

Report on the
Fodder Innovation Project Phase II (FIP II)

Quarterly Review Meeting – Nigeria

*Enhancing Livelihoods of Livestock Dependent Poor
People Through Increasing Use of Fodder: India and
Nigeria*



*F*odder
*I*nnovation
*P*roject
“Doing things differently”



October 13th -14th , 2009

International Institute for Tropical Agriculture, Kano Station, Nigeria

Introduction:

This is a report of a Fodder Innovation Project Quarterly Review Meeting held in Kano during 13-14 October 2009. The report comprises 2 parts (a) proceedings at the meeting and (b) appendices with written responses submitted by Key Partner Organisations.

Present: Ilyasu Ahmed [Innovation Coordinator (IC) SG2000]; Idris Rogo (IC SG2000); Stephen Babajide (IC JDPC); Dayo Ogunrinde (Project Officer, JDPC); Abubakar Musa (Research Fellow ILRI); Ranjitha Puskur (Project Manager FIP ILRI) Mona Dhamankar (CRISP); Elias Madzudzo (Post Doc FIP ILRI); Sani Miko (Country Director SG2000); Ibrahim Muhammad (Rapporteur Bayero University, Kano)

Day I

Session I

The meeting scheduled to start at 9.00a.m could not start due to non-availability of Messrs Babajide Steven and Ogunrinde 'Dayo of JDPC, Ibadan. Members present agreed to delay starting the meeting to allow the JDPC representatives to arrive because the presence of both key partner organisations was critical for the comparative approach designed for the meeting. After arrival of the JDPC team, the meeting commenced at 2:30pm with welcome remarks by Elias Madzudzo of ILRI, Ibadan. Elias thanked Dr.S.Miko, the SG2000 Country Director and Dr.I.R.Muhammad (rapporteur) from Bayero University, Kano for their presence. He invited the FIP Manager, Ranjitha Puskur to address the participants.

The FIP Manager informed the participants that:

- a) This meeting follows on from the Internal Research Symposium held in May at ILRI, Ibadan, to review progress, continue to learn lessons and brainstorm on further activities for action.
- b) For effectiveness, an interactive approach, rather than a series of presentations, will be followed to allow for dialogue among participants with Mona Dhamankar as the anchor.
- c) Project management issues including proposed extension will be discussed.

Interactive Session

Mona Dhamankar (MD) noted that she would not strictly follow the questions earlier sent to KPOs but would try to cover most of those in the discussion based on the following categories:

Changes in and due to FIP will be analysed along 3 broad categories i.e :

1. Livestock and fodder (Technical);
2. People/ organization (habits and norms); and
3. Networks/ Coalitions of actors (interactions).

MD asked the JDPC and SG2000 Coordinators what was new to them during the project period on the bases of their themes. Discussion would follow the 3 categories stated above.

Livestock/fodder

JDPC

The project theme for JDPC is “**Transition from subsistence livestock production to semi commercial enterprise**”. The major activities were:

- (a) Promoting the concept of fodder cultivation;
- (b) Stall feeding of goats; and
- (c) Promoting use of processed concentrates.

According to JDPC, stall-feeding was entirely a new approach to goat management for Ikire farmers introduced under FIP. Key lessons were:

- (a) farmers underestimated the implications for fodder demand for stall fed animals. Confinement of goats resulted in increased demand for fodder and concentrates;
- (b) before FIP, interest and awareness were low and farmers did not consider goat farming as an enterprise with significant economic returns;
- (c) when the farmers realised through networking that meeting the fodder requirements of stall fed goats required larger quantities of fodder, and selling such better managed and fattened goats would result in higher revenues, the importance of investing in the goat management and therefore the issue of fodder started gaining importance. Increased attention is now paid to goats as an asset; and
- (d) the process of change (though in very early stages) in the production system from subsistence to semi commercial resulted in higher demands for complementary technologies (e.g. improved breeds of goats, seeds of fodder crops, medication etc).

SG2000

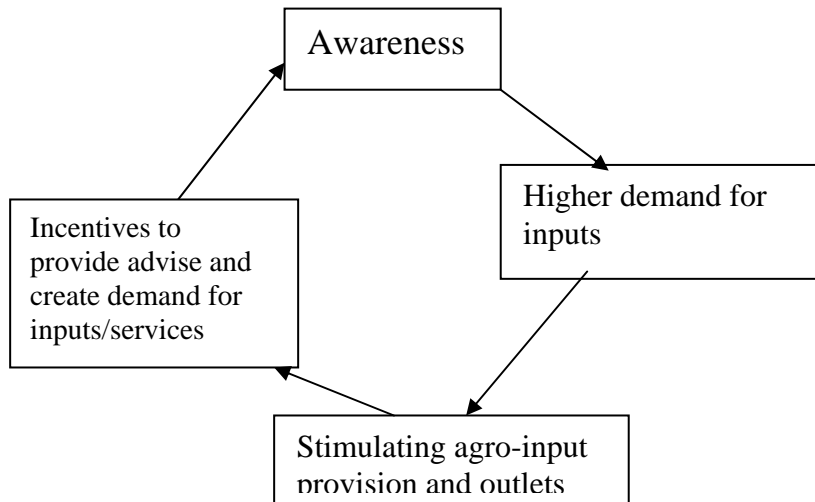
The SG2000 project sites are in Rogo and Dambatta in Kano state. The project at Rogo site ***focused on addressing seasonal fluctuations of fodder availability***. The activities sought to improve the yield of cereal and legume crops through:

- a) using improved agronomic practices which would in turn improve quantitative and qualitative crop residue availability to livestock.
- b) building networks amongst stakeholders to improve access to and more efficient utilisation of fodder (crop residue and pasture lands).

At Rogo, awareness was created through networks which resulted in:

- (a) higher demand for inputs, services providers and agro-input sale outlets;
- (b) emerging business opportunities for service providers. Two new seed companies have indicated interest in using the Extension Officer as a distributor;

- (c) At present the extension workers are seizing business opportunities in agro-input sales. There was some discussion on the ethics of extension workers being the service providers but the meeting recognised this as an opportunity for quality control when input and information delivery are done simultaneously; and
- (d) with better awareness created, there is likelihood for higher demand for inputs, leading to more players being involved to effectively sustain the process as shown in the figure below.



JDPC also observed creation of awareness from their vaccination programme. E.g even non participating farmers wanted vaccinate their animals.

Musa observed that cowpea husk dipped in water reduces the quantity of sand which comes while packing, and this method reduces the quantity of cowpea husk and bran required to feed rams for fattening. This results in increased digestibility and feed utilisation efficiency. This appears to be a technology worth trying.

Ilyasu (IC, SG2000) reported that:

- a) despite the high demand for fodder, farmers are still reluctant to grow fodder crops exclusively.
- b) In one of the workshops, farmers were sensitised on the production of fodder crops and Lablab (*Lablab purpureus* (L.) a dual purpose legume) was introduced to them. Quite a few expressed interest in growing the fodder crop but at the end only two farmers procured the seeds and planted.
- c) In the following season, one of the adopting farmers dropped out and yet the other farmer procured even more quantity of seed (10 kg initially he got 2 kg) for planting.
- d) The reasons and motives behind the expanded production or the dropping out not yet examined.

- e) I.Muhammad (from Bayero University) informed that lablab as a fodder crop was promoted in the early 1990s. It was accepted and the grain was used in the preparation of local recipes (*Kosai, Moin-moin*), but upon termination of the project the technology went back to the shelf.

Ilyasu informed that the networking has assisted in retrieving a portion of communal grazing area that was encroached by crop farmers with the assistance of Traditional leadership.

MD affirmed that some lessons have been generated which revealed behavioural changes such as: interest in fodder production, vaccination of small ruminants, needs for improved breeds of animals and willingness to pay for inputs if available. She therefore put forward the following questions for brainstorming.

1. What do we do to make the changes last?
2. What implications does this have for the way we do this in future?

Session II

People/Organisation

Mona Dhamankar informed that the perception, interest and willingness of the 'desk officers' has a bearing on the operations and degree of success of the networking and information sharing. This implies that if the Head of an organisation is interested in a project, he would influence other members of the organisation to go along and perhaps even beyond the project life.

For instance,

- a) Idris from Rogo convinced other Extension workers to get involved in the purchase and sale of inputs required by farmers as well as to cooperate in reducing overlapping by, for example, sharing transport. Idris explained how he used the networks to minimise duplication in extension provision. Presently, at Rogo, there are extension workers from the KNARDA, Local Government, Fadama II Project and the SG2000 all targeting the same clients. The IC invited a meeting of all these extension agents to understand individuals' responsibilities, streamlined the extension approach to avoid duplication of efforts which resulted in cost reduction and more efficient service delivery.
- b) However, most of the extension workers had been transferred to other stations. Since sharing resources across units is not common it is doubtful if the transferred extension workers will continue with partnering with others from other units.

It was emphasized that networking becomes possible mainly based on interpersonal relations. Mainstreaming and internalising these habits at the organisation level requires time and a deliberate strategy.

- Not all Government Officials conform to the civil servant stereotypes. There are government workers who will participate in a network because they want to have opportunities to do their work e.g. transport (JDPC)
- JDPC was into advocacy issues and realised that this needs to happen at all levels of government simultaneously (JDPC).

Ilyasu reported that a grazing reserve encroached by crop farmers was retrieved through the networking approach involving the District Head. Initially most people were sceptical but later it became a success. It was emphasized that such achievements are personality specific. It is therefore important to identify influential individuals and get them involved in the networking irrespective of the Organisation to which they belong. Another mechanism could be the formation of an interest group or lobby that would persevere on issues of their interest.

- Initial efforts of JDPC to network with NVRI to train paravets met with resistance but later won their cooperation which clearly demonstrated some attitudinal change.
- Advocacy visits persistently to Chairman proved more effective than sending letters.

Ilyasu reported that crop–livestock farmers were brought together using the networking concept:

(a) They approached the NCRD Bank for loan.

(b) The Bank Official met with the farmers and guided them on the need to deposit 10% of the loan required, which they did.

(c) Thereafter, the manager requested for collateral to be provided by the farmers to the extent of 50% of the amount required either by SG2000 or ILRI.

As the last condition could not be met, the loan was not yet given. This experience suggests that even though we are able to bring actors together, one would still have to comply with some sticky policies or procedures of an organisation or institution.

JDPC stated that they tried to transfer the coordination of the network to the local government. Although there was some resistance they local authority accepted to co-host the network meetings.

Where are we in terms learning at individual and organizational levels?

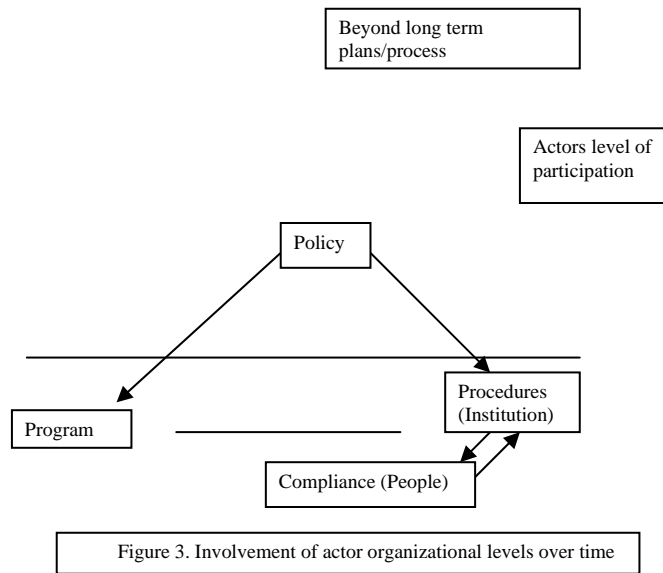
Reflecting on the outcome of the discussion, the facilitator indicated both individual and organizational levels are key to the networking process within the project life time and beyond. In case individuals change their jobs and or encounter new actors at the higher level of administration or lower levels, because of the acquired change of habits and

practices, such individual would continue to use the principles of networking and working together with other actors for better results as illustrated below.

Table 1: Individual to Organisational learning matrix			
	FIP Individual Project	Other episodes beyond the FIP project	Way of working
Individuals	Increased understanding of individuals in the network	Transfer severely affected by existing cultures in other organisations	Depends on clout of individuals in organisation
Organisation	Limited uptake of networking approach	Most projects still managed traditionally	Challenging??

Networking at the organizational level is still low (Figure 3), complex as it involves wider actors and contexts that are unlikely to yield for change in a short period of time. However, the positive influence of the project regarding the habits and practices of organizations involved in the network would appreciate.

- a) IFAD CBRDP was initially involved in the project but later it was dropped. IFAD CBRDP was however prepared to sponsor innovation system approach based on their experiences with FIP.
- b) JDPC will replicate the goat project (both theme and approach) in two other locations next year.
- c) Ilyasu mentioned their meeting with the Miyetti Allah group, Director Livestock Services, Kano State Ministry of Agriculture and Natural Resources and delegates from Niger republic. He briefed them of the FIP and agreed to identify actors for effective networking with the delegates from Niger Republic.



Day II

Session III: The day started with a recap of previous day's discussions and lessons learnt. Discussion in this session aimed at elaborating on key issues discussed on day 1 and also to sharing of the experience of KPOs.

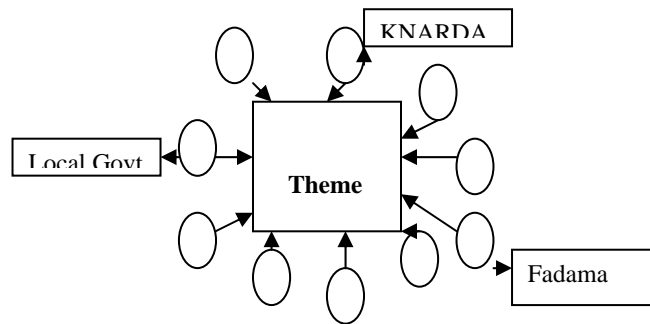
It was noted people may start networking within a project mode that might lead to an affirmative networking. This process adds value to the project.

- a) JDPC will be using the concept to address other developmental issues. For instance, the Local Government Chairman was being involved to provide political support and encourage the farmers.
- b) SG2000 intervention through a networking process between the agrochemical companies and the farmers with regards to packaging of their product in smaller units affordable to farmers has yielded positive result.
- c) The concept of FIP was well understood by Dr. Falaki, the former SG2000 Director. The new Director is also well on board and, the future looks even brighter.
- d) At Rogo, Idris was able to harmonize the functioning of extension agents to develop a cost effective extension delivery system. He encouraged the extension agents to serve as entrepreneurs to supply inputs, given the current situation of inefficient input and extension service delivery by the Government.

Networking/multistakeholder coalition

Networking /multi stakeholder coalition is a dynamic process. Stakeholders come in and go in a continuous process. Similarly a theme/problem/challenge which the network is trying to address also evolves and will not be static.

Figure 4. Network /multi stake holder Coalition



Each circle above represents a stakeholder that could join or leave the network depicting the dynamism of a network with a common theme. However the theme also could change in response to the needs and priorities of the network.

Lessons and experiences based on networking

JDPC informed that there is some good degree of networking with Government Officials at the state and local government levels and farmers.

It was emphasized that creation of network of actors responsible for the execution of the project will lead to the development of sustainable system that will make the project and the changes acquired to last.

Stephen from JDPC presented himself as somewhat confused on the direction the project is taking. It appears to him as though there is no precise focus right from the conception of the project. Issues arising from the ongoing deliberations are perpetually expanding and demanding for involvement of more actors and placing more responsibilities on the KPO. He felt that there is an attempt to shift responsibilities of the Project and PDF to KPOs with no additional financial support.

- Mona explained that no quantitative targets were set for the project, but this was about experimenting with the approach. FIP is an experiment which will generate lessons and principles from experiences that could be used to address other developmental issues.
- Elias added that the approach demands flexibility and should allow exploitation of emerging opportunities.

- Ranjitha reiterated that this project is different from traditional research projects which try to promote technology use and therefore are able to specify quantitative targets in a given time frame. This is about experimenting with a new approach, which focuses on people and changing their behaviours, habits and practices to build the capacity at a system level to bring about change in rural systems. This has a long gestation period and usually the changes are not very tangible and measurable. It requires the KPOs to play a key role in bringing a diverse set of actors together, motivate them and mobilise the resources (not just money) for addressing a challenge. It requires being flexible, open-minded and agile to identify and build on emerging opportunities. There can be no fixed plan and outcomes cannot be determined upfront. Due to that feature, it appears that the project does not seem to know where it is going. However, the challenge the project is trying to address is very clear. However, it does not take the traditional route of focusing only on fodder, but looks at broader themes and hence also tends to appear to be diffuse in focus. Learning being one of the major objectives of the project, it demands frequent review of activities and involving/influencing different levels of stakeholders and key players that can influence policy. While it is accepted that it is primarily ILRI's role to influence policy, the KPOs also need to chip in at their level to add to this effort. Their experience carries a greater credibility being actors closest to the ground. The policy studies have been carried out and the report is under preparation. A Policy Working group meeting was organised, and a second one will be organised early next year to share the results from the study and others. NGOs with an excellent track record were chosen as KPOs after an elaborate and meticulous landscaping exercise and it was mutual understanding that the project would build on what the KPOs are doing and not to start on a blank slate. ILRI appreciates that the money allocated to the KPOs for project activities is not a big amount. It was also agreed at the outset that this money will be used for networking activities and not for capital expenses or distributing or subsidising seeds and other inputs like other development projects. ILRI also so far did not receive any request from any KPO for additional funds to accomplish its program.
- Elias challenged the claim by Stephen about shifting burden of tasks meant to be done by ILRI or Post Doc to JDPC.

Session iv

Theme development

The development of project theme must take into account many factors. It is dynamic and multi-dimensional with a number of subsets of actors organised to address a project theme. For instance, in goat production project of JDPC, confinement of goats requires involvement of farmers, guards, labourers, health care service, marketing and other actors depending of issues of interest. The role of KPOs is to create and serve as

facilitators of the process. One is bound to run into problems and with experience and time, one learns this art better.

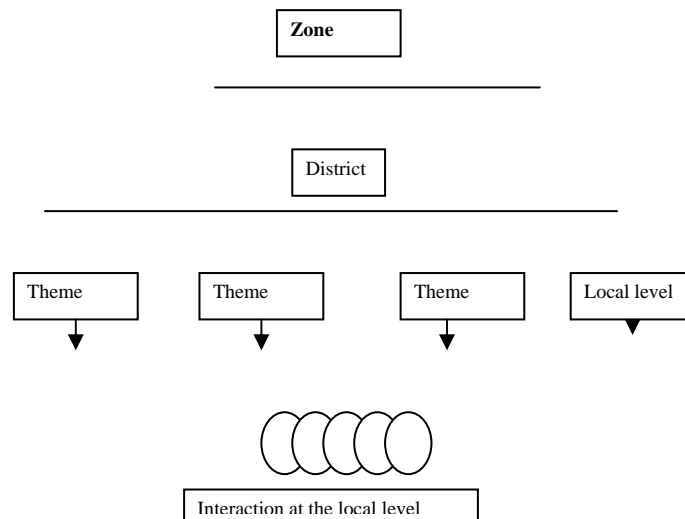


Figure 5. Each circle represents actors interacting at the local level; each theme has a number of actors which could be common or different. For the networking to be effective there has to be representation of each actor at both the district and zone levels

What is the learning?

JDPC: The ability to develop short, medium and long term objectives that will capture various interests of stake holders. Their stakeholders meeting invited the goat farmers, marketers, restaurant owners. The restaurants owners were disappointed because they could not get enough and subsidised goats to buy from the goat producers.

Similarly, at Rogo, initially butchers were actors in the network but have gradually withdrawn because the need and demands for consistent supply of animals at subsidised rate was not forthcoming. This means there is need to define clearly the short, medium and long term objectives. In order to sustain interest, network should have a strategy to address short and long term objectives of concerned/involved actors. There is also a need to prioritise the entry and exit of actors in the network.

Lessons on Network Building

Championship is more than a noun. It is a character. Sometimes, the network environment helps the character come across as a champion. Motivated people

depending on the demands of the situation might assume a role. On the contrary, some times it is difficult and takes time to get actors to accept roles and responsibility. Championship is dynamic.

- Networking process led to inclusion of law enforcement agents. A typical example was the case of retrieval of Danbatta communal grazing area.
- The network champions and facilitators need to invest time and energy to understand others agenda.
- There is need to be sensitive and appreciate the constraints and strengths.
- Neutrality of facilitators is advantageous to the networking process.
- Not all the interest of all the stakeholders in the network can be addressed at all time. e.g. per diem
- Knowledge sharing and learning through networking might serve as an incentive for some to sustain the networking.
- Insincerity of some network members could destroy the effort and the process of networking. Ilyasu of SG2000 revealed that the state Government approved allocation of subsidised fertilizer to his project actors. Unfortunately the extension agent and the mandate input distributor connived and paid for the allocation.

Website

Articles are invited to the website. KPOs are encouraged to write for the website with good examples of the activities and experiences.

Project management

Ranjitha presents to partners that by the project will end by December. There is however the likelihood of extension by three months. She intends to present a proposal to the donor specifying activities for the additional three months which would contribute to consolidate and sustain the positive changes observed in FIP. The KPOs were requested to indicate their interest to continue with the project for the additional three months along with plan of activities within a week. KPOs are encouraged to communicate actively and directly with her on any project management issues that might arise (phone, email, etc).

Field visit

Elias briefed that the field visit is to provide and opportunity for interactions with actors in the Rogo site and the participating farmers, to understand how the networking process is evolving.

Field Trip (reported by Elias)

The last half of the day was a field trip to Mai Takardu ward in Zoza village, coordinated by Idris Rogo. Participants met farmers who had been able to reclaim stock routes and

grazing areas from encroaching crop farmers. Success was attributed to their ability to include traditional leaders and the Police.

Appendices

Appendix I

JDPC - IBADAN: Answers to Specific Questions on Experienced Changes.

1. Differences in FIP Platform versus existing Multi-Stakeholder Actions

though in Ibadan there are other multi-stakeholder actions (e.g. multi-stakeholder forum on urban & peri-urban agriculture), this FIP platform is different with respect to;

- Its research focused & so required experimentations and entails a lot of uncertainties to sustaining actors interest is more challenging to facilitate.
- Deliberate effort to study the dynamics of the platform & the network.
- Each actor institution uses its resources to implement identified roles in the system.

2. Changes observed in partners' attitudes to the process

Actors	Examples of positive change + reasons	Examples of negative change + reasons	Examples of no change + reasons
Goat Farmers	Improved goat production & management practices. Demand for technologies. Interest in improved breeds of goats This is as a result of the business orientation developed by farmers to goat production		
Umbrella Farmer Association	Coordinating routine deworming & vaccination exercises. Taking over monitoring of group projects. This is attributable to the self-motivated leadership		
Goat Sellers Association	Unusual partnership with producers from marketers in terms of extension support in anticipation for future availability & access to goats to buy from producers.	Emerging disaffection from farmers about the perceived 'exploitative' attitude of GSA from recent marketing transaction.	
FADAMA III		Sudden inconsistent participation in the forum due to their hidden complaints about non-payment of allowances	
OSADEP	Voluntary extension & training services to farmers as it provide platform for self-expression.		
NVRI	Steady supply of vaccines for PPR. This is in line with NVRI's mandate & so allows her to meet her objective.		
JDPC	Increase interest in studying dynamics of networks & its coordination.		

LG	Regular extension support for practicing farmers Facilitating farmers' access to Fadama III & some inputs from LG. FIP provide the platform for LG extension agents to meet their targets & objectives.	Sudden disruption of existing support for FIP. The Director of Agric was changed and the new Director's over officious attitude	Bureaucratic bottleneck created by the supervising ministry.
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3. FIP Initiative creating demand for technologies, technical support & services

Demand for technologies	How it started	How far?
Demand for fodder planting materials	The change from subsistence to semi-commercial production now been embraced by farmers which make farmers to now embrace confinement. Through experience sharing and dialogue with different professionals in the Forum.	Since the emerging issues came up in the multi-stakeholder forum, relevant actors respond to issues within their mandates
Demand for improved goat breeds		
Some farmers growing fodder for goats		
Demand for regular supply of vaccines & vaccination & veterinary services		
Demand for extension services on goat production		
Demand for immediate basic animal services at the grassroots.		

4. Through the platform, roles and responsibilities were discussed and assigned to actors.

To a very significant extent, actors have taken up these challenges. Specifically,

- Some selected farmers are making use of available seeds for production.
- Farmers' umbrella body now monitors groups and oversee deworming exercise.
- Relevant actors (JDPC, OYSADEP, LG and trained para-vets now provide extension & veterinary services.
- Goat marketers providing extension information to producers.

5. Outputs and Changes

- There has been increased farmers involvement (especially women) in goat production.
- Producers now have access to affordable and timely veterinary & deworming services in their vicinity.
- Timely extension services from the local government agric unit and the farmers accessed some inputs provided by the government.
- All actors especially farmers now become more pro-active in calling for technical support towards the success of their enterprises.
- The platform is now better seen by most actors as a channel for sourcing for & disseminating information on technologies & extension services.
- Other actors (especially farmers) develop reflective skills (self & group).
- Farmers now consult many actors (widely) in decision-making and stronger relationship built with different actors.
- More direct contact/interaction now exist between the FIP actors & concern authorities that could facilitate increase contributions of Irewole local government to goat value chain using their own funds.

- Livestock farmers have been brought in contact with vaccine/drug suppliers and marketers in their respective local government areas and have commenced direct interaction.
- Livestock farmers have started to explore available opportunities from Fadama III on their own through their umbrella association.

6. New partnerships

- Unusual collaboration between goat marketers and producers
- Farmers & local government.
- NVRI (government vaccine suppliers) & JDPC in terms of vaccine supply and NVRI collaborating with JDPC (farm) on African swine fever research.

7. Changes in ways of working

- Deliberate interest to study and understand the dynamics of the networks.
- The network responds to emerging issues by mobilizing actors to take up responsibilities using their resources.

8. There are some significant behavioural changes been observed in partners.

- Other actors (especially farmers) develop reflective skills (self & group).
- Some goat producers in Ikire have now opted for collective confinement and a cut and carry strategy.
- Goat producers and marketers' producers are forging a relationship based on exchange of information.
- Stakeholders in the network are beginning to feel part of the group. While in the past they have waited for JDPC to lead & initiate ideas, some now take initiatives to strengthen the system.
- JDPC is now mainstreaming the FIP into its existing rural development programme.
- Farmers now consult many actors (widely) in decision-making and stronger relationship built with different actors.
- Most actors are now beginning to realize that the forum helps them to meet their organizational objectives; their participation becomes more active & strengthened.
 - E.gs of LG extension agents, NVRI (linking farmers with their Ikire office).

9. Most of the changes are on individual level with very few at organizational level.

- JDPC is now mainstreaming the FIP into its existing rural development programme.
- Local government volunteering facilities and resources in support of FIP.
- Farmer umbrella association integrating the coordination of routine deworming, vaccination exercises, monitoring of group projects and networking with other agencies into their programme.

10. How we monitor these changes

- through regular review and report back sessions at the Forum
- Internal and external score boards being monitored half yearly.

11. Open discussion of the changes

- It has been discussed once during the development of the general score board. No 'opened' negative reactions have been noticed yet.

12. How desirable changes can remain

- JDPC will continue to integrate its theme and approach in her programmes
- Experience sharing with other partner organizations.

13. More financial resources and difference in outcomes

- JDPC will be able to expand the scope of her FIP activities to 2 other zones and facilitate more concrete actions to achieve the set goals.
- More importantly, lessons from the wider experiment can be scaled up to state level for more favorable policy environment in support of the project and its approach.
- JDPC can begin to provide mentoring support to newly identified 'players' in similar field or other fields.

14. Proposed changes in identifying themes

- Though JDPC will be in support of a wider theme to integrate the policy actors, field experimentation will be widely replicated to provide substantial evidence.

15. Strategies for continuity. JDPC foresees a very high potential of sustainability of the initiative.

- 80% of personnel involved in the project are not financed by the project and so will most likely continue with the project.
- Some actor institutions have also promised continued support.

Existing strategy

- The active involvement of the Farmers' umbrella association is a key strategy to ensure sustainability of the initiative.
- The direct interaction of farmers and farmer groups with actors and some significant results they have recorded in this regard will make farmers to continue.

16. What we will do differently

- Clarify the 'Theme' first before contacting actors
- Do a detailed stakeholder analysis.

SG2000 ROGO RESPONSES TO THE QUESTIONS

1. Multi-stakeholders actions are not new in my area but the Platform I formed are different in the following:

(a) Formally joint actions were taken when there was an emergency like disease outbreaks but the situation was over the contact was almost lost. This time around the contact/linkages is strengthened; actors usually meet every month to share experience and knowledge.

2. Changes observed in the stake holders attitudes are:

ACTORS	POSITIVE CHANGE & REASON	NEGATIVECHANGE & REASON	NO CHANGE & REASON
KNARDA	E.As cooperate and adopted the joint visit schedule and attend almost all the joint meeting of actors.	Few E.A.s were not able to abide by the visit schedule fully because they do not transport facilities.	Whenever there is a new activity the senior officer will takes a little bit longer time and many explanations and ask many questions before is convinced.
LGA(Rogo)	The E.A.s cooperate in the conduct of the new visit schedule. The attitude towards improvement the stock routes and grazing land is slightly increasing because the committee was set up by the LGA Chairperson to retrieve the encroached stock route and started to address the issue.	Participation in to the joint visit to the villages dropped from 50% to less than 30% because of the mass transfer of the LGA staff that occurred twice within two months.	The Head of Agric. Department is not cooperative because he is having fewer staff (4) compared to KNARDA (14).
FARMERS	They do not wait for the government to acquire inputs and services. They in to any problem with broader perception because they are getting		They need incentives to initiate any activity otherwise pay no attention to the facilitator because hey cannot differentiate

	more awareness.		between developmental (conventional) and innovative approach.
BUTCHERS			Not interested in most activities because they want to get animals at cheaper prices to increase their profit margin.
TRADITIONAL RULERS		There are some instances they are unable to help because some of their powers were lost to the LGA.	They always listen and help when they are approached.
SERVICE PROVIDERS	Their number is increasing because the demand for the services is also increasing.	Not noted presently	
FADAMA III	EAs are cooperative during the joint visit. They also used our established livestock farmer groups but formally they deal with crop farmers.	Not noted	

3. By inviting EAs and service providers more demonstrations were carried out and more villages were covered so more awareness is being created this result in demand for more inputs and technologies.

4. More EAs join the team of service providers to take the advantage the gaps that exist between demand and supply of the services. This lead to opening of more agro inputs shops in the area.

5. The approach led to new ways of addressing problems:

(a). Livestock farmers agitated for the retrieving of the encroached stock routes and at least 1/10 success was achieved.

(b) Farmers can now buy large bulk of inputs because they now understand collectively are having more bargaining powers than individual.

6. Police are being involved in addressing the stock route encroachment.

7. These are some of the changes that occurred in the way of my working:

- (a) Formerly I rarely share information with my colleagues in other organizations but now always do.
 - (b) Formerly I always give farmers my decision and have to follow but now allow them to decide and guide them.
8. The behavioral changes observed are:
- (a) Farmers are no longer relying totally on government for the supply of inputs, they can now purchase in group; inputs from government reaches them late.
 - (b) Farmers can now cooperate and work in group for their goals.
 - (c) Farmers patronize service providers frequently than before as a result of increase in frequency of visit by the extension agents.
 - (d) Some EAs are now dedicated to their work than before because they incentives they get because they opened new agro input shops.
 - (e) EAs of different actors now share information by holding meetings at intervals (monthly or quarterly than before).
9. These changes are related to individuals because when the LGA staff were transferred new ones came I am now having problems with the new staff as such the efficiency of the visit schedule dropped from 50% to below 30%.
10. These changes are monitored by observing each actor in every activity conducted and discussing the performance of actors at the joint meeting. I.C.s jointly meet every month to assess the performance of the concerned actors.
11. No I was not able to discuss these changes openly but plan to do so later in the conduct of the project.
12. If these desirable changes are to be sustainable the KPO has to train the remaining staff on the lessons learnt and include the lessons in the day to day activities of the staff.
13. Having more financial resources will made it easy to capture the interest of more communities and actor because farmers usually need ready made answers to their problem. Additional resource will also serve as catalyst in achieving more result. Combining innovative approach with additional resources will be more sustainable.
14. The theme is too narrow because there are many pressing problems that need to be addressed to achieve fodder sufficiency.
15. Some of the activities will be sustained while those those need an external intervention will run into uncertainty.
I am now linking the communities to some projects in order to have some external resources e.g. FADAMA III Project.
16. I will combine innovative approach with the technology provision to meet the farmers demand.

APPENDIX III

[KPO Specific issues for discussion](#)

Information for Second ORM in Nigeria, October. 13-14, 2009; IITA Station KANO

<p>Preamble: institutional environments and secondly as bases for mutual learning. Key Partner Organisations (KPOs) in the Nigerian Fodder Innovation Project (FIP) agreed to establish a joint learning platform through review meetings to share experiences</p>

and distil them into key lessons. For an action research project like the FIP these lessons are invaluable for two major reasons, firstly as data on how different actor networks perform in specific settings

Purpose and format of the meeting

1. On Tuesday 13 and Wednesday 14th October 2009 the FIP team will hold a Quarterly Review Meeting at the IITA Station in Kano
2. meeting is organized to review the project progress in the KPO sites, share experiences and further lessons since the last meeting held in June 2009.

General Approach to the Quarterly Review Meeting:

This will be a Facilitated workshop to discuss changes taking place and lessons emerging since the last Ibadan meeting in May 2009.

1. There will be a facilitator who will discuss general and specific issues with KPO
2. Each KPO would be expected to show what networks exist and how the networks have been constructed or strengthened around fodder issues. Detailed experiences of how different actors in the network have behaved are valuable.
3. Discuss experiences with the scoreboard as a monitoring tool
4. Field work may be used for illustration
5. Discuss project management matters

Specific issues for discussion

Each KPO will be expected to respond to the following issues

1. Multi-stakeholder actions are probably not new in your area. How different are the platforms/fora you have formed from other similar initiatives? E.g. How different from FADAMA III, Agricultural Development Programmes (ADP) or KNARDA’s approach in fertilizer distribution, or SG2000’s approach
2. What changes have we observed in the partners/stakeholders’ attitudes to the process and if so why?

Tip:

ACTOR	(a) Examples of positive change (b) Reasons	(a) Examples of negative change (b) Reasons	(a) Examples of no change (b) Reasons
Local Government X			
Private Sector Company			

3. How has your initiative created demand for technologies/technical support/demand for services? For each of the demands tell us the way it started and where you are at present
4. What was the response of the other stakeholders to these emerging demands? And

what eventually happened?

5. Has this initiative lead to any visible/observed change in way things are done (access to new markets or better access, equity, gender, increased productivity, improved access to inputs etc)?
6. What new partnerships are merging as a result of the networks you are promoting through this project leading to any new partnerships/networks in your area?
7. Any change in your ways of working (compared to previous projects you implemented and other on-going initiatives)? If so what are they?
8. What are behavioral changes you see in your other partners/stakeholders? What was it like before and what is like now? Please narrate that
9. Are these changes related to only individuals or do you think it has gone beyond them and have become part of the organizational change? Any evidence?
10. How do you monitor these changes? Do you have a way of checking your observations?
11. Are you able to discuss these behavioural changes openly in your group? What kind of reactions has it provoked?
12. If some of these "desirable" changes have to remain, how can the KPOs ensure that this learning sticks with these organizations?
13. Would having more financial resources for project activities change the nature and volume of activities? How would the outcomes have been different?
14. What changes would you propose on the way the FIP has identified its themes – too narrow/wide?
15. What do you think will happen in these sites and in your partners once the project funding is over? Is there any exit strategy you are planning?
16. If you had to do this project all over again, what would you do differently?

KPO-specific issues for discussion

SG2000 Dambatta: discussion of the nature of networks that have been established and changes taking place in the practices of the network and stakeholders as result bringing people together

SG2000 Rogo : discussion of the nature of networks that have been established and changes taking place in the practices of the network and stakeholders as result bringing people together

JDPC discussion of the nature of networks that have been established and changes

taking place in the practices of the network and stakeholders as result bringing people together

Future Plans

1. Plans for the next quarter and who will be involved?

Fodder Innovation Project
Quarterly Review Meeting Kano
13-14 October, 2009

Rapporteur: I.R.M.

Day and Time	Activity	Facilitator
12 October, 2009	Arrival of participants in Kano	Musa
Day 1: 13 Oct Day 1: 13 Oct Day 1: 13 Oct		
9.00-9.05a.m.	Welcome by FIP Manager	Ranjitha
9.10-9.15 a.m	Announcements and adoption of programme	Elias/ Musa/ Idris
9.15-10.15	Facilitated Panel Discussion	Mona/EM/RP Team
10.15-10.30	Tea break	ILRI
10.30-12.30	Facilitated Panel Discussion continues	Mona/EM/RP Team
12.30-1.30	Lunch	ILRI
1.30-3.00	Facilitated Panel Discussion continues	Mona/EM/RP
3.00-3.15	Tea Break	
3.15-3.45	Field Trip Plans (Rogo site)	Idris/Musa
3.45-4.15	Emerging lessons for informing activities for the next 6 months Discussion of ideas for proposal development for next phase	RP, EM
4.15-4.30	Website and Stories	Elias
4.30-5.00	Project Management	Ranjitha
Day 2: 14 Oct Day 2		
8.30-1.00	Travel to Rogo and meet Idris	Musa
	Meetings	Idris, Ilyasu, Musa, Elias
1.00-2.00	LUNCH	JDPC/ILRI
2.30- 4.00	Return to IITA	
4.00-4.15	Tea Break	
4.15-4.30	Reflections from field work and emerging lessons for informing activities for the next 6 months	Elias
4.30	Date for next meeting and Close	Elias, Ranjitha

Attendance			
	Name	Organisation	Contact Address
1	Ranjitha Puskur	ILRI, Addis Ababa	r.puskur@cgiar.org
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