

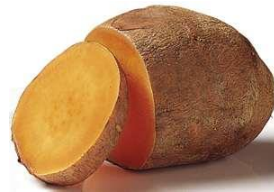
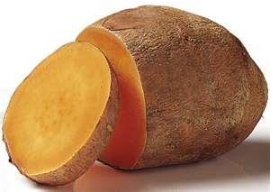
# **Lessons Learned from** **Reaching Agents of Change (RAC)** **Project**

*Adiel Mbabu*

**BNFB Inception Workshop**

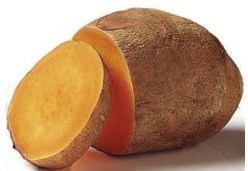
*Kibo Palace Hotel, Arusha Tanzania*

**16-18 March, 2016**



# Presentation Outline

- Introducing RAC
- Observations & Key Lessons Learned
- Conclusion



# Introducing RAC

- **RAC was conceived in response to satisfactory answers to two questions:**

- Will African consumers adopt and consume OFSP?
- Can OFSP be delivered in a cost effective manner?



- **Recent research - yes to both questions on condition that:**

- Supportive gov't policy – adequate funding
- Capacity to deliver clean OFSP planting materials &
- Capacity to grow, process, store and utilize OFSP



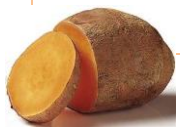
# ... Introducing RAC

## Development Goal

- Reduced child malnutrition and associated health problems in Sub-Saharan Africa
- **Specific Objective (1)**  
**Advocacy for New Investments by governments, donors and NGOs to scale-up adoption of OFSP in 5 countries**

## Success Indicators

- At least **US \$18 Million** generated by end of project for OFSP development and dissemination
- Vitamin A intake increased by 30% in Tanzania and Mozambique; 15% in Nigeria, Ghana and Burkina Faso within 5 years after project completion
- At least 20 trained African Advocates



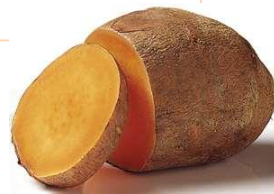
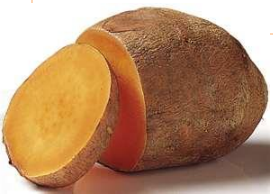
# ... Introducing RAC

- **Specific Objective (2)**

**Capacity of implementing agencies to design and implement technically strong, gender-sensitive and cost-effective interventions to drive OFSP uptake built**

- **Indicators of Success:**

- 4,000 change agents trained
- 15 National Programme SP Specialist Trainers trained
- Research & extension capacity to train trainers & offer technical backstopping to OFSP projects built
- 600,000 direct beneficiary households and 1,200,000 indirect beneficiary households to obtain OFSP – 5 years after project completion



# ... Introducing RAC

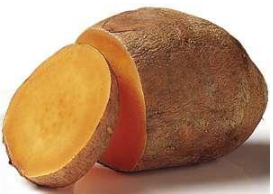
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## Implementation Strategy

▶ 3 years 4 months project (US\$6.5 million)

### ▶ Implementation

- **CIP** – Expertise in OFSP production, use and promotion
- **HKI** – Experience in food-based nutrition interventions, health programmes to combat VAD, advocacy for increasing investments to combat micronutrient deficiencies
- **Agents of Change (National & regional)** – champions, advocates, implementing agencies





# ... Introducing RAC

## Key Achievements: Advocacy for new investment and policy change

- Advocacy strategies were developed and implemented in project countries
- Against the target of 20 advocates – trained and deployed 55 national advocates and 11 regional champions
- **OFSP / biofortification was included** in key regional and national **policy / strategy / plan documents**
- Against the target – **US\$ 18million** generated investments worth **US\$ 21. 6 million** for OFSP programs and projects



# ... Introducing RAC

## Key Achievements: Capacity Building

- RAC developed & published **two** important toolkits in **4** languages
  - TOT – technical tool on sweetpotato – along value chain
  - Engendered project cycle management
- Against the target of 20, **41** primary trainers trained
- Against the target of 180, **224** secondary trained trainers
- **4,160** tertiary facilitators and farmers trained
- Against a target of 4000, **4,476** (2,101 female) change agents trained
- Against a target of 30, built the capacity of **51** agencies in the 5 countries to design and implement technically strong, gender-sensitive and cost-effective projects and programs was built



# ... Introducing RAC

## Key Achievements: Capacity Building

- RAC facilitated **production of clean planting materials** to decentralized vine multipliers (DVMs) and fast-tracked **release of two OFSP varieties** in Nigeria
- RAC facilitated the establishment of **18.1 ha of primary and 28 ha of secondary** clean planting materials, **reaching 132,877 households** with OFSP vines
- Use of Irrigation systems increased primary seed multiplication from - **414,386 vines** in 2012 to **4,030,734 vines** in 2014

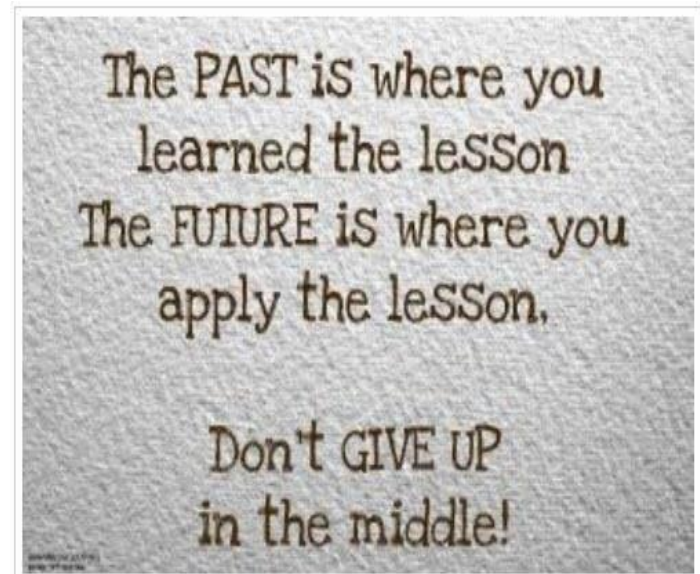
# Observations & Key Lessons Learned



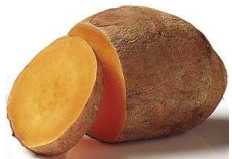
# ... Observations & Key Lessons Learned

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- ▶ Given ambitious RAC objectives and an elusive delivery process, RAC had to consciously integrate learning processes to decision making at all levels
  - ▶ Biweekly reports – **activities**
  - ▶ Quarterly reports – **outputs**
  - ▶ Six-monthly reports – **objectives**
  - ▶ Annual reports – **contribution to goal**



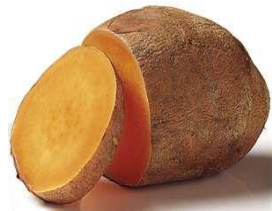
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# Project Design: Observations and Key Lessons

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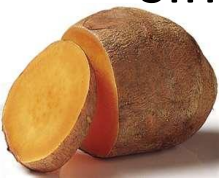
- **Observation 1** – RAC design tended to combine policy engagement and programming (resource allocation) – tending to confuse two related but different processes
- ❑ **Lesson 1** – Need to separate policy engagement e.g. support to biofortified crops for nutritional impact from programming decisions e.g. resource allocation to specific crops (e.g. OFSP)
- ❑ Policy to national governments and programming to regional governments and donor projects



## ... Project Design: **Observations and Key Lessons**

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- **Observation 2** - RAC design anticipated a Small Grants Scheme to tap **innovative advocacy approaches** from cutting edge innovators
  - ❑ **Lesson 2a** – The design should have anticipated both **promotional and advocacy innovations** – depending on how widely exposed OFSP was in the respective contexts
  - ❑ **Lesson 2b** – Given that advocacy is a relatively new area of specialization, need to **embed capacity building** in similar designs in the future

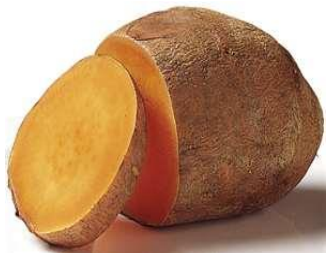




## ...Project Design: **Observations and Key Lessons**

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- **Observation 3** – RAC design focused on advocacy for policy change, resource allocation and capacity building for OFSP multiplication and distribution to combat VAD
- **Lesson 3** – To address sustainability, the design needed to link these two objectives with **access to markets and agro-processing** to drive demand for OFSP

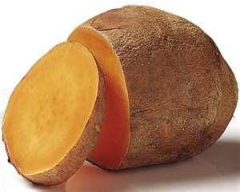




## ... Project Design: **Observations and Key Lessons**

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- **Observation 4** – Advocacy for resource allocation was expected to be carried out without an investment guideline
- ❑ **Lesson 4a** – Need for carefully targeted investment guidelines to help investors (e.g. governments/donors) to visualize what it takes to turn ideas into programs and projects
- ❑ **Lesson 4b** – Like other learning manuals, requires specialized inputs, time and resources

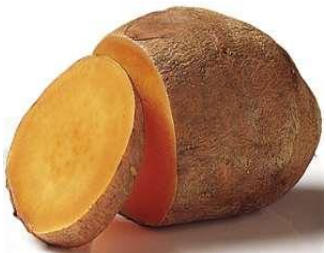




## ... Project Design: **Observations and Key Lessons**

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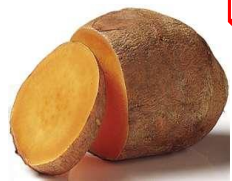
- **Observations 5** – Project design required relatively junior project staff to manage senior professionals to deliver results.
- **Lesson 5 a** – For effective advocacy, high level senior project staff (with a track record of success in policy formulation or fundraising) are required to coordinate advocacy efforts



## ... Host institutions and Implementing Partners: Observations and Key Lessons

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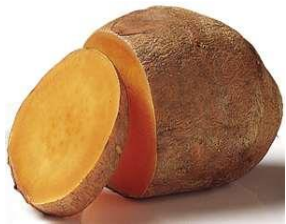
- **Observation 6** – Advocacy appeared to work better where RAC activities were co-hosted by a legitimate national policy forum. e.g. in Mozambique, OFSP was adopted by SETSAN as an example of how to roll out a food based approach to combat vitamin A deficiency
- ❑ **Lesson 6** – Need to focus on legitimate policy forums at national level – to facilitate both effective policy advocacy and programming decisions
- ❑ Where they don't exist, need for capacity building



## ... Project Design: **Observations and Key Lessons**

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- **Observation 7** – The design assumed availability of water for dry season seed multiplication
- ❑ **Lesson 7a** – with the prevailing climate change conditions, where short rains are increasingly unpredictable, irrigation is necessary to produce clean planting materials at the on-set of rains
- ❑ **Lesson 7b** – This has resource implications

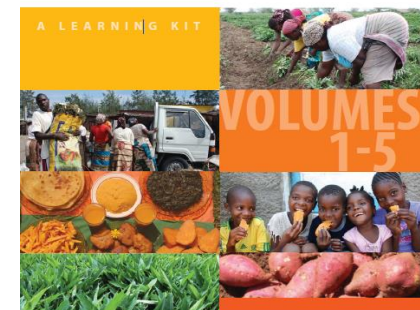


# ... Project Design: **Observations and Key Lessons**

- **Observation 8** – The design anticipated a relatively **easy and short term preparation** of learning modules (TOT & Project Management)
  - ❑ **Lesson 8** – developing & delivering effective learning modules **in multiple languages** is a complex process requiring:
    - ❑ Multidisciplinary & multi-organizational involvement
    - ❑ Time and adequate resources

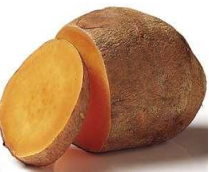


Engendered Orange-Fleshed Sweetpotato Project  
Planning, Implementation, Monitoring and Evaluation



# ... Project Design: Observations and Key Lessons

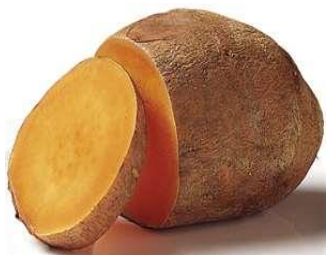
- **Observation 9** – The design anticipated that trained trainers would mobilize resources for step-down courses within their organizations and partner organizations
- ❑ **Lesson 9a** – Resource mobilization within participating and partner organizations is a time consuming and unpredictable process
  - ❑ High risk for short term projects



## ... Project Design: **Observations and Key Lessons**

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- **Observations 10** – The design assumed active involvement of partner organizations to deliver key objectives – e.g. step-down training; decentralized seed multiplication; high level advocacy
- **Lesson 10** – Complex partnerships assumed in the design require **time and resources** to organize, develop and maintain

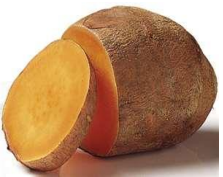




# Conclusion

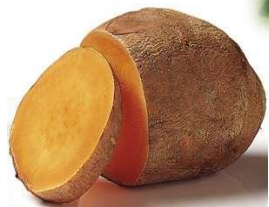
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- As assumed in the design, RAC was a complex innovative initiative – focusing on **policy and institutional innovations** necessary for **widespread adoption** of OFSP technology
- Key factor in delivering such complex initiatives – comprehensive M&E system – **Managing for Results**
- With the increased focus on **up-scaling** of promising innovations, the need for policy and institutional innovations will become increasingly important
- Lessons learned in this pioneering initiative (RAC) have significantly influenced the design of BNFB project.





# THANK YOU FOR YOUR ATTENTION



**Invest in Orange-fleshed Sweetpotato  
for Health and Wealth!**

