More meat, milk and eggs by and for the poor

Report of the first CRP Livestock cross-country Learning Week, April-May 2020

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CGIAR is a global partnership that unites organizations engaged in research for a food-secure future. The CGIAR Research Program on Livestock provides research-based solutions to help smallholder farmers, pastoralists and agro-pastoralists transition to sustainable, resilient livelihoods and to productive enterprises that will help feed future generations. It aims to increase the productivity of livestock agri-food systems in sustainable ways, making meat, milk and eggs more available and affordable across the developing world. The Program brings together five core partners: the International Livestock Research Institute (ILRI) with a mandate on livestock; the International Center for Tropical Agriculture (CIAT), which works on forages; the International Center for Research in the Dry Areas (ICARDA), which works on small ruminants and dryland systems; the Swedish University of Agricultural Sciences (SLU) with expertise particularly in animal health and genetics and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) which connects research into development and innovation and scaling processes.

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Introduction

In 2019, the Livestock CRP decided to provide a three-year investment in an integrated core project in each of its priority intervention countries – Ethiopia, Tanzania, Uganda and Vietnam. These investments, approx. USD 1.5 million over three years, are intended to capitalize on previous CGIAR and bilateral projects (2012-2018) that sought to transform target value chains through accelerated research for development interventions along the entire value chains. These core projects will support integrated delivery of already-identified 'best bet' interventions across the five flagship areas and associated cross-cutting themes.

The shared objective of the projects is to accelerate testing and uptake of integrated packages and baskets of technical and institutional innovations/interventions. These projects are supported by the PMU and KIT to maximise learning and intervention outcomes as well as effective engagement, communications and planning. To support learning across the different flagships and country teams, a virtual learning week was organised from 20-30 April 2020 to:

1. Discuss and document learning and reflection on the implementation of the priority country projects;
2. Zoom in on insights and lessons on the integrated intervention packages, partnership development, scaling, change pathways.

In the first week (20-24 April), inputs for the learning were collated through the chat function of MS Teams. A daily learning question was posted on each country channel and shared by e-mail to each country team (including partners). During the day, participants could post or e-mail their replies and react to each other posts. KIT colleagues collated the posts into daily country summaries. In the second week (27-30 April), virtual meetings were organized for each country separately to discuss the main lessons in each country. A final virtual meeting was organized on the 4th of May to present and discuss preliminary cross-country lessons.

Table 1 summarizes the participation per country and per day. Just over half (54%) of the 72 invitees participated in the chat discussions. The first day (topic: integration) attracted most discussion, the fourth day (topic: change pathway) the least. In total, 506 posts and replies were shared during the week. Although the participation rate was good, most participants were CRP scientists. Only three country partners (of 17 invited partners) engaged in some discussions during the week.

Table 1. Participation in the CRP Livestock chat discussion (learning week 1, April 2020)

	Ethiopia	Tanzania	Uganda	Vietnam	Total
# people participating	14	7	18	12	39[a]
# posts & replies (1: integration)	56	39	55	22	172
# posts & replies (2: partnerships)	33	22	28	16	99
# posts & replies (3: key lessons)	27	19	29	16	91
# posts & replies (4: change pathway)	16	13	11	11	51
# posts & replies (5: scaling)	41	10	31	11	93
Total posts & replies	173	103	154	76	506

[a] Some CRP scientists participated in multiple country channels

Box: The five learning questions

Day 1 (integration): In a nutshell, what's your understanding of the 'integrated intervention packages' that your country project is implementing?

- How have you contributed to the integrated intervention packages?
- How has this changed the way you work? What are you or your colleagues doing differently now from before (if anything)?
- What positives or trade-offs have you observed from this process so far?

Day 2 (partnerships): Our country project seeks to engage partners and work towards interventions that can be scaled. Please share any insight or lesson FROM THE PROJECT that you have learned or observed around the ways these partnerships have been developed and are working.

- What actions are we doing that improve our ability to partner effectively?
- Have you seen any specific results or outcomes that demonstrate good partnering?

Day 3 (key insights): Today we want you to step back and share a standout lesson or insight you think the country project can benefit from. It can be on any of the following (or something else you want to share):

- A technical or cross-cutting intervention, working as a team, implementing a tool, taking an interdisciplinary approach, implementing the theory of change, or working with a different research approach (market-systems, sustainable intensification, etc). Tell us why you chose it.
- Have you come across or experienced something unexpected or surprising in your work that happened as a result of your involvement in the project?

Day 4 (change pathways): Now we want to get to the 'meat' of the project. Please tell us about a specific medium to long-term or other change (pathway) the country project has been working on:

- What have you seen happen so far (e.g. progress made, setbacks encountered, opportunities popping up)?
- Is progress happening as you expected? Where are you on the trajectory?
- What has been a success? What has been the challenge?
- Why do you think these happened?

Day 5 (scaling): To close out the week, we will return to a topic that came up several times earlier: scaling! All of our projects are designed to test technical and institutional interventions that can be scaled, even if we are still at the start of the pathways that will get us there.

So, looking at the project as a whole, what do you think are the critical next steps and conditions for us to improve the scaling prospects of our projects and their planned interventions?

Integration

Lessons shared on integration

> **Day 1 (integration)**: In a nutshell, what's your understanding of the 'integrated intervention packages' that your country project is implementing?
> - How have you contributed to the integrated intervention packages?
> - How has this changed the way you work? What are you or your colleagues doing differently now from before (if anything)?
> - What positives or trade-offs have you observed from this process so far?

During the discussions, it became apparent that there are questions and lessons on different dimensions of the integrated intervention packages:

- Effect of integrated intervention package
- Integration between research teams and flagship activities
- Integration on the ground; implementation of integrated intervention package by local partners

Effect of integrated intervention package

For many country teams, it is still unknown what the full effect of an integrated intervention package is on the productivity and livelihoods of smallholder livestock producers. It was noted that some best-bet innovations naturally integrate together (e.g. genetics, breeding and fattening of small ruminants), creating synergies, but the integration of other best-bets (e.g. manure management, environment) may be less obvious. There are also questions about what comprises the integrated intervention package: is it the same set of best-bet practices for everyone, or can next users and end users pick and choose according to their own preference? Flexibility in defining integrated packages is considered as desirable, as different combinations of best bets could serve different purposes for different target groups. However, this would complicate the evaluation of the effect of the integrated intervention package as there will be multiple types of interventions.

Some interventions can more easily be integrated than others – where one activity feeds into another naturally – than others. Integration can result in synergies, such as:

- Combining breeding, feeding and health practices resulting in better flock health, reproductive management and fattening (Ethiopia)
- Integrated packages combine technical and institutional solutions (Tanzania)
- Integration with value chain logic (including bringing in aspects such as demand side, business potential and delivery mechanisms) (Tanzania)
- A digital platform can be an effective mechanism to bring all best bets together and to deliver the intervention to other users. Such tools make a concept like integration more concrete.

Table 2 gives an overview of the integrated intervention packages that are being tested in each priority country.

Table 2. Descriptions of integrated intervention packages in each country

Country	Integrated intervention package
Ethiopia: SmaRT Pack for small ruminant producers	Pilot 'best-bets' tested over many years are being packaged as one bigger intervention to increase productivity of small ruminant producers; this means that all interventions are packaged and offered in all sites.
Tanzania: Maziwa Zaidi for dairy producers	The technical products for the delivery packages to be leveraged by agribusiness targeting producers were identified as Brachiaria grass (or other forage options), manure management, East Coast fever vaccine, and artificial insemination. These are delivered through capacitated agripreneurs and agribusinesses using digital platforms for farmer profiling and e-extension; and capacity development supporting market access, safer products and effective collective action. Two types of packages exist: 1) enabling packages targeting agripreneurs; 2) delivery packages targeting smallholder dairy producers. Both packages consist of three elements: a set of technologies; a set of institutional and delivery components to enable access to the technologies; and a set of actions to grow technical and business capacities to take up and deliver the packages
Uganda pigSMART	The integrated packages being implemented in Uganda are delivering a set of technological innovations from the flagships to the relevant value chain actors. This involves joint planning and delivery ensuring that value chain actors experience a seamless process of engagement. Flagship innovations are sequentially rolled-out following the value chain logic so that farmers and other actors are engaged at the right time. The technologies include herd health, community-based AI in pigs, improved forages, manure management, heat stress, and a business model for improved commercial feeds through training and certification. It also brings in the important element of strengthening market linkages between pig farmers and buyers (aggregators) and input suppliers to incentivise uptake of the technology pieces. There is the extension component through the pigSMART platform to expose pig farmers to the technologies while also enhancing linkages b/w value chain actors
Vietnam	Interventions from the different flagships/ themes (feed, health, breeding, market, gender, market etc.) are developed in the same sites and among the same communities with a common purpose. The nature of the intervention takes account of the needs and constraints in other flagships and are supportive of each other.

Integration between research teams and flagship activities

Integration between research teams and activities starts with joint planning, including a joint construction of the Theory of Change (ToC) and design of the baseline study (including data collection instruments). Flagships also collaborate on other data collection activities (e.g. market survey). It was noted that data analysis may still be done separately by each flagship, but findings should be shared and discussed between flagships.

Comments were made that working on integrated intervention packages encourages to look at the bigger picture rather than individual interventions. In Ethiopia, it was recognized that single interventions are now more harmonized, with farmers receiving the same package of best-bet interventions. This requires better coordination of fieldwork through joint planning and implementation.

Some good practices were shared that facilitate the integration of research activities. In Ethiopia, fieldwork coordination has been improved through joint planning and implementation. Monthly meetings with space for joint reflection on what went well and what needs to be corrected allows collective thinking and acting (Ethiopia). A joint activity that is accessible to all and shared with local communities is a useful tool to make the integrated approach more visible to all involved and facilitate coordination.

It was observed that the integrated approach has several benefits:

- There is less confusion among next users (e.g. extension agents, entrepreneurs) and end users (livestock producers). Coordination between flagships and researchers means that the same integrated package of intervention is on offer for next and end users, and there is one team trying to address the problems of the livestock producers.
- Farmers see opportunity to diversify their livelihoods.
- Potential to unlock complex challenges in livestock value chains.
- Capitalize on interventions coming out of earlier research projects.
- Opportunity to discuss findings and ideas with colleagues from different disciplinary areas.

There are also several challenges:

- It takes more effort to coordinate and integrate activities among flagships as the project becomes more complex, but potentially also more broad at the expense of deepening. Transaction costs of doing the research and implementation thus increase.
- Integration requires increased face-to-face interaction for learning and engaging with local stakeholders.
- Integrated projects require more time input of researchers, as you need to understand the basics of what other components are doing. The effort required is not appreciated in regular performance indicators and reviews against which researchers are held accountable.
- The timeframe of the priority country programs is short, and there are concerns that the ambitions of achieving impact through an integrated approach are unrealistic within the timeframe. Exit strategies are therefore necessary.
- Existing structures and funding mechanisms within the CGIAR limit the flexibility of the projects and as such form a hindrance to integration at times.

The country teams noted that the release of funds for the country projects has been instrumental in facilitating the integration of research activities and best-bets. Without dedicated core funding it is more difficult to organize one integrated approach. However, there are still some questions about whether the country programs result in a different form of integration of activities and solutions than before, and what the ultimate benefit will be.

Essential conditions for integrated interventions
The following drivers and factors have been identified by the country teams as facilitating the integration of their research and best-bets:

- **Team effort** to coordinate planning of activities and implementation, in order to think and act collectively. Dedicated funding, a steady team committed to an integrated approach, regular team meetings to evaluate progress, joint data collection (e.g. baseline surveys, participatory community approaches), willingness to draw in colleagues from different disciplines to support ongoing activities, are all mechanisms to better integrate flagship activities. It helps to start with using simple mechanisms to make sure the interventions are genuinely integrated (e.g. template to describe interventions, joint intervention calendars).

It was also noted that responsibilities should be well-defined so it is clear to everyone who is in charge of what.

- There is a need for **physical presence**, also of researchers, to engage with stakeholders, learn and adjust to change during implementation. Community approaches are seen as effective approaches to engage with end users and develop a joint understanding of their challenges, needs and interests.
- Take advantage of **natural synergies between best-bets**, where one activity feeds into another. For example, breeding and fattening of animals (unselected breeding animals being fattened to be sold as meat), animal health and breeding, or targeted feeding to improve breeding (Ethiopia).
- **Integration of services** provided to end users; bundled services like forage seeds, animal health diagnostics and treatments, selection and provision of breeding animals and reproductive interventions (Tanzania).
- **Integration of research** precedes the identification of an integrated intervention package, and takes multiple years. Some felt there is a need for more focused work on bringing together the ideas of the various flagships around intervention packages and harmonizing them. Mourad Rekik (ILRI) provided an example from Ethiopia: "*A typical example is the identification of a gene mutation influencing fecundity of Bonga sheep. Six years of research have led to the phenotype characterization, the determination of the physiological and endocrine mechanisms and finally the genomic screening of the mutation. A nice piece of integrated research through three different angles.*" It was deemed important to ensure results of assessments and research are continued to be discussed to promote integration (and asking how results influence activities in other flagships).
- **Integrate flexibility and learning** into the implementation. Incorporate problem-solving training and mentoring for local partners in the project. Include a learning agenda to reflect on what is working and what is not in order to refine the implementation if needed. Flexibility may be required, also in terms of what makes part of an integrated intervention package as new opportunities and challenges may arise during implementation.
- Compose the integrated intervention package with a **diversity of partners**; Tanzania, for example, has engaged agripreneurs, researchers, innovators, service providers and delivery organisations to prioritize best-bet technical and institutional innovations and supporting activities to turn them into an integrated package. Ethiopia did something similar in an earlier (IFAD-funded) project, where researchers, extension and other partners (value chain representatives) jointly selected best-bet interventions.
- **ICT tools** (i.e. digital platforms) are considered useful instruments to bring together information that multiple partners and users can access (e.g. Ethiopia, Tanzania, Uganda) but also to create market linkages where buyers and sellers of livestock produce can connect (Uganda). Breaking down content to deliver 'simple' messages challenges researchers to bring different pieces of research together.
- Consider the **demand side as well as the supply side** of the integrated intervention package. Immaculate Omondi provided the example of how the Tanzanian team is trying to balance the push vs pull in the implementation: 1. recommended by experts as push; 2. demand by agripreneurs (pull, enabling); and 3. demand by farmers (pull, delivery).
- Implementation should **follow the value chain logic** so stakeholders are involved at the right time. Do not only focus on the technical packages, but also the delivery approaches that align with the value chain logic.

Learning agenda on integration

Each country team did a quick self-assessment on their progress in terms of integration in the country program. The majority of the researchers reported that the technical integration of best-bets look promising, but the implementation is more challenging (Figure 1).
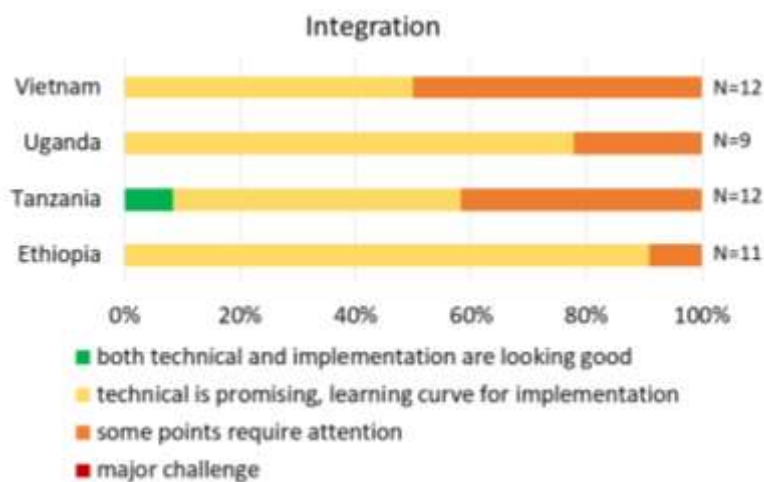
Figure 1. CRP priority country teams' self-assessment on integration

During the discussions the following points for the learning agenda emerged:

- ❑ Documentation of integration process

- ❑ Implementation of integrated intervention packages on the ground

  - ▪ What is done? What are the challenges and opportunities for next users?

  - ▪ What enabling conditions are required?

  - ▪ What level of integration is feasible on the ground? What is sustainable?

- ❑ Is it about aggregation, harmonization or integration of best-bets?

  - ▪ Which factors define level of integration: natural linkages between technical components, history of collaboration, value chain opportunities, other?

  - ▪ What is the effect at local level? Sum ≥ parts?

  - ▪ Sequencing of activities

  - ▪ Minimum complexity vs maximum effect by focusing on 'natural' integration

Partnerships

Lessons shared on partnerships

> **Day 2 (partnerships)**: Our country project seeks to engage partners and work towards interventions that can be scaled. Please share any insight or lesson FROM THE PROJECT that you have learned or observed around the ways these partnerships have been developed and are working.
> - What actions are we doing that improve our ability to partner effectively?
> - Have you seen any specific results or outcomes that demonstrate good partnering?

Creating effective partnerships

The country teams reported that engaging partners from the start of the projects is beneficial to getting the buy-in of these partners, but also to obtain local insights (and secondary data) to inform the project's design and make project targets more suitable to the local context. However, working with partners also requires clear expectation management between partners, well defined roles and the nurturing of an active relationship to avoid antagonism between the project and partners. It was also observed that engaging partners not only in the planning and implementation but also in the production of knowledge products is critical in getting partners trust and commitment in the partnership process. Local partners can often provide insights in the contextual relevance of knowledge and innovations.

Effective partnerships require a diversity of partners. In Ethiopia, the country team worked with local research partners and extension before, but now also engage with district offices and service providers who are important partners for scaling the integrated intervention packages. The team has observed that government officials in most of the regions are interested in partnering to up-scale the technologies. Positive side is that multiple actors from research centres, Livestock Agency and some NGOs start assisting breeding programs.

Depending on the economic and institutional context, effective partnerships can be established with private sector players in combination with partners from the public sector and civil society. In Tanzania, the country program aims to incorporate dairy agribusinesses to deliver the best-bet technologies to dairy producers. Service providers are contracted to capacitate the agri-businesses and adopt a market systems approach, while synergy is also sought with development partners to ensure there is an enabling environment for the agri-businesses to thrive. In particular in Tanzania, where the enabling context and business competitiveness are ranked relatively low compared to other East African countries, finding the right partners is important.

In Uganda, the genetics team is creating a partnership with private sector companies (AbacusBio from NZ and VetLine services from Uganda; also linking us to the PigBoost program) as well as a public sector company (Makerere University). The willingness to make this partnership succeed is high, and the aim is to leverage on each other's resources, e.g. the use of PigBoost as tool, Vetline services training inseminators on the ground, or partners using each other's project sites. The scaling scan in Uganda, however, revealed that partners from the financial sector will be essential to initiate scaling, but are yet to be included in the partnerships. It was also recognized that the constellation of partners may change over time, depending on the project phase.

Activities to make partnerships effective

Several activities were identified that can make partnerships more effective:

- **Knowledge sharing and capacity strengthening** of national partners enhances effective partnerships.
- **Trust** was identified as one of the key elements of effective partnerships. Not only formal linkages and activities create strong partnerships, but also strong social and personal bonds foster trust.
- In Uganda, the partners bring in their existing platforms while the project provides the content that is adapted to the value chain, creating a win-win situation for partners. Setting up a **Community of Practice** (CoP), where the key theme (e.g. sheep fattening in Ethiopia) is at the core has been useful. The topic resonates with all participants/members of the CoP (including cooperatives, research centres, universities, micro-finance institutes and value chain actors), allowing all participants to engage each other.
- In Ethiopia, **community conversations** have been contributing to partnership integration. Local partners and community groups came together to explore and analyse locally relevant issues and develop a joint actionable plan for community-based actions. This approach helped to mobilize partners and act together, as well as help improve the (partnering) capacity of local partners and researchers, and share local experiences in the community.

In Ethiopia, a network of low-infrastructure reproductive platforms to deliver improved genetics has been established with national partners. Seven labs have been established through a co-investment between ICARDA and the national research system. The national system provided the physical structure and the basics of lab equipment while ICARDA invested in specific artificial insemination equipment and supplies and most importantly invested in CapDev of the staff to design, implement and assess reproductive interventions. The partnership went a step further when the first cohort of trained staff in key sites used their capacities to assist the establishment of new sites while, at this stage, ICARDA was only monitoring that the process is put in place in an adequate way.

Challenges in partnerships

Creating partnerships does not come without its challenges. Some reported challenges included:

- Different level of understanding among actors,
- Different interest (for example in site/farmer selection),
- Arranging common time for work/discussion between partners
- Mixing higher-level officials with grassroot personnel of the ministry of agriculture can make the latter group less vocal, so different stakeholder groups (even if from the same institute like the Ministry of Agriculture) may need to be engaged separately

Learning agenda on partnerships

Each country team did a quick self-assessment on their progress in terms of integration in the country program. The majority of the researchers reported that their partnerships are well established, but some specific partners are still missing that could benefit the project (Figure 2).
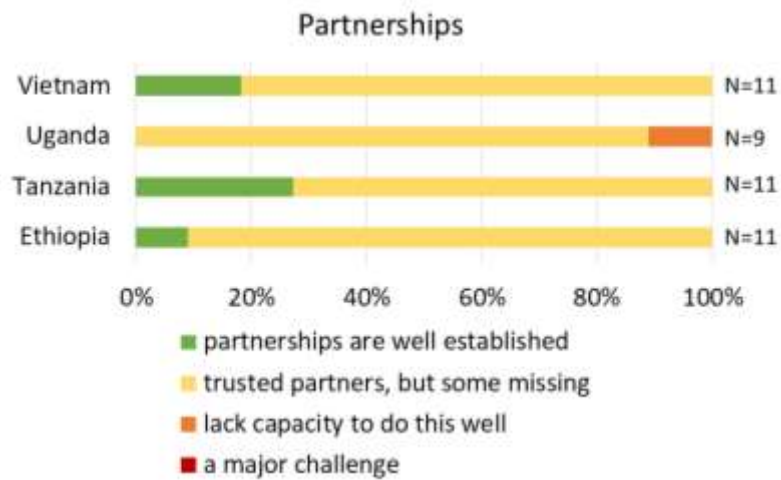
Figure 2. CRP priority country teams' self-assessment on partnerships

During discussions, several issues came up that could compose a learning agenda on partnerships:

- ❑ What are the essentials of partnership building?

- ❑ How to strategize, plan and manage partner engagement for project sustainability?

- ❑ How to effectively manage partner expectations?

- ❑ How to monitor quality / effectiveness of partnerships? What constitutes a good partnership?

Main lessons & surprises

> **Day 3 (key insights)**: Today we want you to step back and share a standout lesson or insight you think the country project can benefit from. It can be on any of the following (or something else you want to share):
> - A technical or cross-cutting intervention, working as a team, implementing a tool, taking an interdisciplinary approach, implementing the theory of change, or working with a different research approach (market-systems, sustainable intensification, etc). Tell us why you chose it.
> - Have you come across or experienced something unexpected or surprising in your work that happened as a result of your involvement in the project?

The country teams shared their own lessons learned from past years of interdisciplinary research.

Ethiopia: community conversations
The flagship Animal Health has been using community conversations as an approach to engage with local communities. The approach offers methods for facilitating integrated project implementation as well as integrating learning. These conversations revealed deep insights in local knowledge and practices that were very valuable for the project. Mamusha Lemma (ILRI) shared valuable lessons from the application of community conversations on animal health in Ethiopia. The main lessons are summarized below (see Annex 4 for more detail):

- Community conversation can serve multiple purposes
- Consider practicalities of the meeting to promote inclusivity
- Invite couples to stimulate household conversations
- Know your community to know your participants
- Connect community conversations to local information sharing networks
- Be clear about your expectations towards participants
- Understand the conversation evolution process
- Use common language
- Insist on team reflection immediately after
- Reflection results in learning results in attitudinal change
- Community conversations should make an integrated part of the work plan
- Link community conversations with multi-stakeholder platforms
- Engage local research and development partners to strengthen relationships with communities

Jane Wamatu (ICARDA) recognized the effectiveness of the community conversations: "*I choose community conversations. Last year during a workshop with youth groups organized for sheep fattening youth groups, l got a sneak peek into the potential of community conversations. The workshop was intended for imparting improved practices in feeds, nutrition and ration formulation, however, the 2 days ended up being in depth discussions around feeding by the youth group members. It was totally exhilarating. The in-depth information on feeding practices and feed resource utilization revealed, has never been captured through surveys. Revelations on misconceptions, outdated info imparted by extension workers, enumerators who rarely visit some youth groups all came to the fore. CCs are very useful for deep insights.*"

Ethiopia: strengthening marketing capacities among small ruminant producers

The Ethiopia team reported a high rate (>95%) of adoption of improved practices and market orientation in sheep fattening by youth groups following entrepreneurial training. This indicates that the market-oriented approach in sheep has proved to be beneficial.

Experiences with collective marketing of small ruminants also yielded important lessons:

- Farmers received training in different aspects of group formation and management, trust, collective marketing, etc. Farmers gave encouraging individual feedback, yet they appreciated the financial compensation for attendance more than the knowledge that was shared during the training.
- Farmers are reluctant to challenge the indigenous hierarchy within the local society, and thus hesitant to form a group led by one of the members. As the proposed group formation for collective marketing was not in line with the indigenous institutions, it became a costly exercise. Collective actions thus need to be aligned with the existing social hierarchy to make them effective and empower the community.

Ethiopia: community-based breeding cooperatives

In Ethiopia, sustained efforts and commitment since 2009 have resulted in community-based breeding cooperatives that enabled small ruminant producers to earn an income and move out of poverty as shown in the communities Bonga, Doyogena and Menz. Engaging communities at every stage in the program implementation and establishment of breeders cooperatives were key for success of such schemes. Interestingly, the Bonga communities are now investing in social responsibilities in addition to the huge benefits they are getting from the program. A clear working structure has contributed to the success. The sustained efforts also built trust form the community and higher officials, who now start considering the CBBPs as an efficient approach to increase small ruminant productivity in Ethiopia.

Tanzania: branding program activities

In Tanzania, the program activities of the current and previous phases of W1/2 funding have been branded under one common umbrella: Maziwa Zaidi. The advantages of this branding are: 1) not confusing clients especially farmers with many labels for program activities and 2) acting as a glue for fostering interdisciplinarity locally and across flagships. Maziwa Zaidi has become known as a dependable forum/partner – motivating for farmers and other stakeholders. The brand name also motivates farmers. Adolf Jeremiah (ILRI) shared an anecdote from 2013: *"After an interview with one of the respondents in Lushoto she said "When I hear we are needed by Maziwa Zaidi people I am always ready because I need my cows to produce more milk and I hope these people are coming with solutions to make my cows produce more, I always follow very careful what they advise". I think the Branding "Maziwa Zaidi" itself is motivational and bringing hope to farmers and other stakeholders and hence acceptance."*

Tanzania: aligning with national strategy plan

The Tanzanian integrated intervention package is built on lessons from previous program phases. One of these lessons is using agribusiness as entry point for upgrading the smallholder dairy value chain. Though the agribusiness approach was resisted by key partners in the previous phase, it is now widely accepted as it aligns with the strong emphasis on rural commercialization in the current national agricultural strategy (2017-2026) for Tanzania. Previously, the focus was rather on pushing productivity from the farmer perspective. The current strategic focus has influenced the enabling environment and mindsets in government and other development partners, creating more interest in agribusiness approaches.

Uganda: understanding incentives for private sector actors

Having engaged with private sector actors such as traders and aggregators, the Uganda team learned that they react differently to specific considerations, risks and incentives in their decision making than foreseen. The traders have a different view on what win-win scenarios could be than the research team. They have a keen eye for business models that are practical and can work, trying to achieve maximum returns on investment. But they are hesitant to enter into marketing arrangements with pig producers, fearing the legal implications if the market is unfavourable. The team has learned to engage with the traders through their informal structures (hiring specific external expertise for this), but finds it difficult to get resources and commitment from the traders for the partnership. As for now, the traders can obtain more benefits from the informal trade and structures than from more formal arrangements.

Vietnam: building a sustainable initiative

The Vietnam team is starting up a new project, but some thoughts were shared on how to build a sustainable initiative, given the short timeframe. Several critical areas were highlighted: 1. A common name or branding for the country program; 2. A set of common practices for the program in working with partners, farmers and other stakeholders; 3. Strong partners on the ground with local presence with whom a trust relationship has been established; 4. Build trust with local authorities and listen carefully to them in order to identify critical issues/priorities.

Change pathways

Short-term changes observed

Ethiopia

Some initial progress has been made on the integrated intervention package, as the program already started sire dissemination, health interventions and proper sire selection leading to increased productivity and creating interest among officials, NGOs and communities. Number of participants increased in all sites, and small ruminant producers (including youth and women) show interest to participate in all components of the SmaRT pack.

The Ethiopian team observed that the country project builds on the lessons learned over the last few years. The impact pathway is therefore seen as a continuum of changes of what has already happened, and what is expected to happen. For example, farmers have become more business oriented, changing their production systems and focussing more on quality rather than quantity of production. Strategic partner engagement and capacity strengthening support have help project partners to support implementation and scaling of interventions beyond the project sites. Activities such as partner meetings, field support, review and planning meetings, multi-stakeholder meetings and community conversations have all contributed to learning and knowledge sharing among project partners which has contributed to the partners' internalization of the project's approaches and methods.

Community-based engagements have contributed to the transformation of constraining gender relations in small ruminant value chains in the project intervention sites. Community conversations have been instrumental to engage community groups in active dialogues about constraining gender relations, questioning their views, values and perspectives regarding gender relations, and establishing new perspectives towards equitable gender relations in the household and community. Mamusha Lemma (ILRI) shared the following observations: "*In Doyogena district, one of the Livestock CRP sites, elders and religious leaders played key roles in challenging community members to change their views and practices about gender relations at the household. During the conversations, people tell stories about their experiences and called for actions to transform constraining gender relations. They openly dialogued about cultural values and norms that constrained men and women to share domestic roles and make decisions equitably. Women realized that they were part of the problem ridiculing and nicknaming men who want to share domestic roles. Couple's participation in community conversations has been a factor in facilitating gender transformation in the household. Since the couples engaged in conversations together, they have shared understanding and commitment to change practices in their household and influence their children.*"

Tanzania

In Tanzania, agripreneurs have been engaged in workshops to articulate their demand within the context of the country program. This has created awareness among agripreneurs about the profitable technology packages that are available. However, progress on change pathways #1 (increased capacity of agribusiness) and #2 (package and test technologies) has been limited so far.

Investments in the previous phase of Maziwa Zaidi has resulted in significant progress in the third change pathway: influence policy and investment. The increasing profile of the livestock sector has continued since the government launched the Livestock Modernization Initiative in 2015 (with support of Maziwa Zaidi) and government policy has shifted towards rural commercialization as a key mechanism for agricultural development. There are signs that evidence-based decision making is institutionalized; e.g. the launch private sector desk at MoLF and invitation to ILRI to support it; increased budgetary allocation by local government authorities for livestock; and the Livestock Expo (where ILRI was invited to give a keynote address). Leveraging activities of the government and other development partners (e.g. SNV, Solidaridad) provide opportunities to make good progress in this change pathway. This experience shows that change pathways do not start with field activities, but rather with long-term presence and partnerships. Field activities can accelerate movement along the pathway, but the pathway itself is being constructed through long-term commitment.

Uganda

The team observed that the conception phase of the project took longer than usual because of stakeholder consultations that were required. The preparation time (for hiring staff, consulting stakeholder, purchasing equipment, etc.) of this type of project takes longer than anticipated, causing some delays in other activities. Nevertheless, establishing the partnerships can be considered as an early achievement in the change pathway.

An important short-term change observed in Uganda is that aggregators are becoming more aware and accepting that by supporting their suppliers (pig producers) through linkages with input and service providers, they also benefit as they get reliable and dedicated supply of pigs. However, the aggregators prefer to engage with large-scale pig producers, but consider dedicated supply arrangements with small-scale producers as a hassle.

Some of the interventions were assessed for potential adoption/scaling and valuable lessons generated. The challenge has been limited adoption of some interventions/technologies, especially by the value chain actors (traders/butchers), e.g. ICT mobile applications for disease reporting. This may be partly caused by weaknesses in the institutional structures, in particular the market systems.

Vietnam

As Vietnam is still at the early stages to develop a new program, little can be reported on the progress made. However, opportunities have been identified to raise more awareness among farmers about feeding practices, feed storage, compost making and vaccination. Training materials on animal health for farmers and professionals are under development.

Impact of the Covid-19 pandemic

The learning week took place at the beginning of the Covid-19 pandemic. Researchers reflected on potential effects of the pandemic on the value chains in their respective countries in general, and the country priority programs in particular.

Program implementation

With the Covid-19 control measures in place (e.g. travel restrictions, closure of venues, ban on group gatherings), many project activities have been put on hold. This includes research activities (e.g. baseline surveys in Tanzania and Vietnam) and stakeholder meetings (e.g. Tanzania, Uganda, Vietnam). In addition, priorities of some partners (e.g. governments) may change. Some activities have moved online or continue over the phone.

Food safety

It is anticipated that consumers and policy makers alike will change perceptions and priorities for food markets. The Covid-19 pandemic may increase the focus on food safety and hygienic practices of food processors and at food markets.

Emily Ouma (ILRI) shared the following observation: "*Currently most of the aggregator businesses (in Kampala) are struggling to remain in business as they cannot access pigs and the major outlets through pork joints are closed as they are considered entertainment joints that bring several people together. It will be interesting to assess the resilience of the aggregator business and the strategies used. In the long run, such businesses that handle fresh pork may transform (or forced to transform) given the poor waste disposal practices and presence of rodents/marabou storks that characterize their premises and increase possibilities of infections to pork handlers and consumers. There are opportunities to strengthen work on food safety including waste management at the slaughter and retail nodes of the pig value chains.*"

Scaling

> **Day 5 (scaling)**: To close out the week, we will return to a topic that came up several times earlier: scaling! All of our projects are designed to test technical and institutional interventions that can be scaled, even if we are still at the start of the pathways that will get us there.
> So, looking at the project as a whole, what do you think are the critical next steps and conditions for us to improve the scaling prospects of our projects and their planned interventions?

Lessons shared on scaling

Suitability for scaling

It was noted that some interventions scale more easily than others. There is a general apprehension that scaling integrated intervention packages is more difficult than a single technology, as both the intervention and the influencing factors become more complex. The more complex the intervention, the more variables (and their interaction effects) need to be considered.

There is a general perception that donors tend to support simple interventions that have a clear impact pathway (and visibility when impacts can be attributed to a single intervention), and are reluctant to support more complex integrated approaches because of fear of failure. It is therefore important to include the donor organisations in longer trajectories to show that more integrated approaches can also work and achieve impact. This also requires producing the evidence that these donors are looking for to be able to influence their agenda setting and program design.

Enabling conditions

Non-technical enabling conditions are important external factors that determine the scaling potential of the integrated intervention packages. This includes elements such as access to finance and insurance, market demand, or policies and regulations, The stakeholder engagements and scaling scans also emphasized the importance of having the right enabling conditions in place.

Partnerships for scaling

There was an overall agreement in the discussions that the right partnerships are key to successful scaling. This includes partners that can facilitate non-technical elements of the integrated intervention packages, such as financial service providers.

Key development partners should be engaged from the onset, to get their buy-in for the intervention packages and the scaling strategy. Once partners are convinced of the effectiveness of the approach or intervention, it is expected that they will support the implementation in other areas. In Ethiopia, experiences were shared on working with partners at international (e.g. FAO, World Bank), national (extension services and NARIs) and local (communities, veterinaries, etc.) level that support scaling by adopting best practices (e.g. the CBBP approach) in their strategies and ways of working beyond the project. These partners then become vehicles for scaling the intervention packages to other areas (spill-over effect) as well as to higher levels of intervention.

In Ethiopia and Vietnam, the public extension services and (regional) governments are important partners for scaling. In these cases, alignment with government's policies and programs is crucial to engage with the public sector partners.

In Tanzania and Uganda the private sector are considered key players for the scaling process. An important prerequisite for scaling is the commercial business case of the integrated intervention package, in particular if private sector partners are expected to drive the scaling of the integrated

intervention package. In Uganda, the project team has invested time and energy in establishing partnerships at the start of the program that can support scaling efforts later. A critical step to ensure scaling is to make sure that synergies are being built across different stakeholders. The Uganda team identified a need to provide a platform where different stakeholders can engage with each other, including private sector players and policy makers to discuss the policy environment. In Tanzania, the project team particularly engaging with agripreneurs through an incubation process to take up the integrated intervention package.

Importance of communication

Communication with relevant stakeholders (including potential new partners) on the integrated intervention package are key to engage partners and prepare scaling strategies. is considered important.

The communication should include key aspects of the project interventions, approaches and results, and should be appropriately designed (clear and concise message) and presented through the appropriate channels to different audiences (policy makers, local leaders, community groups, and extension staff). This also requires the mapping and establishing of contacts, in order to communicate successes and lessons learned with the relevant persons who can influence their organisations. Collaboration with communication partners such as Farm Radio International may be required to set up a coherent communication strategy. Equally, national researchers may have more influence on the ministry than international researchers.

When documenting experiences and turning approaches and lessons into scaling implementation tools and learning materials for partners, their capacities for scaling and implementation can be strengthened through knowledge sharing and providing problem-solving training and support.

Communication can also be done through field visits to demonstrate the technologies to higher level officials. (e.g. Fodder adoption project in Vietnam).

Scaling process

Scaling takes time as it is a long-term process of learning about systemic transformation and adapting strategies according to the lessons learned. Bilateral projects rarely allow the time to learn about scaling of integrated approaches, hence the scientists appreciate dedicated funding that allow research on more critical and complex issues and learning from the experience. It was also noted that the current country programs are not scaling projects as such, but keeping scaling as an end objective in mind does influence the focus and mindset of the research teams.

Overambitious plans for scaling can also put unrealistic pressure on partners to quickly achieve results at the cost of the sustainability of the impact. As Mamusha Lemma (ILRI) noted: *"Overambitious and extraordinary speed of scaling implementation can create pressure on public extension staff to the extent that they force households to adopt interventions without due consideration of their capacities and market opportunities. It can also hamper adequate follow-up and coaching and mentoring support by extension staff, which is key to enable households to effectively adopt interventions, leading to desirable outcomes. A more gradual, phased scaling process allows learning about how successful scaling of project interventions and approaches can be attained. There is also a risk that individual components of technical intervention packages could be promoted."*

It was recognized that it is key to document experiences to facilitate learning, optimize interventions and get the required enabling environment in place to be able to go to scale. Girma Kassie (ICARDA) suggested the following steps to facilitate the learning on scaling in Ethiopia: (i) Documenting the

designing and the implementation processes of the SmaRT packs – with details on how the packs were adapted to social and ecological conditions. (ii) Monitor the adjustments farmers in intervention areas made on the SmaRT Packs. (iii) Evaluate the scale-ability of our SmaRT packs – based on technical and economic criteria. (iv) Develop recommendation domains or scaling maps for the packs. (v) Prepare a dissemination plan for the packs (with simple and accessible guidelines).

Godfrey Ngoteya (ILRI) suggested a similar list of steps to improve the scaling prospects in Tanzania: (i) Never get tired of re-visiting our plans whenever necessary (ii) Monitor the implementation process more closely (iii) Engaging stakeholders throughout the processes through an effective communication strategy. As well as to (iv) stay committed all the time.

Iddo Dror (ILRI) shared his insights from the scaling scans in Tanzania and Uganda. Doing a scaling scan early on in the research project was considered useful as it encourages the teams to look at the solutions from a more holistic view, not focusing only or mostly on the technologies but scanning the entire landscape and identifying the areas that hinder uptake was a useful process. This is often ignored as 'out of scope', however ignoring barriers does not make them go away - so having a quick scan of the pathways was a useful exercise for the country teams and partners. He summarized the lessons of the scaling scans as follows:

1. *Start early. The sooner you start planning for scaling and identifying your pathways, the better – scaling is not something to start thinking about at the end of one's research.*
2. *Be clear about what it is that you are trying scaling. I think the scaling workshops highlighted just how hard it is for us to commit to what we will – and won't – focus on.*
3. *Be intentional on partnerships. Where are the current 'gaps'? How will each partnership address part of those gaps? What partners are missing? etc.*
4. *There are still 'blind spots' around non-technical issues – do we pay sufficient attention to these critical factors that often are the reason why our solutions remain on the proverbial shelf? For example, all groups had finance as their #1 or #2 biggest constraint to reaching the scaling ambition, but we don't have any specific activities on access to finance (that I know of, please correct me if I'm wrong) etc.*

Learning agenda on scaling

Each country team did a quick self-assessment on their progress in terms of scaling in the country program. The majority of the researchers reported that they needed to do more learning and research on scaling (Figure 3).

Figure 3. CRP priority country teams' self-assessment on scaling

During discussions, several issues came up that could compose a learning agenda on scaling:

- ❑ Documentation on qualitative learning around implementation to inform scaling strategies
- ❑ How do we define and measure scaling?
    - ▪ What are we trying to scale (best-bets, integrated packages, delivery approaches, business case)?
    - ▪ To what level?
- ❑ What are the drivers / barriers or enabling conditions (at different levels) for scaling?
- ❑ What are the soft elements of the change pathways (e.g. market approach) that enable scaling?
- ❑ What systemic change / transformation (systems approach) is required to allow scaling of integrated intervention packages?

Annex 1. Country change pathways

Ethiopia: SmaRT – Small Ruminant value chain Transformation in Ethiopia

Change pathways from 4 key entry points:

1. Producers
2. Input and service providers
3. Gender
4. Policy-makers

To achieve (Medium to Long Term Changes):
1. Sustainable increase of small ruminant productivity through improved genetics, feeds and health (while lowering environmental footprint)
2. Continuous supply of small ruminants and their products from target villages
3. Implementation support and promotion of SmaRT Pack is fully integrated in the extension system
4. Improved uptake of SmaRT pack and new farmers outside project move towards SmaRT pack
5. Businesses of new and current private input suppliers and service providers grow and reach more people outside the project villages
6. Women actively participate in the whole value chain – empowered by equitable access to services and higher involvement in decision-making
7. National and regional Government and politicians fully support SmaRT Pack

Leading to:

A. Productivity-enhancing SmaRT pack increases income for small ruminant producers
B. Functional community-and district- level platforms make private and public services and input supplies available for SR producers
C. SmaRT pack becomes part of development strategy of the government.

Tanzania: Agri-entrepreneurship, technology uptake and inclusive dairy development in Tanzania (Maziwa Zaidi)

Change pathways for 3 key strategies:

1. Increase capacity of dairy agribusiness (focus on youth and women)
2. Package and test environmentally sustainable technologies
3. Influence policy and investment

To achieve (Medium to Long Term Changes):

1. Increased agribusiness performance (for men, women and youth)
2. Value chain actors adopt innovative packages (technologies and innovation)
3. Improved business enabling environment (policy level/policy changes)

Leading to:

A. Key stakeholders promote public and private investments in the livestock master plan
B. Increased productivity
C. Agribusinesses interact commercially
D. Increase income (for agribusinesses and farmers) and consumption of safe milk

Uganda: Improving pig productivity and incomes through an environmentally sustainable and gender inclusive integrated intervention package

Change pathways from 3 key entry points:

1. Producers
2. Input and service providers
3. Aggregators

To achieve (Medium to Long Term Changes):

1. Better market organization and linkages with aggregators and inputs and service providers
2. Improved pig productivity
3. Increased use of digitally available solutions to pig production and marketing by the VC actors
4. Increased business orientation of the input and service providers
5. Improved transparency and efficiency in the value chain
6. Pig aggregators establish (equitable) marketing arrangements with farmers and are more supportive of producers in order to get better quality and quantities
7. Input and service providers (incl. extension) are integrated within the market arrangements
8. Farmers (and/or aggregators/middlemen) have access to MFI for piggery

Leading to:

A. Pig aggregators have reliable and consistent supply of healthy and quality pigs and producers are well compensated through better market prices of pigs
B. Increased market opportunities and growth in business for value chain actors (pig aggregators/ input and service providers/producers) through market arrangements
C. Increased income for all actors in the value chain

Vietnam: Livestock-led interventions towards equitable livelihoods and improved environment in the North-West Highlands of Vietnam

Change pathways from 3 key entry points:

1. Crop-livestock farmers
2. Extension and animal health services
3. (Policy) decision-makers

To achieve (Medium to Long Term Changes):

1. Sustainable increase of livestock productivity through improved feeds and forages, nutrient cycling, animal health practices, animal husbandry practices, and animal genetics
2. Farmers see livestock as an income generating activity
3. Farmers have improved market linkages and sell more livestock (products)
4. Agricultural services centers at district level, esp. animal health and extension services are more effective in supporting farmers
5. Decision-makers at district and provincial levels apply their increased understanding in implementing policies
6. Improved alignment at district and provincial levels for environmental management between livestock and environmental departments

Leading to:

A. Sustainably intensified crop-livestock smallholder systems
B. Commercialized livestock smallholder production
C. An enabling environment for sustainable livestock intensification

Annex 2. Day summaries of the learning week

Day 1: Integration

Ethiopia

What is your understanding of the integrated intervention package that your CP is implementing?

Pilot 'best-bets' tested over many years are being packaged as one bigger intervention to mimic what actually happens in the farmers fields. This means that all interventions are packaged and offered in all sites.

How has this changed the way you work? What are you or your colleagues doing differently now from before (if anything)?

- Started looking at bigger picture rather than individual interventions. Integration of intervention has been happening before, but now more harmonised packages across sites. Previously the problem was one farmer gets one intervention package and not the other; now all best bets (health, breeding, feeding, marketing) are introduced to the selected farmers.
- Thanks to the country project an extra effort was made to better coordinate fieldwork to make sure the packages come across as such and not as a series of different interventions. We now plan and implement interventions as a team (since the planning phase). We also think about real integration where one activity feeds to the other, and call upon colleagues to support ongoing activities.
- During monthly meetings there is joint reflection on what went ok and what needs to be corrected; this allows 'collective thinking and acting'. This facilities cross-learning: e.g. discuss usefulness of certain approaches like community conversations for different components of the package and how to organize our community-level and district level platforms
- Essential conditions for integrated intervention include: team of researchers who believe in integrated approach; best-bets which could actually be integrated; proper joint planning of the field activities (both CG and NARS); development of activity calendar which is properly followed; frequent meetings to evaluate progress and see what need to be done differently; consultation with farmers; etc.

What positives or trade-offs have you observed from this process so far?

- **Synergies:** combining breeding, feed and health result in better reproductive management and sheep fattening. The higher the productivity, the more animals have to be marketed, and the more important are marketing models. These interventions are naturally linked (one activity producing input for another intervention).
- Some interventions are less integrated naturally (environmental interventions and breeding). But this was not a prerequisite to become part of SmaRT pack. Best bet interventions have been field-tested and are important to raise productivity and lead to more business orientation and gender inclusion.
- **Synergies:** Observed clear synergies from animal health in that [breeding] interventions improved health of our flocks. Other example of integrated work: health certificates for breeding ram

- Benefit: At least, it is less confusing for farmers, researchers and extension staff compared to before when they were visited individually with our activities. They now believe they work with just one team trying to address their main problems. The problem is that we still don't know how integrated intervention is implemented on the ground (still in learning phase).
- No tradeoffs identified
- Observation: community conversations can also be useful to push agenda of encouraging continued participation of young women

Tanzania

What is your understanding of the integrated intervention package that your CP is implementing ?

The Country Program defines two types of integrated packages as combination of socially and environmentally sustainable technological solutions/ products, and institutional mechanisms, delivery mechanisms that– a) Enable agripreneurs to provide services in commercially viable and profitable manner, and b) Improve livelihoods of smallholder dairy farmers by growing inclusive market systems that provide value for reliable inputs and services.

How has this changed the way you work? What are you or your colleagues doing differently now from before (if anything)?

- Integrated intervention packages (must) include -technical solution/s, (equitable) institutional and/or delivery mechanisms and business potential
- Combined interventions contribute to increased productivity as compared to…..?
- Recognition that existing packages are focusing on the supply side – need modalities to bring in the demand side
- Planning and delivery: understanding that innovations should not only integrate flagships but also be linked sequentially to the value chain logic
- Recognition that packages integrating different solutions could serve different purposes (e.g. 'enabling' and 'delivery') for different target groups
- Development of the packages ought to be a fluid process cutting across organizational/ flagship boundaries as per evolving needs in course of implementation
- Using online training tools to help facilitation teams

What positives or trade-offs have you observed from this process so far?

- Flexibility in defining integrated packages could complicate their evaluation
- Focusing on demand side might highlight needs beyond the scope of the project activities and current areas of work of the partners?
- Positive tradeoff: farmers diversifying their livelihood (e.g. fodder sale) – can it be attributed to integrated package promotion?
- Recommendation: Some packages still lack/need more integration of innovations addressing social and environmental sustainability

Uganda

What is your understanding of the integrated intervention package that your CP is implementing ?

The integrated packages being implemented in Uganda are delivering the a set of technological innovations from the flagships to the relevant value chain actors. This involves joint planning and delivery ensuring that value chain actors experience a seamless process of engagement. Flagship innovations are sequentially rolled-out following the value chain logic so that farmers and other actors are engaged at the right time.

How has this changed the way you work? What are you or your colleagues doing differently now from before (if anything)?

- Collaborate, work together more with colleagues and those from different disciplines. Planning and reflecting together, recognize we are adding value to each component. But also a counterpoint: Are we really working together more (or differently) than in past?
- Dedicated funding for integration was a key driver. And helps to create a stable team
- Recognition that single-domain interventions may not lead to change/impact
- Planning and delivery: understanding that users will need a and roll-out. And that innovations are sequentially implemented relative to the value chain logic

What positives or trade-offs have you observed from this process so far?

- Cost: recognition of complexity – 'it's a long road'.
- Cost: demands increased face-to-face interaction for learning, and especially for engaging local stakeholders. Need visibility on the ground, building relationships and trust
- Benefit: PigSmart platform 'brings it all together' and is mechanism for delivery. Tool helps to understand and structure what complementary knowledge input is required and concretizes concept of integration
- Benefit: Much more staff time investment required for an integrated project – because of need to understand the dimensions of other components. Right now no (time/financial) incentive to engage in other 'integrated' projects.
- Recommendation: Would be useful to use CP's as vehicles for additional fundraising

Vietnam

What is your understanding of the integrated intervention package that your CP is implementing ?

Interventions from the different flagships/ themes (feed, health, breeding, market, gender, market etc) are developed in the same sites and among the same communities with a common purpose. The nature of the intervention takes account of the needs and constraints in other flagships and are supportive of each other.

How has this changed the way of working?

- At initial assessment stage integration was limited:
  - Each flagship has its own tools to do the assessments; special mention of LU/LC change assessment as completely stand alone.
  - Some of fieldwork was coordinated?
  - Linkages made / integration achieved between the feeds and environmental flagships as information from one needed for the other.
- The planning stage was a good opportunity to present results to each other
- Design of the Rhomis baseline survey was coordinated between flagships

- At the implementation stage there are some examples of how integration is planned (hasn't started yet); e.g. integration of genetics information into marketing (LLAFS) study.

Positives and trade-offs observed

- Costs: in particular extra time (transaction costs) for consulting among different flagships, which may result in 'broadening at the expense of deepening'.
- Benefits: more interactions/ collaboration; not yet articulated what that brings apart from that it is *nice* to do it.

Recommendations / other comments:

- Responsibilities should be well-defined so that it is clear who to consult on what (and gain efficiencies)
- Ensure results of assessments and research are continued to be discussed to promote integration (and asking how results influence activities in other flagships)
- Need for more focused work on bringing together the ideas of the various flagships around intervention packages and harmonizing them
- Develop simple mechanisms to make sure the interventions are genuinely integrated (e.g. template to describe interventions)

Day 2: Partnerships

Ethiopia
What actions are we doing that improve our ability to partner effectively?

- Community conversations: local partners discuss problems with communities; it helps to draw lessons, identify challenges, improve capacity of local partners, share local experiences, and solve problems beyond community level.
- Work in multidisciplinary teams with local research institutes; engage development and extension experts at all level
- Multi-stakeholder platforms at local level now include stakeholders on health, breed, feed, environment, marketing (previously mostly health focused)
- Now work with more diverse partners (extension agents, district offices, service suppliers)
- Plan to consolidate community platforms: Community of Practice at local level with government officers at local and district levels, cooperatives, local research centres, universities, micro-finance, value chain actors and representatives of farmer / youth groups. Focus on sheep fattening

Have you seen any specific results or outcomes that demonstrate good partnering?

- *Positive:* Government officials and NGOs are keen to partner in scaling technologies in some regions
- *Positive:* District offices been brought together to support youth groups for sheep fattening
- *Positive:* Low-infrastructure reproductive platforms (network of 7 labs for delivery of improved genetics) where different partners invested together
- *Positive:* Many actors from research centers, Livestock Agency and some NGOs start assisting breeding programs (e.g. strengthening and organizing CBBP operatives, increase participation of DAs in intervention sites, starter ram purchase from our CBBP sites to be used for up scaling).

Lessons

- *Challenges:* different partners have different levels of understanding (of project and of technicalities); it is more complicated to organize meetings; and different partners have different interests
- *Lesson:* If local stakeholder platforms are strengthened structurally (e.g have clear domains & objectives; building good relations among each other, strategic thinking, friendly communication platform, breaking communication barriers, how to share/store info etc etc) they would be very effective in solving local problems, by coming up with home grown solutions which tend to be more sustainable.
- *Lesson:* Need to engage of local (community) and higher (policy) level separately, as stakeholders at lower level may be intimidated and less vocal about issues otherwise.
- Essentials of good partnership include: transparency, TRUE engagement from the inception of a program through to implementation, accountability, proper attribution

Tanzania
What actions are we doing that improve our ability to partner effectively?

- Developed a TOR to invite applications from agri-service providers to capacitate them for adopting a market systems approach aimed at scaling out their businesses and/or uptake of technologies and innovations?
- Training and mentoring agribusinesses
- Organizing common meetings to bring stakeholders together for planning purposes
- (Providing) free access to information from different networks
- Recognize need to explore partnerships with private actors with respect to the right incentives and policy environment to encourage uptake of innovations/ research outputs
- Recognize the need to generate evidence to influence behaviors of private sector and government partners, and donors to support scaling

Have you seen any specific results or outcomes that demonstrate good partnering?

- Positive: Getting partners' buy-in to engage together for scaling innovations
- Positive: Identifying potential issues that need attention to ascertain scaling readiness in a more practical way, and revisiting scaling ambitions

Uganda
What actions are we doing that improve our ability to partner effectively?

- Strengthening capacity of our partners to better carry out their tasks – eg. training herd health champions
- Bring stakeholders together for planning purposes
- Recognize need to strengthen private sector partnerships for implementation (in addition to public sector)
- Regular communication and coordination among the different flagships.

Have you seen any specific results or outcomes that demonstrate good partnering?

- *Positive*: Multiple stakeholders engaged in ToC development, young innovators in ICT, training of local postgraduate students, AbacusBio, Vetline

- *Positive*: Partners mapped in terms of power and interest. Creating win-wins, eg. partner platforms using project content.

Lessons/questions

- Exit plans: need to be clear, and need to manage partner expectations
- Start partner analysis early. Be clear about what you are actually want to do (and scale). Be intentional – how are partners complementary? Which partners will help to solve non-technical issues (eg. access to finance)
- What is a partner? Many partners are contracted. How does this change the relationship?

Vietnam

Actions being implemented to improve ability to partner effectively:

- Have invited representatives from local authorities in planning meeting
- Have invited partners workshops/ trainings (e.g. RHoMIS, CLEANED)
- Visited potential local partners to introduce the project, find out what they do, and seek for potential collaborations
- Shared project plans
- Involved local organizations in the project as consultants or jointly conducting field trials
- Made efforts to interact more with partners to build a sense of team, including socializing.

Developing a Theory of Change to think about scaling and partnerships has been useful; but for Vietnam this may have been early in the process because of the stage the project is in.

Specific results or outcomes observed that demonstrate good partnering:

- Project better known among local authorities and potential partners
- Local insights into project design; project's targets more suitable to local context
- Improved access to secondary data, and locally relevant information from local authorities
- Support received to organize trainings/ workshops/ surveys
- Not yet engaged (much?) with new types of partners, but it may happen further down the line

Day 3: Surprising insights and lessons

Ethiopia

Many lessons were shared by the Ethiopia team; most lessons were harvested over several years related to the implementation of action research, in particular the following topics:

- Community conversations (many lessons on the preparations and process of this multi-stakeholder forum)
- Community breeding / Breeding cooperatives
- Potential of interdisciplinary research
- Importance of learning and reflection in action research
- Collective marketing groups
- The importance of understanding and respecting social hierarchy and local culture (societal rules) in all these participatory approaches

Tanzania

The Tanzanian team discussed the following insights:

- Pitching the project as a value chain development project - with FNS and development objectives – could attract attention of politicians?
- Branding all dairy activities in Tanzania or having a common name such as Maziwa Zaidi for the country program might have been a unifying factor to build commitment of all partners/ stakeholders and a shared understanding of the goals?
- Experience of previous phase is paying off to gain acceptance of the agribusiness approach involving women and youth as an entry point for upgrading smallholder dairy value chains (and might attract more investments for scaling)
- The agribusiness approach aligns with the government's emphasis on rural commercialization (in ASDP II 2017-2026) where there is shift from productivity enhancement to dairy value chains
- Maziwa Zaidi seen as a dependable forum/partner – motivating for farmers and other stakeholders

Uganda

A technical or cross-cutting intervention, working as a team, implementing a tool, taking an interdisciplinary approach, implementing the theory of change, or working with a different research approach (market-systems, sustainable intensification, etc)?

- Branding: consider bringing back the MorePORK label for consistency with L&F and brand recognition
- Need to learn how to engage with the private sector and how they can contribute to the research. What is in it for them? But also how can they contribute resources, and how do we make them commit to it? Maybe a different approach is needed?

Have you come across or experienced something unexpected or surprising in your work that happened as a result of your involvement in the project?

- Maybe not much new - we have been working together in Uganda on the pork VC for a considerable time
- Assumption was that pig aggregators would be enthusiastic to participate in the market arrangements, but they are afraid of the legal implications of not being able to meet the conditions of the agreement. Also, to reach out to them, we have learnt to use their informal structures
- The team needs local expertise and local knowledge to get work done
- Using/ implementing the theory of change allows for incorporating components that might have been overlooked during implementation and/or not foreseen in the design phase of projects;
- ToC framework for monitoring can may be applied to make assumptions on how and why changes occur; also has a role while measuring impact

Other Lessons/questions

- Can agreements with aggregators be 'de-risked' to increase their participation and buy-in? If yes, who is the risk shifting to?

Vietnam

Factors that are critically important for the country programs:

- A common name or branding for the country program
- A set of common practices for the program in working with farmers, other stakeholders and partners
- Strong on the ground partners with local presence with whom a trust relationship has been established, or working towards this where this is not the case yet
- Listening carefully to local authorities to identify critical issues/priorities

Another important surprising issue raised is the lack of conversation about sustainability of the initiatives as the time-frame is short, and high expectations of the stakeholders are being built up.

Day 4: Change pathways

Ethiopia

What have you seen happen so far (e.g. progress made, setbacks encountered, opportunities popping up)?

- Strategic partner engagement and capacity strengthening support have helped project partners became aware and capacitated to support project implementation and scaling beyond the project intervention sites
- Community-based engagements have contributed to the transformation of constraining gender relations in small ruminant value chains.
- Targeted youth group members continue to embark on subsequent fattening cycles.

Is progress happening as you expected? Where are you on the trajectory?

- Progress has been made in terms of project activities (e.g. trainings), but COVID-19 causes some delays.
- Behavioural change is an important part of the impact pathway, and this has been observed (i.e. in how small ruminant producers do business and reorient their production system, shifting from quantity to quality) in some of the sites.
- For example, the project already started sire dissemination, health interventions and proper sire selection which absolutely lead to increased productivity. Interest and participation of the extension experts and officials, some NGOs, the community is shown already. These are good signs that the anticipated changes will be achieved.
- The livestock agency also supports the cooperatives in collective marketing integrated with NGOs for breeding sire and fattened animals.

What has been a success? What has been the challenge?

- In all the sites the number of participants increased and all the members are interested to participate in all SmaRT packs of using improved sires based on recommendation, animal health practices, fattening practices using available resources and collective marketing to sell both improved sires for outside the community and fattened animals.

- The community members in the old sites understood the role of women in small ruminant production and marketing and then they improved the participation and benefits of women for access to new knowledge and information.
- Development practitioners learned a lot over the years and try customize the practices in different areas. However, they mostly focus on breeding ram selection and distribution and some health interventions. They lack following proper breeding system, feed supply and fattening.
- The youth group members are already getting positive feedback from the sheep fattening undertaking and/or they see great potential in the cooperatives. The challenge for them was to register as cooperative (but this has been resolved).

Why do you think these happened?

- The country project builds on previous activities and lessons learned over the last couple of years. The impact pathway therefore is a continuum of changes that have already happened and those we expect to happen due to the new set of interventions.

Tanzania

What have you seen happen so far (e.g. progress made, setbacks encountered, opportunities popping up)?

- Interventions on the ground are on hold so a bit premature to say if the packages need re-designing in view of achieving/ strengthening integration

Is progress happening as you expected? Where are you on the trajectory?

- Tools for implementing baseline surveys are ready
- Call for incubation/acceleration for service providers is ready to go out.
- Engagement with agripreneurs has created awareness about potentially profitable technologies/ research outputs that researchers have to offer
- Project is providing opportunities to engage with development projects and partners like SNV and Solidaridad
- interactions among flagships is going on quite well and we have great partners
- some medium and long term changes in terms of increased income from the agripreneurs and smallholder farmers especially women and youth through sale of feeds and forage planting materials- already visible. More training and demonstrations needed to increase adoption rate.

What has been a success? What has been the challenge?

- Success due to work from the previous phase of Maziwa Zaidi:
- launching of the Livestock Modernization Initiative in 2015 supported by Maziwa Zaidiwith relation to influence policy and investment, partly
- Establishment of a private sector desk at MoLF and invitation to ILRI to support it;
- Increased budgetary allocation by local government authorities for livestock;
- ILRi invited to give keynote address at the Livestock Expo where ILRI was invited to give a keynote address)
- Setback: Corona virus may change life forever, so we may have to reconfigure ourselves to re-set to and work with a "new normal" that we can't paint right now.

Why do you think these happened?

- Maziwa Zaidi's role in the previous phase was instrumental in stimulating government's focus on livestock as an important commodity to drive the rural agribusinesses and commercialization agenda.

Uganda
- No significant changes so far. Many short-term to medium changes not yet achieved due to covid-19 interruptions, e.g. the ultimate business strategies has not yet been able to engage with aggregators and input providers
- A lot of consultation with stakeholders in project inception phase, ideas needed to settle and gel before action could be taken.
- Aggregators are becoming more aware and some establishing dedicated supply arrangements with farmers (especially large-scale producers), and supporting linkages with other input and service providers.
- Service providers are very keen to start using PigSMART as a way of growing their business.
- Government has appointed herd health champions in each district
- Due to COVID, aggregators cannot purchase pigs and pork joints are closed.
- Emerging risk and opportunity: Slaughter and retail nodes of pork value chain may be forced to strengthen hygiene, food safety and waste management >> opportunity for project to support such a process.

Vietnam
- It may be early in the process for Vietnam to say much about how the ToC is developing because of the stage the project is in (no interventions started yet), but 'baby-steps' are being made on the change pathway.
- There are opportunities to raise more awareness among farmers about feeding practices, feed storage, compost making, and vaccination.
- There are also opportunities to improve the timeliness and effectiveness of the government's free cow and buffalo vaccination program.
- Training materials on animal health for farmers and professionals are under development but this activity has slowed down due to the corona outbreak.
- Beef / pork processing is already common, and there is an opportunity to link this to the OCOP program to improve market linkages and work on improving food safety.
- COVID-19 will affect the project at different levels; delays in field activities and stakeholders engagement, and shifting priorities among policy makers, farmers, and consumers. This may require adjustments in the ToC.

Day 5: Scaling

Ethiopia
Next steps country program:

- Evidence on effect of integrated SmaRT pack (also to persuade development partners)
- Monitor adjustment farmers make
- Documentation / development of training material
- Prepare a dissemination plan for the packs (with simple and accessible guidelines)

- Understanding of enabling environment requirements (e.g. services)
- Government support (public extension services
- Engagement of development partners / stakeholders (and sharing of successes and lessons learned to strengthen their implementation capacity)
- Evaluate the scale-ability of our SmaRT packs – based on technical and economic criteria.
- Develop recommendation domains or scaling maps for the packs / scaling strategy
- Develop learning agenda for scaling process

In all this, documenting the learning and communication with development partners is key. But scaling cannot be forced. However, if conditions are right (e.g. local service providers and DAs are capacitated to implement), and the SmaRT pack is effective, it will spill over to other areas. CBBP is taken as an example of an approach that is being picked up by other development partners (GoE, World Bank, FAO), and thus slowly going to scale.

Tanzania

Critical next steps and conditions to improve the scaling prospects of our projects and their planned interventions:

- The goal of scaling is to increase the impact of the innovations by drawing on the influence of key stakeholders – need a commercial business case for uptake of technologies;
- Collaboration with the public sector and promoting the adoption of new techniques or technologies is also needed for scaling; need to strengthen partnerships with key actors.
- Creating visibility for the prioritized technologies is needed; conduct a feasibility study to assess the communication pathways and act on findings;
- Scaling needs good partnerships and commitment to those partnerships on the ground – while delivering content radio and digital formats are most suitable in the given situation. Farm Radio International can be a potential partner.
- Scaling - systemic transformations - takes time. Therefore we need to keep our targets realistically calibrated to the project's timetable.
- Scalability of the interventions depends on the quality of the delivery approaches; we need to develop solid business cases for the intervention packages in order to ensure profitability to the agripreneurs in the incubation phase; the latter requires substantial investment in the incubation process. Also has implications for selection of competent and reliable service providers (need a rigorous vetting process)
- Also needs a communication strategy that will cut across partners, beneficiaries, and service providers for strengthening partnerships, and getting them to focus on areas needed to achieve our scaling ambition.
- In the changed context (COVID), decline of purchasing power might affect both dairy farmers and agribusinesses negatively which in turn will adversely affect the proposed interventions, and reduce chances for scaling.
- Need to assess baseline situation revisit implementation strategy – this needs to be communicated with all partners and stakeholders effectively. Commercial sustainability of the interventions is more critical in the present situation; therefore re-checking our assumptions, plans for delivery and organizing activities is important.
- Need to include non-technological aspects of the interventions e.g. finance.

Uganda

- We will implement the Scaling Readiness deep dive in June with two interventions only: market arrangements and training and certification of feed producers. This will inform repackaging the 'basket'. Scaling Readiness is resource intensive!
- Vital to continue to engage with private sector actors - these are crucial to the whole scaling process and will determine the success of the project
- Need to ensure that interventions are implemented in an integrated manner, that they are consolidated and leverage each other
- Assessing the scaling potential of an integrated intervention is inherently more complex than for a single innovation
- Not much attention has yet been given to gaps identified by scaling scan, notably non-technical elements such as financing and insurance

Vietnam

What are the critical next steps and conditions to improve the scaling prospects of our projects/ interventions?

- Garner support from the government at different levels, by:
    o Involving national researchers from the start who have more influence with government and can support embedding it
    o Organizing cross-site visits to successful sites for higher level officials
- Ensure that interventions are 'simple' enough to be scaleable (example given: using fodder grass species which are easily propagated)
- Build capacity among local partners to ensure they are able to 'take over' the work

Other thoughts:

- Scaling may be different for the Vietnam project compared to the other countries as it is 'new'.
- Scaling may be more challenging in Vietnam because there is more of a systems focus (more livestock/environment interactions

Annex 3. Minutes of the learning week wrap-up session

Key points from country leadership team

Tanzania – Amos:

Useful feedback gained in the learning exercise; reminded of areas to look more into

Highlights:

- Integration: we and others are happy with integration design, spent time doing that, but learning curve for implementation. Especially, in relation to business case for environment for agri-preneurs; need to look at demand side more broadly. Needs to be better integrated into other elements of the package. What are we going to be testing, especially since there is a room for adaptation depending on context raises questions about evaluation at the end. When/ how do we determine what we are evaluating? Then we shouldn't make more changes to what we are testing
- Partnerships: happy about partners involved in co-creation and shared objectives. There is a question about the quality of partnerships and there was a discussion on metrics for that. Helen's work is supporting that. Need to work more on engaging those that are directly involved in implementation, but also nurture those that aren't. Need to create trust in general
- Scaling: recognition that we are on track. Scaling work focusses on getting more investors. We have the right partners but laying the ground for scaling depends on evidence that the packages are working and can be delivered profitable. Scaling scan will support that work.
- We can always do more on communication across flagships and with partners. We have a good ToC to support that. The polls showed that we are doing reasonably well.
- Mentioned the results of the polls (see slides of the synthesis).

James (on chat)

- Need to firm up the partnership arrangements so that all our flagships are clear on how our activities will align with those of partners - SNV, Solidaridad, TALIRI, Govt, etc. It seemed to me that some flagships were worried that the arrangement looked rather loose, without clear terms of what we expect from the partners and what we will do together to qualify the partnerships.
  Amos: This relates to the need for more communications across flagships and partners as we implement the Tanzania project as I also highlighted.

Uganda – Ben:

We are early in implementation so the learnings are about as far as we have gone now.

- The nature of the proposal in Uganda (complex) makes it complicated to implement. It involves a lot of partners. We are showing some integration in terms of working together. Need to look at how we really integrate our work, the integrated package of interventions, and how we implement those, and activity sequencing.
- Partnerships: we have the right partners on board but there is a question about how we work with those partners. We need to think carefully about how we engage with private sector and how we motivate them to contribute resources towards implantation. Other issues is sustainability of partners; how their roles as partners and consultants will pan out in the long run, keeping an eye on exit strategy of the project. The scaling scan done late last year shows there is a gap regarding institutional issues, finance insurance and policy, and the

partners operating in that space. So going forward we need to keep an eye on that to bridge that gap.

Emily

- Integration: there was a lot of appreciation about that but it is now about how to test it out in practice. It is about how we work: coordination, planning, budget. Looking at change pathways rather than at the flagships individually.
- Market systems; the integrated technology packages is complex. The market systems approach brings in the simple things that can be done in these systems to bring value. It is more about the 'softer' changes so we will benefit quite a bit from the contribution analysis supported by KIT.

Ethiopia – Barbara

- Integrated intervention package is already being implemented, mainly about production and marketing. In the discussion it was clear that compared to before there are more disciplines and partners involved which requires more planning, these planning processes can still be improved. So learning around integrating these disciplines is still needed. Some more integrated research questions would be needed. How to best implement this in the field; discussed community-based approaches and how to harmonize this across to the teams and how to measure adoption of integrated packages. There are issues now with doing the baseline surveys (covid0 so need to assess how this will be done to measure success of the integrated intervention packages.
- Partners: have done partnerships mapping with Helen and have an action plan with certain partners. Not yet all partners on board with. But progress made on the action plan and needs to be taken up with more urgency. But given situation maybe needs to be done virtual. Need to work with Helen on how to evaluate these partnerships to see if we are making progress specially on those that we haven't engaged much.
- Not yet done the scaling scan. Next steps are emerging for scaling. E.g. on institutions. Jane has done a review of financing institutions to help finance for farmer and other actors' loans. Needs to be done relatively quickly. Was planned for May workshop but now need to think of how to do it in a different way.
- Insights: nice discussion, this can be documented and see if there are any outcome stories that can be taken to the next annual report.
- Still quite some work to do and see how we do that now that we are scattered.

Aynalem

- Integration: need to integrate among ourselves before we go out. If we go out individually this can create problems. We know how to integrate in theory but on the ground it is still challenging.
- Partnerships: we need clear structures. With CRP sites we have research and extension systems. These institutional structures are needed with clear communication systems and accountability.
- Scaling: you need the evidence that technology works before you think about scaling. It is not only about the integrated packages but also about the individual technologies that can go to scale.

- Discussions a bit difficult for Vietnam. Because we are still at an early stage. But still a good exercise. We are learning for the other countries.
- Integration: still an ongoing process. We don't have an integrated package but we have a series of steps to put it in place. Common understanding of the situation in Vietnam with a system focus. So we want an integrated package for the different farming systems but we don't yet have the package for each. We have done Rhomis survey which was a truly integrated exercise. Now we have to continue in this way to approach the communities. Still a few assessments to do before we have the package. So there will be a market survey which will inform the genetics flagship. Also additional assessment for feeds and forage which will inform the environmental flagship. If we do it this way we can really reach an integrated package. But it takes a lot of time and COVID isn't helping so we need to see what is realistic in the timeframe.
- Scaling: we don't have a clear scaling strategy yet but we know this is something we have to think about. We are aware that we are facing difficulties related to the systems focus. We need to include the systems focus in eth scaling strategy and it is not clear yet how we are going to do that.
- Potential changes in the change pathways due to the pandemic and we will discuss this more in the next few weeks in the team. But general change pathway still valid.
- Partnerships: good partners for the moment but haven't done much with them . For the baseline we had implementing partners and we learned who to work with and not. You can star with a good partner but in the end it is really the individual that count. End of this month we will have the virtual partnership exercise with Helen which will help to identify which additional partners to include.

Discussion on learning agenda

Helen: On partnerships: ILRI staff know that there has been an exercise with Dalberg to make ILRI fit for purpose, and part of that are partnerships. So a process to manage partnerships is being put in place. This includes guidance when you are selecting partners, agreements, tools for partnerships in different stages. It has gone a bit off the radar since COVID. Those tools will be rolled out more widely across ILRI. I have been trying to make sure that the ILRI process is not going in a different direction than for the CRP. So the same tools will be rolled out also for the other partners outside of ILRI. Need to align a bit more with KIT.

Amos: we must work more on balancing the approach we have taken to focus more on deliver and test what is demanded and of interest and how to relate this with the research that we do. The survey with agri-preneurs should inform the design, which should address this particular question. Would like to share lessons with others on this. How do we learn across countries. E.g. how do we best enable scaling? E.g. finance, insurance, policy. In our work we have factored this in. we have sent out a call for capacity building of service providers. We have received a response from a fund that provides financing that may be able to help bridge the financing gap and facilitate groups to access local funds. Especially focusing on organizations that are responsible to facilitate the private sector. Keen to follow up on what exactly we are scaling. In the case of Tanzania our focus I primarily on getting more investments. How we measure that is a different question, If we have significant increase in number of investors (agri-preneurs, public sector, philanthropy) in agriculture.

Peter: how do we best do that? Sharing / webinar to talk about that? Or do we need to do something more substantial?

Amos: there is already a protocol led by Isabelle that zeroes in on what we should all measure and what is more optional. That already provides a basis to identify what we do research on. But we also need qualitative measures. We need to structure things in a way that allows us to do a comparison between countries.

Emily (on chat): Partnerships: I think some focus on measuring effectiveness/quality of partnerships would be a key learning point

Jane: I have been trying to learn how we bring things together. Many people have mentioned contribution analysis but I don't have a clear plan in my head of how we bring all of that together. So we have been looking at how we can capture this in a quantitative way of capturing short-term indicators. But we need to bring it into the broader learning agenda.

Helena: we need to still develop a clearer learning plan and what exactly needs to be documented for that.

Aynalem: scaling, we are just left with 1.5 year. What can we realistically expect from scaling. We are still putting it on the ground and we need to measure if it works and then only we can talk about scaling. We can't do full upscaling. So all we can do is put together a framework.

Peter: do we need documenting on how you are integrating?

Aynalem: yes the integration is very important. But my question is about scaling. We first need the proven technology. If we don't have that. We have the individual technologies and some have already gone to scale but for integration we are not ready yet.

Helena: no one is expecting you to actually scale but as we are implementing integrated packages we can also look at the conditions that need to be in place to scale it up. E.g Uganda realized access to finance is important to get it to scale beyond the project. So which partners need to be in place? Which enabling conditions need to be in place for the integrated package to work. Not saying that we need to solve them all. This can feed into the scaling strategy.

Amos: In the countries here the scaling scan has been done, this provides the interface with the ToC and we have a learning agenda around that and then we are able to say something about scaling partners for the integrated packages that we are trying to promote.

Peter: Uganda and Tanzania have done the scaling scan, do Vietnam and Ethiopia also need to do that.

Helena: for Ethiopia it would beneficial to also do that. The scaling scan could be a useful interface to use

Barbara: Yes it would be useful to do the scaling scan. It can help the teams to focus on a number of hurdles, the 'killer' parts that block scaling. That would help us to work on those critical issues and come up with a proposal of how these can be overcome,. That is how far we would be going with the scaling. This is the integrated package, we evaluate it, do a scaling scan around them, and see what needs to be in place for the integrated package to be successful. But we can also look at the individual technologies that have gone to scale and look at what is hindering and enabling them. This may result in a conclusion that we are better off with individual technologies as it is easier for partners to take to scale. It would indeed be helpful to have a solid framework. So yes to doing a virtual scaling scan. I am waiting to see what is going to happen in the next 2-3 weeks as it looks that

Ethiopia might have the opportunity to do some kind of meetings as the infection seems to be limited.

Peter: The scaling scan provides an entry point into the learning agenda, and for partnerships there is already an approach. What about for Vietnam for the scaling scan?

Helena: for Vietnam it might be too soon, as you are still deciding what the package will look like.

Sabine: Yes I agree it would be for later. We are not in a hurry.

Peter: What about for the integration, there is no ongoing process except for this one.

Barbara: Yes there needs to be more focus on this. Different levels ;in the teams and on the ground, so I would be happy if we could follow this up a bit more with KUT especially on how to best document this type of thing, how to document the process in a way that we can learn from that. And this is needed soon as we already mighty be missing some points.

Helena: Yes. Maybe best way of doing that is doing it between countries on best practices (success stories) and how not to do it. So we'll think about how to best do that.

Ben: yes that is useful.

Peter: how about measurement form a learning perspective, looking at the whole country project or elements of it. Anything we need to do in addition.

Caroline: project M&E; KIT has captured the learning issues that we need to continue to think about. One point would be how this workshop relates to the TOCs for the countries, especially the assumptions and enabling mechanism. Does this workshop bring some of the answers to those enabling mechanisms and assumptions. M&E will be done through MARLO. So we need to think about the next phase of planning and the reporting and be careful about putting down achievable deliverables and to think about innovations policies that will come out of our work.

Peter: I understand that there will be instructions about the POWB soon and the meeting in June will be following up on that.

Helen: we will open up the POWB in MARLO for 'upkeep' in a couple of weeks. 2019 annual report just submitted,. Systems office will review the annual report.

Peter: for the country projects, we are testing the models: partnership, scaling, common tools, integration but we don't have indicators for that. Can we say at the end that the integrated project design is better than a not integrated project design?

Caroline: we need to be able to able to measure the 'soft' changes. How can the ToC and assumptions help us learn?

Jane (on chat): There's been quite some mention of contribution analysis and the ToC to learn and I think this is how we need to look at the qualitative and quantitative M&E and how they both link and contribute. But, so far I can't really visualize how that will work and on the RQ side we've been trying to adapt on the more 'quantitative' side to look at intermediate indicators and shorter-term effects (e.g. effect of training). And the RQ team happy to contribute and see how we can complement / link. **(verbal)** KIT has looked at these five areas and some of them can be embedded in the ToC but we don't have indicators for them. Only Uganda has discussed it a lot. Even pre-covid we knew that 2 years was going to be a challenge to see changes in a quantitative way. So now we have even more challenges. E.g. when can we done the baseline do we need to change the design? Indicators needed at different levels and we have started thinking about that. It should all be embedded in the ToC.

Helena: yes we can go back to the ToC. We need to clean them up a bit and think about the assumptions based on the past 2 weeks of discussions and make a plan on how we can still do a contribution analysis. We may need to have more follow up discussion with the country teams to tease out things a bit more in the coming months. Still thinking about a workable action plan.

Jane (on chat): Sorry Helen I know there are already partnership indicators, I just couldn't think of them or how they may or may not be already integrated into the ToC. I think for scaling potential they should fall out of the scaling scan work?

Helen (on chat): Yes we need to link with that, Iddo is planning a workshop on the scaling stuff later this month

Emily (on chat): yes, would be good to integrate the partnership indicators within the overall ToC.

Peter: June meeting: would it be useful to organize a conversation then. Helen will talk about partnerships and Iddo on scaling, should we also have a session on integration? Or do we need something else? Anything specific?

Helen: integration, partnerships and scaling are the most distinctive features of the country projects compared to other work in the CRP. That is why we are focusing on those. The market approaches are more specific for a few countries in the TOC. (market approach (Uganda), systems approach (Vietnam), community approach (Ethiopia). To be followed up country by country. KIT to engage with Helen on partnerships and Iddo on scaling and for KIT to focus on the ToCs and the change pathways.

Barbara: so who is leading on what? E.g. Helen to chase us on partnerships. For scaling Iddo has helped two countries but has no capacity to also help Ethiopia so we would count on KIT to help do the scaling scan. Virtual things in Ethiopia would be difficult with the partners. So how will it work?

Sabine (on chat): Iddo is also not involved in Vietnam so far

Peter: assumption that Helen's work is a sub-set of the overall agenda,.

Helena: scaling scan; what are the elements to be in place. Scaling assessment is more like deep dive studies done by Iddo. We want to use the scaling scan to learn on specific topics. But for Ethiopia we can help to do a scaling scan somehow. On partnerships I want to engage with Helen to see who we can work. On integration KIT would lead.

Emily (on chat): Scaling "deep dive" engagements will start later this month. Possibly, by then there will be a scaling framework and indicators.

Helen: I can see how I can support the scaling scan in Ethiopia

Peter: for Vietnam they may still need to think about scaling. So something specific should be done at country level.

Jane: we can also help with the indicators. It needs to be an joint effort with the MEL team and the country teams and the PMU and KIT.

Jane (on chat): @Emily - Iddo shared a scaling framework for ILRI earlier today, you got? Unfortunately can't find any indicators in it (wink)

Emily (on chat): I don't seem to have seen it. Please forward

Helena: next steps: report from past two weeks and then make a plan for contribution analysis.

Peter: will follow up with questions on how useful the learning event has been.

Amos (on chat): @Ballantyne, Peter (ILRI) Reminder on engagement to maximize participation of national partners in future virtual meetings.

Peter (on chat): yes @Omore, Amos (ILRI) involving the national partners ... think we need to look beyond teams!

Annex 4. Lessons from community conversations in Ethiopia

Mamusha Lemma shared the following valuable lessons from the application of community conversations on animal health in Ethiopia:

Multiple purposes of community conversations: As a group process, community conversations can be used for different purposes. For example, they can be used to engage community groups to get their voices heard in advocacy, policy-making and planning processes. They can be used as development intervention method to empower community groups and enable them to own the development process. They can be used as a participatory training and knowledge development intervention (combination of discussion and training format), where community conversations explore community groups' existing knowledge and practices and introduce new knowledge in the process. They can also be used as a qualitative research approach to conduct research in a naturalistic setting and interpret results on the spot.

Consider practicalities of the meeting: It is important to consider venue, time and duration of community conversations. The community conversations were conducted in community centers (farmer training centers, community meeting halls or under a tree) which were both accessible to women and men members of communities. Convening community conversations in an open space invited a lot of people including children and the youth to join the conversations. But it also brought challenges in managing the conversations and gaining the attention of participants, who were often distracted by greetings from passersby. We also noted that there were gendered differences in how long men and women commit to stay in discussions. Women tended to go earlier than men because they have small children to care for, food cooking, animals to water, and many other small jobs to do.

Invite couples to stimulate household conversations: Involving couples in community conversations facilitated interaction, cooperation and learning application at the household since both acquired shared understanding and commitment. When one spouse attends conversations, information may be only partially shared or not shared at all. Community members reported that they held household conversations, which included children, leading to improved interactions, relationships, knowledge sharing and decision making.

Know your community: In facilitating community conversations, it is advisable to be familiar with community structures and know who is in attendance of the conversations at the beginning to avoid dominance of conversations by a few and encourage others to participate and express their views. There is a tendency for people to expect community leaders to speak first. If you ask other participants after influential people speak, they tend to agree to what they said. So, it is important to know who is in the meeting before starting the conversations.

Connect community conversations to local information sharing networks: Community conversations facilitated information sharing, social learning and influencing among community groups and beyond. Community members used informal spaces and networks (such as home visits, social gatherings and local savings groups) to share information from their conversations with household members, neighbors and other community members. These information sharing networks are regarded as webs of conversations that connect ideas and people, forming a larger framework of meaning and ideas, which further inform the cultural and social structure of the networks.

Be clear about your expectations: As community members may not have direct experience with participatory processes, they may expect facilitators to talk and 'teach' them instead of actively participating in discussions. Making the purpose clear and clarifying expectations from the start can help avoid this challenge. Facilitators must remind participants that they are not there to 'teach' them but to create space for them to work and find solutions together.

Understand the conversation evolution process: It is important to understand how community conversations evolve and how participants react in the process. Community conversations evolve from a confirmatory view (ideal picture), to a more critical view of perceptions and practices, to community visioning and actions. At the start of conversations, it is expected that participants portray an ideal picture. It is natural to protect themselves and defend their perceptions and practices. They need time to evaluate the interaction and develop confidence and trust before openly and freely discussing and sharing their views. Through probing and storytelling, they could develop trust and confidence and become critical of their own views and practices.

Use common language. While the technical areas of community conversation issues (for example, antimicrobial use and resistance) were not new to local partners, they found communicating these issues to community members in understandable terms challenging. Through engaging in community conversations, local partners learned conceptualizing and localizing discussion issues in words and expressions that were familiar to men and women community members.

Insist on team reflection immediately after: It is a good practice that the facilitation team does reflections immediately after community conversations to capture main points and gain new insights. This also helps develop knowledge and skills of the team through team learning in managing community engagement events. The research team learnt that participation, empowerment, collaborative learning and transformation are key guiding principles in community conversations.

Reflection results in learning results in attitudinal change: A deeper level of learning lies in personal reflection – an interpretive and insight-making process. Personal awareness, new learning and insight making into an issue in question happens through dialogic and self-reflective social learning processes, which result in attitudinal change, new ways of doing and motivation to act. The community conversation process has been a rewarding learning experience for both the community members, the local partners and the research team. Through a reflective learning process, the research team gained new perspectives and insights into the community conversation approach, which in turn helped refine the methodology and community engagement principles. The research team engaged local facilitators and process note-takers in reflective discussions and generative learning process to capture lessons, insights and experiences, which informed the design and delivery of consecutive conversation sessions. This social learning process has been a powerful experience for the research team as well as local partners. Such an after-event reflection and insight-making session has also been instrumental in the analysis and interpretation of community conversation results.

Community conversations should make an integrated part of the work plan: As a development intervention method, community conversations are not a stand-alone activity. They must be implemented along with other development and learning activities over a long-term process. Findings from community conversations must inform intervention planning to address issues raised.

Link community conversations with multi-stakeholder platforms: Since addressing some of the issues raised during community conversations can be beyond the capacity of community groups and involve other stakeholders, other forms of intervention such as multi-stakeholder platforms may be required to address strategic or institutional issues.

Engage local research and development partners to strengthen relationships with communities: Institutional capacity development of research and development partners has been a central objective in the design and delivery of community conversations. Research and development partners claimed benefits from their participation in community conversations. They found the facilitation skills and social learning to be a rewarding experience. They claimed that the community conversation process helped them strengthen their partnering, community engagement, learning facilitation, and demand-driven planning capacity.

Participating in the community conversation process has helped the local partners understand the level of empirical knowledge the community has, and that this knowledge has important value for local planning and intervention. It has also helped change the perceptions of different groups towards others. For example, the community conversation method helped challenge the perceptions of the local partners towards the community. In Doyogena, talking to the district veterinary staff, they had some negative perceptions about the knowledge, care and interest of the community towards caring for their animals. But during the community conversations, community members described their animals needs well and restrictions on resources and support were what limited their actions.

Local research and development partners found community conversations engaging and empowering for both community members and themselves. Compared with their own community engagement practices, they testified that community conversations have made learning engaging for community members. Community conversations also helped contextualize the learning process and create collective understanding (beyond individual learning) through social interaction and collaborative learning between community members and local service providers, leading to locally relevant joint actions and implementation.

Collaborative engagement and learning between community groups and service providers informed local level planning process and interventions. Sustaining community conversation outcomes requires ownership and support of local partners through planned interventions. Integrating community actions into local level planning and interventions can help community groups receive demand-driven technical support and advice from service providers, which again helps community groups continue learning and sharing information, thereby influencing other community groups.