

Country design and stakeholder workshop on the priority country project – Ethiopia Small Ruminant Value Chain

Addis Ababa, 22-24 May 2019

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

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1 Background

The Livestock CRP has decided to provide a three-year investment in an integrated core project in each of its priority intervention countries. These investments, approx. USD 1.5 million over three years, are intended to capitalize on previous CGIAR and bilateral projects (2012-2018) that sought to transform target value chains through accelerated research for development interventions along the entire value chains. These core projects will support integrated delivery of already-identified 'best bet' interventions across the five flagship areas and associated cross-cutting themes. Beyond these technical and institutional results, these projects should act as accelerators, provide critical mass and momentum, and stimulate additional complementary investments from other sources.

Each project will be supported and accompanied by action research, learning and coaching in the critical innovation system delivery areas of partnership management and interdisciplinary team research (provided by KIT and others). A PMU team dedicated to appropriate monitoring, evaluation, learning and communication will support performance measurement and reporting and facilitate reflection and planning processes.

Project proposals for the core project were outlined at the end of March 2019, drawing from stocktaking exercises in each country and flagship. Guidelines and protocols to ensure consistent design and MELIA were being worked on.

On 22-24 May 2019, the SmART (Small Ruminant Value Chain Transformation) Project in Ethiopia convened a meeting of the ICARDA, ILRI and CIAT team and major partners and stakeholders to discuss the overall plan for the priority country project with special emphasis on Change Pathways. This report outlines the process and main discussion points.

2 Workshop deliverables

The workshops aim to finalise the cross-country design components and agree the priority focus and deliverables of each project with key partners and stakeholders. The major deliverables from each workshop are:

CGIAR team on Day 1 and Day 3

1. Agreed 'design' and MELIA components
2. Near-final agreed draft proposal and plan for an integrated country core project (with activity outlines for flagships, cross-cutting plans, etc) and actions/timeline/roles to complete this
3. Plans for action research and coaching on partnership management and interdisciplinary research
4. Plans for a partnership landscaping study

CGIAR team and partners on Day 2

1. Common understanding of objectives and resulting required design of the Ethiopia country project
2. Agreed outcomes and main elements of the change pathways
3. Plans for action research with agreed roles of key partners

3 Day 1 – Preparatory Meeting of the CGIAR SmART team

This was an internal preparatory meeting to familiarize all SmART team members with the proposed project, to achieve a common understanding and to start working on change pathways.

First session: After all team members introduced themselves, Helen started the meeting with a brief overview of the purpose of the country projects. Unlike the other countries in Ethiopia the focus will be on continuation, expansion and integration of current ongoing activities. When introduced to the partners, the project will not be referred to as a new 'project' but as an extension of the current project with emphasis on integration and scaling. Internally the term 'project', with an associated proposal, was chosen to ensure commitment to deliverables (like it is the case for bilaterals).

Second session: Barbara then introduced what had been achieved so far in the Ethiopia country project and the gaps identified in an internal preparatory meeting in Addis in March 2019. She then outlined the draft country proposal that was developed in the cross-country workshop in Nairobi in March 2019. The proposed objectives, outcomes and enabling activities were discussed.

The proposed objectives of SMART-Ethiopia which were derived from the vision were

- Increase productivity at individual animal and farm level
- Generate more income at household level accessible to both men and women (equitable)
- Ensure environmental sustainability of proposed interventions (GHG emission per unit yield, land degradation)
- Facilitate service delivery around the integrated packages

The participants raised the following major points:

- The integrated package is not reflected in the overall objectives
- No mention of consumption of animal products and impact of food security (+ maybe human nutrition)
- First objective is not SMART (to who / by whom)
- 3rd objective: replace 'ensure'; it is not reflected in Outcomes or the enabling Activities
- element of 'capacity development' is missing; sustainability (post-CRP) not mentioned, maybe not in objectives but in the exit Strategy?
- What are the pathways from the interventions / package through to these objectives?
- The potential for scaling needs to be explicit in the objectives (additional objective?)
- Objective 4: is it possible to bundle the service delivery? Options are very limited given the country context, e.g. what input to government veterinary services to support/improve their service; what support to seed suppliers?
- If really want to scale, need to validate that market is interested and getting micro-financing institutions involved is really important
- Think of digital extension with the ability to reach more people
- Need to clarify the role of the change pathways (and KIT) in supporting the scaling.

Four outcomes to be achieved by Dec 2021 were proposed:

- SR producers in target sites adopt integrated intervention packages and increase their SR productivity and incomes.
- Service suppliers (DA, NGOs, vet services, private feed suppliers) are better linked to producers, promote and support integrated intervention packages
- Women producers are empowered by equitable access to services and higher involvement in decision-making (and more control over income from SR activities).
- National and regional Government and politicians fully support the technology packages.

The participants commented that the last outcome was not well linked to the objectives or the enabling activities; it could be linked to outcome 3 on service delivery.

Related to the proposed flagship components of the integrated packages, the environment component should be called 'communal grazing' and will be implemented in Menz and Abergelle. It

should be noted that this will be treated initially as a best-bet intervention not (yet) as part of the overall package. The proposed intervention on communal grazing management needs to be evaluated under the local context, in particular how it fits within the physical / social landscape. We need to understand who is using communal grasslands for which animals; the linkages to livestock parasites, feed & fodder and breeding programs need to be explored. The proposed enabling activities were also discussed.

The adoption of the integrated package was discussed. It was agreed that households cannot be ‘forced’ to adopt all interventions in the package but that we should at least a minimal-package should be implemented in order to be able to show evidence of the integrated package, could be different minimal-packages in different households. In some ways the variation between households is more representative of what would happen at scale, and each ‘site’ is a replicate of the integrated package, but we need sufficient evidence to evaluate the integrated package.

Third session: four groups (one for each outcome) worked on ‘changes’ they want to see as a pre-test for session in the workshop. A simple template was introduced. The four groups approached things slightly differently (see figures 2-5 in annex 2) and also came up with recommendations for how to approach in Day 2.



Figure 1. Template prepared by MELIA team for the discussion of Change pathways

The MELIA team noted that there were elements of ‘assumptions’, ‘enabling mechanisms’ in each of the diagrams as well as short/medium (and even long-term changes). For example, one assumption for the outcome related to the integrated package is that SR producers should have adopted after 6-9 months so that productivity change should be measurable after two years.

At the end of the meeting, expectations for day 2 were briefly discussed. The joint development of change pathways with partners aims at getting their inputs for and finally their ownership of the change pathways. It was also expected that some major challenges would be identified, particularly related to the policy outcome.

4 Day 2 – Stakeholder Meeting

The workshop began with an introduction to the country project (for those people not yet familiar with it). This was followed by brief group discussions on the proposed project for the next 2.5 years. Four groups were formed and first reactions on the outcomes, objectives and components were captured. The groups then presented highlights from their discussions. Major points raised across all groups were:

What do we like

- Selection of Ethiopia, Integration across component

Missing

- Alignment with ongoing LS projects e.g. PPR implemented by FAO
- Institution/organizational innovations (beyond technology)
- Consumer-side missing (safety, preferences, product quality, consumer association in marketing)
- No clarity on target markets (export, domestic)
- Evidence on results so far
- Clear role of stakeholders, new partners, Stronger private sector involvement
- Sustainability beyond 2021/ exit & continuation strategy
- Policy aspects

Observations

- How minimum is minimum?
- Diversify MSP at district level by bringing in actors from higher levels
- Will be a lot of work

The heart of the meeting was a systematic discussion of the major outcomes. Four groups were formed, each group discussed one outcome using a similar template as on day 1. Short- and medium-term changes to reach the outcome were described, required actions defined, indicators and assumptions identified. The results were transcribed into Excel sheets. At the end of the group work, each group presented the highlights from their discussions.

The last session of the meeting was dedicated to reviewing and agreeing critical design and delivery factors. As gender equity and policy engagements had been discussed in the group work on the four outcomes, only three groups were formed to discuss effective partnerships, capacity development and pathways to scaling. In the latter group an important discussion point was the question if the Ethiopia-SmaRT should engage in a national multi-stakeholder platform to more actively engage with policymakers and national level-actors. It was agreed that it would be important to find a suitable format for such an exchange as the technical working group formed by the Ministry was not active enough and did not provide the space for discussing issues around small ruminant value chains.

5 Day 3 – Meeting of the CGIAR SmaRT team

Based on the progress and outcomes of the second day, the agenda and objectives of the third day were revised. The revised objectives included:

- Review and refine products from the stakeholder meeting
 - Overall concept
 - Outcomes
 - Change pathways
 - Critical delivery factors
- Agree plan for partnership landscaping actions
- Identify initial ideas for KIT workplan in Ethiopia
- Agree actions and roles to complete proposal, activity sheets, POWB etc.

The most important task was to further develop the change pathways also considering the very preliminary sketches done at the first day. The aim was to produce a consolidated draft with changes, actions, indicators, as well as assumptions/enabling mechanisms for each outcome. The MELIA team had prepared excel template with the outputs of the group work of day 1 and day 2 to support the group work.

The outcome groups then worked on the excel worksheet with the tasks:

- Populate the 'changes' (as a sequence)
- Add in a 'final' change, for end 2021 (likely adapted from the overall outcome statement)
- For each change, populate the 'actions', 'actors', 'assumptions', 'indicators'
- For each change, identify any enabling mechanisms
- For each 'action' indicate any associated flagships/components
- Get most of the content you need from the other worksheets: review, refine, etc. so we have a realistic set of actions well-aligned to the desired changes and showing how they are connected.
- Try to write 'changes' consistently so we can see clearly what the change is, who makes the change, and when. Ideally, change 1 is followed by changes 2 and 3, and the assumptions show how the associated actions move us towards the 'final' change
- Try to include any actions from the 'critical delivery factors' where appropriate (capdev, scaling, partnerships, MSPs)

The group leaders were tasked to send the completed excel sheets with in the next days.

In the next session, the potential involvement of KIT was introduced by Helen Altshul and briefly discussed. The terms of reference were considered very vague and there was not enough information to come up with a potential action plan.

The last session focused on the next steps. It was planned to tentatively complete the full proposal by end June 2019 which would include to

- complete the document
- complete the MELIA aspects
- complete the activity sheets (POWB 2019-2021)
- circulate proposal to partners.

Three other important tasks were identified: 1) Recruitment of the national coordinator position. 2) plan baselines' and data needed for indicators/MELIA, and 3) partnership landscaping to be facilitated by Helen.

6 Annex 1. Agenda for the Country design workshop for the CRP LIVESTOCK priority countries - Ethiopia Small Ruminant value chain transformation, 22-24 May 2019

Day 1: 22 May 2019, Addis Ababa

Wednesday 22 May	KONSO meeting room	
	CORE PROJECT TEAM In-country staff / Flagship liaisons / MELIA team / PMU	
1400	Welcomes etc; objectives, process, agenda What we want from this meeting -	Peter
1415	Brief recap from preparatory meetings in Addis and Nairobi (15 mins)	Helen
1430	Reviewing the overall Objective(s) and Intervention Package concept Confirming the overall concept and what the project is trying to achieve. Reviewing the components of the package and how they fit into the overall concept Quick review of the different components	MELIA team Short presentation then discussion
1515	Break	
1530	How do we get from the Intervention packages (and their components) to the overall objectives? Discussion with visual mapping / drawing focusing on the changes (over time) and 'who' is changing. Initial outline of the change/impact pathways. Extracting the Outcomes from the mapped Changes	MELIA team Organized around the proposed outcome areas
1645	Quick review agenda and deliverables for day 2	Barbara and Peter
1715	Close	

Day 2: 23 May 2019, Addis Ababa

Thursday 23 May	INFOCENTRE	
	CORE PROJECT TEAM PLUS KEY PARTNERS	
08:45	Registration	
09:00	Welcome; objectives, agenda and process of the meeting; introductions - <i>What we want from this meeting</i> -	Aynalem; Peter
09:20	Background – a little history and results summary of SRVCT (Strength and gaps)	Barbara
09:40	Why this additional investment and what do we want to achieve?	Helen
09:50	Focus and scope of the next 2.5 years – first reactions on the outcomes, objectives and components	Facilitator

10:30	BREAK	
11:00	Group work – refining the outcomes and change pathways: <ul style="list-style-type: none"> - Outcomes - Changes - Actions - Actors - Indicators 	4 Groups
13:00	LUNCH	
14:00	Report back from Group work and discussions	Plenary
14:45	Review and agree critical design and delivery factors <ul style="list-style-type: none"> - effective partnerships - capacity development - gender and equity - pathways to scaling - policy engagement 	
15:30	BREAK	
16:00	Brief report back (5 minutes each)	Plenary
16:30	Action points and next steps	Plenary
17:00	CLOSE	

Day 3: 24 May 2019, Addis Ababa

Friday 24 May	Info center	
	CORE PROJECT TEAM In-country staff / Flagship liaisons / MELIA team / PMU	
08:30	Review key outputs/implications of days 1 and 2 discussions	Peter to facilitate
09:00	Review planned activities (POWB2019 and additional activity sheets)	Helen to lead?
10:00	Review planned MELIA activities <ul style="list-style-type: none"> • Indicators and Tools - Alice / Jane • Assumptions / Enabling mechanisms component of ToC - Caroline / Helen • Other aspects of the proposal which won't have been discussed (Methodologies, Key Outputs, Sampling, Implementation Plan, ToC elements – Evidence) • Resource needs • Agree follow-up actions and meetings 	MELIA team
11:00	SHORT BREAK	
11:15	Agree plan and actions on partnership landscaping and partner management	Helen
11:45	Discuss required inputs from KIT and actions on interdisciplinarity	
12:15	Agree actions to complete the proposal	
12:30	Close	

7 Annex 2. Change pathways for four outcomes developed on Day 1

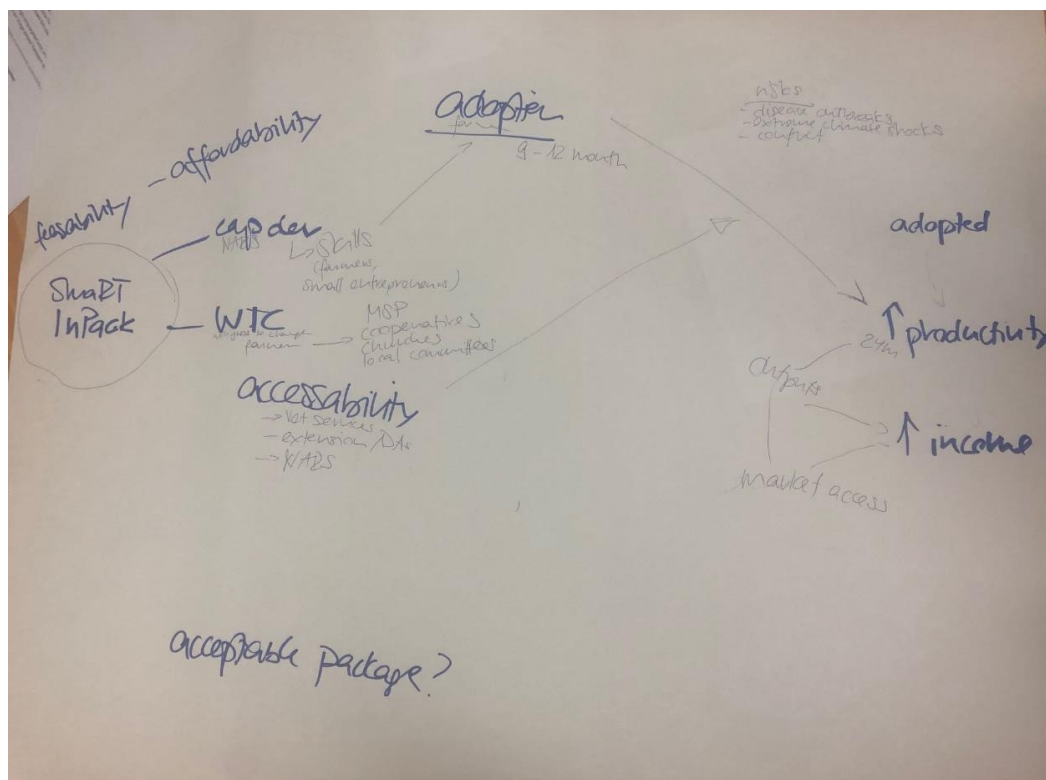


Figure 2. Change pathway for outcome 1 SR producers in target sites adopt integrated intervention packages and increase their SR productivity and incomes.

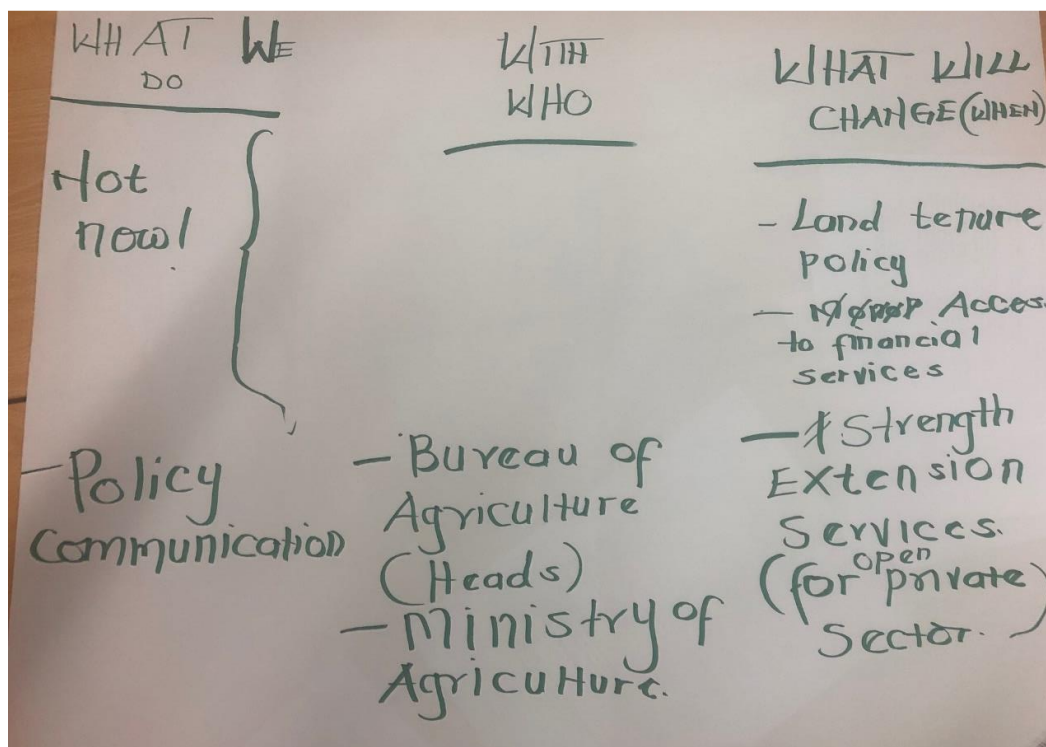


Figure 3. Change pathway for outcome 4 National and regional Government and politicians fully support the technology packages.

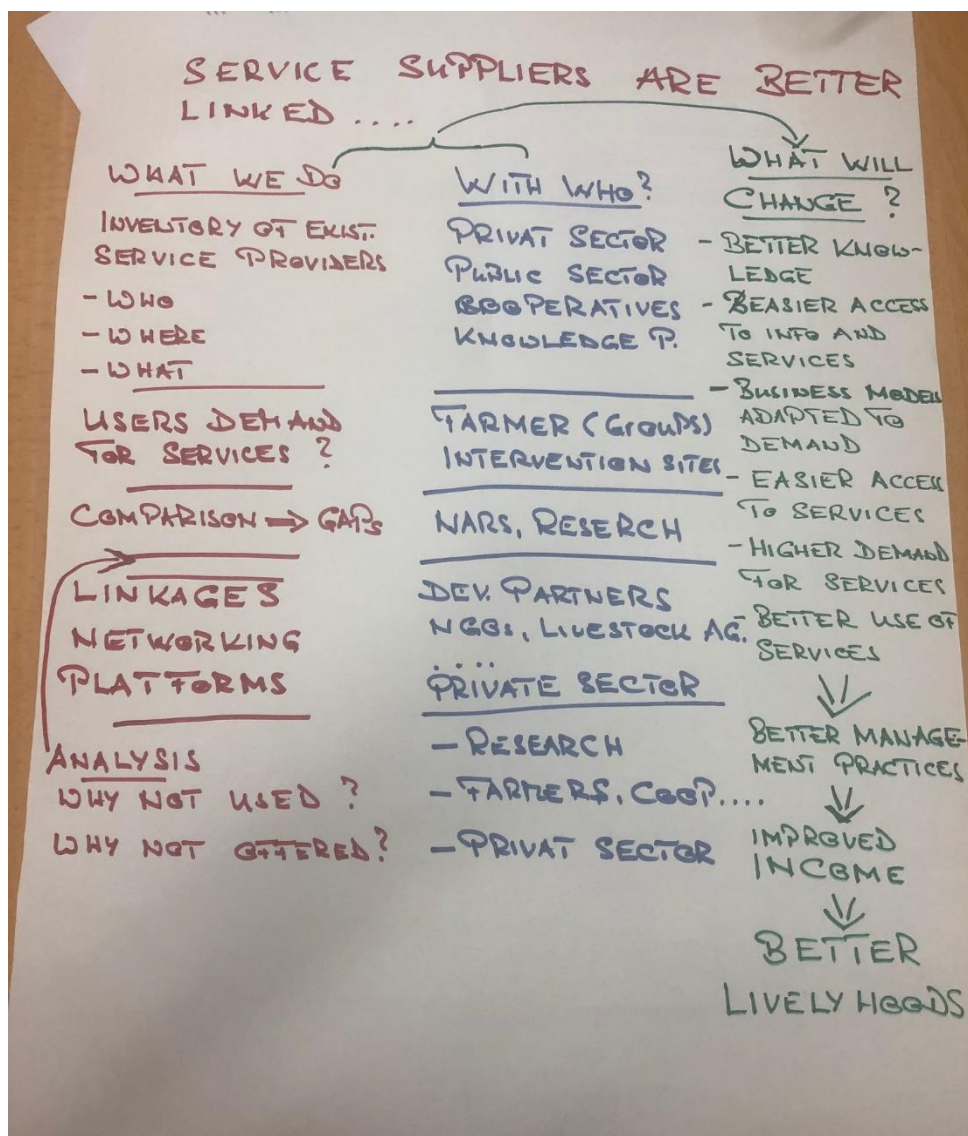


Figure 4. Change pathway for outcome 2 Service suppliers (DA, NGOs, vet services, private feed suppliers) are better linked to producers, promote and support integrated intervention packages

Outcome 3 - women empowered

What to do?

- Implement Community Conversation in New sites
- Cap dev of partners on gender to improve equitable access to services for women.

With who?

- With Community, Community leaders, Extension staff
- Cap dev team from CRP partners

What will change (when)?

- Change knowledge on gender relations
- change in attitude towards women
- change in practices
- More women involved in 2021 and benefit sharing -
- knowledge partners on gender
- partners ability to scale gender equitable packages
- partners 2021

Figure 5. Change pathway for outcome 3 Women producers are empowered by equitable access to services and higher involvement in decision-making (and more control over income from SR activities).

8 Annex 3. List of participants

Name	Affiliation	Location
Implementing team in the sites		
Yeshiwas Walle	Sekota Dryland Agricultural Research Center	Sekota
Zelalem Abate	Bonga Agricultural Research Center	Bonga
Gebre-Tensae Mezgenbe	Abergelle Agricultural Research Center	Abi Adi
Temesgen Jembere	Boko Agricultural Research Center	Bako
Ayele Abebe	Debre Berhan Agricultural Research Center	Debre Berhan
Dereje Dea	Arba Minch Agricultural Research Center	Arba Minch
Adissu Jimma	Areka Agricultural Research Center	Areka
Asrat Tera	NAGII, Addis Ababa	Addis Ababa
Likawen Yeheyis	ARARI	Bahir Dar
Gebre-Amlak Bezabeh	TARI	Mekele
Getachew Legesse	TAAT	Debre Zeit
Total attended		14
Other Stakeholders involved		
Tomas Chernet	BANR	Addis Ababa
Solomon Abegaz (rep)	EIAR Livestock Director	Addis Ababa
Nega Mekonnen	SNV	Addis Ababa
Jemal Hamide	South, Livestock Head	Hawassa
Debebe Admasu	Amhara, Livestock Head	Bahir Dar
Mulgeta Fitewi	Tigray, Livestock Head	Mekele
Taye Tolamariam	Jimma University	Jimma
Meseret Adugnaw	Live animal Trader	Debre Zeit
Berhanu Admassu	Tufts University	Addis Ababa
Yoseph Mekasha	ATA	Addis Ababa
Brook Yemane	Feed PLC	Debre Zeit
Melaku Asefa	MoA	Addis Ababa
Total stakeholders		12
CGIAR Country and MELIA team		
Annet Mulema	ILRI, Gender	Addis Ababa
Aynalem Haile	ICARDA, Genetics	Addis Ababa
Solomon Gizaw	ILRI, Health	Addis Ababa
Mamusha Lemma Woldegiorgis	ILRI, Capacity Development	Addis Ababa
Tesfaye Getachew	ICARDA, Genetics	Addis Ababa
Barbara Wieland	ILRI, Health	Addis Ababa
Barbara Rischkowsky	ICARDA, Country coordinator & LLAFS	Addis Ababa
Wole Kinati	ICARDA, Gender	Addis Ababa
Girma T. Kassie	ICARDA, LLAFS	Addis Ababa
Jane Wamatu	ICARDA, Feed & Forages	Addis Ababa
Joram Mwacharo	ICARDA, Genetics	Addis Ababa
Mesfin Mekonnen	ILRI, Health	Addis Ababa
Moyo Siboniso	ILRI, CGIAR country integration	Addis Ababa
Iddo Dror	ILRI, Capacity development & Scaling	Addis Ababa

Jason Sircely	ILRI, L&E	Nairobi
Fiona Flintan (only Day 1)	ILRI, L&E	Rome
Jessica Mukiri	CIAT, L&E	Nairobi
Helen Altshul	ILRI, Performance and Partnership Manager	Addis Ababa
Alice Njehu	ILRI, MELIA	Nairobi
Jane Poole	ILRI, MELIA	Nairobi
Peter Ballantyne	ILRI, facilitator and comms	UK
Caroline Kanyuuru	ILRI, MELIA	Nairobi
Total CG Team		20
TOTAL		46