

Ukama Ustawi Pause and Reflect Report



INITIATIVE ON
Diversification in East
and Southern Africa

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About the CGIAR Initiative on Diversification in East and Southern Africa

The [CGIAR Initiative on Diversification in East and Southern Africa](#) aims to help smallholders transition to sustainably intensified, diversified, and derisked agri-food systems based on maize in 12 ESA countries. Specifically, it seeks to enable 50,000 value chain actors, including farmers (at least 40% women, 40% youth), to adopt climate-smart maize-based intensification and diversification practices and one million to access digital agro-advisory services. Emphasizing the role of the private sector in driving such transformation, UU targets to support at least 30 start-ups and SMEs.

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Disclaimer

This publication has been prepared as an output of the CGIAR Initiative on Diversification in East and Southern Africa, and has not been independently peer-reviewed. Responsibility for editing, proofreading, and layout, opinions expressed and any possible errors lies with the author and not the institutions involved.

Abbreviations and acronyms

ABC	Alliance of Bioversity International and CIAT
ACTESA	Alliance for Commodity Trade in Eastern and Southern Africa
ADP	Agricultural Development Project
AFAAS	African Forum for Agricultural Advisory Services
AfDB	Africa Development Bank
AFSTA African	Seed Trade Association
AGRA	Alliance for Green Revolution in Africa
AgriFin	Agriculture Finance
AICCRA	Accelerating the Impacts of CGIAR Climate Research in Africa
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
AU	African Union
BMGF	Bill & Melinda Gates Foundation
CAADP	Comprehensive Africa Agriculture Development Program
CCARDESA	The Centre for Coordination of Agricultural Research and Development for Southern Africa
CARE	Cooperative for Assistance and Relief Everywhere
CIAT	International Center for Tropical Agriculture
CIMMYT	International Maize and Wheat Improvement Center
CIP	International Potato Center
CKM	Communication and Knowledge Management
CoP	Community of Practice
CoS	Community of Spirit
CRP	CGIAR Research Program
CRS	Catholic Relief Services
CSA	Climate Smart Agriculture
DFI	Development Finance Institutions
EiA	Excellence in Agronomy
ESA	East and Southern Africa

FANRPAN	Food, Agriculture and Natural Resources Policy Analysis Network
FAO	Food and Agriculture Organization
FARA	Forum for Agricultural Research in Africa
FSA	Food Systems Accelerator
FTE	Full time equivalent
GESI	Gender Equality and Social Inclusion
GIS	Geographic Information System
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GTIs	Global Thematic Initiatives
HER+	Harnessing gender and social equality for resilience in agrifood systems
ICT	Information Communication Technologies
IFAD	International Fund for Agricultural Development
IFDC	International Fertilizer Development Center
IFI	International Financial Institutions
IFPRI	International Food Policy Research Institute
IITA	International Institute of Tropical Agriculture
ILRI	International Livestock Research Institute
IPSR	Innovation Packages and Scaling Readiness
ISDC	Independent Science for Development Council
IWMI	International Water Management Institute
KALRO Kenya	Agricultural and Livestock Research Organization
KIPPRA	The Kenya Institute for Public Policy Research and Analysis
LCSR	Livestock, Climate and System Resilience
MEAL	Monitoring, Evaluation, Accountability and Learning
M&E	Monitoring and Evaluation
MMO	Munda Make Over
MoA	Ministry of Agriculture
NARES	National Agriculture Research Extension Systems
NARS	National Agriculture Research Systems
NGOs	Nongovernmental organizations

NORAD	Norwegian Agency for Development Cooperation
NSA	Nutrition Sensitive Agriculture
NPS	National Policies and Strategies
PABRA	Pan-Africa Bean Research Alliance
PMU	Project Management Unit
PORB	Plan of Results and Budget
PRMS	Performance and Results Management System
SDGs	Sustainable Development Goals
SI	Sustainable Intensification
SIAF	Sustainable Intensification of Agriculture Framework
SIFAZ	Sustainable Intensification of Smallholder Systems in Zambia
SIMLESA	Sustainable Intensification of Maize-Legume Systems for Food Security in Eastern and Southern Africa
SROs	Sub-Regional Organizations
SMEs	Small and Medium Enterprises
USAID	United States Agency for International Development
USD	United States Dollar
UU	Ukama Ustawi
WFP	World Food Program
WP	Work Package
WUR	Wageningen University

1. About Ukama Ustawi

East and Southern Africa is a climate hotspot, with more than US\$45 billion in agricultural production at risk from higher temperatures, shorter growing seasons, and more extreme droughts and floods. Maize, a staple crop covering up to 75% of cropland in parts of the region, is particularly vulnerable, projected to face yield declines of 15%, among other climate impacts. Many of the affected areas already have serious levels of hunger and malnutrition, with the highest burden experienced by women and youth from marginalized, vulnerable communities.

The next decade will be critical for strengthening food, land and water systems in ESA. The region's agribusiness ecosystem has been identified as a critical engine for agricultural and economic development, climate change adaptation, and gender and youth empowerment. Agricultural production worth over USD 45 billion is at risk. Investment in innovation, capabilities and supportive environments will be essential for driving sustainable growth.

Ukama Ustawi (UU): CGIAR Initiative on Diversification in East and Southern Africa will support climate-resilient agricultural livelihoods and agribusiness ecosystems in 12 East and Southern African countries over three years to help millions of vulnerable smallholders' transition from maize-mixed systems to sustainably intensified, diversified, and de-risked agrifood systems. Targeted to address seven SDG goals, the focus of this initiative is improving public and private extension and delivery channels enabled by the agribusiness ecosystem, enterprise development, and private investment. UU is one of six CGIAR Regional Integrated Initiatives (RII).

UU develops agronomic innovation bundles that diversify and sustainably intensify maize-based farming systems and provide digital agro-advisory and agricultural risk management services to farmers and value chain actors. Agribusinesses, especially women- and youth-led small and medium enterprises, will be incubated, accelerated and supported to deliver these innovation bundles. At the same time, policy and institutional interventions will foster an enabling environment for scaling the developed innovations.

2. Pause and Reflect Week Approach

The UU Pause and Reflect Week was planned in line with the [CGIAR Pause and Reflect guidelines](#) and the needs of the initiative. To achieve the below outlined objectives (Table 1: Objectives of the UU Pause and Reflect Week), the core team met for five days and invited the [UU Community of Spirit \(CoS\)](#) ([Annex 6: In-Person Participants from the Community of Spirit](#) and [Annex 7: Online Participants from the Community of Spirit](#)) to join for five days in Magaliesburg, South Africa.

Throughout the report, we refer to speakers and participants by their first name. Generally, the atmosphere in UU is cordial, fun, respectful and allows for open, uninhibited, and critical discussions.

Table 1: Objectives of the UU Pause and Reflect Week

1.	Reconnect as a Community of Spirit and introduce new team members
2.	Recapitulate UU in 2022
3.	Follow up on 2022 kick-off resolutions (comms strategy, data management)
4.	Critical reflect on UU in 2022 <ul style="list-style-type: none"> a. Past performance b. Changes in context c. Changes in outlook
5.	Re-plan for 2023 <ul style="list-style-type: none"> a. Priorities b. Reassign roles and responsibilities (Co-Leads) c. Processes d. Risks e. Budget
6.	Clarify roadmap and 2023 implementation

The program started with two days reflect sessions, followed by three days of planning as outlined in Figure 1: Program outline of UU Pause and Reflect Week. Refer to [Annex 1: Program](#) for the detailed plan.



Figure 1: Program outline of UU Pause and Reflect Week

3. Proceedings



Figure 2: Blessing Mhlanga, WP1 Co-Lead, during the proceedings

3.1 Day 1 (06 February 2023)

The first day comprised of the core initiative team (WP Leads, Co-Leads and Project Management Unit (PMU)) reflecting on the good, the bad, and the ugly of the initiative's first year of implementation.

3.1.1 The year in Review: What are you most proud of?

Facilitator: Inga Jacobs-Mata

Summary: The meeting started with Inga's welcome, focusing on the review of the first year of the UU initiative. Since the team had grown, introductions were made to help everyone get to know each other. The session aimed to discuss the previous year's achievements and areas for enhancement.

Discussion:

WP 1 (Christian Thierfelder)

1. Designed a program free from clashes or disagreements, highlighting the achievement of unison working and overcoming past issues.
2. Interacted with 28 farming communities, and efficiently utilized its entire budget allocation by 31 December 2022.

WP 2 (Pedro Chilambe)

1. Launch of Munda Make Over (MMO) in Zambia which is an adaption from Shamba Shape Up which has eight million viewers in Kenya. This is a collaboration among all work packages. They are aiming to reach approximately three million viewers/listeners in Zambia.
2. Building on the success of MMO, WP2 is forming a partnership with Usiku Games in Kenya to launch Shamba Showdown, a simulation game. This game will test the agricultural advisory space and address various themes in the agricultural ecosystem, primarily targeting the youth in the

country.

WP 3 (Hauke Dahl and Mercy Zulu-Hume)

1. WP3 collaborated with Briter Bridges to produce a valuable market report, offering insights into the Climate Smart Agriculture (CSA) ecosystem, particularly in East and Southern Africa.
2. They also successfully launched Food Systems Accelerator (FSA), attracting over 1000 applications of which 288 were strong and underwent assessment for the program's finalization. The accelerator has reached yet another milestone in the finalization of its first cohort from Kenya, Zambia, Uganda, and Rwanda with the kick-off of the technical assistance aspect beginning on the 1 March 2023.
3. Despite Mercy being on maternity leave, the team in WP3 worked effectively together.

WP 4 (Idil Ires and Inga Jacobs-Mata)

1. Organized two successful policy dialogues, gathering more than 200 diverse stakeholders to participate.
2. Finalized partnerships with FANAPRAN, CCARDESA, ASARECA, and AKADEMIYA 2063.
3. Refined the scope to ensure clear alignment with the other work packages in the initiative.

WP 5 (Deepa Joshi and Karen Nortje)

1. Conducted 5 workshops to identify and address Gender and Social Inclusion (GESI) bottlenecks, investigating factors that contribute to poverty within communities.
2. Collaborated with 2 strategic partners focusing on the agricultural aspect and accelerating women's involvement in nutritional vegetable consumption.
3. Despite receiving a small budget, the team appreciated the willingness of other work packages to share the budget when needed.
4. Karen N expressed pride in being part of the project, especially since recently joining the initiative, and found joy in the people she has met and collaborated with so far.

WP 6 (Chris Hurt)

1. Successfully completed over 20 innovations with the support of other work packages, establishing a strong foundation for future collaborations with other initiatives and work packages.
2. Organized a combined scaling week and Food Systems Accelerator Launch in Nairobi, Kenya in 2022.
3. Iddo expressed pride in the team's unity and smooth collaboration among the work packages, highlighting the positive flow of their interactions.

Key Outcomes

1. Successful collaboration and unity: During the session, effective teamwork and collaboration were showcased among the work packages, surpassing past disagreements and displaying the ability to work together harmoniously. This unity played a vital role in the overall success of the initiative.
2. Launch of innovative initiatives: The session witnessed the launch of innovative projects, such as Munda Make Over (MMO) in Zambia. The collaboration with Briter Bridges provided valuable market insights into the Climate Smart Agriculture (CSA) ecosystem in East and Southern Africa. Additionally, the successful launch of the Food Systems Accelerator (FSA) program with a substantial number of applications and finalized cohorts indicates progress in developing and implementing programs to enhance food systems in the region.

3.1.2 What could have gone better?

Facilitator: Inga Jacobs-Mata

Summary: This session focused on aspects that could have improved in 2022. The discussions included topics such as the content of MMO, the role of the UU in regional integration, communication strategies, and general administrative matters. The aim was to identify areas for enhancement and learn from past experiences to improve the overall performance in the future.

Discussion:

WP 2

- During the review of Shamba Shape-up and MMO, Christian emphasized the importance of focusing on specific thematic and innovative areas to make the show more effective. He suggested drawing on CGIAR innovations and expertise to achieve this. Additionally, he stressed the need for intentional engagement with partners to maintain a consistent and coherent approach. Nora then mentioned that this topic was strongly addressed during the MMO Scaling Package workshop.
- Pedro agreed that CGIAR's presence should be more visible, but also highlighted the importance of allowing Small and Medium Enterprises (SMEs) to become self-sustainable, while distinguishing the institutional focus from that of the private sector, which may have different interests.
- Blessing suggested using the platform to showcase the work and innovations of CGIAR centers, especially those at the highest Technological Readiness Level (TRL) 9.
- The discussion emphasized the importance of sustainability and follow-through, driving for regular and consistent engagement.

WP 3

- It was noted that communication was lacking in strategically placing the accelerator and reaching the intended target audience, including investors and agribusinesses. There was a need to adapt the language to appeal to these specific groups effectively.
- Concerns were raised about event organizing and logistics taking up significant time and resources, which could have been used for other essential aspects of the work packages. It was suggested that having a dedicated person to handle tasks like invoicing and logistics could streamline operations and improve overall efficiency.

WP 4

- It was acknowledged that there was a lack of communication support, which resulted in essential dialogues and reports not receiving the necessary attention and publicity they deserved. To address this issue, it was suggested that a structured workplan be implemented, enabling timely communication with stakeholders and fostering long-term and sustainable relationships with them. This proactive approach would help ensure that critical events receive the visibility and engagement they require to be successful.

Partner Relations

- **Managing difficult conversations:** Effectively addressing performance issues, deliverables and objectives with partners, including the ability to assertively push back when necessary to ensure work meets expectations.
- **Enhancing regional integration:** Focusing on improving the understanding and distinction between regional and global initiatives to drive better execution and participation in daily tasks.

- **Strengthening bilateral integration:** Prioritizing the enhancement of cooperation and collaboration among various initiatives.
- **Improving engagement and continuity:** Promoting better interaction and ongoing communication among involved parties.

Reporting Process

- Reporting requires further clarification; thus, Manisha and Collins have identified that there needs to be reporting orientation to familiarize the work packages with PRMS and the templates and structure that need to be followed.
- Create tentative deliverables.
- Make plans to block out calendars for workshops in order to give full attention to workshops uninterrupted by other things.
- Monthly/quarterly reporting is needed to improve efficiency.

Other areas

- We can utilize our past experiences of CGIAR Research Programs (CRPs) to establish a foundation for the future of the initiatives.
- Providing an abbreviation list prior to meetings to ensure everyone shares a common understanding.
- Optimizing resource mobilization so that we can align more closely with original budgets.
- Communicating and distributing our field impacts, showing our fieldwork and field interactions, and organizing virtual field tours to effectively communicate the organization's work.
- Generate more scientific papers and increase publications as highlighted by Bhekiwe.
- Improve country engagement to strengthen relationships and connections with governments. Iddo indicated that we need to identify what we want out of the countries of interest by setting clear objectives and desired achievements.
- Addressing the gap in achieving gender and social inclusion goals within the agricultural sector despite existing research efforts.

Key Outcomes:

1. **Focused engagement in MMO content:** There is a need to focus on specific thematic and innovative areas in MMO, drawing on CGIAR innovations and expertise. It was emphasized that intentional engagement with partners and sustained focus on themes would enhance the effectiveness and impact of the show. The importance of highlighting CGIAR center innovations and Technological Readiness Level (TRL) 9 innovations was also mentioned, along with ensuring sustainability and consistent engagement.
2. **Communication and logistics challenges:** WP 3 identified communication improvement needs, particularly in strategically placing the accelerator and adapting language to appeal to target audiences such as investors and agribusinesses. The team also recognized the need for a dedicated role in event organization, logistics, and invoicing to prevent these tasks from overshadowing other key aspects of WPs.
3. **Strengthening partner relations and reporting process:** The session highlighted the importance of managing performance, deliverables, and objectives with partners, along with the need to improve regional integration and bring together bilateral initiatives. The reporting process was acknowledged as requiring further clarification and orientation, including the use of PRMS templates and structures. Suggestions include creating tentative deliverables, planning in advance for uninterrupted workshops, and implementing monthly/quarterly reporting for improved efficiency.

3.1.3 What I used to think

Facilitator: Inga Jacobs-Mata

Summary: In the group discussion, a few points were highlighted regarding views, opinions, or facts that have changed in the last year. Due to time constraints, only a few points were heard in the large group.

Discussion:

- Used to think that useful technology scaled itself; but now I know that it requires enablers and accelerators.
- Used to think setting up partnerships was difficult and bureaucratic; but now I know that it can be simple (though that depends on whether you are dealing with a private or public entity).
- Used to think progress was made to promote gender equity for men and women and that is how its commonly understood by all; but now I know that it is not properly understood.

Key Outcomes: Several opinions and views were challenged. These can assist in going forward as a team as we take cognizance of our own assumptions.

3.1.4 Putting the fish on the table (airing the smell)

Facilitator: Iddo Dror

Summary: This session was limited to a small group including WP Leads, Co-leads and the project coordinator. Its purpose was to address sensitive and challenging topics in an open forum. Presented below is an edited version of the discussion.

Discussion:

- Some centers are utilizing budgets before the year starts (receiving allocation).
- UU is not a legal entity, so its budget depends on all the Centers to which members of the initiative belong.
- Transparency and perceived fairness in terms of what we deliver vs what we charge - issues with standards and procedures should be considered.
- Issues with unused budget.
- Some centers deliver activities that are not according to the workplan and budget allocation, and in some instances, there are misaligned expenditure without delivering satisfactory results.
- WPs are experiencing difficulties with staff turnover, and inadequate skills and background from centers. Each WP should examine if the right team & skills are in place.
- External funds need better integration into UU that should be aligned with the Eols and workplan.
- Engagement with other African funding sources (FARA, AfDB, etc) necessitate demonstrating effective collaboration with national NARS to maintain credibility.

Key Session Outcomes

- Re-considering how 2023 budgets are allocated is valuable, based on the 2022 experience. Unlike CRPs era; adaptive management is possible with the One CGIAR initiatives. Section 7 of the annual report delivered in March 2023 must also include the teams' recommendations on funds reallocation in the initiative for Martin to review and approval. This is "tweaking" the 2023 budget that was submitted in September.
- Full integration of external funds into the UU TOC is essential to prevent distraction from the core mission.

- By the end of April, when PRMS V2.0 goes live, these “fish” must be resolved. Otherwise, these will continue in the 2023 Plan of Results & Budget (PORB).

3.2 Day 2 (07 February 2023)



Figure 3: Inga Jacobs-Mata, Initiative Lead, opening the proceedings

The second day was focused on further reflection of 2022 with the entire CoS, i.e. partners, some funders, and the greater team.

3.2.1 Reconnect as a CoS

It has been a while since the CoS got together and never in person, so the Initiative Lead took the opportunity to welcome and recap what the group has achieved. To break the ice the session was commenced with the opening mentimeter (as shown in the [Annex 2: Opening Mentimeter](#)) to know all the participants on where did they travel from, which organization they represented and their expectation from this workshop.

Facilitator: Inga Jacobs-Mata

Discussion:

Inga kicked off the meeting by welcoming those in attendance, she also highlighted that Ukama Ustawi has clocked a year, and we need to celebrate the first anniversary. She further highlighted that there are areas that need improvement and things that can be done differently. She encouraged all to take stock and plan forward. She also indicated that we have new partners coming on board, which means that the CoS is growing. She encouraged everyone to conceptualize and think about core partners because UU extends beyond this room.

Martin virtually (Managing Director, Resilient Agri-Food Systems) provided an introduction via a pre-recorded video and focused on some of UU's achievements from 2022.

Key Outcomes:

- UU is constantly growing, need for constant onboarding and partner meetings in WPs

Materials:

- [Annex 2: Opening Mentimeter](#)

- [Martin's video message](#)

3.2.2 WPs by Poster

Facilitator: Inga Jacobs-Mata

Summary:

Prior to the session, all 6 WPs were asked to develop a poster, highlighting what their WP is about, intended impact, 2022 activities and activities planned for 2023. These posters were posted on the wall across the room. The actual session was split into two parts. For the first part, all participants were given post-it notes and colored dots (green, orange, and red), and then told to go around the room reading each WP poster. They were then asked to indicate their level of awareness for each WP by posting color dots and adding their questions on the post-in-notes. For the second part, each WP was given five minutes to briefly present their poster and address some questions.

Comments/Questions for WP1

- How does this add value to other initiatives, Livestock, Climate and System Resilience (LCSR), MSI-FS, Agricultural Innovations for Climate Change Resilience and Adaptation (AICCRA) etc?
- Seeking more understanding on availability of mechanization
- Any publications from the household surveys?
- Is there a report on partnerships?

Questions/Comments for WP2

- The linkages with the [ClimBeR Initiative](#) needs to be elaborated. needs to be elaborated.
- How do you ensure your digital solutions are gender sensitive and include the need of women?
- 'What is the linkage to emerging learning alliance in in WP4.
- MMO should be more targeted to UU technologies.
- Will versions of this game become country specific or applicable in the long run?
- How do we measure radio and TV reach?
- How will you ensure that digital information reaches the majority of farmers, especially on climate change?
- How does Munda make over partner with national TV programs on agriculture?
- How easy is it working with farmers with poor IT know-how?
- Need to connect more with WP4 on the issue of insurance.

Some responses:

- To ensure gender inclusion in WP2

Questions for WP3:

- What are the linkages between WP1 and WP3?
- Case for Malawi?

Questions/Comments for WP4:

- What plans are there to improve policies around WP1?
- Linkages between WP1 and WP4 are not clear.
- How many policy briefs has the WP co-developed with partners so far?
- Is FANRPAN the only policy advocacy organization you work with?
- Plans to collaborate with WP5?

- Policy dialogue should link with CGIAR Initiative on National Policies and Strategies (NPS) initiative.

Some responses:

- There is need to work on a mechanization policy.

Questions/Comments for WP5:

- Need to elaborate linkages with WP2-opportunities for youth in digital technologies.
- WP works in isolation, should integrate more with other WPs.
- Women's participation in mechanization is low. How can we encourage their participation in mechanization?
- What mechanization do you have in place to track the gender issues/changes with the WP? How are youths engaged in the WP or is it about women?
- How do you ensure men are part of the parcel of this so that they are not left behind?
- How to connect gender with different cultures in Africa? How do you do it?

Questions/Comments for WP6:

- We need to see more "practice of scaling".
- How do you scale innovations outside UU?
- What defines an innovation and what are the boundaries? How to determine scaling readiness?
- Does the work package also identify and propose scaling models?
- How are you ensuring to have adequate measure of upscaling?
- Is there a common understanding /interpretation of "Innovations vs Technologies" within CGIAR/partners?
- There is now this issue of incentive to farmers to help scale up most activities. What is the plan or approach?
- How many publications exist towards scaling-up?
- Most of the publications aren't out yet, it would be interesting to see them.

Some responses:

- The WP 6 is working on scaling technologies complementary to all UU WPs
- There is a need to come up with on how to combine technologies for scaling and avoid duplication.
- WP 6 will focus on communication for people to understand how they are working with other work packages.
- Need to look at how we can measure in terms of scaling on magnitude of adoption, when might need more funds. The response was that more funding is required but can still be done and a way of doing it will be looked at.

Key Session Outcomes:

- There are several synergies among the WPs that still need to be explored.
- There is room for all WPs to integrate WP5 into their work.
- While some of the project team, including external partners, seem to know what other WPs are doing, others were unclear.

Materials:

- Poster designed by the WPs: <https://miro.com/app/board/uXjVPqf1h4E=/>

3.2.3 WPs Year in Review

Facilitator: Nora Hanke-Louw

Summary: This session consisted of each WP giving an overview of 2022 - what was achieved and where did challenge appear. Afterwards, the facilitator collected comments and questions from the participants.

WP1 Presentation by Christian Thierfelder

- [WP1 Presentation](#)

Comments/Questions:

- There seem to be no linkages between WP 1,2 and 3. Jonathan from Total Land Care (TLC) pointed out that WP 1 and 3 both are working with farmers, he suggested a potential collaboration between them. He stated that WP 1 operates in Malawi but WP3 does not.
- Everisto from IWMI highlighted the importance of addressing linkages between WP1 and 2. He questioned the affordability of mechanization using fuel powered ripper in WP1 and he also raised concerns about weed management and the use of herbicides.

Response by Christian: He emphasized that they have tried technologies, and the agribusiness should help scale them. He suggested tailoring the accelerator program to promote these technologies through agribusiness approach, considering how inclusive mechanization is, reducing women's involvement in manual weeding, and in turn adopting more climate-smart alternatives.

- There was interest from ILRI regarding developments in Balaka, will be interested to see what is happening in Balaka where ILRI has been active for 7 years.

Response by Christian - He clarified that ILRI has not invested any money in Balaka, rather putting all the resources in Ethiopia.

- There were questions related to the Are there opportunities of youth employment on repairing rippers and how inclusive the equipment are for women and the idea of linking WP1 with WP5 to promote youth employment and related business opportunities was also brought up. Boaz from ABC [PABRA] - WP1 raised questions about, the points of change reached in local environment and the integration of research as we are pushing those points? He added that these technologies are well known, but asked how we can increase take-up and how do we promote the successful ones for private sector and donor take-up as well.

WP2: Presentation by Pedro Chilambe

- [WP2 Presentation](#)

Comments/Questions:

- **Question:** A question arose about the concentration of WP 2 activities more in Kenya and Zambia and was asked if it these areas is where the climate risks are present and why it is so that Mechanization is in areas with Agricultural Development Project (ADP).

Response: There is an overlap in focus areas. The aim is to identify the right people and match the things that they have created together. The current focus is based on work from previous projects and the intention is to expand to more countries in the future.

WP3: Presentation by Mercy Zulu-Hume and Hauke Dahl

- [WP3 Presentation](#)

Comments/Questions:

- WP1 and WP3 working with the farmers together can achieve more as farmers lack proper financing. For example, WP1 is in Malawi while WP3 isn't in Malawi.
- WP3-Partnership with financial institutions was questioned along with the connection of ground activities
- The feasibility of SMEs dedicating six months of training time was raised.
- **Question:** The prevalence of WP2 and WP3 in Zambia was questioned
Response: Currently targeting companies that will work in these countries
Christian said the accelerator program needs to focus on agribusiness that work in the same locations.
- Moses from KIPPRA - WP3 agribusiness & WP5 gender, they call it Agri-Busy-ness. The busy workday ends with a loss. If women are the bulk of participants in agriculture, he pointed out on how to make their involvement profitable and sustainable He stressed out that there is no support of agribusiness in terms of input support and questioned the viability of women's activities in contributing to business sustainability.
- **Responses:**
- Mercy from CIAT: She explained that part of WP3 technical assistance will examine agribusiness profitability, related to business plan, financial reporting, and so on. For female agripreneurs, WP3 is collaborating with WP5 to find a source of discrepancy between male-led agri-businesses getting more funding support than female-led. Position of women in the food value chain and food systems rather than women being only on inputs and production. The focus is on elevating the role of women in the entire value chain of food systems.
- Karen from IWMI - She noted that WP5 has limited funds. She urged on utilization of efficient resources and exploring additional funding sources.

WP4 presentation by Idil Ires & Inga Jacobs-Mata

- [WP4 Presentation](#)

Comments/Questions:

- Amos from ILRI - He pointed out the WP4 policy and relation to SDGs. He stated that the RILs are an opportunity to align with SDGs, UN and CGIAR 2030 strategy, and he hopes the connections can be developed.
- Inga from IWMI emphasized the difficulty of developing indicators that link to SDGs. Idil from IWMI: Visibility is a 2023 priority - she shared that the new comms support has been added to the team. New policy dialogue campaigns are planned for this year to attract more participants and high-level govt staffs. She further highlighted that WP4 plans to travel to Zambia, Kenya and other countries for face-to-face meetings to ensure policy uptake that offer science-based policy recommendations.

WP5 presentation by Deepa Joshi

- [WP5 Presentation](#)

Comments/Questions:

- David from Briter Bridges posed a question about whether agri-businesses are driven by aspiration or survival, highlighting the need to closely examine partners and beneficiaries to tailor support accordingly.
- Karen from IWMI stressed the importance of translating being "agri-busy" to actual agri-business, as this is vital for meaningful improvements in women's lives.

- Carrey from Rallying Cry pointed out that supporting women in starting their businesses involves considering factors like personal resilience, which then contributes to business and climate resilience.
- Bridget from CCADESA expressed concerns about the limited budget for gender work and the misalignment between donor funding approaches and the agendas of CGIAR/WPs/Partners. She emphasized giving priority to farmer issues. Otherwise, we will create white elephants pushed from the top down.
- Dennis from Zambia, Ministry of Agriculture said that WP5 budget is thin, and gender is engrained in local cultures, which makes it more difficult. Keeping local culture in mind is key. Results should be expected to be slow.
- When the initiative was conceptualized, the focus was supposed to be on youth hence the youth component of the GESI should be coming out more strongly- there is a need to mobilize and harness youth as GESI is inclusive of youth.
- Godfrey from ILRI stated that Links & activities between gender and other WPs is unclear. He inquired whether WP5 adapts gender to fit into other WPs or if it selects technologies and integrates them into other WPs.
- Steve from USAID, Resilient Waters asked about how gender is integrated into other WPs and how youth is incorporated, given the continent's population boom.
- Karen from IWM clarified that 2023 is about WP5 connecting to other WPs; with the goal of maximizing impact. The incorporation of youth will be discussed in WP5 breakout session on Wednesday.

WP6 presentation by Iddo Dror

- [WP6 Presentation](#)

Questions/Comments

- Precious from Solidaridad expressed confusion about sharing student research findings, particularly for WP6. She asked how eLearning platforms are accessed and how policy engagements are sustained at the ground level after conferences.
- Mahlatse from IWMI stated that scaling and acceleration is a western concept, so she challenged on how to best engage Africans to take this on and on the network to reach the full audience. And questioned about de-colonizing the innovations for local use.
- Nicoletta from ILRI appreciated that the presentations were clear and informative. However, she expressed that it was a bit challenging to follow the room discussion. She shared that in the breakout room most participants were familiar with WP 6 works, and that they were very impressed with the work of WP 5. One question was raised about the potential for quick wins in the Innovation Packages and Scaling Readiness (IPSR) process that could motivate middle management level in addition to high-level decision makers.

Questions for CGIAR - Martin Kropff

Martin joined the session on the heels of his opening video message to answer some questions from the floor.

- Christian from CIMMYT pointed out that Martin was critical of the agribusiness WP3 at the beginning of the project, but later in his recorded remarks he lauded it; That made him wonder what led to this change.
- Inga from IWMI added that in a discussion around the value proposition of CGIAR, how does business acceleration fit?
- Martin from CGIAR responded that when designing the regional initiatives, he wanted to address

the demand in the region. His experience is in agronomy, so he is used to agronomic solutions, but UU wanted to lead the demand through entrepreneurship - which he questioned their approach. However, he was convinced by UU that it was important and feasible. He acknowledged the importance of scaling agribusinesses through private sector involvement in CGIAR and recognizes that this sector is still new and growing. He's very keen to hear more about the issues that come out of this week's meetings, and how to best support scaling agribusinesses. He further added that expertise from different entrepreneurs along with CGIAR experts is a key to great collaboration and learnings from one another.

- Peter from IFDC asked how this will look in the future through CGIAR where scientists are driving research for development and there are agribusinesses who will adopt CGIAR innovations. Also, the sustainability of research funding. He questioned if the impacts of accelerator agri-businesses can be measured and ensure achievement of intended outcomes.
- Inga from IWMI shared that the need for baselines is critical for impact assessment. IFPRI is conducting an impact assessment for Munda Make Over.
- Martin from CGIAR said that in the past research funds were different from development. He stressed the need to bridge the gap between development and research to promote agri-food systems. And CGIAR does it differently - we want to have impact in a farmer's field so, we [CGIAR] do often reach the "last-mile." Research drives innovations and improves development. Taking those innovations to scale requires development size funds. CGIAR is the bridge between insights, readiness to scale based on demand, and partnering with national and private entities.
- Christian from CIMMYT suggested that the visibility of work can be increased across the initiative. He proposed a global communication strategy involving UU and all contributing centers/WPs.
- Sherwin from IWMI said to consider the audience to provide the suitability/sustainability/use of the work. Zambia/Kenya policy dialogues helped refine approaches for different stakeholders.

Closing remarks:

Inga stated that UU has some outside funding sources; Norwegian Agency for Development Cooperation (NORAD) on conservation agriculture; the Swiss want to support PABRA; BMGF wants to support, though areas undecided. So, WP leads can lobby how to shape the use of these funds. The initiative leads are fighting for thematic areas, rather than their institutional budgets - it reflects a care for the region and partners. Africa's youth is a potential opportunity. De-colonizing is a new idea to be incorporated!

3.3 Day 3 (08 February 2023)

The third day continued with all partners in the room and started to look forward - where are we going in 2023?

3.3.1 Innovation Portfolio Management

Facilitator: Iddo Dror

Summary: Iddo presented the UU Innovation outcomes based on what was reported in 2022.

Material: [Innovation Portfolio Management](#)

Questions/Comments:

- Christian from CIMMYT raised a question if the low alignment of 4% of the Water SDG was due

to the innovations provided. Answer – Iddo responded that the initiative does not report the innovation to SDG alignment, instead the innovation relates to the TOC and end of initiative outcomes mapped to the SDGs.

- Paul from CIP inquired about the consideration of the financial feasibility in the innovation profile. Answer – Iddo explained that it is assessed at two levels: output and outcome. The output level looks at the generic readiness that is based on self-assessment. The innovation package gets more detail across geography and context.
- Deepa from IWMI showed concerns if initiatives are pressured to deliver innovations and asked who evaluates the innovations for quality. She shared that a recent paper by ABC-WUR found out innovations have negative impacts on gender & social inclusion in Uganda, so she further asked how this can be anticipated/avoided. Answer - There are unintended consequences and noted that innovations now have gender markers to nudge people to consider gender. A second item is to consider trade-off analysis with foresight and other partners - how can we plug this into other models to measure a range of aspects. Regarding gender specifically, GenderUp has been included to ensure innovations consider gender.
- David from Briter Bridges asked if it is possible to look at gender impact of each innovation. Answer - No, not yet. David further stated that in ag-tech, the gender inclusion is 20%, which is four times greater than normal startups. Answer - in the future as these progress, we will collect data on gender in use. This data is also not aimed at agri-business.

Key Session Outcomes:

- Add the discussion points to WP planning sessions to cover early innovations for 2023.
- It is worth reviewing whether the innovation profile should directly map to SDGs rather than to the Output/Outcome for which the profile is completed.

3.3.2 COS Outcomes

Facilitator: Inga Jacobs-Mata

Summary: Inga presented slides on the purpose of COS and its operating principles.

Materials: [COS Session](#)

Questions/Comments:

- Christian from CIMMYT said that there is some meeting fatigue in WP1 and if this could be negotiated.
- **Response** - Inga responded that the only added item is an online meeting for co-partners; otherwise, WPs should have meetings included in their plan, and it's up to WPs which partners to be included. The plan is not different, but the mode of meetings needs to be reconsidered.

Key Session Outcomes:

- Each WP should prepare their 2023 calendar
- The meetings should include two-way communication
- The comms plan/activities should include approaching key stakeholders and consider how to keep them engaged and moving into additional donations/funds/participation
- We need to be strategic/intentional on how we make use of our communications team. We need to explore further in terms of which key stakeholders do we want to influence through comms.
- How we can better use our current Bi-monthly meetings to share information and receive feedback from our partners

The request is that partners consider how their work relates to UU, or how they want to be included in UU.

3.3.3 2023 Plan of Results Review

The WPs went into breakaway groups to revisit and replan their 2023 POR, using this opportunity to get partner input. Each group was chaired by the WP Lead or Co-Lead. The high-level outcomes were presented back in plenary.

WP1 POR Review

Facilitator: Christian Thierfelder

Summary:

- There is a need to streamline activities so that it's clear which organization leads which activity.
- The leads need to manage expectations by partners.
- Transparency among partners is important as it will help in managing expectations otherwise people might think there is more money.
- Decisions on who implements which activity should be based on comparative advantage
- CIMMYT needs to be more efficient with the process of subgrants.
- We need to ensure that the technologies can be evaluated using the Sustainable Intensification Assessment Framework (SIAF) framework.
- Linkage with WP2 will be carried out through Munda Mark Over and Shaba Shaker
- Need to develop Zambia mechanization subgrants
- In Kenya mechanization can use the farmer service center and two-wheel tractors and the Hello tractor model. If there is no budget for mechanization in Kenya then it can be addressed by leveraging the private sector.
- ILRI can also participate in Grain Systems (GSI) work. ILRI and CIMMYT seem to be crossing into each other's roles in fodder production. Agreed solution for ILRI and CIMMYT to work together on doing field demonstrations with ILRI using evidence developed by CIMMYT.
- WP4 and WP1 can be linked through the development of a mechanization policy in Zambia.

Some Challenges in 2022:

- Some implementation challenges were faced in Kenya.
- Subgrants were delayed and some institutions could not receive subgrants.

WP2 POR Review

Facilitator: Pedro Chilambe

Summary:

- Nairobi workshop: Major highlights: reaching 1 million farmers having access to agric risk management bundles e.g., advisory services.
- Capacity development a critical need to improve uptake
- New/potential partners; (1) KALRO, and (2) BUSARA. KALRO has a 1 million farmer database that can be used to increase reach/viewership/listenership.
- BUSARA is another potential partner. The partner will assist in mapping/scanning technologies in the market. The scan will map overlaps and intersections for effective product development and uptake.

Yakob from IWMI -

- Highlighted his work from WP 2 will provide flood risk indicators in Zambia.
- Information crucial for climate insurance risk.

Sophie from Shamba TV -

- Prioritize and scale the media uptake. There is a need to scale Munda Make Over to increase visibility.
- Use the roadshow Solidaridad model
- Diversify messaging, incorporate GESI.
- Perform impact evaluation and assess how GESI reporting can influence viewership
- Strengthen support for the iShamba mobile platform. iShamba has demonstrated impact in Kenya, the platform has to be tried in Zambia.
- Engage regional partners and leverage on each other for visibility.

WP3 POR Review

Facilitator: Hauke Dahl

Summary:

- Accelerator program for 6 months starting 22 February 2023 and focusing on 10 agribusinesses across 4 innovation themes in 4 countries
- It is all about collaboration across WPs - 1, 2, 4 and 5
- WP3 is going to provide tailor made technical assistance
- Climate smart advisories clustered into 4 work streams: gender and social inclusion (WP5), enabling environment (WP4), impact, measurement and management provide from the external colleagues from CIAT, and innovation specific advisories (WP1 and WP2)
- Each WP provides services through agribusiness portfolio; WP5: the analysis on the gender and social inclusion performance of agribusiness and subsequent strategic development on how to improve on these indicators; WP4: bottlenecks in the current enabling environment, regulatory issues, import-export, quality management standards, etc.; WP 1 and 2: Advises provide from the innovations themselves such as mechanization and irrigation companies, companies that focus on conservation agriculture and nutrition and agriculture risk management
- 1-2 months of needs assessment on all the work streams started from 22 January 2023 so that on the second phase of the program delivery they can provide advisories and how it can be improved and in the 5-6 months they can provide strategy advise and implementation and create outputs such as advisories reports and learnings that are valuable for us as well as for them
- Small holder farmers as the secondary beneficiaries also benefit from the services that the agribusiness portfolio provides
- Kick-off event in Rwanda and going to organize intermittent events potentially across different countries to bring stakeholders together in-person.

Deepa from IWMI: She shared that marginalized women and youth struggle transitioning from smallholder farmers to entrepreneurs. Sometimes the design of programs like the accelerator can have a biasness to those who don't have the necessary paperwork or credibility. Related to this she questioned if this is something WP3 have thought about or suggested that we could build into peer-to-peer mentorship program.

Carey from Rallying Cry responded that the 10 selected agribusinesses had to go through some rigorous hoops to get into the program. There is a lot of opportunities to think of the smallholders that are working and how we can think of the scale and can engage at that level whether they are smallholders or out growers' schemes or supply chains. With IITA and the conversations from Zambia they have been engaging women and youths in series of workshops on what are the challenges and opportunities and what are the interventions that could be co-created in a hope that the learnings and recommendations from these workshops could also form activities in the accelerator as a standalone GESI activities.

Sikhalazo from ILR raised questions on the insights from the financial institutions - on what they are looking for and what they are offering. because they seem to be expensive to add value to the SMEs for example, in Zimbabwe is 150% interest rate.

Hauke from IWMI responded to that and stated that this is a massive problem and the reason why Food System Accelerator exists. Banks want to invest in agriculture, but they don't know how because of the high interest rate and the transaction cost is high among many other reasons. From 1.1 or 0.01% to strategically include the financial sector. Their partner 2SCALE has a network of Development Finance Institutions (DFIs), International Financial Institutions (IFIs), impact investors and public donors where they ask questions such as what they want, what is the easiest for them. At the Rwanda event they will represent from MercyCorps, Rwanda financing ecosystem, and private investors. They want to co-design the process.

WP4 POR Review

Facilitator: Inga Jacobs-Mata

Summary:

(AKADEMIYA2063)

- Value Chain Prioritization for Diversification Report.
- Regulatory, infrastructure and policy bottlenecks for expanding priority value chains and diversification - short information notes focusing on Zambia, Tanzania, Malawi, and Zimbabwe.
- Food Systems Transformation Diagnostics (Country Profiles and infographics)-stakeholder mapping, relevance to U2, refined to fit in the scope? Assessment on maize production and trade policy gaps and constraints in ESA
- Africa Day Dialogue findings report (who are the policy makers attending)
- Joint publication in open access journal.
- High-level ministerial roundtable.

IFPRI- Impact modelling- how it fits into AKADEMIYA

- Baseline of state of the region; Climate change impact on different crops; how production will change, consumption, imports/exports-potential trade issues (REPORT)
- State of region 2030/2050 (WP2 collaboration); Scenario analyses if ESA moves away from maize? Diversification
- Bilateral trade analysis-turning into useable data
- IWMI-IFPRI (white academic paper; Zambia, Kenya, Tanzania (plug in within existing forum, Rwanda, Malawi, Ethiopia?)

Challenges:

- Lack of alignment with partner activities. As a result, need to develop Country Engagement Plan (align with other WPs)
- FANRPAN expressed that they are not included in WP4 plans, apart from the dialogues. Listening to the work done by other partners, and how it also aligns with their work-they would like to be involved or at least know what other partners in WP4 are doing.

Key Outcomes:

- Country meeting (focus countries: Kenya; Zambia; Ethiopia)
- Regional WP meetings
- Doodle poll on possible dates for next WP4 meeting
- Recommended Changes: Replace the SDG work with Enabling Environment Technical Assistance for Agribusinesses

WP5 POR Review

Facilitator: Karen Nortje

Summary:

- How can WP5 integrate with other work packages
- Working on a standalone element be it innovation, framework, or thought process
- Great policy work in Ethiopia. Lots of ideas on policy in Ethiopia; to collaborate with WP4 and WP6
- WP1 a bit black box now and would like to talk more with them to see the connection and needs
- WP5 already working a lot with WP3
- Have great ideas to collaborate with WP2 on Munda Make Over, Microfinance, etc. Needs the integration and conversation on how to work together
- WP5 will be reaching out with WP leads on the potential collaboration

Christian from CIMMYT (WP1 Lead):

- WP1 have also discussed in their work package and have some concrete things that WP5 could collaborate with.
- Christian plead WP5 to head out to the field.

Pedro from CIAT (WP2 Co-lead):

- WP2 makes sure that they integrate gender components in all their product design, so they do include them.
- He shared that the approach to integrate WP5 in the design stage should be applied by all to include the policies, products and services and also while approaching SMEs.

Joyce Maru from CIP:

- Some of the contributions may not necessarily require budget but there could be that others are already doing that are contributing to women and youth are getting involved for example, the case of scaling in Malawi.

Iddo from ILRI:

- GenderUp workshop in April: WP5 should participate
- Proposing a follow up in Briter framework this year including designing of framework to assess the partners

WP6 POR Review

Facilitator: Iddo Dror

Summary:

- Key activities/outputs and linkage to End of Initiative Outcomes
- Recommended changes:
 - Overlap with other WPs
 - Early innovations in 2023
 - Calendar of events for 2023
 - Regional dimension

Key Session Outcomes:

1	Key activities/outputs and how they link to the End of Initiative Outcomes (big tickets for 2023)	<ul style="list-style-type: none"> • Development of innovation profiles to packages continue to lead the Science of Scaling research and operationalization of Innovation Portfolio Management • Explore a Gender-up module in IPSR • Build on Scaling Hub report, establish connections with CGIAR and non-CGIAR scaling partners to finalize scope and launch the Hub • Integration of global science initiative innovations into the UU portfolio
2	Challenges they foresee in implementation	One "fish" issue on accountability
3	Key partners (highlight new ones, say if some partners have dropped off and why)	CIP is a new partner, as well as increased engagement with WP5 and WP2
4	Carryover plans for 2023 (if applicable)	TBD - Need final figures from IITA (incl WUR) potentially \$50-90k
5	Recommended Changes	Adjust budget allocations based on 2022 results & delivery
6	Overlap with other WPs	will overlap with all WPs
7	Early innovations in 2023	Depends on WP1-5 reporting
8	Add events and send to Phindiwe	See file - providing ToT on IPSR 2-5 May in Nairobi, open to others; 17-21 April OneCGIAR learning & optimization in Addis (up to 2-3 UU participants)

9	Regional dimension	See Integration of global science - date/location to be determined, but hosted by UU
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3.3.4 2023 Review Feedback - Initial Thinking

After the WP Leads gave feedback from the breakaway sessions, the wider CoS could ask questions and add to ensure cross-WP collaboration and strengthening of plans. This was done in reverse order WP 6 to 1.

Facilitator: Nora Hanke-Louw

Discussion:

WP6 (Iddo Dror)

- Iddo shared with the project team that he requires feedback from the other WPs on their priorities to better support them to scale.
- Key events for the WP will be (1) a two-day event in Kigali on science of scaling led by WUR and partners; (2) Two-day gender up module with WUR; (3) Host scaling week and scaling hub events
- A challenge for WP6 in 2022 was the under-delivery of partners.
- Iddo sees the need to work more closely with WP2&5.
- Other key outputs include a framework on how to map and assess potential scaling partners including on gender and testing the framework in Kenya.
- The WP also announces the seed fund for engaging internal finance organizations like WB AFDB is still available and hopes it can be utilized this year.
- The WP is also considering hosting a workshop to work on better integration.
- The WP submitted 2023 budget estimates that are also aligned with the 2023-year plans.
- A major change is to work with CIP on packaging orange flesh sweet potato in MALAWI to demonstrate a scaling case.
- A key recommended change is in 2023, the WP will adjust partners' budget based on last year's performance.
- The WP also called for prioritization of innovations that will be packaged in 2023 from all WPs.
- The WP will add key events to the UU list.

WP5 (Karen Nortje)

- Karen and the team focused more on their content than the budget, activities, etc.
- They spent time on integration, as it came up all week. They looked at how to integrate and what to integrate.
- WP5 is not clear on the work done by WP1 and WP6. They see room to engage further and integrate.
- The WP worked well with WP3 and intends to continue in the year 2023.
- The WP also has some great ideas for working in Munda Makeover and will seek to have more integration.
- The WP did not do a lot with WP6 last year but there is some integration lined up for this year.
- During their discussion, they also realized that their WP is doing a lot of policy work in Ethiopia- they see a link with WP4.

Comments/Questions:

- There is an opportunity for WP5 to connect with CIP, especially around their work on scaling in Malawi. We need to add value to existing work.
- WP1 is available to scale WP5s innovations; already, they can get involved on the GenderUP workshop etc.
- ABC, in efforts to shore up integration with this WP commits to include wp5 in all products designed to ensure gender is well accounted for, e.g., policies, digital products, etc.
- WP5 was challenged to consider how it will integrate at the regional level.
- WP6 reiterated the plans to include wp5 more in WP6, e.g., through the April gender workshop; the framework for assessing partners will include a gender component, supporting WP5 innovations profiling and packaging as needed and inviting the gender team to join any of the innovation packages workshops.

WP4 (Inga Jacobs-Mata & Idil Ires)

- A challenge noted by the WP team was the lack of alignment in partner activities. As a result, they saw a need to co-develop a Country Engagement Plan (possibly with other WPs).
- They also saw a need for additional policy analysis and to also leverage on existing policies.
- Inga and the team continue to partner with CCARDESA, ASERECA. A new partner for the year is Academia2063. The WP announced the intention to continue working with Codes and (start working with) Academia 2063 (based in Rwanda) in 2023. The work will focus on the analysis in all 12 countries, e.g., high-value crops that need to be prioritized for scaling. Policy engagement, joint pub locations, etc., as some of the deliverables.
- IFPRI will work on the state of the region.
- The WP noticed a policy gap in Tanzania.
- Deep dive analysis on Kenya and Zambia will continue with white papers.
- Country engagement plans and country meetings that help with coordination, updates, and feedback.
- To make climate change UU work relevant to national partners, it's better to work at the sub-national level instead of regional.
- Mechanization policy - FAO, MOA under the Sustainable Intensification of Smallholder Systems in Zambia (SIFAZ) project is working on a mechanization policy and we could benefit from this if needed.

WP3 (Hauke Dahl)

- Accelerator has been running for 6 months and is currently focusing on 10 agribusinesses with tailor made investment service. WP will provide some services to these agribusinesses, including collaboration. The support will start with a needs assessment for the work streams before developing advisory services.
- 4 work streams
- Already working closely with WP5 and WP4. The WPs provide support to the agri-businesses.

Questions/Comments:

- Marginalized groups/small holders struggle to transition to entrepreneurship.
- Insights from financial institutions and what they are looking for

WP2 (Pedro Chilambe)

- The WP will leverage WP3 accelerator participants to get collaboration.
- Scaling Munda in Zambia, engaging existing partners in other WP to leverage for a wider reach.
- Risk profiling systems for ESA region. Opportunity for better targeting and collaboration with other initiatives in Zambia, for example.
- The WP will work on flood index insurance as a product.
- iShamba from Mediae - leverage roll out on existing partners from all WPs.

Comments/Questions

- Linkage of climate scoring with the one in PRMS reporting and engagement of other climate-focused initiatives with the climate scoring
- Involvement in Flood index insurance
- Engagement with other initiatives?
- Munda prioritization - can be linked with planned regional integration meeting.
- Flood index-leverage on other projects to amplify the work.

WP1 (Christian Thierfelder)

- The WP intends to work more with gender specialists by involving them in the field study to work on things like labour shifts.
- Had challenges with the execution of a survey in Kenya due to logistical problem. GIZ support; execution of survey
- Work with WP3
- Collaborate with CIP
- Developed Irrigation-mapping
- PABRA - align nutritional components; consumption; community nutrition with specific sites etc.
- Some of the changes needed is to get more support from a GIS expert.
- They will work on an overview of the agribusiness environment.
- They plan to expand mechanization for Malawi and Kenya that will lead to more interaction with WP3 to find right business models etc.
- They intend to work more with WP3 for example, through climate-smart through co-locating trials and demo site/areas in Malawi and Kenya.
- Collaboration with Munda Make Over
- Demand for mechanization is high and needs more budget to scale.
- They will also be developing a business case for fodder.
- They asked how WP6 can help with the scaling work since they don't have scaling specialist in the WP

Questions/Comments

- What are the plans for nutrition?
- Anything on irrigation management for 2023?
- ILRI Zimbabwe has many opportunities of collaborating with the WP?

Key Session Outcomes:

- A lot of the discussion went back to the need for WPs to incorporate WP5 in their plans.
- Action: WP2 will make provision for WP5 in their plans, including budget wise.
- As WPs design their activities, they need to consult/engage WP5 so they can also achieve their goals with their current budget.

3.3.5 Partner Mapping

Facilitator: Nora Hanke-Louw

Summary:

Currently at UU each WP operates and manages their own partners. These partners are subject to fall under the policies and guidelines established by their respective centers. There is a notable inconsistency in the quality. Moreover, the payments are not tracked that poses challenges in financial management and accountability. Addressing these issues is crucial to ensure effective collaboration among WPs and their respective partners. Therefore, the following challenges and ways for improvements were taken from the participants through the mentimeter poll (also refer to [Annex 3: Mentimeter on Partnerships](#)).

Challenges:

- Subgrant arrangements and contracting delays of partners and contractors
- Misunderstandings in implementation
- Visibility of funds being allocated to one partner from various centers to one activity
- Micromanagement
- Some partners claim on their work credit
- Lack of interaction

Ways for improvement:

- Regular communication and check-ins/meetings
- Financial transparency
- Standardized contracting templates
- More engagement forum and involvement
- Mutual respect and consultations
- Automate partner management
- Open dialogue on expectations to ensure they are understood well
- Align WP objectives with partner business/ organizational objectives
- Developing clear workplan and milestones
- Clear partnership roles
- Participatory planning and delivery processes

Materials: [Partner Mapping Presentation](#)

3.3.6 Cross-cutting Platforms

One of the key aspects of UU are the cross-cutting platforms to achieve greater impact. These were grouped into three rooms. Each platform had a presenter, and this was followed by discussions. The CoS could choose freely which discussion to join and move around.

Breakout Room 1: Scaling Hub and Food Systems Accelerator

Scaling Hub

Facilitator: David James Saunders (Briter Bridges)

Summary:

- Anchored the presentation to the report they did and UU outcomes for UU.
- The presenter noted that 4% of the DFIs funding has gone to ag tech. Climate-smart ag is also getting increased funding. Very little is going into the scaling phases of the i.e., the latent growth stage of the innovations
- Out of this funding, a good amount is going to all female tech teams, which is a good problem to have as it already works to improve the gender challenges
- The problem with current entrepreneurial support organizations working to scale up ag techs are not addressing barriers to scaling that include funding, and connection to the right partners.
- The scaling hub needs to position as the go-to for all WP in scaling needs
- By identifying convince scaling partners - govt etc.
- Reconnect the WP with the scaling partners
- Six things the scaling hub can do
- Tool to assess scalability.
- Identify markets that are ready for scale
- Map and assess potential funding partners.
- Appreciate the place of policy and politics in scaling.
- Linkage with the learning alliance
- Only Kenya, Zambia and probably Zimbabwe appear to be the only ready markets ready for scaling - have innovations, funding, and multinationals.
- UU needs to leverage on DFIs to fund scale phases
- Smallholder-Transaction cost vis a vis the return on investment determines investment in scaling. How can CGIAR help define these costs and return on investment in an ecosystem where this does not exist?
- Treat government as entities, understand their interests, are they allied to scaling partners, are they allied to innovations on the table.
- Scaling hub shouldn't try and be everything - just connect scaling people in the region
- Looking at innovations, investment therein, landscape on investment going into scaling,
- The question is why low investment in agriculture in ESA.
- Findings:
- Big ag corporates don't apply to ag investment and where are they getting their money?
- SMEs understand their need but struggle to finance their needs - no networks to access finances.

Challenges:

How do agribusinesses get the expertise to help them package their business to what the finance supply is looking for? This includes:

- DFIs have resources.
- Gender by supporting women-owned enterprises

Food Systems Accelerator

Facilitator: Salome Nganga (2Scale)

Summary:

Incubating and accelerating agribusiness - co-design the food systems accelerator

Salome presented slides and highlighted the point of an accelerator is how agri-businesses can grow faster.

Sub questions: What is their core business? Where is the investment coming from? How will it be financed? Currently why the investment is shrinking.

Salome answered that none of the FSA applications came from big agriculture corporates because there is an assumption that the region is covered by small to medium enterprises. She stated that Commercial banks (regional) have less than 10% of their portfolio in agriculture. Most are designed & developed without considering Climate-Smart Agriculture. SMEs know what they need - but do not have the necessary technical assistance.

Challenges:

- How to link expertise to those who need it? From where can additional resources come? Is it DFIs? Response: They have proven willing to co-finance with generous terms, working as a revolving capital fund.
- There are many well-run women owned businesses, but many lack confidence in their business model. Part of the needed support is in presenting their business.
- Hauke asked what research questions there are related to the accelerator. Paul from CIP: many techs are tested on feasibility and productivity - but the research work needed for sustainability is incomplete. We have to know what the ROI to the business will be for each innovation.
- Everisto from IWMI: how do we resolve the mismatch between supply and demand? There is a lot of money but few investments in food systems. What is the business case for investing in women? Will this resonate with DFIs or commercial finance?
- Salome: The mismatch has been investigated many times; and the high risk and frequent loss is driving it. Agri-businesses are unlikely to make a profit at regular monthly intervals - generally only around harvest time. So, with agri-business, the return can take 3 years, which is not appealing to a commercial investor. Many DFIs currently want to finance agri-businesses directly, through technical assistance or policy revision.
- Chris from ILRI: What would we do if a big donor showed up with \$\$\$ to put into the accelerator? Would we be able to scale this? Paul from CIP added - what is being done with the FSA now, to scale it in the future?
- Paul from 2Scale stated that the lack of relationships between commercial bankers and agribusiness is what limits investment in the businesses.
- Salome reiterated that the goal of the accelerator is to remove barriers to make business

successful.

Key Session Outcomes:

- Key point/outcome: the design of the accelerator program is open for discussion, with the primary goal of removing barriers and teaching the agri-businesses tools necessary for success.
- Progress made in choosing the business, designing the accelerator, and moving the businesses through the program could be a huge Communication and Knowledge Management (CKM) story.

Materials: [IFDC-2SCALE Presentation](#)

Breakout Room 2: Policy Hub

Facilitator: Shiluva Kanyani (FANRPAN)

Summary:

Policy Hub partnership with FANRPAN (creating seasoned policymakers, advocates, knowledge management)

- Tools of policy analysis
- Methodology (developing evaluation processes (review, access and learn)
- Case studies/Best practice (networks and connections)
- Policy Dialogues and national and regional level
- Training and capacity development
- Identify champions within UU focus countries.

The policy hub hopes to achieve:

- Fostering long-term policy actions in the CGIAR
- Mobilizing means for policy facilitation/participation.

Question/Comments

- The strength of CGIAR is to use research to influence policy and collaboration. collaboration. Using the community of policy of practice platform to present research in a way that is easily digestible to policymakers.
- Alignment with NPS initiative in Kenya
- Role of CGIAR Conveners in supporting policy engagement
- Define/Refine the scope of the policy hub-narrow down to Agricultural Food Systems Policy Hub/Ag Policy Hub
- Advisory role vs Advocacy role (lobbying)
- Leverage on existing projects for funding and lobby for additional funding and advocacy
- Demonstrate value and work of the policy hub- through the research component.
- Need to identify roles and responsibilities

Breakout Room 3: PABRA and Learning Alliance

PABRA

Facilitator: Boaz Waswa

Summary:

- The session on Pan Africa Bean Research Alliance (PABRA) focused on building a wide understanding about PABRA, its approach for wider scaling out of technologies and how this can be applied in UU.
- Opportunities for synergies with UU
- PABRA is a partnership of over 500 partners both public and private that offer a platform for building synergies for wider scaling of the technologies and lessons learnt under UU.
- They developed the Commodity Corridor Approach - a model that connects production, distribution and consumption nodes of the value chain enable addressing the challenges align the value chain leading to transformation and increased investment by the stakeholders. The model has been widely promoted for beans and has wide application across other commodities.
- PABRA is aligned to other CGIAR initiatives e.g., ABI, SeedEqual, HER+. This offers opportunities for increased learning, exchange of knowledge and integration at One CGIAR level.
- They implement other projects in the UU target countries that can be complementary for wider impact.
- They present various thematic areas that complement UU. These include variety development and seed systems, agronomy, markets, gender and nutrition. In particular, the additional experience of PABRA in seed systems, variety development and scaling out nutrition is critical in UU as we seek to diversify the maize-based systems.
- The session appreciated the model PABRA is deploying and advocated for stronger synergies both for technical delivery as well as additional resource mobilization to scale out UU.

Learning Alliance partnership with CCARDESA

Facilitator: Michael Victor

Summary:

Learning Alliance is a collaborative, decentralized, and knowledge sharing. It's a process that engages NARS and regional bodies within UU. Builds upon the Knowledge Management Framework that CGIAR KM staff in Africa developed FARA, CCARDESA, ASEARECA, AU and AFAAS.

As a team and partners, we need to collectively develop the following:

1. Principles of design
2. Objectives
3. Values
4. How we work together
5. Outputs/inputs needed.
6. Learning mechanism and relationships needed
7. How do we support existing work, maize base farming, agri-business, policy
8. Curate knowledge, package knowledge and share knowledge

Scope of the Learning Alliance:

- Demand-led (partners to define what type of information they need)
- Maize-based diversification

- Sustainability: What happens beyond UU? UU is a stepping-stone.
- Learn to institutionalize knowledge management (KIPPRA)-open access.
- Make use of social media i.e., Facebook
- Fellowships/internships

Question: What are the principles of development, objectives of the LA, how to work together, learning mechanisms needed, what to support and what innovation?

Response: Objectives

- Curating knowledge
- Packaging knowledge
- Sharing knowledge
 - Scoping study and the findings will be shared in the regional policy dialogue (during agriculture science week in June Durban)
 - Strengthen the knowledge sharing of the NARS using the Learning Alliance

Question: what does success look like and how would we know we've reached it? What is the learning alliance trying to achieve? Goal? Beyond UU what will happen-is there a sustainability model in place because it may be difficult for partners to maintain the learning alliance?

Response: Learning Alliance linked to regional organizations such as NARS, CCARDESA, extension services, farmers etc.

Knowledge systems

- How would we include farmers, advisory services, women and youth in the learning alliance?
- Use of local and indigenous knowledge

Uptake

- How we share knowledge and learn at the same time

Question: How does the learning alliance add any value?

- Adds value from WP lead perspective- advocacy; could also add value to WP1 (working closely with farmers on the ground)
- The Kenya Institute for Public Policy Research and Analysis (KIPPRA): facilitates exchange/convening power with heads of states, ministries etc.
- Repacking information

3.4 Day 4 (09 February 2023)

The fourth day was back to the smaller group of WP Leads, Co-Leads and PMU team only.

3.4.1 Theory of Change

Facilitator: Inga Jacobs-Mata

Summary:

TOC review and discussions took place to reflect on whether we will be able to meet our End of Initiative Outcomes.

- Christian asked to edit EOI 1 to 50,000 farmers are using (meaning that they have not adopted the tech, adopting is a 5-7 year process)
- Christian thinks that SSU will make reaching 50,000 possible, but those numbers are part of the 1,000,000
- Iddo suggested leaving the TOC as-is because it is early to change. The proposals were made with much higher budgets, so reaching the goals will be very difficult with less money. In Oct/Nov 2023 we will know the 3rd year funds amount, and we can revise the numbers in the TOC. The innovation packages will collect & disaggregate data by gender, and that will help us find the numbers needed for the EOI.
- Christian notes that the baseline is weak and unknown to check, and UU has no proper Monitoring and Evaluation (M&E) to collect and analyze data.
- Iddo disagrees with the change in wording - do not expect that people need to use the whole package
- The 50k farmers are reached by everyone, not just CIMMYT (PABRA, Shamba Shape-up, MMO, etc) - Contribution vs Attribution
 - *follow-up action is to sit down with partners on how to achieve the numbers to ensure that everyone is on the same page in terms of targets.*
- Agreement that we can meet the 50,000
- Collins suggests that we allocate farmers per partner to get to the number and have evidence for our reporting
- Pedro: WP2 partnership's first output should be re-phrased but can wait.
- Collins: No worry about listing partners in intermediate outcomes. Outputs & outcomes get confused - WP2 includes partnerships in Outcome 2.1. Some Outcomes do not measure something, e.g., "5.1 Uniformity and coherence..." He asked how this is measured.
- Karen worries that limiting quantitative rather than qualitative is problematic. Deepa points out how the TOC links to GESI framework, as well as suggests that other WPs include Gender-based qualitative indicators.
- 5.1 (outcome) on Gender- how will you measure uniformity (rephrase)
 - Because Gender is cross-cutting, reporting in individual WPs needs discussion.
 - Add qualitative/quantitative indicators on gender since gender is cross-cutting and needs to be reported by all WPs.
 - However, on the LOGFRAMEWORK only qualitative indicators need to appear as the indicators need to be time-bound, specific, and measurable.

Key Session Outcomes:

- There is no proper M&E system in place and there are no M&E specialists because that will be able to pick up the level of adoption through data collection. Need to discuss how to complete M&E
 - a. Need a part-time M&E person to enter the data on the log frame and if the indicators are suitable to be in the log frame.
 - b. Find an M&E consultant to follow up on the MEAL plan, part-time.
 - c. Follow-up with Iddo for recommendations on M&E specialists
- Collins to review the TOC and provide a list of Outputs & Outcomes that are problematic/unclear.
- Collins to develop a MEL plan, with indicators for all Outputs with time scale, to create milestones and means of verification (Iddo asked to discuss Rhomis with Collins)

- Indicators need to be included in partner agreements to ensure they report on them.
- Follow up with WorldFish on the baseline study - but should be examined to be sure the design collects useful indicators and revise to use Rhomis if necessary (<https://www.rhomis.org/>)

3.4.2 PRMS Review

Facilitator: Manisha Shrestha (online) and Collins Ageyo

Discussion:

- Christian explained that in the Capacity Development slide, the mother/baby trial is not about parenting; It's that the demonstration plots are "Mothers" and the farmers who take that technology/innovation to a plot outside the trial are "Babies."
- WP Leads cannot add new evidence/outputs to PRMS now but can attach to existing ones. PRMS may open again in April for 2023 reporting.
- If any partners are missing, please let Collins/Manisha know to add them (Christian asked to add PABRA on WP1 & 3, Iddo asked to remove CIP (they are a 2023 contributing center and add Briter Bridges).
- Need to start reporting Lessons Learned.
- Everyone should track their activities to an Output or an Outcome
- Youth reporting is not on the PRMS
- Mentimeter poll was carried out to discuss on the reporting templates and ways for its improvements ([Annex 4: Mentimeter on Reporting](#)).

Key Session Outcomes:

- Report on Lessons Learned
- Update deliverables/results monthly/bimonthly
- M&E Focal points: WP1: Blessing, WP2: Pedro, WP3: Hauke, WP4: Idil, WP5: Deepa, WP6: Chris and copy Saba
- Provide training on Excel reporting template and quality/format of reports
- There was consensus that WP Leads should be providing QA and should not expect Manisha & Collins to do so

Materials: [PRMS Review Presentation](#)

3.4.3 Risk Update

Facilitator: Inga Jacobs-Mata

Summary: Each attendee was given post-it is to write 1 risk per note to put on a wall, these were grouped and then the team allocated two scores with stickers (yellow: likelihood; red: impact). Afterwards Inga went through the past risks, and a few had become defunct.

No	Risk Category	Risk Description	Impact	Likelihood	Score
1	Internal	Staffing: Limited time results in coordination meetings not being possible	3	0	0
2	Internal	Staffing: Lack of MEL experts results in no MEL taking place	1	2	2

3	Internal	Communication: Lack of effective, strategic communication strategy leads to failure to show what we are delivering and positioning with stakeholders	2	2	4
4	Internal	Co-ordination / Collaboration: Little knowledge of what other WP and partners are doing in UU leading to a disjointed initiative	1	7	7
5	External	Political: Unstable political situation (especially elections in Zimbabwe) affect fieldwork	4	3	12
6	Strategic	Partnerships: Similar and duplicating CG initiatives leading to confusion in the sector and partners	3	6	18
7	Internal	Partnership: Partners not delivering quality outputs leading to poor implementation of UU	3	6	18
8	Internal	Partnerships: Slow finalization of subgrant leading to late implementation	3	6	18
9	Internal	CG-Related: UU fails to integrate CG-initiatives in the region leading to duplication and lack of desired impact	4	6	24
10	Internal	CG-Related: CG politics forces funds to particular centres/other initiatives where they are not spent effectively	4	6	24
11	Strategic	Reputation: Top-down approach of WP implementation could reduce local ownership and project sustainability. We must be demand-driven.	8	5	40
12	External	Environmental: Extreme weather events effect on-farm implementation	12	5	60
13	External	End user beneficiaries: Farmers' hesitant to take up the new technologies may result in delayed delivery	9	7	63
14	Strategic	Admin: Activities and deliverables not linked to targeted results and impacts	14	13	182
15	Internal	Admin: Centres using UU to fill other funding gaps	14	13	182
16	Internal	Admin: Little to no transparency on CG partners' budget and spending delaying delivery and overspending on WPs	14	13	182
17	External	Political: Changes in country policies not aligned to UU project outcomes	14	13	182

Past risks:

- COVID-19
- Budget not fully funded.
- Technologies identified not ready for scaling.
- Limited private sector engagement
- One CGIAR Structure limits engagement with the region

Key Session Outcomes:

- Updates will be made to the risk register - Inga/IWMI will revise the file and send for review
- Iddo asked to show the progression in risk
- Phindiwe will put the count in an Excel task

- Mitigations will be discussed in a future meeting.

3.4.4 2023 Communications Plan

Facilitator: Phindiwe Nkosi

Summary: The UU Communications Expert presented an outline of the Communication Strategy for review and suggestions.

Materials: [Communication Strategy](#)

Summary:

- Each WP to focus on top three events biannually
- Heighten UU's social media presence on LinkedIn and Twitter
- Environmental scan
- Monthly support meetings with WP leads, media coverage reports, content calendars, and web reports
- Social media report (engagement, numbers, sentiments, etc.)
- UU newsletter (online/email) report
- Pre-populated events calendar
- Preliminary media database
- Media training/ training guide for spokespeople
- AI Support training

3.4.5 2023 People Plan

Facilitator: Nora Hanke-Louw

Summary: The team finalized the People Plan for 2023.

3.5 Day 5 (10 February 2023)

The final day was a continuation of the fourth day with the smaller team really focusing on key planning and re-planning issues.

3.5.1 RII Role: Coordination and Integrating innovations from other Initiatives in ESA into the UU offering

Facilitator: Iddo Dror

Summary:

- Co-location of sites with other initiatives
- Working across several countries
- Sharing of approaches and methodologies and technologies
- Share protocols
- Policy across several countries, consolidation of policy priorities
- Linking Regional impact modelling to value chain prioritization

- Southern Africa Development Community (SADC) Seed Catalogue (follow up with Kate)
- Phased accelerator - 4 countries in cohort at a time
- Regional market assessments
- Peer-to-peer mentoring (link to agribusiness alumni network)
- How are we different from cross-cutting platforms
- Pathways for sourcing - regional view
- Redesign RII approach in Phase II - WP7 on regional integration?
- Challenge in current set up: not designed to integrate

Questions

- Co-create with global initiatives who reported results in ESA (innovation and policy, not necessarily UU aligned, country reps, CGIAR)
- Budget: travel paid by CGIAR themselves, venue UU paid
- RII leads and co-leads meet in March to discuss challenges, others face similar challenges
- Design and outcomes have to be clear - scaling of innovations as an entry point, increasing relevance, positioning for Cycle 2, rethinking of RII
- Outcome:
 - Inga to present UU RII meeting during the meeting in March
 - Tentative dates: 08&09 June, Durban (FARA); any week in June, location TBD (visa friendly)

Annex 1: Program

Day 1 - Monday 6 Feb

TIME	LENGTH	TITLE	DESCRIPTION
12:00	1h 00m	PRMS Finalization	WP Leads and Reporting points persons
13:00	1h 00m	Group Lunch	
14:00	10m	Welcome	Inga
14:10	45m	The year in Review: What are you most proud of?	
14:55	45m	What could have gone better, and what should we learn from it?	
15:40	15m	Tea Break	
15:55	15m	I used to think...But now I think...	A simple but effective closing activity that could lead to identify the learning point or outcomes for participants and measure the change in their behavior, mindset or opinion regarding the subject.
16:10	1h 00m	Putting the Fish on the Table	An open space to discuss anything important that might normally be avoided - challenges, cultural issues, accountability issues, - anything that discussing in this group could help us perform better in 2023 and beyond! Focus on institutional accountability
17:10	30m	P&R catch up	Is everything clear for the upcoming days? Any logistics/content outstanding? Any updates from partners we should all be aware of?
17:40	10m	Wrap up	

Day 2 -Tuesday 7 Feb

TIME	LENGTH	TITLE	DESCRIPTION
08:00	1h 00m	Check tech equipment and set up	Nora Set up exhibition - Phindiwe Registration - Mahlatse, Nina, Isis
09:00	30m	Welcome	Inga Group agreements: <ul style="list-style-type: none"> • Punctuality; all sessions will start on time, so that the different schedules will work well together; • Confidentiality/use of video and pictures; • Inclusion, making sure that all voices are heard; • Documenting insights on shared documents to facilitate exchange of information among the different groups; • Phones silent (except when we are using them for hybrid checkpoint sessions!) • Who is in the room • Meeting protocol for hybrid • Per diem paid out on Wednesday mornings (based on itinerary) • Purpose of workshop • Introducing team Nora <ul style="list-style-type: none"> • Agenda introduction Martin Kropff video message
09:30	10m	Reconnect as a COS	Show Kudu Board Quickfire questions on mentimeter: Who is in the room?
09:40	1h 00m	WP-by-poster	Each WP provides a poster (it can be on a flipchart, hand-drawn, nothing fancy). All participant are given post-it notes and coloured dots (green, orange and red) and goes around, reads the poster/flipchart, and adds colour dots to indicate their level of awareness and post-it notes to ask questions. Each WP is given 5 mins to briefly present their poster and address some questions.
10:40	15m	Group Photo	
10:55	10m	Tea Break	
11:05	1h 00m	Plan vs Actual WP review of 2022 Activities	Each WP will present an overview of its 2022 activities, deliverables and budget execution, and will reflect on how it did vs its original plans. Has anything in the context or outlook changed? 20 minutes per WP
12:05	25m	1-2-4-All	Question: What ideas or actions do you recommend? <ul style="list-style-type: none"> • Silent self-reflection by individuals on a shared challenge, framed as a question 1 min. • Generate ideas in pairs, building on ideas from self-reflection. 2 min. • Share and develop ideas from your pair in foursomes (notice similarities and differences). 4 min.

			<ul style="list-style-type: none"> • Ask, "What is one idea that stood out in your conversation?" Each group shares one important idea with all (repeat cycle as needed). 5 min.
12:30	1h 00m	Lunch	Norad working lunch with IITA and CIMYT with WP1
13:30	1h 00m	Plan vs Actual WP review of 2022 Activities	<p>Each WP will present an overview of its 2022 activities, deliverables and budget execution, and will reflect on how it did vs its original plans.</p> <p>20 minutes per WP</p>
14:30	25m	1-2-4-All	<p>Question: What ideas or actions do you recommend?</p> <ul style="list-style-type: none"> • Silent self-reflection by individuals on a shared challenge, framed as a question 1 min. • Generate ideas in pairs, building on ideas from self-reflection. 2 min. • Share and develop ideas from your pair in foursomes (notice similarities and differences). 4 min. • Ask, "What is one idea that stood out in your conversation?" Each group shares one important idea with all (repeat cycle as needed). 5 min.
14:55	15m	Q&A: Resilient Agri-Food Systems, CGIAR	Martin Kropff via zoom
15:10	5m	Check-In and Wrap Up	In one word, say how you felt today went (select random 10 people from crowd)

Day 3 - Wednesday 8 Feb

TIME	LENGTH	TITLE	DESCRIPTION
09:00	10m	Recap of Day 2	Mahlatse
09:10	25m	Ukama's Ustawi's Innovation Portfolio	IPM overview and analysis of the first wave of 20 Ukama Ustawi innovations
09:35	20m	CoS Outcomes	Outcomes of the CoS in 2023
09:55		2023 POR Review - Breakaway by WP	
11:40	10m	Tea	
11:50	1h 00m	2023 PORB Review Feedback - Initial Thinking	<p>Feedback on major changes to the WPs (if any) and Touchpoints with other WPs</p> <p>This is a reiterative and consultative process. No "final" PORB will be presented but emerge through the discussion.</p>
12:50	1h 00m	Lunch	
14:20	20m	Feedback continued	WP 2 and 1
14:40	30m	Partner Management	<ol style="list-style-type: none"> 1. Who are the funded partners (including sub-contracted)? 2. Discuss existing partnership arrangements and whether they are optimal 3. What are the opportunities for new partnerships
15:10		Cross-cutting Platforms - Breakaway	
	90'	Rooms 1: The Scaling Hub and the Food Systems Accelerator	
	90'	Room 2: Policy Hub and Learning Alliance	
	90'	Room 3: PABRA	
16:40	10m	Wrap Up	

Day 4 - Thursday 9 Feb

TIME	LENGTH	TITLE	DESCRIPTION
09:00	15m	Recap Day 2 and 3	Rapporteur: Edwin
09:15	20m	Snapshot of my life	<p>1. Ask each member of the team to post a picture of something from their life to an online whiteboard before the meeting starts.</p> <p>This could be a picture of anything (without them in it), but the outcome should be that the other members of the team learn something new about you, or hear an experience you've been through that they didn't already know.</p> <p>For example, the picture could be anything such as:</p> <ul style="list-style-type: none"> - A picture of the local sports team you play for - A photo which captures the time you and your family got lost on holiday - Your favourite possession and why it means so much to you - Your dream holiday destination and why you're so keen to visit it <p>2. The team members will go into pairs and guess which one of the photos is by the person they are teamed up with. They will reveal this and tell the story of the photo.</p> <p>3. The Facilitator will pick out a couple of photos to discuss, rather than talking about each one.</p> <p>Debrief</p> <p>After everyone has talked about their photo, encourage the team-members to remember the information they've heard as it provides a deeper understanding of their colleagues. You can repeat this activity with different photos for future workshops so the team feel more bonded and familiar with their colleagues.</p>
09:35	20m	Reflection	How did the last two days go? What did you like? What could we improve?
10:10	15m	Tea Break	
10:25	20m	Theory of Change	<p>Presentation of consolidated TOC.</p> <p>Are we geared to achieve end-of-initiative outcomes?</p> <p>Are we missing something?</p>
10:45	30m	PRMS Review	<ul style="list-style-type: none"> • Final Report • Lessons learned • Planned reporting in 2023
11:15	45m	Risk update	Dotmocracy
12:30	45m	Lunch	
13:15	1h 00m	2023 Communications Plan	<ul style="list-style-type: none"> • Internal communication (Better interaction with CoS - continuity of discussions) • External communication (field impact, continuous communication with stakeholders and partners)
14:15	45m	2023 People Plan	<p>Discussion on Co-Leads (ToR)</p> <p>Interns and talent management</p>

Inclusivity training reflection

Other: onboarding/turnover

15:00 10m **Tea**

15:10 10m **Wrap Up**

Day 5 - Friday 10 Feb

TIME	LENGTH	TITLE	DESCRIPTION
08:30	10m	Welcome/Snapshot	
08:40	30m	RII Role: Coordination and Integrating innovations from other Initiatives in ESA into the UU offering	A short session to sound the core team on how to go about integrating innovations / solutions from other CGIAR Initiatives into Ukama Ustawi , allowing it to play its RII role. Country coordination
09:10	1h 20m	Budget update	<ul style="list-style-type: none">• Where are we in the budget?• Updates required?• Attract co-funding• Positioning with key funders
10:30	16m	Tea	
10:46	1h 00m	Report planning (Narrative sections)	Go through the report and decide on key content, e.g. KRS
11:46	1h 00m	Section 7 (1-page summary of this week in the annual report)	Next steps and timelines for draft proposal, internal review, and formal submission by Inga to Martin.
12:46	10m	Core team debrief	Look at what we can do better Snowball method: How are we feeling? (plan nice exercise) Key take-aways from the week Follow up / action items and RACI table?
12:56	1h 00m	Lunch	

Annex 2: Opening Mentimeter

Where did you travel from?

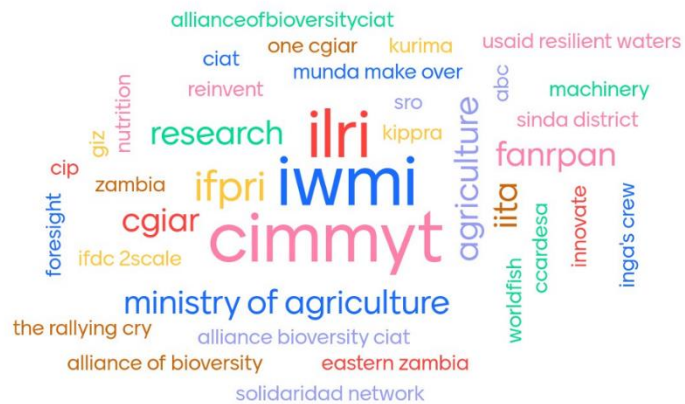
Mentimeter



49

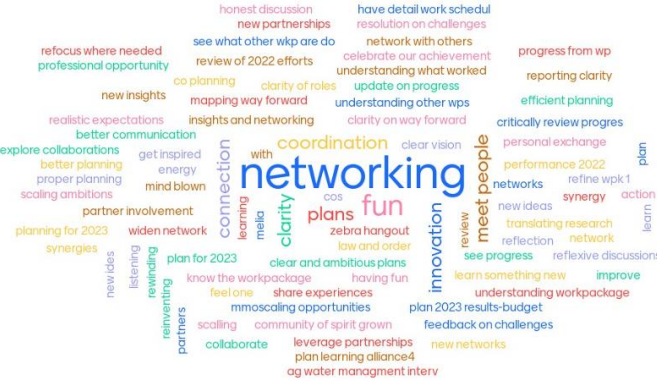
Which organisation do you represent?

Mentimeter



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What do you expect from the Pause and Reflect?



Annex 3: Mentimeter on Partnerships

What problems have you encountered in terms of UU partnerships?



Subgrants	Challenges with Subgrants in CGIAR	Timely delivery
Contracting delays	Tedious and long	Subgrant arrangements
misunderstandings in implementation	Coordination	Visibility of funds being allocated to one partner from various centers to for one activity

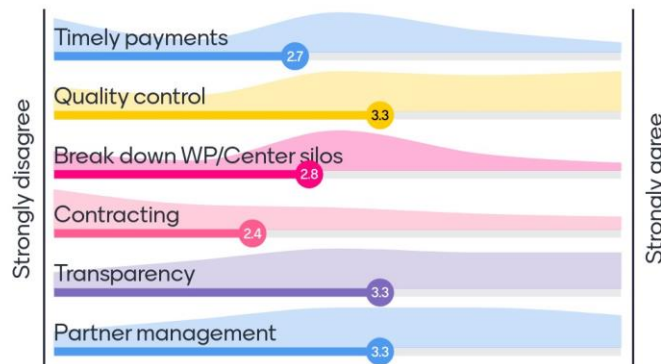


Communication isn't always sufficient to get deliverables done	Lack of understanding of UU by partners	Slow contractual processes of partners & contractors
Micromanagement	Some (CG) partners did not deliver, and want to claim credit for work they didn't do	Delayed and poor-quality deliverables
Not all deliver promised deliverables on time or of acceptable quality	Contracting delays	Across WP collaboration, and time synchronization

Communication isn't always sufficient to get deliverables done	Lack of understanding of UU by partners	Slow contractual processes of partners & contractors
Micromanagement	Some (CG) partners did not deliver, and want to claim credit for work they didn't do	Delayed and poor-quality deliverables
Not all deliver promised deliverables on time or of acceptable quality	Contracting delays	Across WP collaboration, and time synchronization

Rudeness of some staff	Non	Nothing
slow reporting/follow-ups	Need funds for upskilling partner staff	Long turn around on contract finalisation
Not engaging different partnering organization	Clarity on approach	Poor results from partners
Delays in funds disbursement	Coordination	Lack of interaction

Can the process flow solve the following problems?



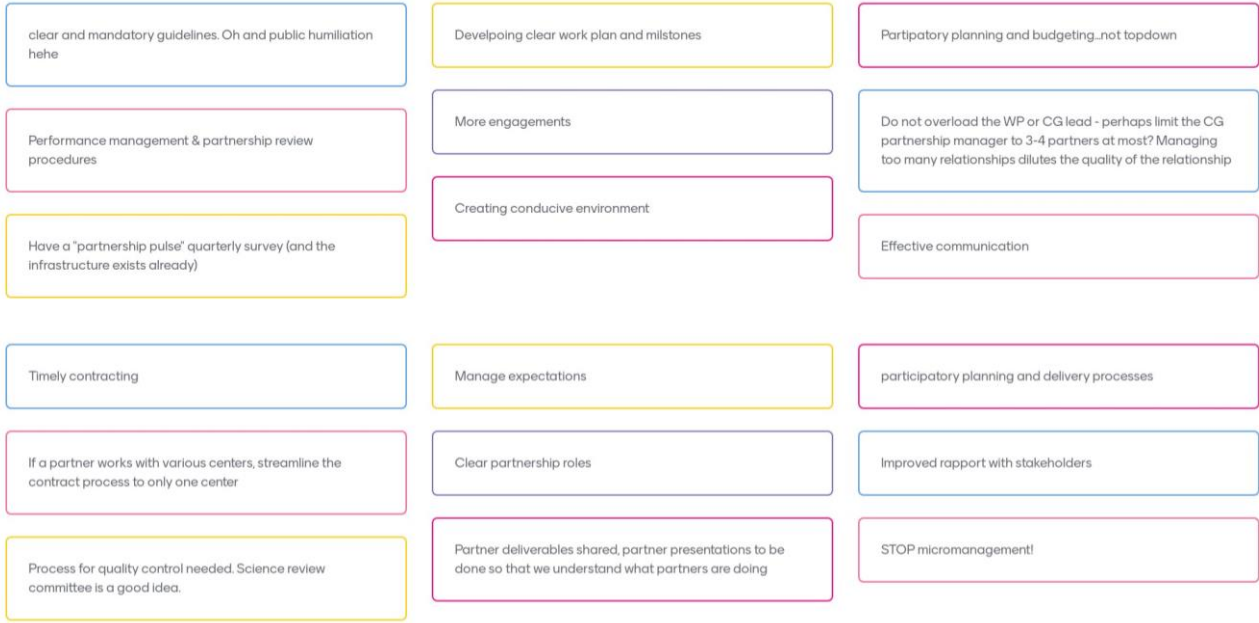
How can we improve the partnership process?



Regular check in	Personal Relationship	Transparency
Better communication	Transparency in terms of finances	Real engagement
Streamline contracting	Standardize contracting templates	constant engagements



Partners should be frank	Transparency	Inclusiveness
Make it CGIAR center specific	More engagement forum and involvement	Genuine dialogue
Making it simple	Regular partners meetings	Tap into One CGIAR partner database, propose needed additional functionality
Partners should be represented at meetings related to the initiative	Constant engagement	Automate partner management
Mutual respect and consultations	Transparency	Organized reporting system
Automated partner deliverable submission, invoicing, payment, PoP workflow	Appreciation of partners' capabilities	In future include regular reporting as part of contract
Open dialogue on expectations	Communication both ways	Frank
Align WP objectives with partner business/organizational objectives	Ensure expectations are well understood	More transparency, personal engagements, timely response to contracting, follow up
Make it simple and easy	Clear rules on what happens in cases of non-delivery	Trust



Annex 4: Mentimeter on Reporting

1. How can we make reporting convenient for everyone? Advice on improvement.
 - Quarterly
 - Read/ watch the guidance, follow the guidance
 - Its already convenient
 - Regular reminders
 - Timely start of reporting cycle
 - Make it more frequent e.g. quarterly
 - Compile a brief guide for WPs
 - A brief guide for each WP
 - Forewarning the responsibility in time
 - Open PRMS on time
 - Have internal working timelines
 - Short meeting for WP responsible persons

2. Is the current deliverables list excel template sufficient and easily understood for reporting?
If no, what can we add to the template?
 - Yes, its sufficient
 - Now yes, but after a series of confusions
 - No, more explanation needed what outputs are acceptable
 - Sometimes confusing
 - Needs refinement as per WP
 - WP6 use their own template and upload on to PRMS themselves

Annex 5: Video and Images from UU Pause and Reflect Week

1. Video: <https://drive.google.com/file/d/1G7ZKUjDDXFUyY659p3MFbrPtygUGSXsk/view?usp=sharing>
2. Images <https://iwmi-southafrica.kudoboard.com/boards/qUwFBZ3j>
3. Photos: [303.03.01 Group pics - Pause and Reflect](#)

Annex 6: In-Person Participants from the Community of Spirit

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Annex 7: Online Participants from the Community of Spirit

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