Guidelines on establishing Innovation Platforms for Africa RISING partners in Ethiopia

Zelalem Lema and Beth Cullen

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The Africa Research in Sustainable Intensification for the Next Generation (Africa RISING) program comprises three research-for-development projects supported by the United States Agency for International Development as part of the U.S. government’s Feed the Future (FtF) initiative.

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

The three projects are led by the International Livestock Research Institute (in the Ethiopian Highlands) and the International Institute of Tropical Agriculture (in West Africa and East and Southern Africa). The International Food Policy Research Institute leads an associated project on monitoring, evaluation, and impact assessment.

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Introduction

This guide aims to give an overview of the Innovation Platform (IPs) approach used by Africa RISING. The guide is primarily for Consultative Group in Agricultural Research (CGIAR) researchers and other partners involved in the Africa RISING project. The document aims to briefly explain the IP concept, the initial steps that have been taken to establish platforms in the Africa RISING sites and the communication and coordination mechanism that have been put in place. We hope that this will help the project partners to develop a common understanding of the platform process and the communication strategy.

To date a range of work has been done to prepare for the innovation platforms including: participatory community analysis, identification of local institutions and partners, and value chain analysis in each of the sites. This has resulted in the establishment of ‘strategic innovation platforms’ at woreda level and ‘operational innovation platforms’ at kebele level. The decision has been made to establish platforms at both levels based on previous experience with platforms in the Ethiopian context.

Innovation platforms are a key part of the research for development (R4D) approach being taken by Africa RISING. Sustainable intensification for smallholder crop-livestock farmers is the main focus of the project. However, the Africa RISING research framework is not intended to be prescriptive, the project aims to take an integrated participatory approach to identifying technologies and management practices that work for farmers. This should help to ensure that the research outputs are targeted, that they build on endogenous knowledge and practice and are scalable.

There is also an understanding, based on previous research experience, that sustainable intensification efforts should not be purely technology-focused. Although technological inputs may play an important role, social, economic and institutional factors are also critical to achieving change in agricultural systems. Farm households are influenced by their broader context and by events or dynamics at community and landscape scales.

Previous approaches to agricultural development have focused primarily on changing farmer behaviour, but there is an increasing recognition that addressing agricultural problems requires the involvement of a wide variety of stakeholders with different perspectives and knowledge. These stakeholders include farmers, community members, government, NGOs, research and private sector. Innovation platforms are one way of ensuring that these various project goals are achieved.

Taking a multi-stakeholder, participatory approach will help to ensure that interventions meet the needs of a range of local actors from household, to kebele, to woreda, and potentially beyond.
What are Innovation Platforms?

An innovation platform is a forum for learning, action and change. It is a group of individuals (who often represent different organisations) with different backgrounds and interests. These individuals may include: farmers, agricultural input suppliers, traders, food processors, researchers, government officials, etc. These members come together to diagnose problems, identify opportunities and find ways to achieve their goals. Platforms should also enable diverging interests to come to the fore so that compromises can be developed. Activities may be designed and implemented with the involvement of all platform members, or they may be used to or coordinate activities by individual members or groups of members (Homann-Kee Tui et. al. 2013).

IPs have recently become a popular approach in research for development programs. The popularity of IPs reflects a shift away from technology transfer modes of intervention to focus on co-generation of knowledge. Innovation platforms seek to build innovation capacity, by bringing stakeholders together for dialogue and joint action. Within agriculture, IPs can be useful to explore strategies that can boost productivity, sustainably manage natural resources, improve value chains, or influence policies; these strategies often include biophysical, socioeconomic and political elements, and concern various formal and informal institutions (Homann-Kee Tui et al. 2013). By bringing together actors from various sectors and from different administrative levels, and by acknowledging and making use of their diverse capacity (knowledge, skills, capabilities, interests, resources), IPs may be able to identify and address existing barriers or challenges to innovation and/or take advantage of potential opportunities.

What do we mean by ‘innovation’?

Innovation has been defined as “new information introduced into and utilised in an economic or social process” (Spielman, 2005: 12). Examples of innovations can include:

- A new technology or product that will bring increased yield and income to the farmer
- Improved practices or production techniques that improve production quality and quantity
- A novel idea, process or tool that will help facilitate healthy and sustainable agriculture
- Combined ‘hardware’ e.g. technologies such as new seed varieties, and ‘software’ e.g. a seed multiplication system that requires new social-organisational arrangements (Schut, 2014)
- New combinations of existing knowledge - for example farmer knowledge based on practical experience and expert knowledge that draws on scientific findings.

So, innovations may be technical, organisational, institutional, managerial, related to service delivery or policy. Most importantly new knowledge or technologies do not become an innovation unless they are put into use, or adopted. This may require adaptation of technologies, practices, tools or processes to ensure that they are appropriate for local contexts, which can in turn lead to further innovation.
How Innovation Platforms have been established in Africa RISING

Based on results from diagnostic research, and previous experience with innovation platforms, potential partners have been identified in each of the Africa RISING sites. These partners have been invited to participate in the following workshops and discussions:

I. A two-day training event on innovation platforms was held at the ILRI campus in Addis (January 2014). The participants included Africa RISING site coordinators, and potential IP members representing the major institutions in each site, namely the research institutes, universities and woreda departments. During this workshop participants were introduced to the IP concept and they started planning the IP approach for their sites.

II. A follow-on workshop was organized in each woreda (Basona Worena, Endamekoni, Lemo and Sinana). Potential IP members were invited to attend from Zone, Woreda, Research, University, and two kebeles. These workshops resulted in the establishment of ‘strategic IPs’ at woreda level in each of the four sites.

III. Following the woreda level workshop, further workshops were held in the two selected kebeles in each woreda (8 kebeles in total). At kebele level potential partners were invited including those working for community based organizations (CBOs) and community representatives. These workshops resulted in the establishment of ‘operational IPs’ in each of the eight selected kebeles.

See the Africa RISING wiki: http://africa-rising.wikispaces.com/ethiopia_highlands
Strategic innovation platforms at woreda level

In all the four Africa RISING sites woreda strategic IPs have been established. Strategic IPs are the first point of contact in each sites for any proposed activities. This will ensure that all of the relevant people are informed of AR activities in the woreda. The strategic IPs will help to ensure collaboration and coordination between key partners – including Africa RISING researchers from the various CGIAR centers. This is particularly important because there are a range of projects and activities taking place in the different sites, all involving key actors from the woreda. The IP will encourage knowledge sharing, learning and joint action. The strategic IPs will also be used as a means for scaling up innovations at a later date. In addition to coordinating activities at woreda level, the strategic IPs will help to facilitate interactions with the kebele operational IPs and farmer research groups.

General Assembly

The woreda strategic IPs consist of between 30-40 members. These include Africa RISING site coordinators, universities, national agricultural research institutes, key representatives from woreda and zone, NGOs, private sector, and kebele representatives. These members make up the IP general assembly. All four woredas are based in the Zone administration town which is beneficial as this helps to ensure the participation of Zonal representatives. Previous IP research has found that the Zone is a key part of the political and administrative structure in Ethiopia and as such should be informed of and engaged in IP activities.

The IP general assembly in each site has agreed to meet four times per year for learning and action and this is going to be systematically organized as no specific dates were fixed in the IP establishment meetings. The location of these meetings will rotate between four key local partners: research institutes, universities, Zone Administration and Woreda Administration. The rotation of meeting locations was agreed in order to ensure that responsibilities are shared and to increase collaboration and coordination among the partners. This also provides an opportunity for kebele and woreda level members to visit the research centers and universities and become more familiar with these institutes.

Technical Group

Each woreda IP has a core group of members - also known as the ‘technical group’ (TG). The technical groups in each site have been designed to include key partners and a range of expertise. They consist of the following members: Africa RISING site coordinators, universities, national agricultural research institutes, NGOs, zonal representatives and woreda representatives from the bureau of agriculture and department of women and youth affairs. Responsibilities have been assigned to certain members of the technical group. Research institutes have been assigned the role of facilitator, the site coordinators will act as secretary, the head of the woreda bureau of agriculture will act as chairman for both the technical group and the IP. The decision to appoint the woreda bureau of agriculture as chairman is reflective of the key role that woreda representatives are expected to play in the process.

Technical group members have agreed to meet as frequent as is necessary between general assembly meetings. The location of the TG members meeting will be organized and facilitated by the AR site coordinators at their respective offices.
Operational innovation platforms at kebele level

Operational IPs have been established in all eight Africa RISING kebeles. Operational innovation platforms are the second point of contact for proposed activities at the kebele. Communication with the operational IPs will be arranged via the technical group of the strategic IP (after contacting the site coordinator). Kebele operational IPs have been established by Africa RISING facilitators (from the ILRI IP team) in partnership with the woreda TG members. Strong linkages have already been created between the woreda and the kebele level IPs. Although the operational IPs will mostly be responsible for the practical activities they should be regarded as co-designers and not merely implementers. Genuine collaboration with members of both the kebele IPs and farmer research groups will be a key part of the innovation process.

General Assembly

The operational IP general assembly consists of 25-30 members. Members include: kebele chairman, DAs, Health Extension worker, women and youth representatives, head of farmers’ cooperatives, NGO representatives, elders, religious leaders and farmers. The IP members will meet at the kebele administration meeting hall.

It has been agreed that the kebele operational IPs will meet four times per year, similar to the woreda strategic IPs. The fourth IP meeting of each year will be held in connection with a field day, to be jointly organized by the operational and strategic IP members. The final yearly meeting will focus on reflexive learning around the past years activities, which will act as a basis for the following year’s activity plans.

Technical Group

Each operational IP has also established a technical group. This group consists mainly of Development Agents (DAs) and extension workers. The TG members are responsible for linking partners at woreda and national level with the kebele IPs and farmer research groups. Roles and responsibilities have been assigned: the kebele administrator will play the role of chairman, development agents and health extension worker will take responsibility for facilitation and will act as secretary. There is some variation between kebeles, in some sites NGO experts will act as facilitators.

The kebele technical group members have agreed to meet as frequently as is necessary to fulfill their roles and responsibilities. The TG members will use the Administration office or farmer training centers (which also serve as an office for DAs) as a meeting place.
Farmer Research Groups (FRGs)

So far farmers groups have not been established. These groups will be identified according the Africa RISING research protocols, farmers will volunteer to participate in FRGs based on their interest in the research topics. Any partners working on testing of technologies at farmers’ level are expected to conduct their activities through Farmers Research Groups.

We anticipate that each farmer research group will consist of 15-20 members. There will probably be more than one FRG in each kebele, but this will vary from kebele to kebele and will depend on the locations specified in the research protocols. Individual farmers can be involved in more than one action research group/activity depending on their capacity and level of interest. The farmers group (FG) will be established with a criteria that the action research requires but with farmers interest and willingness to invest will be considered during the selection (see table in Annex 2).

Figure 1: Woreda and Kebele IPs and Farmer Research Groups (Ellis-Jones et al, 2014)

How FRGs are formed for the different protocols

The criteria and steps presented below was developed based on the first time experience in Lemo and Basona woreda woredas on the formation of the first Farmer Research Groups (FRGs) around five livestock related research protocols. The practical selection criteria of farmers at Lemo woreda-Jawe kebele is also presented in the box as a reference/example.

A thorough discussion was made with Africa RISING partners to put criteria for farmer selection for five (5) different prototypes that require a farmer level pilot intervention for the 2014 production season. The discussion was made by team members that involve Kindu Mekonnen, Beth Cullen, Dirk Hoekstra, Tilahun Amede and Elias Damtew before the establishment of different FRGs for different research protocols.
Before the criteria were set they discussed on the following initial points:

- Integration should be a factor
- Kebeles are highly variable - distance/accessibility may be a factor
- Some kebeles can have up to 1,000 households so numbers must be manageable initially
- Equity issues - how to ensure that farmers are representative while also bearing in mind that access to resources are critical for adoption/scaling up of different interventions
- Variability of protocols - some may require specified types of farmers, locations etc.
- What happens to the farmers who have been involved in the pilot demonstrations (mostly model farmers) and those working on irrigated fodder development? Will they continue to be involved?
- Landscape factors - some commodities/entry points may be better suited to some areas than others
- Sites need to be accessible for researchers and partners
- Participation should be based on self-selection/farmer interest
- Gender representation

**Discussions**

The discussion was around the target of Africa RISING research which is based on market oriented activities, subsistence farmers and nutrition. The criteria for farmer selection may need to be changed based on the aim of the protocol. They agreed that the protocols can be integrated on the basis of landscape and value chain activities. The five protocols introduced to the two woredas within two weeks period are the following:

1. Irrigated fodder (7 farmers to be increased to 25),
2. Sheep fattening (20-25 farmers),
3. Crop residue (20-25 farmers),
4. Faba bean related to feed (20-25 farmers),
5. Tree Lucerne (20-25 farmers) and

Protocols will be introduced to the kebeles - farmers will be asked to express their interest – you might also ask that should there be different groups of farmers for each protocol? How will the protocols overlap?

It was agreed that some activities may need to be linked to one another i.e. the same farmers will be chosen for more than one protocol, but others may need to be done by separate groups of farmers. It is also advisable to use the existing kebele structures e.g. Gottes or sub kebeles in order to select the area. Talk to DAs about which Gottes or sub kebeles are most accessible for the research and use this as a starting point. Other Gottes or sub kebeles can be brought in through scaling.
Farmer selection criteria and steps

First briefing the woreda TG members and talk to them about the process of farmer selection is important. Selection criteria may vary depending on the individual kebeles. Each kebele is split into two or three or more Gottes or sub kebeles. Gottes or sub kebeles within the kebele can be chosen as a starting point based on accessibility, resource access, and landscape type. Africa RISING staff can ask Development Agents (DAs) to do a brief sketch map or refer to existing maps to identify the Gottes or sub kebeles that are chosen.

Invite representatives from every household in the selected Gotte/s or sub kebele/s - ask DAs and other kebele TG members to encourage female and youth representation.

Farmer selection can be based on current livelihood strategies/access to resources, but this can be made transparent to the other community members in the meeting. Current resource access should be a factor - e.g. farmers who have access to water/irrigation should be selected for irrigated fodder activities, those who are already involved in sheep production should be selected for sheep fattening but will be provided with sheep for the pilots. Farmer interest is also key - shouldn't choose farmers only based on access resources. Clusters should show a range of farmers e.g. they should bear in mind representation of women, youth and different wealth categories to assess factors influencing adoption.

Kebele IP TG members and other key representatives including the kebele chairmen, zone leaders, and model farmers should be invited to participate in the meeting. Religious leaders, village elders, leaders of traditional institutions should be explicitly invited. Farmers involved in previous pilot demonstrations and irrigated fodder activities will also be invited.

Protocols will be grouped based on thematic areas, farmer selection will vary depending on the protocols. E.g. the feed group will meet in advance of the field visit next week to develop criteria for farmer selection for feed protocols.

Some of the FRGs will overlap based on synergies e.g. irrigated fodder with crop residue. Others will work separately but will share experiences through IP and farmers field days. Kebele IP will be used as a mechanism for knowledge sharing through regular meetings and farmer field days etc.

FRGs will be assessed as the activities progress to monitor who is involved e.g. farmer typologies based on SLATE exercises, where are the gaps, opportunities and challenges.
Date: 2 May 2014  
Place: Jawe Kebele Administration  
Participants:
1. Ato Lobe Haile: from office of Lemo agriculture development  
2. Ato Belay Osier from office of Lemo agriculture development  
3. Ato Tamirate Orjino from office of Lemo agriculture development  
4. Ato Tefra office of Lemo agriculture development  
5. Ato Workneh Dubale: AR site coordinator  
6. Ato Adnew Ayele: Chairman of Jewe KA  
7. Ato Gezahange: V/ chairperson of the KA  
8. Ato Mulatu Bash: DA  
9. Ato Melese Shobiso: KA manager  
Written by: Workineh Dubale (AR site coordinator at Lemo)  

Process/ steps followed and criteria used for the sub kebele/s selection  

Partners at Lemo discussed on how to select sub-kebele/s based on the sub-kebele selection criteria developed by Africa RISIRNG (See above). The exiting information and map of the KA has been referred prior to the decisions made on the sub KA selection. The most important information used was:

- Total households of the KA: 874 HHs  
- Number of the sub KAs: 13  
- Number of HHs per sub KAs (Range): 50-85  
- Number of villages (development villages- groups): 27  

After detail discussion, the team proposed 6 sub-KAs and ranked them using the following criteria:

- Accessibility both in the dry and wet seasons  
- Existence of on-going research activities  
- Proximity of sub-kebeles to each other  
- Existence of willing and active farmers to engage in any research and related works (based on previous history)  
- Availability of resources like ground water potential  

The following sub-kebeles proposed for AR action oriented research implementation:
1. Mehal Jewe (60 HHs)  
2. Bergerara (60 HHs)  
3. Jewe Duna (70 HHs)  

In addition, 30 farmers will be invited from 10 non-selected sub-KAs so as to this group of representative farmers get information. The sub kebeles outside the selected sub kebeles will be reached through field days and scaling. Other three proposed and alternative KAs for future consideration are Techegna Hameshicho. Leveena Hameshicho and Sewore.
The process to be followed during the FRG Formation

On the basis of the plan outlined by sub-kebele selection team, all farmers dwelling in the three sub kebeles will take part in the FRGs formation process. Research protocols will be briefly introduced with generic and specific criteria in a language farmers understand.

Before proceeding to the selection process, farmers are given a moment to think over the research protocols they want to be part of and the associated requirements for each protocol. The farmer selection will then be materialized by picking voluntary farmers in each protocol after a very brief recap is made on the research protocol right before the farmer selection process. Voluntary farmers names will be registered by site coordinators on a flip chat until it reaches to the maximum number proposed on each protocol.

Different farmer typologies, gender and access to basic resources should be considered in the selection process. When higher number of farmers than needed show interest to a particular protocol, a more close watch and in-depth explanation to the criteria should be commenced. But when it falls below the desired number attributing to a number of reasons, spaces needs to be left open until field visits are made by researcher to look into other opportunities.

Before research protocols are implemented on the ground there is a shared conviction that farmer plots need to be assessed if it would be suitable/accessible for a particular research.

See the following steps to be followed during the FRG formation for crop-livestock protocols:

• Develop criteria and identify sub-kebeles for implementing research activities (site team and IP technical committee)
• Invite farmers from the selected sub-kebeles + representative farmers from none selected sub-kebeles
• Organize meetings at each of the Africa RISING research kebeles in 3 sites
• Introduction of meeting participants
• Briefing about Africa RISING project and objectives of the meetings
• Introduce crop and livestock action oriented protocols to the communities
• Facilitate farmers research groups identification
• Create reflection/feedback session for communities and other participants
• The way forward
• Closing
How Africa RISING research is coordinated via IPs

Communication with the IPs will be an essential part of the Africa RISING research process. It is vitally important that the key partners at local level (woreda and kebele) are sufficiently informed of any activities; this will help ensure ownership and sustainability of the project. We recommend that all research protocols are presented to the strategic IPs at woreda level, the technical group will then help to facilitate any subsequent interactions with the operational IPs and farmer research groups at kebele level. In communicating the proposed research activities they will be given the chance to comment, share knowledge and resources, and discuss their potential involvement.

Presentation of research protocols can take place during IP meetings (four times per year). For any urgent activities researchers should contact the International Livestock Research Institute (ILRI) IP contact for a specific site (see contact details in Table 1). They will inform the site coordinator and help to facilitate a meeting with technical group members. This process will ensure that the key people are informed, and that activities proceed in a timely manner. This process has been discussed and agreed on with the IP members in each site. CGIAR research partners are welcome to participate in the IP meetings. Anyone interested in doing so should either follow the Africa RISING Yammer or contact the ILRI IP contact person for the dates, location and IP meeting arrangements. Site coordinators will also play a key role in facilitating interactions with TG members or organizing any activities in the sites. However, the site coordinator will not be able to by-pass the innovation platform.
Communication channels for IPs

IP contact persons at Addis level
Members of the ILRI IP team, all of whom are based in the Addis campus, have each been assigned backstopping responsibilities for the strategic IPs. Before conducting activities in any of the sites communicate with the Addis level contact person to get the specific site information and then through site coordinators. The assigned contact person will keep track of the various activities going on in each site and help facilitate communication between CGIAR researchers and the IPs. It is hoped that this will encourage smooth working arrangements between the partners, and ensure that site coordinators and platform members do not get overloaded. See the table below for contact persons:

Table 1: IP Contacts in Addis

<table>
<thead>
<tr>
<th>Name</th>
<th>Contact person for:</th>
<th>E-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aberra Adie</td>
<td>Lemo Woreda IPs</td>
<td><a href="mailto:a.adie@cgiar.org">a.adie@cgiar.org</a></td>
</tr>
<tr>
<td>Elias Damtew</td>
<td>Basona Worena Woredas IPs</td>
<td><a href="mailto:e.damtew@cgiar.org">e.damtew@cgiar.org</a></td>
</tr>
<tr>
<td>Wallington Jogo</td>
<td>Endamehoni woreda IPs</td>
<td><a href="mailto:w.jogo@cgiar.org">w.jogo@cgiar.org</a></td>
</tr>
<tr>
<td>Zelalem Lema</td>
<td>Sinana Woreda IPs</td>
<td><a href="mailto:z.lema@cgiar.org">z.lema@cgiar.org</a></td>
</tr>
</tbody>
</table>

IP contact persons at site level
A member of the technical group in each site has been elected to keep track of IP activities, set dates and organize meetings at woreda and kebele level, provide trainings and support to IPs at farmers level. The assigned technical group members for each site, and their contact details, can be found in Annex 1. Africa RISING site coordinators will oversee these activities. See their contact detail in Table 2 below. Each site coordinator has a laptop and internet access to ensure regular communication.

Table 2: Africa RISING site coordinators contact details

<table>
<thead>
<tr>
<th>Name</th>
<th>Region</th>
<th>Role in AR site</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workneh Dubale</td>
<td>SNNPR</td>
<td>Site Coordinator - Lemo Woreda</td>
<td><a href="mailto:workudubale@gmail.com">workudubale@gmail.com</a></td>
</tr>
<tr>
<td>Temesgen Alene</td>
<td>Amhara</td>
<td>Site Coordinator - Basona Worena Woreda</td>
<td><a href="mailto:T.Alene@cgiar.org">T.Alene@cgiar.org</a></td>
</tr>
<tr>
<td>Mohammed Ebrahim</td>
<td>Tigray</td>
<td>Site Coordinator – Endamehoni Woreda</td>
<td><a href="mailto:Mohammedebrahim31@ymail.com">Mohammedebrahim31@ymail.com</a></td>
</tr>
<tr>
<td>Addisu Asfaw</td>
<td>Oromia</td>
<td>Site Coordinator – Sinana Woreda</td>
<td><a href="mailto:addiasfd@yahoo.com">addiasfd@yahoo.com</a></td>
</tr>
</tbody>
</table>
Communication tools

Addis IP contacts and site coordinators will use Africa RISING Yammer to provide regular updates with information about the IP meetings, including the times and agenda. You can follow us on Yammer: https://www.yammer.com/africa-rising/#!/threads/index?type=following

The Africa RISING wikispace will be used to store IP workshop establishment reports, meeting reports, guidelines and other useful documents from each of the sites. We are creating a space for IP related documents on the Africa RISING Wiki under the tab ‘Ethiopian Highlands’. Follow this link: http://africa-rising.wikispaces.com/innovation+platform

Further information

You can find further information about innovation platforms here: https://cgispace.cgiar.org/handle/10568/33667/browse?value=INNOVATION+SYSTEMS&type=ilrisubject
References


Annex 1: Africa RISING Technical Group members of each woreda

A. Basona Strategic IP Technical Group Members

<table>
<thead>
<tr>
<th>No</th>
<th>Full name</th>
<th>Organization</th>
<th>Role</th>
<th>Mobile/Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Shewangizaw Negussie</td>
<td>Basona Worena Woreda Office of Agriculture (WOA)</td>
<td>Chair person</td>
<td>0911719077</td>
</tr>
<tr>
<td>2.</td>
<td>Temesgen Alene</td>
<td>ILRI- Africa RISING</td>
<td>Secretary</td>
<td>0920512116 <a href="mailto:T.Alene@cgiar.org">T.Alene@cgiar.org</a></td>
</tr>
<tr>
<td>3.</td>
<td>Amhayesus Belete</td>
<td>Debre Birhan University (DBU)</td>
<td>Facilitator</td>
<td>0920175218 <a href="mailto:Amhab28@gmail.com">Amhab28@gmail.com</a></td>
</tr>
<tr>
<td>4.</td>
<td>Abiro Tigabie</td>
<td>Debre Birhan Agricultural Research Center (DBARC)</td>
<td>Member</td>
<td>0931522241 <a href="mailto:abirot@yahoo.com">abirot@yahoo.com</a></td>
</tr>
<tr>
<td>5.</td>
<td>Tegene Seifu</td>
<td>WOA - AGP focal person</td>
<td>Member</td>
<td>0910359492 <a href="mailto:tegene2010@yahoo.com">tegene2010@yahoo.com</a></td>
</tr>
<tr>
<td>6.</td>
<td>Jemal Mohammed</td>
<td>WOA - SLM focal person</td>
<td>Member</td>
<td>0911777136</td>
</tr>
<tr>
<td>7.</td>
<td>Bekele Demssie</td>
<td>Basona Worena Woreda women, children &amp; youth affairs</td>
<td>Member</td>
<td>0911777322</td>
</tr>
<tr>
<td>8.</td>
<td>Silesih Aynekulu</td>
<td>SUNARMA (Local NGO)</td>
<td>Member</td>
<td>0911316339 <a href="mailto:michartay2013@gmail.com">michartay2013@gmail.com</a></td>
</tr>
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B. Endamehoni Strategic IP Technical Group Members

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<tr>
<th>No</th>
<th>Full name</th>
<th>Organization</th>
<th>Role</th>
<th>Mobile/Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Haftom Hagos</td>
<td>Woreda OfFRe of Agriculture-Extension</td>
<td>Chair person</td>
<td>0920861210</td>
</tr>
<tr>
<td>2</td>
<td>Mohammed Ibrahim</td>
<td>AR site coordinator</td>
<td>Secretary</td>
<td>0910496826 <a href="mailto:Mohammededebrahim31@ymail.com">Mohammededebrahim31@ymail.com</a></td>
</tr>
<tr>
<td>3</td>
<td>Getachew Kahsy</td>
<td>Maichew TVET College</td>
<td>Facilitator</td>
<td>0914788311</td>
</tr>
<tr>
<td>4</td>
<td>Abera</td>
<td>AGP focal person</td>
<td>Member</td>
<td>0914733958</td>
</tr>
<tr>
<td>5</td>
<td>Belay</td>
<td>EIAR center in Michew</td>
<td>Member</td>
<td><a href="mailto:Bmanjure2002@yahoo.com">Bmanjure2002@yahoo.com</a></td>
</tr>
<tr>
<td>6</td>
<td>Harnet Abraha</td>
<td>Alamata Research Center</td>
<td>Member</td>
<td>0920031893 <a href="mailto:Hany7mn@gmail.com">Hany7mn@gmail.com</a></td>
</tr>
<tr>
<td>7</td>
<td>Tesfaye Hagos</td>
<td>Tigray Agricultural Research Institute (TARI)</td>
<td>Member</td>
<td>0914733958 <a href="mailto:etesfay@yahoo.com">etesfay@yahoo.com</a></td>
</tr>
<tr>
<td>8</td>
<td>Dawit G/Egzaber</td>
<td>Mekelle University</td>
<td>Member</td>
<td>0914013753 <a href="mailto:Dawitom35@gmail.com">Dawitom35@gmail.com</a></td>
</tr>
<tr>
<td>9</td>
<td>Gebrehiwot H/Mariam</td>
<td>CIP</td>
<td>Member</td>
<td><a href="mailto:gbiru2000@yahoo.com">gbiru2000@yahoo.com</a></td>
</tr>
<tr>
<td>10</td>
<td>Haftay Kasay</td>
<td>GRAD (Local NGO)</td>
<td>Member</td>
<td>0923551233</td>
</tr>
</tbody>
</table>
C. Lemo Strategic IP Technical Group Members

<table>
<thead>
<tr>
<th>No</th>
<th>Name</th>
<th>Organization</th>
<th>Role</th>
<th>Mobile /Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Belay Osere</td>
<td>Lemo Woreda office of Agriculture (HAB project expert)</td>
<td>Chairman</td>
<td>0923407933</td>
</tr>
<tr>
<td>2</td>
<td>Workneh Dubale</td>
<td>Africa RISING (Lemo site coordinator)</td>
<td>Secretary</td>
<td>0933163420 <a href="mailto:workudubale@gmail.com">workudubale@gmail.com</a></td>
</tr>
<tr>
<td>3</td>
<td>Ashenafi Yohaness</td>
<td>Wachamo University (Research and Community Service Director)</td>
<td>Facilitator</td>
<td><a href="mailto:asheyohab@gmail.com">asheyohab@gmail.com</a> 0913138225</td>
</tr>
<tr>
<td>4</td>
<td>Lobe Haile</td>
<td>Lemo Woreda office of Agriculture (Livestock expert)</td>
<td>Member</td>
<td>0911551933</td>
</tr>
<tr>
<td>5</td>
<td>Tamrat Erjinaw</td>
<td>Lemo Woreda office of Agriculture (Crop expert)</td>
<td>Member</td>
<td>0926114385</td>
</tr>
<tr>
<td>6</td>
<td>Shemelis Mengistu</td>
<td>Areka Agricultural research Center</td>
<td>Member</td>
<td>0912846335 <a href="mailto:mengistushimeles@yahoo.com">mengistushimeles@yahoo.com</a></td>
</tr>
<tr>
<td>7</td>
<td>Fikadu Tessema</td>
<td>Worabe Agricultural research Center</td>
<td>Member</td>
<td>0910143195 <a href="mailto:Fikadutessema55@yahoo.com">Fikadutessema55@yahoo.com</a></td>
</tr>
<tr>
<td>8</td>
<td>Admasu Belayneh</td>
<td>Local NGO representative (SOS)</td>
<td>Member</td>
<td>0916108960 <a href="mailto:Admasu.belayneh@gmail.com">Admasu.belayneh@gmail.com</a></td>
</tr>
</tbody>
</table>
### D. Sinana Strategic IP Technical Group Members

<table>
<thead>
<tr>
<th>No</th>
<th>Name</th>
<th>Organization</th>
<th>Role</th>
<th>Mobile/E-mail</th>
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<tbody>
<tr>
<td>1</td>
<td>Workalign Assefa</td>
<td>Woreda Agr Extensiion Team leader</td>
<td>Chairman</td>
<td>0912254853</td>
</tr>
<tr>
<td>2</td>
<td>Addisu Asfaw</td>
<td>Africa RISING site coordinator</td>
<td>Secretary</td>
<td>0911751098</td>
</tr>
<tr>
<td>3</td>
<td>Ahmed Aliyi</td>
<td>Madawalabu University (College of Agriculture)</td>
<td>Facilitator</td>
<td>0911075338</td>
</tr>
<tr>
<td>4</td>
<td>Debele Habebe</td>
<td>Sinana woreda (AGP Focal Person )</td>
<td>Member</td>
<td>0911098805</td>
</tr>
<tr>
<td>5</td>
<td>Bekele Diriba</td>
<td>Sinana Agricultural Research Centre (Extension)</td>
<td>Member</td>
<td>0911987783</td>
</tr>
<tr>
<td>6</td>
<td>Shure Saboka</td>
<td>Sinana Agricultural Research Centre (Extension)</td>
<td>Member</td>
<td>0911071871</td>
</tr>
<tr>
<td>7</td>
<td>Abdulnasir Yunus</td>
<td>Madawalabu University (NRM department)</td>
<td>Member</td>
<td>0912145056</td>
</tr>
<tr>
<td>8</td>
<td>Tesfaye Bekele</td>
<td>HUNDEE local NGO</td>
<td>Member</td>
<td>0911364358</td>
</tr>
<tr>
<td>9</td>
<td>Eshetu Adugna</td>
<td>Woreda Livestock Agency</td>
<td>Member</td>
<td>0912265493</td>
</tr>
</tbody>
</table>
## Annex 2: IP Descriptions

**Woreda Strategic IP purpose, roles and functions**

<table>
<thead>
<tr>
<th>IP Type</th>
<th>Purpose</th>
<th>Activities</th>
<th>Indicator</th>
<th>Target</th>
<th>Means of Verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Woreda Strategic Innovation Platform (WIP)</td>
<td>To provide strategic direction, advice, support to and learn from Kebele IPs in developing improved, technologies and practices and policies that improve food and nutritional security and generate income</td>
<td>Establish, support and backstop KIPs and FIPs in R&amp;D activities</td>
<td>WIP established and supporting with KIPs established in two kebeles</td>
<td>2 KIPs and 16 FRGs in each Woreda</td>
<td>WIP/ Project reports</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Facilitate research on-farm activities, linking research institutions and Universities</td>
<td>Number of research protocols agreed at WIP, KIP and FIP levels</td>
<td>Between 4-8 research protocols agreed for each KIP</td>
<td>WIP/ Project reports</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Identify and link value chain actors and service providers across prioritized value chains</td>
<td>No of value chains identified and key actors participating in WIP and KIP activities</td>
<td>At least 2 value chains improved in each kebele</td>
<td>WIP/KIP/Project reports</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Facilitate capacity building activities of WIP, KIP and FIPs through needs analysis and training activities</td>
<td>Needs analysis undertaken Training provided in crops, livestock and NRM</td>
<td>At least 4 trainings provided each season</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Encourage scaling out through KIP and to other kebeles where appropriate</td>
<td>No of households adopting new technologies in across woreda Improvements in farm productivity and incomes Improved household nutrition</td>
<td>10% improvements on IFPRI baseline</td>
<td>IFPRI M&amp;E</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Address critical resource constraints that limit effective functioning of IP and farmer development</td>
<td>Woreda, NGO and private sector support provided for R&amp;D activities</td>
<td>To be determined</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Monitor and evaluate the activities and achievements of Kebele IPs</td>
<td>M&amp;E system developed for KIP and FIP activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Establish a “knowledge centre” for use by partners</td>
<td>Type and scale for WIP and KIP knowledge centres established with AR</td>
<td>To be determined</td>
<td></td>
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</table>
## Kebele Operational IP Purpose, Roles and Functions

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

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