

**DURAS Documentation workshop,
Vietnam 16-19 January, 2008**

POPSe matrices

Table 1a : Setting project boundaries

Title	Area/location	Stakeholders	Starting date and duration	Objectives	Strategy/ approach	Components
Paths to the entrepreneurial poor. Curious similarities with SMEs as pace setters	Vietnam and Kenya		Sept 2005 to March 2008	<p>Achieve: Learn from positive experiences among pace setters agri-SMEs to give intellectual support to their colleagues among the Poor; What to do, and what not to do to improve life</p> <p>Aims:</p> <ul style="list-style-type: none"> - Test a process approach - Enhance access to markets - Building networks for up-scaling - Encourage women entrepreneurs, CBOs, cooperatives through capacity building 	<p>Specific orientation for the pace setters:</p> <ul style="list-style-type: none"> - Stakeholder approach to monitor dynamics - Gender approach (3 out of 4 cases) - Mobilize community development on community initiative to get out of poverty - Training (ToT) and extension in production and skills deepening 	<p>(a) Vietnam (b) Kenya</p>
	(1) Van Noi Commune, Dong Anh District, Hanoi	<ul style="list-style-type: none"> - Safe Vegetable Cooperative; -Plant Protection Center -Plant protection Institute -Centre for Rural Economic Development Research, Union for New Technology 	Sept 2005 to March 2008	<p>Emphasis on safe vegetable production cooperative</p> <p>Enhance production</p> <ul style="list-style-type: none"> - Environmental production - Safe food Storage/Presevation 		<p>(a) Vietnam</p> <ol style="list-style-type: none"> 1. Overview studies in V to identify main challenges for agri-SMEs 2. Assess success factors for links sme/market , get advice from

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		<ul style="list-style-type: none"> Applying Research (UNTAR) - Van Noi Community People Committee - interact with other programs : Markets for the poor, SIYB of VCCI, Vietnam 		<ul style="list-style-type: none"> - Packaging, Marketing to enhance market access 		<ul style="list-style-type: none"> experience for poor entrepreneurs, platform for research by businessmen, gvt and administrators 3. Detailed study of 2 cases, applying findings in order to get access to differences between the organization setup 4. Test implementation based on issues and needs identified in the four cases 5. Feedback, reporting and initiative policy recommendation
	(2) Phu Thuan commune, Phu Van District, Hue	<ul style="list-style-type: none"> - Women Unions at province, district and commune levels - Fish sauce self support groups; - District authority - Other women self-support groups in food processing - interact with related projects in Hue: UNIDO, Hue agricultural university 		<ul style="list-style-type: none"> Emphasis on Hue Women Union and fish sauce women self group - Enhance production traditional fish sauce production in the coastal zone in Vietnam Market access: networks, marketing 		
	(1) Maili Saba, Kajiado District	<ul style="list-style-type: none"> - University of Nairobi (Department of Range Management; Institute of Dryland studies (IDRDU) - Department of Water and Environmental Studies (Sweden) - 8 CBOS/ self-support women groups -NGOs: KREB-bank; Masaai Rural Training Institute 	Sept 2005 to March 2008	<ul style="list-style-type: none"> Emphasis on private women entrepreneurs to follow the chain from producer to consumer in the case of camel milk; collection, storage, processing, delivery, and marketing Enhance production: -Environmental conservation and protection 		<ul style="list-style-type: none"> (b) Kenya 1. Overview studies in K to identify main challenges for agri-SMEs 2. Assess success factors for links sme/market , get advice from experience for poor entrepreneurs, platform for research by businessmen, gvt

Title	Area/location	Stakeholders	Starting date and duration	Objectives	Strategy/ approach	Components
		<ul style="list-style-type: none"> -Ministry of Agriculture -Ministry of Livestock and Fisheries Development, - Kajiado County Council - Other Institutions: ALRMP, KARI 		<ul style="list-style-type: none"> -Credit access -Skills deepening Handling/storage: <ul style="list-style-type: none"> -Product quality and safety -New technology input into traditional Processing: <ul style="list-style-type: none"> -Product diversity -Value addition (combining traditional and conventional technology) -Packaging -Credit access Marketing: <ul style="list-style-type: none"> -Niche market identification and selection -Networking - Logistics and access 		<ul style="list-style-type: none"> and administrators 3. Detailed study of 2 cases, applying findings to order to get access to differences between the organization setup 4. Test implementation based on issues and needs identified in the four cases 5. Feedback, reporting and inniative policy recommendation
	(2) Kibwezi Division	<ul style="list-style-type: none"> - University of Nairobi (Department of Range Management; Institute of Dryland studies (IDRDU) - Department of Water and Environmental Studies (Sweden) - 16 CBOS/ self-support 		<ul style="list-style-type: none"> emphasis on community groups and women groups; monitor collective apprehension/up-take of new technology (bee hives) and surplus honey marketing, paying attention on initiative, 		

Title	Area/location	Stakeholders	Starting date and duration	Objectives	Strategy/ approach	Components
		women groups -NGOs: KREB-bank; Masaai Rural Training Institute -Ministry of Agriculture -Ministry of Livestock and Fisheries Development, - Kajiado County Council - Other Institutions: ALRMP, KARI		management and allocation of micro scale surplus resources		

Table 1b : Project context

Context	Problems	Previous activities
<p>From largest: Interest in safe and hygienic food products growing in both countries, markets developing in pace with urbanization, poverty eradication and the millennium goal give rise to awareness and international commitments, WTO process</p> <p>National: govt support to SME sector, goal of economic growth, political interest in the issue (safe food, poverty reduction, environment protection, sustainable natural resources use); decentralization policy; geographical location of the project (infrastructure and the urbanization process)</p>		<p>Collective activity in society: A quickly growing awareness, beginning in urban populations, about the connection between food and good health, and so there is a public debate that has become substantial during the project period</p>
<p>Component 1 in Vietnam</p> <p>Sub-project 1: Fish sauce women group in Hue</p> <ol style="list-style-type: none"> 1. Strong WU at province level has led to orientation into development of women SMEs in food processing: Capacity, awareness 2. This means institutional support exists from both gvt and donor; loans, land leasing 3. Motivations from community to develop traditional fish sauce products 4. Strong networks all the way; from village up to province (WU network), and also traditional networks to fishermen to purchase raw material (fish) 5. Awareness locally of the tradeoff between traditional and modern 	<ul style="list-style-type: none"> - Lack capacity in management, technology application, marketing knowledge - Lack of market strategy, limited access to the market in high competitiveness of the market - Lack of production equipment, capital - Quality of fish sauce does not yet meet demand from customers (color, smell, taste, preservation period). It links with the technology application in production process - The role of the working group, leadership role in the group 	<ol style="list-style-type: none"> 1. Earlier UNIDO project targeting competence building and training in modern technology in cooperation with WU; new technical skills in food processing for women groups
<p>Subproject 2: Safe vegetable cooperative in Van Noi, Hanoi</p>	<ul style="list-style-type: none"> - Small-scale and fragmented production → ineffective management of cooperative in term of crop planning, product quantity and quality - Limited capacity: limited technique for organic vegetable, limited knowledge of management, finance 	<ol style="list-style-type: none"> 1. IPM training (field training) were carried out by Hanoi Department of Agriculture and Rural Development 2. Local knowledge on cultivation and production of vegetables

Context	Problems	Previous activities
	marketing - Quality control: No strict quality control, In-completed quality certificate for the cooperative, Not proper packing and processing - High potential output markets with high demand on safe vegetables. However the cooperative has to face to WTO process - Limited awareness of the suppliers and customers on environmental and health issues with safe food - Limited market access due to limitations in marketing and networking, lack of market information	3. Previous supports from Hanoi city government
Component 2 in Kenya Subproject 1: Milk production and marketing in Kajiado / Kibwezi	- Lack of marketing strategy for fresh milk distribution - Lack of market information and middleman blockages (Somali traders) - Lack of milk storage technology and its short shelf life - Limited / lack technology transfer and equipment for milk products value addition - Low product prices - Lack of feeds seasonally - Poor marketing facilities; milk collection and transportation - Lack of government support; no policy for camel milk - Poor quality and low competitiveness of products; a new product in the market - No quality control mechanisms (adulteration exists) - Lack of business skills; subsistence attitude transformed to advanced marketing system	PINEP and DHP along with other initiatives
Subproject 2: Honey and other bee products production in Kibwezi	- Lack of marketing strategy; a traditional set-up and subsistence attitude faced with brokers' commercial thinking - Lack of market information; uncertainly make prices very low (throw-away levels) - Traditional technology still used in spite of modern high-production technology available (mis-match	

Context	Problems	Previous activities
	<p>between subsistence structure and commercial structure economic thinking)</p> <ul style="list-style-type: none">- Poor marketing facilities (market is far away since local level markets are saturated)- Lack of government support; policy on non-conventional products (like coffee) lacking- Poor quality and low competitiveness of products (adulteration)- Insufficient quality control mechanisms for non-mainstream products- Lack of business skills; a traditional subsistence activity outside commercial thinking	

Table 2 : Project description

Components	Activities	Main achievements	Difficulties faced	Unexpected results
(a) Vietnam				
	<p>Activity 1: Overview study (Nov – Dec 2005)</p> <ul style="list-style-type: none"> - Background review - Desk study. - Interviews / agency carried out with key persons in government and research as well as representatives of donor agencies. - Design and preparation of Activity 2. 	<ul style="list-style-type: none"> - Project base established. - The assessment of the main difficulties/challenges of agri-SMEs in Vietnam, inputs for Working paper No.1 “Overview of agri-SMEs and the efforts to find sustainability in Kenya and Vietnam” - Set of indicators for SD selected, both for this individual project and for the group interaction. - List of success agri-SMEs was selected 	None	
	<p>Activity 2: Study of success agri-SMEs (Jan – Jun 2006)</p> <ul style="list-style-type: none"> - Field survey of 21 success agri-SMEs (questionnaire/interview) - POPSe Workshops in Hanoi - Sharing DURAS and POPSe projects in 2 workshops in Hue. March 2006 (Hue University of Agriculture and Forestry and Women and Poverty reduction in Hue) - Prepare new research proposals for extend POPSe (Sida/Sarec) 	<ul style="list-style-type: none"> - Agreements/Set up/Planning with the partners in 2 case studies - In-depth survey reports - Background papers for the POPSe workshop in Hanoi (time Sept 2006) - 21 studies were conducted - Report design of the qualitative assessments of success agri-SMEs - Workshop in Hanoi with the participations of decision makers, researchers, administrations, selected SMEs (10 papers for the workshop relate to policy, information and market access, etc.) -Working Paper No.2 “Agri-SMEs in action. Success lessons for the entrepreneurial poor” cover the results of Activity 2, proceeding of 2 national workshops in Vietnam and Kenya. The report includes 15 papers for the workshops which integrated under a project study - New proposals submitted for extend POPSe: (i) The interaction between local leaders and agri-SMEs’ 	<ul style="list-style-type: none"> - Lack of support to the extended POPSe proposal led to a stand-still for this initiative (not enough time to follow up) in order to concentrate on the core project Told by Sida/SAREC that this is not research 	

Components	Activities	Main achievements	Difficulties faced	Unexpected results
		entrepreneurs for good governance based on POPSe project (SAREC/Sida)		
	<p>Activity 3. In-depth studies of agriSMEs among impoverished groups by applying findings from the success cases</p> <p>1. In-depth field survey in Van Noi safe vegetables cooperative +Hue fish sauce women groups</p> <p>2. Carried out local meetings in 2 cases with stakeholders → find out their challenges, design activities to improve accessing markets, capacity building issues relating to management and marketing</p> <p>3. Institutional capacity building with the interactions with local stakeholders to</p> <ul style="list-style-type: none"> - rearrange self-support groups of fish sauce to strength their capacity and cooperation with Women Union - Follow up with the idea of the establishment of Safe Vegetable Cooperatives' Union with district authorities and Hanoi Cooperatives Alliance. <p>4. Consulted safe vegetable cooperative to complete the registration of trademark and</p>	<ul style="list-style-type: none"> - Expanded distribution networks, intermediate shops, new customers through marketing, the participation in Food Fairs (fish sauce in Hue festival food fair (Sept 06), Safe Vegetables and Fruits Fair in Hanoi (Nov 06). - Expanded markets for fish sauce products in the supermarkets (4 up to now) and local markets (5 up to now) → increased number of customers, increased selling income (from local markets: 10 mill VND/month, from supermarkets: 3-4 mill VND/month. Profits: 20-40%). - Expanded markets for safe vegetables: increased productivity (2004: 10-15 tons/month, 2005: 30-40 tons/month, 2006: 45-60 tons/month, 2007: 70 kinds of vegetable, 80-90 tons/month. The main customers: 5 supermarkets, 15 shop places, 7 retail markets, 10 schools, kindergartens and factories. 1 ha was first tested for organic vegetables in Van Noi commune then increased to 2 ha. Assessments have taken place on marketing concerns; pricing, harvesting time, packaging, and transport trials are just started with a new shop located in My Dinh, a middle-class urban area in Hanoi. - Technical and financial supports from Plan Protection Institute for organic vegetables production (harmonised theory and experiment among researchers and farmers) - Enhanced quality of products of safe vegetables and fish sauce thanks to harmonize traditional skills and new knowledge of technical advice in production and processing: first prize safe vegetables in the Food Fair. 	<p>1. Original plan to select pig production was dropped since it led to overlap with another of the DURAS projects. This brought no major problem since the project concerns process and draws on specific production for illustration and empirical case</p> <p>2. The limitations of resources for facilities investment</p>	

Components	Activities	Main achievements	Difficulties faced	Unexpected results
	<p>quality certificate for organic vegetables</p> <ul style="list-style-type: none"> - certified results of fish sauce products from Health dept. <p>5. Support/consult techniques on value addition:</p> <ul style="list-style-type: none"> - Support to the initiative to improve quality of fish sauce processing and produce organic vegetables. Technical advice is provided from Plant protection Dept, Hanoi DARD. - Test food preservation (charcoal cooling houses for vegetable) - Improve packing/labeling for fish sauce and safe vegetables <p>6. Improve market access:</p> <ul style="list-style-type: none"> - Set up/Improve distribution networks, wholesale trading to expand the markets - Open new markets for organic vegetables <p>7. Enhanced awareness on environment in the combination with improved quality of products:</p> <ul style="list-style-type: none"> - combined traditional knowledge & modern techniques - formation of self-control local organisations - Interaction with MARD Dept of Plant Protection for quality check up. 	<ul style="list-style-type: none"> - Tested charcoal cooling house to preserve safe vegetables - Positive influences of the process to the members of the mobilized cooperative, neighboring cooperatives and farmers, - Enhanced awareness on hot issues of food hygiene and safety, environment in Vietnam 		

Components	Activities	Main achievements	Difficulties faced	Unexpected results
(b) Kenya				
	<p>Activity 1: Overview study (Nov – Dec 2005)</p> <ul style="list-style-type: none"> - Background review - Desk study. - Interviews / agency carried out with key persons in government and research as well as representatives of donor agencies. - Design and preparation of Activity 2. 	<ul style="list-style-type: none"> - Project base established. - Paper on the main difficulties/challenges of agri-SMEs in Kenya, input for Working paper No.1 “Overview of agri-SMEs and the efforts to find sustainability in Kenya and Vietnam” - Set of indicators for SD selected in Kenya - List of 49 success agi-SMEs 		
	<p>Activity 2: Study of success agri-SMEs (Jan – Jun 2006)</p> <ul style="list-style-type: none"> - Field survey of 49 success agri-SMEs (questionnaire/interview) - POPSe Workshops in Kenya - Prepare new research proposals for extend POPSe (FARM-AFRICA) 	<ul style="list-style-type: none"> - Agreements/Set up/Planning with the partners in 2 case studies - Background papers for the 2 POPSe meetings in Kenya (when??) - 49 studies were conducted in Kenya - New proposals submitted for extend POPSe: Integrating Agri-based Small Enterprises as tools for poverty reduction and economic growth in dry areas of southern Kenya (FARM-AFRICA) 		
	<p>Activity 3. Two case studies of agri-SMEs among impoverished groups by applying findings from the success cases</p> <ol style="list-style-type: none"> 1. Detail survey in 2 pilots in Kenya (peri-urban milk production and honey production) 2. Carried local meetings: interaction to find out their challenges and design activities to improve accessing markets 3. In depth preparation for upscaling 	<ul style="list-style-type: none"> - An inventory on key forages resources that support milk and honey production in Kajiado and Kibwezi has been done. - Production and marketing challenges of both enterprises has been analysed in two local brainstorming sessions and seminars with key stakeholders. - The agreements on transfer of value adding techniques such as: <ul style="list-style-type: none"> (i) Charcoal cooling house to preserve milk, (ii) Milk value addition through processing into yoghurt, cheese and ice-cream, (iii) Introduction of langstroth hives for improved honey production, (iv) Small-scale honey processing, (vi) Improved packaging of milk and honey for the market, (vii) 		

Components	Activities	Main achievements	Difficulties faced	Unexpected results
	<p>and outscaling milk and honey production done.</p> <p>4. Support/consult techniques on value addition: (i) for production (honey with langstroth hives) & processing (milk, yoghurt, cheese, ice-cream, honey), (ii) for food preservation (charcoal cooling houses for milk), (iii) for packing/labelling (milk, honey)</p> <p>5. Formation of group-based marketing network (honey, milk)</p> <p>6. Open markets for new products (yoghurt, cheese and ice-cream)</p> <p>7. Enhanced awareness on environment combining with improved quality of products: - combined traditional knowledge & modern techniques</p> <p>8. Enhance capacity building: ToT training programmes has been implemented during March-July 07.</p>	<p>Formation of group-based marketing network for improved market access and penetration, (viii) Strategize for improved milk and honey flows through improved vegetation resources, (ix)</p> <p>Studies of international regulations (FDA norms and Good Manufacturing Practice, GMP)</p> <p>- ToT courses begin March 07: total of 27 ToTs will be trained per site (03 members per agri-SME group).</p> <p>- Designed training programs and prepared training materials: Beekeeping production, Milk production, Value addition technology: production of processed honey and milk products, Marketing of milk and honey products, Artisan training on beehives/milk</p>		
	<p>Activity 4</p> <p>Activities in Kenya continued to emphasize training on value addition and demonstrations at Kajiado & Kibwezi.</p> <p>- ToT for value addition and demonstration on appropriate technologies for milk and honey products processing in Kajiado and</p>	<p>- Tested charcoal cooler, - On site demonstration and installation.</p> <p>1. <u>At Kajiado milk groups:</u> + training programs focused on processing milk products, Yoghurt, Mala, cream, ghee, and ice-cream. + Demonstrations for making Yoghurt and Mala were held. Cost benefit analyses for making a liter of Yoghurt were done. + 34 local trainers benefited from the training and demonstrations.</p>		

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	<p>Kibwezi, - the training programs for women groups and communities in Kajiado and Kibwezi that carried out by trained trainers under the supervision of project coordinator team. with surplus milk to undertake value addition for their milk.</p>	<p>+ 8 women groups were trained by the trainees from To T + Pasture/browse improvement for increased milk production was done. + 04 representatives of for camel groups were given seeds of enteropogon grass for reseeding to improve grass production on-farm. + Demonstration of homemade charcoal cooler + Engaged the local country council officers to work on possibilities of set up a milk parlour at Kajaido market to be used for marketing the products</p> <p>2. <u>At Kibwezi honey production:</u> + 35 trainers benefited from training + Demonstrations on apiary management, honey extraction from Kenya top bar hives, honey processing and packaging. Aspects of other bee products were covered; bee wax and propolis. + The Kibwezi groups benefited on milk products processing by being trained on yoghurt and mala making, and participated in a practical demonstration on making the two milk products.</p>		

Table 3+4: Partnership matrix

Outcome/impact areas	Indicators	Description	Pos aspects of the indicators	Neg aspects of the indicators	Unknown aspects
1. Participation: Functional involvement of stakeholders and collective project management	1.1 Number and type of stakeholders involved	<p>1. Organizing institutions</p> <p><u>Vietnam</u> Centre for Rural Economic Development Research, Union for New Technology Applying Research (UNTAR)</p> <p><u>Kenya</u> University of Nairobi, Department of Range Management Institute of Dry land studies (IDRDU)</p> <p><u>Sweden</u> Department of Water and Environmental Studies</p> <p>2. Other stakeholders</p> <p><u>Vietnam</u></p> <ul style="list-style-type: none"> • Women’s Union in Hue province (Women entrepreneurs in food processing) - Vietnam • Fish sauce women group, Hue • Van Noi Safe Vegetable Production Cooperative • Government departments Hanoi DARD, Plant Protection Institute • Mobilization of local authorities 	<ul style="list-style-type: none"> • Active stakeholder participation approach • Synergy is attractive • Lead partners in the project are open • Those directly affected by the project have a say • Those in support, coming from outside the project, can back up • Researchers learn more about local knowledge • Government likes to gets closer to people • Group and community get benefits from “learning by doing” 	<ul style="list-style-type: none"> • Disturbing government management priorities • Farmers loose time in the field • Researchers don’t get proper resources • A stakeholder joins with destructive intentions • A stakeholder comes with preconceived ideas 	<ul style="list-style-type: none"> • The motive of the stakeholders to join

Outcome/impact areas	Indicators	Description	Pos aspects of the indicators	Neg aspects of the indicators	Unknown aspects
		<ul style="list-style-type: none"> • Researchers, policy makers, and administrators • Interactions with other programs : Markets for the poor, UNIDO, Hue agricultural university, SIYB of VCCI, Vietnam Cooperative Alliance <p><u>Kenya</u></p> <ul style="list-style-type: none"> • CBOS/ self-hep women groups – 8 in Kajiado and 16 in Kibwezi • NGOs: Heifer International ;KREB – bank ; Masaai Rural Training Institute • Government departments: - Ministry of Agriculture, - Ministry of Livestock and Fisheries Development, - Local Authorities: Kajiado County Council-Kibwezi County Council • Other Institutions: ALRMP, KARI 			
	1.2 Actual role of stakeholders in project implementation	<p><u>Vietnam</u></p> <p>Lead proponent (UNTAR) for the POPSe project, and national coordination.</p> <p>Hue Province Women Union and Safe Vegetables Cooperative :</p> <ul style="list-style-type: none"> • Proactively collaborate, work with the researchers to 	<ul style="list-style-type: none"> • People see that consensus building makes sense • Focus • Efficiency in management • Conflict of interests • Active involvement • Responsibility • Interaction 	<ul style="list-style-type: none"> • Conflict of interests • Limited capacity without capacity building 	A stakeholder may have several loyalties

Outcome/impact areas	Indicators	Description	Pos aspects of the indicators	Neg aspects of the indicators	Unknown aspects
		<p>effectively manage the Project;</p> <ul style="list-style-type: none"> • Participate in the transparent recruitment of local staffs that can collaborate and support the researchers to carry related activities (field survey, data collection, workshops, training) • Participate (i) in the coordination meetings with steering groups, and (ii) the workshops or local meetings • Negotiate additional services, funds for possible complementary activities, for improvements • Arrange available services for the offices to carry out activities • Support the implementation through its network • Government departments provide technical support <p><u>Kenya</u> The University and IDRDU were the principal implementors of the project, i.e. financial management, planning and execution of project activities. CBOs and self-help groups were:</p> <ul style="list-style-type: none"> • Recipients of project packages (Training and 	<ul style="list-style-type: none"> • Addressing c b • Spin-offs 		

Outcome/impact areas	Indicators	Description	Pos aspects of the indicators	Neg aspects of the indicators	Unknown aspects
		<p>equipment).</p> <ul style="list-style-type: none"> • Directly involved in production and value addition of promoted project interventions: Milk and honey production, processing and value addition. • Involved in marketing the targeted products <p>NGOs: Heifer International, KREB, and Masai Rural – Involved in sharing of experiences and inputs to training programme.</p> <p>Government Departments: Involved in mobilization of project recipients and sensitization on importance of training and SME development.</p> <p>Institutes (KARI and KEFRI) and national programmes (ALRMP): Sharing expertise on value addition and marketing. Also, for ALRMP as a partner to upscale project in next phase.</p>			
	1.3 Project governance structure	<p><u>Vietnam</u></p> <ul style="list-style-type: none"> • Project staff, modified research orientation by research community, policy makers and administrators (national workshops and planning interaction at local meetings) 	<ul style="list-style-type: none"> • Mutual understanding of issues • Networking • Support if given from government departments Governance structure gives legitimacy • Legitimacy and influence in terms of government policy change • Recognition by the university 	<ul style="list-style-type: none"> • A project structure may conflict with host structures (focus, time, activity level, mandate) 	<ul style="list-style-type: none"> • The reaction in other structures • The chemistry between governance proponents (leadership)

Outcome/impact areas	Indicators	Description	Pos aspects of the indicators	Neg aspects of the indicators	Unknown aspects
		<ul style="list-style-type: none"> • Interaction across scale from local community to national level and cross-country Vietnam/Kenya re. success stories • Assessment, feedback and modifications towards consensus building by communities to identify issues for final analysis <p><u>Kenya</u></p> <ul style="list-style-type: none"> • Project staff from University and IDRDU : Lead Institutions, setting up interaction process • CBOs: Community resource persons/ uptake of project interventions • Government departments/NGOs/Institutes: Project backstopping 			
2 Knowledge Management: Sharing, learning and exchange	2.1 Frequency of inter-stakeholder interaction (email, telephone, face-to-face meetings)	<p><u>Vietnam</u></p> <ul style="list-style-type: none"> • Lead institution, project staff : Almost daily face-to-face meetings • Project staff and the two lead case study partners face-to-face, telephone at least monthly • Occasional meetings with key institutional representatives • Vietnam and Kenya component meetings : two 	<ul style="list-style-type: none"> • A lot of face-to-face meetings with the farmers • Work as friends with the farmers • Interaction encouraging for up-taking of credit, education, training • On the part of the scientist the face-to-face interaction increasing through increased interaction for better solutions 	<ul style="list-style-type: none"> • High costs and long distance discourages face-to-face interaction • Differences in socio-cultural and environment circumstances 	<ul style="list-style-type: none"> • Gossiping / targeting

Outcome/impact areas	Indicators	Description	Pos aspects of the indicators	Neg aspects of the indicators	Unknown aspects
		<p>meetings in Kenya in design and implementation phases respectively, email interaction on monthly basis (more often with reporting and Activity design)</p> <p><u>Kenya</u></p> <ul style="list-style-type: none"> • Lead institutions (University/IDRDU): one weekly meetings for planning purposes • Lead institutions and CBOs resource persons: Two meetings per site per month (Kajiado and Kibwezi) • Lead Institutions and Govt Departments/Institutes/Programmes: One meeting per month • Lead Institutions and NGOs: One every two months, during training/demonstration sessions 			
	<p>2.2 Implementation arrangements modified/improved as a result of lessons learned from inter-stakeholder interactions identified above</p>	<p><u>Vietnam</u> Community groups identify their needs at local meetings and agree with the research teams about priority activities on the basis of consensus-building.</p> <p><u>Kenya</u> From inter-stakeholder interactions and lessons learnt,</p>	<ul style="list-style-type: none"> • To address the real needs of farmers • To enhance efficiency and delivery of project outputs • Stakeholder approach opened the opportunities for stakeholders to identify and express views • Farmers get basic knowledge on their production environment 	<ul style="list-style-type: none"> • Danger of top-down approach • Loss of time because of loss of time 	<ul style="list-style-type: none"> • Any new intervention bring uncertainty

Outcome/impact areas	Indicators	Description	Pos aspects of the indicators	Neg aspects of the indicators	Unknown aspects
		the component was modified to first address: Capacity building for production and product development for the market. Then linking the entrepreneurs to markets was emphasized.	before seeking markets		
	2.3 Creation of an active network (e.g. local organizations, group of researchers, organizations) involved in the project	<p><u>Vietnam</u></p> <ul style="list-style-type: none"> • Network between Vietnam and Kenya deepened during the project period • Active network with government institutions through technical and finance support to organic vegetable production • Women Union support to fish sauce production (loans and administration) • Wholesale networks to hotels, supermarkets and local markets developed • Project trials at local level generated much interest so that networks developed, especially to learn from product quality and reaching the markets <p><u>Kenya</u></p> <ul style="list-style-type: none"> • Active networks were created between CBOs, NGOs, Government departments and institutes • Inter-CBOS networks for marketing of their products 	<ul style="list-style-type: none"> • Access very attractive for the active stakeholder • Committed farmers move on with the project; quick gains not forthcoming means a sorting principle of likeminded farmers • Applies also to researchers • Research networking useful for knowledge exchange • Testing ideas and getting feedback • Opportunities to open new markets • With a network connection the individual becomes assertive (for example giving the farmer a voice; example camel herders forgotten to coffee support, or bee producers to tea production) 	<ul style="list-style-type: none"> • An active network can become exclusive • Relations between researchers and government can become tense • Friend-enemy principle applies 	<ul style="list-style-type: none"> • Passiveness in network building

Outcome/impact areas	Indicators	Description	Pos aspects of the indicators	Neg aspects of the indicators	Unknown aspects
3 Capacity building: Improving research and research management capacity	3.1 New skills obtained/improved due to the project	<p><u>Vietnam</u></p> <ul style="list-style-type: none"> •Harmonize traditional and modern technologies in fish sauce production and preservation •New skills in organic vegetable cultivation •Applied (from the Kenyan colleagues) preservation technology for safe vegetables •Upgraded package and trademark utilization in presenting the food quality in the market •Marketing skills improvement <p><u>Kenya</u></p> <ul style="list-style-type: none"> •Improved production skills (new technology in honey production and camel milk) •Improved processing and value addition skills (milk products) •Improved marketing skills/opportunities from the networks 	<ul style="list-style-type: none"> •Traditional techniques questioned, and new skills anticipated to give added values 	<ul style="list-style-type: none"> •A limited understanding by researchers leads to replace tested traditional techniques •The farmers may worry to apply new skills for the scare of failure •High costs of new technology prohibiting •The POPSe budget is too low for up/scaling, meaning disconnecting with development •POPSe time is too short for proper monitoring •Long-term environmental cycles can not be monitored under the project period 	
	3.2 Research/in	<p>Vietnam</p> <p>Top-down research</p>	Process open for initiative from pace-setters / groups	/As above/ If research finding has	

Outcome/impact areas	Indicators	Description	Pos aspects of the indicators	Neg aspects of the indicators	Unknown aspects
	novation/technology uptake	<ul style="list-style-type: none"> • Issues identified through stakeholder involvement lead to a process approach going in-depth into 4 cases • Research findings on innovation processes compiled and presented • Many stakeholder categories assess own experience, share their own experience and give R&D recommendations <p>Down-top research</p> <ul style="list-style-type: none"> • Identified pace setters have taken own initiative and welcome research • Research process becomes tuned with local community needs • Upscaling of findings for policy recommendation <p>Innovation</p> <ul style="list-style-type: none"> • Find platform for pace setting entrepreneurs to launch their initiatives in community development against poverty • Research driven by Pace setters demands (technologies/skills transfer + new thinking open for future independent development) • Techniques on value addition have been introduced & tested (cultivation and 	<p>The project can have a catalyst effect so that existing knowledge becomes activated</p> <p>Pace-setters grow in the POPSe project; they take own initiative based their needs</p>	<p>to be transformed into production in a top-bottom fashion there is a risk of long-term negative effects</p>	

Outcome/impact areas	Indicators	Description	Pos aspects of the indicators	Neg aspects of the indicators	Unknown aspects
		<p>production, food processing and preservation)</p> <ul style="list-style-type: none"> •Multi-stakeholder participation and interaction useful <p>Technology uptake New technology knowledge in several fields + stakeholder communication technology Kenya Uptake of value addition technology increased incomes of individual households and CBOs</p>			
	3.3. Improvements in research infrastructure	<p>Vietnam, Kenya Research opportunities enhanced through linkages with CBOs/individual producers/ lead institutions and the institutes because of synergy in problem identification, sharing experiences and expertise and other resources--possibilities for pooled resources and sharing existing research infrastructure by involved stakeholders enhanced</p>	<p>Demand-driven research style Synergy in pooling of resources brings effective management</p>	Limited financial source	
4 Institutionalization : Mainstreaming innovative	4.1 Counter-parting (funds, skills, time, information)	<p>Vietnam, Kenya Funds/time</p> <ul style="list-style-type: none"> •Part allowance for researchers to implement 	<p>Interest and motivation of the research team / partners, so that they are willing to contribute and share experience free of charge</p>	<p>Part-time attention; other work and need to keep several activities going hampers</p>	

Outcome/impact areas	Indicators	Description	Pos aspects of the indicators	Neg aspects of the indicators	Unknown aspects
partnership arrangements		<p>activities</p> <ul style="list-style-type: none"> •Field stations laboratory •Local transport •Technical inputs from government side <p>Skills/Information</p> <ul style="list-style-type: none"> •Sharing skill and information, applying skills, etc between the two countries 	Facilities for research already available	involvement	
	4.2 Project activities integrated in regular activities of the organizations involved in the project	<p>Vietnam, Kenya</p> <p>For the lead Institutions, project activities are part of long term mandate in research and rural development. The activities also compliment the mandate of government departments and the research institutes, hence are in the mainstream.</p>	<p>Effective use of resources</p> <p>Opportunity to harmonize development initiatives</p> <p>If project is within government initiative this enhances its performance of government projects towards the role-out of development</p>	Project loses identity and becomes co-opted by government or other initiatives	
	4.3 Change in policies of institutions involved (e.g. encouraging participatory research, involvement of civil society organizations in R&D process, etc.)	<p>Vietnam</p> <p>The project only intends to initiate a policy discussion, since we realize that this is a large-scale undertaking that would form next step of the POPSe project. The methodology side, however, with stakeholder driven identification of issues, is seen to be meaningful for out-scaling and up-scaling</p> <p>Kenya</p> <p>Project partnerships have helped to influence and focus policy towards production</p>	<p>Policies do not change easily but the project can lead to policy discussion by bringing about new knowledge</p> <p>Change of government and donor human resource may enhance a project's prioritization and performance</p> <p>Evaluation may bring in new insights</p>	No communication for change is possible if interaction between project and government is lacking Government and donor human resource changes may alter a project's perspectives and priorities External evaluation may hinder a project's development	

Outcome/impact areas	Indicators	Description	Pos aspects of the indicators	Neg aspects of the indicators	Unknown aspects
		<p>systems and enterprise development that enhance incomes and improve standards of living of the poor. Also, the partnerships have enhanced participatory action research and community development.</p>			
	<p>4.4 Spin-offs (i.e. other initiatives developed directly or indirectly from DURAS project)</p>	<p>Vietnam</p> <ul style="list-style-type: none"> • POPSe mandate to identify pace setters has also led to initiatives. Creative entrepreneurs have become motivated to implement dormant ideas • Seen from local administration viewpoints, stakeholder processes can be applied for community development projects <p>Kenya</p> <ul style="list-style-type: none"> • Spin-offs of POPSe /DURAS : • Enriching the KARI Programmes on value addition and processing of milk and honey at small scale <p>Enhance delivery of extension packages from government departments and Programmes on natural resource management, and enterprise development</p>	<p>Spread of project impact Inspire government to take the direction of the project initiative as theirs (hijacking) Harmony between development agents can pick up spin-offs and push the project to a higher level</p>	<p>Bad elements in the project can have long-time effects Short-lived projects attracts social resources from the community in vain Lost spin-offs mean re-inventions and loss of resources</p>	