

5140730-1 2014 Summer  
Case Study

# International Field Workshop

September 1-5, 2014



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August 25, 2014



5140730-1 2014 Summer

Case Study (International Field Workshop)

September 1-5, 2014

Instructor: Professor Toshiro Nishizawa

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**The University of Tokyo**  
**September 1-5, 2014**

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## **Program of activities, as of August 25, 2014**

Sunday, August 31

18:05 Arrival at Soekarno Hatta, Jakarta (SQ962)

**20:30 Meeting at Discovery Club Lounge (18F), Hotel Borobudur**

Monday, September 1

**10:00 World Bank Country Office in Indonesia**

**14:00 ERIA**

**16:00 JICA**

19:30 Dinner (optional) at Lara Djonggrang

Tuesday, September 2

6:20 Departure from Hotel Borobudur

9:20 Departure from Soekarno Hatta, Jakarta (SQ955)

11:55 Arrival at Changi, Singapore

**15:00 AMRO**

Wednesday, September 3

**9:30 (TBC) Lee Kuan Yew School of Public Policy**

**13:30 Infocomm Development Authority of Singapore**

**15:30 Centre for Liveable Cities**

Thursday, September 4

7:00 Departure from Hotel

9:35 Departure from Changi, Singapore (SQ910)

13:10 Arrival at NAIA, Manila

**15:00 ADB**

**17:10 Japan's Director Office at ADB**

Friday, September 5

**8:30 IRRI**

**14:00 ADB**

**19:00 (TBC) Informal dinner with ADB staff**

Saturday, September 6

5:00 Departure from Hotel

7:40 Departure from NAIA, Manila (SQ915)

## **List of organizations to visit**

### **World Bank Country Office in Indonesia**

Country partnership strategy for Indonesia.

Disaster risk management.

### **Economic Research Institute for ASEAN and East Asia (ERIA)**

Best available environmental technologies for Asia

Social security system and fiscal policy in China, India, and Indonesia

### **Japan International Cooperation Agency (JICA)**

Operational strategy for Indonesia

### **ASEAN+3 Macroeconomic Research Office (AMRO)**

Macroeconomic risks and effective remedial actions

### **Lee Kuan Yew School of Public Policy**

Case study method

### **Infocomm Development Authority of Singapore (IDA)**

Achievements under the iN2015 Masterplan and the post-2015 agenda

### **Centre for Livable Cities (CLC)**

Challenges of the ageing population in Singapore and a quality of life covering housing and healthcare

### **Asian Development Bank (ADB)**

Strengthening health care systems and services

Clean energy development in Asia

Urban development

### **International Rice Research Institute (IRRI)**

Rice and the environment

Policy, markets, and information for rice sector development

## Questionnaire: World Bank Country Office in Indonesia (Country Partnership Strategy for Indonesia)

How does the Bank involve various stakeholders in designing its operational strategy for Indonesia while supporting a country-led and owned policy agenda? How does the Bank collaborate with academia and private sector stakeholders as well as the government to improve the effectiveness and efficiency in implementing its strategy? More specific questions follow.

1. **Promoting economic competitiveness of the private sector.** What are the main challenges in promoting economic competitiveness of the private sector? There may be various challenges in the market, legal system, and geological constraints (Indonesia as archipelago). How were such challenges and priorities identified and how have they been addressed since the initiation of the new CPS?
2. **Community Driven Development (CDD).** The Bank seems increasingly keen on promoting community driven development programs. How are they different from other forms of Bank assistance? How would you assess the performance of PNPM Mandiri and PNPM Generasi projects and what were the difficulties in initiating such projects in Indonesia?
3. **Restrictive policies.** The government of Indonesia sometimes imposes restrictive measures in the interest of domestic companies, which could result in undermining foreign investors. How does the Bank react when these restrictive policies are adopted? Do you take any measures to prevent unpredictable restrictions by the government?
4. **Achieving universal energy access and sustainable development.** Policies to achieve universal access to energy services should be a priority because energy-poor regions still exist in Indonesia. How would you achieve universal energy access while investing in expensive clean energy technologies?
5. **Improving disaster resilience.** Both Indonesia and Japan are prone to earthquakes and tsunamis, having unique experiences in disaster recovery and prevention. How could two countries share the best practices in improving disaster resilience with each other and throughout Asia?
6. **Institutional capacity building.** Indonesia's institutional capacity remains weak despite various efforts. What are the main challenges in capacity building and how could the Bank contribute to addressing them?
7. **Stakeholders' involvement.** The new CPS is said to enhance involvement of more diverse stakeholders such as those from academia, the private sector, civil society organizations and the media. How do you identify key stakeholders?

August 11, 2014

Prepared by Nanami Kawashima and Kazushige Yoshimaru  
The University of Tokyo

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**Questionnaire: World Bank Country Office in Indonesia (Disaster risk management)**

How does the World Bank help strengthen capacity and establish systems to mitigate disaster risks in Indonesia? More specific questions follow.

1. Partnership between the Bank's DRM team and the National Disaster Management Agency continues to strengthen while other government institutions also attempt to mainstream disaster resilience with the Ministry of Finance drafting a decree on natural disaster insurance. How are these attempts coordinated?
2. What are the aim and innovative features of the "safe schools"?
3. Overseas assistance is one of the key resources for reconstruction of the damaged areas, such as a \$1.9 million grant from New Zealand through the Disaster Management Fund for post-disaster reconstruction in Central Java and Mentawai. The Bank also provides technical assistance to Indonesia's efforts to boost disaster risk financing and insurance. How does the Bank get grant and other financial assistance and coordinate their usage?
4. Jakarta has been proactive in disaster risk mitigation and other cities are likely to follow suit with six medium-sized municipalities now taking part in the Bank's Disaster and Climate Risk Review. Why were these six cities chosen? Do you conduct an overall vulnerability priority assessment for other cities? How do you assess a large cost for upgrading city infrastructure?
5. How does the Bank help people around the world understand the risk of global warming? Who participates in the "Understanding Risk Forum" and what is the expected role of the forum?
6. What are Bank's efforts to build strong society to disasters? Do you try to strengthen cooperation, build refuges and communication system in local communities, and provide financial supports for replacement of fossil fuel? What are the prerequisites for building communities resilient to disasters?
7. How does the Bank Country Office identify "relevant" stakeholders and involve them in the decision-making process? Could you give any successful/unsuccessful examples unique to Indonesia?
8. Disaster risks differ vastly within a country, let alone from country to country. How does the Bank Country Office create criteria to evaluate the effectiveness of capacity building measures?

August 11, 2014

Prepared by Nanami Kawashima, Seina Ohe and Xiao Zhang

The University of Tokyo

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### Questionnaire: ERIA (Best available environmental technologies for Asia)

How does ERIA view the landscape of the energy supply and demand in Asia? How does ERIA help promote best available environmental technologies for Asia? More specific questions follow.

1. **Initiative to share know-how of energy conservation.** As each country in Asia is at a different stage of sustainable development, it is worth sharing know-how and best practices among countries. How do ERIA and its partner organizations take initiative to share know-how of energy conservation throughout Asia? How could we fill the gap most effectively?
2. **Initiative from Japan as a leading country.** Japan has been taking policy initiatives and built effective institutions to promote successfully diffusion of technologies in emission control and pollution prevention. What do you think are the best available technologies, products, and services towards achieving a sustainable development? What kind of initiative does ERIA expect from Japan?
3. **High cost of Japanese environmental technologies.** Although Japan has various leading environmental technologies, they are often criticized for their costliness by those who need such technologies in Asia's emerging countries. How does ERIA see this cost problem? And what do you think is a solution?
4. **State subsidy to promote sustainable development and need for public support.** State subsidy could be used to promote environmental technologies. Could Asian emerging countries afford to allocate budgetary resources for environmental technologies? How could we gain public understanding and support for prioritizing state subsidy in this way?
5. **Cooperation with other organizations.** How does EIRA cooperate with such organizations as ADB for sustainable development in Asia?
6. **Enabling environment for the effective use of novel energy technologies.** We see development of a wide variety of novel energy technologies day by day. For such technologies to be used effectively, it would be important to create an enabling institutional and policy (and perhaps political as well) environment. How does EIRA cooperate with various counterparts, such as academics, technology experts/researchers, business professionals, and policy makers?

August 25, 2014

Prepared by Natsume Koike and Kazushige Yoshimaru

The University of Tokyo

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## **Questionnaire: ERIA (Social security system and fiscal policy in China, India, and Indonesia)**

How does ERIA forecast public expenditure for social security in the context of demographic projections in China, India, and Indonesia? What would be ERIA's prescription for strengthening social security systems in these countries and implications for Asia as a whole? We are also interested in the coming challenges in the region. More specific questions follow.

1. **Social safety net programs and poverty reduction.** Some south Asian countries, such as Bangladesh and India, use different types of social safety net program to reduce poverty. Do you think social safety net programs would be effective and sustainable policy options in order to reduce or eliminate poverty from China, India, and Indonesia?
2. **Social security system and its privatization.** Some scholars argue that privatization of social security system would generate large long-run welfare gains at the cost of welfare losses for transition generations. Do you agree with this view?
3. **Social security system and informal employees.** Usually, social security is only for people in formal sectors. How can we ensure social security for people in informal sectors (i.e. people who are not covered through pension or other social security scheme)?
4. **Immigration and regional integration.** Countries with surplus labor and low wage rate will gain by letting their people work abroad, such as Bangladesh, China, India, and the Philippines. Younger generations may have chances to learn advanced or new technology by studying abroad. Countries with a decreasing population, such as Japan and Korea, will gain by attracting more people. Therefore, more flexible immigration within the region may benefit many countries. What are drawbacks of this idea? What are obstacles to facilitation of such immigration?
5. **Aging population in the region.** Many countries will face aging population in the coming decades. This will pose financial burden because of increasing social security expenditure. What should be done to address this new challenge? What are the key components to consider when we design policies to deal with this issue?

August 25, 2014

Prepared by Mohammad Iqbal Hossain, and Gyo Uchida  
The University of Tokyo

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**Questionnaire: JICA (Operational strategy for Indonesia)**

1. How has JICA created a master plan called "the Master Plan for Establishing Metropolitan Priority Area for Investment and Industry (MPA) in JABODETABEK Area"? How does JICA implement the MPA?
2. How does JICA involve various stakeholders in designing its operational strategy for Indonesia while supporting a country-led and owned policy agenda? How does JICA collaborate with academia and private sector stakeholders as well as the government to improve the effectiveness and efficiency in implementing its strategy?
3. Does JICA encourage private sector initiatives in the project implementation? How could JICA promote Public-Private Partnerships (PPPs) for economic and social infrastructure development in Indonesia? What are the major challenges for PPPs in Indonesia?

August 25, 2014  
International Field Workshop Team  
The University of Tokyo

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## Questionnaire: AMRO (Macroeconomic risks and effective remedial actions)

We would like to discuss macroeconomic risks and effective remedial actions in Asia. How does AMRO differentiate itself from other multilateral institutions like IMF when it conducts macroeconomic surveillance? How could AMRO contribute to a swift implementation of remedial actions to correct macroeconomic imbalances and ensure an effective decision-making of the CMIM? More specific questions follow.

1. **Macroeconomic risks in the ASEAN+3 region.** There seems to be a shared view about macroeconomic risks faced with the global economy, for example, geopolitical risks due to recent developments in the Middle East and Ukraine, or a renewed hike in longer-term interest rates going forward as monetary policy normalization proceeds in the United States. How does AMRO assess macroeconomic risks faced with the ASEAN+3 region as a whole and identify country-specific risks in the region given the current global economic conditions and prospects?
2. **Macroeconomic surveillance.** In order for macroeconomic surveillance to be effective in crisis prevention, "this-time-is-different-syndrome" (perhaps partly as a negative reflection of "cognitive dissonance" and partly as a strategic action) needs to be avoided. However, anyone coming to the verge of crisis tends to take the strategic position to claim that things are under control and "this time is different" because any hint of crisis may actually trigger a crisis.
  - ✓ How could the peer review process in AMRO prevent members from being trapped by self-justification strategies?
  - ✓ How does AMRO differentiate itself from IMF when it conducts macroeconomic surveillance and peer review?
  - ✓ How does AMRO use "Economic Review and Policy Dialogue (ERPD) Matrix" to assess members' qualification for the CMIM's crisis prevention facility?
  - ✓ How does AMRO communicate with the media or with the general public for crisis prevention purposes?
3. **Implementation of remedial actions.** What would be the options for AMRO if proposed remedial actions were not in conformity with policies preferred by the particular government in need of such actions? What if not in conformity with IMF's views? Furthermore, what if not supported by other ASEAN+3 members due to some economic or political reasons.

August 18, 2014  
International Field Workshop Team  
The University of Tokyo

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### **Questionnaire: Lee Kuan Yew School (Case study method)**

Following your lecture on case study method, we would like to discuss the following issues.

Any policy is designed to have some desired effects. However, people or organizations may react to the policy in a way that is not expected *ex ante* and the policy may have unexpected results. In order to understand how individuals and stakeholders behave, it is very insightful to deeply look into many cases.

#### **1. Case study method**

- In some occasions, academic theories may not give us precise prediction on how individuals react to a policy. In what field of policy do you think the case study method is particularly important?

#### **2. Human behaviors and behavioral economics**

- In health-related policy, sometimes people behave in a myopic way and they would face undesirable consequences after they become older. Could you please let us know good examples of health-related case studies used to crystalize nice policies for health.

#### **3. New challenges in the coming decades**

- We would like to know case studies on policy addressing inequality issues. Particularly, we would like to know whether the policy is originally designed to address inequality issues, as well as the details of the policy, including relevant stakeholders and the causes of its success or failure.

August 11, 2014

Prepared by Gyo Uchida

The University of Tokyo

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## Questionnaire: Infocomm Development Authority of Singapore

Our areas of interest are achievements under the iN2015 Masterplan and the post-2015 agenda; iN2015 Reports titled *Integrating Healthcare*, *Empowering Patients* and *Digital Marketplace for Global Media and Entertainment*; and Infocomm Technology Roadmap as well as Geospatial and Data & Analytics initiatives.

1. How would you evaluate achievements under the iN2015 Masterplan and identify challenges going forward? How would you reflect the experience so far in the post-2015 agenda?
2. We noticed that *Digital Marketplace for Global Media and Entertainment* referred to Asian countries/cities with their announced plans to grow the media and digital media sectors, including China, Hong Kong, Malaysia, New Zealand, South Korea, and Thailand. Why not Japan? How could the countries cooperate with each other and what role could Singapore play? What would be the main challenges ahead?
3. With iDA's focus on the development of information technology and telecommunications, how would you integrate mass media in the overall strategic context? How could mass media contribute strategically to the development of information technology and telecommunications?
4. Singapore has not suffered from major disasters according to the Natural Disasters Data of Singapore from 1980-2010 (<http://www.preventionweb.net/>) except for the epidemic, which killed 36 people during the past 30 years. How has Singapore made risk management effective by using infocomm technology systems? What would you suggest as lessons learned from Singapore's experience for other countries suffering from frequent natural disasters, such as Japan and China?
5. In Japan, there are few people who are called “data scientists,” *i.e.*, professionals with advanced skills of computer programming and statistics. How does iDA attract data scientists?
6. For both business and social innovation, data sharing and integration between the private and public sectors are very important. How could we motivate the private sector to provide the public sector with data potentially useful for business and social innovation?
7. While geospatial data are one of the key inputs to promote economic development, use of such data as mobile phones' location information is constrained by very high confidentiality. How does iDA cope with the balance between data use and confidentiality?
8. The cooperation between the private, public, and “people” sectors should help maximize iDA's performance. How does iDA identify various stakeholders and then include them in policy making process?
9. How was Singapore able to develop one of the most successful healthcare systems in the world? How did infocomm technology contribute to the success?

August 4, 2014

Prepared by Nanami, Kawashima, Takashi Nicholas Maeda, and Xiao Zhang  
The University of Tokyo

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## Questionnaire: Centre for Liveable Cities, Singapore

In Japan how to cope with the ageing society and declining economic strength is one of the most pressing policy challenges. We wish to know what solutions are being discussed to address challenges of the ageing population in Singapore with a focus on a quality of life covering housing and healthcare.

1. **Community and social capital.** In Japan, due to urbanization, social capital has been weakened for many years. In "liveable & sustainable cities framework", community is a key to make cities more active and attractive. Community may also play some role for healthcare especially for the ageing segment of the population. How could community be more helpful to make cities liveable even in a highly urbanized environment?
2. **Immigration and cultural integrity.** Whether to accept more immigrants or not is a very controversial issue in Japan because some groups of people are worried about cultural conflicts. How has Singapore managed to integrate different cultures in the local community?
3. **Technology for environmentally sustainable development.** High quality of life and sustainable environment are often not compatible. Development of eco-friendly technology might be necessary to satisfy both objectives. What environmental technology does Singapore consider most appropriate or relevant? How does Singapore develop such technologies?
4. **City planning as a pioneer.** Singapore may be a good example to show how an environmentally liveable city could be developed. Without model cities, how has the Government of Singapore planned city development? What are the most important considerations to taken into account in city planning?
5. **Energy conservation.** Japan and Singapore are both resource-poor countries with high population density and therefore energy conservation is particularly important. What sort of solution does CLC have in mind to promote energy conservation?
6. **Balance between liveability and population density.** While Singapore is already highly populated, the Government of Singapore has been constantly adopting various measures to attract competent foreign nationals especially in the business and academic fields to seek further economic prosperity. How does the Government of Singapore plan to sustain liveability for both Singaporeans and foreigners while being faced with increasing population density and pressures vis-à-vis transportation and housing costs?

August 5, 2014

Prepared by Natsume Koike, Takeshi Nicolas Maeda, and Kazushige Yoshimaru  
The University of Tokyo

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## **Questionnaire: ADB (Strengthening health care systems and services)**

Countries in Asia and the Pacific face various health-related challenges depending on their development stage. We would like to discuss disease prevention, accessibility to health services, and behavioral issues in emerging economies. More specific questions follow.

### **1. Disease prevention**

- Poor people may not want to go for preventive medicines for various reasons. What kinds of initiatives are effective to facilitate the utilization of preventive medicines?
- Hygiene education, such as washing hands before each meal or wearing masks, is important to prevent infectious diseases. Do you have initiatives on hygiene education?

### **2. Accessibility to health services**

- Cancer treatments are expensive and some people cannot afford it. Are there any financial supports or health insurance systems to help such people?
- Aging society will pose newly emerging challenges, such as chronic diseases or disabilities. What kind of support or policy can ADB implement to address these challenges?

### **3. Behavioral issues in emerging economies**

- People may overuse medical services under universal health coverage. What should be done to strike a balance of supply and demand of health services?
- Lifestyle of people will dramatically change with economic development. What kind of health-related behavioral changes do you identify in emerging economies?
- What can be done to educate people about healthy food? Should elementary schools teach it?

August 11, 2014

Prepared by Thi Nga Nguyen, Seina Ohe, and Gyo Uchida  
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### Questionnaire: ADB (Clean energy development in Asia)

Economic growth of developing countries boosts energy demand while providing people with modern life. How does ADB contribute to sustainable development of its member states? What are the present state and difficulties faced with its approach?

1. **Balancing universal energy access and clean energy investment:** Achieving universal access to energy services and investing in clean energy can be a tradeoff, considering most of the energy poor being without a room to care much about the environment. How does ADB incentivize governments of the member countries to invest in clean energy while achieving universal access to energy access as well? How does ADB plan to attract investors to energy-poor regions, considering these areas do not generally have lucrative projects?
2. **Challenges for doubling the share of renewable energy:** What sort of measures does ADB have in mind to strengthen power grid and battery to address vulnerability of renewable energy? How do you deal with increased cost of electricity when adopting Feed-In Tariffs (FITs) scheme to expand the market, as we see in countries like Germany and Denmark?
3. **Initiative from Japan for improving energy efficiency throughout Asia:** What kind of initiative does ADB look to from Japan, given that Japan has some best practices in energy efficiency? Energy efficient products from Japan are often criticized as costly. Is there a way to expand contributions from Japan in this field?
4. **Decision making of clean energy technology adaption:** There is a wide variety of clean energy technologies and they are developing day by day. How does ADB decide what kind of energy technology shall be utilized? What is the most important point for the adoption? And how does ADB cooperate with technical experts? Cooperate with universities or companies, or employ own experts?
5. **Numerical targets of sustainable development:** Before starting its projects, does ADB set numerical targets of clean energy (e.g., x % of all energy supply)? If so, how does ADB determine the goal?

August 11, 2014

Prepared by Natsume Koike and Kazushige Yoshimaru

The University of Tokyo

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### Questionnaire: ADB (Urban development)

One of the biggest challenges for growing Asia is how to create sustainable livable cities. What are the unique characteristics of ADB's approach to urban development? How does ADB's long-term strategic framework guide its support for sustainable urban development?

1. **Uncertainty in urban development.** Urban planning has many elements that complicatedly influence each other, for example, economic growth, population increase, protection of the environment and housing situation. Therefore it is very difficult to predict the outcome of a plan. How does ADB manage this uncertainty and accomplish sustainable urban development?
2. **CoP's methodologies.** There may be area-specific problems and general problems in urban development. ADB established the Urban Community of Practice (CoP) in order to aggregate the solutions of problems of urban development. Are there any specific methodologies CoP established to aggregate the knowledge and provide solution?
3. **Urban development and urban slum.** In recent times, Asian countries see a growing urbanization trend along with urban slums. Improved utilities provision encourages more migration into urban slums from rural areas. What would be the optimal policy measure to improve public utilities in urban slums while discouraging new comers?
4. **Urban transport system and congestion.** Urban congestion is affecting urban agglomerations in Asia and has multiple effects on urban development. How can megacities in Asia solve congestion problems effectively and what policies should be taken for future cities?
5. **Climate change and natural calamities.** Scientific assessment indicates that the coastlines of South and Southeast Asia are highly vulnerable to the effects of climate change. Does ADB have any current and future plans for sustainable urban development in the coastlines of South and Southeast Asia to protect them from climate change and resulting natural calamities?
6. **People's participation in decision making.** Purpose of urban planning is to realize the ideal of people who live in the city. How do you reflect people's opinions to the plan? How could we improve the decision making process while listening to people's opinions possibly conflicting each other?

August 11, 2014

Prepared by Mohammad Iqbal Hossain, Natsume Koike, and Takashi Nicolas Maeda  
The University of Tokyo

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### **Questionnaire: IRRI (Rice and the environment)**

How does IRRI contribute to making rice farming more productive, eco-friendly, and resilient to climatic extremes and natural disasters? More specific questions follow.

#### **Adaptation to climate change**

1. Climate change causes an increase of pest and weed species. In order to protect their products, farmers try to use strong and overdose pesticides and herbicides, which are harmful to the environment and human health. How would you solve this problem?
2. To deal with flood, draught and sanitary problems caused by the global warming, governments may need to guide farmers towards “the diverse cultural style” in order to accommodate to environmental changes. What is the most laborious thing in convincing them?

#### **Eco-friendly rice cultivation**

3. Some researchers claim that draining paddy fields in the middle of the rice-growing season may help reduce global methane emissions. However, for farmers, it is not easy to accept such an approach. What would be the effective method to reduce methane gas emissions from paddy fields?
4. To improve productivity of arable fields, farmers in some parts of Asia use such models as "rice-duck" or "rice-fish-duck" to get rid of harmful insects or pests. These models are also beneficial for farmers to increase their income. Are there any other eco-friendly and economical models?

#### **Genetically modified rice**

5. To gain stable harvests, genetically modified rice (e.g., rice that can survive even when covered in water for two weeks) has been developed and come into used. However, some countries or regions such as EU are very strict in introducing genetically modified foods. What is IRRI's position on this issue?

#### **Farmer's transition**

6. Against the background of growing concerns over climate change and deteriorating farmer's prospects for future life, many rice farmers, especially young people, are abandoning their lands and moving into urban areas to seek stable income. How could we prevent this to happen?

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Prepared by Seina Ohe and Nguyen Thi Nga

The University of Tokyo

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### Questionnaire: IRRI (Policy, markets, and information for rice sector development)

How does IRRI generate knowledge and information on farmers' needs, rice ecosystems, and markets, and then identify policy options? How does IRRI make use of information to influence policymakers with a view to improving the welfare of the population? More specific questions follow.

1. **New varieties with climate change resilience.** In the near future, we will need high yielding varieties of rice, which are short living and climate change tolerant (to salinity, drought, etc.), contain more nutrition value, and require minimum chemical pesticide and fertilizer. How would IRRI incorporate these issues in its research program?
2. **GMOs and the environment.** There are two views regarding Genetically Modified Organisms (GMOs) issue. Supporters claim that GMOs are more productive, eco-friendly, and resilient to climatic extremes while opponents claim that GMOs might entail unidentified huge risks to public health and potentially disastrous damages to the nature and ecology. How does IRRI view and deal with GMOs issue considering risks and benefits?
3. **Ecofriendly techniques and knowledge dissemination.** Some farmers apply techniques, such as Integrated Pest Management (IPM), Integrated Pest Control (IPC), or Integrated Weed Management (IWM), to seek environmental-friendly and high-quality production. Does IRRI encourage and promote these methods in rice production (especially for risk averse farmers)? How does IRRI communicate with farmers and the government? Does media play an important role for IRRI to communicate with farmers and other stakeholders?
4. **IRRI and policymakers.** To help the rice sector development and improve the welfare of value chain actors, especially farmers, how does IRRI influence policymaking process in the member countries? Does the negotiation process vary with the government system (e.g., China)?
5. **Future food crisis.** Does IRRI have any future plan to prevent rice price crisis like in 2008 or rice shortage? Do you agree that countries should diversify their food habits? How do you evaluate “consumers satisfaction (low rice price) versus producer welfare (higher gain of farmers)” phenomena?
6. **Future plan of IRRI.** What do you think is the most conspicuous and unique role IRRI could play compared to other international organizations or actors? What do you think about the future role of IRRI? What could be the obstacles to overcoming possible future challenges and to progress that IRRI could make?

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