

A group of seven women are standing outdoors in front of a building with a corrugated metal roof. They are all smiling and giving a thumbs-up gesture. The woman on the far left is wearing a light blue long-sleeved shirt and a blue and white plaid sarong. The woman next to her is wearing a blue button-down shirt and a blue baseball cap. The woman in the center is wearing a light green button-down shirt. The woman to her right is wearing a light blue long-sleeved shirt and a green and blue long-sleeved shirt. The woman on the far right is wearing a floral patterned shirt. The background shows a building with a corrugated metal roof and some greenery.

CHANGE MAKERS

**Profiles of CDAIS
National Innovation Facilitators
2017-2018**

CONTENTS

FOREWORD	5
ANGOLA	7
BANGLADESH	13
BURKINA FASO	21
ETHIOPIA	33
GUATEMALA	47
HONDURAS	53
LAOS	59
RWANDA	67



FOREWORD

This booklet invites you to meet the change makers of the CDAIS project. They come from eight countries, from many and varied backgrounds and with a wide range of experience and knowledge. They have one thing in common, they are the CDAIS National Innovation Facilitators. Through their daily work in the field, from one partnership to another, they encourage farmers and other stakeholders to collaborate, exchange, reach compromises, learn new competences. They implement the tools and methods of the CDAIS framework for capacity development for agricultural innovation systems. They facilitate the development of partnerships, support innovation systems, explore new cooperation mechanisms. They are the cutting edge of the CDAIS project, working the 'coal face', the real 'implementers'...

In return what does CDAIS bring them? In the following pages, you will discover the women and men who trigger change/s in the innovation partnerships of the CDAIS project. In their own words, they introduce themselves, and offer glimpses of their commitment to change, what change they have helped to bring about, but most importantly, the change they have seen in themselves.

We hope you enjoy meeting them and be encouraged to read the other NIFs who will be featured in our 2019 edition.

Myra Wopereis Pura – Global CDAIS coordinator

ANGOLA



National Innovation Facilitator

Juliana Néne Sacamia



Hello, who are you?

I'm Juliana Néne Sacamia, National Innovation Facilitator for the Rice partnership. I have a bachelor degree in Economics, specialization business management. I also have training in administrative management. I did a volunteer internship in the non-governmental organization World Vision in the Terra project. I already worked as trainer in management accountability and administrative techniques.

My knowledge about CDAIS project came through the Director of the Development Workshop. For me the project is interesting because it aims to develop functional capacities of farmers, and to show that technical capacities by themselves are not enough to improve production and productivity. It's very good to see the big changes that are happening because of CDAIS in each partnership.

What has CDAIS changed for you?

CDAIS brought big changes in my life in terms of knowledge, since it is the first time I'm working directly with the farmers.

National Innovation Facilitator

Romão Hossi Cabeto



“We gain strength, courage and confidence from every experience to overcome fear.”

Hello, who are you?

I'm Romão Hossi Cabeto, National Innovation Facilitator and Monitoring, Evaluation & Learning focal person for the Seeds and Rice partnerships, since May 2017.

I have an Economics background, with specialization in business management, and I've been working as a trainer and consultant in management related areas. I'm a responsible, dedicated and an optimistic person who likes to achieve his goals, and I consider team work one of the main ingredients for that.

I heard about the CDAIS project while doing an internship in the non-governmental organization Development Workshops (DW). The project awakened my interest because of its international scope and also because it was an opportunity to contribute to the development of the Angolan agricultural sector.

What has CDAIS changed for you?

Since I become part of CDAIS I attended a National Innovation Facilitator training and also had training in how to create and strengthening partnerships. I already feel many positive differences in myself: I've improved my team work capacities and I also have better knowledge about agriculture in Angola.

The changes in the partnerships are visible too: they are now more cohesive and organized in order to achieve their common objectives.

National Innovation Facilitator

Zeferino de Oliveira José Konda

“ In CDAIS, learning does not stop. It is a school that helps to develop abilities in collaborating, leading, speaking in public, adapting to circumstances, managing time. ”

Hello, who are you?

I'm Zeferino de Oliveira José Konda, National Innovation Facilitator for the Planalto Seeds partnership. My connection with CDAIS project started in May 2017, when I was invited to participate in a training, with the objective of selecting some people to replace two National Innovation Facilitators that were about to leave the project to study abroad. I have a Business Management background. As a facilitator I'm the link between all partners: I facilitate the connection between the small farmers and business men, banks, governmental institutions and so on, and I also help the actors to clarify doubts about CDAIS project. I feel like I'm walking with the partnerships in the road of success, to achieve the goals that everyone wishes.

What has CDAIS changed for you?

One of the partnerships members said "the CDAIS project is like a walking stick" and I feel the same way. I've already learnt a lot in the past 8 months, like how to work in a team, how to create partnerships and the benefits of being part of a partnership. The project revolutionized me like the fire, the wheel, the writing, the electricity and the computers revolutionized the world. It is an experience I never had and I feel grateful. I would like to thank CDAIS project for giving me the opportunity of growing social, mental and financially.

National Innovation Facilitator

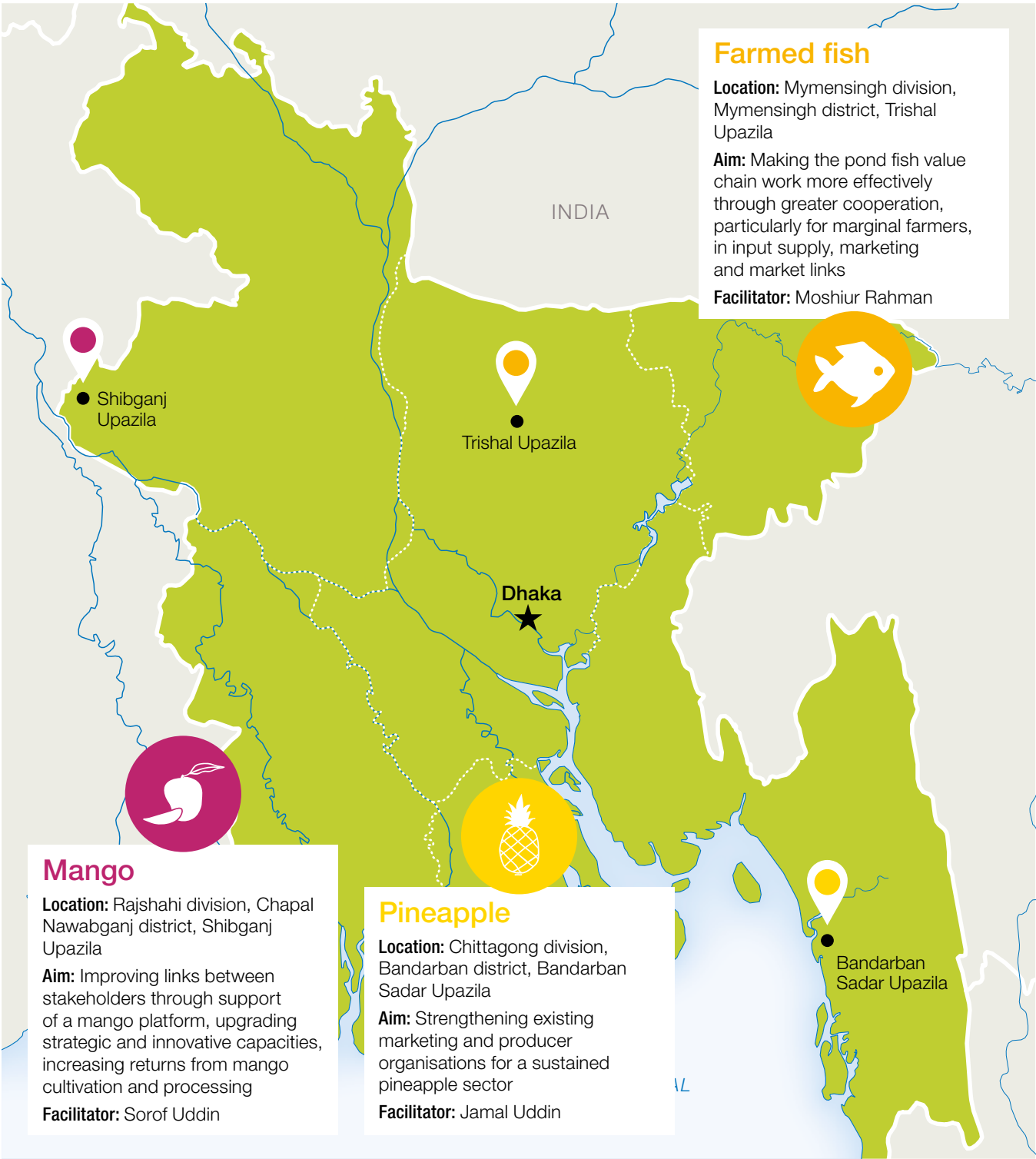
Oliveira Paulo**Hello, who are you?**

I'm Oliveira Paulo, lead National Innovation Facilitator since the beginning of the project. I work at African Innovation Foundation (AIF). I am committed to catalyzing the innovative spirit of Africans in order to create African solutions to the problems of African people. I am specialized in innovation and quality and have always worked on economic and social development projects with NGOs in the agriculture, fishing and microfinance sectors. I work with innovation in a traversal way: one of the limitations in the process of catalyzing innovation has been the lack of adequate tools for innovation in specific areas, mainly for innovation in organizations or in processes. In CDAIS, I am a kind of adviser and trainer of the National Innovation Facilitators. I share my experience in facilitating with them, accompany the formative events of innovation partnerships and generally act as a promoter of the innovation culture within the partnerships.

What has CDAIS changed for you?

With CDAIS, I feel I have gained more clarity and have adapted the tools of CDAIS to my approaches to innovation in organizations. I look with particular interest to the lessons learned, both from theoretical and practical points of view at the level of value chains. I want to improve my skills to continue to support the strengthening of new partnerships, new value chains and contribute more to the development of national production. Innovation is like a virus, when we get contaminated they do not leave us alone. The innovation virus is like that, we are always looking for an improvement, there are always opportunities.

BANGLADESH



Lead National Innovation Facilitator

Rozana Wahab



“CDAIS has enhanced my functional skills in networking, communicating, negotiating at global, country, organizational and cluster levels and I have learnt a lot about project implementation, Monitoring, Evaluation and Learning. I believe this exposure will help me in my future efforts and I am grateful to CDAIS for giving me the confidence to make a bigger contribution to the development of my country.”

Hello, who are you?

I am Rozana Wahab, lead National Innovation Facilitator. I have an MBA with a major in marketing. I am an entrepreneur and a development expert. I have worked as a programme manager in the EU Bangladesh Delegation where I gained experience of planning and management of EU programmes in collaboration with international organizations and development partners. I have designed and implemented programmes related to policies, national quality infrastructure and quality management systems for shrimp exports, agribusiness (horticulture), and geographical indication studies. I have experience of managing EU bi-lateral and multilateral programme funds and managing regional and global funds. I took early retirement from the EU in 2011 and worked in my own business. I set up a self-sustaining business model and had free time to look for opportunities.

What are your roles and responsibilities?

My role in the project is to lead CDAIS activities related to monitoring, evaluation and learning (MEL) and implementing the Coaching Plan at both organizational and cluster levels, as well as project management, logistics and managing Agrinatura funds. I ensure facilitative learning takes place for achieving project's aims of improving functional capacity development through learning cycle activities.

What has CDAIS changed for you?

I participated in the NIF training in October 2016 and started my first assignment in November. This NIF training exposed me to various learning tools which I was able to use in the five capacity needs assessments studies. I learnt to engage participants to identify problems and do joint visioning and action planning to solve problems as innovation partnerships. I had

opportunities to write stories and present Bangladesh through the poster presentation at an international meeting in Laos in September 2017. Participation in these meetings and training sessions increased my knowledge and understanding of the overall project. Although I have worked on soft skills development with business managers and technical workers over an extended period, I found that the approach used in CDAIS is a mind-opener. At the MEL training in Montpellier, France I observed that this approach combines flexible tools at distinct stages of the learning cycle and this seemed very relevant. CDAIS has given me the opportunity to work in development from a distinctive perspective.

National Innovation Facilitator

Salah Uddin Ibne Syed



“The type of approach used by CDAIS is quite innovative and helps my understanding of the real scenarios taking place at field level. This project has helped me develop my own functional capacities!”

Hello, who are you?

I'm Salah Uddin Ibne Syed from the Bangladesh Academy for Rural Development (BARC) and National Innovation Facilitator in Bangladesh. My academic background is in anthropology and I have BSc and MSc degrees from the University of Dhaka. Later I did another master's degree in Economic Development at Yeungnam University in South Korea and studied for a postgraduate diploma in Rural Development Management at the National Institute of Rural Development in Hyderabad, India. At present I am working at BARC as Deputy Director. My main responsibilities are in research, project management and training. For example, I am working as the Livelihoods and Organizations component leader for a project on integrated farming. I am also involved in research identifying issues related to performance of government and NGO microfinance providers. At the start of my career I worked with an agricultural economist from the Natural Resources

Institute, University of Greenwich on the innovative PETRRRA project (Poverty Elimination through Rice Research Assistance), from 1999-2004.

What are your roles and responsibilities?

My role in the CDAIS project is to work with three national-level organizations responsible for agricultural research, marketing and agro-processing that have been selected for implementing capacity development action plans.

What has CDAIS changed for you?

Farmers in Bangladesh are mostly small-scale producers having a very small amount of land. Marketing their produce is much more challenging and complex than for larger farms. Many different value chain stakeholders are involved. Combining them under the same umbrella is challenging and requires a new way of thinking. Bangladesh rural society is transforming due to rapid population growth,

out-migration, technological innovation and increasing diversification of off-farm and non-agricultural rural employment. As a rural development practitioner, my role is to understand this changing context and to ensure it is addressed properly at the policy level, as well as in implementation through action research. I think CDAIS is a better platform for me to perform this role. Understanding these changes is important to address the issues.

National Innovation Facilitator

Fatema Wadud



“The CDAIS innovative methods have helped me to develop my understanding on how to support farmers/stakeholders to address their own prioritized issues and required changes and improvement.”

Hello, who are you?

I am Fatema Wadud, working as a National Innovation Facilitator with CDAIS team. Basically I am an Agricultural Economist from Bangladesh Agriculture University, Mymensingh working as a Deputy Director in the Department of Agricultural Marketing under Ministry of Agriculture in Bangladesh. I Completed my MSc. Ag.Econ.in Cooperation from the same university and obtained PhD in Agricultural Extension and Rural Development from Bangabandhu Sheikh Mujibur Rahman Agricultural University. For the last 18 years I am almost engaged with the fields of agricultural and rural development in association with the stakeholders comprising especially farmers and small producers in Bangladesh.

What are your roles and responsibilities?

I performed as a fish niche NIF first but presently working as an Organizational NIF with CDAIS team in Bangladesh.

So, the scheduled tasks has been completed and my present role in the CDAIS project is to work with three national-level organizations like BARC, DAM and BAPA as well which have been selected for implementing capacity development action plans.

What has CDAIS changed for you?

The CDAIS project gave me the opportunity to practice and applying some important tools for capacity need assessment of niche group. In CNA I got the chance not only to facilitate but observe and realize all the problems faced by the fish stakeholders in Mymensingh. Similarly, I found myself later more confident in the other related workshops of CDAIS project. Also I was able to prepare action plan and fixing target, objectives and budgeting within farmer's limited resources. The historic "Market Event Place" exposed me to be more confident and gave a chance to learning the collaboration and coordination among

the many organizations in Bangladesh. Also it was an excellent opportunity to know the 3 identified Organizations for developing Agricultural Innovation Support Systems by the CDAIS project in Dhaka, Bangladesh. Thus, my association with CDAIS has enabled me to gain knowledge and learn. Specially the techniques, methods and tools imparted by CDAIS project which provided me to perceive and think with the farmers/stakeholders under the themes of CDAIS considering with new ideas, micro and macro screening of those deemed appropriate by the farmers. These have changed my work ideas and methods than before and I find partnership building as an approach to reach the small farmers more neatly in pragmatic way.

National Innovation Facilitator

Mohammed Moshir Rahman



“CDAIS has provided me with the opportunity for learning about different functional skills needed for working more closely with fish sector stakeholders and helping them to work together to achieve their vision.”

Hello, who are you?

I am Mohammed Moshir Rahman, known as Moshir, from the Bangladesh Fisheries Research Institute (BFRI), Mymensingh. I am the National Innovation Facilitator for the Fish cluster (niche) in Trishal, Mymensingh. I have a BSc Honours degree in Fisheries and an MSc in Fisheries Technology from Bangladesh Agricultural University, Mymensingh. At present I am working at the Freshwater Station, BFRI, Mymensingh on stock improvement and culture technology development of tilapia and pangas in Bangladesh. My research also focuses on developing breeding and culture technologies to help conserve 16 endangered indigenous fish species. I will leave to do my PhD in Malaysia later this year to develop my expertise in this area.

What are your roles and responsibilities?

I am working with tilapia and pangas (catfish) farmers to help them address the problems they face in fish

production and marketing, particularly to develop their soft skills and bring them together in a platform for producing safe and quality fish which find remunerative markets.

What has CDAIS changed for you?

Being part of the CDAIS project I have learned how to facilitate activities and engage with farmers and other stakeholders. The CDAIS concept has introduced new dimensions to resolving critical problems of fish farmers as well as enabling them to voice their views and contribute to finding solutions. CDAIS supports learning to encourage motivation, linkages, multi-stakeholder cooperation and development. Through this project I am able to increase my own functional, communication and sharing skills. This year I attended the Pineapple cluster inaugural workshop in Bandarban, to share my expertise with the other NIFs, and participated in the NIF meeting led by the lead NIF to finalize the coaching plans.

National Innovation Facilitator

Mohammad Sorof Uddin



“The CDAIS project is a model that puts farmers at the centre to identify their problems, develop their soft and technical skills by training, reflection, learning visits for a sustainable, safe and supported sector.”

Hello, who are you?

I am Mohammad Sorof Uddin known as “Sorof”, a horticulturalist at the Bangladesh Agricultural Research Institute (BARI), and National Innovation Facilitator for the Mango cluster (niche) in Shibganj, Chapainawabganj. I have a BSc in Agriculture and an MSc in Horticulture from the Bangladesh Agricultural University, Mymensingh. I completed my PhD at the Chinese Academy of Agricultural Sciences in Beijing. At present I’m a senior scientific officer at the Regional Horticultural Research Station, BARI, Chapainawabganj, working on improving the quality of mango production. In 2017, I received the Bangabandhu National Agriculture Award – the highest award in Bangladesh for Agriculture – for my work on mango bagging.

What are your roles and responsibilities?

I have participated in several CDAIS training sessions and workshops to

learn about facilitating farmers to work together to address their challenges and have introduced these concepts to mango farmers and their service providers. I have facilitated farmers to identify real problems in mango production and am working with the fledgling Shibganj Mango Association, to bring them together in a platform for producing safe, quality mangoes, particularly through thinking about soft skills needed to make the Association support its members. We have already finalized a coaching plan with specific goals and I will support the cluster to achieve them. In February 2017 I helped organize the capacity needs assessment for the mango cluster and was one of the facilitators at this event. I also participated in the pre-validation and validation workshops in Dhaka with two cluster representatives at where we learnt about the cluster Coaching Plan and how to help the cluster identify its objectives. I supported my cluster in the marketplace and organized the mango cluster inaugural workshop. I have

also attended the advanced facilitation training and participated in the Fish and Pineapple cluster inaugural workshops and worked with the other NIFs to finalize the mango coaching plan.

What has CDAIS changed for you?

Working with the CDAIS project is very interesting. The various activities undertaken in Bangladesh has enabled me to learn many new things. This concept is new and seems to be very effective – particularly the different techniques, tools and methods for identifying the farmers real problems and how to help them be aware of what they need to do to overcome them. During working with CDAIS, my personal knowledge, skills and attitudes have also changed. To solve problems in exporting mangoes, a multi-stakeholder association is very important. Hopefully this year mango exports from Bangladesh will be smoother as a result.

National Innovation Facilitator

Mohammed Jamal Uddin



“CDAIS has made me aware of the importance of soft skill development to support sustainable innovation practices via a learning cycle approach. In this system, farmers are now aware about where they are and what to do to overcome problem and challenges. I acknowledge CDAIS for giving me this opportunity to better help these farmers and to make me more effective in my job.”

Hello, who are you?

I am Mohammed Jamal Uddin, known as “Jamal”, from Bangladesh, from the Bangladesh Agricultural Research Institute (BARI). I am the National Innovation Facilitator for the Pineapple cluster in Bandarban, Chittagong Hill Tracts. I have a BSc Agricultural Economics Honours degree and an MSc in Agricultural Economics from Bangladesh Agricultural University, Mymensingh. I obtained my PhD in Agricultural Economics (Hill Agriculture) from the same university. At present I am working as a senior scientific officer at the Regional Agricultural Research Station, BARI, Chittagong. For the past five years, I have worked as project leader of a value chain development project in the Chittagong Hill Tracts funded by the Krishi Gobeshona Foundation. Between 2009 and 2013, I worked with UNDP in Bandarban as a Master Trainer and consultant. In 2014 and 2016, I worked with the FAO as a National Consultant on two technical cooperation projects.

What are your roles and responsibilities?

My role in the CDAIS project is to support the Pineapple cluster to facilitate production of their Coaching Plan in collaboration with the lead NIF, organize cluster meetings with stakeholders, support implementation of cluster iterative and experiential learning cycles, organize review workshops, record progress markers and document stories of breakthroughs, lessons learnt and communication-related activities, participate in CDAIS related events and write up reports of the cluster activities. I have participated in the NIF training, CNA workshop, marketplace, MEL training and workshop, and the inaugural workshop in the Pineapple cluster. I have contributed to the Capacity Needs Assessment, to the CNA report, marketplace report, the coaching plan for the Pineapple cluster, and implementing the interactive learning cycles within it. I am also working

with the Pineapple marketing group in Bandarban for identifying constraints and opportunities, capacity needs, capacity development strategies and expected outcomes with the progress markers.

What has CDAIS changed for you?

I have great interest in working with CDAIS as a new concept of capacity development particularly soft skills development. The NIF training has enhanced my knowledge of various learning tools and I had the scope to use these tools in various CDAIS events. I now understand how to engage participants in identifying problems and visioning and action planning to solve problems in an innovation process.

National Innovation Facilitator

Mohammad Ashikur Rahman



“CDAIS is introducing a new era for developing multi stakeholder partnerships in the fisheries sector in Bangladesh – and this helps every stakeholder achieve their goals by working together.”

Hello, who are you?

I am Mohammad Ashikur Rahman – friends and colleagues call me Ashik – and I am the national innovation facilitator for the fish ‘cluster’ innovation partnership in Trishal, Mymensingh. I went to Bangladesh Agricultural University and received a BSc in Fisheries and a MS in Fisheries Technology, before starting work at the Bangladesh Fisheries Research Institute, Freshwater Station, Mymensingh. Here, I am working on fish health management, with research focuses on the sustainable production of safe fish, and would like, later, to work towards a PhD in this sector. I took over as NIF of the Fish cluster this year when Moshir went to Thailand to do his PhD.

What are your roles and responsibilities?

I work with farmers who raise tilapia and pangas (catfish), and I help them to identify their problems in production and marketing, and in particular, to develop their soft skills and bring them together

in a platform for promoting the production of safe and high-quality fish and remunerative markets for them. I have participated in the group development training and facilitation provided by MDF and am working with the new fish cluster representatives to maximise the benefits from CDAIS activities.

What has CDAIS changed for you?

With the help of CDAIS I have learned how to build linkages with farmers and other stakeholders. The CDAIS concept has introduced to me new pathways to resolving critical problems faced by fish farmers, as well as enabling them to voice their views and contribute to finding solutions. CDAIS supports learning to encourage motivation, linkages, multi-stakeholder cooperation and development. And through what I am learning by being part of this project, I am finding that I am increasing my own mental, functional, communicative and sharing skills.

BURKINA FASO



National Innovation Facilitator

Marc Gnoumou

“We cannot innovate alone. Innovation is by itself collaborative, the facilitator has to be a ‘connector of stakeholders’ who accompanies the partnership towards a common goal.”

Hello, who are you?

I am Marc Gnoumou. I am an agricultural adviser with a 15-year experience working with breeders, farmers, and famers' organizations. I have a background in sociology, socio-economic studies, animal health and animal production. I have also been trained to andragogy and monitoring and evaluation methodologies. I heard about CDAIS when the project was looking for facilitators three years ago. I was particularly interested in the project since it proposes a very different approach to innovation. Instead of strengthening technical capacities as with any other project, CDAIS focuses on coaching and strengthening functional capacities of stakeholders to support innovation in agricultural systems, to enable both growth and to answer producer and consumer needs.

What are your roles and responsibilities?

I am in charge of facilitating a multi-stakeholder partnership working on the

use of ICT technologies to digitize extension services using a MAFF (management advice for family farmers) approach. My role is to accompany a network of farmers' organizations so that they become more innovative and efficient in providing their advisory services. I help them to express the best ideas among the actors of the network while strengthening their relationships, mutual trust and their ability to work together to achieve the digitalisation of their extension services so that they can achieve their priority objectives: reach a larger number of producers and reduce the cost of these services.

What has CDAIS changed for you?

I have been trained in many fields: key concepts related to innovation in agricultural systems and to collaborative innovation support; coaching process; expected roles and skills of innovation facilitators; capacity needs assessment methodology; monitoring and evalua-

tion of the partnership. As a facilitator, I developed my soft skills and learnt how to bring out and secure sustainable engagement from stakeholders in decision making processes, and the principle of win-win negotiation. Thanks to CDAIS, I am much more experienced in leading capacity needs assessments and in coaching multi-stakeholder innovation partnerships. My implication in CDAIS changed my understanding of agricultural innovation. It is a process with a beginning and an end, which is not continuous. It is a collaborative process and not individual, or we would talk about an invention and not an innovation. Innovation is about the integration of inventions into a social and economic process to provide a successful and satisfactory answer to a problem collectively recognized.

National Innovation Facilitator

Armel Hien

“I am involved in a deep change process regarding the support to agricultural innovation.”

Hello, who are you?

I am Armel Hien. I am an agricultural economist, specialized in micro-economic development issues. I am particularly interested in understanding the dynamics of rural stakeholders' behavior: producers, consumers and development organizations. My strong interest in CDAIS comes from its focus on the dynamics of behavior of agricultural innovation stakeholders.

What are your roles and responsibilities?

I am assistant for the Monitoring, Evaluation and Learning (MEL) system of the CDAIS project. I am in charge of monitoring the implementation of coaching plans and evaluating progress markers at the different steps of the project implementation.

What has CDAIS changed for you?

Initially I am a quantitative analyst, but thanks to CDAIS I have integrated new qualitative approaches related

to impact evaluation in innovation projects. I am really interested by these new ways of evaluation of the dynamics of change related to the behaviour and capacities of innovation stakeholders. Also, thanks to CDAIS, I realised that capacity development does not work only through technical capacities. In parallel with my office work on progress markers and MEL, I get the opportunity to participate to practical trainings on soft skills for the facilitation of innovation partnerships.

National Innovation Facilitator

Raymond Kiogo



“Facilitation is mandatory to ensure agricultural innovation in developing countries.”

Hello, who are you?

I am Raymond Kiogo, rural development engineer, expert in environmental management and sustainable development. I am a research engineer at a national research center named: National Scientific and Technology Research Center / Institute of Technology and Applied Science of Burkina Faso (CNRST/IRSAT). I have 5 years of experience in coaching and providing advice to producer organizations. I am conscious that with the current context of climate change, and pressure on resources and the scarcity of means of production, developing countries have to place agricultural innovation at the heart of their development strategies and policies. And facilitation of multi-stakeholder innovation partnerships is the missing piece in the jigsaw puzzle! My interest in CDAIS is to offer my skills for development and to build on new experiences in order to strengthen my professional career. The iterative and flexible approach of CDAIS is of great interest to me. The project is truly

looking for concrete results to improve the wellbeing of beneficiaries.

What are your roles and responsibilities?

I am facilitator for two innovation partnerships: family food-processing micro-enterprises led by women, and drip irrigation systems for small scaled family farms. My role is to facilitate the development of these innovations through the strengthening of the functional capacities of the stakeholders involved in these two networks: helping them to identify problems or challenges, to design innovate solutions, to implement experiences or activities and accompany them towards professionalization. It is about listening, bringing people with different organizational culture and diverse interests to collaborate, creating a climate for co-construction and for collective creativity. My responsibility is to lead the implementation of the coaching plans, and to identify new challenges.

What has CDAIS changed for you?

I have been trained on facilitation of multi stakeholders innovation partnerships. I have facilitated self-assessment and the elaboration of coaching plans. Recently, I have been selected to accompany two FONRID projects about agricultural innovation. CDAIS enabled me to strengthen my capacities to work in a team, to accompany multi-stakeholder partnerships and to organize workshops. It also helped me in understanding that support and advice to producers requires skills in facilitation and listening, and supporting and balancing various objectives.

National Innovation Facilitator

Azara Nfondibie



“Stepping down in favour of stakeholders and giving them the floor to conduct the changes that they want to see in their domain.”

Hello, who are you?

I am Azara Nfondibie, project engineer and agricultural innovation facilitator. I have a background in socio-economy and an 8-year experience in project coordination, team training, capitalization of experience, and workshop and meeting facilitation.

What are your roles and responsibilities?

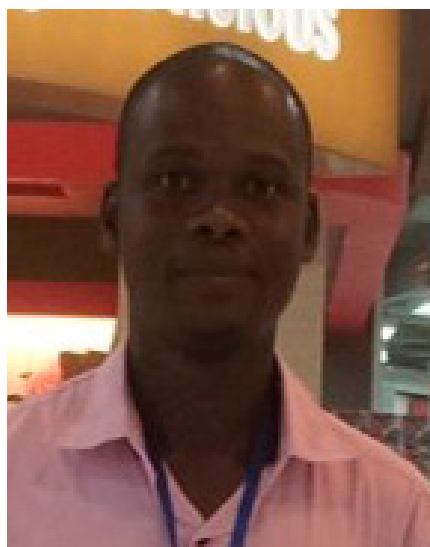
I am a national innovation facilitator working with a network of family food processing micro-enterprises led by women. I conducted workshops as part of the capacity needs assessment, and helped in the elaboration of a coaching plan. I also facilitated the implementation of actions in order to develop stakeholders' innovation capacities.

What has CDAIS changed for you?

I have been trained in facilitation, workshop organization, and implementation of multi-stakeholder negotiation process. I facilitated relationships and collaboration between the women's network and their technical or financial partners. CDAIS has improved my vision of facilitation, by helping me to realize that the answer to challenges faced by stakeholders is held in their hands, and not in mine.

National Innovation Facilitator

Drissa Sangare



“Innovation is unavoidable for development, whatever domain we talk about.”

Hello, who are you?

I am Drissa Sangare. I am a graduate of rural sociology and economics. I have more than 10 years' experience in research and development in new value chains, particularly soya and sunflower. The originality of CDAIS lies in its approach of capacity building, specifically regarding functional capacities.

What are your roles and responsibilities?

I am an innovation facilitator for the sunflower innovation partnership since 2015. My role is to interact with stakeholders of the partnership at local and national level, to identify their capacity development needs in order to innovate, elaborate action plans, facilitate capacity building, support documentation, and to scale out the innovation.

What has CDAIS changed for you?

Thanks to CDAIS, I have realized that innovation and progress are intertwined. I was focused on capacity building for technical, material or financial skills. Now, I have understood that this approach shows limitations and can have strong consequences on the behaviour of stakeholders implementing development projects. I have been able to influence the attitude of some colleagues of my unit. For example, when the team organizes workshops around the implementation of the soya project, reflexion is now more focused on ways to strengthening producers' abilities to defend their businesses and obtain support from financial institutions, when before it was more about pre-financing their campaign.

National Innovation Facilitator

Nacambo Idrissa



“Nothing, nothing can replace training, nor talent, nor genius.”

Hello, who are you?

Welcome to my little world. I am Nacambo Idrissa. I am born on a very rainy day in Burkina Faso, in a poor household, and from what my elders told me, I was born at the end of 21 days of drought. I grew up in hard conditions but my parents raised me with strong values of integrity, justice and most of all, excellence in work. I heard about CDAIS through FERT, a French association working on rural development, in which I remain responsible for economic and associative activities. Fert and CDAIS have a common approach that motivates me: an approach based on co-construction and self-responsibility. The producer is at the heart of the approach and of decision making. I particularly appreciate the functional capacities' approach of CDAIS.

What are your roles and responsibilities?

I am an innovation facilitator of a partnership dealing with the

digitalisation of extension services provided by farmers' organizations. I live in Kaya, a small place burnt by the sun, over 100 km from Ouagadougou. My role is to facilitate participatory multi-stakeholder workshops, to conduct capacity needs assessments, to elaborate a coaching plan, and to follow the implementation of this coaching plan. I also support the organization of events that requires the participation of different stakeholders of the innovation partnership.

What has CDAIS changed for you?

CDAIS helped me to step back from my previous professional experience and to gain new skills, knowledge and attitudes. I have been trained to be a good innovation facilitator and on the importance of soft skills for the facilitation of a multi-stakeholder partnership. Each workshop is an opportunity to learn and meet inspiring people. CDAIS made me realize that offering an isolated and technical

answer to a specific problem was not enough. To be effective, our approaches should be systemic. As an example, the answer to teach illiterate producers how to read is quickly limited, as the producers would then find new responsibilities at municipality level and would leave the group with the same initial problem. The systemic approach would analyse an issue in a holistic way and see the links with other parts of the system. Now I use my new experience gained with CDAIS in my daily work on the field with the Niébè producers in the Kaya area. For instance, I experiment the 'reasoned vote' approach to help the prioritization of their action plan activities.

National Innovation Facilitator

Nikiema Lassaya

“The key of the success of an innovation project is to know how to show the invisible: the need in functional capacity building. It allows gaining time, performance and productivity.”

Hello, who are you?

I am Nikiema Lassaya. I have expertise in capacity needs assessment for multi-stakeholder innovation partnership and for organizations who provide innovation support services. I work at DGRSI, a department within the Ministry of Higher Education, Scientific Research and Innovation (MERSI) in Burkina Faso. Our main responsibility is the design of political and strategic documents, and the coordination and the control of research and innovation activities. For the past three years I am the head of the scientific research and innovation promotion unit (SPRSI). What interests me most in CDAIS is all the knowledge and methodology learnt and deepened at each step. Particularly, skills on facilitation of multi-stakeholder meetings, the theoretical approach of innovation, methodologies of diagnosis, and the tools used for monitoring and evaluation.

What are your roles and responsibilities?

I am in charge of accompanying two innovation partnerships: one is dealing with the development of the first organic label in Burkina, another one is dealing with the scaling-up of local land charters. When needed, I facilitate workshops or events for other innovation partnerships; for instance I helped the FONRID in the support of emerging innovation projects to obtain funding. I am part of the expert team who is in charge of conducting organisational assessment for innovation support service providers. I am also a member of the CDAIS steering committee, as the representative of the director of DGRSI/MERSI. When needed, I also support the organization and facilitation of national multi-stakeholder events.

What has CDAIS changed for you?

I get the opportunity to attend several training sessions at CIRAD. They enabled me to handle key CDAIS

concepts and diagnosis tools such as the innovation trajectory, the problem/solution tree, the network mapping. I've also be trained to increase my facilitation and negotiation skills for multi-stakeholder processes. It is particularly important to have tools for win-win negotiation in face of difficult situations so that facilitation has impact. I have learnt and strengthened my skills on event organization related to the evaluation and monitoring of capacity building processes. Usually, agricultural innovation stakeholders look for financial and material assistance. Managerial, organizational, functional or governance skills are not enough whereas they are essential for scaling up innovation and achieving development. I am now convinced that the answer to innovation and stakeholder issues needs to take functional capacities into account as a priority for more efficiency and greater success in innovation projects.

National Innovation Facilitator

Lankouande Clémence

“Through the “functional capacity” development approach, I learned a new way to give more power and more autonomy to the members of the CNABio.”

Hello, who are you?

I am Clémence Lankouande, coordinator of the National Council for organic production (Conseil National de l'Agriculture Biologique, CNABio). This organization gathers most of the stakeholders of the organic production value chain in Burkina Faso. In the CDAIS project, I am the facilitator of the “Bio SPG” partnership, in charge of accompanying the reinforcement of stakeholders' capacities.

What are your roles and responsibilities?

My role is to coach and accompany the stakeholders of the BioSPG partnership in order to help them to achieve the development and scaling-up of this new organic label. I helped to implement a self-assessment approach of their capacity needs. In line with my managers and my colleagues, I developed a coaching plan to develop their functional capacities. I am charge to follow its implementation and readjustments.

I am also involved in CDAIS activities dealing with other innovation partnerships.

What has CDAIS changed for you?

Through CDAIS, I gained a lot of knowledge, skills and practices regarding the coaching of a network of stakeholders. They have a variety of needs, but they have a common interest. As such, the coaching strategy is complex because it has to take into account every individual perspective while staying in line with the collective objectives. CDAIS helped me in the strengthening of my skills to face this challenge and to facilitate multi-stakeholder's meetings. At the beginning of CDAIS, I have been trained on innovation in a broad way, which was very important to play a facilitating role among the members of the CNABio. Through the “functional capacity” development approach, I learned a new way to give more power and more autonomy to the members

of the CNABio. As a consequence, I have reinforced my coordinator position in the CNABio thanks to all I have done through the CDAIS project.

National Innovation Facilitator

Zongo Salomon

“I remain convinced that the best is yet to come, provided that each of the actors agrees to put something of themselves into it.”

Hello, who are you?

My name is Zongo Salmon. I am an engineer in agricultural extension (agronomist), specialized in plant seed production technology. Since 1992, I have been helping agricultural producers and their organizations to find solutions to the difficulties they often face. I have a long experience in agricultural advisory support, adult education, diagnosis of rural problems, in various technical itineraries of agricultural production, management of soil fertility. These experiences were mostly acquired through the many positions I have occupied, from the first level of facilitator to the deconcentrated level (province, region) and the central level (General Direction of Plant Productions of the Ministry). Currently I am the provincial director in charge of agriculture in Boulkiemde province. I am responsible for agricultural policies in the province under my jurisdiction. Since I heard about CDAIS, I got interested in this new approach and philosophy.

What are your roles and responsibilities?

I was in charge of the facilitation of a stakeholder partnership for the development of a sunflower value chain in the Bobo-Dioulasso area. In my current position, based on what I've learned in CDAIS, I strongly contribute to the capacity development of my team (more than 50 co-workers) who are in charge of agricultural extension. I support the use of participatory diagnosis for the identification of problems and solutions, including all the actors. I support them in the process of reflection, in order to develop relationships between them, mutual trust and also to strengthen their ability to work together. This process gives more results, unlike the classic top-down extension. The co-workers are then more efficient, the circle of actors is more enlarged, the solutions are more sustainable, and the implementation of agricultural policies in the province is more successful.

What has CDAIS changed for you?

The classic top-down extension restrained the participation of a diversity of actors in agricultural production. The search for solutions was sectorial but not holistic. With CDAIS, I took part in a series of trainings on key concepts related to the process of innovation, including the participatory diagnosis, the mapping technique of the actors and their level of influence, the coaching process, the role of the facilitator, the methodology for identifying capacity needs, monitoring and evaluation. This enabled me to develop a more effective strategy for the management of my staff in charge of advisory support. I can say that the extension approach seems to be more efficient. In the past, capacity development was limited to conventional training with little or no subsequent results. But now, capacity development becomes a process of acquiring all the skills and attitudes needed to achieve goals defined during a prior diagnosis with all actors.

National Innovation Facilitator

Sempore Aristide Wendyam

“CDAIS enabled me to learn how to flexibly combine tools at different stages of the learning cycles.”

Hello, who are you?

I am an agronomist, I hold a PhD in rural development 'Modeling/Plant Production Systems' at the Institute of Rural Development of the Polytechnic University of Bobo-Dioulasso in partnership with CIRDES and CIRAD. I have 10 years of professional experience in research and development in agricultural production systems. I am also a teacher researcher in agronomic system at the University of Dédougou (Burkina Faso). I heard about the CDAIS project in 2016, and the approach interested me because of its link to my daily work with agricultural innovation system in Burkina Faso.

What are your roles and responsibilities?

My role in the project is to lead CDAIS activities related to monitoring, evaluation and learning (MEL), and to support the implementation of all the coaching Plans so that to ensure that capacity development takes place for advance innovation. I follow the implementation of capacity

development activities and their effects on learning cycles at the niche level; then I support facilitators in the re-adjustment of their coaching plan when needed. I also organize trainings for facilitators in order to answer to their own capacity development needs while the innovation partnership is making progress. Finally, I devote time to project management at the national level in close collaboration with CIRAD.

What has CDAIS changed for you?

My involvement with CDAIS enabled me to gain knowledge on coaching process and to learn how to flexibly combine tools at different stages of the learning cycles. The activities of the project allowed me to reinforce my knowledge on the support of innovation situations but also on the support of the facilitators in the process of developing the functional capacities of the partnerships. The CDAIS project also allowed me to revisit some tools used to facilitate reflection workshops.

Lead National Innovation Facilitator

Kola Nomande Prosper



“Thanks to CDAIS project, I gained valuable work experience and skills in different areas related to innovation management.”

Hello, who are you?

I was trained as an economist and I've been working for seven years for the support of agricultural value chains. Currently my expertise is in agricultural entrepreneurship, agricultural finance, value chain analysis and contractual farming. I have a position of adviser at the GIZ (German cooperation) and I support CDAIS project as a capacity development specialist since 2017.

What are your roles and responsibilities?

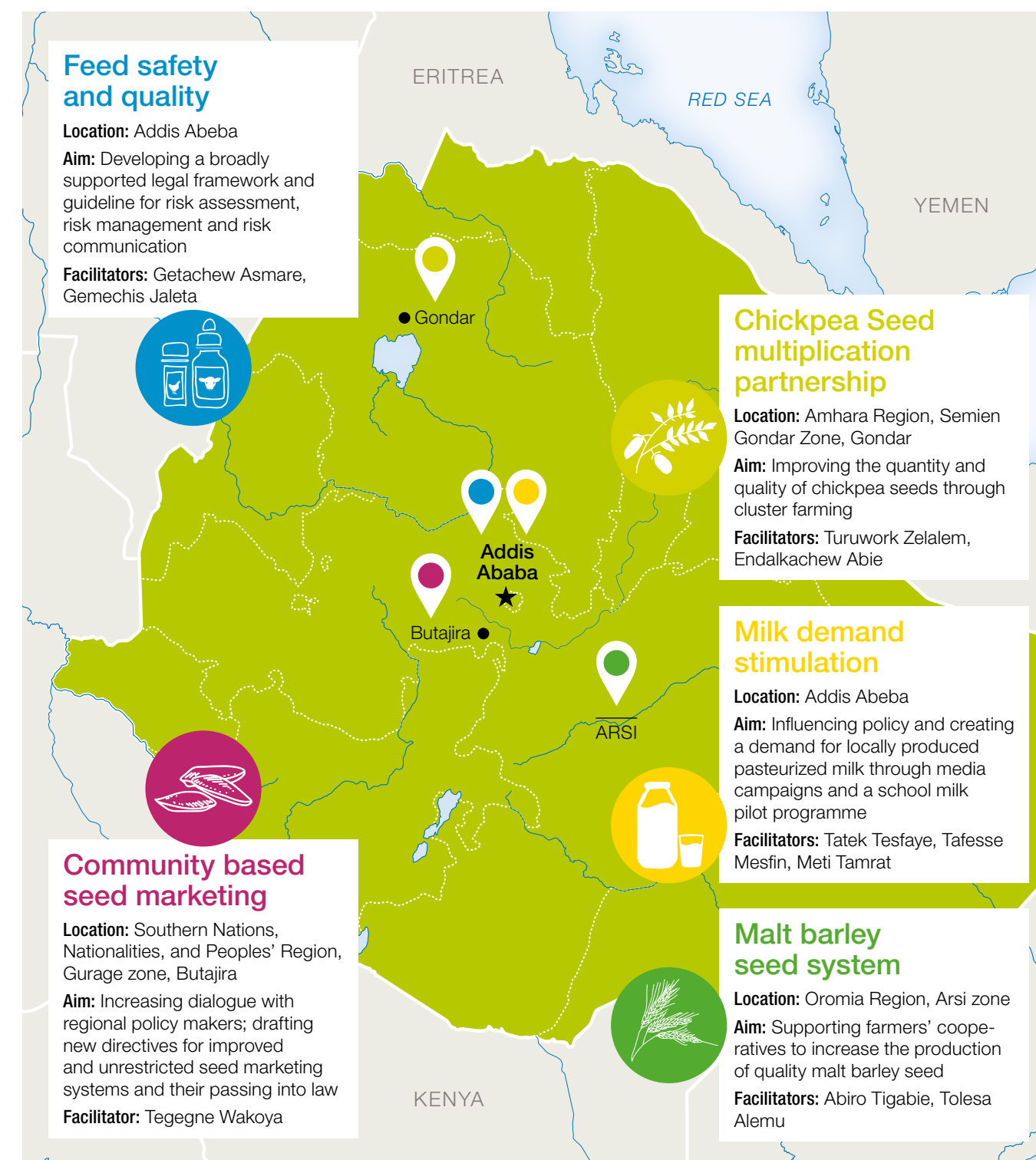
I contribute to the conceptual and operational challenges of the CDAIS project. I supported the design of the coaching processes and coaching plans at the niche level and the organizational level. I trained the innovation facilitators to the development and the use of those coaching plans. I have been in charge of supervising their implementation at the niche level in their early stages before being responsible for the whole process at the level of organizations.

In collaboration with other experts, I conduct capacity needs assessment and the design of action plans in order to strengthen the capacities of several organizations who provide innovation support services. Finally, at the project level, I am involved in capitalization activities and long lasting effect activities.

What has CDAIS changed for you?

Thanks to CDAIS project, I gained valuable work experience and skills in different areas related to innovation management: key concepts related to innovation systems, tools for the coaching and management of innovation partnerships, tools for the implementation of a monitoring-evaluation and learning system based on the theory of change, facilitation skills for multi-stakeholder's workshops, and participatory tools to build collective intelligence. I now have further tools and skills to support agricultural innovation processes at the level of niches.

ETHIOPIA



National Innovation Facilitator

Abiro Tigabie Mersha

“Bringing people together with different views but with common interest is effective for sustainable solutions to recurrent problems.”

Hello, who are you?

I am Abiro Tigabie. I work for the Amhara Agricultural Research Institute (AARI), as socioeconomic researcher. I have been serving in the institute since 2008. In my role, I work with various projects as a partner, focal person and representative of the national research system.

What are your roles and responsibilities?

With CDAIS, I am the national innovation facilitator for the malt barley seed production and marketing partnership niche. My role is to facilitate actors' involvement to help achieve their common goals by improving their commitment and participation through different approaches. Currently, I am responsible for conducting activities planned by the niche actors, documenting the niche theory of change, their performance and project outcomes at niche and country levels, and synthesizing lessons learnt.

What has CDAIS changed for you?

My involvement in CDAIS has enhanced my understanding of innovation facilitations and commitment to implement activities in the niches. It has also changed the way I think, work and see issues while working with innovation partnerships. Now, I understand how the coaching plans approaches are important to improve the status and achievements of certain plan of actions and able to look the achievement compared with the plan. It also helped me to understand the importance of giving room to different actors to express their views, share their ideas, reflect on their approaches, and their motives to participate in niche activities. I highly appreciate the capacity development through trainings, experience sharing and the marketplace workshop. I also came to understand the importance of soft skills in helping facilitators to bring together actors with different and contrasting thought, having their own

interest and motives to achieve common interests. Through discussion, I now understand how I can help to resolve conflicts of interest among the actors through creating common ground and bringing consensuses. I am now applying the facilitation approaches I acquired for participatory research, technology evaluation and demonstration of research activities. The skills I acquired over the years are also helping me in my day to day life.

Monitoring, Evaluation and Learning Associate

Addisu Selemon Dessu

“Partnership linkage in innovation and value chain approach will transform African future agriculture.”

Hello, who are you?

I am Addisu Selemon and I am 30 years old. I have more than 12 years of experience in Agricultural Extension service provision and coordination at Tiyo woreda office of agriculture in Arsi zone of the Oromia Region. For the past one year, I have been serving as a Master trainer of “client centered extension approach” and “project cycle management and log frame matrix” up on acquiring the training of Trainers (ToT) provided by GIC-GIZ Project and hoheniem university of German. I have a BSc degree in Rural development and agricultural extension and now I am writing my thesis as part of fulfilling my MSc degree in Agribusiness and Value Chain Management at Arsi University.

What are your roles and responsibilities?

I started involving in the CDAIS project in April 2018 as a MEL associate for malt barley seed production and marketing niche. In my role, I do monitor and evaluate plans and

progress activities of the niche; evaluate and understand developed functional capacities by actors and identifying when and how these functional capacities have been acquired by all actors. I also do facilitate RR and other workshops together with NIF, particularly on how to easily bring different stakeholder together and strengthen their linkage. I am equipped with KNOWLEDGE planning with coaching plan and evaluating with progress marker tool, which I am currently practicing on my day to day job.

What has CDAIS changed for you?

Since I started involving in the CDAIS project I have improved my facilitation skills particularly on how to easily bring different stakeholder together and strengthen their linkage. I am equipped with KNOWLEDGE planning with coaching plan and evaluating with progress marker tool, which I am currently practicing on my day to day job.

National Innovation Facilitator

Endalkachew Abie Asressie

“Unity is strength, when there is teamwork and collaboration, wonderful things can be achieved.”

Hello, who are you?

I am Endalkachew Abie Asressie, General Manager of Tsehay multi-purpose farmers' cooperative LTD in Central Gondar. My experience is mostly related to trading various agricultural and industrial products at the national and international levels.

What are your roles and responsibilities?

I have been a national innovation facilitator for the Chickpea Production and Marketing niche partnership in Ethiopia. My responsibilities include planning and organizing meetings/workshops, Farmers Field days and training courses for the stakeholders within the niche. I also do facilitate meetings and set the working finance for input and output marketing for the niche.

What has CDAIS changed for you?

I took important lessons, experiences and acquired skills from the various workshops, trainings and field days. These includes, communication skill, evaluating plans through reflect and refine process to achieve the already set goal and objectives. I also got the knowledge to prepare poster and brochure as ways of convincing and lobbying donors, partners and government. In general, I learnt a lot from the well experienced trainers of the CDAIS project and I have already started reflecting this in both my personal performance and organizational achievements.

National Innovation Facilitator

Getachew Asmare

“There is much to do.”

Hello, who are you?

My name is Getachew Asmare. I am a Veterinarian by profession. I am the director of Livestock Identification Traceability System and Animal Welfare Directorate at the Ministry of Agriculture and Livestock Resource (MoALR). I am also the World Organization for Animal Health(OIE) National focal point for Animal Welfare, and IGAD focal point for Livestock Identification Traceability System (LITS).

What are your roles and responsibilities?

Within CDAIS, I am a National Innovation Facilitator (NIF) for Feed Safety and Quality Innovation niche since January 2017.

What has CDAIS changed for you?

I have attended several trainings and workshops regarding Agricultural Innovation System(AIS) which created new opportunities in terms of upgrading my understanding, skills and

knowledge on Agriculture Innovation Systems. Among others, I have learnt the concepts and terminologies of AIS and how to use the different NIF tools and methods. My facilitation, communication and listening skills have improved and learnt how to manage systematic interactions and conduct multi-stakeholder processes. I also learnt the Capacity Need Assessment process, how to innovate, and designing story of change. The new knowledge and skills have helped me to successfully managed the Capacity Need Assessment (CNA) and Coaching Plan development of the Feed Safety and Quality Innovation niche. As a result, the niche has developed a clear and workable objective to meet. I also wrote a story on the changes in the Feed Safety and Quality Niche due to the CDAIS project here in Ethiopia.

Monitoring, Evaluation and Learning Associate

Hana Yeshitila Taddese



“There is always a room for improvement!”

Hello, who are you?

I am Hana Yeshitila Taddese. I am working with the Ethiopian Institute of Agricultural Research (EIAR) as an Agricultural Extension and Communication Assistant Researcher. I am an agricultural extension by profession having an experience in conducting agricultural research and working with projects that related to extension communication. I also develop proposals in the extension and communication research directorate.

What are your roles and responsibilities?

I am a Monitoring, Evaluation and Learning (MEL) associate for the community-based seed production niche in Butajira, Southern Nation Nationality and Peoples Region (SNNPR). My responsibilities are to document events and activities that are conducted at the niche and national levels, revise coaching plan based on reflection and refinement (R&R) workshop, record progress markers

and document stories of change, and lead the monitoring and evaluation of the various workshops.

What has CDAIS changed for you?

Engaging in CDAIS has helped me to improve my communication and listening skills, way of thinking and how to work collaboratively and in an innovative way. I highly appreciate the capacity building training as it is a mean to improve my individual capacity in all aspects of change. The innovative practical training also filled the gap in process facilitation in the project and improved my report writing skill. In addition, it has created an opportunity to work and share experiences with other colleagues and stakeholders.

Monitoring, Evaluation and Learning Associate

Hiwot Hailu Tirkaso



“The Egg broken by external force is death. But, which come out from the internal is life.”

Hello, who are you?

I am Hiwot Hailu. I have a Master of Arts(MA) degree in Rural Development from Addis Ababa University.

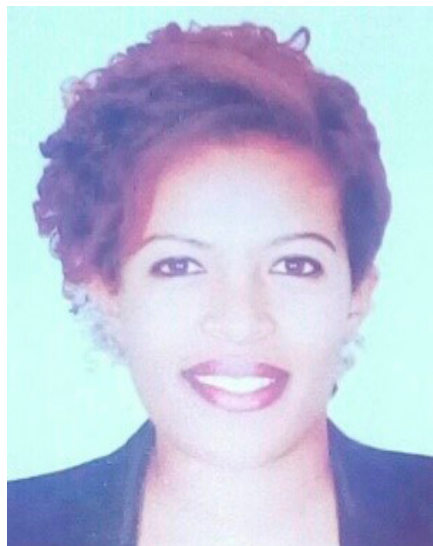
What are your roles and responsibilities?

With CDAIS, I work as a Monitoring, Evaluation and Learning(MEL) associate for the Feed Safety and Quality Innovation niche in Ethiopia. My responsibilities in the niche include revising of the coaching plan based on Reflect & Refinement(R&R) workshop, recording progress markers and documenting stories of breakthroughs, lessons learned, setbacks and most significant change using coaching plan template. In addition, I also do participate in the CDAIS related activities when assigned by the country project manager and supervisor.

What has CDAIS changed for you?

My involvement in the CDAIS project has brought me various changes. By working in this project, I acquired important skills to communicate with diverse groups of people and solve problems through collaboration. It has strengthened my skills to document and write reports. My facilitation skills have also improved through the various participatory events carried out by the project.

National Innovation Facilitator

Meti Tamrat Fite

“Alone we can do so little; together we can do so much.”

Hello, who are you?

I am Meti Tamrat. I work as School Health and Nutrition Coordinator with the Addis Ababa Education Bureau.

What are your roles and responsibilities?

Since February 2018, I have been working as a national innovation facilitator for the milk demand stimulation niche. The project approach is appealing because it focuses on the functional capacity development and integration of partners to bring change. My role and responsibilities in the niche includes organizing various events with partners, implementing the coaching plan, facilitating multi-stakeholder partnership activities, collecting data and capturing information during stakeholder discussions, participating in CDAIS-related activities, and writing up the progress of the niche activities. I am also responsible for the monitoring and evaluation of the school milk feeding programmes and promoting closer cooperation and collaboration between different stakeholders.

What has CDAIS changed for you?

Through CDAIS, I have taken various capacity development trainings including listening, communication skills, time management and conflict resolution which all have brought positive changes to both my personal and professional life. Organizing and participating in the market place, conducting trainings, workshops and meetings with milk stimulation partners also have improved my facilitation skills. Since school milk feeding is an innovative approach in the Ethiopian context, the collaboration of various stakeholders will help develop their soft skills and contribute to sustainable change. And I do believe that “Alone we can do so little; together we can do so much.”

Lead National Innovation Facilitator

Samson Eshetu

“The more you make partnership functional, the more you are close to common goals.”

Hello, who are you?

This is Samson Eshetu. I am an agricultural extensionist by profession with rich experience in the areas of institutional capacity development, communication and facilitation. I am the Lead National Innovation facilitator(NIF) for CDAIS project in Ethiopia. I have been working in this position since February 2018.

What are your roles and responsibilities?

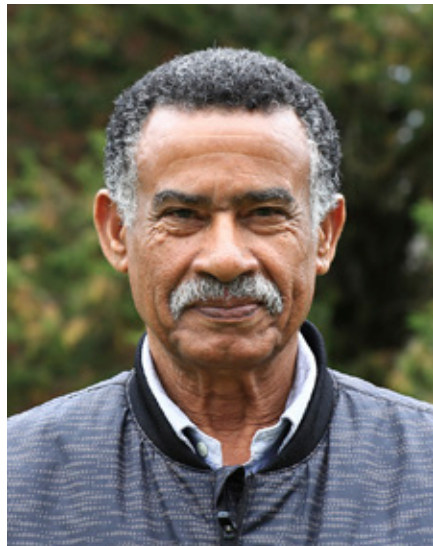
My roles and responsibilities in the project includes supporting NIFs and providing technical support in planning, execution, monitoring and evaluation of the five Niches/ partnership activities. In addition, I support the other component of the project which is organizational coaching process and platform study.

What has CDAIS changed for you?

Facilitation of multi-stakeholders' partnership needs soft skills such as facilitation, listening and communication as we are dealing with human beings. As a facilitator, to the maximum level we should ensure a win-win situation and create conducive environment for all to express their feelings. My exposure and experience in the various events organized at niche, regional, national and global levels, have enlightened and strengthened my theoretical and practical knowledge and skills of agricultural innovation systems and innovation support. Indeed, my level of understanding about functional capacity at the time of joining the project and now, has significantly improved because of the trainings I received from the project, my direct involvement in various learning events and interaction with project staff and partners in Ethiopia and the other seven target countries.

Now, I confidently say that I am in a better position to facilitate multi-stakeholders' partnership and platforms in achieving their common goals. The more you strengthened functional capacities as a fuel in partnership, the more innovation happens!!!

National Innovation Facilitator

Taffese Mesfin

“Thoughts can always be changed.”

Hello, who are you?

I am Taffese Mesfin, a veterinarian, who worked over 40 years in various livestock development projects. Since my retirement in 2000, I have been working as a consultant, pastoral adviser in NGO sector and in private business companies. I am interested in indigenous veterinary knowledge and documentation. I have written a book and some articles to preserve the knowledge before it gets lost as indigenous knowledge is mostly transferred orally.

What are your roles and responsibilities?

I have been a national innovation facilitator for the Milk Demand Stimulation Campaign Niche/ partnership in Addis Ababa. Being the manager of the Ethiopian Milk Processors Industry Association (EMPIA), I got the chance to join the niche. My responsibility is to coordinate and facilitate stakeholders training to strengthen functional capacity and

bring the desired change. Depending on the availability of donors assistance, one important activity the niche is engaged in is the introduction of pilot school milk feeding in selected schools in Addis Ababa. The niche will continue its engagement with donors until the pilot school milk feeding is done.

What has CDAIS changed for you?

Before I came to know CDAIS in 2016, I was not aware that stakeholders' involvement as a niche is an approach to tackle a problem as opposed to individual institution working in isolation. The trainings provided at the beginning to assess stakeholders' capacity need using several tools such as Net map, timeline exercise, problem tree analysis, coaching plan, monitoring and evaluation and later communication skills, listening skills, and facilitation skills have broadened my thinking. The R and R workshop and the coaching plan exercise have also helped me a lot to easily communicate

with donors at market place. Our reflection session has encouraged me to see things in a broader dimension. I have benefitted from the various trainings which have made a change in my judgment of situations in my daily routines.

Monitoring, Evaluation and Learning Associate

Tegegne Derbe

“Coming together is a beginning. Keeping together is progress. Working together is a success.”

Hello, who are you?

I am Tegegne Derbe an Agricultural Extension and Innovation expert, and a lecturer at the University of Gondar, North West part of Ethiopia. I teach courses related to research, project, extension, communication, agricultural innovation. I also do agriculture related research works, agriculture technology transfer and adoption activities.

What are your roles and responsibilities?

I am the MEL associate for the chickpea production and marketing niche in Gondar. In my role, I do mainly monitoring and evaluation related activities at niche level.

What has CDAIS changed for you?

I become involved in the CDAIS project in April 2018. When I was invited to join the project, I was so interested as I hoped that it will help me to update my professional skills, knowledge and practice. The Trainings and workshops

organized by the project has enabled me to improve my knowledge on communication, monitoring and evaluation, agricultural innovation system, conflict management, capacity development and related issues. In addition, the project has helped me to develop the skill in selecting and engaging key actors to achieve a common goal.

National Innovation Facilitator

Tegegne Wakoya Negussa

“Knowledge and skill sharing can change the attitude and behaviour of people.”

Hello, who are you?

I am Tegegne Wakoya. I am a rural development practitioner with experience in project coordination for building the resilience of smallholder farmers, emergency relief and integrated rural development. I also coordinated activities to empower women through the establishment of rural saving and credit cooperatives. Most of my engagements focused on off-farm and on-farm activities to improve food and livelihood security of smallholder farmers. However, I have also been involved in activities that focused on creating access to potable water, health and sanitation and supporting people with HIV to engage in income generating activities.

What are your roles and responsibilities?

I have been a National Innovation Facilitator(NIF) for the Community based seed production niche in Butajira, Southern Nation Nationalities and Peoples Region (SNNPR). In my

role, I do facilitate the community based seed production niche through undertaking a capacity need assessment, developing a coaching plan with partners, facilitating coaching plan validation workshop, organizing review and refinement workshops, recording progress markers and documenting stories of success and lessons learnt, and participating in other activities of CDAIS as assigned by the country project manager.

What has CDAIS changed for you?

I was involved in this project from the very beginning. Thus, I received training on how to carry out baseline capacity need assessment, coaching plan development, workshop facilitation skill, the how to resolve conflict and how to conduct review and refinement workshops.

National Innovation Facilitator

Tolesa Alemu

“Shared vision, full participation and good listening skill in group decision making result in sustainable solutions to common problems.”

Hello, who are you?

I am Tolesa Alemu. I am an agricultural economist by profession. For more than 15 years' I have worked with Kulumsa Agricultural Research Centre of the Ethiopian Institute of Agricultural Research (EIAR) as an agricultural research. Currently, I am serving as the director of Kulumsa agricultural research centre. I do research activities related to agricultural technology adoption and impact assessment, natural resource and production economics, characterizing farming systems, identification of farmers' needs and agricultural production and productivity problems, agricultural marketing and value chains, and agricultural policy analyses. I do also carry out economic analysis and evaluation of new agricultural technologies on farmers' fields in relation to their economic performance and benefits before recommending the technologies for wider scaling.

What are your roles and responsibilities?

I am a National Innovation Facilitator (NIF) for the malt barley seed production and marketing niche partnership in Arsi zone of the Oromia regional state. In my role, I make sure that each stakeholder in the partnership has full participation starting from the initial stages of problem identification up to finding solutions.

What has CDAIS changed for you?

My involvement in the CDAIS project started in 2017. Up on joining the project, I received a training as part of the National innovation facilitator's training programme. My involvement in the CDAIS project has enabled me to develop a better understanding of the usefulness of shared vision, full participation of all group members in group decision making, mutual understanding, and inclusive solutions and shared responsibility in setting and achieving common goals. The various

trainings and workshops received have enabled me to acquire various skills that helped me to improve the linkages and effectiveness of the malt barley seed production and marketing partnership.

National Innovation Facilitator

Turuwark Zalalam Warkineh



“The project focuses on the aspects that are usually neglected by individuals and organizations working in agriculture.”

Hello, who are you?

I am Turuwark Zalalam Warkineh, Adult Education and Community Development expert and Assistant Professor at Bahir Dar University.

What are your roles and responsibilities?

I have been a national innovation facilitator for the Chickpea Production and Marketing niche partnership in Ethiopia. My responsibilities include planning, organizing and executing meetings, workshops and training courses that involve multi-stakeholders. I first started involving in the CDAIS project as a Technical Working Group (TWG) member in September 2016. Later, I became a national innovation facilitator (NIF) and have been working in the position since January 2017. So far, I have attended two training workshops: a NIF training course on facilitation skills including various tools for capacity needs assessment and a reflection and refinement workshop.

What has CDAIS changed for you?

Due to my involvement in the project, I would say I have changed a lot both personally and professionally. Because of the various training provided by the project, my facilitation and communication skills have improved a lot. I have learnt that developing ‘soft skills’ are equally important to that of developing technical knowledge and skills at an individuals and organizational levels to enhance the agriculture system. I also understood that working with innovation partnerships requires skills to facilitate and communicate effectively.

GUATEMALA



National Innovation Facilitator

Fernando Palma



Hello, who are you?

I'm Fernando Palma. I started working as a national innovation facilitator in February 2018. I got to know the project through ATESCATEL, a cooperative of bean producers, to which I belong, which allows me to have good knowledge of the sector of this innovation partnership. I am a business administrator, and my involvement in the cooperative since 2013 has allowed me to access courses on agricultural technology and good agricultural practices. My experience in soft skills development is small, but I really want to learn.

What are your roles and responsibilities?

My role within the project is to plan, organize, and manage resources for the activities that the niche proposes in order to achieve its objectives, in addition to making an approach among the different actors of the niche and motivate their participation and dialogue.

What has CDAIS changed for you?

As a facilitator, and at the same time as an active member of the niche, I believe that CDAIS has made me reflect on the importance of working together, seeking better strategic alliances, transmitting knowledge with other members of the niche and not keeping it to ourselves, and having a positive attitude in everything we undertake. In the place where I live, I see that people do not have good technical performance because they do not use good agricultural practices, and they have little knowledge. This does not allow them to improve. The benefit of being associated with a cooperative is being able to exchange experiences with different partners in order to learn more about good practices. The cooperative, in turn, allows producers to obtain better offers for their produce.

National Innovation Facilitator

Percy Ac



Hello, who are you?

I'm Percy Ac. I am the National Innovation Facilitator of the cacao niche in Guatemala, from a family of cacao producers in the Laguna Lachuá region, in Alta Verapaz. Professionally, I am an agronomist and a business administrator, and I have worked in NGOs projects such as FUNDALACHUA, which works with associations of small cacao producers in microcredit issues, technical assistance in the field and primary processing, as well as commercialization. I also work with IILA, and in an export business in Cacao in Central America.

What are your roles and responsibilities?

I currently work at the niche level, as well as at the platform level in the 2018 Annual Operational Plan with the team of representatives of the Institutional Technical Team ETI (Institutions supporting the cacao agro-chain) and the National Agro-Chain Commission

of the Ministry of Agriculture (MAGA-CONADEA), following the guidelines set out in the National Cacao Strategy. The experiences acquired in different areas, both in the field and at the organizational and inter-institutional levels, have allowed me to acquire a broader vision of the entire cacao agro-chain in Guatemala.

What has CDAIS changed for you?

CDAIS has made me think that projects end, while actors of agro-chains remain, and are responsible for achieving their vision. This reflection has definitely changed the way in which, as a facilitator, I must convey this message to all actors, and be the catalyst that promotes the development of capacities at all levels. CDAIS has changed the way I view institutional support projects. It has made me realize that it is also important to strengthen functional capacities in order to be able to handle all the activities that we want to develop.

I realize that by strengthening functional capacities, any cooperation project can come, and having developed certain capacities, the actors manage to take better advantage of the opportunities, and eventually achieve the long-term objectives that have been proposed at the niche level.

National Innovation Facilitator

Mandi Liliana García Socón



Hello, who are you?

I'm Mandi Liliana García Socón. I am the National Innovation Facilitator of the avocado niche. I completed courses on Agricultural Engineering with an environmental emphasis at the Rural University of Guatemala, based in Sololá.

From 2012, a year after finishing my academic training at EFA Agricultural Training School in Sololá, I started my professional career in the Rural Extension System of the Ministry of Agriculture Livestock and Food (MAGA). This allowed me to gain work experience as an extensionist for family farming in the municipality of San Andrés Semetabaj. I had the opportunity to support the Regional Program of Research and Innovation for Agricultural Value Chains (PRIICA) in coordination with the Inter-American Institute for Cooperation on Agriculture (IICA), through the Avocado Consortium in Guatemala. During this experience, I learned many things, of which

I emphasize the importance of team-work and of supporting the cultivation of avocado with producers who are dedicated to family farming.

What are your roles and responsibilities?

My participation in the niche originated through an organization of avocado producers that began in San Andrés Semetabaj in 2017, with the objective of organizing the avocado value chain to provide improved marketing, organization and agronomic management. In order to integrate, and develop the capacities of avocado producers, it is necessary to have a common approach for an understanding that promotes attitude changes using tools for planning, monitoring and evaluation of learning for the innovation of systems. For this, it is necessary to know the current situation of the niche, promote participation, facilitate and guide processes towards priority objectives.

What has CDAIS changed for you?

During the time that I have been part of CDAIS project, it has enriched my organizational vision, of learning, of reflection, of attitudes and of facilitation, to contribute to the capacity development of avocado producers, and to assist innovation of agricultural systems in the country.

National Innovation Facilitator

Cristian Miranda



“Go to the nectar of life, develop your skills and knowledge skills to adapt to changes, share your wealth and sweeten the lives of others!”

Hello, who are you?

I'm Cristian Miranda. I am the National Innovation Facilitator of the honey niche. I am an apicultural technician and consultant. I have specialized in the production and marketing of beehive products. I come from an apicultural family, so I have grown up developing skills as a beekeeper all my life.

I got involved in the CDAIS project in August 2016, when I participated in a course to train facilitators that were part of the innovation niches that had been selected. In this sense, it seems to me that we learned was the importance to understand the situation of a group of people who work together to achieve the same goal. The CDAIS project has prepared us as facilitators to develop our attitudes and abilities to evaluate, organize, plan, manage and accompany the different activities that seek to strengthen the actors of a niche. In this way, it seems to me that the honey niche is like a colony of bees in which each of the individuals seeks

the development of the hive, the actors of the honey niche are working together to improve the marketing of their products.

What has CDAIS changed for you?

Involving myself in the CDAIS project have developed my skills to create and improve my projects from the understanding that a developed capacity is a pillar that sustains the result of an action, therefore, this pillar must be strong in its structure from its bases.

HONDURAS



National Innovation Facilitator

Rudy Omar Mejía**Hello, who are you?**

I'm Rudy Omar Mejía. I am a business administrator, graduated from the National Autonomous University of Honduras. After graduating, I was a consultancy for the ETEA Foundation (Agricultural Technical School) of Jain University, Spain, developing training in administrative, accounting and organizational aspects of coffee producers. From this experience, I joined the School of Coffee Business Administrators, developed by IHCAFE (the Honduran Institute of Coffee) with the financial and technical support of Spanish Cooperation (Jicatuvo Foundation, AHPROCAFE), continuing to train coffee producer organizations in strengthening their business skills. I am now the Director of School of Coffee Business Administrators and Director of the Technical Career University in Coffee Business Administration, an alliance created between IHCAFE and the UNAH that offers higher level courses aimed at young people in the coffee sector.

What are your roles and responsibilities?

I joined CDAIS in August 2016 during the national facilitators training workshop in Santa Rosa de Copán, when the concept of agricultural innovation systems was introduced, as strategic alliances already created or in the process of formation, to which a catalyst agent that allows innovation is injected, with the main actors and areas of intervention defined. Since September 2016, the identification of strategic niche actors was made and the needs assessment process began. The tools that were used during this stage allowed for a self-analysis of the organizations led to a deep reflection on how past experiences, as a basis to build capacities to strengthen them as an organization.

What has CDAIS changed for you?

CDAIS has allowed me to learn and understand a new methodology focused on group management.

In this sense, knowing the methodology has opened my mind from the point of view of capabilities. Although functional capacities always play an important role, I had not reflected on them, as I had previously focused more only on the development of technical skills. The tools that I used during the capacity needs assessment have helped me a lot to reflect on the specific needs of an innovation niche, as well as to understand the current state of the innovation. I have also used some of these tools in the development of other projects.

National Innovation Facilitator

Julia Cruz Pineda**Hello, who are you?**

I'm Julia Cruz Pineda. I have worked in the Directorate of Agricultural Science and Technology (DICTA) since 2001 in different technical positions. Since 2010, I am Head of the Training Unit, within the Ministry of Agriculture and Livestock, of supporting programs, projects and technical units of DICTA in the design, coordination, management and execution of activities for strengthening capacities of staff and producers at national level. Since August 2016, after the workshop for national facilitators, I started to work with CDAIS as national facilitator of the bean niche.

What are your roles and responsibilities?

Among my responsibilities, I plan the program of activities carried out in the niche. My role includes the preparation and facilitation of scheduled meetings, resource management for the implementation of activities, and the documentation of activities through

reports and photographs. So far in the niche, a coaching plan for capacity development has been defined, and I will accompany the capacity development in the niche.

What has CDAIS changed for you?

CDAIS has changed my way of facilitation. I have learned that the facilitator should guide the construction of knowledge in interaction with participants; that we should work together and take advantage of everyone's experiences to create new knowledge and new realities; that new knowledge then become a resource or tool to achieve the changes they want to achieve in their projects, their organizations and their communities. I have learnt what my role is as a facilitator; and that I must have skills, attitudes and knowledge that allow me to support the niche in the achievement of its objectives. I have also learnt how to guide change-oriented processes and to search for

opportunities within the value-chain in which they are articulated, in order to develop individual and collective capacities in the interest of continuous improvement of the actors involved. I have learnt that as a facilitator I must detect which are the capacities to be strengthened according to the specific needs of a group to carry out my work more effectively. I am currently very motivated to do my job and am aware that I must have an attitude of continuous improvement in my daily interaction with actors of the niche.

National Innovation Facilitator

Hector García

“To be a facilitator is to be engaged with the people and the environment.”

Hello, who are you?

My name is Héctor García, main facilitator of the potato niche in Honduras. I am originally from La Esperanza Intibucá in the south west of the country, the main potato production area in Honduras. I graduated as an agronomist and have 15 years' experience in rural development working in several NGOs. For the past four years I have been an extension technician for the Papa Sana Seed Reproduction project, executed by DICTA with the technical and financial support of ICDF Taiwan, facilitating technical advisory processes in the field, specializing in seed and commercial potato production. In this context, we develop participatory research and validation processes for new genetic material of potato and other vegetables. The project also aims to facilitate the linkage to markets accompanying processes of certification of production lots and on-farm producers. In August 2016, I started as a facilitator within the CDAIS project, after having been

proposed by the Directorate of Agricultural Science and Technology DICTA.

What are your roles and responsibilities?

I have been National Innovation Facilitator for the potatoes niche since august 2016. My role is to accompany the process of identifying and prioritizing the needs for support of the innovation partnership, to coordinate the activities and facilitate the logistics. I oversee budget management, request and management of funds to organize workshops, meetings, trainings, and field visits organized to create a space for exchanges and learnings between the niches. I am also in charge of regular reporting against the achievements of our activities.

What has CDAIS changed for you?

Participating in an innovative project such as CDAIS with a capacity-building approach and very aptly with the agrochains approach has changed

my development perspective. The project has a new model, at least in my country, of intervention that targets the collaborative execution of actions by a group of actors to achieve a common vision, and them to become actors in their own development, with valuable contributions that jointly push the cart in the same direction. Strengthening functional capacities are achieving evident changes that in their sum, contribute to the achievement of their proposed vision regardless of whether they are from programmes or related projects. The CDAIS has a definite timeframe, but my potato niche is my life, because apart from being the facilitator, I am an internal actor of the niche. This is a privileged position and at the same time a great challenge, to push collaborative actions sustainably over time. Without a doubt, being involved in my niche now in a different way, thanks to CDAIS, is a rewarding and enriching experience.

National Innovation Facilitator

Arlis Zepeda**Hello, who are you?**

I'm Arlis Zepeda. My story in the world of agricultural innovation begins in ASOFAIL, a producer association where I started working in August 2012 as administrator of the collection centre, when the association began to work in marketing. In 2013, a proposal for an innovation project was formulated with the idea of involving youth (under 29) to work in marketing and production. They were trained in organizational strengthening, leadership skills, and financial education. This was aimed to have an impact on situations that we had identified as effecting local development, including the migration of young people abroad, high levels of alcoholism, and unemployment. These were related to the lack of access to financing to start farming or other business activities. Through the innovation project, a possibility was created for young people to access studies on weekends while working during the week on plots that had been financed by the project. After the

successful implementation of the project, I was promoted to the position of manager, which I have executed to date. I joined the team of CDAIS national facilitators during the course held in August 2016 in Santa Rosa de Copán, as a representative of ASOFAIL, to support the potato niche together with Héctor García.

What are your roles and responsibilities?

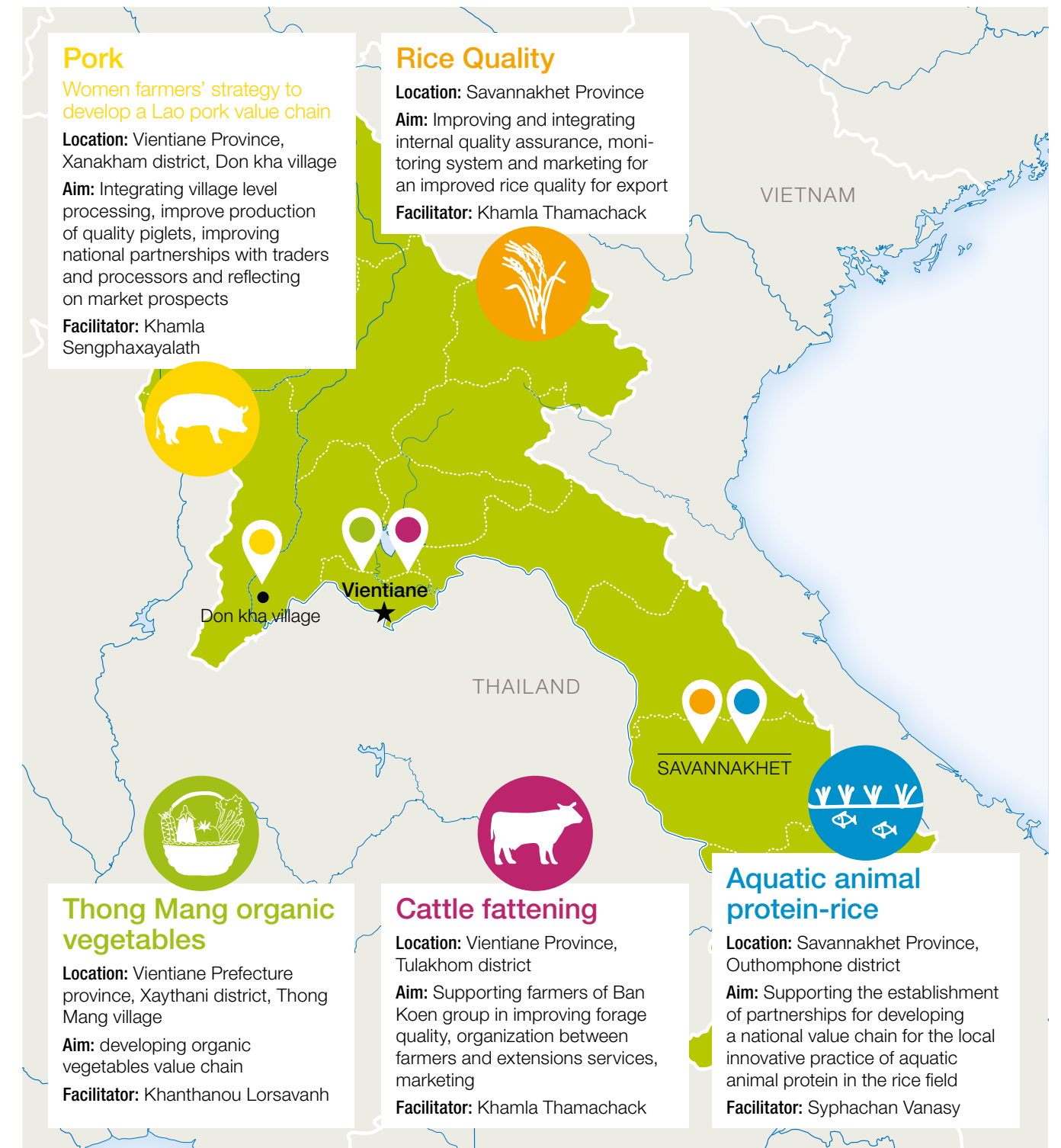
Among my responsibilities are the facilitation of activities included in the niche coaching plan. For this, I collaborate in the articulation of the different actors to improve commercial relations between producers and markets within the entire chain, from production through to post-harvest handling and marketing.

What has CDAIS changed for you?

From the first Santa Rosa workshop, it was possible to understand that innovation refers not only to

technological innovation, but also to access to new knowledge, exchange, and the reproduction of positive experiences. The niche concept was another new piece of knowledge that we acquired since then, where not only producers, but also other actors of the chain participate, and that is where it is possible to develop strategic, productive and commercial allies. I see now that our work on potato since 2012 was born from the limited articulation by the producers. Since then, we have tried to focus on weakness as an opportunity for growth and diversification of family income.

LAOS



National Innovation Facilitator

Khamla ‘Pern’ Sengphaxaiyalath

“Improving together partners’ capacities will lead to a better development of new agriculture innovation for sustainable development.”

Hello, who are you?

I am Khamla ‘Pern’ Sengphaxaiyalath, researcher in the Economics and Rural Development Center, NAFRI since 2005. My main responsibility is to carry out research relevant to economics and development, market research, agriculture and forestry policy, and other research related to agriculture development strategies from the Lao government.

What are your roles and responsibilities?

I have been member of CDAIS as national innovation facilitator in the Pig fattening niche in Dongkha village, Xanakham district, Vientiane province. My main task is to help actors in the pig niche improve their production by increasing their capacities to collaborate with relevant stakeholders, to seek technical experts for related topics regarding the development of their technical skills, analysis of costs of production, and so they can access financial support by themselves.

What has CDAIS changed for you?

The CDAIS project is very interesting, and is challenging my capacity because the project uses a totally new approach for development by changing the way of supporting niches, unlike ‘usual’ projects, by considering the capacity development of farmers through using tools for data collection and diagnostic, and identifying concrete problems through simulation game playing, pushing farmers to speak out, and for them to share ideas to have better solutions for overcoming issue within the niche. These tools and working process have helped me increase my facilitation skills. The changes in myself since becoming a CDAIS NIF include having better knowledge on development and skills regarding to new research, and from learning processes used while implementing CDAIS activities that have enabled me to be more confident on national and international stages. I have a better idea of developing work plans, and in

empowering niche partners to work together in order to achieve what they need to progress their activities. The capacity of the niche has increased as stakeholders have identified problems and analytical approach by discussion among themselves before picking priorities, and they now think together to find the best solution for each problem.

Most impressive is that I have much better facilitation skills now to facilitate farmers to express what they think and share with other members, and to work with them so they have creative group discussion on finding solutions.

National Innovation Facilitator

Nikhom Chanphava

“Rise up motivated and committed to work for all.”

Hello, who are you?

I am Nikhom Chanphava. I have a MSc degree from the the Faculty of Agriculture, NUOL, with major in Sustainable Agriculture Resources Management and have worked for the Rice Research Center, NAFRI since 1991. My main responsibilities are on rice seed research, rice seed production, promoting rice cultivation techniques in Lao PDR, and also provide training for provincial and district staff and farmers. I then became a national innovation facilitator for CDAIS to facilitate the Rice Quality Association niche in Savannakhet province.

What are your roles and responsibilities?

My main task is to support and facilitate the niche in order to strengthen the associations’ capacity for rice production for both local markets and export. The main focus of facilitation is to increase the capacity of association members on effective collaboration

with other stakeholders, contacting experts for consultation meetings, training on issues related to increasing production and knowledge regarding quantity and quality, providing training on cost analysis, and support to accessing finance.

What has CDAIS changed for you?

The CDAIS project is both very interesting and challenging for me. There are tools and methods used to find the most concrete problems and solutions together. This project is not the same as existing projects I used to know, as it does not provide financial support to farmers, but considers capacity development to partnerships in order that they support each other and build a good working system. The project build capacity through organizing training, developing a new way of thinking, planning and participation.

Since becoming involved in the CDAIS project, I have had the opportunity of increasing my skills from training on: how to carry out the capacity need assessment of niches members, through the lower Mekong initiative professional communication skills for leaders project, using simulation games for problem analysis, training on production cost analysis in value chains, and new knowledge on financial education and business plan writing.

National Innovation Facilitator

Khamla Thammachak

“Learning by doing to achieve success together.”

Hello, who are you?

I am Khamla Thammachak and am 39 years old. I obtained my BSc from Lao Samphanh Mitmaity Agriculture college with a major in agronomy. Currently, I work at DATEAP, and my main responsibility is as a trainer to farmer organizations and extension staff at province and district level in all provinces of Laos PDR. I work in the CDAIS project as facilitator for the Commercial cattle association niche in Bankeun, Thoulakhom district, Vietiane province.

What are your roles and responsibilities?

My major task is facilitating capacity development of the cattle niche to enable them to contact experts to provide specific knowledge and training to all members, to undertake production cost analysis for cattle production, how to effectively report on niche activities, price negotiation with middlemen, and how to access to the financial support with low interest for cattle production.

What has CDAIS changed for you?

To me, the CDAIS project is very interesting but with big challenges, using participatory approaches to identify problems and solutions. This project is not a usual development as it focuses on capacity development of stakeholders so they can help each other for better progress on the activities in systematic way. The project supports capacity development through training and developing a more realistic way of working together and preparing production plans by themselves.

As a CDAIS project facilitator, I increased my skills through training on how to carry out the capacity need assessment of niches members, the lower Mekong initiative professional communication skills for leaders project, use of simulation games for problem analysis and assessing agroecology issues, production cost, finance and preparing business plans.

National Innovation Facilitator

Syphachan ‘TouLee’ Vannasy

“Changing our way of thinking gives us better understanding to analyse problems in order to deal with them and move forward, leading to behavioural changes.”

Hello, who are you?

I am TouLee and am 34 years old. I have a BSc in livestock science from the Faculty of Agriculture, NUOL and an MSc major in business management from Vietnam. I have worked at the Faculty of Environmental Sciences since 2008 where I teach soil science, agriculture and the environment, especially organic and good agriculture practices, also calculation of production costs in comparison with common agriculture practices. It involves both theory and practice, including use of liquid fertilizers and making compost from agricultural waste. I then became a NIF for CDAIS to facilitate the integrated ricefield aquatic animal niche in Nongkhamhat village, Outhoumphone district, Savannakhet province.

What are your roles and responsibilities?

My main responsibility is to build up the capacity of niche stakeholders and their ability to implement their action

plan by themselves, to contact technical service providers that farmers are interested in to increase their knowledge and agricultural skills, production cost analysis, and access to financial support.

What has CDAIS changed for you?

CDAIS uses new methods working with people by using tools: problem tree, net mapping, CNA questionnaires, and the most interesting are simulation games for information gathering and finding problems and solutions that made me and other NIFs clearly understand issues. It is the only project that does not provide per diems to niche members which is the most challenging for such kinds of development project. This may not big problem for many projects but in my opinion is the core indicator to measure the interest amongst farmers and could be a key indicator and driver to progress with agricultural innovation systems. After I became a NIF several training topics

made me change my way of thinking, because it helped me understood that it is not finding the right or wrong answer but a way to think for a better understanding on what it are the main causes, and problem analysis to move toward future behaviour change. Therefore, the biggest challenge of a NIF like me is to facilitate niches to make them to understand what is happening, influencing factors, and then to strengthen capacities that support technical and functional skills.

Lead National Innovation Facilitator

Lampheuy ‘Pheuy’ Kaensombath



“Before changing others’ attitude we need to change ours first, if we want to have progressively change in collective actions to move forward in innovative promotion.”

Hello, who are you?

Hello, I am Lampheuy, former researcher and lecturer in the Faculty of Agriculture, at the National University of Laos, where I worked since 2002. My main responsibility was research on protein feed sources for native pig breeds, after graduating in animal nutrition and management from the Swedish University of Agricultural Sciences, before becoming director. This allowed me to look for ways to strengthen the capacity of researchers at the faculty for proposal writing, implementation and other ways for promoting, extension, and funding research and the publication of faculty research results.

What are your roles and responsibilities?

I have been a CDAIS consultant and am lead national innovation facilitator for Laos. But CDAIS has been challenging my capacity on working with various types of people and different disciplines of government, NGOs, associations, private sectors. And comparable to my

previous tasks in the national university of Laos, many tools used in the projects are new for me, and which need to have more attention and must ensure it before leading the NIFs. On the other hand, since CDAIS is not development agency as other usual projects (NIFs just following the project plans and not allow to create the additional approach and idea into the project action) in Laos and most familiar to NIFs, this led to difficulty to convince and make NIFs confidence on the project’s strategy.

What has CDAIS changed for you?

The project changed my attitude of the working with project and teams, and allowed me to pick up all my knowledge and skills for a better leader. My most impressive is that I have much better skills on leading NIFs to make them confidence on planning, reporting, impress their thinking and sharing to team members, and some of NIFs has complementary of CDAIS task with their daily works.

National Innovation Facilitator

‘Toun’ Khanthanou Lorsavanh



“Learning through the agriculture innovation system for more skills and knowledge.”

Hello, who are you?

Hello, I am Khanthanou, 29 years old, and a graduate from the National University of Laos in livestock and fisheries and have worked with government departments since 2011. My main responsibilities have been to promote more efficient livestock production including machinery use to reduce labour costs through training to government staff and local farmers in Lao PDR.

What are your roles and responsibilities?

I was involved as a national innovation facilitator for Thongmang organic vegetables partnership, and helped to support the implementation of their group action plan, building of a marketing network, contacting experts who required new agriculture techniques for organic produce and new skills. In my daily work, I provide technical training to field workers,

What has CDAIS changed for you?

After being involved in the CDAIS project, I have seen a change in my behaviour and in how I work, in particular involving how to find core issues and solutions together, with farmers, by encouraging them to try to identify a clear cause of each issue, and then to find better solutions. This CDAIS working method also changes farmers thinking, I see, because normally they are waiting for support, this is a shift to helping them to seek support and learning from others.

To me, CDAIS is interesting but also challenging, due to how the project uses new approaches to working with farmers. It pushes farmers to identify their own objectives, goals, problems and weaknesses, then pushes them to find solutions among themselves to strengthen their own capacities.

RWANDA



National Innovation Facilitator

Corneille Ntakirutimana

“The right people bring the right answers at the right time.”

Hello, who are you?

I am Corneille Ntakirutimana, planning division manager in the National Agricultural Export Development Board. I have an MSc in Business administration. Before taking this, I was Deputy Director General in charge of production in the same institution, focusing on the development and promotion of agricultural export commodities. I also worked with different organizations as community development coordinator, with opportunities of working with local administrations. I heard about CDAIS in its 2015 introduction to the Ministry of Agriculture and was interested by the package that the project used to train NIFs, and tools used to help niches conduct their own capacity needs assessment. The approach and methodology utilised by NIFs during the capacity needs assessments showed that they were well prepared in a professional way, regardless of the level of participants. Training outcomes, relationships built by participants and generated solutions showed me that

the project can help to solve issues once people analyze their problems and take necessary measures. I received training in adult learning, facilitation tools (such as timeline, problem tree, netmap), needs assessment, action planning, monitoring and evaluation, communication, problem solving and facilitation of a multi-stakeholders' partnership.

What are your roles and responsibilities?

As national innovation facilitator, I assist innovation niches in different phases of developing their partnership and also developing capacities based on different modules that I also led the formulation on. I also advocate for the adoption of CDAIS approaches and niche needs wherever I get opportunities. I have been a national innovation facilitator since 2015 and work on all niches, but in particular the Ruhango cassava niche. Main issues were the needs for disease-free and drought tolerant planting material, lack of

communication, collaboration and trust between actors, and lack of raw materials to the Kinazi cassava plant which was running at 10% capacity in 2015. But now it runs at 80%, farmers can access improved planting stock, researchers are involved, and government is helping to find buyers for the cassava flour produced. And now, the success must be made sustainable through a strong partnership.

What has CDAIS changed for you?

Now, before approaching a problem I first think of its origin, its effects, the right approach to solve it, and who should collaborate to achieve a solution. This also helps me to advise others in different circumstances. For example, when working with tea cooperatives, I helped them analyze their leadership issues and related conflicts.

National Innovation Facilitator

Leonidas Dusengemungu**Hello, who are you?**

I am Leonidas Dusengemungu, senior socio-economist researcher at the Rwanda Agriculture Board (RAB) with 15 years' experience. Areas of research involve gender analysis, participatory research, and socio-economic studies including baseline, adoption and impacts of agricultural technologies. I heard about the CDAIS project in 2016, and the approach interested me because it is linked to my daily work with agricultural innovation platforms at RAB.

What are your roles and responsibilities?

I have been a national innovation facilitator for the Ruhango niche partnership in Southern Province of Rwanda where I am in charge of helping actors to strengthen their roles and governance in innovation partnerships.

What has CDAIS changed for you?

I received training on capacity needs assessment methodology in December 2016, establishment and management of multi stakeholder innovation partnerships in June 2017, communication skills and advocacy in August 2017, and gender and entrepreneurship skills in September 2017. My involvement in CDAIS changed the way I think, work and see issues related to working with innovation partnerships, capacity development, and the need for 'soft skills'. Since then, I have been able to change my understanding on the ways other people think and work.

National Innovation Facilitator

Straton Habumugisha



“Be an innovator not an imitator – there is always a way to improve things!”

Hello, who are you?

I am Straton Habumugisha, devoted to supporting improvements in rural and urban livelihoods. When people come together, work in cooperation and collaborate, new ways of doing things may arise from one day's conversations! I am an independent consultant, an agricultural economist with over nine years' experience in agricultural value chain and rural development, agroprocessing, agro-economics and agribusiness, organizational development, management, SME development and humanitarian programmes. I previously worked in both public and private sectors, donor funded projects and UN emergency projects. I first heard about CDAIS in early 2016 when I met a colleague who participated in the scoping study and I was very interested in the concept of 'innovation partnerships'. This was new in Rwanda and we clearly needed different kinds of platforms here. The approach of working partnership based on

beneficiaries' needs made me eager to participate and follow the whole process.

What are your roles and responsibilities?

I am a national innovation facilitator and am conversant with the CDAIS approach, methodology and tools, thanks to training sessions organized by Agrinatura and FAO. I help to catalyze agricultural innovation in niches through analyzing existing opportunities, assessing prevailing problems in their working environment that are hindering partnerships and collaboration, and then working with actors to find suitable mitigation measures. I used CDAIS tools and methodology to participate and contribute in capacity needs assessments by innovation partnership actors for background analysis (using the timeline tool), identification of existing problems, root causes, impacts and possible solutions (using the problem/solution tree tool), and

assessment of actors and their network of linkages (using the netmap tool). These activities were followed by development of intervention plans for implementation of workable activities to alleviate the identified problems.

What has CDAIS changed for you?

Working with CDAIS has brought me a clear understanding on innovation partnerships and agricultural innovation systems. The experience gained from working with niche actors on innovation partnerships has proven to me that innovation arises when people are communicating and collaborating, and only then can new ideas or new processes take root and grow.

National Innovation Facilitator

Gisèle 'Giselle' Ntakirutimana

**Hello, who are you?**

I am Giselle, qualified in rural agribusiness and education leadership and management and, lead trainer in pedagogical curricula of the national TVET Trainer Certificate of Rwanda. I have a national certificate as a TVET Trainer and as Lead trainer in work readiness which has strengthened my ability in facilitating and delivering training workshop in both technical and soft skills. I am an expert agriculture content trainer and facilitator for different organizations and educational institutions with experience in trainers' needs assessments, training organizations, monitoring and evaluation, developing curricula, occupational analysis of the agriculture sector for the whole country, management, training, coaching and organizational development areas, facilitating seminars/workshops, instructional design, organizational survey skills, forming partnerships with international and local NGOs, matrix leadership and team development.

What are your roles and responsibilities?

I have been a national innovation facilitator since August 2016. I completed the NIF training program, and contributed to the capacity needs assessment for the Ruhango cassava niche and Burera milk niche. I also contributed to the development of coaching plans and facilitated coaching sessions for all three niches on communication.

What has CDAIS changed for you?

My involvement in CDAIS changed the way I think. In the beginning I asked myself how a project that does not offer financial or technical support can have a positive impact especially with local farmers who have an expectation of such support from almost all other projects. However, with the CDAIS approach, I have realized that soft skills are so important, and once gained, can become key to resolving other issues especially when a platform is

developed for all stakeholders with effective communication. Very interesting is the approach being used by CDAIS in participatory adult learning methodologies during the capacity needs assessments and coaching sessions across all niches. I have also changed the way my colleagues think on their ways of facilitating adult learning. Before, they thought that each training need Powerpoint presentations, but after seeing the way I now facilitate using active learning methods with more engagement of participants and edutainment, most of them changed their facilitation methods in such sessions.

National Innovation Facilitator

Anita Mutesi



“Capacity development is transforming root causes into real success.”

Hello, who are you?

I am Anita Mutesi currently working with the Rwanda Development Board in the capacity development and employment services unit and have served as a specialist in this area for more than seven years. I have collaborated and worked closely with different government institutions, development partners and sectors, on assignments to identify skills gaps and design frameworks, strategies and pro-grammes for improving human skills development. In my capacity as economic cluster specialist at the National Capacity Building Secretariat and having agriculture in my portfolio, I represented the secretariat at the launch of CDAIS and it interested me, and I was requested to be a national innovation facilitator for the project. The most interesting part is that it looks at capacity building of functional, or ‘soft skills’, which we had been struggling with. I knew this was a chance for me to add value to this project with the experience I had in capacity building at district level.

What are your roles and responsibilities?

In my role as a capacity building specialist, I was selected as facilitator for the Burera Community Processing Centre, Burera district in the north of Rwanda. My responsibilities are to technically assist the implementation of CDAIS by helping beneficiaries identify their capacity gaps and how to fill them. I have also been fortunate enough to be the ‘story harvester’, with my first story being on the Burera Community Processing Centre. (www.cdais.net/2017/10/06/rwanda-story-of-change).

What has CDAIS changed for you?

Being a national innovation facilitator, we had to be prepared for the field and how we work with the different partners in the niches. We received different training including on organizing capacity needs assessment for niches, adult learning and coaching skills. Being involved in CDAIS has really

impacted on how I approach capacity development. Before I would just do a needs assessment of higher authorities and not go to the field, believing and trusting what the authorities said. Working with CDAIS has taught me that going to field level and meeting the players in the different partnerships gives you the real stories and challenges. This helps to solve the challenges from the roots and not from the stem, which has had a huge impact.

National Innovation Facilitator

Leon Niyibizi



“Alone you can go quickly, but together we can go far!”

Hello, who are you?

I am Leon Niyibizi, eager to improve food security and rural socio-economies through applying best practices and learning from successful practitioners and advocates. I am assistant lecturer at the University of Rwanda where I have worked since 2007, but also involved in agriculture and rural development projects as a researcher and consultant. I am also a member of the Rwandese Association for Promoting Environmental Impact Studies, Rwanda Standard Board and Rwanda Animal Scientists Organization. Recently, I also became Innovation coordinator at the College of Agriculture Animal Sciences and Veterinary Medicine, and am doing a PhD with SLU, Uppsala, Sweden.

What are your roles and responsibilities?

I have been a national innovation facilitator involved in niche screening/scoping, collecting baseline data, stakeholder identification, evaluation

of existing individual and organizational capacities, and strengthening collaboration. As facilitator and coach we used different CDAIS tools during problem identification, prioritization, experience sharing and group guiding. In Rwangungu catchment niche, I supported case analysis result sharing and validation, and discussions with local authorities on ways to address the situation through effective and innovative collaboration amongst niche partners. Lastly, I was ‘master of ceremony’ at a CDAIS ‘marketplace’, (which attempted to match niche capacity development demand with appropriate service providers and funding bodies) in front of all niches, local authorities, Ministry of Agriculture, FAO representatives and CDAIS authorities.

What has CDAIS changed for you?

I received important training since June 2016 on capacity needs assessment, facilitating agriculture innovation

systems, platform establishment and coaching. as well as learning from niche sessions in Rwanda and in a CDAIS-coaching session in Ethiopia. This exposure to share what I have learnt and to learn from others was invaluable. Farmers may have technology, means, and a successful neighbour to learn from, but sometimes miss just one piece of the puzzle and lose money and time though improving production was the goal. My involvement in CDAIS helped me to improve my communication skills within diverse groups, and great opportunities from working with farmers and other stakeholders. I have learnt a lot, I’m now more humble, though confident on how building soft skills in multi-stakeholder partnerships can positively impact rural communities, public sector and private business in agriculture innovation systems.

National Innovation Facilitator

Mutijima Augustin



“Brokering innovations through soft skills.”

Hello, who are you?

I am Mutijima Augustin, an agronomist with an extensive experience in agri-business and project management. My professional background is characterised by three but complementary and enriching experiences: I started my professional life in 1987 with organisations and projects working with smallholder farmers in rural areas, then worked for the Government of Rwanda after the Genocide in 1994 where I served for 8 years (Prime Ministers' Office, Ministry of Local Government). After the assignment in public service, I joined the private sector in 2003 and worked as a consultant for Government institutions and different donors/development agencies on various topics such as policy and strategy formulation, project design, project supervision and evaluation. Since 2008, I am very active in agriculture value chains development, with a special focus on trade and agriculture markets in Rwanda and in the East African Region.

I was introduced to CDAIS in 2016 through FAO Rwanda, where I previously served as a Policy Advisor. My exposure to Agriculture Innovation Systems started between 2009 and 2011 when I joined the DFID-funded Research Into Use Programme (RIU), where I started as a National Processes Facilitator and later served as the RIU-Rwanda Country Coordinator. I played a decisive role in designing, negotiating terms, facilitating innovation processes and coordinating support activities to innovation platforms (Maize, Cassava and Potato)

What are your roles and responsibilities?

With CDAIS, my contribution as a National Innovation Facilitator was to work with actors of three innovation partnerships (niches) since their early stage to: i) enable them understand the basics and advantages of Agriculture Innovation Systems and innovation partnerships; ii) facilitate workshops sessions to make niche actors

understand their respective value chains (eg. milk, cassava, maize, rice) in terms of opportunities and challenges; iii) identify niche actors and the status of their relations and interactions as well as expected changes through enhanced partnerships; iv) facilitate capacity needs assessment and visioning; iv) contribute to the participatory design of niches capacity development plans and implementation.

What has CDAIS changed for you?

CDAIS action is about capacity development at niche level, with a special emphasis on functional capacities. Now, when I interact with niches or any organization in agriculture sector, in addition to technical capacities, I increasingly look at how to strengthen their functional capacities in terms of building partnerships, service delivery, networking, negotiation skills, advocacy, navigating complexity, type of leadership, communication skills etc.



This document has
been produced with
the financial assistance
of the European Union.