

STRENGTHENING RURAL INSTITUTIONS AND EVERGREEN AGRICULTURE STAKEHOLDERS' WORKSHOP



TABLE OF CONTENTS

Workshop Description and Objectives	1
Introductory sessions	2
Voices from the Sites	3
Making capacity building ‘count’ for grassroots institutions: An overview of the SRI Project	5
The Model and the decision diagram navigating it.....	6
Grassroots Institutional and Organizational analysis : initial steps	6
Maturity Assessment process and the MAT Software.....	7
Participants’ feedback and open discussions	8
Recap of the morning sessions.....	9
Capacity needs assessment and analysis: Part one	10
Capacity needs assessment and analysis: Part two.....	10
Group capacity development.....	11
Group soft skills development	12
Enterprise development.....	13
Platform development.....	13
Participants’ feedback and open discussions	14
Day 2	16
Recap of the previous day	16
Participatory Monitoring & Evaluation	16
How-to-do note on grassroots institutional and organisational analysis for capacity development planning in project design and implementation.....	18
Communication products.....	18
Evergreen Project overview.....	22
Baseline study methodology	22
Evergreen Project overview.....	23
Knowledge and communication products	23
Participants’ feedback and open discussions	24
Conclusion	24
ANNEX I: List of participants	25
ANNEX II: Evaluation of the Stakeholder’s Workshop- SRI Project	27

ANNEX III: Evaluation of the Stakeholder's Workshop- Evergreen Project	30
--	----

LIST OF TABLES

Table 1: What participants liked about the workshop.....	27
Table 2: What participants did not like about the workshop.....	27
Table 3: What worked really well in the workshop	28
Table 4: What did not work well in the workshop	28
Table 5: What improvements can be made in future	29
Table 6: What participants liked about the workshop.....	30
Table 7: What participants did not like about the workshop.....	31

LIST OF ACRONYMS AND ABBREVIATIONS

AHI	African Highlands Initiative	KENDAT	Kenya Network for Dissemination of Agricultural Technologies
ANOVA	Analysis of Variance	KENFAP	Kenya National Federation of Agricultural Producers
ASDP-L	Agricultural Sector Development Programme- Livestock	KFS	Kenya Forest Service
ASSP	Agricultural Service Support Programme	M&E	Monitoring and Evaluation
CAWT	Conservation Agriculture With Trees	MAT	Maturity Assessment Tool
CBO	Community Based Organisations	MCA	Multi Criteria Analysis
CNA	Capacity Needs Assessment	MKEPP	Mount Kenya East Pilot Project
DLSP	District Livelihoods Support Programme	MoU	Memorandum of Understanding
EA	Eastern Africa	NGO	Non-Governmental Organization
EC	European Commission	NRM	Natural Resources Management
EGA	Evergreen Agriculture	RRC	Rural Resource Center
ESA	Eastern and Southern Africa	SC	Steering Committee
FARA	Forum for Agriculture Research in Africa	SDCP	Smallholder Dairy Commercialization Programme
FEAST	Feed Assessment Tool	SLM	Sustainable Land Management
FPP	Focal Point Person/People	SRI	Strengthening Rural Institutions Project
GALs	Gender Action Learning Systems	TZ	Tanzania
HQ	Headquarters	UG	Uganda
HTD	How to do note	UTaNRM	Upper Tana Natural Resource Management Project
ICRAF	International Centre for Research in Agroforestry	VODP	Vegetable Oil Development Project
KE	Kenya		

Workshop Description and Objectives

Speakers: Jeremias Mowo, Tom Anyonge

Facilitators: Francesca Borgia, Alice Muller

Rapporteur: Frederick Wanjohi

The *Strengthening Rural Institutions and Evergreen Agriculture Stakeholders* Workshop was held at Lord Erroll Gourmet Restaurant and Conference Centre 27-28th June.

In the workshop, results and knowledge products developed under the Strengthening Rural Institutions (SRI) and Evergreen Agriculture (EGA) Projects were presented to a diversity of participants, including: professionals from the International Fund for Agricultural Development (IFAD) Headquarters as well as staff from IFAD –sponsored projects in Kenya, Uganda and Tanzania, focal point people (FPP) from the six project sites, representatives from the Ministry of Agriculture and Ministry of Water and Irrigation of Kenya, Ministry of Agriculture in Tanzania, representatives of non-governmental sector organisations such as SNV and INADES as well as private sector partners such as Equity bank, KENFAP and KENDAT.

The objectives of the workshop were:

1. To present the knowledge products and tools for grassroots institutional analysis and strengthening developed under the SRI project
2. To elicit participants' feedback on the knowledge products and tools for further improvement through discussions
3. To present results of EGA project

Introductory sessions

Session # 1	Opening remarks and introduction
Speakers	Jeremias Mowo and Tom Anyonge
Facilitators	Francesca Borgia and Alice Muller
Rapporteur	Fredrick Wanjohi

Dr. Mowo, Eastern and Southern Africa (EA), Regional Coordinator – welcomed participants to the two-day stakeholders’ workshop and highlighted that IFAD was in Kenya for an evaluation on SRI and EGA.

Dr. Mowo recognised IFAD’s continued support to both projects in ensuring that there are strong institutions and thanked IFAD for supporting the second phase where the two projects will be combined. He pointed out that the concept note has been finalised and the proposal will be due in September 2013 and expressed confidence in the fact that the ICRAF team will come up with a proposal that will be accepted.

Before opening for the workshop activities, participants¹ introduced themselves and Francesca Borgia went through the workshop programme, encouraging active participation and stressing the importance of giving feedback

Tom Anyonge emphasized on the need to embed research in all projects undertaken and incorporate models that will help solve problems faced by grassroots institutions and organisations. He also mentioned that the Evergreen approach is currently considered by many governments as the best bet solution for food security and climate change adaptation.

Dr. Anyonge went on to add that the SRI project being implemented at the site level and linking research development in practice, will ensure appropriate mechanisms are in place to strengthen grassroots institutions. Both projects will also provide learning points for partners involved.

¹ List of participants available in Annex I

Session # 2	Voices from the Sites
Speakers	Focal Point People from project sites
Facilitators	Alice Muller
Rapporteur	Fredrick Wanjohi

Mr. Paul Otieno- Bungoma (Kenya)

Mr. Otieno introduced the Bungoma site and indicated that they started consultation with the SRI project some years back but the groups are not as developed as the ones in Embu site. After the consultations, the SRI Maturity tool was put to work so as to select groups which cut across the entire region and proved to be very effective

Entrepreneurial skills for groups interested in becoming enterprisers emerged as a gap and is currently being addressed by the SRI team through various trainings. This has resulted in a number of successful outcomes including a milk value addition firm established by one of the groups, groups' ability to develop work plans on their own and some others are about to start enterprises soon as a result of the valuable trainings administered



Mr. Nestry Ndichu- Embu (Kenya)

Mr. Ndichu gave his personal experience on working with the SRI project at the site level explaining how the activities were carried out since the project commenced.

Mr. Ndichu presented some pictures showing the different agro ecological zones of Embu and proceeded to highlight the successes experienced in Embu introduced by the IFAD Mount Kenya East Pilot Project (MKEPP) such as a well conserved Kapingazi valley in the upper region, bordering Mount Kenya forest and the rehabilitation of a once dried-up river which for the past two years represented a source of water for various projects carried out in that area.

Later on SRI took-up the work initiated in the area through an analysis of the acquired skills in the groups. The knowledge attained from the analysis process was shared with other groups within the area. The SRI team provided a database on the project out of the surveys that had been conducted in the area and Mr. Ndichu stated that the database can be used for design and analysis of other projects in the future. He concluded that the local groups have expressed deep gratitude towards ICRAF for the funding and support they have continuously given.

Mrs. Asha Omar Fakihi – Pemba (Tanzania)



Mrs. Fakihi spoke on behalf of Pemba site highlighting that 60% of the population live in the rural areas and most of them depend on agriculture for food and a source of improving their livelihoods. In addition to that, small holder farmers own about two acres of land in which various farming activities are carried out.

Some of the successes within the area are applicable work plans, interactions with other groups, stakeholders and FPP and also get to plant, sell and distribute clove seedlings as an entrepreneurial practice

Mr. Eliezer Moses – Lushoto (Tanzania)



Mr. Moses introduced some general information about Lushoto, which is located in the Northern part of Tanga, mainland Tanzania. He recognised the contributions by the SRI project ranging from establishing group maturity, identification of gaps, data collection, just to name a few. In addition to that capacity needs and work plan development trainees have accepted to adopt modern farming methods which constitute an improvement in the area.

Mr. Awadh Chemangei – Kapchorwa (Uganda)



In Kapchorwa groups are now discussing their plans and are able to track their records. There has been positive feedback from the groups on the work plans and the review meeting with the SRI team, as explained by Mr. Chemangei. As a site facilitator, Mr. Chemangei pointed out that he has been able to get closer to farmers and learn through sharing and improvement of personal skills.

He emphasized that farmers have a lot of information and should be given a chance to be in the lead as a way of also ensuring sustainability. The usage of the tool is successful so far and more time is required for the groups to get more acquainted with them.

Mr. Frederick Kasozi – Masindi (Uganda)

Mr. Kasozi explained that they usually have participatory and informal meetings with the groups. “You will never know how good an onion is or the fact that it has layers unless you cut it”. In the same manner, it is better to understand groups first before initiating a working relationship with them.

Mr. Kasozi’s highlight on working with the project is that his facilitation and M&E skills have improved greatly and states that “A group cannot have a vision if you as the facilitator have none”.

In addition to that, Mr. Kasozi noted that groups can start small but when they are well nurtured, they can be very successful. It is also important for group members to know the reasons behind their coming together.

Session # 3**Making capacity building ‘count’ for grassroots institutions: An overview of the SRI Project**

Speakers	Joseph Tanui
Facilitators	Alice Muller
Rapporteur	Fredrick Wanjohi

Mr. Tanui, SRI project leader, gave an overview of the project highlighting the various developments enjoyed thus far in terms of conservation, through the groups it is collaborating with. He however noted that there are some negative aspects on how people view small scale holder farming.



Mr. Tanui therefore recommended that groups should go beyond the traditional farming practices as there are advances in technology yet low adoption of the same. There is also poor support in addressing the gaps as “the devil is in the details” pointed out Mr. Tanui.

Some of the questions posed to the participants include:

- What does the project really want to link in governance?
- Institutions and policy concepts are always taken as externalities therefore what really is the problem?
- ‘We are missing the pink elephant in the room’ as once a project finishes the status quo ends up almost failing
- Does making a concoction by a witch doctor make it the right medicine?
- What are the actual inputs required?

These questions were to enable the participants have a greater understanding on their involvement in the project. Mr. Tanui emphasized that SRI is an evolving vibrant project which takes each player on board. In order to pick up the externalities when looking at the rules of the game, it is vital to have vibrant institutions. SRI is therefore using the engineering approach when carrying out its activities to create an institutional infrastructure that caters for growth and development referred to as a Model.

Session # 4 The Model and the decision diagram navigating it

Speakers	Mieke Bourne
Facilitators	Alice Muller
Rapporteur	Fredrick Wanjohi

As a continuation of the previous section, Ms. Bourne introduced the Model, explaining that it has been developed through an action research approach applied in the sites. She pointed out the purpose of the Model so as to shed light on the fact that it is not meant to create new groups, rather strengthen those already in existence. Ms. Bourne however noted that prospective users don't have to follow every step explained in the Model rather what one finds beneficial.

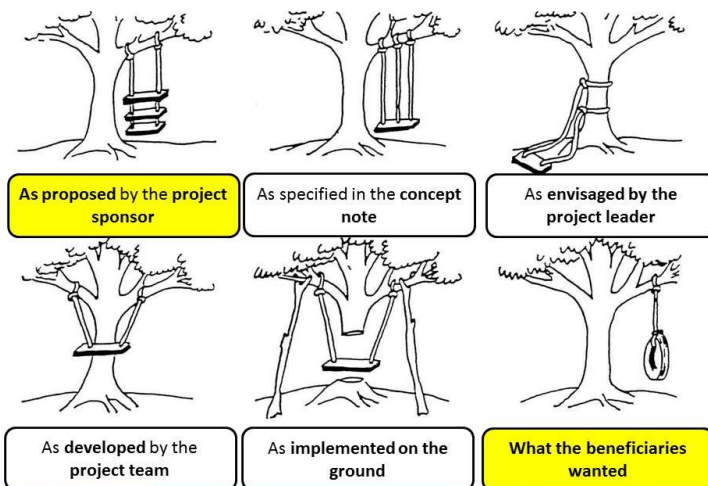
Another aspect of the Model is its provision in enabling one to know a groups' capacity in achieving its specific needs. Once the participants got a feel of what the Model is, Ms. Bourne encouraged them to give feedback so that the project team may know the course of action to take from now on in its application.

Grassroots Institutional and Organizational analysis : initial steps

Session # 5 Pre-design and Design Phase

Speakers	Francesca Borgia
Facilitators	Alice Muller
Rapporteur	Fredrick Wanjohi

Donor- beneficiaries consultations



In the sixth session Ms. Borgia shed light on the key suggestions and steps to be taken during the pre-design and design phases of a project as outlined in the Model. Some of the steps include: make informed decisions on what you want to achieve in the project; who you will be working with (from the farmers to the donor levels); what the project will be about; how it will be carried out; and when all the above will take place. Risks should be anticipated in order to devise strategies to

mitigate them. The design phase, once the objective and scope of the project are set, include creating an inventory of existing groups in the area and an initial mapping of their maturity level, explained Ms. Borgia.

Session # 6 Maturity Assessment process and the MAT Software	
Speakers	Verrah Otiende
Facilitators	Alice Muller
Rapporteur	Fredrick Wanjohi

The maturity assessment tool is a step by step tool used to evaluate the maturity of groups. Through a participatory process, the SRI team came up with four structures of the tool consisting of maturity, principle, criteria and indicators, explained Mrs. Otiende. Additionally the tool is user friendly, implemented using a software, which carries out the survey and does an analysis that later generates results.

The MAT software was established using East Africa data and is flexible to other regions. Previously, SRI used to analyse group maturity manually, but now the software does the arithmetic operations in the background, generating the required results. “This provides relief in some way and one can overcome the ‘data phobia’,” concluded Mrs. Otiende.

Interaction Part- Project Software

Mrs. Otiende took the participants through a step by step procedure when handling the software:

- There is a default template where one develops the survey form by selecting what is relevant and adding what is not included but relevant
- There are different types of users; an administrator and a user with different authentications. For login purposes a username and password is required to access it for data integrity
- The software is networked for data synchronization hence user authentication is required
- There are site level reviewers who agree on what is required in the survey hence are given the rights to edit it
- The administrator cannot rank the groups. This helps the groups to do the ranking, based on how best they know themselves. It is a participatory process and one cannot add any more criteria's
- After the survey creation is completed by all involved participants it is then changed to the status of a normal user who is then required to carry out real data collection and input
- There is a progress bar to show the work level
- The software does the tallying of the ranks and calculates the sum by multiplying the number of ranks it has being ranked and the rank itself. It gets the total criteria and does the MCA calculation
- Publishing generates the survey and the user can now interact with it. One needs to first send the tool out there for people who do not know what is happening in the background as the software does all the calculations required
- One can even send the enumerators a printed copy of the software in case of power shortage or unavailability, network or other related issues that will make the software implementation impossible. You then submit the fed-in data

- Once submitted the administrator can view what has being inputted

With familiarity on how to use the software, Mrs. Otiende informed the participants SRI is doing its best to have an advanced analysis like that of ANOVA adding that one can subject the same exercise later and superimpose. There will be user and training manuals for the software, and training on its application.

Session # 7 Participants' feedback and open discussions

Speakers	Participants
Facilitators	Alice Muller
Rapporteur	Fredrick Wanjohi

Questions Raised

- What is the overall vision of the project? What do we expect in the end?
- How does the project choose the parameters to monitor the progress in the maturity tool and differentiate the maturity levels in the different countries?
- What is the main aim of the MAT software?
- Concern for the time taken with the groups as it is short and a donor pulls out without achieving maturity hence there is no sustainability
- Some of the tools cannot be implemented by the communities thus need to be simplified. SRI should come up with less literature and more of diagrams.
- The software is complicated to people on the ground. If the enumeration gadget is stolen you lose data; how can that be prevented?
- There should be interaction through networking within groups to have an in-house relationship that lasts
- Did the team consider the percentage of error when developing the Maturity Tool and what variances are involved at different levels?
- Timeframes should be clearly outlined. The data is important to many and therefore there should be a way of making it available to people who need it
- There should be a specified acceptable degree of error in the model

Responses Given

- Marrying flexibility and being concise is the responsibility of those carrying out the survey. SRI is being as flexible as possible to reflect group perspective without being biased. The survey that was conducted was based on what specific groups from the sites have
- There are frustrations felt in the community when trying to make extensions work effectively. If we look at the relationship and rules that play within many groups one may effect change by empowering these communities, ensuring that there is participation by members and having good development policies within groups. The team does this by trying to see whether the groups can merge and get empowered and the main question is how many people are getting out of poverty that is the social economic changes of the project
- Outputs are reflected on memberships. The question therefore is whether there is equity within a group or is it run on a dictatorship basis. Work plans are developed with targets; the team is working towards enacting capacity building

- The evaluation process is done after capacity building and challenges are still experienced at that level; however one can tell what level of development has been achieved by interacting with the groups
- The MAT tool is helpful for one to know the level of the group. The team tracks assets accumulation within households which in the end helps to know the training required for specific needs
- The team wants to see the changes in groups in terms of participation, networking, among others. The question is what impact will be experienced in the end and if the core is not known there will be no sustainability
- The team is also working on identifying the indicators for tipping points and would appreciate purchases by stakeholders like the government. What has developed over the years? This is the question posed at this point thus the groups are given information to evaluate themselves so as to see what they need to pick from, where they are and how they can proceed
- Feedback from people in the field is also required so as to know whether the software is understandable as the main idea is to make it authentic and motivating
- The software will be flexible enough and ranking can be customized per site such that one can have his/ her own range
- Simplification idea- the principles are based on literature and the criteria's are done at the site level, as the basis of the tool. The team is working on developing the most significant criteria in the principles and will also be based on experience. The M&E tools are for use at the ground level and one can adopt the East African Model or do some simple edits to it

Session # 8		Recap of the morning sessions	
Speakers		Clinton Muller	
Facilitators		Alice Muller	
Rapporteur		May Muthuri	

Before the afternoon session was officially underway, Mr. Muller revisited the model to refresh the participant's memories and ensure smooth transitioning into the next session. Some of the questions raised include:

- How do we use all the information we've gotten to strengthen the groups?
 - The work plans were developed by the groups themselves based on their basic needs and requirements, providing a good avenue of utilizing the same information to strengthen the groups
- How would the groups work with other stakeholders to build their capacity?
 - Capacity building with assistance from stakeholders will be conducted through platforms
- How would the groups identify existing resources and skills to also improve on their capacity?
 - This will be done through the enterprise development process

Session # 9 Capacity needs assessment and analysis: Part one

Speakers Douglas Bwire & Paul Otieno

Facilitators Alice Muller

Rapporteur May Muthuri

Mr. Bwire introduced the basic framework of the CNA process and in the end gave a general overview of the feedback obtained from the steering committee members. The main objective is to take the groups through a participatory capacity needs assessment, strategy development process and group work plan development. This entire process ensures groups focus on their positive aspects and own the process.

In order to bear the benefits of the CNA process, one has to follow various steps which in the end will help identify the trainings and the skills acquired by the groups, the stakeholders they work with, their strengths, weaknesses, threats and opportunities, vision, assets, objectives and the strategies in place to achieve them, emphasized Mr. Bwire.

Mr. Paul Otieno- Bungoma (Kenya)



Mr. Otieno gave his experience regarding the CNA process, describing the benefits incurred by the groups and him as a focal point person. He noted that the selection of groups using the maturity tool ensured good representation according to the geographical scope of the area and the process also informed work plan development.

Having obtained some information from the groups, Mr. Otieno has been able to identify the existing weakness and found ways of overcoming or strengthening them, for their betterment. The work plans that were also developed have started bearing fruits as one group, Ambana Youth Group, has begun practicing milk value addition as an enterprise.

Session # 10 Capacity needs assessment and analysis: Part two

Speakers Clinton Muller & George Oketch

Facilitators Alice Muller

Rapporteur May Muthuri

The main objective of the second phase is to identify the current capacities of the groups, gaps that may hinder achievement of the objectives and preparing a work plan that will ensure capacity building, pointed out Mr. Muller.

To grasp the process, Mr. Muller took the participants through an example of one of the work plans- Kwalei Sacco Group in Lushoto, with a step by step procedure on gaps identification. The expected

outputs include group development, enterprise development, platform development and external factors that provide a way forward for capacity building of the groups.

Session # 11 Group capacity development

Speakers Mieke Bourne & Asha Fakh

Facilitators Alice Muller

Rapporteur May Muthuri

Having identified the factors that would hinder capacity development of groups and provide a way forward on the same, prioritisation of activities is key so that the most important activities are top on the implementation list, stressed Ms. Bourne. Prioritisation is based on cost versus benefit incurred, the number of groups that will benefit from the activity and the multiplier effect once the process is completed.

A work plan is then developed by the groups which later leads to training on the prioritized activities Ms. Bourne indicated that it is important to note that the soft skills may not be present in the work plans thus one can use the results gotten from the maturity assessment. However, the format applied can differ from one project to another.

Ms. Bourne placed emphasis on the fact that the group capacity development process needs to be participatory and the things to consider when carrying out group capacity development is key audiences, activities and their the lead implementer, partners to work with, extension methodologies to use, budget to carry out the activities, challenges that may present themselves and the measures of success, all vital in this phase.

Mrs. Asha Omar Fakh- Pemba (Tanzania)

Ms. Fakh shared her experience from Pemba on group capacity development highlighting the ten groups that were taken up by the SRI project in that area. The work plans were presented to the steering committee members who then generated site plans that included financial management and record keeping, entrepreneurship and farming, proposal writing, group dynamics, nursery establishment, enterprise development, amongst many other activities.

Implementation of the work plans has begun, and the training process commenced on the 1st week of July which will go on until December 2013. Asha noted that the groups already have the technical know-how thus just need a boost for effective implementation of activities. Some of the enterprises in effect at the moment are poultry farming, vegetable production and sales.

The work plans have changed a lot from when they were developed as some objectives were too ambitious thus the groups made them more realistic and other means of activity implementation have also been identified to ensure success.



Session # 12	Group soft skills development
Speakers	Fredrick Kasozi, Alice Muller & Rick Kamugisha
Facilitators	Alice Muller
Rapporteur	May Muthuri

Mr. Kamugisha initiated the group soft skills development session stating that these are skills needed to build social capital among groups. Identified from work plans or the maturity assessment process and the next step is to identify the appropriate facilitators who will work with the groups. Other steps in this phase include identification of opportunities to facilitate the development of the group soft skills, application of the methods outlined in the soft skills manual then monitoring and evaluation of the progress made by the groups.

To carry out this stage successfully, Mrs. Muller noted that a manual and tools were needed by the facilitators working with the groups so as to build the groups' soft skills. A writeshop held in May incorporated focal point persons from each of the six sites aimed at coming up with a soft skills manual with minimal or no assistance from SRI representatives. This was carried out in three stages:

- Reviewing literature and existing manuals used to build group capacity
- Collection of stories and lessons from the field and practical tools and exercises used by experienced facilitators with some success in building group soft skills
- Field based testing of a draft manual and review by a range of facilitators to validate and improve the suggested methods

Mrs. Muller also noted that with the above, a group can improve its sustainability and success will be indicated by their maturity scores. The same will also improve on their skills and preparedness for enterprise and platform development.

Mr. Fredrick Kasozi- Masindi (Uganda)



Mr. Kasozi noted that the soft skills development workshop entailed inclusivity and practicality facilitated by the use graphics, analogies and experiences shared from the sites, considering all opinions from the participants and later filtering them accordingly.

Some groups are however disintegrating due to gender issues and need to be addressed through facilitation skills on gender mainstreaming in groups, stressed Mr. Kasozi. In addition to that, he pointed out that the manual needs to be tested and find ways of dealing with soft skills on cross-cutting issues like HIV and AIDS.

Session # 13	Enterprise development
Speakers	Sid Mohan
Facilitators	Alice Muller
Rapporteur	May Muthuri

The key purpose of conducting enterprise development is to link grassroots institutions with other actors/ stakeholders for development of viable farm enterprises. Mr. Mohan took participants through the enterprise development process including pre-entrepreneurial activities, microenterprises and small enterprises.

He emphasised that a facilitator has to ask some questions to achieve the best out of the process such as the groups' capacity for instance its entrepreneurial knowhow, hard and soft infrastructure, presence and accessibility to markets and the availability and accessibility of support services such as finances and trainings.

Mr. Mohan explained that various factors influence the development of enterprises and are filtered according to the level of importance: low, medium or high. The project is venturing into: testing the suitability of the factors across the sites and various group types; conducting a market analysis at each site; finalizing on enterprise development framework; conducting research on the incorporation of ICT/ mobile telephony and selection of a minimum of three potential enterprises from each site to undertake enterprise development activities.

Session # 14	Platform development
Speakers	Verrah Otiende
Facilitators	Alice Muller
Rapporteur	May Muthuri

Platforms are mechanisms for enhancing communication and innovation capacities among mutually dependent actors through improved interactions, coordination and coherence among all actors, explained Mrs. Otiende. The purpose is to define the drivers of platform formation, facilitate the establishment and development of smallholder platforms, assess the needs and priorities of the platform members and train on the management of the platforms.

The project has identified inventory platforms for all the sites and prioritized platforms with the help of the focal point persons during the soft skills development writeshop. The steps that are still under development include establishing a platform protocol and identifying an inventory of knowledge sharing mechanisms.

Mr. Simon Nyangas- Kapchorwa (Uganda)

Mr. Nyangas stated that a platform is a coalition of the willing with an objective, explaining how the KADLACC innovation platform was formed and the levels at which it operates. Factors such as age, gender, calibre and income levels are incorporated when considering membership.

The platforms potential actors are farmer group members, researchers, technical personnel, value chains and markets, amongst others. Some of the operations within the innovation include IP level planning, implementation of activities, networking with other innovation platforms, reporting of progress and accountability, monitoring and evaluation and lastly reflections on the activities carried out.

Session # 15**Participants' feedback and open discussions****Speakers**

Participants

Facilitators

Francesca Borgia

Rapporteur

May Muthuri

Questions Raised

- How does the Bungoma steering committee action plan look like?
- What comes first between soft and hard skills?
- Does the project work with other groups and how does it go about doing that?
- What is the difference between platforms and coalition of groups? Additionally, legal entities and platforms are different thus need to bring out the distinction
- Who owns, funds and provides services to the platforms (drivers)?
- Are there any quantities to measure platforms?
- Does SRI have experience with private companies and existing institutions, and how does it handle cases with non-existing ones?
- Have you seen institutions that are self-financing and how are they in terms of sustainability?
- Using the Maturity Tool, have you been able to identify target groups?
- There are challenges when it comes to scaling up for instance regarding the management of ICRAF hence is the project willing to avail its expertise to other settings at suitable costs?
- What happens after you develop capacities in the institutions?
- When was the KADLACC platform formed and who are the financiers? How is the platform progressing?
- What is the relationship between mature groups and the socio-economic environment for instance that will help when measuring for impact?
- What happens to an individual who practices various forms of enterprises?

Responses Given

- The Bungoma steering committee action plan was initiated as a result of the weaknesses identified in the groups thus established ways of bridging gaps; addressing challenges being faced and do constantly following-up on progress made
- One cannot clearly define which skills should come first before the other, thus one should analyse a group first to know the level at which they are in at the moment before moving on to any skill
- The facilitators act as guides and work with other stakeholders, the local government, common people with the skill and expert farmers within the groups, who act as service providers. Some skills are found within or without the group and in order to address the diversity of the groups; the facilitators outsource from other special workers and service providers. A facilitator therefore is there to guide the process
- KADLACC was formed in 2003 and had three financiers and the progress made thus far is good as the innovation platform is scaling up. It was formed using already organized groups, as if the platform was to form its own, there would be some level of biasness and the need to meet personal reasons first instead of the groups'
- The innovation platforms are issues based and owned by the groups and community at large, making it possible for groups to reach out for more resources
- One of the participants pointed out that the issue of scaling up has to be addressed as there are various business opportunities. Groups cannot wait the entire period to be analysed from a business enterprise view, by different projects. The project therefore needs to work backwards to ensure that the economies of scale for both the groups and the project are factored in and in the same way both end up benefiting.
- In the same breath, it is also vital to consider that work that has already been done can easily be lost based on the participants experience with MKEPP. Communities learn from each other hence SRI will factor this aspect in all its six sites; ensuring sustainability due to the spill over effects
- Mr. Tanui recommended that one should not focus on group per-se but the context in which they are in. Therefore, one should analyse groups as units that serve as indicators whether things are working or not, as there are things that specialize when need arises
- SRI is taking a practical approach to enterprise development by sensitizing groups on the importance of taking up enterprises that suit their specific needs and not taking up an enterprise just for the sake of it or because another group is doing a certain form of enterprise.
- In cases where an individual is practicing more than one enterprise, the team considers what the farmer exactly wants and the current capacity

Day 2**Session # 16** **Recap of the previous day**

Speakers	Participants
Facilitators	Clinton Muller & Alice Muller
Rapporteur	Joan Kimaiyo

Mr. Muller spearheaded the recap session, requesting the participants to write down their feedback on Zopp cards that had been provided.

Questions Raised

- How do we ensure that the tools are put into use and shared to local institutions?
- What is the sustainability of the products produced?
- The team needs to define the innovation platforms for better understanding
- More clarification is required on the operationalization and functions of a platform
- A platform requires an agenda to avoid dependency hence foster sustainability
- What efforts are done to uplift beginner groups to mature level?
- How or when can the donors support the platform?
- The drivers of the platforms should be the farmers
- How can the software be simplified to be applicable to smaller groups especially in the design mission?

Session # 17 **Participatory Monitoring & Evaluation**

Speakers	Sid Mohan
Facilitators	Alice Muller
Rapporteur	Joan Kimaiyo

Mr. Mohan mentioned that SRI uses a participatory Monitoring and Evaluation process, conducting it on a two track basis. At the project level M&E is done quantitatively, monitoring progress of activities and outputs. On the other hand, the intervention level incorporates the following methods:

- Quantitative and Qualitative
- Assessing the effectiveness of the intervention methods proposed
- Developing a sense of ownership amongst the partners

A refined strategy tracking is done using the maturity tool scores, M&E for groups and indicators for the activities. Presently, the maturity tool helps in defining the baseline scores and the project combines the two efforts/ strategies to ensure maximum output come the end of the project. As activities are being undertaken SRI aims at increasing maturity scores and defining clear links between the trainings and achievements of the group work plans.

The next steps for the M&E process are to collect more data, design more tools for platforms and conduct a mid-term evaluation during the year.

Mr. Awadh Chemangei- KAPCHORWA (Uganda)

Mr. Chemangei explained the M&E sheet to participants placing emphasis on the fact that the sheet will change due to the diverse interpretations by focal point people across the six sites. He also mentioned that every sheet takes one objective and underlying strategies, working as a baseline as it helps capture work that was done before by the groups. The questions stipulated on the sheet are simple and framed to ensure farmer understanding bringing focus on activities that are fundamental to achieving group activities. Clarity is also sought on questions that may not seem clear.

Some of the challenges experienced when using the M&E sheet are:

- It took quite some time to fill in the forms, since some group representatives could not read or write
- The site had to bring the farmers together to help them understand how the sheet works and its purpose. From the meeting it was clear that the farmers understood the M&E sheet differently.
- It was also difficult to understand some answers, thus the tool had to be taken back to the groups to clarify what they specifically meant

Mr. Paul Otieno- Bungoma (Kenya)

The M&E process is participatory and enables every party engaged to own the process. At the site level, once the focal point people got the forms, they discussed with the steering committee members and developed monitory indicators for the objectives set by the groups. Some of the highlights expressed by Mr. Otieno included:

- The tool is flexible and can be applied to any objective
- Feedback gotten from the farmers is accurate
- Lessons gotten from this process will be shared

Some of the challenges faced when undertaking this process are:

- Accuracy and application of the tool depends on the literacy level
- Engagement with the committee is taxing but ensures the process is clear

Mr. Nestry Ndichu- Embu (Kenya)

Mr. Ndichu pointed out that the steering committee discussed and felt that the M&E sheets should have simple language and if possible apply the use of local language for the sake of the groups.

Session # 18	How-to-do note on grassroots institutional and organisational analysis for capacity development planning in project design and implementation
---------------------	--

Speakers	Francesca Borgia & Norman Messer
-----------------	----------------------------------

Facilitators	Clinton Muller
---------------------	----------------

Rapporteur	Joan Kimaiyo
-------------------	--------------

Mr. Messer introduced the session defining “how-to-do notes” as step by step processes of how to implement good practices, and a breakdown of science into practice. IFAD’s views on grassroots rural institutions and organisations are:

- The continued need to strengthen the collective capabilities of poor rural people as a powerful means of achieving empowerment
- The ability to manage profitable, sustainable and resilient farm and non-farm enterprises, strengthened to emerge as competitive players in the market
- The capacity to influence policies and larger institutions affecting their livelihoods and environment

Ms. Borgia gave a brief introduction highlighting the ‘grassroots’ how-to-do note series of topics, stating that the notes will help fill in gaps on whether the groups were well analysed or not and in the same manner provide ways to perform analysis. The notes will also assist in measuring changes and ensuring coordination with other stakeholders, depending on ones’ specific needs.

Ms. Borgia posed some questions to the participants:

- Should the “how to do notes” be used for design or implementation; can capacity needs and work plan development be done in a design mission?
- What are the linkages between IFAD and the SRI project?

Session # 19	Communication products
---------------------	-------------------------------

Speakers	Francesca Borgia & Norman Messer
-----------------	----------------------------------

Facilitators	Clinton Muller
---------------------	----------------

Rapporteur	Joan Kimaiyo
-------------------	--------------

Ms. Muthuri presented the project outputs for the year 2012 and they included:

- Annual report
- SRI Manual
- SRI Model
- Log-frame
- 2 Posters (MAT and CNA)
- Workshop reports

- Steering Committee Minutes and Validation Survey reports
- Communication Strategy (Internal and External use)
- Annual report 2012

SRI aims at finalizing and distributing various outputs tot the sites and IFAD, including a Workshop Manual, Soft Skills Manual, workshop reports from the six sites, annual reports, policy and the project summary. The products to look out for are the CNA example, the Model, how-to-do note, policy briefs, case studies, the maturity assessment software, journal papers, M&E strategy, and enterprise and platform frameworks. Ms Muthuri encouraged the participants to give their feedback on the products outlined, and their preferences on the same.

Session # 20	Recap of the morning session
Speakers	Participants
Facilitators	Clinton Muller
Rapporteur	Joan Kimaiyo

Questions Raised

Tom Anyonge:

- How can we identify the learning's obtained from the M&E process?
- How do we deduce and track the change of mind-sets in institutions, individuals, institutional rules and norms and the system at large? This will provide evidence that can be used to negotiate with World Bank, Asian development bank amongst other financiers
- Equity Bank is a good partner to liaise with as it establishes adaptable solutions for the groups in terms of simple rules and financial products
- Writing policy briefs will provide an avenue to unlock the constraints experienced when engaging the private sector thus the team should strive towards having the document published
- How can the questions raised by Ms. Borgia be addressed?

Norman Messer:

- The group should not lose the meanings of institutions as they are complex and need to be simplified. The tools also need to be streamlined to communicate with other people especially the illiterate

Jane Gitau:

- Some reports can be misleading hence more efforts should be geared towards reporting the activities taking place at the ground level to give the correct findings

Fredrick Kasozi

- Mindset change has been a challenge to many groups but can be dealt with if handled with care. DFID is planning to construct a school for mindset change that will focus on farmer groups

Nestry Ndichu:

- MKEPP faced some difficulty in attempts made to change people's mind-sets who viewed the project as a financial institution

Isaac Ngigi:

- Equity Bank is offering training on the change of mind-sets. The target population is about six million farmers and will run for twelve weeks. The same training will be extended to the farmers in SRI

Adeline Muheebwa:

- The tools presented are not friendly for use, as it depends on the ability of the facilitator. The same applies to the indicators in the M&E which should be simplified and tracked at the ground level

Daphne Muchai

- The project should go a step further to consider what other organisations are doing so as to get some inputs on how they go about various issues when working with individual or farmer groups. With the new Kenyan constitution, mind-sets can easily be changed

Responses Given

Joseph Tanui:

- The tools will be simplified to suit different circumstances
- Change in mind-sets can be captured in the site level reports for example the maturity tool has slots for pictures, case studies, amongst others where that can be recorded
- The project will be tracking spin-offs when undertaking the platform development phase alongside a trade-off monitoring of the same

Sid Mohan:

- The project doesn't want to overburden the community with too many tools. It is therefore important to balance between too much and little information
- Evaluation questions will be used in the project in order to also determine attribution
- The project will also carry out a group level tracking which will also be used as a proxy for individual tracking
- The spill over effects on the group activities can be determined with assistance from the participants once they utilize the developed tools

Summary of the discussion session

1: Design Phase

- What else needs to be included in a good project design?
- Should SRI include the capacity needs analysis (participatory work planning) in the design phase?

Pontian Muhwezi: The project should focus on shorter versions of products

- The Design mission persons can hold consultations with stakeholders to get a general picture and in-depth information will come later
- The team should ask stakeholders on the capacity of some the groups, and also a participatory rural appraisal (PRA) can be arranged to help bring out some of the aspects that were not captured
- What level of analysis can be done in the design missions? What is realistic? What elements can be used to judge and what details are required?
- What are the key factors to be defined and captured in the Design phase?

Paul Njuguna: The project needs to identify the existing platforms by getting a list of groups from officers on the ground, and also by use of maturity assessments

2: Maturity assessment tool

- How can the tool be simplified especially in areas where there is no data and no access to data from the field?

Tom Anyonge: it is important to know stakeholders who may have access to data and can provide conclusive information which can be addressed during the implementation phase. This kind of information can inform the position of influence for groups

- The tool can be customised to ensure sufficient data is captured and used

Mary Njuguna: can assets be included in the tool so as to look at the ability to handle assets and growth?

- The tool should help track the welfare to the commercialization phases
- The project should have parameters in mind for assets for instance employment and trainings done by other partners

3: Capacity needs assessment

- What design should be used in the needs assessment?

Asha Omar Fakihi: It is good to use the whole group as there is no continual dissemination of trainings

Nestry Ndichu: The groups should involve village leaders and follow up should be done to ensure the groups are implementing the identified activities

Mary Njuguna: Enterprise development should be triangulated to ensure the project talks to people in the value chain

Mieke Bourne: The groups should be informed before the workshop so as to get realistic plans

4: Capacity needs analysis

- How does the project promote group analysis?

Paul Otieno: Through DSIP, group representatives are used to train all groups and are provided with the step by step forms for groups for example on membership, enterprises, e.t.c.

5: Group soft skills gaps

- There should be gender mainstreaming between groups

Adeline Muheebwa: the project can adapt the GALs (Gender Action Learning) approach which includes both men and women in work plan implementation.

- SRI should also consider the use of farmer facilitators by training some of the group members who can in the end train the rest of the members

Mary Njuguna: SNV has been coming up with Local Capacity Facility which focuses on agriculture and water and will give more information once the piloting process being carried out in Eastern Kenya is completed

6: Enterprise Development

Adeline Muheebwa: DLSP has a module for enterprise development and selection process, which focuses on the proposal development and which are worth continuing and SRI can adapt the same

Tom Anyonge: At the design level social capital and NRM form a basis for the enterprise development. The enterprise development how-to-do notes and the Evergreen project manual for business plan and complementary solutions should be used

Asha Omar Fakihi: During the proposal writing, groups should give a list of partners to engage with

Daphne Muchai: The project should identify service providers for the different enterprises

7: The model overall

- We can we roll out the tools to be used by others for instance trainings on the different tools as per the organisations' needs and review some approaches for other organisations and also get to develop partnerships with other institutions
- The project needs to synthesize the research language currently being used to development language

Adeline Muheebwa: The tool should be simplified and shared out to others including the communities to adopt and improve on it

Paul Otieno: Encourage more involvement at the community level by translating the tool into local language

Tom Anyonge: How can the project disseminate the tools and roll out the trainings by allocating a budget in different projects to train others on the model, tools e.t.c. and support the trickle down capacities to ensure sustainability?

Adeline Muheebwa: Dissemination can be done at the lower sub-county levels and the terms of reference of the steering committee should be imbedded into coaching so as to promote understanding of the tools

Session # 21	Evergreen Project overview
Speakers	Jonathan Muriuki
Facilitators	Judith Oduol
Rapporteur	Lydia Wafula

The project was introduced by the project coordinator, Mr. Muriuki, who provided a description on the regional biophysical context, the evergreen agriculture concept and objectives. The project is divided into four components, which are headed by different people but all under the project coordinator. Dr. Muriuki appreciated the team and stakeholders involved in the implementation of the project activities. In addition to that, he recognized the importance of the SRI project in providing an institutional infrastructure that can speed up adoption of technologies such as evergreen agriculture so that both projects contribute to improving livelihoods while Evergreen agriculture deals with land productivity.

Session # 22	Baseline study methodology
Speakers	Jonathan Muriuki & Moses Munjuga
Facilitators	Judith Oduol
Rapporteur	Lydia Wafula

Mr. Muriuki explained that four surveys were conducted to gather information used for the characterization and selection of implementation sites, including master questionnaires, tree nurseries, agroecological knowledge and tree diversity surveys, which are all available. Further studies were recommended for improved up scaling of evergreen activities.

Mr. Munjuga introduced the second component of the project, which deals with seed and seedling systems aimed at assessing models of tree germplasm distribution in project sites and compare the RRC model with community managed nurseries. Three models are being implemented to evaluate the effectiveness of germplasm dissemination to the end users: RRC (Institution versus community managed); Satellite nursery (Institutional schools- Machakos) versus private nurseries (Mbarali); and Private nurseries (group or community versus individual). More than 25,000 seedlings have been raised and distributed to farmers and schools for planting.

Demo-plots cum Mother blocks of Mango and Avocado (two varieties each) have also been established at Machakos RRC emphasised Mr. Munjuga. Some of the seedlings propagated include *Calliandra calothyrsus*, *Gliricidia sepium*, *Leucaena trichandra*, *Faidherbia albida*, *Jacaranda mimosifoli*, *Markhamia lutea*, *Croton megalocarpus*, *Persea Americana*, *Carica papaya*, *Moringa oleifera*, *Mangifera indica* and *Grevillea robusta*.

Session # 23	Evergreen Project overview
Speakers	Mieke Bourne
Facilitators	Judith Oduol
Rapporteur	Lydia Wafula

The third component builds the capacity of smallholder farmers in accessing CAWT technologies, credit and markets, and the capacity of development, research, and policy partners in support of scaling up Evergreen Agriculture. Ms. Bourne expounded that the component is divided into three sub-units: training of extension staff and facilitating farmer training (testing advisory/extension models); entrepreneurship skills, feed assessment tool (FEAST); input services and demonstration plots – participatory trials, in farmers’ fields.

The extension approaches being assessed include government, NGO’s and Landcare. The extension officers and farmers working in the project have been trained on the various aspects of conservation agriculture with trees for effective up scaling of the technology.

Session # 24	Knowledge and communication products
Speakers	Jonathan Muriuki
Facilitators	Judith Oduol
Rapporteur	Lydia Wafula

The project outputs are meant to communicate with the investors – EC and IFAD, scientists, extension (government, NGO, CBOs), policy makers – national and local governments, farmers, local communities and schools. The publications under the project include:

- A communication strategy developed with participation of all stakeholders in the sites
- Products meant for local community including: farmer tree planting log books, seedling production logbooks, brochures and leaflets on practices, healthy learning report and tree species leaflets
- Products for extension: CAWT manual, nursery production training manual, entrepreneurship manual and posters and stand-up banners (2 prepared)
- Products for the investors, scientists and government : Action research strategy prepared, book on EGA in ESA (material collected and editing in progress), baseline study reports (6 drafts ready), journal and papers (one close to submission, three more to be prepared), working papers (one in progress), policy briefs (focus for the next six months) and project reports – every six months (5 submitted so far)

Session # 25		Participants' feedback and open discussions
Speakers	Participants	
Facilitators	Jonathan Muriuki	
Rapporteur	Lydia Wafula	

Key Points Discussed After the Presentations

- More exploration needs to be done with other extension officers and not just the MoA officers
- The linkage between Evergreen Agriculture and climate change needs to come out clearly on the concept note that is being developed
- CAWT is a good business model but needs to incorporate the profitability aspect
- Water will be explored in the next phase, not just in-situ but ex-situ methods
- RRC is one of the platform models for scaling up of evergreen activities
- The list of priority species was obtained from the baseline done in the sites
- Need to address the issue and take advantage of the declining role of women and youths as youths are attracted by money and can act as service providers
- KENDAT is trying to borrow and use what has been done in other countries in order to deal with the problem of drudgery. Currently, they are using a business model which people can adopt for improved livelihoods and see how much farmers are willing to pay for the improvised mechanization
- The principles that are coming up can be applied in other areas
- SRI is the entry point for working together in order to get to the farmers on the ground
- Eucalyptus does not fit into evergreen but it's also not advisable to plant exotic tree species around water sources. It's important to consult with the foresters around the project area before planting eucalyptus (more information can be obtained from the KFS website)
- There is need to look at tree species adaptability and profitability e.g. using the approach of looking back to look ahead; building further on what farmers already know

Conclusion

Mr. Tanui thanked participants for their involvement and urged them to use the tools and give feedback that will ensure customer friendliness. He went on to add that by 2014, the enterprise and platforms will have better tools and the project will look for better dissemination approaches.

Mr. Anyonge challenged the different teams present at the workshop to work together on having the institutions as an entry point.

Mr. Tanui assured participants that all their views will be put into consideration, making a correlation between all factors mentioned. "For all those who have come, the status has changed as you are now members of SRI and Evergreen and there are many ways we can learn from each other," concluded Mr. Tanui.

ANNEX I: List of participants

Sn.	First and Last name	Organization	Place of work
Stakeholders			
1	Isaac Ngigi	Equity Bank	Nairobi, Kenya
2	Adeline Muheebwa	IFAD DLSP	Masindi, Uganda
3	Asha Omar Fasih	IFAD ASSP/ASDP-L	Pemba, Tanzania
4	Tom Anyonge	IFAD HQ	Rome, Italy
5	Norman Messer	IFAD HQ	Rome, Italy
6	Paul Otieno	IFAD SDGP	Bungoma, Kenya
7	Jane Gitau	IFAD SHoMAP	Bungoma, Kenya
8	Pontian Muhwezi	IFAD UG	Kampala, Uganda
9	Isaac Muguna	IFAD UTaNRM	Embu, Kenya
10	Paul Njuguna	IFAD UTaNRM	Embu, Kenya
11	Frederick Kasozi	IFAD VODP	Masindi, Uganda
12	Japheth Muli	INADES	Machakos, Kenya
13	Simon Nyangas	KADLACC	Kapchorwa, Uganda
14	Awadh Chemangei	KADLACC	Kapchorwa, Uganda
15	Joseph Mutua	KENDAT	Nairobi, Kenya
16	Daphne Muchai	KENFAP	Nairobi, Kenya
17	Eliezer Moses	Lushoto Council	District Lushoto, Tanzania
18	Bright Mshana	Lushoto Council	District Lushoto, Tanzania
19	Nestry Ndichu	Min. of Water and Irrigation	Embu, Kenya
20	Mary Njuguna	SNV	Nairobi, Kenya
ICRAF staff			
21	Jeremias Mowo	ICRAF HQ	Nairobi, Kenya
22	Joseph Tanui	ICRAF HQ	Nairobi, Kenya
23	Jonathan Muriuki	ICRAF HQ	Nairobi, Kenya
24	Mieke Bourne	ICRAF HQ	Nairobi, Kenya
25	Francesca Borgia	ICRAF HQ	Nairobi, Kenya
26	Sid Mohan	ICRAF HQ	Nairobi, Kenya
27	Clinton Muller	ICRAF HQ	Nairobi, Kenya
28	Alice Muller	ICRAF HQ	Nairobi, Kenya
29	Rick Kamugisha	ICRAF UG	Kampala, Uganda

30	Matthew Mpanda	ICRAF TZ	Dar-es-salaam, Tanzania
31	Esther Karanja	ICRAF HQ	Nairobi, Kenya
32	Lydia Wafula	ICRAF HQ	Nairobi, Kenya
33	Verrah Otiende	ICRAF HQ	Nairobi, Kenya
34	Douglas Bwire	ICRAF HQ	Nairobi, Kenya
35	Joan Kimaiyo	ICRAF HQ	Nairobi, Kenya
36	Grace Mwangi	ICRAF HQ	Nairobi, Kenya
37	George Oketch	ICRAF HQ	Nairobi, Kenya
38	Fredrick Wanjohi	ICRAF HQ	Nairobi, Kenya
39	Laura Gacho	ICRAF HQ	Nairobi, Kenya
40	May Muthuri	ICRAF HQ	Nairobi, Kenya

ANNEX II: Evaluation of the Stakeholder's Workshop- SRI Project

1. Evaluation Methodology

Feedback was collected from the participants and the project team, based on the following questions.

Participants: 1. What did you like about the workshop?
2. What did you not like about the workshop?

Project team: 1. What worked really well?
2. What did not work?
3. What improvements can be done in future?

2. Reflections from Participants

Table 1: What participants liked about the workshop

Likeable aspects of the workshop	
Participation (5 comments)	<ul style="list-style-type: none">• Interactive, participatory, and engaging• Involvement of many stakeholders hence good information sharing on the experiences and a networking platform• Experiences and feedback shared from the project sites and all present was enlightening• Readiness to listen to other people's views and opinions
Facilitation (3 comments)	<ul style="list-style-type: none">• Facilitators were focused, time conscious and flexible• Modes of presentations were very good• Proper coordination and steering of the workshop enabled active participation
MAT software (4 comments)	<ul style="list-style-type: none">• Development of a maturity tool software that can deliver results within a short time• Equity Bank can purchase the software to analyse new groups for funding
Event management (1 comments)	<ul style="list-style-type: none">• Planning was well coordinated• The venue was conducive and the sitting arrangement was good too
Workshop content (3 comments)	<ul style="list-style-type: none">• Content, knowledge and resources shared were real and evidence based• Commitment to support the development of the farmers at grassroots level
Presentations (2 comments)	<ul style="list-style-type: none">• Use of power point presentations and discussions• "I enjoyed the M&E and enterprise development framework"
Model (2 comments)	<ul style="list-style-type: none">• The Model is an excellent idea• Discussion of work and solutions at the grassroots
Other(s) (1 comment)	<ul style="list-style-type: none">• Insights given by IFAD representative on the Manual and tools are good

Table 2: What participants did not like about the workshop

Unlikeable aspects of the workshop	
Time management (9 comments)	<ul style="list-style-type: none">• The programme was rather rushed hence could not conclude some of the presentations (The workshop could realize less than what was intended)• Not enough time given to discussions and feedback from the field

Product details (5 comments)	<ul style="list-style-type: none"> • All the 'works' are in progress was short to bring out all the details required • Sometimes the 'means' and the 'end' are unclear • Nothing about disability mainstreaming in agricultural development and gender mainstreaming • Management should be included as a cross-cutting issue • Material given to the groups was not translated to them so that they can understand clearly
Platform (2 comments)	<ul style="list-style-type: none"> • Platform issue was not addressed clearly to participant's expectations
Accommodation (2 comments)	<ul style="list-style-type: none"> • Better organization on the accommodation to avoid change of hotels every now and then
Other (2 comments)	<ul style="list-style-type: none"> • No group work sessions • "I was alone from my site"

3. Reflections from Project Team

Table 3: What worked really well in the workshop?

Positive aspects of the workshop	
Workshop management (4 comments)	<ul style="list-style-type: none"> • The SRI team worked harmoniously • Logistics were well managed, program was well-balanced • Ice-breakers were good • Time keeping was well done
Presentations (3 comments)	<ul style="list-style-type: none"> • All PowerPoint presentations were placed in one main slide for continuity , this also saved on time • Use of pictures in the presentations were good • Q&A session was good • Additional clarifications made by other project team members while one presented was encouraging
Participants and participation (3 comments)	<ul style="list-style-type: none"> • Diverse range of participants from private sectors and potential partners in development • Engaging the focal points in the presentations • Gained ground with stakeholders (Equity bank willing to partner to offer training to the groups)

Table 4: What did not work very well in the workshop?

Negative aspects of the workshop	
Process (5 comments)	<ul style="list-style-type: none"> • Lost time in getting feedback during the Q&A session thus making the Evergreen team have little time to do their presentations • Team spoke too much in the Q&A session rather than listen to participants • No clear cut process for extracting what we needed • Some presentations were rushed • Merging of the platforms presentations(Verrah and Awadh) was not so

	smooth
Others (2 comments)	<ul style="list-style-type: none"> • How to link our methodologies to scientific data as that's what ICRAF needs, however that is not what the workshop was about • Not clear on when the products would be finalised

Table 5: What improvements can be made in future?

Future improvements	
Methodologies (3 comments)	<ul style="list-style-type: none"> • Have a method to get responses or reactions and suggestions for improvements • Listen more to the participants reactions • Need to make the tools simple and distribute to relevant users e.g. how-to-do note to the project designers
Event management (3 comments)	<ul style="list-style-type: none"> • Shouldn't have combined SRI and Evergreen workshops as they had different presentation styles and days allocated was short • Shouldn't allocate an afternoon session to the presentation of a new project • Book all participants in one hotel
Products (3 comments)	<ul style="list-style-type: none"> • Finalised products should be clearly indicated and time lines for the completion of unfinished products made known • Ensure we clearly identify and distinguish between ICRAF and IFAD products • Identify points of emerging impact from ICRAF perspective

4. Learning's

From the responses it is evident that the respondents enjoyed the workshop and a revision on the time allocation should be considered. They also appreciated the participatory manner of conducting the workshop as well as the diverse nature.

Main lessons:

- Preferably the workshop should be 2-3 days to avoid rushing
- Two workshops should not be carried out together
- If possible accommodate all participants in one hotel
- Provide timelines (specific dates) when products can be ready, finalised or completed
- It is important and a good idea to involve a range of participants such as private and public sector stakeholders
- Q&A session should be more about getting feedback from participants and stakeholders rather than giving a semi-presentation/or defending product/or answering

ANNEX III: Evaluation of the Stakeholder's Workshop- Evergreen Project**1. Evaluation methodology**

The same evaluation methodology applied by the SRI team was incorporated by the Evergreen team. This was done in form of discussions and writing down on Zopp cards on how the workshop proceeded.

The participants evaluated the workshop by answering the following questions:

1. What did you like about the workshop?
2. What did you not like about the workshop?

2. Reflections from Participants

Table 6: What participants liked about the workshop

Likeable aspects of the workshop	
Extension Methods (5 comments)	<ul style="list-style-type: none"> • The idea of awarding or giving incentives to extension officers and farmers outstanding in their practice of CAWT is a good way to motivate them • Use of manuals to guide extension officers when they are training farmers • Capacity building to extension officers and farmers regarding CAWT practices • Find out other organisations and private sector service providers that work on CA; the other organisations should also be used in up scaling and out scaling • Approaches used as implementation strategies
Products (2 comments)	<ul style="list-style-type: none"> • The documentation of experiences and research done • Communication strategy of the project to various stakeholders
Presentations (8 comments)	<ul style="list-style-type: none"> • A timely intervention to address climate change but it didn't come out clearly • Clear presentations on the project activities done so far; good pictures • Very informative and good content on Evergreen agriculture (eye opening) • Discussion on conservation agriculture and how it works • Very good information on CAWT that needs to be up scaled and out scaled • Presentation of indigenous tree species that work in Kenya; this can be shared so that they can be promoted • The strong market orientation that came out; making money through seedling sales • Presenters were lively, clear and knowledgeable
Merger (1 comments)	<ul style="list-style-type: none"> • The idea of merging SRI and Evergreen Agriculture projects and the sites of implementation
Other(s) (3 comments)	<ul style="list-style-type: none"> • Idea of using volunteer farmers to reach out to the other farmers: but how do they volunteer? What incentives do they get? • There are opportunities to scale up current efforts • The idea of ensuring that the germplasm is available to many at most areas

Table 7: What participants did not like about the workshop

Negative aspects of the workshop	
	<ul style="list-style-type: none"> •
Products (2 comments)	<ul style="list-style-type: none"> • The manuals should have been shared out • Too many activities without concrete results
Time Management (1 comment)	<ul style="list-style-type: none"> • Short time allocated for presentations
Presentations (2 comments)	<ul style="list-style-type: none"> • The use of complicated tree scientific names e.g. <i>Mangifera indica</i> instead of "mango" • The success story was not clearly captured
Policies (1 comment)	<ul style="list-style-type: none"> • Not much talked about policy issues: what policies are in place to ensure quality of the seedlings raised? Do you normally carry out a market research/needs assessment with the farmers who raise the seedlings?
Other (2 comments)	<ul style="list-style-type: none"> • Advice farmers to use locally available materials for establishment of nurseries for sustainability • Only focusing on semi-arid areas; should spread to other areas

The participants expressed the desire to want to know more about the project but the time allocated was limited thus not meeting some of the expectations they had. It was also evident that presentations on policy issues should have been addressed and finalised products shared out.