

**Report on Inception Workshop for the
FAO Rural Knowledge Network Project for East Africa (GCP/RAF/401/IFA)
April 2007**

(prepared by NIDA with support from Clive Lightfoot and Ueli Scheuermeier)

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Background

The primary objective of the Rural Knowledge Network (RKN) Project for East Africa is to initiate a people-centred knowledge management process that is built on an understanding of farmer needs, shapes the existing technical information to respond to farmer's requirements and delivers the knowledge in a form they can understand. The approach adopted will build on existing field work and farmer groups under Farmer Field Schools (FFS) and FFS Networks and initiate pilot activities in Kenya, Uganda and Tanzania. The project objectives will be achieved by:

- a) adapting existing technical information and knowledge to meet the needs of FFS Networks, IFAD, FAO and other organisations in the selected countries to better respond to farmer information needs;
- b) responding to the day-to-day information needs of small-holder farmers, NGO's and CBO's in order to strengthen the capacity of smallholder farmers to grow and market healthy crops and to deal with unexpected events like pest outbreaks; and
- c) building strategic partnerships at national and local levels so that farmers are better linked to their national partners and service providers, both in the public and private sectors.

A project inception workshop was conducted in Kampala, Uganda from 17th to 20th April 2007 for planning of key project activities and processes at country and regional levels. Assessment of farmer information needs made during the workshop drew on the results of the First Regional Meeting on Expansion of Farmer Field School Program in Eastern and Southern Africa Project, Kakamega, Kenya, 13-17 November 2006 as well as AMSDP's assessment workshop of its 'firstmile' project held in Morogoro, Tanzania, 22-24 March 2006. The objectives to be met at the inception workshop were as follows:

- Define a medium term framework as basis for the work plan and budget for the first year of the project
- Initiate the process for the recruitment of regional and national coordinators
- Develop terms of reference for service contracts
- Develop areas of collaboration among the RKN project, Firstmile project and the Regional Grant to Traidcraft
- Initiate the process for linking with other IFAD and FAO programmes in Kenya, Uganda and Tanzania

Overview of Inception Workshop Process

The workshop brought together key participants from farmer groups associated with FFS programs and staff from FAO and IFAD programmes such as the NAADS in Uganda and AMSDP in Tanzania (see Annex A for list of participants). Also invited to the workshop were representatives from the IFAD supported Firstmile project and the "Establishing Commercial Rural Market Services" grant. What follows is a brief overview of the process that led to the results of the inception workshop. (see Annex B for workshop programme). The workshop was opened with a rousing speech from the FAO Representative Mr. Masiki and an explanation of the workshop objectives and process by the facilitators Clive Lightfoot and Ueli Scheuermeier.

1. Share experiences so far

The FFS networks from the three different countries shared their experiences so far with regard to the issues of sustaining and improving marketing in their field of operations. This was followed up by presentations by representatives of NAADS in Uganda and AMSDP from Tanzania. Finally the farmer-leader of an independent producer group from Kenya presented his groups frustrations and successes in engaging in export farming, and a private provider of internet and other communication services in rural Tanzania also pointed out the operational challenges for connectivity. These presentations combined with the shared experiences from NAADS and AMSDP projects firmly established the potential of access to market intelligence for all actors along rural value chains.

2. Brainstorm a future vision

A first exploration among all participants in the plenary led to a shared overview of all types of activities that

a service for market access would provide to successfully improve the access of small farmers to markets. This overview was achieved through a 'mind-map' that was jointly developed by all participants as shown in Figure 1. AMSDP had most experience so far in efforts for market intelligence through the First Mile effort, and therefore pointed out which of all the types of activities on the 'mind-map' were essential to improved market access for small farmers. This resulted in the decision that local market access services should concentrate on a set of five core services as shown in Figure 2. A plenary discussion made it clear that a) these services must be achieved by commercially viable companies in order to achieve sustainability, and b) the market intelligence had to be locally relevant, ie. at a level similar to a District. AMSDP experiences in First Mile and others suggested commercial viability would be possible if companies at the local level were properly set up and trained. The concept of a 'Market Access Company' or MAC¹ emerged, a generic term used in further deliberations. It also became clear that MACs would need substantial backing from a national level commercial entity, which was then called a 'Private National Company' or PNC², another generic term. Six service areas of PNCs were also defined as shown in Figure 3. Thereby a cascade of services emerges: It is triggered by the demand among market players for services to link up and exploit opportunities for more efficient value chains. The MACs then provide these services at the District level and the PNC provides services to the MACs to be able to do so. The whole network of services is informed through the Rural Knowledge Network which allows all actors in this network to learn their way through to commercial viability. This future vision is shown in Figure 4.

3. Identify the outputs expected

At the start of the second day and before going on to identify outputs two related IFAD projects: First Mile and 'Establishing Commercial Services', were presented in order to understand how they could interface with the RKN project activities. A short introduction to IFAD's SCAPEMA project implemented by SNV was also given. In plenary participants identified five outputs that the RKN project should strive to achieve. The five outputs were: 1) commercially oriented MACs are operating in Districts; 2) private entity is operating at national level that meets the needs of MACs in a commercially oriented way; 3) lessons learnt in initiating and supporting emergence of MACs are made available; 4) intelligence database at national level is initiated with test-runs; and 5) learning network for peer-exchange is up and running.

4. Work out activities and identify areas needed outside assistance

In order to deliver on the five defined outputs the activities were grouped into three questions as follows: 1. What will the MACs do? 2) What will the PNCs do? and 3) What needs to be done for the exchange platform to be up and running? Participants joined the group according to their interests. The work was exchanged by re-grouping and rotating among the group work. This allowed participants to work out the various interactions and synergies between the envisaged activities. Going back into the original working groups then allowed to integrate all activities into a consistent framework for a draft working plan. (see Annex C for Group Work Instructions). Participants were also asked to identify who would be responsible for the activity, ie. either the Project Management Team, MAC, PNC or national consultants or outsiders where necessary.

¹ MAC = Market Access Company. This is a generic term used in the workshop to describe a commercially viable entity at the "District" level that provides services to all interested actors in the rural markets over a wide range of commodities and services. A MAC is careful to avoid being drawn into trading itself in order to build the required trust-relationship with all players and become an honest broker. "District" will not be an administrative boundary but the local catchment of business relationships that the company intends to operate in. The main asset of the company is its network of trustful relationships which allows it to explore and develop a wide range of commodities and services for its clients. Services are not restricted to farming and could include ICT access through rentals of mobile phones and laptops as well as solar panels to charge batteries for mobiles, lights and laptops.

² PNC = Private National Company. This is a generic term used in the workshop to describe a backup company at the national level that will provide services to the MACs to be commercially successful. The PNC too is expected to be a commercially viable company, though it may take longer to break even. PNCs will also probably be good private partners for Public Private Partnerships with public agencies. What is important is that they behave right from the beginning in a commercial way with their clients.

5. Management options and operations of the LLL-platform

In the morning of the final day of the workshop one group of participants more concerned with project operations concentrated on various management options for the project that would be able to deliver on the envisaged output, and explored staffing requirements and recruitment issues. The other group of participants experienced in using the LLL-platform and more concerned and experienced in field operations reviewed the existing LLL-platform and came up with suggestion how to improve it for more effective learning and inclusion (see Annex D. on User Analysis of LLL Platform). Group findings on management options and LLL platform analysis were presented in a plenary in the afternoon after which IFAD’s Martin Rokitzki closed the workshop.

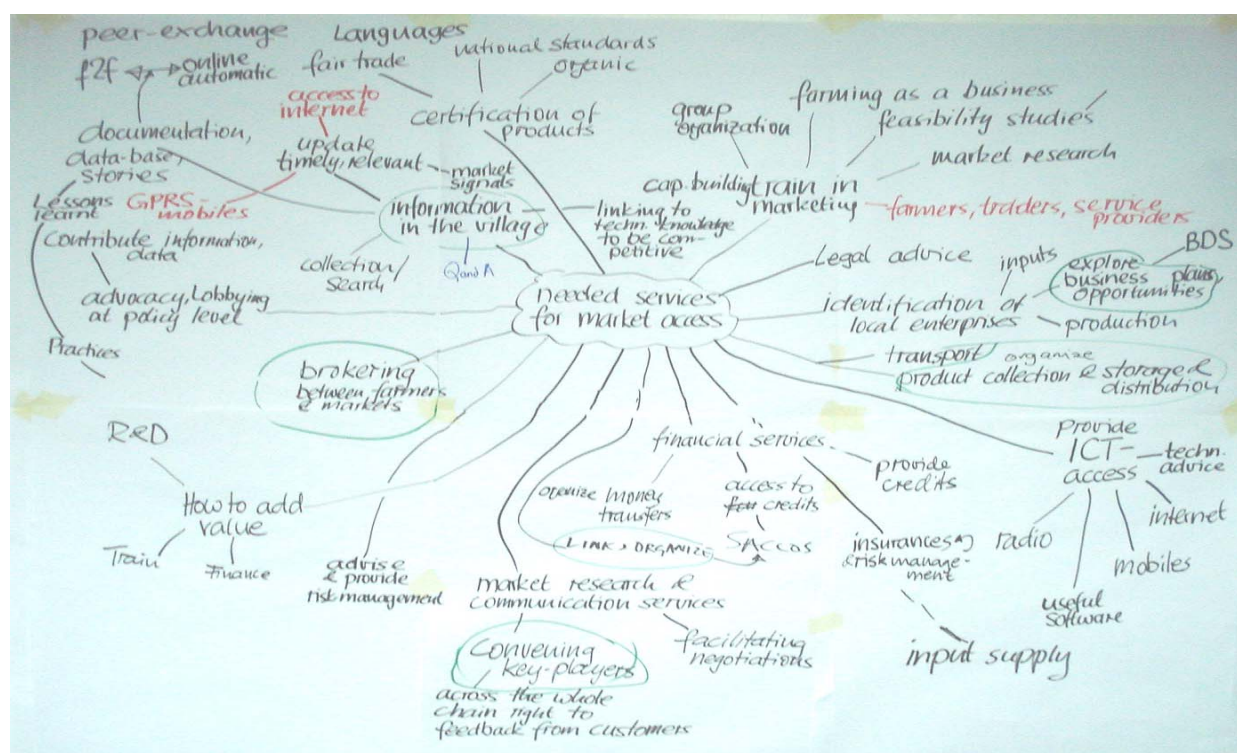
6. Workplan and Service Contracts

Following the close of the workshop and again on the following morning NIDA, the workshop facilitators and FFS national coordinators worked on the achieved results of the workshop to draft a workplan and to develop the required service contracts that will be needed. The group focussed on the first year of operations, envisaging that for year 2 and 3 a further planning would have to take place in order to flexibly react to the learning going on and work on potentials and challenges as they emerge. (see Annex E for Inputs to Workplan and Budget).

Developing a Vision for a Rural Knowledge Network

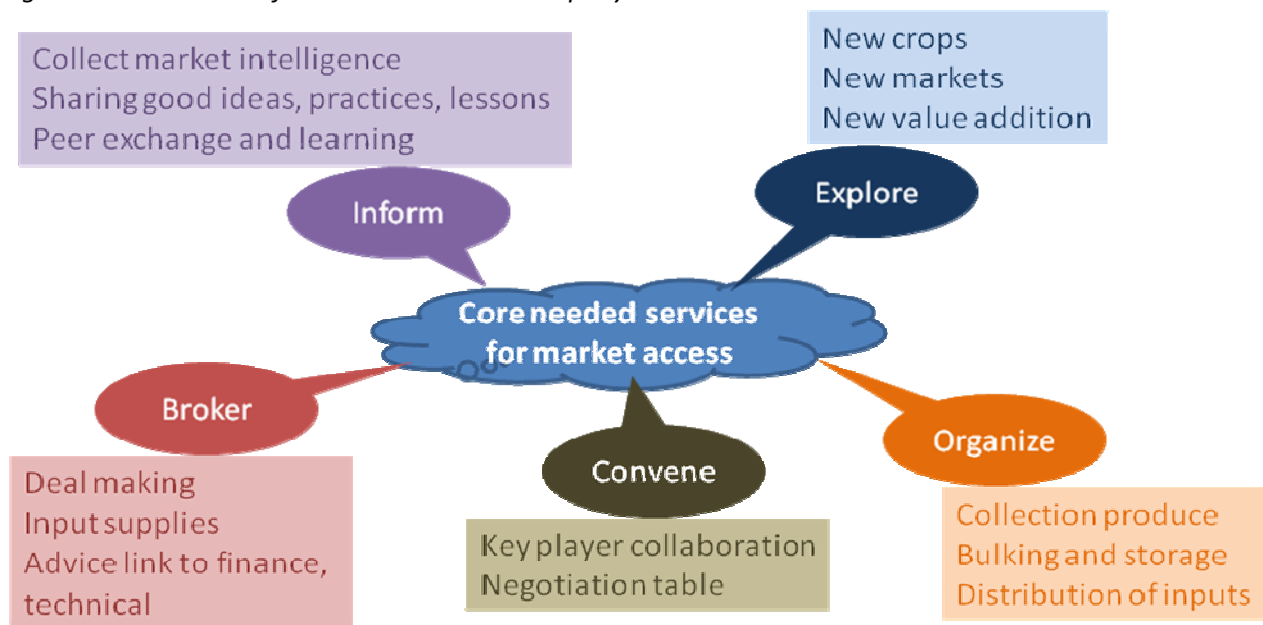
Building on an assessment of the experiences of farmers and the FFS networks in Kenya, Uganda and Tanzania it emerged that the priority information needs for farmers concern market access. This conclusion was supported by the IFAD program coordinators for NAADS and AMSDP represented at the workshop. Cases were shared from the AMSDP project of the kind of impact improved market access can have on small farmer crop production and household incomes (see Annex F for Impact Interviews and Stories). Participants agreed that the priority need of the RKN project is to establish a knowledge network which farmers can use to learn how to access markets and link with key players in the value chain. The array of service needs identified for farmers to access markets was extremely diverse as shown in the output of the workshop brainstorming session shown in Figure 1 below.

Figure 1. Farmer Service Needs for Improved Market Access



The participants deemed it necessary to reduce the complexity of this wide spread of activities. Based on the experiences gained in the Firstmile effort by AMSDP in Tanzania those activities that are essential for the launch of efforts along marketing chains were identified. It then became very clear that for farmers to improve their access to markets and collaborate rather than cheat with other key players along the market chain a new service provider operating locally was necessary who would provide the identified services. Everyone was clear that if such services were to be sustainable they would have to operate on a commercial basis through local market access service companies (MAC). It was also concluded that such MACs would need to be 'backed' up by experts operating at the national level. Again sustainability concerns drove the group to conclude that some kind of commercially operating entity would be needed to organize the provision of 'back-up' services. Participants called this new private entity the private national company (PNC). A further insight emerging from the debates was that the major organizing principle for both MAC and PNC would not be a specific commodity but rather a knowledge network that could be trusted by all players along the market chain from producer to consumer. Thus the MAC would act as an honest broker between farmers and key players in the market chain. The MAC, they determined, needs to provide a core set of services described in Figure 2 to farmers and other market intermediaries.

Figure 2. Core Services for a Market Access Company



Participants judged that in order for a local 'MAC' to succeed as a commercially viable company it will need services from the PNC, as shown in Figure 3.

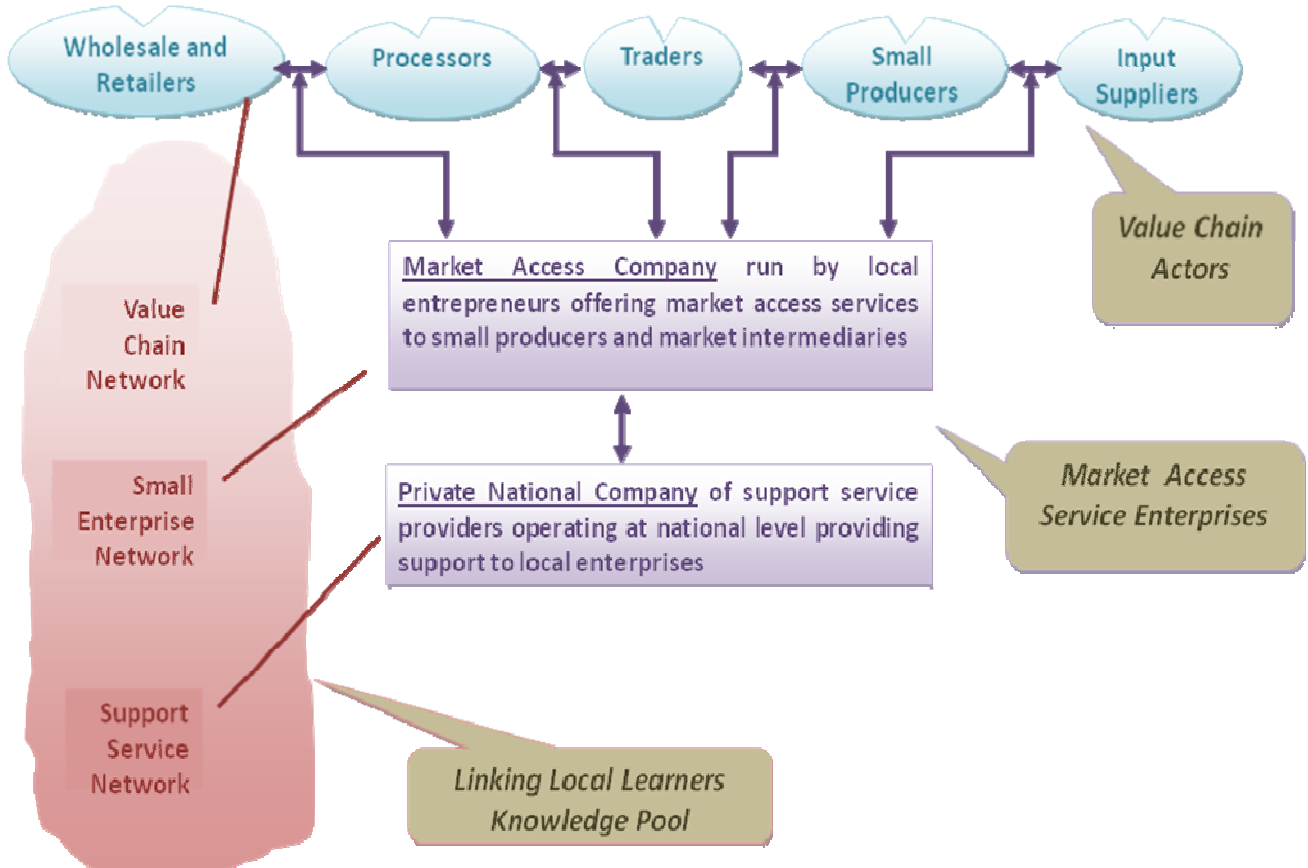
The emerging vision saw players in market chains paying market access companies for services to improve markets who were themselves paying private national companies to 'back up' their business operations (see Figure 4).

The emergence of these new market access service enterprises at the local and national levels, will require a lot of learning-by-doing under real conditions. Therefore farmers, market intermediaries in value chains, service providers in MAC's and PNC's all need to engage in action learning and peer-to-peer exchanges. This will require intense mentoring to ensure dynamic exchanges not only between peers on the same network but also between networks operating from local to national levels. Figure 4 illustrates a future vision for a rural knowledge network that enables the needed learning and exchanges to occur in the RKN project. The vision is an operational concept to be tested. Those involved will learn many things. They will learn that some MAC's start off too large and some start off too small; a 'right size' will emerge. They will learn that some MAC's are profitable and some are not; conditions of commercial viability will emerge. They will learn that some farmers increase incomes and some do not; better targeting of the poor will emerge.

Figure 3. Support Services Needed by Local Market Access Companies



Figure 4. Future Vision of a Rural Knowledge Network



Formulating a Mid-Term Framework

The mid-term framework for the project comprises the identification of the activities and outputs necessary to meet the project objectives and contribute to its goal. The goal of the RKN project as stated in the project document is “To contribute to reduction of factors contributing to poverty and food insecurity”. The primary objective is to initiate a people-centered knowledge management process that is built on an understanding of farmer needs, shapes the existing technical information to respond to farmer’s requirements and delivers the knowledge in a form they can understand. During the workshop the participants identified the following set of outputs needed to achieve the project’s objectives.

1. Commercially oriented MACs are operating in ‘Districts’

“Market Access Companies” will be private businesses operated by entrepreneurs serving a district and providing the services identified above. From the outset they charge farmers and market intermediaries (ie processors and wholesalers) for their services. The project will provide mentoring but no financial support for their operations. A key challenge to the project will be to identify local champion entrepreneurs capable and committed to providing market access services as their main business area. At the outset these businesses will be small, with low requirements for capital cost to begin with. This will allow them to leverage their own capital.. As a minimum initial set-up they are envisaged to be operated by one person with a mobile phone and a laptop computer and regular and secured access to the internet. Some potential MAC’s are already operating in all three countries.

2. PNC is operating at national level that meets the needs of MACs in a commercial way.

PNC’s will be a private business operated by entrepreneurs. They provide all the identified services required my MAC’s to become profitable in their District. The relationship between MACs and PNC shall be a commercial long-term relationship. A key challenge is to put in place an appropriate process which allows at least one PNC to emerge in each of the three countries. A further challenge is that PNCs need more start-up capital over longer periods of time because in order to break even they have to wait until enough profitable MACs are operating who can pay them for their services.

3. Learning network for peer-exchange is up and running

The knowledge and skills required for all involved stakeholders to succeed and to innovate cannot simply be instructed (farmers, market intermediaries, service providers at local and national levels). Local actors must have the possibility to engage in action learning and exchange their ideas, experiences and know-how with their peers. This process needs intensive mentoring and a robust easy to use online exchange platform that makes the generated knowledge accessible to all involved. During the workshop those participants working at the local level who had been using the LLL online learning platform for the last few years held a special session to assess the LLL platform and make suggestions for improvements. The findings of their session can be found in Annex D.

4. Lessons learnt in initiating and supporting emergence of MACs are made available

It will be necessary to capture, screen, synthesize and formulate the lessons emerging from this project and feed them back into the learning process. This will also make the learnt lessons available to others outside this project interested in rural knowledge networking. The form that this will take will be in stories of impact and lessons learnt, descriptions of good practice, and policy briefs.

5. Marketing intelligence base at national level is initiated

A key need of MAC’s is market intelligence which enables them to link their clients to markets and market intermediaries operating outside their districts. MACs will operate their own market intelligence system at the district level (the First Mile effort develops the technology and procedures for setting up and operating market intelligence systems). New market opportunities will emerge from the interaction of market intelligence at District and national levels (eg. for bulking of products across districts for a big buyer or processing plant).

From a consensus around the project outputs participants then went on to develop the activities needed over the three years of the project to realize the outputs. In doing this participants also identified where other IFAD grants, specifically the 'Firstmile Phase two' and 'Establishing Commercial Rural Market Services' grants, could contribute to and interact with the RKN project. The process of developing activities also included the identification of who was responsible for it. In cases where participants felt they needed outside support these were noted for a later discussion on needed service contracts. The following activities were identified to realize each of the five project outputs. Details of the activities, who is responsible and link to other IFAD grants are provided in Annex G.

1. Commercially oriented MACs are operating in Districts

- Identify entrepreneurs committed to establishing MACs in their district. Each year a new batch of entrepreneurs will be selected to receive training by the project. This activity is largely done by the project management team in collaboration with the IFAD grant on 'Establishing Commercial Services'.
- Train national mentors to train the entrepreneurs operating MACs. In the first year this will be supported by a service contract and thereafter by the project.
- Mentors will train MAC staff in the first year by service contract with the project. Thereafter a fund is envisaged into which the project provides the resources which are then put at the disposal of MACs. Thereby MACs can contract the mentors/PNC to provide them the services they need.
- Learning how to set up and run a MAC on a commercial basis will build commercial relationships between MAC and market chain players.

2. PNC is operating at national level that meets the needs of MACs in a commercial way

- Develop competitive process by which PNC can emerge bringing to the project capacities and capital equipment as required and ICT connectivity. The project management team will be responsible but supported by a service contract in the first year.
- Identify sources of market intelligence and develop networks and relationships with information sources so that market intelligence services are being delivered to MACs in a commercial way. This will include developing linkages to market intelligence sources regionally and internationally. The project management team will support the PNC.
- Develop business plan for the PNC that includes identifying the service offer, projecting demand for services and fee pricing and modalities. This will be done through a service contract in the second year.
- Deliver services to MACs in a commercial way and develop feedback / quality control mechanisms between PNC and MACs. This will include the exploration of sources of finance for MACs. This will be done by the PNC with support from the project management team.
- Training of new staff to the PNC will be done from the second year of the project through collaboration with the IFAD grant on 'Establishing Commercial Services'

3. Learning network for peer exchange is up and running

- Manage the LLL peer-to-peer online learning platform for the market chain players, MAC and PNC learning including an annual SWOT analysis and implementations of improvements. This will be done as a service contract.
- Conduct training on how to use the LLL online learning platform to new users as well as new mentors. This will be supported through collaboration with the IFAD grant on 'Establishing Commercial Services'.
- Conduct national review workshops in Kenya, Uganda and Tanzania and one regional review workshop each year. This will be the responsibility of the project management team but supported by outside facilitators in a service contract.

4. Lessons learnt in initiating and supporting MACS are made available

- Produce and disseminate information material that captures the learning process, good practices, discussions on LLL platform, and outcomes of field visits and review workshops. The responsibility for this falls primarily on the MACs and PNCs mentors and project management team. However, they will be supported by a service contract in the first year and through collaboration with IFAD grant on 'Establishing Commercial Services'.
- Establish mechanism for monitoring project impact. This will be the responsibility of the project management team.
- Review learning / business agenda and identify new learning agenda. This will occur during field visits and most importantly at the national and regional review workshops. It will be the responsibility of the project management team who will get support through a service contract.

5. Intelligence base at national level is initiated

- Enable RKN members in Kenya and Uganda to engage in the learning process of the First Mile project on how to set up a local market intelligence collection system. This will include identifying a system for storing and retrieving market intelligence. The project management team will collaborate with the IFAD supported 'Firstmile' project in Tanzania to make this happen.
- Negotiate contracts with mobile phone service providers in Uganda and Kenya to test run the sms accessible market intelligence online database. The sms service is expected to become available for testing in the second year of the RKN project. The Firstmile project will do this in Tanzania. This will be the responsibility of the project management team in collaboration with the Firstmile project.
- Conduct training on how to use the sms accessible online intelligence data base at national and district level and test run the system for up scaling. This will be done as a service contract in the second or third year depending on availability of sms software and telecoms contracts.

Identifying the Needed Service Contracts

During the process of developing project activities and identification of those responsible participants also indicated where they needed outside assistance. These outcomes are shown in the tables in Annex G. Participants again examined the tables of activities and responsibilities and drew out the following areas where external assistance would be required over the three years of the project.

1. Assistance in the running of MAC's

- Selecting entrepreneurs
- Training MACs and training of trainers
- Lesson learning

2. Assistance in the setting up of a PNC

- PNC emergence
- Business development
- Training of PNC staff
- Linkages
- Lesson learning

3. Assistance in Lesson learning

- Production and dissemination of learning outcomes
- Support to Kenya and Uganda to benefit from the market intelligence work in first mile
- Maintaining and improving LLL online learning platform
- Training on using the LLL online learning platform

From this list of areas for assistance the participants then grouped them into three service contracts they deemed necessary to support project activities in the first year. (see Annex H for Service Contract details)

1. Institutional Development Contract: Develop process by which private national company can emerge by identifying the business opportunity and process of due diligence for selection of PNC candidates to submit to the project management team and FAO lead technical unit/task force to make its decisions.

2. Capacity Building Contract: Train national mentors including development of training programme and materials, delivery of training and mentoring of national level service providers/mentors.

3. Knowledge Management Contract: Conduct SWOT analysis of the LLL platform and implement identified improvements. Manage LLL online learning platform. Facilitate national and regional 'trade fair' review workshops in Kenya, Uganda and Tanzania. Capture and make available the lessons learnt from the project.

Identifying the Management Challenges

The complex vision of linking market chain players, MAC's and PNC's in a learning and exchange network across Kenya, Uganda and Tanzania such that it could engage and collaborate with other IFAD projects and programmes places considerable challenges on the projects managers. Main challenges identified during the workshop for the project's managers are as follows.

1. Holding and communicating the vision of the project: The vision is complex and it will be challenging to always grasp and promote its implications, especially the development of commercial relationships, for operations and attitude/behaviour among many diverse key actors. A full grasp of the vision and its concept will be required.

2. Develop new elements: Some elements of the project are new and different. Management needs to fully understand these: i) Knowledge management that builds mainly on peer-exchange and action learning that needs to take place. ii) Focus on mentored on-the-job learning as opposed to instructive one-off trainings. Iii) Building interactions between commercially oriented private entrepreneurs and commercial relationships between service providers and client farmers and market intermediaries.

3. Diversity of Farmer Field Schools: Farmer Field Schools and their emerging networks are highly diverse across the three countries and even within each country in what they do and their commercial ambitions. The project will need to benefit them all and accommodate their diverse needs and expectations.

4. Financial procedures: Administration of funding channels with FAO in Rome, FAO in Ghana, FAORs plus government need to be closely followed and potential problems anticipated well in advance in order not to jeopardize scheduled activities. Funds for purchasing capacity building services going to private legal entities (ie MACs) need to comply with FAO regulations. Follow up on the operational procedures for these need to be made.

5. Managing the complexity: There are a large number of diverse actors and stakeholders involved in the RKN, and the interactions of the project with them all needs to be effectively coordinated. These include: a) The FFS programs in the three countries; b) other various bodies within FAO including the project task force and other technical units; c) other IFAD-funded projects in the region; and d) specific interaction with the First Mile and pending IFAD grant on 'Establishing Commercial Services' with Traidcraft.

6. Project has an ambitious time-frame: There is a tight schedule for the project. What is more, many events are time-critical as they involve interactions between various actors each having other agendas to cover too. Any delays will upset the timely interaction between various players. Project management will have to proactively organize such events well in advance and ensure the flow of required resources.

Recommendations Regarding Project Implementation

Interface with other FAO and IFAD projects

Since none of the IFAD projects invited to develop ways for integration to the RKN could attend the workshop we were unable to address the issue of scaling up the RKN to benefit the following IFAD programmes in Uganda: the National Agricultural Advisory Service; in Kenya the South Nyanza Community Development Programme, the Mount Kenya Natural Resources Management Programme, the Small Holder Dairy Commercialization Programme, and the Small Holder Horticulture Marketing Programme; and in Tanzania the Agricultural Marketing Systems Development Programme, the Agriculture Sector Development Programme, and the Small Medium Enterprises Programme. We received a number of apologies indicating that last minute changes in their schedule prevented their participation. We did, however, benefit from discussions after the workshop with IFAD staff Tom Anyonge. Suggested were ways for RKN to interact with IFAD's country core teams as well as making visits to the programmes as a start.

Interface with national research and extension agencies

During the workshop participants were introduced to the IFAD supported SCAPEMA project implemented by SNV. It became clear that many donor project and government research and extension agencies were interested in rural knowledge networks. We caution the RKN to carefully time its engagement with such a large array of interested parties. Many wish to supply farmers and market intermediaries with information, capacity building and advice from the top down. The principle to be protected in the RKN is that inputs should be demanded by farmers. We therefore see the many national research and extension agencies becoming involved in the RKN on a demand basis rather than a top down supply basis. We anticipate some demands to emerge very quickly especially those concerning quality, storage and processing.

Project management and oversight

Project Management Team to comprise of a regional coordinator to be based in the FAOR in Uganda. The coordinator should have an intimate grasp and ideally should have been involved in developing the vision. He/she should understand and ideally have experience with FFS as well as an appreciation of Linking Local Learners as the knowledge management strategy. The regional coordinator will also act as a country RKN manager for Uganda and work closely with the FFS national coordinator. In Kenya the project should provide an RKN manager to work closely with the FFS national coordinator on an as need task basis. In Tanzania the RKN manager should work with the FFS national coordinator but should be hosted in the AMSDP project headquarters in Arusha. This will allow for close integration of IFAD's programmes in Tanzania, ie. the ASDP and SME-MUVI.

Core Information Teams should be set up in each country. The team should comprise those FAO and IFAD programmes collaborating with the RKN, the national focal point and FFS national coordinators. The project should avoid inviting parties simply interested in knowledge networking as this will swell the team and reduce its value to the project managers. The teams should be convened and facilitated by the regional coordinator and RKN managers. The function of the team is to facilitate the exchange of experiences and stimulate innovative solutions to problems and challenges and foster ways of collaborating on the ground. Members of the CIT should also be involved in the process of developing the annual work plan for the project.

National Focal Points for each country. Government has to be requested through the FAOR to designate national focal points for the project in each of the three projects.

Budgetary implications

The budget was developed some years ago since which costs have risen and regulations regarding salaries changed. Amounts allocated to salaries for coordination are under budgeted for current UN regulations in the region for post-graduate and BA level staff. We recommend that funds allocated for coordination and technical support be merged such that a high quality regional coordinator can be hired in Uganda and lesser qualified RKN managers can be hired as national consultants in Tanzania and Kenya on an as need task basis. If funds permit the RKN manager based in Tanzania should be hired full time.

Expendable equipment should include three laptops/printers for project use. The regional coordinator should have full time access to a vehicle and rental contracts should be provided to RKN managers on an as need basis. Additional funds will need to be transferred to GOE to cover these transport need.

In order for MAC's and PNC to develop a commercial relationship the project must develop a mechanism for a fund for MAC's to buy services from private entities/PNC. The mechanism developed should follow FAO regulations for handling such funds such as those used in the FFS for handling its revolving fund to farmers.

The high demand for outside assistance during the start up of the project in the areas of institutional development and capacity building as well as knowledge management all of which will fall over the three years indicates that budget allocations for contracts should not be evenly distributed over time as originally planned. Rather required resources should be made available in the first year with remaining resources being deployed following recommendations emerging from the annual workplan and budget process.

Collaboration with IFAD funded 'Firstmile' and 'Building Market Services' projects

The 'Building Local Market Services' grant to Traidcraft currently being reviewed by IFAD is planned, if approved, to run from July 2007 to March 2008. This grant will allow collaboration in the following areas:

Assessing strengths and weaknesses of local entrepreneurs operating potential MAC's in Kenya, Uganda and Tanzania will be undertaken in collaboration with RKN managers and will feed its results into the RKN project's assessment of MAC training needs.

Conducting a competition and making a short list of entrepreneurs for training in a, still to be approved, follow up IFAD grant to Traidcraft will be undertaken in collaboration with RKN managers and will feed into the RKN's selection of entrepreneurs.

Drafting training resources on LLL internet learning, MAC business model, good service provider, and financial management, and conducting a review workshop in Uganda and amending the training resources will provide training resources to be used by the RKN project. An RKN service contract will orient its national consultants/mentors on how to support the emergence of commercial services.

Mentoring local entrepreneurs and emerging MACs on business model learning will be undertaken in collaboration with RKN managers and national consultants/mentors and make a contribution to the RKN service contract on Managing the LLL platform.

Maintaining the LLL website and hosting for 2008 the Demand Driven Services team on which the RKN project will conduct its learning about setting up MAC's will make a contribution to the RKN service contract on Managing the LLL platform. This service contract will cover the costs of hosting the Informing Commercial Enterprises team of RKN managers and national consultants/PNC for 2008.

Documenting good practice and business plans will be undertaken in collaboration with RKN managers and will make a contribution to the RKN service contract on capturing lesson learning.

Continuation of this collaboration beyond March 2008 is dependent on IFAD's approval of a further grant to Traidcraft for 'Building Local Market Services'. The 'Firstmile' project will share its learning on how to set up local market intelligence gathering systems with the learners on the RKN as it happens through the LLL platform. The project will also make available the software for sms access to online databases to the RKN project when it is developed in 2008.

Acknowledgments

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Dan Kisauzi and Paul Nyende, NIDA, April 2007

Annex A. List of Participants

Name	Institution	Country	Contact
Godrick Khisa	FAO/FFS	Kenya	ffsproj@africaonline.co.ke
Habakkuk Khamala	FAO/FFS	Kenya	hkhaamala@yahoo.co.uk
James Okoth	FAO/FFS	Uganda	james.okoth@fao.org
Betty Ajambo	FAO/FFS	Uganda	ajambob2004@yahoo.com
Jennifer Hire	FAO/FFS	Uganda	hirejennifer2002@yahoo.com
Thomas Julianus	FAO/FFS	Tanzania	ffskagera@hotmail.com
Justinian Mchunguzi	FAO/ FFS	Tanzania	ffskagera@hotmail.com
James Kanye	MOPA	Kenya	iwkanyi@yahoo.com
Mark Farahani	KIRSEC	Tanzania	mfarahanitz@yahoo.com
Charles Aben	NAADS	Uganda	stnaads@yahoo.co.uk
Vincon Nyimbo	AMSDP	Tanzania	vnyimbo@yahoo.co.uk
Rob Donnelly	Traidcraft	UK	robertd@traidcraft.org
Clive Lightfoot	LConsult	UK	clive.lightfoot@linkinglearners.net
Ueli Scheuermeier	Agridea	Switzerland	uelischeuermeier@yahoo.com
Martin Rokitzki	IFAD	Italy	m.rokitzki@ifad.org
Dan Kisauzi	NIDA	Uganda	dankisauzi@nida.or.ug
Paul Nyende	NIDA	Uganda	pvnyende@yahoo.com

Report on the FAO RKN Inception Workshop

Annex B. Workshop Programme

Tuesday 17th April

Time	Activity	Organization	Materials	Learning Objectives
08.00	Participant Registration	Registration desk	Registration form Participant workshop kits	
09.30	Introduction of the participants Welcome address FAOR Workshop objectives and process	Plenary session Chair: Dan Kisauzi Presenters: Percy Misika FAOR Uganda, Facilitators	Flip chart, tape, pens, labels,	Understanding the workshop purpose and objectives of 'doing things commercially to sustain services'.
10.30	Tea break			
11.00	Sharing FFS needs and challenges from Kenyan, Uganda and Tanzania	Plenary session Chair: Dan Kisauzi Presenters: Farmers from FFS in each country	Flip chart/projector	Identifying farmer needs in meeting the FFS challenges for sustaining services, improving market access and ICT networking.
12.00	Sharing farmers experiences in improving market access and challenges in improving local ICT networks	Plenary session Chair: Dan Kisauzi Presenters: Kikasha, Mumuka farmers, Kirsec	Flip chart/projector	Sharing experiences in meeting marketing challenges from Kenya farmers and ICT challenge from Tanzania internet café owner
13.00	Lunch Break			
14.00	Assessing what information is needed by small farmers to improve their access to markets	Panel session Panel: FFS network coordinators, AMSDP Facilitators	Flip chart, cards, pens, tape	Developing the demand of small farmers for market information and services
15.30	Tea break			
16.00 17.30	Assessing what national level support is needed for emergence of local 'market service enterprises'	Plenary session Facilitators	Flip charts, cards, pens, tape, drop box	Developing the demand of local market service providers for national level support.

Report on the FAO RKN Inception Workshop

Annex B. Workshop Programme (continued)

Wednesday 18th April

Time	Activity	Organization	Materials	Learning Objectives
09.00	Recap on future vision of value chains, MAC and PNC needs to improve small farmer access to market information and markets	Plenary session Facilitators	Flip chart	Developing common vision for the future of improved market access
10.30	Tea break			
11.00	Firstmile and Traidcraft project resources supporting emergence of local market service enterprises and national support	Plenary session Facilitators Presenters: Agridea and Traidcraft	Flip chart/projector	Identifying existing project resources available to support future vision of RKN
12.30	SCAPEMA project	Plenary session Facilitators Presenter: Martin Rokitzki	Flip chart, cards, pens, tape	Identifying existing project with interest in RKN.
13.00	Lunch Break			
14.00	Identifying outputs for the RKN project to contribute to the future vision.	Plenary session Facilitators	Flip charts/ projector	Developing a medium term framework for project of goals, objectives and outputs
16.30	Tea break			
17:00 18.00	Developing the task and identifying groups to identify project activities	Plenary session Facilitators	Flip charts	Developing group work on RKN project activities

Report on the FAO RKN Inception Workshop

Annex B. Workshop Programme (continued)

Thursday 19th April

Time	Activity	Organization	Materials	Learning objectives
09.00	Recap on medium term framework and group work	Plenary session Facilitators	Flip chart	
09.30	Group work on project activities to realize outputs	Group work by tasks Facilitators	Flip charts, cards, pens, tape	Identifying project activities to meet outputs
10.30	Tea break			
11.00	Group work and exchange in 'carousel'	Group exchange Facilitators	Flip charts, cards, pens, tape	Identify project activities
13.00	Lunch Break			
14.00	Presentation and harmonization of activities	Plenary session Facilitators Presenters: 3 Groups	Flip charts/projector	Creating common agreement on activities to meet project outputs over the three years.
16.30	Tea break			
17:00 18.00	Identifying areas for outside assistance	Plenary session Facilitators	Flip charts, pens, tape	Identifying areas for service contracts

Friday 20th April

Time	Activity	Organization	Materials	Learning objectives
09.00	Introduction to changes in workshop programme schedule	Plenary session Facilitators	Flip chart, pens, tape	
09.30	Session 1. On project management Session 2. On LLL platform operations	Concurrent sessions Facilitators	Flip charts, cards, tape, pens	1. Identify management challenges and options as well as regional and national recruitment process 2. Review operation of LLL internet learning platform and identify improvements
10.30	Tea break			
11.00	Sessions 1 and 2 continued	Concurrent sessions Facilitators	Flip charts, cards, tape, pens	
13.00	Lunch Break			
14.00	Presentation of concurrent session outputs	Plenary session Presenters: Groups	Flip charts	Creating common understanding on management of RKN and LLL platform
15:00	Closing Ceremony	Plenary session Chair: Dan Kisauzi Speech: Martin Rokitzki		
15.30	Tea & Departure			

Annex C. Instructions for Group Work for Identifying Activities

Group A:

Commercially oriented MACs are operating in „Districts“
(possible criteria to check if this is achieved: Private investors have invested)
Thomas Julianus, Habakkuk Khamala, Rob Donnelly, Mujwahuzi, Mark Farahani

Group B:

Private entity is operating at national level that meets the needs of MACs in a commercially oriented way
(possible criteria to check if this is achieved: Businessplan is available)
Godrick Khisa, Jennifer Hire, Charles Aben, Vincon Nyimbo

Group C:

1. Lessons learnt in initiating & supporting emergence of MACs are made available
2. Intelligence base at national level is initiated (with test-runs)
3. Learning network for peer-exchange is up and running

James Okoth, Betty Ajambo, James Kanyi, Martin Rokitzki

Tasks:

Discuss and present: What will the project do to achieve these outputs

- a) Formulate a set of activities on cards, one activity per card
- b) Arrange the cards in correct sequence and according to the years in which this activity has to be done, ie. years 1, 2, 3
- c) Stick the cards to the wall for presentation
- d) Make sure each member of the group can explain your result to other members of the group

Procedure:

1. Work in groups
2. Reshuffle the groups into exchange groups
3. Exchange the results in rotation
4. Back to working groups for finalizing
5. Plenary to pull everything together onto one chart for working plan.

Annex D. User Review of LLL Internet Learning Platform

A subset of participants at the workshop reviewed the LLL platform and explored suggestions for improvements. These participants all had extensive experience in using the platform. Reviewing past experiences uncovered the following:

Strengths

- The platform allows to share relevant ideas & experiences
- It is a source of new ideas: Specifically mentioned were the warehouse receipt system and possibilities of wireless access to the internet.
- It gives a chance to learn ICT-literacy. Several participants pointed out that they only learnt to use the internet for their purposes after having joined the platform
- It is a good lobbying instrument when explaining the use of the internet to local officials and agencies. Showing what is there on the platform often surprises these people and makes them realize this may be something important for them.

Weaknesses

- Only a few farmers can use it. There are issues of language, distance, costs of internet, literacy in using it, and the costs of printing
- There is little or no information about international markets
- There is no fast response to questions being posted. This can be frustrating.

Opportunities

- Skilled contact persons in villages could become a better link between the platform and groups of farmers.
- Exchange platform is for learning exchange of experiences but not for locally relevant market intelligence. Such a market intelligence platform would be an interesting addition.
- Get traders & processors on the platform
- Arrange for profiles of various players/ members to appear on the platform.

Risks

- "We don't allow flash/disks" is a frequent bottleneck when working through internet cafes
- There is a large chance for misunderstandings to happen, eg. Farmers think they are invited to a workshop if there is news about it on the platform. This must be taken care of.
- Unreliable ISP: Too often the ISP is unreliable or is difficult to deal with in terms of payments, etc.

The following ideas for improvements emerged:

1. **An SMS-alert system** would allow to save a lot of costs: An SMS would be sent automatically when an entry has been made that interests the participant, such as for instance a reply to a query s/he has made or a new posting on a discussion s/he is interested in.
2. One should explore **village level access points**, eg. via GPRS-mobiles and laptops (possibly charged through multitasked solar charging stations). The operational costs for this could be quite high and still be profitable, because it costs a lot to travel to town. However, such access points in the village would have to operate as small businesses in their own right. They require a businessplan.
3. The existing platform could be improved to allow to find and download information much more easily, and the downloads should already be in a format which **easily prints in a format that it can already be photocopied** and distributed without editing.
4. A package of **PR material** for the LLL platform, ie. brochures, posters, etc. These should be available for use during farmer meetings, various rural tradefairs etc.

Report on the FAO RKN Inception Workshop

Annex E. Input to Workplan and Budget

Activity Schedule for First Year

Activity	A	M	J	J	A	S	O	N	D	J	F	M
Commercially oriented MAC												
Identify initial entrepreneurs/enterprises starting to operate as MACs												
Identify initial mentors for mentoring MACs through their development programme												
Mentor initial MACs												
Assess training needs of MACs												
Develop training materials and training programme												
Regional exchange workshop reviewing mentoring experience and training needs												
Training of mentors												
Identify second round of entrepreneurs/enterprises that could become MACs												
Identify additional mentors												
Private National Company operating												
Develop process by which private national company can emerge												
Emergent private national company starts offering services												
Learning network for peer exchange is up and running												
Analysis of the LLL platform and implementation of identified improvements												
Manage learning network LLL platform												
National review workshop												
Regional review workshop												
Lessons learnt in initiating and supporting MACs are made available												
Synthesise debates / discussions on LLL platform												
Identify, gather and write up case studies on MAC experiences and impacts												
Identify, gather and write up good operational procedures and practices of MACs												
Establish impact monitoring methodology												
Review and planning for second year												

Description of Activities

Identify initial entrepreneurs/enterprises starting to operate as MACs: Select entrepreneurs from amongst those participating on the LLL platform to be done by PMT. Costs are PMT. Contribution on developing selection competition from 'Building Local Market Services' grant to Traidcraft.

Identify initial mentors for mentoring MACs through their development programme: Mentors will provide face to face coaching, online coaching and individual training of initial MACs (2 mentors per country). Should be based as close as possible to the locality of the initial MACs. Selected from people participating on the LLL platform or knowledgeable about the MAC concept. Identified by PMT. Costs are PMT plus selection interview of potential candidates (travel, accommodation if necessary).

Mentor initial MACs: Each mentor will be responsible for 1 or 2 MACs. 1 field visit every 2 months to each MAC. Duration of visit 4 days. 2 days per month per MAC online mentoring. Duration of mentoring = 6 months. Costs fees = 3 visits X 15 MACs X 4 days = 180 days. 12 days online mentoring X 15 MACs = 225 days. Contribution to mentoring from 'Building Local Market Services' grant to Traidcraft.

Annex E. Input to Workplan and Budget (continued)

Description of Activities

Assess training needs of MACs: Training needs to be assessed by the mentors as they do their mentoring and by the PMT through their field visits and discussion with mentors. Training needs will be a learning agenda area on the LLL platform. PMT to define training needs. Costs are PMT. Contribution to assessment from 'Building Local Market Services' grant to Traidcraft.

Develop training materials and training programme: Training materials will be developed by 'Building Local Market Services' grant to Traidcraft. PMT and mentors to contribute to this process through participation in Traidcraft field visit, and through review and feedback on drafts. Costs fees = 2 days per training module X 4 modules X 6 mentors = 48 days.

Regional exchange workshop reviewing mentoring experience and training needs: 2 day workshop at which all MACs and mentors exchange experiences and learning on mentoring experience. Also review draft training materials. Costs include venue, stationary, accommodation, travel (of MACs, mentors, PMT and PNC). International facilitator costs to be covered in 'Building Local Market Services' grant to Traidcraft.

Training of mentors: Mentors need to be skilled in: 1) Facilitating experiential workshop, 2) Facilitating action research process, 3) Managing online peer exchange, 4) Business counselling. One introductory orientation workshop to cover action research, peer exchange and business counselling. Training in facilitation of experiential workshops to be conducted prior to delivery of training to MAC's at the beginning of year 2. Costs for one regional workshop for mentors including travel/dsa of intl trainers. Time for international trainers to be covered from service contract

Identify second round of entrepreneurs/enterprises that could become MACs: Identify potential entrepreneurs from LLL, FAO, IFAD and advertisement. Develop competition and criteria for selection competition, conduct competition, shortlist and interview by private national company and PMT and outsiders in service contract for process for PNC to emerge. Support to prepare competition and selection from 'Building Local Market Services' grant to Traidcraft. Cost are PMT plus placing advertisement and conducting interviews.

Identify additional mentors: Develop competition and criteria for selection, conduct competition, shortlist and interview by private national company and PMT. Cost are PMT plus placing advertisement and holding interviews.

Develop process by which private national company can emerge: Service contract also includes identification of MAC's and mentors.

Analysis of the LLL platform and implementation of identified improvements: Service contract (also includes resources to IDESO to make improvements) Input from users to be obtained during outsider field visits covered in 'Building Local Market Services' grant to Traidcraft.

Manage learning network LLL platform: Service contract to cover mentoring of mentors as well as the MAC in DDS team, maintaining contacts and managing the knowledge pool, and updating the website (also includes subscription for LLL learning team on Informing Commercial Enterprises. Contribution from 'Building Local Market Services' grant to Traidcraft.

National review workshop: Two day 'trade fair' review workshop for all emerging MAC (not just selected MACs) and mentors in each country. Costs include venue, stationary, accommodation, travel of MACs, mentors and PMT and travel and dsa for international facilitators. Service contract for time of international facilitators.

Regional review workshop: Two day 'trade fair' review workshop in Uganda after regional exchange workshop for fifteen selected MACs and mentors. Costs include venue, stationary, accommodation, travel of MACs, mentors and PMT and dsa for international facilitators. Service contract for time of international facilitators.

Synthesise debates / discussions on LLL platform: Mentors to draft syntheses 2 days every 2 months for 10 months per 6 mentors. Costs are fees for 60 days. Service contract to coach mentors.

Identify, gather and write up case studies on MAC experiences and impacts: Mentors to draft inputs to cases from their reporting to PMT 2 days every 2 months for 6 months per 6 mentors. Costs are fees 36 days. Service contract to prepare case studies and stories. Contribution from 'Building Local Market Services' grant to Traidcraft.

Identify, gather and write up good operational procedures and practices of MACs: Mentors to draft inputs to practices from their reporting to PMT 2 days every month for 2 months per 6 mentors. Costs are fees 24 days. Service contract to prepare good practices. Contribution from 'Building Local Market Services' grant to Traidcraft.

Establish impact monitoring methodology: Develop impact monitoring protocol by PMT in collaboration with FAO and IFAD programme partners. Costs are PMT

Review and planning for second year: Review of first year performance and planning of second year immediately after the regional review workshop to include members of Core Information Teams in Kenya, Uganda and Tanzania. Service contract for international facilitators.

Annex F. Impact Interviews and Stories

Local Expressions on Impact from Learning how to Improve Marketing

Sometimes what local people say conveys more about impact than columns of figures can. Here we share a number of interviews with the participants of our "Firstmile Project" in Tanzania. The First Mile project is all about local people, small farmers, traders, processors, and others from rural villages and towns learning how to build a marketing chain from producers to consumers. Key to their learning is the development and exchange of their local experiences and good practices.

Work on improving small holder farmers' access to markets started in August 2005 following training courses for AMSDP staff and beneficiaries in: a) how to facilitate face-to-face action learning; and b) how to share local experiences using the LLL online learning support service at www.linkinglearners.net. In March 2006, after eight months of learning-by-doing, those involved came together and assessed the impact of their work on market chain development. In what was in effect just one season they had the following to say about impact of the 'firstmile' on their access to markets, production and incomes.

Improving Farmers' Access to Markets

"Yes the farmers have better access to the markets because they use the mobile phone. Some are trying or have already opened an email address and will use this for the next season because they will see that a mobile phone limits them when finding a market outside that area. So when you use the mobile phone you have to know who you are going to contact but when you use the email you can spread more information without knowing who are going to, especially with the LLL system."

Michael Matambe, AMSDP District Focal Person Mbeya District.

"We have achieved access through giving the farmers hand sets they can use to communicate with the market places and the traders. Also we have introduced the market centres in our local areas we have five groups which have thirty members each. So from there we have 150 members who are in this programme. The income has increased because they sold more and this income also goes to the particular households in the groups."

Seme Anyubatile, AMSDP District Focal Person Mbarali District.

"The farmers now see the importance of having bulking centres instead of everyone selling on his own and fortunately this coincides with the introduction of the warehouse receipt system which in conjunction with bulking centres will assist very much in increasing the price and increasing the earning of our farmers. Our farmers have also seen the importance of working in groups; previously everyone was working on their own. We have seen the importance of coordinating the information within their groups and also seeking for market information from outside. They have seen the importance also of using the Internet. Therefore one of our groups has an e mail Internet address, which will be used assisted by myself because it is a new address and the person is not yet very competent of using the Internet. So I will be assisting him in opening the internet and conveying information to the Nakahogo group which is a paddy group in Songea. The information received from the Internet is printed out and taken to the groups and then the reaction is sent back to me and put again into the Internet."

Job Eliushi Mushi, Partner Agency in Songea District.

"We saw that fishermen were getting low prices due to their fish not being well processed. They are using the method of drying fish on the sand and by doing so it reduces the price. People do not want to eat sardines having sand you see. We taught them to construct driers by using local materials which are available in that place. They now have a bamboo stand for drying fish and for drying sardines they used just wire mesh. The result of the drying method improved the quality of fish and sardines so that enabled the fishermen to attain the high price. We have three groups, with 84 members, which are dealing in sardines processing that improved the quality of fish and raised their income by providing the best quality. Now fishermen want us to help them obtain modern fishing gear by providing loans. So we are helping them to form a strong savings and credit societies."

Salvatory Mayoka District Market Monitor, Nkasi District

"Before the firstmile all the middlemen came to say now this is maize or sunflower I can buy for this price. But after getting knowledge and the marketing skills farmers have knowledge to say no or to say with one voice according to production costs and gross margin calculations this much is the price. So that if the trader came to the village and want to buy the crop they have to pay the price otherwise the farmer will sell it to another market. They have the opportunity to sell at the village level or sell outside the village. If they heard from the radio about the price they have the power to collect the produce together find the transport and take it to that market."

Nuswe Nyanzali, AMSDP District Focal Person, Mufundi District

Annex F. Impact Interviews and Stories (continued)

Increasing Crop Production and Family Incomes

“There has been change especially for maize. The farmers, they have used a warehouse system to store their produce so that they can gain more profit than when they were not using the warehouse system. For example this year about 15 producers stored their maize in the warehouse about 22.5 tons. After six months they gained a profit as they sold this for 5.2 million shillings. This is a profit because before they were selling their produce at a farm gate price to the middleman and getting less than 2.1 million shillings for the same amount of produce. So they are getting more than twice the amount. They have gained a profit and they have gained an increase in their household income.”

Michael Matambe, AMSDP District Focal Person Mbeya District.

“Yes because farmers when they sell for their profit they increase the size of their farms and they can get farm input easily. So there are changes in production. We have not so much changed the type of crops but the quantity has increased.”

Seme Anyubatile, AMSDP District Focal Person Mbarali District

“Through the Core group we managed to communicate to a buyer of pigeon peas in Arusha who gave us some seed which was used by the Songea farmers groups, who then managed to produce them. Eleven tons were sold and farmer groups for the first time from this new cash crop realised 2.9 million shillings which is something that was different from previous experiences. This experience has increased the morale for producing this new crop as an alternative cash crop to tobacco which was previously a cash crop in Songea. Also our farmers have realised more money because the production cost of these pigeon peas is around 68 -70 shillings per kg, compared to maize which is almost 100120/= per kg. Therefore the difference makes more earning for a farmer who produces pigeon peas than that farmer who produces maize. Last crop season our farmers realised about 200,000/= income compared to the previous years when they just depended on maize and tobacco which was less.”

Job Eliushi Mushi, Partner Agency in Songea District.

“The changes in crop production are visible because before the introduction of firstmile the production was low. This was because the farmers did not know where to sell their crops. Because the idea of producing more to market was not in their mind so they produced only for food with a remainder to sell for their cash income. The changes of the farmers came by giving them knowledge of marketing and helping them so that they can sell somewhere. The market needs good quality, frequent delivery of the crop so that they can make a contract with them so that they can benefit more. So through telling them that if you want a good price it must be good quality changed their minds. Also the farmers grouped together to get bulk and reduce transport costs. If you are transporting just two tons your transport costs will be too high. Yes I can say the income of the householders has increased because you notice changes. For example, farmers were dressing poor but after firstmile even the physical view is that the family is dressing good and even the house. You can now see iron sheets on the roof. Yes you can see the changes.”

Nuswe Nyanzali, AMSDP District Focal Person, Mufundi District

Annex G. Activities to Achieve Project Outputs

Output: Commercially oriented MACs are operating in Districts

YEAR 1	Responsible
Identification of MACs	
Undertake inventory of potential entrepreneurs / enterprises which could become MACs from FFS, IFAD, LLL	PMT
Determine criteria for selecting entrepreneurs/ enterprises to participate in this project to be supported to be MACs	PMT, Outsiders
Identify entrepreneurs/ enterprises that could become MACs	PMT, Outsiders, PNC
Select entrepreneurs/ enterprises to participate in this project using Application Forms, Short listing, Interviews	PMT, Outsiders, PNC
Training of MACs	
Identify Local and Regional trainers(people who will do the training)	PMT, Outsiders
Do a training needs assessment of trainers	Outsiders
Develop a training program/ plan for the trainers	Outsiders
Conduct a training for the trainers	Outsiders
Conduct training needs assessment for the MACs	Outsiders, PNC
Develop/ design a training programme for the development of the MACs (including training workshops, mentoring, peer to peer exchange and follow up)	PMT, Outsiders, PNC
Develop training materials	Outsiders
Begin delivery of the training program	PMT, Outsiders, PNC
YEAR 2	Responsible
Identification of MACs	
Identify second round of MACs to be supported through the training programme (using process as above, amended based upon experience)	PMT, PNC
Training of MACs	
Continue with the delivery of the training programme for the first round of MACs	PMT, Outsiders, PNC
Mentor and advise MACs as they develop business plans	PNC, Outsiders
Begin delivery of the training programme for the second round of MACs	PMT, Outsiders, PNC
Learning	
Develop standard procedure for follow up on performance of MACs(used across all the 3 countries)	PMT, MAC, PNC, Outsiders
Follow up on the performance of MACs. Determine commercial viability, lesson learning,	PMT, PNC, Outsiders
Undertake assessment of the training program (including: quality of materials, quality of trainers, design of the program) and remaining training needs	PMT, MAC, PNC, Outsiders
Documentation of successes, failures and lessons	PMT, PNC, Outsiders
Feedback on performance of MACs through review meeting, reports/ publications	PMT, MAC, PNC
Amend MAC selection process and training programme based upon the learning	PMT, PNC
Cost sharing fund (fund that subsidises MACs to purchase services from PNC)	
Establish a fund for MACs to purchase services from the PNC	PMT
Determine criteria and mechanism for accessing the fund	PMT
Manage the fund including: applications for funds, disbursement of funds, repayment of funds	PMT
MAC – PNC relationships	
Establish a mechanism for MACs and the PNC to establish commercial relationships for the delivery and payment of services	PMT, PNC MAC
YEAR 3	Responsible
Training of MACs	
Continue with the delivery of the training programme for the second round of MACs	PMT, Outsiders, PNC
Mentor and advise MACs as they develop business plans	PNC, Outsiders
Learning	
Follow up on the performance of MACs. Determine commercial viability, lesson learning,	PMT, PNC, Outsiders
Undertake assessment of the training program (including: quality of materials, quality of trainers, design of the program) and remaining training needs	PMT, MAC, PNC, Outsiders
Document successes, failures and lessons	PMT, PNC, Outsiders
Feedback on performance of MACs through review meeting, reports/ publications	PMT, MAC, PNC
Cost sharing fund (fund that subsidises MACs to purchase services from PNC)	
Continue to manage the fund including: applications for funds, disbursement of funds, repayment of funds	PMT

Report on the FAO RKN Inception Workshop

Output: PNC is operating at national level that meets the needs of MACs in a commercially oriented way

YEAR 1	Responsible
Develop process by which PNC can emerge	PMT, Outsiders
PNC to obtain capital equipment as required and ICT connectivity	
Identify sources of market intelligence and develop networks and relationships with information sources	
Deliver services to MACs in particular market intelligence.	
YEAR 2	Responsible
Develop feedback / quality control mechanisms between PNC and MACs	PNC
Develop PNC business plan (including identifying service offer, projecting demand for services and fee structure)	PNC, Outsiders
Continue delivering services to MACs	PNC
Train PNC staff	PNC, Outsiders
Explore sources of finance for MACs	PNC
Develop market intelligence linkages Regionally and internationally levels	PNC
YEAR 3	Responsible
Continue delivering services to MACs	PNC
Progress review	PMT, PNC, Outsiders
Dissemination of lessons learned	PMT, PNC, Outsiders

Output: Learning network for peer exchange is up and running

YEAR 1	Responsible
Analysis of the LLL platform and implementations of improvements.	Outsiders
Manage learning network LLL platform	Outsiders
Conduct training on LLL use	Outsiders, PMT
National review workshop	PMT, PNC, MAC, Outsiders
Regional review workshop	PMT, PNC, MAC, Outsiders
YEAR 2	Responsible
Manage learning network LLL platform	Outsiders
Conduct training on LLL use	Outsiders, PMT, PNC
National review workshop	PMT, PNC, MAC
Regional review workshop	PMT, PNC, MAC, Outsiders
YEAR 3	Responsible
Manage learning network LLL platform	Outsiders
Conduct training on LLL use	PNT, PMU
National review workshop	PMT, PNC, MAC, Outsiders
Regional review workshop	PMT, PNC, MAC, Outsiders

Output: Lessons learnt in initiating and supporting MACs are made available

YEAR 1	Responsible
Produce and disseminate information material that captures: Learning process, Good practices, Discussions on LLL, Outcomes on meetings for MACs and PNC	PMT, PNC, MAC, Outsiders
Establish impact of monitoring mechanism for project	PMU
YEAR 2	Responsible
Review learning / business agenda and identify new learning agenda	PMT, PNC, MAC, Outsiders
Produce and disseminate information material that captures: Learning process, Good practices, Discussions on LLL, Outcomes on meetings for MACs and PNC	PMT, PNC, MAC, Outsiders
YEAR 3	Responsible
Review learning / business agenda and identify new learning agenda	PMT, PNC, MAC, Outsiders
Produce and disseminate information material that captures: Learning process, Good practices, Discussions on LLL, Outcomes on meetings for MACs and PNC	PMT, PNC, MAC, Outsiders

Output: Intelligence base at national level is initiated

YEAR 2	Responsible
Engage RKN (in Kenya and Uganda) in R&D process of the people side of the First Mile Intelligence base	PMT, Outsiders
Analyze and define what has to be up scaled	PMT, Outsiders
Identify a system for storing and retrieving market intelligence	PNC, PMT, Outsiders
YEAR 3	Responsible
Test run for up scaling firstmile in other districts/ countries(sms software)	PMT, Outsiders
Negotiate contracts with mobile phone service providers in Uganda and Kenya	PMT
Conduct training to use intelligence base at national and district level	PMT, Outsiders

Annex H. Service Contracts

1. Institutional Development Contract

Develop process by which private national company can emerge

Develop description of the business opportunity in Kenya Uganda Tanzania plus the training support available from the RKN
Present business opportunity to private sector (investors and operators) in an appropriate way in Kenya Uganda Tanzania
Develop criteria for competitors for project training support to show they have capacity and resources to launch the company
Develop and implement process for due diligence in assessing candidates against criteria
Make recommendations to PMT/project steering committee to make decision on candidate to support
Orientation of successful candidate to project concept and operations (including in the identification of MAC's and mentors).

2. Capacity Building

Training of mentors

Prepare training programme and materials for orientation workshop
Delivery of orientation workshop
Mentoring of learning agenda on the ICE team (mentors, PMT, PNC)
Prepare training programme and materials for training in facilitating experiential workshop (for delivery in year 2)

2. Knowledge Management and Planning:

Analysis of the LLL platform and implementation of identified improvements

Interviews with users during field visits and review workshops. Support to field visits covered in Traidcraft grant
Online questionnaire to users
Analysis with mentors and IDESO on areas for improvements at regional review workshop (service contract to cover costs of Ideso participation)
Programming software for technical improvements in the platform (ie sms alerts)

Manage learning network LLL platform

Mentoring learning agenda of DDS team (contribution from Traidcraft grant)
Maintaining contacts and managing the knowledge pool for DDS and ICE teams,
Updating the website (also includes subscription to IDESO for LLL learning team on Informing Commercial Enterprises) Traidcraft grant to cover subscription for DDS team)

Review workshops

Prepare, facilitate, document and report on two day national 'trade fair' assessment workshops in Kenya, Uganda and Tanzania
Prepare, facilitate, document and report on two day regional 'trade fair' assessment workshops in Uganda
(costs for travel and dsa to be covered by FAO)

Capturing Lesson Learning

Synthesise debates / discussions on LLL platform
Identify, gather (interviews and online) and write up case studies on MAC experiences and impacts
Identify, gather (interviews and online) and write up good operational procedures and practices of MACs

Review and Planning for Second year

Facilitate review and planning workshop
Draft annual workplan and budget

Annex I. Photographs of the Workshop

