



Building Partnerships: Establishing Woreda, Kebele and Farmer-based Innovation Platforms



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Published by

International Livestock Research Institute

February 2014

www.africa-rising.net



The Africa Research In Sustainable Intensification for the Next Generation (Africa RISING) program

comprises three research-for-development projects supported by the United States Agency for International Development as part of the U.S. government's Feed the Future initiative.

Through action research and development partnerships, Africa RISING will create opportunities for smallholder farm households to move out of hunger and poverty through sustainably intensified farming systems that improve food, nutrition, and income security, particularly for women and children, and conserve or enhance the natural resource base.

The three regional projects are led by the International Institute of Tropical Agriculture (in West Africa and East and Southern Africa) and the International Livestock Research Institute (in the Ethiopian Highlands). The International Food Policy Research Institute leads the program's monitoring, evaluation and impact assessment. <http://africa-rising.net/>



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This document was made possible with support from the American people delivered through the United States Agency for International Development (USAID) as part of the US Government's Feed the Future Initiative. The contents are the responsibility of the producing organization and do not necessarily reflect the opinion of USAID or the U.S. Government.

Citation

Ellis-Jones Jim, Kindu Mekonnen, Zelalem Lema and Elias Damtew, 2014. Building Partnerships: Establishment of Woreda, Kebele and Farmer Innovation Platforms. Africa- Rising: Intensification of Farming Systems in the Highlands of Ethiopia. ILRI report

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Acknowledgements

This report documents the process of innovation platform establishment in two woredas and two kebeles in the Amhara and Tigray Regions of Ethiopia. This involved workshops and discussions with local University, Research Institution, NGO, woreda staff, kebele community members and local leaders. As such we would like to acknowledge the input of all the participants who provided their valuable time and knowledge in sharing experiences and ideas for the future, as well as helping us to distil a way forward for Africa-RISING. Reports of each workshop and discussion have been separately recorded.

The work was facilitated by multidisciplinary teams drawn from Africa RISING site level coordination offices, Universities, Research Centers, Local NGOs and *Woreda* Agricultural offices in each region. Their capable and enthusiastic support ensured that farmers' fully participated and supported IP establishment. Therefore, the technical and facilitation support from the following local and CGIAR partner institutions was valuable to produce the IP guideline:

- **Debre Birhan Agricultural Research Center**
- **Basona Worena Woreda Office of Agriculture**
- **Debre Birhan University**
- **Tigray Agricultural Research Institute**
- **Endamekoni Woreda Office of Agriculture**
- **Mekelle University**
- **International Livestock Research Institute**
- **International Potato Center**

It is intended that the process developed and lessons learned in Amhara and Tigray be utilized by Africa-RISING in Oromia and SNNPR Africa RISING sites.

ILRI

Ethiopia

Cover photograph: *Participants in the establishment of the Emba Hasti Kebele IP*

Photo: *Apollo Habtamu*

Acronyms

AR	Africa RISING
CBO	Community Based Organization
CIP	International Potato Center (<i>Centro Internacional de la Papa</i>)
DA	Development Agent
FG	Farmer Group <i>or association</i>
FIC	Farmer Innovation Cluster
FTC	Farmer Training Centre
<i>Kebele</i>	The smallest administrative unit similar to a ward, a neighborhood or community
KIP	Kebele Innovation Platform
IAR4D	Integrated Agricultural Research for Development
ILRI	International Livestock Research Institute
IMWI	International Water Management Institute
IP	Innovation Platform
NGO	Non Government Organisation
PCA	Participatory Community Analysis
PREA	Participatory Research and Extension Approach
R4D	Research for Development
TARI	Tigray Agricultural Research Institute
TC	Technical Committee
<i>Woreda</i>	An administrative unit comprising a number of <i>kebeles</i> . A number of <i>woreda</i> comprise a Zone
WIP	Woreda Innovation Platform

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SUMMARY AND THE WAY FORWARD

Africa RISING (AR) in Ethiopia is using a research for development (R4D) strategy for targeting sustainable intensification of crop-livestock farming systems in the highlands. The project goal is to provide pathways out of hunger and poverty for small holder families in the region, particularly women and children.

The approach being followed requires the building of strong links between stakeholders, with local communities, extension agents, researchers, universities, NGOs and the private sector working as partners, and encouraging farmer to farmer extension of appropriate technologies and new knowledge. These partnerships form the basis for development of Innovation Platforms.

This report is intended to provide guidance on the establishment of Innovation Platforms at Strategic and Operational level, at Woreda, Kebele and farmer levels.

The approach taken has involved three levels of workshop and discussions: i) at ILRI's campus in Addis Ababa for those Regional Research Institutes, Universities and Woreda representatives who have participated in some AR activities together with four AR site coordinators, ii) bringing together potential partners to establish strategic IPs in Basona Worena and Endemekoni Woreda, iii) in Gudo Beret and Emba Hasti Kebeles again bringing together potential partners to establish operational IPs in each kebele and iv) discussion with farmer groups to assess the first season's farmer trials and demonstrations with "improved varieties and management practices".

Two Woreda and two kebele IPs were formed and the basis for establishing farmer Innovation clusters has been established in the two regions - Amhara and South Tigray.

Follow up activities now include:

- i) Similar site level workshops are required to establish strategic and operational IPs in:
 - Sinana woreda and Salka and Ilu-Sanbitu kebeles in Oromia
 - Lemo woreda and Jawe and Upper Gana kebeles in SNNPR
 - Goshe Bado kebele in Ahmara
 - Tsibet kebele in South Tigray
- ii) Technical Committees (TCs) established by Strategic IPs in Amhara and Tigray, who have been engaged in the kebele operational IP establishment at Gudo Beret and Emba Hasti will be required to facilitate establishing kebele operational IPs at Goshe Bado and Tsibet. The TCs will also need to provide guidance and strategic focus to newly formed IPs. This will require facilitation by ILRI's IP team . Specific actions include:
 - Seeking agreement on Governance procedures by appointed individuals and organisations.
 - Developing measurable M& E indicators, targets and feedback mechanisms for each IP.
 - Identifying and/or forming and incorporating innovation clusters at kebele level IPs.
 - Providing guidance for establishing R&D activities to be initiated in each kebele through farmer innovation clusters.
- iii) Completion of value chain assessments and linking value chain actors to IPs.
- iv) Ensuring that R&D providers receive the support of IPs. This will help in building capacity, provide opportunity for additional resources and help in ensuring the sustainability of the IPs.

INTRODUCTION

Rural livelihoods in Ethiopia are mainly agro-based dependent largely on crop and livestock production, processing and subsequent marketing. Farmers produce cereals, legumes, vegetables and fruit trees and keep livestock. However, optimal system productivity is limited by socio-economic, biophysical, institutional, financial and sometimes policy constraints. Farmers' dependence on traditional methods of agricultural production without improved interventions has often resulted in environmental degradation, poverty, food insecurity and malnutrition, especially among the most vulnerable. Up until recently, development in rural areas has often entailed extension agents advising or teaching farmers about "best practices" developed by researchers, with little community participation in their identification or development. Unfortunately this often resulted in low or zero adoption of new technologies. The *Africa RISING* – Ethiopia Project is using a research for development (R4D) strategy for targeting sustainable intensification of hillside farming systems in the highlands of Ethiopia. The Project is funded by the United States Agency for International Development (USAID) through the "Feed the Future" support and is coordinated by ILRI in Ethiopia. The project goal is to provide pathways out of hunger and poverty for small holder families in the region, particularly women and children.

A participatory research and extension approach (PREA)¹ being followed encompasses four principle phases. The first involves community engagement and social mobilization, requiring a facilitation process for each community's analysis of their situation². The remaining phases include: community level action planning based on the opportunities identified; implementation through trying out new ideas involving farmer experimentation; and importantly monitoring the process through sharing experiences and lesson learning. PREA requires the building of strong links between stakeholders, with local communities, extension agents, researchers and the private sector working as partners, and encouraging farmer to farmer extension of appropriate technologies and new knowledge.

These partnerships can form the basis of Innovation Platforms.

¹ Ellis-Jones, J., S. Schulz, D. Chikoye, N. de Haan, P. Kormawa, and D. Adedzwa (2005). Participatory research and extension approaches. A guide for researchers and extension workers for involving farmers in research and development. IITA Ibadan, Nigeria and Silsoe Research Institute, UK, 52pp.

Hagmann J., E. Chuma, K. Murwira and M. Connelly (1999). Putting process into practice; operationalising participatory extension. In: ODI Agricultural Research and Extension (AGREN) Network Paper No. 94. Overseas Development Institute, London.
http://www.odi.org.uk/agren/papers/agrenpaper_94.pdf

² Ellis-Jones Jim, Kindu Mekonnen, Solomon Gebreselassie and Steffen Schulz, 2013. Participatory Community Analysis: Challenges and Opportunities identified with Local Communities. Africa- Rising: Intensification of Farming Systems in the Highlands of Ethiopia. CIP-ILRI report.

PURPOSE OF THE REPORT

This report is intended to provide guidance on the establishment of Innovation Platforms at Strategic and Operational level, at Woreda, Kebele and farmer levels in support of Africa RISING activities in the highlands of Ethiopia.

APPROACH

The development of the approach used was based on:

- A two-day training and planning workshop held on the ILRI campus in Addis Ababa for four teams from the four regions in which Africa RISING is operating namely, Amhara, Oromia, SNNPR and Tigray. Each team comprised representatives from Regional Research Institutes and Universities, Woreda representatives and Africa RISING site coordinators. In addition representatives from AR CG partners participated. The main outputs from the workshop were a common understanding of the potential role for innovation platforms in AR activities and a draft document outlining the purpose, functions, membership and leadership of potential Woreda, Kebele and farmer level IPs.
- Two one-day workshops, one in Debre Birhan and the other in Maychew to bring together potential partners and establish strategic IPs in Basona Worena and Endemekoni Woredas.
- Two half-day workshops in Gudo Beret and Embo Harzti Kebeles in Basona Worena and Endemekoni Woredas, respectively, again bringing together potential partners to establish operational IPs in each kebele.
- Two half-day discussion groups with farmer groups in Gudo Beret and Embo Harzti Kebeles to assess the first season's farmer trials and demonstrations with "improved varieties and management practices" with potatoes, faba bean and wheat.

Input from each of these workshops and discussion groups has been used in compilation of this report. Detailed reports of each workshop have been documented separately as "Establishment of Innovation Platforms".

INNOVATION PLATFORMS

WHAT IS AN INNOVATION PLATFORM?

An innovation platform (IP) is a stakeholder forum established to facilitate interaction and learning among stakeholders, representing different organisations with different backgrounds and interests. IP members, often selected from a system or commodity chain come together to undertake a participatory diagnosis of problems, joint exploration of opportunities and investigation of solutions leading to the promotion of innovation. Innovation platforms can operate at two levels – strategic and operational levels.

IMPORTANCE OF INNOVATION PLATFORMS

Innovation in agriculture is the process of ensuring that a new product, technology or management practice is put into use. This should lead to economic and social benefits, essential for agricultural development for food security, poverty reduction and income generation.

For many years innovation was seen as the main responsibility of researchers, but produced little benefit as many new technologies were never adopted. With the frustration arising from this non-adoption, researchers often engaged with extension delivery services and farmers. Although this helped it did not go far enough. IPs can provide a useful forum to get all players to interact and play their role in the innovation process.

TYPES OF INNOVATION PLATFORM

Although agricultural development often takes place in rural and remote locations, it is governed and managed by policies made both locally and at regional or District locations. In general terms these equate to operational and strategic levels.

IPs at a strategic level are forums established at higher levels of governance and management hierarchies, where strategies are determined for agricultural development. They can be regarded as Innovation coalitions that can delegate responsibilities to smaller groups. Strategic IPs can also be established at national or sub national levels covering regions, districts, or local government as the local situation determines. Strategic IPs or coalitions might target chief executives or directors of stakeholder organisations to agree strategies to promote innovation along value chains or systems. They can also facilitate the operations of IPs operating at implementation levels.

IPs established at grass roots levels source membership from the same stakeholders targeting front line staff who have the mandate of their different organisations. They participate in the activities of the platform because of the relevance of their expertise to address specific questions.

Both strategic and operation IPs lend themselves to promoting “Integrated Agricultural Research for Development”.

A strategic level IP can operate at Woreda level with operational IPs at Kebele level working closely with community based organisations working as “Innovation Clusters”.

ESTABLISHING INNOVATION PLATFORMS

Innovation Platforms can be promoted in different ways. However to be functional and effective the IP must have cohesion, uniting stakeholders with potential to meet the interests of all the participants. Typically this involves a three phase process, shown diagrammatically in Annex I.

PHASE 1: ENGAGING WITH STAKEHOLDERS AND IP ESTABLISHMENT

- Brainstorming and discussing with key institutions the purpose of establishing IPs, possible functions together with the specific interests of R&D partners who may wish to participate in an IP.
- Organising consultative meetings to discuss the purpose, functions and possible members of the IP including the harmonization of interests of potential IP members. At the same time it will be necessary to:
 - Identify any relevant missing actors.
 - Agree the purpose and the mandate of strategic and operational level platforms, agreeing in principle the formation of IPs and how they might operate.
 - Identify challenges and opportunities .
 - Create common vision, trust and raise awareness and build capacity
 - Select a technical committee that will:
 - Draft governance guidelines for the platform and obtain approval from potential IP member stakeholders. Such guidelines should include accountability principles under which IP can operate.
 - Prepare and send letters of membership and guidelines for ensuring agreed activities are undertaken.
 - Provide guidance and facilitation for IPs from community and farmer levels.

PHASE II: MOBILISATION, PLANNING, IMPLEMENTING, LEARNING AND ASSESSING

This is undertaken within the agreed purpose and functions of the strategic and operational IPs and typically involves four stages in line with a participatory research and extension approach within each kebele.

- Stage 1: Community engagement and social mobilisation.
- Stage 2: Agreeing plans for systems improvement, value addition and market opportunity, assessing input and output markets, agreeing partner roles and building capacity.
- Stage 3: Implementation of farmer testing, experimentation and demonstrations (Innovation research and development)
- Phase 4: Assessing, learning and reviewing the process, (monitoring and evaluation)

PHASE III: ENSURING SUSTAINABILITY

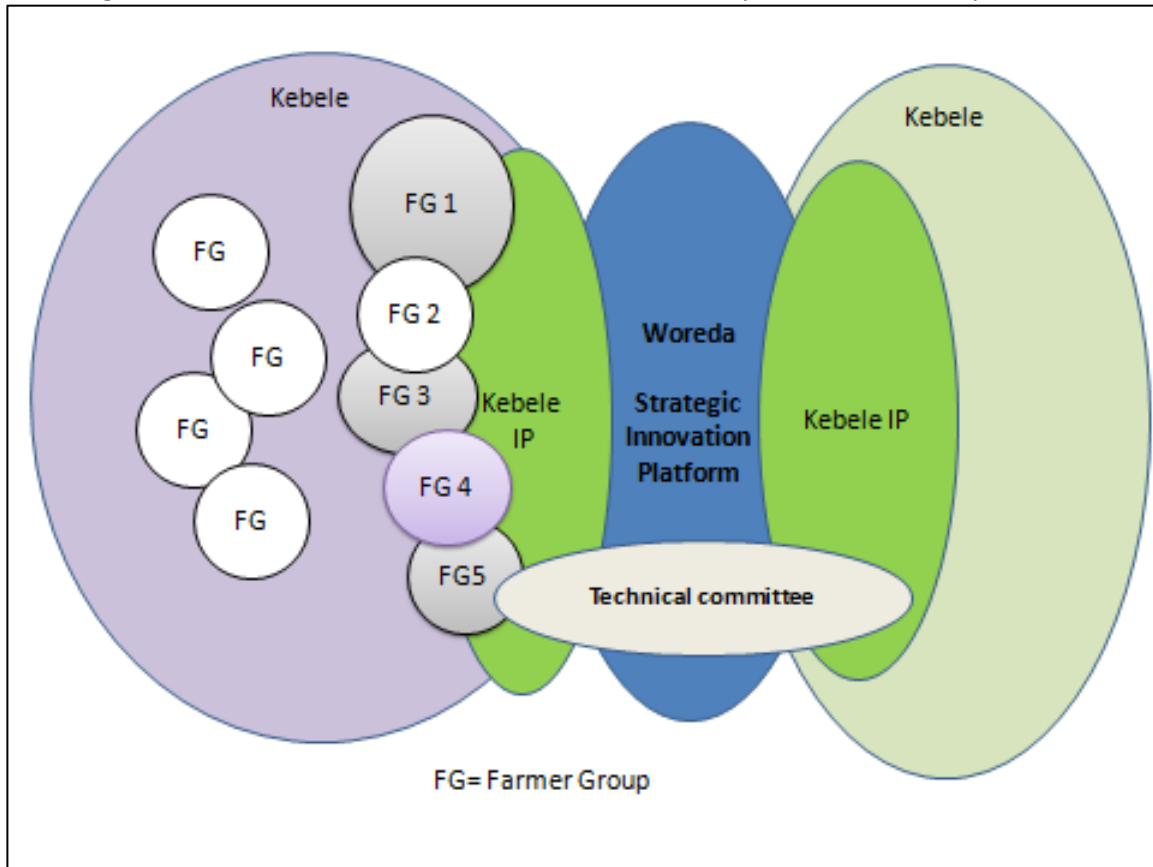
This provides opportunity for ongoing review and identification of new opportunities for innovation in terms of:

- Monitoring the effectiveness of commodity value chains and seeking new opportunities
- Scaling out to other areas
- Assessing new practices, new institutions, capacity needs, technologies developed, market linkages created, information and knowledge flows and policy concerns.

IP TYPES, PURPOSE, FUNCTIONS, MEMBERSHIP AND LEADERSHIP

In the case of Africa RISING, three IP types are being established, i) Woreda strategic IPs, each with a Technical Committee that provides an important link between woreda, kebele and community based IPs, ii) Kebele operational IPs and iii) Community based IPs, “Farmer Groups” or “Farmer Innovation Clusters”. Links between these three levels are demonstrated in Figure 1

Figure 1: Links between woreda, kebele and community based innovation platforms



It is important that Kebele IPs are represented on the Woreda IP to ensure a two-way flow of ideas and information. Likewise it is important that individual farmer groups or innovation clusters are represented on Kebele IPs, giving consideration to both gender and age representation. In the case of both Gudo Beret and Emba Hasti IPs, representatives of the primary cooperative, women’s association and youth association were appointed as Kebele IP members.

Based on lessons from the Nile Basin Development Challenge program of ILRI/IWMI, establishing IPs at kebele level was found to be important in engaging farmers in prioritizing issues to be addressed by woreda IPs. It also helps to bring expert knowledge to farmer level allowing farmers’ knowledge to be combined for better impact.

The Technical Committee (TC) can act not only as a link between the three IP levels but can provide guidance and support as IPs become established. TC member selection should be based on their expertise, enthusiasm and time availability. They should represent key IP institutions and facilitate the learning and capacity building of IP members at all the three levels. This will require facilitation and backstopping from ILRI’s IP support group. It will also be important for AR research partners to work through the IPs and not bypass them. Involving the IPs will help in building capacity. Any action that bypasses them will undermine and weaken the IPs and threaten future scaling up and sustainability.

WOREDA STRATEGIC IPS

PURPOSE

To provide strategic direction and advice, supporting and learning from Kebele IPs in developing improved, technologies and practices and policies that improve food and nutritional security and generate income while conserving the resource base.

KEY FUNCTIONS

- Support and backstop Kebele IPs and farmer groups in R&D activities
- Identify and link value chain actors and service providers across prioritized value chains
- Facilitate capacity building activities of IP members and farmers
- Encourage scaling out to other kebeles where appropriate
- Address critical resource constraints that limit effective functioning of IP and farmer development
- Monitor and evaluate the activities and achievements of Kebele IPs
- Establish a “knowledge centre” for use by partners

It is envisaged that IP meetings will be held at least four times per year, reflecting the activities undertaken in Phase II of IP establishment. This should include at least one field visit where all IP members can see and evaluate farmers level implementation. At the same time field days will be organized by the IPs at kebele level not only to show what has been accomplished on the ground to Woreda Strategic IP members but also to the farmers not involved in the IP to promote dissemination of technologies, new practices and knowledge through farmer-to-farmer extension and technology transfer.

MEMBERS

Typical membership will comprise:

- Zone or Regional Bureau of Agriculture representative
- Woreda office of Agriculture Development (WADO - NRM, Crops, Extension, Livestock resource development agency)
- Woreda Administration Office
- Credit institutions (private and/or government)
- Cooperative office representative
- Woreda office of women and youth affair representative
- Woreda water, mine and energy office
- Woreda Health office
- Woreda Agricultural Growth Project (AGP), if it exists in the woreda
- Woreda Sustainable Land Management (SLM) project, if it exists in the woreda
- AR site coordinator
- Research Institute representative(s)
- University representative
- Local NGOs’ Representative(s), if operational in the target Kebeles
- Kebele IP representatives (at least two per kebele, one male and one female)
- Value chain actors, when identified
- Others.....*to be considered*

LEADERSHIP AND IP TECHNICAL COMMITTEE

Each IP should select its own Chairperson, Secretary and Facilitator. These might typically include a senior official from the Woreda as Chairperson, the AR Site Coordinator as Secretary and University representative or Research Institute as Facilitator.

An IP Technical committee (TC) would be established to guide the process of IP development and identify value chain partners at Woreda, Kebele and farmer group levels. The TC would comprise members appointed by the Woreda IP, typically representatives from the University, Research Institute, the Woreda and NGO(s) active in the kebele, AR site coordinator, value chain actors and others as they are identified.

The TC functions will mirror that of the Strategic IP but will also support finalization of IP membership, functions and activities, governance procedures and guidelines for ensuring IP functions are undertaken effectively. At any time the Woreda IP and/or the TC can formulate a task force to ensure action is taken timeously.

Draft guidelines or terms of reference for a Woreda Strategic IP are shown in Annex II, with the purpose, functions, possible indicators and targets of each IP being detailed in Annex III.

KEBELE OPERATIONAL IPs

PURPOSE

To foster effective community participation and ownership during opportunity identification, planning implementing and learning to ensure sustainable adoption of improved technologies that meet farmer's aims

FUNCTIONS

The Kebele IP would need to meet regularly in line with the four stage PREA cycle specifically to support

- Community engagement and mobilization activities
- Identification of challenges, opportunities and encouragement of farmer innovation
- Planning and implementing activities agreed by farmer groups in line with Africa RISING initiatives
- Organising learning events with farmer groups
- Monitoring and evaluation of farmer activities and information sharing with Woreda level IPs
- Mobilizing local resources

PARTICIPANTS

Participants, who should include an appropriate gender and age balance, can be selected from:

- Farmers' representatives from farmer groups (IP clusters). This should included two farmers (one male and one female) from each Innovation Cluster or farmers' group
- Kebele Administration
- Development Assistants
- Cooperative leaders
- Religious leaders
- Agent/ field workers of NGOs and Credit institutes
- Value Chain actors
- Other community respected individuals
- Youth group representatives
- Women group representatives
- Others who may be co-opted from time to time

LEADERSHIP

As with Woreda IP, each Kebele IP should select its own Chairperson, Secretary and Facilitator and form a Kebele TC. These might typically include a senior official from the Kebele office of agriculture as Chairperson, University representative or Research Institute as Secretary and as facilitator. In addition the IP Technical committee would support the IP operations in its early stages. Kebele TCs will work closely with Woreda TCs.

FARMER INNOVATION CLUSTERS

These would be based on individual farmer interest groups, associations or cooperatives or other community based organizations and include men, women and young people.

PURPOSE

To improve food and nutritional security and incomes through increasing productivity of crop, livestock and tree enterprises of farmer groups and household members. *These would address priority constraints and opportunities identified in each kebele and identified in Africa RISING thematic areas.*

FUNCTIONS

- Testing of technologies that address challenges and opportunities identified by Kebele and Woreda IPs of priority to each group including input supply, production, processing and marketing opportunities of crop, livestock and tree enterprises including NRM.
- Appointing a person (model/lead/research/ host farmer) responsible for farmer trials/ demos.
- Encouraging participation by other farmers in trying new practices
- Arranging local field days to assess new practices
- Evaluating demos/trials at mid and end-of-season
- Reviewing the process and planning for the new season
- Representation and participation on the Kebele IP.

An example of an end-of-season evaluation that includes a participatory budget is shown in Annex IV.

PARTICIPANTS

All Members of existing and/or new CBOs and commodity based interest groups including men, women and youth groups.

LEADERSHIP

Each farmer group could be expected to nominate its own leadership including Chairperson, Secretary, lead/model/research farmer. Facilitation could be undertaken by a kebele DA initially supported by a member of the IP Technical group.

VALUE CHAIN ASSESSMENTS AND ACTORS

The involvement of value chain actors on Woreda and kebele IPs is seen as essential in developing market opportunity (Table 1). Value chain assessments are presently being undertaken by AR partners with support from AR Site coordinators and local institutions. These have been selected on a selection of crop and livestock commodities based on both farmer identified priorities and new opportunities. This includes:

- Identification and assessment of agribusinesses in each woreda
- Input supply services
- Output collection services
- Processing and marketing

Potential interventions are mainly based on a market oriented development approach, producing what the market “demands”. Preliminary findings³ indicate opportunities for supplementary feed production and supply based on industrial feed production and feed sale from:

- Cereal, pulses and oil processing factories which produce by products
- Feed mills (union owned) which prepare concentrate mixes for dairy and fattening with ingredients produced in and outside the Woreda
- Shops and primary cooperatives (concentrate mixes) in the Woreda

Potential interventions include:

- Formulation of appropriate feed mixes based on available industrial feed and on farm fodder technologies
- Small scale feed mixing, including chopping of animal feed
- Creation of economies of scale for supply of feed
- Collective purchases linked to producers and/or processing units

Within the dairy value chain, of particular interest to women potential interventions include:

- Small scale collection/processing by private sector, cooperatives or farmer groups
- Collection organized individually or through employed collectors, (cooperative) collection points
- Collection mostly limited to morning milk
- Processing varies by site – butter making, ayeb (whey for animal feeding), irgo, boiled milk

Customers included households in kebele and woreda, hotels and restaurants as well as exports to regional towns.

The way forward includes

- Involvement of R&D partners, value chain actors and service providers in IP meetings
- Agreeing value chain actions and interventions in IPs for implementation by R&D partners
- Involving “market” oriented Innovation Clusters (youth and entrepreneurial farmers) on IPs
- Documenting, studying and learning from intervention processes and impact

³ Dirk Hoekstra, 2014. Livestock value chain assessment/interventions. Presentation at Africa-RISING innovation platform workshop. ILRI campus, Addis Ababa, 22 January 2014.

Table 1: Value chain actors and typical commodity chains

Value chain actors ¹	Typical commodity chains							
	Crops				Livestock			
	Faba bean	Potatoes	Wheat	Vegetables (high value crops)	Milk/dairy	Large & small ruminants	Poultry	
Importers								
Agribusiness -manufacturers, processors								
Seed producers Seed companies Community-based								
Input suppliers/transporters Unions/Coops Agrodealers Agrivets								
Household - Producers (men, women, youth) Poorly resourced average Better resourced	Crop-livestock-forestry systems, soil and water management, irrigation							
Traders/collectors/transporters								
Processors								
Distributors Wholesalers Retailers								
Consumers								

¹Actors from identified value chains need to be included in both Woreda and Kebele IPs

AR RESEARCH THEMES

Africa RISING has identified seven research themes based on constraints and challenge identified with communities during PCAs and other household based diagnostic surveys (Table 2). Research proposals and workplans are currently under consideration to address these. Table 2 demonstrates the cross-cutting nature of most commodities across the themes and reinforces the need for “value chain approaches” in considering possible interventions.

Table 2: Themes, constraints, opportunities and some priority commodities

Theme	Constraints and opportunities	Some priority commodities ¹ and their cross-cutting nature							
		Potatoes	Faba Beans	Wheat	Enset	Vegetables (High Value crops)	Large ruminants	Small ruminants	Poultry
Feed and Forage Development	Availability of livestock feeds is inadequate to support intensification.		x	x	x		x	x	x
Field Crop Varietal Selection and Management	Yields achieved with existing crop varieties and management are low	x	x	x	x		x	x	x
Integration of High Value Products into Mixed Farming Systems	Lack of familiarity with the opportunities that high value products can offer	x				x	x	x	x
Improved Land and Water Management for Sustainability	Shortage of water during the dry season and soil nutrient depletion limit the viability of many crop-related agricultural intensification options	x		x		x	x	x	x
More Effective Crop - Livestock Integration	There is scope for more effective crop - tree - livestock integration	x	x	x	x	x	x	x	x
Cross Cutting Problems and Opportunities	Shortage of seed and seedlings of field, forage and high value crop. Marketing arrangements (input and output) for agricultural products do not always allow farmers to participate equitably	x	x	x	x	x	x	x	x
Knowledge Management, Exchange and Capacity Development	Many technologies and management practices that are promoted to farmers are not adopted	x	x	x	x	x	x	x	x

¹ Further detail is available in PCAs

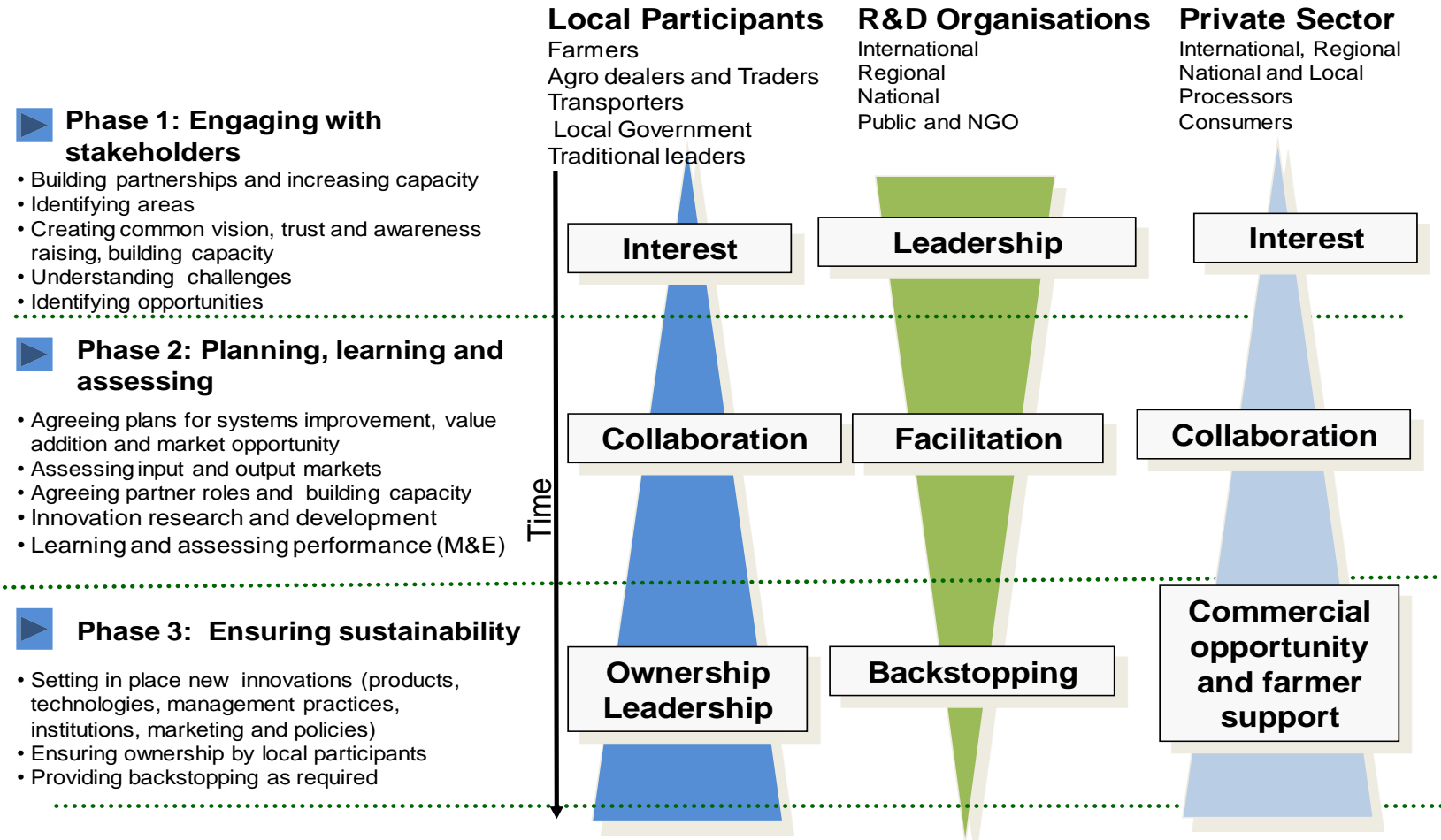
WORKSHOP ASSESSMENTS

What went well	Future challenges and the way forward
<ul style="list-style-type: none"> Well organised, good time keeping with adequate refreshments 	<ul style="list-style-type: none"> Need to ensure fair per diems are paid to participants
<ul style="list-style-type: none"> Well attended with most relevant institutions attending, with good interaction and local ownership being created 	<ul style="list-style-type: none"> Limited private sector involvement Need to ensure participation of value chain actors as assessments are completed
<ul style="list-style-type: none"> Good interest and participation especially when local languages used 	<ul style="list-style-type: none"> Need to ensure that IPs are involved in finalising their functions and developing a participatory M&E system
<ul style="list-style-type: none"> Good facilitation 	<ul style="list-style-type: none"> Training in facilitation skills required for the future
<ul style="list-style-type: none"> Good but sometimes limited participation of women 	<ul style="list-style-type: none"> Need to ensure that women fully participate (gender training will be required in future)
<ul style="list-style-type: none"> Good response from both Woredas and Kebeles with Woreda and Kebele IPs being formed with local names for IPs being suggested 	<ul style="list-style-type: none"> Research proposals and activities need to be channelled through Woreda and Kebele IPs Need to develop linkages with Woreda small enterprise development units
<ul style="list-style-type: none"> Theatre used at Endamokeni was much appreciated 	<ul style="list-style-type: none"> Further development of local theatre groups will promote communication, interest and adoption of technologies Need to develop an M&E system with measurable indicators Need to ensure Zones and Regions are informed of IP establishment and AR activities

MONITORING AND EVALUATION

During IP establishment workshops, it became clear that an M&E system would be necessary to measure the success of the IPs and their activities. It would be appropriate that the development of suitable indicators and how these might be measured needs to be addressed over the next few months. Some thought has been given to this between IP meetings by the ILRI support team. For each IP function an indicator of success has been suggested (**Annex III**). At the same time it may be necessary for AR to establish indicators of success and targets for each research theme, including: development of IPs, field crops, livestock, high value crops, tree crops. Some suggestions are shown in Annex V.

ANNEX I: PHASED DEVELOPMENT OF AN INNOVATION PLATFORM



ANNEX II: GUIDELINES INDICATING THE PURPOSE, FUNCTIONS, MEMBERSHIP AND GOVERNANCE PROCEDURES FOR A STRATEGIC IP (DRAFT)

(Term of Reference -ToR- for woreda strategic innovation platforms)

Purpose

To provide strategic direction, advice, support to and learn from Kebele IPs in developing improved technologies and practices and policies that improve food and nutritional security and generate income for rural communities

Functions

- Support and backstop Kebele IPs and farmer groups in R&D activities
- Identify and link value chain actors and service providers across prioritized value chains
- Facilitate capacity building activities of IP members and farmers
- Encourage scaling out to other kebeles where appropriate
- Address critical resource constraints that limit effective functioning of IP and farmer development
- Monitor and evaluate the activities and achievements of Kebele IPs
- Establish a “knowledge centre” for use by partners

Membership

Membership of a wider coalition of stakeholders should be flexible and include representatives that have common interests and can contribute to research and development activities in the Woreda and target kebeles. Initial members are likely to include:

- Zone or Regional Bureau of Agriculture representatives
- Woreda office of Agriculture Development (WADO - NRM, Crops, Extension, Livestock Woreda credit institutes)
- Cooperative office representative
- Woreda office of women and youth affair representatives
- Woreda key sector office representatives
- Africa Rising site coordinator
- Research Institute representative(s)
- University representative(s)
- NGOs’ representatives operational in the target Kebeles
- Kebele IP representatives (at least two per kebele, one male and one female)
- Commodity value chain actors
- Other.....*to be considered*

Technical Committee

A technical committee will have responsibility for ensuring that the purpose and functions of the Woreda Innovation platform will be effectively undertaken and will report back regularly to the Platform. The members of TC will be involved in frequent meetings in between the IP meetings to make sure that the activities are undergoing according to agreed plan. The TC is also responsible to facilitate the link between the woreda and kebele as well as farmers group level IPs for the suc

Governance procedures

We, members of the Innovation Platform, do hereby agree the following procedures for the smooth functioning of our Innovation Platforms.

Meetings

The following meetings shall be held as specified:

<i>Scheduled meetings</i>	<i>Timing</i>	<i>Venue</i>	<i>Agendas</i>
Planning meeting	To be determined	Woreda HQ	To be determined
Mid season, learning and review meeting			
End of season, learning and review meeting			
Field Visit to both kebeles			

Ad-hoc meetings will be convened as the need arises for adjustment in the planned programme. Ad-hoc meetings can be called by two thirds of the members or by the Chairperson of the Coalition or by half of farmers' organizations that are members.

Procedures for meetings

These will include:

- 1 Timeliness in attendance and conduct of meetings shall be enforced.
- 2 Regular attendance.
- 3 Orderliness in making contributions.
- 4 One week advance notice for absence.
- 5 Proper delegation of responsibilities when absent there should be a written or telephone notification or reminder to all members at least a week before the date of the meeting.
- 6 When 60 percent of the members are present meetings can be conducted and decisions taken.
- 7 The Africa RISING Coordinator will initially be the facilitator with the TC members who shall arrange for
 - participatory development of agenda of meeting
 - shall conduct meetings following the agreed agenda
 - be the convener of the meetings
- 8 Appointment of a secretary to document meetings who shall
 - Ensure proper delegation of responsibilities if absent
 - Early circulation of agenda and minutes of the last meeting
 - Circulate the full contact addresses for all members
 - minutes of meetings shall be taken by the Secretary of the IPMC and such minutes circulated where necessary
- 9 Africa RISING shall in the first instance finance the meetings with support from the Woreda and other participating institutions.

Decision making

1. A decision shall be taken by consensus or by voting. If the latter, the decision of a simple majority shall be upheld.
2. Decisions taken shall be binding on all members of the Coalition.
3. Critical issues requiring urgent attention should be communicated to every member via the most appropriate mean

Data generation and management

1. Research teams shall be established to address interventions agreed by the Innovation Platforms
2. The Research teams shall be responsible for generating data and helping to establish a “knowledge centre” for use by Innovation Platform members.
3. The Technical Committee shall provide guidance for the use of data generated, as provided by Africa RISING
4. All document/ publications emanating from the work of the IP will carry names of all IP members.

Conflict management

In the event of disagreements Coalition members will

1. Internalise resolution, where there are misunderstandings within the IP or between IPs, such disputes being settled amicably through dialogue between aggrieved parties.
2. In case of non internal resolution, externalized by invitation of the Africa RISING Coordinator and the Technical Committee

Meeting attendance and completion of work assignments

1. Failure to attend two consecutive meetings without good reason will require explanation from the member, as to his/her continued commitment to IP work
2. Failure to accomplish two consecutive assignments on schedule without good reason will require explanation from the member, as to his/her continued commitment to the team
3. Where the erring member is not deterred by 1 or 2 above, a letter requesting r his/her replacement shall be sent to the organization he/she is representing

Responsibilities

These will be the responsibility

- IP committee chair: to be determined
- IP secretary: to be determined
- Facilitation – Africa RISING Coordinator or delegated official
- Documentation – Research teams

By accepting participation in the activities of the IP, it is expected that members will

- Be committed, diligent and honourable.
- Accord due respect to one another.
- Be committed to the IP, its technical Committee and Africa RISING goals
- Participate in necessary team work

Agreed by IP members

	Name	Organisation	Signature	Date
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ANNEX III: IP TYPES, PURPOSE, ACTIVITIES, POSSIBLE INDICATORS OF SUCCESS, TARGETS AND MEANS OF VERIFICATION (DRAFT)

IP Type	Purpose	IP Phase and Activities		Indicator	Target	Means of verification
Woreda Strategic Innovation Platform (WIP)	To provide strategic direction, advice, support to and learn from Kebele IPs in developing improved, technologies and practices and policies that improve food and nutritional security and generate income	Formation	1. Establish, support and backstop KIPs and FIPs in R&D activities	WIP established and supporting with KIPs established in two kebeles	2 KIPs and 16 FICs in each Woreda	WIP/ Project reports
		Function	2. Facilitate research on-farm activities, linking research institutions and Universities	Number of research protocols agreed at WIP, KIP and FIP levels	Between 4-8 research protocols agreed for each KIP	WIP/ Project reports
			3. Identify and link value chain actors and service providers across prioritized value chains	No of value chains identified and key actors participating in WIP and KIP activities	At least 2 value chains improved in each kebele	WIP/KIP/Project reports
			4. Facilitate capacity building activities of WIP, K IP and FIP s through needs analysis and training activities	<ul style="list-style-type: none"> Needs analysis undertaken Training provided in crops, livestock and NRM 	At least 4 trainings provided each season	
			5. Encourage scaling out through KIP and to other kebeles where appropriate	<ul style="list-style-type: none"> No of households adopting new technologies in across woreda Improvements in farm productivity and incomes Improved household nutrition 	10% improvements on IFPRI baseline	IFPRI M&E
			6. Address critical resource constraints that limit effective functioning of IP and farmer development	Woreda, NGO and private sector support provided for R&D activities	To be determined	
			7. Monitor and evaluate the activities and achievements of Kebele IPs	M&E system developed for KIP and FIP activities		
		Outcome	8. Establish a “knowledge centre” for use by partners	Type and scale for WIP and KIP knowledge centres established with AR	To be determined	

IP Type	Purpose	IP Phase and Activities		Indicator	Target	Means of verification
Kebele Operational IP or KIP	To foster effective community participation and ownership during opportunity identification, planning implementing and learning to ensure sustainable adoption of improved technologies that meet farmers aims	Function	1 Regular meetings in line with the four stage Participatory Research and Extension (PREA) cycle	Four meetings held each season with ad hoc meetings arranged as needed		KIP minutes of meetings
			- Community engagement and mobilization activities	Number of FIPs formed and represented on KIP	4-8 per kebele	KIP records
			- Identifying Kebele challenges, opportunities and prioritising and encouraging farmer testing	Each FIP participating in discussions with researchers/value chain actors to agree challenges to be addresssee		
			- Facilitation of planning and implementation with FIPs	Number of FIPs implementing farmer trials in conjunction with researchers	4-8 per kebele	KIP and researcher records
			- Facilitating learning events and field days with farmer groups	Number of learning events and field days held each season	3-4 learning events for each FIC 1 field day each season	KIP records
		Outcome	2 Monitoring and evaluation of FIP activities	Participatory indicators to be developed with each FIP		
			3 Identifying and linking FIPs to value chain actors, including input suppliers, finance institutions and marketing buyers	No of value chain actors inside and outside kebele working with FIPs	Two value chains developed and working in each kebele	KIP records Discussions with value chain actors
			4 Represent and report to WIP on KIP progress identifying achievements and challenges and seeking strategic support	At least 4 KIP members from each kebele represented on WIP with feedback on FIP progress to WIP and from KIP documented		WIP and KIP reports

IP Type	Purpose	Activities	Indicators of success to be determined with FIC	Target	Means of verification
<u>Farmer Innovation clusters</u> - FICs comprised of Individual farmer groups (men, women and young people), learning groups, associations or cooperatives or other community based organizations	To work together in resolving specific agricultural and natural resource problems in order to increase household production, nutrition and income	1 Agree challenges, opportunities and options/technologies for farmer-research testing that address challenges and opportunities identified by the Kebele IP of priority to each group including input supply, production, processing and marketing opportunities of crop, livestock and tree enterprises including NRM	FIC identified and options for testing implemented by “Lead Farmer(s)” with support from R&D organisations	4-8 FICs for each kebele	Kebele IP records
		2 FIC selection and appointment of a “Lead Farmer” by FIP members to be responsible for farmer research-testing	Lead farmer(s) appointed using section criteria identifies by farmers	2-3 LFs for each FIC	Discussion with each FIC
		3 Lead farmer(s) implementation of agreed options/technologies	Research protocols agreed and implemented	Each FIP agrees research protocol with researchers	Discussions with each FIC
		4 IC arrangement of local sharing and learning events aligned to ongoing local events or activities	No of events held	Each FIP has 3-4 learning events during each season	DA – Kebele IP
		5 IC participation in Kebele IP field days to share knowledge more widely within the Kebele	No of people participating in KIP field days	Each FIC participates in one Kebele arranged IP per season	Kebele IP records
		6 Assessing progress made with opportunities identified, assessing new challenges and opportunities within the FIP interest area and planning for the new season	Number of new opportunities identified and incorporated into new plans especially with regards value chain actors	Each FIC improving links with input suppliers and markets for their interest areas	Kebele IP records
		7 FIP representation on Kebele IP	2 people (1M, 1F) representing FIP on KIP	4-8 FICs each with 2 reps on KIP	KIP records

ANNEX IV: PARTICIPATORY EVALUATION OF MANAGEMENT PRACTICES AND A PARTIAL BUDGET

undertaken with 7 farmers – 5 men and 2 women, facilitated by Gebrehiwot Hailemariam and Tesfay Hagos

Embo Harzti Kebele, Endemakoni Woreda, Maychew, 7 February 2014

Summary of mid and end of season evaluations of potatoes⁴

The purpose of farmer trials and demonstrations undertaken in 2013 were to:

- Demonstrate “best bet” component technologies (new crop varieties; use of quality seed; improved management practices and production of potatoes, wheat and faba beans.
- Provide a platform for information exchange between farmers, researchers and extension staff to develop more focussed and integrated R&D interventions for the coming Belg (short) season
- Provide a basis for future, system-oriented on-farm research approach,

Three improved varieties of potatoes were tested these being Belete, Gudene and which were compared with a local variety. Results of mid season evaluations are summarised in Table 3.

Table 3: Ranking of potato varieties according to farmer identified criteria (1=worst, 2=moderate, 3=good, 4=best)

Criteria	Belete	Gudene	Gera	Local	Comment
Earliness	3	4	4	1	It has flowered in 75 days from planting, but the local one is not
Number of stem per tuber	4	4	4	2	All improved varieties has from 6-10 stem but the local one has maximum of 4.
Disease tolerance	4	4	4	2	It has escaped from hail damage due to its earliness and no disease incidence
Uniformity	4	4	3	2	All uniform except the local variety
Tuber colour/market demand	4	4	3	3	The two varieties are good colour but Gera has deep eye and the local one is not white
Roots (not growing beyond the given space)	3	3	3	1	The roots of the local variety develops beyond the space provided, which limits cultivation/ earthing-up
Spacing	4	4	4	1	In addition to more plants per given area, it is also good for conserving moisture
Leaf colour	2	2	2	4	The colour of the leaf is deep green but the improved varieties leaf colour is light green
Total	28	29	27	16	At flowering stage Gudene, Belete and Gera were
Rank	2nd	1st	3rd	4th	selected

During end of season evaluations, the major factors identified by participants were tuber yield, size and colour of the tuber. In terms of tuber yield and taste Belete ranked first, but in terms of skin colour, the local variety was preferred. Some conclusions included

- Belete and Gudene were preferred for further dissemination due to higher yields, early maturity and disease tolerance, with a need to improve both access to quality seed and seed storage for seed and ware potatoes
- The possibility of planting trap crops such as chick pea, which relay on residual moisture, is possible with the use of early materials.

⁴ Gebrehiwot Hailemariam, 2014. Summary of results from Farmer trials and Demonstrations – Endamekoni Woreda, Maichew 5 February 2014

Table 4: comparison of management practices used for Belete and a local variety

Activity	Belete	Local variety
Land preparation	Land prepared using oxen <i>No difference between introduced and local practices</i>	
Seed used	<ul style="list-style-type: none"> • 5 quintal per timad (or 0.25ha) • 6-9 tubers per kg • Provided by BoA/CIP • The improved variety is well sprouted and stored in a Diffusion Light Store 	<ul style="list-style-type: none"> • 200 quintal per timad • 20 tubers per kg • Own seed left in ground until required • Smaller tubers are used for own seed, with larger ones being sent to market
Planting	<ul style="list-style-type: none"> • Wider plant spacing between plants (75 x 30 cms) • Undertaken with oxen plus labour to drop tuber in the row and cover with soil • This requires more labour but modification is planned to suit the local plough through 1 tuber row and 2 empty rows 	<ul style="list-style-type: none"> • Narrower plant spacing between rows (40 x 20 cms) • Undertaken with oxen plus labour requiring 2 passes of the plough to cover tuber • Less labour used in local practice
Fertiliser	<ul style="list-style-type: none"> • DAP – 50 kg per timad • Urea – 38 kg per timad • DAP & 50% of UREA is applied along the row at planting, • The remaining Urea is applied as topdressing around plant 	<ul style="list-style-type: none"> • DAP – 25 kg per timad • Urea – 15 kg per timad • Fertiliser is applied around the plant & all the UREA is applied during vegetative stage
<i>Similar labour requirements are needed for both operations</i>		
Weeding and ridging up potatoes	<ul style="list-style-type: none"> • 2 ridging and 1 weeding • Wider spacing allows soil between rows to be used for ridging • 12 people required 	<ul style="list-style-type: none"> • 1 ridging and 1 weeding • Narrow spacing means that soil has to be carried from elsewhere to cover the potatoes • 8 people required
<i>More people are required for the introduced practice due to difference in number of ridging. The improved practice (row planting) ensured enough soil for ridging, ease of watering and tuber collection</i>		
Spraying for blight using a knapsack sprayer	<ul style="list-style-type: none"> • 0.5 kg of Ridomil per timad applied • Sprayer provided by BoA • 1 day required 	<ul style="list-style-type: none"> • Spraying is not common • However farmers applied Ridomil for the local practice as chemical and sprayer were both available through the project
Harvesting	<ul style="list-style-type: none"> • Ox + plough used to uncover tubers and then harvested by hand • Easier to find tubers as there are more of them 	<ul style="list-style-type: none"> • Ox + plough used to uncover tubers • Same labour requirement as improved varieties as tubers are more difficult to find
<i>Children are more efficient than adults in collecting tubers from the soil</i>		
Transport to home	Undertaken by donkey, Birr 10 per quintal	
Storage	Concerns about keeping potatoes due to disease and rodent problems	
Selling	All selling is done individually, usually straight after harvest as income is needed to repay loans and to purchase household items	
Packing material	Sacks purchased at 6 birr/sack	

Table 5: Participatory partial budget comparing the best new variety and management practices with a local variety

Area	0.25 ha 1 timad	Potatoes						Difference
		Betete (preferred new variety)			Local variety			
Main crop	Units	Yield	Price	Total	Yield	Price	Total	
Marketable tubers	quintal	122	350	42,700	40	350	14,000	
<i>Sub-total</i>				A 42,700			14,000	28,700
Other								
Unmarketable tubers	quintal							
<i>Sub-total</i>				B				
Total Output value	-	A+B		42,700	-	-	14,000	28,700

Purchased Inputs	Units	Amount	Price	Total	Amount	Price	Total	Difference
Seed	quintal	5	1,200	6,000	2	600	1,200	
<i>Sub-total</i>			I	6,000			1,200	4,800
Fertiliser								
DAP	kg	50	15	700	25	15	375	
Urea	kg	37	14	518	15	14	210	
<i>Sub-total</i>			II	1,218			585	633
Chemical								
Ridomil applied to both			III	-			-	Same for both
Other								
Packing material	sacks	122	6	732	40	6	240	
<i>Sub-total</i>			IV	732			240	492
Total purchased inputs			(I+II+III+IV)	7,950			2,025	5,925

Outputs less purchased inputs	(A+B)-(I+II+III+IV)	34,750	11,975	22,775
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Labour + draft animals	Unit	No	Cost	Total	No	Cost	hours	Difference
Land preparation	days							Same for both
Planting	days	6	80	480	2	80	160	
Fertilising	days							Same for both
Weeding and ridging	days	12	70	840	8	70	560	
Harvest	days							Same for both
Transport	quintal	122	10	1,220	40	10	400	
Selling	days							
Total labour and draft animals			V	2,540			1,120	1,490

Total purchased inputs and labour	10,490	3,145	7,345
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Total outputs less costs	32,210	10,855	21,355
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Benefit: cost ratio (B:C) ¹	4.3	4.8
Marginal rate of return (MRR) ²	3.9	-

¹The B:C ratio is slightly higher for the local practice, emphasising the need to obtain a high market price and reduce the costs of purchased inputs and labour input.

²The MRR = increase in gross output over increase in costs (28700/7345 = 3.90) shows that for each Birr of additional cost, a farmer earns an additional Birr 3.90 when using the new variety and practice.

ANNEX V: POSSIBLE AFRICA RISING INDICATORS OF SUCCESS (DRAFT)

Development of Innovation Platforms

Lead	Indicator of success	Y1	Y2	Y3	Y4	Y5
ILRI-IP coordinators, national institution, and IP Technical Committees	Number of households adopting a practice/technology arising from AR activities that improves food security and/or increases household income					
	Number of farmer groups actively participating in AR activities and promoting AR technologies or a farmer-modified technology on a farmer-to-farmer basis					
	Number of farmers (lead, model, research or host) directly interacting with AR partners) and participating in on-farm trials and demonstrations					
	Number of farmer groups and farmers participating with active kebele operational IPs in seeking to identify, test and promote new technologies					
	Number of farmer groups representing Kebele IPs participating on Woreda strategic IPs					
	Number of R&D partner organisations effectively participating in Woreda IPs					
	Number of commodity value chain identified and represented on Woreda IPs					
	Establishment of a knowledge centre available to all stakeholders at woreda/research institute level					

Possible research questions have already been posed⁵, namely

Innovation Platform process research

- Lessons about methods and approaches for facilitating, IPs
- Lessons about methods for monitoring and evaluating IPs, and measuring impact
- Analysis of the contextual factors that influence IP processes
- Comparative analysis of platforms (i.e. comparisons between Africa RISING platforms, and between newly established Africa RISING platforms and older existing NBDC/Humid Tropics platforms)
- How do platform processes compare to existing working practices? (i.e. extension services)

Innovation Platform impact research

- How do innovation platforms impact on technological/institutional/policy innovation?
- How do platform processes affect relationships between stakeholders (particularly power dynamics)?
- How do platform interventions impact on different types of farmers (i.e. equity issues)?
- How do platform interventions impact on local farming systems? (i.e. trade-off analysis of interventions, feasibility, social and biophysical impact)
- Scaling up: can research results emerging from small-scale platforms be scaled up to other areas? Can the innovation platform process be mainstreamed?

Field crops - potatoes, wheat, faba bean

⁵ Beth Cullen, Zelalem Lema, Aberra Adie, Gerba Leta, Elias Damtew. Africa RISING: Innovation platform concept note.

Lead	Indicators	Y1	Y2	Y3	Y4	Y5
CIP- with input from other CG centres (CIMMYT, ICARDA) and national institutions through technical committees of IPs	Number of households adopting a practice/technology arising from AR activities that improves food security and/or increases household income					
	Number of farmer groups actively participating in AR activities and promoting AR technologies or a farmer-modified technology on a farmer-to-farmer basis					
	- Community-based seed production					
	- Links to input suppliers improved					
	- Use of quality seed/adoption of new varieties					
	- Adoption of new crop management practices					
	- Increased yields/productivity					
	- Links made to market					
	Number of farmers (lead, model, research or host) directly interacting with AR partners) and participating in on-farm trials and demonstrations					
	Number of farmer groups and farmers participating with active kebele operational IPs in seeking to identify, test and promote new technologies					
Number of farmer groups representing Kebele IPs participating on Woreda strategic IPs						
Number of value chain partner linked and supporting improved marketing arrangements						

Livestock and fodder

Lead	Indicators	Y1	Y2	Y3	Y4	Y5
ILRI- with input from other CG centres (ICRAFF) and national institutions through technical committees of IPs	Number of households adopting a practice/technology arising from AR activities that improves food security and/or increases household income					
	Number of farmer groups actively participating in AR activities and promoting AR technologies or a farmer-modified technology on a farmer-to-farmer basis					
	- Improved animal health and links to input suppliers					
	- Milk production, processing and marketing					
	- Large ruminant production and marketing					
	- Small ruminant fattening and marketing					
	Number of farmers (lead, model, research or host) directly interacting with AR partners) and participating in on-farm trials and demonstrations					
	Number of farmer groups and farmers participating with active kebele operational IPs in seeking to identify, test and promote new technologies					
	Number of farmer groups representing Kebele IPs participating on Woreda strategic IPs					

High value products

Lead	Indicators of success	Y1	Y2	Y3	Y4	Y5
IMWI with input from other CG centres and national institutions through technical committees of IPs	Number of households adopting a practice/technology arising from AR activities that improves food security and/or increases household income					
	Number of farmer groups actively participating in AR activities and promoting AR technologies or a farmer-modified technology on a farmer-to-farmer basis					
	Identification of high value markets					
	Vegetable production to meet market demand					
	More effective irrigation and other input use					
	Links to market established and operating					
	Number of farmers (lead, model, research or host) directly interacting with AR partners) and participating in on-farm trials and demonstrations					
	Number of farmer groups and farmers participating with active kebele operational IPs in seeking to identify, test and promote new technologies					
Number of farmer groups representing Kebele IPs participating on Woreda strategic IPs						

Tree crops

Lead	Indicator of success	Y1	Y2	Y3	Y4	Y5
ICRAF with input from other CG centres and national institutions through technical committees of IPs	Number of households adopting a practice/technology arising from AR activities that improves food security and/or increases household income					
	Number of farmer groups actively participating in AR activities and promoting AR technologies or a farmer-modified technology on a farmer-to-farmer basis					
	Suitable varieties identified					
	Niche identified with farmers					
	Nurseries established					
	Trees planted in crop-livestock systems					
	Number of farmers (lead, model, research or host) directly interacting with AR partners) and participating in on-farm trials and demonstrations					
	Number of farmer groups and farmers participating with active kebele operational IPs in seeking to identify, test and promote new technologies					
Number of farmer groups representing Kebele IPs participating on Woreda strategic IPs						