CGIAR

INITIATIVE ON
Rethinking
Food Markets

The Rethinking Market and Value Chains for Inclusion and Sustainability Initiative

Stakeholder workshop: Scaling preparedness and strategy

Kampala, Uganda
September 30 & October 1, 2024

Objectives

Assess the interventions' scalability and scaling potential, reflect on potential scaling impacts and tradeoffs, and develop the scaling strategy for the innovations.

- Reflect on challenges in implementing and scaling innovations as well as best practices, actionable ideas, and policy changes needed to enable the adoption of innovative interventions,
- Gathering feedback on the potential of these innovations
- Assess and identify scalable innovations,
- Co-design scaling pathways/strategies/actions,
- Mobilize stakeholders' buy-in, resources, and investments,
- Facilitate the forming of scaling partnerships and the innovation ecosystem and
- Enable visibility and uptake of initiative knowledge and other emerging food system innovations research.

DAY 1.

OPENING SESSION

Opening Session

- **Get to know each other:** Self-introduction
- **Opening Remarks: Representative from MAAIF**
- **Welcome Address:** *Dr. Rob Vos*, Lead of Initiative Rethinking Food Markets

Get to know each other

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Rethinking Food Markets and Value Chains for Inclusion and Sustainability

Rethinking Food Markets and Value Chains for Inclusion and Sustainability

STAKEHOLDER WORKSHOP UGANDA

Kampala, 30 September 2024

Welcome remarks

ROB VOS, INITIATIVE LEAD

Food System Challenges

Rethinking Food Markets and Value Chains for Inclusion and Sustainability

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01

Food sector is largest source of income & employment but unable to provide decent livelihoods for billions depending on it

02

Rural and urban workers employed in the agrifood sector only get a small piece of the economic pie and are unable to afford a nutritious diet

03

Weaknesses & inefficiencies in VC are generating poor outcomes for the people and the environment

To address these challenges…

…the ***Rethinking Food Markets*** **Initiative** is generating evidence on innovations, incentives and policies effective for creation of equitable income and business opportunities.

Key Objectives of the Rethinking Food Markets Initiative

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1

Poverty reduction

…through more employment and better incomes for smallholders and SMEs (especially women and youth)

2

Lower GHG emissions

….in domestic and global food markets and value chains

Less food loss

….and waste through improved quality control and logistics

4

Affordable healthy diets

….for poor people and nutritionally vulnerable population

3

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Rethinking Food Markets and Value Chains for Inclusion and Sustainability

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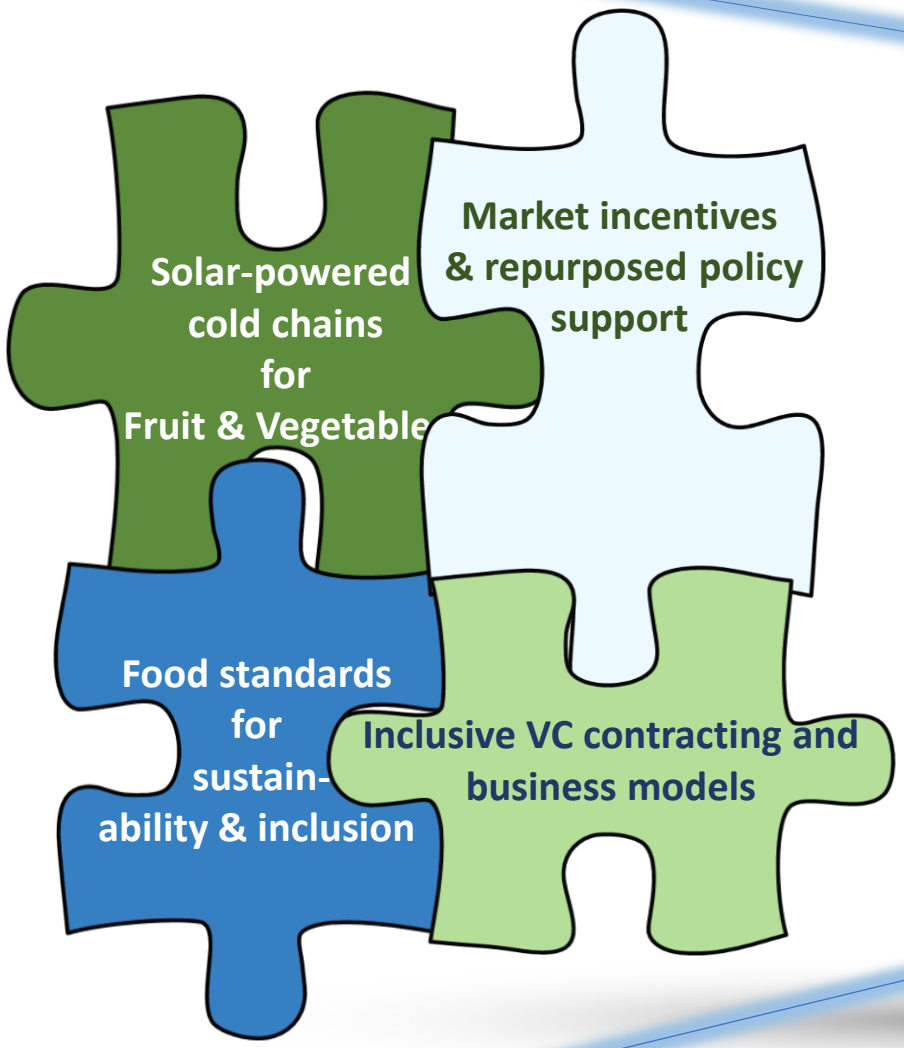
STAKEHOLDER WORKSHOP UGANDA

Kampala, 30 September 2024

Welcome remarks

ROB VOS, INITIATIVE LEAD

Approach: Bundling innovations and interventions



- *More employment and higher incomes (esp. for women & youth)*
- ***Less food loss***
- *Affordable healthy diets*
- ***Lower GHG emissions***

Uganda

Dairy value chain

Targets:

- Empower MCCs with data-based information on milk quality and enhance their capacity to bargain for better prices or better markets
- Enable rewards to suppliers of raw milk of better quality thru price premiums based on data

Research Methods: Impact evaluation of innovation bundles

Innovations:

- Test the impact of milk analyzers on milk quality and quality-based payment system

Partners:
IFPRI, CIMMYT, DDA, SNV, MCCs, Farmers, Processors, MAAIF

Uganda

Digital access to inputs and training safe use of agrochemicals

Target:

- Address the problem of limited awareness of existing innovations that has limited scaling or uptake of the innovations

Research Methods:

- Impact evaluation in five districts of Central Region

Innovations:

- Digital literacy training focused on e-access to genuine, traceable agro-inputs
- Agronomic training with a focus on the safe use and handling of agrochemicals

Partners:

EzyAgric by Akorion Limited, Alliance of Bioversity and CIAT Agro-input merchants, Farmers and Farmer Organizations, Input manufacturers, MAAIF & NARO, Uganda Agri-business Alliance- Export Associations

Rethinking Food Markets Initiative

Innovation Scaling Preparedness Workshops

CGIAR Rethinking Food Markets and Value Chains for Inclusion and Sustainability

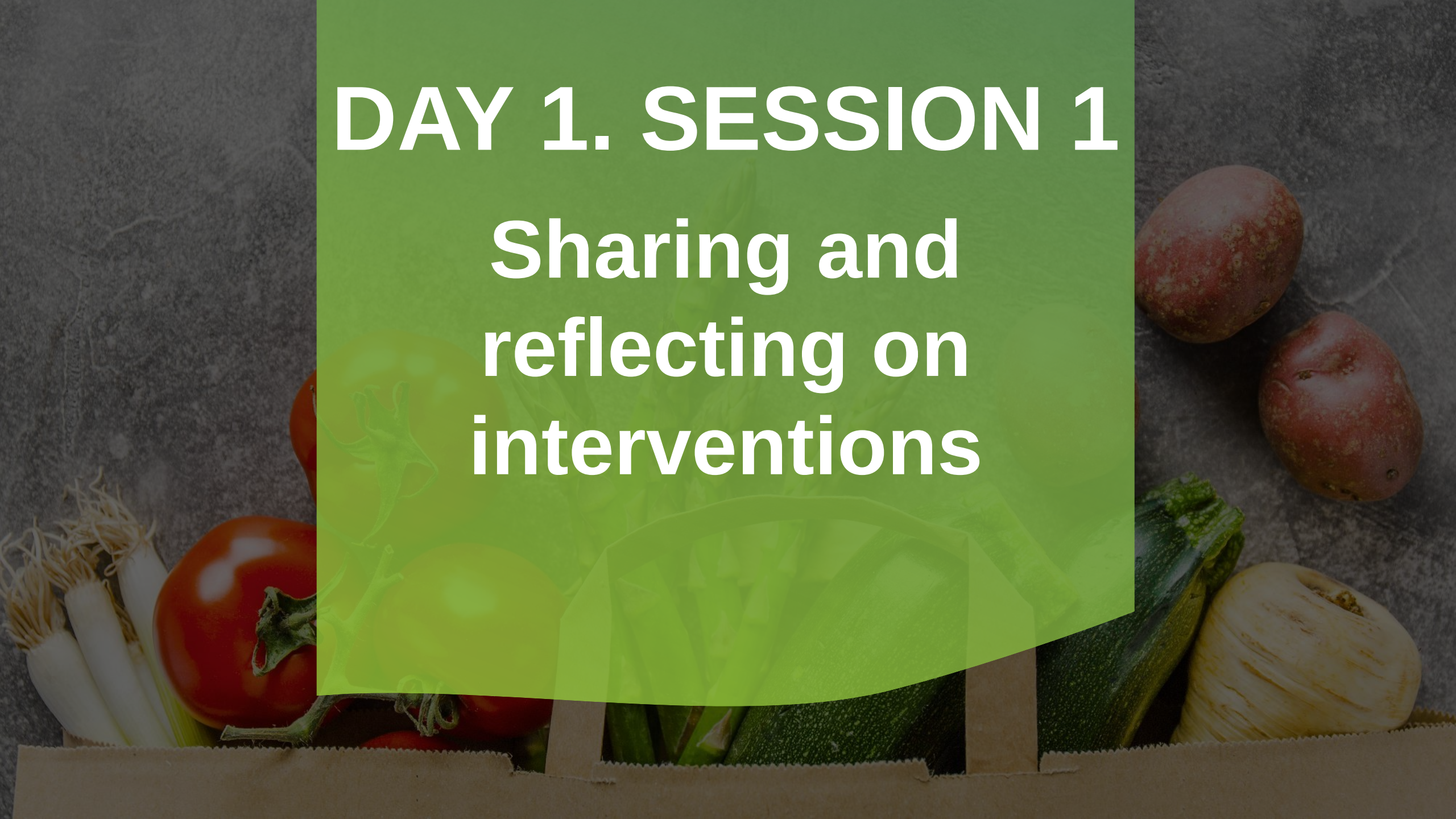
Objectives

- Validate evidence on impacts
- Enhance knowledge sharing and adoption of innovative food system solutions
- Identify best practices & understand challenges in implementing and scaling innovations
- Develop actionable strategies to promote innovation adoption through policy changes
- Assess scaling preparedness and scalability of innovation models
- Identify possible trade-offs associated with scaling
- Co-design scaling pathways/strategies/actions
- Mobilize stakeholders' buy-in, resources, and investments

Country	Location	Dates
Nigeria	Abuja	25-26 September
Uganda	**Kampala**	**30 Sep -1 Oct**
Ethiopia	Addis Ababa	3-4 October
Honduras	Tegucigalpa	22-23 October

Program

Activity	Content
DAY 1: 30/9/2024	
Session 1 (Morning)	Sharing and reflecting on innovations and interventions - Knowledge Platform for Inclusive & Sustainable Food Markets (KISM) seminar and survey - Intervention deep dive - Inputs for guideline “creating more and better employment in agrifood system”
Session 2 (Afternoon)	Reflecting and Identifying Scalable Interventions - How to identify scalable interventions - Assessing the intervention scalability and scaling preparedness
Evening	Workshop Cocktail and networking
DAY 2: 1/10/2024	
Recap (Morning)	Recap Day 1
Session 3 (Morning)	Scaling deep dive: - Scaling scalable innovations: Contexts, resources, and impacts - Intervention survey
Section 4 (Afternoon)	Developing scaling strategies/pathways
Session 5 (Afternoon)	Exploring collaboration and partnership possibilities
Afternoon	Follow up action and closing remark
Evening	Workshop dinner



DAY 1. SESSION 1

Sharing and reflecting on interventions

KISM Seminar:
Sharing and reflecting on interventions

Introducing Session 1

www.kismfoodmarkets.org

Rajalakshmi Nirmal
Senior Program Manager – Rethinking Food Markets Initiative, IFPRI

INTERNATIONAL FOOD POLICY RESEARCH INSTITUTE

IFPRI

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Short Survey on KISM

KISM SURVEY (Menti Meter)

This survey is to get users' feedback and understand benefits from the KISM platform and how it can be improvised.

- Go to: Menti.com
- Enter Code: **4126 6664**

- Survey Link: https://www.menti.com/al8erxtid2i7

Intervention presentations

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RFM Stakeholder workshop
Sep 30- Oct 1, 2024, Kampala, Uganda.

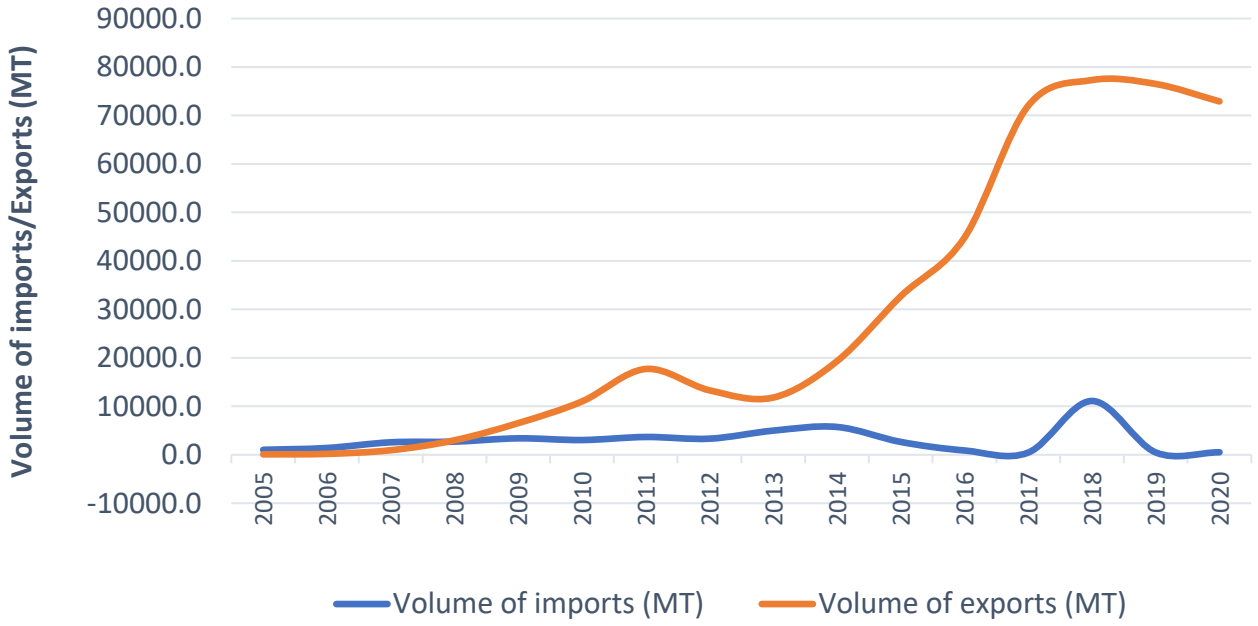
Quality Upgrading in Uganda's Dairy Value Chains

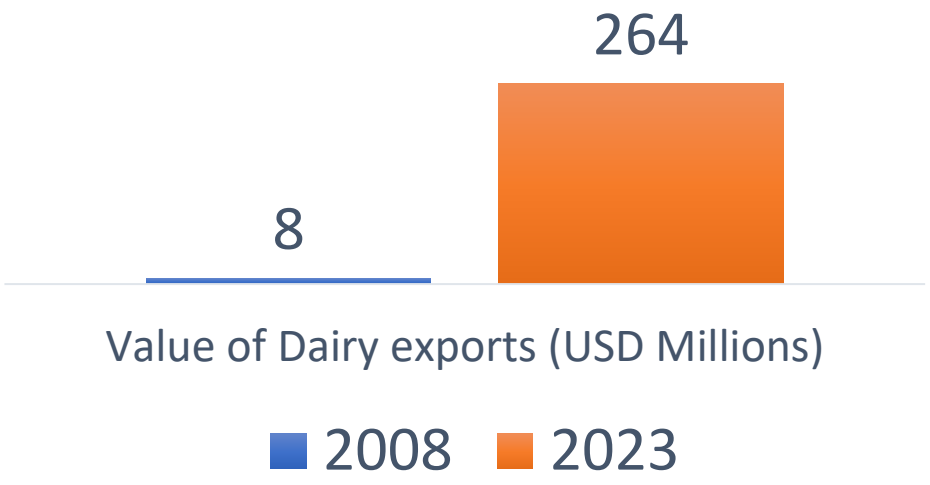
Richard M. Ariong
Bjorn Van Campenhout
Sarah W. Kariuk
Jordan Chamberlin
WP 2, IFPRI

Background

Dairy sector in Uganda

- The sector has grown significantly over the past 15 years (2010-2023)
  - The number of large-scale processing factories has grown from 1 pre-reform to 10 currently
  - Processing and exports have grown skyrocketed
  - Farmers produce more, also due to adoption of exotic breeds
- The growth is attributed to pre-2010 government reforms in regulation and private investment response





Innovation challenge in the value chain

- Farmers are willing and able to increase quality but want to be rewarded for this
- Processors want better quality because that increases production efficiency, and they claim they are willing to pay for it

But: no market for quality – one uniform price

Farmers may be unaware of what processors are looking for (what is quality)

Milk is poured together in MCC, so hard to track the quality

MCC has to accept low prices from a processor who claims milk quality is poor

The vicious circle where farmers are not incentivized to produce quality, and so producers pay low prices because they receive low-quality

Innovation aim:

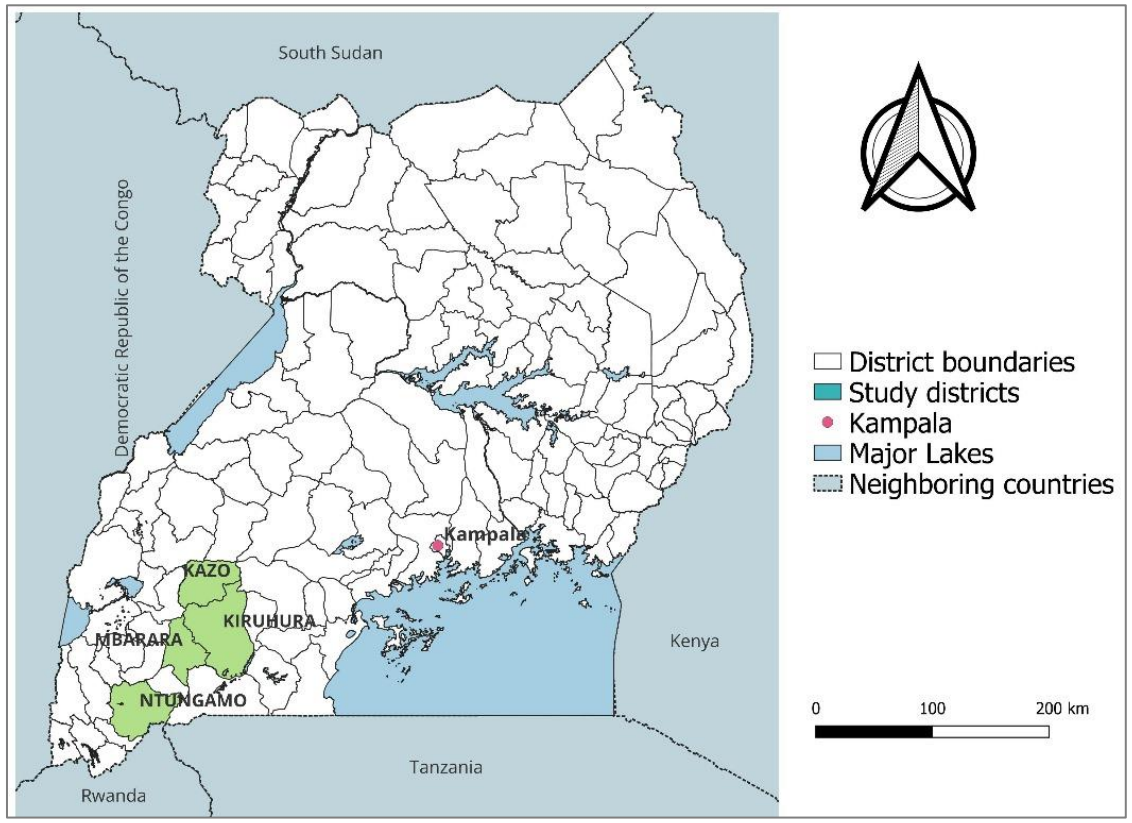
Test a bundle of innovations designed to make quality visible throughout the value chain

Partnerships

Key stakeholders

Innovation design	• IFPRI-CIMMYT • DDA & SNV • Makerere, NARO
Implementing partners	• IFPRI-CIMMYT • DDA • MCCs • Farmers
Scaling partners	• MAAIF & DDA • Processors • MCCs & Farmers

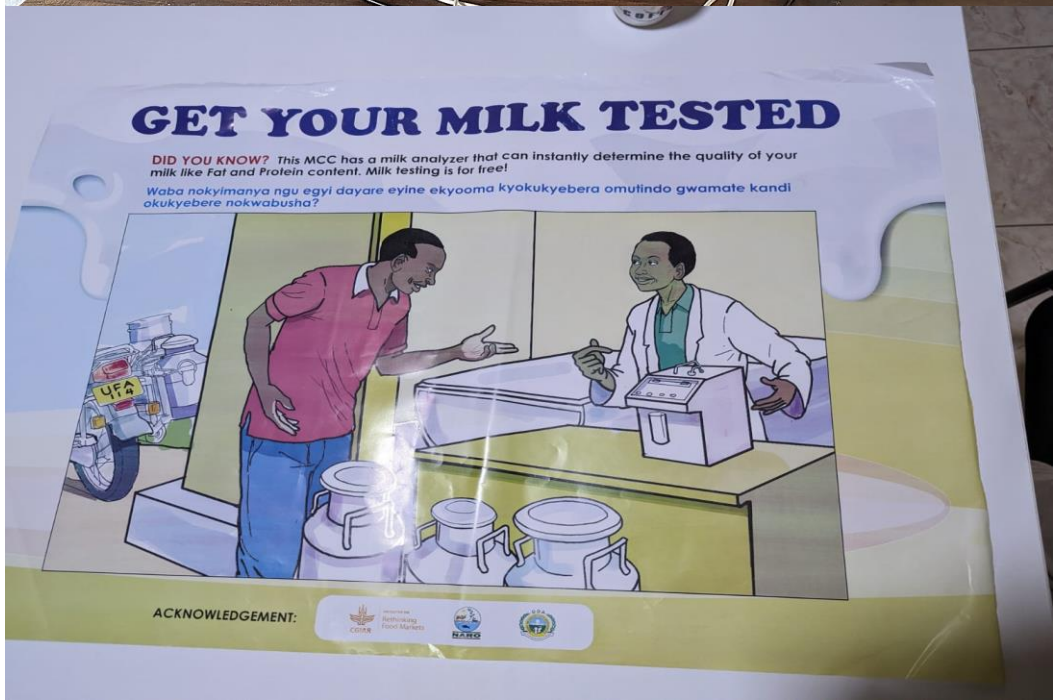
Study sites



Key Innovation attributes

The innovation bundle consists of:

- Installation of milk analyzers at milk collection centers to allow testing of all incoming milk
- Tablet computers with a custom app to keep track of all milk transactions at the MCC level
- A poster sensitizing farmers that the MCC can test milk
- Personalized video extension on ways to improve the compositional quality of milk (butter fat, SNF)
- Farmers were also provided demo seed for pasture improvement (*Chloris gayana*)
- A portal to visualize the data generated by the intervention targeting decision-makers



Intervention process

Timeline

Aug 2022 – Scoping
- IFPRI-CIMMYT
- Makerere University & NARO
- Visited: DDA, processors, SNV, MCCs, Traders, Farmers

Sep 2022 – Innovation designing
- IFPRI-CMMYT

Dec 2022 – Baseline data
- IFPRI-CIMMYT, DDA
- N=2307 farmers &
- N=130 MCCs

Sep 2023 – Partnering
- DDA, MCCs, Farmers

Oct 2023 – Implementation
- Video information
- MA testing
- ICT records app/ system

Mar 2024 – Assessment
- Monitoring
- Qualitative Midline

Oct 2024 – Scaling preparedness

Dec 2024 – Evaluation
- Endline evidence

Progress and results/impacts

- Implementation is coming to an end and so far, the **emerging changes** are as follows:
  - There has been creation of transparency due to objective disclosure of milk quality to suppliers
  - The number of cases of milk adulteration at (treatment) MCCs has fallen
  - Reduction in milk collection in some txt MCCs (- an unintended consequence of the innovation)
- Outcomes
  - Reduction in milk rejections (at txt MCC & Processor exchange levels)
  - Higher milk quality of (txt) MCCs
  - Reputation of some MCCs has improved
  - Creation of historical data for farmers and MCCs to the advantage of the dairy sector in general
- Impacts
  - Anecdotal evidence indicates a rosy picture on impact on quality and we expect significant +effects
  - Impact on price is still subtle. Some MCCs have attested to getting better markets on account of having (MA) evidence of quality milk while many are still offered price as those without evidence of quality.
  - Many MCCs are not using the data/evidence on quality as a bargaining chip.

Note: Two processors have started rolling out the QBP system in SW region, with Pearl Dairies leading the way {Indulge a Rep. from Pearl Dairies to explain their model of QBPS in 2 minutes}.

Implementation challenges

- Breakdowns for some milk analyzers (**MA**s) due to improper use, maintenance & power issues
- Under utilization of MAs due to loss of trained staffs in a few MCCs or utter negligence
- Difficulty in securing spare parts for milk analyzers due to absence of a local supplier
- Low response of buyers to reward quality
- Conflicting results between the MCC and the processor

Potential challenge post IFPRI-CIMMYT exit

- Maintenance of the full set of the technologies by MCCs and DDA
  - Calibration by DDA
  - Regular maintenance and attention to MA breakdowns by MCCs

Possible solution

- This could be managed thru negotiated MOUs between MCCs and the buyers esp. the processors
  - MA maintenance could be handled by a processor, but the cost is shared 50/50 - MCC/Processor.

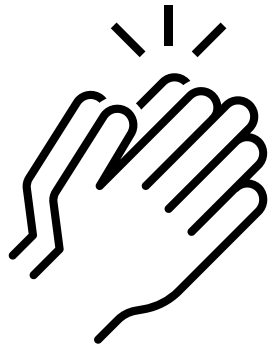
Lesson learned

- Adoption challenges can be alleviated by training and regular and timely attention to monitoring, evaluation & learning (MEL).
- Sustainability depends on the training of stakeholders on the Tech. value and proper use.
- There is an emerging opportunity for MCCs to explore markets that pay for quality.
- Quality is improving MCC's reputation.
- A dispute resolution mechanism is necessary for resolving conflicting results
- Engaging all stakeholders (leaders, suppliers, processors, Gov't) is key to making a full impact.

- Processors need to decide on the tradeoff between quality and quantity of raw milk
- The key factor for adoption and long-term success will be the incentive structure in the dairy value chains.

Q&A

Thanks for listening



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RFM Stakeholder workshop
Sep 30- Oct 1, 2024, Kampala, Uganda.

EzyAgric Digital Platform

Enoch Kikulwe
Susan Ajambo
Sylvester Ogutu
Eliud Birachi
Stewart Ategeka
Zilla Mary Arach
WP 3, ABC

Background

Digital innovations have the potential to address bottlenecks in Agricultural Value chains, including, access to extension services, marketing systems, suitable financial products, reliable weather information, transport services and logistics, and supply chain management.

For the benefits of digital innovations to be realized, the innovations must be adopted at scale.

However, the reach of digital innovations is limited by challenges, such as a need for more awareness of existing innovations and information asymmetries in different contexts.

Partnered with **EzyAgric,** a promising digital innovation, to pilot awareness creation measures for farmers.

Innovation Aim

To address the problem of limited awareness of existing innovations that has limited scaling or uptake of the innovations through:

1. **Digital literacy training focused on e-access to genuine, traceable agro-inputs**
2. **Agronomic training with a focus on the safe use and handling of agrochemicals**

Intervention

- A randomized controlled trial (RCT) in five districts in the central region:
  - ✓ Mubende, Mityana, Nakaseke, Luwero & Kasanda districts
- The baseline survey covered 536 households with:
  - ✓ 282 households in Nakaseke, Luwero, and Mityana districts were randomly assigned to the treatment group
  - ✓ 254 households in Mubende and Kassanda districts were randomly assigned to the control group
- The treatment group received digital literacy coupled with some basic agronomic training
- The control group did not receive training
- Follow-up study conducted (data analysis ongoing)

Partnerships

Key partners and stakeholders

Innovation design

EzyAgric by Akorion Limited

Implementing partners

- Alliance of Bioversity and CIAT
- Agro-input merchants
- Farmers
- Input manufacturers

Scaling partners

- MAAIF & NARO
- Farmer Organisations
- Uganda Agri-business Alliance
- Export Associations

Key Innovation attributes

- A web platform, at a massive scale, guiding and connecting farmers and agribusinesses to services:
  - ✓ 400,000 registered farmers
- A mobile App offering a one-stop-shop for agro-inputs and linkages to production, financial, and marketing services at the farmer's doorstep:
  - ✓ Ordering online: 10,000+ orders delivered
- A knowledge hub providing crop-specific extension information and pest and disease diagnoses:
  - ✓ Average No. of users accessing agronomy content: 8,000 to 20,000 during off and peak seasons, respectively

Key Innovation Attributes (Cont.)

The innovation bundle involves:

- The digital platform
- The EzyAgric platform user guide
- A training guide on the safe use and handling of agro-chemicals

[How to Order .mp4 - Google Drive]

Intervention process

1. Scoping study involving various value chain finance and logistics digital innovations
2. Selection of most promising innovation (EzyAgric)
3. Partnering with EzyAgric
4. Innovation designing
5. Baseline
6. Intervention
7. Follow-up study

Timeline

Nov 2022 — Scoping
- Alliance Bioversity-CIAT (ABC)
- Value chain finance and logistics Ag-tech companies

Mar 2023 — Selection of EzyAgric
- ABC

Jun 2023 — Partnering
- ABC
- EzyAgric

Sep 2023 — Innovation Designing & Bundling
- Developing training materials: ABC & EzyAgric

Sep 2023 — Baseline
- Study design and data collection: ABC
- Site selection: ABC & EzyAgric

Oct 2023 — Intervention
- Conduct trainings: EzyAgric
- Monitoring: ABC

Sep 2024 — Follow-up study
- ABC

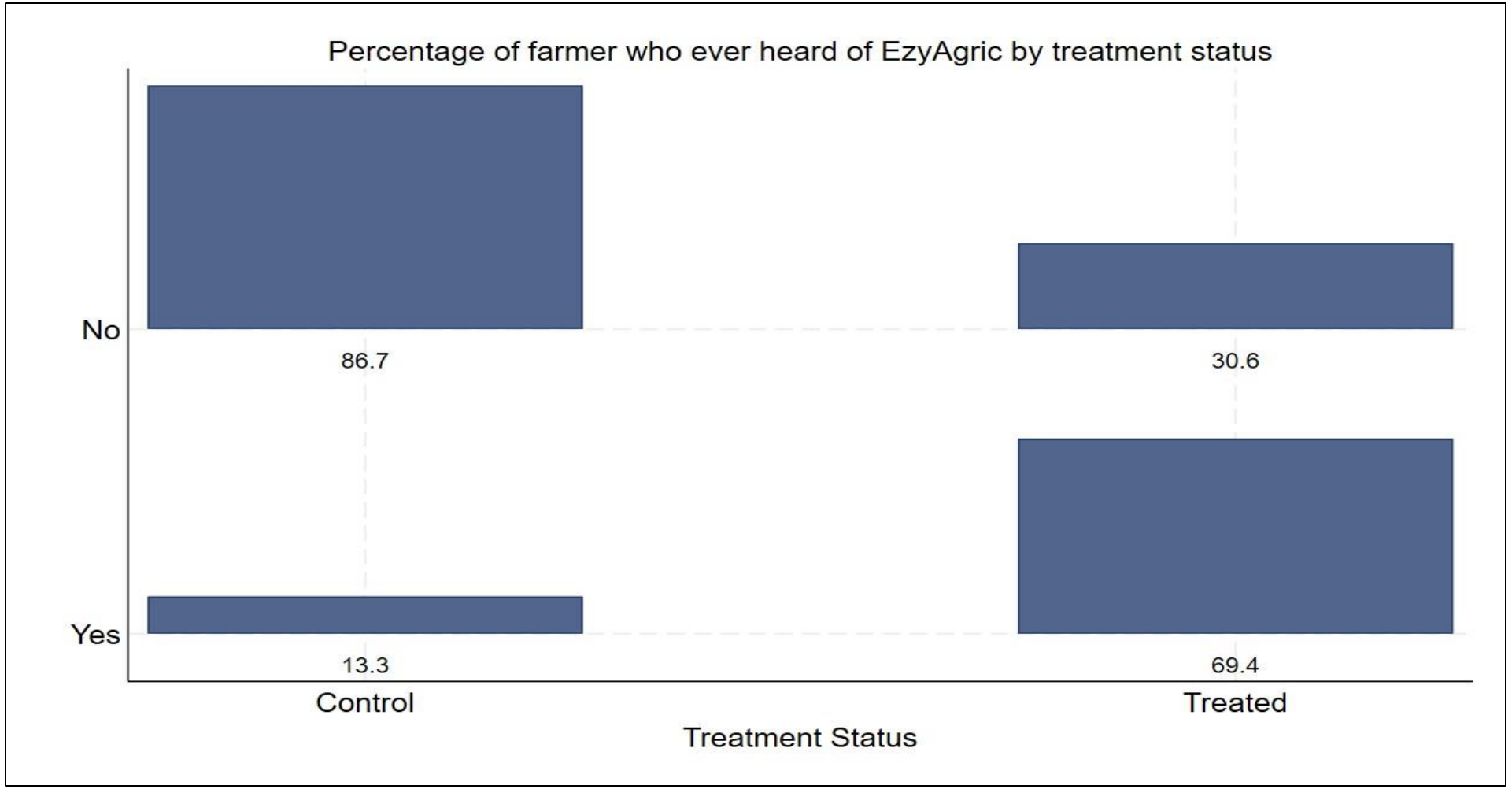
Oct 2024 — Scaling readiness workshop

Progress and results/impacts

- From 5 to 15 active EzyAgric app merchants (agro-dealers and farmer cooperatives) in Nakaseke district.
- The app's market reach expanded to Nakaseke, Mubende, and Mityana districts.
- The EzyAgric App now serves over 85 merchants along the Mityana-Mubende route, an area previously underserved by genuine inputs.

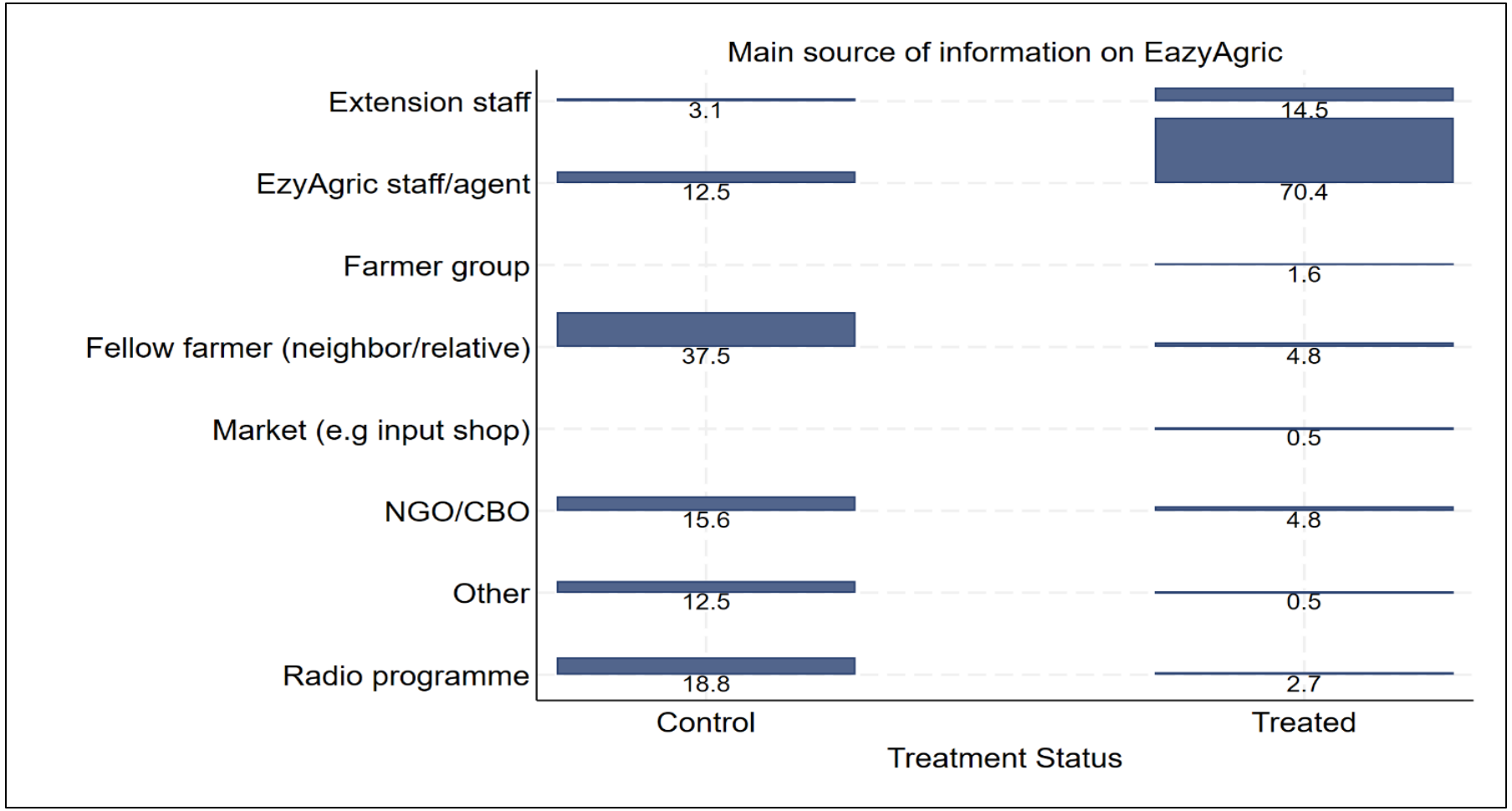
The opportunity to order genuine inputs on the App is a big step for us farmers. We were taught that if we reported when we had challenges with the inputs, they could trace the problem and address it **(Farmer).**

EzyAgric Information Access



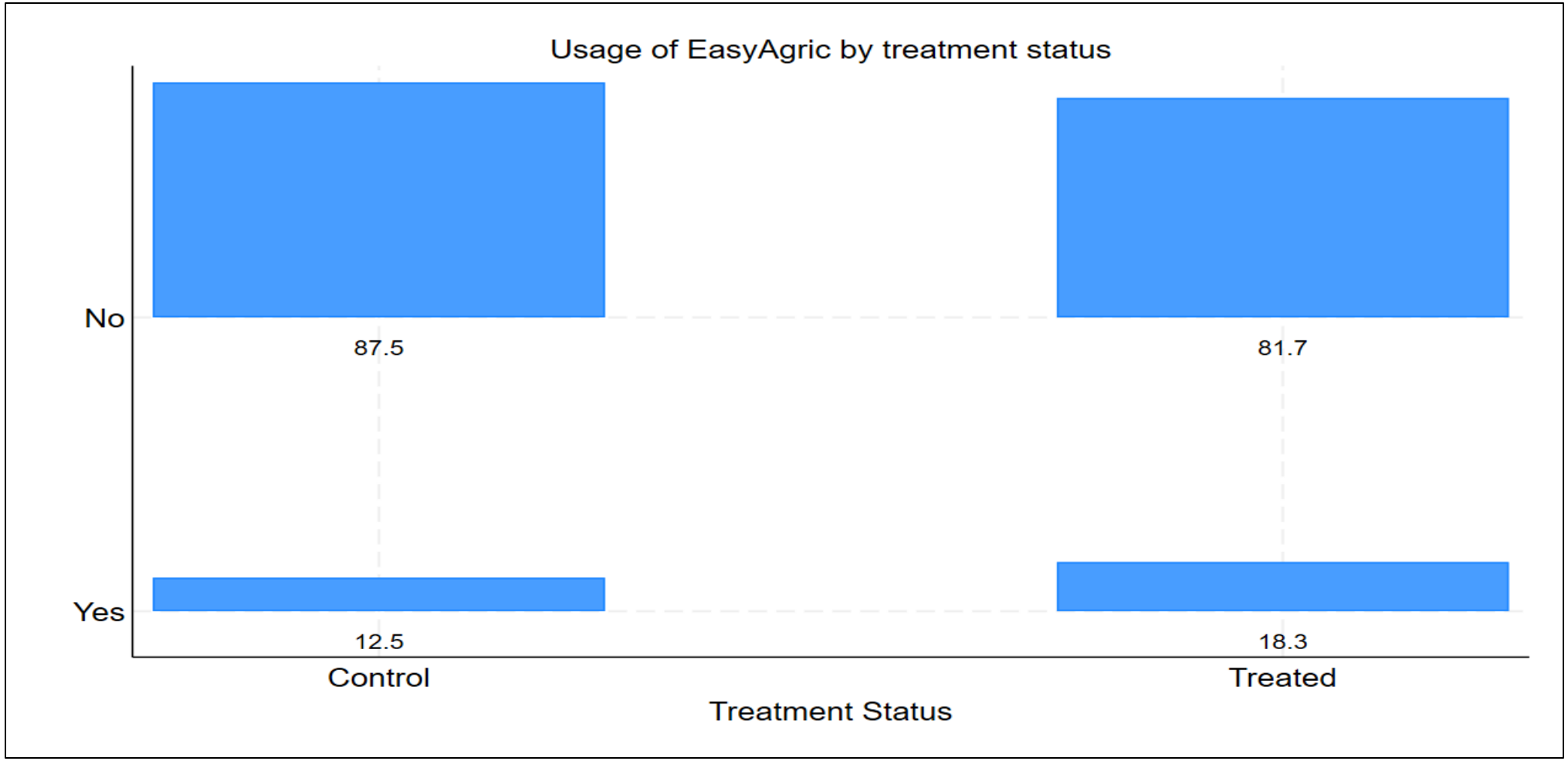
Note: majority of participants from the treatment category have access to EzyAgric information

Information sources



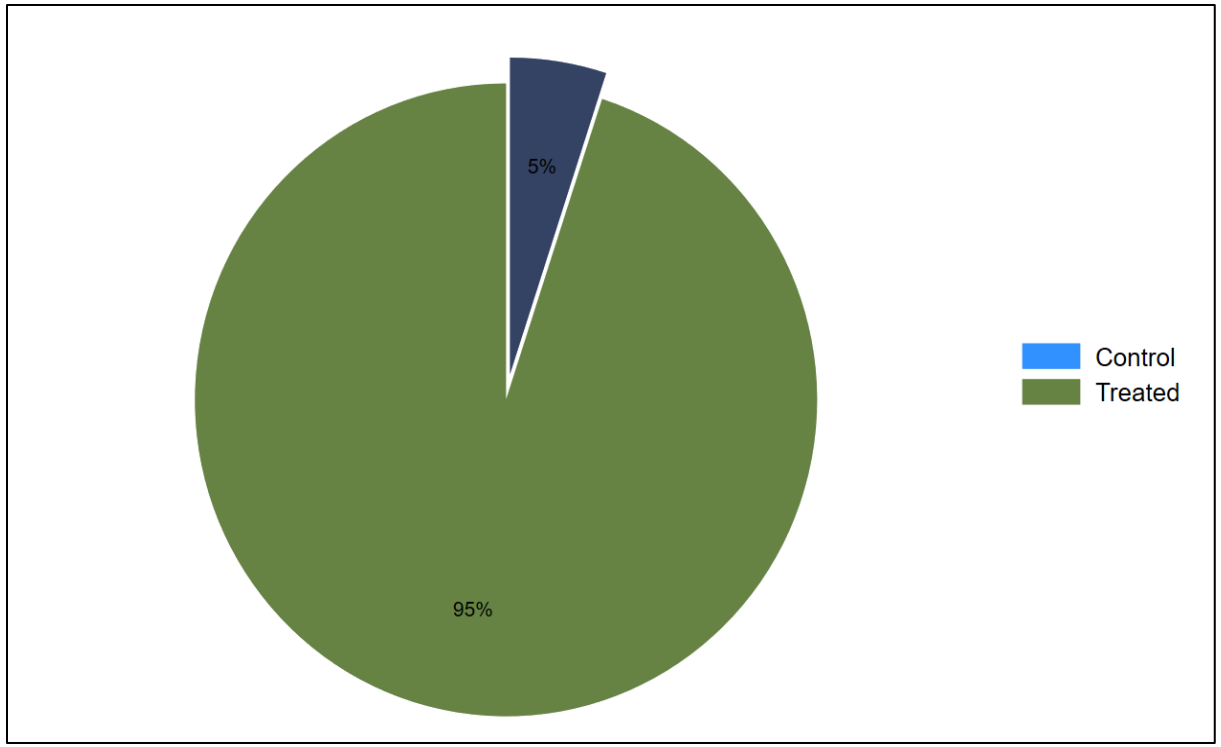
Note: Information source of EazyAgric is predominantly through an EazyAgri staff/Agent for the treated group and farmer networks for control category

Survey and data

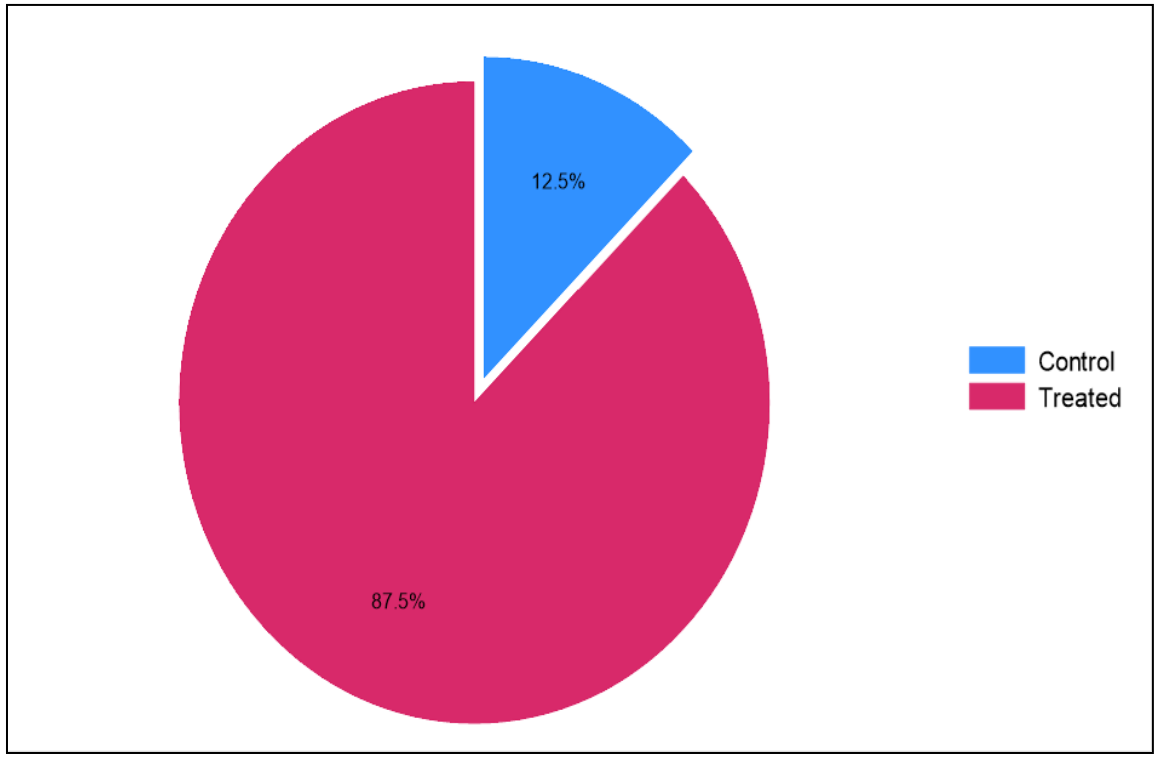


Note: High access to information on EzyAgric App by the treatment group has not yet been fully translated into actual use (perhaps the short duration between awareness creation (Intervention) and when the endline was collected could be a factor too).

Input order through merchants



95% of treated participants who used the platform
Ordered **seeds** from merchant



88% of treated participants who used the platform
Ordered **seeds** from merchants

Implementation challenges

Short intervention time- need for continuous training
General distrust of technology among farmers and reliance on traditional methods to access inputs
Farmers unaware of the potential losses caused using counterfeit products
Lack of immediate, visible benefits and incentives
Women encounter challenges with user interface and language barriers.

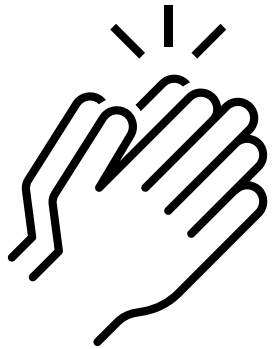
Lesson learned

Need	• Need to broaden the training content to include other services offered on the App.
Include	• Include incentives in the innovation bundle
Scaling	• Scaling needs to draw more on agro-input merchants as intermediaries for farmers
Gender	• Gender and social inclusion programing

Q&A

Falling Guy .mp4 - Google Drive

Thanks for listening



Panel Discussion

Panel Discussion: External stakeholder introductions

Panelists

- The ED, DDA
- Mr. Nathan Amanya, dairy farmer
- Mr. Sandeep Ghadge/ Benni Foods, Pearl Dairy Farms
- Zilla Mary Arach, Akorion Limited, Agri-tech company

INTRODUCTION TO GUIDELINE

“Creating more and better employment in agrifood system”

Guidance development

Naomi Black
Project Manager –
ISEAL Alliance & Evidensia

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KISM

Deepening research on employment

What we are trying to achieve in this session:

- Translating this 2023 meta-study into guidance that is tailored to different country contexts
- Getting your perspective on the reality in Uganda

See the study and all knowledge products at www.kismfoodmarkets.org/node/2495

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KISM

Employment in agri-food systems

The meta-study methodology:

- A synthesis of ~300 journal articles, working papers, reviews, reports, and book chapters
- Documents were organised into a matrix of 10 employment drivers & 9 employment effects
- Themes were then identified

The report is structured around 9 sections:

The structural transformation revisited	Employment in agrifood systems	Rural employment diversification
The "hidden middle"	Intensification, automation, and digitalisation	Contract farming
Working conditions and social protection	Female, employment, gender and AVC	Youth

See the study and all knowledge products at www.kismfoodmarkets.org/node/2495

Main messages

1. Agrifood systems in much of the Global South evolving within a structural transformation "lite"

2. Agrifood systems represents a substantial source of employment in low-and middle- income countries

3. Agriculture is the main agrifood systems employer, but non-farm activities are increasing their share in total agrifood system employment

Where we will focus today

4. While there are general patterns towards better employment conditions, situations vary greatly, and innovations and policy options must be tailored to each context

5. The better employment options mainly benefit better off, middle-aged men to the detriment of women and young people

6. Successes in agrifood systems are overrepresented in the literature, with a large focus on modern value chains

See the study and all knowledge products at www.kismfoodmarkets.org/node/2495

Value chain innovation groups & interventions

INNOVATIONS	EMPLOYMENT EFFECTS	INCLUSION EFFECTS
Mechanisation	MOSTLY +	NOT CLEAR
Digital innovations	MOSTLY +	MOSTLY +
Food standards that include labour provisions	MIXED RESULTS	MIXED RESULTS
Contract farming	MOSTLY +	MIXED RESULTS
Small-scale irrigation	MOSTLY +	MOSTLY +
Agroecology	MOSTLY +	MOSTLY +
Flexible labour contracts	MOSTLY +	MIXED RESULTS

See the study and all knowledge products at
www.kismfoodmarkets.org/node/2495

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Policy and institutional innovations or interventions

INNOVATIONS	EMPLOYMENT EFFECTS	INCLUSION EFFECTS
Investment in infrastructure	**MOSTLY +**	**MOSTLY +**
Modernisation of wholesale markets	**MOSTLY +**	**MOSTLY +**
Social protection linked with agricultural development interventions	**MOSTLY +**	**MOSTLY +**
Expanded social protection	**MOSTLY +**	**MOSTLY +**
Labour market regulation	**MOSTLY +**	**MOSTLY +**
Collective action organisations	**MOSTLY +**	**MOSTLY +**

See the study and all knowledge products at
www.kismfoodmarkets.org/node/2495

CGIAR INITIATIVE ON Rethinking Food Markets
KISM

Deepening research on employment: your perspective

KISM is developing 3 pieces of guidance for practitioners. This survey focuses on getting in-country perspectives for our 1*st* piece, developed from the 2023 meta-study "Creating more and better employment in agri-food systems".

- Go to: Menti.com
- Enter Code**: 5828 2886**
- Survey Link: https://www.menti.com/alh2husbs3s4

Next steps

- Development of guidance on this issue and 2 other resources
- Launched on the KISM platform in December 2024

See the study and all knowledge products at www.kismfoodmarkets.org/node/2495

Image courtesy of Livier Garcia

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KISM


THANK YOU
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KISM
implemented in partnership with
iseal
evidensia®

DAY 1. SESSION 2

Identifying scalable innovations

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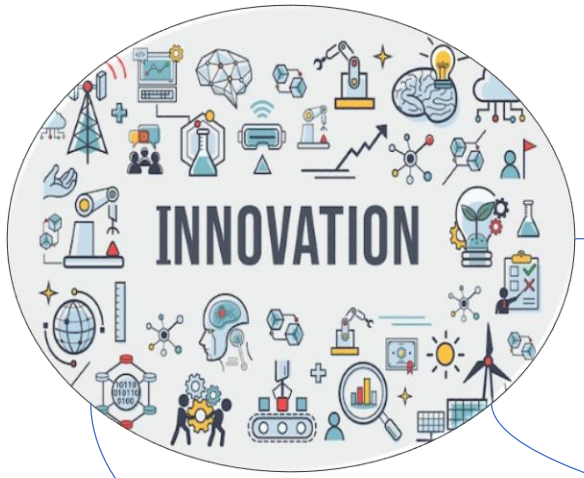
RFM Stakeholder workshop

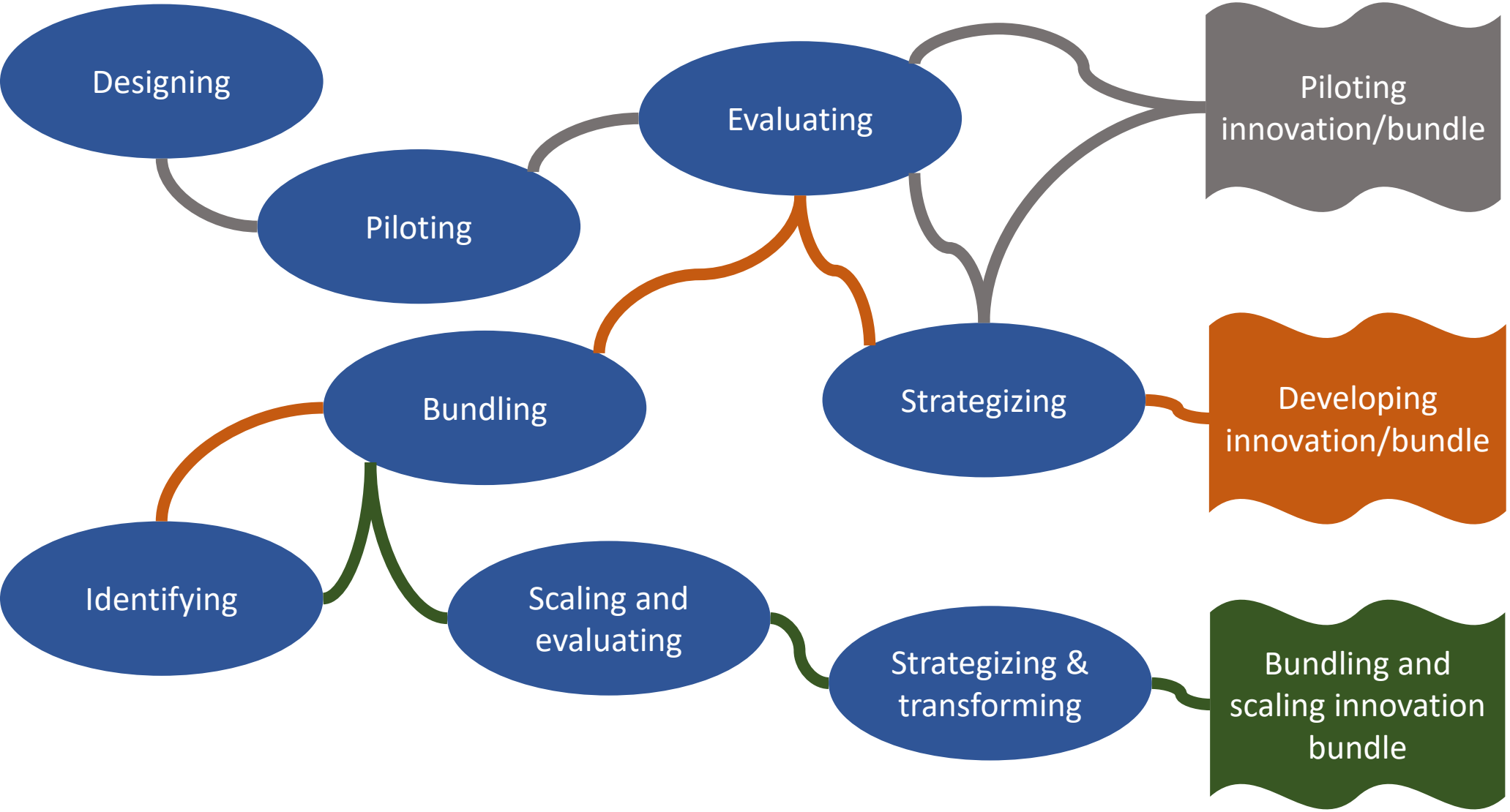
Scalability and scaling preparedness

Thai Thi Minh, MELIA
IWMI, t.minh@cgiar.org

Key building elements for intervention and scaling



Different intervention processes in RFM Initiative



Innovation scope and research design: Innovation and/or innovation bundles

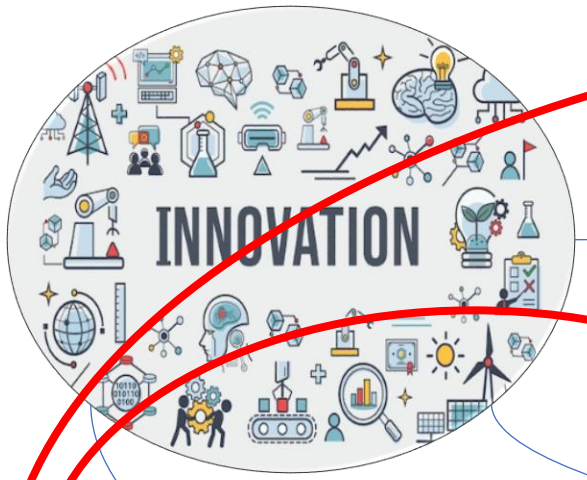
Intervention scope: Testing and/or bundling and scaling

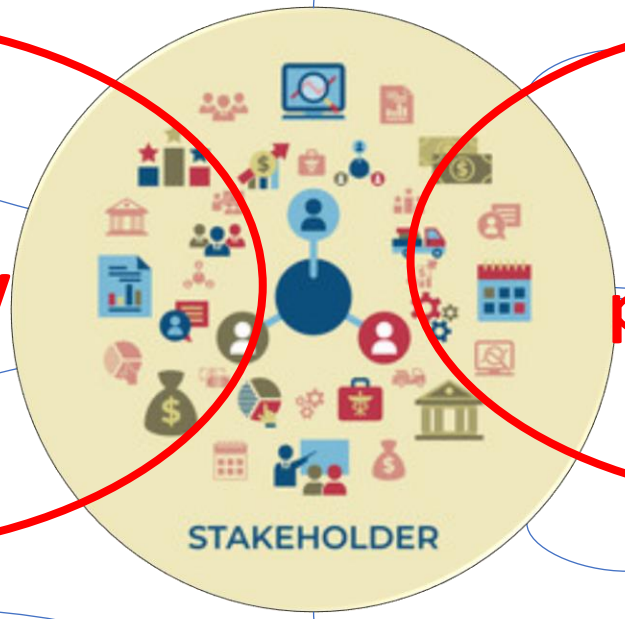
Stakeholder engagement: Targeted VS broad stakeholders

Scaling preparedness: Coverage and level of scaling ability, ownership, buy-in, investment, and commitment

Impacts Beneficiaries at large scale and/or systemic changes

Intervention scalability and scaling preparedness





Scalability

Scaling preparedness

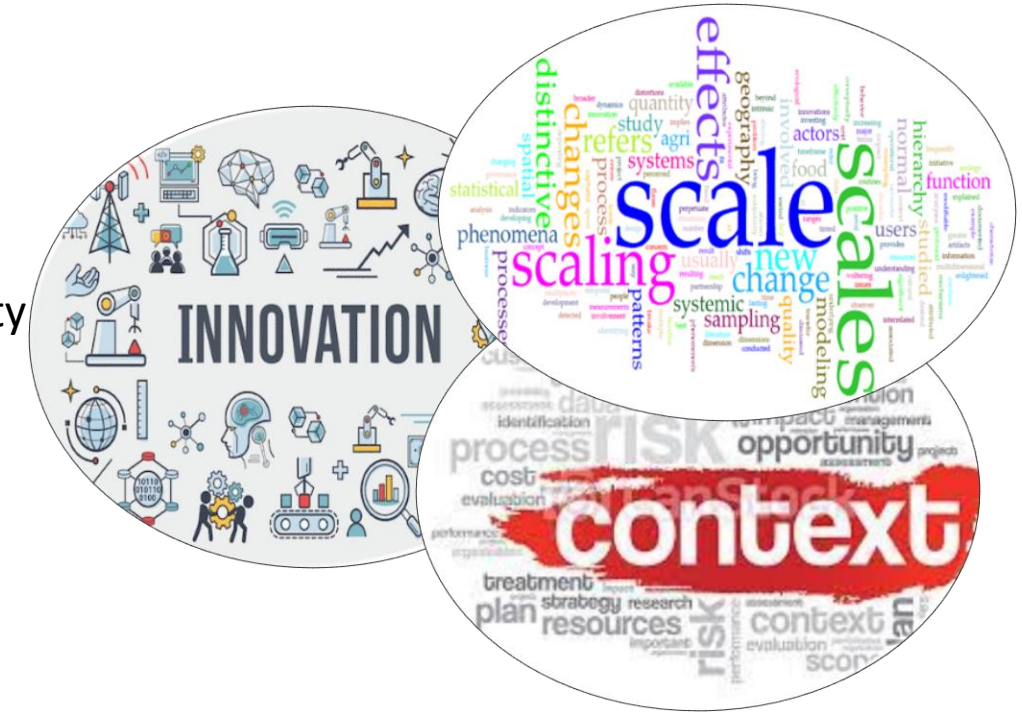
Scaling is a multi-faceted process that organically happened yesterday.

Intervention scalability

Innovation Scalability is the ability of **innovation** to adapt to the contexts and changes during the scaling process as well as anticipated performance, impact, and trade-offs when going to scale

Intervention characteristics

- **Type of innovation**: Incremental, radical, disruptive
- **Innovation attribute:** Maturity availability in the market**,**
- **Intervention:** Timing of intervention, investment needed, required resources, return on investment
- **Desired impacts**: Nutrition, health and food security; Poverty reduction, livelihoods, and jobs; Gender equality, youth & social inclusion; Policy and institution)



Context

- **Potential new conditions**: Demands, challenges, opportunities, potential risks,
- **Ability to adapt to new conditions**:

Scaling potential

- **Status of adoption:** current users, their accessibility and affordability to the innovation, drivers to adopt
- **Extent and speed of scaling the innovation:** Other user segments, potential geographical reach, time frame for scaling
- **Unintended negative outcomes of scaling**: Undesired impacts/trade-offs, possible adjustments of innovation/intervention to reduce the trade-offs

Scaling preparedness

Scaling preparedness is a process of developing actors' and stakeholders' **abilities** to catalyze innovation and accelerate investment/adoption. It is embedded in innovation and scaling processes and requires **interactive stakeholder engagement.**

For and with:

- Intervention partners
- Scaling actors (private and public sector, NGOs)
- Innovation developers (Businesses, universities)
- Innovation ecosystem (networks, partnerships)
- Knowledge partners
- Accelerators (policymakers, investors)
- Beneficiaries (farmers, farming communities, consumers, labour)

Stakeholder engagement

- Stakeholders involved: Diverse actors and stakeholders
- Engagement degree: Stakeholder interests, attitude, and acceptance to participate

Stakeholder commitment

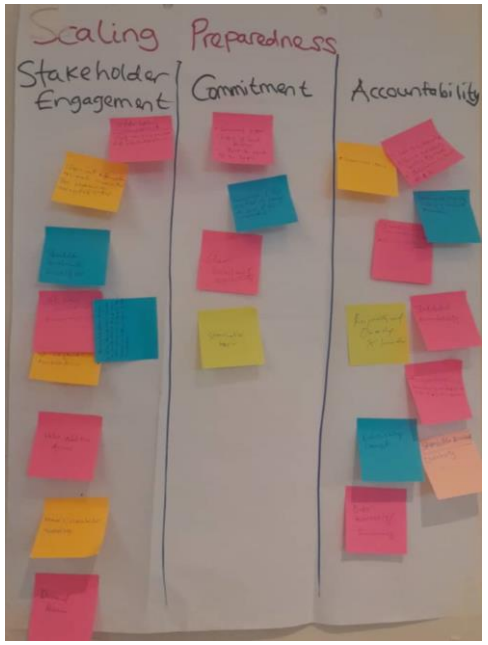
- Stakeholder ownership: Stakeholder participation in intervention activities, stakeholder commitment to achievement of intervention goals, stakeholder demand for accountability
- Buy-in and continuation: Investment in innovation, intervention, and scaling

Accountability

- **Resource contribution and investment:** Available resources, time investments, budget and staff contribution
- **Adaptability:** Available capacity, ability to adapt to new contexts, ability to adjust to meet new demands

Identifying scalable intervention

What indicators should be used to identify scalable Intervention?



Intervention scalability

- Innovation attribute
- Context
- Scaling potential

Scaling preparedness

- Stakeholder engagement
- Commitment
- Accountability

Scoring of scaling potential

1. Very low
2. Low
3. Neutral
4. High
5. Very high

BREAKOUT DISCUSSION TO IDENTIFY SCALABLE INTERVENTIONS

Breakout discussion: Groups

- **Group 1:** Quality Upgrading in Uganda's Dairy Value Chains 1
- **Group 2:** Quality Upgrading in Uganda's Dairy Value Chains 2
- **Group 3:** EzyAgric Digital Platform

Breakout discussion

Discussion: (60 minutes)

- Assess INTERVENTION scalability
- Assess scaling preparedness
- Identify scalable interventions

Facilitation: Each group should appoint

- A facilitator to facilitate the discussion
- A representative to report back

Reporting back: (5 minutes for each group)

- Using the template to guide the discussion and reporting back
- 5 minutes reporting back
- 5 minutes of clarification and comments

Suggested template for reporting back on scalable intervention

1. Intervention scalability

Indicators	Description	Scoring (1-5)
1.1. Innovation/intervention		
Type of innovation: Incremental, radical, disruptive		
Innovation attribute: Maturity**,** availability in the market, target value chains		
Intervention: Timing of intervention, investment needed, required resources, return on investment		
Desired impacts: Nutrition, health and food security; Poverty reduction, livelihoods, and jobs; Gender equality, youth & social inclusion; Policy and institution		

1. Intervention scalability (Cont.)

Indicators	Description	Scoring (1-5)
1.2 Context		
Potential new conditions: Demands, challenges, opportunities, potential risks, new value chains		
Ability to adapt to new conditions: Demands, challenges, opportunities, potential risks, new value chains		
1.3 Scaling		
Status of adoption: Current users, their accessibility and affordability to the innovation, drivers to adopt		
Extent and speed of scaling : Other user segments, potential geographical reach, time frame for scaling		
Unintended negative outcomes of scaling: Undesired impacts/trade-offs, possible adjustments of intervention to reduce the trade-offs		

2. Scaling preparedness

Indicators	Description	Scoring (1-5)
2.1. Stakeholder engagement		
Stakeholders involved: Diverse actors and stakeholder		
Engagement degree: Stakeholder interests, attitude, and acceptance to participate		
2.2 Stakeholder commitment		
Stakeholder ownership: Stakeholder participation in intervention activities, stakeholder commitment to achievement of intervention goals, stakeholder demand for accountability regarding innovation/intervention		
Buy-in and continuation: Investment in innovation, intervention and scaling		
2.3 Accountability		
Resource contribution and investment: Available resources, time investments, budget and staff contribution		
Adaptability: Available capacity, ability to adapt to new contexts, ability to adjust the innovation to meet new demands		

Concluding remark from identifying scalable

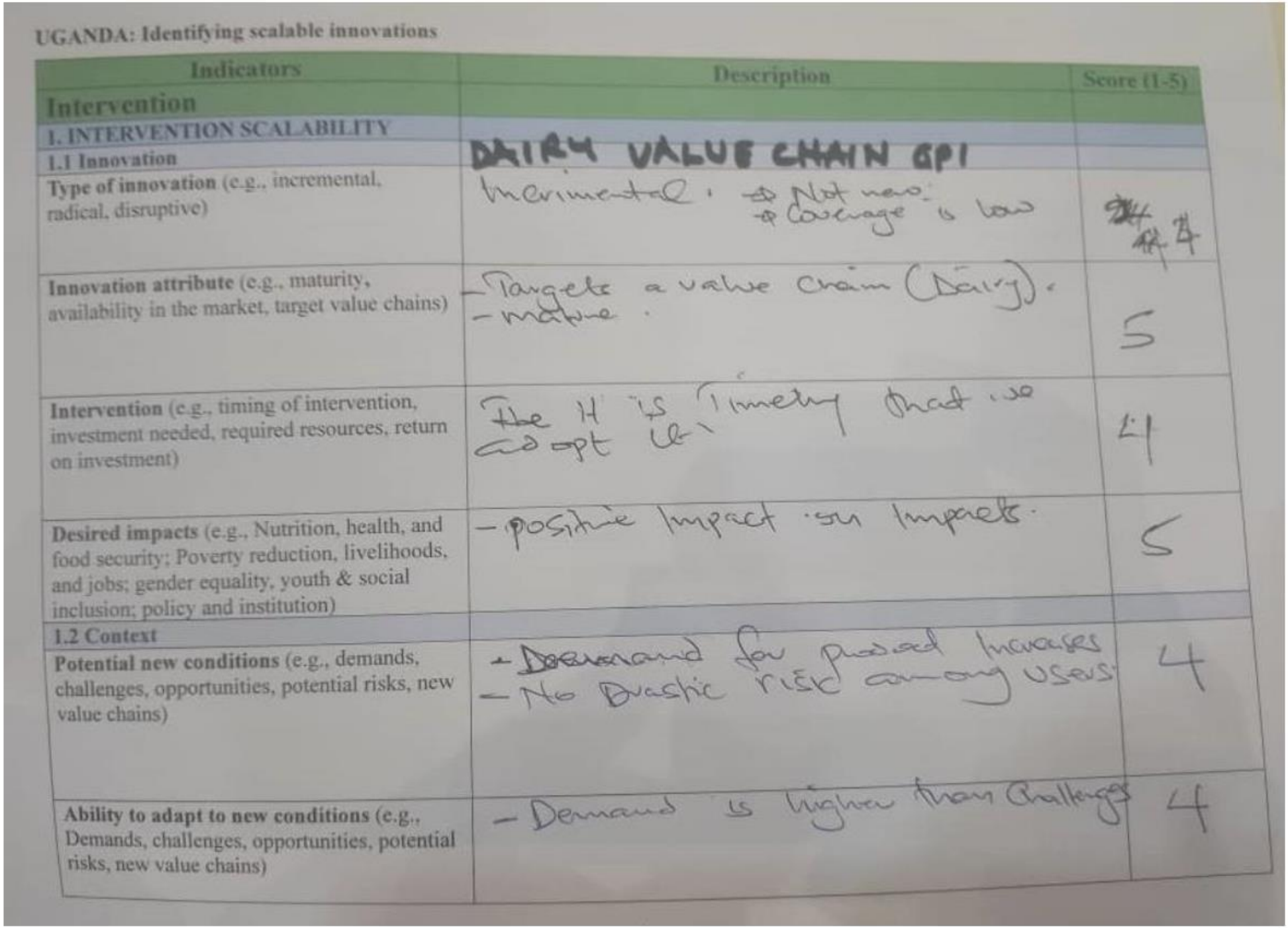
Ranking	Score and remark
Very low	
Low	
Neutra	
High	
Very high	

Innovation readiness

Level 9 - The innovation is validated for its ability to achieve a specific impact under uncontrolled conditions.
Level 8 - The innovation is being tested for its ability to achieve a specific impact under uncontrolled conditions.
Level 7 - The innovation is validated for achieving a specific impact under semi-controlled conditions.
Level 6 - The innovation is tested for its ability to achieve a specific impact under semi-controlled conditions.
Level 5 - The innovation is validated for achieving a specific impact under controlled conditions.
Level 4 - The innovation is being tested for its ability to achieve a specific impact under fully controlled conditions.
Level 3 - The innovation's key concepts have been validated for their ability to achieve a specific impact.
Level 2 - The innovation's fundamental concepts are being formulated or designed.
Level 1 - The innovation's basic principles are being researched for their ability to achieve a specific impact.
Level 0 - The innovation is at the idea stage.

Identifying scalable intervention

Dairy value chain (Group 1)

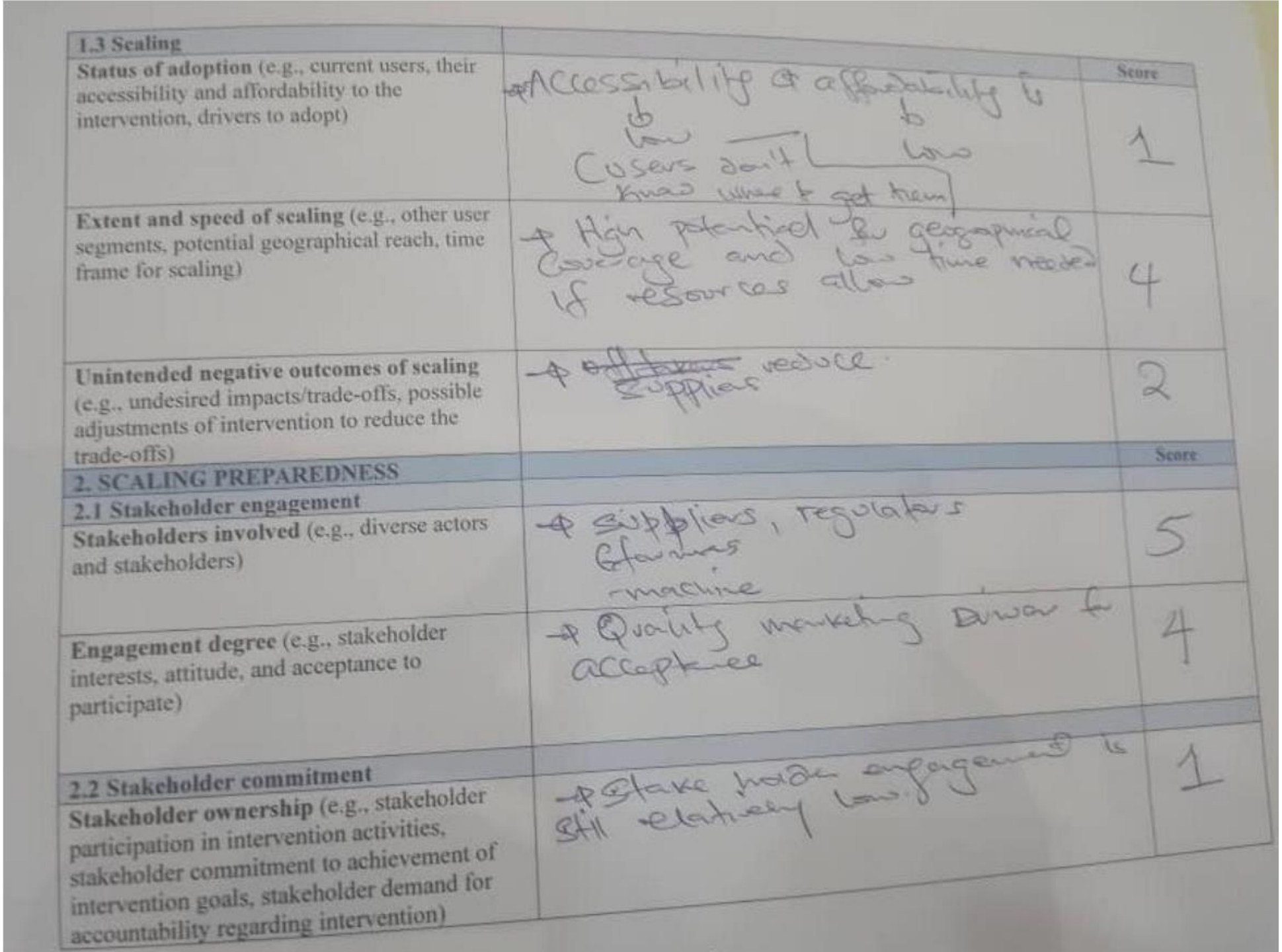


UGANDA: Identifying scalable innovations

Indicators	Description	Score (1-5)
Intervention		
1. INTERVENTION SCALABILITY		
1.1 Innovation	DAIRY VALUE CHAIN GP1	
Type of innovation (e.g., incremental, radical, disruptive)	Incremental. ⇒ Not new. ⇒ Coverage is low	4
Innovation attribute (e.g., maturity, availability in the market, target value chains)	- Targets a value chain (Dairy). - mature.	5
Intervention (e.g., timing of intervention, investment needed, required resources, return on investment)	The H is timely that so adopt it	4
Desired impacts (e.g., Nutrition, health, and food security; Poverty reduction, livelihoods, and jobs; gender equality, youth & social inclusion; policy and institution)	- positive Impact on Impacts.	5
1.2 Context		
Potential new conditions (e.g., demands, challenges, opportunities, potential risks, new value chains)	- Demand for product increases - No Drastic risk among users	4
Ability to adapt to new conditions (e.g., Demands, challenges, opportunities, potential risks, new value chains)	- Demand is higher than Challenges	4

Identifying scalable intervention

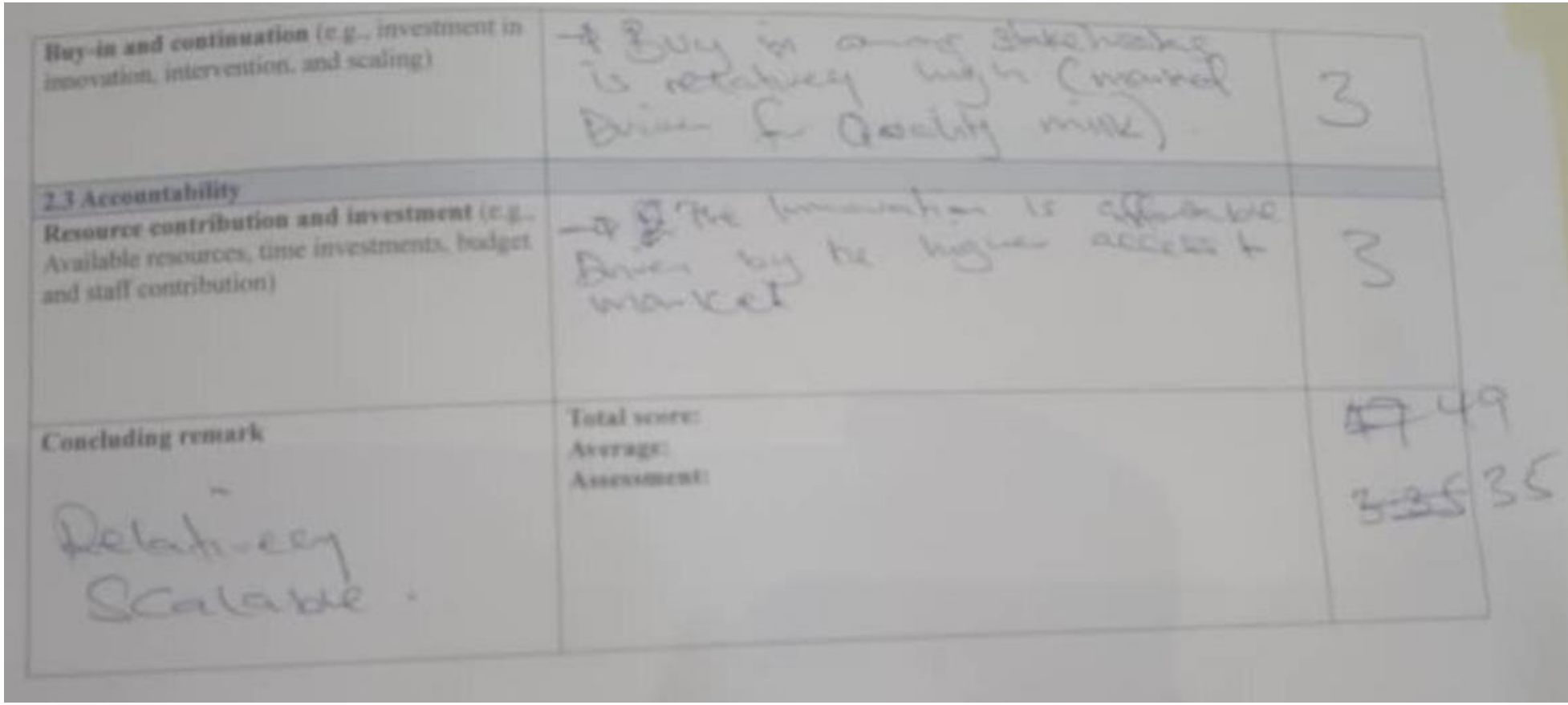
Dairy value chain (Group 1)



1.3 Scaling		Score
Status of adoption (e.g., current users, their accessibility and affordability to the intervention, drivers to adopt)	Accessibility & affordability is low → Users don't know where to get them; low	1
Extent and speed of scaling (e.g., other user segments, potential geographical reach, time frame for scaling)	High potential for geographical coverage and low time needed if resources allow	4
Unintended negative outcomes of scaling (e.g., undesired impacts/trade-offs, possible adjustments of intervention to reduce the trade-offs)	~~off-takers~~ suppliers reduce	2
2. SCALING PREPAREDNESS		Score
2.1 Stakeholder engagement		
Stakeholders involved (e.g., diverse actors and stakeholders)	suppliers, regulators, farmers, machine	5
Engagement degree (e.g., stakeholder interests, attitude, and acceptance to participate)	Quality marketing driver for acceptance	4
2.2 Stakeholder commitment		
Stakeholder ownership (e.g., stakeholder participation in intervention activities, stakeholder commitment to achievement of intervention goals, stakeholder demand for accountability regarding intervention)	Stake holder engagement is still relatively low	1

Identifying scalable intervention

Dairy value chain (Group 1)



Buy-in and continuation (e.g., investment in innovation, intervention, and scaling)	→ Buy in among stakeholders is relatively high (owned Brian & Quality milk)	3
2.3 Accountability		
Resource contribution and investment (e.g. Available resources, time investments, budget and staff contribution)	→ The innovation is effective Driven by the higher access to market	3
Concluding remark Relatively Scalable.	**Total score:** **Average:** **Assessment:**	~~47~~ 49 ~~3.35~~ 3.5

DAY 2. SESSION 3

Deep dive into scaling of scalable intervention

RECAP OF DAY 1

DAY 1. Highlights

Session 1. Sharing & Reflecting on Innovations and Interventions

- **Bundling draws synergies and addresses the challenges** of scaling intervention:
  - EzyAgric can offer inputs, financial access, and extension support in the dairy value chain. It gives farmers access to milk analyzers in milk collection centers and uses capacity development to improve hygiene in milk handling.
  - Quality upgrading needs to bundle data for traceability and market access to premium markets and shift the focus to the whole value chain to ensure quality milk.
- **Partnerships drive innovation:**
  - EzyAgric partners with input dealers, agronomists, and financial institutions to offer credit.
- **Markets need to pay a premium for their effort.**
  - Without a financial reward, they have little incentive to maintain quality.
- **The need for sustainability after interventions.**
  - There is a lack of local supply chains for manufacturing, maintaining, training, and selling spare parts for milk equipment such as milk analyzers.

DAY 1. Highlights

Session 2. Identifying scalable innovation

- Quality Upgrading in Uganda's Dairy Value Chains (Group 1): **3.5 (neutral to high)**
- Quality Upgrading in Uganda's Dairy Value Chains (Group 2):
- EzyAgric Digital Platform (Group 3):

Identifying scalable intervention

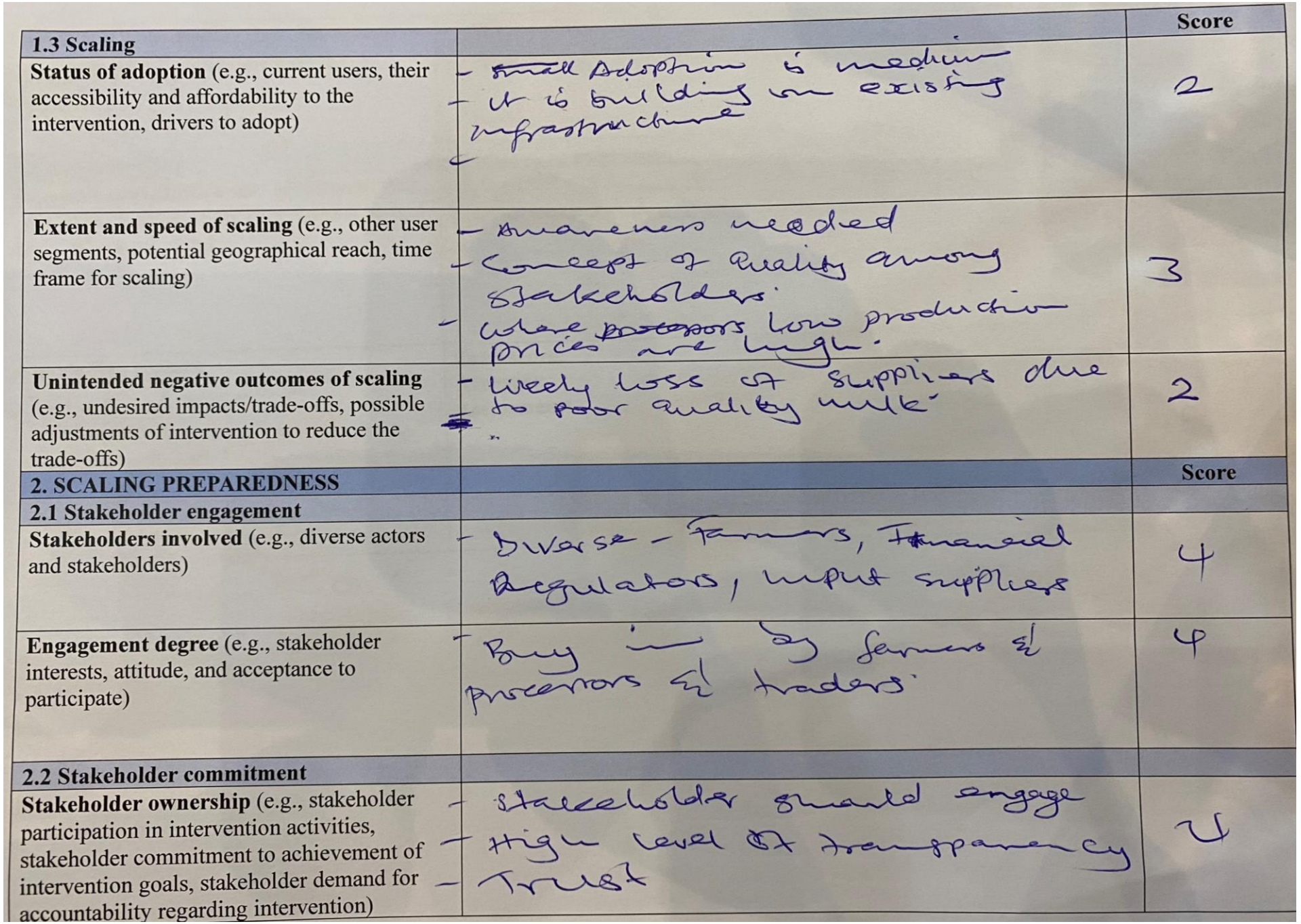
Dairy value chain (Group 2)

UGANDA: Identifying scalable innovations

Indicators	Description	Score (1-5)
Intervention	MILK GRP 2	
1. INTERVENTION SCALABILITY		
1.1 Innovation		
Type of innovation (e.g., incremental, radical, disruptive) Incremental/gradual	It requires: - training - funding - policy framework< - There are existing infrastructure - piloted,	3
Innovation attribute (e.g., maturity, availability in the market, target value chains) - Affordability)	- Infrastructure not locally available - Standard developed. - Existing regulation supports scale up. - Needs skilled man power - Not all processors might be willing	3
Intervention (e.g., timing of intervention, investment needed, required resources, return on investment) - Timing of intervention	- Its a critical intervention	4
Desired impacts (e.g., Nutrition, health, and food security; Poverty reduction, livelihoods, and jobs; gender equality, youth & social inclusion; policy and institution)	- Improved nutrition - Increased income. - High forex. - Increased domestic - Voluntary Compliance - Reduces govt expenditure	5
1.2 Context		
Potential new conditions (e.g., demands, challenges, opportunities, potential risks, new value chains)	- Repair & maintenance services - Availability challenges - unfair competition / market for poor quality milk	3
Ability to adapt to new conditions (e.g., Demands, challenges, opportunities, potential risks, new value chains)	- Existing demand. - Regulatory framework available - Challenges of informal market. - Enforcement required - New market demands - Consumer	4

Identifying scalable intervention

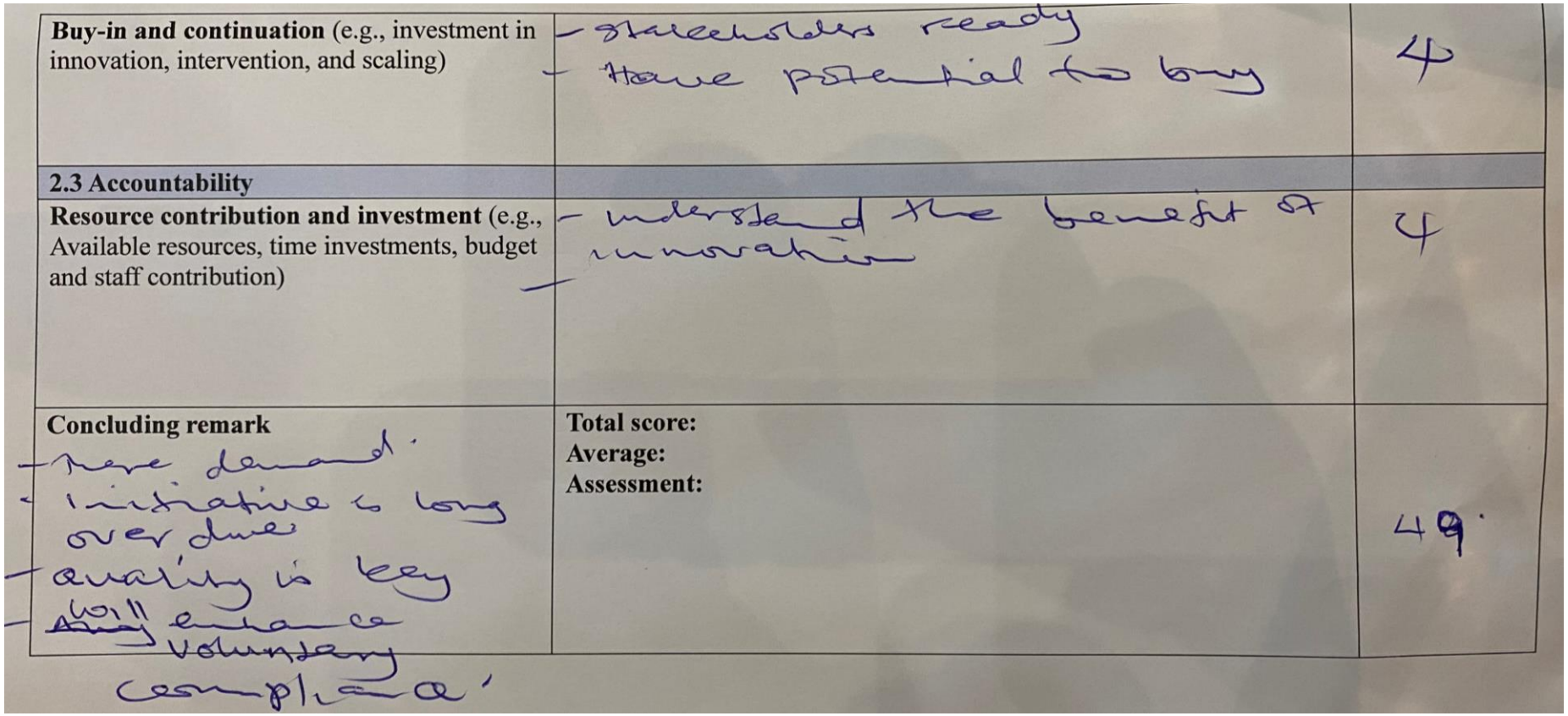
Dairy value chain (Group 2)



1.3 Scaling		Score
Status of adoption (e.g., current users, their accessibility and affordability to the intervention, drivers to adopt)	- ~~Small~~ Adoption is medium - It is building on existing infrastructure	2
Extent and speed of scaling (e.g., other user segments, potential geographical reach, time frame for scaling)	- Awareness needed - Concept of Quality among Stakeholders. - Where ~~Processors~~ low production prices are high.	3
Unintended negative outcomes of scaling (e.g., undesired impacts/trade-offs, possible adjustments of intervention to reduce the trade-offs)	- Likely loss of suppliers due to poor quality milk	2
2. SCALING PREPAREDNESS		**Score**
2.1 Stakeholder engagement		
Stakeholders involved (e.g., diverse actors and stakeholders)	- Diverse - farmers, ~~Financial~~ Regulators, input suppliers	4
Engagement degree (e.g., stakeholder interests, attitude, and acceptance to participate)	- Buy in by farmers & processors & traders.	4
2.2 Stakeholder commitment		
Stakeholder ownership (e.g., stakeholder participation in intervention activities, stakeholder commitment to achievement of intervention goals, stakeholder demand for accountability regarding intervention)	- Stakeholder should engage - High level of transparency - Trust	4

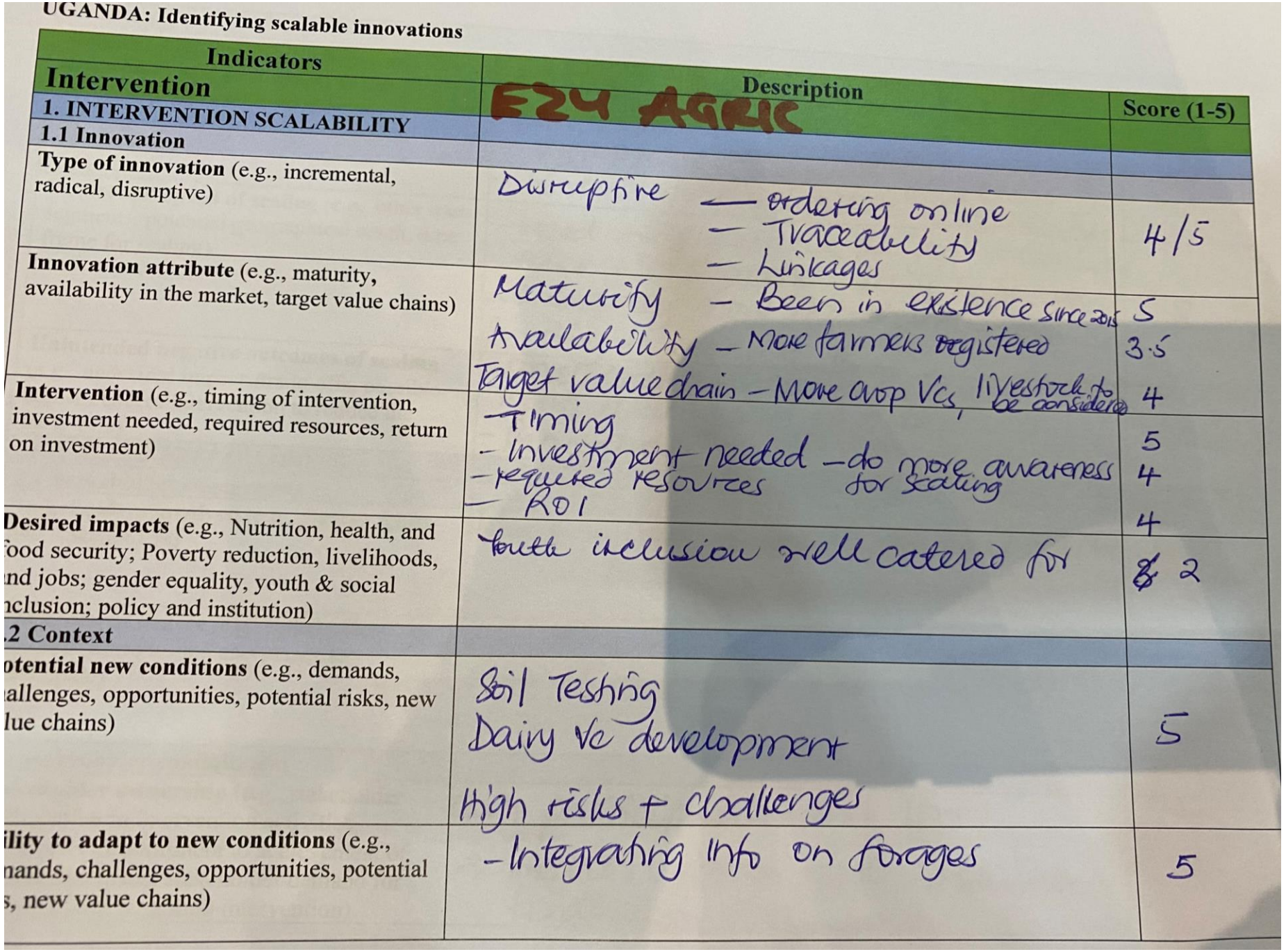
Identifying scalable intervention

Dairy value chain (Group 2)



Buy-in and continuation (e.g., investment in innovation, intervention, and scaling)	- stakeholders ready - Have potential to buy	4
2.3 Accountability		
Resource contribution and investment (e.g., Available resources, time investments, budget and staff contribution)	- understand the benefit of innovation	4
Concluding remark - here demand. - initiative is long overdue - quality is key - will enhance voluntary compliance.	**Total score:** **Average:** **Assessment:**	49

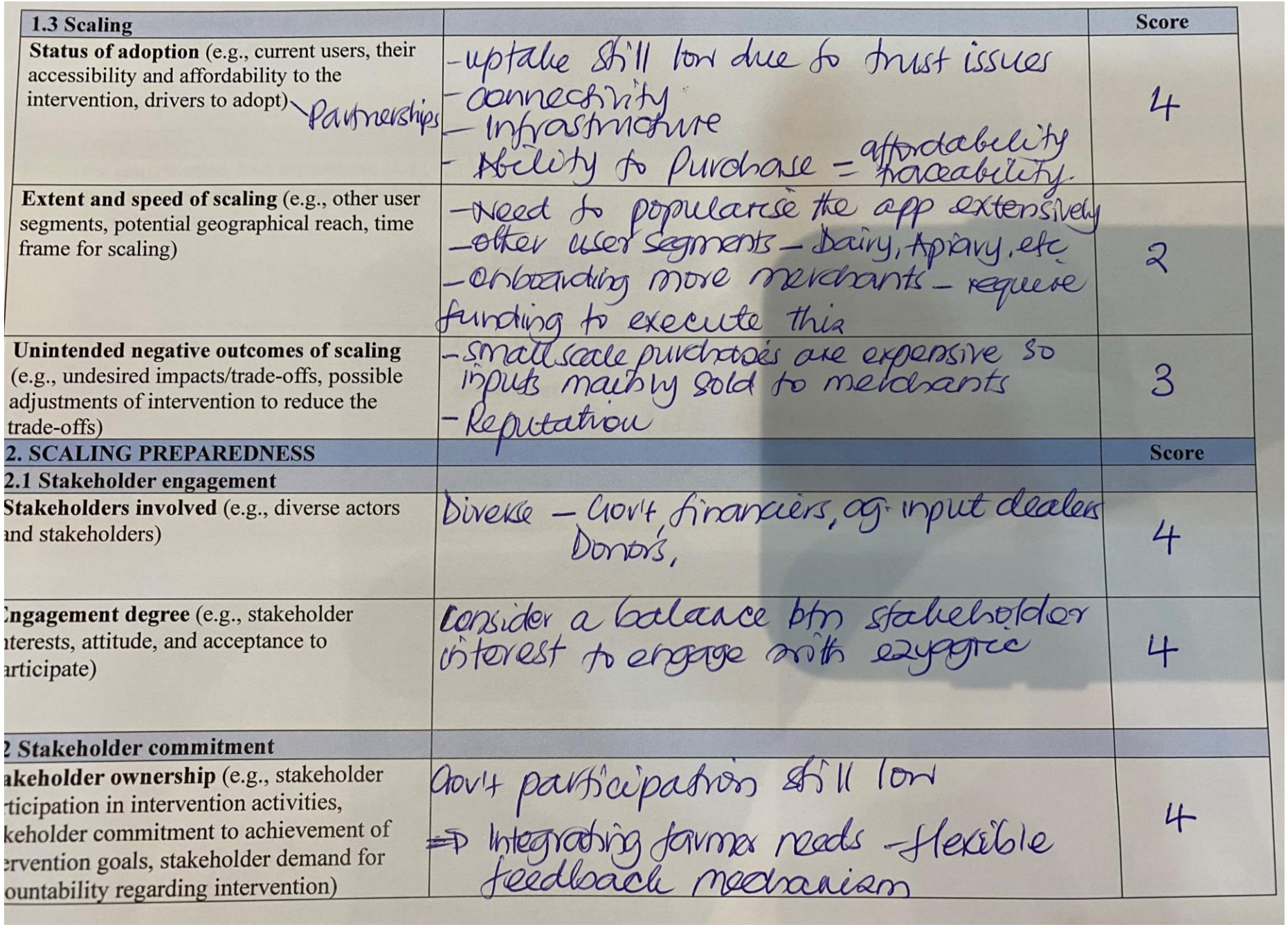
Ezy Agric Digital Platform (Group 3)



UGANDA: Identifying scalable innovations

Indicators Intervention	Description EZY AGRIC	Score (1-5)
1. INTERVENTION SCALABILITY		
1.1 Innovation		
Type of innovation (e.g., incremental, radical, disruptive)	Disruptive — ordering online — Traceability — Linkages	4/5
Innovation attribute (e.g., maturity, availability in the market, target value chains)	Maturity - Been in existence since 2015 Availability - More farmers registered Target value chain - More crop VCs, livestock to be considered	5 3.5 4
Intervention (e.g., timing of intervention, investment needed, required resources, return on investment)	Timing - Investment needed - do more awareness for scaling - required resources — ROI	5 4 4
Desired impacts (e.g., Nutrition, health, and food security; Poverty reduction, livelihoods, and jobs; gender equality, youth & social inclusion; policy and institution)	Youth inclusion well catered for	2
2 Context		
Potential new conditions (e.g., demands, challenges, opportunities, potential risks, new value chains)	Soil Testing Dairy Vc development High risks + challenges	5
Ability to adapt to new conditions (e.g., demands, challenges, opportunities, potential s, new value chains)	- Integrating info on forages	5

Ezy Agric Digital Platform (Group 3)



1.3 Scaling		Score
Status of adoption (e.g., current users, their accessibility and affordability to the intervention, drivers to adopt) ← Partnerships	- uptake still low due to trust issues - connectivity - infrastructure - Ability to purchase = affordability inaccessibility.	4
Extent and speed of scaling (e.g., other user segments, potential geographical reach, time frame for scaling)	- Need to popularise the app extensively - other user segments – Dairy, Apiary, etc - onboarding more merchants – require funding to execute this	2
Unintended negative outcomes of scaling (e.g., undesired impacts/trade-offs, possible adjustments of intervention to reduce the trade-offs)	- small scale purchases are expensive so inputs mainly sold to merchants - Reputation	3
2. SCALING PREPAREDNESS		**Score**
2.1 Stakeholder engagement		
Stakeholders involved (e.g., diverse actors and stakeholders)	Diverse – Govt, financiers, ag. input dealers Donors,	4
Engagement degree (e.g., stakeholder interests, attitude, and acceptance to participate)	Consider a balance btn stakeholder interest to engage with ezyagric	4
2 Stakeholder commitment		
akeholder ownership (e.g., stakeholder rticipation in intervention activities, keholder commitment to achievement of ervention goals, stakeholder demand for ountability regarding intervention)	Govt participation still low ⇒ Integrating farmer needs – flexible feedback mechanism	4

Ezy Agric Digital Platform (Group 3)

Buy-in and continuation (e.g., investment in innovation, intervention, and scaling)	- Relevant & addressing felt needs	4
2.3 Accountability		
Resource contribution and investment (e.g., Available resources, time investments, budget and staff contribution)	- Time - Resources - commitment	5
Concluding remark	**Total score:** 52 **Average:** 4 **Assessment:** Scalable but requires to provide awareness ~~Selfies~~ to small scale farmers ~~ie~~ + inclusion	

UNDERSTANDING OF KEY TERMS

Can you share your thoughts about:

- Scalable intervention
- Scaling preparedness
- Intervention scaling

BREAKOUT DISCUSSION

UNDERSTAND NEW CONTEXTS, RESOURCES, AND IMPACTS OF SCALING

Breakout discussion: Groups

- **Group 1.** Quality Upgrading in Uganda's Dairy Value Chains 1
- **Group 2.** Quality Upgrading in Uganda's Dairy Value Chains 2
- **Group 3.** EzyAgric Digital Platform 1
- **Group 4.** EzyAgric Digital Platform 2

Breakout discussion

Discussion: (60 minutes)

- Understand the new contexts for the scaling of (scalable) interventions
- Identify resources and conditions/requirements needed for the scaling
- identify existing factors/products/services/supports/interventions for bundling with the scalable intervention
- Assess potential scaling impacts and tradeoffs

Facilitation: Each group should appoint

- A facilitator to facilitate the discussion
- A representative to report back

INTERVENTION TITLE:

Contexts

Bio-natural-physical-climatic characters

- Natural
- Physical
- Climatic

Socio-economic-institutional characters

- Demographic
- Value chain
- Market
- Platforms, communities
- Incentives
- Policies

Resources needed for innovations

- Natural
- Physical
- Financial
- Social
- Human
- Organizational/Institutional

Available resources

- Resources
- Existing solutions/services for bundling
- Existing investments

Impacts and trade-offs

Stakeholders and Networks

- Stakeholders related to innovation
- Networks related to innovation

Initiatives and investments

- Initiatives related to innovation
- Investment related to innovation

INTERVENTION SURVEY (Menti Meter)

INTERVENTION SURVEY (Menti Meter)

The intervention survey assesses innovations/interventions and generates evidence for the WPs and end-of-initiative outcomes.

- Go to: Menti.com
- Enter Code: **2869 600**

- Survey Link: https://www.menti.com/al21g5jf9ik1

DAY 2. SESSION 4

Developing scaling strategy

Scaling strategy and pathways

Overall goal:

Pathway(s)

Intervention(s):

Activity 1: What, how, where, when and who

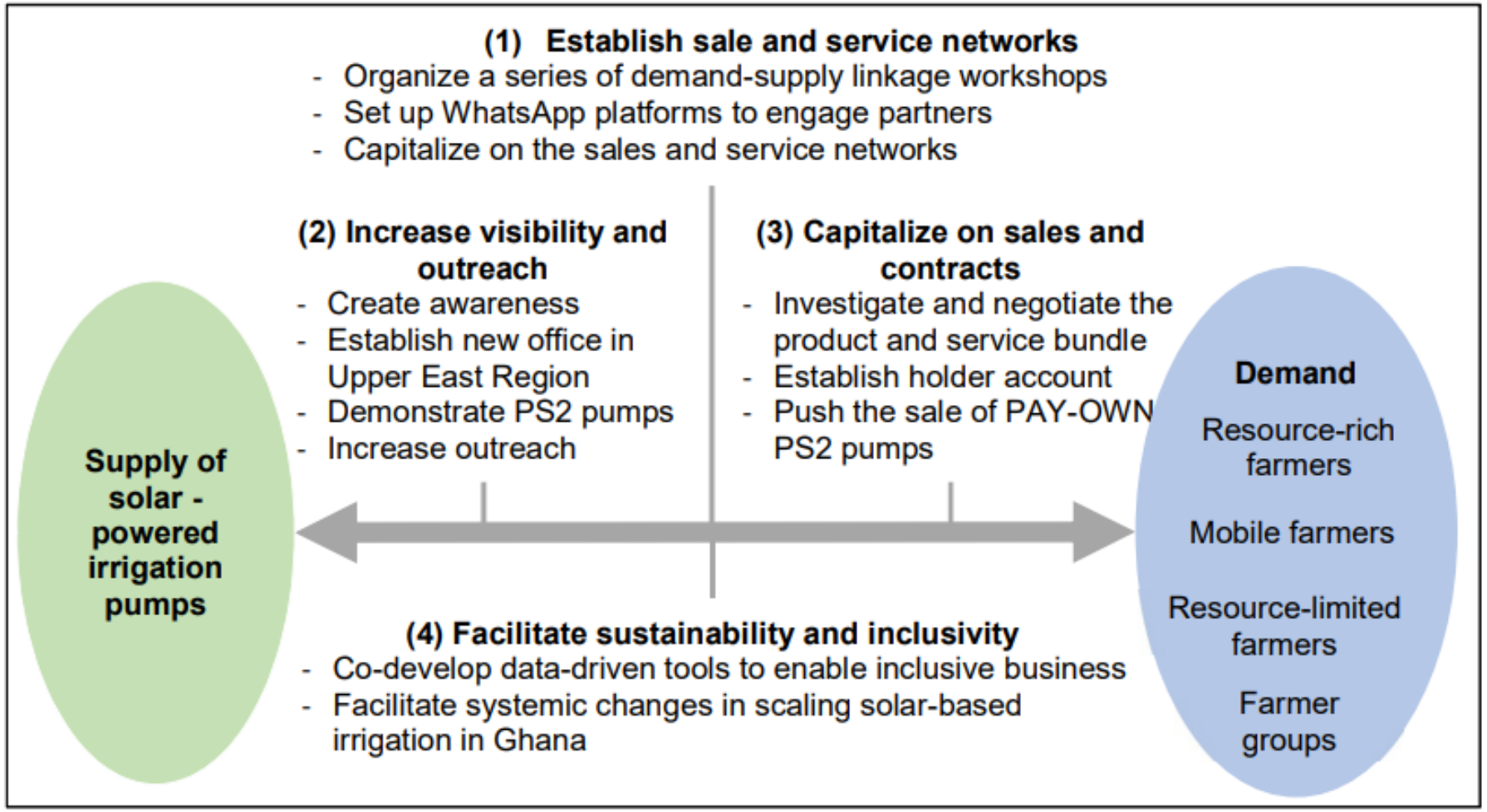
Activity 2: What, how, where, when and who

Foundation

- Assessing intervention scalability and scaling preparedness
- Understanding scaling contexts, resources, and potential impacts

Scaling strategy and pathways: examples

Demand-supply linkage pathway to scaling PAY-OWN solar-powered irrigation



Partnering with the private sector for bundling and scaling solar irrigation

Core partners

Aaccelerators

Ghana and Ethiopia
- Value chain analysis in Ghana and Ethiopia
- Identify irrigation bundle

Ghana
- Establish partnership
- Segment demands
- Bundle solar pumps with pay-go financing
- Activate demand-supply linkage

Ghana
- Internship and innovation program to support digital marketing and solar pumps
- Tailor business models

Ghana
- Segment market demands in three new regions
- Identify new partners

Ghana
- Expend demand-supply linkage to other regions
- GIZ's de-risking investment

Ghana
- Capitalize sale and service networks
- Attract impactors to de-risking investment

Oct20 — Jan21 — May21 — Aug21 — Jan22 — Mar22 — Oct22

Mali
- Value chain analysis
- Identify potential private sector partners
- Segment solar irrigation market

Ethiopia
- Hackathon and internship
- Digital pay-go credit assessment to de-risking partner's investment

Mali
- Internships
- Digital pay-go credit assessment
- Multi-private partners

Multi-stakeholder dialogues to facilitate scaling of farmer-led irrigation and water solutions

- **West Africa**: attract impact investment from Development Foundations
- **Ghana**: Attract grant funding from USAID
- 1 million smallholder beneficiaries

Breakout discussion (Continue)

Discussion: (60 minutes)

- Identify scaling strategies/pathways

Facilitation: Each group should appoint

- A facilitator to facilitate the discussion
- A representative to report back

Reporting back:

- 5 minutes reporting back
- 5 minutes of clarification and comments

DAY 2. SESSION 5

Exploring collaboration and partnership possibilities

POTENTIAL PARTNERSHIPS AND COLLABORATION FOR SCALING

Matching interests and expectations

- Identify one or more scaling pathways that YOU are interested in the most.
- Form an interested table around the pathway(s)

What partnerships, collaboration, and investments are needed to ensure “success”?

Outputs of this interaction

- Potential (scaling) partners
- Potential partnerships
- Potential investments in scaling innovation (by organizations/partnerships)

Sharing key action points

UNDERSTANDING OF KEY TERMS

Can you share your thoughts about:

- Scalable intervention
- Scaling preparedness
- Intervention scaling

Feedback on the stakeholder workshop

- Three things from this workshop that impressed you the most
- Three suggestions for the improvement

FOLLOW UP ACTIONS AND CLOSURE