Sustainable Agricultural intensification Research and Learning in Africa

Report on the SAIRLA-Ethiopia National Learning Alliance (NLA) Launch and Outcome Mapping Workshop, March 27-28, 2017

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Contents

List of Abbreviation and acronyms

ADPLAC	Agricultural Development Partnership, Linkage and Advisory Council
ARARI	Amara Region Agricultural Research Institute
ECRC	Ethiopian Climate Research Canter
EDRI	Ethiopian Development Research Institute
EEFRI	Ethiopian Forest Research Institute
EIAR	Ethiopian Institute of Agricultural Research
EPA	Ethiopian Press Agency
FAO	Food and Agriculture Organisation
ICRAF	World Agro Forestry Centre
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
IDE	International Development Enterprise
MoANR	Ministry of Agriculture and Natural Resources
MoEFCC	Ministry of Environment, Forest and Climate Change
NRMD	Natural Resource Management Directorate
RJOC	Rural Job Opportunities Creation
WAD	Women's Affair Directorate

Acknowledgment

1   Introduction

Background

The NLA project contract was signed between WYG and ILRI in February 2017 with an agreement to implement the NLA strategy in Ethiopia till 31 December 2019. ILRI took the leads on implementing the NLA strategy with five staffs where by three members of the team are on consultancy bases and the remaining are staffs of ILRI and involved in other similar project. The team is responsible for delivering the five project milestones.   Accordingly, the NLA facilitation team together with the research representatives held their initial meeting on 3th of March 2017 to introduce NLA facilitation team members and research project representatives, agree on NLA strategy and research project themes alignment, draft vision and mission statements and identify boundary partners, draft outcome challenges for each boundary partner groups and discus on NLA launching workshop process.

One of the decisions made during the 3rd of March meeting was to hold NLA launching and outcome mapping workshop on 27th and 28th of March, 2017.   Accordingly National Learning Alliance (NLA) facilitation team organized a two day workshop for the NLA launching and outcome mapping exercises. The workshop brought together a total of 27 participants from the NLA facilitation team, the four SAIRLA research project representatives, WYG and SAIRLA international learning alliance facilitator and boundary partners identified for the NLA.

Aim and process of workshop

The workshop aimed at launching the NLA and conducting an outcome mapping exercise with boundary partners. The specific objectives of the workshop were the following:

- Introduce the National Learning Alliance (NLA) strategy
- Introduce the four SAIRLA projects in Ethiopia
- Identify and group boundary partners and define outcome challenges, progress markers and collective actions for each boundary partners group
- Jointly agree on the NLA structure, steering committee roles and responsibilities and appointing NLA steering committee members

1   Workshop processes and results

Accordingly, the meeting agenda included opening and introductory remarks, presentations on SAIRLA program, experience sharing on Africa RISING, Panel Discussion on the four SAIRLA research projects, presentation on the NLA strategy, presentation on outcome mapping exercise and an outcome mapping exercise including validation of mission and vision statements and development of outcome challenges and progress markers as well as identification of collective actions required, including communication and capacity building requirements for boundary partners.

Specifically, the processes followed during the workshop are elaborated below:

Introductory and opening addresses

Richard Lamboll from NRI/SAIRLA made a brief introduction of what SAIRLA is doing in the six intervention countries across Africa and welcomed the workshop participants. In her opening remark, Siboniso Moyo also welcomed the workshop participants and said that ILRI campus is an ideal venue for NLA launch as 11 CGIAR Centres that have a presence in Ethiopia other parts of

Africa and globally are hosted in it. She further stated that finding solutions for complex problems such as how to deliver equitable sustainable agricultural intensification in Africa require innovative solutions. Finding such solutions, she stated, requires diverse stakeholders to engage and learn together with the ultimate aim of developing the collective commitment and capacity to turn ideas and plans into action. Hence the SAIRLA projects which are anchored on a National Alliance approach is an innovative approach against the business as usual way of doing research and development. She then declared the workshop officially opened.

Introduction of SAIRLA research projects

The SAIRLA research representatives introduced their projects using a panel discussion format. The panel discussion was facilitated by Simret Yasabu and Million Getnet. Each Participant was given five sets of questions to answer in 2-3 minutes each. The questions include, what are the main challenges that your project is aiming at addressing?, how is your project going to address these challenges? What are the expected practice and policy changes that your project is going to bring? Where are your project intervention areas and who are your partners and beneficiaries? How are you planning to engage your stakeholders at different levels? Participants were allowed to ask questions around the end of the session to which the panellists gave answers.

Figure: Panel discussion

Presentation on the NLA strategy of Ethiopia

The aim of this presentation was to introduce the NLA strategy, together with the draft governance strategy. Million Getnet made the presentation and facilitated establishment of thematic work groups. Thematic workgroups were established in line with the three SAIRLA thematic areas include Equity, Services and Trade-Offs. The four researches which will be conducted do not explicitly include Equity as their thematic focus, but the workshop participants insisted that equity should be

included. The methodology used to identify thematic workgroups was by writing down the three thematic workgroups on a flip chart and requesting the participants to join one or more of the thematic groups depending on the mandate of their organization and their interest.

Outcome Mapping

The outcome mapping exercise stared in the afternoon of the first day. The processes started with a brief presentation of outcome mapping a monitoring and evaluation tool by M and E expert of the NLA facilitation team. The presentation was followed by validation of vision and mission statements. This was done using a buzz group methodology where by those who were seated on a same table were given 10 minutes to discuss the draft vision and mission statements and then proceed with a plenary discussion. The process then went into validation of the draft list of boundary partners. This was done by displaying the list of boundary partners with a projector and editing the list. In the second day of the workshop the outcome mapping exercise continued with a group work on development of outcome challenge for each boundary partner group. The participants were split into five boundary partner group namely Public Development Partners, National and international research partners, NGO's and civic associations, Media and Donors. Each group was given close to one hour to develop their outcome challenge and they present their findings using a flip chart presentation. The outcome challenges were then commented and amended. Then the groups proceed with identification of progress markers. The same approach was used for identification of progress markers as well, participants went on their boundary partners group and worked on their progress markers and presented their findings using flip charts. Finally the groups were asked to develop their collection action requirements together their communication and capacity building requirements.

Selection of NLA steering committee and thematic work groups

1.1.1 Steering committee

The NLA facilitation team presented the draft governance structure of the NLA including the suggestions on membership in the steering committee. The participants discussed and amended the membership. Then the discussion went on the way forward where by the importance of reaching out to higher level decision makers at the Ministry of Agriculture, the need to include private sectors representatives and the importance of regular attendance of NLA related events by all boundary partners identified were discussed. The steering committee includes;

1. MoANR - Agricultural Extension Director General (Chairperson)
2. Ethiopia Institute of Agricultural Research (EAIR) (V. chair)
3. Ministry of Environment, Forest and Climate Change (Member)
4. SAIRLA Research Projects Representative (in rotation) (Member)
5. NGOs – Send A Cow (Member)
6. Media (Member)
7. USAID (donor rep.) (member)
8. ILRI (NLA Facilitator) (Facilitation and secretarial)

1.1.2 Thematic work groups

Three thematic work groups were established and each participant was asked to join the groups. The thematic workgroups are formed in order to facilitate social learning in smaller groups and targeted areas of learning. The thematic work groups established and their membership were;

Equity	Trade Offs	Services
MoANR/ADPLAC	Bioversity international	Send a Cow
MoANR-WAD	ECRC/EDRI	IDE
MoANR-NRMD	ICRISAT	Bioversity international
MoANR-RJOC	EIAR	FAO
ECRC/EDRI	Inter Aide France	EIAR
Ethiopian Press Agency	MoANR/ADPLAC	MoANR/ADPLAC
Send a Cow	MoEFCC	ICRISAT
IDE	EEFRI	ARARI
Inter Aide France	ICRAF	EEFRI
ICRAF		MoEFCC
ARARI		MoANR/RJOC

2 Outcome mapping results

The NLA vision and mission statements and boundary and strategic partners drafted first by the NLA Facilitation Team members and the SAIRLA research project representatives during their first meeting on   3rd March, 2017 to get to know each other's roles and responsibilities and contributions to SAIRAL objectives. During the NLA Launching and Outcome Mapping Workshop the NLA members, by working in small discussion 'buzz' groups, have thoroughly reviewed and suggested improvement on the draft NLA vision statement, mission statement and boundary partners. The revision of the vision and mission statements, incorporating the suggestions and comments by the workshop participants, was undertaken by three workshop participants on voluntary basis, which was later presented for endorsement by the NLA members.

The NLA vision and mission statements and boundary partners endorsed by the NLA members are presented below:

NLA Vision

Decision makers create enabling environment for development and implementation of SAI strategies that would strengthen the capacity of smallholder farmers especially women and youth. Smallholder farmers employ and benefit from sustainable agricultural intensification practices.

NLA Mission

In support of the vision statement, the NLA create a learning platform for decision makers, development partners and smallholder farmers that enables them to have access to evidences and engage with decision support tools on sustainable agricultural intensification that is equitable, sensitive to trade-offs management and improvise service provisions.

Boundary partners

The boundary partners are those individuals, groups, or organizations with whom the NLA program interacts directly and with whom the program can anticipate opportunities for influence. The draft list of NLA partners was developed by the NLA Facilitation Team and research projects representatives on 3rd March, 2017. The list of NLA boundary partners was further enriched and endorsed by NLA members during the Launching and OM workshop (see
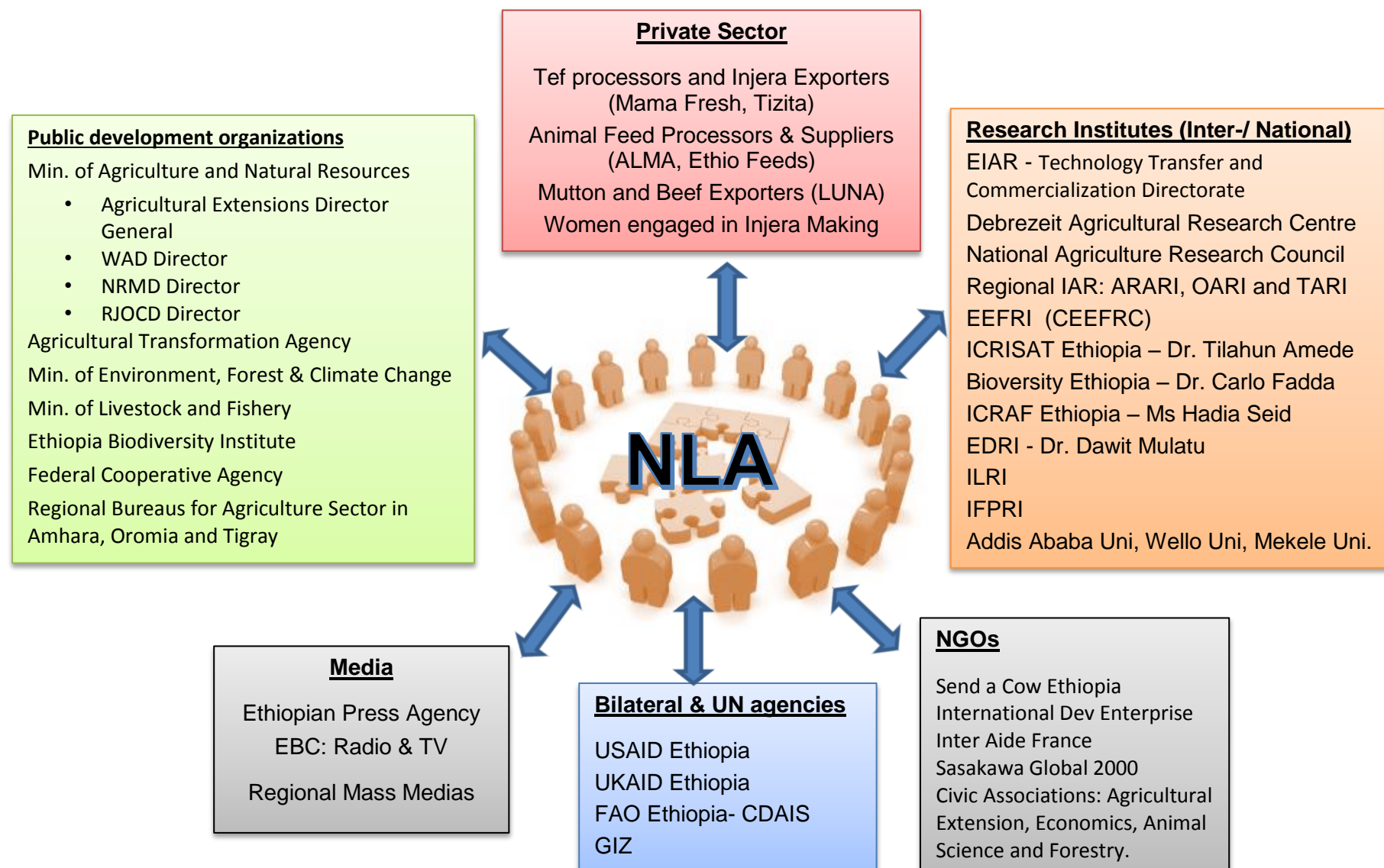
Table 1 and Figure 2).

Table 1: List of Ethiopia NLA boundary partners

Groups	List of partners
Public development partners group	Ministry of Agriculture and Natural Resources (MoANR) • Agricultural Extension Director General (Training and Advisory Service, Crop Production, Agri Mechanisation, Smallholder Horticultural Development) • Women Affairs Directorate Director • Natural Resource Management Directorate Director • Rural job opportunity Creation Directorate Agricultural Transformation Agency (ATA) – production and productivity program – Tef value chain senior expert Ministry of Livestock and Fishery – Meat, Skin and Hides Directorate (Small ruminant directorate) (to be confirmed) Ministry of Environment, Forest and Climate Change (MoFECC) Ethiopia Biodiversity Institute (EBI) Amhara Bureau of Agriculture Oromia Bureau of Agriculture and Natural Resource Development Tigray Bureau of Agriculture and Rural Development Federal Cooperative Agency- Regional Cooperative Agencies Ethiopia Agricultural Business Corporation- Ethiopian Seed Supply
National and International Research Institutes	Ethiopian Institute of Agricultural Research Debrezeit Agricultural Research Centre – Tef Research EIAR- Technology Transfer and Commercialisation Directorate National Agricultural Research Council Regional Agricultural Research Institutes: ARARI, TARI, OARI Addis Ababa University – Dr. Assefa Abegaz Wello University Mekele University Ethiopia Environment and Forest Research Institute (Central Ethiopia Environment and Forest Research Centre) ILRI ICRISAT Ethiopia – Dr. Tilahun Amede Bioversity Ethiopia – Dr. Carlo Fadda ICRAF Ethiopia – Ms Hadia Seid Environmental and Climate Research Center (ECRC) hosted at Ethiopian Development Research Institute (EDRI) – Dr. Dawit Mulatu IFPRI
Private sectors	Tef processor Injera Exporters (Mama Fresh Injera, Tizita Injera, etc.) Women engaged in Injera making and supplying to consumers Animal Feed Processors and Suppliers (Ethio Feeds, ALAMA) Mutton and Beef Exporters (Luna)
NGOs and CSOs	Send A Cow Ethiopia (SACE) International Development Enterprise (IDE) MELCA – working on farmer association InterAide France Ethiopian Catholic Church Sasakawa Global 2000 Ethiopian Society of Rural Development and Agricultural Extension Ethiopian Economics Association Ethiopia Animal Science Association

Groups	List of partners
	Ethiopia Forestry Society
	Ethiopia Horticultural Society
	Ethiopia Soil Science Association
Bilateral and UN agencies	UKAID Ethiopia
	USAID Ethiopia – Africa RISING partner , GRAD
	FAO Ethiopia –Capacity Development for Agricultural Innovation System project
	GIZ
Media	Ethiopian Broadcasting Corporation (EBC) Radio and TV
	Ethiopia Press Agency
	Regional Mass Medias

Figure 1: Potential NLA partners identified during NLA Launch and Outcome Mapping

Private Sector

Tef processors and Injera Exporters (Mama Fresh, Tizita)

Animal Feed Processors & Suppliers (ALMA, Ethio Feeds)

Mutton and Beef Exporters (LUNA)

Women engaged in Injera Making

Public development organizations

Min. of Agriculture and Natural Resources
- Agricultural Extensions Director General
- WAD Director
- NRMD Director
- RJOCD Director

Agricultural Transformation Agency

Min. of Environment, Forest & Climate Change

Min. of Livestock and Fishery

Ethiopia Biodiversity Institute

Federal Cooperative Agency

Regional Bureaus for Agriculture Sector in Amhara, Oromia and Tigray

NLA

Research Institutes (Inter-/ National)

EIAR - Technology Transfer and Commercialization Directorate

Debrezeit Agricultural Research Centre

National Agriculture Research Council

Regional IAR: ARARI, OARI and TARI

EEFRI (CEEFRC)

ICRISAT Ethiopia – Dr. Tilahun Amede

Bioversity Ethiopia – Dr. Carlo Fadda

ICRAF Ethiopia – Ms Hadia Seid

EDRI - Dr. Dawit Mulatu

ILRI

IFPRI

Addis Ababa Uni, Wello Uni, Mekele Uni.

Media

Ethiopian Press Agency

EBC: Radio & TV

Regional Mass Medias

Bilateral & UN agencies

USAID Ethiopia

UKAID Ethiopia

FAO Ethiopia- CDAIS

GIZ

NGOs

Send a Cow Ethiopia

International Dev Enterprise

Inter Aide France

Sasakawa Global 2000

Civic Associations: Agricultural Extension, Economics, Animal Science and Forestry.

Outcome challenges, progress markers and collective actions

2.1.1   Outcome challenges

Development is complex, but an essential element concerns how people relate to each other. Outcome Mapping (OM) is a participatory methodology for planning, monitoring and evaluation, which focuses upon people and organizations and their relationships. Outcome Mapping is concerned with the level where a project has direct influence. OM concentrates efforts on assessing changes in the knowledge, attitudes and practices of the people and organizations with whom the NLA project works. These changes are called 'outcomes'. OM recognizes that while a project or programme can influence the achievement of outcomes, it cannot control them, because the ultimate responsibility for change rests with the partners of the project (boundary partners), and other actors beyond them. Outcome mapping recognised the limits of a project's influence, and shape our planning, learning, and accountability functions around "outcomes". The "challenge" is for the NLA project to help bring about these changes. The Outcome challenge describes how the behaviour, relationships, activities, or actions of an individual, group, or institution will change if the NLA project is extremely successful. Ideally, the outcome challenges describe how will the boundary partner be behaving or acting differently, and what new relationships will have been formed or the existing ones change in order to contribute to the NLA vision.

The outcome challenge of each NLA boundary partner group was developed by respective members in each boundary partner group during the NLA Launch and Outcome Mapping Workshop (March27-28, 2017). All groups has assessed first their key functions /roles within the SAI agenda and their baseline condition. This information was then used to develop their outcome challenges (see Table 2).

2.1.2   Progress markers – incremental changes towards those outcomes

The boundary partner groups, based on their respective outcome challenges, have elaborated a set indicators of changed behaviours or milestones describing progression towards the outcome challenges known as 'Progress Markers' (see Table 2). This is centred on two key ideas: 1) that change occurs mainly through a series of small, incremental steps; and 2) that sustainable change comes about as a result of changes in people's behaviours, not just what they produce.

Progress markers

There are three types of sustainable behaviour change. These are behaviours we would:

- **expect to see** – key actors demonstrate early positive responses and initial engagement with the idea of change or the issue;
- **like to see** – key actors are showing signs that the messages are being taken on board and are proactively changing the way things are done;
- **love to see** – key actors display deep transformations in behaviour that demonstrate that the idea of change has been deeply internalised and will be sustainable in the long term.

2.1.3   Collective actions

Finally major collective actions required to be undertaken by each of boundary partner in order to contribute and influence the desired behavioural changes. This indicate the boundary partners are the first to effect and embrace changes by doing purposeful actions (see Table 2).

Table 2: Outcome challenges, progress markers and collective actions

BP group	Outcome challenge	Progress marker	Collective action required
Public sector/ government organisations	Decision makers and technical experts are committed to promote and support the implementation of SAI practices that benefits small holder farmers. ADPLAC platform is used to integrate and coordinate efforts exerted among different stakeholders to link research and development works in a way that build the capacity of smallholder farmers to maximize the use of SAI practices. Evidence based knowledge and database management system established. Professionals are capable to adapt services to meet the needs of smallholder farmers within the context of changing climate, market and technological advancement to support SAI. Agriculture sector decision makers at federal and regional level are taking evidences for integrating risks in developing projects and evaluating trade-offs for SAI mainstreaming. Advisory services are ensuring use of participatory innovative, digital based approach.	Expect to see • SAI knowledge and understanding enhanced among stakeholders • Cooperation among SAI actors • Commitment to SAI adoption and implementation Like to see • Integration among SAI actors • Information and knowledge management systems established and shared among stakeholders Love to see • Enabling conditions in place for the adoption and implementation of SAI practices • Harmonized and aligned efforts to realize SAI practice	• Create consensus among stakeholders to implement SAI practices • Effective & efficient collaboration among different development sectors • Strengthen existing platforms
Research institutions (local and international)	Research institutes mainstream SAI and system level research system that build the capacity, solicit research funds, use indigenous knowledge and existing agro-biodiversity resources to provide reliable technologies, create evidence for decision makers and smallholder farmers. Researchers establish a good linkage with the extension	Expect to see • Research engaged in projects that use SAI or system level research approaches and work closely with smallholder farmers and other implementing partners	• Facilitating national research and learning alliance • Participating on agricultural fairs and professional society events to present about SAI • Organize workshops and present reviews

BP group	Outcome challenge	Progress marker	Collective action required
	system, research institutes, NGOs and other stakeholders to change the livelihoods of smallholder farmers with a particular focus on women and youth. Research institutions see motivated and capacitated multidisciplinary research team that is capable of implementing SAI.	• Workshops that bring together decision makers from different research institutes to elaborate strategies on SAI Like to see • Evidences and technologies from researches available to inform decision makers and benefit smallholder farmers (particularly women and youth) • Linkage and collaborative actions between research institutes and other partners on SAI objectives Love to see: • Establish a new directorate in the research system to embrace SAI and system level research with adequate HR, financial resource and capacity • Technology packages on SAI available for various users in usable formats and languages	• on SAI • Familiarize the technologies to users • Accomplish the pilot projects as a proof of evidences • Develop joint SAI research projects • Policy dialogues on the establishment of SAI mainstream
NGOs and CSOs	NGOs and civic associations put research based intervention in place and smallholder farmers' use and benefit from these findings which helps towards achieving sustainable agricultural intensification. Moreover, NGOs can share and use experiences that promote their interventions by documenting their best practices for further learning to ultimately benefit smallholder farmers particularly women and youth.	Expect to see • Increased number of projects implemented based on researches • Effective and engaging platforms for learning and experience sharing Like to see • Regular reports, documentary films and photos, brochures, etc. in place • Motivated and capable staffs	• Use NLA platform for sharing best practices and research findings. • Conduct field level visits for practical observation of results -

BP group	Outcome challenge	Progress marker	Collective action required
		Love to see • NGOs are the most effective actors in SAI intervention.	
Bilateral and UN agencies (USAID)	Donors are able to identify and invest in best practices in SAI which are resource efficient and have a potential for scaling up. Donors are also able to leverage their convening power to disseminate research findings on SAI to relevant actors.	• **Expected to see**: Donors have an awareness on the NLA activities and evidences generated by research projects • **Like to see**: Donors use the evidences generated by the NLA and research projects to inform and prioritize investment on Sustainable Intensification. • **Love to see**: Be influential to make our partners take up sustainable intensification as an integral part of their investment	• Participate regularly in the NLA events • Share knowledge products generated by the NLA and the research projects through our networks • Incorporate the research products into new investments • Link the NLA with the networks that we have
Media	Media organizations are capacitated on sustainable agricultural intensification and expand their coverage to smallholder famers especially women and youth.	• **Expected to see**: Producing news articles and relevant stories on SAI from different events • **Like to see**: Media forum established with media institution interested in in agriculture and developmental issues • **Love to see**: Wider media coverage about SAI using evidences from the NLA and other sources	

3   Way forward between now and September

In a post NLA meeting held by the NLA facilitation team, the following activities are identified as things to be done between now and September.

- Reconsider the private sector engagement in the NLA and involve them in subsequent NLA related activities
- Review boundary partners' experiences with interactive / social learning processes and identify challenges and opportunities
- Develop social learning capacity action plan document
- Develop Social learning (implementation) action plan document
- Develop communication and knowledge management strategy and action plan documents
- Develop M&E action plan by identifying monitoring priorities and monitoring tools
- Preparation for second NLA meeting

Appendixes

Appendix 1: List of participants, their roles and contact details

N.	Participant's name	Organization	Email	Telephone
1.	Abate Taye	IDE	a.taye@ideglogal.org	0911053431
2.	Abayneh Derero	EEFRI	abynehdd2009@gmail.com	0913439808
3.	Arega Gashaw	ARARI-SARC	argonlacomolza@gmail.com	0929231364
4.	Ashebir Wondimu	MEFCC	ashebirsa@gmail.com	0911017755
5.	Fadda Carlo	Bioversity International	c.fadda@cgiar.org	0923502760
6.	Fisseha Teshome	MoANR	Fishodagem@gmail.com	0912076826
7.	Getamessay Demeke	Inter Aid France	Getu.demeke@interaide.org	0912053753
8.	Getenet Taye	Reg. of NR/HARC	Gettaye3@yahoo.com	0945531605
9.	Hadia Seid	ICRAF	Hadio3seid@yahoo.com	0913293250
10.	Henok Tibebu	EPA	Henoktibebu1@gmail.com	0938247444
11.	Kindu Mekonen	ILRI	k.mekonnen@cgiar.org	0911469056
12.	Liyusew Ayalew	EIAR	liyusewayalew@gmail.com	0911336316
13.	Maria Kwesiga	WYG		
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17.	Nurye Alebachew	MoANR	nuryealebachew@gmail.com	0914334454
18.	Richard Lamboll	NRI		
19.	Samson Eshetu	EIAR-DZARC	eshetusamson@gmail.com	0911084779
20.	Siboniso Moyo	ILRI	s.moyo@cgiar.org	0911230109
21.	Simret Yasabu	ILRI	S.Yasabu@cgiar.org	0911662511
22.	Tamene H/Giorgis	TAM Consult-	thgiorgis@yahoo.com	0911235090
23.	Tilahun Amede	ICRISAT	T.Amede@cgiar.org	
24.	Wondwossen Teshome	Send a Cow	Wondwossen.teshome@sendacow.org	0911404777
25.	Yaregal Zelalem	Reg. Office NR	Yzmulu2002@gmail.com	0922854096
26.	Yazachew Genet	DZARC	yazachewgenet@gmail.com	0918009603
27.	Zoltan Tiba	OPM	Zoltan.tiba@opml.co.uk	0911230135

Appendix 2: Workshop Agenda

Day 1- March 27, 2017

Schedule	Activities	Responsible person/s	Rapporteur
8:30 am	Registration and Traditional Coffee	Tiruwork Melaku	
9:00 am	Introductory remarks Opening remarks	Richard Lamboll Siboniso Moyo	Million Getnet
9:10 am	Ice breaker and process introduction	Tamene H./Simret Y.	
9:30 am	Presentation on SAIRLA Program	Richard Lamboll/ Maria Kwesiga	Million Getnet
9:45 am	Q&A	Simret Y.	Million Getnet
10:00 am	Break	Organizers	
10:20 am	Africa RISING Ethiopian Highlands Project experiences on SAI	Kindu M.	
10:35 am	SAIRLA Research Projects Introduction Panel Discussion • Research and Learning for Sustainable Intensification of Smallholder Livestock Value Chains -EDRI/SEI • Brining evidence to bear on negotiating ecosystem services and livelihood trade-offs in sustainable agricultural intensification- ICRAF Ethiopia • Smallholder Risk Management Solutions (SRMS)-ICRISAT Ethiopia • What works where for which farmer: Combining lean data and crowd-sourcing for household specific targeting of agricultural advisory services -Bioversity Ethiopia	Million G. /Simret Y. Research Projects Representatives Mekonnen W. (EDRI) Hadia S. (ICRAF) Zoltan T. (Oxford Policy) Carlo F. (Bioversity)	Samson E.
11:40 am	SAIRLA National Learning Alliance Strategy	Million G.	Yaregal Z.
12:00 am	Q & A	Tamene H.	Yaregal Z.
Lunch Break (12:30-1:30)			
2:00 pm	Outcome mapping as M and E tool for NLA	Samson E.	
2:20 pm	Present and validate the draft vision and mission statements	Tamene H.	Samson E.
3:00 pm	Break	Organizers	
3:30 pm	Present and validate the draft list of boundary and strategic partners Present draft outcome challenges	Tamene H.	Samson E.
4:00 pm	Selection of steering committee and discussion on roles and responsibilities	Million G.	Samson E.
4:15 pm	Recap of the day	Yaregal Z.	
4:30 pm	Reception	Organizers	

Day 2- March 28, 2017

Schedule	Activities	Responsible person/s	Rapporteur
8:30	Arrival and traditional coffee		
9:00	Brief guide to the outcome challenge and progress markers identification exercise		
9:10 am	Break up groups work to reformulate draft outcome challenges of boundary partners	Richard L./Samson E.	
10:00 am	Plenary discussion on outcome challenges of boundary partners	Richard L./Samson E.	Tamene H.
10:30 am	Break	Organizers	
11:00 am	Groups work • identify progress markers for each boundary partner • identify collective actions required to achieve outcome challenges including communication and capacity building actions required	Richard L./Samson E.	
Lunch Break (12:00-1:00)			
1:00 pm	Continued group work	Richard L./Samson E.	
2:00 pm	Plenary discussion on collection actions required	Richard L./ Samson E.	Tamene H.
3:00 pm	Break	Organizers	
3:30 pm	Discussions on the way forward of the NLA	Million G. and Tamene H.	Samson E.
4:00 pm	Closing the workshop		

Appendix 3: Welcome Remarks

By Siboniso Moyo, ILRI Director General's Representative in Ethiopia during National Learning Alliance Launch and Outcome Mapping Workshop, 27-28 March 2017, ILRI Conference Hall, Addis Ababa, Ethiopia

Distinguished participants, ladies and gentlemen.

First and fore most I would like to bring you warm greetings from the Director General of the International Livestock Research Institute (ILRI), Dr Jimmy Smith. He has asked me to share a few remarks with you. It is my privilege and honor to welcome you all to the (ILRI) campus in Addis Ababa. We are glad that the launch of the "The Sustainable Agricultural Intensification Research and Learning in Africa (SAIRLA) project is taking place on this campus. This campus is a Science hub for agricultural research and development.

It is an ideal venue for SAIRLA launch. 11 CGIAR Centers that have a presence in Ethiopia, other parts of Africa and globally are hosted here. We are members of the 15 Centre CGIAR System Organization which works for a food-secure future. We work together collectively on CGIAR Research Programs, with a wide range of partners and stakeholders, focusing on the three CGIAR System Level Outcomes of 1). Reducing poverty, 2. Improving food and nutrition security and 3. Improving natural resources and ecosystems. We are grateful to the Federal Democratic Republic of Ethiopia (FDRE) for offering us this opportunity to carry out our work in partnership with others in this country. We are committed to contribute to the goals of the Growth and Transformation Plan II of the FDRE.

Dear participants, The Sustainable Agricultural Intensification Research and Learning in Africa (SAIRLA) project is a five-year programme (2015 to 2020) funded by the UK Department of International Development. The project seeks to generate new evidence and design tools to enable governments, investors and other key actors to deliver more effective policies and investments in sustainable agricultural intensification (SAI) that strengthen the capacity of poorer farmers', especially women and youth, to access and benefit from SAI. SAIRLA has commissioned research and will facilitate multi-scale learning to understand different ways of achieving SAI and its developmental implications.

I wish to use this opportunity to remind us all that it is estimated that food production will need to increase by as much as 70% by 2050 in order to feed an estimated global population of 9 billion. This unprecedented demand for food, especially animal-source foods will continue to rise especially in developing countries due to a number of factors which include population growth, urbanization and increasing incomes. This will put pressure to the global agricultural sector to produce more from limited land and water resources. Productivity will have to increase considerably in order to support the rise in population. Furthermore, this needs to be done in a way that takes account of the natural resource base and in the face of changes to the world's climate.

Research to sustainably increase productivity through combining improved technologies, enabling policies, organizational and institutional arrangements has been going on in the continent of Africa for several decades. Past and ongoing research on crops, livestock, trees and natural resources across the continent has been and continues to contribute to better productivity, increased income and improved welfare among farmers.

Complex problems such as how to deliver equitable sustainable agricultural intensification in Africa require innovative solutions. Finding such solutions requires diverse stakeholders to engage and learn together with the ultimate aim of developing the collective commitment and capacity to turn ideas and plans into action. We cannot continue to do business as usual. The desired change can be achieved through facilitating multi-stakeholder engagement and learning processes. The SAIRLA

project will be anchored on a National Alliance approach that you will hear more about in these two days.

We are excited to have this opportunity to interact with yourselves in the coming two days. We hope that by holding this meeting on campus we will have an opportunity to explore ways to strengthen our partnerships. We express our appreciation for the financial support by the UK Department for International Development and the partnership with WYG International Ltd and the Natural Resources Institute, University of Greenwich who are managing this project.

We have an interesting program ahead so I do not want to take much of your time with my remarks. My colleagues and I will be honored to participate today and tomorrow.

On behalf of the ILRI Director General, my CGIAR colleagues and on my own behalf I would like to wish you all the best with the deliberations in the coming days. With these few remarks, I declare this workshop officially opened. I Thank You!!!!

Appendix 4: Format for Outcome Mapping Exercise

Name of Boundary Partner	Function in addressing SAI	Baseline situation of the boundary partner in addressing SAI	Outcome challenge	Progress marker	Collective action required	Communication and capacity building requirements

Appendix 5: Panel discussion on introduction of SAIRLA research projects

> Research project 1: Research and Learning for Sustainable Intensification of Smallholder Livestock Value Chains -EDRI/SEI by Mekonnen W. (EDRI)

What are the main challenges that your project is aiming at addressing? The aim of this project is to use inclusive participatory processes to integrate environmental, economic and equity considerations into policy making and implementation decisions around livestock intensification. It aims to address challenges of smallholder livestock keeprs facing which includes increasing dairy products. There is huge demand of consumers, hence intensification of livestock products is important. In fact, sustaining is a challenges due to increasing population and demand for products in terms of price. Hence farmers should produce more and more to overcome these challenges.

How is your project going to address these challenges? The project is going to use multidisciplinary (action oriented) research approach starting from rapid environmental assessment; identify stakeholders, discuss issues at regional level; identify executive views; identify research centres; add some knowledge to the existing knowledge stock in the areas; compile secondary data to understanding the current livestock situation; develop tools that shows how much livestock increased, products, etc.

What are the expected practice and policy changes that your project is going to bring? Equity consideration in decision making around livestock production; ensure multiple benefit for farmers in equity terms in a participatory multi-stakeholders approach considering biodiversity.

Where are your project intervention areas and who are your partners and beneficiaries? Atsbi-Womberta Woreda in Tigray Region. The rationale of choice of intervention area is the presence of mixed farming system and mixed stakeholders which enable to replicate in other similar areas. Ease of accessibility; Stockholm University, ILRI, local universities and research centres are partners of this project.

How are you planning to engage your stakeholders at different levels? Initially, reconnaissance survey was made to visit regional bureau of agriculture and explain the objectives of the project and identified important stakeholders for the project. Hence, ensuring stakeholders' participation at all stages of the project period is the way to ensure their engagement.

> Research Project 2: Brining evidence to bear on negotiating ecosystem services and livelihood trade-offs in sustainable agricultural intensification- ICRAF Ethiopia by Hadia S. (ICRAF)

What are the main challenges that your project is aiming at addressing? The project aims at building an interdisciplinary research programme to increase the uptake of context-appropriate SAI innovations in East and southern Africa through evidence generation, data analytics and the development of innovative tools for stakeholder engagement with evidence. The project aims to address big challenges such as gap of trade-offs between production and eco systems. This is due to the fact that there is no sufficient evidence in information on trade-offs;

How is your project going to address these challenges? The project is planning to address these challenges through evidence based research information on ecosystem services and using appropriate usage of stakeholders at national and local level; stakeholders mapping in a participatory methods; trade off analysis using different projects; and strengthen the SAIRLA project.

What are the expected practice and policy changes that your project is going to bring? Generate evidence for policy makers through national level stakeholders workshop to engage with policy makers using a shared approach; multi-stakeholders socio economic intervention; create interactive platforms for sharing evidence; identify critical policy gaps and how to address these gaps then finally develop tools for high level decision making process.

Where are your project intervention areas and who are your partners and beneficiaries? The project intervention area is Zeway Woreda in East Showa Zone of Oromia Region in the Rift valley of Adami Tulu, Lome and Dubda district. MoANR, Ethiopian Climate Change, Environment and Research Institute are key partners in this project.

How are you planning to engage your stakeholders at different levels? Shared approach from district to region using survey and using NLA.

Research Project 3: Smallholder Risk Management Solutions (SRMS)-ICRISAT Ethiopia by Zoltan T. (Oxford Policy)

What are the main challenges that your project is aiming at addressing? The project aims at addressing the research question in relation to the key risk factors for smallholders in participating in sustainable agricultural intensification, and the risk management strategies (RMS) that can be put in place to manage them. Specifically, the project focuses on increasing smallholders' access to inputs and participation in the development of commercial value chains. It aims to address risks of smallholders face in Ethiopia (natural, price economic, coordination and opportunism). To analyse these risks Teff has been selected due to its major potential for market, food security, grown by smallholder farmers, food and nutrition crops as this crop is an orphan crop.

How is your project going to address these challenges? The research project is aiming to generate evidence to influence policy. There are two layers in terms of methodology: one is to analyse market (going to project area, conduct value chain analysis to identify constraints; then recommend replicable and workable business model). The second one is to identify a set of questions to feed in the replicable business model (input-supply study), socio economic related risks in the inter-household level; then market access study to analyse business structure.

What are the expected practice and policy changes that your project is going to bring? Change to policies and practices will be in collaboration with NLA. Teff is an 'orphan crop', with little attention given by research. So this project would like to see changes in improving policy and practice such as developing model that changes policies and practices that could be applied for other crops. Develop capacity with research and universities. Communication strategy; policy papers, video, publication will be produced using NLA to be shared with policy makers.

Where are your project intervention areas and who are your partners and beneficiaries? Highlands of Teff growing areas of Wollo zone, Haike district in the Amhara region, due to its 40% of Teff production. ICRISAT, ARARI and Wollo University are key partners of this project.

How are you planning to engage your stakeholders at different levels? Engage stakeholders from planning to every stage of the project.

Research Project 4: What works where for which farmer: Combining lean data and crowd-sourcing for household specific targeting of agricultural advisory services -Bioversity Ethiopia by Carlo F. (Bioversity)

What are the main challenges that your project is aiming at addressing? This project aims at designing and implementing new digitally-supported information services that will support farmer

decision-making in an intensification trajectory. The project will combine three approaches to achieve this. The first approach is "user-centred design", this involves identifying how farmers currently use information. These insights will be used to develop new concepts and prototypes for information services, which will be trialed with farmers and other prospective users. Secondly, the project will make use of the "lean data" approach, an evaluative data collection approach that makes use of digital tools, this is highly goal-oriented and uses validated indicators. This will help to evaluate and compare farms and accelerate learning about how well they perform on different indicators that are important for SAI. A third approach is "crowdsourcing" or farmer citizen science, which will support a large group of farmers in experimenting with new agricultural options and creating new knowledge for sustainable agricultural intensification. The project will combine elements from these different approaches to create a digitally-supported agro-advisory service and to collect evidence on its effectiveness. Started from option for adaptation then eventually crowd sourcing approach was selected for this project; started working with farmers by asking them to test technologies to enforce development of technologies; if we understand the vision of farmers we can achieve sustainably which includes understanding farmers and its context;

How is your project going to address these challenges? Problem space and solution space;

a.   Household survey to understand different dimension of farmers performance and develop options;

b.   Testing different options;

c.   Developing platforms to analyze the data from the survey; and

d.   Action research to fine-tune and share knowledge for effective advisory services so as to improve extension systems.

What are the expected practice and policy changes that your project is going to bring?

Increasing investment by donors, policy makers in terms of SAI as this is one of the priorities of Ethiopian government; to develop and promote innovative extension approach based on evidence;

Where are your project intervention areas and who are your partners and beneficiaries? In two district of marginalized areas of Tigray region and Assela district from Oromia region. Mekelle University, Tigray region research centers; students. Bioversity International (Lead), Lutheran World Relief and Naliendele Agricultural Research Institute are partners in this project.

How are you planning to engage your stakeholders at different levels? Multiple approach engaging stakeholders at different level; annual event (field day); seminars, meetings and generate promotion materials of project outcomes.

Questions from the audience and answers session

Question: Teff project: can you expand the prject site/area instead of one district to achieve business model; the one chosen is not the right site in terms of tef production?

Answer: There is a possibility of expansion in the future but not at this time

Question: What was the background for selecting Wollo district while there are other potential crops?

Answer: considering the risk factor. Yes it is the right site

Question: What is your exit strategy after completion of the project?

Answer: All projects are working with key national partners so the results of projects will be taken up and partners integrate in their activities.

Question: Almost all projects are aiming in technology transfer, so what is your strategy in terms of identifying and developing technologies/innovations (farmers' innovation)?

Answer: At this stage all projects have identified intervention areas. Farmers' innovation will be considered in due course f the project for future intervention.

Suggestions: Actors should be involved at the starting point to all the process; align with other projects; engage research and development partners;

Appendix 6: Workshop Evaluation

At the end of the Workshop, participants were requested to fill evaluation form. The nature of questions were designed against the objectives of the workshop in a Likert Scale of five, ranging from 1=very satisfied to 5=very dissatisfied. The results in Table 1 show that on average more than 90% of workshop participants were satisfied in learning about the SAIRLA project, governance structure of NLA, how the stakeholders work in NLA, concept of outcome challenges and progress markers, and the role their organization play in the NLA. In addition participants were also reported that they are satisfied the learning, networking and sharing environment during the workshop.

Evaluation of Workshop participants (N=17)

Indicators	Participants level of agreement (%)		
	Very satisfied	Satisfied	Neutral
Learnt about SAIRLA program/project	41.2	47.1	5.9
Learnt about the four SAI research projects in Ethiopia	29.4	64.7	5.9
Know about the Ethiopian National Learning Alliance governance structure and strategies	58.8	35.3	5.9
Have understood how stakeholders can work with NLA	29.4	64.7	5.9
Understood the outcome challenges and progress markers of the NLA	47.1	41.2	11.8
Understood the role my organization is expected to play	64.7	29.4	5.9
Learning, networking and sharing	23.5	58.8	11.8

In addition, participants were requested to point out strengths and weaknesses of the workshop and forward recommendations as a way forward. Table 2 indicate strengths and weaknesses of the workshop as perceived by workshop participants. The results illustrate that interactive and high participation, good facilitation and well planned and organized workshop were the three most important strengths mentioned in their order of importance. On the other hand, time management, Limited representation of donors and important partners and less number of participants were listed as a weaknesses of the workshop in their order of importance.

Strengths and weaknesses of the workshop as perceived by workshop participants (N=17)

Strengths	Weaknesses
• Interactive and high participation (77%) • Good facilitation (36%) • Well planned and organized (18%) • Include more decision makers (12%) • Clear vision and mission statement for NLA (12%) • Use of variety of communication methods and tools (6%) • Shared roles among facilitation team members (6%)	• Time management (24%) • Limited representation of donors and important partners (18%) • Less number of participants (18%) • Absence of farmers and private sectors representation (12%) • Less time for outcome mapping exercise (6%)

Participants were also requested to provide recommendations as a way forward to improve workshop organization in the future by the NLA. Considering weaknesses of the workshop Bring on board important partners and donors, Strong follow up and continuous meeting and inclusion of

more decision makers were the three top recommendations forwarded by the workshop participants in their order of importance. Generally, from the workshop evaluation results reveal that participants were happy with the overall organization and facilitation by the NLA facilitation team to ensure high participation and create learning environment. However, participants were seriously concerned less participation of the private sector and donors, which needs concerted efforts by the NLA facilitation team.

Recommendations forwarded by workshop participants (N=17)

Recommendations
Bring on board important partners and donors (24%)
Strong follow up and continuous meeting (12%)
Include more decision makers (12%)
Reduce agenda or allocate more time (6%)
Involve stakeholders during site selection for projects (6%)