

PROLINNOVA INTERNATIONAL PARTNERS WORKSHOP

TANZANIA: 21-25 MARCH 2011



TABLE OF CONTENTS

List of acronyms	3
Introduction	6
Daily highlights	7
Day 1	
Introductions	7
Panel presentation on institutionalising participatory approaches to Ag Ext	8
Keynote speech and formal opening by the Hon. Minister of Agriculture	12
Day 2	
Organising ourselves	14
Integrating gender in PROLINNOVA work	15
Functioning of PROLINNOVA international and country partnerships/networks	20
Day 3	
POG notes	23
The 2010 e-evaluation	24
PROLINNOVA fundraising	26
Day 4	
Assessing integration of PID	27
Working with GFAR, AR4D and collaboration with INSARD	28
Farmer organisations in PROLINNOVA	30
World Cafe	31
Day 5	
Action planning	35
Evaluation	36

Annex 1: Time Table

Annex 2: List of participants

Annex 3: Experience with Collaborative On-Farm Research at Sokoine University of Agriculture

Annex 4: Mainstreaming Gender Exercise

Annex 5: Group work: Integrating Gender

Annex 6: Field visit schedule

Annex7: Fund raising proposals being worked on/submitted

Annex 8: Fundraising Group Work Outputs

Annex 9: Self-assessment tool PID Institutionalization

Annex 10: Farmer Organizations in PROLINNOVA Workshop Output

Annex 11: Output world cafe on mainstreaming gender

Annex 12: Action Plan IPW 2011

Annex 13: Evaluation of Workshop

LIST OF ACRONYMS

ABCD	Asset-Based Community Development
ADCR	Association for Rural Community Development
AI	Appreciative Inquiry
APAARI	Asia-Pacific Association of Agricultural Research Institutions
ARC	Agricultural Research Council
ARD	Agricultural research and development
ARI	Agricultural Research Institute
CBO	Community-based organisation
CD	Curriculum development (also compact disk)
CDWG	Curriculum Development Working Group
CIAT	International Centre for Tropical Agriculture
CIS–VUA	Centre for International Cooperation, Vrije Universiteit Amsterdam
COMPAS	Comparing and Supporting Endogenous Development
CoP	Community of Practice
CP	Country Programme
DGIS	Netherlands Directorate General for International Cooperation
DRTE	Directorate of Research, Training and Extension
EC / EU	European Commission / European Union
FARA	Forum on Agricultural Research in Africa
FFS	Farmer Field School
FLD	Farmer-led documentation
FO	Farmer organisation
GFP	Gender Focal Point
GO	Governmental organisation
HAPID	HIV/AIDS and Participatory Innovation Development
IAAS	Institute of Agriculture and Animal Science
IAPS	Innovation Asia-Pacific Symposium
ICIMOD	International Centre for Integrated Mountain Development
ICRA	International Centre for development-oriented Research in Agriculture

ICT	Information and Communication Technology
IIED	Institute for Environment and Development
IIRR	International Institute of Rural Reconstruction
IK	indigenous knowledge
ILEIA	Information Centre for Low-External-Input and Sustainable Agriculture
INADES	African Institute for Economic and Social Development
INGO	International non-governmental organisation
INRAN	<i>Institut National de la Recherche Agronomique du Niger</i> – National Institute for Agronomic Research in Niger
IPGRI	International Plant Genetic Resources Institute (Bioversity)
IRDO	Ileje Rural Development Organisation
IST	International Support Team
IUCN	International Union for Conservation of Nature
JOLISAA	Joint Learning on Innovation Systems in African Agriculture
KARI	Kenya Agricultural Research Institute
KENDAT	Kenya Network for Dissemination of Agricultural Technologies
KENFAP	Kenya Federation of Agricultural Producers
KESSFF	Kenya Small-Scale Farmers' Forum
LGA	Local Government Authority
LI	Local innovation
LI-BIRD	Local Initiatives for Biodiversity, Research and Development
LRC	Livelihoods Resource Centre
M&E	monitoring and evaluation
MAFF	Ministry of Agriculture, Forestry and Fisheries
MSP	Multi-stakeholder partnership
MVIWATA	National Network of Smallholder Farmers in Tanzania
NGO	Non-governmental organisation
NRM	Natural resource management
NSC	National Steering Committee
NW	North-West
NWG	National Working Group

PIA	Participatory Impact Assessment
PID	Participatory Innovation Development
PLWHA	Persons living with HIV/AIDS
PM&E	Participatory monitoring and evaluation
POG	PROLINNOVA Oversight Group
PROFEIS	Promoting Farmer Experimentation and Innovation in the Sahel
PROLINNOVA	Promoting Local Innovation in ecologically oriented agriculture and NRM
PTT	Provincial Task Team
PV	Participatory video
R&D	Research and development
RIU	Research Into Use
RP	Regional Programme
SEI	Stockholm Environment Institute
SLM	Sustainable land management
SHS	Stakeholders
ToF	Training of facilitators
ToRs	Terms of reference
UKZN	University of KwaZulu-Natal
UP	University of Pretoria
WN	World Neighbors

INTRODUCTION

The PROLINNOVA International Partners Workshop (IPW) is an annual event that gathers various members of the global network. This year, the IPW was successfully organized in Tanzania, in Dar-es-Salam (1 day) and Morogoro. Around thirty participants coming from Africa, Asia, Latin America and Europe came to participate. Annex 1 has the list of participants while Annex 2 shows the workshop schedule¹.

The first day was organized at Landmark Hotel and was opened up to other stakeholders in agriculture research and development and civil society organizations. The information market, presentation of PROLINNOVA as a global and national program, launching of the video on participatory agriculture research and launching of the INSARD project by the honorable guest were the key activities during the first day that invited participation from key organizations based in Dar-es-Salaam.

The rest of the week was organized in Morogoro. The four-day event focused on key dimensions of PROLINNOVA work: mainstreaming gender in programmes and projects, multi-stakeholder partnerships, integration of farmer organizations into PROLINNOVA, review of its performance for 2010 and longer term strategy including diversifying sources of funding. It was also an opportunity to interact with organizations involved in the INSARD project the coordination group of which conducted a separate meeting in the same venue. Both agenda and organizations involved overlap with PROLINNOVA as narrated later in this report.

Just before the IPW the PROLINNOVA Oversight Group (POG) met allowing it to brief the network during the IPW on its conclusions and decisions. Also before the IPW the Country Programs involved in the FAIR program came together in a separate meeting to review progress, share and plan work for 2010. There are detailed reports on both events but their highlights as shared during the IPW itself are included below.

The 2011 IPW was the first international workshop organized without the funding support of the Netherlands Ministry of Development Cooperation. The fact that the network was able to organize it using multiple sources of funding including own funds from participants is an important sign of its growing maturity and independence.

¹ Complete set of powerpoints used during this IPW: <http://www.prolinnova.net/resources/presentations>

DAILY HIGHLIGHTS

Day 1

This day was organized in Dar-es-Salam with the sole purpose to contribute to the Tanzanian policy dialogue on mainstreaming participatory approaches to agricultural development and research. Apart from around 30 international participants from INSARD and PROLINNOVA this day was attended by around 40 Tanzanians working in agriculture development and research, from farmers to the minister for agriculture. The participants to the 2011 IPW meeting started the day setting up their booths for the Information Market in time for the arrival of the visitors that were invited for the formal opening program. There were about 15 booths set up where participants showcased their work and the publications that they produce.

INTRODUCTIONS

The plenary session started with brief introduction of the participants by asking those present to stand, say their name and the organization they work with. This was followed by brief introductory presentations. The INSARD (Including Smallholders in Agricultural Research for Development) project was introduced to focus on agricultural research policies at African regional and international levels ensuring that these address farmers' needs and are more meaningful to the realities of the farmers in recognition of the fact that farmers think differently. INSARD build on existing partnerships like PELUM. It works on supporting farmer-led research and dialogue with donors and the key partners on how to sustain these initiatives. PELUM Tanzania, the host of this year's IPW, was launched in January, 2005. It recognizes farmers' knowledge and strengthens the capacities of farmers towards better agriculture production. PELUM Tanzania aims at integrating farmers' knowledge with scientific knowledge. In a few words the PROLINNOVA program in Tanzania was also highlighted focusing on changes in mindset, enhance capacities of farmers, encourage multi-stakeholder partnerships, ensure quality extension services and upscaling successful local innovations. Currently, PROLINNOVA Tanzania partners include NGOs, academic institutions, research institutions, local government and the Ministry of Agriculture at the national level.

PANEL ON INSTITUTIONALISING PARTICIPATORY APPROACHES TO AGRICULTURAL EXTENSION AND RESEARCH

Five minute presentations on mainstreaming participatory approaches into agricultural research and development were given by Mr. Ninatubu Mathias Lema, Assistant Director FSR/SE from the Ministry of Agriculture Forestry and Dr. Dismas Mwaseba from Sokoine University of Agriculture the academe Susan Kaaria of the Ford Foundation, and Mrs. Hawa Kihwele representing MVIWATA.

The first speaker, Mr. Lema, discussed the challenges they face in working with farmers. He talked about the current situation in Tanzania where he said that there are more collaboration involving researchers and farmers but less collaborations happening between NGOs and farmers. He also observed that successes on the ground are limited to participating farmers and villagers. The current teams that work with farmers are less interdisciplinary, very articulate with the technical aspects of agriculture but not the social aspect. He defined farmer empowerment in terms of training them and supplying them with information. The Ministry is limited in terms of enabling farmers to adopt the technology because there is limited capital and no credit available to farmers.

He presented CORDEMA (Client –Oriented Research Management and Development Approach), a key government initiative to promote a stringer role of farmers in AR4D and extension presented its work. CORDEMA aims at improving the relevance and effectiveness of agricultural research and extension services through resource allocation to farmers and increasing the accountability of service providers to farmers. It improves the capacity of the farmers to articulate demand for agricultural services through training. It introduced the agriculture innovation system concept which is guided by the following principles: value chain, combination of improved production systems with special attention to farmer innovations. Facilitators from research and development zones and representatives from stakeholders are trained for CORDEMA training and facilitation at the national level. To this end CORDEMA developed a curriculum with partners focusing on development of training competencies. One of the four blocks of CORDEMA is mainstreaming and institutionalization of participatory innovation development in agricultural research and development. From a top-down extension process, there was a shift to a farming systems approach which he said focused more on the technologies and not on the interaction of the farmers with these technologies. CORDEMA attempted to address this gap by making agricultural research and extension services more effective by allocating resources to farmers.

The second speaker, Dr. Mwaseba, shared the experiences of Sokoine University of Agriculture (Annex 3) in mainstreaming participatory through a programme, Programme for Agricultural and Natural Resources Transformation for Improved Livelihoods (PANTIL). The programme was designed to improve the livelihoods of the rural people through training, research and outreach activities. It has two components: the Research and Farmer Empowerment (REF) component and the Institutional Transformation and Capacity Building (ITCB) component. The implementation of on farm research involved multi-stakeholder representation. The research teams worked with select group of farmers who elected their leaders. These groups were trained on group dynamics, project planning and elementary bookkeeping. Each group member carried out trials in their own farms. Some challenges encountered;

- Collaboration and participation among stakeholders involved mainly extension staff, researchers and farmers. Other stakeholders such as NGOs were absent. Participation of farmers is passive and mainly in labor contribution. There is limited involvement of social scientists in the research. Most team leaders have natural sciences background.
- Multi-disciplinary and integration within teams. While the key dimension for funding the project was its interdisciplinarity, experience showed that most projects articulated better technical than socio-economic issues.
- Farmer empowerment was limited to provision of information and skills through training. Experience showed that a combination of empowerment activities such as farmer forums, training and exchange visits yield better results.
- Up-scaling of technologies have been limited to participating villages and group of farmers only. This can be attributed to the limited participation of other stakeholders such as NGOs and LGAs.

Susan Kaaria from Ford Foundation Regional Office in East Africa spoke from a donor's point of view and presented Ford Foundation's priorities such as protecting women's rights, strengthening civil society organizations. She highlighted some of the critical issues in mainstreaming gender in the region such as methods for institutionalization. Ford Foundation supports research and develops methods that work in the region. As in the case of extension officer, ways to enter are important for donors: how you entered and how to make others understand what you are doing. It is important to link with institutions rather than starting with individuals. She emphasized the need for capacity development efforts that focus on

changes in mindset and attitudes. She talked about evidence of impact which is quite fussy to evaluate. It is important to be serious with how we evaluate growth and processes, do a rigorous analysis that lead to unquestionable results. Scaling small pilot experiences needs to be given attention. Ms. Kaaria said that as partners we have to educate the donors and that we have to work on partnership. We should be able to develop and bring in private sectors.

The fourth speaker, Mrs. Hawa Kihwele of the national farmer organization MVIWATA challenged the fact that there was no translator assigned to her and told the audience that we keep on doing things the old way. She delivered her presentation in the local language. She has been involved in the PROLINNOVA Tanzania program from the start as member of the NSC. MVIWATA was organized to make the voice of farmers be heard at various levels. The kind of research farmers do ranged from research on crops and livestock. MVIWATA strengthens farmers' groups and networks. Some of the challenges she mentioned include: implementing the project (PROLINNOVA) in a limited area, the issue of intellectual property rights on what has been identified as innovation, the government use innovations only when there are events as showcase, the unavailability of common market where the innovations can be sold, lack of equipment/laboratories in various research centres and their inability to do analysis when something is sent in these laboratories. She ended with some suggestions for government, that is, to get financial support, produce seeds locally so that we do not rely on external seeds and more artificial insemination for livestock.

Plenary Questions

1. Specialization of farmers and the concepts of value chain overemphasize a particular crop, are there ways of involving in value chain without losing diverse crop production?
 - Each zone has its own priorities.
 - Just beginning in product analysis
2. How to join INSARD? How do you define innovation and systems of innovation?
 - It comes from the local people. Universities, farmers and research institutions working together.
3. How do we build sustainable partnership?
 - Mainstreaming participation, we have to do projects in partnerships

- PROLINNOVA offer interesting cases on partnerships, documenting this has been very crucial, shared in larger, not romanticize, power dynamics, learn and level the playing field, defining roles and responsibilities, when people like each other, do not diminish this either.
4. How to scale up successes?
 - Call for concept notes for this program
 - Sometimes the failure to scale up is because there is little planning involved.
 5. How do ground level concerns get into the national research agenda?
 - District agricultural development plan, developed through a process similar to PRA where they sit together to identify their priorities. Each village is part and parcel of the planning.
 - Providing subsidy on fertilizers and seeds.
 6. What incentive system for research must we set up? Currently, researchers are evaluated not on how participatory the research is. How do we develop the right incentives for research?
 - As University lecturers one does not get promoted when he/she does not publish. The use of participatory methods usually does not get published. The main drive for people to participate research is if their work gets published. Compensation is another incentive especially when you go to the field.
 7. How do we ensure that this gets into the curricula?
 - Regular curriculum review requires 3-5 years, usually over subscribed. The university's own capacity, require more resources to get these students in the field, ending up to lecturing them.
 8. How do we train people to be empowered?
 - Facilitating and coordinating network is a profession in itself. We learned the hard way, not something we have to take for granted, put on the agenda, summarizing the learnings. If you want to make this approach, we need to empower people.
 9. Whose mindsets are we supposed to change? What kind interaction is required even with on-farm research?
 - Farmers needs to have more encouragement
 - Changing the mindsets of the researchers, the idea that farmers can be a source of innovation, facilitate interdisciplinary teams, natural scientist as leaders came up with the proposals, few social scientist, involve in consultancy, limit participation of interdisciplinary teams.
 - Start working with universities to strengthen their curricula.

- Not only researchers must participate, farmers through a participatory tool like PRA can also participate. Farmers become informed through this tool.

10. GMO vs local innovation?

- Safety regulations in each country. Tanzania has put a big barrier on GMO compared to the neighboring countries.

11. How strategically have we been preserving the farmer innovation especially when we are working with researchers?

- Those working on PID, Assetou to share.
- Took a local plant, processed it and sprayed. Experimented with the lady and worked very well. Many people started using it. People gave a local name. When the name is changed, somebody can take it.

12. How do we make farmers aware of the zonal agriculture loan fund?

- The speaker is with the Committee. People are invited to write proposals; calls have been given twice a year. Zonal steering committee screens the proposal.

The Chair wrapped up the discussions by noting that these were opportunities for fruitful engagement. He appreciated the amount of learning that was shared and noted the high expectation that most of those present have on government.

KEYNOTE SPEECH AND FORMAL OPENING BY THE HON MINISTER OF AGRICULTURE

Scott Killough, chair of the POG, welcomed the Minister of Agriculture, the Honorable Prof. Jumanne Maghembe. He introduced PROLINNOVA and INSARD as two networks that are comprised of farmers, representatives from universities and research institutions, government offices, civil society organizations such as NGOs and farmer groups. He recognized PELUM Tanzania as the host of the event. He stressed further that PROLINNOVA promotes farmer-led processes, livelihoods and quality of life for rural farm families. The country programs in 17 countries aim at strengthening civil society organizations and government to empower communities. The activities of these CPs vary from country to country but they are mainly engaged in participatory research and training and capacity development activities towards learning new ways of promoting local innovations. He introduced a video showing the work of PROLINNOVA from around the world.

After the video presentation, the Minister of Agriculture welcomed the participants and presented a keynote speech highlighting the following:

Of the 40M population of Tanzania, 77.5% depend on agriculture. Agriculture contributes only 27% of the GDP. He presented the following challenges in agriculture: productivity, market and rainfall. Productivity in agriculture is very low. For example, maize, the main staple, produces only 12.5% of what the country could produce. Coffee production is low, producing only 200k per hectare compared to 1600 kilos in Vietnam. He emphasized that possibilities are low if agronomic practices are not used to the fullest. Markets are not yet well developed compared to other countries and most often good production does not turn into good sales of the produce which is a discouragement to farmers. Unpredictability of rainfall and pollutants contribute to the low productivity. Rainfall, for the last ten years, has a shortfall of 30%. It is not known when rain will come and if it comes the duration is short and with too much water that results to flooding.

Referring to ecologically sustainable natural resources management, he said that when you do agriculture you interact with the soil. This therefore requires that farmers understand clearly the nutrient pools available in the soil and that detailed analyses on the nutrient of the soil are available to them. When we harvest, according to the Minister, we are continuously taking from the nutrient pool. Without replenishing, productivity is affected. Farmyard manure and compost are useful in this context but they are not always able to replenish all that has been taken away. It is important for farmers to be aware of the limitations of organic farming system if we need to increase productivity. Because of this, the government subsidizes selected inputs. Organic inputs do not form the magic bullet in all farming conditions.

He also noted that it is difficult for farmers to adopt systems that we have beautifully managed such as demonstration plots and research stations kept by NGOs, research institutions and universities. He advised extension officers to take technologies to the farmers' farms and let the farmers be the main investigators. Once technologies have gone through such a process they are easily adopted.

The Chair thanked the Minister for taking time to address the group. After the closure of the opening program, the minister visited the information market. After his departure, participants travelled to Morogoro where the rest of the workshop activities would be held.



The minister of Agriculture visiting the information market

Day 2

ORGANISING OURSELVES

The day started with another round of introductions. Scott welcomed the 8th IPW participants. He thanked PROLINNOVA Tanzania for hosting and taking care of logistics and the secretariat supporting the host. He apologized to Francophone speaking participants for conducting the event in English. He presented the following objectives of the event:

1. Exchange experience and learn about what is working and not working in our implementation of the activities in the CPs
2. Monitor the progress of our work to assess and reflect on what have been done and not done
3. Consider these as important inputs to planning future activities, identifying priorities at the country and international levels

He touched a little bit on the history of PROLINNOVA which started with 5 countries and now has grown to almost 20 countries. As some country programs fold, new country programs arise. An almost decade of work many institutions have come and gone but PROLINNOVA as an institution has to sustain its progress. When he asked people a show of hands of those who are present that attended the first IPW

in Ethiopia, three people raised their hands. He introduced the various structures and focused on the role of the POG which he co-chairs with Susan Kaaria.

Plenary

- Laurens acknowledged newcomers: Stephen, Gilda, and Nelson and walked everyone through the program (Annex 2)
- Simon raised interest in fundraising and is expecting advise and suggestions from people who has done fundraising
- Laurent confirmed timings for breakfast, lunch and dinner. He advised us to observe the time since there are other people using the facilities.

INTEGRATING GENDER IN PROLINNOVA WORK

A team consisting of Jemimah Njuki from ILRI, Susan Kaaria and Marise Espineli conducted the session.

Basic concepts

Marise introduced the session by asking participants two questions:

1. Using a phrase or word, what comes to your mind when you hear the word woman?
2. Using a phrase or word, what comes to your mind when you hear the word man?

Participants were given one card each of different colors. One color is assigned to answers to the first question and the other color is assigned to the responses to the second question. The participants put up their responses (Annex 4). The responses were summarized and concluded that many of the ideas that apply to men also apply to women and vice versa except those that refer to biological characteristics. Those characteristics that are biological in nature refer to sex and those that are commonly applicable to both refer to gender. Gender therefore, is a social and cultural construct that differs depending on contexts such as country to country. Gender related concepts and practices also changes over time.

Gender in ARD

Susan presented the challenges facing poor rural women. Most women are able to access land only through men. Adoption rates for new technology innovation among women is lower than men because women have limited access to resource and therefore puts limitations in her capability to decide. If women have access to income, this situation changes how decisions are negotiated in the household. She shared that income under control of women is more likely to be used to improve family welfare. She focused on the differences between women and men within ARD. She said that preferences are different. The gendered nature of markets/enterprises determine what we should give focus on. For example in cow-raising, dairy goes to the woman and the cattle go to the men. Men and women prioritize different innovations. Women prefer those that have multiple uses, collectively improved and with continuous returns whereas men prefer lump sum and higher returns and higher cash outlays. Men and women are impacted by technology differently. Their indicators for change differ. She said that we will only know if women are benefitting from the project if we talk to both women and men and allow them to share.

Key points from the plenary

- The study from Uganda that was presented was interesting especially that of increasing men's income leading to getting a second wife. The positive or negative impact of gender in our projects has to be anticipated. The changing context has brought about changes in roles and responsibilities. We need to study this in PROLINNOVA. Were the projects able to change the context and consequently influence women's and men's gender roles and relations?
- It is important to reduce gender inequality within households. Empowering women to involve them in markets has to be strongly pushed.

Agree or Disagree Exercise

Jemimah led the participants to an exercise where they were asked to agree or disagree to certain statements. Four labels indicating differences in agreeing to a statement were placed on the floor: Strongly Disagree, Disagree, Strongly Agree, and Agree.

Participants were asked to congregate around the card that best represent their opinion to the following statements:

1. To assess impact we should only assess the household and not the men and women that make up the household
2. If we want to benefit women, we only have to work with women
3. If you want to talk about production and marketing talk to men, nutrition and health talk to the women
4. Gender is a cultural issue and therefore should not be changed
5. Including women in committees and in training activities is enough to address gender



Participants have mixed responses in all of the statements. This showed the disparity in views and awareness on gender equality/equity concepts and issues.

Jemimah's comments on the statements

- To assess impact we should only asses on the household and not on the men and women that make up the household.

Once households increase in income it does not follow that women get access to it. In some societies it is difficult to differentiate households from the men and women that make up the households. Households are usually taken as a collective and most often in surveys the opinion of the men are taken as the opinion of the household.

- If we want to benefit women, we only have to work with women
We want to get the opinion of men when we work with women. In most societies, if men do not allow women to participate then, they cannot. Men have to support projects that are created for women. We should be able to work with them so that they continue to encourage and support women playing a role in these projects.
- If you want to talk about production and marketing talk to men, nutrition and health talk to the women
In some societies when you reach men you are able to reach women. But not all societies are like that. In some societies, women already know the market and men already support women on issues related to health and nutrition in the family. Depending on context, women play certain roles, comfortable and are already involved. However, if we follow this principle, we are also in effect supporting the prevailing gender bias towards women's and men's roles in the society.
- Gender is a cultural issue. As researchers and development agents we should not try to change it
There are things that we cannot change on our own. In some instances, some things especially those related to religion are much more difficult to change. We have to focus on those aspects that we can work within the culture. What do we have to do within the prevailing religious context? How do you work to get that change within? Issue of justice and equity can also be brought in. There are responsibilities that are assigned; we have to put conditions to things. For example: in gender relations, I want to be able to sit with my wife and children. We have to look for agents of change, those who are able to make change happen. Gender roles and responsibilities are defined by many factors. As development agents, we have to pick up on those interplays and where we can influence in those interplays. Culture itself can bring change in economic status.
- Including women in committees and in training activities is enough to address gender
It is not enough that women are elected or become members of committees. What is more important is whether they are able to contribute significantly to the functioning of such committee. How do we develop their skills and capabilities to do so?

Integrating Gender into PROLINNOVA programs and projects

This presentation focused on integrating gender in the design, implementation, staffing and budgets of the project. Jemimah's key message is to integrate gender in the project cycle. Once it is done, it gets carried through in the project management process.

She asserted that we cannot ignore the unequal gender relations. We need to address equity. It makes a difference on everything. To identify key gender issues, Jemimah suggested starting with a gender analysis. This should be able to help us understand the status of women and men, their roles in the project and their participation. Gender analysis also helps identify constraints and opportunities for both women and men which can be important inputs in designing an intervention or interventions that can address the needs of both.

Through a simple example for the case of the PROLINNOVA multi-stakeholder partnership approach she showed how we can review and analyze our work from a gender perspective:

Issues	Heads of NGOs and government agencies are male biased (national and regional) Absence of policies/guidelines on gender issues
Objectives	To formulate gender guidelines at national and regional levels
Activities	1. Establish baseline number of women and men 2. Sensitization at all levels
Indicators	- Documented policy guidelines on gender issues - Baseline report on status of gender participation - Gender balanced proposals
Tools	Surveys

The participants were tasked to review in a similar way gender angles into three other dimensions of: (1) Participatory Innovation Development, (2) Capacity building and (3) LISF. The participants presented their outputs (Annex 5).

Plenary discussion

- In identifying key gender issues, start with a gender analysis. We tend to try everything by way of projects but not really understanding the issues that needs to be addressed. We may be already working with groups. As such, we have to see how women and men are involved in decision making.
- Some of the key issues brought up on LISF: half of the committee members are women, they might be overburdened.
- The key to the process is identifying the gender issue. Have we included women enough? How have we brought them in? Are they participating significantly?
- It is important to move the issues into the objectives. What do we want to achieve from a gender perspective? What will be done about the issues identified? Having a gender objective automatically engender the activities.
- We also have to carefully look at the other stakeholders and their values about gender. What have been the attitudes of these stakeholders? Do they have the expertise to work with women and men with a gender perspective? If the capacity is not there, the activity suffers.

FUNCTIONING OF PROLINNOVA INTERNATIONAL AND COUNTRY PARTNERSHIPS/NETWORKS

Sharad Rai from Practical Action Nepal provided key inputs into this session by presenting a report on recent action research, in two parts: the Global programme and Nepal as a specific case. He started with a hypothesis regarding the importance of networks and compared organizations with networks.

PROLINNOVA International network

As part of the action research on PROLINNOVA international participants to the PME training in Ethiopia were facilitated to prepare a PROLINNOVA global timeline process. During the same event, narratives have been collected to pursue some issues and explanations needed in the timeline. Sharad then joined a workshop in Ede, the Netherlands, with researchers studying other international networks to share and systematically process their initial findings. It was also here that new tools were used to analyze results.

Key findings were thus arrived at that included:

- The role of individuals and people within the network is a key factor in its success and failure
- The local contexts have contributed significantly to the design of the CP structure
- There seems to be a relationship between the energy levels within the CPs and the funding the project has
- The coordinating organization is a critical source of learning for the whole network

He arrived at the following recommendations:

- There is a need to reassess the shared vision or aspiration at the global/regional level
- Help country level partnership strategies be shared and replicated
- The Strategy Paper beyond 2010 should be able to distinguish people and organizations as appropriate
- Strengthen the information flow between donors and country level networks
- At the global level, the PROLINNOVA network should continue its capacity-building and cross learning initiatives. There should be more strategic and frequent interaction between CP networks, regional and international networks
- At the country level, learnings based on individual experience in driving the network energy must be documented as well as the common interests and approaches of member organizations and their members. Country coordinators must be good in facilitating and taking corrective action on issues that affect communication at all levels.
- M&E systems and mechanisms need to be strengthened at the country level and coordination organizations must be clear of the aspirations of its members. Documentation processes must also be strengthened
- Over-all, network analysis must be a part of the review and evaluation process

The Nepal Country Program Case Study

As follow-up to the international study Sharad worked with the PROLINNOVA Nepal Country Programme to analyse its functioning and develop ways to strengthen it. This country programme was initiated by LI-BIRD with 6 other member partners. Two members left after two years and then NGO and

government agency joined in. A network analysis workshop was held in Pokhara in December 2010. There were 9 organizations represented during the workshop. The following key findings were presented by Sharad for the Nepal case:

- Turn-over of members occurred within the coordinating organization. There was a hundred percent drop out of international partners. Only Practical Action (PA) which has no role in the implementation remained from the original country network members.
- The turn-overs were caused by differences in organizational priorities and objectives, lack of resources, and lack of incentive in the absence of clear influencing strategy and practices and there were no significant efforts to bring in more stakeholders into the network.
- There were divergent views on shared vision and aspirations. There is a need to advocate for a better policy environment for promoting local innovation practices and knowledge. In promoting local innovations, research and development organizations must be involved and these local innovations must improve livelihoods of rural people.
- On mainstreaming and institutionalization, network partners are able to internalize the PROLINNOVA principles and approaches in their organizations

Dr. Sreeram Neopane, current national coordinator of PROLINNOVA, complemented this presentation adding a few important points:

- It would have been good if the analysis was facilitated by an outside resource person
- Network assessment tools maybe customized based on the context of the organization/ institution
- Network analysis can be an empowering process for the network members

Plenary

Question: How did the other networks compare with PROLINNOVA? They were all very different but it was clear that PROLINNOVA is the most complex of all with semi-autonomous country networks under an international umbrella, with very diverse funding and different sub-programmes. Most other networks seemed to suffer from lack of initiative from members and lack of ownership.

Question: What conclusions can be made from the findings? Flash moments can be pushed by both the negative and positive moments. Negative moments help revitalize the network again, build new energy and find new ways of doing things.

PLANNING FOR THE FIELD STUDY

The participants were divided into two groups. One group will be visiting the western part of the mountain. While the other will be visiting innovations related to banana ripening. The two groups were to meet up at the meat processing center (field work design in Annex 6). There were two questions each group will answer:

1. What did you learn from the participatory process that you have observed?
2. How does that relate to the PID/PROLINNOVA point of view?

Day 3

Because it rained, the planned field trip did not push through. It is not possible for the car to climb the mountain. The organizers improvised and moved sessions planned for day 4 to day 3. This also accommodated the plan to go to a safari on Friday, early morning.

POG NOTES

As each year, Scott Killough presented the work and main actions of the PROLINNOVA Oversight Group since IPW 2010 including the outcome of the recent meeting. He welcomed the new POG members: Marise Espineli representing the IST, Sam Vitou representing Asia and Assetou Kanoute representing Francophone Africa. He reported that the POG is generally very positive of PROLINNOVA's future practice. The positive result from the recent impact assessments conducted at the country level provided new excitement towards achieving its vision. The POG has worked in coming up with a clear strategy for the next 5 years. While the DGIS funding is coming to an end, Scott shared that there are new sources of funding that have come: Rockefeller mainly for FAIR, GFAR, PSO and others but still limited. There are expanding partnerships at the global level which includes GFAR, INSARD and GFRAS. There are also two new country initiatives that have come-up. Cameroon's application to join the network has now been

approved by the POG while India's efforts to initiate a multi-stakeholder process have been positively received.

The POG recognizes current challenges in funding to the extent that some CP host organizations are concerned about future program activities as reflected in the e-evaluation result at 2.18 score out of 5 on potential for continuation without funding from PROLINNOVA. The POG supports the commitment and proposed that at the International and CP levels, partners identify minimum level activities that they will continue as part of the network from 'own' funds as funds are sought for beyond 2011. There is a need though for increased focus on fundraising. Following the principles outlined in the cost sharing paper last year, we need to review remaining funds and respond to CPs based on demand and initiative. All backstopping will become more virtual. In the absence of resources for country backstopping visits, the email, Skype and other internet facilities will be used to support initiatives in country. He encouraged being more creative of doing backstopping apart from the use of the internet. He encouraged those who travel to add one or two days in addition to what they are already doing to be able to visit CPs. It is important to build into the project backstopping initiatives. As part of the minimum level of activities, it is expected that partners prepare a 2-3 page report for 2011 and 2012. IIRR is committed to continue the information resource sharing through the website. IIRR will continue to work on procedures so that CPs/RPs can upload to the website on their own. The POG suggested fund allocation to IIRR to sustain the information/resource sharing through the website. These, he hopes, will provide the general as well as specific parameters of what can be done during this period of change/challenging transition.

THE 2010 E-EVALUATION

Marise Espineli reported that the E-evaluation just like the previous years had two rounds. The first round had 13 responses representing 10 organizations and 21 respondents. The second round had 9 responses representing 9 organizations and 15 respondents. Respondents filled up a questionnaire to assess the following dimensions of PROLINNOVA: governance, learning and sharing of information among partners and country programs, capacity building, functioning of the IST and the Secretariat and increased international awareness on PID/PROLINNOVA. One dimension that was added in this year's evaluation was self-assessment.

Key findings

- The overall performance was rated at 3.53
- Rated lowest was the question on the potential for continuation without funding at 2.18
- The regular IST support and the Secretariat's role were rated highest at 4.27 and 4.09 respectively
- Governance. Respondents were generally happy of governance. They find it efficient and transparent but it has not significantly impacted the fundraising efforts of PROLINNOVA. There were expectations for the POG to provide leads to fundraising
- Learning and sharing information. It seems that there is less sharing that happened this year. There were 2 cross-country visits but not many knew about it, despite availability of funding for cross visits only 3 happened. This was due to not much information is available about the abilities of other CPs. More sharing and learning happened at the country and regional levels. The information exchange on website and yahoo are more active although the reconstruction of the website is taking too long.
- Capacity building is rated lowest. International training events are useful but participation is limited to the country coordinator and members of the NSC. Backstopping is very helpful especially those that lead to new activities and opportunities for the CPs. Country backstopping is none or low. It is an important strategy that has to be continued.
- The role of the IST and Secretariat is perceived very positively especially those related to planning, budget allocation and reporting. M&E at the international level is fine but not at the local level. In the second round this was pursued further and respondents were asked why opportunities were not pursued and the responses attributed this to weak planning and synchronizing of activities which did not allow taking advantage of opportunities. There is no time for country programs to meet. The capacity of the local SCs need to be enhanced.
- International awareness of PID/PROLINNOVA. The responses showed that tracking the usefulness of the publication requires more work, if data is available, it will more favorably encourage donors. At the moment, there is no clear sense of use and spread of these publications.
- On the self-assessment, ability to continue without PROLINNOVA funding was rated lowest at 2.18 and achievement of goals at 3.4. Governance at the country level got mix response but generally positive and democratic except for one comment on filtering information at the coordinator's level.

An opinion was expressed that the commitment of partners has waned for the last two years. Also the CPs are at different levels of development. Some are at embryonic stage while others have institutionalized the program. Participants thought that it is easy to find funding for work on the ground and the networking aspect of PROLINNOVA is much more difficult to get funds for. Marise informed those present that for this year IIRR has funding for time and travel to conduct an M&E training for two countries so it is being opened up for request all that is needed is the request with specific description of who will be attending.

PROLINNOVA FUNDRAISING

Brigid Letty handled this session. She presented a large matrix form and asked participants to come forward and fill in relevant data. Result is added in Annex7. This matrix now has an overview of the proposals/concept notes that have been and are currently being developed either regionally or at the country level indicating partners involved and to which funder these proposals were or to be submitted.

Brigid summarized the picture emerging from the matrix: There were five international level initiatives, more than a dozen national level initiatives with multiple partners and a mix of concept notes and proposals. A number of these proposals/concept notes have been sent or are targeted to similar funders. A concern is raised whether the CPs and member organizations of the various networks are coordinating with the Secretariat these efforts. It was suggested that a failed proposal maybe redrafted or revised depending on the requirements of the funding agency. Concept notes cover a range of program activities and content areas. An emerging theme is climate change adaptation.

She divided the participants into four groups: the international group and regional groupings of the CPs to discuss the following questions:

1. What challenges have you encountered?
2. What has really worked for raising funds?
3. How useful have IST interventions been – template, backstopping, etc.?
4. What do CPs and IST think they can contribute? What are your views about cost-sharing right now?

Group outputs were presented to the plenary and discussed (Annex 8). Keypoints raised:

- Link the CP, Secretariat and the donor. Ensure that some donors get invited to IPW meetings. These invitations may come from the Secretariat or the CPs. We are flexible in this regard. There are times that they come on their own cost.
- Local donors can be invited too. We can provide donors who can support more CPs with the annual report especially those who can cover a number of countries. IST should be able to share these reports to them.
- Personal contacts must be done. Visit donors in your countries. ETC is visiting the Rockefeller Foundation.
- Secretariat must inform if there are no actions from countries. Donor information or opportunities for fundraising through proposal submissions must be shared to others. Proposals should include countries that are covered by the call
- Plenary
- GCARD 2012, there are lots of consultation before the meeting with them happened. They invite NGOs in the various regional meetings. CGs are different from GFAR. Shift to small holder farmers, public funding to smallholder farmers, persistent and be patient, many changes has happened. Engagement with GFAR has been fragmented. The PROLINNOVA network is here to push them to take action.
- Among the stakeholders that are not quite organized are the NGOs. Exactly the reason why INSARD was formed.

Day 4

ASSESSING INSTITUTIONALISATION OF PID

Laurens van Veldhuizen gave an introduction to the research that was done by Fanos Mekonen on Institutionalizing PID in Cambodia as discussed during IPW2010. From this experience and as input into further work on institutionalization of PID with PROLINNOVA Ethiopia, Fanos developed with support of several others an interesting tool for (self) assessment on institutionalization of PID in any organization.

This consists of a (self-scoring) list on 15 key questions of PID institutionalization with detailed guidelines and two tools to analyse the outcome of this including the Spider Web tool (Annex 9)

Laurens distributed the assessment tools and asked participants to work in small groups of 3 to try and use the tool for one real organization. Quite a few groups got so excited that they continued with this during lunch.

WORKING WITH GFAR AND (SUB) REGIONAL FORA FOR AR4D AND COLLABORATION WITH INSARD

Laurens presented the results of inventory of existing links between PROLINNOVA and GFAR family. He walked through the different forms of linkages which include structural linkages such as their membership in governing bodies and activity-based linkages. Until 2008 PROLINNOVA attended the annual GFAR project committee. Links exist between FARA, PROFEIS, ATOSA. POG member, Monica Kapiriri was NGO member of GFAR SC until 2008. PROLINNOVA has played active role in all GFAR 3-year meetings. PROLINNOVA has also played active role in FARA meetings giving presentations and doing facilitation. His presentation ended with the following conclusion:

- There is continues to exist considerable potential for linkages with GFAR family
- Much of present links are activity based, with exception of EFARD
- There are individual NGOs that are part of PROLINNOVA that are involved in GFAR but not on behalf of PROLINNOVA

Plenary

- GCARD 2012, there are lots of consultations planned before the meeting. NGOs will be invited to various regional meetings.
- Are we being funded only for window dressing? But note the difference between CGIAR and GFAR. Huge structures move very slowly. Shifts to small holder farmers, public funding for this, persist and be patient, many changes have happened.

- Engagement from NGO side is fragmented. Recognize that what we have achieved are changes on paper and needs a lot more persistence to put all these into action. Remind them that we are here to push for action. But NGOs need to organize themselves better
- Definition of smallholders: small farmers in Europe is different from small farmers in Africa. Diversity of styles, positions, etc, slowly making difference, desire to fund Prolinnova and a little bit of money to help civil society. Among the stakeholders that are not quite organized are the NGOs. Exactly the reason why INSARD was formed.

Benedicta Hermelin presented briefly the background to the INSARD project. Its aim of strengthening African NGO/CSO participation in AR4D policy development and implementation is so close to the agenda of PROLINNOVA in mainstreaming PID in research and development (and education) that collaboration makes a lot of sense. GFAR is one of the key fora for policy and strategy development for international AR4D and a such an important platform for both INSARD and PROLINNOVA. She explained that GFAR follows active participation and good preparation in committees at the international level. It has linkages with PAEPARD (Platform for African European Partnership for ARD).

INSARD activities include mapping of African NGO/CSOs active on ARD and how they communicate and identify decisions. INSARD also facilitates development of relevant research ideas and programmes and conducts lobbying and advocacy to mobilize support for these. PELUM is the key partner for all communications on this.

Plenary discussion and decisions:

- Does the work of INSARD in the area of proposal development suggest a fund raising support role for NGOs and PROLINNOVA CPs? No. INSARD will interact with NGOs and others to help define key research needs and undertake lobby to get these accepted without lobbying for specific organizations
- Need and possibilities for collaboration INSARD - PROLINNOVA is clear but more operational information is needed of what exactly INSARD is planning to do
- INSARD should focus on helping NGOs and their networks, including PROLINNOVA,, to organize themselves better for international policy dialogue rather than becoming a new independent lobby organizations itself.

- Need to organize NGOs better is evident in Africa in the links with FARA and GFAR. Assetou Kanoute from PROFEIS Mali is prepared to be liaison from Prolinnova with INSARD in looking at this and INSARD work in general.
- Sri Neopane (PROLINNOVA Nepal) and Sonali Bisht (emerging PROLINNOVA India) agree to give attention to CSO/NGO involvement in APAARI.
- Secretariats of INSARD and to work out ways to communicate and share info

FARMER ORGANIZATIONS in PROLINNOVA

Scott Killough explained that this issue was on the agenda given the realization that generally FOs do not yet play an important role in PROLINNOVA at all levels. He identified the following themes to discuss: (1) Challenges/obstacles to active farmer organization involvement in decision-making in PROLINNOVA (2) Representation perspectives: Individual farmers or FOs/networks?

These four questions were put on large sheets in each of the 4 corners of the room and participants walked to these corners and put notes and comments on the sheets while discussing informally what was already written (Annex 10). Scott then called participants to stand around these sheets one by one to go through the points raised and discuss these. The following points emerged from the discussion:

1) Analysis of level of involvement

- There is a marked difference between the high level of involvement of FO/CBO in running of FAIR at the local/district level and relatively lower level in national level PROLINNOVA/FAIR governance
- Quick show of hands suggests that 50% of CP have FO representatives in the NSC
- Issue in this is who those FO NSC members represent. Good to work with networks of FOs

2) and 3) Constraints and issues in FOs within PROLINNOVA

- Issue of “representation”, how are NSC members (s)elected; true not just for FO representatives
- Generally lack of gender balance?
- Need to be aware of the great diversity among FOs; some very politically controlled; some representing only larger farmers, etc.
- If existing FOs do not speak for small farmers, can we expect NGOs to speak on behalf of them?

4) FO Case study documentation

- Most documentation listed focuses on involvement of farmers in activities; not *F Organizations in governance*. That seems typical for many PROLINNOVA countries
- We need more clarity among ourselves how we understand “farmer organization”: what are these and what not.
- Would be useful to have an M&E/assessment tool to monitor FO involvement in Prolinnova much like the one we have now for PID institutionalization.

WORLD CAFÉ

World Café is basically a creative way to organize an open space, allow participants to discuss issues they find important. Five topics were selected for the World café from a long list of possible topics collected over the week:

Topic	Café owner
Performance guidelines for country coordinators	Brigid
Scaling innovations	Koyeda
Partnership principles	Scott
CP strengthening review, adding to best practices	Laurens
Integrating gender in our work	Marise

Performance Guidelines for Country Coordinators main points

- Part of the funding be used to do the action research on network analysis in each of these country programs
- Both global and country level reinforce the need to have a clear role and responsibilities for Country Programme Coordinators
- CPC accountability includes: directly reporting/accountable to the PROLINNOVA Secretariat, the National Steering Committee (working group) and the IST

- CPC is also accountable to the hosting organization CEO and the IST supporting in facilitating CP to do the job effectively and efficiently

Communications with NSC members/partners may be limited to phone at least every 2 months. Partners have the responsibility to respond to emails or keep the communication. The minutes of meetings and workshop reports must be circulated within 2 months. On financial management, CPC has to ensure that NSC has access to information for fund raising and remind people to submit proposals. Accountability for networking is directly with the national support team, on finances with IST. It is suggested that CPs deal with issues first locally before taking these issues higher.

Scaling out innovations main points

The issue of scaling out innovation was discussed based on the following case: A local innovator made a cheaper maize/rice thresher. It has been tested by farmers and found to be effective. Some youths carry the thresher in wheel barrows, threshing farmers' produce for a fee. There is now a need to mass produce the thresher and get it into the farmers' use. How can this be done? Suggestions made:

- Take this up with IFAD
- Tap banks to finance its reproduction
- Approach your local politicians/policy makers
- Exhibit it in fairs
- Access funding from cooperatives
- Patent it
- Document to ensure the institutional memory behind the development of this thresher

PROLINNOVA partnership principles

In this café participants were asked to add to or comment on first draft principles developed by the POG. The following main points emerged:

- There should be assured commitment to these principles from the partner organizations
- These principles are value-based
- Divide the principles between the different levels

- Cost sharing needs to be elaborated. There should be a separate form of principles for this.
- There should be separate partnership principles for a consortium and individual organization

Mainstreaming gender in PROLINNOVA

In this café, participants came up with the following key points (Annex11) :

- The importance of a gender-focused objective and the realization that this is not found in most of the proposals that have been prepared. This has implications on budget and activities to address gender concerns in PROLINNOVA
- Given the situation, the idea of linking PROLINNOVA activities to projects focusing on women that are funded in another project or by another donor.
- Women innovators in Cambodia have been increasing, it is currently at 30-40%. Some working groups continue to be 100% men, by default this is the decision made at the local level.
- It was suggested that plans pay enough attention to gender and that POG should ensure that this is so.
- There is a need to raise capacity of women but are resources available
- Some ways by which a gender-focused objective can be done in PROLINNOVA include:
 - Prioritizing innovations initiated by women
 - Ensuring principles, criteria and number of women in NSC are observed, although a comment about having more debates when there are women was raised
 - Awards for women innovators
 - New proposals that will focus on gender in PID

Best practices CP partnership facilitation

The cafe reviewed and added to the outcome of the group work on CP facilitation earlier in the week zooming in on most critical "best practices" and trying to find operational ways to make them work.

Main points:

One key issue/best practice is transparency on funds! How to achieve this?

- Always present and discuss budgets openly, part of the agenda's.

- Some countries (Mali) agree upfront among partners what percentage of the budget (or of certain budget components, e.g. 50-25-25% of overhead amount) will be allocated to each partner. This is relatively easy when the number of partners is limited.
- The PROLINNOVA Cambodia NSC/working group has set a percentage of 25% of total budget to go to the coordinating NGO whereas the remaining should go to implementation of activities through partner organizations. This is possible when the coordinating NGO has enough financial strength (through other funding sources for related work).
- Most other countries have less clear agreements and decide on budget allocations for each partner through annual work plans and budgets. Transparency depends then on the transparency of the annual planning process. Where this becomes weaker (time pressure, limited attendance of meetings by partners) the percentage of budget used by the coordinating NGO has the tendency to increase.
- Nepal distinguishes between partners and strategic partners. The latter (1 so far) is part of key meetings and strategy setting but has indicated that it does not need separate funding for implementation of some activities.

Transparency in information is almost equally important. How to achieve this?

- Good practice is to circulate annual report and semi-annual report to all partners
- Important to distinguish between information sharing at and between various levels (international, CP coordination, partners). Key problem in information circulation seems to be between CP coordination and partners and, partly as a result of this, between int and country partners. The website needs to be promoted as it can play a big role. Presently it is used in at least some Anglophone countries, but not in PROFEIS.
- Meetings at all levels play a key role in information sharing; plan and prepare well
- CP coordination and international secretariat should make a simple list of information sharing activities (copies of which documents to whom? Copies of which Emails forwarded to who? Etc).
- Partners can easily have a link on their website to the Prolinnova site, maybe the country sub-page, to make access easier.

Related issue is the advice to create maximum clarity on roles and responsibilities of partners. How?

- Most countries try to do this through signing of an MOU; (often, always) between partner organization and the coordinating NGO. Sometimes the MOU remains very general (interest to collaborate). It is good to be more specific on roles.
- Some include budget indications in the MOU (compare agreement ETC and CP coordinator)
- When there is no MOU, or if the MOU is not specific enough, clarity is given through activity based contracts which often have a shorter time-frame (e.g, for organizing a workshop, for a season of PID, up to coordination of an LISF pilot for one or more years)

Other issues briefly touched upon:

- Organisation versus individual involvement in partnership. Burocracy involved discourages CPs to go for the first option. All agreed that particularly initially working with interested individuals has an advantage. But given above discussion on budgets and MOUs institutional involvement of the organizations behind the individuals will be important.
- A good practice is to rotate *participation* from countries in international meetings where possible. The café noted that sharing of info from the meeting afterwards needs to be organized (back to office report is used quite often). Language skills are sometimes a bottleneck in this. Rotation of the *location* of the meeting is also considered important, not just at the international but also at the country level.

Day 5

SAFARI

The participants went on a safari tour.

ACTION PLANNING

Brigid Letty and Sam Vitou facilitated this session that aimed to summarise main conclusions from the workshop and decide what follow-up action would be needed, and by whom and when. Annex 12 has the outcome of this in the form of the PROLINNOVA Action Plan 2010-2011 .

EVALUATION

A spider web was prepared for evaluation (Annex 13). Participants were asked to rate the importance of the themes covered during the workshop. These were: (1) integrating gender in PROLINNOVA work, (2) PROLINNOVA partnership approach: an action research, (3) 2010 E-evaluation findings and conclusions, (4) PROLINNOVA fundraising: review of progress and way forward, (5) self-assessment of PID institutionalization, (6) regional/international policy influencing (collaboration with INSARD), (7) Farmers' organizations in PROLINNOVA and farmer decision-making involvement, (8) mainstreaming participatory approaches to ARD. The scores showed that the participants found the following as the most important topics for this year's IPW:

- PROLINNOVA fundraising: review of progress and way forward
- integrating gender in PROLINNOVA work
- self-assessment of PID institutionalization

When asked which topics would have been considered for this year's IPW the following were the suggestions received:

- Up scaling of PROLINNOVA activities by including agro-ecological issues for organic farming as a means for production of organic products which fetch high market value for small scale farmers.
- Synthesis paper on status of PROLINNOVA at global/regional level
- Annual overview of progress/accomplishments (as introductory session)

Annex 1:

Tentative TIME TABLE
Mainstreaming participatory approaches into Agriculture Research for Development
21st March 2011,
Landmark, Hotel Dar es salaam, Tanzania

TIME	EVENT	RESPONSIBLE PERSON
09:00 – 10:00	Arrival/Registration & Exhibitions (setting up Market)	ALL
10:00 – 10:30 Introductory session	<ul style="list-style-type: none">- Brief introduction of participants- Brief Presentation about:<ul style="list-style-type: none">• INSARD Project• PROLINNOVA Program Tanzania & Global	MC ETC ETC & PELUM
10:30-11:00	Tea Break	
11:00- 13:00 – Interactive Dialogue	<p>Breakfast talk/interactive dialogue on <i>critical issues on mainstreaming Participatory Approaches into ARD</i></p> <p>5 minutes each presentations on perspectives of... on Mainstreaming PA into ARD</p> <ul style="list-style-type: none">✓ Ministry of Agriculture (Mr. Ninatubu Lema)✓ International donor (Susan Kaaria - Ford)✓ Academia (Dr Mwaseba - SUA)✓ Small scale farmer (Ruvuga: MVIWATA)✓ Agriculture Research Institute (Dr. Mmari) <p>(30 Minutes) <u>Plenary session</u> : questions, and comments</p> <p>(30 Minutes) <u>Group discussions and presentations</u> – what are the challenges faced? What are the critical areas to work on?</p> <p>20 Minutes <u>Wrapping up in plenary</u></p>	experts MC
13.00 – 14:00 Launching and Key Note speech	<ul style="list-style-type: none">- Welcoming Guest of Honor- Video about participatory Agriculture research - Prolinnova- Launching of PROLINNOVA Books and Launching of INSARD Project by the Guest of Honour- Key note speech about Mainstreaming Participatory Approaches into ARD- Vote of thanks	Chair POG Honourable Ministry of Agriculture, Food Security and Cooperatives MC
14:00 – 15:30	Lunch + Exhibition/Media Interviews	ALL

Annex 2

List Participants to PROLINNOVA International Partnership Workshop 2011, Tanzania

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IST				
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Annex 3

Experience with Collaborative On-Farm Research at Sokoine University of Agriculture in Tanzania: The Case of PANTIL Programme²

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Abstract

In this paper challenges faced in implementation of a four-year Programme for Agricultural and Natural Resources Transformation for Improved Livelihoods (PANTIL) at the Sokoine University of Agriculture (SUA) in Tanzania are presented. These revolved around collaboration and participation among stakeholders; integration and multidisciplinary within teams; farmer empowerment; and up scaling of technologies.

Key words: Agricultural research and development, Farmer Field Schools, Interdisciplinarity, Multidisciplinary

² Paper Presented at Workshop on “Mainstreaming Participatory Approaches into Agricultural Research for Development” Held 21st March 2011 at Landmark Hotel, Dar es Salaam

Introduction

Although various approaches to agricultural research have evolved over the past 40 years, on-farm research has remained a core element of agricultural research within the framework of participatory agricultural research. Moreover, through these approaches ARD professionals have sought to enhance farmers' participation in research in order to address their priority needs. Indeed, since the 1980s and in the 1990s (Conroy and Sutherland 2004) participatory approaches have been widely advocated and adopted by the various national agricultural research systems (NARSs) in most developing countries including Tanzania. In this regard, Sokoine University of Agriculture (SUA)¹ with a national mandate within the country's NARS has sought to promote on-farm research and the use of participatory research in its research programmes. Since its establishment, SUA has implemented various research projects and programmes with an on-farm research component. These include the Tanzania Agricultural Research Project Phase II-SUA (TARP II-SUA), Future Opportunities and Challenges for Agricultural Learning (FOCAL), and most recently the just-concluded Programme for Agricultural and Natural Resources Transformation for Improved Livelihoods (PANTIL). These programmes have been carried out mostly with the financial support of the Norwegian Government and in collaboration with Norwegian institutions, especially the Norwegian University of Life Sciences (UMB - formerly Agricultural University of Norway - NLH) and the Norwegian School of Veterinary Sciences (NVH).

PANTIL programme

Objectives and design of the programme

PANTIL started in January 2006 and came to an end in June 2010. The main goal of this programme was to contribute towards attaining increased economic growth, reduce poverty and improve social well being in Tanzania through transformation of the agricultural and natural resource sectors (PANTIL 2005). Additionally, PANTIL was designed to improve the livelihoods of the rural people through training, research and outreach activities. The programme emphasized on an integrated, multidisciplinary and livelihood-oriented approach that could offer beneficiaries access to other services in addition to improved agricultural and livestock technologies.

The programme was organized into two components: the Research and Farmer Empowerment (REF) component and the Institutional Transformation and Capacity Building (ITCB) component. The Research and Farmer Empowerment (REF) consisted of two sub components: 1) demand-driven research to improve agriculture and natural resources transformation and 2) farmer empowerment activities to enhance continued technology development and uptake by farmers. Within the demand-driven research sub-component there were also teams that dealt with monitoring, evaluation and impact assessment of research.

Implementation

Selection of research sites and collaborators

Implementation of on-farm research began after selection of sites and participants. The process involved various officials at district and community levels. Attempts were made so that women and men, as well as different hamlets in the village were equally represented in the group of selected farmers.

Formation of groups

Since research teams were expected to work with groups of farmers, the selected participants were required to form groups and to elect their leaders. Since established groups were new, it was felt necessary to organize trainings to strengthen leadership knowledge and skills among group leaders and members. These trainings covered topics such as group dynamics, project planning and elementary book keeping.

Conducting on-farm experiments

Selection of the villages and later participants paved the way for conducting on-farm research by a multidisciplinary team of researchers. Researchers used various approaches including PRAs to diagnose farmer problems and then used their disciplinary knowledge to design interventions to deal with identified problems. In conducting the trials some projects used the farmer field school (FFS) approach allowing the farmers and researchers to work and learn together. After carrying out trials during the first season, in the succeeding cropping season, each group member was expected to carry out the trials in his/her own field.

Challenges encountered

Various challenges were faced in the course of implementing collaborative on-farm research including the following:

Collaboration and participation among stakeholders

Collaboration and participation of stakeholders were key elements of the on-farm research process. Although the two elements are closely related, collaboration precedes participation. In other words, participation can only take place once stakeholders agree and create a favourable environment to collaborate. In the context of PANTIL, the key stakeholders of the programme, according to the project document, were researchers from SUA and Universities (UMB/NVH) in Norway, farmers, NGOs, Local Government Authorities (LGAs) through village level extension staff, and local communities (PANTIL 2005). However, experience shows that collaboration involved mainly researchers, extension staff and farmers. Absence of mechanisms for collaboration limited participation of other key stakeholders especially NGOs.

Generally, in this collaboration the key stakeholders played different roles as follows: researchers were the sources of or initiators of the interventions; public extension staff played the role of intermediaries; and groups of participating farmers were implementers of the interventions. In some projects (e.g. nutrition project) a team of facilitators was established after undergoing technical training that aimed to enable them to perform their role effectively.

Participation of the collaborating partners is another pertinent issue in on-farm research. Although participation among farmers in project activities varied from one project to another and among project villages in a given project, overall it was passive and limited to labour contribution. Only in few instances participation was collaborative, as in the case of the dairy cow and banana projects in Njombe and Rungwe District respectively.

Also critical in the programme was the participation of social scientists. In the context of PANTIL, general observations based on interactions with researchers with natural science and social science orientation indicated more limited involvement in research activities by social scientists than natural scientists. Contradictory reasons were advanced for this situation. On one hand, team leaders, mostly with natural sciences background, attributed the phenomenon to social scientists being unable to make themselves

available to participate in research work. In contrast, social scientists attributed their poor participation in multidisciplinary teams to failure by team leaders to inform them about planned activities ahead of time.

Multidisciplinarity and integration within teams

On-farm research under PANTIL was expected to be both multidisciplinary and integrated. To achieve this, the formation of teams of researchers composed of members with diverse disciplinary backgrounds was an important criterion for funding projects. All PANTIL research teams fulfilled this requirement because they were composed of natural and social scientists (e.g. economists, extensionists, and sociologists). Nevertheless, in most projects the composition of teams was weighed in favour of natural scientists. In addition to multidisciplinarity, research teams were expected to work in an integrated manner. The critical issue here is, however, the extent to which the research projects reflected integration and interdisciplinarity² in order to address the priority needs of smallholder farmers. Even though there was variation among projects, experience showed that most projects articulated better technical than socio-economic issues. As a result, in some cases, social scientists had to deal with issues that should have been integrated in the project design. Though this experience cannot be generalized to all projects it does indicate that little time and effort was spent on the design stage.

Farmer empowerment

Empowerment under PANTIL was limited to provision of information and knowledge (e.g. about nutrition, dairy production and processing) as well as skills development through training related to various introduced technologies. Extension staff (and in other instances, local facilitation teams) played an important role in ensuring constant flow of information between researchers on one hand and participating farmers on the other.

In general, in implementing empowerment activities, experience showed that a combination of empowerment activities, such as farmer forums, training, and exchange visits, yielded better results and actually spurred groups to work harder. Also, they motivated them (farmers) to adopt various innovations after learning from fellow farmers. Moreover, interactions with farmers later on revealed the necessity to go beyond provision of knowledge and skills in order to engender action among farmers participating in agricultural research.

Up-scaling of technologies

Generally, greater achievements have been observed on the ground, which are attributable to the interventions implemented under PANTIL. These are well documented elsewhere (See for example, PANTIL 2009). However, such achievements have been limited to participating villages and more specifically participating groups of farmers. Thus ensuring that the achievements recorded on the ground reach the audience within and beyond project villages was an immense challenge that faced PANTIL. This could be attributed to the limited collaboration with stakeholder institutions such as NGOs and LGAs in the project, and also the fact that even in situations where collaboration existed collaborators made no commitment as to the resources each would contribute towards a shared goal.

Concluding remarks

In this presentation an attempt has been made to briefly highlight some critical challenges that faced the implementation of on-farm research under the PANTIL Programme. Considering that research carried under the programme was participatory in nature, the challenges raised above need to be taken into consideration for effective mainstreaming of participatory approaches into agricultural research and development.

Acknowledgements

We wish to thank the Norwegian Government for its support towards PANTIL.

Notes

¹SUA was established from the former Faculty of Agriculture, Forestry and Veterinary Science of the University of Dar es Salaam by the Act of Parliament No. 6 of 1984 as the University of Agriculture (later renamed Sokoine University of Agriculture). It was launched on the first of July 1984. The mission of

SUA, based on the Act is: Teaching and transmission of knowledge; Conducting research; Outreach and extension activities; National disposition of agricultural information. The specific objectives of establishing an agricultural university in Tanzania are clearly specified in Act No. 6 of 1984 establishing the university. With respect to research, the university is expected too initiate and conduct basic and applied research in the fields of land use, crop and livestock production, fisheries, rural resources and allied sciences, mechanical arts and technology; promote the integration of research with training and agricultural extension services; and cooperate with national and international institutions in the initiation and conduct of cooperative research and training programmes for the mutual benefit of the cooperating institutes and the Republic of Tanzania

²In this context, the term interdisciplinarity is more appropriate than multidisciplinary since the former entails interaction of disciplines and hence resulting in an integrated whole. In fact, the term multidisciplinary is used to refer to “a non-integrative mixture of disciplines in that each discipline retains its methodologies and assumptions without change or development from other disciplines within the multidisciplinary relationship” (see <http://encyclopedia.thefreedictionary.com/Multidisciplinarity>).

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Annex 4:

Responses gender mainstreaming exercise

WOMAN	MAN
<ul style="list-style-type: none">• Nutritionist• Kindness• Mostly emotional person• Physically weak• Not very objective• Tender but powerful person• Source of inspiration• Changing• Care for others• Life partner• Better half• Emotional• Responsible of the family• Like money• Hard life• Someone who can be the same as a man• Mother of the world• Children• Created by God for bearing children• Mother of children• Mother of the world• Mother• Educate• Cares for family• Ice cream	<ul style="list-style-type: none">✓ Power✓ Easy✓ Father figure✓ Life partner✓ Brutality✓ The chief of the family✓ A rose to a lady✓ Head of family✓ Farther✓ Protector✓ The chief for responsibility✓ Steady✓ Family protector✓ More power✓ Strong, mostly objective, opinionated✓ Created by god to take care women✓ Domineering✓ Born to protect✓ Source of strength ,security✓ Mature made human being✓ Strength✓ Physically strong✓ Domination

Annex 5

Group work: Integrating Gender

Group 1: PID

Issue	Poor participation of women in experimentation because of difficulties in accessing land
Objectives	Innovation for experimentation preferred by women and men diversified
Activities	<ul style="list-style-type: none">• Identify innovations which are preferred by women and men for experimentation• Joint planning and designing experimentation involving women, men and local leaders.

Group 2: LISF

Issue	The process of the decision making and the representation and involvement man and women
Objectives	<ul style="list-style-type: none">▪ Establish LISF process that ensure both men women involvement▪ Allocate LISF fund for both men and women led innovation
Activities	<ol style="list-style-type: none">a. Review current processes and practicesb. Revise as per feedbackc. Pilot, monitor and evaluate
Indicators	A balance representation of men and women Number of women led innovation supported

Group 3: Capacity building

Issue	<ul style="list-style-type: none">• Lower participation of women due to training location, facilities for child caring, livestock rearing, other domestic responsibilities• Timing: length or which part of the day
Objective	To develop capacities towards better gender equity (geographical area)
Activities	<ul style="list-style-type: none">• Identify gender specialist to train for trainers• Recruit participants• Organize: timing, location, support facilities, etc• Conduct the training• Design the training
Indicators	<ul style="list-style-type: none">• Levels of participation• No. Of women/men practicing as trainings

Annex 6

Field visit PROLINNOVA International Partners Workshop

Tentative Program for Field Visits

Group 1: To Mgeta, Mvomero District, Morogoro Region 23/03/2011

Time	Event	Responsible
	Departure from Morogoro town	All
	Briefing on UMADEP, Mgeta/Uluguru Mts, farmers activities with emphasis on dairy goat project to highlight: <ul style="list-style-type: none">• UMADEP-SUA, PTz member organization• Technology generation by SUA researchers• Technology dissemination by UMADEP-SUA• Technology testing, adoption, adaptation, dissemination and feedback by Mgeta community• Centre for Farmers and Agriculture (CFA) as “extension agent” in the whole process: Linking farmers with researchers and other service providers, scaling up of technologies/farmers innovations...• Collaborative efforts (PPP): Challenges and success factors	UMADEP staff
	Field observation:	
	Orphan dairy goat farm	All
	Individual orphan’s dairy goat project	Sub-group 1
	Individual group (TAWWOSE) member’s dairy goat project	Sub-group 2
	Goat milk processing centre	All
	Walking around to see community activities/cultural issues etc.	All
	Wrap up	All
	Departure	All

Annex 7
PROPOSALS BEING WORKED ON / SUBMITTED

CP (s)	ORGANISATIONS INVOLVED	CONCEPT NOTE OR PROPOSAL	FUNDER	SUBMITTED/ WORKING ON/FAILED	STARTING WHEN / DURATION	PROBABILITY OF SUCCESS	SHARING	NETWORK COORDINATION	POLICY INFLUENCE	CAPACITY BUILDING	PID	OTHER
Nepal	Practical Action, LiBird	CN	IDRC	Failed				x	x	x	x	
Nepal	NWG partners	CN	DFID	Deadline shortened				x		x	x	Climate change;
ETC + Cambodia	CEDAC, ETC, IIRR	CN	EU	Failed			x	x		x	x	
Nepal	Winrock, P/Action, LiBird	P	USAID	Submitted	Jul-11	High		x	x	x	x	Climate change
Uganda	Env Alert, NARO, KEA	P	DFID	Failed			x	x	x	x		
ETC, Kenya, SA, Nepal, IIRR	ETC, PA, IIRR, INR, KARI	P	EU	Failed			x	x	x	x	x	
Mozambique	ADCR, CIC-BATA	P	ICO Foundation	Failed			x	x		x	x	
Ethiopia	ASE, ISD	CN	Oxfam-America	Not yet known	end 2011	Med	x	x	x	x	x	
Profeis (B.F., Mali, Niger, Senegal)	ADAF-GALE, IED, ETC	P	Misereor	Working on	2010-2012	Success??			x	x	x	Communication
Ethiopia, Kenya, Mozambique, S. Africa, Tanz.	To be determined (research + NGO/CP)	CN	IDRC	Working on	2012; 3 years	75%	x	x	x	x	x	
S. Africa	FSG, CAP, Mahua Thini, INR	CN	ADA?	Working on	2012; 3 years	unsure	x (local)	x	x		x	
Tanzania	all CP partners	P	EED	Submitted	2011-2013	100%	x	x	x	x	x	
Tanzania	ARI-uyole, IRDO, IADO, ADP, Pelum, Caritas-Mby, LGA (Ileje district), Mviwata-Mby	C	MoAFC-Zardef	Submitted	2010-2012; 3 years	0% (?)	x	x	x	x	x	

Nigeria	DRIVE, Farmer's groups, Ahmadu Bello University, Natl. Agric Ext & Rural Liaison Service	CN	EED, Dfid, USAID	Working on	Apr-11	50%	x	x		x	x	
Ghana	ACDEP, Univ for Devt Studies, ARI, SARI, MoFA, Farmer representatives	Strategic plan	DFID, SADA, NRGp, CHF	Working on	Jan-11	50%	x	x	x	x	x	climate change adaptati on
Secretariat	Secretariat/IST/ET C	P	GFAR	Approved, but not yet signed	March 2011; 4 years	99%		x (POG)	x	x (via email)		
Secretariat	CPs - Uganda, TZ, Kenya, IIRR	P	PSO	Approved	2011; 1 year	100%	x					
Secretariat	FAIR (CPs to be decided)	CN	Rockefeller Foundatio n	Submitted	4 years	50%						FAIR/LIS F
Secretariat	FAIR (CPs to be decided)	CN	IDRC	Submitted	4 years	25%						FAIR/LIS F
Secretariat	ILRI, plus TBD	CN	Ford Foundatio n	Submitted	3 years	50%						Livestoc k FAIR
Secretariat	CPs - S. Africa, Kenya, ETC, CIRAD, others	P	EU	Approved	3 years	100%					x	

OWN RESOURCES AVAILABLE

[illegible]

1. What challenges have you encountered?
2. What works when it comes to raising funds?
3. How useful have you found backstopping, the template and the interventions aimed at building capacity with fundraising?
4. What are your current thoughts about cost-sharing related to networking and backstopping? What do you expect from IST and visa-versa?

Annex 8

Fundraising Group Work Outputs

Group 1: Sharad, Laurens, Marise, Laurent, Shreeram, and Koyode (International Team)

1. Challenges

- Lack of common interests between donors and CPs (shared priorities and objectives)
- Submission of CN/Proposals by CPs partners to the same donor.
- Positioning PROLINNOVA approach and objectives as per donor interests.
- Prepare and initiate fund raising activities between multi – countries.
- Resource and time required for fund raising initiative.
- Conflict of divergent priorities and interests within PROLINNOVA partner organizations.

2. What works

- Understanding the interests and logic of donors
- Personal contacts with potential donors
- Follow up with potential donors and meet face-to-face.

3. Usefulness/contribution of IST in Fund Raising

- List of potential donors developed in consultation with CPs is useful.
- Timely communication between IST and CPs (eg: deadlines on proposals)
- A concept notes developed by IST are useful (eg: Concept Note developed by Chesha).

4. Contributions from IST and CPs

- Volunteering time at international level
- Resources for strengthening communication
- Internalizing PROLINNOVA in each CP/partner organization (eg: embedding PROLINNOVA areas of work in projects/programmes.
- Volunteering time at CP level (eg: 2 days voluntary time month on exchange of information
- Website uploading and maintenance by IIRR.
- IST facilitates and supports fund raising at both international and CP level.
- Setting up of fund to continue few activities (eg: LISF) at CP level.

Group 2 (CPs: Francophone Africa)

What challenges have you encountered?

- Little time to respond to proposals
- Commitment of all partners to participate
- Language barriers
- Competition of interest
- Interests of donors

Usefulness of template

- Using the template in some Cps did not receive the template
- However ,it has been used by the Cps who received it

What works when it comes to raising funds

- Integrate fundraising activities in our programs

- Keeping all stakeholders informed about proposals

What CPs and IST Can contribute

CP	IST
Facilitate proposal writing	Training partners in RM
Funding information	Funding information
Strengthen the partnerships	Support in proposal writing [process]
Paying memberships	

Views on cost sharing

- Cost sharing is good to continue the network in minimum levels. It can be
 - In kind contributions
 - Membership fee

Group 3 (CPs-Asia)

Challenges

- Conflict of interest [Donors],POD members]
- Access/knowledge to the right donor
- Lack of capacity on proposal writing
- Some proposal do not give time [short deadline donor]
- Weak /less commitment for joint process

What works?

- Creating the right link with donor
- Knowing donors preferences
- Reliable back history [experiences]
- Multi-stakeholder collaboration
- Relating to the country /global context

Usefulness of template

- Yes they are useful but their contribute varies on county bases
- No template delivered fused

What can CPs and IST contribute

CPs	IST
Write proposal	Contact /connect international donors
Contact donors	Capacity building
Coordinate work of networking	
Capacity building and contribution in kind	

Cost sharing: Yes through raising fund together

Group 4 (CPs – Anglophone Africa)

Challenges

- Process of identification of donors who specifically can fund/support area of interest
- Quality and how the proposal innovative ,how is convincing
- Track records ,to be known ,low publicity to be known platform internationally
- Establishment of credibility to the donors and aspects of personality

What works

- Past performance of the programs
- Transparency and accountability
- Auditing
- Documentation
- Good M=E

New relationship /partnership

- High quality concept not /quality proposal ,proper balance between overhead /programme activities
- Consistence follow up
- Marketing –through website , publicating different channels
- Sending auditing reports ,past performance of programmes, capacities of handling recourses
- Understanding the requirements of the donor
- Good governance

How useful have you funded back stopping

Yes useful

- Frequent visit for discussing strategies for fundraising
- Directly fundraising for county programmes like FAIR /LISF – Under support of Rockefeller foundation
- Sharing ideas on concept notes /proposal
Table of potential funders

Not yet because just received recently

Contribution for CPs, IST

CPs	IST
Concept note proposal /of project	Refining ,adding more inputs
Doing follow up on information provided and cut upon	Provision of information on funders update ,continue capacity building on fundraising
Doing documentation	Continue fundraising for county programmes
	Improving documentation good practices /performances

- Cost sharing
- CP. To meet local costs.
- CP contributions in terms of time, knowledge

Annex 9: Self-assessment tool PID Institutionalization

Tool for assessment of institutionalization of the Local Innovation and farmer-led Joint research approach: Explanation of levels

Assessment questions	Institutionalization level 1	Institutionalization level 2	Institutionalization level 3	Institutionalization level 4	Analysis; Why or why not; examples
<i>Institutionalization in the structures and administration of the organization</i>					
1. To what extent does the organizational policy support LI and FLJR?	The organizational policy does not support LI and FLJR at all	The policy supports LI and FLJR but it is not articulated in the policy document	The organizational policy implicitly states the use of LI and FLJR	The Promotion of LI and FLJR is well articulated in the organizational policy document	
2. To what extent are LI and FLJR part and parcel of the regular planning	There is very little reference to LI and FLJR in planning documents	Planning documents refer to LI and FLJR but with little emphasis on implementation procedures	Promotion of LI and FLJR is well planned annually with implicit procedures a	LI and FLJR explicitly planned with detailed strategies and procedures	
3 To what extent does the M&E of the organization take into account LI and FLJR	There is very little reference to LI and FLJR in the M&E	M&E guidelines refer the need of considering LI and FLJR but with little emphasis on implementation procedures	M&E guidelines implicitly refer to inclusion of LI and FLJR on the process	LI and FLJR promotion is clearly put as a criteria in the M&E guidelines	
4. To what extent are the organization's budgeted activities used for LI and FLJR	The organization allocates no own budget for LI and FLJR	The organization allocates 5% of own budget for LI and FLJR.	The organization allocates more than 10% of own budget for LI and FLJR.	The organization allocates more than 25% of own budget for LI and FLJR.	
5. To what extent has the organization put in place operational procedures and structures to facilitate implementation of LI and FLJR?	Very little attention is given to LI and FLJR on the operational documents eg. Formal and informal job descriptions do not specify the promotion of LI and FLJR	Operational documents contain promotion of LI and FLJR but not implemented in practice except in few cases or events	Only some sections of the organization implement the promotion of LI and FLJR using the operational guideline	Many of the sections in the organization follow the operational document that promotes LI and FLJR	
6. To what extent does the organization facilitate training and learning opportunities related to LI and FLJR for staffs?	Trainings on LI and FLJR are only organized by other organizations.	Training and experience sharing on LI and FLJR takes place depending on the availability of funds and support from other organizations	The organization facilitates staff training and experience sharing on LI and FLJR by collaborating with other organizations on regular basis	Training and experience sharing on LI and FLJR are well planned and budgeted on annual basis. Eg. All staffs, including managers, are motivated to seek out learning opportunities for themselves from	

Assessment questions	Institutionalization level 1	Institutionalization level 2	Institutionalization level 3	Institutionalization level 4	Analysis; Why or why not; examples
				other colleagues and from other organizations and individuals.	
7. To what extent does the organization have skilled staffs capable of promoting and facilitating LI and FLJR?	Skilled staff on LI and FLJR only come from other organizations	There are a few key staffs who have good knowledge of promoting and facilitating LI and FLJR, but their practical skill is minimal.	Most relevant staffs have good knowledge of LI-FLJR but with little practical skill.	All relevant staffs have good knowledge and practical skill to promote LI and FLJR and they are doing a good job at it.	
Institutionalization in decision making, influence and motivation within the organization					
1. To what extent do key stakeholders have influence on strategy and policy of the organization in relation to LI and FLJR?	Very little or no influence on policy and planning of organization regarding LI and FLJR.	Key stakeholders are only consulted or asked for information on promotion of LI and FLJR. eg. Influence of stakeholders is mostly "in the field" through implementation of specific field activities.	At times, key stakeholders may influence the organizational policy regarding promotion of LI and FLJR but this is not a regular activity.	Key stakeholders influence the organizational policy and inclusion of LI and FLJR at all times.	
2. To what extent do staffs give feedback on LI and FLJR and influence decision-making processes?	Staffs are not required to give feedback on promotion of LI and FLJR or contribute on the decision-making processes.	Staff feedback on use of LI and FLJR is rarely considered but further follow-up is not guaranteed.	Staff feedback on use of LI and FLJR occasionally considered but not always documented for subsequent action.	Staffs feedback is considered, documented, and used in times of planning and decision-making and/or shared with a wider audience	
3. To What extent are staffs accountable to promotion of LI and FLJR	The organizations does not hold staffs accountable for promotion of LI and FLJR	The organization holds staffs accountable for promotion of LI and FLJR, but not very strong	The organization holds staffs accountable for promoting LI and FLJR as long as the funding organization exists	Staffs involved in promotion of LI and FLJR are fully accountable to the organization irrelevant of the existence of other organization.	
4 To what extent are staffs rewarded or motivated for promoting LI and FLJR	Staffs are discouraged to be involved in promotion of LI and FLJR as it overlaps with their other activities at the organization and is perceived to reduce their performance.	Staffs are neither encouraged nor discouraged for actively promoting and using LI and FLJR.	There are some rewards for staff members using LI and FLJR, e.g. involvement in training, travel opportunities to other region/countries, per diem.	Involvement in LI and FLJR is an important criterion for salary increment and promotion. There is also annual reward for staffs actively involved in LI and FLJR.	
Institutionalization into the culture of the organization and values of the staff					

Assessment questions	Institutionalization level 1	Institutionalization level 2	Institutionalization level 3	Institutionalization level 4	Analysis; Why or why not; examples
1. To what extent does the organizational culture encourage LI and FLJR?	Promotion of LI and FLJR is discouraged as it is not in line with the extension strategy of the organization	Promotion of LI and FLJR is neither discouraged nor encouraged. It is considered as a separate project that is implemented by a few staffs with a fund that comes from an external organization	Promotion of LI and FLJR are encouraged by the officials but actual implementations does not receive much attention	Promotion of LI and FLJR are encouraged by the officials. Efforts are being made to secure time and resource for implementation	
2. To what extent does the organization actively seek and document experiences in LI and FLJR and share them through publications, informal discussion, seminars, and feedback to colleagues?	There is infrequent information sharing on LI and FLJR; if it happens it is on a very informal basis.	There is infrequent knowledge sharing in the organization among staff members involved in LI/FLJR. Eg. occasional knowledge sharing takes place during formal meetings and discussions	Knowledge sharing in the organization is made more or less on a regular basis but not consistent and not documented	Knowledge-sharing and documentation mechanisms are in place and staffs reflect on innovation processes, experiences with LI and FLJR are spread through publications,	
3. To what extent do staffs value and respect LI and FLJR and its contribution towards empowering farmers and improving livelihoods?	Staffs are not aware of LI and FLJR.	There is a generalized good perception on LI and FLJR, but there is no significant attitude change regarding farmers' knowledge, LI and FLJR	Few staffs changed attitude towards farmers' capacity to innovate and internalized LI and FLJR	Many staffs value and have supportive attitude on LI and FLJR.	
4. To what extent are the routines e.g. field visits, discussion with farmers... geared towards promotion of LI and FLJR?	The routines are mainly geared towards implementing the conventional extension activities	A few staffs, based on their personal interest, combine the promotion of LI and FLJR together with their regular routines.	Staffs promote LI and FLJR side by side with their regular routine activities.	Staffs have included LI and FLJR into their daily routines	
5. To what extent do staffs understand the intention of LI and FLJR?	Staffs have limited awareness on the intention of LI and FLJR.	There is awareness on the intention of LI and FLJR but understanding is limited.	There is reasonable understanding and acceptance of LI and FLJR by staffs	Many of staffs have clear understanding of LI and FLJR.	
6. To what extent is the organization linked with other organizations that encourage learning and sharing on LI and FLJR?	Linkage with other organizations is ad-hoc and on an individual basis	Some linkages at organizational level are beginning	Linkages do exist but the initiation comes mostly from external organization and only few staffs are actively involved	Staffs actively participate in creating linkages with other organizations that promote LI and FLJR. eg. Staffs involved on LI and FLJR are aware of the range of links and	

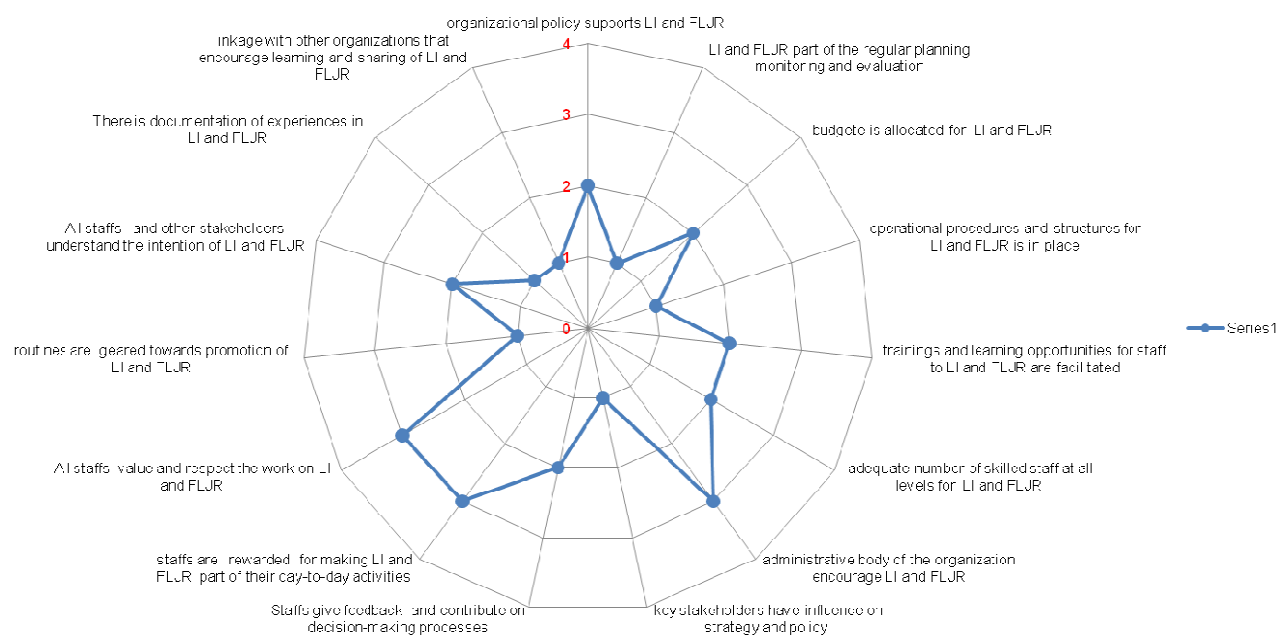
Assessment questions	Institutionalization level 1	Institutionalization level 2	Institutionalization level 3	Institutionalization level 4	Analysis; Why or why not; examples
				partnerships with other networks and there is a focal person keeping staffs informed on ideas or resources from other networks.	

Tool for assessment of institutionalization of the Local Innovation and farmer-led Joint research approach: Scoring sheet³

Assessment questions	Level of Inst. Score 1 - 4	Analysis; Why or why not; examples
<i>Institutionalization in the structures and administration of the organization</i>		
1. To what extent does the organizational policy support LI and FLJR?		
2. To what extent are LI and FLJR part and parcel of the regular planning?		
3. To what extent does the M&E of the organization take into account LI and FLJR?		
4. To what extent are the organization's budgeted activities used for LI and FLJR?		
5. To what extent has the organization put in place operational procedures and structures to facilitate implementation of LI and FLJR?		
6. To what extent does the organization facilitate training and learning opportunities related to LI and FLJR for staff?		
7. To what extent does the organization have skilled staffs capable of promoting and facilitating LI and FLJR?		
<i>Institutionalization into decision making, influence sharing and motivation within the organization</i>		
1. To what extent do key stakeholders have influence on strategy and policy of the organization?		
2. To what extent do staffs give feedback on LI and FLJR and influence decision-making processes?		
3. To What extent are staffs accountable to promotion of LI and FLJR?		
4. To what extent are staffs rewarded or motivated for promoting LI and FLJR?		
<i>Institutionalization into the culture of the organization and values of the staff</i>		
1. To what extent does the organizational culture encourage LI and FLJR?		
2. . To what extent does the organization actively seek and document experiences in LI and FLJR and share them through publications, informal discussion, seminars, and feedback to colleagues?		
3. To what extent do staffs value and respect LI and FLJR and its contribution towards empowering farmers and improving livelihoods?		
4. To what extent are the routines e.g. field visits, discussion with farmers... geared towards promotion of LI and FLJR?		
5. To what extent do staffs understand the intention of LI and FLJR?		
6. To what extent is the organization linked with other organizations that encourage learning and sharing on LI and FLJR?		
TOTAL		

³ Use information from full matrix to find concrete guidance for the scores 1 - 4

Analysis Results of Institutionalization Assessment: Spider-web example



Annex 10

Farmer Organizations in PROLINNOVA Workshop Output

Challenges

- There is lack of regular interaction in Niger because of distance and cost
- In Kenya, there is domineering attitude of farmers
- In Cameroon and Ethiopia, there is low available information about FOs
- In Tanzania and Ethiopia, farmer representativeness in networks do not give effective feedback
- In Ghana, there is inadequate capacities in financial management, fund sourcing by these FOs
- In Tanzania, meetings for FOs decision making depend on the PROLINNOVA host organization
- In Nepal, FOs are politically motivated
- PROFEIS representative said that they have low capacities
- In Cambodia there are few farmers joining
- In Mozambique, culture especially those related in gender relations is a challenge

Some examples of meaningful ways in which FOs are actively involved in decision making include:

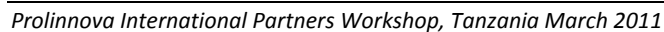
- Selection of innovations
- Funding for supporting innovation development
- Representatives on the National Steering Committee (10), Core team (2)
- Implementation of LISF activities especially in M&E
- Have full control of LISF funds
- Representatives in LISF zonal committees and screen proposals
- FAIR management committees
- Farmers Day in Niger
- FOs evaluating innovations
- Develop participation for both male and female (PROFEIS)

Suggested action points

- We have to work through farmers' network
- We have to consider FO representative as POG member/s
- Introduce country Secretariat that is hosted by FOs
- Take steps to strengthen FOs (national/provincial) so that they are able to truly represent the other farmers, report back and to draw opinions into discussions
- PROFEIS suggests to allocate at least 5% of the budget for FOs
- Niger suggests to include in the budget the regular meetings for FOs
- Ghana suggests that capacity building of farmers groups on how to source and manage funds. There should be participatory development of work plan, orienting FOs towards professionalism. It was also suggested that we clarify among ourselves the meaning of FOs

- There should be continuous documentation of FO involvement in PROLINNOVA through case studies, articles, videos, etc.
- In FAIR, we should document how FOs are managing funds, draw lessons across CPs innovations on production/livestock
- There are existing documentation. For example, the video documentation on local salt lick in Ghana, documentary video on Ethnovet practices in Tamale, photography journals and CD in Niger. In South Africa, Camosereha documents. In Cambodia, there are CDs, photos and farmer magazines. There is documentary DVD on local innovation in Uganda
- Kenya and Nepal, there is inventory of local innovations
- There are independent videos on case study of local languages, post harvest technology, bio-pesticides, bio-fertilizers

MAINSTREAMING GENDER



Annex 12

Action plan IPW 2011

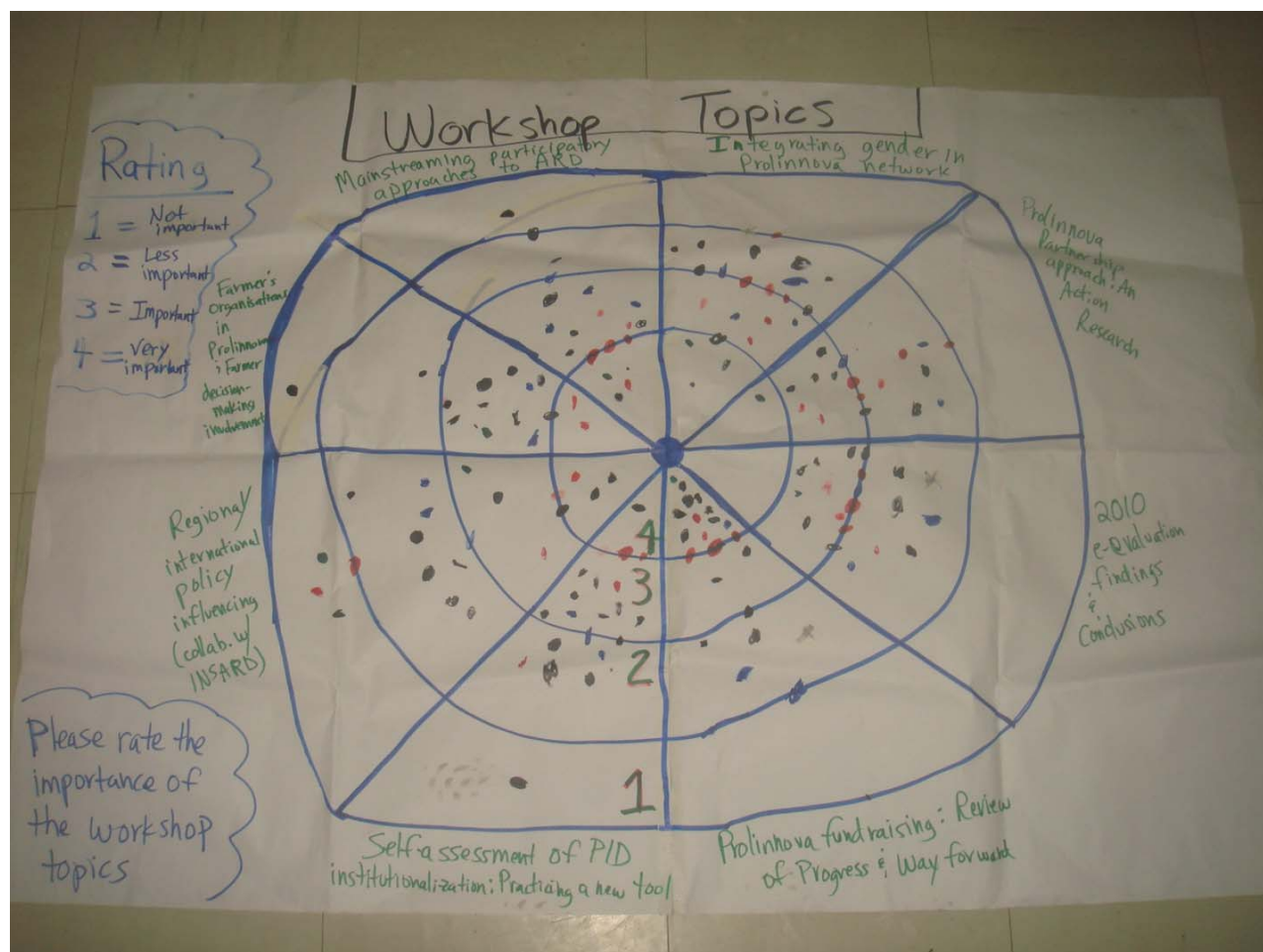
MAIN TOPIC	ACTIVITY	RESPONSIBLE	BY WHEN?
IPW REPORTING	Circulate action plan	IIRR	End March
	Prepare IPW 2011 report	IIRR	End April
STRATEGISING AND FUND RAISING	Recirculate Beyond 2010 strategy document	IST	End March
	Send proposal summary table to secretariat	Brigid	End March
	Secretariat to follow up on proposals listed in table as 'working on' or 'submitted'	IST	On-going
	CPs to send their concept notes / proposals to secretariat		
	Clarify role of INSARD in fundraising	Laurens	2 weeks
	Continue fundraising	All CPs	
	Recirculate the fundraising templates and donor table again – especially important to circulate these within CPs	IST	2 weeks
	Send summaries of contributions that CP organisations can make to keep the network alive in the interim	All CPs IST resources IST to coordinate	2 weeks End April
	Hold a Asian joint regional workshop seminar for donor influence at regional level	Nepal / Cambodia / India	End June
	Update CPs on potential donor opportunities	IST	
	Prepare a joint concept note for eastern and southern Africa	Ethiopia, Kenya, Uganda, Tanzania, South Africa, Mozambique (Coordination: Brigid)	Mid April
	Share the annual report of PROFEIS-Mali to Niger,	Assetou	Mid May

	Senegal, Burkino Fao and Cameroon		
LINKS WITH FORA / PLATFORMS / PROGRAMMES	Ensure communication with INSARD team about possible links with regional FORA	Assetou / IST	Ongoing
	Pursue links with APAARI	Sonali / Shreeram	Ongoing
GENDER	CPs to reflect on and plan for integration of gender into activities (share with Jemima / Susan)	CPs Coordination by Marise	Marise to remind CPs – Mid April CPs to reflect – End May (then ongoing)
	Development of a tool for integrating gender in multi-stakeholder partnerships and PID	IST / Jemima	End June
FARMERS ORGANISATIONS	Clarify what the term ‘farmers organisation’ means for Prolinnova	Hailu / Tibamanya / Sonali / Scott / Laurent (Hailu to initiate discussion)	End April
	Prepare tool for assessment of farmer organisation involvement in decision-making	Djibril	End June
M&E	Prepare a template for national level e-evaluation form	IIRR	End May
	CPs that want M&E support from IIRR to contact Marise by email	CPs to initiate	Mid April
	Identify available tools to track the distribution of publications from Ileia	Laurens	End June
CP STRENGTHENING	Circulate list of resource people – or web link	IIRR (Sabina)	End April
	Circulate draft performance guidelines for CP coordinators	Brigid	Mid April
	Organise CP review and strengthening with three CPs (PSO) – and follow-up process in Nepal	Uganda, Kenya, Tanzania, IST Nepal	End Dec 2011

	Finalise principles for multi-stakeholder partnerships	Scott	Mid April
CURRICULUM DEVELOPMENT	Pool work undertaken thus far and prepare a document	Jean Marie	End May
WEBSITE	Maintain and update the Prolinnova website (possibly including uploading by CPs)	IIRR & CP coordinators	Ongoing
	Update documents on local innovation onto the website	All CPs Requests to IIRR	End April – CPs to send to IIRR Mid May - IIRR
FAIR – see the FAIR action plan developed at the workshop	Review the LISF implementation process	Mariana	End March
	Work within country level on GEF focal person		
	Finalise the FAIR country papers		
FUTURE IPW	Plan for the next IPW (interest from Niger, South Africa, Ethiopia, Mali, Cambodia, Philippines, Nigeria)	CPs to confirm interest with NSCs and email IST	End May

Annex 13

Evaluation of the Workshop



Summary analysis of responses:

Workshop Topics	Not Important	Less Important	Important	Very Important
Integrating gender in Prolinnova network	-	7	11	4
Prolinnova partnership approach: An action research	-	7	10	1
2010 E-evaluation findings and conclusions	-	6	13	-
Prolinnova fundraising: Review of	1	4	3	14

progress and way forward				
Self-assessment of PID institutionalization: Practicing a new tool	1	6	11	4
Regional/International policy influencing (collaboration with INSARD)	3	9	4	5
Farmer's organizations in Prolinnova & farmer decision-making involvement	1	2	12	3
Mainstreaming participatory approaches to ARD	1	2	11	4
Total	7	43	75	35

What other topics could have been considered in this year IPW?

- Up scaling of Prolinnova activities by including agro-ecological issues for organic farming as a means for production of organic products which fetch high market value for small scale farmers.
- Synthesis paper on status of Prolinnova at global/regional level.
Annual overview of progress/accomplishments (as introductory session)

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