

MEGHALAYA, INDIA

**VALUE CHAIN APPROACH  
and FARMER BUSINESS SCHOOL  
LEARNING WORKSHOP**  
JUNE 13-17, 2016



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# 1 BACKGROUND INFORMATION

## Objectives:

### A. Value Chain Training

1. To familiarize Megha-LAMP staff with FoodSTART+ project, and RTC potential for contributing to FoodSTART+ and Megha-LAMP objectives, including resilient livelihoods, nutrition and income, value chain (VC) concepts, methodology and relevant cases
2. To provide some practical experience in VC assessment and analysis
3. To plan for VC development in Megha-LAMP (root and tuber crops focus), including potato VC study

### B. Farmer Business School Learning and Planning Workshop

1. To develop the learning curriculum and learning materials for the pilot farmer business schools with Megha-LAMP
2. To discuss and develop the 2016-2017 workplan for implementing the FBS in Megha-LAMP pilot sites.

## Schedule:

- June 13-15, 2016 Value Chain Approach Training
- June 16-17, 2016 Farmer Business School Learning and Planning Workshop

## Registered Participants:

- Value Chain Approach 29 participants
- Farmer Business School 26 participants

## Venue:

Don Bosco Pastoral Assembly, Shillong, Meghalaya, India

## CIP-FoodSTART+ Staff Involved:

- Dr. Chris Wheatley, FoodSTART+ Senior Marketing Specialist
- Dr. Julieta Roa, Technical Advisor for RTC science and value chains; and, FBS methodology

## 2 NARRATIVE OF PRESENTATIONS AND DISCUSSIONS

### 2.1 Value Chain Training

#### 2.1.1 Schedule of Sessions

| Date/time  | Activity   | Person/s Responsible   |
|--|--|------------------------|
| <b>Day 1: 13 June</b>  |  |                        |
| <b>Session 1: Introduction</b>   |  |                        |
| <b>10.00</b>   | <ul style="list-style-type: none"> <li>Registration</li> <li>Welcome / Rationale</li> <li>Introduction of participant and resource person introductions</li> </ul>   | Megha-LAMP and CIP     |
| <b>10.30</b>   | Overview of CIP, FoodSTART+ objectives; the value chain development process, linkages, and background of Farmer Business Schools in MBDA's Megha-LAMP                | Dr. Chris Wheatley     |
| <b>12.00</b>   | Introduction on Livelihoods and Marketing Project (Megha-LAMP) of MBDA   | Valentine Hembron, DPM |
| <b>12.15</b>   | Programme overviews for VC training and FBS orientation  | Chris                  |
| <b>12.45</b>   | Overview of RTCs, resilient livelihoods, nutrition, and income   | Dr. Julieta Roa        |
| <b>13.40</b>   | LUNCH  |                        |
| <b>Session 2: Value chain concepts, methods and cases</b>              |  |                        |
| <b>14.30</b>   | Value chain concepts and methodology: presentation and discussion  | Dr. Chris Wheatley     |
| <b>15.30</b>   | VC case from Philippines   | Dr. Julieta Roa        |
| <b>16.15</b>   | VC case from India   | Dr. Anantharaman       |
| <b>17.00</b>   | Introduction and preparation for field and market visit exercise   | Megha-LAMP and CIP     |
|  | Group formation, roles   |                        |
|  | Planning and preparation by groups   |                        |
| <b>18.00</b>   | END OF DAY   |                        |
| <b>Day 2 14 June</b>   |  |                        |
| <b>Session 3: Value chain assessment exercise</b>                      |  |                        |
| <b>AM</b>  | Field visits to markets, farmers, etc.– by commodity group   | Megha-LAMP and CIP     |
|  | Potato, ginger, bay leaf   |                        |
| <b>13.00</b>   | LUNCH  |                        |
| <b>PM</b>  | Group work outputs <ul style="list-style-type: none"> <li>collate and analyze the assessments</li> <li>create presentations</li> <li>plenary presentation</li> </ul> | CIP                    |
| <b>18.00</b>   | END OF DAY   |                        |
| <b>Day 3 15 June</b>   |  |                        |
| <b>Session 4: Moving from VC assessment to VC development (Action)</b> |  |                        |
| <b>10.15</b>   | Presentations of field outputs   | Megha-LAMP DPMs        |



| Date/time  | Activity  | Person/s Responsible                  |
|--|---|---------------------------------------|
| 11.15  | <ul style="list-style-type: none"> <li>Stakeholder meetings, priority setting and action plan development;</li> <li>West Papua, Indonesia Case</li> </ul> | Dr. Chris Wheatley                    |
| 11.45  | CHARM, Cordillera Philippines   | Dr. Julieta Roa                       |
| 12.15  | India (Kerala, Tamil Nadu, Odisha)  | Dr. Anantharaman                      |
|  | Discussion of issues raised   | Dr. Chris Wheatley<br>Dr. Julieta Roa |
| 13.00  | LUNCH   |                                       |
| <b>Session 5: Planning for MEGHA-LAMP-FoodSTART+ potato VC study</b> |   |                                       |
| 14.00  | Presentation of potato value chain proposal<br>Review of FoodSTART+ scoping study   | Dr. Anantharaman                      |
| 15.00  | Discussion and finalisation of study schedule, roles and responsibilities etc.  | CIP<br>Megha-LAMP<br>Dr. Anantharaman |
| 16.30  | <ul style="list-style-type: none"> <li>Evaluation</li> <li>Brief closing</li> </ul>   | Dr. Julieta Roa<br>CIP and Megha-LAMP |
| 17.00  | END OF TRAINING   |                                       |

### 2.1.2 Session 1: Introduction

Mr. E. Shampru, Officer on Special Duty MIE MBDA, welcomed the participants to the joint training. It was followed by the introduction of participants and resource persons.

#### FoodSTART+



Dr. Chris Wheatley provided the overview of CIP-FoodSTART+ as a project being implemented in collaboration with another CGIAR center—the International Center for Tropical Agriculture (CIAT). CIP will be the lead CGIAR center in coordinating activities in FoodSTART+ project sites in India (Megha-LAMP) and the Philippines (DENR-INREMP and BFAR-FishCORAL); while CIAT is responsible for Vietnam and Indonesia.

Dr. Wheatley explained that while FoodSTART phase 1 focused on addressing the three dimensions of food security (i.e. availability, access, utilization), FoodSTART+ will address the fourth

dimension of stability/vulnerability. In particular, FoodSTART+ looks at the process of developing resilient food systems and livelihoods among households and communities in different agro-ecologies: highlands, watershed, and agri-aqua systems among others. The role of RTCs, such as sweetpotato, in the resilience of communities affected or prone to disasters and extreme conditions was highlighted.

The focus and objectives of FoodSTART+ in relation to MBDA Megha-LAMP was also explained, with the first step to realizing these objectives was the scoping study undertaken by FoodSTART+ in the Meghalaya focus sites. The scoping study was conducted in late 2015, led by Dr. Anantharaman and supported by Megha-LAMP team members, local officials, and farmers. Dr. Anantharaman provided a detailed background of relevant information and issues of potato and select RTCs value chains and offered recommendations in the action plan which resulted from a stakeholders' meeting.

#### Role of RTCs in resilient food systems

Dr. Wheatley stressed the role of RTCs for food security encouraging the view of RTCs as opportunities rather than challenges. RTC value chains are not a simple value chain but can be complex with multi-uses (household, commercial, dual), and multiple markets (competing, complementary). Food security is also multi-dimensional; the improvement of which is not only focused on availability (supply side) but also through improved livelihoods and incomes. Also, the production context of value chain has both short run and long run dimensions for sustainability.

Dr. Julieta Roa's presentation on RTCs for food and nutrition security, livelihoods and incomes centered on the RTC roles, opportunities/possibilities for these thrusts. RTCs are nutrient-rich, and their starchy trait make them amenable for a number of possibilities for product development that could fit small farmers and micro-entrepreneurs. A number of RTC products from micro-enterprises in the Philippines, as well as prototypes from R&D, were shown.

As an example, the case of FoodSTART+ scoping studies results and the IFAD collaborative investment partners in the Philippines (DENR-INREMP, BFAR-FishCORAL) elaborated the connection of RTCs with food security, nutrition, livelihoods and incomes. Further, the role of RTCs in addressing food resilience and vulnerability in areas affected by disasters (Bohol by earthquake, October 2013; Haiyan, November, 2013) was also shown as same focus sites of the investment project.

## Value Chain and FBS implementation: The Philippine experience

Dr. Wheatley provided an overview of the concepts, perspectives, and methods of the Value Chain Approach and its integration with the Farmer Business School. Dr. Wheatley gave a short history of FBS, its objectives and principles. To illustrate the impact of the Value Chain Approach and the Farmer Business School, Dr. Wheatley cited the case of Second Cordillera Highland Agricultural Resources Management Project (CHARMP2) in Cordillera, Philippines, the collaborative investment project partner of CIP-FoodSTART in 2011-2015.

Dr. Wheatley elaborated on the adaptation of the Value Chain Approach and the Farmer Business School in reaching CHARMP2's target of 677 enterprises established by local interest groups (LIGs); with about 87 Farmer Business Schools piloted in the six provinces composing the Cordilleras. Of the pilot FBS sites, 19 identified RTCs as their main commodity while the rest identified other commodities such as coffee, organic vegetables, native swine, muscovado sugar, and tiger grass for broom production. In the case of CHARMP2, the recognition of the effectiveness of FBS, particularly in developing micro-enterprises of the resource-poor, could be gleaned as the major vehicle for value chain development in the CHARMP2 extension phase, and adoption by the Cordillera local government units (LGUs). The impact of the introduction of the Value Chain Approach and the Farmer Business School in Megha-LAMP is envisioned to have positive results as well.

## Megha-LAMP

Following the presentations of Dr. Wheatley and Dr. Anantharaman, Mr. Valentine Hembron, District Project Manager (DPM) of West Garo Hills, presented a background of MBDA Megha-LAMP; the latter being an approach of the State Government's Integrated Basic Development Livelihoods Program (IBDLP).

The goal of Megha-LAMP is the improvement of family incomes and the quality of life in rural Meghalaya, which will be achieved through the development objective of expanded and sustainable livelihood opportunities adapted to the hill environment and to the effects of climate change.

LAMP has three Components: (1) Natural Resource and Food Security, (2) Livelihoods Support, and (3) Knowledge and Information Services. The sub-components include:

- Integrated Village Development Plans; soil and water conservation and other natural resource interventions, and food crops for food security
- Enterprise development, integrated production and marketing support, livestock development; marketing infrastructure (i.e. 55 primary markets with improved management, 250 eco-friendly village roads, 20 submersible bridges, 10 ropeways); rural finance (establish ca 300 integrated village coop, savings and credit services, etc.)
- Knowledge and information services

Megha-LAMP implementation framework:

- Planning Department, Government of Meghalaya
- Meghalaya Basin Development Authority, MBDA
- District Project Managers (i.e. states)

## Plenary discussion

FBS entry point is an identified priority commodity in a participatory process of prioritization and planning; but, there could be related products identified as further intervention to upgrade or improve enterprise income. As in the case of taro or *galiang* in CHARMP2, classification by variety was the first intervention, followed by improvement of the packaging. Further product development like taro chips, noodles were incorporated to improve the feasibility and profitability of the taro micro-enterprise.

Realizing the importance of RTCs that are also found in Meghalaya, a participant pointed out the need to have an inventory of the available varieties of RTCs, and where they are found. Most participants do not even know what RTCs are. Inventory should include a GIS-developed RTC map, a photo identification system, and a listing of the opportunities of RTCs in enterprise development.

Dr. Anantharaman mentioned that in the Meghalaya scoping study he was able to identify taro varieties, and these can contribute to the documentation, along with information on taro biodiversity collected as part of the first phase of FoodSTART. Mr. E. Shampru said this can be accommodated in the activities of MBDA Megha-LAMP.

## **2.1.3 Session 2: Value Chain Assessment**

### **2.1.3.1 Method and Cases**

Dr. Wheatley detailed the concepts and principles of value chain assessment; the method and tools used; providing a detailed checklist for all chain actors: farmer, processor, trader, wholesaler, retailer, etc. This set of checklist would then be used in the fieldwork of the second day.

Dr. Roa presented Value Chain Cases in the Philippines. The experience of CHARMP2 provided the bulk of the case to elucidate the value chain assessment process, and how such was used within the FBS platform. Other Philippine VC assessment cases (BAR-cassava food value chains; PCAARRD-sweetpotato food value chains; OXFAM- cassava food and feeds) were also presented.

Dr. Anantharaman shared VC Cases of Cassava in Kerala and Tamil Nadu, India. These two cases of cassava value chains elaborated in great detail the different types of value chains for food and feeds, in various scales of operations. These provided the participants inspiration and more information on the possibilities/opportunities of cassava, which are also found in the Garo Hills of Meghalaya but untapped in the mid-elevation plateau areas.

### **2.1.3.2 Fieldwork Planning**

Three commodities were identified: potato, ginger and bay leaf as the markets were relatively near, and the crops still in, or about the end of the season. Participants were divided into three groups, each with a leader. Each participant had a checklist of questions for interview organization.

## **2.1.4 Session 3: Value Chain Assessment Exercise**

The participant with the facilitators conducted the fieldwork in three separate wholesale-retail markets where traders could be interviewed early in the morning. The commodities and assigned facilitators were: (1) potato with Dr. Anantharaman, (2) ginger with Dr. Wheatley, and (3) bay leaf at Maowing Market with Dr. Roa.

### **2.1.4.1 Presentation and discussion of fieldwork outputs**

After the fieldwork, the groups discussed and processed the data/information from the interviews and observations; and prepared for the presentations following:

#### **POTATO Group**

*Presented by Handerson Chulet, CIP/FoodSTART+ Research for Development Officer*

In the case of potato, producer is price-taker as price is dictated by traders. Mr. Chulet discussed the different chain actors; production and postharvest practices, seasonalities, pest/disease; product grades and price fluctuations of the commodity. The group were also able to glean information on costs and



margins, some logistics, opportunities, and constraints. They identified that the low productivity of potato could be due to low seed quality and traditional practices of farmers.



## GINGER Group

*Presented by Valentine Hembron, DPM West Garo, and Nitul Das, DPM Easy Garo*

The group detailed a comprehensive documentation of the chain actors of ginger, their roles, value additions and margins, opportunities, constraints, governance, relationships, and presented recommendations for action from each chain up to institutional levels.



## BAYLEAF Group

*Presented by Evanylen Marbaniang, Program Associate, NRM, MBDA*

The group, which consisted of Knowledge Management staff, had its first taste of field interviews. While two were in charge of photo documentation, two staff managed to interview two traders; with one trader just new in the business but is also the only one packing the bay leaf for retail. They managed to provide information on the chain actors, seasonality (the interviews being towards end of season), and practices.

A link to all presentations may be found on the Annex.



### Plenary discussion

This centered around the experience and the value chain information gathered, the processing of information and the succeeding analyses, and the recommendations or possible actions. It was pointed out that the results of the VC assessment process need to be presented and validated in a stakeholders' meeting. It was noted that the VC fieldworkers (the analyst) do not make *recommendations* for action, but suggests *opportunities/possibilities* for action, which are then presented in a stakeholders' meeting.

### 2.1.5 Session 4: Moving from value chain assessment to value chain development

Following a summary of the outputs of the first two days, Dr. Wheatley proceeded with the next step following the VC assessment—the conduct of stakeholder meetings and action planning.

It was stressed that stakeholders' meetings, which could be more than one session, are conducted to (1) validate VC assessment results, (2) discuss and reconcile differences and conflicts, and consensus building, and consolidate VC interest groups; (3) elicit possible new information from other stakeholders, (4) discuss problems/opportunities, and priorities; and (5) develop a workplan or action plan. Stakeholder meeting participants include the chain actors, government agencies, non-government agencies, business development service providers, RDE institutions, trade/industry groups (e.g. industry chambers). To elucidate the process, Chris presented the Indonesia Potato Case in Arfak, West Papua.

Dr. Roa, in turn, presented the case of CHARMP2 Philippines. She elaborated the process of moving from value chain assessment to value chain development. The AAIGA (Agro-industry and Agribusiness Income Generating Activity) framework was presented first to view the different components and processes involved as per approved IFAD investment program: that is, from the prioritization and planning of value chains, to the different analyses through the enterprise development planning (EDP), the adaptation of the FBS method within which the VCA is integrated, till the business launching, and post-FBS support services. Thus, value chain development was carried out through the FBS, together with the other interventions through the EDP to reach targets of 677 enterprises groups being served by the Livelihood Assistance Fund (LAF). A total of close to 90 FBS has been conducted and implementation continuing even after the business launch in December 2014. It was stressed that the Value Chain Approach is the complete process from value chain assessment of a specific commodity/product and followed through by value chain development or upgrading process based on the action planning participated by chain actors and stakeholders' inputs.

## Plenary discussion

*How was targeting and prioritization done?*

In the CHARMP2 case, these were done through the PPIP (Participatory Planning and Investment Priorities), which were already conducted before the CIP-FoodSTART-CHARMP collaborative partnership. Generally, targeting and prioritization are done by setting criteria for choice like market potential, available local resources, potential economic benefits or for income increases, employment, etc. The entry point could be a commodity like RTC, so geographic or location criteria is important; that is, where RTCs are abundant with market potential, or socio-cultural importance.

*What is LAF (Livelihood Assistance Fund) and how does it work?*

LAF is a kind of institutional innovation provided for by the CHARMP2. Every LIG or enterprise group can access funds from USD 1,250-2,500 as initial capital upon submission of the business plan or BP. The BP is based on the enterprise development plan (EDP) which is also required. The 677 LIGs were able to access LAFs as the provincial/municipal technician-facilitators were also trained in the EDP process, part of the technical assistance of CIP. An EDP guide publications was another knowledge product in the collaboration.

### 2.1.6 Session 5: Planning for Megha-LAMP and FoodSTART+ Potato Value Chain Study

The Potato Value Chain proposal was presented by Dr. Anantharaman with the purpose of developing/improving the potato sector. Methodology included both qualitative (key informant, focus group discussion, and direct observations) and quantitative (formal surveys with sampling design) methods. This was highlighted with proposed action agenda that included the conduct of the Learning Workshop on Value Chain and FBS, and the Training of Facilitators for the FBS. As of June 18, the proposal TOR still has to be finalized.

Mr. E. Shampru clarified that the Potato Value Chain Study will be conducted within the MEGHA-LAMP potato blocks (government administrative units used for project targeting of commodities). Dr. Roa suggested that non-designated blocks should also be included in the sampling as it is important to know and understand the nature and extent of competition or complementation of an important crop like potato. Such may be in the supply chain or market chain.

A participant raised the importance of Technology Incubation, that this can be effective in the MBDA areas for technology transfer. There was suggestion if a learning visit can be organized to the CTCRI to know more about the Technology Incubation concept and operations. Mr. E. Shampru was positive about this.

## 2.2 Farmer Business School Learning and Planning Workshop

### 2.2.1 Schedule of Sessions

| Date/Time            | Activity   | Person/s Responsible                                 |
|----------------------|--|--|
| <b>Day 1 June 16</b> |  |  |
| <b>10:00 – 10:15</b> | SESSION 1. INTRODUCTION TO FBS<br>Learning Objectives and Rationale  | Dr. Chris Wheatley                                   |
| <b>10:15 – 11:15</b> | Overview of FBS from Philippine case   | Dr. Julieta Roa                                      |
| <b>11:15 – 13:00</b> | Background description of MEGHA-LAMP, enterprise/value chain development, focus sites/pilot farmer-groups:<br>- socio-economic and agricultural profile (i.e. sites/target groups)<br>- relevant current/potential value chains;<br>- prioritization of value chains (current practice)<br>- program activities/interventions, community-based trainings (previous/on-going) | MEGHA-LAMP staff<br>Mr. Neog, Value Chain Specialist |
| <b>13:00 – 14:00</b> | LUNCH  |  |
| <b>14:00 – 14:30</b> | SESSION 2. FBS CURRICULUM<br>Presentation and discussion of sample curriculum from Philippines   | Dr. Julieta Roa                                      |
| <b>14:30 – 15:30</b> | Adapting the FBS curriculum to MEGHA-LAMP sites: scope and content, structure of modules and sessions; including the group dynamic sessions, unfreezers  | Dr. Julieta Roa<br>Dr. Chris Wheatley                |
| <b>15:30 – 18:00</b> | Prioritization - Discussion of criteria prioritization (i.e. needs and opportunities for value chain development), and formulating the FBS learning objectives   | Dr. Julieta Roa<br>Dr. Chris Wheatley                |
| <b>18:00</b>         | <b>END OF DAY</b>  |  |
| <b>Day 2 June 17</b> |  |  |
| <b>10:00-13:00</b>   | SESSION 3. MODULE AND SESSION PLANNING<br>Presentation and critiquing of draft guides<br>Revision of module and session guides   | Participants and CIP                                 |
| <b>13:00 – 14:00</b> | LUNCH  |  |
| <b>14:00-15:00</b>   | SESSION 4. WORKPLAN<br>Summary of workshop outputs and next steps  | Dr. Chris Wheatley                                   |
| <b>15:00- 16:00</b>  | CLOSING PROGRAM  | Mr. E. Shanpru                                       |

### 2.2.2 Session 1: Introduction to Farmer Business School

Dr. Wheatley briefly introduced the program for the next two days particularly making clear the purpose of producing a Megha-LAMP version of the FBS guide. He stressed how important it is for the participants to go through the content of the manual and provide suggestions how to adapt the guide to their own situation.

Dr. Roa presented the overview of the Farmer Business School, FBS, CHARMP2 experience. This included FBS as a platform for the development/improvement of enterprises or value chains and how it uses a value chain framework. Goal, principles, key features and the history of FBS were presented. The adaptation to the CHARMP2 situation was stressed, which brought home the point that FBS is flexible and needs to fit the local situation where it will be adapted.

Mr. Neog, Megha-LAMP focal specialist on value chains, provided participants information re the conduct of different priority commodity value chains, and other details of the Megha-LAMP operations that require coordination with the different districts.

### 2.2.3 Session 2: Farmer Business School Curriculum

Dr. Roa elaborated the details of the FBS curriculum. She reiterated the point that the FBS guide needs to be adapted to the Megha-LAMP areas conditions. Thus, points that need to be emphasized or strengthened will need to address through enrichment of sessions, more adaptable exercises or activities, etc. Special topics may need to be adjusted.

It was also emphasized that the FBS under review in the learning workshop has been enriched with climate change and gender perspectives; that these perspectives can be integrated in the analysis or diagnosis of chain actors, functions and situations, and in the selection of interventions/innovations (i.e. technological, commercial, institutional, logistics) for each node of the chain.

The participants were organized into five working groups (WGs) with the following module assignment:

- WG 1                      Modules 1 and 2
- WG 2                      Module 3
- WG 3                      Module 4
- WG 4                      Module 5
- WG 5                      Modules 6 and 7

The rest of the afternoon was devoted to WG discussions.

#### 2.2.3.1 Module development: comments and suggestions

| Modules                | Comments and suggestions   |
|------------------------|--|
| <b>Module 1 and 2.</b> | <p>It will be good to relate the FBS with the current situation and how can it help, then present them the concept of FBS. E.g.:</p> <p>Starting off by asking the current livelihoods?</p> <p>Then show them examples of similar livelihoods that has flourish/ potential value added products they can be developed to &amp; how the income can be enhanced/ how income from their current livelihoods can be earned more. (videos/case studies)</p> <p>Ask them what do the videos tell them, or what do they understand from these videos &amp; case studies</p> <p>Ask them if they want to also be like those videos and case studies shown.</p> <p>Then present them the overall goal of FBS and the contents and how the FBS can help them</p> <p>FBS planning , Exercise No. 1, Steps 1: The game will be difficult for the participants to perform, another game or ice breaking game which the participants will have to talk less and will be helpful.</p> |
| <b>Module 3</b>        | <p>Market Chain Perspective: (1)Awareness on the concept, (2) Questionnaires to be targeted to individuals rather than groups, and (3) Case Studies</p>  |



|                         |   |
|-------------------------|---|
|                         | Entrepreneurship for small scale producers: (1) Feasibility and Potentiality, and (2) Case Studies, Games & along with audio visual.  |
|                         | Types of business organisations: (1) Role of farmers in developing markets, and (2) Case Studies  |
|                         | Climate Change Basics: (1) Climate change affecting production, (2) Climate change affecting markets, (3) Case Studies  |
|                         | Gender concepts and issues: (1) Gender realities in market, (2) Issues on Gender Bias need to be address, and (3) Case Studies Games & along with audio visual.   |
| <b>Module 4</b>         | Planning & Market Chain Assessment: Livelihood portfolios   |
|                         | Conducting Market Chain Assessment : SWOT Analysis could be included in the assessment schedule   |
|                         | Discussion & Analysis of Assessment Results with Risk-proofing Livelihoods : (1) time limit and (2) motivation and direction  |
|                         | Sharing & Validating Results with Market Chain Actors: Success storied can be added   |
| <b>Module 5</b>         | 5.1 Market visit and identifying the innovation required for the current market. Ice breaker exercise to make the participants at ease.   |
|                         | 5.2/3 Practical testing of the product and showcasing within a specified group for suggestions, even market trial also.   |
|                         | 5.4 Legal Regulations ( FSSAI for food product, Entrepreneur registration, Procurement of Small Machineries & technical Knowledge)  |
|                         | 5.5/6 Finally during stake holder meeting for the new product. The final product will be distributed to them for further improvement of the product.  |
| <b>Module 6 &amp; 7</b> | 6.2 Development & Customizing business Plans: Parts of Business Plan to include promotional Activity, Brand Building, Public Relations, Advertising(Print, Radio, Video, Out Of Home (OOH)), Quality of product, Trust                                  |
|                         | 6.2 Development & Customizing business Plans: Parts of Business Plan, and Knowledge Management as a step to be added such as: Market info, Price discovery, Build good rapport between competitors/adversary, Exchange of experience, Seasonal calendar |

### 2.2.4 Session 3: Module and session planning

The day started with video presentation of the FBS in the Cordillera: The Sweetpotato FBS of the Amlimay, Atok women's group; and Elmer's Health 101. This provided a helpful visual of the FBS location; of the context of *starting small*, and, importantly, the existence of a market and linking to it as key to value chain development in the FBS. This is in contrast to Megha-LAMP's *big start-up*: where a commodity's value chain is to be developed through the inclusion of a number of blocks. This should give some kind of perspective.

The Working Groups' Report Session followed. The summary outputs for each modules is presented below.

There were also other general comments and suggestions given such as the provision of a separate guide for group dynamics and ice breakers. Certain suggestions were made as participants missed these in the other modules, which they have not been able to read.

### 2.2.5 Session 4: Workplan development

This session identified three possible FBSs to be conducted in the following areas:

- potato in East Khasi Hills
- cassava and Colocasia in Asanang, West Garo Hills

Again, it was stressed that FBS is a capacity development or business learning platform that is adapted for small farmers who initially lack enterprise skills; but whose skills can be built up to eventually launch their businesses. When the business has already been launched, they can still have further business development support post-FBS, this being part of the program.

### 2.2.5.1 East Khasi Hills

#### Basic Rules

1. Core group formation: 20 working days
2. Product base market survey: 20 working days
3. Study of manpower: 20 working days
4. Mounting of knowledge and information up to grassroots level: 15 working days
5. Knowledge management: continuous process

#### Product Base Marketing Survey

- Analysis of potato consumption in the market (in and out of state)
- Price discovery
- Traders details

#### Study of Manpower

- Two more ERP required at the EFC
- One BDU staff will be assigned for the purpose
- Formation of Master Trainers
- Documentation (KM staff)

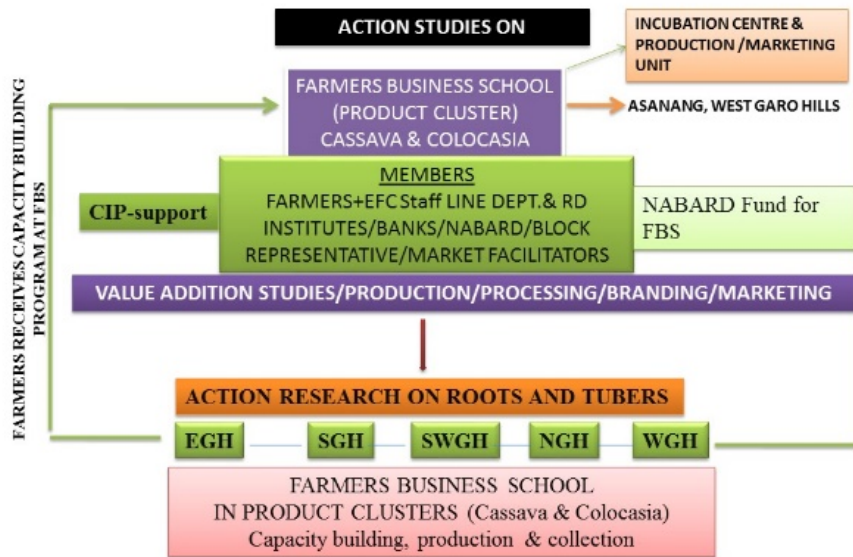
#### Execution



#### Knowledge Management

- Market information
- Price discovery
- Build rapport between competitors
- Exchange of experience
- Development of seasonal calendar

### 2.2.5.2 West Garo Hills



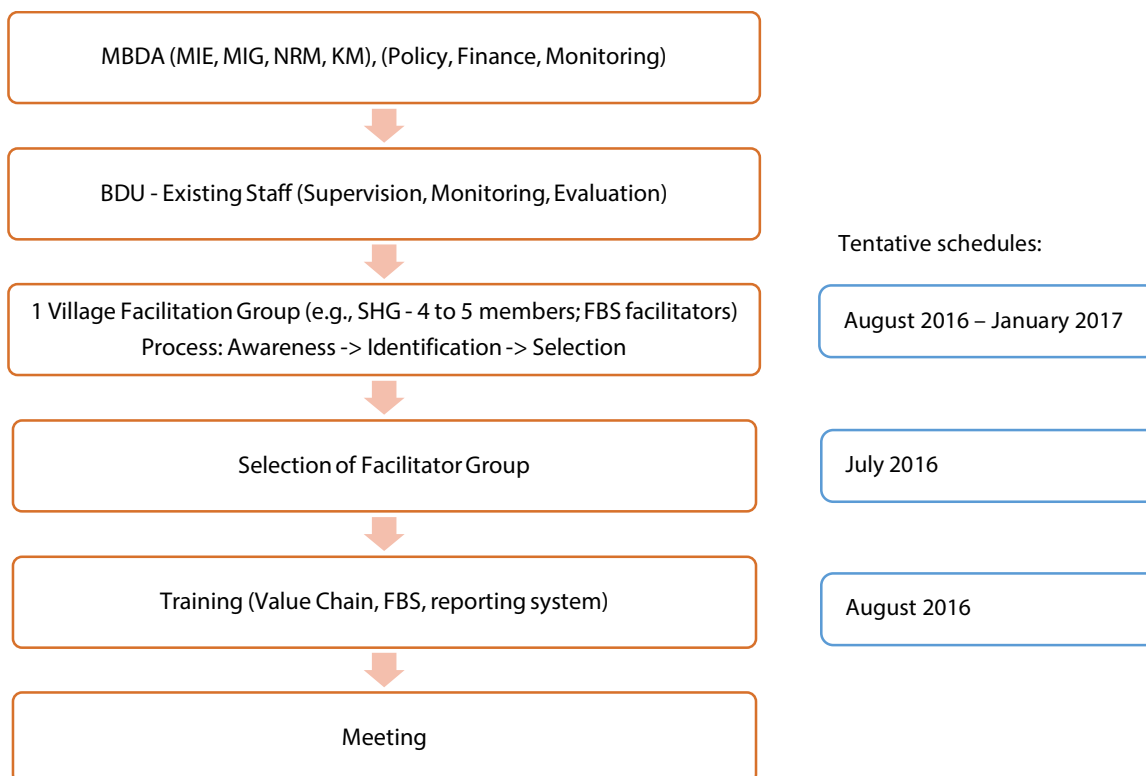
### Cassava and Colocasia Product Cluster

#### Timeframes:

- Field study and mobilization: July to August 2016
- Setting up FBS at Asanang, WGH: August to September 2016
- Market survey in all 5 districts: September to November 2016
- Value Addition Training on Colocasia and Cassava: November to December 2016
- Root and Tuber Festival: December 2016

#### Core Group Formation

- OSDs concerned
- BDU
- ERP at the EFC
- Extension Officer
- Financial institution

**Proposed FBS Activity Flow**

### **3 CLOSING PROGRAM**

The closing program was chaired by Mr. E. Shanpru, OSD MBDA, who was present during the 5-day Learning Workshop even as he was coordinating four MBDA activities simultaneously.

The Executive Director of the MBDA, Mr. Vijay Kumar Mantri graced the occasion and gave an inspiring presentation on the MBDA Megha-LAMP—CIP-FoodSTART+ collaboration by saying that the Memorandum of Agreement needs immediate signing in order to implement the collaborative activities.

Dr. Wheatley gave a short review of the Value Chain Approach, and Dr. Roa on Farmer Business School.

Two participants gave very positive feedback on the learning workshop, particularly on the practical and comprehensive manner of value chain training; on the novelty of the FBS as an enterprise development methodology; and, on the interactive, informal, and enjoyable way they learned the different concepts, which otherwise could have been more difficult to comprehend.

A summary of the participant's evaluation of the learning workshop may be found in the Annex.

Certificates of Participation were awarded to the participants.

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## 4 ANNEX

### 4.1 List of participants

#### 4.1.1 Value Chain Training

|    | Name                     | Male | Female | Office Location   | Email                             |
|----|--------------------------|------|--------|---|-----------------------------------|
| 1  | Shri. Nitul Das          | 1    |        | Basin Dev't Unit, East Garo Hills District c/o Deputy Commisioner, Williamnagar, Meghalaya                      | nituldass@gmail.com               |
| 2  | Brilliar Ch. Sangma      | 1    |        | Office of the IBDLP, Basin Dev't Unit, South West Gard Hills, Amdati  | brilliar@gmail.com                |
| 3  | V. Valentine Hembrom     | 1    |        | Office of the IBDLP, Basin Dev't Unit, 2nd floor SMELC Bldg., Dakopgre, Tura- 794001 West Garo Hills, Meghalaya | vincivalentine@yahoo.co.in        |
| 4  | Zasharius Marak          |      | 1      | Bagwhara, South Garo Hills District, Meghalaya  | zachmarak76@gmail.com             |
| 5  | Saurabh Bose             | 1    |        | District Basin Dev't Unit, North Garo Hills, Resubelpara  | dpmnghd@gmail.com                 |
| 6  | Anirban Roy              | 1    |        | BDU, De Office Nongpon Ri Bhoi  | anirban.blue@gmail.com            |
| 7  | Ivan Renold Marbaniang   | 1    |        | Deputy Commissioner, BDU WJHD, Jowal, Shillong  | marbaniang.ivan@gmail.com         |
| 8  | Sywell Lyngdoh           | 1    |        | BDU, SWKHD  | zee.lyngdoh@yahoo.com             |
| 9  | N.A. Pfoze               |      |        | BDU-EJH   | napgeorge@rediffmail.com          |
| 10 | Garnette Lakiang         |      | 1      | Basin Dev't Unit East Khasi Hills District  | glakiang@gmail.com                |
| 11 | Rodonald Majaw           | 1    |        | BDU, WKH, De Office, Nongstoin, West Khan Hills District  | slathonro@gmail.com               |
| 12 | Badashisha Marbaniang    | 1    |        | BDU EKH   | bdm2192@gmail.com                 |
| 13 | Didsy Waljeri            |      | 1      | EFC Mawryngknery  | didsywaljeri87@gmail.com          |
| 14 | Arneth Reynold Kharlukhi | 1    |        | Mawplanc EFC  | tjefferson91@yahoo.com            |
| 15 | Handerson Chulet         | 1    |        | Meghalaya Institute of Entrepreneurship, Shillong   | handersonchulet@gmail.com         |
| 16 | Smt. B. Lyngdoh          |      |        | DHO, Shillong   | isapbankithep@yahoo.co.in         |
| 17 | Tangchina J. Marak       | 1    |        | BDU, Turu WGH   | mtangchina@yahoo.com              |
| 18 | Jonathan Marbaniang      | 1    |        | Meghalaya Basin Dev't Authority, Nongrim Hills  | david.natedesrosims.jel@gmail.com |
| 19 | Ellies Yanthan           |      | 1      | Meghalaya Basin Dev't Authority, Nongrim Hills  | elliesyans@gmail.com              |
| 20 | Naibalaaihun Marbaniang  |      | 1      | Meghalaya BDA, Shillong   | naibalaaihun@gmail.com            |

|    | Name                     | Male | Female | Office Location                                | Email                        |
|----|--------------------------|------|--------|--|------------------------------|
| 21 | Oracle phiya Narwen      |      |        | MBDA, Shillong                                 | osamarwein92@gmail.com       |
| 22 | Nisan Chukhame D. Shira  | 1    |        | MBDA, Nongrim Hills, Shillong                  | shirachukhame@gmail.com      |
| 23 | Evelyn M. Pariat         |      | 1      | Meghalaya Basin Dev't Authority, Nongrim Hills | evelynpariat@gmail.com       |
| 24 | Sompa Bisnear            |      |        | MBDA, Shillong                                 | sombis2014@gmail.com         |
| 25 | Janchi Tamasil M. Jangma |      |        | NRM, MDBA, Shillong                            | sanchisangma88@gmail.com     |
| 26 | Evanylia Marbaniang      |      | 1      | Meghalaya BDU, Shillong                        | evanyliamarbaniang@gmail.com |
| 27 | Meghna Das               |      | 1      | Nogrina Hills, Shillong                        | meghnadas0792@gmail.com      |
| 28 | Dildiya Kharkongos       |      | 1      | Meghalaya Basin Dev't Authority, Nongrim Hills | dia324kongos@gmail.com       |
| 29 | Audrilyncia Syndor       | 1    |        | MBDA, Nongrim Hills, Shillong                  | audrilyncia@gmail.com        |

#### 4.1.2 Farmer Business School Learning and Planning Workshop

|    | Name                     | Male | Female | Office Location  | Email                        |
|----|--------------------------|------|--------|--|------------------------------|
| 1  | Shri. Nitul Das          | 1    |        | Basin Dev't Unit, East Garo Hills District c/o Deputy Commisioner, Williamnagar, Meghalaya | nituldass@gmail.com          |
| 2  | Saurabh Bose             | 1    |        | District Basin Dev't Unit, North Garo Hills, Resubelpara                                   | dpmnghd@gmail.com            |
| 3  | Badashisha Marbaniang    | 1    |        | BDU EKH  | bdm2192@gmail.com            |
| 4  | Didsy Waljeri            |      | 1      | EFC Mawryngknery   | didsywaljeri87@gmail.com     |
| 5  | Tangchina J. Marak       | 1    |        | BDU, Turu WGH  | mtangchina@yahoo.com         |
| 6  | Brilliar Ch. Sangma      | 1    |        | Office of the IBDLP, Basin Dev't Unit, South West Gard Hills, Amdati                       | brilliar@gmail.com           |
| 7  | Garnette Lakiang         |      | 1      | Basin Dev't Unit East Khasi Hills District   | glakiang@gmail.com           |
| 8  | Rodonald Majaw           | 1    |        | BDU, WKH, De Office, Nongstoin, West Khan Hills District                                   | slathonro@gmail.com          |
| 9  | Handerson Chulet         | 1    |        | Meghalaya Institute of Entrepreneurship, Shillong  | handersonchulet@gmail.com    |
| 10 | Arneth Reynold Kharlukhi | 1    |        | Mawplanc EFC   | tjefferson91@yahoo.com       |
| 11 | Meghna Das               |      | 1      | Nogrina Hills, Shillong  | meghnadas0792@gmail.com      |
| 12 | Evanylia Marbaniang      |      | 1      | Meghalaya BDU, Shillong  | evanyliamarbaniang@gmail.com |

|    | Name                      | Male | Female | Office Location   | Email                             |
|----|---------------------------|------|--------|---|-----------------------------------|
| 13 | Naibalaaihun Marbaniang   |      | 1      | Meghalaya BDA, Shillong   | naibalaaihun@gmail.com            |
| 14 | Evelyn M. Pariat          |      | 1      | Meghalaya Basin Dev't Authority, Nongrim Hills  | evelynpariat@gmail.com            |
| 15 | Jonathan Marbaniang       | 1    |        | Meghalaya Basin Dev't Authority, Nongrim Hills  | david.natedesrosims.jel@gmail.com |
| 16 | Ellies Yanthan            |      | 1      | Meghalaya Basin Dev't Authority, Nongrim Hills  | elliesyans@gmail.com              |
| 17 | Sywell Lyngdoh            | 1    |        | BDU, SWKHD  | zee.lyngdoh@yahoo.com             |
| 18 | Ivan Renold Marbaniang    | 1    |        | Deputy Commissioner, BDU WJHD, Jowal, Shillong  | marbaniang.ivan@gmail.com         |
| 19 | Anirban Roy               | 1    |        | BDU, De Office Nongpon Ri Bhoi  | anirban.blue@gmail.com            |
| 20 | Zasharius Marak           |      | 1      | Bagwhara, South Garo Hills District, Meghalaya  | zachmarak76@gmail.com             |
| 21 | V. Valentine Hembrom      | 1    |        | Office of the IBDLP, Basin Dev't Unit, 2nd floor SMELC Bldg., Dakopgre, Tura- 794001 West Garo Hills, Meghalaya | vincivalentine@yahoo.co.in        |
| 22 | Audrilyncia Syndor        | 1    |        | MBDA, Nongrim Hills, Shillong   | audrilyncia@gmail.com             |
| 23 | Dildiya Kharkongos        |      | 1      | Meghalaya Basin Dev't Authority, Nongrim Hills  | dia324kongos@gmail.com            |
| 24 | Nisan Chukhame D. Shira   | 1    |        | MBDA, Nongrim Hills, Shillong   | shirachukhame@gmail.com           |
| 25 | Sheri. Wellborn Kurdalang | 1    |        | BDU, East Jaintia Hills   | willbert85@gmail.com              |
| 26 | Mr. J.K. Wahlang          |      |        | East Kasi Hills District  |                                   |

## 4.2 List of Presentations

### 4.2.1 Value Chain Training

The presentation listed below may be downloaded from this link:

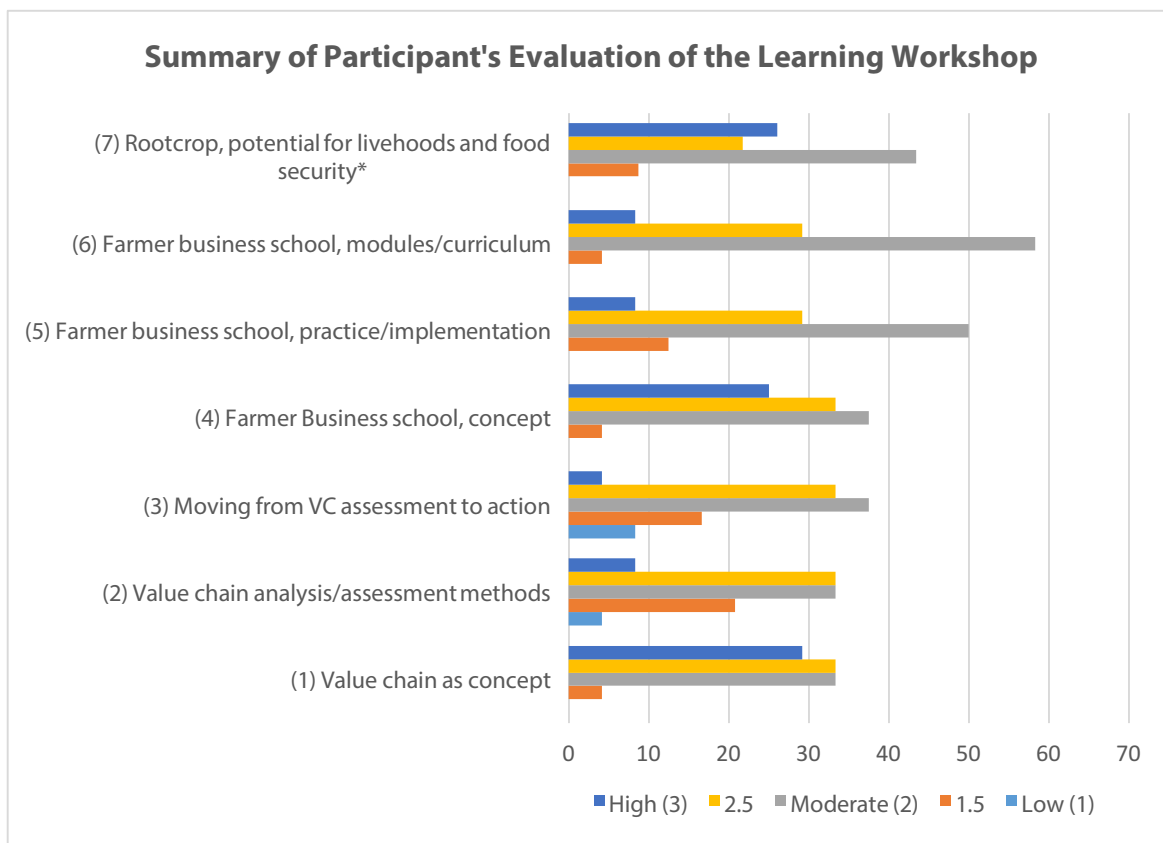
[https://www.dropbox.com/sh/6mtt7t4ba50g93m/AABfjLyyL\\_ZjEtnnmwCYfuLpa?dl=0](https://www.dropbox.com/sh/6mtt7t4ba50g93m/AABfjLyyL_ZjEtnnmwCYfuLpa?dl=0)

|   | Title  | Presentor/s                          |
|---|--|--------------------------------------|
| 1 | Introduction to CIP and FoodSTART+                         | Dr. Chris Wheatley<br>CIP-FoodSTART+ |
| 2 | Value Chain Development and Farmer Business Schools        | Dr. Chris Wheatley                   |
| 3 | Value Chain Development , India                            | M.Anantharaman                       |
| 4 | Meghalaya Livelihoods and Access to Markets Project (LAMP) | Valentine Hembron<br>DPM             |

|           | <b>Title</b>   | <b>Presentor/s</b>   |
|-----------|--|--|
| <b>5</b>  | Root and Tuber Crops: Resilient Livelihoods, Nutrition, and Incomes  | Dr. Julieta Roa  |
| <b>6</b>  | Value Chain Development: Concepts and Methods  | Dr. Chris Wheatley   |
| <b>7</b>  | Value Chain Cases, Philippines   | Dr. Julieta Roa  |
| <b>8</b>  | Improving Cassava Value Chains for Food, Dried Grates, Flour and Products in Selected Areas in the Philippines | Julieta R. Roa/Marlon M. Tambis<br>Guada Marie P Babilonia PhilRootcrops   |
| <b>9</b>  | Value Chain Cassava: Tamil Nadu and Kerala   | M.Anantharaman   |
| <b>10</b> | Preliminary value chain study on ginger  | Dr. Chris Wheatley,<br>Bhupal Neog,<br>Valentine V Hembrom,<br>Brilliar Sangma,<br>Zacharius Marak,<br>Anirban Roy,<br>Ivan Marbaniang,<br>Nitul Das           |
| <b>11</b> | Bay leaf value chain study at Mawiong regulated market (Meghalaya State Agricultural Marketing Board)          | Dr. Julieta Roa<br>E. Shanpru<br>Jonathan Marbaniang<br>Naibalaaihun Marbaniang<br>Evanylla Marbaniang<br>Evelyn Pariat<br>Ellies Yanthan                      |
| <b>12</b> | Preliminary value chain study for potato at iewduh market  | Sywell Lyngdoh,<br>Rodonald Majaw,<br>Garnette M Lakiang,<br>Badashisha Marbaniang,<br>Arnette Kharlukhi,<br>Didsy Warjri,<br>Handerson Chulet<br>Anantharaman |
| <b>13</b> | Stakeholder meetings and action planning   | Dr. Chris Wheatley   |
| <b>14</b> | Value Chain Assessment to Value Development: Philippine Case   | Dr. Julieta Roa  |
| <b>15</b> | Scoping Study Review and Potato Value Chain Study Terms of Reference, India                                    | M. Anantharaman  |
| <b>16</b> | Farmer Business School: Overview   | Dr. Julieta Roa  |
| <b>17</b> | Linking Farmers with Markets through Farmer Business School (FBS)  | Dr. Julieta Roa  |
| <b>18</b> | Overview of Farmer Business School modules   | Dr. Julieta Roa  |

## 4.2.2 Farmer Business School Learning and Planning Workshop

### 4.3 Training Evaluation



| EVALUATION (%)  |         |     |              |     |          |       |
|---|---------|-----|--------------|-----|----------|-------|
| Topics  | Low (1) | 1.5 | Moderate (2) | 2.5 | High (3) | Total |
| <b>(1) Value chain as concept</b>                                 | 0       | 4   | 33           | 33  | 29       | 100   |
| <b>(2) Value chain analysis/assessment methods</b>                | 4       | 21  | 33           | 33  | 8        | 100   |
| <b>(3) Moving from VC assessment to action</b>                    | 8       | 17  | 38           | 33  | 4        | 100   |
| <b>(4) Farmer Business school, concept</b>                        | 0       | 4   | 38           | 33  | 25       | 100   |
| <b>(5) Farmer business school, practice/implementation</b>        | 0       | 13  | 50           | 29  | 8        | 100   |
| <b>(6) Farmer business school, modules/curriculum</b>             | 0       | 4   | 58           | 29  | 8        | 100   |
| <b>(7) Rootcrop, potential for livelihoods and food security*</b> | 0       | 9   | 43           | 22  | 26       | 100   |
| Total Respondents: 24   |         |     |              |     |          |       |
| *23 respondents only  |         |     |              |     |          |       |



**General findings**

Participants rating on learning of most VC & FBS concepts ranged from moderate to high but their ratings on both assessment methods and practice is mainly moderate to above moderate. These imply the need for more practice, exercise, and fieldwork for real leaning to come about, which is logical. The Training of Facilitators design should take this into consideration; an exercise that follows through is needed.

These ratings follow from their profiles. In the pre-test the participants knowledge on both value chain and, especially FBS, ranged from low to moderate. Item #7 on root and tuber crops is symptomatic of the fact that most participants are not aware or have no knowledge of RTCs.



The International Potato Center (known by its Spanish acronym CIP) is a research for development organization with a focus on potato, sweetpotato, and Andean roots and tubers. CIP is dedicated to delivering sustainable science-based solutions to the pressing world issues of hunger, poverty, gender equality, climate change and the preservation of our Earth's fragile biodiversity and natural resources.  
[www.cipotato.org](http://www.cipotato.org)



CIP is a member of CGIAR.  
CGIAR is a global agriculture research partnership for a food secure future. Its science is carried out by the 15 research centers who are members of the CGIAR Consortium in collaboration with hundreds of partner organizations.  
[www.cgiar.org](http://www.cgiar.org)

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