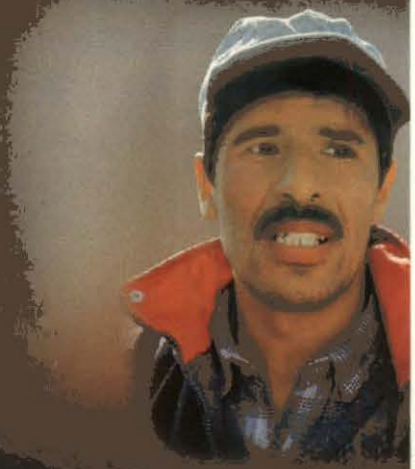
Rural Innovation Institute

A valuable partner for building sustainable livelihoods

Executive Summary 2004



CIAT
Centro Internacional de Agricultura Tropical
International Center for Tropical Agriculture

Rural Innovation Institute

Rural Innovation Institute

Annual Report Summary 2004

CIAT
Centro Internacional de Agricultura Tropical
International Center for Tropical Agriculture

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1. Project description and log frame

Objectives: The Rural Innovation Institute improves the capacity to innovate of resource poor, rural producers and businesses by increasing the scale and impact of new methods and approaches developed by the Institute's projects and programs to strengthen competitiveness, client-driven experimentation and knowledge sharing. All the work of the Institute is carried out in its projects which are presented in the Medium Term Plan as separate LogFrames: SN1 Rural Agro-enterprise Development (RAeD); SN3 Participatory Research Methods (IPRA) and SN4 Information for Development (InfoCom). The Institute also hosts the CGIAR Program on Participatory research and Gender Analysis (PRGA). All resources are allocated through the projects.

Outputs:

1. A territorial approach and associated methods and tools for the participatory design and execution of rural agro enterprise development designed, validated and in widespread use. These demonstrably diversify and add value to the production of resource-poor, rural producers and businesses.
2. Participatory research principles, approaches, methods, tools and organizational principles for client-driven experimentation and a learning selection approach to innovation in a resource-to-consumption framework and show how these strengthen the capacity of R&D institutions to support and work with farmer-led research and improve the capacity of farmers to manage risky innovations.
3. Improved approaches, methods and tools using new information and communications technologies (ICTs) developed, validated and in widespread use. These improve the capacity to innovate by obtaining, generating and sharing information and knowledge of resource poor producers, agro enterprises and businesses in rural communities and the R&D organizations serving them.
4. Mainstreaming gender analysis and equitable participatory research to promote learning and change in CG centers and NARS so that they can better target the demands of beneficiary groups, particularly poor rural women.

Gains:

Resource-poor producers and businesses improve capacity to innovate in order to assure food security, link to markets, compete effectively and increase income generation.

Milestones:

2005 At least three Innovation Case studies document and analyze significant processes of improving capacity to innovate.
At least one novel RII projects' approach or methodology devised originally in Latin America adapted to Southeast Asia and/or East Africa and used on a significant scale with a national partner.
Up to four impact studies of participatory research completed and available through the RII-related websites.
Mainstreaming gender analysis and equitable participatory research to promote learning and change in CG centers and NARS so that they can better target the demands of beneficiary groups, particularly poor rural women.

2006 At least two examples of large scale Rural Innovation Learning Alliances are providing working models of approaches and impacts.

National and local training programs have been implemented in at least four countries in Latin America, Asia and/or East Africa.
At least two Impact studies and/or results from participatory monitoring and evaluation systems document the effect of RII projects' approaches, methods, tools or organizational principles on the diversity and rate of innovation in the beneficiary groups and on capacity to undertake risky innovation.
Gender mainstreaming implemented in at least one system wide partnership with national programs in Asia.

2007 Assessing results to date of mainstreaming of participatory research methods and gender At least six Innovation Case Studies document and analyse significant processes of improving capacity to innovate.
The first stage of a cumulative meta-analysis of innovation case studies investigating the effect of capacity to innovate on food security and income generation is available.
At least two novel RII projects' approach or methodology devised originally in Latin America adapted to conditions in Southeast Asia and/or Eastern Africa and used on a significant scale with up to three national or international partners.
A major report disseminated analysis for use in agriculture and natural resource management in the CGIAR system.

Users: The Institute works primarily on behalf of small-scale farm producers and agro-enterprises together with the businesses and agencies that serve them, including private, public and not-for-profit organizations, community-based organizations and farmer organizations. Among the rural poor, women and ethnic minorities and their organizations are especially important as beneficiaries.

Collaborators: CIRAD, NRI, PRODAR (in Lima), IDRC, CIP, IITA, SEARCA, UPWARD, CARE, CRS, Foodnet. CIPASLA (Colombia), CLODEST (Honduras), Africare (Uganda), TIP (Tanzania), ADD-Lilongwe (Malawi). ODAR-IICA (Peru), members of P*h*Action (GTZ, NRI, JIRCAS, ACIAR, CIRAD, FAO, IITA, CIP, IFPRI, IRRI); ASARECA (Foodnet), the W.K. Kellogg Foundation Latin America Program. NARIs, NGOs and Community-Based Organizations in Brazil, Peru, Colombia, Ecuador, Bolivia, Honduras, Nicaragua, El Salvador, Kenya, Uganda, Uganda, Ethiopia, Sierra Leone. Various international organizations that support the use of ICTs for development, including Fundación Chasquinet (a Latin American initiative based in Ecuador), the Global Knowledge Partnership (GKP), and the global Association for Progressive Communication (APC). In addition to gaining from these organizations' experience and expertise, CIAT can tap into their networks of local partners in developing countries. In its work on e-learning, the project works through REDCAPA (Red de Instituciones Vinculadas a la Capacitación en Economía y Políticas Agrícolas en América Latina y el Caribe (REDCAPA), based in Brazil, and through national partners, such as Colombia's National University. Cgiar centers, NARIs and NGOs participating in the PRGA program's international working groups on Participatory Plant Breeding (PPB), Natural Resource Management (NRM) and Gender Analysis.

CGIAR system linkages:
Enhancement and breeding: 35%
Crop production systems: 20%
Information: 25%
Livestock 10%
Training: 10%

CIAT – DEVELOPMENT CHALLENGE III. RURAL INNOVATION INSTITUTE: LEARNING TO INNOVATE LOG FRAME (2005-2007)

RII DIRECTOR: JACQUELINE ASHBY

Narrative Summary	Measurable Indicators	Means of Verification	Important Assumptions
Goal Contribute to improving capacity for continuous innovation that increases the food security and income of resource-poor, rural producers and agro-enterprises.	- By the end of 2010 active RII stakeholders and their partners, especially resource-poor producers and their organizations, and in particular women and ethnic in projects areas are using the approaches, methods, tools and organizational principles originating from the Institute's research as instrumental in improving their innovativeness, food security, competitiveness and income.	- Beneficiary assessments - Participatory monitoring and evaluation reports from RII projects	
Purpose ***To increase the scale and impact of methods and approaches for improving capacity to innovate in resource-poor, rural producers and agro-enterprises and in the businesses and agencies that serve them.***	- By the end of 2007 at least six Innovation Case Studies document and analyze significant processes of improving capacity to innovate. At least two novel RII projects' approach or methodology devised originally in Latin America adapted to Southeast Asia	- Innovation Case Study reports - A refereed journal article on meta-analysis of innovation cases - Learning Alliance reports - Project reports to donors and partners	- Globalization does not impede the resource poor from improving their competitiveness by building a capacity for continuous innovation - CIAT projects and scientists adopt rural innovation as a goal and collaborate in rural innovation approaches center-

Narrative Summary	Measurable Indicators	Means of Verification	Important Assumptions
	and/or East Africa and used on a significant scale with a national or international partner. - The first stage of a cumulative meta-analysis of innovation case studies investigating the effect of capacity to innovate on food security and income generation is available in 2007 - At least three examples of large scale Rural Innovation Learning Alliances are providing working models of approaches and impacts by 2007		wide - Partner institutions have the resources, political will and policy leverage to leverage an enabling environment for innovation by resource-poor producers
Outputs 1. SN1: A territorial approach and associated methods and tools for the participatory design and execution of decentralized rural agro enterprise development schemes developed, validated and in widespread use that are demonstrably diversifying and adding value to the production of resource-poor, rural producers and	1. SN1. By the end of 2007, the project has activities in up to three reference sites complemented by at least one agro-enterprise Learning Alliance with important partner institutions in LA who are widely using the methods, tools, and institutional models developed by the project. At least one of the projects'	- Reports and other documents of the L earning Alliance or other partner institutions. - Manuals - Project annual reports and proposals. - Project home page. - Training materials and reports.	- Political and institutional support for sustainable rural and agricultural development at the reference sites and targeted countries is maintained. - Natural disasters or civil strife do not impede progress toward the goal

Narrative Summary	Measurable Indicators	Means of Verification	Important Assumptions
businesses.	approaches, methods or tools has been adapted by one partner in South or Southeast Asia and/or Africa and is being applied in up to three sites through an expanded or new agro-enterprise Learning Alliance.		
2. SN3: Participatory research principles, approaches, methods, tools and organizational principles for client-driven experimentation and a learning selection approach to innovation in a resource-to-consumption framework and show how these strengthen the capacity of R&D institutions to support and work with farmer-led research and improve the capacity of farmers to manage risky innovations.	2. By the end of 2007 lessons have been documented from testing and validating the resource to consumption framework at least two countries. National and local training programs have been implemented in at least four countries in Latin America, Asia and/or East Africa, Impact studies and/or results from participatory monitoring and evaluation systems document the effect of the project's participatory approaches, methods, tools or organizational principles on the diversity and rate of farmer-led innovation in the beneficiary groups and on their capacity to undertake risky innovation. The results and lessons are in use in at	- SN4 Project Annual and donor Reports, proposals Website - Partners publications and reports and proposals CIAL database	- Institutions committed to the principles of PR - Stable institutional leadership - Committed communities - Favorable environmental and agrarian policies - Absence of social conflict at the reference sites - Data available from the reference sites - Availability of information from partners

Narrative Summary	Measurable Indicators	Means of Verification	Important Assumptions
	least one participatory research Learning Alliance.		
3. SN4: Improved approaches, methods and tools using new information and communications technologies (ICTs). developed, validated and in widespread use that improve the capacity of resource poor producers, agro enterprises and businesses in rural communities and the R&D organizations that serve them to innovate by obtaining, generating and sharing information and knowledge.	3. By the end of 2007 improved knowledge-sharing (KS) capability in at least two CGIAR centers and one CG Challenge program and their national partner organizations. Better access to CIAT-related KS methodologies and approaches via training in the use of KS tools and techniques provided to about 15 CGIAR center staff and at least three national partners. A greater capacity in at least 10 local organizations to satisfy demand for knowledge and information in rural communities. At least three cases of effective knowledge sharing in the CGIAR centers documented.	- Impact evaluation within a sustainable livelihoods framework, based on interviews with key informants and group techniques in selected rural communities. - Case studies on learning and change in R&D institutions. - Impact evaluation of e-learning courses, development approaches, and training products developed by CIAT and national partners. - Case studies on the use of information obtained with the aid of ICTs in target rural communities.	- Public and private telecommunications agencies support initiatives to create affordable, reliable Internet access in remote rural areas. - National and local organizations can generate resources through information services that enable them to sustain these services. - National and local organizations gain credibility in rural communities as reliable providers of useful Web-based information services
4. Mainstreaming gender analysis and equitable participatory research to promote learning and change in CG centers and NARS so	4. By 2007 at least five case studies and meta-analysis of the impact of participatory research methods in agriculture and NRM is	- PRGA Program annual reports - PRGA website - PRGA partner reports - Refereed journal articles	- The PRGA sustains the support of donors, CIAT Board of Trustees and Management in the allocation of resources sufficient to provide it with the convening power and

Narrative Summary	Measurable Indicators	Means of Verification	Important Assumptions
that they can better target the demands of beneficiary groups, particularly poor rural women.	published. The organizational change experience of at least three CGIAR Centers, up to six national programs and one CGIAR Challenge program attempting to improve gender mainstreaming is documented and the lessons widely disseminated in the CGIAR system.	- PRGA PPB, NRM and Gender Working Group members testimonies, research proposals, reports and publications	credibility to add value to the work conducted in the CGIAR Centers and Challenge programs.

2. Institute Inputs

Staff list

Jacqueline Ashby, PhD	Director	100%
Andrés Palau, MBA	Research Fellow	100%
Gloria Rengifo	Administrative Assistant	100%
Shaun Ferris, PhD	Marketing and Agro-enterprise specialist and Incoming Project Manager (based in Kampala)	100%
Rupert Best PhD	Postharvest research and development specialist, Project manager, (left July, 2004)	
Dai Peters, PhD	Postharvest specialist and Coordinator of the Small-scale Agro-enterprise Development in the Uplands of Lao PDR and Vietnam project (based in Hanoi, Vietnam)	100%
Christopher Wheatley, PhD	Rural Agro-enterprise Specialist (short term consultant	100%
Carlos F Ostertag, MSIM	Business and market specialist	100%
Veronica Gottret, MA	Socio - economist (Visiting Researcher – PhD)	100%
Mark Lundy, MA, MSc	Rural agro-enterprise specialist	100%
Carolina González, MA	Lawyer and economist (with the Impact Assessment Project)	100%
Marco A Vásquez, MBA	Enterprise specialist (based in Tegucigalpa)	100%
John Connell, BA	Community development specialist (based in Vientiane, Lao PDR – 50% dedication)	50%
Cu Thi Le Thuy, BA	Economist and National Coordinator of the Small-scale Agro-enterprise Development in the Uplands of Lao PDR and Vietnam project (based in Hanoi, Vietnam)	100%
Ounkeo Pathammavong, BA	Educationalist and National Coordinator of the Small-scale Agro-enterprise Development in the Uplands of Lao PDR and Vietnam project (based in Vientiane, Lao PDR)	100%
Jhon J Hurtado, BSc	Food Technologist and Information specialist	100%
Angela Arenas, BSc	Social communicator	100%
David Brand, BA	Economist	100%
Dora Patricia Arevalo, BA	Social communicator (with the Information for Development Project)	100%
Sandra Rivera, BSc	Industrial engineer	100%
Nguyen Anh Tuan	Office manager, Hanoi	100%
Carlos Chilito	Technician, rural agro-industrial processing	100%
Jairo Jiménez	Field technician	100%
Luis Hernández, MA	Agronomist (consultant)	100%

Diego Izquierdo, BA	Economist (consultant)	100%
Diego Tenorio	Agro-enterprise management (visiting scientist)	100%
Erika Eliana Mosquera	Social communicator (visiting scientist)	100%
Laura Victoria Becerra	Social communicator (visiting scientist)	100%
Juan Francisco Barona	International Marketing and Business (visiting scientist)	100%
Oscar Andrés Sandoval	Agro-industrial Engineer	100%
Diana Marcela Córdoba	Sociologist (visiting scientist)	100%
Carlos Arturo Quirós MSc	Acting Project Manager	100%
Boru Douthwaite PhD	Senior staff	100%
Susan Kaaria PhD	Senior Research Fellow	100%
Vicente Zapata PhD	Senior Research Fellow	50%
Pascal Sanginga PhD	Senior Research Fellow	100%
Jemimah Njuki PhD	Social Scientists	100%
Luis Alfredo Hernández MSc	Research Associate I	100%
José Ignacio Roa	Professional Specialist	100%
Juan Fernandez	Research	100%
Vivian Polar	Research	100%
Elias Claros	Research Assistant	100%
Viviana Sandoval	Research Assistant	100%
Walter Fuentes	Technician	100%
Freddy Escobar	Technician	70%
Jorge Cabrera	Technician	100%
Robert Muzira	Research Assistant	100%
Peace Kankwatse	Research Assistant	50%
Colletha Chitsike	Consultant	
Eduardo Nogales	Consultant	100%
Victor Hugo Antolínez	Communications Student, UniCauca	100%
Dora Patricia Arévalo	Research Assistant	100%
Rebeca Bolaños	Secretary	30%
Eduardo Figueroa	Training Materials Specialist	50%
Jorge Gallego	Systems Engineer	25%
Edith Hesse PhD	Head, Information and Capacity Strengthening Unit	30%
Odilia Mayorga	Research Assistant	100%
Mariano Mejía	Library Public Service Coordinator	30%
Carolina Quiñones	Communications Student, UniCauca	100%
Nathan Russell PhD	Project Manager and Head, Communications Unit (CU)	100%
Simone Staiger	Web Publishing Coordinator and KS Specialist	75%

Diana Paola Valero	Graphic Designer	25%
Paola Andrea Victoria	Communications Student, UniCauca	100%
Barun Gurung, PhD	Coordinator, PRGA Program	100%
Nina Lilja, PhD	Impact Assessment	100%
Ralph Roothaert, PhD	Forages for Smallholders Project, Joint appointment SW-PRGA and ILRI, Addis Ababa, Ethiopia	50%
Ann Braun, PhD	Facilitator, PRGA Participatory Natural Resource Management Working Group	50%
Salvatore Ceccarelli, PhD	Facilitator, PRGA Participatory Plant Breeding Working Group	50%
Hilary Sims Feldstein, MPA	Facilitator, PRGA Gender Analysis Working Group	50%
Claudia Garcia, BA	PRGA Administrative Assistant	100%
Jorge Mario Quiceno, MBA	PRGA Administrative Assistant	100%

Students

Adriana Fajardo, MSc
Alsen Oduwo, MSc
Antonio José López, PhD
Edson Gandarillas, PhD
Elisabeth Gotschi, PhD
Elly Kaganzi, BA
Fabio Terceros, BSc
Fanory Cobo, BSc
Irene Vicente, BSc
Jackson Tumwine, PhD
Janeth Lizarazu, BSc
José Cartagena, BSc
Kibiby Mtenga, PhD
Kirk K. Patel, PhD,
Louise Clark, PhD
Lule Ali, MSc
Mekbib Frew, PhD
Pamela Pali, PhD
Peterson Mwangi, PhD
Robinah Nyapendi, BSc
Silvia Cortez, BSc

Staff Composition

Figure 1. Rural Innovation Institute Staff Composition

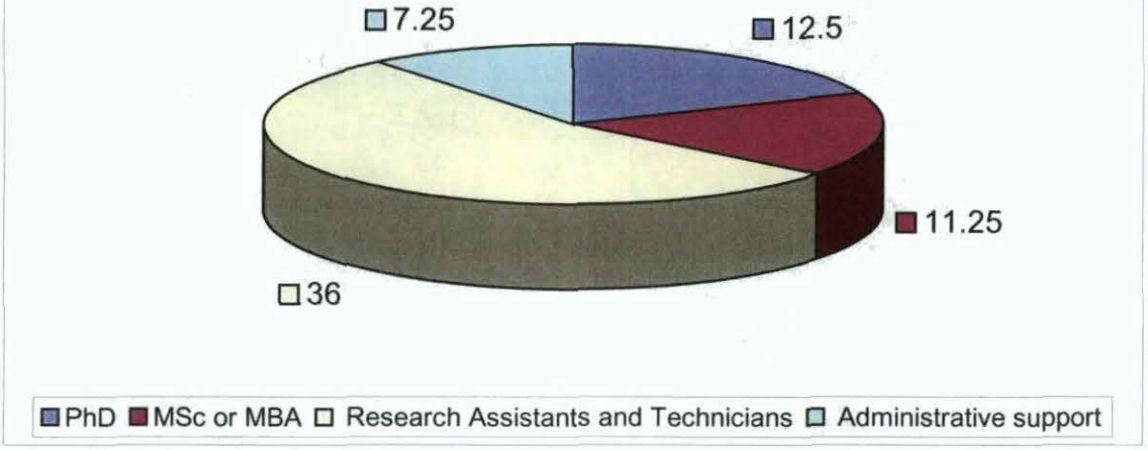


Figure 2. RAeD Project Staff composition

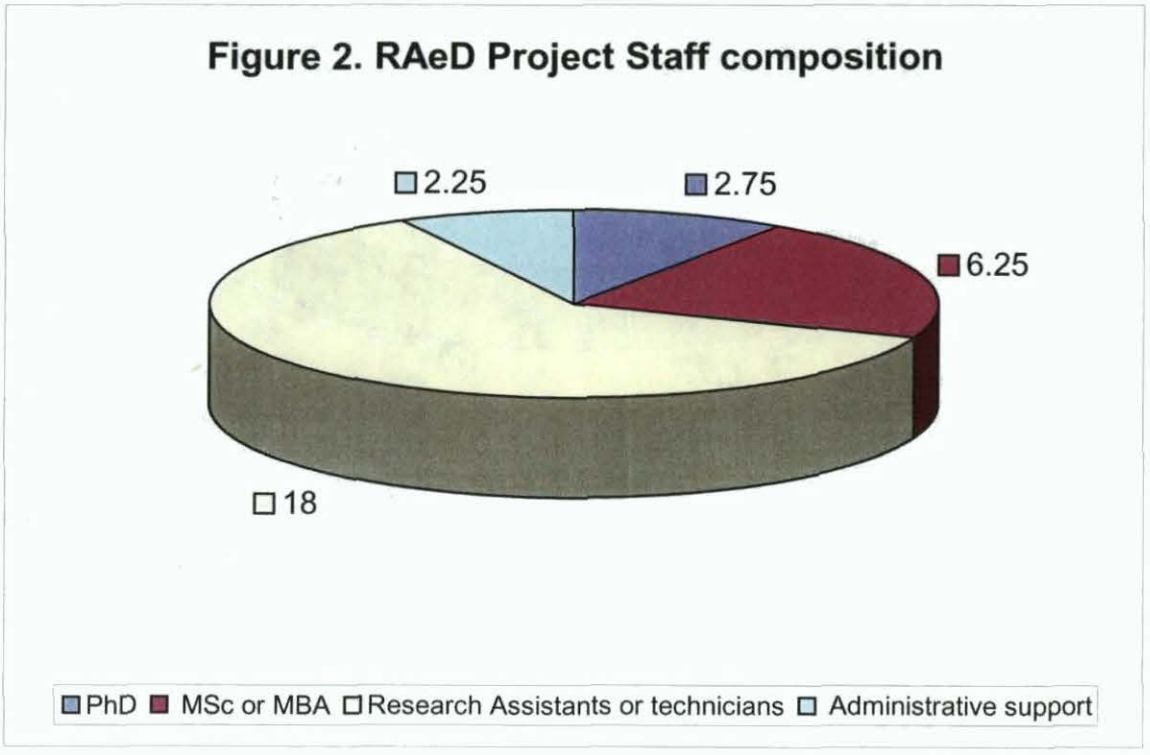


Figure 3. IPRA Project Staff Composition

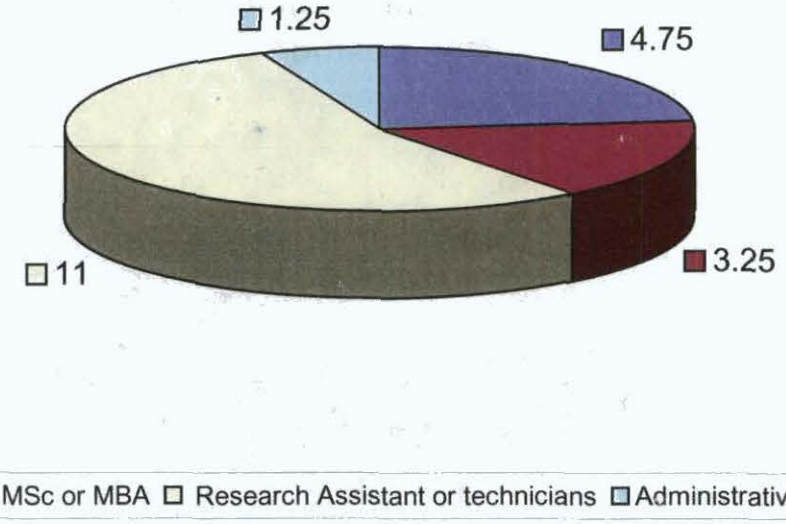


Figure 4. INFORCOM Staff Composition

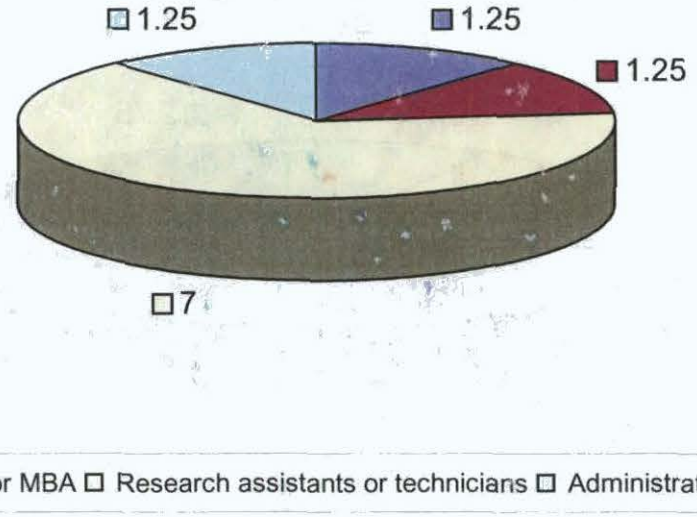


Figure 5. PRGA Staff Composition

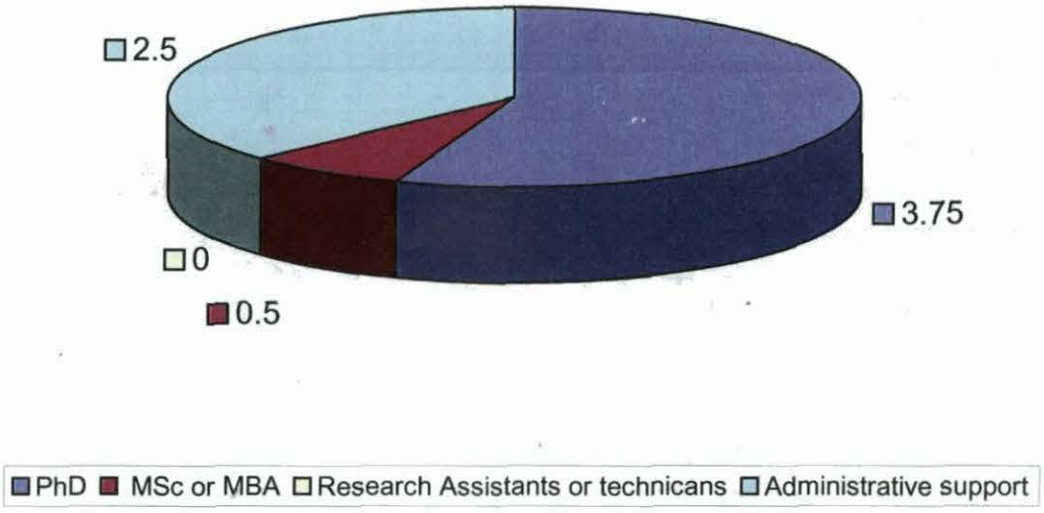
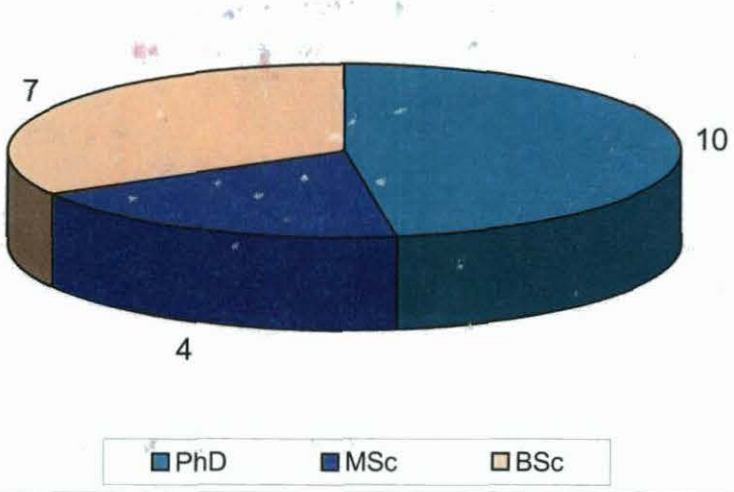


Figure 6. Rural Innovation Institute composition of supervised students



CIAT Project Linkages

CIAT Project Linkages	RII	DAeR	IPRA	InforCom	PRGA*
SB-2	Conservation and Use of Tropical Genetic Resources		x	x	
IP-1	Bean Improvement for the Tropics		x	x	x
IP-3	Improved Cassava for the Developing World	x	x	x	
IP-4	Improved Rice for Latin America and the Caribbean	x	x	x	
IP-5	Tropical Grasses and Legumes	x	x	x	
IP-6	Tropical Fruits	x	x	x	
PE-1	Integrated Pest & Desease Management			x	
PE-2	TSBF-Overcoming Soil Degradation		x	x	
PE-3	Communities and Watersheds		x	x	
PE-4	Land Use in Latin America	x	x	x	
BP-1	Impact Assestment	x	x	x	x
CP-1	Biofortification for Improved Human Nutrition Challenge Program				
SW-2	Soil, Water & Nutrient Management				
	Africa Challenge Program		x		x

* PRGA's mandate is to work across the CGIAR and to distribute its effort across all the centers in the system

List of exernal partners[1]

ACIAR	Australian Center for International Agricultural Research
ACIN	Asociación de Cabildos Indígenas del Norte del Cauca, Santander de Quilichao, Cauca, Colombia
ACT	Agencia de Cooperación Técnica, Ecuador
ACT	Agencia de Cooperación Técnica, Ecuador
AFRICAREA	Leading Nonprofit Organization, Specializa\ing in aid to Africa
AFRUMO	Asociación de Fruticultores de Moro Moro
AFRUTAR	Asociación de Productores de Fruta del Departamento de Tarija
Agropyme Project	Swisscontact Honduras
AHI	African Highlands Initiative
AIR	Agro-industrial Rural Committee of CIPASLA
AMDECO	Asociación de Municipios de Cochabamba
AMPROM	Asociación de Mujeres Promotores de Muyu Pampa
ANAPO	Asociación de Productores de Oleaginosas y Trigo
AOPEB	Asociación de Organizaciones de Productores Ecológicos de Bolivia
APC	Association for Progressive Communication, through Colnodo (NGO), Bogotá, Colombia
APROFRU	Asociación de Productores de Fruta
ASAR	Asociación de Servicios Artesanales y Rurales
ASARECA	Association for the Strengthening of Agricultural Research in Eastern and Central Africa
ASOFRAM	Asociación de Fruticultores y Apicultores Monteagudo
ASOGAM	Asociación de Ganaderos de Monteagudo
ATICA	Agua y Tierra Campesina
BRDC	Bee Research and Development Centre, Vietnam
BusyLab	ICT business incubator, Ghana
CAD	Centro de Apoyo al Desarrollo
CARE	CARE Nicaragua, El Salvador, Guatemala and Perú
CARENAS	Comunicación y Capacitación en el manejo de los Recursos
CATIE	Centro Agronómico Tropical de Investigación y Enseñanza, Costa Rica
CBOs	Community Based Organizations
CB-PM&E	Community-Based PM&E
CCIMCAT	Centro de Capacitación e Investigación de la Mujer Campesina de Tarija
CEDES	Consejo Empresarial para el Desarrollo Sostenible

[1] Does not include the PRGA program

CEMOPLAF	Centro Médico de Orientación y Planificación Familiar
CETEP	Centro para la Gestión Tecnológica Popular CFOCIC
CIAT	Centro de Investigación Agrícola Tropical
CIOEC	Coordinadora de Integración de Organizaciones Económicas Campesinas
CIPASLA	Consorcio Interinstitucional para una Agricultura Sostenible en Laderas, Colombia
CIPAV	Centro para la Investigación en Sistemas Sostenibles de Producción Agropecuaria, Colombia
CLAYUCA	Consorcio Latinoaméricano y del Caribe de Apoyo a la Investigación y Desarrollo de la Yuca
CLODEST	Comité Local para el Desarrollo Sostenible de la Cuenca del río Tascalapa, Honduras
CMAD	Kenya Agricultural Research Institute; Community Against Desertification
CNEARC	Centre national d'études agronomiques des regions chaudes, France
CNEARC	Centre national d'études agronomiques des regions chaudes, France
COAPRACAUCA	Cooperativa Agraria de Productores y Procesadores de Yuca del Cauca, Colombia
COFOCIC	Consolidation of the Commission of Funds for CIAL research
CONCOPE	Consorcio de Consejos Provinciales del Ecuador *(Consortium of Provincial Councils of Ecuador in English)*
CONDESAN	Consorcio para el Desarrollo Sostenible de la Ecorregión Andina, Peru
COOVERSALLES	Cooperativa de Ganaderos de Versalles, Valle del Cauca (Colombia)
CORFOCIAL	Corporación para el Fomento de los Comités de Investigación Agropecuaria Local, Colombia
Corp. Serraniagua	Corporación Serraniagua de El Cairo, Valle del Cauca (Colombia)
CORPEI	Corporación para la Promoción de Exportaciones, Ecuador *(Corporation for the Promotion of Exports in English)*
CORPOICA	Corporación Colombiana de Investigación Agropecuaria
CORPOTUNIA	Corporación para el desarrollo de Tunia, Colombia
CPP	Crop Protection Program
CreA	Centro Regional Andina of IICA
CREPIC	Centro Regional de Productividad e Innovación del Departamento del Cauca *(Productivity and Innovation Regional Center of Cauca Department in English)*

CRS	Catholic Relief Services, Honduras, El Salvador, Nicaragua, Guatemala, Peru, Ecuador, Haiti and Uganda, Kenya, Sudan, Tanzania, Rwanda, Burundi, Malawi, Madagascar
CTB	Corporación Técnica Belga *(Technical Belgium Cooperation in English)*, Peru
CUAO	Corporación Universitaria Autónoma de Occidente , Cali, Colombia
CURLA	Centro Universitario del Atlántico
DAI	Development Agency, Inc. in Bolivia
DALDO	Plan International Malawi. Tanzania: District Agricultural and Livestock Dept. Office
DARD, Vietnam	Hue Provincial Department of Agriculture and Rural Development (DARD), Hoa Binh DARD, Dak Lak DARD
DARS	Makerere U.. Malawi: Dept. of Agricultural Research Services
DEPROA	Fundación para el Desarrollo Pro ambiente.
DFID	Department for International Development, UK
DfID-RLD	Departamenteo para el Desarrollo Internacional Departamento de
Diogracio Vides	Organización Campesina Intercomunal Diogracio Vides
DIPEIB-C	Dirección Provincial de Educación Intercultural Bilingüe
EAP	Escuela Agrícola Panamericana-El Zamorano
EARO	Ethiopian Agricultural Research Organisation
EARTH	Escuela Agrícola de la Región Tropico Humedo, Costa Rica
ECABREN	Eastern and Central Africa Bean Research Network
EDC	Marketing consulting firm,
ETSP	Extension and Training Support Program, Vietnam
F.E.A.	Fundación El Alcaraván, Colombia
FAO	Food and Agriculture Organization of the United Nations, Italy
FARM – Africa	Food and Agricultural Research Management
FDF	Fundación para el Desarrollo Frutícola
FDTA	Fundación para el Desarrollo Tecnológico Agropecuario de los Valles
FDTA Altiplano	Fundaciones para el Desarrollo Tecnológico Agropecuario Bolivia
FDTA Chaco	Fundaciones para el Desarrollo Tecnológico Agropecuario Bolivia
FDTA Trópico Húmedo	Fundaciones para el Desarrollo Tecnológico Agropecuario Bolivia

FDTA Valles	Fundaciones para el Desarrollo Tecnológico Agropecuario Bolivia
FFS	Consortium; Network of Farmer Field Schools
Finrural	Asociación de Instituciones Financieras para el Desarrollo Rural , Bolivia
FIPAH	Fundación para la Investigación Participativa con Agricultores en Honduras
FODUR	Fomento al Desarrollo Urbano y Rural
FONAIAP	Fondo Nacional de Investigaciones Agropecuarias
FOODNET	Marketing and Agro-enterprise Network for Eastern and Central Africa
FUNAN	Fundación Antisana Ecuador
Fundación Carvajal	Carvajal Foundation, Colombia
GFAR	Global Forum on Agricultural Research
GFAR DURAS	Promoting Sustainable Development in Agricultural Research Systems
GKP	Global Knowledge Partnership , Kuala Lumpur, Malaysia (CIAT became a member of the organization this year.)
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit (*German Agency for Technical Cooperation in English*)
HAFU	Hue Agriculture and Forestry University
HAFU	Hue Agriculture and Forestry University
HAMM	Honorable Alcaldia Municipal de Monteagudo
HAU	Hanoi Agriculture University
IC	Intercooperation, Andean Region
ICFR	Institute for Crop and Food Research, New Zealand
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics, India
IDE	Marketing and consultancy firm, Vietnam
IDRC / CIID	International Development Research Center, Canada
IESE, Universidad de San Simón	Instituto de Estudios Sociales y Económicos *(Institute of Social and Economic Studies in English)*, Universidad de San Simón, Bolivia
IFAD	International Fund for Agricultural Development, Italy
IFPRI	International Food Policy Research Institute, USA
IIAV	Instituo de Investigación Agrícola Vallecito
IICA	Instituto Interamericano para la Cooperación Agrícola, Andean Region
IIRR	Instituto Internacional para la Reconstrucción Rural
IMCA	Instituto Mayor Campesino, Buga, Colombia
INERA	Institut National de Research et Etudes Agronomiques
INIA	Instituto Nacional de Investigaciones

INIA Africa	National Agricultural Research Institute
INIAP	Instituto Nacional de Investigaciones Agropecuarias
INNOVA	Proyecto INNOVA
INRA	Institut National de Recherche Agronomique, France
INSPIRE	Integrated Soil Productivity Initiative through Research and Education
IPGRI	International Plant Genetic Resources Institute , Office for the Americas, Colombia
IPRA	Investigación Participativa en Agricultura / *Participatory Research in Agriculture* of CIAT
IRD	Integrated Rural Development Program, Colombia
IRD	Instituto de Investigación para el Desarrollo (French acronym)
ISAAA	International Service for the Acquisition of Agri-biotech Applications
ISNAR Division of IFPRI	International Service for National Agricultural Research, Costa Rica
ITDG	Intermediate Technology Development Group, Kenya, UK
JAINA	Comunidad de Estudios JAINA eight grassroots groups
JIRCAS	Japanese International Research Centre for Agricultural Sciences
JKUAT	Jomo Kenyatta University of Agriculture and Technology
KARI	Kenya Agricultural Research Institute
La Montaña	Asociación de Productores de Santa Lucía y Barragán, Valle del Cauca (Colombia)
LADD	Lilongwe Agricultural Development Division
LRC	Livestock Research Center (Lao PDR)
MACIA	Ministerio de Asuntos Campesinos, Indigenas y Agropecuarios
MACRENA	Manejo Comunitario de Recursos Naturales
MADR	Ministerio de Agricultura y Desarrollo Rural, Colombia
MAE	Ministère des Affaires Etrangères, France
MAG	Ministerio de Agricultura y Ganadería del Ecuador
MEDA	Mennonite Economic Development Associates
MMCH	Mymensingh Medical College Hospital
NAADS	Africare; National Agricultural Advisory Services
NANDOS	Cadena inglesa de restaurantes de comida rápida
NARO	National Agricultural Research Organisation, Uganda
NDJSC	Nam Dong Joint Stock Company
NRI	Natural Resources Institute (UK see TPI)
NZAID	New Zealand Overseas Development Agency
ODESAR	Organismo para el Desarrollo Municipal

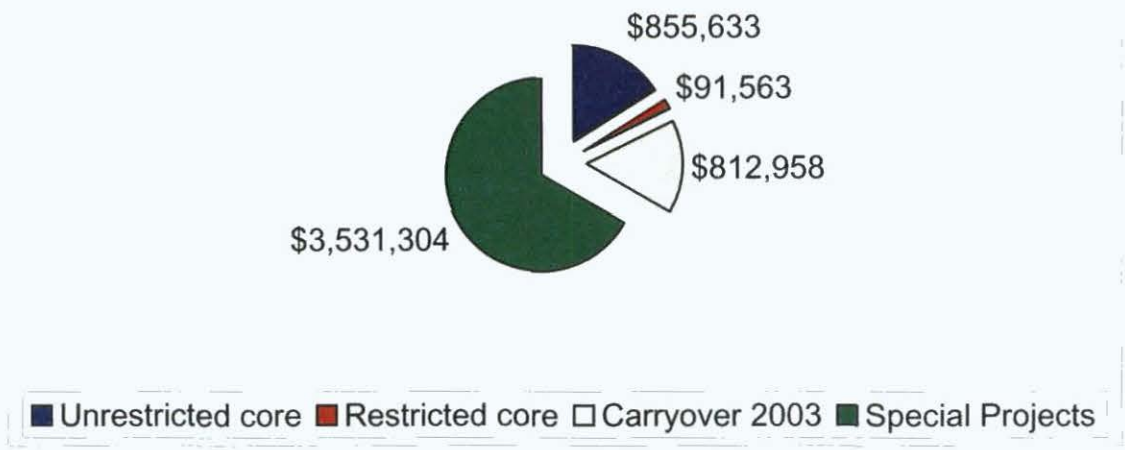
PADEM	Programa de Apoyo a la Democracia Municipal
PAFO	Agriculture and Forestry Organization, Lao PDR; Xieng Khouang and Luang Prabang provinces
PCAC	Programa Campesino a Campesino
PDPM	Programa de Desarrollo y Paz del Magdalena Medio
PHTI	Post-Harvest Technology Institute, Vietnam
PNS	Programa Nacional de Semillas
PORTAL	Productores de Totolima y Altamachi
PRAPACE	Regional Potato and Sweetpotato Improvement Network in Eastern and Central Africa (French acronym)
PRGA	Participatory Research and Gender Analysis Programs
PRODAR	Programa Cooperativa de Desarrollo Agro-industrial Rural (Latin America and the Caribbean)
PRODEISMACH	Programa de Desarrollo Integral Sostenible y Medio Ambiente para el Chaco
PRODII	Programa de Desarrollo Integral Interdisciplinario
PROINPA	Fundación de Promoción e Investigación en Productos Andinos de Bolivia *(Bolivian Foundation for the Promotion of Andean Products in English)*
PROMMASEL	Proyecto de Manejo de Malezas Sostenible en Laderas
PROSAT	Proyecto de Servicios de Asistencia Técnica para Pequeños Productores
PROSUDO	Programa Interinstitucional de Suka Kollus
Proyecto INNOVA	Consorcio entre la Fundación PROINPA, Universidad Mayor de San Simon y el Centro de Investigación Agriícola Tropical
Proyecto MAPA	Marketing and Poverty Alleviation
PRR	Programa de Reconstrucción Rural
Radio Works	FM radio company, Uganda
REDCAPA	Red de Instituciones Vinculadas a la Capacitación en Economía y Políticas Agrícolas en América Latina y el Caribe , Brazil
SAV	Secretaría de Agricultura y Pesca del Valle del Cauca
SEDAG TARIJA	Servicio Departamental de Agricultura y Ganadería – Tarija
SEDAJ	Servicio de Desarrollo Agropecuaria de Tarija
SENA	Servicio Nacional de Aprendizaje, Colombia
SIBTA	Sistema Boliviano de Tecnología Agropecuaria
SIDA	Swedish International Development Agency
SIUPA	Systemwide Initiative on Urban Agricultura
SIUPA	Systemwide Initiative on Urban Agricultura
SMS Media	SMS service provider, Uganda
SNV	Dutch Service for Development Cooperation, Perú, Ecuador and Bolivia

SwissContact	Swiss Foundation for Technical Development, Perú
TIP	Traditional Irrigation and Environment Protection Programme
TRADES	Trabajando por el Desarrollo Sostenible
TUCAYTA	Tucuy Cañar Ayllucunapac Tantanacuy
UGT	Uganda Grain Traders
UMATAs	Unidades Municipales de Asistencia Técnica Agropecuaria, Colombia
UMSS	U. Mayor de San Simón
UMSS Postgrado	Universidad Mayor de San Simón Bolivia
UNA	Universidad Nacional de Agricultura, Honduras
UNDO - PNUD	Programa de las Naciones Unidas para el Desarrollo
UNICAM	Universidad Campesina
UniCauca	Universidad del Cauca , ColombiaUniversidad Nacional, Colombia
UNIVALLE	Universidad del Valle, Colombia
UPWARD	Users' Perspectives with Agricultural Research and Development, Manila, Philippines
URPSFXCH	Universidad Real y Pontificia San Francisco Xabier de Chuquisaca
VIRUDI	Africa2000 Network, Vision for Rural Development Initiative
	Fundación Chasquinet, Quito, Ecuador
	Fundaciones para el Desarrollo Tecnológico Agropecuario (FDTAs)□Chaco, Trópico Húmedo, and Valles□Bolivia
	Universidad Autónoma de Occidente, Colombia
	Organizaciones Campesina, U. Nacional de Colombia
	Local government; INSPIRE
	World Vision Sanya Agricultural Development Programme
	District Council (District Agricultural and Livestock Development Office).
	Extension Dept., Ministry of Agriculture; Kenyatta U
	farmer groups and communities Uganda, Tanzania, Malawi, Kenya
	medios de vida sostenibles
	Global Forum on Agricultural Research

Budget

Project	Unrestricted Core		Restricted Core		Carry Over 2003		Special Projects		Sub-Total	
	$	%	$	%	$	%	$	%	$	%
SN4-RII	$256,072	34%	$77,018	10%	$245,829	32%	$ 179,000	24%	$ 757,919	14%
SN1-RaeD	$281,432	25%	$ -	0%	$ 25,948	2%	$ 806,396	72%	$1,113,776	21%
SN3-IPRA	$161,583	11%	$ -	0%	$295,671	21%	$ 964,969	68%	$1,422,224	27%
SN4-InforCom	$106,546	20%	$14,545	3%	$ 26,750	5%	$ 381,593	72%	$ 529,434	10%
SW3-PRGA	$ 50,000	3%	$ -	0%	$218,760	15%	$1,199,346	82%	$1,468,106	28%
TOTAL	$855,633	16%	$91,563	2%	$812,958	15%	$3,531,304	67%	$5,291,459	100%

Figure 6. Composition of Rural Innovation Budget 2003 - 4



3. Research highlights

Introduction

The Rural Innovation Institute improves the capacity to innovate of resource poor, rural producers and businesses by increasing the scale and impact of new methods and approaches developed by the Institute's projects and programs to strengthen competitiveness, client-driven experimentation and knowledge sharing. All the work of the Institute is carried out in its projects which are presented in the Medium Term Plan as separate Log Frames: SN1 Rural Agro-enterprise Development (RAeD); SN3 Participatory Research Methods (IPRA) and SN4 Information for Development (InfoCom). The Institute also hosts the CGIAR Program on Participatory research and Gender Analysis (PRGA).

This overview of the research highlights for 2003-2004 is organized around topics identified in the outputs and milestones for RII of the CIAT Medium term Plan for 2005- 2007 and is intended to provide insight into progress towards achieving these. The Institute is a platform for development-oriented research accomplished through projects and all resources are allocated through the projects.

The Institute continues to build on the established reputation of some long-standing areas of work such as agro-enterprise development and participatory research. At the same time the Institute is developing novel strategic initiatives including Enabling Rural Innovation in East Africa; the Learning Alliances; a Knowledge Sharing facilitation role in the CGIAR system; e-learning courses ; the study of innovation histories, innovation ecologies and the role of social capital, networks and "netchains;" and an initiative to support indigenous peoples' ethnic entrepreneurship. New kinds of partnership are also being developed such as that initiated with secondment of a staff member to the Global Forum on Agricultural Research (GFAR) based in FAO, Rome this year.

Budget

The RII budget in 2004 was US $5,291,459 in 2004[2] of which 16 percent was unrestricted core (See Figure 6). Proposal development requires a very significant portion of the time of RII staff at all levels. The initiative and contribution of Nationally Recruited Staff associates and assistants to developing proposals and securing grants are increasingly important and deserve especial recognition. Overall in 2004 RII projects submitted 52 proposals, an average of 6.5 proposals per IRS PhD-level scientist (including those principally involved in management). Grant proposals submitted in 2004 totaled US $19 million of which 13 percent were approved to date and 87 percent are still pending approval.

Partnerships in CIAT

A considerable proportion of Rural Innovation-related work is carried out in other CIAT projects (see table on page 16). In 2004, RII projects had 15 joint publications involving other CIAT projects. Some of this work involves RII staff in new research initiatives, and some of it involves use of methods and approaches developed in collaboration with RII support.

2 SN4-RII, SN1-RAeD, SN3-IPRA, SN4-InforCom and SW3-PRGA

Partnerships and Alliances

RII projects report 205 active partnerships in 2003-4, many of which are clustered into learning alliances that are a very significant aspect of how RII does its work. Most research is action research conducted in close association with or "piggybacked" onto the application of RII approaches and methodologies by partners and/or capacity development for use of those approaches and methods. In 2004 RII has 47 active partnerships of this type.

Learning Alliances

A Learning Alliance is an agreement between a research partner and development partners(including donors and the private sector) to carry out a joint process of action-research on a development-oriented intervention or program that is using some RII methods, tools and approaches. Learning Alliances take a very different approach from the technology transfer that characterized relationships with development partners in the past. The Alliance involves collaborative monitoring, evaluation, knowledge-sharing and capacity development about good practices for the management of innovation processes.

Learning Alliances advance rural innovation on two fronts. First as a way to conduct action research that advances fundamental and strategic understanding of how to develop and improve capacity to innovate. Thus Learning Alliances provide RII projects with proof of concept on a large scale. Second, as a way for RII to realize its comparative advantage in research through engagement in fieldwork that advances both the program objectives of development partners as well as the uptake, scaling out and impact of RII research products. These products are the international public goods – the approaches and methodologies – that are refined and subjected to proof of concept in the context of large scale efforts to provide solutions for the rural poor.

The Learning Alliance concept is itself experiencing rapid uptake within and outside the RII. CIAT first experimented with this approach in 2000 with CARE in Nicaragua. From there the idea moved to East Africa where a six nation Learning Alliance was set up with Catholic Relief Services, CRS. New Alliances facilitated by agro-enterprise development objectives have since been established in Central America and the Andean region. The success of the Eastern Africa learning alliance between CIAT and CRS has led to the development of a global learning alliance in which 30 CRS country programs have pledged $850,000 of their private resources to implement a tools based "learning alliance" in East, South an West Africa, South and South East Asia and Andean and Central America. This is a significant new endeavor for the RAeD project and will enable the team to fine tune many activities across a wide range of territories. The impact on development partners has been substantive in terms of a shift from relief to enterprise development and from a focus on agricultural production to a focus on marketing.

Within RII the concept of a Learning Alliance has begun to catalyze closer project integration: in response to an invitation from the W.K. Kellogg Foundation Andean Program to present a proposal. The RII projects in Latin America are designing an Alliance with the Foundation and its partners for combined input from agro-enterprises, participatory research and information for development. This builds on RII's work for the Kellogg Foundation supporting evaluation of the Foundation's 30-plus clusters of integrated projects (Conjuntos Integrados de Projectos) in their Latin America program. Another learning alliance was formed to advance development methodologies of farmer experimentation and participatory research in Ecuador. The alliance characterized "good-practice" approaches to FPR in Ecuador being used by three organizations: World Neighbors, IIRR and INIAP. The approaches characterized were CIALs, FFS, Farmer-to-

Farmer and Experimental Trials. The sharing of information at a workshop led to the stakeholders' recognition of the need to continue sharing experiences, seek complementarities and pursue opportunities for further scaling-up of these approaches.

A new learning Alliance is being sought around the theme of ethnic entrepreneurship. Rural poverty is often concentrated in ethnic minority groups and indigenous people's communities. At the same time ethnic entrepreneurs are recognized as some of the most successful innovators who design ingenious strategies for marketing and production using both indigenous and external technologies.

Institutional learning and change is an integral part of any Learning Alliance and the CGIAR ILAC (Institutional Learning and Change) Initiative has included the CIAT Learning Alliances and one of its concepts and cases. The concept of a learning Alliance is increasingly identified on a broad front internationally with innovation at CIAT.

Strategic Research on Innovation

Social Capital

An important focus of research is on building social capital as a strategy for strengthening the decision-making capacity of communities. Within the framework of sustainable livelihoods, social capital is understood as the social networks and relationships of trust, reciprocity and exchange which facilitate coordination and cooperation for mutual benefit.A diagnosis of social capital in Uganda using a combination of research approaches has generated new knowledge on the different dimensions, levels and types of social capital; the strength of social capital and potential for community joint action; forms of inter- and intra-household support, village-level interactions and wider scale linkages; gender roles, responsibilities and resource access; and patterns of participation in NRM initiatives.

New methodological techniques are being evaluated for social network analysis. Staff from IPRA and PRGA were trained in *InFlow*, a program to analyze social networks which is being applied to map innovation networks in communities. Research is investigating how these maps can be used to both identify promising innovations as well as to monitor change.

Social capital is an important resource for innovation and for this reason it is the principal variable of analysis when evaluating constraints for establishing participatory monitoring and evaluation (PM&E) systems. This year, the project "Promoting Change" (FOCAM) in Bolivia has entered into a large quantity of agreements with diverse NGOS and system suppliers to implement new PM&E systems in an expansion aimed at large-scale geographic coverage. The project has actions in three of the four macroregions into which the Bolivian System of Agricultural and Livestock Technology has divided the country. PM&E is enabling the beneficiaries of national innovation projects called PITAs, to give feedback opportunely to the suppliers of agricultural Research and development (R&D). Whereas weak social capital constitutes a constraint for establishing PM&E, research is analyzing the potential of indigenous M&E cultures and information exchange as a form of social capital that can strengthen formal PM&E systems.

Research on partnerships

Over the past 30-40 years, many developing countries have experienced a slow separation between the focus of public sector research organizations and the commercial research interests of the entrepreneurial private sector world. Research on "Public-Private Partnerships for Agro-industrial Research" developed methods and tools that will facilitate more effective partnerships between public sector agricultural research organizations and the private sector. The main assumption behind public-private partnership initiatives is that although goals and incentives maybe different, there is a 'common space' where interests can converge and it is around this common space that public-private partnerships can evolve. However, if this common space is hidden then joint initiatives will not occur. Research is testing hypotheses about the common interest areas between public and private interests and developing methodology to facilitate the design of public-private partnerships for innovation, which is low cost and improves the negotiation and decision-making process.

Many of the problems that face small-scale rural producers are related to the effects of trade liberalization, globalization, foreign investment in traditional markets and their effects on market supplies and prices. Macro-economic trends are important to Rural Innovation's strategy to improve market engagement by small-scale producers. A 2004 study showed developing countries reliant upon a limited range of traditional commodities face staggering losses. This bleak situation is reflected in the dramatically falling terms of trade for many African countries and suggests a profound downturn in their economic outlook. The conclusions of this study are that decision-makers and development agencies should give urgent consideration to the following: (i) Improving the negotiating powers of LDCs for global trade, (ii) Managing the over-supply of primary product exports, (iii) Stimulating production of added-value products (iv) Strengthening Market Information Services and (v) Developing export strategies based on highly differentiated higher value products and (vi) Reducing imports of goods that can be competitively produced domestically. These measures are required to regain more ethical trading values between rich and poor nations in regard to existing products and wherever possible to find innovative ways of adding value to commodities before export, such that a higher percentage of the final market price is realized in the producing countries.

Research on Information and ICTs for agriculture

Rural Innovation's focus on the interaction among information, technology and social organization is now being reflected in international concern with the digital divide which is shifting focus from connectivity towards the importance of capacity building and local content development. Recently- initiated research in collaboration with Imperial College London is applying social network analysis to rural information exchange. A comprehensive literature review on the importance of information flows in supply chain management provided a framework in which to assess the ways in which ICTs can enhance information networking for the poor. This initial work on information exchange in supply chains has identified the concept of a "netchain" to explain the differences information flows in supply chains. Empirical research in Bolivia has been launched this year to increase our understanding of netchains and of how information is shared between producer groups and to identify where information bottlenecks exist in supply chains. By assessing the role that information intermediaries can play to overcome these barriers, the project hopes to improve producer groups' access to information and to create new opportunities in the production and marketing of high-value crops.

Academic researchers agree that the speed at which experiences in ICT practice are evolving makes action research a desirable methodology for understanding the complexities facing

practitioners and for speaking with authority on the factors affecting the current state of play. RII's research on "information intermediaries" grew out of previous work on community telecenters. The idea was to identify individuals and groups, who with appropriate training and support, can serve as a bridge between diverse formal sources of information on agroenterprise development and the many people in rural communities who lack access to those information sources or have little confidence or interest in them.A pilot research study is investigating the potential of *grupos gestores de comunicación* in relation to the *panela* (unrefined sugar) supply chain, which is quite important in Cauca Department, Colombia. Three communications undergraduate students from the University of Cauca are invpolved in this research. During 2004 they examined information flows within and between the groups, using focus group discussions and surveys to determine how members communicate, how frequently, and how effectively.

Innovation histories

Innovation histories and innovation briefs are being constructed to enable RII to build a database of case studies that can eventually be used for meta-analysis that will give insight into underlying principles and dynamics of rural innovation processes. Methodology for constructing and learning from innovation histories was developed and implemented this year and published as an ILAC Brief, distributed at the CGIAR Annual General Meeting. ILAC (Institutional Learning and Change) is a new initiative in the CGIAR System.

A comparison was made of the innovation histories of CIALs in Honduras and Colombia, the two countries with the most CIALs established that institutionally sustainable CIALs are supported by an network of organizations who enjoy mutually beneficial relationships. The actions taken to register the ASOCIALs in Honduras as legal entities and build their capacity to attract and manage projects on their own are helping build the links that the ASOCIALs need for their long-term sustainability. As of 2003, however, those links were not yet sufficient so their remains a role for the host organizations to continue to seek funding. To reach the long-term sustainability that the ASOCIALs seek, they will have to learn how to operate as small NGOs and/or providers of services that can win contracts and projects and pay staff salaries. CIAL and ASOCIAL members in Honduras are linked on average to 7 organizations within their respective communities, and six organizations outside. Through these linkages CIAL members are influencing local decision-makers and local development agendas.

Research in rural planning case studies

The Rural Planning Group, part of the InforCom project, develops participatory approaches that enable local stakeholders to use GIS-assisted information systems for managing their natural resources. Research develops methods, tools, documented examples, and principles that can help bring about successful planning, monitoring, and evaluation. Case studies are being developed and documented in Colombia, Bolivia, Peru, and Senegal. Methods and tools are developed through case studies in specific locations, and disseminated through training events, seminars, reports, and publications, as well as through the CIAT Web page.

Research is testing hypotheses related to the role of participatory planning in generating three key drivers of successful rural innovation: social capital building, enhanced accountability and organizational learning across scales. The first hypothesis is that participatory planning, when groups engage in a continuous process of diagnosis, activity planning, monitoring and evaluation, can greatly improve local social capital, and thus the capacity of rural populations to

innovate. Second, that accountability or a sense of responsibility on the part of leaders and citizens can be enhanced by adopting long-term collective goals as a result of the planning process. Third, that participatory rural planning approaches enhance learning at different hierarchical levels of organizations and so improve the coordination of development efforts by articulating clients (demand) and service providers(supply) from one level to the next, from the bottom up. The Rural Planning approach is being used to articulate municipal plans at the departmental level, and departmental plans at the national level in the different case studies.

An example is the Bolivian Association of the Municipalities of Cono Sur planning program to encourage farmer-led innovation in water management. Planning methodologies led to the development of two project proposals that were presented for funding to the International Land Coalition (ILC) in Rome and to Electricité sans frontières in France. The process was entirely managed by farmers showing development of a high innovation capacity and will continue in 2005 with the construction of an 8-km channel for irrigation , a small electricity-generating station, a training program, plans for land use and for local development with the new municipal administration. The results of this experience will be published in a book.

Enabling Rural Innovation: a test and validation of the "Resource to Consumption Framework"

The "Resource to Consumption" framework is being tested by research in Africa. This focuses on understanding the linkages between the technology development process and market opportunities and how this can generate critical links between investment in natural resources, markets and incentives for their adoption. In a research-extension-university-NGO-farmer group continuum, CIAT and its partners are working in Malawi, Mozambique, Tanzania and Uganda to explore and understand how market orientation leads to improved NRM at the farm level. Analyses of research to date highlight examples where identifying potential markets for existing and new products has led to increased investment in NRM and how developing innovative agricultural technologies that meet the specific needs and constraints of different income levels and gender groups leads to improved livelihoods.

Enabling Rural Innovation is the name for the combination of rural innovation approaches from the participatory research (IPRA), agro-enterprise (RaeD) and information for development (INFOCOM) projects being applied to test the resource-to-consumption framework in East Africa. Agricultural research and development organizations are increasingly under pressure to shift from enhancing productivity of food crops to improving profitability and competitiveness of small-scale farming, and linking smallholder farmers to more profitable markets. What is not obvious however, is how to make small-scale farming more market oriented, or how to integrate participatory research approaches to marketing and agroenterprise development. In Africa, CIAT is testing an integrated approach for demand-driven and market-oriented agricultural research and rural agro-enterprise development. This approach termed Enabling Rural Innovation (ERI) offers a practical framework to link farmer participatory research and market research in a way that empowers farmers to better manage their resources and offers them prospects of an upward spiral out of poverty.

ERI uses participatory processes to build the capacities of farmers' groups and rural communities in marginal areas to identify and evaluate market opportunities, develop profitable

agroenterprises, intensify production through experimentation, while sustaining the resources upon which their livelihoods depend. The approach emphasizes integrating scientific expertise with farmer knowledge, strengthening social organization and entrepreneurial organizations through effective partnership between research, development and rural communities. By strengthening human and social capital, ERI encompasses effective and proactive strategies for promoting gender and equity in the access to market opportunities and improved technologies, and in the distribution of benefits and additional incomes.

ERI research questions

- Is the Enabling Rural Innovation framework an effective mechanism for reaching women and the poor? How are the ERI processes contributing to changes in rural livelihood strategies?Is the community enterprise development process reaching the women and marginalized members of the community? Do women and the poor benefit?
- What are the minimal resources needed to participate in community enterprise projects?
- What are the best practices and principles for building and sustaining effective partnerships amongst R&D partners, private sector, farmer organizations, and policy-makers, to link INRM interventions to markets? What are the transaction costs in developing and sustaining these partnerships? How do we institutionalize ERI approaches?
- Do closer farmer-market linkages lead to improved technological options and natural resource management strategies?
- How can decision support tools, simulation modeling and optimization models, be integrated to develop improved productivity management options with farmers?
- What role do community-based participatory monitoring and evaluation systems play in empowering communities, strengthening group organization and improving information flow processes for better decision-making

ERI results

Results of action research applying the ERI approach in pilot sites in Malawi, Uganda and Tanzania show that small-scale farmers are not always attracted by higher economic returns. Rather they use a range of economic and non-economic criteria for selecting their existing crops and livestock for new markets, as well as new crops for new markets. Evaluation of market opportunities stimulates farmers' experimentation to reduce risks, access new technologies, and improve the productivity and competitiveness of the selected enterprises. Lessons learned suggest that building and sustaining quality partnerships between research and development organizations, government, private agribusiness sector; and building necessary amount of human and social capital over a certain period of time are critical for achieving success in small- scale agroenterprise development. This however, requires that an explicit scaling up strategy be mapped out to link successful community processes to meso and macro level market institutions at the national and regional levels.**Scaling out RII approaches from Latin America to Africa and Asia**

Research and tools for identifying market opportunities

The National Agricultural Advisory Service (NAADS) was established to assist Uganda make the transition from a production based, Government supported extension service, to a demand led extension agency that will incrementally operate on a fee paying basis. This is an ambitious program given the status of existing extension capacity and to support of this process, RAeD undertook a multi-sector market opportunities study to assess product demand, using Kampala,

the capital city, as a proxy for demand in Uganda. This demand profile providing an objective means for prioritising enterprise options that could be promoted by extension officers at the district level.

Demystifying markets for upland communities in South East Asia: RAeD's enterprise work in South East Asia, recently started through an SDC supported project. This project aims to test and adapt the RAeD rural business model within a transitional economy, for use by ethnic minority groups, living in remote upland areas. From an agro-enterprise perspective this is a highly challenging environment. The combination of distorted marketing conditions combined with an isolated culture and physically difficult terrain means these communities have little exposure to market forces, limited business acumen and face considerable political barriers in dealing with larger, more business oriented ethnic groups, in 2003-2004.
Supply chain analysis and business planning using participatory methods,new Market opportunities and Strengthening local business development services (BDS) has started.

Enabling Rural Innovation through enterprise development in Africa: Across 8 sites in 21 communities, spanning three countries - Uganda, Tanzania Malawi, RAeD is part of CIAT's inter-disciplinary "Enabling Rural Innovation in Africa" team. The research group is partnering with local research and service providers to develop and apply methods for building the capacity of farmers to identify enterprise options, generate knowledge and technologies and access information for profitable and sustainable enterprise development.

In all countries, participatory market research has been carried out, with service providers facilitating farmers' visits to local, regional and in some cases markets in the capital cities of their respective countries to identify attractive market options. The farmers then rigorously evaluate each option identified using a set of criteria that they themselves develop, based on the communities' priorities for meeting food production and income generation.

The results of these experiences were presented in a workshops held in each country, and shared with institutions that are in the process of initiating 'enabling rural innovation' activities. By the end of this year the experiences and lessons learned will have been brought together in a practical field guide for market facilitators.

Scaling out Enabling Rural Innovation

We have made gains in building capacity of partners in applying ERI approaches to strengthen their work. These approaches are now being tested and evaluated by partners in learning sites in Malawi, Uganda and Tanzania. Additionally, a significant number of partners have institutionalized these approaches in their institutions; e.g., NARS [National Agriculture Research Organization (NARO), Uganda; Dept. of Agriculture Research Services (DARS), Malawi] and NGOs (Traditional Irrigation Programme, Tanzania; Africa 2000 Network, Uganda; Africare, Uganda; Plan Malawi). Scaling out in Rwanda in a joint project requested by the national program is evidence that ERI is gaining significant recognition.

Participatory monitoring and evaluation (PM&E) in Africa

This research addresses the knowledge gap on how to implement and institutionalize PM&E in national innovation systems for agriculture. PM&E is an essential component of an innovation

system because it helps to accelerate learning and to systematize exchange about what is otherwise confined to tacit knowledge from trial and error learning.
Building on lessons from ongoing work started in 2002-3 in Bolivia, Colombia and Honduras, PM&E systems at both community and project levels are being tested in three pilot learning sites (Kisii, Kitale and Mtwapa in Kenya), with seven projects. At the project level, the PM&E framework includes expected results at different levels (outputs, outcomes, impacts), processes, activities and indicators, targets and baselines for each of them, as well as frequency of monitoring. A part of this process has been identifying baseline needs and developing tools for data collection where gap exists. Additionally, there have been efforts to integrate PM&E within existing research activities and project implementation to make this process a component of good project management.

Community-driven PM&E systems were initiated in the pilot learning sites. Currently, there are 17 farmer groups applying PM&E for reflection and learning (11 in Mtwapa, 4 in Kitale and 2 in Kisii). Community-driven PM&E systems were initiated through a process of intensive training of the research teams on how to facilitate their establishment.

Impact studies

The impact of strengthening business capacity of small-scale farmer organizations is being documented in two small-scale farmer organizations in Cauca department in Colombia, namely Cooversalles and the new "Mountain Association". The objective of this research process has been to develop methods that stimulate greater business orientation by small-scale farmer organizations. Cooversalles is now a highly successful milk cooperative in northern Valle. Following a grant from the Colombian Government, Cooversaille, established a 5,000 litre cooling plant in 2002 and established a R&D partnership with RAeD. Since that time membership has increased from 50 to 70 members, despite the affiliation fee increasing from US$50 to US$200. After 1.5 years of operations selling cool milk, in January 2004 CooVersalles had increased beyond 3,000 liters / day, generating an additional US$150,000 per annum in income due to a 100% increase in the milk's sales price and a 130% increase in sales volume.

Local Agricultural Research Committees (CIALs)
The PRGA Program is collaborating with CIAT's (International Center for Tropical Agriculture) Participatory Research in Agriculture (IPRA) Program on a study of the impact of local agricultural research committees in Cauca, Colombia. This study examines the impact of one particular method of incorporating farmer participation into the research process. The methodology is based on the establishment of local agricultural research committees (CIALs) in rural communities, which act as research services for their communities. This method was developed in CIAT in the 1990s and is currently in use in approximately 250 communities in several Latin American countries. This impact study aims to better understand how effective the CIAL methodology is in ensuring that benefits reach a large proportion of the population and also how CIAL members benefit from their participation.

In another study the development of second-order organizations of CIALs was evaluated. These organizations are playing a very important role in facilitating the interactions among the farmer groups, local governments and external agents that intervene in local development. The CIALs have continued doing research on new technological options to adapt them and make them

accessible to the low-resource farmers in order to improve their quality of life. To date, there are eight second-order associations: 2 in Colombia (CORFOCIAL and UNICIAL), 5 in Honduras distributed across 4 regions (ASOCIALAGO[3], ASOCIAL Yorito[4]" ASOCIAGUARE[5], ASOCIAL Vallecillos[6]" and CIADRO[7]), and 1 in Nicaragua (COFOCIC).

The impact of supermarkets on smallholder livelihoods in Central America

Supermarkets have been quickly spreading in Latin America, Asia and some African nations and have become the dominant food retailer in many developing countries. Since poverty and food insecurity are still widespread in most of these nations, there is growing concern regarding the potential impact of this rapid supermarket expansion on the poor. Research addresses gaps in knowledge regarding employment generation and growth multipliers under the new marketing arrangements; the distribution of producer- and consumer welfare gains or losses across income and other demographic groups; the transformation of production systems and implications for farm structure; and the impact on the structural changes taking place in other (traditional and non-traditional) markets. During 2004, collaborative research was undertaken with Michigan State University, the Latin American Center for Rural Development and the International Livestock Center.

A second research initiative supported by FAO is studying the barriers to linking small farmers with the supermarket supply chain, identifying bottlenecks that need to be overcome in order for small scale producers to be able to provide supermarkets, and facilitating strategic alliances among stakeholders in a selected supply chain. Expected outputs from the project with FAO include: (a) a set of methods and tools used for the data collection; (b) a research report in Spanish addressing the research questions and following the methodologies outlined in the field guide and including a database of quantitative information; (c) a short report in Spanish summarizing the experience of the use of participatory supply chain analysis; (d) a local workshop in each study area with the relevant stakeholders and one workshop in Honduras to discuss and disseminate results, and receive feedback; and, (e) an action plan elaborated with the relevant stakeholders to address the bottlenecks identified during the research phase. This project runs from October 2004 to October 2005.

Evidence of the impact of participatory research and gender analysis

Development of participatory methods at CIMMYT

[3] The Association of CIALs of the Yojoa Lake Region.
[4] The Association of CIALs of Yorito.
[5] The Association of CIALs of the Yeguare Region.
[6] The Association of CIALs of the Vallecillos Region.
[7] The Association of CIAL of Jesús de Otoro.
[14] Individual publications are listed in the project summaries

In May 2004, the PRGA Program, together with Dr. Mauricio Bellon of CIMMYT, began conducting a meta-analysis of the development of participatory methods by CIMMYT projects. The survey of individual projects is in progress and results are expected to be available in late 2004. This study will provide a general overview and understanding of the concept of a participatory research approach at CIMMYT, its history, and the contexts in which participatory research—not merely consultation—occurs. Individual results will be expressed in a standardized format to allow for comparison between studies. From this foundation, it will be possible to begin to discuss how different methods of participatory approaches depend on different contexts they are applied in and lead to different outcomes.

Case study of cassava-based cropping systems research in Asia
With funding from the CGIAR Standing Panel on Impact Assessment (SPIA), the PRGA Program, together with collaborators from CIAT (Dr. Reinhardt Howeler and Dr. Nancy Johnson) and a consultant (Dr. Tim Purcell, Agrifood Consulting International), began an impact study in October 2003 on the CIAT Cassava Project in Asia, which was completed in March 2004. The objective of the Cassava Project was to use farmer participatory research (FPR) methodology to test and develop with farmers the best practices for controlling erosion and maintaining soil fertility in cassava-based systems in Asia, and to enhance the adoption of these selected technologies. The impact-assessment study examined the impact of the implemented FPR approaches on the adoption of cassava technologies by farmers in their own fields.

Impact of participatory natural-resource management research in cassava-based cropping systems in Vietnam and Thailand: Econometric analysis
Using the data from the cassava-project impact study described above, another econometric study was conducted to derive the econometric relationship between participation, the adoption of soil conservation and soil-fertility management practices, and behavioral and productivity impacts. Three sets of econometric models were estimated to understand how various determinants, and the accumulation of their effects, influence behavioral and productivity outcomes.

Participatory Maize Breeding
Since 2003, the PRGA Program has collaborated with Local Initiatives for Biodiversity, Research and Development (LiBird) in Nepal to assess the impact of its participatory maize-breeding project. This study is one component of the Program's larger effort to study institutional change. The impact-assessment part of the study will compare the data collected in 2003 with the baseline data collected in 1998 to assess the changes that have occurred to participating and non-participating maize farmers in two sites in Nepal.

Participatory Cassava Breeding
This collaborative study with EMBRAPA assesses the impacts, and potential impacts, of a participatory cassava-breeding project implemented in several areas of northeast Brazil over a period of eight years by EMBRAPA/CNPMF (*Empresa Brasileira de Pesquisa Agroprecuária/Centro Nacional de Pesquisa de Mandioca e Fruticultura Tropical*). The study assesses the soundness of the methodology implemented in the project by asking if participant farmers were representative of the other farmers in their communities. It also asks: what is the adoption potential of the varieties developed in the project? Who adopted (or is likely to adopt) them? Why, and what benefits accrue from adoption? What difference does the institutional

arrangement through which a participatory plant-breeding project is implemented make for the adoption potential? Finally, what were the costs of participation?

Participatory Barley Breeding

This joint project with ICARDA assesses benefits and costs of ICARDA's (International Center for Agricultural Research in the Dry Areas) participatory barley breeding approach as compared to the conventional (centralized) breeding approach, both at the farmer level and as returns to research. Preliminary analysis of the data has been completed and the results were presented at the 25th International Conference of the International Association of Agricultural Economists (IAAE) Durban, South Africa in August 2003. The methods used include economic methods of measuring benefits from adoption and "process impacts," which occur because of the participation itself rather than because of the technologies developed.

Knowledge Sharing

System wide project on knowledge sharing

In a new effort CIAT and other CGIAR centers embarked in April 2004, on an initiative to foster KM/S within and among centers and their partners. InforCom obtained a significant competitive grant from the CGIAR and contracted a half-time senior scientist to coordinate the project, in close collaboration with other centers that have expressed strong interest in this work, the Organizational Change Program (OCP), the more recent Institutional Learning and Change (ILAC) initiative and the CGIAR ICT-KM Program. The general objective of the KM/S project is to foster a learning-oriented, knowledge-sharing culture in the CGIAR that improves its performance in strengthening food security, reducing poverty, and preserving natural resources in developing countries. The project will review past experience with KM/S and generate commitment to the approach, support the development and implementation of KM/S strategies and facilitate access to KM/S tools and techniques. Success in obtaining this grant is a testimony that InforCom, although still in an early stage of development, has established a definite niche and a reputation for high quality.

Forum for Sustainable Development

Development partners and in particular local governments form an important segment of RII clients. RII is collaborating with the W.K.Kellogg Foundation in the design of a baseline evaluation of approximately 20 Project Clusters (CIPs) distributed throughout numerous municipalities in Central America, North East Brazil and the Andean region. Each CIP is based on an Alliance among multiple institutions working in local development, including local government. Data was collected by the Foundation's evaluation team in a series of participatory workshops with local stakeholders in the CIPs and processed at CIAT. The data analysis produced a set of descriptive tables and charts for each CIP which are of considerable interest not only to the projects but to municipal planners and decision-makers. In addition a paper on the Latin American context for local development was prepared for the Foundation by the GIS analysis team led by Glenn Hyman. They developed an interactive, web-based *Forum for Sustainable Development* using GIS analysis in which the data on the municipalities included in the Kellogg Program can be consulted, and which enables municipalities to compare the results of their programs with results in other municipalities, and to interact about this information. The

Forum was pilot tested with some municipalties in Valle Department, Colombia and stimulated so much interest that municipalities sent their staff to CIAT to learn more about it. The Foundation has also expressed interest in using the *Forum.* The evaluation baseline documents the extent and quality of the multi-intstitutional Alliances and it should be possible to monitor how these use the *Forum* and its impact on their knowledge sharing.

CIAL Database
Created with the objective to put at reach of the farmers all the information that their peers in other countries have generated. This web system is also recognition of the farmer communities that have believed in the CIAL methodology; and through which they have developed scientific research important for their geographic areas. On the other hand, it is a system that can help many rural research and development institutions to know the farmers' criteria for the selection of technology. Furthermore, it could be an information resource on generation and adoption of technologies for the farmers themselves, which would be used in the development programs for their dissemination.

Expertise
The software Expertise was ratified as one of the main components of the CGIAR VRC (Virtual Resource Center) platform under the C4D initiative ICT-KM C4D (Content for development). This software will bring great benefits to partners as well as to rural communities in the conformation of groups in knowledge sharing processes.

Open Source Systems For Group Collaboration Document
The CIAT USI complemented Enrica Porcari's report "Collaboration Systems for Virtual Teams: Report to the CGIAR CIO", published on 26th of February 2003, with a special emphasis on free open source software solutions.
The general approach was an exploration of the state of the art of open source collaboration tools, and their possible solutions and services offered. Then, we applied the knowledge gained to the particular needs of the CG Centers.
We found that free open source software packages do exist as a good alternative to commercial collaboration software. We are convinced that there will not and should not be any single solution solving it all. Software packages usually have a special focus and become best of breed of some area. So combining two or three software packages will give better results for knowledge sharing and collaboration in the communities.

Capacity Development

GIARs: *Increasing marketing and technical innovation*
To increase the competitiveness of small-scale agro-enterprises through technical and marketing innovation RaeD has developed a methodology entitled "Groups for Innovation in Rural Agro-industry" (GIARs). GIAR is essentially a support group, made up by representatives from research, commerce, education and technical organizations that focused on assisting small agro-enterprises within an identified market chain. The GIAR group works like a commercial research unit, to identify bottlenecks and increase supply chain efficiency, product quality and ultimately product sales. The GIAR methodology has been successfully applied to Cassava and Panela (raw sugar) processing in Cauca Province, Colombia. By using the GIAR approach, more than 100 Panela producers in Cauca Province have tested and adopted improved varieties,

increased processing capacity (kg Panela / h) of their sugar plants by up to 210%; significantly reduced firewood consumption and eliminated burning of old tyres. The GIAR has also found ways to improve product quality; enter new markets, including export opportunities, through product differentiation and consolidate a producers association. This year, the methodology was also expanded with new activities on Panela market chains in Honduras.

SIDER is an initiative designed by Inforcom and RAeD to support small-scale business communities through a continuous exchange of knowledge, experiences and learning among local actors and their support services. The system is based on simple ICT tools that have been developed through active participation of producers and local community support organizations see website, (http://www.caucasider.org/). In 2004, the RAeD team focused on incorporating a market information service into SIDER, starting with a weekly price system for the main products from principal cities in Cauca and neighboring provinces. To facilitate the distribution of this information 15 native American and Afro-Colombian radio stations in the province agreed to broadcast SIDER data. To promote the approach two workshops were held which led to an agreement by the stations to produce 12 programs that combine traditional contents with those from the SIDER business information Web site. Through this process, information for commercial development is being distributed to many thousands of clients in the province.

Tradenet, is a new web-based product developed as part of an FAO funded evaluation of market information systems developed in Uganda over the past 5 years by FOODNET. The analysis revealed that a major problem in the efficiency and cost of delivering market information services (MIS) was a lack of access to low cost, user friendly software systems that could assist in data collation, synthesis and distribution. To overcome this problem RAeD established a relationship with a Ghanaian based ICT business Incubator Company, Busylab to develop an appropriate web-based MIS platform that could facilitate information flow and also integrate ICT options including, web, mobile phones, SMS, satellite data channels, FM radios and mobile print media services. The beta version of this software http://www.tradenet.biz/ is now being pilot tested with the Ugandan national market information service and if successful, this product will be commercialised through a public:private sector company. This service will support up to 7 million farmers in Uganda and has potential for application in many other countries seeking a similar service. The findings from this work were recently summarised in a paper submitted for publication to FAO and ASARECA monographs series.

New BDS methodology development: In a new project funded by the New Zealand Government, RAeD is working with two local stakeholder consortia for agro-enterprise development in Cauca, Colombia and Yoro, Honduras. In late 2003, a diagnostic study identified priorities for new and improved services, including marketing, information, accounting and legal services, and post-harvest training/technical assistance. During 2004, each consortium has facilitated the establishment of these new services through the creation and promotion of an enterprise risk fund that provides incentives for new service providers to enter these rural markets. The consortia are managing a process that includes training potential providers in the design of new services, and the development of proposals, business and market plans for their sustainable delivery in the target area. These new services will be operational in late 2004. Monitoring and evaluation of the new services will continue through 2005. Methodological differences between the two locations are developing, and will be reflected in the field guide that will result from this (and other) experiences. The first version of the business development services guide will be developed in Spanish and thereafter translated into English and French, for

use in Asia and Africa. The BDS tools being developed in Latin America are simultaneously being assessed and adapted to South East Asia. The use of an enterprise risk funds is also being designed in both continents to catalyse innovative of new approaches to BDS.

E-learning

This year InforCom demonstrated the potential of computer-supported collaborative learning, or e-learning, as a means of making knowledge and other results of agricultural research more widely available and more relevant to development professionals in rural areas. Ambitious and creative course development with partner organizations and active participation in the planning of a CGIAR initiative called the Global Open Agriculture and Food University (GO-AFU) led to a grant from USAID to develop two courses with the University of Florida, Gainesville in the USA which will open the door to University degrees for participants in CIAT-facilitated e-learning. CIAT's first distance education course was launched. In collaboration with Colombia's Universidad Nacional, we completed the development of a course begun last year, entitled *Ex-situ Conservation of Plant Genetic Resources*. It got under way in mid-August and runs until mid-November 2004.From Aug.-Oct. a review of literature was conducted to cover topics such as the training of facilitators, facilitation and leadership, participation, participatory action-research, poverty, FFS, farmer-to-farmer methodology, agricultural knowledge and information systems, strategic extension and other related topics. The PROINPA study (A synthesis of knowledge-sharing methodologies and a proposal for new methodological arrangements) will provide us with an additional up-to-date review of literature in our area of interest: "Pro-poor RD&TT methods and methodologies."

Designing the Global Open Agriculture and Food University

The International Food Policy Research Institute (IFPRI) is leading the design of this initiative in collaboration with CGIAR centers and other actors. InforCom actively participated in an electronic forum and later in the Task Force Meeting and Donor Dialog on this subject in August at IFPRI headquarters. InforCom will provide a report on its first pilot distance-education course for the GO-AFU Web site.

Multimedia training tools

InforCom staff made good use of the multimedia training tool developed last year on setting up community telecenters. It proved effective for conducting orientation sessions with individuals and organizations involved with new telecenters established at two of CIAT's research reference sites—Yorito in Honduras and San Dionisio in Nicaragua—through government connectivity programs. The tool was also used to develop a new project on ICTs for rural development in Bolivia. The use of animation, the colloquial language, and other features of this tool are clearly effective with our intended audiences in rural communities.

Participatory research methods

Capacity development continues to be a significant feature of Enabling Rural Innovation in Africa, and the Institute's work with participatory methods in Latin America and Asia. In each continent a critical mass of capacity is being built with partners, most of whom are now conducting a significant proportion of the training. The Institute is increasing its involvement in the development of University courses and degrees as a strategy for institutionalizing this

teaching capacity. For example, in Africa approximately 200 R&D personnel from various institutions have been trained this year in applying ERI approaches and total of 120 R&D personnel have been trained in establishing and implementing project-level and community-based PM&E systems. Of these, 71% are KARI researchers and technical officers and 29% are their extension and NGO partner. Lessons from applying ERI approaches have been documented and shared at various national and international venues including conferences, workshops and meetings. Five regional workshops have been conducted to support regional NARS partners to develop proposals and mobilize funds to support ERI activities.The development of an integrated, multidisciplinary team of scientists from different projects and competencies, which is working in ERI to address a common development challenge.

Starting in 2002, RII and CATIE have offered a joint yearly training course on competitive strategies for smallholder market chains to a total of 49 participants. Based on the demand for this training and the lack of similar courses in Latin America, both organizations decided to organize a post-graduate diploma program in the area of rural enterprise development. The objective of this course is to prepare service providers (NGOs, public sector agencies, universities, among others) with the necessary tools to facilitate effective linkages between rural communities and dynamic markets.
The first two modules were offered in 2004 .Those that successfully complete the four modules will receive a diploma in Rural Enterprise Development from CATIE and CIAT. It is expected that the first class of participants will graduate in 2005.

Updating Agro-enterprise Guides

Demand for the agro-enterprise guides has led to their re-organization and updating for use in the learning alliance programs planned for 2005. These guides are also supplemented with other manuals on marketing basics and application of business techniques in rural innovation. Five Guides will be published at the end of 2004.

Mainstreaming

Mainstreaming gender analysis in CGIAR Centers

Strategic partnerships with the goal of integrating gender analysis and participatory research into agricultural and natural-resource management research practice were formed in 2002 and 2003 by the PRGA Program. Small grants and methodological support were provided to CGIAR Centers for institutionalizing gender-sensitive participatory research. This has resulted in each Center conducting institutional assessments to determine the opportunities and constraints to mainstreaming gender-sensitive participatory approaches.

Mainstreaming gender analysis with Regional networks and NARS

Numerous workshops and capacity development events were supported by PRGA in 2003-4 to address the Program's goal of mainstreaming gender analysis. The PRGA Program has initiated a partnership with the Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA), one of the three SROs in Sub-Saharan Africa. In the period 2004–2006, the PRGA Program, in collaboration with ASARECA, proposes to strengthen, consolidate and mainstream participatory research and gender analysis in a high-priority, high-visibility

program that recognizes and promotes gender equity and gender-sensitive participatory approaches as an important strategic process to enable research for development to become demand-driven.

PRGA in collaboration with IDRC, Canada and the North East Network (NEN, eastern Himalayan region), has brought together researchers involved in biodiversity and natural-resource management related projects for iterative training in social and gender analysis concepts and methodologies. A team of external researchers and trainers has worked with a group of 18 participants from the region.

The China Agricultural University is a leading proponent for the use of participatory research in agricultural research and development in China. In partnership with RII's IPRA and PRGA several activities are underway to support the effort of the College of Rural Development to mainstream participatory research methods in the Chinese agricultural research system.

4. Problems encountered and their solution

In Latin America securing special project funding for research is increasingly challenging. A significant proportion of the Institute's intellectual capital is vested in the nationally recruited associates, research assistants and technicians who develop and train in many of the methods and approaches. They are based in Colombia, but increasingly must find resources to support this work elsewhere. One solution being pursued vigorously, is to increase the level of effort in proposal submission and to engage with Colombia at regional and national scales for the development of Rural Innovation projects for Colombia. Overall in 2004 RII projects submitted 52 proposals totaling US $19 million of which 13 percent were approved to date and 87 percent are still pending approval.

Another solution is to develop new types of partnerships through which resource mobilization can be jointly undertaken to achieve complementary research and development goals of the partners. These partnerships emphasize the co-development of innovations and provide an opportunity for RII to conduct strategic research on how to improve capacity to innovate via engagement in development processes . An example is the new Andean Region Learning Alliance in which the partners' goals are development and who look to RII for action research on themes they have identified and that they anticipate will make their development work more effective. Another example is the process under discussion with the Kellogg Foundation to support their network of community-based Centers throughout Latin America with joint research, methodology testing and knowledge sharing.

A serious challenge is the persistence of the mid-20th Century, technology transfer model of innovation, still deeply entrenched in the CGIAR but largely discarded everywhere else. Modern innovation systems required by markets to respond to client demand are based on the idea of co-development of technologies and this is the approach that has characterized CIAT's rural innovation work for over two decades. Rural innovation-related research in the CGIAR has always been primarily funded by non-core resources. In the 1980ties and early 1990ties special projects and the Rockefeller Foundation Fellowship Program were an alternative source of high quality PhD scientists and operational funds because most of the biological research was primarily core funded. In the 1990ties, a couple of systemwide programs addressed this need. However as core funding has declined or been routed to Challenge Programs which do not include RII-related research in their portfolios, social science is competing unfavorably with biotechnology and soil science for special project funds, and tends to be of lower priority (viz. the closure of ISNAR, the only Center with a social and management science focus). So long as donors and the CG's Science Council characterize rural innovation-related research in the CGIAR as an aid to technology transfer, funding innovative research in the social sciences will continue to be problematic. This means that the type of creative applied social science research that was done in the 1990ties and that fuels today's demand for Rural Innovation methodologies and research products is undernourished. We are basically living off our intellectual fat without being able to reinvest the desirable level of effort in a new wave of ideas and applications.

One solution is to bring this issue to the attention of donors and the priority setting process in the CGIAR and this has begun. Another solution is to nest strategic research into contracts for development services, and a second is to respond to demand from development partners for research which is driven by their projects and goals. This is especially challenging because rural

innovation staff essentially have to piggyback "blue-sky" research onto a demanding service provision function in some cases, subject to exigent micromanagement by the donor in question. The difficulties this can create are illustrated by the recent experience in Asia. However successes in this respect have been achieved in the Learning Alliances.

Africa and Asia continue to be major poles for scaling out and resource mobilization, pulling the node of project management towards these regions and thereby increasing the complexity of project management and of research coordination. An important challenge is to sustain a coherent, common research focus in the projects across multiple sites and special projects, all of which must be tailored to meet specific donor and partner interests. The solution is to pursue a few common research themes across sites and continents as is the case with PM&E for example.

The development of high quality partnerships is critical and enormous time and effort must be devoted to partnership development. One solution is the emergent trend to engage with major international partners in an alliance that has broad geographical coverage as is the case with the Global Alliance with Catholic Relief Services.

5. Indicators

1. Software

Rent-Agro- In 2004, a serious effort was made to address final software bugs and the first Spanish language version of RentAgro has now been thoroughly tested. As a result of this work, the software received drastic aesthetic and functional changes. The next stage in the development of RentAgro is to deliver the product to the Legal Office (Germán Arias) to begin legal processes. RAeD is currently taking advice on whether to copyright this software with the future aim of making RentAgro a commercial product or at least protecting the product within the public domain. The team is also working on the possibility of making this product available as an online facility. The rationale for developing the online version is based on the ongoing popularity of the powerpoint presentation developed by C. Ostertag on financial profitability models. In this case our partners and clients would have the opportunity of putting the theory into practice. In 2005, the team therefore will develop a plan to launch this new software and translate the product into English such that is will be available to a wider international audience.

Developing scalable market information services - Tradenet

Based on previous work undertaken in Uganda and Eastern Africa, for the development of market information it became increasingly apparent that there were no effective, off the shelf software packages that could be used address the increasingly complex needs of national market information services. To overcome this problem RAeD established a relationship with a Ghanaian based ICT business Incubator Company, Busylab to develop an appropriate web-based MIS platform that could facilitate information flow and also integrate ICT options including, web, mobile phones, SMS, satellite data channels, FM radios and mobile print media services. The beta version of this software http://www.tradenet.biz/ is now being pilot tested with the Ugandan national market information service and if successful, this product will be commercialised through a public:private sector company.

Figure 1 The Tradenet website http://www.tradenet.biz/

2. Electronic modules

Fair Trade information service:- In 2004 the Information Service on Fair Trade was officially launched on 8th May, as part of the International Fair Trade Day, a high profile website promotion was launched. The site received 10,519 entries from June-September with a growth rate of 29% and a monthly average of 2,629 visits.

RAeD website. The RAeD website holds first place among the 15 CIAT projects in number of visits, totaling 121,272 visits from Oct. 2003-Oct. 2004. Moreover, among the 10 documents downloaded most frequently from CIAT, 8 are from RAeD; the document Model for Financial Profitability occupied first place with 104,330 downloads. The RAeD team will be upgrading the site in 2004/5 by integrating a new section on Methods and Tools for Agri-business development from the World Bank and also tested the beta on-line version of Rent-Agro.

SADU website: A new website has been developed to promote the activities of the new, SDC funded Agro-enterprise project in S.E Asia, the SADU team (Small-scale Agro-enterprise Development for the Uplands of Vietnam and Laos) have recently established a new website to post progress of the project. See www.saduproject.org

3. Other methods & tools

Updating Agro-enterprise Guides: Due to increasing demand for the agro-enterprise guides, the RAeD team has re-organised and updated the main guides, these include:-

(i) A Guide to territorial characterisation and developing partnerships

(ii) A Guide to identifying market opportunities for small-scale producers and processors

(iii)Strategies for improving the competitiveness of market chains for small-scale producers

(iv)Collective marketing for small-scale producers

(v) A Guide to evaluate and strengthen rural business development services.

These Guides will be published at the end of 2004 in English and subsequently translated into French, Spanish and Vietnamese and Lao for use in the learning alliance programs planned for 2005. These guides are also supplemented with other manuals on marketing basics and application of business techniques in rural innovation.

New Guides are also being developed in:-

(vi)Guide to developing public:private sector partnerships for practioners

(vii) Guide to developing public:private sector partnerships for private sector

(viii) Guide to developing public:private sector partnerships for policy makers

(ix)User manual for Rent-Agro

InforCom staff developed first drafts of documents on two methods: one on using ICTs to strengthen local organizations and the other on support information intermediaries in rural communities.

A prototype Information System on Rural Agroenterprise Development (SIDER) is now available online at <www.caucasider.org>.

4. Methodologies for community visioning and participatory diagnosis

5. Methodologies for establishing PM&E systems at both community and program level

6. A framework for integrating farmer participatory research to participatory market research processes

An approach for linking farmers to markets

7. Training guides:

Community facilitators' guide for establishing community-based participatory monitoring and evaluation systems

The power of visioning: Participatory diagnoses and community planning: Building on assets and opportunities

Managing social processes and group dynamics in participatory research

- Farmer experimentation processes
- A guide for constructing and Learning Innovation histories.
- A guide – ILAC brief writing up Innovation histories: a useful learning tool.

8. A community-based PM&E system designed and adjusted to a wide range of L.A. situations
9. A strategy for practical application of M&E systems adjusted to Bolivian PITAs

6. Publications List[14]

Publication Type	SN1-DAeR	SN3-IPRA	SN4-InforCom	SW3-PRGA	Sub-Totals
Published in peer-reviewed journals	4	5	1	4	14
Newspaper Article	1				1
Policy strategy paper	2				2
Books				3	
Book chapters and Monographs	12	5	1	4	22
Theses	2				2
Papers presented at conferences, seminars, and symposiums	11	12		6	29
Reports and documents prepared by the project and consultants for internal purposes and for partners, including donors + Working Documents	34		10	3	47
Fliers	6				6
Training Manuals	8	6			14
Powerpoint Presentations	6	19	2	1	28
Articles Submitted		3	7		10
Gray Literature		13			13
Posters		3			3
CDs		5			5
Totals	86	71	21	20	190

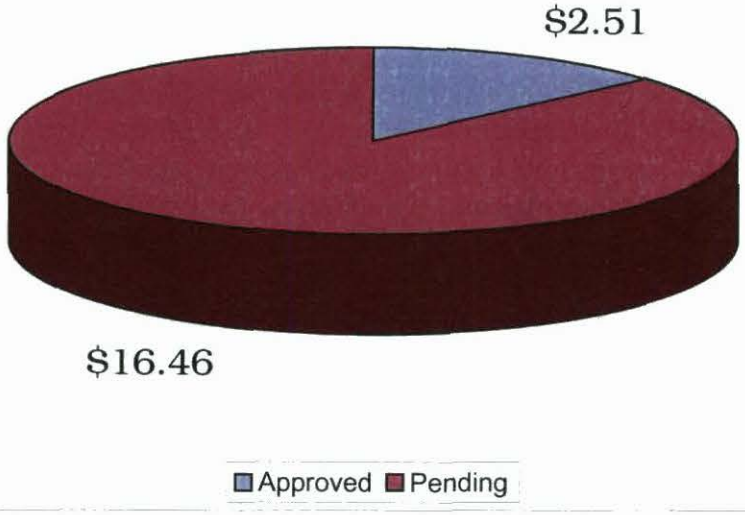
7. Training List

Project	Total Training for Partners	Total of participants	Number of interns	Number of visiting scientists	Number of farmers trained	Number of higher degree students supervised
SN1-RaeD	27	831	2		745	2
SN3-IPRA	19	637				14
SN4-InforCom	4	80				2
SW3-PRGA	5	78				3
TOTAL	55	1626	2	0	745	21

8. Resource Mobilization

Total Proposed and Approved Proposals for 2004			
Project	**Approved**	**Pending**	**Total**
SN1-AE	$ 872,200	$ 7,296,776	$8,168,976
SN3-IPRA	$ 507,396	$ 6,611,049	$7,118,445
SN4-InforCom	$ 181,796	$ 1,377,768	$1,559,564
SW3-PRGA	$ 950,430	$ 1,178,000	$2,128,430
Total Funding 2004	$ 2.51	$ 16.46	$ 19

Figure 7. Total Rural Innovation Institute Funding from Proposed and Approved Proposals in 2004 ($US x 1M)



9. New Directions for 2005

An important emphasis for 2005 is to continue the integration of the RII projects primarily in response to demand from partners and donors for combinations of these projects' research outputs. The Learning Alliances are one of the principal vehicles for this cross-project integration and will continue to grow in importance.

Equally important is the systematization of collaboration with other CIAT projects. RII projects already collaborate with most of the other CIAT projects and in 2004 produced 19 publications jointly with colleagues from other CIAT projects. RII also acts as a catalyst for development partners to draw on the full array of research products from CIAT, a process that has gained momentum in 2004 in response to the request from the W.K. Kellogg Foundation for support from CIAT to its system of Centers for Learning and Knowledge Exchange (CAIS). This was facilitated by RII via the organization of a workshop for 32 CAI directors to visit all aspects of CIAT's work enabling them to prepare a list of requests for support. In the process RII staff worked with CIAT projects to prepare short summaries of their research outputs that are readily communicable. This interaction with the CIAS provides RII and CIAT with a working model of how to facilitate the articulation of demand from grassroots organizations, and the development partners supporting them.

Interaction with policy makers is essential for increasing the uptake and impact of research. In Bolivia a model for this type of dialogue is being developed through the Advisory Committee to the FOCAM project which includes national-level decisionmakers in the national innovation system for agriculture, SIBTA. Policy interaction is field by research on partnerships and the implications of the global commodity crisis for strategies linking farmers to markets.

Expanding active partnerships with providers of higher education will feature as a new direction in 2005, in relation to e-learning, links into university degree and diploma courses and the CGIAR Open University initiative.

Multimedia training tools and software adaptation to support open source and user-friendly knowledge sharing has emerged as a small but significant new direction that will continue to grow steadily. For example, market information tools, GIS-linked interactive for, web publishing and database development are being combined in different ways in response to demand from development partners. An important direction in this work is the application of GIS-linked tools to facilitate extrapolation of results and knowledge sharing among GROs: examples are the Sustainable Development Forum and the CIAL database.

Summary Annual Report 2004

Agro-Enterprise Development (RAeD)

Project SN-1

November 2003 – October 2004

CIAT
Centro Internacional de Agricultura Tropical
International Center for Tropical Agriculture

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Preface

Rural communities in many developing countries face unprecedented challenges; they need to protect their natural resources, build complex, multi-sector livelihood strategies and improve agricultural productivity in the face of historically low commodity prices and increasing competition. In today's ever more globalised market place, small-scale agricultural producers need to find innovative and robust ways to compete in an environment where their success in the marketplace will determine their immediate and future prospects.

To address these challenges rural producers need to adopt a new generation of technologies, embrace a new information realm and gain enterprise skills to evaluate and invest in market opportunities as they arise and change. The most successful rural producers in the near future will be those who can produce efficiently and conserve their resource base, add value to their primary commodities, differentiate products and develop organizational structures to take on larger commercial initiatives.

To enable rural communities to achieve these goals, the next generation of "service providers" and policy makers must also acquire the skills and knowledge such that they can assist poor rural communities to understand this accelerating and exciting new world and enable them to meet the needs of an ever more dynamic and discerning market place.

The Rural Agro-enterprise Development Project (RAeD) project, working closely with other CIAT projects, such as InfoCom, IPRA and partners from the public and private sector, is developing, and testing a range of new participatory tools and support services that will assist business decision making and enterprise development in rural areas

In 2002 and 2003, the project focused on decentralising RAeD activities, with new Agro-enterprise project work starting in Eastern and Southern Africa and S.E. Asia. In 2004, this expansion phase has continued, through several initiatives including:- (i) the development of a learning alliance with the Catholic Relief Services to implement a global "learning alliance" for agro-enterprise in 30 countries and (ii) new multi-organisational strategic alliances, with public and private sector partners in Central and Andean America and (iii) through "action alliances" with large farmer organizations in Bolivia and Colombia. To support these new initiatives the RAeD team has worked on a second, updated set of learning tools in preparation of these scaling up processes.

Other promising initiatives include (i) developing methods to facilitate public: private sector partnerships in Latin America, (ii) finding new and more strategic applications for the principles underlying the "learning alliance concept" and (iii) developing new tools to evaluate and strengthen business support services, through a grant from a new donor, NZAID. These activities were under intensive development in 2004 with the hope of new implementation in 2005.

As indicated last year, Rupert Best, the founding Project Manager left RAeD in July to take on a new role within GFAR in Rome. In June, the new project manager, Shaun Ferris, was hired and is currently managing the project from Kampala, Uganda. RAeD is in the process of recruiting two new agro-enterprise specialists, one to be stationed in Southern Africa, and another in to support activities in S. E. Asia.

1. Project Description

Objective: To undertake research and develop methods and information systems for use by local practitioners in the participatory design and execution of rural agro-enterprise by which the production of smallholders can be diversified and value-added.

OUTPUTS:

1. Methods for identifying and developing viable market opportunities that incorporate small-scale farmer selection criteria.
2. Methods and tools for developing local capacity to select and develop postharvest processing and handling technologies.
3. Options and tools for integrating collective action with business organization to establish sustainable enterprises.
4. Decision-making tools and institutional models for strengthening rural agro-enterprises and complementary support services.
5. Strong partnerships established for research, training and diffusion of the results of the project.

Gains: Rural populations and their service providers in Central America, Andean Region, Eastern and Southern Africa, and Southeast Asia gain enhanced capacity to establish small-scale agro-processing enterprises. Linkages improved between markets, added-value processing, and consumers. Sustainable production practices catalyzed and adopted more widely. Pro poor trade policy agenda better articulated from the perspective of small-scale rural producers in target areas.

Milestones:

2005 Guidelines for identifying and developing viable rural agro-enterprises prepared for Eastern Africa, based on pilot experiences in Uganda, Malawi and Tanzania. Manuals and reference documents published that provide a training suite related to the development of agro-enterprises within a territorial approach. Guidelines for evaluating and strengthening rural business development services developed through pilot experience in Honduras and Colombia. Prototypes of Information System designed to enhance the competitiveness of Rural Enterprise Development and the Rural Agro-industrial Research Groups concept.

2006 Guidelines for identifying and developing viable rural agro-enterprises validated and adapted for SE Asian situations. Learning Alliance concept extended with CRS to West and Central Africa and S and SE Asia.

2007 Initial products on trade and agribusiness policy issues related to the development of agro-enterprises available. Model of the Information System for Rural Enterprise Development scaled up in pilot sites in Latin America, E. Africa and SE Asia. The Rural Agro-industrial Research Groups concept validated in Central America and South America and Asia.

Users: Immediate beneficiaries are technical personnel from GOs and NGOs in rural development and rural policy makers. Ultimate beneficiaries are small-scale rural producers, traders and processors, who benefit from training and information on market opportunities, postharvest technologies, enterprise skills, and access to better support services.

PROJECT SN 1 RURAL AGRO-ENTERPRISE DEVELOPMENT PROJECT – WORK BREAKDOWN STRUCTURE

CIAT: SN-1 PROJECT LOG FRAME (2005-2006)

PROJECT: RURAL AGROENTERPRISES DEVELOPMENT
PROJECT MANAGER: SHAUN FERRIS

Goal
To improve the livelihoods of rural populations in Latin America, Africa and Asia by enhancing the capacity of support institutions to promote competitive and environmentally responsible agro-enterprises that equitably link smallholder farmers to growth

Purpose
To develop methods and tools for use by local practitioners in the participatory design and execution of decentralized rural agro-enterprise development schemes aimed at diversifying and adding value to the production of smallholder farmers.

Output 1
Tools, methods, and information for identifying and developing market opportunities, as an input for the design of economically viable and sustainable rural agro-enterprises.

Activity 1.1
Develop methods for identifying market opportunity at the ecosystem and micro regional levels, adapted to the needs of small agro-enterprises

Activity 1.2
Develop information system on alternative trade (ATIS)

Output 2
Tools, methods, and information systems that can be used in the selection and local development / adaptation of appropriate post-harvest technologies for small-scale rural agro-enterprises.

Activity 2.1
Develop inventories and systematized information for products and processes with market potential to define information and technology needs

Activity 2.2
Adapt and refine participatory methods for improving processing efficiency and product quality for existing and new rural agro-enterprises

Output 3
Information, options, and recommendations for the design of efficient and effective organizational and business schemes for small-scale rural agro-enterprise and their support services.

Activity 3.1
Design options and recommendations for the organization and operation of rural agro-enterprises

Activity 3.2
Design options and recommendations for enterprise linkages in the agribusiness chain

Output 4
Institutional models and policy options for establishing and strengthening rural agro-enterprises and their support systems within a territorial context.

Activity 4.1
Design conceptual frameworks and methodological options for organizing and integrating production, processing, and marketing functions for the establishment and/or strengthening of rural agro-enterprises

Activity 4.2
Develop guidelines for the design of local support systems for promoting agro-enterprises that contribute to sustainable development at the micro-regional level

Output 5
Alliances consolidated with a range of strategic stakeholders, with whom the project carries out research and training to enhanced the capacity to design and develop successful agro-enterprise projects.

Activity 5.1
Train national personnel in the design and execution of rural enterprise development projects

Activity 5.2
Enhancement of the awareness of the potential of rural agroenterprises to contribute to rural development

Activity 5.3
Consolidate and establish collaborative links and strategic alliances

Activity 5.4
Project development and promotion

Project Logframe
Project SN 1 : Rural Agro-enterprises Development
Project Manager: Shaun Ferris

Narrative Summary	Measurable Indicators	Means of Verification	Important Assumptions
Goal To improve the livelihoods of rural populations in LA, Africa, and Asia by enhancing the capacity of support institutions to promote competitive and environmentally responsible agro-enterprises that equitably link smallholders to growth markets.	Percentage decrease in rural poverty index in selected areas of Africa, Asia, and LA.	National statistics of different countries where projects have been implemented.	Secular decline in commodity prices does not fall to levels or sustained a base levels, such that incremental advances in agro-enterprise activities are not overwhelmed by macro economic losses in income from producers of major commodities.
Purpose To develop methods and tools for use by local practitioners in the participatory design and execution of decentralized rural agro-enterprise development schemes aimed at diversifying and adding value to the production of smallholders.	By the end of 2007, the project has complemented its activities in the reference sites by establishing alliances with important partner institutions in LA who are widely using the methods, tools, and institutional models developed by the project. These products have been adapted by partners in Asia and Africa and are applied in a selected number of sites on both continents.	Reports and project documents of our partner institutions.	Political and institutional support for sustainable rural and agricultural development at the reference sites and targeted countries is maintained. Natural disasters or civil strife do not impede progress toward the project's goal.
Output 1 ***Tools, methods, and information for identifying and developing market opportunities, developed as an input for the design of economically viable and sustainable rural agro-enterprises.***	2005 (1) Introductory document / guide to the territorial approach to agro-enterprise development available in English and Spanish. 2005 (3) introductory guides to marketing and business orientation available in Spanish for use with (2) Service providers in Colombia and Bolivia in 2006. 2005 (3) training manuals for market opportunity identification translated into (3) languages available and being used by (1) NARS and (2) NGO partners in Asia, LA and Africa in 2005 onwards at reference sites. 2005 (1) Manual on market facilitation available in English for use in Africa by (3) service providers in Uganda, Tz and Malawi in 2005. 2006 (1) Training manual for the design of market plans and strategies for small agro-enterprises available in Spanish and English. 2007 (2) methods and tools for identifying market opportunities available for use in different situations in Spanish and English; methods developed at the reference sites and elsewhere through alliances.	Manual published. Annual reports and project proposals. Project home page. Training materials.	Collaborating institutions have adequate capacity, knowledge, local management support and resources to use the materials and tools developed. Natural disasters or civil strife do not impede progress toward the project's goal.

Narrative Summary	Measurable Indicators	Means of Verification	Important Assumptions
Output 2 Tools, methods, and information systems that can be used in the selection, local development and adaptation of appropriate postharvest technologies for small-scale rural agro-enterprises.	2005 (1) Method developed for establishing a local market information systems in support of agro-enterprise development in English to be established in Uganda. 2005: (2) Web based information system on alternative trade and cassava based options available in Spanish. 2006 (1) Method developed for establishing a local information systems in support of agro-enterprise development in Spanish for use by partners in Colombia and Honduras. 2006 (1) web-based guide developed on techniques for the participatory development of new rural agro-industrial products and processes. 2007 (1) manual on methods and techniques for the participatory development of postharvest technology for improving the efficiency of rural agro-industry in Spanish.	Project home page. Manuals published. Annual reports and working documents.	Government support to decentralized extension scheme continues Support for capacity building of practitioners on post harvest and value adding technology
Output 3 Information, options, and recommendations for the design of efficient and effective organizational and business schemes for small-scale rural agro-enterprise and their support services.	2005 (1) Case study reporting small rural agro-enterprises, documenting best practices, key success factors, and lessons learned, completed from reference sites in LA, Africa and Asia. 2005 (1) Guide and radio programme for collective marketing available in English for use by (1) international and (2) local NGOs in Eastern Africa in 2006. 2006 (1) Guide for private sector on options for the organization of enterprises, their links in the agri-food chain available. 2006 (1) Profitability software available in (2) languages English and Spanish. 2007 (1) Evaluation of the organization of enterprises, their links in the agri-food chain and access to support services in the reference sites and with other partner institutions in LA. 2007 (1) Prototype GIS decision support software on spatial and marketing opportunities developed	Case studies published. Project proposals and annual reports. PhD thesis on agro-enterprise clusters (local food systems). Software available from RAeD website MP3 files available	Pro-active involvement of local practitioners and the private sector

Narrative Summary	Measurable Indicators	Means of Verification	Important Assumptions
Output 4 Institutional models and policy options for establishing and strengthening rural agro-enterprises and their support systems within a territorial context.	2005 (9) agro-enterprise projects being executed at reference sites in LA, Asia, and Africa. 2005 (1) Guide to evaluating and strengthening RBDS services in support of rural agro-enterprises available in (2) languages (Spanish and English) for use by (3) NGOs in CA and (2) in Africa in 2006. 2006 (1) Guide to policy markers in relation to public private sector partnerships developed in Spanish for use in Andean region in 2005. 2006 (1) Manual for identifying and developing integrated R&D rural agro-enterprise projects completed in Spanish. 2007 (1) Guide for designing local support systems to promote agro-enterprises at the micro regional level available in 2 languages (English and Spanish). 2007 (1) Evaluation of globalization on trade opportunities for small-scale producers in reference sites.	Project proposals and reports. Published field guides and associated training materials. Guide published.	Pro-active involvement of policy makers
Output 5 Alliances consolidated with a range of strategic stakeholders, with whom the project carries out research and training to enhance the capacity to design and develop successful agro-enterprise projects.	2005 (4) Learning alliances established in reference sites with partners in L-Andean, CA, SEA and East Africa. 2005 (1) Meeting organized to consolidate linkage between major research and development agencies in southern reference site country. 2006 (200) personnel trained in aspects of agro-enterprise development in LA, Africa, and Asia. 2006 (3) Case studies on the adoption and impact of agro-enterprise R&D completed in each continent. 2006 Project Web site expanded and updated periodically with project outputs. 2007 (1) Strategic learning alliance with research and development partners for both research and capacity building completed in reference sites in LA, SEA and Africa.	Training documents, course evaluations, and annual reports. PhD thesis completed on rural innovation and impact of the project's work in the LA reference sites. Project's Web site. Letters of Understanding, project contracts, and inter institutional agreements. PhAction partnership see website	Continuous (sustainable) Participation of relevant stakeholders Maintained management support from lead partner organizations, process not affected by staff turnover

Introduction

Markets and market integration are fast becoming the focus of a new generation of research and development projects across the developing world. This shift reflects a general political transition towards free market economics and a greater reliance on market based growth. For many developing countries this has meant a rapid change in priorities that were formally based on food security and subsidised agriculture towards more liberalised Government policies that encourage investment in more commercialised agriculture targeting all opportunities at the local, national, regional and overseas markets.

This new environment offers the rural farming communities with both opportunities and threats many of which will be decided at the highest level through a new round of multi-lateral trade agreements being decided within the Doha round. At the mesa and micro levels, rural communities will need to adjust to the trade based changes that will slowly filter through the marketing system.

To support and facilitate rural communities in this transition, support services will also need to re-engineer themselves to be in a position to provide robust analysis of market options and offer their clients with a range of best practises such that marketing rhetoric can be translated into positive impact in the field. RAeD is keenly aware that making this transition is not a simple task and that is will take many years of incremental change before most national R&D institutions and non Governmental organisations, the front line of R&D activities, will have the necessary skills and capacity to support the policy changes that are being designed and decided in meetings from Doha to the national parliaments and local administrations.

To take on this challenge the RAeD project has developed a strategy which is based on the principles of learning. This approach is being developed with our partners to develop methods and tools that will enable our clients to undertake market research, design appropriate enterprise options and strengthen business support services to facilitate agro-enterprise development in a profitable and sustainable manner. Towards this end the project has developed five types of outputs, which make up RAeD's Territorial Approach to Agro-enterprise Development:

1. practical approaches to partnership formation with a business agenda
2. decision-support tools for identifying products with high market and production potential and methods to systematise this information
3. business oriented methods to design and implement agro-enterprises within a market to value chain perspective, that can respond to scale and a range of investment options
4. strategies for creating support services that rural agro-enterprises need in order to thrive,
5. the development of long term partnerships with local, national, and international organizations to promote this important change

Demand for CIAT's agro-enterprise research findings and methods are increasing with new requests for joint activities from a range of partners wanting to test and adapt the information systems, methods and training materials to local needs. The current developments in the "learning alliances" have also expanded with partners in at least 30 countries from Africa, the Americas and Asia, seeking more specialised types of

partnerships, some tools based, some more strategic in nature and others focusing on business requirements. Through these alliances, CIAT's findings are being tested more systematically, research challenges are more focused and the team is able to work within dedicated partnerships that are generating new findings more quickly and also disseminating these results more effectively through ever more efficient ICT options.

2 Project Inputs

RAeD Staff List

Shaun Ferris, PhD	Marketing and Agro-enterprise specialist and Incoming Project Manager (based in Kampala)
Rupert Best	Postharvest research and development specialist, Project manager, (left July, 2004)
Dai Peters, PhD	Postharvest specialist and Coordinator of the Small-scale Agro-enterprise Development in the Uplands of Lao PDR and Vietnam project (based in Hanoi, Vietnam)
Christopher Wheatley, PhD	Rural Agro-enterprise Specialist (short term consultant)
Carlos F Ostertag, MSIM	Business and market specialist
Veronica Gottret, MA	Socio - economist (Visiting Researcher – PhD)
Mark Lundy, MA, MSc	Rural agro-enterprise specialist
Carolina González, MA	Lawyer and economist (with the Impact Assessment Project)
Marco A Vásquez, MBA	Enterprise specialist (based in Tegucigalpa)
John Connell, BA	Community development specialist (based in Vientiane, Lao PDR – 50% dedication)
Cu Thi Le Thuy, BA	Economist and National Coordinator of the Small-scale Agro-enterprise Development in the Uplands of Lao PDR and Vietnam project (based in Hanoi, Vietnam)
Ounkeo Pathammavong, BA	Educationalist and National Coordinator of the Small-scale Agro-enterprise Development in the Uplands of Lao PDR and Vietnam project (based in Vientiane, Lao PDR)
Jhon J Hurtado, BSc	Food Technologist and Information specialist
Angela Arenas, BSc	Social communicator
Elly Kaganzi, BA	Agro-enterprise planning and management (based in Kampala)
David Brand, BA	Economist
Dora Patricia Arevalo, BA	Social communicator (with the Information for Development Project)
Sandra Rivera, BSc	Industrial engineer
Clara Feijoo, BSc	Administrative Assistant (arrived August 2003)
Nguyen Anh Tuan	Office manager, Hanoi
Carlos Chilito	Technician, rural agro-industrial processing
Jairo Jiménez	Field technician
Luis Hernández, MA	Agronomist (consultant)
Diego Izquierdo, BA	Economist (consultant)
Robinah Nyapendi, BSc	Agribusiness (visiting scientist, based in Kampala)
Diego Tenorio	Agro-enterprise management (visiting scientist)
Erika Eliana Mosquera	Social communicator (visiting scientist)
Laura Victoria Becerra	Social communicator (visiting scientist)
Juan Francisco Barona	International Marketing and Business (visiting scientist)

Oscar Andrés Sandoval	Agro-industrial Engineer
Diana Marcela Córdoba	Sociologist (visiting scientist)

All 100% dedication to project unless otherwise indicated

List of Partners

1	ACIAR	Australian Center for International Agricultural Researc
2	ACT	Agencia de Cooperación Técnica, Ecuador
3	Agropyme Project	Swisscontact Honduras
4	AHI	African Highlands Initiative
5	AIR	Agro-industrial Rural Committee of CIPASLA
6	ASARECA	Association for the Strengthening of Agricultural Research in Eastern and Central Africa
7	BRDC	Bee Research and Development Centre, Vietnam
8	BusyLab	ICT business incubator, Ghana
9	CARE	CARE Nicaragua, El Salvador, Guatemala and Perú
10	CATIE	Centro Agronómico Tropical de Investigación y Enseñanza, Costa Rica
11	CIPASLA	Consorcio Interinstitucional para una Agricultura Sostenible en Laderas, Colombia
12	CIPAV	Centro para la Investigación en Sistemas Sostenibles de Producción Agropecuaria, Colombia
13	CLAYUCA	Consorcio Latinoaméricano y del Caribe de Apoyo a la Investigación y Desarrollo de la Yuca
14	CLODEST	Comité Local para el Desarrollo Sostenible de la Cuenca del río Tascalapa, Honduras
15	CNEARC	Centre national d'études agronomiques des regions chaudes, France
16	COAPRACAUCA	Cooperativa Agraria de Productores y Procesadores de Yuca del Cauca, Colombia
17	CONCOPE	Consorcio de Consejos Provinciales del Ecuador *(Consortium of Provincial Councils of Ecuador in English)*
18	CONDESAN	Consorcio para el Desarrollo Sostenible de la Ecorregión Andina, Peru
19	COOVERSALLES	Cooperativa de Ganaderos de Versalles, Valle del Cauca (Colombia)
20	CORFOCIAL	Corporación para el Fomento de los Comités de Investigación Agropecuaria Local, Colombia
21	Corp. Serraniagua	Corporación Serraniagua de El Cairo, Valle del Cauca (Colombia)
22	CORPEI	Corporación para la Promoción de Exportaciones, Ecuador *(Corporation for the Promotion of Exports in English)*
23	CORPOICA	Corporación Colombiana de Investigación Agropecuaria
24	CORPOTUNIA	Corporación para el desarrollo de Tunia, Colombia
25	CreA	Centro Regional Andino of IICA
26	CREPIC	Centro Regional de Productividad e Innovación del Departamento del Cauca *(Productivity and Innovation Regional Center of Cauca Department in English)*
27	CRS	Catholic Relief Services, Honduras, El Salvador, Nicaragua, Guatemala, Peru, Ecuador, Haiti and Uganda, Kenya, Sudan, Tanzania, Rwanda, Burundi,

		Malawi, Madagascar
28	CTB	Corporación Técnica Belga *(Technical Belgium Cooperation in English)*, Peru
29	DAI	Development Agency, Inc. in Bolivia
30	DARD, Vietnam	Hue Provincial Department of Agriculture and Rural Development (DARD), Hoa Binh DARD, Dak Lak DARD
31	DFID	Department for International Development, UK
32	EARO	Ethiopian Agricultural Research Organisation
33	EARTH	Escuela Agrícola de la Región Tropico Humedo, Costa Rica
34	EDC	Marketing consulting firm,
35	ETSP	Extension and Training Support Program, Vietnam
36	FAO	Food and Agriculture Organization of the United Nations, Italy
37	FOODNET	Marketing and Agro-enterprise Network for Eastern and Central Africa
38	Fundación Carvajal	Carvajal Foundation, Colombia
39	GFAR	Global Forum on Agricultural Research
40	GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit (*German Agency for Technical Cooperation in English*)
41	HAFU	Hue Agriculture and Forestry University
42	HAU	Hanoi Agriculture University
43	IC	Intercooperation, Andean Region
44	ICFR	Institute for Crop and Food Research, New Zealand
45	ICRISAT	International Crops Research Institute for the Semi-Arid Tropics, India
46	IDE	Marketing and consultancy firm, Vietnam
47	IDRC / CIID	International Development Research Center, Canada
48	IESE, Universidad de San Simón	Instituto de Estudios Sociales y Económicos *(Institute of Social and Economic Studies in English)*, Universidad de San Simón, Bolivia
49	IFAD	International Fund for Agricultural Development, Italy
50	IFPRI	International Food Policy Research Institute, USA
51	IICA	Instituto Interamericano para la Cooperación Agrícola, Andean Region
52	IMCA	Instituto Mayor Campesino, Buga, Colombia
53	INRA	Institut National de Recherche Agronomique, France
54	IPRA	Investigación Participativa en Agricultura / *Participatory Research in Agriculture* of CIAT
55	IRD	Integrated Rural Development Program, Colombia
56	ISNAR Division of IFPRI	International Service for National Agricultural Research, Costa Rica
57	ITDG	Intermediate Technology Development Group, Kenya, UK
58	JIRCAS	Japanese International Research Centre for Agricultural Sciences
59	La Montaña	Asociación de Productores de Santa Lucía y Barragán, Valle del Cauca (Colombia)
60	LRC	Livestock Research Center (Lao PDR)
61	MADR	Ministerio de Agricultura y Desarrollo Rural,

		Colombia
62	MAE	Ministère des Affaires Etrangères, France
63	NARO	National Agricultural Research Organisation, Uganda
64	NDJSC	Nam Dong Joint Stock Company
65	NRI	Natural Resources Institute (UK see TPI)
66	NZAID	New Zealand Overseas Development Agency
67	PAFO	Agriculture and Forestry Organization, Lao PDR; Xieng Khouang and Luang Prabang provinces
68	PDPM	Programa de Desarrollo y Paz del Magdalena Medio
69	PHTI	Post-Harvest Technology Institute, Vietnam
70	PHTI	Postharvest Technology Institute
71	PRGA	Participatory Research and Gender Analysis Programs
72	PRODAR	Programa Cooperativa de Desarrollo Agro-industrial Rural (Latin America and the Caribbean)
73	PROINPA	Fundación de Promoción e Investigación en Productos Andinos de Bolivia *(Bolivian Foundation for the Promotion of Andean Products in English)*
74	Radio Works	FM radio company, Uganda
75	SAV	Secretaría de Agricultura y Pesca del Valle del Cauca
76	SENA	Servicio Nacional de Aprendizaje, Colombia
77	SIUPA	Systemwide Initiative on Urban Agricultura
78	SMS Media	SMS service provider, Uganda
79	SNV	Dutch Service for Development Cooperation, Perú, Ecuador and Bolivia
80	SwissContact	Swiss Foundation for Technical Development, Perú
81	UGT	Uganda Grain Traders
82	UMATAs	Unidades Municipales de Asistencia Técnica Agropecuaria, Colombia
83	UNA	Universidad Nacional de Agricultura, Honduras
84	UNIVALLE	Universidad del Valle, Colombia
85	UPWARD	Users' Perspectives with Agricultural Research and Development, Manila, Philippines

Budget

Restricted Core
The major restricted core funding agency DFID, switched and increased funding to CIAT through a new unrestricted funding arrangement in 2004:

Special Project Funding

The following donors provided special project funding for the RAeD during 2004:

Food and Agriculture Organisation (FAO)

International Development Research Centre (IDRC), Canada.

New Zealand Agency for International Development (NZAID), New Zealand

Swiss Agency for Development Cooperation, SDC

Unrestricted core funding

In addition to the above, the project receives support from donors that provide unrestricted core funding to CIAT, including DFID and CIDA.

PROJECT SN1: Rural Agro-enterprises Development

SOURCE	AMOUNT US$	PROPORTION (%)
Unrestricted Core	281,432	55%
Restricted Core	0	0%
Carry over from 2003	25,948	5%
Sub-total	**307,380**	**60%**
Special Projects	201,976	40%
Total Project	**509,356**	**100%**

3 Rural Agro-enterprise Development (RAeD) highlights

This year's major advances focus on finding ways of scaling up processes using new methods and information systems from the Territorial Approach to Enterprise Development.

1. Tools methods and information to identify market opportunities

Updating Agro-enterprise guides: Due to increasing demand for the agro-enterprise guides, the RAeD team has re-organised and updated the main guides, these include:-

(a) A Guide to territorial characterisation and developing partnerships

(b) A Guide to identifying market opportunities for small-scale producers and processors

(c) Strategies for improving the competitiveness of market chains for small-scale producers

(d) Collective marketing for small-scale producers

(e) A Guide to evaluate and strengthen rural business development services.

These Guides will be published at the end of 2004 for use in the learning alliance programs planned for 2005. These guides are also supplemented with other manuals on marketing basics and application of business techniques in rural innovation.

- **Application of the tools:** The Ugandan National Agricultural Advisory Service (NAADS) was established to transform the Government supported extension agency, into a new demand led service. To support this process RAeD undertook a multi-sector, market opportunities survey to assess demand for a range of products, using Kampala, as a proxy for national demand. The study included six product categories, viz:- a) livestock, b) roots, tubers and bananas, c) fruits and vegetables, d) legumes and oil crops, e) cereals, and f) high value products. The analysis, revealed demand for the products that farmers already produce and market potential for new products. Major trends identified in the retail sector related included the arrival of three multi-national supermarkets and the use of mobile phones in trading. The survey information has been documented and integrated into a database for use by NAADS officers and service providers to assess market options for their clients and make decisions on which types of services to offer.

2. Market chain research and methods to increase rural competitiveness

To increase the competitiveness of small-scale agro-enterprises RAeD developed a methodology entitled "Groups for Innovation in Rural Agro-industry" (GIARs). GIAR is a support group that provides technical and marketing support to small agro-enterprises within an identified market chain. The GIAR methodology has been successfully applied to cassava and panela (raw sugar) processing in Cauca Province, Colombia. Using this approach, more than 100 panela producers in Cauca Province have adopted improved varieties, increased processing capacity up to 210%; and eliminated burning of tyres as fuel. The GIAR has improved product quality; enabled new markets, including export opportunities and consolidated a producers association. In 2004, the GIAR case study for panela processing in Cauca was selected for presentation at the CGIAR Annual General Meeting, to be held in Mexico 25-28th October, 2004.

- **Public-Private Partnerships for Agro-industrial Research**

The purpose of this project is to develop tools that foster action research based public-private partnerships for agro-industrial development. The project, funded by BMZ and being implemented by ISNAR (IFPRI), CIAT and both regional and national research programs. Activities focus on three components: training and diffusion, research, and implementation. In 2004, RAeD has (i) evaluated previous agro-enterprise training courses in the Andean Region, the Southern Cone and Mesoamérica; (2) completed and published results from action-research in Ecuador and Dominican Republic and (3) written three guides for differentiated stakeholders.

3. Research and methods to development business support tools and ICT

RAeD is working with a number of partners to develop business support tools that assist in catalysing community based enterprises. Marketing information and intelligence services are examples of this work that are in high demand in rural areas. As ICT systems become better, faster and cheaper, RAeD is undertaking research with private sector partners to link various ICT media with rural communities to provide effective business related information systems.

- **Tradenet** is a new web-based product to facilitate market information services (MIS). Tradenet was developed in collaboration with Busylab, an African based ICT *incubator*. The beta version of the MIS software http://www.tradenet.biz/ is being pilot tested in Uganda.
- **Market intelligence services**: RAed and the System for Agricultural Prices of Honduras, SIMPAH, have developed a business plan for a regional market intelligence system for Central America. Initial plans include use of the Tradenet platform developed in East Africa.
- **RAeD website.** The RAeD website holds first place among 15 CIAT projects in number of visits, totalling 121,272 from Oct. 2003-Oct. 2004. The document Model for Financial Profitability was downloaded 104,330 times. The **Fair Trade,** site has also received 10,519 entries from June-Sept with a growth rate of 29% and a monthly average of 2,629 visits.

4. Enhancing capacity and institutionalising RAeD methodologies

- **Learning Alliance Going Global:** Over the past two years, RAeD has been working on a series of initiatives to scale up the use of the Territorial Approach to Enterprise development, with a range of organisations. The Catholic Relief Services (CRS), an International NGO, has been particularly interested in the RAeD methodology as a means to retool its staff profile. CRS's strategic vision is to be a lead agro-enterprise organisation in the next decade with the ability to enhance market engagement of poor communities. Following the success of two pilot learning alliance programmes, in Central America and Eastern Africa, CRS have asked RAeD to develop a global development alliance. This project will build upon existing agro-enterprise programs and expand the agro-enterprise "**learning alliance**" approach to new countries in West & Central Africa, South America and South and South East Asia. To date 30 CRS country programs have committed funds to a value of $850,000 to support this new initiative. The project aims to improve the livelihoods of 36,000 farm families and 200,000 beneficiaries over a 30 month period. This project will commence at the end of 2004 with field work in Q1 of FY 05.

- **In Central America**, (a) three training and learning workshops were held with clients in the region; (b) seven market studies were conducted in Guatemala, Honduras, El Salvador and Nicaragua; (c) a virtual learning platform was launched (www.alianzasdeaprendizaje.org);
- **In the Andes**, RAeD facilitated three workshops to lay the groundwork for a learning alliance proposal to link research, development, donors and the public sector with 13 partner agencies in Bolivia, Peru, Ecuador and Colombia. Significant impact has also been achieved through support of ongoing action alliances with producer organisations in Colombia.
- **In Africa**, the learning alliance continued with in country monitoring and a final workshop on participatory market chain analysis, enterprise design and BDS. Eight CRS country programs participated:- Ethiopia, Uganda, Kenya, Rwanda, Burundi, Tanzania, Madagascar and Malawi.
- **Mainstreaming RAeD tools:** To achieve scale, RAeD is developing links with other educational institutions involved in marketing methods to catalyst rural innovation. RAeD has started this process by incorporating training materials into CATIE's agricultural diploma course in Central America and seeking to repeat this success with ICRA in Africa.

4. Problems encountered and their solutions

- **In Latin America** funding continues to be a problem, particularly in regard to staffing issues. RAeD is suffering from a lack of funds to support local staff and also faces a threat of losing one senior staff unless additional resources are found. This has meant that staff are being hired on 6 month contracts or to undertake specific tasks.

Solutions

- This issue has not yet been resolved, although discussions between all the staff members has been frank and supportive. The issue is to find sufficient income to support the existing staff. However, the task of finding sufficient funds should not only be considered the role CIAT management and RAeD senior staff, but a task that all RAeD members seek to address.
- **Revenue**: Senior staff members and national staff are being asked to seek any opportunities to engage new donors and also to seek out consultancy work that will bring in additional revenue to support local staff and purchase capital items as required.
- **Incentives** are being developed such that if national staff members are able to find additional investment then RAeD will seek ways to provide an annual bonus. This system is currently under discussion.

- **In South East Asia**, concerns were raised by Budget &Finance that funds from SDC maybe cut due to a slow initial spending rate from the SADU project.
- Capital item purchasing has also been delayed due to lack of project permits in both Laos and Vietnam.
- Project field work has been delayed due to local political concerns that prevented project work and led to delays in decisions to implement activities in alternative areas.
- Lack of a marketing and business development specialist on the project to develop a coherent strategy for marketing opportunity identification, market promotion, market orientation, or market linkage. This delay was a product of existing staff profiles and negotiation with the donor. ....

Solutions

- Following a recent meeting in Hanoi, the SDC representative confirmed in writing that CIAT would not loose any unspent funds on the SADU project as these finances were committed to the project.
- The SADU team is working with MARD representatives to find out where the project can operate. If not in the politically sensitive areas of Dak Lak, then other sites, such as Hao Binh, need to be confirmed. This process is now underway and should be resolved in the next 2-3 weeks.
- Rod Lefroy, CIAT's Regional Coordinator, is following up with MARD representatives and local officials in both Laos and Vietnam to gain project permits. This will enable the project to purchase goods tax free and also allow for the release of a substantial amount of capital funds.

- A head hunting recruitment has taken place to identify candidates for the position of a marketing specialist. This person will be recruited as soon as SDC give the green light to proceed.

- **In Africa**, some delays in agro-enterprise activities were caused by a change in the project manager's position. This has led to a 2-3 month review of global activities. This was exacerbated by a concurrent delay in hiring of a new agro-enterprise specialist following a recruitment action in June, 2004, which failed to identify a suitable candidate.
- Project funding is a concern and a series of new proposals to raise income to expand activities are being developed.

Solutions:

- The new project manager is now in place and after undergoing a series of orientation meetings, the new candidate is now in a better position to focus on the work at hand.
- A person has now been identified for the African position and will take up this role in the first quarter of 2005.
- Three proposals have been submitted to donors in the past 3 months and there is hope that at least one of these will be funded for expansion of activities in 2005.

5. Indicators: List Technologies, Methods & Tools

Software

Rent-Agro- In 2004, a serious effort was made to address final software bugs and the first Spanish language version of RentAgro has now been thoroughly tested. As a result of this work, the software received drastic aesthetic and functional changes. The next stage in the development of RentAgro is to deliver the product to the Legal Office (Germán Arias) to begin legal processes. RAeD is currently taking advice on whether to copyright this software with the future aim of making RentAgro a commercial product or at least protecting the product within the public domain. The team is also working on the possibility of making this product available as an online facility. The rationale for developing the online version is based on the ongoing popularity of the powerpoint presentation developed by C. Ostertag on financial profitability models. In this case our partners and clients would have the opportunity of putting the theory into practice. In 2005, the team therefore will develop a plan to launch this new software and translate the product into English such that is will be available to a wider international audience.

Developing scalable market information services - Tradenet

Contributors: Shaun Ferris and Mark Davies* Busynet director

Based on previous work undertaken in Uganda and Eastern Africa, for the development of market information it became increasingly apparent that there were no effective, off the shelf software packages that could be used address the increasingly complex needs of national market information services. To overcome this problem RAeD established a relationship with a Ghanaian based ICT business Incubator Company, Busylab to develop an appropriate web-based MIS platform that could facilitate information flow and also integrate ICT options including, web, mobile phones, SMS, satellite data channels, FM radios and mobile print media services. The beta version of this software http://www.tradenet.biz/ is now being pilot tested with the Ugandan national market information service and if successful, this product will be commercialised through a public:private sector company.

Figure 1 The Tradenet website http://www.tradenet.biz/

Electronic modules

- **Fair Trade information service:-** In 2004 the Information Service on Fair Trade was officially launched on 8th May, as part of the International Fair Trade Day, a high profile website promotion was launched. The site received 10,519 entries from June-September with a growth rate of 29% and a monthly average of 2,629 visits.

- **RAeD website.** The RAeD website holds first place among the 15 CIAT projects in number of visits, totaling 121,272 visits from Oct. 2003-Oct. 2004. Moreover, among the 10 documents downloaded most frequently from CIAT, 8 are from RAeD; the document Model for Financial Profitability occupied first place with 104,330 downloads. The RAeD team will be upgrading the site in 2004/5 by integrating a new section on Methods and Tools for Agri-business development from the World Bank and also tested the beta on-line version of Rent-Agro.

SADU website: A new website has been developed to promote the activities of the new, SDC funded Agro-enterprise project in S.E Asia, the SADU team (Small-scale Agro-enterprise Development for the Uplands of Vietnam and Laos) have recently established a new website to post progress of the project. See www.saduproject.org

Other methods & tools

Updating Agro-enterprise Guides: Due to increasing demand for the agro-enterprise guides, the RAeD team has re-organised and updated the main guides, these include:-

(x) A Guide to territorial characterisation and developing partnerships

(xi) A Guide to identifying market opportunities for small-scale producers and processors

(xii) Strategies for improving the competitiveness of market chains for small-scale producers

(xiii) Collective marketing for small-scale producers

(xiv) A Guide to evaluate and strengthen rural business development services.

These Guides will be published at the end of 2004 in English and subsequently translated into French, Spanish and Vietnamese and Lao for use in the learning alliance programs planned for 2005. These guides are also supplemented with other manuals on marketing basics and application of business techniques in rural innovation.

New Guides are also being developed in:-

(xv) Guide to developing public:private sector partnerships for practioners

(xvi) Guide to developing public:private sector partnerships for private sector

(xvii) Guide to developing public:private sector partnerships for policy makers

(xviii) User manual for Rent-Agro

6. Indicators: Publications List

Papers, publications and reports

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Ferris, S. and Kaganzi, E, (2004) **Farmers enter the Fast FOOD Lane** New Vision, 8th October, Uganda.

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3 Chilito, C.; Serna, D.A.; Mejorando la cadena productiva del dulce de panela para competir en el mercado, Informe de la consultoria al proyecto PRORENA, GTZ Honduras. CIAT, Cali 46p.

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18 Vásquez, M.A. 2004. **Análisis de las ventanas de mejores y peores precios en el Mercado La Tiendona de San Salvador para 42 productos agrícolas**. CIAT-CRS El Salvador. Tegucigalpa, Honduras.

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1 Arenas, A., Lundy, M. 2004. **Alianzas de Aprendizaje en Centroamérica**. Informational flyer for project. CIAT, Cali, Colombia. 3p.

2 Lundy, M., Ashby, J. 2004. **Building multi-stakeholder innovation systems through learning alliances**. Institutional Learning and Change (ILAC) Brief No. 8. International Plant Genetics Resources Institute (IPGRI). Rome, Italy (in press).

3 Lundy, M. 2004. **Reflexiones sobre cadenas productivas y procesos de desarrollo empresarial rural**. Boletín 10, ASOCAM. Quito, Ecuador.

4 Ostertag, C.F.; Izquierdo, D.A. 2004. Oferta de Productos y Servicios Proyecto de Desarrollo Agro-empresarial Rural (PDAeR) del CIAT

5 Ostertag, C.F.; Izquierdo, D.A. 2004. **Metodologías e instrumentos del Instituto de Innovación Rural (IIR) CIAT**

6 PhAction committee: **A Global Post-Harvest Initiative – Linking farmers to markets - A Strategic Framework.** 2004. FAO, GFAR and PhAction.

Training Manuals:

1 Engler, A.; Gonzalez, C.; Harwich, F.; Ghezan, G.; Tola, J.; Vásquez, J.; Silva, J.A.; Espinoza, J. de J.; and Gottret, M.V. **Guía para la Formación de Alianzas Publico-Privadas para Innovación Agrícola y Agroindustrial.** ISNAR Division IFPRI: San José, Costa Rica.

2 Lundy, M., Gottret, M.V., Cifuentes, W., Ostertag, C.F., Best, R., Ferris, S., Peters, D. 2004. **Design of Strategies to Increase the Competitiveness of Smallholder Chains**. International Center for Tropical Agriculture, CIAT, Rural Agro-enterprise Development Project, Cali, Colombia.

3 Lundy, M., Gottret, M.V., Ostertag, C.F. 2004. **Forming Working Groups for Sustainable Proceses of Rural Agro-enterprise Development: A Field Manual**. International Center for Tropical Agriculture, CIAT, Rural Agro-enterprise Development Project, Cali, Colombia.

4 Ostertag, C.F., Lundy, M., Gottret, M.V., Best, R., Ferris, S., Peters, D. 2004. **Identification and evaluation of market opportunities for small-scale rural producers**.. International Center for Tropical Agriculture, CIAT, Rural Agro-enterprise Development Project, Cali, Colombia.

5 Robbins, P., F. Bikande, S. Ferris, U. Kleih, G. Okoboi, and T. Wandschneider: **A guide to Collective Marketing for Small-Scale farmers**; (2004). Published Ibadan. ASARECA Monograph series.

6 Vásquez, M.A. 2004. **Guía práctica para la identificación y evaluación de oportunidades de Mercado con productores de pequeña escala**. CIAT-Alianza de Aprendizaje. Tegucigalpa, Honduras.

7 Vásquez, M.A. 2004. **Procedimientos para negociar productos agropecuarios con supermercados *así como los requisitos* exigidos a los proveedores y a los productos en Honduras**. CIAT-Alianza de Aprendizaje. Tegucigalpa, Honduras.

8 Vásquez, M.A. 2004. **Requisitos Legales para la Comercialización de Productos Agroindustriales en los Mercados Formales de Honduras**. CIAT-Alianza de Aprendizaje. Tegucigalpa, Honduras.

Powerpoint Presentations:

1 Barona, J.F.; Ostertag, C.F. 2004. **Fundamentos de mercadeo para Agro-empresas Rurales**

2 Ostertag, C.F. 2004. **Identificación de Oportunidades de Mercado (IDOP) actualizada en Ingles**

3 Ostertag, C.F. 2004. **Módulo No 1. de la Orientación Territorial para Desarrollo Empresarial Rural (OTDER)** actualizado

4 Ostertag, C.F. 2004. **Plan de Negocios**, actualizado

5 Sandoval, O.A.; Ostertag, C.F. 2004. **Orientación Empresarial y de Mercados para Pequeños Productores Rurales**

7. Indicators: Training List

Number of person days of training for partners

Market Opportunity Identification	participants	Days
Market Opportunity Identification Training in Vietnam Hue.	12	5
Market Opportunity Identification Training in Vientiane.	18	5
Market Opportunity Identification Training CRS, Quito.	20	3
Market analysis and agro-enterprise orientation		
Marketing Course, Nazareth Ethiopia.	40	5
Rapid market analysis, Ethiopia.	40	3
Market chain analysis and enterprise design 1 NARO/ ICRA.	23	2
Market chain analysis and enterprise design 2 NARO/ ICRA.	26	2
CIAT methodology for enterprise development, ITDG, KG, TX.	7	2
Marketing methods and Tools, DAI, farmer organizations in Bolivia.	40	1
Marketing methods and Tools, INCODER, Colombia, four events.	120	1
Agro-enterprise development to support ERI activities in Africa		
Agro-enterprise for Market Facilitators, Hai, Tanzania.	12	4
Agro-enterprise for Community & Market Facilitators, Lushoto, Tz.	17	4
Agro-enterprise Community and Market Facilitators, Hoima, Uganda	15	5
Integrated design of dairy agro-enterprise, Kisungu, Malawi.	11	2
Workshop for Market analysis and enterprise design, Nairobi, Kenya.	28	3
Agro-enterprise support in 3 sites in Uganda, 21 participants, 5 days	21	5
Participatory Research, scaling up workshop AFNET, Tanzania,		
Specifically marketing basics and enterprise development.	29	1
Learning Alliances, Central America		
Outcome Mapping	25	3
Working Groups for Rural Enterprise Development.	65	10
Market Opportunities Identification.	114	15
Strategies to Improve the Competitiveness of Smallholder Chains.	14	4
Learning Alliance, Instituto von Humboldt / Biotrade Project		
Introduction to market and value chains.	23	2
Mapping the production chain and identifying critical points.	22	2
Critical points, problem and solution trees	26	2

Multi-stakeholder negotiation	26	2
Module 2 – Diploma in Rural Enterprise Development		
Production chains and strategies to increase their competitiveness.	15	11
Learning Alliances, Africa		
Enterprise design, chain competitiveness and business support services	22	5
Number of interns		
Mark Lundy - 2 (María Miguel Ribeiro, María Ximena Gutierrez)	2	
Number of visiting scientists		
Number of farmers trained		
Marco Vasquez	53	
Broom makers	20	
ERI supported work	80	
Madagascar - CRS supported farmers	339	
Uganda, Enabling Rural Innovation project	253	
Number of higher degree students supervised		
Elly Kaganzi MSc, Robinah Nyanpendi MSc.	2	

8. Indicators: Resource Mobilization List

Project Proposals presented to donors

	Project under development in 2004	approved	proposed
1	Contreras, E.; Ostertag, C.F. 2004. **Programa de Inter Aprendizaje para Fortalecer el Capital Humano en el área de Desarrollo Rural en la Subregión Andina**		
2	Cook, S., Lundy, M. 2004. **A system of drought insurance for poverty alleviation in rural areas**. Presented to small grant fund, BMZ, Germany. Value Euro 19,000 (approved).	23,000	
3	Ferris, S. and Prain G. **Second phase marketing and enterprise development in Eastern Africa, as part of the SUIPA initiative.** ($300,000 – under review through SUIPA process)		300,000
4	Ferris, S and T. Remington Global Development Alliance. , **Strengthening, Knowledge, Impact through a learning alliance for enterprise development** (Skills project) ($450,000) submitted for review to USAID, GDA initiative.		450,000
5	Gottret, M.V.; Delgado R.. (2004)Construyendo un Sistema Integral de Aprendizaje entre Oferentes y Demandantes para la Co-innovación en Cadenas Productivas (Una Metodología de Alianzas de Aprendizaje), £ 190,187 (US$ 339,076), DFID.		339,076
6	Lundy, M. 2004. 2004. **Examining links between supermarkets and smallholders in El Salvador and Honduras**. Presented to FAO, Economics and Social Department. Value US$ 60,000 (approved).	60,000	
7	Lundy, M., Vásquez, M.A. 2004. **Facilitando procesos de desarrollo empresarial rural en el corredor económico binancional Marcalá, Honduras y Perquin, El Salvador**. Presentado al Programa Binancional de la Comunidad Europea. Valor US$ 80,000 (approved).	80,000	
8	Oberthur, T., Lundy, M. 2004. **Establishment of research collaboration between Austrian Institutions and CIAT in the areas of agriculture research and development**. Presented to Austrian Ministry of Foreign Affairs. Value Euro 45,000 (approved).	45,000	
9	Oberthur, T., Lundy, M., Cock, J. 2004. **New opportunities for hillside farmers: matching product quality, environments and market demand for high value agricultural products**. Presented to BMZ, Germany. Value Euro 1.3 million (approved with reduced budget).	600,000	
10	Ostertag, C.F.; Barona, J.F.; Sandoval, O.A.; Izquierdo, D.A. 2004. **Proyecto de Apoyo al Desarrollo Empresarial Rural.** Presented to the Secretaría de Agricultura de Nariño, Colombia. US$60.000.		60,000

	Ostertag, C.F.; Barona, J.F.; Sandoval, O.A.; Izquierdo, D.A. 2004. **Proyecto de Apoyo al Desarrollo Empresarial Rural.** Presented to the Secretaría de Agricultura de Santander, Colombia.		
11	US$50.000.		50,000
	Ostertag, C.F.; Barona, J.F.; Sandoval, O.A.; Izquierdo, D.A. 2004. **Proyecto de Apoyo al Desarrollo Empresarial Rural.** Presented to the Secretaría de Agricultura de Norte de Santander,		
12	Colombia. US$50.000.		50.000
	Ostertag, C.F.; Izquierdo, D.A., Barona, J.F.; Sandoval, O.A. 2004. **Proyecto de Apoyo Empresarial a la Cadena Productiva de la Sandía en Córdoba, Colombia.** Presented to the Secretaría		
13	de Agricultura de Córdoba, Colombia. US$60.000.		60,000
	Ostertag, C.F.; Hurtado, J.J. 2004 **Alianza Productiva Agroindustrial y Ecológica en Gachalá, Oferta de Productos y Servicios del Proyecto de Desarrollo Agro-empresarial (PDAeR) del CIAT**. Municipio de Gachalá. Presented to the Production Alliances Project of the Ministry of Agriculture,		
14	Colombia. US$120.000.		120,000
	Ostertag, C.F.; Izquierdo, D.A. 2004. **Desarrollo de Materiales Didácticos para Promover la Capacidad Empresarial de Pequeños Productores Rurales**. Presented to the Fundación El		
15	Alcaraván (OXY – Arauca, Colombia). US$45.500.		45,000
	Ostertag, C.F.; Izquierdo, D.A. 2004. **Metodología PDAeR-CIAT propuesta para el Proyecto Áreas de Desarrollo Rural (ADR).** Presented to the Instituto Colombiano de Desarrollo Rural		
16	(INCODER). US$8.000 (approved)	8,000	
	Ostertag, C.F.; Izquierdo, D.A. 2004. **Proyecto "Alianza Gobernación del Valle del Cauca y CIAT".** Componente: Proyecto de Desarrollo Agro-empresarial Rural (PDAeR) del CIAT. Presented to the Valle del Cauca Departamental		
17	Government. US$496.000.		496,000
	Ostertag, C.F.; Izquierdo, D.A. 2004. **Alianzas de Acción: Fortalecimiento Empresarial de Organizaciones de Pequeños y Medianos Productores Rurales del Valle del Cauca**. Presented to the Secretaría de Agricultura del Valle del Cauca, Colombia.		
18	US$8.100. (approved).	8,100	
	Ostertag, C.F.; Izquierdo, D.A.; Pineda, R. 2004. **Desarrollo de un Modelo para Establecer un Centro Provincial de Gestión Agro-empresarial (CPGA) en el Sur-Occidente de Colombia.** Presented to the Ministry of Agriculture, Colombia. US$260.000.		
19	not approved.		
	Ostertag, C.F.; Izquierdo, D.A.; Pineda, R. 2004. **Proceso de Capacitación-Acción al Sistema Nacional de Asistencia Técnica en el Tema de Planeación y Desarrollo Empresarial Rural a Escala Nacional**. Presented to the Ministry of Agriculture,		
20	Colombia. US$150.000. (not approved)		

	Ostertag, C.F.; Izquierdo, D.A.; Pineda, R.; y Palau, Andrés. 2004. **Propuesta para Operar como Organización Gestora Regional (OGR) para Proyecto de Alianzas Productivas**. Presented to IICA and Minsitry of Agriculture, Colombia. Ranging from		
21	US$50.000 to US$90.000.		50,000
	Ostertag, C.F. y Izquierdo, D.A. 2004. **Proyecto Apoyo al Desarrollo Empresarial Rural a una Organización Comunitaria Ambiental**. Presented to Corporación Serraniagua,		
22	Valle (Colombia). US$8.000 (approved)	8,000	
	Ostertag, C.F.;Izquierdo, D.A; Pérez, S. Ospina, Bernardo. 2004. **Apoyo a la Agroindustria Rural de Yuca en Córdoba, Costa Atlántica de Colombia**. Presented to CLAYUCA, Colombia.		
23	US$10.000. approved.	10,000	
	Ribeiro, M.M. 2004. **Training in Multi stakeholder processes and Social Learning** by IAC (International Agricultural Center,		
24	The Netherlands)		
	S. Kaaria, R. Delve, P. Sanginga, S. Ferris, N. Russell: **Rwanda: Empowering farming communities to increase income, nutrition and food security through enabling rural innovation in Rwanda**: Collaborators: ISAR, CRS, CARE, ATDT: Duration:		
25	4 years: ($ 3M, under review). Donor, Belgian Government.		3,000,000
	Ulrich Kleih(NRI), Shaun Ferris, **Farmer Group Marketing in Eastern Africa: DFID, Call for Short Concept Notes,** ($6,700		
26	not approved seeking new donor)		
	Vásquez, M.A. 2004. **Acompañamiento al PHOC de El Salvador en la identificación de oportunidades y ventanas de mercado para hortalizas**. Presentado al Proyecto PRODENOR,		
27	San Salvador, El Salvador. Valor US$ 3,000. (completed).	3,000	
	Vásquez, M.A. 2004. **Acompañmiento a CARITAS San Pedro Sula en un estudio de Mercado para hortalizas orgánicas**. Presentado al Proyecto Agropyme, Tegucigalpa, Honduras. Valor		
28	US$ 5,000. (completed).	5,000	
	Vásquez, M.A. 2004. **Estudio de la oferta y demanda de información de mercados agrícolas en Honduras**. Presentado al Proyecto Agropyme, Tegucigalpa, Honduras. Valor US$ 12,100.		
29	(on-going).	12,100	
	Vásquez, M.A. 2004. **Proyecto de producción y deshidratación de frutas con las microempresas LISAN y las Acacias**. Presentado al Proyecto Agropyme, Tegucigalpa, Honduras. Valor		
30	US$ 10,000. (on-going).	10,000	
	Zapata, V.; Ostertag, C.F.; Quirós, C.A.; y Posada. Rafael. 2004. **Support in Participatory and Business Methods to two Second and Third Order Farmer Organizations in Chapare region of Bolivia**. Presented to Development Agency, Inc. (DAI) and DHF,		
31	Bolivia. US$2 million.		2,000,000
	Totals	**872,200**	**6,970,076**

9. New directions for 2005.

In addition to the on-going activities that RAeD is already committed to fulfilling in 2005, the following areas are proposals of work that the team is aiming to develop. Implementation of this work however, depends on funds being available:-

Developing new work areas with internal partners

Closer links with IPRA: In 2004, there have been several meetings held to find ways in which IPRA and particularly the CIAL methodology can be integrated in a practical manner with RAeD activities. Joint ventures in Bolivia have proved an opportunity for the teams to work together, and there are plans to develop other joint projects in 2005.

Closer links with Land Use team: As part of the expansion of the work on public: private partnerships, RAeD is aiming to develop closer links with the Land Use project team, in order to apply the lessons learnt within new sectors, such as the coffee sector in Latin America.

Developing new work areas with external partners

Learning alliance: Much of the project activities in 2005 will focus on implementing the various learning alliance partnerships that have been developed over the past 2 years. In the last part of 2004, team efforts will focus on finalizing the suite of training materials that RAeD is planning to use for the various training programs. In the first quarter of 2005, these materials will be supplemented with power point presentations and all materials will be translated into the three major languages such that the process can proceed in English, Spanish and French. As this is a major endeavour, it is anticipated that the team will meet to undertake a week long write shop to complete the development of a common set of materials.

Pro poor Policy: The global commodity crisis debate is an ongoing issue that is having an increasingly negative effect on the growth prospects for many developing countries, particularly those dependent upon the export of a narrow range of raw commodities. Over-supplied markets have led to commodity prices falling to a 40 year low and the financial losses being incurred by many developing countries is more prolonged and more severe than those that occurred during the Great Depression. CIAT is well placed to undertake two types of research that will contribute to raising awareness and hopefully to addressing this truly global issue, through:- (i) the collation and repackaging of complicated technical trade information into more easily digested trade briefs that can be circulated and debated at the national level and (ii) to undertake primary research into the impact of current trade policies on key agricultural sectors and or the implications of adopting new approaches, such as supply management, on future economic prospects.

Market Information: RAeD is working on two projects that are developing new software tools to assist national partners in the collation and delivery of market information. This activity will expand as demand grows for the commercial products being developed.

Seed evaluation: The Food Aid industry is a high profile activity that is likely to play a dominant role in many parts of Africa in the next decade. However, the food supply is also supported by seed aid and it is this area which RAeD is intending to analyse, with a view to introducing processes that link the local marketing actors more effectively into

the system. The aim being to reduce market distortions created by hand-outs and other safety nets.

Linking into university / diploma courses:
RAeD is seeking to work with partners in education to mainstream the principles of agro-enterprise and small-scale business development into institutional courses.

Summary Annual Report 2004

Participatory research approaches to reduce poverty and natural resource degradation through the creation of market links and the social control of community projects

Project SN-3

November 2003 – October 2004

CIAT
Centro Internacional de Agricultura Tropical
International Center for Tropical Agriculture

EXECUTIVE SUMMARY
ANNUAL REPORT
2004

Editor: Carlos A. Quirós
Andrea Carvajal T.

Translator: Trudy Brekelbaum

October 2004

Project description

Objective: To develop and disseminate participatory research (PR) principles, approaches, analytical tools, indigenous knowledge and organizational principles that strengthen the capacity of R&D institutions to respond to the demands of stakeholder groups for improved levels of human well-being and agroecosystem health

Outputs

1. PR approaches, analytical tools and indigenous knowledge that lead to the incorporation of farmers and other users' priorities in R&D agendas developed for interested institutions
2. Organizational strategies and procedures for PR
3. Professionals and others trained as facilitators of PR
4. Material and information on PR approaches, analytical tools, indigenous knowledge and organizational principles developed
5. Impact of SN-3 activities documented
6. CIAT projects and other institutions supported and strengthened in conducting PR
7. Capacity of the SN-3 team strengthened

Gains

- ✓ Users involved at early stages in decisions about innovation development
- ✓ Methods available for incorporating user preferences; participatory methods applied on a routine basis in CIAT research; at least three LA universities with the capacity to teach PR methods
- ✓ New and better links between farmers group and local markets
- ✓ At least 15 links and agreements with grass root farmers organizations, NGOs and R&D institutions to establish PM&E in four macroregions in Bolivia as a contribution to the new Bolivian technology system (SIBTA)
- ✓ Preliminary impact study about the CIAL[15] influence in both communities with and without CIALs, taking into account factors such as education, ownership of land and animals, literacy, yield improvement, women's participation and scaling out
- ✓ Building on the lessons from LAC, participatory monitoring and evaluation (PM&E) systems are being tested at both the community and project level with seven projects in three pilot learning sites (Kisii, Kitale and Mtwapa in Kenya) in Africa.
- ✓ In Bolivia important progress has been made in the adaptation of PM&E systems so that they can be readily incorporated in their technological innovation projects (PITA), enabling the farmers to exercise greater control over their projects and then give feedback on their execution to the project suppliers.

[15] A CIAL is a community-based research group of farmer volunteers selected by the community and conduct research on their behalf. CIALs conduct research on priority themes identified by the community.

- ✓ Building capacity of partners in applying Enabling Rural Innovation (ERI) approaches to strengthen their work with communities. in Malawi, Uganda and Tanzania.
- ✓ Research has been focusing on understanding the various dimensions of social capital as a strategy for strengthening the decision-making capacity of communities.
- ✓ At least 1000 trainees and 40 trainers able to apply these methods in Africa and in LAC
- ✓ Contribution of PR to technology-adoption rates measured in restricted areas
- ✓ A methodology for constructing and learning from innovation histories developed
- ✓ Lessons learned, methodologies and materials disseminated globally, jointly with the Systemwide Program on Participatory Research and Gender Analysis for Technology Development and Institutional Innovation (SP-PRGA), convened by CIAT
- ✓ Comparison of the innovation histories of CIALs in Honduras and Colombia, the two countries with the most CIALs, was begun and yielded some initial findings.
- ✓ Online tool based on database development. This tool is fed through information from our partners based on results from different CIALs and second-order organizations in five LA countries.

Milestones

2003 Associations of community-based farmer research groups providing services and supporting CIALs. Strategic alliances with R&D institutions established. Impact Assessment analysis to derive lessons and impacts of PR methods on livelihoods, conducted in at least two countries in Latin America. A method for testing and evaluating technologies in a resource to consumption (R-to-C) framework developed and tested in two countries in Africa. A method to institutionalize participatory monitoring and evaluation systems within research and development (R&D) systems, developed and tested in one country in Latin America and at least one country in East Africa.

2004

- ❖ Capacity of national partners to implement and support PM&E and PR processes established within R&D institutions in at least two countries in Latin America and at least two countries in East Africa.
- ❖ Lessons from R-to-C framework tested and validated in at least two countries in Latin America.
- ❖ A methodology for conducting Impact Assessment of PR methods developed and tested in at least two countries in Latin America
- ❖ Impact assessment analysis to derive lessons and impacts of PR methods on livelihoods, conducted in at least three countries in Latin America.

2005

- ❖ Capacity of national partners to implement and support PM&E and PR processes established within R&D institutions in at least 2 countries in Latin America and at least two country in East Africa.
- ❖ Lessons from R-to-C framework tested and validated in at least two countries in Latin America.

2006

- ❖ National team of trainers/facilitators capacitated and scaling up PM&E and PR processes at national level
- ❖ Local capacity to identify demands and develop projects that respond to these demands, that feeds into Bolivian national agricultural research and technology transfer systems
- ❖ Results of impact assessment studies to derive lessons and impacts of PR methods on livelihoods, disseminated widely and applied to scale PR activities in other countries
- ❖ PM&E systems evaluated and lessons applied to develop guidelines and principles appropriate for Africa

End-users: This work will benefit small scale resource-poor farmers, processors, traders and consumers in rural areas, especially in fragile environments IPRA has a strong focus on supporting rural women and the poor build their capacity to generate and use agricultural technologies to their own advantage. Research and development service providers will receive more accurate and timely feedback from users about acceptability of production technologies and conservation practices. Researchers and development planners will profit from methods for conducting adaptive research and implementing policies on natural resource conservation at the micro level. Sounds good. The national agricultural innovation systems are in focus of the Project's activities. Strengthening their capacity to link local demands with service providers is a task being undertaken by our project in Bolivia.

Researchers and support staff: Position and time fraction

Carlos Arturo Quirós	Acting Project Manager	100%
Boru Douthwaite	Senior staff	100%
Susan kaaria	senior research fellow	100%
Vicente Zapata	Senior Research Fellow	50%
Pascal Sanginga	Senior Research Fellow	100%
Jemimah Njuki	Social Scientists	100%
Luis Alfredo Hernández	Research Associate I	100%
Edson Gandarillas	Research	100%
José Ignacio Roa	Professional Specialist	100%
Juan Fernandez	Research	100%
Vivian Polar	Research	100%
Elias Claros	Research Assistant	100%
Viviana Sandoval	Research Assistant	100%
Walter Fuentes	Technician	100%
Freddy Escobar	Technician	70%
Jorge Cabrera	Technician	100%
Fanory Cobo	Thesis Student	50%
Robert Muzira	Research Assistant	100%
Pamela Pali	Research Assistant	50%
Peace Kankwatse	Research Assistant	50%
Colletha Chitsike	Consultant	

Eduardo Nogales	Consultant	100%

Collaborators

Within CIAT: Inputs to: PE-3; PE-4, IP-1, IP-2, IP-3, IP-5, SN-1, SN-2, SB-2, SB-3 BP-1; Outputs from: IP-2, IP-5, PE-3, BP-1, SN-1, SB-3, Information Services, TSBF.

Outside CIAT: ***In Latin America:*** Honduras: Escuela Agrícola Panamericana-El Zamorano (EAP), Fundación para la Investigación Participativa con Agricultores en Honduras (FIPAH), Programa de Reconstrucción Rural (PRR), Centro Universitario del Atlántico (CURLA); Nicaragua: Instituto Nacional de Investigaciones (INIA), U. Campesina (UNICAM); Ecuador: Instituto Internacional para la Reconstrucción Rural (IIRR), Instituto Nacional de Investigaciones Agropecuarias (INIAP)-Programa FAO, Fundación Antisana, Proyecto MANRECUR; Venezuela: Fondo Nacional de Investigaciones Agropecuarias (FONAIAP). Bolivia: Ministerio de Asuntos Campesinos, Indigenas y Agropecuarios (MACIA), U. Mayor de San Simón (UMSS), Fundación PROINPA, Sistema Boliviano de Tecnología Agropecuaria (SIBTA), FDTA-Valles, FDTA-Altiplano, FDTA-Chaco, FDTA-Trópico Húmedo, Proyecto, INNOVA, Agua y Tierra Campesina (ATICA), Programa Nacional de Semillas (PNS), Centro de Investigación Agrícola Tropical (CIAT), Servicio de Desarrollo Agropecuario de Tarija (SEDAJ), Coordinadora de Integración de Organizaciones Económicas Campesinas (CIOEC), Programa de Desarrollo Integral Interdiciplinario (PRODII), Centro de Apoyo al Desarrollo (CAD), Comunidad de Estudios Jaina, eight grassroots groups; Colombia: Corporación Colombiana de Investigación Agropecuaria (CORPOICA), Organizaciones Campesina, U. Nacional de Colombia. ***In Africa***: Uganda: National Agricultural Research Organization (NARO), Africare; National Agricultural Advisory Services (NAADS); African Highlands Initiative (AHI); Africa2000 Network, Vision for Rural Development Initiative (VIRUDI); Local government; INSPIRE Consortium; Network of Farmer Field Schools (FFS); Makerere U.. Malawi: Dept. of Agricultural Research Services (DARS); Lilongwe Agricultural Development Division (LADD); Plan International Malawi. Tanzania: District Agricultural and Livestock Dept. Office (DALDO), Traditional Irrigation and Environment Protection Programme (TIP), World Vision Sanya Agricultural Development Programme, Africa Highlands Initiative (AHI); Hai District Council (District Agricultural and Livestock Development Office). Kenya: Kenya Agricultural Research Institute; Community Against Desertification (CMAD); Extension Dept., Ministry of Agriculture; Kenyatta U.. DR Congo: Institut National de Research et Etudes Agronomiques (INERA); Innovative Resources Management (IRM). Mozambique: National Agricultural Research Institute (INIA). 21 farmer groups and communities, Uganda, Tanzania, Malawi, Kenya. ASARECA Network. Austria: Boku U. ***Regional Networks in Africa***: Participatory Ecological Land Use Management (PELUM); East and Central Africa Program Agricultural Policy Analysis (ECAPAPA) of the Association for Strengthening Agricultural Research in East and Central Africa (ASARECA); African Soil Fertility Network.

Financial resources

SOURCE OF FUNDS	**Amount ($US)**	**Percent (%)**
Unrestricted core	161,583	13%
Carry over from 2003	295,671	24%
Subtotal	**457,254**	**38%**
Special Projects	761,092	62%
Totals	**1,218,346**	**100%**

Research highlights in 2003-2004

Enabling Rural Innovation (ERI) approaches

We have made gains in building capacity of partners in applying ERI approaches to strengthen their work with communities. These approaches are now being tested and evaluated by partners in learning sites in Malawi, Uganda and Tanzania. Additionally, a significant number of partners have institutionalized these approaches in their institutions; e.g., NARS [National Agriculture Research Organization (NARO), Uganda; Dept. of Agriculture Research Services (DARS), Malawi] and NGOs (Traditional Irrigation Programme, Tanzania; Africa 2000 Network, Uganda; Africare, Uganda; Plan Malawi).

Research in Africa focuses on understanding the linkages between the technology development process and market opportunities and how this can generate critical links between investment in natural resources, markets and incentives for their adoption. In a research-extension-university-NGO-farmer group continuum, CIAT and its partners are working in Malawi, Mozambique, Tanzania and Uganda to explore and understand how market orientation leads to improved NRM at the farm level. Analyses of research to date highlight examples where identifying potential markets for existing and new products has led to increased investment in NRM and how developing innovative agricultural technologies that meet the specific needs and constraints of different income levels and gender groups leads to improved livelihoods.

Social capital

An important focus of research has been on understanding the various dimensions of social capital as a strategy for strengthening the decision-making capacity of communities. A diagnosis of social capital in Uganda using a combination of research approaches has generated understanding on the different dimensions, levels and types of social capital; strength of social capital and potential for community joint action; forms of inter- and intra-household support, village-level interactions and wider scale linkages; gender roles, responsibilities and resource access; patterns of participation and interest in NRM initiatives and local bylaws (rules and regulations) formulated by different stakeholder groups; and constraints to adoption/compliance with bylaws for different groups, particularly women, the elderly and the poor.

Participatory monitoring and evaluation (PM&E) in Africa

Building on lessons from LAC, PM&E systems at both community and project levels are being tested in three pilot learning sites (Kisii, Kitale and Mtwapa in Kenya), with seven projects. The PM&E framework includes: Expected results at different levels (outputs, outcomes, impacts), processes, activities and indicators, targets and baselines for each of them, as well as frequency of monitoring. A part of this process has been identifying baseline needs and developing tools for data collection where gap exists. Additionally, there have been efforts to integrate PM&E within existing research activities and project implementation to make this process a component of good project management. Additionally, community-driven PM&E systems were initiated in the pilot learning sites. Currently, there are 17 farmer groups applying PM&E for reflection and learning (11 in Mtwapa, 4 in Kitale and 2 in Kisii). Community-driven PM&E systems were initiated through a process of intensive training of the research teams on how to facilitate their establishment. Achievements are as follows:

- ✓ Lessons from managing and sustaining partnerships have been applied to strengthen research for development processes in at least 3 countries in East Africa.
- ✓ Communities in pilot learning sites have been empowered to analyze their opportunities and plan activities on farmer experimentation and community enterprise development to address their income and food-security needs.
- ✓ At least 200 R&D personnel from various institutions have been trained in applying ERI approaches.
- ✓ A total of 120 R&D personnel have been trained in establishing and implementing project-level and community-based PM&E systems. Of these, 71% are KARI researchers and technical officers and 29% are their extension and NGO partners.
- ✓ The CIAT team has trained 17 farmers groups (approx. 340 farmers) directly and indirectly by the scientists, extension and NGO staff; and they are now implementing community-based PM&E systems.
- ✓ Lessons from applying ERI approaches have been documented and shared at various national and international venues including conferences, workshops and meetings.
- ✓ At least five regional workshops have been conducted to support regional NARS partners to develop proposals and mobilize funds to support ERI activities.
- ✓ The development of an integrated, multidisciplinary team of scientists from different projects and competencies, which is working in ERI to address a common development challenge. This group is also operationalizing the integration across CIAT institutes (RII and TSBF).

PM&E in Bolivia

This year, the project "Promoting Change" (FOCAM) in Bolivia has increased its presence in the different pilot zones of the project, implementing the systems directly in the community groups and developing their capacities for creating the local capacity. Likewise, the project has entered into a large quantity of agreements with diverse NGOS and system suppliers to implement new systems in the so-called expansion zone. In both types of action the methodology facilitates clearing up the objectives and indicators of the

projects, follow-up on them and evaluate them precisely by the direct beneficiaries. These actions are enabling the beneficiaries give feedback opportunely to the suppliers on the good or regular execution of the project and make corrections in due time. The project has actions in three of the four macroregions in which the Bolivian System of Agricultural and Livestock Technology has divided the country. In general terms the FOCAM project has accomplished the following:

- More than 20 agreements and letters of intent have been signed between NGOS and community groups with CIAT-FOCAM to apply or provide support for the PM&E processes in different Bolivian regions.

- There is sufficient information to make an adaptation of the methodology PM&E to the Bolivian technological innovation projects

- They have trained more than 100 farmer-promoters (farmers) and 150 technicians in the methodology, to be applied in the community projects and will become a means of participatory evaluation of their projects.

- They have created a national team of technicians and farmers as trainers who have begun their process of disseminating the methodology.

- More than 15 specific experiences are being documented by technicians from the national team of trainers.

- A database was initiated with the information from the community groups and will then be input into the large database that the foundations in charge of each of the macroregions are developing.
- Successful application of PM&E methodologies at different levels of the SIBTA system will prompt decision-making levels to introduce PM&E processes as an integral part of the system at the level of Foundations, technology-service providers and local groups.

FIT 8: Pro-poor knowledge-sharing methodologies

During the period April 1-June 30, the Project Coordinator and his Bolivian counterpart Eduardo Nogales were dedicated to two different kinds of activities: (a) socializing the project among different stakeholder groups and (b) organizing the Project "platform." In both activities, face-to-face encounters were preferred to Internet dialog with most of their counterparts. This increased the number of trips to FTDA and service providers' headquarters.

The socialization of the project took place in a variety of fora that included project coordinator meetings with the four executive directors of the FTDAs, two workshops to exchange ideas about the project with the FIT project coordinators and other groups of stakeholders, meetings with the Ministry of Agriculture and Farmer Affairs (MACA), its Technological Development Unit (DDT), as well as visits paid by the FIT 8 Bolivian Coordinator to groups of technical assistance-service providers, which included

negotiation of their participation. These included GAIA S.R.L., ADAPICRUZ, Reingeniería Total, Agro XXI, UNEC Agrocentral and AGROCINTI, all of whom have successfully executed PITAs in the four agroecoregions and who are willing to participate in the Project.

The socialization process was a difficult task. Several stakeholders and some collaborators understood this project as "a quick way to replicate a PITA"; others thought that the project would contribute resources to foundations so that they would be able to repeat successful PITAs to wider farmer audiences. Some were hesitant to collaborate given their misunderstanding that the Project would provide mechanisms for farmers to access PITAs for free, etc. It was an interaction-intense task to help everyone understand that this project was interested in improving the quality of the methodological relationship between technical service providers and farmers in order for the latter to improve the quality of learning and adoption.

The institutional platform was organized around the four Foundations for Agricultural Development (FTDAs). There technical personnel, financed by FIT 8, will carry out the PM&E of project activities along with the technical assistance of PITA service providers, who have agreed to host the Project in terms of the use of their physical premises and other facilities. The Bolivian Project Coordinator will liaise with these people to keep track and lead events. The general Project Coordinator, together with PROINPA, will be working on the conceptual and methodological guidelines of knowledge management. These will be inputs for the training of facilitators. Agreements have been reached to make payments to both the FTDAs and the technical assistance service, providing agencies for their participation in the project—an investment of nearly US$60,000.

At the end of this reporting period, all actors are on stage and ready to initiate the learning process. Beneficiary farmers are expecting to start as soon as possible. Nonetheless, in several of the methodological trials we will have to wait for the planting season. The service providers are expecting that the new methodologies to be field tested will improve their work from here on. Many nonparticipating service providers have asked to attend the training sessions so that they too can participate. The FTDAs have made all administrative decisions to hire a professional who is able to carry out the PM&E of the project at the field level.

From Aug.-Oct. a review of literature was conducted to cover topics such as the training of facilitators, facilitation and leadership, participation, participatory action-research, poverty, FFS, farmer-to-farmer methodology, agricultural knowledge and information systems, strategic extension and other related topics. The PROINPA study (A synthesis of knowledge-sharing methodologies and a proposal for new methodological arrangements) will provide us with an additional up-to-date review of literature in our area of interest: "Pro-poor RD&TT methods and methodologies."

Innovation histories

We developed a methodology for constructing and learning from innovation histories. A description of the approach was published as an ILAC Brief and distributed at Annual

General Meeting. ILAC (Institutional Learning and Change) is a new initiative in the CGIAR System. A comparison of the innovation histories of CIALs in Honduras and Colombia, the two countries with the most CIALs, was begun and yielded some initial findings. These include the following:

- Institutionally sustainable CIALs are supported by an interlinked network of organizations who enjoy mutually beneficial relationships.
- The actions taken as part of this Project to register the ASOCIALs in Honduras as legal entities and build their capacity to attract and manage projects on their own are helping build the links that the ASOCIALs need for their long-term sustainability. As of 2003, however, those links were not yet sufficient so their remains a role for the host organizations to continue to seek funding. To reach the long-term sustainability that the ASOCIALs seek, they will have to learn how to operate as small NGOs and/or providers of services that can win contracts and projects and pay staff salaries.
- CIAL and ASOCIAL members in Honduras are linked on average to 7 organizations within their respective communities, and six organizations outside. Through these linkages CIAL members are undoubtedly influencing local decision-makers and local development agendas.

A learning alliance to develop the potential for rural innovation in Ecuador: Characterization of the methodologies of farmer experimentation and PR

We characterized "good-practice" approaches to FPR in Ecuador being used by three organizations: World Neighbors, IIRR and INIAP. The approaches characterized were CIALs, FFS, Farmer-to-Farmer and Experimental Trials. The sharing of information at a workshop led to the stakeholders' recognition of the need to continue sharing experiences and seek complementarities.

Application of social network analysis (SNA) to agricultural research

Staff from IPRA and PRGA were trained in InFlow, a program to analyze social networks in preparation for applying the approach with partners. We also learned how SNA can be used to map innovation networks in communities and how these maps can be used to both suggest beneficial change as well as monitor implementation.

The second-order organizations of CIALs

These organizations are playing a very important role in their regions, facilitating the interactions among the farmer groups, local governments and external agents that intervene in local development. The CIALs have continued doing research on new technological options to adapt them and make them accessible to the low-resource farmers in order to improve their quality of life. To date, there are eight second-order associations: 2 in Colombia (CORFOCIAL and UNICIAL), 5 in Honduras distributed across 4 regions (ASOCIALAGO[16], ASOCIAL Yorito[17]" ASOCIAGUARE[18], ASOCIAL

[16] The Association of CIALs of the Yojoa Lake Region.
[17] The Association of CIALs of Yorito.
[18] The Association of CIALs of the Yeguare Region.

Vallecillos[19]" and CIADRO[20]), and 1 in Nicaragua (COFOCIC). In other countries such as Bolivia, these organizations have not been created, but they have been strengthened internally, forging strong linkages with local governments and the markets.

Problems encountered and their solutions

- Although individual case studies show promising signs of success and robust results at the community level, the greater challenge lies in linking micro-level community processes to higher macro-level processes, where market opportunities and institutional conditions may offer better opportunities for small-scale farmers. The challenge is creating conditions under which national market initiatives can support and benefit small-scale poor farmers in marginal conditions. These include promoting efficient market institutional innovations and support services such as microfinance, market information systems, business services, pricing policies, inputs marketing, extension advice and rural infrastructure.
- The success of PMR is highly dependent on the development of effective quality partnerships with research and extensions systems, NGOs, business support services and farmer communities. However, considerable efforts are still needed to forge effective partnerships with the private sector, business services and high-level policy and government institutions.
- Given the diversity of activities involved in ERI, the success of this work is highly dependent on the development of effective quality partnerships with research and extensions systems, business support services, private-public partnerships, NGOs and farmer communities. Lessons learned suggest that it is important to build a critical amount of human and social capital to create institutional commitments and clarity in understanding of the roles, responsibilities and expectations of the different partners. It is also critical to develop early in the project a simple **Problems encountered** and functional PM&E to build in regular reflection activities with communities and partners, to ensure that lessons are documented, and to enable adjustments to the

[19] The Association of CIALs of the Vallecillos Region.

[20] The Association of CIAL of Jesús de Otoro.

28. Community telecenters are facilities, operated by local organizations, that offer public access to new information and communications technologies (ICTs) as well as training and orientation in the use of these technologies for development purposes.

project to be made in a timely manner. However, considerable efforts are still needed to forge effective partnerships with the private sector and high-level policy and government institutions and initiatives in marketing. These are key for the sustainability of rural agroenterprises and for scaling up, linking community micro initiatives to high-level macro economic policies. There are some important challenges of linking farmers to markets. These are related to improving market institutions and market behavior for small-scale farmers. Market institutions are indeed critical to the expansion of production possibilities and to improving of the performance of small-scale agriculture.

- ***Does market orientation benefit women and the poor?*** When promoting market-oriented production, there is need for a better understanding of intra-household and community dynamics to assess the differential and distributional effects of market-oriented production on different categories of farmers. Rather than focusing only on women as is the case in many "gender" strategies, our strategy has been to encourage and sustain active participation and cooperation of both men and women in the project activities and creating gender awareness at the community level through the use of interactive adult education methods.
- Job turnover continues to be a serious problem in many government institutions and especially the NGOs in Latin America, above all in Bolivia. Today, said organizations contract their personal for specific periods of time that are generally not more than 18 mo. This type of contracting restricts their participation in new initiatives because their operational plans are set by the project directors so it is very difficult to include new activities or make changes in them. A possible solution to this problem would be to get outstanding results and then a strong dissemination to the decision-makers at the level of SIBTA to convince them of the benefits that these methodologies could have and adopt them as part of the parameters of evaluation from the standpoint of the end-user or requester. When contracted, the technicians should initially be trained before beginning to apply them with the different groups of requesters.
- The present situation of competitiveness for the resources for research has resulted in a greater dedication of our time as researchers to become searchers of resources. This circumstance affects the quality of research. Moreover, a large part of those resources are available mostly for projects where the technologies developed by our projects are required in development programs for their immediate implementation. Thus it would be convenient to create some teams within each project or institution that can support these initiatives, providing sufficient inputs so that said people can write and negotiate the proposals with the partners and/or donors. Similarly, these projects for developing capacities without much commitment to research could eventually finance other scientific initiatives for generating new approaches or methodologies.

Proposed future plans

Mechanisms for PM&E

- ✓ Finalize the establishment of PM&E processes at remaining learning sites: Kakamega and Embu. This will include capacity development activities workshops as well as on practical training
- ✓ Continue to strengthen the communities' capacity to apply PM&E information for self-reflection and learning. This will also involve continuous capacity development at the community level and the design of simple tools for data collection and analysis that can be easily applied in the field by communities and project staff
- ✓ Develop tools for analyzing and synthesizing data gathered from the learning sites and design an interactive user-friendly database system to manage the data.
- ✓ Design a simple PM&E reporting system for linking the different PM&E systems to allow an agile flow of information and feedback between rural communities and R&D systems (communities – projects - centers - institutional). This will include simple tools for aggregating and reporting the micro-level data collected by PM&E processes to facilitate its use for decision-making at different levels and to provide feedback and learning.
- ✓ Conduct a systematic evaluation and review of PM&E processes in place to document lessons and experiences. This will involve as analysis of achievements to date, identification of methodological aspects that are effective, areas for further research, and specific are that need adaptation and modifications. Lessons and experiences will be documented and disseminated through feedback and review meetings with key stakeholders and policy-makers in KARI; presentations at meetings and seminars; and through different types of publications.

Enabling rural innovation

Consolidate lessons and scaling up the ERI framework. This will include the following strategy:

- ✓ ERI will scale up to several other countries including Kenya, Ethiopia, Rwanda and DRC. To support this scaling up process, the ERI team will also support partners to mobilize funds to support this process
- ✓ Gender and equity dimensions of ERI will be strengthened. This will include developing a strategy and research on HIV/AIDS and impact of agricultural technology choice, and how linkage to markets can support people living with HIV/AIDS, especially women who are the most vulnerable.
- ✓ ERI will focus on ensuring that community enterprise projects are functional and documenting the lessons and experiences from this process
- ✓ Finally, enhance focus on strengthening our partnerships and creating new partnerships
- ✓ A strategy for scaling up at different levels will be implemented within the community, across to other communities, within the district, within the country (nationally) and across countries (internationally).

Continue PM&E project activities

- ✓ Continue supporting the implementation of PM&E systems and CIALs in the project pilot zones
- ✓ Follow up the trained technical personnel in participatory methods in the expansion areas of the project
- ✓ Strengthen linkages with FDTAs and SIBTA
- ✓ Continue adjusting the database that will feed into the database of the Bolivian Foundations so that the information of the farmers' groups on the execution of their project will be incorporated in their current evaluation systems
- ✓ Strengthen the contribution of PR methods to the improvement of SIBTA
- ✓ Identify farmer organizations to initiate joint activities and evaluate the contribution of participatory methods in the articulation of their demands within SIBTA

Innovation histories

- ✓ Complete histories of the adoption of four bean varieties in East Africa and share the findings with the stakeholders involved through and institutional learning and change process
- ✓ Complete CIAL and CLAYUCA cassava-processing innovation histories.
- ✓ Present the approach at the American Evaluation Association Conference in Atlanta, Georgia

Interaction with the Kellogg Foundation projects

Support the integrated project sets, CIP and the Learning Centers and Exchanging Know-how (CAIS) of the Kellogg Foundation in Latin America in the incorporation and adaptation of participatory methodologies in their projects. Emphasis is on creating a capacity in the different region, implement M&E to analyze the lessons learned for similar institutionalization processes.

Use of social network analysis to foster strengthen rural innovation ecologies

- ✓ Complete and analyze an analysis of CIAT's research collaboration networks
- ✓ Develop tools for applying SNA at the community level that are appropriate and useful for community-based organizations

Performance indicators

- ✓ Technologies, methods & tools
- ✓ Methodologies for community visioning and participatory diagnosis
- ✓ Methodologies for establishing PM&E systems at both community and program level
- ✓ A framework for integrating farmer participatory research to participatory market research processes
- ✓ An approach for linking farmers to markets
- ✓ Training guides:
  - Community facilitators' guide for establishing community-based participatory monitoring and evaluation systems
  - The power of visioning: Participatory diagnoses and community planning: Building on assets and opportunities

- Managing social processes and group dynamics in participatory research
- Farmer experimentation processes

✓ A community-based PM&E system designed and adjusted to a wide range of L.A. situations
✓ A strategy for practical application of M&E systems adjusted to Bolivian PITAs

Publications - List of publications written by members of the IPRA Project during the period Sept. 2003-Oct. 2004

Articles published

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Sanginga, P.; Chitsike, C.; Best, R.; Delve, R.J.; Kaaria, S.; Kirkby, R. Enabling rural innovation in Africa: An approach for integrating farmer participatory research and participatory market research to build the agricultural assets of rural poor. (Submitted to Agric. Syst.)

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Posters

Los Comités de Investigación Agrícola Local, CIAL, Un camino de experiencias para crecer. 25 Aug. 2004. CIAT (Centro Internacional de Agricultura Tropical), Cali, CO.

Musoke, C.; Byaruhanga, J.; Mwesigwa, P.: Byarugaba, C.; Kaganzi, E.; Best, R. 2004. Linking farmers to markets: The case of the Nyabyumba potato farmers in Uganda. Poster presented at NARO (National Agriculture Research Organization) Conf. on Integrated Agricultural Research for Development: Achievements, Lessons Learnt and Best Practice (1-4 Sept. Entebbe, UG).

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CDs

Proc. 3rd national meeting of CIALs and PM&E

Proc. 1st workshop on establishing priorities

Proc. workshop-training course on participatory methodologies to suppliers of FDTA-Valles

Proc. 1st workshop on reflection and analyses with the participants of the first formal course on participatory methodologies

Proc. 2nd formal course in participatory methodologies

Scientific meeting presentations & proceedings

Table 1. Presentations given by IPRA members in workshops and/or seminars at the local or international levels.

Date	Place	Topic	Presentations	Person
Nov./03	Cochabamba, Bolivia	Participatory diagnosis	Workshop on identifying and prioritizing demands	Carlos Quirós
Nov./03	Cochabamba, Bolivia	Evaluation of technologies with producers	Workshop on identifying and prioritizing demands	Carlos Quirós
Feb/04	Rome, Italy	Institutional learning and change: A (grassroots) CGIAR pilot initiative for performance improvement	Internal Seminar IPGRI	Boru Douthwaite Doug Horton Jamie Watts
Feb./04	Yunnan, China	PR in the Andes	Exchange and comparative studies on hillside resource management between Andean region and western China	Carlos Quirós
Feb. 19- 20/04	Kampala, Uganda	Integrated agricultural research For development: Enabling rural innovation in Africa	Parliamentarians meeting, CGIAR-Uganda	Pascal Sanginga &Roger Kirkby
Mar. 7- 13/04	Ouagadougou, Burkina Faso	PR approaches and scaling up	Increasing nutrient and water-use efficiency to improve rural livelihoods in the Volta Basin	Pascal Sanginga
May 17-22/04	Yaounde, Cameroon	Adding value to integrated soil fertility management with PR approaches and market-opportunity identification	International Symposium of the African Soil Fertility Network of the Tropical Soil Biology and Fertility Institute	Pascal Sanginga
June/04	Riobamba, Ecuador	Study tour on managing resources in mountainous zones in the Yunnan Province, China	Exchange and comparative studies on hillside resource management between Andean region and western China	Carlos Quirós
Aug. 9-13/04	Oaxaca, Mexico	Strengthening social capital for improving decision-making and	The Commons in the Age of Global Transition, 10th Congress of the	Pascal Sanginga

Date	Place	Topic	Presentations	Person
		managing conflicts in NRM	International Association of Study of Common Property	
Aug. 14-16/04	Oaxaca, Mexico	Minimizing conflicts in NRM: The role of social capital	IDRC Workshop on Common Property: "From Theory to Practice and Back Again"	Pascal Sanginga
Sept. 1-4/04	Entebbe, Uganda.	Enhancing innovation processes and partnerships.	Conference on Integrated Agricultural Research for Development: Achievements, Lessons Learned and Best Practices (NARO)	Kaaria, S., R. Kirkby, R. Delve, J. Njuki, E. Twinamasiko, P. Sanginga.
Sept. 1-4/04	Entebbe, Uganda	Linking farmers to markets: The case of the Nyabyumba potato farmers	Conference on Integrated Agricultural Research for Development: Achievements, Lessons Learned and Best Practices (NARO)	Charles Musoke, Josephat Byaruhanga, Philip Mwesigwa, Charles Byarugaba, Elly Kaganzi, and Rupert Best
Sept. 20-23/04	Uganda	Applying PM&E systems to strengthen learning, assess progress, impacts and build in corrective loops into innovation processes	Rockefeller Foundation Grantees Workshop: Enhancing Soil Productivity in East and Southern Africa	Susan Kaaria
Sept. 20-24/04	Nairobi, Kenya	Legume management: From process to market-led research	Rockefeller Foundation Grantees Workshop: Enhancing Soil Productivity in East and Southern Africa	Delve, R.J
Sept. 24-27/04	Nairobi, Kenya	Empowering communities to develop natural resources-based agroenterprises for improved livelihoods	Development workshop for the ASARECA Competitive Grant System (ASARECA-CGS)	ERI Team
Oct. 12-15/04	Nairobi, Kenya	Various aspects of enabling rural innovations	Integrated NRM in Practice: Enabling Communities to Improve	Pascal Sanginga, Susan Kaaria,

Date	Place	Topic	Presentations	Person
			Livelihoods and Landscapes	Rob Delve, Roger Kirkby
Oct. 20-22/04	Lilongwe, Malawi	Enabling rural innovation in Africa: Achievements and prospects	National stakeholder meetings in Malawi	Pascal Sanginga

Working papers, presentations, bulletins

Delve, R.J. 2004. Legume management: From process to market-led research. Paper presented at the Rockefeller Soils Grantees Workshop (20-24 Sept., Safari Park Hotel, Nairobi, KE).

Delve, R.J.; Roothaert, R.L. 2004. How can smallholder farmer-market linkages enhance improved technology options and natural resource? Paper presented at NARO (National Agriculture Research Organization) Conf. on Integrated Agricultural Research for Development: Achievements, Lessons Learnt and Best Practice (1-4 Sept. Entebbe, UG).

Delve, R.J.; Roothaert, R.L. 2004. Linking farmers to markets, one approach for increasing investment in natural resource management. Paper presented at the AHI (African Highlands Initiative) Regional Conf. (12-15 Oct., World Agroforestry Center, Nairobi, KE.).

Kaaria, S.; Njuki, J. 2004. Strengthening institutional learning and change: Applying participatory monitoring & evaluation (PM&E) systems to strengthen learning, assess progress, impacts and build in corrective loops into innovation processes. Paper presented at the Rockefeller Soils Grantees Workshop (20-24 Sept., Safari Park Hotel, Nairobi, KE).

Kaaria, S.; Chitsike, C.; Njuki, J.; Sanginga, P.; Sangole, N.; Kaluwa, M.; Soko, L.; Pali, P. 2004. Strengthening community learning and change: The role of community-driven participatory monitoring and evaluation systems. Paper presented at the AHI (African Highlands Initiative) Regional Conf. (12-15 Oct. World Agroforestry Center, Nairobi, KE).

Kaaria, S.; Kirkby, R.; Delve, R.J.; Njuki, J.; Twinamasiko, E.; Sanginga, P. 2004. Enhancing innovation processes and partnerships. Paper presented at NARO (National Agriculture Research Organization) Conf. on Integrated Agricultural Research for Development: Achievements, Lessons Learnt and Best Practice (1-4 Sept. Entebbe, UG).

Kamugisha, R.; Sanginga, P. 2003. Stregthening community bylaws for improving natural resource management and minimizing conflicts in the highlands of southwestern Uganda. Paper presented at the East Agrican Soil Science Society Conf. Eldoret, KE. (25 slides)

Muzira, R; farmers'groups; Sanginga, P.; Delve, R.J. 2003. Enhancing farmers'participation in integrated soil fertility management research: Challenges with farmers'research groups in Kabale, Uganda. Paper presented at the East African Soil Science Society Conf Eldoret, KE. 20 p.

Njuki, J.; Kaaria, S.; Murithi, F. 2004. Strengthening Participatory Monitoring and Evaluation processes in Kenya Agricultural Research Institute (KARI): Key strategies, challenges and preliminary results. Paper presented at the 9th KARI Biennial Conf. (8-15 Nov. Nairobi, KE)

Sanginga, P., Delve, R.J.; Kaaria, S., Chitsike, C.; Best, R. 2004. Adding value to integrated soil fertility management with participatory research approaches and market opportunity identification. Paper presented at the Intern. Symposium African Soil Fertility Network (15-22 July). Tropical Soil Biology and Fertility Institute, Yaoundé, CM.

Sanginga P.; Kamugisha, R.; Martin, A. 2004. Strengthening social capital for improving decision-making and managing conflicts in natural resources management. Paper presented at 10th Cong. Intern. Association of Study of Common Property (9-12 Aug., Oaxaca, MX).

Sanginga, C.P.; Kirkby, R. 2004. Integrated agricultural research for development: Enabling rural innovation in Africa. Paper presented at CGIAR – Uganda Parliamentarian Meeting
(19-20 Feb.) IFPRI, Kampala, UG. (35 slides)

Strengthening NARS

- *Training courses*

Table 2. **Participation in training events related to PR with 152 institutions.**

Date	City & Country	Event	No. of Participants
Oct. 6-10/03	Colombia, CIAT-Cauca	Participatory methodologies for interacting with community organizations (Kellogg Networks)	22
Oct. 8-9/03	Cochabamba, Bolivia	Workshop on methodologies for identifying and prioritizing demands for technological innovation in Bolivia	44
Nov. 10-15/03	Cochabamba, Bolivia	Methodologies for PR	30
Jan. 5-10/04	Kinshasa, DRC	Baseline study design for the Congo Livelihood Improvement and Food Security Project	25
Feb. 1-5/04	Hai, Tanzania	Community training in leadership, team building and gender	18 men & 16 women.
Feb. 23-27/04	Bulindi, Uganda	Integrated agroenterprise project design	18
Mar. 3-5/04	Cochabamba, Bolivia	Reflection and analysis of participatory methodologies	31
Mar. 23-26/04	Hai, Tanzania	Market chain analysis	15
Mar. 29- Apr. 4/04	Embu, Kenya	National training workshop on establishing and supporting PM&E systems	25
Apr. 12-16/04	Monteagudo, Bolivia	Workshop on training in PM&E of the Commonwealth of El Chaco Chuquisaqueño	43
May, June, & Sept./04	Kitale, Mtwapa, and Kisii, Kenya	Regional workshops on establishing and supporting PM&E systems	112
May 6-7/04	Arusha, Tanzania	Design of PM&E systems for ECABREN	15
May 11-12/04	Quito, Ecuador	Workshop on learning alliances in rural innovation	19
June 23/04	Colombia,Valle	Training in participatory evaluation of forages for producers from Roldanillo, Valle	18
June 25-July 1/04	Lilongwe and Kasungu	Community training in leadership, team building and gender	52 men and 35 women
July 5-10/04	Moshi and Lushoto Tanzania	Community training in leadership, team building and gender	24 men and 8 women.

Date	City & Country	Event	No. of Participants
July 12-16/04	Cochabamba, Bolivia	Workshop to systematize experiences in participatory methodologies	27
Sept. 20-29/04	Jinja, Uganda	Training in facilitation skills	22
Oct.25-29/04	Nairobi, Kenya	Managing and analyzing data from PR	18
TOTAL		**19**	**637**

- *Supervision of students*

  - PhD, 6
  - MSc, 2
  - BSc, 6

Resource mobilization

Table 3. Proposals submitted.

Title	Donor	Amount
Model for strengthening local capacities for economic and rural enterprise development: Participatory management in the region of Ancoraimes, Bolivia	Kellogg Foundation	US$250,000
Strengthening of institutional capacities for PM&E in development projects in the context of Honduras	PRONADERS	US$295,000
Forging learning alliances for rural enterprise development: An integrated strategy for strengthening food security and income generation in Bolivian valleys	Magnaith Foundation	US$200,000
Instrument for supporting the decision-making of producers "The community organizes to do research" on natural resources management with emphasis on the integrated management of watersheds	Min. Environment &Natural Resources, Socio-environmental & Forestry Dev. Program	US$180,000
Empowering farming communities to increase income, nutrition and food security through enabling rural innovation in Rwanda	Belgian Cooperation	€$3,000,000
Empowering communities to develop natural resources-based agroenterprises for improved livelihoods. Support for Enabling Rural Innovation NARS partners in Kenya, DRC, Rwanda and Ethiopia	ASARECA-CGS	US$529,434
Enhancing gendered local knowledge-sharing systems in natural resources management in the African Great Lakes Region	GFAR DURAS	US$237,615
Strengthening the ecologies of rural innovation	BMZ	US$1,000,000
Mapping social networks CIAT and CORPOTUNIA	Project on Knowledge Management	US$26,800
Total		**US$ 7,218,849**

Table 4. Proposals funded.

Title	Donor	Amount
Knowledge-sharing methodologies for agricultural innovation: Scaling out PITA's results to marginal farming communities	FIT, UK	£99,600
Identification and harmonizing with partners for strengthening participatory methodologies for Integrated Project Sets, Bolivia	Kellogg Foundation	US$28,500
Workshop and study tours with technicians and farmers from the Centers for Learning & Exchanging Know-How (CAIS) in Latin America	Kellogg Foundation	US$96,500
Learning to Innovate	CIAT – Budget CORE	US$16,000
Learning and Institutional Change	CIAT – Budget CORE.	US$15,000
Developing capacity in CIAT to carry out social network analysis	USAID Linkage Funds	US$11,000
Innovation histories of the adoption of four bean varieties in East Africa	PABRA	US$20,000
FIT – Lessons learning and sharing towards pro-poor impact of agricultural innovation	**DFID**	US$170,000
Total		**US$507,396**

Training courses

- *Use of technologies, methods & tools measured*

  - ✓ CIAL methodology in 5 countries in Latin America
  - ✓ Methods for participatory evaluation of technology in 4 NARIs
  - ✓ Methods for community-based PM&E system in 4 countries in Latin America
  - ✓ FOCAM project staffed, established in Bolivia and underway
  - ✓ Knowledge-sharing methodologies (FIT 8) for pro-poor agricultural innovation in Bolivia
  - ✓ Africa Projects: Belgium and Rockefeller
  - ✓ Contribution to rural social and human capital measured
  - ✓ More than 300 CIALs in 8 Latin American countries
  - ✓ Six second-order associations of CIALs in three Latin American countries
  - ✓ Impact assessment study about what happened through CIAL methodology applied in Colombia and Honduras

CIAT: SN-3 PROJECT LOG FRAME (2004-2007)

PROJECT: PARTICIPATORY RESEARCH

PROJECT MANAGER: CARLOS A. QUIRÓS (ACTING)

Narrative Summary	Measurable Indicators	Means of Verification	Important Assumptions
Goal To develop and apply knowledge, tools, technologies, skills and organizational principles that contribute to improving human well-being and agroecosystem (AESP) health	- Application of participatory methods, analytical tools and organizational principles by R&D organizations that result in incorporating farmers and other stakeholders' needs in integrated agroecosystem management and conservation (IAEMC) - Use of Project products at additional reference sites in two AES (hillsides and forest margins) of CIAT's mandate in 5 years - Use of Project products by a minimum of three institutions outside LAC at end of year 5 - Improvement in end-users' well-being at the respective reference sites	Projects, plans and reports of national public-sector entities, donors, NGOs and community-based organizations in the 3 reference sites and AES of CIAT's mandate that refer to the use of Project products	
Purpose To develop and disseminate PR principles, approaches, analytical tools, indigenous knowledge and organizational principles that strengthen the capacity of R&D institutions to respond to the demands of stakeholder groups for improved human well-being and AES health	- R&D organizations applying participatory methods, analytical tools and organizational principles - Entities in LAC teaching participatory methods - Meetings among stakeholder groups - Participatory projects implemented by R&D institutions	- Impact study - Institutional reports - Publications - Proceedings	- Institutional economic stability. - Financing for training activities and publication and dissemination of materials. - Institutions willing to prepare and support facilitators and to share information - End-users—above all, farmers—willing to participate
Output 1 PR approaches, analytical tools and indigenous knowledge that lead to the incorporation of farmers and other users' priorities in R&D agendas developed for interested institutions	Two methodological approaches developed or adapted and analytical tools developed for IAEMC	- Project reports - Publications	- Good coordination and integration among collaborators - Minimal conflicts for meeting demands - Full participation of stakeholders - Field staff fulfilling true facilitator roles - Data available from reference sites - Internet system functioning well
Output 2 Organizational strategies and procedures for PR	Two procedures for PR adopted and adapted	- Project reports - Publications	
Output 3 Professionals and others trained as	Nearly 200 professionals, promoters and technical	Project reports	- Institutions willing to prepare

Narrative Summary	Measurable Indicators	Means of Verification	Important Assumptions
facilitators of PR	personnel trained in 8 events conducted in the countries		and support facilitators - Funding available
Output 4 Material and information on PR approaches, analytical tools, indigenous knowledge and organizational principles, developed	- No. of visits to Web sites - Nearly 80 national and NGO groups reached with information, training materials and consultancies - Five new publications on PR and PM&E themes	- Project reports - Publications	
Output 5 Impact of SN-3 project activities documented	Dependent on nature of study, e.g., for CIALs: no. of host countries; total no. of initiated, inactive, and mature CIAL; research and self-management capacity; no. and diversity of institutions facilitating CIALs; gender composition; diversity of research themes; no. of beneficiaries, microenterprises formed, community services performed, facilitators and trainers trained, second-order organizations formed, and requests for publications and training materials	- Case studies - M&E reports and databases - Impact studies	Staff have time, Suitable methodologies available sunds
Output 6 CIAT projects and other institutions supported and strengthened in conducting PR	- CIAT projects incorporate PR methods into their research initiatives - Five second-order organizations established to support CIAL sustainability - Three national R&D institutions and NGOs have established PR processes in their current programs	- Project reports - Publications of internal projects and of other institutions	
Output 7 Capacity of SN-3 team strengthened	- Research initiatives proposed by young members of the group approved for implementation - Individualized and group training events correspond to identified needs - Annual report contributions from team members reflect increased ability to prepare technical reports	Project reports	

Summary Annual Report 2004

Information and Communications for Rural Communities (InforCom)

Project SN-4

November 2003 – October 2004

CIAT
Centro Internacional de Agricultura Tropical
International Center for Tropical Agriculture

Project Description

Objective: To strengthen rural communities' capacity for innovation by better enabling them to obtain, generate, and share information and knowledge, with the aid of modern information and communications technologies (ICTs).

Outputs:

1. Web-based distance-education (e-learning) programs and multimedia products that convey science-based knowledge and methods in forms that are useful for development professionals
2. Innovative tools and approaches that make it easier to find and obtain agricultural information via the Web
3. Strategies by which local institutions can integrate the use of ICTs into rural community development
4. Local information systems that reinforce participatory approaches to activities such as rural agroenterprise development, adaptive agricultural research, and community-based natural resource management and land-use planning

Milestones:

2004 Projects under way in Colombia, at least one other Andean country, and in two Central American countries that incorporate the use of ICTs into rural development, with particular emphasis on support for small agroenterprises. CIAT's first Web-based, distance-education program in place.

2005 ICTs-for-development projects under way in Bolivia, Uganda, as well as in the countries mentioned above. Local information systems and distance-education programs functioning in Colombia and other Latin American countries.

Users: The users of the project's outputs will be development professionals and community leaders associated with local organizations (particularly farmer groups, NGOs, and schools). These persons will acquire new tools and approaches that better enable them to help rural people create useful knowledge and improve services needed for solving problems and acting on new opportunities in agriculture.

Collaborators: SN-4 is building alliances with various international organizations that support the use of ICTs for development, including Canada's Institute for Connectivity in the Americas (ICA), Fundación Chasquinet (a Latin American initiative based in Ecuador), the International Institute for Communication and Development (IICD), and the global Association for Progressive Communication (APC). In addition to profiting from these organizations' experience and expertise, CIAT can tap into their networks of local partners in developing countries.

CGIAR system linkages: Training (30%); Information (60%); Organization and Management (5%); Networks (5%).

CIAT project linkages: SN-4 will provide all Center projects with new means of increasing research impact and obtaining feedback on research products from rural people. The project should be particularly useful to CIAT's new Rural Innovation Institute as a means of strengthening participatory approaches to agroenterprise development, local adaptive research, community-based watershed management and rural planning.

CIAT: SN-4 Project Log Frame (2004-2006)

Project: **Information and Communications for Rural Communities**
Project manager: Nathan Russell

Narrative Summary	**Measurable Indicators**	**Means of Verification**	**Important Assumptions**
Goal To help the rural poor build sustainable livelihoods by improving the flow of genuinely relevant information among rural communities and research and development (R&D) organizations.	• Increased numbers of more efficient rural agroenterprises. • Increased numbers of local initiatives aimed at improving natural resource management. • Increased opportunities for off-farm activities that generate income and employment.	• Impact evaluation within a sustainable livelihoods framework, based on household surveys, interviews with key informants, and group techniques in target rural communities.	
Purpose To strengthen rural communities' capacity for innovation by better enabling them to obtain, generate, and share information and knowledge, with the aid of modern information and communications technologies (ICTs).	• New options for enhancing livelihoods identified by individuals and organizations in rural communities through improved information access. • Stronger planning and problem-solving capacities in rural communities, based on improved electronic communications both among communities and with R&D organizations. • A greater capacity in local organizations to satisfy information demand in rural communities.	• Case studies on the use of information obtained with the aid of ICTs in target rural communities. • Impact evaluation of Web-based information applications developed by local organizations.	• Rural communities can obtain affordable, reliable access to the Internet. • National and local organizations commit themselves to providing rural communities with relevant information services. • Rural communities prove receptive to a new information culture based on the use of modern ICTs. • Systems for continuous monitoring and evaluation adopted by organizations hosting rural community telecenters.
Outputs 1. Web-based distance-education (e-learning) programs and multimedia products that convey science-based knowledge and methods in forms that are useful for development professionals 2. Innovative tools and approaches that make it easier to find and obtain agricultural information via the Web 3. Strategies by which local institutions can integrate the use of ICTs into rural community development 4. *Local information systems that reinforce* participatory approaches to activities such as rural agroenterprise development, adaptive agricultural research, and community-based natural resource management and land-use planning.	• Financially and socially sustainable telecenters established by local organizations with the aid of training tools developed by CIAT. • Dynamic, Web-based information systems developed by local organizations receiving training and other support from the Center. • Locally developed Web-based information systems successfully integrated with conventional communications media in rural communities. • Relevant information services developed for farmers that use participatory R&D methods, thus providing a basis for virtual networks of farmer groups.	• Training tools available in print form and on CD-ROM. • Locally developed information systems available on the World Wide Web. • Consultancy reports and project information on the Web and in print form. • Conference papers, journal articles, and technical reports on the performance and impact of community telecenters.	• Public and private telecommunications agencies support initiatives to create affordable, reliable Internet access in remote rural areas. • National and local organizations can generate resources through information services that enable them to sustain these services. • National and local organizations gain credibility in rural communities as reliable providers of useful Web-based information services.

Project Staff

Victor Hugo Antolínez, Communications Student, UniCauca
Dora Patricia Arévalo, Research Assistant
Rebeca Bolaños (30%), Secretary
Louise Clark, PhD Candidate, Imperial College London – Wye Campus
Eduardo Figueroa (50%), Training Materials Specialist
Jorge Gallego (25%), Systems Engineer
Edith Hesse (30%), Head, Information and Capacity Strengthening Unit
Odilia Mayorga, Research Assistant
Mariano Mejía (30%), Library Public Service Coordinator
Carolina Quiñones, Communications Student, UniCauca
Nathan Russell (50%), Project Manager and Head, Communications Unit (CU)
Simone Staiger (75%), Web Publishing Coordinator and KS Specialist
Diana Paola Valero (25%), Graphic Designer
Paola Andrea Victoria, Communications Student, UniCauca

Note: Staff for whom no percentage is indicated are working full-time for InforCom.

Project Partners

- Asociación de Cabildos Indígenas del Norte del Cauca (ACIN), Santander de Quilichao, Cauca, Colombia
- Asociación de Instituciones Financieras para el Desarrollo Rural (Finrural), Bolivia
- Asociación de Organizaciones de Productores Ecológicos de Bolivia (AOPEB)
- Association for Progressive Communication (APC), through Colnodo (NGO), Bogotá, Colombia
- Centro Regional de Productividad e Innovación del Cauca (CREPIC), Colombia
- Consorcio Interinstitucional para una Agricultura Sostenible en Laderas (CIPASLA), Caldono, Cauca, Colombia
- Corporación Colombiana de Investigación Agropecuaria (CORPOICA)
- Corporación para el Desarrollo de Tunía (Corpotunía), Piendamó, Cauca, Colombia
- Corporación Universitaria Autónoma de Occidente (CUAO), Cali, Colombia
- Fundación Chasquinet, Quito, Ecuador
- Fundaciones para el Desarrollo Tecnológico Agropecuario (FDTAs)—Chaco, Trópico Húmedo, and Valles—Bolivia
- Global Knowledge Partnership (GKP), Kuala Lumpur, Malaysia (CIAT became a member of the organization this year.)
- International Plant Genetic Resources Institute (IPGRI), Office for the Americas, Colombia
- Red de Instituciones Vinculadas a la Capacitación en Economía y Políticas Agrícolas en América Latina y el Caribe (REDCAPA), Brazil

- Sistema Boliviano de Tecnología Agropecuaria (SIBTA)
- Universidad Autónoma de Occidente, Colombia
- Universidad del Cauca (UniCauca), Colombia
- Universidad Nacional, Colombia

Note: Within CIAT, InforCom collaborated actively with the Rural Agroenterprise Development and Impact Assessment Projects in research on telecenters, communications groups, and local information systems. Work on e-learning was done in collaboration with the Genetic Resources, Rural Agroenterprise, and Land Use Projects.

Financial Resources

Budget 2004

Project SN-4: Information and Communications for Rural Communities

Source	**Amount (US$)**	**Proportion (%)**
Unrestricted Core	106,546	20
Restricted Core	14,545	3
Carry over from 2002	26,750	5
Subtotal	**147,841**	**28**
Special Projects	381,593	72
Total Project	**529,434**	**100**

Research Highlights

In 2004 the InforCom Project made important advances toward becoming a viable and useful part of CIAT's project portfolio.

During the first few months of the reporting period, we demonstrated that the Project is capable of incorporating new ideas and methods into its strategy so as to seize opportunities for working with other CGIAR centers and national partners in novel and exciting ways. Specifically, we incorporated knowledge management and sharing (KM/S) into our work by undertaking a new project on this subject with funding provided by the World Bank through the CGIAR's Information and Communication Technology-Knowledge Management (ICT-KM) Program.

After the project's start in April, we hired a senior scientist half-time to coordinate the project, and we organized a planning workshop (held in June), jointly with the Institutional Learning and Change (ILAC) initiative. Based on workshop outcomes, we embarked on four pilot projects, in collaboration with the Bellanet International Secretariat in Canada, aimed at applying KS techniques to deal with important issues in three CGIAR centers (including CIAT) and the Water and Food Challenge Program. We also joined forces with ILAC in a consultancy on the relationship of human resource policies and procedures in three CGIAR centers to KM/S and ILAC. In addition, we began organizing a training course on facilitation for CGIAR staff and through Bellanet made progress in putting together a toolkit on KM/S techniques.

As a consequence of that work, we have modified InforCom's project outputs as follows, substituting KM/S for our previous emphasis only on finding and obtaining agricultural information:

1. Techniques and tools with which international and national R&D institutions can better share knowledge.
2. Computer-mediated distance-education (e-learning) programs and multimedia products on CD-ROM that convey science-based methods in forms that are useful for development professionals.
3. Strategies for using community telecenters as a means to integrate new ICTs into rural development.
4. Strategies for enabling information intermediaries to construct and share knowledge in rural communities, using ICTs and other communications media.
5. Approaches for developing local information systems that reinforce participatory R&D.

InforCom continued to refine and deliver its original outputs (2-5) through work at CIAT headquarters and in our "field laboratory" in nearby Cauca Department. We made good

progress, for example, in strengthening and expanding our partnerships with local NGOs and universities, with a view to enhancing sustainability and scaling out the methods we have developed with them. We also made a good start toward documenting the methodologies developed in Cauca for strengthening local organizations through the use of new ICTs and for supporting local information intermediaries.

Largely on the strength of that work, InforCom succeeded in obtaining support from the UK's Department for International Development (DFID) for a project in Bolivia, aimed at enhancing the information networks of agricultural supply chains, with the aid of new information and communications technologies (ICTs). The project got under way in April, and we quickly consolidated our alliances with Bolivian partners, took steps to begin strengthening their current information and communications initiatives, hired a local project coordinator, and began characterization of information networks at the community level.

That achievement underscores several important messages about InforCom. First, our outputs are evidently appealing to donors and partners. Second, on the basis of their interest, Project staff are capable of building strong partnerships in a short time for collaboration in research and development. Third, we are learning quickly to execute project activities efficiently outside CIAT's host country through strong teamwork, involving our counterparts in Bolivian partner institutions, staff based at headquarters, and locally hired staff in Bolivia. And fourth, through new projects we are integrating our work more closely with that of other CIAT projects, both within and beyond the Center's Rural Innovation Institute.

As an example of this last point, our new project in Bolivia is closely linked with CIAT initiatives in that country on participatory research methods. Moreover, the project directly involves Center colleagues working on land use, and it draws heavily on our collaborative work in Colombia with CIAT specialists on rural agroenterprise development.

InforCom further reinforced its ties with other Center projects by contributing actively to the development of Learning to Innovate (LTI), one of three initiatives launched by CIAT in 2003 to address major development challenges through more concerted research efforts. Several of LTI's outputs are closely aligned with those of InforCom.

We are hopeful that new projects, still at the proposal stage, will be approved in late 2004 or early 2005, enabling us to advance even further on the fronts mentioned above, that is, in building partnerships, delivering outputs through efficient teamwork, and integrating our work with that of other CIAT projects, in search of new ways to generate greater development impact. Of course, not all the proposals we prepared this year were accepted, but even the unsuccessful ones proved to be important learning experiences.

This introduction gives the impression that InforCom staff did little else besides develop new projects. Without doubt, this activity—though critical for enabling the project to move

forward—came at the cost of documenting and publishing the results of impact assessment obtained through the InforCauca Project, completed in 2003. Nonetheless, we hope to make up for this shortcoming in the next reporting period. And we are building a strong research component into our new project in Bolivia, with a view to having publishable results in 2006. Toward this end we have arranged for a PhD student in economics at Imperial College London – Wye Campus to carry out her thesis research within the framework of the project. Already, she has prepared a thorough and comprehensive literature survey, which offers a good basis for defining the project's research questions and methodologies.

Problems Encountered

The lack of full-time project leadership continues to be a serious limitation for InforCom. As is clear from the description of highlights above, this was by no means an insuperable obstacle to the development of new projects. But it did mean that the project manager had little time to sample the growing body of literature on ICTs for development and much less to publish the results of InforCom's work.

A related problem is that for lack of senior staff time, InforCom is hard pressed to explore interest in its work and build partnerships in Eastern Africa and Southeastern Asia, which are, of course, essential for successful project development in those regions.

Project Performance Indicators

Methods and tools

- InforCom staff developed first drafts of documents on two methods: one on using ICTs to strengthen local organizations and the other on support information intermediaries in rural communities.
- A prototype Information System on Rural Agroenterprise Development (SIDER) is now available online at <www.caucasider.org>.

Publications and presentations

- Clark, L. 2004. A review of the literature on new ICTs for development. (A draft prepared for the FIT3 Project in conjunction with PhD research at Imperial College London – Wye Campus).
- Clark, L. 2004. Participation and ownership: Farmer friendly information systems in Bolivia. Presented at the AOIR Conference, Imperial College London – Wye Campus, UK, 21 September 2004.
- Hesse, E. 2004. New copyright regulations: Implications for CIAT and AGRONATURA. Centro Internacional de Agricultura Tropical (CIAT), Cali, Colombia. (CIAT Seminar Series, February 2004)
- Hesse, E. 2004. Capacity strengthening at CIAT: A quick overview of training over the past 30 years. Presented at the Online Learning Resources Project Planning Workshop, ICRISAT, Patancheru, India, June 14-18, 2004.
- Hesse, E. 2004. Thematic indexing and metadate use for CGIAR documents. Background and discussion paper prepared for the E-Publishing Project of the CGIAR ICT-KM Program. June 2004.
- Hesse, E. 2004. Thematic indexing and metadata use for CGIAR documents. Presented at the CGIAR E-Publishing Business Meeting, CIAT, Cali, Colombia, June 27-30, 2004.
- Hesse, E. 2004. Briefing and follow-up of the Global Open Agriculture and Food University (GO-AFU) Concept and Initial Implementation E-Conference. Presented at the GO-AFU Task Force Meeting, IFPRI, Washington, D.C., August 25, 2004.
- Hesse, E. 2004. Information managers contributions to the metadata work. Presented at the 4th Annual Meeting of the CGIAR Information Managers Consortium, Penang, Malaysia, September 6-9, 2004.
- Hesse, E. 2004. Summary report of the E-Publishing Business Meeting and the Online Learning Resource Meeting. Presented at the 4th Annual Meeting of the CGIAR Information Managers Consortium, Penang, Malaysia, September 6-9, 2004.
- Hesse, E. 2004. Assessment of the readiness of libraries in Uganda, Kenya, and Ethiopia to access online scientific information resources (particularly AGORA). Quarterly Bulletin of IAALD 48(3/4):178-189.
- Hesse, E.; Henson-Apollonio, V. 2004. New copyright laws, paradigm shifts in scientific publishing, and new opportunities for the CGIAR and its partners. Briefing note prepared for the CGIAR Annual General Meeting, October 2004.
- Pineda, B.; Mejía M., M. (comps.). 2004. Conservación *ex-situ* de recursos fitogenéticos: Glosario. Centro Internacional de Agricultura Tropical (CIAT). Cali, CO. 30 p.

In addition, various InforCom staff made numerous informal PowerPoint presentations on the work of CIAT's Rural Innovation Institute and of our project in particular. They also made more detailed presentations on particular methods developed by InforCom, such as that for setting up community telecenters and forming *grupos gestores de comunicación*.

In Bolivia, for example, we made more than a half dozen such presentations to the various organizations—SIBTA, FDTAs, AOPEB, Finrural, and Fundación PROINPA—involved in the FIT3 Program. We also presented our work on several occasions to the various local and international NGOs involved in the Conjuntos Integrales de Proyectos (CIPs), which are supported by the W.K. Kellogg Foundation in Bolivia and Peru. These latter presentations were made in connection with the development of a new project that would operate in both those countries with Kellogg support.

Similarly, in Colombia, InforCom staff made about a half dozen presentations on our work to representatives of diverse organizations, including Ian Johnson, vice-president for Environmentally and Socially Sustainable Development at the World Bank; Francisco Reifschneider, director of the CGIAR; staff of the W.K. Kellogg Foundation, Instituto Interamericano de Cooperación para la Agricultura (IICA), Corporación Autónoma Regional del Valle del Cauca (CVC), Fundación Valle en Paz, and Sistema de Información y Comunicación para la Paz (Sipaz); and organizations, teachers, students, and other members of rural communities in Cauca Department.

Training

In connection with our work on *grupos gestores de comunicación* in Colombia, InforCom staff helped organize four training workshops for farmers and other members of rural communities on various topics, including design and organization of the Web site of the Information System for Rural Agroenterprise Development (SIDER), visioning exercises for community-based groups, project development, and preparation and dissemination of news bulletins. The average number of participants in each of these events was 20 farmers.

In connection with the FIT3 Project in Bolivia, InforCom staff provided training on topics such as Web publishing and media relations to colleagues at two FDTAs (Chaco and Trópico Húmedo).

Workshops

InforCom helped organize and hosted in June a planning workshop for our KM/S Project and the ILAC inititiative, which was attended by 22 people from seven CGIAR centers and several of its programs, including the Water and Food Challenge Program, ICT-KM Program, and Gender and Diversity Program.

During July InforCom staff organized two workshops on the dissemination of agroenterprise-related information for an association of radio programs serving indigenous and AfroColombian communities in Cauca Department.

InforCom staff took part in two important regional workshops on ICTs for development: La Ond@ Rural: Taller Latinoamericano sobre radio, nuevas tecnologías de información y comunicación y desarrollo rural, held at Quito, Ecuador, in April, and the III Encuentro Regional de Telecentros, held at Sao Paulo, Brazil, in May.

Students

A PhD student from the Department of Agricultural Sciences at Imperial College London – Wye Campus accepted an appointment to conduct her thesis research within the framework of an InforCom-coordinated Project in Bolivia, entitled Boosting the Production and Marketing of High-Value Crops Through ICT-Enabled Information Networks.

InforCom supported a member of the Rural Planning Group in planning her master's thesis research (Universidad Nacional de Costa Rica), which she will carry out next year in Colombia's Cauca Department.

Three communications undergraduates from the Universidad del Cauca contributed to our research on *grupos gestores de comunicación* this year.

Resource mobilization

Proposals funded, with CIAT as proponent:

- Fostering a Learning-Oriented Knowledge Management and Sharing Culture in the CGIAR. World Bank, through the CGIAR's ICT-KM Program. US$372,000.
- Boosting the Production and Marketing of High-Value Crops Through ICT-Enabled *Information* Networks, Department for International Development (DFID, FIT Program in Bolivia. US$175,000.

Proposals funded, with CIAT as partner:

- ICT-Enabled Rural Agroenterprise Development in Southern Colombia. World Bank, infoDev Program. US$100,000 (final figure to be announced soon).

Proposals submitted but not accepted:

- Knowledge Management and Sharing in the Greater Mekong Subregion: Linking the Rural Poor with Markets. Asian Development Bank (ADB), the Philippines. US$665,600.
- Strengthening the Capacity of Community Telecenter Networks in Latin America Through Training in the Use of Computer Software. Microsoft Unlimited Potential: A Community Learning Program, USA. US$200,000.
- Using ICTs to Enable Community-Based Knowledge Management and Sharing in Tropical Agriculture. International Development Research Centre (IDRC), Canada. US$425,000.

New Directions for 2005

Having expanded into new areas of work and embarked on new projects this year, InforCom will focus on consolidating and amplifying these achievements in 2005. We will work toward those ends through effective project execution, featuring strong teamwork and integration with other CIAT projects, and by relentlessly pursuing new project opportunities in tropical America as well as Africa and Southeast Asia. Given below is a brief summary of our specific plans for 2005:

- In KM/S we will concentrate on implementing the pilot projects and related activities described earlier and on extracting, documenting, and sharing the lessons learned from these experiences.

- In e-learning we will improve the course on *ex situ* conservation of plant genetic resources that is now under way and concentrate on documenting and learning from this experience, before undertaking further courses.

- By next year we expect to be well along in developing our first multimedia training product documenting a method (on participatory research in agricultural supply chains) developed by a CIAT project other than InforCom.

- As is clear from our Web site statistics, Web publishing has gained huge momentum in CIAT. During 2005 we will concentrate on further content development and on making the site more interactive to facilitate collaboration between CIAT and its partners.

- Having consolidated our work on telecenters and information intermediaries in Colombia's Cauca Department, we will strive with CIAT's Participatory Research Approaches Project in 2005 to reinforce the research dimension of this work. We will also further strengthen our alliances with local partners to scale out successful approaches and bolster their sustainability.

- Under the FIT3 Project in Bolivia, we will complete the characterization of supply chain information networks in selected communities, design interventions for enhancing those networks based on the characterization results, and implement the interventions at the community level, all in close collaboration with our Bolivian partners.

Project SN-4: Rural Innovation Institute: Information and Communications for Rural Communities (InforCom)

Project Description

Objective: To strengthen local capacity for innovation by better enabling rural communities and the R&D organizations that serve them to obtain, generate, and share information and knowledge, with the aid of new information and communications technologies (ICTs).

Outputs:

1. Techniques and tools with which international and national R&D institutions can better share knowledge.
2. Computer-supported collaborative learning (e-learning) programs and multimedia products on CD-ROM that convey science-based methods in forms that are useful for development professionals.
3. Strategies for using community telecenters[28] to integrate the use of ICTs into rural development.
4. Strategies for enabling information intermediaries to construct and share knowledge in rural communities, using ICTs and other communications media.
5. Approaches for developing local information systems that reinforce participatory R&D.

Milestones:

2005 See details under "measurable indicators" in the accompanying logical framework.

2006 Improved e-learning course offered on *ex situ* conservation of plant genetic resources.
Generic approaches for strengthening local organizations and information intermediaries, with the aid of ICTs, available as multimedia training tools on
CD-ROM.
Approaches for enhancing supply-chain information networks implemented by four local organizations in six rural communities in Bolivia.
Local online market information systems developed or improved by four partner organizations in Bolivia.

2007 Approaches devised originally in Latin America for incorporating the use of ICTs into rural development adapted to conditions in Southeast Asia and Eastern Africa with national partners.

Users: The users of the project's outputs are researchers, development professionals and community leaders associated with local organizations (particularly farmer groups, NGOs, and schools). These persons will acquire new tools and approaches that better enable them to help rural people access, manage, and share information needed for solving problems and acting on new opportunities in agriculture.

Collaborators: SN-4 is building alliances with a wide variety of national R&D organizations in Colombia and other countries where it is developing projects. The project is also cultivating close contacts with various international organizations that support the use of ICTs for development, including Fundación Chasquinet (a Latin American initiative based in Ecuador), the Global Knowledge Partnership (GKP), and the Association for Progressive Communication (APC). In addition to gaining from these organizations' experience and expertise, CIAT can tap into their networks of local partners in developing countries. In its work on e-learning, the project works through REDCAPA (Red de Instituciones Vinculadas a la Capacitación en Economía y Políticas Agrícolas en América Latina y el Caribe), based in Brazil, and through national partners, such as Colombia's National University.

CGIAR system linkages: Training (30%); Information (60%); Organization and Management (5%); Networks (5%).

CIAT project linkages: SN-4 will provide all Center projects with new means of increasing research impact and obtaining feedback on research products from rural people. The project should be particularly useful to CIAT's new Rural Innovation Institute as a means of strengthening participatory approaches to agroenterprise development, local adaptive research, community-based watershed management and rural planning.

CIAT: SN-4 Project Log Frame (2005-2007)

Project: Rural Innovation Institute: Information and Communications for Rural Communities (InforCom)
Project manager: Nathan Russell

Narrative Summary	Measurable Indicators	Means of Verification	Important Assumptions
Goal To help the rural poor build sustainable livelihoods by improving the flow of genuinely relevant information among rural communities and research and development (R&D) organizations.	• New options for enhancing livelihoods identified by individuals and organizations in rural communities through improved information access.	• Impact evaluation within a sustainable livelihoods framework, based on interviews with key informants and group techniques in selected rural communities.	
Purpose To strengthen local capacity for innovation by better enabling rural communities and the R&D organizations that serve them to obtain, generate, and share information and knowledge, *with the aid of new* information and communications technologies (ICTs).	• Improved knowledge-sharing (KS) capability in CGIAR centers and national partner organizations. • Better access to CIAT-related methodologies and *approaches for national partners.* • A greater capacity in local organizations to satisfy demand for knowledge and information in rural communities.	• Case studies on learning and change in R&D institutions. • Impact evaluation of e-learning courses, *development approaches,* and training products developed by CIAT and national partners. • Case studies on the use of information obtained with the aid of ICTs in target rural communities.	• Rural communities can obtain affordable, reliable access to the Internet. • National and local organizations commit themselves to providing rural communities with relevant information services. • Rural communities prove receptive to a new information culture based on the use of modern ICTs.
Outputs 1. Techniques and tools with which international and national R&D institutions can better share knowledge.	• Knowledge sharing (KS) strategies developed in 2005 with two CGIAR centers, one of the CGIAR Challenge Programs, and two projects involving one or more centers and their national partners. • Web site created in 2005 to provide better access to tools and techniques for improved knowledge sharing and institutional learning. • Three cases of effective knowledge sharing in the CGIAR centers documented in 2005. • Training in the use of KS tools and techniques provided to about 15 CGIAR center staff in 2005.	• Project documents outlining KS strategies. • Documentation of KS cases available online and in print. • Evaluation of training by participants.	• CGIAR centers maintain commitment to developing KS strategies and documenting KS experiences.
2. Computer-mediated distance-education (e-learning) programs and multimedia products on CD-ROM that convey science-based methods in forms that are useful for development professionals.	• Report on lessons learned in preparing and teaching CIAT's first e-learning course (*Ex-situ* conservation of plant genetic resources) available in 2005. • Improved e-learning course on *ex-situ*	• E-learning report available online. • E-learning course offered in Spanish through the REDCAPA Web site. • Multimedia materials available in Spanish on CD-ROM and online.	• CIAT and partner institution scientists continue dedicating time to e-learning and preparation of multimedia materials.

Narrative Summary	Measurable Indicators	Means of Verification	Important Assumptions
	conservation course offered in 2005. • A multimedia training product prepared in 2005 on farmer groups conducting adaptive research for agroenterprise development.		
3. Strategies for using community telecenters to integrate the use of ICTs into rural development.	• Generic approach documented in 2005 with two Colombian partners for strengthening local organizations through the use of new ICTs. • Strategies designed in 2005 with four Bolivian partners for linking farmer organizations with community telecenters in four to six communities.	• Generic approach available in Spanish, in print and PowerPoint. • Working document on strategies for linking farmer organizations to community telecenters in Bolivia.	• Community telecenter program implemented by local collaborator in Bolivia, as planned.
4. Strategies for enabling information intermediaries to construct and share knowledge in rural communities, using ICTs and other communications media.	• Generic approach documented in 2005 with one Colombian partner for supporting information intermediaries in rural communities. • Supply-chain information networks characterized during 2005 in four to six rural communities of Bolivia, as a basis for strengthening these networks with four local partners.	• Generic approach available in Spanish, in print and PowerPoint. • Working document reporting on characterization of supply-chain information networks and on planned improvements in Bolivia.	• Local organizations collaborate in characterizing supply-chain information networks and designing improvements.
5. Approaches for developing local information systems that reinforce participatory R&D.	• Web-based market information systems developed or improved in 2005, with Center support, by one local organization in Bolivia and another in Colombia.	• Market information systems available online.	• Local partners maintain commitment to developing online market information systems.

Summary Annual Report 2004

Participatory Research and Gender Analysis (PRGA) Program

Project SW-3

November 2003 – October 2004

1. Project Description and Logical Framework

Introduction

The Program's goals for phase two (2003–2007) have been considerably modified in the light of lessons learned from, and experiences in, phase one (1997–2002). These lessons can be broadly summarized as:

- An absence of a critical mass of participatory research and gender-analysis practitioners in agricultural research, particularly in the CG system;
- Little or no focus on gender analysis;
- An unmet demand for capacity development in gender-analysis and participatory research methods;
- While learning and change through methods development is widespread, it does not extend beyond the project life and into the organization.

Clearly, these lessons necessitate renewed focus on gender analysis with its inextricable linkage to participatory research. This calls for continued focus on building capacity for the use of gender analysis, participatory research, and impact-assessment methods, and demonstration of the impacts of using such methods. Additionally, and in order to sustain, enhance and extend learning and change to the level of the organization, it is necessary to focus on developing capacity for mainstreaming such approaches, combined with action research to document "best practices" for organizational learning and change.

Project objective

Mainstreaming gender analysis and equitable participatory research to promote learning and change in CG Centers and NARS, so that they can better target the demands of beneficiary groups, particularly poor rural women.

Mainstreaming refers to the following activities: (a) capacity development for gender analysis, participatory research, impact assessment and organizational development; (b) establishing a cadre of change agents versed in gender analysis, participatory research, impact assessment, and organizational development skills, who are networked for support and exchange of experiences; (c) establishing internal working groups to facilitate adaptation of organizational structures and practices to initiate a demand-driven agenda within their organizations; (d) access to a high-level external support group that represents the interests of clients, particularly poor rural women, and functions as a body to ensure accountability for instituting the demand-driven agenda in participating institutions.

Outputs

1. Capacity developed for mainstreaming gender analysis and equitable participatory research in selected CG Centers and NARS.
   Project heading: Project on Mainstreaming and Support to Partners.

2. Evidence of impact of participatory research and gender analysis methods assessed, and methods developed to permit impact-assessment results to be effectively integrated into research and development decision-making.
   Project heading: Project on Impact Assessment.

3. Communication strategies for learning and change with partners.
Project heading: Project on Communication and Publications.

Gains

Accelerated learning and change from the generation of new, widely applicable methodologies for enhanced gender analysis, participatory research, impact assessment for institutional learning and change, and organizational development for mainstreaming these approaches in the practices, structures, and processes of organizations. Considerable savings for, and increased impact of, participating CGIAR Centers and NARIs through increased and efficient use of these methods. Capacity for these methods will be strengthened and disseminated through an established network of trained trainers from these participating institutions. Poor rural women will be important participants in, and beneficiaries of, research. The development and adoption of diverse germplasm will be greatly accelerated in major food crops

Milestones

At least 12 partner institutions (2 CGIAR Centers and 10 NARIs) incorporate gender analysis and participatory research into core (mainstream) plant-breeding or natural-resource management research. Action research undertaken and tools developed for enabling scientists to capture product and process impact, and to integrate learning from impact assessment into research planning and adaptation.

A core capacity in the partner institutions (at least 2 CGIAR Centers and 10 NARIs) has been institutionalized in terms of people trained in the methods, changes implemented in research organizations, multi-year funding committed, and institutional policies adopted, such that the scientific use of gender analysis and participatory research is an organic part of research, project design, staff recruitment, and capacity building in the participating institutions.

Capacity of IARC and NARS scientists to use good-practice gender-analysis, participatory research, impact-assessment and organizational-development methods is considered strengthened through training of trainers.

Users

Poor rural women farmers, poor farmers in general, CGIAR Centers, NARIs, NGOs, and rural grassroots organizations.

Collaboration

The collaboration of the PRGA Program with its partners (IARCs, NARS, NGOs, universities, grassroots organizations) has been through the provision of direct grants, workshop costs, and in-kind contribution of senior staff for joint proposal development and studies. The collaborative arrangements are detailed below.

CGIAR system links:

- CIP has been allocated a grant for mainstreaming.
- ICARDA: A grant allocation for mainstreaming and contribution of senior staff time for impact-assessment studies and capacity-development support for the Water Challenge Program.
- CIMMYT: Contribution of senior staff time for a joint impact-assessment study; senior staff time for development and implementation of a field project on participatory small-machinery project in South Asia.
- ICRISAT: Contribution of senior staff time for a joint impact-assessment study.
- CIAT: Contribution of senior staff time for proposal development with the Participatory Research Program (IPRA); funds for the CIAT beans project; Impact Assessment Project of CIAT.
- ILRI: funds have been made available for a joint SW-PRGA/ILRI position for a senior staff member

NARS:

- Direct grants, workshop funds, and senior staff time for capacity development of 10 NARIs in the Eastern, Central and Southern African region.

NGOs:

- LiBird: Direct grant for participatory plant breeding in maize, and learning and change workshop.
- CARE/Laos: Direct grant for assessing the lessons of gender mainstreaming.
- CBN – Cassava Biotechnology Network.
- EMBRAPA-CNPMF: Participatory plant breeding.
- PROINPA.
- North East Network (NEN).
- *Corporación PBA.*

Universities:

- Laos University: Direct grant for a study documenting the development and implementation of a participatory monitoring and evaluation process with the national agricultural extension services.
- China Agricultural University: Direct grant for designing and implementing a study to assess the mainstreaming of participatory research approaches with its various stakeholders.
- Agricultural University of Norway.

Program Logical Framework (2003–2007)

Overall goal and purpose of the PRGA Program

Narrative Summary	Measurable Indicators	Means of Verification	Important Assumptions
Goal: Mainstream gender analysis and equitable participatory research to promote learning and change through partnerships with CG Centers, NARS and civil society gropus so that they can better target the demands of beneficiary groups, particularly poor rural women.	- By the end of 5 years, participating institutions in the CG system and NARs have an increased capacity to use PR&GA methods and mainstream them in their own organizations. - The CG and NARs organizations that have made an attempt to mainstream gender analysis and participatory approaches have been able to better target the demands of beneficiary groups, particularly poor rural women. - A team of trainers, networked to support each other and provide training to others, is established. - Process of incorporating PR&GA into organizational policies and practices well underway in participating CG Centers and partner institutions	- Monitoring and evaluation system indicators for assessing capacity in PR&GA and organizational change. - Impact-assessment studies. - External review reports. - Reports of collaborating institutions	- CGIAR Centers and partner institutions willing to become involved in learning and change by committing staff and budget to using PR&GA methods, contributing to capacity development of its members and make the necessary organizational adjustments for integrating such approaches in their organizations.
Project purpose: Improve the competencies of the CG System and collaborating institutions to mainstream the use of gender-sensitive participatory approaches in plant breeding, and natural-resource management research.	- Effective approaches developed and disseminated for mainstreaming PR&GA methods; methods recognized and understood by relevant senior management and staff; and being applied appropriately by at least 70% of institutions supported by Program research and capacity building at the end of 5 years. - Impact of mainstreaming PR&GA approaches documented in multiple studies.	- Monitoring and evaluation system indicators for assessing capacity in PR&GA and organizational change. - PRGA Program publications; IARC annual reviews, reports and publications. - Published results of PRGA Program's impact studies. - Results of PRGA Program partnerships. - External review reports. - Reports of collaborating institutions.	- Donor commitment to the PRGA Program constant over the 5-year period. - IARCs and other institutions collaborating with the PRGA Program able to include results in the institution's reports and annual reviews. - Stakeholders willing to contribute actively to PRGA Program planning and evaluation.

Overall Output I: Capacity developed for mainstreaming gender analysis and equitable participatory research in selected CG Centers and NARS.

Narrative Summary	Measurable Indicators	Means of Verification	Important Assumptions
Specific outputs: **1.** Strategic Partnerships formed with organizations that enable the PRGA Program to have a major impact on: (a) integrating PR&GA into agricultural and NRM research practice, and (b) enhancing methods and approaches that help improve the livelihoods of the very poor, particularly rural women.	- At least 12 robust partnerships are formed with regional networks, prominent national partners, Challenge Programs that have (or have the potential to have) considerable impact on the rural poor by 2005. - The nature of collaboration takes the form of (1) exploiting synergies in objectives, (2) taking opportunities to considerably expand the integration or improve the quality of the PR&GA practiced, or (3) incorporating PR&GA approaches where they would otherwise be absent or weakly applied. - GA, PBG and PNRM-Working Groups are engaged in the partnership process, as reflected in their work plans by 2005.	- Monitoring and evaluation by the PRGA Program. - Collaborators' reports. - PRGA Program's Annual report and web-site.	- Potential partner institutions are willing and interested in collaborating with the PRGA Program. - With support from the PRGA Program, working groups are willing and interested in collaborating with different partners. - Funding partners interested in supporting fruitful engagement with partners.
2. Development of effective methods and capacity for using PR&GA; organizational development (OD) concepts and skills for mainstreaming these approaches, and impact assessment (IA) of institutional learning and change (ILAC).	- Field training manual for PR&GA, IA of ILAC, OD developed and widely disseminated. This document should also provide a brief review of existing GA& PR, IA, and OD methods, and draw on best practices in developing guidelines by 2005. - At least three methods workshop held for GA, PR, IA of ILAC and OD, training a minimum of 40 participants in a variety of "best practice" approaches; and follow-up support extended to participants to enable them to continue change process in their respective institutions between 2004 and 2005.	- Published field manual. - Training reports. - Collaborators' reports. - PRGA Program's Annual report and web-site. - PRGA Program publications. - Workshop proceedings.	- Potential partner institutions are willing and interested in collaborating with the PRGA Program. - Funding partners interested in supporting capacity building. - IARCS and partner institutions willing to commit budget and human resources for internal capacity development.

Narrative Summary	Measurable Indicators	Means of Verification	Important Assumptions
3. Capacity of IARC and NARS scientists to use "best practice" for GA, PR and IA of ILAC, and OD methods is considerably strengthened through training of trainers.	- One training of trainers workshop held for PR, GA, and IA of ILAC, training a minimum of eight trainers in a variety of "best practice" approaches; and follow-up support extended to trainers to enable them to provide training and technical support to scientists in their institutes in 2006. - At least 2 manuals produced on "best practice" in GA, PR, IA of ILAC and OD, based on workshop outcomes. One in 2004 and another in 2005.	- Workshop proceedings. - Manuals produced from workshop outcomes. - PRGA Program's Annual report and web-site. - Collaborators' reports.	- CG Centers and NARS interested in and contributing budget and human resources to participate in workshops and to host local follow-up training.
4. Evaluation studies are conducted to assess opportunities and constraints for mainstreaming PR&GA and a plan of action for implementation is developed.	- At least 10 collaborative action-research activities undertaken through strategic partnerships between 2005 and 2006. - Institutional analysis conducted with 10 partner institutions and "best practices" analysed and disseminated through publications by 2005. - An internal working group is formed to spearhead organizational change and mainstream PR&GA in each participating institutions between 2005 and 2006. - Mentoring and capacity building provided to partner institutions to guide and lend support to the mainstreaming process between 2004 and 2007.	- PRGA Program publications. - PhD dissertation. - PRGA Program web-site - PRGA Program Annual Reports. - Collaborator's reports. - Mentor's reports.	- CG Centers and NARS interested in and contributing budget and human resources to, participate in workshops, and to learning and change process.
5. Assessment of effects of mainstreaming of PR&GA approaches through organizational change.	- Research results published and disseminated on the process of institutionalisation through organizational change between 2005 and 2007.	- Workshop proceedings. - Manuals produced from workshop output. - PRGA Program's Annual report and web-site. - Collaborators' reports.	- CG Centers and NARS interested in and contributing budget and human resources to participate in workshops and to host local follow-up training.

Overall Output II: Evidence of the impact of participatory research (PR) and gender analysis (GA) methods assessed, and methods developed to permit impact assessment (IA) results to be effectively integrated into research and development (R&D) decision-making.

Narrative Summary	Measurable Indicators	Means of Verification	Important Assumptions
Specific outputs: **1.** Empirical studies on PR methods in PB and NRM assessed.	- At least 3 collaborative impact studies are conducted, including an analysis of impact of different PR approaches under contrasting conditions–biophysical, institutional, and policy environments. Results are published as working documents and in professional journals between 2004 and 2007. - Published results of 3 collaborative studies and impact of PR&GA methods. disseminated to CGIAR liaison contacts, PNRM- and PPB WG, CGIAR libraries, and donor community by 2007. - Three research briefs and PowerPoint presentations are prepared to highlight the recent evidence on IA of PR&GA in general, and they are widely disseminated to IARCs, NARS, and NGOs between 2005 and 2007. - Two international workshops are conducted to disseminate results of empirical impact studies in 2005 and in 2007.	- IA studies and methods published as PRGA Working documents. - PRGA Program's publications, briefs, presentations, peer reviewed journal articles, books, web-site. - PRGA Annual reports, workshop proceedings.	- IARCs and partner institutions willing to collaborate in IA. - Funds available to conduct empirical studies.
2. Tools and methods developed and disseminated to enable scientists to capture impact of products (i.e. crop technologies and management practices) and innovation processes, and integrate learning from IA into research planning and research priority-setting.	- Collaborative action research conducted with at least 4 CG and NARs partners to develop, test, and assess methods for improving information resulting from IA (product and process impacts), and assessing the contribution of IA to institutional learning and change by 2007. - Discussion paper on IA for institutional learning and change is developed and made available to IARCs, NARs and NGOs by 2007. - Two IA capacity-development training and methods learning workshops are organized in 2005 and in 2006.	- Published studies (PRGA working documents) on IA tools and methods, and assessments of their effectiveness in improving the usefulness of IA and stimulating organizational learning an change. - PRGA Program's Annual reports, Program's web-site. - Collaborators' reports.	- Partner institutions interested and willing to participate in action research. - Funding partners interested in supporting these initiatives.

Overall Output III: Communication strategies for learning and change with Partners.

Narrative Summary	Measurable Indicators	Means of Verification	Important Assumptions
Specific outputs: **1.** PRGA Program's interactive web-site launched and attracts a large and diverse range of users who not only read, but also contribute to the site's contents.	- Site developed that is friendly and accessible to users in developing countries with slow modem connections between 2004 and 2005. - Site contains a rich set of research findings and resources that are relevant to users, and is regularly updated between 2004 and 2007.	- Monthly web-site statistics: number of hits, visitor sessions, and downloads. - Monitoring and evaluation system of the PRGA Program.	- Users have the interest and time to contribute to web-site contents. - A qualified individual (communications officer) is identified to manage and update the site's contents. - Donors interested in providing support for the technical development of the new site and the PRGA Program's capacity for communications.
2. Awareness of PRGA research results and other publications is considerably heightened, particularly among agricultural scientists.	- Systems in place to regularly publicize new PR&GA research results through PRGA-info Listserver, web-site, and printed copies to authors, donors, and CGIAR libraries by 2004 and updated continuously till 2007. - PRGA Program's liaison contacts regularly forward publicity on PRGA to their Center scientists between 2004 and 2007. - New sources of distribution are identified by 2005. - Membership to PRGA-info Listserver doubles to 800 members between 2005 and 2007.	- PRGA-info Listserver membership (number and profession). Monthly web-site statistics, particularly downloaded publications. - Monitoring and evaluation system of the PRGA Program.	- PRGA Program has the capacity to strengthen relationships with its liaison contacts and ensure their commitment to disseminating information PR&GA. - A qualified individual (communications officer) is identified to promote awareness. - Donors are interested in supporting the PRGA Program's capacity for communications.
3. Research results published in media favored by non-academic audiences and researchers not well acquainted with the PRGA	- Packaging of research results in 1- to 2-page brief forms, disseminated both as hard copy and electronic form between 2004 and 2007. - Mailing list built to include IARC and NARS scientists, NGO practitioners, civil society organizations, and policy-makers between 2004 and 2007.	- Mailing list membership for briefs (numbers and professions).	- Donors interested in supporting the PRGA Program's capacity for communications and mailing costs. - A qualified individual (communications officer) is identified to prepare briefs from PRGA Program's research publications.

2. Research Highlights in 2003–04

2.1. *Output 1 : Capacity developed for mainstreaming gender analysis and equitable participatory research in selected CG Centers and NARS*

2.1.1. *Activity 1.1. Form strategic partnerships with organizations that enable the PRGA Program to have a major impact on: (a) integrating gender analysis and participatory research into agricultural and natural-resource management research practice, and (b) enhance the methods and approaches that help improve the livelihoods of the very poor, particularly rural women*

CGIAR

- CIP and ICARDA: Support to develop and implement action-plans to institutionalize gender-sensitive participatory research. ICARDA will design and develop a holistic capacity development initiative aimed at partners and other ICARDA programs.
- CIAT: Close relationship developed between PRGA Program and CGIAR Gender and Diversity Program.
- IFPRI: With CGIAR Gender and Diversity Program and PRGA Program, developing a new impact model focused on gender, to be ready for the Beijing + 10 Summit.
- ILRI: A joint appointment of a senior staff has been established between ILRI and the PRGA Program. The senior staff is responsible for developing capacity of ILRI and its partners to mainstream PR & GA approaches

Regional networks and NARS

- FARA: With PRGA Program, identified research-for-development priorities:
  - To address needs of those highly vulnerable to effects of poverty, land degradation, climate change, and HIV/AIDS;
  - To focus attention on unequal social relations that compound the vulnerability of marginalized groups (e.g. poor rural women);
  - Effectiveness of research-for-development is frequently critically constrained by limited capacity to conduct gender-sensitive research, and the predominant "supply-driven" agenda of innovation;
  - To streamline gender-sensitive participatory research toward a common standard;
  - To increase and sustain capacity development for applying gender-sensitive participatory research;
  - To develop strategic partnerships;
  - FARA will work closely with only one Sub-Regional Organization during its first phase (2003–2006), with a view to up-scaling of lessons and best practices to other SROs later.
- ASARECA: Recently initiated partnership will seek to strengthen, consolidate and mainstream gender analysis and participatory research in a high-profile program to research-for-development to become demand-driven.

NGOs

- LiBird (Nepal): Received direct grant for farmer-led participatory plant breeding of upland maize. A survey in 2003 assessed process impacts, including costs of using

participatory approaches, and organizational implications of making such approaches sustainable.

- CARE/Laos: Joint assessment of results of gender-mainstreaming process (2002–2004) to determine best practices of gender mainstreaming.
- North East Network (NEN, Eastern Himalayas): With IDRC and PRGA Program, has brought in external researchers and trainers to work with 18 participants from the region to: build capacity for social and gender analysis; provide support in the development of approaches and methodologies suitable for the region; develop training processes and materials suitable for the region; and, assist natural-resource management researchers to network among themselves and obtain peer support.
- *Corporación PBA*: Direct grant for participatory plant breeding.

Universities

- China Agricultural University: College of Rural Development (CORD) is keen to develop partnership with PRGA Program, in particular to help "systematize" their experiences in participatory approaches. CORD used the organizational framework and "quality of participation" questionnaire to design a study to assess the "state of participatory research and development" in China.
- National University of Laos: Joint research by the Forestry Department and the PRGA Program aims to develop capacity, and design and implement a participatory monitoring and evaluation mechanism for the national extension service in northern Laos.

2.1.2. *Activity 1.2. Develop effective methods and capacity for using gender analysis and participatory research, organizational development concepts and skills for mainstreaming these approaches, and impact assessment of institutional learning and change*

- PRGA Program surveyed the opportunities and constraints for capacity development in gender analysis and mainstreaming among national partners identified by ASARECA, followed by learning workshop (*see* Section 4). Participants identified three major focal areas for the proposed PRGA Program capacity development initiative (2004–2006): streamline gender-sensitive participatory approaches to establish a common standard; increase and sustain capacity development, including training workshops, mentoring, and networking; establish strategic partnerships.
- Field manual for mainstreaming gender analysis: Draft outline developed by PRGA Program on basis of its own experience; organizational change and "change agents" have been included after consultation with organizational-development experts. Outline will be field tested in three workshops in 2004–2006 and then finalized; the manual should be published in 2006.
- A work-plan for mainstreaming gender-sensitive participatory approaches within LiBird (Nepal) was developed at a Learning and Change Workshop (*see* Sections 2.1.1 and 4).

2.1.3. *Activity 1.3. Develop capacity of IARC and NARS scientists to use "best practices" for gender analysis and participatory research, and impact assessment of institutional learning and change, and organizational development through a training-of-trainers workshop and mentoring*

- A four-member team (2 consultants, 1 PRGA Program member, and 1 member from ASARECA) has been established to oversee the mentoring process associated with three scheduled workshops between 2004 and 2006. They will visit participants' research sites and assist in capacity enhancement. A member of the PRGA Program and one from

ASARECA will seek to support "change agents" through strategic interaction with their managers and organizational leaders.

2.1.4. *Activity 1.4. Conduct evaluation studies to assess the opportunities and constraints for mainstreaming gender analysis and participatory research, and develop a plan of action for implementation*

- CARE/Laos: The PRGA Program has mentored project staff in the use of the organizational framework to monitor and evaluate the outcome of gender-mainstreaming process.
- China Agricultural University: The PRGA Program has developed the University's capacity to use frameworks to assess the "quality of participation" (in participatory research), and to identify organizational opportunities and constraints for mainstreaming.
- CIAT, CIP and ICARDA: Institutional assessments (using the organizational framework) have been completed; the CIP and ICARDA assessments are being elaborated to include additional components in 2004.

2.1.5. *Activity 1.5. Assess the impacts of mainstreaming gender analysis and participatory research through organizational change*

- The curriculum for capacity development for mainstreaming has included impact assessment as a major category in all workshops.

2.2. *Output 2: Evidence of the impact of participatory research and gender analysis methods assessed, and methods developed to permit impact-assessment results to be effectively integrated into research and development decision-making*

2.2.1. *Activity 2.1. Develop original impact-assessment frameworks tailored to the particularities of assessing the impact of participatory methods, and develop tools that improve the information resulting from impact assessment in order to facilitate institutional learning and change processes*

- A Workshop on Cutting-edge Issues in Impact Assessment is scheduled for 2005, on the recommendation of the PRGA Advisory Board. The objective is "to build capacity in impact assessment and also to foster mutual learning among the impact-assessment practitioners within the CGIAR, by allowing participants to present their experiences and empirical results, as well as to bring outside experts to present topics of mutual interest." The papers (edited) and presentations will be made available so that participants can later give seminars at their own centers.
- Jointly with CIAT's participatory research project (IPRA), the PRGA Program submitted a proposal on strengthening rural innovation ecologies to BMZ. The project will establish Innovation Field Schools to improve innovation ecologies, i.e. identify, implement, monitor and evaluate actions designed to make local conditions more conducive to faster and equitable innovation.
- To synthesize results from published impact assessments of participatory research and gender analysis, and as a means of sharing information to facilitate institutional learning and change, an annotated bibliography on participatory research and gender analysis in agricultural and natural-resource management research is being prepared. Coverage includes impact, practice, and methodology, and the bibliography should be published in early 2005.

2.2.2. *Activity 2.2. Conduct several collaborative empirical studies applying these frameworks and tools to measure the impact of participatory research, as well as to measure how well research and development organizations have been able to learn and change as a result of their experiences in participatory research and gender analysis*

- CIMMYT and the PRGA Program are conducting a meta-analysis of participatory methods used by CIMMYT projects. This should provide a general overview and understanding of the concept of participatory research approach at CIMMYT, its history, and the contexts in which participatory research occurs. A standardized format will be used to allow comparisons between studies. Results are expected in late 2004.
- An impact study has been conducted on the CIAT Cassava Project in Asia, jointly with CIAT and a consultant (from Agrifood Consulting International), and with funding from the CGIAR Standing Panel on Impact Assessment (SPIA). The Project used farmer participatory research (FPR) to test and develop best practices for controlling erosion and maintaining soil fertility in cassava-based systems, in Thailand and Vietnam. Key informant interviews, focus group discussions, participatory rapid rural appraisal, and participatory rural appraisal were used to gather impact data (adoption of technologies on farmers' own fields). The full report is available, but highlights include the following:
    - Adoption of soil-conservation techniques was greater in Vietnam than in Thailand. Vetiver-grass hedgerows have been adopted in Thailand, but mainly as a result of promotion by the Royal Family. Overall, however, contour-ridging is more popular than hedgerow-planting, mainly as a result of less labor involved and the fact that the land does not have to be set aside for hedgerows. Soil conservation would be expected to reduce the rate of soil loss, so that while one would not expect an increase in yields, one would expect that participants would have higher yields than non-participants (everything else being equal). However, there is no evidence from multivariate analysis that the yields of the two groups are significantly different.
    - Project training courses have had a significant, but limited impact on intercropping adoption; despite higher returns from an intercrop system, most farmers do not wish to reduce their cassava yields in return for increased benefits from intercropping. Farmers in Vietnam are more willing to undertake intercropping than their Thai counterparts.
    - Fertilizer adoption (chemical and organic) has increased in both countries: in Thailand, adoption is greater among project-participants, but they use less than their non-participant counterparts; while in Vietnam (with equal adoption of use among all farmers), participants use greater quantities. The driving factor has been income, suggesting that the project impact per se, while not insignificant, is not the whole story. However, the project has affected the type of fertilizer used.
    - The project demonstrated that wealthier households are more likely to adopt new technologies than their poorer counterparts. The FPR approach self-selects farmer-researchers who are more willing to take risks and experiment, and have the land to do so.
- A multi-step econometric analysis was conducted of the CIAT Asia Cassava Project data, to: (1) determine factors affecting individuals' decisions to participate, (2) understand determinants of adoption of soil-conservation and soil-fertility management techniques, and (3) determine how participation and adoption affect behavioral and productivity outcomes.

- Treatment effects (project participation) explain differential adoption rates of hedgerows, contour-ridging, and fertilizer use. However, adoption did not affect area and allocation decisions.
- Cassava yield was negatively related to adoption of contour-ridging; overall farm production of cassava was negatively related to adoption of chemical fertilizer. However, adoption of farmyard manure was positively related to total change in production.
- Disembodied treatment effects were positive only for area allocated to cassava, which may be evidence of increased managerial capacity and ability to cultivate more area.

➢ Other empirical impact studies are on-going with LiBird (participatory maize breeding in Nepal, *see* 2.1.1 above); EMBRAPA (participatory cassava-breeding in northeast Brazil); ICARDA (decentralized participatory barley-breeding in Syria); CIAT-IPRA (local agricultural research communities, CIALs, in Cauca, Colombia).

2.2.3. *Activity 2.3. Build capacity through networking for mutual support and learning among the users of participatory methods*

➢ A project on improving water productivity of cereals and food legumes in the Atbara River basin of Eritrea has recently been approved for funding by the CGIAR Water and Food Challenge Program. The PRGA Program is partnering lead-Center ICARDA by providing social-science backstopping to the NARS.

2.3. *Output 3: Communication strategies for learning and change with partners*

2.3.1. *Activity 3.1. Launch the PRGA interactive web-site to attract large and diverse range of users who can read and contribute to the web-site*

➢ Members of the PRGA working groups provided input into the criteria for choosing a new web-development and content-management program—PostNuke was chosen. Two staff were trained in its use in July 2004, and a manual is scheduled for completion by the end of 2004.
➢ New web-site launched in December 2003.
➢ "Hits" increased steadily from 6000 in January to almost 14,000 in August 2004.
➢ Special page set up for direct access to all Spanish-language resources.

2.3.2. *Awareness of PRGA research results and other publications is considerably heightened, particularly among agricultural scientists*

➢ Research results, publications, articles, and working documents are available on the web-site—new titles being uploaded as soon as they are available.
➢ PRGA Program publications and other resources are now frequently downloaded from the web-site (most popular detailed in main report).
➢ Web-site users encouraged to submit new documents for inclusion in (or link from) web-site "Library."
➢ A listserver has been established (PRGA-Info Listserver). This is an electronic mailing list used to keep contacts informed with the latest PRGA Program information. PRGA community members can request inclusion on the listserver.

- The Participatory Natural Resource Management and Participatory Plant Breeding Working Groups have established their own listservers (185 and 240 members, respectively), and the new Gender Analysis Working Group will do so in the near future.
- All items announced and posted on the web-site are "advertised" through the listservers.
- CGIAR Center Liaisons are an important bridge between the PRGA Program and the CGIAR Centers. The PRGA Annual Board Meeting 2004 identified key pointers for enhancing the relationship between the Program and its Center Liaisons, most of which revolve around communication issues. Communication needs to be a high priority in both directions, namely from the PRGA Program through the Liaisons to the Centers, and the Liaisons send Center material to the PRGA Program.

2.3.3. *Research results published in media favored by non-academic audiences and researchers not well acquainted with the PRGA field*

- A mailing list has been established with 200 IARC, and 50 NARS and NGO recipients. These numbers are expected to increase, and the list will be used for disseminating the PRGA research publication briefs that should start emerging in early 2005.
- A project inventory database is active on the web-site, containing 80 PPB and 76 PNRM projects. Space is to be provided for users to include their own projects, or other relevant projects that they know about.
- All project results included in the inventory will, in due course, be published as one- to two-page briefs.

3. Indicators (Publications)

3.1. Refereed journal articles

Johnson N; Lilja N; Ashby JA, 2003. Measuring the impact of user participation in agricultural and natural resource management research. *Agricultural Systems* 78: 287–306.

Johnson N; Lilja N; Ashby JA; Garcia JA, 2004. The practice of participatory research in natural resource management research. *Natural Resources Forum* 28: 189–200.

Peters M; Lascano CE; Roothaert R; de Haan NC, 2003. Linking research on forage germplasm to farmers – The way to increased adoption. A CIAT, ILRI and IITA perspective. *Field Crops Research* 84(1–2): 179–188. Special issue: Approaches to improve the utilization of food-feed crops (Fernandez-Rivera S; Blummel M, ed.). http://authors.elsevier.com/sd/article/S0378429003001497

Roothaert R; Horne P; Stur W, 2003. Integrating forage technologies on smallholder farms in the upland tropics. *Tropical Grasslands* 37: 295–303.

3.2. Book chapters and books

Gurung B, *in press*. Organizational implications for mainstreaming participatory research and gender analysis. In: *Participatory Research and Development for Sustainable Agriculture and Natural Resource Management: A Sourcebook*. UPWARD Publication, *in press*.

Gurung B; Menter H, 2004. Mainstreaming gender-sensitive participatory approaches: The CIAT case study. In: Pachico D. (ed.) *Scaling Up and Out: Achieving Widespread Impact Through Agricultural Research.* Centro Internacional de Agricultura Tropical (CIAT), Cali, Colombia.

Lilja N; Ashby JA; Johnson N, 2004. Scaling up and out the impact of agricultural research with farmer participatory research. In: Pachico D (ed.) *Scaling Up and Out: Achieving Widespread Impact Through Agricultural Research*. Centro Internacional de Agricultura Tropical (CIAT), Cali, Colombia.

McDougall C.; Braun A, 2003. Navigating complexity, diversity and dynamism: reflections on research for natural resource management. In: Pound B; Snapp S; McDougall C; Braun A (ed.) *Managing Natural Resources for Sustainable Livelihoods: Uniting Science and Participation*. Earthscan/IDRC.

Pound B; Snapp S; McDougall C; Braun A (Ed.), 2003. *Managing Natural Resources for Sustainable Livelihoods: Uniting Science and Participation*. Earthscan/IDRC.

Sperling L; Lancon J; Loosvelt M, 2004. Participatory plant breeding and participatory plant genetic resource enhancement. An Africa-wide exchange of experiences / Sélection participative et gestion participative des ressources génétiques en Afrique ëchange d'expériences. Proceedings of a workshop held at M'bé, Côte d'Ivoire, 2001. CGIAR Systemwide Program on Participatory Research and Gender Analysis (PRGA Program), Cali, Colombia. 425 p.

UPWARD, *in press*. *Participatory Research and Development for Sustainable Agriculture and Natural Resource Management: A Sourcebook*. (Three volumes, on Understanding, Enabling and Doing Participatory Research and Development.) UPWARD Publication. *In press*. [Also to be available on CD-ROM and on-line.]

3.3. Workshop and conference papers, presentations and posters

Ashby J; Lilja N. Participatory research: Does it work? Evidence from participatory plant breeding. 4th International Crop Science Congress "New Directions for a Diverse Planet," 26 September to 1 October 2004, Brisbane, Queensland, Australia.

Biggs S; Messerschmidt D; Gurung B. Contending cultures amongst development actors. Paper prepared for presentation at the workshop "Order and Disjuncture: The Organisation of Aid and Development," 26–27 September 2003, School of Oriental and African Studies (SOAS), University of London, UK.

Lilja N; Aw-Hassan A. Benefits and costs of participatory barley breeding in Syria. Conference paper presented at the 25th International Conference of IAAE, Durban, South Africa, 16–22 August 2003.

Roothaert R, 2004. Forage adoption and scaling out. Poster presented at the technology exposition: "Transforming Subsistence Agriculture into Market Orientation," 28–29 July 2004, Ministry of Agriculture, Addis Ababa, Ethiopia.

Roothaert RL; Binh LH; Magboo E; Yen VH; Saguinhon J, *in press*. Participatory forage technology development in Southeast Asia. Presented at the 12th Annual Conference of the Ethiopian Society of Animal Production, Addis Ababa, 12–14 August 2004, Theme: Participatory Innovations and Research – Lessons for Livestock Development.

Twomlow S; Lilja N. The role of evaluation in successful integrated natural resource management. 4th International Crop Science Congress "New Directions for a Diverse Planet," 26 September to 1 October 2004, Brisbane, Queensland, Australia.

3.4. Working Documents

Lilja N; Dalton T; Johnson N; Howeler R, 2004. Impact of participatory natural resource management research in cassava-based cropping systems in Vietnam and Thailand. *Working Document* No. 23. PRGA Program, Cali, Colombia. 32 p.

Roothaert R, 2004. Decision guide on developing livestock enterprises with rural communities in Africa. Working Document for the Enabling Rural Innovation Initiative. CIAT, PRGA, and ILRI, Kampala, Uganda.

3.5. Reports

Agrifood Consulting International, 2004. Integrating germplasm, natural resource, and institutional innovations to enhance impact: The case of cassava-based cropping systems research in Asia. CIAT-PRGA Impact Case Study. A Report Prepared for CIAT-PRGA by Agrifood Consulting International, Ha Noi, Viet Nam. 506 p.

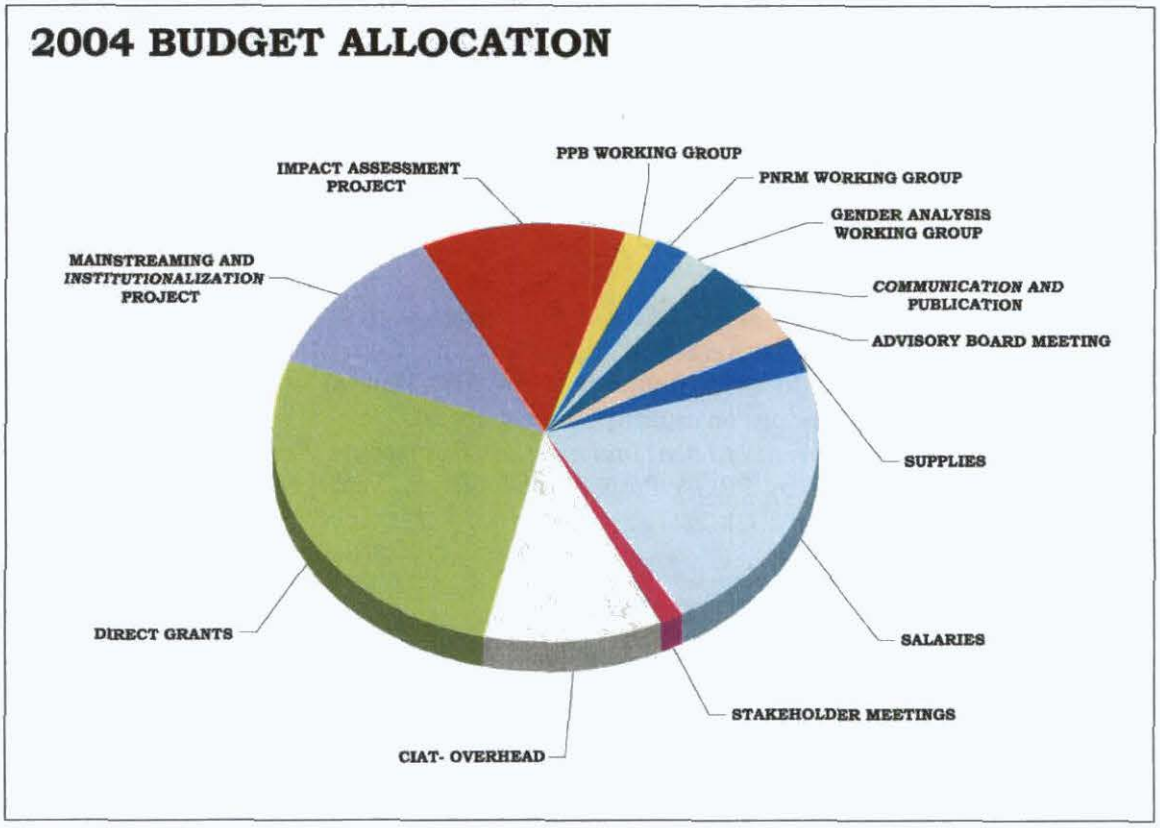
CGIAR Challenge Program on Water and Food, 2003. An overview of participatory research and learning processes and their relevance to watershed management and development. Paper commissioned by the Working Group on Participatory Natural Resource Management of the CGIAR Systemwide Program on Participatory Research and Gender Analysis.

Knox A; Lilja N, 2004. Farmer Research and Extension. 20-20 Vision. International Food Policy Research Institute. Focus 11, Brief 14. In: *Collective Action and Property Rights for Sustainable Development* (Meinzen-Dick R; DiGregorio M, ed.).

4. Indicators (Training and Capacity Building Activities)

- *Iterative Training in Social and Gender Analysis Concepts and Methodologies*, organized by PRGA Program, IDRC and NEN, Eastern Himalayas, for 18 regional participants from NEN. October 2003
- *Gender Analysis Learning Workshop*, organized by PRGA Program and ASARECA/ECAPAPA for Eastern, Central and Southern Africa for 20 participants. November 2004
- *Capacity Development Workshop*, organized by PRGA Program and IDRC as part of the IDRC-funded Social and Gender Analysis Project for the Eastern Himalayas, January 2004.
- *Learning Workshop to Assess Capacity for Gender Analysis in East and Central Africa*, organized by PRGA Program with ASARECA, five days, March 2004, for participants from 10 countries (to share results from an IDRC-funded two-year Gender Analysis project, and share lessons on capacity building needs).
- *Institutional Assessment of Local Initiatives for Biodiversity, Research and Development* (LiBird), organized by PRGA Program and LiBird, Nepal, May 2004 for 30 LiBird members. see Section 2.1.1

5. Budget Allocation for 2004



Contributions:	**2003** **Actual**	**2004** **Estimated**
CIDA	316,001	338,335
IDRC	197,916	23,178
Italy	188,977	185,000
Netherlands	97,568	98,000
New Zeland	100,000	50,000
Norway	207,937	208,000
SPIA	30,000	-
CIMMYT	-	30,000
Switzerland	79,117	70,000
Water and Food Challenge Program	-	15,000
Others	297,506	45,000
Total	**1,515,022**	**1,062,513**

Expenditures		
CIDA	198,336	400,000
IDRC	141,505	79,589
Italy	188,977	195,000
Netherlands	97,568	98,000
New Zeland	100,000	50,000
Norway	207,937	208,000
SPIA	968	29,032
CIMMYT	-	30,000
Switzerland	79,117	70,000
Water and Food Challenge Program	-	15,000
Others	78,127	139,386
Total	**1,092,535**	**1,314,007**

Allocation of Funds		
Systemwide Projects	**476,001**	**393,667**
Mainstreaming and Institutionalization Project	293,349	157,000
Impact Assessment Project	124,769	161,667
PPB Working Group	19,294	25,000
PNMR Working Group	19,294	25,000
Gender Analysis Group	19,294	25,000
Operations	**436,684**	**565,822**
Communication and Publication	40,904	53,000
Advisory Board Meeting	29,713	38,500
Supplies	29,366	38,050
Salaries	215,564	279,312
Stakeholder Meetings	15,435	20,000
CIAT- Overhead	105,701	136,960
Total	**912,684**	**959,489**

Direct Grants	**179,851**	**354,518**
African NAR's		100,000
CIP*		10,000
ICARDA*		10,000
LI-BIRD*		27,500
Impact Assessment-CIAT		75,600
ILRI - PRGA Forages Project	47,657	61,750
Agricultural University of Norway	10,142	-
CARE International in Lao PDR	-	7,500
CBN - Cassava Biotechnology Network	35,000	-
China Agricultural University	-	22,800
CIMMYT	1,500	-
Corporacion PBA	22,200	-
EMBRAPA-CNPMF-PPB	8,000	2,000
FIDAR	3,000	-
IPCA	1,000	-
National University of Laos	-	17,368
North East Network - NEN	47,352	-
PROINPA	-	20,000
SRISTI	4,000	-
Total Expenditures	**1,092,535**	**1,314,007**

* Mainstreaming and Institutionalization

6. List of Proposals Funded in 2003–04

- *Social and Gender Analysis Project*, Eastern Himalayas, funded by IDRC, October 2003 to September 2004. US$221,094.
- *Improving Water Productivity of Cereals and Food Legumes in the Atbara River Basin of Eritrea*, funded by the CGIAR Water and Food Challenge Program, executed by ICARDA, with the PRGA Program, CIAT, DARHRD and other departments of the Eritrean Ministry of Agriculture, the College of Agriculture of Asmara University, and other non-profit development agencies, May 2004. US$15,000.
- *Development of Participatory Research Methods at CIMMYT*, a collaborative study between PRGA Program and CIMMYT, funded by CIMMYT, 2004; value US$30,000.
- *Integrating Germplasm, Natural Resource, and Institutional Innovations to Enhance Impact: The Case of Cassava-based Cropping Systems Research in Asia*, a collaborative study between PRGA Program and CIAT, funded by CGIAR Standing Panel on Impact Assessment (SPIA), 2003–2004; value US$30,000.
- New partnership for Africa's development project, Eastern and Central Africa, funded by CIDA for Africa-specific research, 2003-2005. Value US$654,000.

7. Staff List

7.1. Senior staff

Barun Gurung, PhD Anthropology
Senior Research Fellow
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Nina Lilja, PhD Agricultural Economics
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Ralph Roothaert, PhD Crop and Weed Ecology
Senior Scientist
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Ann Braun, PhD Ecology
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Facilitator, PRGA Participatory Plant Breeding Working Group (50% PRGA)

Hilary Sims Feldstein, MPA
Facilitator, PRGA Gender Analysis Working Group (50% PRGA)

7.2. Administrative staff

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PRGA Administrative Assistant (100% PRGA)

Jorge Mario Quiceno, MBA
PRGA Administrative Assistant (100% PRGA)

8. Abbreviations and Acronyms

AIDS	acquired immunodeficiency syndrome
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
BA	Bachelor of Arts (degree)
BMZ	Federal Ministry of Economic Co-operation and Development (*Bundesministerium für Wirtschafliche Zusammenarbeit*), Germany
CARE	Cooperative for Assistance and Relief Everywhere, Inc., based in the USA
CBN	Cassava Biotechnology Network
CG	Consultative Group on International Agricultural Research
CGIAR	Consultative Group on International Agricultural Research
CIAL	Committee for Local Agricultural Research (*Comité de Investigación Agrícola Local*)
CIAT	International Center for Tropical Agriculture (*Centro Internacional de Agricultura Tropical*), based in Colombia
CIDA	Canadian International Development Agency
CIMMYT	International Maize and Wheat Improvement Center (*Centro Internacional para Mejoramiento de Maíz y Trigo*), based in Mexico
CIP	International Potato Center (*Centro Internacional de la Papa*), based in Peru
CNPMF	*Centro Nacional de Pesquisa de Mandioca e Fruticultura Tropical* (Brazil)
CORD	College of Rural Development (CAU, Beijing, China)
Corporación PBA	*Corporación para el Desarrollo Participativo y Sostenible de los Pequeños Agricultores*, Colombia
DARHRD	Department of Agricultural Research and Human Resource Development (Eritrea)
ECAPAPA	Eastern and Central Africa Programme for Agricultural Policy Analysis
Ed./ed.	editor(s)
EMBRAPA	*Empresa Brasileira de Pesquisa Agropecuária*, Brazil
FARA	Forum for Agricultural Research in Africa
FIDAR	Fundación para la Investigación y el Desarrollo Agrícola, Colombia
FPR	farmer participatory research
GA	gender analysis
HIV	human immunodeficiency virus
IA	impact assessment
IARC	international agricultural research center
ICARDA	International Center for Agricultural Research in the Dry Areas, based in Syria
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics, based in India
IDRC	International Development Research Centre, Canada
IFPRI	International Food Policy Research Institute, based in the USA
IITA	International Institute of Tropical Agriculture, based in Nigeria
ILAC	institutional learning and change
ILRI	International Livestock Research Institute, based in Kenya
IPCA	*Proyecto de Investigación Participativa en Centroamérica*, based in Honduras
IPRA	Participatory Research in Agriculture (*Investigación Participativa en Agricultura*) (CIAT project)
IRRI	International Rice Research Institute, based in the Philippines
LiBird	Local Initiatives for Biodiversity, Research and Development, Nepal
MBA	Master in Business Administration (postgraduate degree)

NARI	national agricultural research institute
NARS	national agricultural research system(s)
NEN	North East Network (eastern Himalayas)
NGO	non-governmental organization
NRM	natural-resource management
OD	organizational development
p.	page
PB	plant breeding
PDR	People's Democratic Republic
PhD	Doctor of Philosophy (doctorate degree)
PNRM	participatory natural-resource management
pp.	pages
PPB	participatory plant breeding
PR	participatory research
PRGA Program	CGIAR Systemwide Program on Participatory Research and Gender Analysis for Technology Development and Institutional Innovation
PROINPA	*Fundación PROINPA "Promoción e Investigación de Productos Andinos,"* Bolivia
SP	systemwide program (*of the* CGIAR)
SPIA	Standing Panel on Impact Assessment (*of the* CGIAR)
SRISTI	Society for Research and Initiatives for Sustainable Technologies and Institutions, India
SRO	Sub-Regional Organization
UPWARD	Users' Perspectives with Agricultural Research and Development (*of* CIP)
UK	United Kingdom
US	United States
USA	United States of America
WG	Working Group (*of the* PRGA Program)