

MOREP II : Nudging Sustainability Transitions Using Innovation Platforms and Market-Oriented Development in Mozambique

Inception workshop

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Executive summary

The inception workshop for the project on Nudging Sustainability Transitions Using Innovation Platforms and Market-Oriented Development in Mozambique was held on the 2nd and 3rd October at the agricultural training center in Tete city. Researchers attended the workshop from the collaborating research organizations as well as government representatives, NGOs and farmers, including:

- International research: social researchers (5), crops (2) livestock (1), from ICRISAT, BOKU/CDR, GOAL, ILRI and University of Zimbabwe.
- National research (IIAM): social researchers (1), livestock (4), crops (1)
- Tete Province: Provincial Agricultural Extension Services, NGOs (3),
- Marara district: SDAE Marara (head, 2 extension officers), government of Marara (administrator, secretary), farmers from 6 villages in Marara representing AAPACHIMA association (6, including 1 women), local leaders (2)

The goal of the workshop was to critically reassess the function of the Innovation Platform (IP) driving the research and development process, develop a shared understanding of the MOREP II project, and create a buy-in towards the project's objectives and core activities.

Experiences and lessons learned from MOREP I project (2012-2015), with regards to IP operations, research priorities and implementation, were shared to inform MOREP II. Wide representation of participants from the district, provincial and national agriculture and researchers from different backgrounds provided contextual understanding and a wide background of expertise.

The workshop was structured as participatory process, with few presentations and illustrations, most activities done in smaller thematic working groups; participants were encouraged to critically reassess the research content. By day two participants were happy with the understanding gained on how IPs can contribute to facilitate change in a challenging environment like Marara. Interest in contributing to the research activities was confirmed from local to national levels.

A management meeting and individual discussions with research partners followed the workshop, addressing strategies for research implementation (Appendices 4 to 6).

DAY 1, 2nd October 2015

1. Opening remarks: The role of Innovation Platforms for achieving agricultural development goals in Mozambique

1.1 Opening remarks

Claudio Gule, Tete DPA, welcomed participants and opened the workshop, addressing the natural and cultural values of Tete. He emphasized the importance of this type of research projects, supporting the sustainable development of resource poor communities in Tete, to improve their incomes and profits through Innovation Platforms.

1.2 The role of Innovation Platforms for achieving agricultural development goals in Mozambique

Sabine Homann- Kee Tui, ICRISAT, welcomes participants. Most of us have been on this journey together since before MOREP I. Projects include the Livestock and livelihoods projects (LILI Markets, 2009-2012) and the Systemwide Livestock programme (SLP), implemented with the government of Mozambique, ILRI. ICRISAT, BOKU and university of Zimbabwe started collaborating in MOREP I.

We much appreciate the IIAM delegation from Maputo through which we hope to understand better role of Innovation Platforms (IP) in national programs, how we can contribute that stakeholder engagement contributes more effectively to inform decisions in agricultura, and support ownership in market development processes.

We wish that the diversity of participants will allow us to learn from each others different perspectives and research experience on how research can contribute to address stakeholder needs.

Why are we here today? What motivated us to engage in this project?

- We have seen that livestock from Tete has huge opportunities at national and regional markets
- However, there are many reasons why farmers don't make profit and the entire value chain does not reward investments: missing benefits for many actors
- We believe that IPs can help to address various challenges at the same time and thereby move farming systems into a better state. The IP needs further strengthening to become fully functional as space where farmers, traders and others can generate solutions.
- What does the term "nudging" imply? See the photo with the elephant mother and calf. Nudging means gentle encouragement to learn and grow, people to shape their own future by taking advantage of opportunities, dealing with changing situations and organizing themselves to face, respond and explore the real challenges in this world.

- Research in this context is to explore learning and change around real world issues.

Why IPs to nurture change? Who has not worked on an IP? Almost all participants have worked with or participated in an IP.

Figure 1 provides a simple example on why we believe that engaging in an IP will bring sustainable desirable impacts: Imagine inviting people to prepare together a delicious meal, based on the ingredients from Marara, and representing the core values and inputs from Marara – this is on contrast to presenting people an instant meal. Imagine:



Figure 1. Innovation Platforms as a space for nurturing innovations and capacity (Boorgaard et al., 2013).

- The IP as cooking pot, where capacity to change and innovate can be nurtured.
- People around the pot are diverse, with unique backgrounds, skills and capacities. There is no recipe, no blue print, except that the people have an interest and a motivation to cook together
- Scientific knowledge will bring in expertise on technologies, approaches, etc.
- Local knowledge of people will generate solutions that fit to particular contexts
- Somebody with facilitation skills will enable social learning in the process
- The fire symbolizing the context: Someone can trigger change, or external factors can encourage change in behavior, e.g. markets providing higher rewards and encouraging people to become more organized.
- After the preparations people enjoy the benefits: Products from Marara with ingredients and cultural identify from Marara
- Just as cooking is not always the same way, the IP does not provide pancace but lives or dies with commitment of its members.

Workshop objectives:

- To develop a common understanding the Innovation Platform in Marara/Tete today, identify achievements, gaps, and lessons for the future;
- To develop a common understanding of the MOREP II project, its objectives and ways of operating in the field;
- To specify the role of research and articulate a first set of research issues for each of the three MOREP II project objectives;

1.3 Housekeeping workshop rules

Prince Onasimus, consultant workshop facilitator, requested participants to set key rules for allowing a fruitful communicative and open workshop atmosphere.

- Put your phone on silent
- Keep time
- Respect other peoples opinions
- Indicate the way to toilets and restaurant
- We will take photos and record discussions for documentation

2. Self-introductions: How important the project is to me

To help participants to know each other and encourage an interactive workshop atmosphere, Prince requested participants to introduce themselves in small groups.

Objective: Open the discussions, familiarizing and understanding participant's background and motivation in supporting research and IP activities

Participants split in 3 groups with different stakeholder composition. Everybody introduces with the following information

- I originate from _____
- My profession is _____
- I expect from this workshop/project _____
- I can you contribute to an IP process _____

Everybody writes the answers on cards, to be displayed in the plenary room
Highlights on core values for successfully running an IP are shared in plenary

Table 1 summarizes participants' main responses, visible for all participants during the workshop.

Table 1. Participants' workshop expectations and possible contributions to the project.

	Origin	Expectations	Contributions
Farmers			
Ezane Thenesse	Catoe	Understand the perspectives from everyone about MOREP II	-As community leader be a point of communication between the partners and the farmers -Help to develop the district
Carlos J. Njanje	Marara Nhampende	Contribute to plan MOREP II implementation	-Community mobilization -Improve productivity and rural development
Benjamim Siawalha	Cachembe Sede	Understand how MOREP II will be implemented	-Improve the production and profits in his community -Improve fodder and feed production
Cesario Gopane	Mbandala	Report his feelings about MOREP I and understand MOREP II	-Teach others what he learned and help them improve their productivity
Francisco	Marara	Understand the MOREP II	-Contribute to increase production and

Guerra		project	produce for the market
Alberto Raete		Understand the MOREP II project	-Influence farmers from his village -Coordinate activities
Government			
Claudio Gule	DPA-Tete	Help on implementation strategies and facilitation of program design	-Implementation, monitoring -Coordination with partners -Improve livestock value chains
Carlos Manhoso	SDAE-Marara		- Establish partnerships between the project and other actors -Improve local development
Rui Mortale	SDAE-Marara	Discuss the local problems and find possible solutions	-Be a communication point and facilitator between SDAE and project -Monitor implementation and report to the management team
Gersones Nunes	VALE do Zambeze		-With his knowledge of experiments he may help in crop demonstration establishment
Felix Marizane	SDAE Marara		-Knowledge in value chain development and animal production
Alberto Marcelino	UPCT		-Conservation Agriculture and community engagement
Researchers			
Jose Saute	IIAM-Chimoio	Contribute in MOREP II implementation strategies	- Identify problems and solutions to increase livestock production
Rico de Faria	Viena		-Contribute with his experience in facilitation process
Michael Hauser	Austria		-Contribution on facilitation, research to improve extension
Carlos Quembo	IIAM	Understand how MOREP II will connect farmers with the market	-Improve animals production and increase value in the market, -Define sanitary conditions to safeguard animals health
Filipe Vilela	IIAM		-Improve animal production with his experience
Olga Faftine	IIAM		-Improve livestock production, feeding and value chain development
Feliciano Mazuze	IIAM		-Experience in socio-economic research
Paul Chunga	ICRISTA-Malawi		-As researcher can help in production, market linkage and community mobilization
Esther	ICRISAT		- Participatory research processes
Saskia Hendrickx	ILRI		-Value chain development, -Animal health and feeding
Claudio Sixpence	Facilitator	Understand the MOREP II project and the implementation strategy	-Community engagement, -Monitoring the implementation process - Orient production to market
Ganga Rao	ICRISAT-Nairobi		-Identification of better crops -Better crop management -Practices to improve productivity -Food security and market opportunities
Emmanuel Mwakiwa	University of Zimbabwe		-Monitoring and evaluation of IP activities

3. Common understanding of Innovation Platforms: Learning from different perspectives on IPs, fish bowl talk

Prince asked the participants to engage in open space discussions in two break-out sessions to explore what they understand about key functions of IPs. People from within the Marara IP and from Tete were matched with people from outside to stimulate discussions emerging from their respective experiences and expectations.

Objective: Understand participants' perceptions and values about Innovation Platforms
-Split into 4 groups
-People from Marara (core IP), visitors
-People from Tete (periphery IP), visitors
- In each group people from within Marara and Tete discuss with visitors about the most critical functions of the IP, core values for guiding functional IPs, and which skills, knowledge, technologies, finances are required by the IP to provide its services
- Share important insights in the plenary

Tables 2a and b summarize perceptions of IP core functions and values by participants from Marara/Tete and by outsiders.

Table 2a. IP functions and values by group 1, people from Marara

Marara	Outsiders
IP functions	
To help legalize the associations and land registration, to have easy access to development programs and financial credits.	Sharing of information's about good practices and technologies to improve performance and productivity
Connect different actors (extensions, input suppliers, researchers, etc) and help the farmers get inputs at fair prices.	Problems identification and discuss better solutions with all stakeholders.
Contribute to awareness creation and reduction of wildfires.	Fortify information flow (bottom- up), between farmers, government and other organizations
	Improve access to inputs; farmers often don't have access to local markets, but need to travel to cities
	Assist farmers with legal issues.
IP core values	
Communication	Unity, all members and stakeholders should work together to reach their

	goals.
Work as a team	Full commitment of stakeholders

Discussion

Rainde: To the people which were involved in MOREP I what do you think about the role of an Innovation Platform (IP)? What functions from IP you think that really worth's?

Farmers: Before the IP we came round working separately, far from each other, and the platform unified us.

It is now easier for the extension services to reach farmers, in groups through the IP. They can thereby work more efficiently, reducing distances and having farmers more organized

The wildfires were reduced because the IP held campaigns of awareness

The cattle theft reduced considerably with the IP, the farmers created vigilance groups for monitoring the corrals.

The IP participants were not only from these few villages, farmers from many other communities learned from the field demonstrations and put the knowledge into practice on their crop fields.

The way that farmers are producing the crops and feed their animals is now better. With new techniques and good practices, farmers incomes increased considerably.

The most important achievement was the unity among farmers through the IP. Farmers are very gratefully to the project.

Sales of animals are still a big problem, lack of scale and the fact that the market construction was not finished. Farmers hope that MOREP II will assist to address these problems.

Farmers felt that there was a lot of suffering before the project. Farmers were alone with few government extension offers and very little resources. After they received quality seeds and learned good practices through the project their profits and incomes increased considerably. They know now that some crops may be used for multiple purposes, to feed the animals and to eat.

Rainde: We are listen the farmers' feelings, but the main purpose of this discussion is to clearly identify the core IPs functions.

Marizane: I think that the functions of an IP are the same as those of associations. Both care about farmers' interests. An IP also has the right and means to communicate with SDAE, to identify problems that they both are not able to solve, and how they can get some extra support.

Saskia: I think that some problems need provincial interventions, so the IP is responsible for sharing information with all stakeholders and requests for some support at provincial or district level when needed.

Gopane: The members of the IP have different breeds of cattle, some breeds have problems, e.g. they don't grow a lot, some have health problems. The IP allowed farmers to contact the government and together with the SDAE introduced new improved breeds and how to feed them. The farmers were thinking that the government could introduce females but they introduced only bulls to improve the breeds that they had. I emphasize the necessity that we (government, farmers and ICRISAT) be united on this 2nd phase of the program. The dams that were not constructed are not working. I recommend the construction of improved water holes (with concrete) on our fields, and I hope that MOREP II can help us on that.

Saskia: Once again your organization contributed on government choice to bring off that program of breeds' improvement, so definitely the IP have the very important role to be a communication point between farmers and local authorities, other NGOs, external partners and etc.

I was involved in Mokumbura IP. One of the big problems that they faced was the cattle's theft, and the government in coordination with the other partners had discussed many times about possible local solutions to reduce this problem.

Njanje: We discussed before two options for the construction of new dams, to 1st construct one dam to test in rainy season, and try to identify why the other dams are not working. Too much money was spent on that construction. Hence the basic idea is to analyze if new dams should be constructed or the existing improved.

Marizane: The dams were constructed with provincial level support and guidance, so I don't think that the problem with the dams. I think we should make an investigation to identify the real problem with the water harvesting. We can maybe canalize the problem to infrastructure department at provincial level.

Rui: I think that district services should be involved in planning because they only really know the problems that farmers are facing day by day.

Mazuze: I heard a lot about quality seeds supply. Can the seeds be obtained at district level?

Marizane: We don't have problems accessing seed, because DPA supplies all districts. The seed is sold by half price in comparison with formal market price.

Rainde: If farmers receive seeds through formal programs what about those that are not part of those programs, or when they decide to increase their production area and need more seeds? Would they know where to get it?

Maria: As we know this is a research program. We expect the project to improve our knowledge about good practices and how to improve quality of products and prices at the market.

Table 2b. IP functions and values by group 2, people from Tete

Tete	Outsiders
IP functions	
Together discuss important issues and find solutions, for animal feeding, prices, market issues	Experiment with solutions in production, e.g. animal health, feed, to judge what works best, and learn
Define solutions for animal feeding to get better quality cattle and goats to achieve better prices	Empower those IP members that don't have power, e.g. land registration.
Get clear information on what are performance parameters (birth rate, mortality rate) – We need to know how many animals we can sell, their performance, understand all factors that influence livestock production, control prices, avoid back ward sales	Clear vision, on where to start and where to go. This is purpose of this meeting – what do we need to move forward. Then agree on priorities.
Monitor farmer and Marara communities performance in livestock production and sales – Marara has high extraction days, 3 days per week sales, animals from Mangué, Chiguta, Tete – get structure of herds in Marara, number of calves born, steers born, to monitor benefits of IP	Understand the problem and the root causes and components of the problems.
Control animal movement for sales: We don't know how many animals are being sold at certain periods. Traders meet farmers, pass on to other traders and other markets. Not only on market days but also during the week. Registration by smallholder farmers is not possible. Movement is based on permit, local leaders.	Link various components from production and marketing in a coherent way. Platform should be looking at the problems and find ideas on how they can be solved in an integrated way.
Legalization of communal grazing land, with title.	
Have a business plan for all stakeholders in the IP	
IP core values	
Build a sense of ownership: partners engage and all feel that its their IP	Feeling that if I need something from the IP I will get it; people in the platform have the collective feeling that we are not satisfied unless everyone is happy
	Certainty that I can benefit from the IP
	If I am in need, I am listened to and people respond to my need
	I can influence decisions in the IP

	Feel to be part of contributing to addressing the core challenges
	Working towards a common goal – if we collect information, what’s the purpose, what service to deliver?
	Have a clear understanding what an IP is
	Transparency to understand challenges that undermine IP progress – people may say its my IP – need expert who visits frequently IP structure and production system systematically

Discussion

Most important key functions of IPs include

- Embrace the overall vision of better livelihoods through livestock
- Link on-farm production to profitable markets. We must therefore look at and engage in entire value chains, as a whole from farm to fork
- Address stakeholders diverse perspectives and needs, including women and vulnerable
- Ensure that all partners and stakeholders will be motivated so that we can have the power to run
- Identify the real problems. We have to understand what the grass root problems are – if not we try solving secondary problems, while the main problem remain.
- Not only promote technologies, but also build and make use of the capacities we have to make a change
- Share information among IP members and partners in a transparent and timely way
- Build solid partnerships for change

4. The Innovation Platform seen from farmers’ point of view

To learn from farmers’ experiences with the IP, farmers had been requested to present key achievements and lessons from MOREP I. Mr Nyanje, head of the AAPACHIMA, presented:

Steps of the crop demonstration activities

- Collect and process information to sustain orientation for interventions
- Legalization of IP through association AAPACHIMA:
- Training on establishment of crop experiments on farmers fields as demonstration plots, monitoring of demonstration plots with 30 farmers
- Assignments of inputs (seeds, fertilizers, monitoring templates) with extension officers and 30 farmers, guided by project staff
- Monitoring and evaluation of field demonstration experiments
- Field days in Muchamba community attended by DPA, SDAE and farmers

Main achievements through the IP

- Stronger links with many other actors inside the IP
- Improved supplementary feeding of crop residues to livestock
- Household income increased from livestock production
- Higher income provides farmers with resources to build better houses
- Improved education, indirectly through IP activities that build farmers capacities in farming, directly as cows provide more milk and children are now better nourished to stay at school and perform better

Weaker points

- Cattle theft problems unresolved
- Insufficient water sources, e.g. small dams, water pumps and boreholes for irrigation and animal drinking
- Irregular rain and droughts
- Low prices for agricultural outputs
- Market infrastructure not completed, lack of scale for weighing livestock
- Weak coordination and facilitation between farmers, other stakeholders and MOREP partners

Sabine shared further lessons and results from participatory evaluation of the IP impact on farmers livelihoods, assessed with IP members in Marara, June 2015 (Figure 1).

Improvements through the IP

Farmers visualization of IP impacts on their livelihoods reflect strong improvement in farmers' relations among themselves and with partners, good potential for future activities. Structures for knowledge exchange and learning were developed and improved; the recently legalized farmer association AAPACHIMA provides a formal structure, readily available for further capacity development.

- Farmers are better connected amongst themselves
- Improved relationship between the association AAPACHIMA and the administrator
- Farmer are better connected to external partners
- Delienation of rangeland and cropland
- Education of children
- Improved livestock production
- Improved crop production

Areas for improvement

- Strengthen cattle theft control
- Livestock fodder production and feeding
- Livestock (and crop) marketing
- Livestock transport to urban markets
- Irrigation system

Farmer: Farmers produce crops in 1st for household consumption and vegetables in the 2nd season for income. In 1st phase of the project we liked the way we work together. We want the project staff to now listen more to farmers ideas and try to focus more on farmers needs. Please don't forget to engage with us also on crops for the 2nd season, e.g. providing access to quality seeds and how we can solve the irrigation water problem.

Njanje: We observe that MOREP I contributed to better self-organization of the farmers. Farmers also learned new production techniques, e.g. good spacing between crops, which they put into practice and improved their productivity. After the experiments on farmers fields they now know better which seeds are more suitable to use on their soils and the right season to plant, they also received the training of improvement of animal feed (with *Mucuna* for example).

Also in MOREP I we had asked for support of 2nd season vegetable production but the answer was that focus was on livestock production and marketing. We want you to know this and if that is in accordance with the program.

Faftine: For MOREP II we have to emphasize the need to listen more the farmers about what they really need and ensure that farmers clarify better what they want to achieve from phase II. Farmers need to think and discuss which quick wins they want to achieve.

Bernardino: I would like to know if dairy production can be seen as a quick win or not.

Sabine: Dairy production might be beyond the feasibility of this project. Dairy production did not come up as an objective in MOREP I. If there is an ambition we have to discuss with farmers and other stakeholders if we can make a difference through this project.

We will be focusing on improving agronomic practices in crop production and marketing of livestock. If the IP considers other engagements as priority we shall facilitate links to people with the expertise. If we don't have the technical qualification in the team, e.g. for vegetable or dairy production, we will try to team up with DPA and other local experts.

5. Common understanding of the Innovation Platform in Tete

To get participants to familiarize hands on with fundamental issues that motivated the research project Prince asked participants to elaborate in 3 thematic groups.

Objective: To understand the influences on the IP as well as the IP structure itself

- Participants split in 3 mixed thematic groups. For each group, a participant paired with project staff facilitated the discussion. These teams crafted the discussion on meta-cards or flipcharts for presentation in plenary.
- Group 1. Major trends and drivers that shape agricultural development in Tete, beyond the immediate influence of the IP (objective 1)
- Group 2. Network of agriculture actors, including their practices, that enable or constrain profitable and sustainable value chains (objective 2)
- Group 3. Factors influencing the performance of niche innovation within innovation platforms (objective 3)
- Share important insights in the plenary

Group 1. Major trends and drivers that shape agricultural development in Tete, beyond the immediate influence of the IP (Sabine, Gule)

10 year ago:

- The number of final consumers for livestock products from Tete was lower.
- Livestock was consumed within the same province. The main actors in livestock marketing were buyers from the same province. Export of livestock to other areas in the country was negligent.
- The prices for livestock outputs were very low. Farmers were price takers for livestock outputs. Farmers were highly vulnerable.

Today:

- Number of consumers has increased. At the feira there are now many buyers from all provinces of Mozambique, except Nyssa and Cabo Delgado, also consumers themselves.
- Final consumers are more diverse with higher purchase capacity. Increased formal employment, inflow of foreign investors has led to an increased consumption of meat in Tete and in the country.
- Different consumer niche markets. Mixing of different people in Tete created different ways of processing meat. In the past we did not eat much pork meat. Today we eat large quantities of pork.
- Prices for livestock outputs increased because of the high demand for meat and pressure on markets to deliver high quantities.
- Market channels. The way that buyers obtain animals also influences the price. Some people steal cattle and goats and they sell cheap. Farmers sell at higher price. Intermediaries buy from farmers and increase value of the animal.
- Poor market infrastructure: Lack of scale in Marara and no trust in the market system some farmers send cattle to Moatize for sale
- Weak implementation of animal health policies. Animal movement should be under permit, but people move illegally, with bribery of policy.
- Lack of formal price regulations, incentives There are no rules that determine price by quality; government advises and advocates, e.g. that farmers will lose if they sell below price. There are no formal positive price incentives for quality

production. Government does not promote nutrition, handling for quality meat for higher profit.

- Individual price for quality production. A farmer reports that two weeks ago he sold young goats of 25kg weight each. They made higher prices as compared to another farmer who sold older larger animals.
- Seasonality of prices: The prices at which farmers sell during drought are low as they tend to sell quickly. Prices are higher just after the rains.
- Informal access to market information. Before 2006 farmers did not know about market prices. Today they know about prices in every province. Information sharing on prices is not formalized, farmers get this information individually, e.g. by phone. E.g. in Tanzania farmers have feira in every province. Those feira days are on different days; farmers use mobile phone to spread information.
- Farmers gained negotiation power. Today if you want to buy a goat at 100 MTK farmers would not accept low prices anymore.
- Still, when farmers' motivation to sell is driven by immediate problems, they end up selling at relatively low prices.
- Conflicts, political problems, instability. During instability prices decrease, as the animals cannot move.
- Theft of livestock: There is lack of union among farmers in Marara. For instance, in Nyatanda valley level of theft is low as farmers are organized. In Marara thieves are from within the community, coordinating with outside people.
- Women farmers: If a husband allows selling, a woman can go to the market. She can go to the market and negotiate prices. She should achieve the price they agreed. She makes that final decision and explains that to her husband.

Group 2. Network of agriculture actors, including their practices, that enable or constrain profitable and sustainable value chains (Prince, Quembo)

The group identified the principal value chain agents and designed the following diagram:

Livestock producers should be in the center.

Positive influences (blue, green arrows):

- Local leaders contribute positively to controlled movement of animals.
- Inspection, vet services
- Final consumers, formal abattoirs.

Negative influences (red arrows):

- Middlemen support the existence of illegal sales of livestock, often stolen, and causing health issues

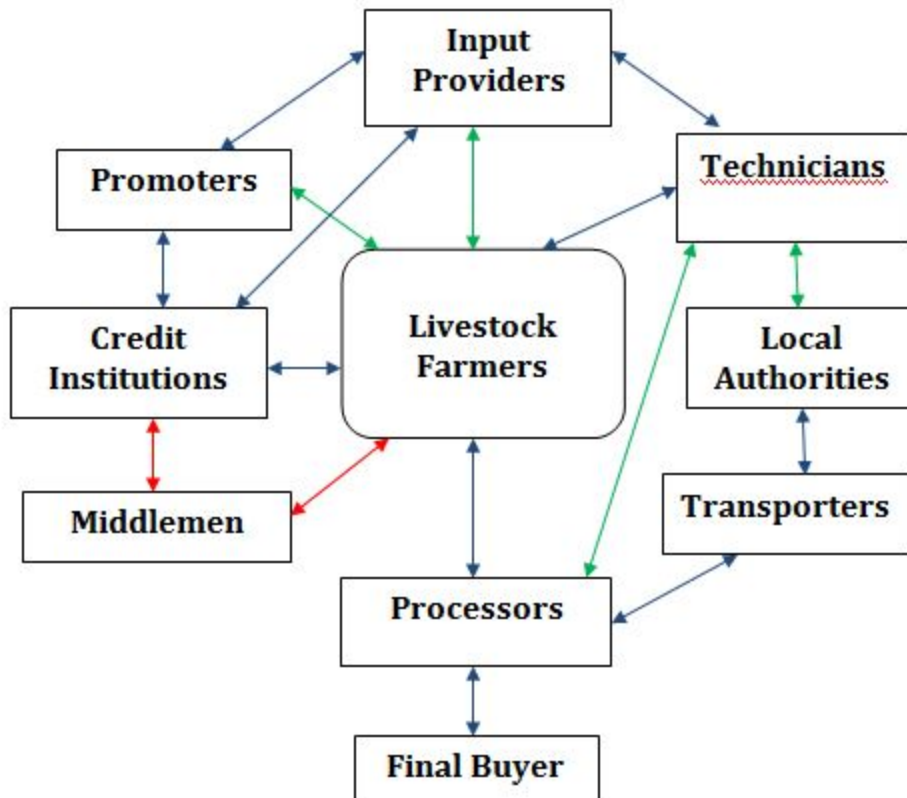


Figure 2. Main actors in livestock value chains.

Group 3. Factors influencing the performance of niche innovation within innovation platforms (Saskia, Rainde)

- Training helps farmers for social mobilization
- Common will among all actors, farmers, support services, private sector, researchers
- Demonstration plots influenced positive the improving of agricultural production and animal feed.
- Ensure that the types of technologies are adapted to local conditions.
- Mucuna production influenced positively the IP by its capability to improve soil fertility and more biomass for animal feed.
- Good price per kg mucuna is a motivational factor
- The selection of farmers for replication to serve as role models is a factor that influences the IP positively.
- Marara is a new district and can be a factor that will help motivate the IP in creating more effective collaboration with other institutions.

Discussion

Michael: The discussion mentioned very good examples of direct and indirect quick wins, which can be generated through an IP. Improved self-organization of farmers is an important achievement; this helps to identify new relevant partners for new activities.

Marizane: I think that some of the changes will take time. Market improvement will be visible in the mid-term. SDAE plans to organize and construct a small local slaughter house, to reduce the illegal slaughter of animals.

Quembo: I want to hear more the farmers' opinions, because this is the critical phase to do so. For example, we talked about water problems. I would like to know how we will solve this problem and how we will involve the water department (ARA Zambeze and INGC) in the project to design strategies of water capitation.

About the market issue and processing, the high livestock production in Marara justifies the construction of a slaughterhouse in the district to respond the demand for livestock products. As for dairy we need to assess if that could be viable, given the dry conditions in Marara.

Siawalha: Adding to what Mr. Njanje was saying, the principal point here is that we will generate more income from 2nd season vegetable production, but that requires water for irrigation, which we don't so far. The government opened some dams but we are not using because the dams are not working, so if possible we ask you to help us to identify the problems with the dams and find solutions, because without water there's no life.

Sabine: You are suggesting the right approach: Let's work together to try to find better solutions to solve the priority problems; remember that this is a research project. We are looking at innovative ways how solutions can be generated that can help the farmers.

Bernardino: I would like to give some suggestion. Why don't we work with farmers, identify the major challenges coming out of MOREP how we can address those. Look at their progress and profits generated during MOREP I and try to identify the quick wins for MOREP II.

Sabine: The idea was to identify the priorities at this workshop. Going into depth is beyond our time today. We will use the information from this workshop to identify the quick wins for MOREP II.

Dom Luis: If we want to look to Marara and define the quick wins livestock sales are a priority. We should develop a simple model, which can help farmers to get more incomes from livestock. Other quick win is to improve the management of crop residues after harvest and reduce the losses after harvest.

Njanje: We have been discussing improvement of livestock markets during the last 3 years. What we need to discuss now is how we can improve the marketing, and make sure that the animals for sale are in good conditions. They needs good fodder and drink lots of water. We can arrange the fodder, but access to water remains to

be a big problem. Hence we definitely need to improve access to water and animal feed.

Gopane: The discussions are going well, and in the 1st phase we have learned a lot about good production techniques. Now we want to implement. Our views and perspectives are better than the 1st phase, now we will walk together.

Motakali: We are very grateful to MOREP I, in this 2nd phase I hope that we can change the things that went wrong and I hope that we can walk together through MOREP II.

Faftine: I would like to emphasize that there is a big program coming that will bring large support for livestock production in Marara. The government has plans to construct a big slaughterhouse with advanced technologies, which will attract investments in livestock production. Farmers should be well prepared for these changes.

6. Introduction of MOREP II: A road map

Building on the most critical issues elaborated in the previous exercise, Michael Hauser, BOKU/CDR, introduced the objectives and operationalization of the project (presentation see Appendix 4).

DAY 2

8. Agenda setting

Michael started with a welcoming address to the audience, with the request to participants to express how they feel (1=unhappy, 5=happy). Most participants opted 5, some improved their wellbeing since yesterday, few indicated 10.

8.1 Feedback from day 1.

Michael then led through the agenda of the day, starting with the feedback on day 1.

Objective: Recap key findings from day 1.

- Everyone spends 1 minute reflecting on key insights from yesterday, and writes those on a card.
- Few participants share their view in plenary.

Discussion

- Different partners are linked in the innovation platform.
- Farmers have different relationships with various actors along the value chains
- It was demonstrated yesterday how we can change from a situation today to new and better levels. It is important that we work together unitedly between farmers, extension, government, research and other partners to reach those better levels.
- We talked about limiting factors. We know the barriers that keep us stuck, and must address them in order to move forward
- To accept that situations change and that we can make situations change
- At the beginning I liked the introduction with the elephant nudging her calf. I understood that as IP members we are still like young calves, and need mothers to push us gently.
- The IP is an instrument that helps to organize farmers
- We need to identify challenges and problems together as IP, and seek innovation in the way of our thinking
- How can we strategically shift from MOREP I to MOREP II

8.2 The main objectives for the day

Prince introduced the 3 main objectives for the day

1. Jointly make strategic decisions, with inputs from all participants. Those decisions will help us to guide the project.
2. Develop a detailed plan for the 1st project year, with clear roles and responsibilities

3. Verify if our intentions and plans will be successful or whether we do business as usual. We need authentic commitment by everybody who wants to be part of this project. ICRISAT needs to know whom to count on for the next 3 years. Without commitment we will not get far. There needs to be something in for everybody.

8.3 Strategic decisions for MOREP II

Sabine led participants through a list of issues, for immediate feedback on how these decisions will be generated.

1 Quick wins: What are they?

To be generated as we go; they will include crop and feed demonstrations, and market development.

2. IP structure: What functions do we need, at what scale, who is key member (AAPACHIMA +)

To be defined at future IP meetings

3. Innovation Funds: Strategic use

To be defined at future IP meetings

4. Training of facilitators (TOF), coaches: Members and roles

To be defined at future IP meetings

Discussion

Gule: According to experience as government, we need to plan activities accompanied by budget. It is not just important to make list of activities, but these need to have allocated resources. We need to decide how the resources will be allocated to activities.

We need to be responsible how we plan the activities, when will they be done and what will come out. The plan will be presented at provincial level, to be presented and compared with other activities.

New appeal by provincial government that the project will report on what was achieved to government. Achievements must be visible on the ground. We understand that many activities were done on the ground; these must be reported to government.

We want to work in partnership, with the entire project team, with communities and presenting to higher levels.

Michael: Budget planning is important, there is no free lunch. There are two ways of planning: You can take the resources you have and implement or you first plan carefully, design what is meaningful and then decide what it will cost. I hope we can take the second approach and do the following:

- Verify what activities we can finance
- Identify activities that are important but we might not be able to finance them, look for co-finance
- Identify partners to implement the activities

We work across scales, community to provincial levels, to ensure proper organization and ensure that what we plan will be done at the end of the day.

9 Operationalizing MOREP II

Michael Hauser visualizes the project cycle and 3 levels of the project objectives, using the results from yesterday's discussions (drivers, networks, IP system)

Objective: common understanding and buy in to the three project objectives and how they are interrelated

- Split in two strategic break out groups, to address the three project objectives and strategic issues emerging from the previous discussion
- Group 1: Potential facilitators to visualize the project cycle (objective 2 and 3)
- Group 2: Farmers and others to concretize the IP operations (objective 1)
- Discussion

Visualization of the MOREP project cycle

Group 1. The project cycle

Michael recapitulated on the black board what we want to do and achieve together in MOREP II, building on the results from the previous day's discussions.

In MOREP II we through the IP will be on a journey, on which we will move from MOREP I to MOREP II.

Yesterday, working group 1 discussed factors that influence innovation and dynamics in the innovation platforms. These factors can be in or outside of the IP, the IP can influence them.

Working group 2 looked at the network of which AAPACHIMA is part of. AAPACHIMA is in the center of this network, influenced by other actors, e.g. by the traders, the extensionists, IIAM researchers and many others. What factors influence the network, including the relations and activities in the IP?

Within the network we identified factors that contribute negatively: Middlemen between farmers and market. A positive factor was to consider role of local leadership in movement of animals from one point to another. This will help to reduce animal theft and illegal slaughtering.

AAPACHIMA and the actors around it make up the IP. The IP can be seen as a whole, that comprehends all those actors.

If AAPACHIMA now wants to move, how far can it actually move, if other actors stay where they are? How can markets move, if influenced by other factors?

Can you tell AAPACHIMA what to do? It will be very difficult.

Farmer: Through learning in the IP we can learn how to improve linkages to the market.

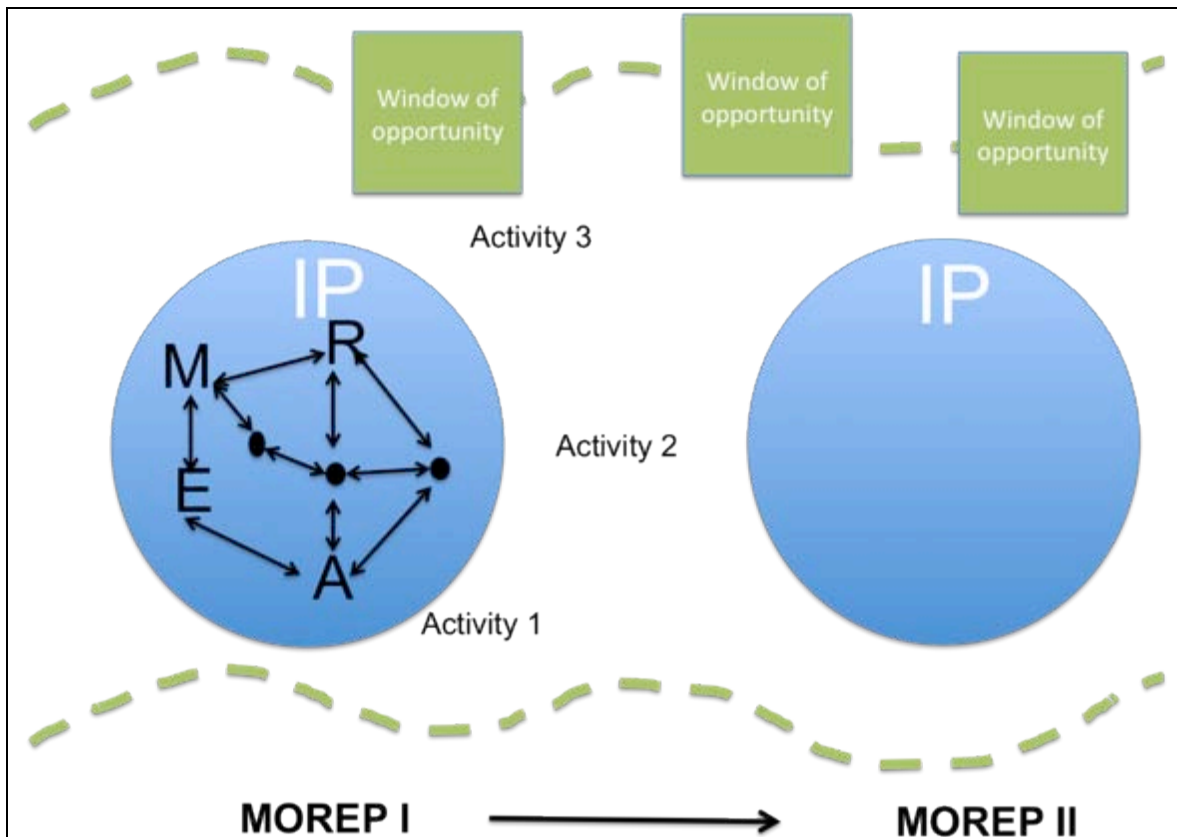
Who in the picture is the mother elephant, who is the calf?

Farmer: We are the calf. Who is the mother elephant? Mother elephant is who can lead the IP.

Extension is usually who nudges AAPACHIMA. In MOREP II APACHIMA must grow to become the mother elephant and nudge the others. That's the critical chance you have. Hence your answers in working group three are critical.

In working group 3 external factors were discussed, those that the IP need to be aware of, but it cannot directly influence them, e.g. increases in prices due to increased demand following population growth and immigration, political stability. These factors are out of control of people in the IP. Some of those drivers make life more difficult, others are opportunities. We call those windows of opportunities. Why are windows of opportunities important? It's the time of the elephant. When the door is closed you can't walk through, but when it opens the elephant starts moving.

Working group 1 on innovation within the innovation platform has an important skill, that we did not hear but want to add. It is to identify the window / door to walk through. Only if you walk through, the entire system of people will walk through.



Notes: Figure 3 captures the project activities at three layers

Activity 1: Revitalizing IPs

An IP has a temporary configuration, network of various actors, including their interplay and practices, including an association like AAPACHIMA (A), those influencing the conditions of the natural environment (E), and those influencing the performance of markets and value chains (M).

Activity 2: Interventions for multi-level learning

The IP can evolve depending on the dynamic interaction among the influential actors (•) and the way they influence opportunities and performance of niche innovations within the IP .

Activity 3: Assessing and influencing grammar dynamics

Apart from inner factors, the IP configuration is also influenced by its interaction with the broader external context, trends and drivers that shape agricultural development beyond the immediate influence of the IP (- - -). Important for the IP to evolve is that actors capture windows of opportunities that will enable the IP to change towards a more functional and desirable future.

Figure 3. The MOREP project cycle.

Working on these components and process, MOREP II will test the following formula of success:

MOREPII success = \bar{z} - Trained facilitators + M-efficient application methodology+ LISF- Local innovation support found.

Group 2. IP operations

Revisiting the IP structure participants discussed the following issues:

Critical members and functions of the future IP.

IP members	Functions in the IP
ITC	Promoter of financial activities, very close as helped with legalization, very good relations
Government (FDD)	Facilitator of relationships with other institutions Facilitating district funds
Aceagrarios	Supportive in legalization, DUATT
SDAE	Help to implement new technologies
ICRISAT	Facilitator, research for development
Department for water supply	Support soil and water conservation activities, water use and rehabilitation of water sources
Moz Agri, MOZBife	Important buyers of cattle and goats
DPA	Periphery, same level as SDAE but not that present
SDPI	District services for planning and infrastructure
Transporters	Bring animals out of the area, should become part of the IP to discuss issues
Input suppliers	Provide inputs for crop and livestock production
IIAM	Capacity development, technologies

Based on criteria of accessibility, good agricultural potential, and farmer members in AAPACHIMA the following villages were identified:

- Localidade Mufa:
 - o Mufa Sede
 - o Gagarafa
 - o Nhabule pule

- Localidade Cachimbe Sede:
 - o Cachimbe Sede
 - o Muchamba

- Chamunda
- Ponte Oito
- Nhandunduma
- Catoe

The project will craft a methodology for managing IPs. The villages are pilot villages that will contribute to the methodology.

This is an opportunity to develop an IP approach, grounded in Marara. What if Marara as the new district will become famous for running an successful IP? Its a strong incentive to pull our work together.

New associations are being established besides AAPACHIMA. Aceagrarios with fundig from ITC, will train and build the capacity of 6 associations, including natural resource committes. They can establish an IP process, learning from AAPACHIMA.

Are there other associations that we should work with? The more villages, associations the higher the resource implications.

Among the win-win activities should be the following:

- Increase areas of production of maize, millet, sorghum, mucuna, groundnuts, pigeon pea by farmers, IIAM, ICRISAT extension
- Selection of farmers by criteria of leadership abilities, skills and commitments: Motivate 10 leading farmers per village who will pass on the knowledge to other farmers.
 - Selection criteria will be to evaluate the work of the farmers, dedicated members, with capacity to disseminate information to other farmers, and able to handle local level dynamics.
 - How to work with farmers without livestock, how to include minor groups? We will be inclusive and identify people who don't have many animals.
- The change facilitators will enable enable learning around the win-wins, working with those villages, to move along the journey. We need to define together what will be possible.

Final discussion

Participants approved the graphic on project cycle. It helped to understand the set up of IPs, how they involve all stakeholders. It was highlighted that it would be important to define what the role is of everyone involved.

Farmer: I want to understand what makes up an IP. Is AAPACHIMA an IP? AAPACHIMA is part of the IP, core actor of the IP; all other actors are members of the IP.

Right in the beginning of the workshop we received information on what an IP is. AAPACHIMA is a member of the IP. In the IP we have different actors and organizations. They bring in different services to solve problems, which also solve other issues in the IP. If for instance AAPACHIMA does not manage to get a scale, any organization can help AAPACHIMA to get moving. Any organization can assist to get together with government and local authorities, seeking different opinions how to solve the problems.

Esther: How do we integrate gender activities? Will you move with all actor groups? Do you have indicators that reflect who actually makes use of the windows of opportunities.

How will you monitor them? How will you monitor how decisions are being made? How the individual members interact with the whole system?

Where are the rules?

- How do we deal with the drivers that we cant influence
- AAPACHIMA cant tell other people what to do.
- Within AAPACHIMA. Can we change the rules?

Taking into consideration the work of AAPACHIMA and the training received, the Elephant mother nudging the calf has happened. It is important that as AAPACHIMA we will be united to move together forward. If AAPACHIMA leads, it will engage others to follow. If AAPACHIMA as the head is going, but other actors are not properly connected, it will drag. There are situation where AAPACHIMA needs to change within the association.

This is exactly where MOREP II will support. We have 3 project goals. Each goal has its own activities.

- Activity 1 is about strengthening the IP. This is where quick wins will be generated, practical work in the field that we can demonstrate on the ground. AAPACHIMA acts as the elephant.
- Activity 2 will be played by the change facilitators, extension, NGO, researchers. With a focus on learning it will help AAPACHIMA, and other partners in the IP. It works more with extension and others who help nudging. When will we know that the change facilitators did a good job? When we see the elephant mother growing in AAPACHIMA, and when the entire IP moves forward.
- Activity 3 is when we then move as entire IP.

Words of thanks

Mr Mazuze closed the workshop with words of thanks: After these intensive two days of work, thank you for collaboration, despite weather you contributed effectively.

Thank you organizers what you have done, give to Cesar what belongs to Cesar.

In the name of all I would like to ask for apologies as farmers accommodated at the training centre felt uncomfortable during this workshop. We will do all to avoid what happened this time.

We all learned from this.

My final observations:

- IP is not a static thing. We have to take notice of changes and dynamics, at what time they take place, and how we can take opportunity of changes.
- We need to identify who are the real actors that can help us nudging and moving.
- Will help other associations to get moving in the longer run.
- Thank MOREP for strengthening associations that will be created. We agree that a calf cant remain a calf. It must grow and reach adult stage.
- As representing IIAM and other international research organizations we iterate our commitment for improving the IP.
- We acknowledge all challenges and issues that were raised here. All of us need to be involved in the learning process.
- To give our contribution to transfer of technologies through the IP, together on that journey on that desired future.
- Remember what Michael said, as if you try to pull someone stagnant, you cant go anywhere. We need to appeal to all actors, together aggregate all efforts to the destination.
- Its clear that the route is long, not straight, ups and downs. I would like to appeal to all present. That we may fold our sheets, and move together.
- Unfortunately we did not finish the three objectives, but we will continue the discussions.
- Thank you to the hosts, Tete province. Save trip back to your home, I wish we work and travel together.

Appendix 1. Workshop program

Inception of MOREP II project

Nudging Sustainability Transitions Using Innovation Platforms for Market-Oriented Development in Mozambique 02 to 03 October 2015, Casa Agraria, Tete

Workshop program

The MOREP II project aims to transform the Innovation Platform methodology into an effective instrument for driving inclusive market oriented development for smallholder farmers in Tete province. The three objectives:

1. To develop a functional Innovation Platform that identifies, revises and tests multiple crop and livestock market opportunities ('quick wins');
2. To enhance the capacity of Innovation Platform participants for innovation, collaboration and market-orientation;
3. To define most appropriate institutions and support robust farmer-market linkages;

Through the MOREP II project, partners will further develop principles for effective and efficient IP facilitation. Such benchmark principles will serve and guide other IP platforms in future.

This project is funded by the Austrian Development Cooperation.

Workshop objectives

- To develop a common understanding the Innovation Platform in Marara/Tete today, identify achievements, gaps, and lessons for the future;
- To develop a common understanding of the MOREP II project, its objectives and ways of operating in the field;
- To specify the role of research and articulate a first set of research issues for each of the three MOREP II project objectives;

Workshop program

2nd October 2015

8:00 – 8:30

Registration

8:30 – 9:00

Opening remarks: The role of Innovation Platforms in Mozambique

9:00 – 9:30

Self-introductions

09:30 – 10:00

Common understanding of Innovation Platforms

10:00 – 10:15

Housekeeping and workshop rules

10:15 – 10:45

Health Break

10:45 – 12:00

The Innovation Platform seen from farmers' point of view
Common understanding of the IP in Tete

12:00 – 12:30

Innovation platforms in Tete in three years time

12:30 – 13:30

Lunch

13:30 -14:00

Introduction of MOREPII: A Road Map

14:00-15:00

Unpacking of MOREP II - strategic elements

15:00-15:30

Health break

15:30 – 16:30

Research in development partnerships

16:30-17:00

Summary of key lessons

3rd October 2015

09:00-9:30

Agenda setting

09:30 – 10:15

Operationalising MOREP II: The three project objectives

10:15- 10:45

Health Break

10:45 – 11:45

Operationalization ctd.

11:45 – 12:30

Plenary debate and summary of MOREP II Operationalization

12:30 – 13:30

Lunch

13:30 – 15:00

Capacity development priorities and linkages with other projects

15:00 – 15:30

Health Break

15:30 – 16:45

Revitalisation of vision, maintaining the momentum, working modalities

16:45 – 17:00

Closing session

Appendix 2

Participants list, invited and absent (X)

No.	Name	Designation	Institute	Contact number	Email Address
IIAM, national scientists					
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No.	Name	Designation	Institute	Contact number	Email Address
	Alberto				
	Zambezi Valley Development Agency				

Provincial and district government					
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	Bernardino Marizane	Director of SDAE	Marara	824311100	
	Rui Dias Mortal Joaquim	Livestock extension officer	Marara		
	Alberto Raete Chiria	Head of locality of Mufa	Marara	829465152	
	Tomas Francisco Guerra	Head of locality of Cachembe	Marara	825218460	

Farmers (to be verified head of AAPACHIMA plus 6 farmers, incl 2 women)					
	Carlos Njanje	Head of AAPACHIMA	Marara	825266786	
	Benjamim Afonso	Farmer	Marara-Muchamba	846120847	
	Eliseu Geraldo Antonio	Farmer			
	Eruzane Thenesse	Farmer	Marara-Nhambira		
	Arnaldo Pascoal	Farmer			
	Cesario Gopane	Farmer	Marara-Nhandunduma		
	Relisio Andicheri	Farmer		821636742	
	Gescizio Gomame	Farmer		865447806	
	Felix Marizane	Farmer			
	Maria Metocari	Farmer			

Organizing team					
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Appendix 3. MOREP II presentation, by Michael Hauser

See attachment MOREP II_Public.pdf

Appendix 4. MOREP II operational principles, following management meeting

Sampling strategy:

- AAPACHIMA defines the overall sample, we work purposely with farmers from AAPACHIMA, no comparison with other associations
- Villages in AAPACHIMA can be stratified into high and low agro-ecological potential
- Within villages we find households on different development pathways, influenced by resource endowments: resource poor, stepping up, intensifying. The distribution of these types of households is expected to be different in areas with high and low agro-ecological potential (e.g. more intensifying in areas with higher agro-ecological potential), resulting in different needs/contents for facilitation

MOREP II provides trainers of facilitators, and engages those in facilitation around the IP core business, crop experiments, livestock market models, managing the innovation funds.

It has to be clear to everyone that we expect these facilitators to be driven by high level of motivation and buy-in from their organization. Successful facilitators will receive a certificate as IP facilitator, issued by BOKU university.

Appendix 5. MOREP II research principles

Communication strategy – to be further developed

- Farmers and their livelihoods are at the focus of attention with support services provided by AAPACHIMA / IP. The key for learning and change by farmers is that they take ownership of the new way of thinking and doing things.
- Develop quick and effective ways of multidirectional flows of information and feedback to ensure effective involvement of farmers, other IP members and researchers
 1. Enhance IP meetings as space for report back and knowledge sharing, where every one can report and document their lessons themselves
 2. Farmers – and others - will need support in learning processes, learning how to learn at different levels
 3. Links farmers - DPA –IP e.g. creating special meetings at DPA for farmers to share information, priorities etc.

Research methods

- Stakeholder analyses at various levels to identify matches and mis-alignments over the course of the project.
 - Mapping stakeholder networks, internal drivers of change (values, beliefs, motivation and working traits) and external drivers of change.
 - Monitoring to assess the project's success needs to include farmers motivation, participation and involvement
 - Main stakeholders are people with authority to take decisions; incl individuals
 - Within AAPACHIMA
 - AAPACHIMA and the IP (as institutions)
 - IP and the external world
1. Interrelations: Mapping relationships by values, beliefs, functions/responsibility in quality and quantity
 2. Motivation behind the interrelations: What beliefs, values are driving these interrelationships?
 3. Identification of leverage and tipping points
 4. Links between different systems:
 - Within the IP (focus)
 - How does the broader system AAPACHIMA – IP – Grammar link up?
 - Where can nudging take place?
 - IP
 - IP + people around
 - IP + people around + grammar

Look at the IP as in a continuous process of adaptation and change and therefore strategically monitor

- Change
- Learning
- Adaptations

Practically this means that we apply to the IP

1. IP stakeholder analyses
2. IP institutional analyses

IP interactions

- Who engages with whom?
- Based on what values?
- What changes as result?

IP daily routines, actions

- How does the IP operate?

IP knowledge, capabilities, skills

- What services
- How does it decide/ manage?

- Policies and procedures?

IP culture

- What is important?
- What does it value?
- What beliefs drive it?

IP functions and services

- By whom, to whom?
- How well?

To understand transitions in beliefs, values, changes we monitor the alignment between the 4 quadrants – People – IP – Grammar.

Research components

Activity cluster 1, in the center: AAPACHIMA as part of the IP, driving action research on

- Quick wins, including crop experiments, market models, water saving
- Managing the innovation funds (LISF)

Activity cluster 2, second ring: Methods for finding and nudging multi-level learning

- Training program for coaching facilitators, based on modules to be defined
- Tools for nudging transitions, around/taking up issues from the IP operations and quick wins

Activity cluster 3, third ring: Grammar mapping

- Tools for monitoring and evaluation
- Training of data collectors
- Assessments, starting with stakeholder analyses, then M&E
- Recommendations

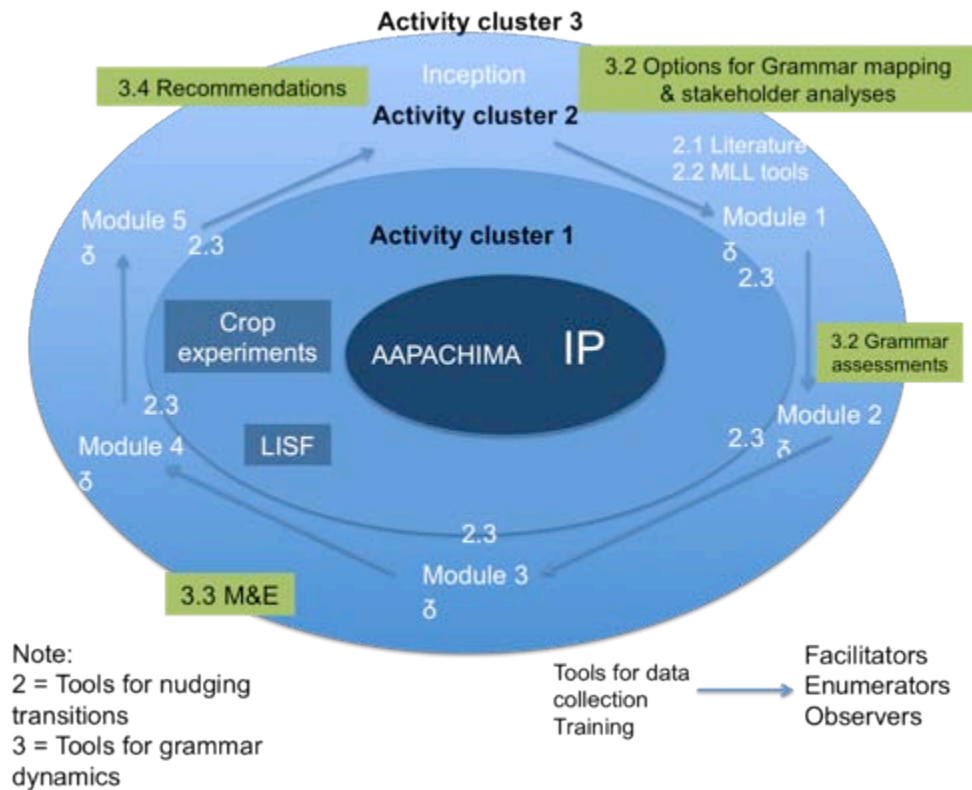


Figure 2. Overview on MOREP II research activities and process

Preliminary action items - operationalization year 1

1st quarter, by December

- Activity 1.1: Reintroducing the IP
- Activity 1.2 Identifying possible quick wins
- Activity 3.1: Prepare methodological options to characterize grammar
- Activity 2.1: Literature review on MLL methods

ICRISAT/IIAM led

- ✓ Operationalizing the IP, introductions, identification of quick wins
- ✓ Prepare to define IP co-leadership (who would be a natural leader, rather than institutional leadership?), IP co-management and process
- ✓ Work on quick wins (crop demonstrations, explore livestock market models, understand the water issue)
- ✓ Collect secondary information for alignment of crops – water – livestock systems components

BOKU led

- ✓ Preparation of tools for grammar assessments
- ✓ Identification of research team members, based on a set of criteria

- ✓ Data collectors: have conversations with people on the IP as individual stakeholders and as an institution
 - Trust building: Bring all IP members together
 - Explain trust
 - Create trust
 - Give examples on how useful this has been
 - train data collectors in IP stakeholder and grammar mapping;
 - Facilitators: Define role and way of facilitation, define training program, capacitate facilitators to nudge the sustainability transitions
 - Observer: Monitor and evaluate IP -- grammar system (same staff as the data collectors)

2nd quarter, by March 2016

Activity 1.4 Feedback to IP on win wins

Activity 3.2 Characterize grammar

Activity 3.3 Monitor grammar and how farming communities are benefitting from IP/APACHIMA services

ICRISAT/IIAM led

- ✓ Lessons from crop / market win wins shared at IP level (AAPACHIMA +DPA)
- ✓ Monitor levels of participation and ownership in IP meetings and processes

BOKU led, capacitating IIAM, DPA, NGOs:

- ✓ 1st circle, figure 1: Start the training program (incl. modules on coaching and tools, train, learn, evaluate in process)
- ✓ 2nd circle, figure 1: MLL parallel (enumerators evaluate farmers in IP members changes in perceptions, based on grammar methodology)

Planned research outputs 2016, a.o.:

- Technical report MOREP I, preparing for MOREP II, to be accepted by all management team members
- Brief on Innovation Platforms, resilience and profitability, MOREP 1
- Journal paper on methods for enhancing resilience
- Journal paper on methods for nudging IPs
- Journal paper on sustainable intensification options

Workshop photos

