

Results-Oriented Program Formulation

Session 3. Sub-sector Review, Analysis of Development Objectives and Consultation of Stakeholders and Clients

Objectives of Session 3

- Explain why a sub-sector review is a necessary step in long-term program planning
- List the types of information that should be included in a sub-sector review
- Discuss the importance of development objectives in guiding program formulation
- Identify stakeholders and clients to be included in program formulation

Sub-Sector Review

Step 1. Review Sub-sector

- Sub-sector or sub-system review?
- Sub-sector named after dominant commodity, but more of a sub-system
- Producers of a commodity also produce a range of other products – *Commodity mix*

Objectives of Producers

- Producers optimize commodity mix to meet food security and income objectives
- NARS focus may be on one commodity, but
- Sub-sector review should go beyond the single commodity to accommodate optimization of producer objectives
- NARS organisation may partner with actors with interest and competency in the other commodities

Components of Sub-sector Review

- Policy and development context
- Agro-ecological diversity
- Demographic diversity
- Market development
- Characterization of the client
- Development domains
- Stakeholders and clients

Policy and Development Context

- Set out by international and regional bodies, government and organisational strategic plan
- Define sector and sub-sector development objectives, policies and the regulatory framework
- Provide guidelines to research managers on areas of focus
- Government needs access to policy analysis
- NARS and partners may provide policy analysis services to government

Examples of International Development Objectives - **Millennium Development Goals:**

- Reduce hunger and poverty by half by 2015
- Achieve universal primary education
- Promote gender equality and empower women
- Reduce child mortality
- Improve maternal health
- Combat HIV/AIDS, malaria and other diseases
- Ensure environmental sustainability
- Develop a global partnership for development

Examples of Regional Development Objectives - **Pacific Plan 2006-2015:**

- Reduce poverty by 20%
- No increase in HIV/AIDS and Sexually Transmitted Infections prevalence
- Improved gender equality

Examples of Sector-Development Objectives in Sector and Organisational Development Plans

The PNG National Agriculture Development Plan 2007-2016:

The Vision: “Sustainable transformation of the country’s agriculture sector into a vibrant and productive sector that contributes to economic growth, social wellbeing, national food security and poverty alleviation”

Example of Organisational Development Plans

FPDA Strategic Vision:

- ***“Food and nutrition secure and prosperous communities in Papua New Guinea”***
- The vision gives a clear picture of where the PNG horticulture industry wants to be in the long term

Agro-ecological Diversity

- Agro-ecological diversity related to effects of climate, soils and biological factors
- Defines suitability of growing different commodities within the sub-system
- Can be used to define agricultural potential or productivity indices for different commodities
- Country/region zoned based on these potentials as a critical step in identifying demand for research solutions

Demographic Diversity

- Population density directly related to agricultural carrying capacity and productivity
- Should such areas take up most of the agricultural research investment?
- Influence of equity issues
- Should know opportunity cost of equity policies
- Priorities of smallholder on income and food security
- System focuses on complementarities of commodities

Market Development

- Related to marketing infrastructure – roads, agro-processing facilities
- Production and marketing transactions improved by road networks and better access
- Market development is directly related to increased intensification and specialization of production
- Favours monocultures with higher return on investment (ROI)
- Higher technology technology adoption rates, driven by ROI

Characterization of Clients

- Should be done through the eyes of the client
- Based on agro-ecological zoning and commodities that can be grown
- Principal production systems based on the percentage of income and household food supply derived from the main commodities
- Optimization mix of commodities indicates potential partners necessary to address the demand for services by clients
- Commodity mix may be stratified by wealth ranking

Development Domains

- Characterization processes used to identify development domains
- These are clusters of agricultural actors with similar interests and aspirations in development context
- Such actors would be inclined to partner around common interests, resulting in an optimization of returns to all

Development Domains to Sub-themes

- Each of these development domains will have different objectives to which each of the programs may contribute, depending on their state of development and needs
- The specific objective of each program within a development domain will constitute a sub-thematic objective and sub-thematic area
- Subsequent analysis to identify projects for prioritization within a program will take place at the sub-thematic level

Relationship Between Programs, Domains and Sub-themes

Program	Development Domain 1	Development Domain 2	Development Domain 3
1. Productivity Improvement	Sub-theme 1.1	Sub-theme 1.2	Sub-theme 1.3
2. Scaling and Sustainable Production	Sub-theme 2.1	Sub-theme 2.2	Sub-theme 2.3
3. Marketing Systems	Sub-theme 3.1	Sub-theme 3.2	Sub-theme 3.3
4. Information Management and Communication	Sub-theme 4.1	Sub-theme 4.2	Sub-theme 4.3
5. Regulatory, Legal and Policy Environment	Sub-theme 5.1	Sub-theme 5.2	Sub-theme 5.3
6. Institutional Capacity Strengthening	Sub-theme 6.1	Sub-theme 6.2	Sub-theme 6.3

Analytical Tools for Sub-sector Review

- Review of international, regional, national, sector and organisational planning documents
- Information on agro-ecological and demographic diversity, marketing infrastructure development and local and export markets is available from various public and sub-sector sources.
- Remote sensing tools such as Geographical Information System (GIS) – integration of data
- Development domains are the main areas of focus for identifying research projects

Analytical Tools for Sub-sector Review

- Opportunities for value creation and partnerships identified through proxies, e.g. marketing infrastructure development
- Information from GIS and development objectives, policies and organisational strategic plan used to prioritise potential projects
- Development objectives guide the program planning process to remain focused towards true “higher order” goals

Stakeholder and Client Participation is Important for:

- Parties to share in problem analysis
- Parties to share in solution strategy formulation
- All aspects of problem to be addressed
- Clients to build commitment
- Two-way communication

Why Involve Clients?

- Research program will be more user-focused
- Demand-driven research agenda
- Chances of implementation increase

Sub-sector Review:

- Identifies general outline of program
- Identifies the actors
- Sometimes specific expertise is needed

Examples of Stakeholders

- Policy makers
- Public land managers
- Interest groups
- Small scale farmers and estates
- Extension agents
- Commodity organizations
- Private industries
- Finance houses
- Marketing agents
- Other public corporations

Principle Clients of Research

- Producers (large and small scale)
- Agro-processors
- Consumers
- Scientists
- Policymakers
- Extension services
- Local government