230	Group discussions focused on challenges and recommendations for improvement of governance
1230-1330	Lunch
1330-1430	MODULE9: Enforcement of rights
1430-1500	Open discussions
1500-1630	Group discussions focused on challenges and recommendations for improvement of governance
1630-1730	Presentation of group discussion's findings
1730-1745	Questionnaires on knowledge and satisfaction

**Day5 (6th September 2012)
(Thursday)**

0900-0930	Review of the activities of previous day
0930-1030	MODULE10: Environmental governance
1030-1100	Tea break
1100-1130	Open discussions
1130-1230	Group discussions
1230-1330	Lunch
1330-1430	Group discussions
1430-1630	Closing session
1430-1600	Assessment of overall knowledge gained and satisfaction with the organization of the training; an ex-post evaluation to follow six months after completion of the training programme
1600-1630	Certificate giving ceremony
1630-1700	Tea and end of the training

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