



## BNFB Project Inception Meeting in Arusha

*Kibo Palace, Arusha, Tanzania 16-18 March 2016*

### Abstract



This report documents the proceedings of the Building Nutritious Food Baskets (BNFB) project inception workshop held on March 16-18, 2016 at the Kibo Palace Hotel, Arusha, Tanzania. The report captures the processes and outputs of the meeting and is meant for reference by the participants and any other stakeholders who were not present. Almost all the discussions, the results of group work and group deliberations, and the plenary sessions are documented.



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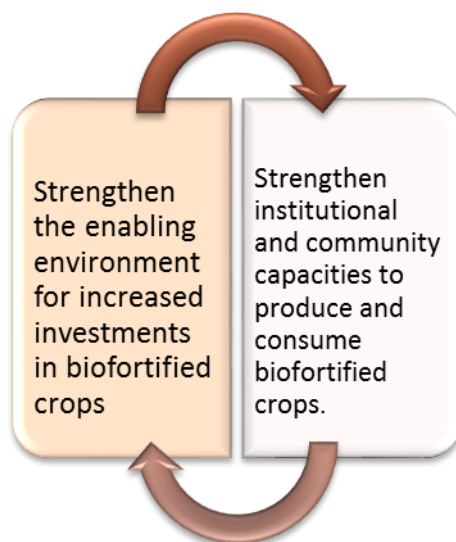
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## ACRONYMS AND ABBREVIATIONS

BF	biofortified or biofortification
BNFB	Building Nutritious Food Baskets
BMGF	Bill & Melinda Gates Foundation
CG	Abbreviation of CGIAR
CGIAR	Consultative Group on International Agricultural Research
CIAT	Centro Internacional de Agricultura Tropical
CIMMYT	International Institute for Maize and Wheat
CIP	International Potato Centre
GoT	Government of Tanzania
HHs	Households
IITA	International Institute of Tropical Agriculture
SRI	Sugarcane Research Institute - Kibaha
M&E	Monitoring and Evaluation
MoA	Ministry of Agriculture Livestock and Fisheries
MoH	Ministry of Health
NARS	National Agricultural Research Systems
NRCRI	National Root Crops Research Institute - Nigeria
OFSP	Orange-fleshed Sweetpotato
PM	Project manager
PPT	PowerPoint
QPM	Quality Protein Maize
RAC	Reaching Agents of Change
TFNC	Tanzania Food and Nutrition Centre
TOSCI	Tanzania Official Seed Certification
ToT	Training of Trainers
VAD	Vitamin A Deficiency

## EXECUTIVE SUMMARY

The *Building Nutritious Food Baskets: Scaling up Biofortified Crops for Nutrition Security* project is a three-year project funded by the Bill & Melinda Gates Foundation. The project seeks to reduce hidden hunger by catalysing sustainable investment for the utilization of biofortified crops (vitamin A cassava, vitamin A maize, vitamin A sweetpotato and iron rich beans) at scale. The project is implemented in Nigeria and Tanzania, to demonstrate how multiple biofortified crops can be scaled up together at country level using a “food basket” approach. The project is led by CIP and engages a range of partners, including; The International Centre for Tropical Agriculture (CIAT), the International Maize and Wheat Improvement Centre (CIMMYT), the International Potato Centre (CIP), the International Institute of Tropical Agriculture (IITA), HarvestPlus and the Forum for Agricultural Research in Africa (FARA). The goal of the BNFB project is to help reduce hidden hunger by catalysing sustainable investment for the utilization of biofortified crops at scale. The projects seeks to specifically demonstrate how scaling up can be achieved through a concerted effort by a range of CGIAR centers and programs along with community, national, regional, and international stakeholders. These partners will work together on advocacy, policy development, nutrition education, and behaviour change communication for demand creation, capacity strengthening, and institutional learning to support the scaling up of multiple biofortified crops. The project has two specific objectives:



This report documents the proceedings of the Building Nutritious Food Baskets (BNFB) project inception workshop held 16-18 march 2016 at the Kibo Palace Hotel, Arusha, Tanzania. The report captures the processes and outputs of the meeting and is meant for reference by the participants and any other stakeholders who were not present. Almost all the discussions, the results of group work and group deliberations, and the plenary sessions are documented.

A total of 26 participants attended the workshop and included representatives from CGIAR centers and programs, national agricultural research systems (NARS), the Government of Tanzania (GoT), Tanzania

Food and Nutrition Center (TFNC) and Bill & Melinda Gates Foundation (BMGF) (see Annex 1) for list of participants). The workshop was facilitated by Dr. Paul Kibwika from the Institute for people, Innovation and Change in Organizations (PICO) Team, Uganda.

## KEY HIGHLIGHTS

- a. On behalf of the Government of Tanzania (GoT), *Mr Obey Assery Nkya (Director of Coordination of Government Business – Prime Minister’s Office)*; expressed the commitment of the Government of Tanzania to support BNFB, and reiterated its centrality in Tanzania’s country’s nutrition agenda. He offered support in bringing key stakeholders together to ensure nutrition self-sufficiency in Tanzania.
- b. On behalf of BMGF, Lawrence Kent reiterated that biofortification is an economical option to fighting hidden hunger. He observed that BNFB is a catalytic project that builds upon the Reaching Agents of Change project and will ensure better integration of biofortified crops into policy and institutional strengthening for scaling up biofortified crops. Lawrence observed that the seed system is an important element in this design and challenged participants to leverage the on-going initiatives and ensure biofortified crops are accessible and being utilized by a critical mass.
- c. Participants reached a consensus on the roles and responsibilities of each partner and identified some gaps that the BNFB project will seek to address.
- d. The need to conduct a comprehensive situational analysis was identified as critical and a priority of BNFB. It was agreed that BNFB would work closely with national partners to conducting the situation analysis, which will help identify gaps and priority areas for intervention.

## **WORKSHOP OBJECTIVES**

The general objective of the inception workshop was to introduce the project team to the project and reach a shared understanding of the project objectives and the delivery system.

### ***Specific objectives***

- Get to know each member of the team (team building).
- Understanding the BNFB project objectives, outputs, indicators of success, activities, relevance and importance of the project.
- Clarify roles and responsibilities of each individual, team and partner in the delivery of BNFB objectives.
- Plan jointly and align individual, team and partner annual work plans with relevant outputs, sequence of activities and budget to the overall project work plan for 2016.
- Clarify the reporting processes and responsibilities – status reports, what to report, audience, format, frequency, archiving and communication plan.
- Clarify the administrative and financial procedures for implementation of BNFB.
- Draft ToR for the Project Steering Committee (PSC).

### ***Expected outcomes***

- Shared vision, mission, purpose and ownership of the project
- Team alignment and team spirit
- Refined work plan for 2016 and clear division of labour
- Agreement on reporting processes and responsibilities, communication and feedback system
- Draft ToR for the PSC

## **WORKSHOP AGENDA AND FORMAT**

A workshop agenda (see Annex 2) that was used to guide the process but was flexible and was revised from day to day based on the guidance of the process steering team. The workshop activities included a mix of presentations, round table discussions and plenary sessions supported by rich and interactive discussions from participants.

# WORKSHOP PROCEEDINGS AND DOCUMENTATION

Day 1: 16<sup>th</sup> March 2016 (Morning Session)

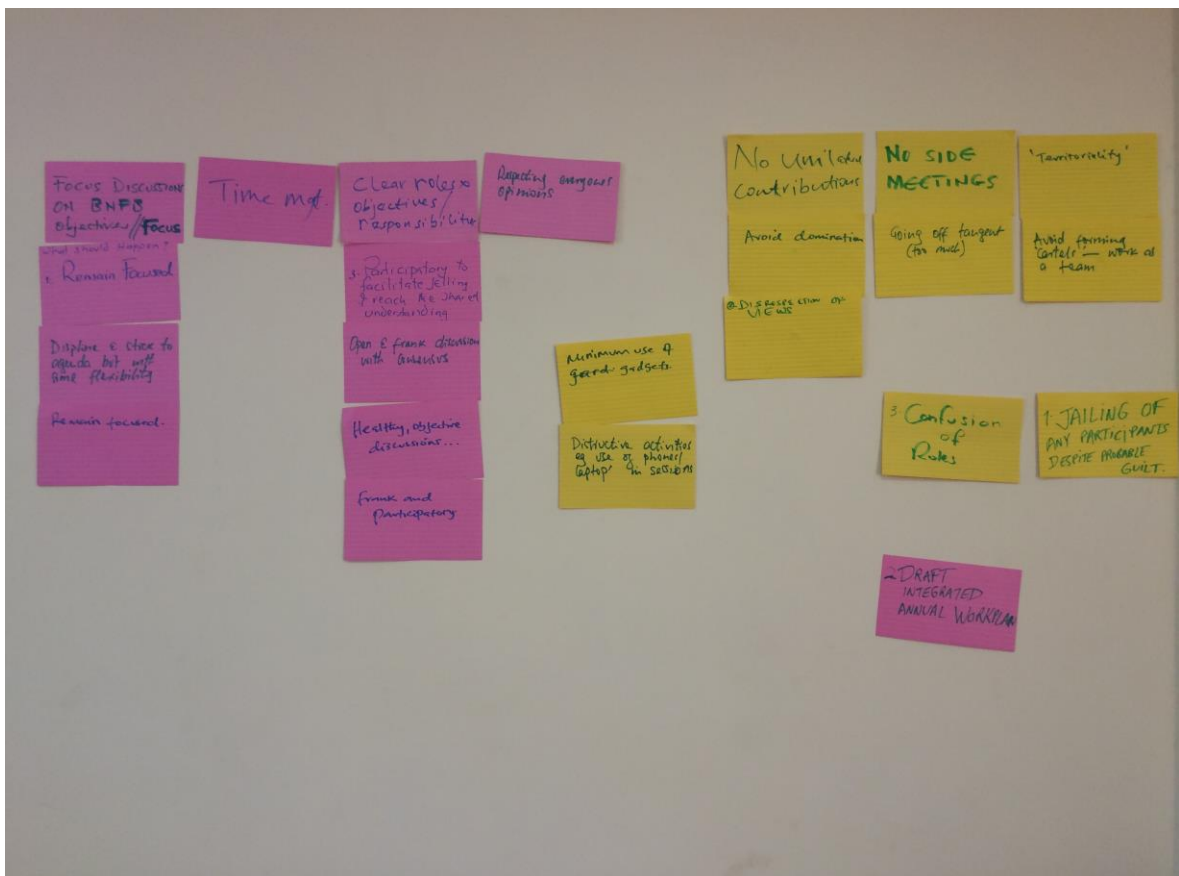
## 1 Workshop opening and setting the scene

### 1.1 Introduction

This session was facilitated by Paul Kibwika. The session started with an icebreaker to help create an open and lively atmosphere and provide an opportunity for participants to get to know each other. Paul introduced himself and invited the participants to introduce themselves by stating the following;

- a) Name
- b) Organization
- c) Position in the organization
- d) What the organization brings to the BNFB project.

After the introductions, Paul led participants to discuss and agree on core values and ground rules. To arrive at the ground rules, the facilitator gave each participant two cards of different colours (red and yellow). On the red card, participants were requested to indicate “*what should happen in this workshop*” and on the yellow “*what should not happen*”. Below are the responses



After this, the facilitator invited the BNFB Project Manager - Hilda Munyua to introduce and invite a number of key speakers to welcome participants and make some opening remarks as documented below;

### **1.2 Opening remarks**

*Mr Obey Assery Nkya (Director of Coordination of Government Business) – Representing the Government of Tanzania as country host from the Prime Ministers’ Office.*

In his opening remarks, Mr. Obey noted and appreciated the diversity of the group (workshop participants) and observed that it is a good ingredient for success. He welcomed participants to Arusha, indicating that it is a strategic location and welcomed participants to find time to visit the various tourist attractions in and around Arusha. He challenged participants to ensure the workshop objectives were met. Mr. Obey lauded the project designers and observed that the project is well tailored to meet practical needs in the country. He challenged the group to focus on real impact and *‘not just publication of papers’*. Mr. Obey indicated that BNFB builds upon the gains made by RAC, a project he was personally involved in. He assured the participants that Tanzania is ready and willing to host the BNFB project to continue with these efforts. He further affirmed that BNFB was aligned to the Tanzania’s country priorities and could count on the Government of Tanzania’s support, He reiterated the centrality of nutrition in the country’s agenda and the need to ensure nutrition self-sufficiency. He promised support the new initiative and pull key stakeholders together and work to ensure the project takes off and lands smoothly.

*Dr Adiel Mbabu (Regional Director) - CIP Sub-Saharan Africa*

Adiel thanked Mr. Obey for his encouraging words and was delighted that the project was well aligned with the Government’s priorities. In his welcoming remarks, Adiel took the opportunity to welcome individuals and representatives of respective disciplines and organizations to the workshop. He reiterated that all organizations were under pressure to deliver impact at scale and pointed out that many had been able to scale out and reach millions of people with the technologies they developed. He pointed out that BNFB offers an opportunity for the different partners to learn together how to scale up and reach the population, instead of samples of the population. He emphasized that a key lesson learned is that, we need to mobilize complex partnerships in order to reach that population. Dr Adiel challenged the participants not to lose sight of what brought them together in the first instance i.e. *The pursuit of a common objective - causing impact at scale*. He reiterated that organizations today are grappling with different models of scaling up impact. He pointed out that based on the lesson learned

*CIP is delighted to bring together partners with a common interest to gel and pursue common objectives*

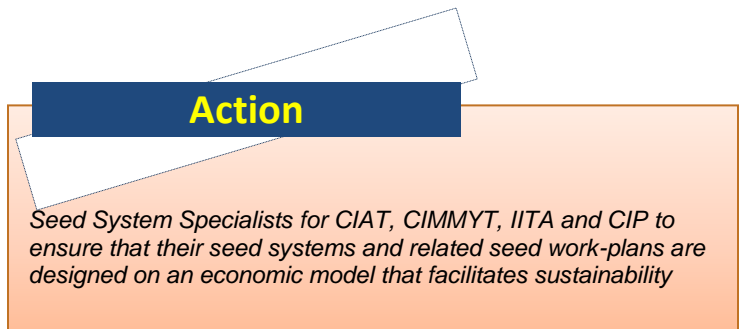


from RAC, CIP was delighted to bring together partners with a common interest to gel and pursue common objectives. Adiel reminded participants that scaling up is complex and involves complex partnerships and ensuring that diverse interests are addressed and a common understanding is forged. He added that BNFB has a great chance of success and, challenged the different partner institutions implementing the project to manage the complexity well in order to achieve the objectives.

*Mr Lawrence Kent (Senior Program Officer) - Representative from Bill & Melinda Gates Foundation (BMGF)*

Lawrence appreciated the solutions that biofortification offers to malnutrition, both in rural and urban communities in many countries. Lawrence highlighted the genesis of programming in biofortification and the journey that has been made so far. He particularly singled out the work done through the Reaching End Users Project through

OFSP and the work that has been championed by HarvestPlus. He agreed with sentiments postulated by earlier speakers by reiterating that biofortification is an economical option to fighting hidden hunger and that the remaining challenge is reaching the communities in need through ‘catalysm’ and not through the village to village model. He explained that this was the idea (‘catalysm’) behind RAC - leverage on others to reach a critical mass. It is in this context that BNFB was conceived, to build on the work of RAC with objectives limited to advocacy, policy and institutional strengthening for scaling up. Lawrence observed that the seed systems was an important component of the project, and perhaps the trickiest element in the design. He challenged participants to come-up with an economically sustainable seed system as opposed to providing seeds for free, which is not scalable. Lawrence finished his remarks by delivering Laura’s apologies – for not being able to attend the workshop.



*Dr Hilda Munyua (Project Manager) - CIP Sub-Saharan Africa*

Hilda thanked everyone for finding time to attend the workshop despite the busy schedules. She expressed her optimism about the project goal and outcomes. Hilda then took the opportunity to introduce participants to the workshop objectives and anticipated outputs (highlighted in the introduction section- see Annex 1, PowerPoint Slides 1)

*Facilitator – Paul Kibwika*

Paul then led a discussion on what the team needs to do to achieve the objectives of the inception workshop.

## 2 Overview of Biofortification - Anna-Marie Ball (Head - Africa Strategic Alliances) HarvestPlus

The process steering team felt that it was important to highlight the global perspective on biofortification to enable participants to understand the breadth and depth of efforts in this sector and help situate BNFB. Anna-Marie Ball defined biofortification and provided an overview of HarvestPlus efforts in scaling up biofortified crops globally. She pointed out the positive developments made so far and the high level of enthusiasm demonstrated during the Second Global Conference on Biofortification held in Kigali in 2014. She underscored the support that biofortified crops have garnered since that meeting and indicated that to date, 33 biofortified crops have been released across the globe and are now being grown/tested in 45 countries. Anna-Marie further highlighted some of the promotion mechanisms adopted to promote biofortified crops in Nigeria and Rwanda such as use of Nollywood actors to produce movies and to directly endorse biofortified products (see Annex 3).

### *Participant's discussion and reaction from Anna Marie's presentation*

Participants raised queries around what specific contributions that HarvestPlus would commit to BNFB. Anna-Marie highlighted a couple of areas of synergy such as having BNFB make a presentation during the forthcoming 3<sup>rd</sup> Global Conference on Biofortification to be held in April 2017, having a shared knowledge portal to document and share information and progress on biofortification, build on the breeding and seed systems progress already made in Nigeria and staff-time.

### **Challenge**

*Develop behaviour change communication (BCC) materials and frequently asked questions (FAQs) to demystify myths on biofortification.*

A follow-up discussion on this presentation provided useful comments: Participants applauded HarvestPlus for the good progress made and for a succinct presentation. Participants were challenged to embrace the private sector in these efforts and to keep reminding the masses that biofortified crops are not genetically modified crops. BNFB was therefore challenged to develop behaviour change communication (BCC) materials and frequently asked questions (FAQs) to demystify these myths.

Finally, it was felt that nutritionists and breeders need to talk to each other more in order to strengthen the interface between nutrition and breeding.

### 3 Lessons learned from Reaching Agents of Change (RAC) project – Dr Adiel Mbabu (Regional Director) - CIP Sub-Saharan Africa

Adiel gave an overview of RAC and explained the design and results achieved by RAC in advocacy and capacity building, and key lessons learnt. The session helped participants to understand the advocacy process and strategies used by RAC. Adiel's presentation (see Annex 4) highlighted the role of advocates and champions, key activities, challenges, successes and lessons learned - in Mozambique, Tanzania, Nigeria, Ghana and Burkina Faso. Some of the key lessons learnt from RAC that Adiel highlighted related to the following issues and topics:

- Reporting mechanisms
- Policy engagement and programming processes
- Relationship between advocacy and promotion
- Policy and institutional changes in the context of markets
- Investment guidelines to address investment questions
- Right competences of advocacy staff
- Significance of multi-sectoral platforms in catalysing advocacy efforts
- Lesson is multiplication of primary and secondary seeds during dry seasons
- Learning modules and technical effort required takes lots of technical support
- Managing complex partnerships
- Impact assessment – long term clear milestones in designing M & E plan

Adiel explained that BNFB came about as a result of documented success and impact of RAC and that BNFB will now integrate other partners and move from one food approach to adopt a 'food basket' approach. He pointed out that the BNFB will have a broader approach to scaling impact, hence the need to work with a range of partners in the scaling up process. He emphasised that scaling up requires a supportive and responsive policy environment, increased investments, institutional capacities, and dynamic seed systems to reach a critical mass. Adiel added that RAC learned that OFSP (a single crop) was not a policy focus but a nutrition issue and thus the continued focus on biofortification within the BNFB.

#### *Participant's discussion and reaction from Adiel's presentation*

One participant observed the need to explain clearly the 'tangibles' as far as advocacy is concerned i.e. what should BNFB advocacy focus on and what does the project want governments to do? It was recommended that the project defines clearly the policies it will focus

#### **Recommendation**

1. *Each country advocacy strategy to define clearly the policies it will focus on (to include biofortification). Responsibility: **Country Coordinators***
2. ***Seed System Specialist** for beans to come up with strategies such as labelling for product differentiation and appropriate legislations in marketing and variety release criteria as mechanisms to promote this crop*

on in each country. It was pointed out that a situation analysis would be conducted and this would point out key gaps that BNFB will focus on.

Other concerns included how the project is planning to promote crops with hidden traits and whether impact assessment for RAC had been conducted. It was observed that strategies such as labelling for product differentiation and appropriate legislations especially in marketing and as a variety release criteria were strategies being considered by the project.

Another query raised was if the RAC project plans to conduct an impact assessment to assess long term benefits and sustainability of the the project's efforts. It was explained that impact assessment of RAC will be conducted 3 years after project completion. The M&E Specialist clarified that follow-up studies on RAC have been integrated into BNFB outputs and that the outcomes of the impact assessment will be shared with all partners.

#### **4 The BNFB Project – Dr Hilda Munyua (Project Manager) - CIP Sub-Saharan Africa**

Hilda's presentation (see Annex 5) provided an overview of the BNFB project; explained its design and the ideas behind the theory of change. She reiterated that BNFB builds upon lessons learned from RAC and draws on complementary skills and experience of other CGIAR centres and programs, national and regional partners among others. Hilda highlighted the following:

- The goal and purpose of the project, objectives, intermediate results and key indicators
- Institutional arrangements to deliver on the results
- Key thematic areas of the project: policy engagement, institutional strengthening & the various biofortified technologies (seed systems)
- The multi-crop, multidisciplinary and multi-organizational approach
- Target countries

##### *Participant's discussion and reaction from Hilda's presentation*

A participant sought to know the geographical location of the BNFB project in Tanzania, while another inquired about the status of biofortified crops in Tanzania and points of synergy partners will leverage for the crops. Other concerns were about whether BNFB had taken time to identify the gaps to address in order to avoid duplication of efforts and what will be the critical points of focus. Hilda responded that BNFB was a scaling up initiative with a national outlook. Although specific crops were being grown in certain agro-ecological zones, the idea is to expedite the release of

### **Action**

BNFB to consider a focus on advocacy and capacity development of regional and district commissioners in Tanzania for better impact and to encourage them to invest more on Biofortification  
**Country Coordinator, Tanzania**

pipeline varieties to suit new regions and marketing and consumption of the crops and their products and advocacy will take a national outlook. Hilda clarified that the status of the specific crops would be discussed later during the seed systems presentations that were scheduled for second day. She explained that a great deal of consultations was made during the project design phase to identify gaps. She observed that a scoping study was done and an emerging strategy on biofortification in Sub-Saharan Africa that informed the gaps and that the forth-coming situation analysis will concretise this process.

During these discussions, it was observed that the GoT has ring-fenced funds for nutrition programs across all the districts and that BNFB could help advocate and strengthen capacity of regional and district commissioners so that these resources are invested well in nutrition and biofortification in particular. BNFB was also challenged to ensure that each partners is given clear deliverables to avoid implementation delays and possibilities of overlap and conflict.

## **Day 1: 16<sup>th</sup> March 2016 (Afternoon Session)**

### **5 Team Building Exercise facilitated by Paul Kibwika (PICO Team)**

The objective of this session was to discuss principles and tips on building and managing high performance teams through interpersonal and interdisciplinary interactions. The facilitator broke down this session into two- i) Stages of team development and ii) the Johari Window in relation to feedback.

#### **5.1 Stages of Team development**

Paul led this session and among other things, explained the four stages of team development and how these stages are likely to unfold under BNFB (see Annex 6). The stages are:

- a. Orientation
- b. Perturbation
- c. Regulation
- d. Performance

He observed that ‘being together’ or ‘working together’ does not necessarily imply teamwork. He further indicated that the role of a leader in any organization is to minimize opportunities for perturbation.

After the presentation, Paul asked representatives from each partner participating in the workshop to hold a 15-minute group discussion responding to the following topics;

- a) *If we manage to do this project successfully; my organisation will be proud of?*
- b) *As an organization, what would you like to learn from this experience?*

See responses below;

FARA

LIITA

T3 GOVT

CIP

① FARA ENABLED OPERATIONALIZATION OF A KEY CROSS-CUTTING ISSUE IN FARA'S STRATEGY - NUTRITION-SENSITIVE AGRIC -

Ex. - Technology developed & used by BNFB - No. of stake holders trained & technology adopted.

1. EMBRACING BIODIVERSITY AT POLICY LEVEL

1. CONTRIBUTE IN REDUCTION OF MICRONUTRIENT DEFICIENCIES

Having led a multi-partner initiative successfully

- Sustainability of project outcome after the expiration of the project

2. CIP

② FARA WILL HELP FARA IN ITS INTERMEDIARY ROLE OF FOSTERING POSITIVE CONTAGION OF PROJECT LESSONS IN OTHER COUNTRIES

Ex. Partnership - my organization will further strengthen links with many partners.

2. INVOLVING DIFF. STAKEHOLDERS / PARTNERS IN SCALING UP OUT FOR SUSTAINABILITY

Improving the food system Approving Scaling up Model.

CIAT

• Prioritization of beans in national nutrition / economic (including gender) policies CIAT

- Higher Adoption of Iron bean varieties GAPs. CIAT

HarvestPlus - if governments take ownership - funding and delivery etc

CIMMYT Opportunity for effective Collaboration with new and non-traditional partners

CIMMYT Contribution to CIMMYT's Mission of Improving food and nutritional Security

CIMMYT Value added Maize Varieties with QPM/ ProVITA delivered to target users

How to implement Nutrition led agric. research & development. CIAT

How to engage policy makers and implement formulated policies CIAT

HarvestPlus... if BNFB is successful then the same model could be used in other countries (partnership countries)

CIMMYT Experience in Working with food baskets Vs Single Commodity

CIMMYT Learn art of advocacy and catalytic roles (especially for non-visible traits)

CIMMYT Gain experience in Promoting and Scaling up non-visible traits

Harvest Plus

CIMMYT

Paul then led a plenary discussion to identify the key words emerging from the group discussion and helped the group identify emerging key words for example;

- Sustainability
- Impact
- Having led a multi-partner initiative successfully
- Proven model to scaling- up
- Impact at scale –
- Effective partnerships,
- Strong institutions,
- Ready proven technologies

After the group discussions, 4 volunteers were tasked to help draft a mission statement using these key words – (Boaz, Richard, Robert, Joyce). This was a take-away assignment and the results are presented in day 2 (see Annex 7).

## **5.2 Johari Window and Feedback**

Using the Johari Window, Paul made a plenary presentation (see Annex 8). The Johari Window was used as tool to demonstrate enhancing of the team’s capabilities to work better in teams – building effective teams and taking into account the diversity of individuals.

Paul explained that the JOHARI Window concepts such as – self-awareness/perceptions, feedback etc. have relevance in projects and can be mainstreamed into BNFB. He further observed that each individual has limited understanding of self and we should therefore allow others to help us open up/expand the blind spot.

In conclusion, Paul explained that effective partnerships are formed when we deliberately endeavour to expand the ‘public window’ such as being open and transparent on successes and failures - the more the project widens the ‘public window’ the more it gains support and public acceptance.

Related to Johari Window, Paul made a presentation on ‘important guidelines’ for giving and receiving feedback (Annex 9)

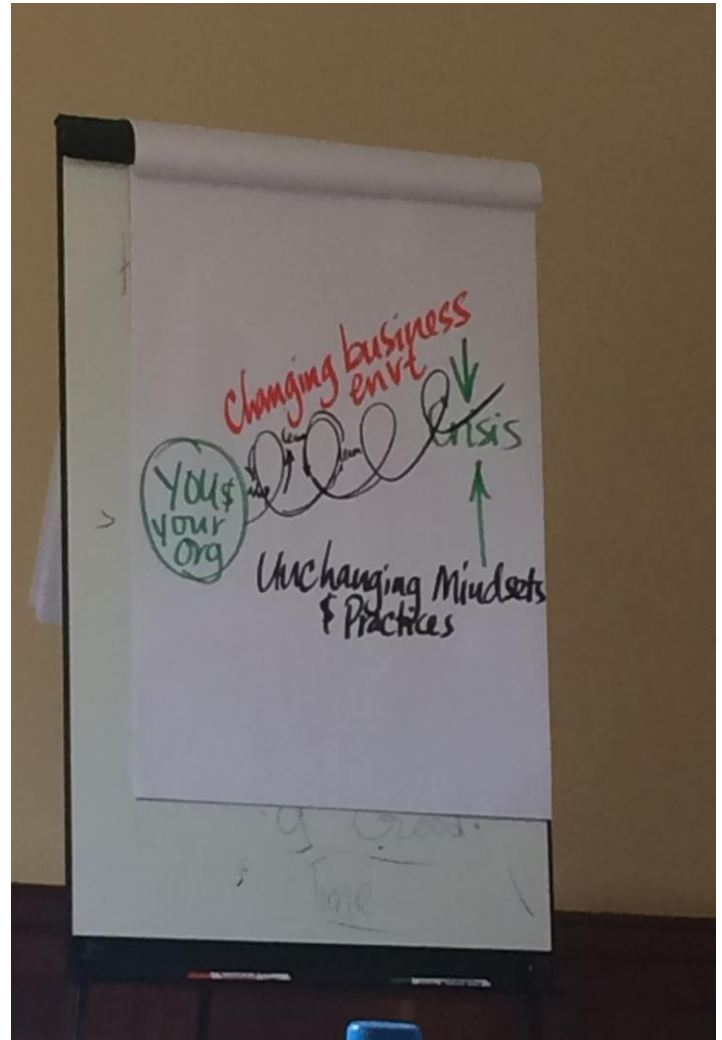
## **6 Leadership and learning organization - Paul Kibwika**

Paul began this presentation (see Annex 10) by posing a question to the group: When do organizations learn? Comments from the plenary indicated that organizations don’t always learn. Participants argued that pressure for change is what drives many organizations today to change, funding cuts, etc.

Paul explained that it is the ability to continuously learn, adapt and change that makes organizations remain relevant and perform in a changing environment. He observed that *"A learning organization discovers how to tap people's commitment and capacity to learn at all levels...where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free and where people are continually learning how to learn together."*(Peter Senge).

After the presentation, Paul opened the floor to discussions and the following issues emerged:

- Members agreed that individuals and organizations must be prepared to change in a changing business environment otherwise it will be difficult to survive. Participants were challenged to move in the direction of change, adapt to changing business environment -continuously learn from what they do, relate to environment and continuously evaluate their activities.
- One participant observed the importance of seeing ‘a virtual organization (BNFB)’ in order to eliminate the diverse organizational, individual and disciplinary obstacles to learning.
- To catalyse change, the project team was advised to continuously learn, give focus to the team/individual levels. To achieve this, the project team was encouraged to plan and make this deliberate and as part of the design.
- BNFB should be owned by all the partners – it was clarified that CIP does not ‘own’ the project, but rather, it was “a secretariat” to drive other partners to achieve the project goal.
- It was further recommended that there was need for an advisory team to help feedback both at the upstream (at the individual organizations that make-up BNFB) and downstream (to the project team).



Another participant enquired about what constitutes a team as envisaged in BNFB, how the respective partners will maintain individual identity in the project, how achievements will be attributed, branding etc. In response to these questions, it was felt that the session on leadership/multi-disciplinary teams should have come later on to address these issues which were tackled in subsequent presentations. It was therefore considered useful to postpone discussions on this topic to the last day of the workshop.



## Evaluation of day 1

After the sessions for day 1 were concluded, the workshop process steering team retreated to deliberate on the day's events and plan for the next day. The facilitator asked each member to recap the day based on 3 items: *what went well, what did not go well, and what we should do tomorrow?* Below are the responses:

### *What went well?*

- HarvestPlus presentation on the global scenario was lauded as having been a curtain raiser for technical issues that emerged in the course of the day
- The presentation on BNFB was good but could have been shorter
- Time management was good

### *What did not go well?*

- The team felt that the afternoon session could have been shorter and more interactive
- It was felt that the topics on 'learning organization came too early in the program and that the applicability of the Johari Window ought to have been emphasised more than the concept was shared.

### *What we should do tomorrow...*

- Recap the presentation on BNFB, focused on objectives and key deliverables
- The facilitator to recap sessions covered during day 1 and the objectives of each session. Topics/sessions should be preceded by their objectives first
- Allow adequate time for questions and contribution after presentation.

## Day 2: 17<sup>th</sup> March 2016 (morning Session)

### Recap of Day 1

The day began with a recap of the previous day's proceedings. The facilitator highlighted the objectives and presentations (see Annex 11). Following this summary, Hilda recapped the goal, objectives and deliverables of BNFB.

## 7 The M&E Framework- Godfrey Mulongo

Godfrey's presentation (Annex 12) focused on the hierarchy of BNFB results, performance indicators and the disaggregation of the indicators by partner. After the brief presentation, the floor was open to discussions.

- One participant wanted to know how progress on policy influence will be measured and tracked. In response, it was pointed out that the baseline figure for this indicator is not yet determined nor the targets for each country – pending the completion of the situation analysis that will among other things identify the current government priorities as far as policy on nutrition/biofortification is concerned and the relevant policies, strategies and plans that BNFB will support. . Specific targets will be agreed upon when developing country and regional advocacy strategies and work-plans.
- It was reiterated that BNFB does not focus on breeding work, but rather, it supports and catalyses efforts to expedite the release of new and robust biofortified varieties currently in the pipeline. The target for new varieties to be released is 12.
- Participants recommended that the indicator on 'number of households producing biofortified crops' be amended to 'number of households growing biofortified crops' and that more specificity be provided to include the incremental value such as the additional number of households. It was noted that these indicators needed to be clearly defined in the M&E framework that is currently being developed.

### Action

1. Ensure that BNFB efforts on advocacy are well aligned with current government priorities, policies and work plans on nutrition/biofortification **Country Coordinators**
2. BNFB to plug-in and support the finalization of the *Action Plan for Agriculture and The National Social Protection Framework in Tanzania*. Ensure that biofortification is featured as one of the interventions for fighting hidden hunger and malnutrition **Country Coordinator, Tanzania**
3. IITA (PVA maize) to increase the number of its targeted processors in Nigeria to at least 3 **Seed System Specialist (IITA) and M&E Specialist**
4. CIMMYT to scale down the number of its targeted commercial processors from 3 to 1- **Seed System Specialist (CIMMYT) and M&E Specialist**

- Only one commercial processor (Nestle) had been targeted for Nigeria. Participants challenged IITA (PVA maize) to increase the number of processors to at least 3 due to the sheer size of the country. On the other hand, CIMMYT requested that the number of commercial processors allocated to (CIMMYT) be reduced to 1.
- The concern about attribution of results was revisited. In response, it was indicated that deliberate efforts will be made to document specific support areas from BNFB and the results coming from the support. Reporting and data disaggregation will be clearer when focusing on what each partner will have done, showing the incremental benefits achieved through the BNFB project. All partners have clear deliverables as far as BNFB is concerned and co-mingling of results was not anticipated.
- On policy, the government representative identified some areas to focus on such as the Agricultural Sector Development Support Program which is attracting public, private and donor investment and where we want to be, and what we need to do to get there. He pointed out that there were “low hanging fruits” that BNFB could support in Tanzania; namely, supporting the review of the TFNC Action Plan for Agriculture that is currently under development and the National Social Protection Framework. This would bear results by June and contribute to the National Social Protection Framework.

## **8 BNFB Activities and Outputs – various partner representatives**

This session included presentations by different staff on advocacy, seed systems, M & E and capacity development. The aim of this session was to discuss and reach agreement on activities that each partner and individual will undertake to deliver on the BNFB outputs. Participants provided comments / asked questions after each presentation. Following are highlights of the presentations and discussions.

### **8.1 Advocacy at the regional level- Nelson Ojijo, Regional Advocacy Advisor**

Nelson’s presentation (Annex 13) highlighted the role of FARA in championing advocacy to improve nutrition status and support continental, regional and sub-regional implementation strategies and road maps such as the Malabo declaration, CAADP agenda and Science agenda for Africa. He observed that the nutrition agenda was seemingly fading and hence the need for more advocacy. He identified advocacy opportunities for BNFB such as the Agricultural Transformation Agenda spearheaded by the African Development Bank. Nelson indicated that he will build on the lessons and successes of RAC in his role as the Regional Advocacy Advisor for the project.

Participants sought clarification on how the Regional Advocacy Advisor will link with the Senior Country Coordinators and specifics on how FARA will ensure biofortification is made prominent at regional level. Nelson explained that the situation analyses studies to be conducted at country and regional level will shed more light of specific areas that BNFB will focus on and help identify specific champions the project

will work with. He observed that the country specific studies will highlight areas that will need regional input and synergy between the regional and country advocacy agendas.

## **8.2 Coordination of the Seed system (Harvest Plus) - Lister Katsvairo**

Lister highlighted some initial thoughts on seed system coordination activities. He pointed out that a process that identifies gaps in seed systems was necessary and suggested that this be done as a joint effort involving partners. The gap analysis would among other things identify:

- The status of the crops - availability, breeding process - what is the stage
- The geographical coverage within the focus countries
- The materials in the breeding pipeline
- Where to leverage within the geographical areas – promotion, distribution patterns and important partnerships
- Areas to strengthen

Lister pointed out that it is paramount to work with the government when carrying out the gap analysis. He indicated that this process will provide guidance on where to plug in.

Participants requested for further clarification on the relationship and role of the Seed Systems Coordinator and how this role links with the Country Coordinators. It was pointed out that some of the gaps were known and that the situation analysis would help identify more gaps. It was pointed out that other coordination roles for the Seed Systems Coordinator include report, sharing of lessons-learning, harmonizing trainings across crops and popularizing biofortified crops such as through seed fairs. There was a suggestion that the position of the Seed Systems Coordinator position in the BNFB structure be removed and the funds allocated to this position diverted to support some of the under-funded areas. However, it was agreed that this discussion be put on hold in the meantime and to be revisited during the session on roles and responsibilities.

## **8.3 Seed systems for CIAT (Iron rich beans) - Jean-Claude Rubyogo**

Jean-Claude's presentation (Annex 14) focused on the current situation of beans in Tanzania, the status of the bean value chain (markets, supply, released varieties and production /agronomic activities), Complementarities of biofortified crops available in Tanzania, the seed harmonization protocol, the bean sub-platforms and capacity needs.

Two major issues emerged during discussions:

- i) Whether to consider the Jessica variety as biofortified
- ii) How CIAT will fast-track the release of biofortified varieties with higher iron levels.

One participant asked CIAT how BNFB could help them to introduce biofortified varieties with higher levels of iron in Tanzania. It was agreed that CIAT conducts further tests to validate this variety and also expedite Mac 42, Mac 44 and the next wave of varieties that were being grown in Rwanda, Burundi and Democratic Republic of Congo for release in Tanzania. Given this recommendation and the need to fast-track the release of varieties in the pipeline, the CIAT team was advised to consider revising their work-plan to reflect these changes.

### Action

CIAT to ascertain whether the Jessica variety meets the criteria for biofortified variety and also, to expedite the release of Mac 42 and Mac 44 in Tanzania

#### 8.4 Seed systems for CIMMYT (PVA maize) – James GETHI

James' presentation (Annex 15) highlighted CIMMYT's on-going work as far as PVA maize is concerned, released varieties, those in the pipeline and the draft activity work-plan for BNFB.

Following discussions on PVA, it was recommended that CIMMYT develops more concrete plans to expedite the release of PVA maize in Tanzania. One approach recommended was to test new varieties (already released in Zambia) for release in Tanzania, taking advantage of the SADC protocol (that allows varieties released in at least 2 SADC countries to be tested for just one season before release). CIMMYT was advised to check which of the PVA varieties have been released in at least two SADC countries and work with seed companies and the NARS to test the same in Tanzania for quicker release. It was reiterated that the role of BNFB is to support partners to push such varieties in the release process.

It was observed that CIMMYT had already conducted the study on the effectiveness of the 3 models of seed production (private led, government led, and commercial farmers led). James confirmed that CIMMYT had already conducted this study and that data is available. It was therefore agreed that BNFB supports the cleaning and publication of the paper.

### Recommendation

CIMMYT to develop more concrete plans to expedite the release of PVA maize in Tanzania. **Seed Specialist, CIMMYT**

#### 8.5 Seed Systems for CIP (OFSP, Nigeria) – Jude Njoku (NRCRI)

Jude's presentation (see Annex 16) focused on OFSP seed systems activities in Nigeria. He highlighted the states where other projects (such as SASHA, Jumpstarting and Rainbow) were operating. Jude indicated that BNFB will leverage on existing projects by targeting to catalyse the release of at least two new varieties and increase the growing of OFSP in 4 new states.

Participants recommended that Jude revise his work-plan in tandem with the design of BNFB and reduce the activities proposed so that they would be catalytic instead of 'doing'. For instance, it was observed that breeding work should be left to SASHA while BNFB focuses on equipping the NARS with skills and fast-track trials and supporting ADPs to conduct multiplications. It was further recommended that change agents who were trained under RAC be supported to cascade capacities in the 4 new states with BNFB providing technical and coordination support.

### Action

Revise the OFSP work-plan to better align with design of BNFB i.e. ensure that it plays a catalytic role and scale it down to accommodate available resources. **Jude Njoku (NRCRI Nigeria)**

## Day 2: 17<sup>th</sup> March 2016 (afternoon Session)

### 8.3 Seed Systems for OFSP, Tanzania – Kiddo Mtunda (SRI-Kibaha)

Kiddo's presentation (Annex 17) highlighted the agro-ecological zones growing sweetpotato in Tanzania and the different forms it which it is consumed. She observed that OFSP is relatively unknown and that more awareness raising is needed to improve uptake and access to materials. She further observed that there is need to harmonize the variety release process to fast track the process. In the short-term, focus will be on the official release of the Kabode variety. Kiddo explained how SRI-Kibaha will facilitate the processing of OFSP at the Matoborwa Factory in Dodoma.

Comments from participants focused on the need to focus on the already tested and released varieties in order to scale-up OFSP in Dodoma instead of doing new trials. It was pointed out that the VISTA was supporting work on 5 varieties with SRI-Kibaha but they do not cover Dodoma and Singida. It was recommended that only materials that were very advanced should be considered and that Kibaha should clearly demonstrate how they will catalyse masses of farmers as the change agents to self-organise, produce and supply to the industry for processing. It was also recommended that cassava be dropped from the work plan because it was not a focus crop for BNFB in Tanzania. One participant pointed out that IITA was doing extensive work on vitamin A cassava hence Kiddo could link up with them and the Roots, Tubers and Bananas (RTB) research program.

### Action

Kibaha to revise the work-plan to focus more on already tested; released and easier to scale-up varieties Dodoma. The work-plan should clearly articulate how Kibaha will help farmers to self-organize for mass production of OFSP  
**Seed System Specialist/SRI-Kibaha Tanzania**

#### 8.4 Seed Systems for IITA (PVA maize-Nigeria) - Wende Mengesha

Wende's presentation (Annex 18) focused on work on PVA maize in Nigeria. He highlighted the varieties released and their biochemical composition, those in the pipeline and presented his draft activity work-plan for BNFB.

Contributions from participants during discussions raised concerns about the role of IITA in producing breeder and basic seeds. Under BNFB, Wende was encouraged to focus on developing the capacity of NARS and seed companies to produce breeder seeds / basic seeds. Wende explained that sometimes basic seed was supplied to private firms. It was recommended that IITA play a catalytic role, and a role in strengthening the capacity and filling the gaps of NARS to release new varieties instead of being the ones doing the work.

#### Action

IITA to revise work-plan to ensure that they play a more catalytic role of empowering and capacitating national partners to produce breeder and basic seeds and to release of varieties. **Seed Specialist - IITA**

#### 8.5 Tanzania Food and Nutrition Centre-TFNC: Elifatio Towo

Towo's presentation (Annex 19) focused on TFNC's areas of interest and highlighted the prevalence of malnutrition in Tanzania and how the country is planning to tackle the problems as enshrined in the development goals of 2016. Towo pointed out key challenges that TFNC was facing including moribund equipment and resource constraints. He outlined some opportunities for BNFB such as policy review and advocacy through the Multi-sectoral Nutrition Working Group and the technical working groups on fortified foods. Other gaps that BNFB could fill include strengthening the Micronutrient Forum, Food Fortification Alliance, and capacity building on biofortification.

#### 8.6 Ministry of Agriculture, Livestock and Fisheries – Richard Kasuga

Richard's presentation (Annex 20) highlighted policies and strategies that are relevant to the objectives of BNFB, namely: Vision 2025, the Kilimo Kwanza Initiative and the need to place biofortification high on the agenda the Agricultural Sector Development Program. He outlined how BNFB can position itself to take advantage of these strategies and initiatives to promote biofortification i.e. to promote biofortification as a nutrition approach among policy makers in Tanzania and to ensure that it features prominently in planning and budgeting processes. Richard

#### Action

BNFB to collaborate with MoA on promotion and advocacy for biofortification – **Capacity Development and Communications Specialist and MOA's Communications and Spokes Person**

proposed that biofortification be mainstreamed in the national crop research programs through the support of the Tanzania Official Seed Certification (TOSCI) – to fast track release of varieties. He informed participants that the Agriculture Seed has resources (farms, seed distribution centres) to push varieties and multiply at speed. Further, Richard observed that MoA's Communication and Advocacy unit has a small budget for communication and that BNFB's agenda on promotion and advocacy can leverage the efforts of the Ministry promoting the understanding of biofortification.

## **8.7 BNFB Country Advocacy, Tanzania – Moses Mnzava**

Moses presented his initial thoughts (Annex 21) on opportunities and strategies for BNFB advocacy in Tanzania. He explained that his vision is to see biofortification adopted as a government flagship program. To achieve this, Moses observed that key national figureheads would be identified to become national champions and all partners would have a critical role to play –to engage with the actors and to own the advocacy process. He underscored the central role the ready to go technologies and the investment guides will play in raising investments for biofortified crops and explained that efforts would be made to build strong communication with nutrition and malnutrition areas to ensure biofortification is understood and makes a difference. Moses was hopeful that the government will support and adopt the biofortification agenda. He explained that BNFB will start by identifying gaps (situation analysis)

Participants lauded Moses presentation as innovative. Contributing to this presentation, participants suggested the need to leverage on SUN initiative and take advantage of the National Nutrition Strategy in the advocacy efforts. Moses was encouraged to ensure that: a) the advocacy outputs and interventions are self-sustaining; b) the project has adequate capacity (especially in the seed system) to support the demand that will be generated

The day's sessions ended at 5:30 and the workshop process steering team retreated to review the day and plan for the next day.

### **Evaluation of Day 2**

#### *What went well?*

- The morning recap and summary by Paul and Hilda was done well
- Plenary feedback on the work-plans presented went well and feedback was quite informative
- It was agreed that the BNFB team had a better understanding of the project design and expectations

#### *What did not go well?*

- Time constraints to exhaustively analyze the work-plans and presentations
- The connection between systems and scaling up needed further elaboration



What we should do tomorrow...

- Build the linkages between the themes (advocacy, capacity and seed systems)
- Help to visualize success in advocacy, capacity development and seed systems
- Clarify the roles and responsibilities of partners

### Day 3: 18<sup>th</sup> March 2016 (Morning Session)

Continuation of BNFB Activities presentations– various partner representatives

#### 8.8 Advocacy for biofortification in Nigeria – HarvestPlus: Paul Ilona

Paul’s presentation (Annex 22) highlighted the work of HarvestPlus in promotion of biofortified maize and cassava in Nigeria. Paul presented progress made in promotion and ensuring access of the required seeds and cuttings to farmers and the current in-roads in processing of products. Paul indicated that a lot of awareness had been created through use of forums such as nutritious food fairs and Nollywood movie industry.

Participants applauded the work of HarvestPlus in Nigeria and recommended that more effort be made in strengthening the capacity of NARS and other partners in “doing” the activities to ensure sustainability.

Paul suggested the need to create more awareness around the food basket strategy instead of a single crop and pointed out that this is a gap that BNFB could help address. Another gap that BNFB could fill is to conduct an exhaustive situation analysis to enable other partners learn from what has already been achieved, gaps and guide the strategy that will accelerate the up-take of the biofortified crops and products. To help address this issues, HarvestPlus recommended that the USD273,450 that was earmarked to coordination of seed systems activities be diverted to address priority underfunded areas such as the situation analysis studies in Tanzania and Nigeria, the Senior Country Coordinator position in Nigeria, seed road maps, investment guide products, learning materials and e-learning.

#### Action

1. The BCC communications and promotion strategy to address food-basket approach rather than a single crop. – **Capacity Development and Communications**
2. **The Project Manager** to seek donor approval for to reallocate the USD273,450 assigned for coordination of seed systems activities to fund other priority underfunded areas

### 8.9 Capacity development – Joyce Maru (Capacity Development & Communication Specialist BNFB)

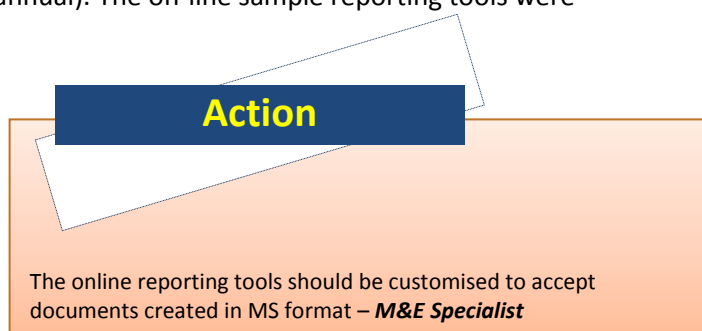
Joyce’s presentation (Annex 23) focused on her initial thoughts on capacity development. She explained that the needs assessment would highlight what was in place and existing institutional and individual gaps that BNFB would focus on. She would then develop an intervention strategy highlighting whose capacity would be developed, what capacity would be built, how we will build the capacity, and how will we measure impact. She explained that the project would also develop learning materials for beans, cassava and maize and update the OFSP ToT manual (year 3). She added that BNFB would continue supporting Sokoine University of Agriculture, the Agricultural and Rural Management Training Institute to offer training for ToTs and other institutions and change agents.

Participants wanted to know who would carry out the situation analysis and how the information would be updated. Joyce explained that the gap analysis for capacity development would be part of the BNFB situation analysis to be carried out by consultants in Nigeria and Tanzania. Participants suggested that updating ‘Everything you ever wanted to know about sweetpotato’ ToT manual in year 3 would be too late as there were gaps that needed to be updated to be of benefit to the project and to help catalyse and promote a basket approach. Another participant emphasised the need to prepare learning materials in languages of interest to the country e.g. Kiswahili. Another participant underscored the importance of capacity building in strengthening national capacities to scale up biofortified crops.

### 8.10 Reporting – Godfrey Mulongo

Godfrey presentation (Annex 24) provided insights into a proposed reporting structure for activity (bi-weeklies), output (quarterly) and outcome reports (bi/annual). The on-line sample reporting tools were presented and frequency of reporting was discussed.

Participants recommended that the prototype online reporting system be customised to accept MS word uploads. Participants further observed that the platform be developed to include success stories and pictures.



On frequency of reporting, some participants indicated that the frequency of reporting may turn-out too cumbersome because activities in the seed system may not have much to document on a bi-weekly basis. It was clarified that the different types of reports were written by different people (bi-weekly updates by activity leaders; quarterly reports by output leaders; and bi/annual reports by thematic leaders) hence reporting should not be cumbersome. Moreover, the rationale, level of detail for each

type of report and target audience are different for each. This type of reporting would enable both the implementers and project management team to manage for results.

Participants re-grouped into their respective groups (by organizations) to revise the work-plans in view of the feedback provided. Participants were encouraged to take note of the BNFB design and eliminate any activities/efforts that duplicate on going initiatives or fall outside the scope. They were also asked to align activities to the time-frames and resources available and add value to ongoing efforts/initiatives. Cross cutting themes of capacity development and communication were also to be considered.

## 9. Structural organization- Hilda Munyua

Hilda's presentation (Annex 25) highlighted the initial proposals project team key staff, and the composition and functions of the project steering committee.

*Participants raised a number of questions/contributions:*

- Participants raised concerns with the title 'Senior' Country Coordinator and observed that the word senior was not necessary given that there was no junior coordinator. One participant was for the opinion that the word Senior may generate the perception that the CIP country managers working in the two countries were lower in the hierarchy. It was explained that the title senior was purely based on the CIP human resources organizational structure and that other CIP staff on BNFB had similar title prefixes which they seldom used.
- Participants noted that the organogram contained representations of the Partner CGIAR centres but there were none for the respective governments and the national programs. Others commented on the linear structure of the organogram and felt that this made the national team members appear to be too junior. Hilda regretted the omission of national governments and programs and stated that the structure was not final. Revisions would be made to make it more inclusive and less hierarchical.
- Participants recommended that while redesigning the structure, succession strategy where the NARS and national players are groomed to take over after the project should be considered.

### Action

The organogram should be revised to reflect the role Tanzania and Nigeria governments and the respective national programs i.e. make it more inclusive and less hierarchical – **Project Manager (BNFB)**

- Partners observed that the percentage allocation of staff time as shown on the organogram has since changed as reflected in the partner agreements hence the changes need to be reflected in the new organogram.

## 10 Roles and Responsibilities of Partners to Deliver BNFB Objectives

The objective of this session was to reach agreement on the roles and responsibilities for respective activities, outputs, objectives and goals at country and thematic levels. Participants were grouped into two - by country and each group discussed the needs and capabilities of the different partners in delivering expected outputs under advocacy, seed systems and capacity development. The discussions were structured along the following four questions:

- i. How will you work together as a team?
- ii. How do you plan to get started?
- iii. What is the role of each partner?
- iv. What are the principles and values that will govern the team?

The teams then converged in plenary and presented highlights of their discussions as shown below:

Question	Tanzania Group	Nigeria Group
<b>How will you work together as a team?</b>	<ol style="list-style-type: none"> <li>a) We will establish a project Country Coordination Committee comprised of members from the implementing partners, key stakeholders, representative from the Prime Minister’s office, TFNC and MOA. The BNFB Country Coordinator will be the secretary.</li> <li>b) The Committee will among other functions organise and coordinate project for accountability.</li> <li>c) Convene 1<sup>st</sup> meeting during the 1<sup>st</sup> advocacy strategy meeting.</li> </ol>	<ol style="list-style-type: none"> <li>a) The Nigeria team is already well-coordinated and know each other well.</li> <li>b) The Project management team at the country levels and NARs well represented.</li> <li>c) Country level management structure – well defined, involving all partners, but lee way to co-op other partners within the country to contribute</li> <li>d) Identify key champions/contacts in the ministries e.g. MoA/Nutrition/Health.</li> <li>e) The seed system coordinator role not important in Nigeria – team can work together and come up with solutions.</li> <li>f) Need to focus more on situational analysis/more value for</li> </ol>

		<p>money/training manual and investment guides.</p> <p>g) Desk officer for cassava, sweetpotato &amp; maize projects in Nigeria.</p> <p>h) Advocacy and planning commission, budget &amp; planning, development organizations, civil society; SUN secretariat/focal person - no need for formal agreements. Project will work with them as part of their mandate to SUN movement.</p> <p>i) Strengthen existing platforms/technical working groups/structures – become part of an existing technical working group.</p>
<b>How do you plan to get started?</b>	<p>a) All partners to finalize work plans.</p> <p>b) Brief Country Coordinator on final work plans.</p> <p>c) Start implementing activities of the seed systems.</p> <p>d) Review and refine the work-plans at the advocacy strategy meeting.</p>	<p>a) Will organize a 1-day country level inception/stakeholders meeting to define roles &amp; responsibilities. The meeting will also act as the formal project launch.</p> <p>b) Plug into key meetings – integrate biofortification.</p>
<b>What is the role of each partner?</b>	<p>a) The roles for the systems are clear.</p> <p>b) The advocacy component – not clear and will be clearer once the advocacy strategy is completed with input from all the partners.</p> <p>c) The role of private sector, SAGOT and other networks within SUN movement will be clarified at the strategy meeting.</p>	<p>a) Each Partner to focus on the whole value chain.</p> <p>b) Sensitivity encouraged / not to appear to impose own agenda.</p>

<p><b>What are the principles and values that will govern the team?</b></p>	<p>Time was not sufficient to discuss this component.</p>	<ul style="list-style-type: none"> <li>a) Mutual respect</li> <li>b) Openness/sincerity of purpose</li> <li>c) Commitment</li> <li>d) Clarity of purpose, roles and responsibilities – beyond commodity clause</li> <li>e) Respect to what you promise to deliver</li> <li>f) Timely reports/keeping track of deliverables</li> <li>g) Lesson learning/document lessons</li> <li>h) Quarterly meetings/rotational</li> </ul>
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***Financial and operational procedures - Emily Ndoho, BMGF Project Accounting Officer***

Emily’s presentation (Annex 26) focused on the BNFB financial protocols, procedures and policy guidelines. Emily also highlighted important BNFB operational procedures. Emily requested that the partner Pl’s provide her with contact details of their finance persons to enable her engage with them on financial matters and operations.

Participants inquired on how the project will be matching burning-rates and deliverables. Emily explained that financial reports will be accompanied with a narrative progress report that will help explain how the resources were utilised and the deliverables they generated. Moreover, auditing of finances will include a review of physical documentation.

Another participant asked how the project money will be allocated and spent. Emily explained that the funds meant for country based activities will be transferred to the office of the Country Coordinators, who will then manage and disburse to activities accordingly.

**11 Closing remarks by various participants**

*Paul Kibwika - Workshop facilitator:*

In his closing remarks, Paul Kibwika thanked the participants for their commitment and attention throughout the workshop and indicated that he had learned a lot as a person. Paul further said that though the challenges ahead were numerous, he was optimistic, having interacted with the BNFB team, that the future is bright and the team is equal to the task.

*Kiddo Mtunda - Director, Kibaha Sugarcane Research Institute:*

Kiddo Mtunda speaking on behalf of the National Program Tanzania, thanked the facilitator for the job well done and expressed her gratitude to CIP for the well organised workshop and for inviting Sugarcane Research Institute Kibaha to the BNFB partnership. She observed that the workshop was a huge success because the objectives set at the beginning were achieved and implementation gaps identified. She was hopeful that the partnership will be effective in helping address hidden hunger in Tanzania.

*Boaz Waswa – CIAT*

In his closing remarks, Boaz said that he was excited to be part of the BNFB team and expressed CIAT's commitment to play its role to support the beans component in the consortium. Boaz lauded the technical contributions from partners during the workshop and indicated that the meeting had enabled him as a person to make new friendships and thus strengthening linkages.

*Stephen Mugo – CIMMYT*

Stephen reiterated that the coming together of the consortium partners is based on the firm belief that there is a concrete problem and that BNFB comes in as part of the solution. Stephen observed that needs in the community have changed and that as research organizations, we can no longer breed for quantity, but also for quality. Stephen re-confirmed CIMMYT's commitment to BNFB and thanked the government of Tanzania for hosting the meeting and the project.

*Wende Mengesha – IITA*

Wende thanked BNFB management for bringing all the partners together to address a common problem and thanked the host country (Tanzania) for the warm hospitality. Wende observed that the discussions were open, fruitful and enriching.

*Lister Katsvairo – HarvestPlus*

Lister appreciated the open and frank discussions that characterised the workshop and was glad to see biofortification taking off and going to scale. He expressed gratitude to the government of Tanzania for hosting the project and for the practical insights it provided throughout the workshop. Lister reiterated HarvestPlus' continued support for BNFB.

*Nelson Ojjo – FARA*

Nelson indicated that CIP had for a long time desired to work closely with FARA and that BNFB is a culmination of this mutual aspiration. Nelson thanked CIP for crafting out such an innovative partnership and expressed his optimism for a bright future for the project.

*Adiel Mbabu – CIP*

Adiel thanked everyone for the dedication throughout the process of designing the project and for finding time to attend the inception workshop. He said the cause of BNFB is an important mission that desired to link on-going research with impact at scale – a mission that requires complex partnerships.

Going by the outcomes of workshop, Adiel indicated that signs were already on the wall that the partnership is committed to succeed and was looking forward to a great future.

*Hilda Munyua – Project Manager BNFB (CIP)*

Hilda Munyua said it was a great honour for the team to have come together and to see that members know each other. She observed that the meeting helped new staff to gain deeper understanding of the project design and that new ideas to improve on the implementation came forth. Hilda expressed her gratitude to the Government of Tanzania for their generous support and hospitality. She thanked the BMGF for funding the project, and partners for willingness to join hands to test the scaling-up model. Hilda thanked the facilitator for the good facilitation, and Nancy and Emily for coordinating the logistics. Hilda's rallying call was that the team is now well gelled, that we need to work well together and we will end well.

*Mr Obey Assery – GoT (Office of Prime Minister)*

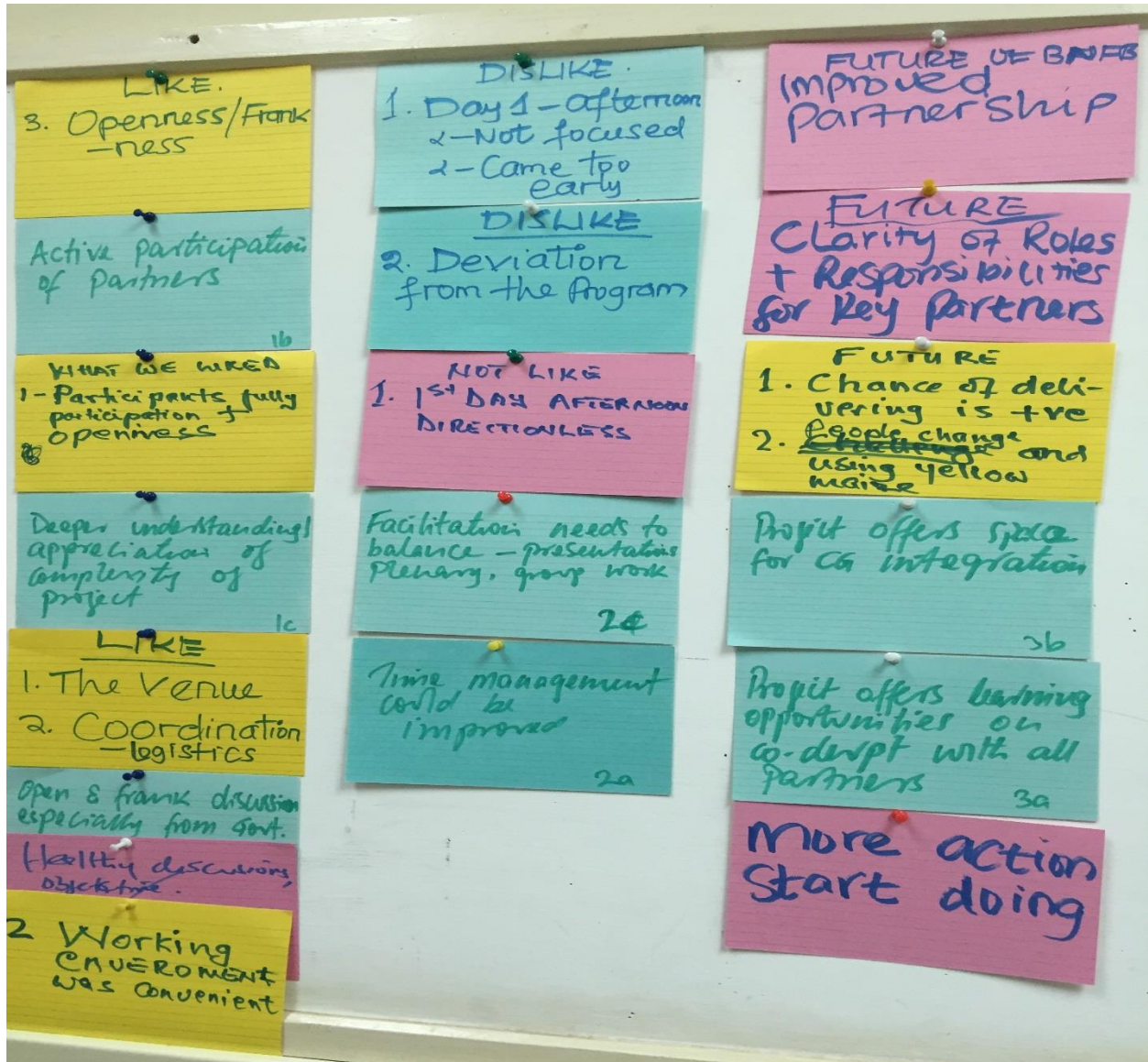
Mr Obey thanked CIP for organising the workshop and for selecting Tanzania to host it. He further extolled participants for the attention to objectives as shown throughout the workshop. Obey reminded participants of the great work ahead but indicated that the work was worth the effort due to the magnitude of the problem, especially for the rural poor. He observed that at certain periods of the workshop the debate was heated and stormy but encouraged participants that this was healthy for team building. Obey explained that as a person, he had learned a lot in the three days and assured the project of full support by the government. Finally, he congratulated the Project Manager for her able leadership and pointed out that the project is assured to succeed because of her maturity and good management style.



## 12 Final Workshop Evaluation

Participants were asked to evaluate the workshop and provide feedback on;

- What they liked about the workshop
- Why they did not like about the workshop
- What they see as the future of BNFB



## RECOMMENDATIONS AND WAY FORWARD

- BNFB staff and partners presented their work-plans for year 1. Feedback was provided by all participants and each partner was encouraged to revise their work plans to reflect the constructive feedback received.
- Partners were asked to synchronize their activities to ensure advocacy efforts would be supported by availability of seed (with the exception of Harvest Plus). The SRI-Kibaha, NRCRI and CIAT work-plans will require significant revisions.
- SRI was requested to revise the work-plan to omit elements on research for new varieties as this is not the focus of BNFB. It was reiterated that BNFB will not focus on breeding work, rather, it was supporting and catalysing efforts to expedite the release of new and robust biofortified varieties currently in the pipeline.
- The NRCRI was asked to reduce the scope of work by making it more specific in view of resource constraints.
- It was agreed pointed out that the Jesca bean variety as presented by CIAT is not considered a biofortified variety because it did not meet the necessary micronutrient standard requirements to qualify as a biofortified crop. It was recommended that CIAT conducts further tests to validate this variety and to consider other varieties with higher levels of iron such as MAC 44 and MAC 42 in Tanzania.
- Advocacy efforts should focus on addressing gaps and critical priority areas identified by national governments in a constructive way – based on advice from national partners and areas highlighted by the situation analysis.
- HarvestPlus considered the limited budget available to the BNFB project and resolved to forego the funds (USD 273,450) allocated for coordination of seed systems in the BNFB budget. HarvestPlus recommended that the funds be reallocated to other priority activities that are not sufficiently funded e.g. conducting a comprehensive situational analysis in Tanzania and Nigeria; top-up towards the Senior Country Coordinator position in Nigeria, conducting seed road maps, investment guide products, learning materials and e-learning etc.
- HarvestPlus will continue to work with and support BNFB on the knowledge portal on biofortification and seed systems activities using their own resources. CIP will work with HarvestPlus to revise the partnership agreement
- An alternative approach to coordination of the seed systems component of the project was proposed whereby a seed systems platform would be established. The different institutions leading each of the biofortified commodities (beans, cassava, maize, and orange-fleshed sweetpotato) and national partners will have an opportunity to convene with relevant experts (including HarvestPlus staff) providing support as needed. This will help integrate the seed systems sub-components, ensure quality control, effective monitoring and evaluation, peer assist at country level, and facilitate joint learning and planning.

- Participants recommended that the indicator on ‘number of households producing biofortified crops’ be amended to ‘number of households growing biofortified crops’. It was also observed that the BNFB indicators needed to be defined more clearly within the existing M&E framework.
- Participants noted that the organogram contained representations of the Partner CGIAR centres but there was none for the respective governments and the national programs. It was also observed that the organogram was top-down and should be made more lateral. Revisions will be made and a more inclusive format would be adopted.

## **CONCLUSION**

Overall participants appreciated the openness and frankness of discussions that characterised the proceedings and the active participation by members. They felt that the workshop achieved its objectives and provided an opportunity to appreciate the complexity of working with multiple partners and disciplines. However, they also felt that the facilitation could be improved to give it more energy, make it more interactive and involve the participants more.