



Capacity Development for Agricultural Innovation Systems (CDAIS)

Interim Narrative Report: Year 4

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Acronyms

AIS	Agricultural Innovation Systems
AFP	Agrinatura Focal Person
Agrinatura – EEIG	European Economic Interest Group of Organizations working on Agricultural Research and Education in the Tropics
APAARI	Asia-Pacific Association of Research Institutions
ATT	Agrinatura – EEIG Task Team
CD	Capacity Development
CDAIS	Capacity Development for Agricultural Innovation Systems
CGIAR	Consultative Group on International Agriculture Research
CIRAD	Centre for International Cooperation in Agricultural Research for Development (<i>Centre de coopération internationale en recherche agronomique pour le développement</i>)
CNA	Capacity Needs Assessment
CPM	Country Project Manager
EMBRAPA	The Brazilian Agricultural Research Corporation (<i>Empresa Brasileira de Pesquisa Agropecuária</i>)
ICRA	ICRA Foundation (Netherlands)
FAO	Food and Agriculture Organization of the United Nations
GCHERA	Global Confederation of Higher Education Associations for Agricultural and Life Sciences.
GFAR	Global Forum on Agricultural Research
GFRAS	Global Forum of Rural Advisory Services
MEL	Monitoring, Evaluation and Learning
NIF	National Innovation Facilitation
NPC	National Project Coordinator
TAP	Tropical Agriculture Platform
SO	Specific Objective

1. Description

- 1.1. Name of Coordinator of the grant contract: Agrinatura-EEIG
- 1.2. Name and title of the Contact person: Hanneke Lam, Agrinatura EEIG Director & Business Development Manager (replaces Guy Poulter, whose term as EEIG Director expired in April 2017).
- 1.3. Name of Beneficiary(ies) and affiliated entity(ies) in the Action: Agrinatura-EEIG and FAO
- 1.4. Title of the Action: Capacity Development for Agricultural Innovation Systems
- 1.5. Contract number: CDI – Food/2014/352-658
- 1.6. Start date and end date of the reporting period: 01 January – 31 December 2018
- 1.7. Target country(ies) or region(s): Global; Angola, Bangladesh, Burkina Faso, Ethiopia, Guatemala, Honduras, Laos, Rwanda (Pilot countries)
- 1.8. Final beneficiaries &/or target groups¹ (if different) (including numbers of women and men):
 - Smallholder farmers, agricultural food related enterprises and consumers in 8 selected pilot countries and in countries where TAP Partners are active;
 - 46 International and National Agricultural Research and Innovation Organizations that comprise the Partners of the Tropical Agriculture Platform, National Agricultural Research and Innovation Organizations and stakeholders in 8 selected pilot countries.
 - Core group of CDAIS trainers/brokers in 8 selected pilot countries
 - Members of selected innovation partnerships in 8 pilot countries
- 1.9. Country(ies) in which the activities take place (if different from 1.7): See 1.7.

2. Assessment of implementation of action activities

2.1 Executive Summary of the Action

A conceptual framework that promotes an integrated and comprehensive approach to Capacity Development for Agricultural Innovation Systems (CD4AIS Framework) was developed in Year 1 of the project. It argues that for innovations to emerge, functional capacities are needed. There are 4 functional capacities i.e. capacity to navigate complexity, to collaborate, reflect and learn and engage in strategic and political process. These capacities should be inherent within individuals, organisations, systems level (local and national level including policy systems). The capacities are developed through an iterative process of learning at all levels. The Framework proposes 5 stages in this iterative process i.e. galvanizing commitment, visioning, capacity needs assessment, capacity development strategy and implementation.

In Year 4, the project continued to strengthen the capacities of individuals, the innovation niche partnerships² (Niche) at systems level (in particular at local and regional level based on selected commodities, theme or geographic locations) level as well as at the organization level. The national innovation niche facilitators (NIF) gained more confidence and ability to facilitate the interaction/negotiation by niche actors with innovation support service providers. Various capacity development activities were conducted in each of the 8 pilot countries. These were designed and implemented based on the identified needs and capacities of the niche actors. Examples include: group training on organizational development and planning, business/entrepreneurship skills and communications. Others include facilitated negotiation with banks or financial institutions, technology experts as well as visits to other countries with similar commodity but with improved technology such as operational cooperative, processing and marketing.

¹ **Target groups** are the groups/entities who will be directly positively affected by the project at the Project Purpose level, and “final beneficiaries” are those who will benefit from the project in the long term at the level of the society or sector at large.

² **Innovation niche partnerships** are groups of actors who agreed to work together because they share a vision or objectives to work on a commodity, thematic challenge/opportunity of geographic importance.

By the end of Year 4, we continued to train the 50 national innovation facilitators to facilitate 34 innovation niche partnerships across the 8 pilot countries. An additional 24 innovation facilitators for organisations were trained. The guidelines on operationalization of the framework are used and adapted in the country context. These guidelines are supplemented with a facilitator's guide. These guidelines are Coaching Organizations, Coaching Partnerships, MEL and policy dialogues.

SO indicator 1: *National mechanisms to govern multi-stakeholder partnerships in place in 8 countries*

Status: *Ongoing in each country.* For the purpose of the project, relevant government organizations and agencies are engaged and lead the project in each country³. National Project Coordinators and Country Project Managers are operational in all 8 countries, with support from national steering committees and technical working groups. These mechanisms ensure that the project focus is aligned with, and adds value to, the national priorities on agriculture development.

SO indicator 2: *Farmers and agricultural businesses share knowledge and information with public research and advisory services in a timely manner.*

Status: *Ongoing in each country.* The 34 innovation niche partnerships continued with the learning cycle guided by their coaching plans. The actors of the niche partnerships are composed of farmers, input suppliers, processors, advisory service providers, research, NGOs, government agencies and financial support providers. They gave commitment to work together towards a shared vision, objectives and action plans.

SO indicator 3: *National/local government policies in 8 countries provide an enabling environment for the implementation of the project and interaction of main stakeholders group.*

Status: *Ongoing in each country.* All the eight pilot countries initiated the policy dialogue process. It builds on the identified capacity gaps and analysis from the innovation niche partnerships. An analysis is made to determine the most relevant level of interventions i.e. local, regional or national. The niche actors are engaged to discuss directly with the concerned institutions or organizations who are able to act on their issues.

Regional policy dialogues were held as well as an international symposium on innovations for family farming. The CDAIS national and global teams attended the symposium held at FAO HQ in Rome.

SO indicator 4: *Individual capacity development actions in the stakeholder organizations involved in the chosen value chains are organized and delivered in a coordinated manner.*

Status: *Ongoing in each country.* Fifty individuals are engaged and being trained to become facilitators of innovation niche partnerships and additional 24 individuals are being trained as facilitators of organization coaching process. In all pilot countries, the NIFS conducted organizational assessments and developed coaching plans, and started coaching activities with individual organizations.

SO indicator 5: *Two to three multi-stakeholder innovation partnerships that support income generation or job creation along value chains are developed in each of the 8 countries benefitting 30,000 smallholder farmers and/or agro-enterprises.*

Status: *Ongoing in each country.* Thirty-four innovation niches partnerships with potential for income generation/job creation are supported in the innovation process across the 8 pilot countries. In each partnership, capacity development activities were conducted to enable the actors to innovate which could have demonstrable impact on livelihoods and value chains. Beneficiaries (i.e. actors or members of the partnerships) for each country range from 100-150 who gained knowledge and skills through the project interventions.

³ *Lead organizations are either the Ministry of Agriculture, or from the National Research Organization.*

2.2 Results (R), Outputs and Activities (A)

Expected Result 1: An effective global mechanism is established to promote, coordinate and evaluate capacity development (CD) approaches to strengthen Agricultural Innovation Systems (AIS)

Indicator 1.1. "TAP mechanisms coordinate and harmonize a global effort on CD for AIS."

Progress: Ongoing. The TAP Secretariat facilitated the development and endorsement of the TAP action plan 2018-2021 and TAP Resource Mobilization Strategy.

Indicator 1.2: "The diversity of approaches for the development of AIS is analyzed and understood and a Common Framework (guidelines and tools) on CD for AIS (needs assessment, intervention design, M&E, impact assessment) is available."

Progress: Done. The CDAIS Common Framework documents (Conceptual Background, Guidance Note on Operationalization and Synthesis Document) were published in June 2016 and translated into Spanish and French in 2017. They are available online and hard copies were shared with project stakeholders of the French and Spanish speaking countries. The factsheets of the five stages of the CD for AIS cycle and related tools, were familiar to the participants at the FAO symposium held in November 2018.

Activity 1.1. "Coordinate and harmonize global efforts on CD for AIS through TAP mechanisms."

Indicator: TAP mechanisms coordinate and harmonize a global effort on CD for AIS.

Progress: Ongoing. The TAP Action Plan 2018-2021 was developed and endorsed. The new Action Plan aims at strengthening agricultural innovation capacities at country level. It has a strong focus on improving TAP governance, expanding the political mandate of TAP at all levels, greater involvement and commitment of TAP Partners in all aspects of implementation, financial sustainability and country ownership of the agricultural innovation agenda.

The TAP Steering Committee (SC) Meetings were held on 17 January 2018, 20 April 2018, and 11 September 2018. The aim was to review the TAP Action Plan 2018-2021, to draft the TAP Resource Mobilization Strategy (RMS), and to mobilize TAP Partners to use the Common Framework in their programmes or projects.

Activity 1.2 "Document the diversity of approaches and develop a Common Framework on CD for AIS"

Indicator: A Common Framework (guidelines and tools) for assessment of CD needs as well as for design, M&E and impact assessment of CD interventions as well as related learning modules are available.

Progress: Done. The Common Framework ([Synthesis](#), [Conceptual Background](#), and [Guidance Note on Operationalization](#)) was developed by the TAP Global Task Force in Year 1, and published, distributed and made available online in English, French and Spanish after its endorsement by the TAP Partners in the Partners Assembly at Kigali.

Expected Result 2: "CD needs and existing provision for strengthening AIS in 8 pilot countries are defined accurately through inclusive country-led multi-stakeholder processes".

Indicator 2.1. Partners in 8 countries share a vision of CD in AIS.

Progress: Ongoing. Having a shared vision on CD4AIS is a process to ensure ownership and sustainability. The project initiated such process at its inception, it will be concluded at the end of the project with a national policy dialogue and national forum. These events will endorse the policies or recommendations for improving or strengthening CD initiatives and strategies in the country.

Indicator 2.2. Country-led assessments, AIS-CD actions plans available in 8 pilot countries.

Progress: Done. Each of the 34 innovation niche partnerships were supported to develop and implement their coaching and action plans to strengthen their capacities to innovate.

Indicator 2.3. Mechanism/platform for advocacy, dialogue and action on AIS CD established / strengthened in 8 countries.

Progress: Ongoing. In most countries, the project is represented in the country's agriculture sector working group, either through the National Project Coordinator, the FAO Country Focal Point, Country Project Manager or Agrinatura Focal Person. Such links provide the country project team better understanding on which policies could be relevant for CDAIS and how these can be consequently influenced in terms of capacities to innovate. In addition, the "Working Groups" or "Task Forces" established to support the project in each country, provide a channel to national organizations, existing platforms and policy makers.

In year 4, four of the eight pilot countries held regional and national dialogues. The partners involved in this process will facilitate the establishment of a mechanism or platform for advocacy, dialogue and action on AIS CD.

Activity 2.1. Develop a shared vision of CD for AIS among partners in 8 countries

Indicator: *Partners in 8 countries share a vision of CD in AIS*

Progress: Done. Having a shared vision for CD4AIS is a process. This was initiated at the inception workshop of the project in most of the countries in Year1 and 2. In Year 3, the process towards a shared vision was made in various ways at various levels in the country. At national level, a validation workshop on the vision and objectives of the innovation niche partnerships were held in each of the 8 pilot countries. This was followed by a capacity development market place or innovation fair where key individuals and organisations were invited. In most countries, policy makers and key organisations (e.g. development partners) were invited to increase their engagement in the process towards a shared vision on AIS. In year 4, this process continues with concrete actions towards the visions.

Activity 2.2. Develop AIS-CD action plans in 8 pilot countries, based on country-led assessments.

Indicator: *Country-led assessments are available in 8 countries*

Progress: Done. Thirty-four capacity needs assessments were conducted in the 8 pilot countries. The reports of each of the capacity needs assessments are available at the project's information system <https://capacity.community> i.e. Angola, Bangladesh, Burkina Faso, Ethiopia, Guatemala, Honduras, Laos, Rwanda.

Activity 2.3 Establish/strengthen mechanisms/ platforms for advocacy, dialogue and action on AIS CD in 8 countries.

Indicator: *Mechanism/ platform for advocacy, dialogue and action on AIS CD established/ strengthened in 8 countries.*

Progress: Ongoing. Establishing a mechanism for policy dialogue or advocacy for CD4AIS is a process initiated in most of the countries in Year 2. Efforts continued through the national events such as workshops or market places for capacity development in AIS. In Year 3 with the established country teams (i.e. national project coordinator, country managers, lead national innovation facilitator) in collaboration with Agrinatura and FAO team, continued their efforts in engaging the policy and decision makers at various levels and organizations. In year 4, this process is reinforced through policy dialogues at local, regional and national level.

Expected Result 3: CD intervention in AIS within 8 pilot countries are demand-driven and efficient, integrating the development of individual competencies, organizational capacities and enabling policies around priority themes and value chains.

Indicator 3.1. *20 persons in each of 8 countries with enhanced skills for facilitating local capacity development in AIS.*

Progress: A total of 50 NIFs for innovation niche partnerships from the 8 countries were supported to facilitate the coaching process for each of the selected innovation niche partnerships. An additional 24 NIFs

were engaged and trained to support capacity development in 24 organizations across the 8 countries. Each NIFs received guidance from the Lead NIF who in turn is guided by the Agrinatura Focal Person.

Indicator 3.2. Two to three local/national value chain/innovation partnerships in each of 8 countries demonstrate improved capacity for joint innovation

Progress: Ongoing. Three to six niche partnerships in each 8 pilot country, continue to receive the coaching process of CDAIS. Most of the actors in these partnerships gained knowledge and skills to improve their practices in collaboration and engagement for joint innovations. These enabled progress against their objectives and progress markers to be ascertained.

Indicator 3.3. 4-5 key stakeholder organizations in each of 8 countries exhibit improved organizational culture, practices and procedures for joint innovation

Progress: Ongoing. Twenty-four organizations were selected from the 8 pilot countries to engage in the organizational strengthening process to strengthen the innovation support services in the country, a number of these initiated organizational needs assessments, and/or individual coaching activities.

Indicator 3.4 Lessons learned from the selected innovation platforms in the 8 pilot countries are reviewed, analyzed, documented, synthesized and exchanged at global level to further promote tools, skills, approaches, procedures, etc. to strengthen AIS

Progress: Ongoing. The first set of 'stories of change' (3-4 per country) were written, published and shared (via conferences and online media). The MEL framework being implemented in the countries, captures the changes seen and observed in actors within the partnerships or innovation platforms. Regular global and national events (through workshops, meetings, symposiums (e.g. FAO international symposium on family farming), virtual conferences (including zoomins)) are held to share the lessons learnt at all levels.

Activity.3.1 Improve Capacity for strengthening capacity in AIS

Indicator: *Local capacities for capacity development in AIS are strengthened.*

Progress: Ongoing. The seventy-four "National Innovation Facilitators" (NIFs) selected to accompany the innovation niche partnerships and individual organizations are supported to become national team of facilitators for innovation processes. They continued to receive a tailored program for strengthening their functional capacities through 3-4 days of training/workshops followed by coaching and mentoring on how to facilitate an innovation niche partnership and organizational capacity development. An estimated range of 100-150 niche actors per country were trained in functional capacities which empowered these actors to actively engage in the innovation process.

Activity 3.2 Improve Capacity for joint innovation by local/national value chain partnerships.

Indicator: *Local/national value chain/innovation partnerships demonstrate improved capacity for joint innovation.*

Progress: Ongoing. The innovation partnerships from each country are described in Table 1. Each received capacity development activities identified and designed to achieve their objectives. An average of 1-2 learning cycles were observed in each of the niches in the countries.

Table 1. Innovation Niche Partnerships in the 8 pilot countries of CDAIS.

Country	Innovation Niche Partnerships	Objectives	Initial ⁴ priority objectives identified from the capacity needs assessment
Angola	Rice development	Increase rice production in Huambo province and	Formalize the partnership and include more strategic partners (SENSE, private sector, producer of inputs)

⁴ Note that the capacities listed below are just initial to kick-start the partnership activities. Based on progress made by working together as partners, these could change or evolve.

Country	Innovation Partnerships	Niche	Objectives	Initial ⁴ priority objectives identified from the capacity needs assessment
			improve producer production techniques	Establish coordination mechanisms and define incentives to engage partners Strengthen mechanisms to share information and knowledge Train farmers in post-harvest techniques, e.g. processing and packaging
	Rural entrepreneurship		Provide business opportunities to new agricultural entrepreneurs and encourage large-scale production of gramine crops and legumes	Develop strategic and business plan for farmer's cooperative and its partnership with other actors. Strengthen capacities to design project proposals and manage projects Find financial support mechanisms to improve farm management
	Seed cooperative		Commercialization (multiplying) of high quality seeds, produced by small producers and evaluated by the National Seed Service (SENSE)	Formalize the partnership with IIA and SENSE for seed certification Create mechanisms for information sharing (including training of actors in information sharing) Training on seed processing and marketing
Bangladesh	Mango		Development of Shibganj mango association (SMA) to support safe and quality mango production processing and marketing	Develop capacity of SMA and its members in organization and business management skills Develop skills of SMA to operate as a multi-stakeholder platform with strategy and cluster business plan Learn practices to improve mango quality and adding value through processing, branding and marketing
	Fish		Make aquaculture sustainable by quality fish fry and feed production and fish cultivation at Trishal, Mymensingh	Learn about group involvement in improving quality (seed and feed) and adding value through processing, branding and marketing Develop capacity of farmers in organisation, cluster networking and financial assessment Develop skills to operate as a multi-stakeholder platform with strategy and business and marketing plan
	Pineapple		Strengthen Existing Producers' Organization for Safe and Quality Pineapple Production, Processing and Sustainable Marketing, Bandarban, CHT	Develop capacity of farmer group in organization and business management skills Learn about group involvements in improving quality and adding value through processing, branding and marketing Develop skills to operate as a multi-stakeholder platform with strategy and cluster business plan on pineapples processing, branding and marketing, addressing sustainability issues
Burkina Faso	Family micro-enterprise		Strengthen innovative and Women-Led Agri-Food Family Microenterprises	Improve the quality of processed products Access financial services Improve the availability of quality inputs and adapted equipment
	Advisory services		Modernization using ICT in providing agricultural advisory services by producer organizations	Boost the Network Management of farmer's organisations Modernize and sustain the agriculture advisory services
	Sunflower		Development of the sunflower sector by creating new forms of producer organization	Produce adapted and high-yielding seeds from a local variety Guarantee producers' access to quality inputs (seeds, organic and chemical fertilizers, phyto products) Ensure the organization and training of actors in the sunflower sector
	Organic Agriculture		Establish a participatory Guarantee System in Organic Agriculture (SPG-Agri-Bio)	Improve the organization of the organic agriculture sector Define mechanism to scale the SPG practice Reinforce the skills of the actors on SPG practices
	Drip irrigation		Establish sustainable drip irrigation systems for small family farms	Promote low-cost drip irrigation markets for small family farms Increase access and financial support to improve the ability to invest in the drip irrigation of small family farms Organize and train smallholder farmers on management of drip irrigation
	Land tenure		Appropriation of the land charter approach (CFL) by the municipalities	Create an appropriation of the Local Land Charter approach by municipalities already involved Disseminate the Local Land Charter process to all municipalities

Country	Innovation Partnerships	Niche	Objectives	Initial ⁴ priority objectives identified from the capacity needs assessment
Ethiopia	Milk		Milk Demand stimulation partnership	Implement school milk feeding practices in primary schools in Addis Ababa Promote pasteurized milk through media campaign Increase the volume of processed milk sold in Addis Ababa
	Malt Barley		Establish vibrant malt barley seed producer and marketing cooperative in Ethiopia	Improve and strengthen the partnership linkages of actors Enhance the production and supply of quality malt barley seed and grain to satisfy the domestic demand Improve the human, financial and physical capacity of the seed producer cooperatives
	Chickpea		Build partnership to enable the region of Dembia Woreda to contribute to 35% of chickpea production and marketing in Ethiopia	Farmers in chickpea cluster are able to access chickpea technological inputs, extension service, technical support for chickpea disease control and the skills to produce chickpea Agri-businesses are able to sell large quantities of inputs and to buy adequate quantities of chickpea at Dembia Woreda on regular basis
	Livestock Feeds		Assured livestock feed safety and quality	To develop legal framework on feed risk assessment, risk management and risk communication To develop feed risk assessment, risk management and risk communication guidelines
			To see self-sustained cooperative based seed system which contributes up to 70% of regional seed demand	The partnership has the capacity to address the challenges of seed marketing by establishing legally enforceable contract-based seed marketing system
Guatemala	Honey		Strengthen entrepreneurial capacity of the organization	Strengthen strategic planning and corporate management of the organisation Identify and develop new production and marketing alternatives Optimize the production and commercialization of beehive products
	Cacao		Strengthen the cacao north working group	Strengthen organizations of cocoa producers in agribusiness (North Working Group). Strengthen its access to national and international markets with value-added products.
	Avocado		Establish a viable avocado network	Establish the legal status of the avocado producers organization Improve the production in quantity and quality of the avocado crop Improve marketing and processing of avocado
	Beans		Increase in the production and commercialization of biofortified beans	Establish a mechanism to organise a financially stable network or organisation of bio-fortified bean producers. Strengthen the commercialization of seeds and fortified grains of beans
Honduras	Cacao		Improve production and post-harvest management of cacao in the region	Improve the relationships between the actors for the dissemination of good agronomic practice and access to adequate genetic material Strengthen capacities on post-harvest management by cocoa producers
	Beans		Establish network of actors of the bean value chain	Strengthen the capacities of the actors in the bean value chain at different levels (local, regional and national) Improve the bean VC actor's capacity to build relationships with government agencies, international organizations and other private sectors
	Coffee		Establish a sustainable production and market of coffee from the region	Empower the producer through better coordination of their needs and activities Define the unique qualities of the coffee from the region Establish an institutional guarantee mechanism among producers and buyers of coffee
	Potato		Improve business opportunities of potato producers	Strengthen capacities of producers to work together and improve their business skills (planning, negotiation, marketing) Individual's ability to meet credit requirements
Laos	Pig		Strengthen the small-scale pig farm business in Dong Ka Village	Farmers can produce pig in lower cost and gain more profits Farmers can manage their market and investment

Country	Innovation Partnerships	Niche	Objectives	Initial ⁴ priority objectives identified from the capacity needs assessment
	Cattle		Strengthen the Ban Kean Cattle Production Farmers Group	Farmers use appropriated and low-cost local feeds to raise and fatten exotic cattle Farmers increase exotic cattle's reproduction and health Farmers are able to manage their exotic cattle production, investment and market
	Vegetables in Non Tae		Strengthen Non Tae Organic Vegetable Production Farmer Group	farmers use effective organic fertilizer and control of pests, insects and disease Farmer group committee has a systematic internal quality control and management farmers access to finance and more market opportunities
	Vegetables in Tongmang village		Organic Vegetable Production in Tongmang Village (Farmer Network)	Farmers cultivate more varieties of vegetable in the monsoon season Farmers have access to finance Farmers have more market opportunities
	Aquatic animal proteins		Improve sustainable production and marketing of Aquatic Animal Proteins from the rice fields	Access to water and apply local knowledge on water and aquatic animal management techniques and technologies using existing resources to diversify their income (natural and unnatural aquatic animals in the rice field) Adapt conservation practices to ensure balanced agro-ecology in the rice field by local communities Access to credit with affordable conditions for the farmers to be able to pay back and make profit from their loaned investment
	Rice		Rice Millers (Association's members)	Improve organization and administration of all group members Strengthen management of the rice supply chain Improve association's visibility to public and increase trust and collaboration within Association Improve rice quality for export
Rwanda	Rwangingo district water catchment area		Improved livelihood for the niche actors through higher crop and animal yield and reduction of post-harvest losses	Improve collaboration amongst the catchment occupants To put in place an effective water supply and management system (water sharing schedule and infrastructure improvement with efficient inspection) To identify potential actors to support post-harvest activities along with establishing a proper network/partnership
	Ruhango district cassava		Establish a well-functioning partnership between actors: i) Farmers & research & extension; ii) Farmers and Kinazi cassava Plant - Availability of clean cassava planting material	To improve collaboration and contractual arrangements with Kinazi processing plant To have access to disease-free and tolerant planting material as well as other useful cassava technologies resulting from relevant research that help farmers achieve compliance with standards To have a well-managed and properly functioning MS partnership whose activities are well documented and which communicate internally and externally in a transparent and effective way
	Burera milk processing centres		Establish a well-functioning partnership among the Burera community processing centres (CPC) to improve milk production and milk trading systems	To improve the Burera CPC milk supply chain To Increase capacity of veterinaries and other services providers for effective service delivery and change management To strengthen the innovation partnership for an effective communication and service delivery in the milk value chain

Activity 3.3 Improve the organizational culture, practices and procedures of key stakeholder organizations.

Indicator: Key stakeholder organizations exhibit improved organizational culture, practices and procedures.

Progress: Ongoing. Twenty four organisations were selected (See Table 2) to engage in a coaching process (composed of 3 stages) of strengthening their capacities to provide innovation support services. Facilitators (1-2 individuals) were trained on how to facilitate the coaching process for these organisations. Stage 1 were conducted for all eight countries which resulted in increased awareness and understanding of the functional capacities.

Table 2. Organizations selected to engage in coaching process.

Countries	Name of organisations
Angola	IIA – Agronomic Research Institute FCA – Faculty of agronomic Sciences Planalto seeds cooperative
Bangladesh	BARC – Bangladesh Agricultural Research Council BAPA – Bangladesh Agro- Processors' Association DAM – Department of Agricultural Marketing
Burkina Faso	DGRSI- head of the research and innovation at the Ministry (MESRSI) ANVAR – national agency on valuing research results Cap Matourkou - School of higher education, located in Bobo-Dioulasso La Fabrique- Incubator for innovative entrepreneurs
Ethiopia	EIAR – Ethiopia Agriculture Research Organisation Self-help Africa Ministry of Agriculture
Guatemala	CONADEA – National Council for Agricultural Development ICTA – institute of Agriculture Science and Technology UVIGER – Linkage and Resource Management Unit, Faculty of Agriculture IICPP DICORER – Directorate of Regional Coordination and Rural Extension
Honduras	DICTA – Directorate of agricultural science and technology PRONAGRO - The National Agro-Food Development Program CURLA – Central University of Atlantic region IhCAFE – Honduras Coffee Institute
Laos	National Agriculture and Forestry Research Institute (NAFRI) Department of Agriculture Extension and Cooperative, (DAEC) Faculty of Agriculture, Laos National University (NUoL) Faculty of Environment Science, Laos National University (NUoL) Small and Medium sized Enterprise department, Ministry of Industry and Commerce
Rwanda	RAB – Rwanda Agriculture Board Regional offices Dairy Milk Processing Regional Centre District Extension Office

Activity 3.4 Review, analyze, document, synthesize and exchange lessons learned in 8 pilot countries at global level.

Indicator: Lessons learned in 8 pilot countries are reviewed, analyzed, documented, synthesized and exchanged at global level to further promote AIS approaches.

Progress: Ongoing. The first set of 'stories of change' (3-4 per country) were written, published and shared (via conferences and online media). It captures the changes seen and observed in actors within the partnerships or innovation platforms. Regular global events were held such as thematic global meetings (e.g. in Paris, Montpellier and Rome), thematic zoomins (facilitated virtual exchanges among countries), webinars and reports (e.g. shared trip reports, coaching_in_practice).

2.3 Changes in the log frame

The CDAIS MTE recommended modifying the project log frame based on the Theory of Change (ToC) developed by the project (Recommendation 1: paragraphs 127-128).

The changes recommended included:

- Including a target at outcome level on “Global and niche mechanisms strengthened by validation of the Common Framework”

- Including/emphasizing a main target of output level on a final project report synthesizing the learning in 8 countries
- Moving the target that niche partnerships benefit 30,000 smallholder farmers and/or agro-enterprises to impact level.

However, it was agreed with the EC that the project log frame could be kept and improved during project implementation. Below are the key areas currently adjusted:

- The original log frame included project coordination and management activities as an integral part of all main activities. In practice, the PMT has adopted a planning and budgeting framework according to activities, separating out coordination and field operations. Including the coordination and management activities as a separate result area allows the PMT and the POC to oversee spending on different activities in a more efficient and transparent way.
- For more efficiency and impact, and to further strengthen national capacity, Agrinatura, FAO and National partners opted to strengthen the capacity of “national innovation facilitators” to undertake capacity needs assessments (at niche and organizational level), rather than have these needs assessed by (external) consultants. Additional changes in strategy included development of “coaching plans” at niche and organisational level, and an improved “monitoring, evaluation and learning [MEL] framework to better understand the changes in functional capacity achieved through the project. These changes implied modification (mainly at sub-activity level) under Results 2 (definition of CD needs and provision), and 3 (CD interventions). Other changes include more precise specification of output indicators (in terms of training materials, documentation of learning outcomes).
- A change from regional market place in Africa, Asia and Central America to global market place held during the FAO Innovation symposium.

2.4 2019 Action plan

Act No	Description	Activities proposed for 2018	Lead	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1.2.6	Maintenance of TAPIpedia	Technical maintenance of Tapipedia for 6 months	FAO	x	x	x	x	x	x						
1.2.7	Management of TAP web content	Knowledge management, including lessons learned from CDAIS pilot countries	FAO	x	x	x	x	x	x						
3.4.1	Review and capitalize CD experience in 8 countries	Consolidation of data and information in the 8 pilot countries, national workshops to capture lessons learnt in the countries and way forward.	Agrinatura	x	x	x	x	x	x	x	x				
3.4.2	Exchange experiences between countries	Hold Global meetings and CDAIS International Forum	Agrinatura				x	x							
3.4.x	Cross country analysis of lessons learnt and MEL + project coordination	Conduct the cross-country analysis and coordinate the project	Agrinatura	x	x	x	x	x	x	x	x				
3.2.4	Financial Support to national project manager - 3 months extensions	Financial support to be provided to the CPM during three months	FAO	x	x	x	x	x	x						
3.2.5	FAO Technical Support - 6 months extension	FAO Technical team continues providing technical backstopping support to activities in the 8 countries for three months, and additional 3 months for project closure and transversal analysis (includes consultants time)	FAO	x	x	x	x	x	x						

3. Beneficiaries/affiliated entities and other cooperation

In the third year of the project, the teams at the global and national levels are operational. Each team member has better understanding of the organizational culture of each other. The project officially works with government agencies as listed below:

- Angola: Ministry of Agriculture, Institute of Agricultural Research (IIA)

- Bangladesh: Ministry of Agriculture, Bangladesh Agriculture Research Council (BARC)
- Burkina Faso: Ministry of Higher Education, Scientific Research and Innovation (MESRSI).
- Ethiopia: Ethiopian Institute of Agriculture Research (EIAR)
- Guatemala: Ministry of Agriculture, Livestock and Food (MAGA)
- Honduras: Ministry of Agriculture and Livestock (SAG)
- Laos: Ministry of Agriculture and Forestry, National Agriculture and Forestry Research Institute (NAFRI)
- Rwanda: Ministry of Agriculture, Rwanda Agriculture Board (RAB).

The project is governed, in each country by a National Steering Committee. To operationalize the activities, the project has a technical working group in each country that provides advice to the country team in technical and practical issues of the project. This technical working group is composed of individuals or representatives of organizations with expertise or knowledge on agricultural innovation systems. The group meets at least 1-2 times a year to review information and develop recommendations for final decision by the steering committee. Members of the working group are from national organizations with national mandates such as research, extension, education, NGOs, farmer's organizations and private sectors. In most countries, this group was highly engaged in the selection of the innovation niches/partnerships, national innovation facilitators and mobilization of actors for the project.

To facilitate the operation of activities in the countries, Agrinatura has formal contracts with Ascent International in Bangladesh, Spark in Rwanda and EIAR in Ethiopia. While in Angola, Burkina Faso, Laos, Guatemala and Honduras, Agrinatura members have official local offices that facilitate the logistics and financial management of the project.

4. Visibility

The project's communications team continue to work together to maintain the visibility of the project through its website (www.cdais.net), innovation niche brochures and posters for each country, press releases. In addition, the TAP website (<http://www.fao.org/in-action/tropical-agriculture-platform/en/>) also provides visibility for project actions and products.

News and achievements are communicated regularly through the above websites, press releases, and mailing lists, and circulated among CDAIS and TAP networks. EU contribution was highlighted in all awareness raising and project events at global, regional (Activity 1.2) and country level (Activities 2.1 and 2.3). For major events at country level press releases were prepared, media representatives invited leading to a wide press coverage of CDAIS. The national EU delegation representatives were invited to all events.

In 2018, a compilation of Stories of Change from the country partnerships was documented (see the [full book](#)).

The European Commission may wish to publicize the results of Actions. Do you have any objection to this report being published on the EuropeAid website? If so, please state your objections here.

We have no objections.

Name of the contact person for the Action:

Name: Hanneke Lam (Director/Business Development Manager, Agrinatura EEIG)

Signature:

Location:

Date report due:

Date report sent:

First draft