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Food & Business Global Challenges Programme

GCP4 Midterm Workshop Report

June 12-15, 2019

Addis Ababa, Ethiopia



GCP4 workshop participants at the International Livestock Research Institute in Addis Ababa. Photo: A. Virero (CCAFS)

Background

In 2017 NWO-WOTRO and the CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS) joined forces in launching a research call, in which the Food & Business Knowledge Platform (F&BKP) plays a role in outreach. The focus of this collaboration is on impact, and how to realise (structural) involvement of target groups and the back flowing of results into society, in particular policy and practice. Eight Fast Track Research projects were funded within the fourth call of the Global Challenges Programme (GCP) with an implementation period of three years. As an integral part of project execution, projects are expected to achieve impact on the objective of the GCP. The objective of the GCP is to promote research based advanced understanding of emerging key issues in global and regional food security, their impact on local food security and the role of private sector development. The aim of the fourth call is to contribute to business models, incentives and innovative finance for scaling Climate-Smart Agriculture (CSA).



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Within GCP a particular approach is followed to achieve this objective:

- i) **Food systems perspective:** considers food and nutrition to be the outcomes of interactions between different elements of a system. GCP is interested in understanding the drivers (from the global to the local level) that shape the transitions in the food system that are necessary to improve food and nutrition availability, access, utilisation and stability.
- ii) **Co-creation:** a form of cooperation in research where different parties in the knowledge process are engaged in interaction and joint learning on the problem definition, formulation of possible solutions, design and conducting of the research and the translation of these in new practices and products.
- iii) **Theory of Change and Impact Pathway** with a focus on research uptake.

This report summarizes the key highlights from the GCP4 Midterm Workshop and Public Dialogue on Scaling Climate-Smart Agriculture in East Africa held at the International Livestock Research Institute from June 12-14 2019, including a field trip held on June 15 2019. The workshop brought together 55 participants drawn from the eight GCP4 project teams, CCAFS, NWO and F&BKP. The public dialogue held on the afternoon of June 13 was attended by an additional 34 participants representing the private sector, research, non-governmental organizations, government and international development partners in Ethiopia. Finally, some of the participants visited the Iteya Agricultural Office and Kulumsa Agricultural Research Center on June 15 to learn about extension services, research and practice from rural agricultural centers in Ethiopia.

The first part of the report summarizes discussions held during the GCP4 Midterm Workshop focusing on two objectives:

- Joint learning: Reflect on progress and research findings (including bottlenecks and challenges in project execution) to learn and formulate next steps, and have in-depth exchange on identified thematic areas, like scaling; and
- Assessment of progress/accountability: Enhance understanding of progress and performance with regards to objectives at project and programme level.

Highlights from project presentations

[Inclusive low emission development in East African dairy \(i-LED\)](#): Sietze Vellema shared findings on multiple pathways for milk commercialization and the implications for social inclusion; institutional conditions that affect low emission development (LED) strategies; and the relevance of regional dynamics, such as devolution and privatization; as well as a deliberate incorporation of adaptation pathways. This progress has taken place through interviews, country level assessment workshops, involvement of public and private actors, and responsiveness to multi-level demands.



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[Citizen's Science for climate smart nutritious varieties](#): Gloria Otieno showcased the benefits of the project's seed varieties, including disease and pest resistance, drought tolerance and early maturity; citizen science trials and feedback from farmers through ICTs on the seed varieties; community seed banks to preserve biological diversity; and the specific choices of women farmers regarding nutritional value, taste and preference. These have taken place through seasonal trials and certification of farmers in quality declared seed systems.

[Understanding and scaling Organizations for SMALLholder Resilience \(OSMARE\)](#): Domenico Dentoni expressed the tensions between farmers and collective needs, as well as those of private partners, and socio-environmental benefits within business models. Such CSA models should therefore allow space for experimental, smallholder entrepreneurship and resilience. To find this balance, the project has established partnerships with farmers, farmer associations and private actors to develop strong networks, and organized data collection, systems-mapping workshops and prototyping.

[Promoting climate resilient maize varieties in Uganda](#): Astrid Mastebroek shared perceptions and decisions related to pricing for consumers and farmers, and possibilities to increase the market for improved maize varieties while evaluating consumers' interest in buying seeds. There is a need to expand information access on hybrid varieties to female farmers and exploring what channels can best support this. Opportunities exist within the Ministry of Agriculture's extension programming which includes training on seed specific knowledge, behavioral insights, gender sensitivities, cost and benefits communication, as well as the role of insurance companies.

[Upscaling climate smart agriculture via micro finance \(CSA-SuPER\)](#): Haki Pamuk highlighted results from the climate risk profile study which included the adoption of adaptation strategies (although low uptake among female farmers), lack of markets, and poor access to climate information systems. These have been identified through stakeholder analysis of value chains, kick-off and stock taking workshops, as well as connecting with relevant stakeholders (e.g. meteorological authority, to address climate information access gaps for farmers).

[Scaling climate-smart nutrient management tools in Africa](#): Jens Andersson stressed that blanket recommendations do not work. This project is rethinking the production process of decision support tools to address this dilemma, and the potential use of technology to be scaled in a manner that does not perpetuate socioeconomic stratification. The project is currently engaging in dialogue with the extension department of the Ministry of Agriculture to shift from blanket fertilizer recommendations to field-specific nutrient advice, while harnessing the use of digital tools.

[Climate-Smart Financial Diaries for scaling in Kenya](#): Lia van Wesenbeeck presented the landscape approach and research findings which highlight lack of access to credit and insurance as the key constraints for CSA investment. By using the climate-smart village (CSV) approach, the project is providing hands-on opportunities for smallholder farmers to pilot climate-smart interventions. A financial diary is kept on issues relating to finance as well as non-financial issues that relate to the household and capacity levels. There is a need to evaluate spillover effects of the CSVs and promote the inclusion of food traders and processors.



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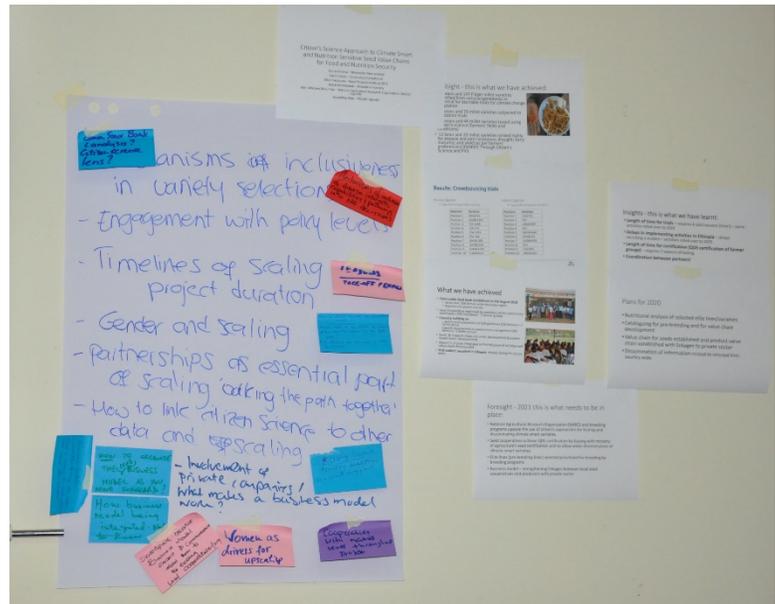
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[Business models Ethiopian and Kenyan dairy chains](#): Marco Verschuur shared their project’s “canvas business model” which combines different studies to measure emissions, economic parameters, dairy diet and nutritional practices. There is an intentional focus on evaluating farming systems when considering chain flows and dynamics (e.g. nutrient flows). Academic findings from the project’s graduate and doctoral students have been made available, and a living lab to promote user-centered learning platforms is in the process of being created.

Following the project presentations, key discussion areas emerged amongst the participants and these included **standardized blanket approaches versus local relevance and priorities** and the need to contextualize solutions that have buy-in from the targeted communities; being aware of **formal versus informal economies** and the implications for narrative framing (e.g. formal dairy and livestock economy focus on emissions reduction, resulting in the informal economy being perceived as “bad”); moving beyond **technology driven and institutional configurations** to include the importance of relationships and feedback loops; **mitigation versus adaptation**; **fixed versus flexible, responsive business model** and the need to abandon strict standardization and instead leave room for adaptations and flexibility.

Cross-cutting topics of discussion included **scaling opportunities**: finding the right balance to make these effective, asking the right questions, inclusion, investing considerable time at inception to strategically plan for scaling, and evaluating if all projects have the potential for scaling; and finally; **gender perspectives**: creating flexibility in business models for social inclusion, while remaining cognizant of the socioeconomic and institutional aspects (e.g. education levels, gender norms) that influence intended social inclusive outcomes.





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Bridging the gap, mid 2019-2021

During this session, projects envisioned future ideas for their projects and how they might adjust their planning to incorporate new targets. These included what needs to happen for the identified actors to do things in a way that would result in positive future impacts for the projects; incentives and outputs needed for these actors; engagement, communications and capacity development activities to be considered; additional partnerships; and risks and threats, including mitigation measures.

- **i-LED** gave suggestions for different kinds of intellectual contributions to address high-level, county governments, research communities and engagement with dairy boards.
- **OSMARE** shared the target of behavioral change of actors across the value chain with flexible business model partnerships and formalized guidelines to apply systems thinking, prototyping, and entrepreneurial behavior assessments.
- **Citizen science** strived to embody the mantra that “every citizen could be a scientist” and encouraged diverse forms of knowledge co-production.
- **Financial diaries** highlighted that the introduction of new crop opportunities (e.g. cassava) connected with existing value chains and aggregators could allow for further opportunities. Creating enabling environments for such connections and supporting entrepreneurial efforts of CBOs will be important in this process.
- **CSA-SuPER** will seek to implement interventions that link farmers to markets including trainings to encourage investments through VSLAs.
- **Scaling readiness** stressed the need to support extension capacity building and expand the user-base.
- **Inclusive business models** highlighted the canvas business model as an important approach moving forward, as well as exploring the ‘how to’ in establishing the living lab and the types of stakeholder networks to be created across value chains.

Common coordination points amongst all projects included a need to learn more about financial inclusion and business models; a topical interest in climate-smart dairy; the need for increased communication among projects and with key stakeholders; incorporating participatory research methods that can be integrated into project models; and keeping a programmatic view of climate change for more international agenda-setting. This session was followed by bilateral discussions between the projects.



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Input paper on contextualizing scaling and response papers

The session was built around a discussion note prepared by Sietze Vellema and Cees Leeuwis on “*Contextualizing scaling: Shifting from individual choices to generative processes in networks*”. The discussion note was used to inform and stimulate a reflective discussion among participants in the workshop. The purpose of the discussion note is to widen the methodological perspectives used for analysing and, if possible, catalysing the scaling of climate smart agricultural practices or innovations. This section highlights the response paper pitches and topics for in-depth group discussions from each project:

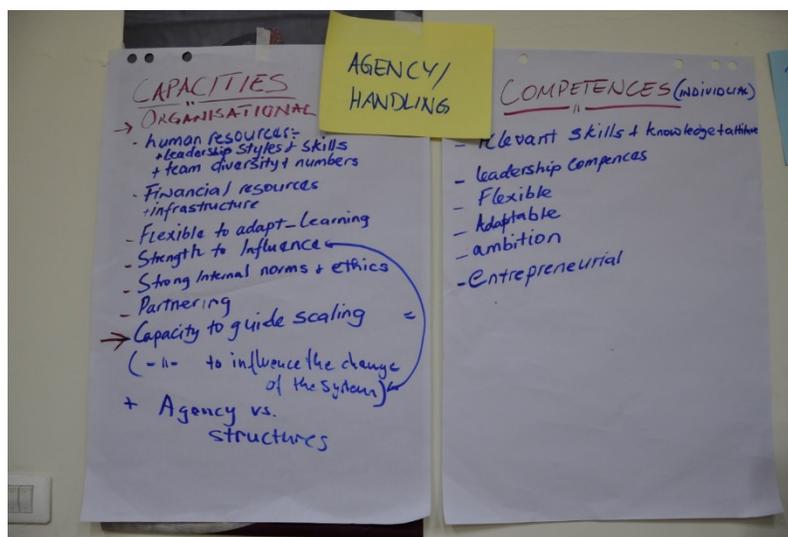
- **Citizen science** assumed partners as willing to adopt citizen-science approaches and the need to institutionally and organizationally embed citizen science, extensive services, breeding and research.
- **Financial diaries** demonstrated their holistic approach by harnessing community-based organizations (CBOs) as central decision makers, applying a landscape approach that is multi-dimensional (economic, social, physical) and centered on a systems level approach to transform financial systems to be ripe for scaling.
- **Inclusive business models** highlighted the lack of CSA awareness for many organizations working across the value chain and the need to create increased awareness to harness business opportunities.
- **Scaling readiness** focused on understanding processes of change and approaching scaling as an output of processes of change. Equal emphasis was placed on understanding and adapting to ongoing changes in technologies instead of thinking of them as stagnant black boxes.
- **OSMARE** looked at the interplay of business model partnerships with community practices, applying systems thinking and value network to understand leverage points and pathways to change.
- **Drought tolerant maize varieties** explained the barriers facing climate smart technologies and certified seeds, testing products to overcome these barriers and identifying leverage points for interventions.
- **i-LED** warned of the interlinkages between intentions and unintended consequences and highlighted three important social and structural commentaries: that we must not be agnostic about power and social differentiation, both very important for theories and implementation; how can we recognize leverage points; and when speaking of performance, does this relate to agency or structure.
- **CSA-SuPER** highlighted provision of access to finance for farmers as an integral factor in leveraging scalable CSA interventions.

In-depth discussions on key programme messages

These deep dive discussions centered on key programme messages: relevance, priority setting, agency and inclusive responsible scaling. In the processes of upscaling (scale that you can achieve with your own system) and outscaling (replication of procedures and principles), each actor brings and adds value, including flow of resources, technologies and capacity. Within this, context matters and can greatly support a sound understanding of conditions for scaling, with the possibility of co-evolving with a business model. To facilitate inclusivity, power relations and governance systems must be properly understood and analyzed. Priorities, actions and processes are then shaped by power, funding mechanisms and narrative systems, which makes co-creation vital in order to address any imbalances.

Participants reflected on the opportunities of business practices and business models as a vehicle for scaling, such as the case of Uber, and the tactics for such an approach to configure with CSA. Important aspects include capturing lessons and experiences of this process of change and learning journey. Capacity, at multiple levels from individual to organizational, to partner with other institutions, human and financial resources, infrastructure and ability to influence norms and ethics are an integral component of scaling. This also includes skills, attitudes, leadership competencies, flexibility and adaptability, ambition, diversity and entrepreneurial quality. It also requires a critical examination of the paradox between the standardization required for scaling and the adaptability required of business models. Advocacy and adaptive management will be integral to change the stagnant parts of organizations.

When contemplating the role of power and social differentiation it is vital to ask fundamental questions such as: Scaling for what? Scaling for whom? Who is benefiting? Who is losing? How do we disrupt? This requires a broad analysis of actors involved, including the researchers themselves through critical reflexivity, as well as monitoring systems to differentiate between the targets of scaling and inclusivity. It also requires an evaluation of the actors who might be better off had scaling not take place, a need to measure multiple outcomes (e.g. environmental, nutritional, social) beyond merely narrow technical outputs, and a critical examination of entry points and exit strategies.



Such tactics can shape how targets are aligned and how success is achieved between international and national policies as well as local contexts, as well as increased synergies between foreign policies and national priorities.



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Project implications

Following these discussions, each project pledged their commitments for the continuation of the GCP4 projects:

- **Citizen science** committed to applying lessons learned during the scaling workshop and to interrogate inclusive business modelling cases through study preparation and a paper.
- **Financial diaries** committed to include a broader range of financial stakeholders, be more inclusive towards the masters' students and see them as part of the team, integrate the project activities with the seed system project activities through the Nyando, Kenya seed bank, and learn and explore areas of collaboration between the CRAFT project and the GCP4 programme, especially on scaling and policy issues.
- **Inclusive business models** committed to including CSA in their curricula and to facilitate the establishment of living labs as a driver to learn about and scale CSA. This project also committed to transmit information and work on relevant alignments to enhance the living lab model.
- **Scaling readiness** committed to redesign the decision support tools with different categories of users, aligned to different stakeholders and institutional needs in Tanzania and Ethiopia. This project also committed to engage policymakers and users at different levels in the advantages of field-specific nutrient management.
- **OSMARE** committed to develop a communication piece to key stakeholders about the complexities within the Malawi dairy system, engage more with business model actors along the value chain, be more explicit to stakeholders about the "losers" in the business model and how to respond to these dynamics, and to validate, synthesize, narrate and implement the "bridging the gap" initiative with CCAFS, NWO, F&BKP.
- **Drought tolerant maize varieties** committed to follow up with projects on common methods, as well as review the product combination in line with systems and scaling discussions.
- **i-LED** committed to engage across scales, taking into account regional processes such as devolution and privatization.
- **CSA-SuPER** committed to connect with the OSMARE project, bringing approaches to CSA scaling, and linking these approaches to Village Savings and Loan Associations (VSLAs) in private funds, banks and big capital, as well as implementing interventions and encourage investment. This project also committed to complete modelling and finalize a cost-benefit analysis and business model for CSA scaling.
- **NWO-WOTRO** committed to look at how to synthesize learnings, continue knowledge brokering activities, and follow-up with all projects.



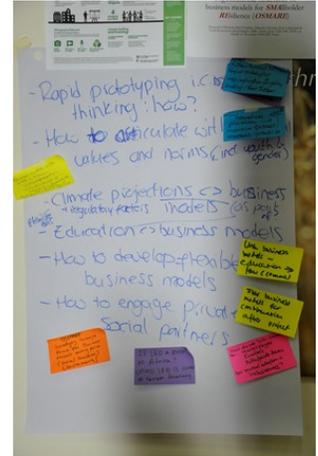
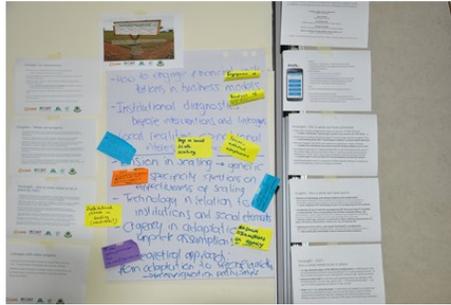
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Photos from the working sessions



Public dialogue on scaling climate-smart agriculture in East Africa

In recent years, there is growing consensus that climate change calls for agricultural transformation, and that scaling climate-smart agriculture (CSA) is an important element of this process. Since 2012, the CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS) has focused on scaling CSA as a way to provide beneficial impact for farmers, and for food and nutrition security. A wide range of CSA practices have been successfully piloted and tested in smallholder food systems, including climate-informed agro-advisories and weather forecasts, rainwater harvesting and micro-irrigation, improved seed and breed varieties, and conservation agriculture. Despite the availability and the demonstrated positive gains arising from various CSA technologies and innovations, scaling them up through increased adoption has proved challenging in East Africa.

Experience has shown that scaling innovations can take different pathways and involves a wide range of partners, capacity building, and communications skills. In addition, scaling takes place in complex environments and requires institutional support. It is against this background that, CCAFS, NWO-WOTRO, F&BKP and Agriprofocus Ethiopia hosted a half-day event bringing together the wider scaling community in the EA region, including stakeholders from different sectors to share insights on the state of art of scaling, discuss important challenges and jointly explore ways of achieving the needed impact.



Participants during the public dialogue on scaling CSA in East Africa. Photo: A. Virero (CCAFS)



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The public event kicked off with a brief overview on scaling CSA in East Africa, viewing scaling as a dynamic process combining a diverse range of stakeholders from different sectors, and as an approach to generate learning from previous and ongoing projects and scaling initiatives, create networking opportunities and providing an environment for future learning. Participants highlighted their key motivations in scaling CSA, including policy advisory, business development, research, inclusivity and communications.

The aims of the session were:

- Understand scaling as a dynamic process that involves a wide range of stakeholders of different sectors;
- Generate learning from past and on-going projects and scaling initiatives;
- Connect stakeholders across the scaling community in the EA region and beyond; and
- Provide an environment for future learning and improvement, towards a dynamic community of practitioners.

Presentations

Bruce Campbell, Director of CCAFS, presented key contemporary challenges at the nexus of the climate crisis and food systems. This included a deadline of 11 growing seasons for 55 million farmers across Africa to become food secure, 250 million more urban residents to feed by 2030, and the urgent need for agricultural transformation through mechanisms such as: climate-resilient and low emissions practices and technologies; innovative focus; reshaped value and supply chains; empowerment of farmers, consumer organizations, women and youth; digital climate information services; enabling policy environments and complex policies.

Robert-Jan Scheer, Programme Committee Member of NWO-WOTRO as policy maker Strategy and Knowledge Management Africa Region at the Netherlands Ministry of Foreign Affairs, highlighted key dynamic aspects that are critical to scaling including adoption levels and approaches, adaptability to change, learning processes and challenge response tactics.

Sietze Vellema, Associate Professor at Wageningen University & Research, and GCP-4 project leader of [“Inclusive low emission development in East African dairy \(i-LED\)”](#), presented the process of understanding and doing scaling. This includes incorporating diverse actors, such as smart engineers, web weavers, system builders, institutional workers; finding relevance between scaling and business realities; aligning CSA with country priorities; exploring opportunities for sharing and prototyping; identifying a process of prioritization; creating space for feedback at multiple levels; delivering research that deliberately inserts local priorities into national contexts; promoting inclusivity and evaluating which voices are present in the design of CSA scaling processes.

Jana Korner, Scaling Expert with CCAFS, made a presentation titled: What’s up with scaling CSA? Some insights on the “art of scaling.” Scaling was defined here as a process of moving beyond pilot project to quality solutions that reach millions of farmers in a manner that is rapid, equitable and lasting. When asking what we want to scale, it is important to look at innovations



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and solutions that facilitate the uptake of CSA. She presented CIMMYT's three-dimensional approach of scaling up, scaling out, and scaling deep (shifting mindsets, values and behaviours). Different principles guide the scaling approach, such as the 3 Thirds Principle which incorporates evidence (scientific credibility, opportunism and flexibility), targeted and demand driven engagement, and outreach.

Another approach "assumes iteration and recalibration" viewing scaling as an ever-changing process of piloting-testing-refining-testing-scaling-testing etc. Key ingredients for scaling include: technology practice; awareness and demand; business cases; value chain; finance; knowledge and skills; collaborations; evidence and learning; leadership and management; public governance; and with this comprehensive mix, scaling is set to be a porous process. The ICEBERG tool can help guide this process in reacting to events, anticipating patterns and trends, designing underlying structures and transforming mental models.

The scaling mindset

THE ICEBERG

A tool for
Guiding
Systemic
Thinking

Adapted from
Theissen, 2019,
Review of
CCAFS Scaling
Activities

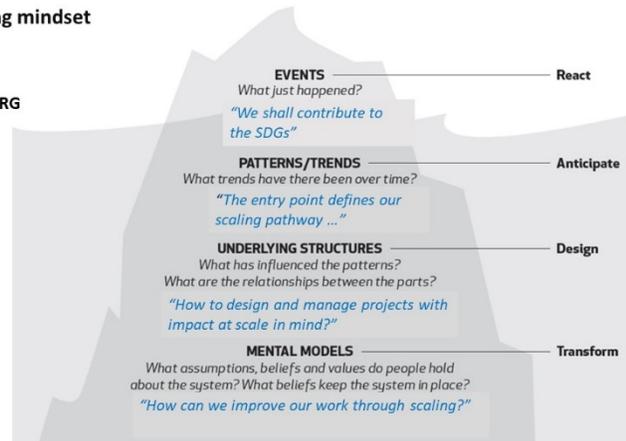


Figure 1: ICEBERG tool for scaling

Helena Shilomboleni, CSA Scaling Specialist at CCAFS, presented on the role of ICTs in scaling up CSA innovations across Sub-Saharan Africa. She highlighted diverse initiatives such as Farm Radio International's ICT4Scale which maps ICT based interventions to understand challenges and opportunities, and harnesses the reach of radio, the most important and widely used ICT in Africa. Mobile subscription, rapidly on the rise and estimated at 950 million in 2017, is also being applied as a mechanism to roll out agriculture value added services that allow for interactivity. Further examples included the Interactive Weather and Climate Adaptation Radio Programming Project which disseminates climate information to farmers through broadcast. It is important to note that the use of ICTs does not directly imply positive food security outcomes at scale, this is not a linear process given that influential social and political factors are at play.

Panel discussion

A panel discussion then followed, facilitated by **Sarah Assefa** Country Network Facilitator for AgriProFocus Ethiopia, on the challenges and opportunities for adoption and scaling CSA, with speakers from the private sector, research, NGOs, government, gender and youth, and international development partners.

Daniel Fikreyesus, Co-Founder and Manager of Echnoserve, a sustainable development, environmental and energy company, highlighted their Yezare SMS technology which disseminates low cost climate and market information to farmers, using a human-centered approach and working with 42 unions across Ethiopia. The opportunities lie in providing farmers



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market linkages, however, there are some constraints in reaching remote farming villages, and the need for the private sector to step in once the project ends.

Ido Dror, Program Leader of Impact at Scale at ILRI, emphasized that scaling targets must be significant, aiming to reach hundreds of thousands to millions of people. Approaches should include early intervention, in which scaling must be considered at the inception of project design; economic viability, in which self-sustenance is a key component; monitoring, in a flexible and responsive manner; testing with scaling in mind and identifying failures early on to adequately change course in a timely manner; management systems, which identify the capacities of all stakeholders involved; and inclusive relationships. Indicators for success are integral for this process.

Derese Teshome, Director of Ethiopian Institute of Agricultural Research (EIAR), highlighted this research institute's vision of scaling as a process of modeling pathways for commercialization, testing working arrangements, and popularizing and promoting technologies for agricultural systems. This approach includes incubating businesses where technologies can be taken up, technology demonstration model villages, addressing technology gaps through increased participation and integration of diverse stakeholders, harmonization of technologies and capacity building on CSA technologies at the research centre level.

Asaye Asnake, Program Manager at Farm Africa, defined scaling as a process of adapting best practices and approaches in a manner that is expansive and sustainable. This requires piloting a project, engaging stakeholders across the value chain, establishing an evidence base (through baseline surveys, data collection), disseminating best practices through hands-on approaches (e.g. farmer field days), applying ICT tools, and incorporating the findings of policy inputs. This can permit the expansion of pilot approaches and increased productivity for more farmers. However, this requires increased private sector engagement and access to finance, standardization, and overcoming gaps in technical capacity and government implementation.

Simegn Kuma, Women's Economic Empowerment Program Officer at UN Women, presented on gender responsive and inclusive CSA scaling and how this process can best address gender gaps in food systems and promote social inclusion. This requires adequate enabling environments that are gender sensitive, intentional design of CSA interventions that are gender responsive, explicit awareness creation through gendered training manuals and toolkits, as well as gender and social inclusion specific CSA projects.

In closing, the panelists, participants and organizers emphasized the importance of the private sector in creating market-based incentives; research on technology options; incorporating gender and livelihoods at assessment inception; garnering and providing a reliable evidence base for policymakers to support scaling; encouraging advocacy and delivery mechanisms; applying tools for scaling and executing them; and harnessing multi-stakeholder platforms where possible.

Progress interviews

On June 14 2019, all project teams attended two internal sessions: an interview with the Food & Business Programme Committee, NWO-WOTRO and CCAFS and an outreach conversation with F&BKP and CCAFS. The aim of the interviews was to discuss the progress and future plans of the respective project teams and to offer individual guidance and support. Members of the Programme Committee, CCAFS and NWO-WOTRO formulated questions and topics for discussion based on the last annual report. During the outreach conversation project teams were informed about the options for outreach and communication offered by CCAFS and the F&BKP and how they can make use of existing structures.

Field visit: Iteya Agricultural Office and Kulumsa Agricultural Research Center

On 15 June, 22 participants attended a field visit in the Arsi Region to experience and learn about extension services, research highlights and practical insights from rural agricultural centres in Ethiopia. Iteya Agricultural Office an organization that works closely with the Ministry of Agriculture, the Ethiopian Agricultural Transformation Agency (ATA) and GIZ, showcased their collaborative efforts with clustered farmers to improve technologies in wheat, barley and faba bean production, as well as access to climate information through SMS. At the Kulumsa Agricultural Research Center, participants learned about research activities (e.g. wheat research and scaling, crop protection, breeding, mechanization); farmer cluster approaches to produce seeds; provision of agricultural mechanization to farmers; and green manure application in the research field.



*Workshop participants during the field visit to Kulumsa Agricultural Research Center.
Photo: S. Samuel (CCAFS)*



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