

SRI Project Focal Point Persons Workshop Report



Brackenhurst Conference
Center

Limuru, Kenya

21-22nd February, 2013

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ABBREVIATIONS

SRI	Strengthening Rural Institutions
ICRAF HQ	World Agroforestry Center Headquarters
IFAD	International Fund for Agricultural Development
MKEPP	Mount Kenya East Pilot Project
SLM	Sustainable Land Management
SC	Steering Committee
FPP	Focal Point Persons
NRM	Natural Resources Management
MoU	Memorandum of Understanding
CNA	Capacity Needs Assessment

Day 1

Session	Arrival / Expectations from the meeting Introductions (items)
Facilitators/ Speakers	Clinton, Alice, participants
Rapporteur	Francesca

1. Introductions

The workshop was opened by Clinton who welcomed all participants; Alice then asks participants to describe the item they brought representing their site and the role they play in the project.

Table 1: List of Participants, their role and item

Participant name	Site or Role and country	Item and explanation
Alice Muller	M&E, ICRAF	Roselle tea from Lushoto
Ndeshi Munisi, Eliezer Moses, Bright Mshana	Arusha/Lushoto, Tanzania	No item
Adeline Muheebwa, Blasto Byabakama, Frederick Kasozi	Masindi, Uganda	Drawing of a cow – challenges for transport and processing mechanisms
May Muthuri	Communication, ICRAF	Project folders – to provide participants with materials produced so far
Paul Njuguna	Embu, Kenya	MKEPP DVDs and tree seedling – to disseminate knowledge on environmental issues in Embu
Nestry Ndichu	Embu, Kenya (FPP)	Mwea rice – Embu is an area where a lot of rice is produced
Agnes Muchira	Embu, Kenya	Tea leaves – in Mt. Kenya area there is a big production of tea
Verrah Akinyi	Statistician/student , ICRAF	An adjective to describe herself as vivacious
Francesca Borgia	Consultant, former research fellow, ICRAF	Notebook with field notes
Asha Omar Fakihi, Suleiman Mohammed, Miraji Ali	Pemba, Tanzania	Cloves – cloves are the cash trees of Pemba and have different uses (medicine, massage, food spice)
Jane Wanjugu Gitau, Paul Otieno	Bungoma, Kenya	Wished she could bring a chicken – chicken is highly consumed in Western Kenya
Sylvester Wafula	Bungoma, Kenya	Sugar cane – cash crop in W. Kenya
Chemangei Awadh, Simon Nyangas, Elijah Chemutai	Kapchorwa, Uganda	Woven basket and picture showing women weaving – the basket is a traditional tool to carry food and children as well as to welcome visitors
Lynnette Achieng	Intern, ICRAF	Roselle leaves – treats hypertension and nerve diseases
Miriam Mwangie	Intern, ICRAF	Avocado value added products photos – butter oil, guacamole
George Oketch	Temp staff, ICRAF	Group needs analysis
Sid Mohan	Consultant –M&E specialist, ICRAF	Open hands to help each other

Clinton Muller	Capacity Needs Analysis coordination, ICRAF	Tree branch – many leaves representing many different tasks at ICRAF
Joseph Tanui	Project leader, ICRAF	Photos of cats- why bringing a lion when you can explain things easily just by showing a cat picture?
Jeremias Mowo	EA Regional Coordinator, ICRAF	Presentation on project objectives
Mieke Bourne	Capacity Development Facilitator, ICRAF	Key holder with a kangaroo toy- represents her homeland-Australia
Grace Mwangi	Field Assistant, ICRAF	List of participants-to ensure the workshop runs smoothly(logistics)

Baskets from Uganda



Figure 1: women weaving welcoming baskets in Kapchorwa (photo brought by the Kapchorwa team as identifying item)

Session name:	Project overview/update
Facilitator/ Speaker:	Joseph Tanui, Jeremias Mowo, FPP from six sites
Rapporteur	Francesca

2. Presentation by Joseph Tanui

Tanui introduced the session by highlighting that the rural institutions are faced with some challenges which include non-sustainable land process and few mechanisms for cooperation among communities and district institutions (local government, development organizations) on land management.

He also mentioned that improvement of livestock, market demand and value addition calls for an integrated approach and a successful scaling up which thereafter needs creation of collective action.

This challenges facing rural institutions can therefore be addressed by; Ensuring participation ownership and demand-driven development, linking biophysical governance and socio-economic factors in formulating solutions (need for multi- institutional strategies), seeking sustainability through processes that link livelihoods and conservation (understanding & managing trade-offs),

It is therefore in light of these challenges that the project was written, core objectives include:

- To form, enhance capacity of variants of grassroots institutions and provide support to harness broader collective action for rural service delivery;
- Improve Enterprise development within the context of conservation, and community level asset accumulation.
- Build a regional institutional platform for knowledge sharing, scaling up, and representation/participation in SLM policy making and development processes in East Africa.

The project is using a multi-level research and learning process which encompasses two levels: program and community level

At the program level, it focuses more on opportunities, process documentation and to define how, what and ability for others to implement what has been done and also seeks to develop tools and documents. At community level, basically, helps the project in planning and implementation of activities at the sites.

3. Presentation by Dr. Jeremias Mowo

Dr. Jeremias Mowo, the East Africa Regional Coordinator, explained the importance of working with grassroots institutions to achieve sustainable land management and emphasized that his own experience led him to move from his original background (soil science) into African Highland Initiative.

Dr.Mowo claimed, *"We want to do transformation at the grassroots level so that they can have the capacity to adopt technologies"* in order to overcome the issue of project dependency. The coordinator has related that *"for every 100 cents only 4 reach the farmer"*.

With respect to the project, Dr. Mowo emphasized the importance of journal papers publications since it is the core business of ICRAF. He exhorted the participants to help the ICRAF staff to deliver and to stay interconnected by moving around in the conference room, get to know each other, share between sites.

The coordinator reminded participants that ICRAF is not a donor. We have to generate our funds from research, our salaries and benefits come from our projects not from ICRAF itself. He asks the participants to link with their institutions and governments to mobilize funds for our projects and set aside some funds to complement our funds and our work, to ensure the sustainability of our activities even after IFAD ceases to inject funds.

Dr.Mowo explains the second phase of this project which will aim at merging Evergreen Agriculture - which already entails one output on strengthening rural institutions – together with the SRI. Even in the future, there is need to leverage on the existing structures like the SC and the focal points.

He then tackled the issue of allowances for FPPs and SC members by explaining that the project has little funds and these are subjected to ICRAF policies for meals and incidentals in order to meet the auditing requirements. The general rule should be that the per diems provided to the project team on the ground should match those in the ICRAF policy regardless of the single governments' policies. There is a call and a moral behind our work in development which is to eradicate poverty.

The presentation was concluded by pictures of the clove tree grown in Pemba as a good representation of NRM policies and encouraging the participants to learn from one another and deepen their knowledge of the different sites.

Session name:	Describing the sites
Facilitator/ Speaker:	Douglas/ FPP from six sites Joseph Tanui, Jeremias Mowo, FPP from six sites
Rapporteur	Francesca



Figure 2: Asha (Pemba) presenting what it means to be a FPP

After a brief introduction given by May Muthuri on the project folders¹ provided to the participants, Douglas Bwire proceeded to encourage the FPP from the six sites to:

- 1) Answer the following questions after consulting your team (5 minutes): What do you see the role of a FPP to be? What are benefits, personally and professionally? What are the challenges? What are you looking forward to in the Project?
- 2) Give a 5 minutes presentations in the plenary

Results of the exercise available in table 2 (next page).

One of the challenges pointed out by IFAD staff is the lack of an agreement facilitating them to work for the SRI project without taking out time from their usual assignments. Dr.Mowo responds to the challenges expressed by saying that a MoU between ICRAF and the different institutions of which the participants are member of should take care of performance evaluation and reporting. Sylvester Wafula (Bungoma) supported this view by stating that IFAD officers have set targets every financial year and that the SRI project activities are complementary to the usual work and adds value to it.

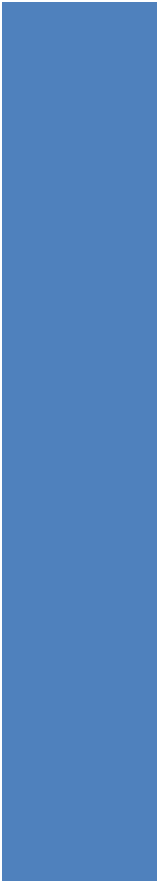
¹ Project Summary, Inception Workshop Report, Concept Note, Maturity Tool Poster, Workshop Reports, Poster for CNA, Manual, Model, Workplans, Site-plans, Steering Committee Minutes, Annual Report

Table 2: Presentation of FPP on their expectations and experience

Site and country	FPP name	<i>What do you see the role of a FPP to be?</i>	<i>What are benefits, personally and professionally?</i>	<i>What are the challenges? How have you managed these?</i>	<i>What are you looking forward to in the project?</i>
Bungoma, Kenya	Paul Otieno	<p>Doing appreciative inquiry</p> <p>SWOT analysis</p> <p>Linking with stakeholders on the ground and with ICRAF</p>	<p>Professionally we can share information with others “<i>we have here a basket full of knowledge</i>”, we work with different people with different needs, and I learnt how to enhance my capacities.</p> <p>Personally this project exposed me to people from different areas and we are good friends and sharing</p>	<p>As coordinator my challenges is to coordinate various institutions with different roles so putting them together becomes a challenge</p> <p>Logistical arrangements, for example if there is workshop you need to involve different people who have to make time for it so the schedule should be done together and in close consultation with one another especially the officers coordinating different activities as well as our major stakeholders who are the rural institutions</p>	<p>Developed strong sustainable rural institutions</p>
Lushoto, Tanzania	Bright Mshana	<p>Lushoto is a mountainous area so in order to ensure the work is performed well you have to go up there to meet the target group otherwise performance is compromised.</p> <p>Coordinate all issues related to SRI project. The FPP is supposed to know what are the groups doing and what we are supposed to implement according to project objective</p> <p>Link local stakeholders with the</p>	<p>Building network with other professionals especially local stakeholders. We are under the local government we are supposed to work with them. As FPP I am part of the stakeholders supporting the groups</p> <p>Getting new ideas from different persons, like other projects</p>	<p>One challenge is that in our area, in Lushoto, the groups are scattered so it is difficult to cover the area. There are three areas where the groups are located so it is difficult to meet with other people.</p> <p>Communication, there are areas where the phones don't work.</p> <p>High demand of assistance from farmers more than the FPP can afford</p>	<p>Finding ways to address the challenges. IF we get enough money we can support the stakeholders. Frequent communication, from district to project and between stakeholders</p> <p>Facilitate up scaling the groups</p>

		<p>project. FPP can help the farmers.</p> <p>FPP needs to find other stakeholders to financially support the project</p> <p>Facilitate the training and other activities such as the surveys</p>			
Pemba, Tanzania	Asha Fakh	<p>Link between the project and other stakeholders</p> <p>Responsible to facilitate the activities</p> <p>Overall management of project in the site</p>	<p>Sharing knowledge with the project management team and personally gaining more experience working with different people</p> <p>Establish linkages and synergies between our program and ICRAF</p>	<p>Weak involvement in project implementation process, in some part of the project only</p> <p>Limited resources to perform activities, sometimes I have to anticipate the funds for the activities</p>	<p>To improve communication between stakeholders</p> <p>Create vibrant institutions</p>
Masindi, Uganda	Frederick Kasozi	<p>Overseeing implementation and ensure communities participate in activities</p> <p>Ensure that communities understand, own and participate in the activities. Most of group members join without knowing why, they move as if they are following the crowd. Our role is to ensure is to make them understand why they are the in groups.</p> <p>Feedback from ICRAF and send issues to ICRAF. If ICRAF keeps quiet they will not know what happens. Reporting in review meetings</p>	<p>Information sharing. The FPP has undergone a training in leadership for change, I expect to disseminate this information to this group executives and the members</p> <p>Improve my CV personally because if I indicate that I have worked as FPP under the SRI project this would mean something</p> <p>Exposure to various sites, maybe other people from other countries will call me to participate. Exposure to people from different areas and different trees and countries (e.g.. Cloves in Pemba)</p> <p>Improving of networks and linkages,</p>	<p>Tools and kits which are limited for project implementation and delivering.</p> <p>I am having problems for communication (limited internet connectivity)</p> <p>Illiteracy levels of our people. Work plan monitoring tools can be a problem we need to sit with our people because of the level of illiteracy (solved with GALS approach)</p> <p>Communication with people, sometimes beneficiaries are where there is no phone network. We need to work through the radios</p>	<p>strong well focused self-managed and self-motivated groups (at the end of the project)</p> <p>Self-managed is very important to combat the dependency syndrome so they can manage those groups as if they are their own children.</p>

			<p>especially professionally.</p> <p>Improving on the financial capacity (getting something more for the work as FPP)</p>		
Kapchorwa, Uganda	Awadh Chemangei	<p>Oversee implementation</p> <p>Coordination between stakeholders</p> <p>Reporting and regular feedback to allow gap filling</p> <p>Inform the local government on the implementation of SRI, leveraging of government funds so they have to understand what is happening.</p> <p>Group development processes, so some activities must come out so when we scale up and scaling out. We want scaling out.</p>	<p>Improved capacity, adding to my knowledge and skills to handle issues at grassroots and see how the challenges they face affect the district development plans and therefore the poverty level</p> <p>Getting partnership and linkages throughout EA, and I can learn from other people how to work with their groups</p> <p>Strong focused groups</p> <p>Improved communication with partners in Kapchorwa through the SC</p> <p>For the local government is to report back what benefits we are having to the development plan. Strengthened Rural institutions can maximize little funds</p>	<p>Some of these groups are still learning, they are not very developed in terms of planning, we are still spending a lot of time polishing the work plans</p> <p>Even if they cannot come with the full work plans they can still identify objectives. Low education level is a challenge, it takes a lot of time, we need to go back and sit with them.</p> <p>Communication, we need to reach the people, sometimes they are not aware.</p>	<p>Good focused group and sustainable groups, to expect they are able to work alone.</p> <p>For the local government is to help it by strengthening institutions so they are ready for support</p> <p>Strengthening rural institutions will not give the support throughout so the government should come in.</p>
Embu, Kenya	Nestry Ndichu	<p>Guide identification of group</p> <p>Organizing them to and coordinating</p> <p>We have different arms: SRI, SC and community, I have to interconnect them and make sure they get information they need</p>	<p>Exposure and you learn new thing</p> <p>Integration: you integrate stakeholders and institutions</p> <p>Benefit of new knowledge, I have benefitted a lot with knowledge. The community benefits from the knowledge we give to them</p>	<p>This is a new approach, very new to the community. The MKEPP project had groups falling short of number of things, so through the project they can sustain themselves and be less dependent through proposal in example</p> <p>Policy framework: the community is grasping the guidelines, policy</p>	<p>What I have come to realize that the groups they are demanding; they want knowledge, they moved to a stage where there is hunger of knowledge.</p>



inadequacy; ICRAF does not deal with the policy. The communities thought they were reaping so much from the government and the funders. Making the community understand that they won't get funds from the project but only the knowledge to access funds.

Community expectations should be captured in an allowances policy for them

Communication between the funder and the community. There is the problem of the level of educations, the community has to be taken to pace to understand you. It takes a lot of time

Transport to the areas: some of the groups are far.

This project is not part of my project performance so convincing my boss that it is important is hard while doing my normal job. Even reporting, to who are you reporting?

As a response to the FPP presentations, Joseph Tanui mentioned that mainstreaming rural institutions strengthening is a winning formula and showcasing this work to other partners can add value. Awadh Chemangei agreed that sometimes there are high expectations from the community but it depends on approach used. He addresses Nstry Ndichu's presentations by stating that there should be no policy of allowances for the communities because they should be provided only with some snacks not with money for their time and involvement.

Dr. Mowo added that if a community expects to be paid, the project should look for a different one to engage and gave the example of Lushoto where it is illegal to pay the farmers for their participation.

Tanui continued by stating that the project is meant to go beyond the usual and endorse an approach which looks for the triggers of development and actual participation from the community. He advocated for a change in mindset of the FPP themselves and claimed that the key is in creating room and space to use community potential which constitutes the tenet of the SRI project. Rick Kamugisha added that we should be looking forward to promoting groups and farmers who are doing well with incentives to further motivate them.

Session name:	Workplans development
Facilitator/ Speaker:	Clinton and Alice / group work

4. Toolbox part 1: Identification of activities, partners and existing approaches

Clinton presented the idea of the toolbox as a way to produce work plans. As an example of assembling tools together to produce something, the participants watched a short video from the 'making of' the Ok GO song 'needing getting'² which shows a music band using different objects , including a car, to make music. The lesson here is that you should look at what tools are available and be creative to use it effectively and towards reaching your objective.

The plenary then went into work groups comprising the site team and the ICRAF FPP person assigned to each specific site to work together. The participants were encouraged to use their folders materials and to fill the flipcharts provided with the knowledge they had about their sites.

The session aimed at building the toolbox through sequential steps, namely:

- 1) Activities selection for strengthening groups at site level: identify activities to be included in the work plans and prioritize them based on two initial criteria: number of groups benefitted (the more the higher the score), activities having multiple benefits (e.g. leading to enterprise development).

The working groups were given one A3 sheet to list up to as many activities they found useful. This task was given around 20 minutes to be completed and the session was concluded at lunch time.

² Video available at <http://www.youtube.com/watch?v=MejbOFk7H6c>

- 2) Identify providers, partners and extension methods: identify existing training providers; identify existing projects and partners to leverage; identify what extension methods work and what does not work
- 3) Identify the enabling environment and challenges: list those factors which can influence the work plan that you have no control over.

Prior to the exercise, the participants watched another-OK GO-clip which showed how the band, already knowing what music they wanted to make, used the environment to create it.

5. The market place

When the toolbox was completed each site working group was also requested to identify one activity which was new, different and interesting to be traded on the market place in order to exchange experiences and approaches between sites.

Joseph Tanui acting as auctioneer ,asked each participant to score the market place 'offers' giving an overall score between 1 and 10 taking into account the following criteria:

- 1) Uniqueness
- 2) Adoptability (it can be applied in different places)
- 3) Profitability (how many people can benefit from it and how big the benefit it)
- 4) Risks (what are the risks involved? The higher the risk the lesser the points)
- 5) Cost implication (the initial cost of doing lowers the score)

Each FPP was then presented the item on the market:

- 1) **Pemba** offers Farmer to Farmer approach. The farmers must practice what they are taught during the session and whoever does it best becomes a model farmer to other farmers. It has many positive spillovers and it is sustainable. After the end of the project the farmers continue practicing and it is an entry point for other projects
- 2) **Lushoto**: Conducive environment for action
- 3) **Bungoma**: improvised fodder chopper. It is gender friendly and not complicated machine.
- 4) **Embu**: School Greening Program. If you want to improve the tree cover you have to use all the resources, schools can plant trees. Children are organized the 'adopting a tree' programme so at the end of the day you have zero cost to plant trees
- 5) **Kapchorwa**: Innovation friendly. People are very eager to adopt innovation being them in a very steep landscape. They work together through collective action. Kapchorwa sells an approach as a propeller in creating an avenue for adoption and adaptation.
- 6) **Masindi**: GALS (gender action learning system) methodology. It is easily replicable, and can be explained and demystifies concepts into something very simple. The tools are developed through simple methods and through a revolving fund.

Session name:	Work plan development (finalisation)
Speaker:	
Facilitator/ Speaker:	Mieke / group work

6. Prioritization of activities and work plan development

Mieke explained the activities prioritization giving the following instructions:

- Give scores from 1 to 3(lowest to highest)to the listed activities based on the following criteria, namely (a) number of groups benefitting, (b) cost-benefit trade off, (c) multiplier or seed effect activity, (d) any other relevant criteria.
- Think about priorities to be completed by the end of 2013
- Go into detail and focus on trainings which are more specific

Joseph Tanui also reminded the participants to keep a ‘helicopter’ view to make sure that the proposed activities help the farmers to achieve what they had indicated in the work plans

Participants were given the opportunity to indicate also some activities that do not necessary fulfill the criteria but are considered very beneficial to one group (Wildcard slot)

Before breaking the plenary into working groups again, the OK GO actual music clip was shown to exemplify how the hard work of putting all the instruments together led to the final output. After the clip, each group was provided with a sheet to build the workplan and was invited to use the tool box to build the workplan and to be as specific as possible (See annex III and IV)

Session name:	Voting on SRI Logo
Facilitator/ Speaker:	May and Lynnette
Rapporteur	Grace

7. Voting on SRI logo

The logo that won over the plenary appears below

The suggestions on how to improve it include:

- The ‘s’ needs improvement as it does not look like an ‘s’
- Make the letters more visible and appealing
- Make the dot on ‘i’ have a group of people to incorporate some aspects of the other suggested logos
- Avoid overcrowding the logo with ICRAF and IFAD logos



Day 2

Session	Workplan presentations
Facilitators/ Speakers:	FPP from the working groups
Rapporteur	Miriam

8. Work plan presentations

The groups from each of the six sites were required to present the first prioritized activity of their work plan by reading the first line of their work plan

Table 3: First prioritised activity by site - partial work plan

Project site	Activity	Partners	Ext. methodologies	Start date	Completion date	Audience (group)	Significant challenges	Measures of success
Kapchorwa	Governance	KADLACC and SRI	Group trainings				Getting the right resource person, the farmers' calendar such as the planting season, overlap of activities with other projects and coming up with the right enterprises	For good governance to exist the group felt that, good structures should be in place such that the specific roles of the members are defined to avoid overlapping of their roles and this could lead to conflict.
Bungoma	Routine dairy husbandry practices, fodder management, technological innovations such as the fodder chopper.	KARI, ICIPE	demonstrations, farmer field days	April 2013	December 2013	Group members and representatives.	Unpredictable weather.	Number of fodder choppers produced improved health of the livestock and reduced mortality rates.
Pemba	Financial management: entrepreneurial skills		training and practices			group members		

Embu	Leadership skills enhancement: constitution making, record keeping and group dynamics.	Ministry of gender and social services. ICRAF facilitators	onsite training / participatory techniques	14 th May 2013	24 th May 2013		lack of expertise in the area on participatory techniques	number of people trained
Masindi	Facilitating Community Commodity Marketing	District level support programs and trade links.	training on market linkages and negotiation skills	March 2013	October 2013		packaging the information and dissemination of the market information as well as linkage with the partners.	Number of persons trained (male/ female), the record of information disseminated.
Lushoto	Financial Management and Resource Mobilisation	ICRAF	group training			group members	difficulty in disseminating knowledge due to illiteracy among the farmers	new members joining the group and good record keeping , securing loans (number of members accessing financial services).

During the presentations, Joseph Tanui pointed out that the main aim of the training should be ‘the take home for the farmer’. The training should offer the necessary support to what will strategically support the product for the farmer as increased productivity. There is need to explore every level of value addition at the grass root level, innovation in new methods creation of a sense of ownership among the farmers and divorce from training only and concentrate on deliverables as well.

Tanui pointed out the following remarks:

- i. Changes can be made within the grassroots
- ii. Workplans can be shared within the various sites for comments and sharing of ideas
- iii. The common activities in the sites will facilitate sharing of information at the marketing level
- iv. Soft copies of the group activities will be made and circulated

Session	Implementing the workplans- Communication and logistics
Facilitators/ Speakers:	Nancy Oseko, Samuel Omondi, May Muthuri
Rapporteur	Miriam

9. Communication

May gave a presentation on the SRI communication strategy. She pointed out the products for 2012 which included:

- Annual report
- SRI Manual
- SRI Model
- Log frame
- 2 Posters (draft)
- Workshop reports
- Steering Committee Minutes and Validation Survey reports
- Communication Strategy

She further explained the expected output for this year, 2013 which are:

- 2012 and 2013 Annual Report
- SRI Manual
- SRI Model
- Log frame
- Workshop Reports
- Steering Committee Minutes and Validation Survey reports

- Communication Strategy
- SRI Poster, brochure and fliers
- Policy Briefs
- Algorithm
- Case Studies
- Conference Articles (internal and international)
- Maturity Tool Software
- “How to Note” – IFAD Templates
- Journal Articles
- TOR’S for Steering Committee Members and ICRAF

To improve on communication, the focal points were asked on their preferred communication methods, the questions guiding this exercise were as follows:

1. How would you like the SRI team to communicate with you?
2. What type of information would you like the SRI team to communicate?
3. How often should the SRI team communicate with you?
4. How will you ensure effective communication between you, the grassroots groups and SRI team?

10. Finance and Logistics

Nancy pointed out the roles played by the finance department:

- To give support through financial resources to ensure the implementation of the project within the available budget.
- To guide on the expenditure within the initial budget
- To act as a bridge between the project members and the donor (IFAD)
- To monitor and control that the project complies with policies and procedures
- To keep a balance between activities and outputs
- To serve as the reference point for the project document/ agreement by giving the guiding procedures prepared to agree with the accepted research standards in order to avoid conflict.

Samuel talked about ICRAF partners’ responsibilities also with reference to reporting and auditing to and from the donors:

- The established partners are expected in return to account for the funds disbursed to them.
- Reimbursement of money spent must have a supporting document such as receipts. These must be authentic with data integrity.
- Two types of reports are submitted to the donor but these two are merged into one document: the technical report by the scientist and the financial report by the finance department.

- Audits are carried out to ensure that the report to the donor is authentic with integrity. Audits showing irregularities can cause the donor to request a refund and stop the injection of resources. Accountants are responsible for this not to happen.
- Accounting by the partners should be done within 10 days on completion of field work. The extra money should be deposited back into the project account. The work plans should run concurrently with the set budget as this eases the planning for activities.
- The partnership assessment tool has been established to assess both the finance systems and the project outputs so as to carry out accountability in the project.

With respect to the presentation given by Nancy and Samuel the following concerns were raised by the FPPs:

- There should be a harmonised format for all forms of money requests
- Money should be sent out quarterly
- The Lushoto FPP claimed there is delay in releasing of the funds.
- The *per diem* was little

The finance department needs four working days to prepare the advance. Planning is fundamental to avoid delays in releasing of the funds. Transfer of money from the country offices to the partners. It was agreed that money can be sent for 3 month activities to the country offices and released to the partners on a need be basis

Risk policies are in place to mitigate any losses arising from security. The finance department reduces risk by channelling money through the country offices, paying directly for hotels and conferences. This minimises the cash that is carried by the staff during trips. The money that is channelled through the country offices is usually accompanied by a breakdown of what its intended for.

Dr.Mowo pointed out the following:

- ICRAF has its own *per diem* stipulated rates. This is not based upon the ministerial per DM rates given by the residence country. Therefore this cannot be raised or lowered to suit any of the East African countries.
- The *per diem* allowances given by ICRAF are there for security purposes and this is meant to ensure that the FPP/ employees can afford a decent secure residence while out on assignments.

The FPP pointed out that the money should not be released through the existing projects. The response to this was that the audit is bestowed upon ICRAF therefore there will be a MoU between the partner and ICRAF and accepted by IFAD Rome so as to have it workable.

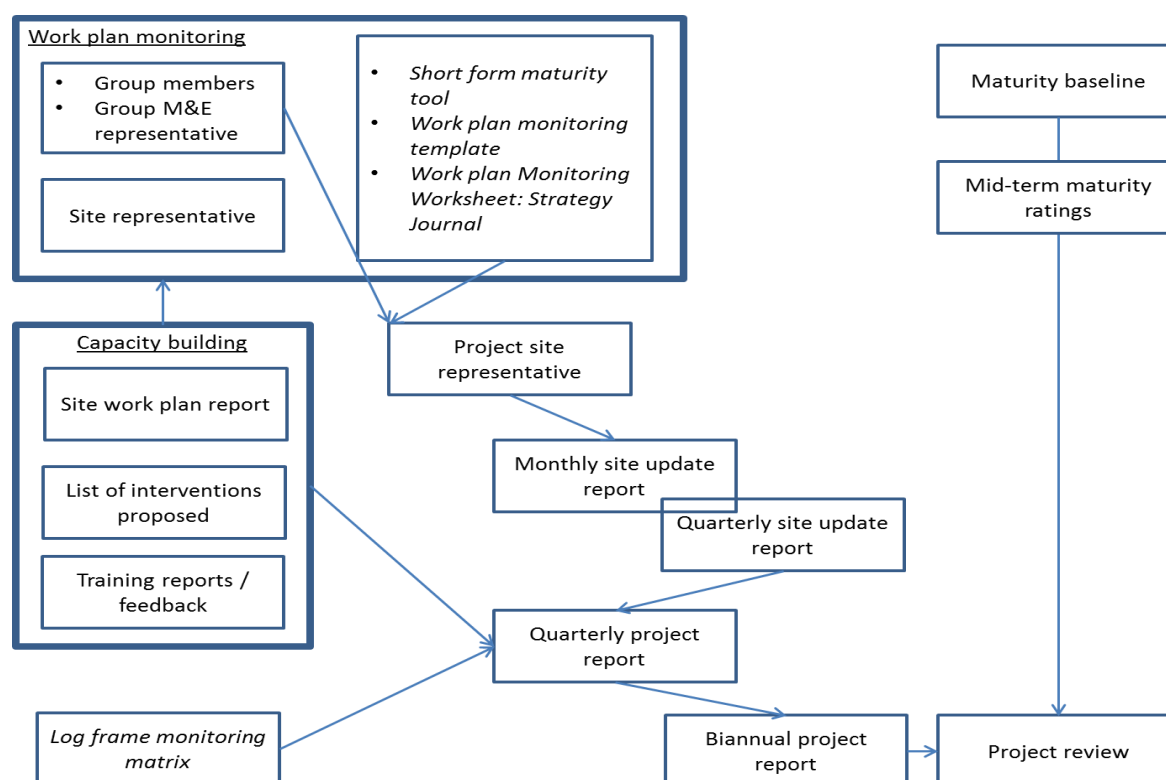
The IFAD Tanzania country officer, Dr. Juma, pointed out that the informal way of how activities are conducted between ICRAF and the partners should be resolved. Details are needed to ensure that IFAD and ICRAF regulations are adhered to.

An agreement will be worked out between ICRAF and the sites i.e. a prototype agreement with details that are specific to the site. Nancy would send the agreement template to every site. These agreements were to be completed and sent back to the headquarters as soon as possible.

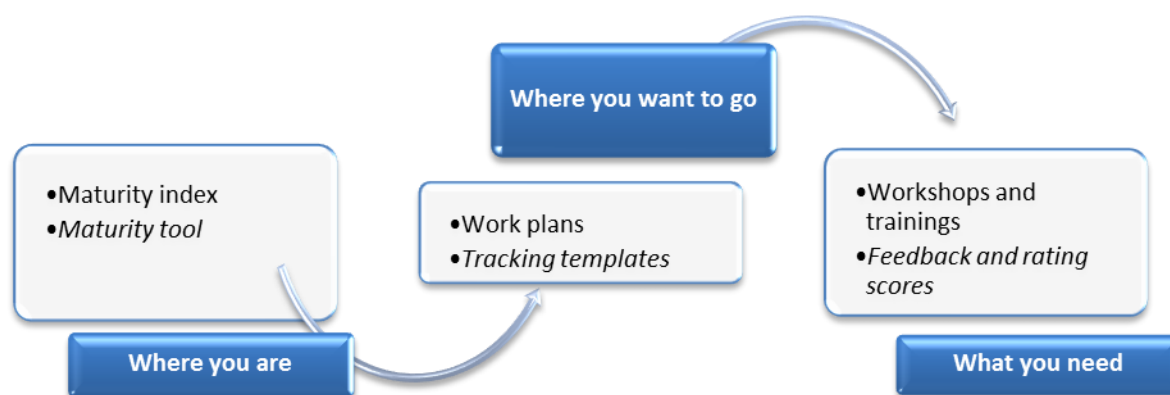
Session	Monitoring & Evaluation Plan/ Case studies
Facilitators/ Speakers:	Sid Mohan / Alice Muller
Rapporteur	Miriam

11. Monitoring and Evaluation

Sid gave an introduction to SRI M&E approach, which is illustrated below



This approach can be summarised as follows



He asked for feedback on the introduction to work plans and the SRI tracking tools (monitoring worksheets). The responses to the feedback from the groups on the workplans and monitoring worksheets were as follows:

Work plans	Monitoring worksheets
<ul style="list-style-type: none"> • Pemba: translate to Tanzanian Kiswahili • Kapchorwa: owning the process is required by each site • Masindi: members had a hard time writing in English. • Bungoma: he workplans are now easily prepared by the groups 	<ul style="list-style-type: none"> • Pemba: assistance is needed for filling the worksheets for the first time • Masindi: suggested that a column for the challenges should be included. Translation to Luganda language may be required. • All sites: monthly reporting will be too short and unanimously agreed on quarterly reporting.

After the presentation on the M&E strategy of the SRI project, Sid encouraged the plenary to break down into group work once again and respond the following questions in order to draft a tailor-made M&E strategy at site and group level:

- 1) Site level work plans – how often you would like to report to ICRAF about the implementation?

- 2) What should be the composition of the M&E committee at each site? (E.g. the whole SC? Few members? Members from the group?)
- 3) How would you like to select the M&E representatives from each group? (group level M&E)
- 4) What is the frequency of reporting along the chain? i.e. from groups to M&E site level and from M&E at site level to ICRAF HQ

Sid specified that the role of the M&E committee will be to go through the results of the group and decide whether the activities of the group are effective, if there is need for new activities and any opportunities for new activities.

In terms of frequency the common agreement on the communication to ICRAF was to do it on a quarterly basis.

Mieke encouraged participants to take into account the limited budget (2.500 USD per site) that they would have available to perform all the required activities, including the M&E

12. Case Studies

Alice explained that we would like to collect case studies about some of the engaged groups to show how the groups have changed. It will assist the group to interact with other groups and strengthen the groups with different characteristics, generate both qualitative and quantitative data and as a means to learn from the successful groups.

Theme	Topic	Site	Suggested group	Interesting angle/ lesson/ observation that can be made here
Success stories	A group with formal arrangements and management mechanisms *	Lushoto	Ubiri Women's Group	Leadership, shop manager, shop processing and packaging
Success stories	A group with formal arrangements and management mechanisms *	Pemba	Mtaka Youth group	Management and coordination, record keeping and financial management
Success stories	A group with formal arrangements and management mechanisms *	Bungoma	Nakhewa youth group	Improvised fodder chopper - farmers own initiative
Success stories	A group with formal arrangements and management mechanisms *	Kapchorwa	Tuban organic farmers association (TOFA)	
Success stories	A group that started as a self-help group (self-determined/ demand driven)	Lushoto	Kumekucha mwamko saccos	VICOBA, self-sustaining fund (funerals, fees, illness) Saccos – Business loans
Success stories	A group that started as a self-help group (self-determined/ demand driven)	Pemba	Kitandu cooperative	Group development
Success stories	A group that started as a self-help group (self-determined/ demand driven)	Bungoma	Board of Evangelist self-help group	Milk value addition

Success stories	A group that started as a self-help group (self-determined/ demand driven)	Kapchorwa	Kwoti Bee keepers association	Bee keeping in the park and collaborative management of natural resources
Success stories	A group with multiple activities and diverse functions	Lushoto	Kwalei saccos	Dairy cows, loan provision, tea plantations, tour guides, fruit jam processing
Success stories	A group with multiple activities and diverse functions	Pemba	Mtaka youth group	Commitment, work planning and benefit/cost
Success stories	A group with multiple activities and diverse functions	Pemba	Msilolijua	Commitment, work planning and benefit/cost
Success stories	A group with multiple activities and diverse functions	Pemba	Bora Hiari	Commitment, work planning and benefit/cost
Success stories	A group with multiple activities and diverse functions	Pemba	Jambo group	Commitment, work planning and benefit/cost
Success stories	A group with multiple activities and diverse functions	Bungoma	Buyofu jua kali	Diversified activities - Tissue culture bananas, vegetables
Success stories	A group with multiple activities and diverse functions	Kapchorwa	Tegeres soil and water conservation	Integrates activities - Dairy, soil conservation, milk sales
Success stories	A group with a well-developed savings	Lushoto	Kumekucha mwamko saccos	Saccos loan within their group. Capital is 200 million

	scheme			From CRDB – 500 Million to be provided as a loan to the group
Success stories	A group with a well-developed savings scheme	Pemba	Mtaka Youth Group	Strategies and financial management
Success stories	A group with a well-developed savings scheme	Pemba	Kitandu	Strategies and financial management
Success stories	A group with a well-developed savings scheme	Pemba	Bora Hiari	Strategies and financial management
Success stories	A group with a well-developed savings scheme	Pemba	Tuko fit	Strategies and financial management
Success stories	A group with a well-developed savings scheme	Pemba	Lengo Letu	Strategies and financial management
Success stories	A group with a well-developed savings scheme	Pemba	Sirasi ya miziga	Strategies and financial management
Success stories	A group with a well-developed savings scheme	Bungoma	Muliro umoja women group	Success in mobilizing own resources to achieve their objectives
Success stories	A group with a well-developed savings scheme	Kapchorwa	Katsobee	Loan scheme/ institutional
Success stories	Successful platforms	Lushoto	NA	NA
Success stories	Successful platforms	Pemba	Mtaka youth Kitandu Coop	Importance of having a platform
Success stories	Successful platforms	Pemba	Jambo group	Importance of having a platform

Success stories	Successful platforms	Bungoma	Ndalu Dairy commercialisation area committee	Successful in offering AI services and farmer to farmer extension to member groups
Success stories	Successful platforms	Kapchorwa	Kadlacc, Arokwo Tofa	Leadership
Success stories	Successful enterprises	Lushoto	Ubiri Women's group	Growing fruit and vegetables, tables, processing, packaging and marketing
Success stories	Successful enterprises	Pemba	Lengo Letu	Secret of their success
Success stories	Successful enterprises	Pemba	Bora Hiari	Secret of their success
Success stories	Successful enterprises	Pemba	Tuko Fit	Secret of their success
Success stories	Successful enterprises	Pemba	Kitandu	Secret of their success
Success stories	Successful enterprises	Pemba	Mtaka youth	Secret of their success
Success stories	Successful enterprises	Pemba	Jambo Group	Secret of their success
Success stories	Successful enterprises	Bungoma	Board of evangelist self-help group	Successful milk value addition, yoghurt, pasteurized milk and lala
Success stories	Successful enterprises	Bungoma	Buyofu Jua Kali	
Success stories	Successful enterprises	Kapchorwa	Tegeres women milk suppliers association	Milk sales
Success stories	Successful enterprises	Kapchorwa	Kapchorwa community development association	Milk sales
Sectors	Natural resource management	Lushoto	Jipe Moyo – Mtae	Tree nurseries, establishment and selling of seedlings
Sectors	Natural resource management	Pemba	Kitandu	Management Strategies

Sectors	Natural resource management	Pemba	Kiridomo	Management Strategies
Sectors	Natural resource management	Pemba	Usilolijua	Management Strategies
Sectors	Natural resource management	Bungoma	Mpanda self-help group	Carbon sequestration, agroforestry
Sectors	Financial	Lushoto	Ubiri Women's group	Banking, selling of product
Sectors	Financial	Pemba	Mtaka Youth	Record keeping and marketing
Sectors	Financial	Pemba	Kitandu	Record keeping and marketing
Sectors	Financial	Bungoma	Mpanda self-help group	Village savings and lending scheme
Sectors	Financial	Bungoma	Muliro umoja women's group	Table banking
Sectors	Commodity based	Lushoto	Usambara Lishe Trust	Growing in greenhouse (tomatoes, hybrid peppers), organic farming, manufacturing seeds, transportation of products to reliable markets
Sectors	Commodity based	Pemba	Lengo Letu	Technologies spillover and dissemination
Sectors	Commodity based	Pemba	Tuoneni	Technologies spillover and dissemination
Sectors	Commodity based	Bungoma	Mukwa Community driven development committee	Banana Value addition
Sectors	Commodity based	Bungoma	Naitiri dairy co-op society	Milk value addition
Gender/ Age	Women only	Lushoto	Ubiri Women's Group	
Gender/ Age	Women only	Pemba	Hatuna Ubagazi	
Gender/ Age	Women only	Kapchorwa	Kwoti Women basket group	Basket making
Gender/ Age	Men only	Pemba	Tahadhari	
Gender/ Age	Mixed	Lushoto	Kumekucha mwamko saccos	
Gender/ Age	Mixed	Pemba	Tuoneni	

Gender/ Age	Mixed	Pemba	Mtaka youth	
Gender/ Age	Mixed	Pemba	Kitandu	
Gender/ Age	Mixed	Pemba	Kirimdomo	
Gender/ Age	Mixed	Pemba	Majeri kuku	
Gender/ Age	Mixed	Pemba	Lengo letu	
Gender/ Age	Youth	Kapchorwa	Kaplelko youth forum	Bee keeping
Maturity	Beginner			
Maturity	Intermediate	Pemba	Kitandu	
Maturity	Intermediate	Pemba	Kirimdomo	
Maturity	Intermediate	Pemba	Mtaka youth	
Maturity	Intermediate	Pemba	Tuoneni	
Maturity	Mature	Kapchorwa	Tuban organic farmers association (TOFA)	Leadership
Success stories	A group with formal arrangements and management mechanisms*	Embu	Kamiu/Kavanga Irrigation Water Users(WRUA)	Assisted by MKEPP to build irrigation scheme infrastructure. The scheme is now growing enough food for their households. In addition new income generating groups have come up especially on bananas for sale. There is a grading shed to ensure quality products and employed technical staff to ensure

continuity.

Success stories	A group that started as a self-help group (self-determined/ demand driven)	Embu	Wangu Women Group	Group started as a fuel wood collecting group. Has now grown to an environmental conservation group with a tree nursery producing over 150,000 assorted tree seedlings per year. The group has assisted to rehabilitate the Mt Kenya Forest (Magacha area) and also donated seedlings to schools and other public facilities over and above on-farm tree planting.
Success stories	Successful platforms	Embu	Kapingazi River Users Association (WRUA)	First group to form a WRUA in year 2000 even before the water Act 2002. Have managed to ensure constant water flow the whole year round thereby ending the water use conflicts in the Kapingazi river basin.
Success stories	Successful enterprises	Embu	Mwitha Self Help Group	Group assisted by MKEPP to procure a milk cooler in 2009-This has reduced milk wastage thereby motivating farmers to increase production by over 100%. The group has acquired own plot to build own facility and also add another larger milk cooler
Success stories	A group with formal arrangements and management mechanisms*	Masindi	Miirya Poverty Warriors	Governance Cohesion amongst members
Success stories	A group that started as a self-help group (self-determined/	Masindi	Katagurukwa Integrated Group	Promotion of banana growing and control of BBW

demand driven)

Success stories	a group with multiple activates and diversification	Masindi	Miirya Poverty Warriors	Handling bee keeping, cereals, sanitation and hygiene and village saving scheme
Success stories	a group with a well-developed savings scheme	Masindi	Balitusangayo horticulture group	Members have graced the savings scheme
Sectors	natural resource management	Masindi	Miirya Poverty Warriors	Well established nursery bed for various types of trees
Sectors	financial	Masindi	Businge FAL Group	Good record keeping of finances
Sectors	community based	Masindi	Kiswata/kisindizi farmers	Bulking for marketing
Gender/ Age	Women only	Masindi	Businge FAL Group	Financial record management
Gender/ Age	Men only	Masindi	Twetegeke elders group	Bee-keeping techniques
Gender/ Age	Mixed	Masindi	Miirya Poverty Warriors	Governance
Maturity	Beginner	Masindi	Bagambakamu FAL Group	Management of catering services
Maturity	Intermediate	Masindi	Katagurukwa Integrated Group	Management of banana bacterial wilt
Maturity	Mature	Masindi	Miirya Poverty Warriors	Enterprise mix

Session	Next steps in the project:
Facilitators/ Speakers:	Mieke Bourne / Joseph Tanui
Rapporteur	Fred and Clinton

13. Model and products

Mieke gave a brief presentation on what outputs have been produced and who is going to be in charge of developing what in the next few months.

14. Platform and enterprise development

Platform Development

Platforms serve several purposes, including:

- Vertical integration of development engaging the various levels of the spectrum
- Engage multiple different stakeholders in the process
- Creating a platform to establish an avenue

There are great examples of platforms that have succeeded; unfortunately there is limited documentation of why they succeeded and how they are characterized. There is a need to create some simple principles on how to develop platforms.

The algorithm is a decision making tool which will be used to help in guiding the decisions that need to be made, e.g. forming an enterprise or establishing a platform. The project hopes to characterize platforms as part of this project this year.

Enterprise Development

Enterprise Development is a complicated process – Tanui provided a simplified example of a mango enterprise through value addition processes. It is important to consider all the aspects, including bottlenecks in the enterprise development process.

The project will work with the focal point persons to develop the processes for the enterprise development. It is important that these are tested with the on ground groups

Future view of the project is to continue to develop the tool to be applied elsewhere, interest in the development of the tool in Zambia, Vietnam and Indonesia.

Need to continue to work within the context of the workplans that have been developed to refine the tools to develop the strengthening rural institutions model.

Important dates

- Recognition of Kenyan elections, which follows that the office is closed between 28th of February and 11th March. Focal Point Persons should aim to finalise workplans and send to ICRAF by the 11th March. The biggest challenge with the office closure during the election will be funds available through finance
- IFAD review mission in June 2013
- FPP meeting/Training on tools – December 2013 or January 2014

Good case studies and other documentation can support the development of Journal Articles and the project welcomes co-authors for papers. Incentives for co-authoring a paper would include attendance at Conferences to present papers.

Tanui reminded the plenary that the project is open to input and contribution from the team to further develop the project, nothing is set in stone, and everyone is welcome to contribute to the on-going development of the project. He requested that we continue to maintain effective communication with each other to continue to progress the project and resolve issues as they arise.

He thanked everyone for their attendance and contribution over the two day and wished them a safe travel back home.

ANNEX I: WORKSHOP TIMETABLE

SRI Project Focal Point Workshop
Brackenhurst Conference Center
21-22 February, 2013

Workshop timetable

Thursday – 21st February	
8:45 am	Arrival Expectations for the meeting
9.10 am	Introduction – Show and Tell <i>Bring something that represents your region, the groups in your region or your work... and then show it to someone from another region. Each will be asked to introduce their partner and their item.</i>
9.45 am	Project Overview / Update Questions/Discussion about project generally Include expectations about being a FPP, and the project - objectives for their role and community
10.30 am	Morning Tea
11.00 am	Describing the sites Participants to work together in site groups to describe their project site – what each site has learnt over the last year, what are the major strengths of groups in their site, what are the major challenges
12.30 pm	Lunch
1.30 pm	Work plan Developments Break down into site groups and develop work plan
3.30 pm	Afternoon Tea
4.30 pm	Work plan presentations An introduction to the site and what are the key activities for the project
7.00 pm	Dinner Presentation and voting on logos & tag lines
Friday – 22nd February	
7.00 am	Breakfast
8.30 am	Recap and plan for the day
9.00 am	Implementing the work plans Communications and logistics. Finance
10.00 am	Morning Tea
10.30 am	Monitoring & Evaluation Plan Engaging groups in methodology to develop a participatory approach to the M&E log frame
12.30 pm	Lunch
1.30 pm	Next Steps in the project Platform Development & Enterprise Development Discussion
2.30 pm	Wrap Up and Concluding Remarks
3.00 pm	Depart

ANNEX II: LIST OF PARTICIPANTS

	Name	Organisation	Title	Email
1	Paul Njuguna	MKEPP-NRM	NRM Officer	njugunapmacharia@yahoo.com
2	Nestry Ndichu	Water and Irrigation	RBMO - FPP	nestryndichu@yahoo.com
3	Agnes Muchira	Water and Irrigation	CWDO	ngendomuchira@yahoo.com
4	Asha Omar Fakihi	ASSP/ASDP-L	Liaison Officer - FPP	afo_2@yahoo.com
5	Suleiman Mohamed	MANR Tanzania	Officer in charge	suleshehe@yahoo.com
6	Miraji Ali Shaali	SMS-CROPS ASSP	Member-SC	
7	Chemutai Elijah	Jua-kali group (KADLACC)	Member	
8	Jane Gitau	MoA	D/DAO/ SHOMAP Desk	janegitau83@yahoo.com
9	Sylvester Wafula	MoLD - SDCP	DLPO Bungoma south	sylvesterwafula@yahoo.com
10	Okinyi Paul Otieno	MOLD - SDCP	D/DLPO Bungoma –FPP	opkotieno@yahoo.com
11	Nyangas Simon	KADLACC	Coordinator	nyangassimon@yahoo.co.uk
12	Chemangei Awadh	DLG/ KADLACC	Chairperson-FPP	chemawadh@yahoo.com
13	Blasto Byabakama	Masindi District local Govt.	DPO	bblasto2005@yahoo.com
14	Adeline Muheebwa	DLSP	DLSP officer	ademuheebwa@gmail.com
15	Frederick Kasozi	District local Govt.	District commercial off./fpp	kasofre@yahoo.com
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17	Ndeshi Munisi	SARI	Research officer – FPP Tanzania	munisindeshi@yahoo.com
18	Bright Mshana	Lushoto district council	Land use planning officer /FPP	brightmshana@yahoo.com
19	Kamugisha Rick	ICRAF-Uganda	Scientist - FPP	r.kamugisha@cgiar.org
20	Matthew Mpanda	ICRAF-TZ	Scientific Assistant	m.mpanda@cgiar.org
21	Mwatima Juma	IFAD Tanzania office	Country Programme Officer	m.juma@ifad.org
22	Dr. Jeremias Mowo	ICRAF	Regional Rep. East Africa	j.mowo@cgiar.org
23	Joseph Tanui	ICRAF	Project Leader	j.tanui@cgiar.org
24	Jonathan Muriuki	ICRAF	Scientific Assistant	j.muriuki@cgiar.org
25	Nancy Oseko	ICRAF	Assistant Financial Officer	n.oseko@cgiar.org
26	Samuel Omondi	ICRAF	Accountant	s.omondi@cgiar.org

27	Mieke Bourne	ICRAF	Capacity Development Facilitator	m.bourne@cgiar.org
28	Sid Mohan	ICRAF	M&E Consultant	s.mohan@cgiar.org
29	Francesca Borgia	ICRAF	Social Research Consultant	f.borgia@cgiar.org
30	May Muthuri	ICRAF	Communications Assistant	m.muthuri@cgiar.org
31	Grace Mwangi	ICRAF	Field Assistant	g.m.mwangi@cgiar.org
32	Joan Kimaiyo	ICRAF	Assistant Technician	j.kiamiyo@cgiar.org
33	George Oketch	ICRAF	Research Assistant	g.oketch@cgiar.org
34	Clinton Muller	ICRAF	African Landcare Network	c.muller@cgiar.org
35	Alice Muller	ICRAF	Evergreen Partnership	a.muller@cgiar.org
36	Douglas Bwire	ICRAF	Research Fellow	d.bwire@cgiar.org
37	Verrah Otiende	ICRAF	Research Fellow	v.otiende@cgiar.org
38	Lynette Achieng	ICRAF	Intern	l.onyango@cgiar.org
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40	Fredrick Muriithi	ICRAF	Intern	f.wanjohi@cgiar.org

ANNEX III: PRIORITISATION OF ACTIVITIES AT SITE LEVEL

Prioritisation of activities at site level						
			Criteria (High = 3, Medium = 2, Low = 1)			
Activity	Number of groups benefiting	Cost Vs. benefit	Multiplier/seed effect	Other?	Total	Priority
Wildcard activity						

ANNEX IV: WORKPLAN AND BUDGET FOR 2013

Strengthening Rural Institutions										
Site: Workplan and Budget for 2013										
Activity	Activity Lead	Partners	Extension Methodology	Start Date	Completion Date	Audience (Group)	Budget UGX/KES /TZS	Significant Challenges	Measures of Success	Priority 1. Funded 2013 2. Funded partners 3. Funded future

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Evaluation of the FPP Workshop

An evaluation process of the workshop activities and satisfaction of the immediate outcomes was carried out rather than the outcomes themselves. Evaluation of the workshop was based on data from participants collected during the workshop and at its conclusion, as well as a review by the ICRAF project team after the workshop. The work plans developed at this workshop will be evaluated through their own processes during their implementation in the coming months. The results of these three activities are summarized as follows.

Evaluation results

Mid-workshop Progress Check

At the end of the first day, participants (in their site groups) were each provided a set of three blank faces (one happy, one blank and one sad) were asked to annotate each of the faces below, with one facial feature, for each of the comments that they had. Comments were to be made on the relevant face according to which things about the workshop so far made them happy, sad, or blank (confused/unsure).

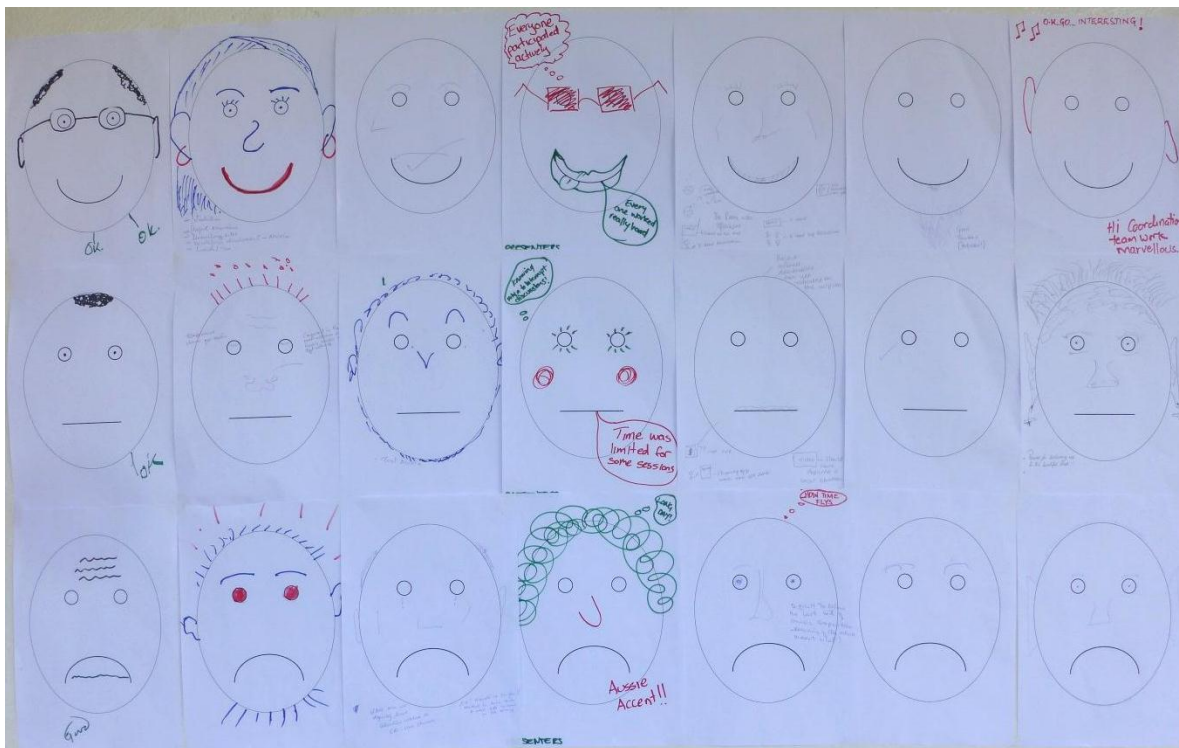


Figure 3: Evaluation faces as annotated by the participants

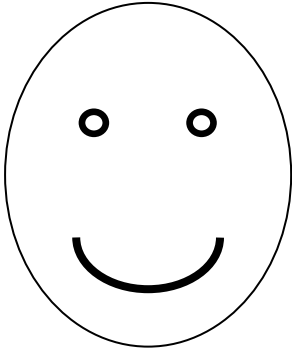
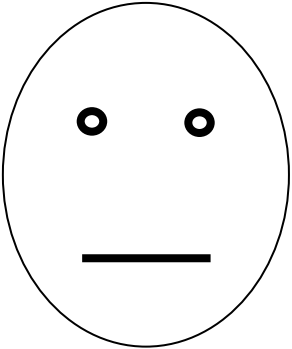
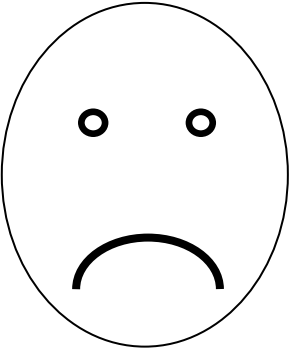
		
<p>Participation (6)</p> <ul style="list-style-type: none"> • Everyone participate actively • Everyone worked really hard • Very good group discussion • Very good presenters • Great thinkers/professors • Team work was marvellous <p>Activities (4)</p> <ul style="list-style-type: none"> • Icebreaker was good • Introductions • Project over view • Describing sites <p>OKGO Film clip (3)</p> <ul style="list-style-type: none"> • The movie was good at the end • Ok Go... Interesting! • Workplan development – movie <p>Venue (3)</p> <ul style="list-style-type: none"> • The room was spacious • The hotel was very good • Lunch/tea <p>Other</p> <ul style="list-style-type: none"> • Ideas and learning was good 	<p>OKGO Film clip (4)</p> <ul style="list-style-type: none"> • Tool movie • Video should have depicted a local situation • Expensive items for music • Confused in the first instance on making music using different instruments <p>Work planning (3)</p> <ul style="list-style-type: none"> • Project overall deliverables not yet indicated on the workplan • \$\$ - not sure? • Sharing of group work was not done <p>Timing (2)</p> <ul style="list-style-type: none"> • Time was limited for some sessions • Knowing when to interrupt discussions <p>Other</p> <ul style="list-style-type: none"> • Thanks for welcoming me to this beautiful place 	<p>Timing (2)</p> <ul style="list-style-type: none"> • How time flies! • Long day! <p>OKGO Film clip (4)</p> <ul style="list-style-type: none"> • Difficult to follow the last bit of the music composition – reversing the vehicle meant what? • Videos were not depicting local situations related to SRI <p>Other (2)</p> <ul style="list-style-type: none"> • Aussie Accents • Oh! Nairobi is so far!! Needed to have time to visit NBI at least in the evening.

Figure 4: Evaluation comments according to the three faces

Overall Workshop Evaluation

At the conclusion of the formal workshop program (lunchtime on Day 2) participants were asked to chart their experience by marking how satisfied they were with each session on a timeline of the work shop. 14 participants responded. While the height of the dots marked on the timeline poster (see Figure 3) reflect the level of satisfaction, these have been analyzed as either positive or negative only (see Figure 6)

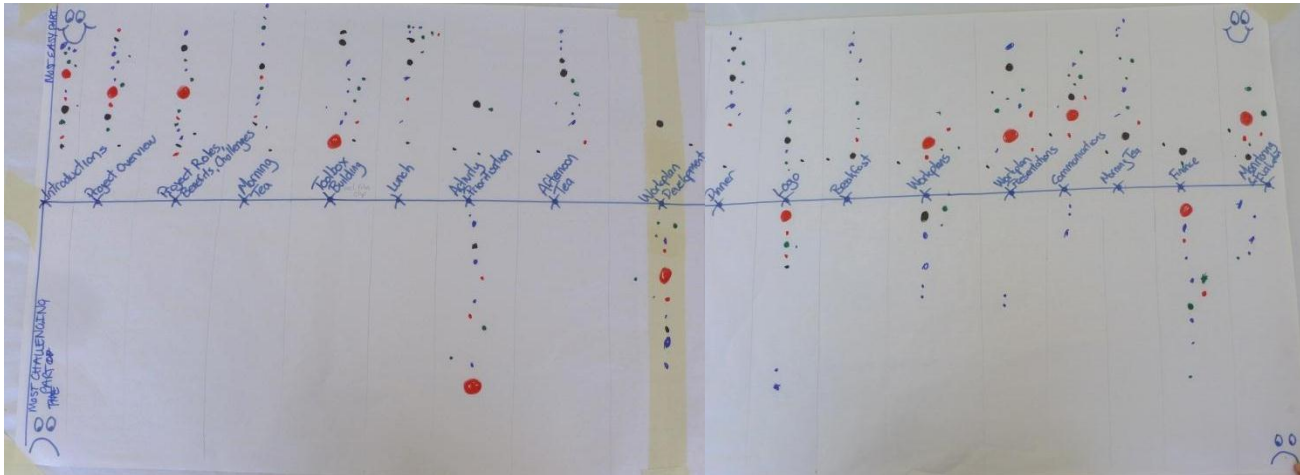


Figure 5: Workshop timeline poster - participant evaluation

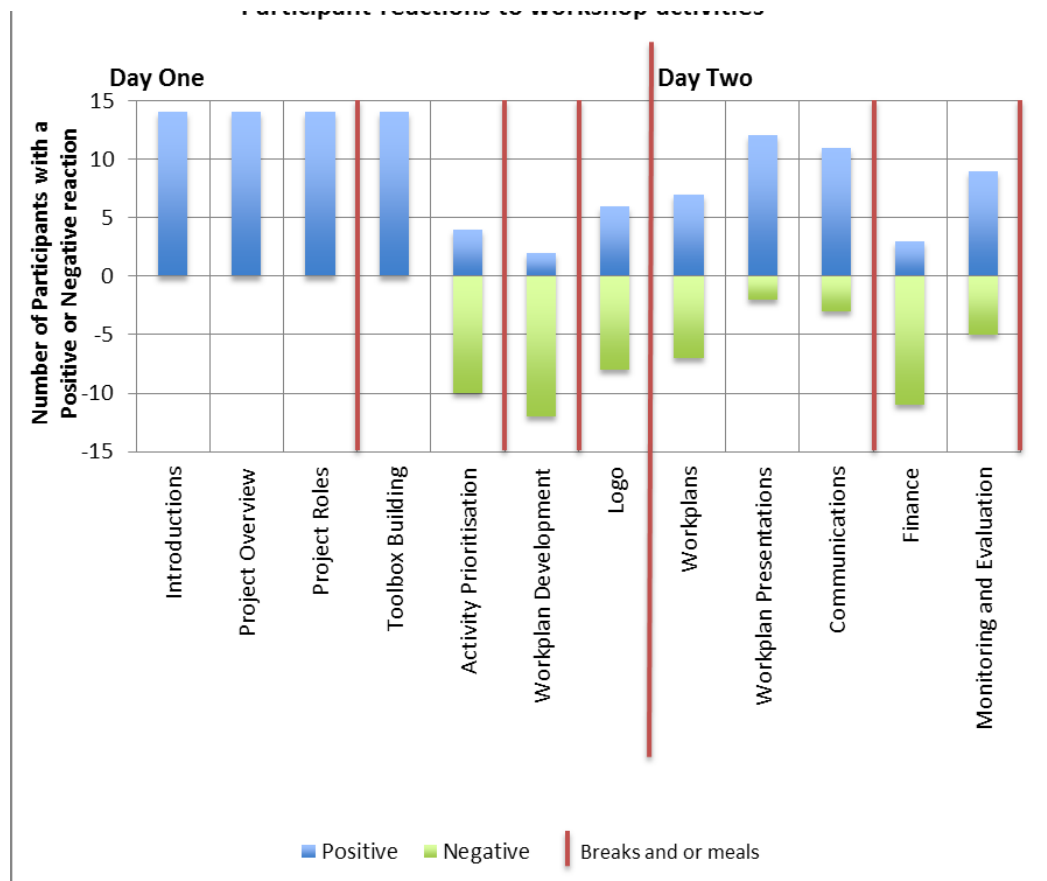


Figure 6: Summarized results of participant evaluation of workshop

These results show that the workshop started well (all positive reactions to the first three sessions). The work planning processes, (*i.e.* activity prioritization, workplan development) were challenging and a majority of the respondents (14) were dissatisfied with these sessions. Likewise for logo session, this may be due to its timing-after dinner-on a long and challenging day, and the finance session on the second day.

FPP Workshop –Brackenhurst 21-22 FEB. 2013 -Evaluation Report

Overall, sessions that were towards the middle to the afternoon of the day were reported to be less satisfying, indicating a possible need for a different pace or approach at this time of day.

ICRAF team reflection on the Focal Point Persons Workshop

A reflection meeting to discuss lessons and conclusions from the FPP workshop was held among the ICRAF team in Nairobi. Participants were asked to respond to the following three questions:

1. What worked well
2. What did not work so well
3. What do we need to do in the future

A single unique answer (not already provided by another in the room) was offered by each person until all suggestions were exhausted. The following responses were provided (see Table 4, Table 5). Table 6 outlines the recommendations and actions identified in response to the workshop and the evaluation evidence provided by both participants and the ICRAF team.

Table 4: What worked well at the FPP Workshop

What worked really well?	
Participants (7 comments)	<p>Team work worked really well, we did good planning for the workshop activities including notes and photos taking</p> <p>Grouping ourselves with focal persons and joining a particular site group was beneficial in gaining insight on work plans and engaging with our focal points</p> <p>Participation of Dr. Mowo and Joseph Tanui, Nancy Oseko and Samuel for finance was beneficial</p> <p>Participation was very active</p> <p>Inviting 3 per site was a good idea</p> <p>Forum for focal points to interact, they were also able to ask difficult questions and get clarification</p> <p>Gender balance in each site was achieved despite not being planned except for Kapchorwa</p>
Activities (6 comments)	<p>Feedback with faces, i.e. evaluation activities</p> <p>Communication play ('broken telephone') got the attention of the participants</p> <p>Logo feedback was helpful in deciding on the final logo to be used by the SRI project</p> <p>Development and prioritization of work plans worked really well-structure of building the work plans was good</p> <p>Introduction-show and tell-to give the workshop a good start</p> <p>Structure of the 2-day workshop had a good logical projection, good flow</p>
Other (1 comment)	Venue was good

Table 5: What did not work well at the FPP Workshop

What did not work well?	
Timing (4 comments)	<p>Late start, we were a bit ambitious and unrealistic with the timelines over the two days.</p> <p>Time frame(2 days) was a short time to achieve all the workshop objectives</p> <p>There was no time allocated for groups to share with other groups on their activities</p> <p>One site worked better in Swahili, therefore took them longer to do the work plans as documents were in English and required translation</p>
Preparation (3 comments)	<p>The ICRAF team needs to be informed on the parts to emphasis doing group work</p> <p>Work plan template, sites needed more time to familiarize themselves with the group workplans etc., so that they were prepared to do the site workplan. Some sites (e.g. Masindi) seemed to be well prepared ahead of the workshop, others were not.</p> <p>Budget development and allocation funds for each activity was abit taxing for the fpp, it would be better to advise the FPP in advance to prepare/draft a budget, narrowing down was difficult in terms of financial management</p>
Work planning (4)	A number of sites ended up focusing on the number of groups per activity rather than on the key activities needed

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comments)	Kapchorwa and Bungoma did the work plans different, they started with the objectives then back tracked to the activities per objective Not clear how much detail was needed in the work plans, needed more clarification on this, and consistency between ICRAF team members understandings Some groups appeared to withhold information unless directly asked. The reason for this should be explored.
Other (3 comments)	The video clips were not logical, out of context. Some participants complained about no entertainment i.e. TV in the rooms M&E could be better done by ICRAF FPP, more work needs to go into developing the M&E sheets plus formats

Overall, as the participants also identified, the engagement and participation of all who attended was a very successful aspect of the workshop. Generally, the feeling was that the time allocated for the workshop was under-budgeted, which created challenges for completing tasks adequately and allowing enough time for sharing between groups. The level of knowledge and information held by the site level groups also contributed to this challenge with more time required for groups to familiarize themselves with materials generated in the past. These two factors most likely contributed to the challenges of the work planning processes identified by both the ICRAF staff and the participants in their evaluation activities.

Several actions have been proposed (see Table 6) to improve communications with the FPP to address these issues, as well as additional project activities that intend to help reduce confusion (such as the generation of a glossary of terms) as well as build on the momentum of the projects collaborative efforts (such as engage more with IFAD representatives at each of the sites). Several lessons have been identified for future workshop programs.

Table 6 What to do differently in future following the FPP workshop

What to do differently in the future?	
Communications with FPP (5 comments)	Narrative to explain the project(where we came from, what we have done and where we are headed) to bring the FPP on board and ensure that we have value for money from their participation Narrative on the M&E to explain the actors and a brief on the overall framework Tailor communication methods for the different sites depending on the most effective e.g. flowcharts, printed documents Translate key documents(e.g. steering committee meeting notes) in to Kiswahili for Tanzanian sites Focal points, who understand the project and their groups, are better able to mobilize groups in developing and achieving their work plans. Need to work with FPP to build cohesiveness among the FPP and their groups, so that they understand them better.
Workshop processes (5 comments)	<ul style="list-style-type: none"> • Spontaneous activities i.e. market place worked well though it's good to plan prior to ensure all facilitators are on board • The logistics need to be done in time to avoid any last minute hiccups • Avoid dwelling on mistakes and poor behaviour • Print the site work plans in big font(on A3) for quick reference during group work • Do a mini capacity needs assessment processes prior to work plan development to give it a logical progression
SRI project activities (5 comments)	At a regional level we need to develop a modular training for a systemic approach and include a capacity development module for site level facilitators to use. Avoid assuming a systems approach is understood (i.e. within the manual) facilitators need training on this approach. We should avoid telling the groups to budget for the activities, just focus on the change they want to see Public relations needed to update IFAD representatives and district level officers on the project progress and the key activities to taking place including future plans

Develop a project glossary for the terms we use to assist sites to understand the way we are using them e.g. animal husbandry