AIRTEA

Strengthening Agricultural Knowledge & Innovation Ecosystem for Inclusive Rural Transformation & Livelihoods in Eastern Africa

Assessing the Status of Innovation Platforms in Kenya, Rwanda and Uganda

Report 2021



ACKNOWLEDGEMENT

We thank the Association for Strengthening Agricultural Research in Eastern and Central Africa for commissioning and funding the study in response to institutionalization of Innovation platforms in the region. Technical input and guidance from Mr. Moses Odeke. Special thanks to FARA for funding innovation platforms in the region. We appreciate the various stakeholders from the three countries who provided all the relevant information that made the documentation of the case studies possible. Much appreciation to Max Olupot who linked and coordinated country teams in Kenya, Uganda and Rwanda Country Fora, supported quality assurance of the report and moderation of the validation meeting. Thank you, Gerald for the translation of the executive summary to French and cover page design.

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LIST OF ABBREVIATIONS

AIRTEA	Strengthening Agricultural Knowledge and Innovation Ecosystem for Inclusive Rural Transformation and Livelihoods in Eastern Africa
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
ASDSP	Agricultural Sector Development Support Programme
CF	Country Fora
FARA	Forum for Agricultural Research in Africa
FGDs	Focus Group Discussions
IAR4D	International Agricultural Research for Development
IDIs	In-Depth Interviews
IPs	Innovation platforms
KALRO	Kenya Agricultural and Livestock Organization
KARLO	Kenya Agricultural and Livestock Organization
KII	Key Informant Interviews
MAAIF	Ministry of Agriculture Animal Industry and Fisheries
MFIs	Micro Finance Institutions
MINAGRI	Ministry of Agriculture and Animal Resources
MOALF	Ministry of Agriculture, Livestock and Fisheries
NAAIP	National Accelerated Agricultural Inputs Access Project
NAIPs	National Agricultural Investment Plans
NALEP	National Agricultural and Livestock Extension Program
NARO	National Agricultural Research Organization
NARP	National Agriculture Research Project
NARS	National Agricultural Research Systems
NGOs	Non-Governmental Organizations
OACPS	Organization of African Caribbean and Pacific States
RAB	Rwanda Agricultural Board
SOSPPA	Soroti Sweet Potato Producers and Processors Association

EXECUTIVE SUMMARY

Sustainable food system is one that contributes to food security and nutrition for all, however, it should be noted that desirable food systems are necessary but not sufficient to assure good nutrition. Thus, sustainable food systems incorporate an understanding of sustainability that reflects relative change in the sense of a change toward more versus less sustainability compared to a previous situation. Therefore, Agricultural innovations have driven improvement of living conditions and economic development. The use of innovation systems approach which uses innovation platforms as an operational mechanism has been adopted as means of promoting agricultural research for development. ASARECA commissioned a study on behalf of the consortium members (FARA and EAFF) to undertake case studies on IPs in the region (Uganda, Kenya, and Rwanda), under the Project ‘‘Strengthening Agricultural Knowledge and Innovation Ecosystem for Inclusive Rural Transformation and Livelihoods in Eastern Africa (AIRTEA)’’. The overarching goal of this assessment was to provide evidence for the institutionalization of Innovation Platforms. The study specifically focused on: characterizing the current IPs in the target countries; carry out a detailed assessment of the functionality of the IPs in the target countries; and identifying stakeholder groups/sectors that are currently participating in the operations of IPs, which ultimately contribute to the strategic IP Policy Sessions. A Consultative and participatory approach was adopted for the assessment of the IPs in the three target countries. A case study research design involving qualitative data collection methods to promote an in-depth understanding of institutionalization of IPs in the three study countries was adopted. A total of 102 innovation platforms were assessed in the three study countries (27 in Kenya, 40 in Uganda and 47 in Rwanda) from which three IPs were selected case study documentation. The IPs included: Huguka Mudende IP in Rubavu district of Rwanda, Soroti Sweet Potatoe producers and Process association in Serere district of Uganda, and the Bungoma South Farmers Innovation platform SIMLESA (BUSOFIPS) in Bungoma, Kenya. The results of the assessment were validated through a virtual meeting convened by ASARECA with participation of 18 participants from all the three countries, including FARA, AFAS and ASARECA Secretariats. The findings from the documentation process show that Innovation Platforms in the three countries have proven to be a very important approach that has fostered collaborations among the many stakeholder groups and actors. With a lot of information shared among and between the stakeholder groups, smallholder farmers who are the key beneficiaries of the IP have improved their on-farm production and productivity. From the three case studies documented, it clear that the IPs have triggered a lot of dialogue and interest among the various stakeholders and provides relevant information for building fundamental partnerships among the various stakeholder groups that will promote innovations and changes in agricultural research for development interventions. Governments in the three countries need to embrace Innovation Platforms as a framework for improving farmer participation in markets and enhancing decision making when approaching available markets. This is important considering the role of markets in economic development. Improving participation in markets can help farmers move out of abject poverty and increase their income. The study further recommends a need to come up with a policy brief that highlights the IP approach, its benefits and challenges. Furthermore, policies that provide favorable conditions for private sector actors to partner with IPs also need to be established so as to enable pooling of resources, minimization of transaction costs, and build synergies that promote inclusion of scientific and non-scientific community of stakeholders in research and development

EN FRANÇAIS ; RÉSUMÉ

Un système alimentaire durable est un système qui contribue à la sécurité alimentaire et à la nutrition pourtous, cependant, il convient de noter que les systèmes alimentaires souhaitables sont nécessaires mais passuffisants pour assurer une bonne nutrition. Ainsi, les systèmes alimentaires durables intègrent unecompréhension de la durabilité qui reflète un changement relatif dans le sens d'un changement vers plus oumoins de durabilité par rapport à une situation antérieure. Par conséquent, les innovations agricoles ontpermis d'améliorer les conditions de vie et le développement économique. L'approche des systèmesd'innovation qui utilise les Plateformes d'Innovation (PI) comme mécanisme opérationnel a été adoptéecomme moyen de promouvoir la recherche agricole pour le développement. L'ASARECA a commandé uneétude au nom des membres du consortium (FARA et EAFF) pour entreprendre des études de cas sur les PIdans la région (Ouganda, Kenya et Rwanda), dans le cadre du projet « Renforcement des connaissancesagricoles et de l'écosystème d'innovation pour une transformation Rurale inclusive et des moyens desubsistance en Afrique de l'Est (AIRTEA) ». L'objectif primordial de cette évaluation était de fournir despreuves de l'institutionnalisation des plateformes d'innovation. L'étude s'est spécifiquement concentrée sur: la caractérisation des PI actuels dans les pays cibles ; effectuer une évaluation détaillée de la fonctionnalitédes PI dans les pays cibles ; et l'identification des groupes/secteurs de parties prenantes qui participantactuellement aux opérations des PI, qui contribuent en fin de compte aux séances stratégiques de politiquede propriété intellectuelle. Une approche consultative et participative a été adoptée pour l'évaluation des PIdans les trois pays cibles. Une conception de recherche par étude de cas impliquant des méthodes de collectede données qualitatives pour promouvoir une compréhension approfondie de l'institutionnalisation des PIdans les trois pays de l'étude a été adoptée. Au total, 102 plateformes d'innovation ont été évaluées dans lestrois pays de l'étude (27 au Kenya, 40 en Ouganda et 47 au Rwanda) parmi lesquelles trois PI ont étésélectionnés pour la documentation des études de cas. Les PI comprenaient : « Huguka Mudende PI » dansle district de Rubavu au Rwanda, « Soroti Sweet Potatoe Producers and Process Association » dans ledistrict de Serere en Ouganda, et « Bungoma South Farmers Innovation Platform SIMLESA » (BUSOFIPS) à Bungoma, au Kenya. Les résultats de l'évaluation ont été validés lors d'une réunion virtuelle convoquéepar l'ASARECA avec la participation de 18 participants des trois pays, y compris les secrétariats du FARA,de l'AFAAS et de l'ASARECA. Les conclusions du processus de documentation montrent que lesplateformes d'innovation dans les trois pays se sont avérées être une approche très importante qui a favoriséles collaborations entre les nombreux groupes de parties prenantes et acteurs. Avec beaucoup d'informationspartagées parmi et entre les groupes de parties prenantes, les petits exploitants agricoles qui sont lesprincipaux bénéficiaires du PI ont amélioré leur production et leur productivité à la ferme. À partir des troisétudes de cas documentées, il est clair que les PI ont suscité beaucoup de dialogue et d'intérêt entre lesdifférentes parties prenantes et fournissent des informations pertinentes pour la construction de partenariatsfondamentaux entre les différents groupes de parties prenantes qui déclencheront des innovations et deschangements dans la recherche agricole pour les interventions de développement. Les gouvernements destrois pays doivent adopter les plateformes d'innovation comme cadre pour améliorer la participation desagriculteurs aux marchés et améliorer la prise de décision lorsqu'ils abordent les marchés disponibles. Ceciest important compte tenu du rôle des marchés dans le développement économique. Améliorer laparticipation aux marchés peut aider les agriculteurs à sortir de la pauvreté abjecte et à augmenter leursrevenus. L'étude recommande en outre la nécessité d'élaborer une note d'orientation qui met en lumièrel'approche de la propriété intellectuelle, ses avantages et ses défis. Par ailleurs, des politiques qui offrentdes conditions favorables aux acteurs du secteur privé pour s'associer avec les PI doivent également être mises en place afin de permettre la mise en commun des ressources, la minimisation des coûts de transactionet la promotion de l'inclusion de la communauté scientifique et non scientifique des parties prenantes dansla recherche et le développement

1.0 BACKGROUND TO THE STUDY

The Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA), Forum for Agricultural Research in Africa (FARA) and the East African Farmers' Federation (EAFF) are jointly implementing a project on Strengthening the Knowledge and Innovation Ecosystem for Inclusive Rural Transformation and Livelihoods in Eastern Africa (AIRTEA). The project is supported by the EU-ACP Innovation Fund through the Office of the Organization of African Caribbean and Pacific States (OACPS). The project is coordinated by FARA, while the implementing partners are ASARECA and EAFF. The project uses the Innovation to Impact Framework (I-IF) concept which incorporates the institutionalization of the Innovation Platforms to provide a protocol for prioritization at national level, IP management, as well as multi-stakeholder approaches.The theory of change of the AIRTEA Project is that the research-policy interface will create a conducive policy ecosystem in the three countries that will, inter alia, enable knowledge generation, exchange, and learning; technology transfer, uptake, and scale-up; and business development through capacity building. These will lead to innovations with socio-economic benefits and impacts.

ASARECA commissioned a study on behalf of the consortium members to undertake case studies assessing the status of IPs in the region (Uganda, Kenya, and Rwanda). A key component of this study is the focus on understanding the institutionalization of innovation platforms. This is in response to the growing evidence base in the importance of innovations in agricultural research and development which has most recently become a focus for many development projects. Gaining insights into the institutionalization of IPs and their key drivers will be important for designing programming and promoting innovations that are locally appropriate to diverse needs of farmers as well as promoting sustainable production practices for small holder farmers (Davis et al., 2018). The documentation of the institutionalization of the IPs is a key step in providing information for the successful operationalization and institutionalization of innovation platforms in the context of Integrated Agricultural Research for development

1.1 INTRODUCTION

Sustainable food system is one that contributes to food security and nutrition for all, however, it should be noted that desirable food systems are necessary but not sufficient to assure good nutrition. Thus, sustainable food systems incorporate an understanding of sustainability that reflects relative change in the sense of a change toward more versus less sustainability compared to a previous situation. Therefore, Agricultural innovations have driven improvement of living conditions and economic development. The use of innovation systems

approach which uses innovation platforms as an operational mechanism has been adopted as means of promoting agricultural research for development. The agricultural sector in the East Africa region is one of the major contributors to GDP in the region's countries and provides both formal and informal employment to many of its populations especially people leaving in the rural areas. The sector is faced with hard challenges which affect production and productivity of the sector. Theseamong others include biotic and abiotic factors such as pest and diseases, poor stakeholder involvement and interactions, poor infrastructure, unfavorable market systems

It is recognized that agricultural innovations have driven improvement of living conditions and economic development. Throughout the region, governments as well as development practitioners have been proactive in developing approaches that promote increased agricultural production and productivity. One of the approaches that is promoted and currently in use is the innovation systems approach which uses innovation platforms as an operational tool (Makini et al., 2013). This approach brings together multiple stakeholders with diverse knowledge who interact and innovate sustainable approaches that enables learning, adoption and significant impact around a specific value chain (Makini eta al., 2013) resulting ton enhanced innovation capacity amongst stakeholders and development of technical, social organizational and institutional innovations (Kimenye & McEwan, 2014)

There is a growing evidence base on the importance of agricultural innovations in agricultural research and development which is currently a focus of many development projects. An innovation platform (IP) is a forum comprising of organizations, enterprises, and individuals that together demand and supply knowledge and technology, and the rules and mechanisms by which these different agents interact along a commodity value chain (Adekunle et al., 2010). According to the World Bank (2007), innovation platforms provide a more holistic base to planning knowledge production and use (World Bank 2007); participatory diagnosis of problems; joint exploration of opportunities and investigation of solutions; promotion of agricultural innovations along the targeted value chain (Adekunle et al., 2010)

With growing interest in IPs for agricultural research and development in the past decade, there is limited knowledge and understanding of how best to organize and operationalize IPs so as to facilitate numerous and multi-directional interaction among diverse stakeholders to collectively generate, share and utilize Technologies, Innovations, Management Practices a long side the knowledge spheres to address the needs of smallholder farmers. As such, many institutions are focusing on IPs to provide a space where different stakeholders interact to understand each other better, learn and develop shared priorities, define roles and agree on joint actions (Hall et al., 2003). The Forum for Agricultural Research in Africa and Sub Regional

Research organisations like ASARECA have been in the fore front in championing IP concept. Gaining insights into the institutionalization of IPs and their key drivers will be important for designing programming and promoting innovations that are locally appropriate to diverse needs

of farmers as well as promoting sustainable production practices for small holder farmers (Davis et al., 2018) especially youth and women. Institutionalization refers to the permanent integration or mainstreaming of processes and perspectives within multi-stakeholder contexts for the purpose of guiding their mandated activities (Anandajayasekeram et al. 2009). Institutionalization results in acknowledgement and acceptance of the principles of IPs as its pillars (Nederlof, 2012; Pretty, 2010)

The institutionalization of IPs can serve as multi-level and multi-stakeholder forums, allowing participants to identify, understand and address complex challenges and concomitant emerging issues (Tenywa et al., 2011). This mutual learning process can mobilize members to achieve an agreed vision. The major role of an IP is to provide a forum and facilitation so that actors can come together to address farmers' challenges and seek solutions to the challenges. When farmers' representatives sit at the same table with agronomists, private sector representatives (processors, traders, transporters, banks and other credit institutions) and policy makers (government officials) to address the challenges of a given commodity, solutions are found and implemented in the shortest time possible.

The documentation of the institutionalization of the IPs is a key step in providing information for the successful operationalization and institutionalization of innovation platforms in the context of Integrated Agricultural Research for development. With many organizations in the region embracing the use of IPs, there is need to understand the institutionalization and operationalization of these platforms in order to draw lessons and make recommendations that will strengthen and increase their effectives in serving their purpose. This study therefore focused on assessing and documenting the current status of the innovation platform processes at national and sub-national levels in the three countries of Kenya, Rwanda and Uganda.

1.2 OBJECTIVES OF THE ASSESSMENT

The overarching goal of this assessment was to provide evidence for the institutionalization of Innovation Platforms. The study specifically focused on: characterizing the current IPs in the target countries; carry out a detailed assessment of the functionality of the IPs in the target countries; and identifying stakeholder groups/sectors that are currently participating in the operations of IPs, which ultimately contribute to the strategic IP Policy Sessions.

1.3 RESEARCH THEMES

Table 1. Research Themes and Illustrative Topics

Area of Investigation	Key Focus Area
Understanding of the current status of innovation platforms and the institutionalization in the national planning process	▪ Organizational structure ▪ IP representation ▪ Operational mechanisms (including getting feedback from representatives) ▪ Levels of and frequency of interaction between actors ▪ Type of information discussed in the platform ▪ Participation in decision making ▪ Policy processes
Characterization of the current IPs	▪ Location Identification of stakeholder groups participating in IPs ▪ Type of commodity value chains ▪ Alignment of commodities selected by the IPs with countries' value chains of interest ▪ Membership and gender orientation (whether the IP is a women or youth IP etc.) ▪ Partnerships (Stakeholder groups and other actors) ▪ Major focus areas
Functionality of IPs	▪ Leadership and roles ▪ Nature of information platforms ▪ IP champions
Identification of stakeholder groups participating in IPs	▪ Stakeholder groups and other actors ▪ Presence and level of activeness in the digital information platforms ▪ Linkages with stakeholders (governments planning systems, private sector)

METHODOLOGY



2.1 Approach

A consultative and participatory approach was adopted for the assessment of the IPs in the three target countries. Consultations were held with various stakeholders at three levels (sub-national, national and regional) to collect the relevant information required to inform the assessment process. A case study research design involving qualitative data collection methods to promote an in-depth understanding of institutionalization of IPs in the three study countries was adopted. Case studies are used to generate an in-depth, multifaceted understanding of a complex issue in its real-life context. A case study may incorporate a variety of other data collection methodologies, including face to face interviews using survey questionnaires, document reviews, and observations over time and these methods were applied in this study. The results of the assessment was validated in a virtual meeting held on 17 December 2021, convened by ASARECA with participation from key stakeholders from Kenya, Uganda and Rwanda, including FARA, AFAAS and ASARECA Secretariats staff

Data Collection

2.2.1 Secondary Data

A comprehensive desk review was undertaken to collect secondary data and document the current status of the innovation platforms in Kenya, Rwanda and Uganda with a focus on level of institutionalization of the IPs in the national planning processes

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To collect primary data, Stakeholder Focus Group Discussions (FGDs), Key Informant Interviews (KII), and In-depth Interviews (IDIs) was used. Data was collected from the following categories of people:

2.2 2 Primary Data

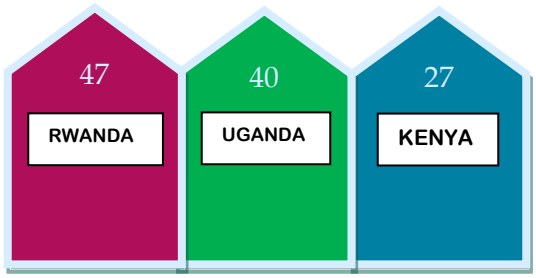
- Stakeholder groups as well as their contacts in the agricultural sector, private sector, and policy fora. The stakeholder groups included: leaders of farmer organizations (i.e. farmer groups, associations/federations); Ministries of Agriculture; Private Sector (aggregators, marketers, agro-input dealers, agro-processors, output marketers, commodity end users, financial institutions, etc.); and advisory services.
- Important commodity value chains in Kenya, Rwanda and Uganda, as well as information on the available data and information platforms, the actors on these digital platforms as well as possible sustainability mechanisms for the data and information platforms.
- Innovation Platform institutionalization processes at national level as well as key gaps and propose modalities/mechanisms for addressing the identified gaps
- Existing Innovation Platforms in Kenya, Rwanda and Uganda (mapping of IPs in the target countries)
- Characterization of existing IPs (i)their location; (ii) type of commodity value chain that IPs are working on; (iii) gender orientation (whether the IP is a women or youth IP etc.); (iv) membership i.e. number of individuals; (v) partners that the IPs are working with; and (vi) focus of the IPs;
- Functionality of the existing innovation platforms (this will facilitate detailed assessment of the functionality of the IPs).
- Current linkages of the IPs- i.e. whether the IPs are linked to the government planning systems, private sector entities (e.g. Agribusiness Business Learning Alliances, MFIs, etc.), advisory services; whether the commodities selected by the IPs are aligned to the countries' value chains of interest as defined in the National Agricultural Investment Plans (NAIPs), etc.
- Innovation Platform champions for Kenya, Rwanda and Uganda (this will facilitate identification of at least 4 key IP champions in each country).

2.2.3 Sampling Strategy

A list of Innovations Platforms existing in each country was obtained from stakeholders in the National Agricultural Research Systems (NARS) in the target countries such as: (i) Kenya Agricultural and Livestock Research Organization (KALRO), (ii) Rwanda Agricultural Board (RAB), (iii) Uganda's National Agricultural Research Organization (NARO), (iv) African Forum for Agricultural Advisory Services (AFAAS) - Country Forum in each of the study countries, FARA and ASARECA. The consolidated list of IPs in each of the target countries was used as a sampling frame that guided the sampling of IPs for the case study. In each country, 1 IP was purposively sampled as a case study for documentation process.

2.3 DATA ANALYSIS

Data collected was analyzed using qualitative data analysis methods. Data was subjected to content and thematic analysis to tease out key emerging issues. Data collected was then coded in line with the thematic areas. Analysis of the coded data was guided by the questions for an in-depth exploration of the information emerging from the various codes. Additionally, data analysis explored potential differences in responses among participants of different IPs. Following data analysis, information under related codes was merged into larger themes and sub-themes that were presented under the subsequent sections of the final report presented as case studies for each IP selected. Themes were synthesized to understand concepts, opinions, or experiences of each IP in each country in the institutionalization process. These themes provided an in-depth understanding into the current status and future outlook of the various IPs and their engagement in the various value chains.



A total of 102 innovation platforms

From the list of IPs in selected as a case study the various IPs. The ra five desirable outcomes 2016 (Table 1) and eac each of the outcomes wi with the highest score study documentation.

Table 2. Criteria for ranking various IPs

Number of actors active at the same time	The more the number of actors at the same time the higher the score
Process of IP initiation	How the IP was formed
Achievements (People-centered)	Achievements made that benefitted the various stakeholders
Emerging value chains	If the IP has triggered to start of new value chains rather than the initial one. The more the emerging value chains the higher the score
Proof of sustainability	The features put in place to ensure sustainability

The IPs thus selected for case study documentation were Huguka Mudende IP in Rubavu district of Rwanda, Soroti Sweet Potato producers and Process association in Serere district of Uganda, and the Bungoma South Farmers Innovation platform SIMLESA (BUSOFIPS) in Bungoma, Kenya. The characteristics of the above selected IPs are shown in Table 3.

TABLE 3. CHARACTERISTICS OF SELECTED IPS

	Bungoma South Farmers Innovation Platform SIMLESA (BUSOFIPS	Soroti Sweet Potatoes Producer and Processor Association (SOSPPA	Huguka Medende
Value chain	 Maize	 Sweet potatoes & cassava	 Irish potatoes
Membership	830	150	610 , 384 , 226
Location	Bungoma	Serere	Rubayu
Year of Establishment	2012	2006	2008
O. Approach	Institutional led	Market & research led	Market led

4.1 FORMATION, OPERATIONAL MECHANISMS AND DECISION MAKING IN IPS

The formation of the IPs as reported across the three study countries was anchored on four major areas namely: Improving household production and productivity; improving household incomes and nutrition; natural resources and environmental conservation; and improving household food security. These four major areas determined the formation of the IPs to address the main challenges faced by the farmers and ranked in order of importance as listed below:

- Low crop production
- Pest and diseases
- Degradation of the natural resources (poor and/or degraded soils)
- Limited sources of alternative foods
- Poor market and high produce prices
- Poor post-harvest handling
- Poor/no access to credit

The innovation platforms addressed both crop and livestock value chains. However, across the three countries, crop-based value chains were very common especially for cereals, legume and tuber crops. The livestock value chains majorly focused on opportunities in the diary production.Other value chains reported were in honey production and horticulture production. These value chains are strategically situated in Agricultural National Food Security and

Investment plans, which are key Government policy driving documents, linked to the Comprehensive Africa
Agriculture Development Programme aspirations.

Table 4. Value chains addressed by Innovation platforms

UGANDA	KENYA	RWANDA
▪ Beans ▪ Diary ▪ Maize ▪ Sweet potatoes ▪ Coffee and Cocoa ▪ Cassava ▪ Banana ▪ Citrus fruits (Mango and oranges ▪ Groundnuts ▪ Fish	▪ Maize ▪ Banana ▪ Diary ▪ Millet ▪ Honey ▪ Sorghum ▪ Horticulture ▪ Fish ▪ All crops ▪ Water development/ irrigation	▪ Irish potatoes ▪ Maize ▪ Beans ▪ Diary ▪ Banana ▪ Rice ▪ Vegetable ▪ Sorghum ▪ Fish ▪ Apiary

While the innovation platforms were initiated to address a particular value chain, over time, most of the IPs evolved and changed to other value chains or added one or more value chains depending on the advantages it came up (see annex 1). Some changes in value chains were as a result of emerging challenges and/or opportunities that came with a specific value chain chosen or taken up. For example, while the Soroti Sweet Potatoes and Producers Associated in Uganda focused mainly on addressing issues and opportunities in the sweet potatoes value chain, they later also diversified to maize, cassava, sorghum, groundnuts. The Makueni QPM IP in Kenya was initially started on the maize value chain but also started the diary, pig and poultry value chains due to increased by-products realized from maize.
Other non-crop/livestock related value chains have also been initiated for example IPs addressing issues and opportunities in agro-forestry, marketing and seed production, fish IPs and apiary IPs. These were observed to be more common in Uganda.

4.2 STAKEHOLDER GROUPS AND INITIATION

In all the three countries understudy, Innovation platforms have mainly been initiated by seven groups of stakeholders. This include; Ministry of Agriculture in each of the countries (MAAIF in Uganda, MALF in Kenya and MINNAGRI/RAB in Rwanda), researchers both individual and institutions especially government research bodies (NARO in Uganda, RAB in Rwanda, KARLO in Kenya), international organizations (NGOs and CBOs), local producers & processors, private sector (Credit Service Providers/SACCOS, MFIs, traders and transporters), communication and information transfer bodies (media) and farmer organizations (farmer groups

and associations). The initiation of the IPs in driven by IP champions and facilitators. Research organizations in each of the countries and the agricultural ministries led the process of initiation of the IPs.

4.3 ACTORS IN THE IP AND THEIR ROLES

Various actors in IPs were reported across the three countries and played different roles. Most of the actors took on more than one role in the innovation platforms. Roles ranged from funding support,development and supply of innovations, provision of inputs, processing, marketing, capacity building, and farmer mobilization among others. Funding, capacity building and farmer mobilization appeared to be predominant for a number of IPs across the three countries. Various innovation platforms (at least 10 in each country) were mainly dominated by research organizations, government institutions and international organizations as their main actors. Table 5 details the roles of each IP actor in each of the countries

Table 5. Actors in the IPs and their roles

Actors	Roles
Farmers and groups/organizations	• Forming the IP • Training of trainers • Producing the commodity (VC) • Marketing the commodity • Welfare of members
Research organizations	• Capacity building • Technical backstopping • Funding support • Initiating the IP • Monitoring & evaluation
Processors and Input suppliers	• Value addition • Buy raw material (produce) from farmer • Supply inputs for production
NGOs	• Mobilization of farmers • Funding support • Technical backstopping • Capacity building
Ministries of agriculture	• Funding support • Technical support
Financial institutions	• Promotion of financial products to farmers • Provision of credit facilities

RWANDA

learning institutions/academia	• Technical support • Research on technologies

Researchers and research institutions	• **Technology research and development.** • **Dissemination and technical support for adoption of the innovations.**
Farmer groups/associations	• Producers of the value chain • Mobilization of member farmers to participate in IP activities
Government and extension services	• Mobilization of farmers • Provide seed • Funding support • Technical backstopping
International & local organizations (NGOs/CBOs)	• Capacity building • Technical backstopping • Funding support
private sector (financial institutions)	• Micro credit support and technical advise
Private sector (traders and transporters)	• Transportation of the produce to the processors and consumers and the traders receive the produce

Farmers/farmer groups/farmer associations (formal and informal)	• **Host the IPs. Produce the commodity value chain.** • **They actively participate and support demonstrations, testing and research activities.**
Business entities (traders, transporters, processors etc.)	• Provide inputs to farmers, support transportation of produce and inputs; • Responsible for processing (value addition to products).
Private service providers (NGOs and CSOs) and public service providers	• Provide knowledge and testing as well as development of the innovations. • Provide funding support for IPs.

	• Provide managerial and business development services
Public service providers (government institutions, research and extension	• Provide agricultural knowledge and support in innovation development, • Provide funding support, • Provide policy environment for operationalization.
Financing institutions (Banks, Savings and Credit Cooperatives (SACCOs) and microfinance institutions	• facilitate access to financing required for realizing many innovations
Policy and regulatory bodies	• Public bodies that define policies and regulations. • Provide co-coordinating roles

The Interaction of the various stakeholder groups in the IP initiation and implementation process is a key enabler of innovation success. The interactions aids the two way flow of information, enabling links to market opportunities, creating immediate benefits that kept all the IP participants engaged and willing to learn. According to Sanyang et al. (2016), the initiation of an IP should be based on clear and well defined entry points so as to allow the systematic facilitation of interaction among the various stakeholders with divergent interests but potentially common objectives.

4.4 IP CHAMPIONS

Innovation platforms constitute a deliberate intervention to create a support network that can foster an effective combination of technical, social, economic and institutional innovations (Kilelu *et al*, 2013). Several studies highlight the importance of having actors on the innovation platform who take the role of a 'champion' (Ngwenya and Hagmann, 2011; Nederlof and Pyburn, 2012), implying that these actors put in an above-average amount of energy and determination to make the innovation succeed. In the literature on innovation champions, a distinction is made between four types of champions (Hauschildt and Kirchmann, 2001; Howell *et al*, 2005; Gupta *et al*, 2006; Smith, 2007): (i) the power champion, (ii) the technology champion, (iii) the process champion, and (iv) the network or relationship champion (Table 1). These champion roles can sometimes also be unified in one person (Fichter, 2009). To promote an innovation process effectively, innovation champions need to collaborate as a team (Hauschildt and Kirchmann, 2001; Fichter, 2009). Innovation platforms are intended to promote innovation and to include key individuals who are able to induce change (Nederlof *et al*, 2011), and hence it is hypothesized that such teams of champions will be present.

Table 6. Summary of the different types of innovation champion, the activities they perform, the types of barriers they tackle and their power base

Innovation champion type	Activities	Barrier type	Power base
Technology champion (also called 'expert champion')	Inventor of technology or an expert who wishes to advance a technology and advocates it.	Technological barriers	Knowledge speciality Technological expertise
Power champion (sometimes called the 'godfather' of innovation)	Sponsor and supporter of the innovation by exerting social and political effort to mobilize, support. The godfather is a very high-level person with limited involvement, but who is very powerful (such as a CEO).	Institutional barriers: ignorance, opposition, lack of resources	Hierarchical potential, control of resources
Process champion	Fulfils a key role in creating a receptive environment in the firm by linking the technology, champion and the power champion through translating 'technology language' into 'business language', turning an idea into a plan of action	Institutional barriers: administrative, bureaucratic	Procedural know-how, communication skills
Network champion(also called 'relationship champion')	Fulfils a bridging and brokerage role between already connected and previously disconnected organizations	Organizational barriers: cooperation, dependency	Networking and communication competence

In countries understudy, Innovation champions are experts in various fields in the agriculture sector that have played crucial roles to ensure the success stories of IPs in Kenya, Rwanda and Uganda. Their roles have evolved and include among others: Coordinating actor meetings, disseminating technologies, coordination and bring different stakeholders together, capacity building and technical back stopping, financial support, technology transfer, training on seed propagation and collaborative marketing, technical guidance on agronomic practices, postharvest handling trainings among other roles. Refer to Annexes 4 to 6 for the IP Champions in the study areas.

4.5 INSTITUTIONALIZATION OF THE IPS

Innovation platforms (IPs) in the three study countries form the core of many Agricultural Research for Development programmes, stimulating multi-stakeholder collaboration and action towards the realization of agricultural development outcomes. Several AR4D programmes have been promoting IPs to increase the efficiency and impact of their activities in order to move from research outputs to development outcomes. Institutions like NARO in Uganda, KARLO in Kenya and RAB in Rwanda together with the ministries of Agriculture in the three countries and other partners apply innovation platforms in some of their programs

Several IPs in the three countries are currently linked with government planning systems, private sector entities (such as Agribusiness Learning Alliances, MFIs) and local administrative structures (districts/county administrations). This has made IP to be generally successful because they are well constituted and structured which has enabled all stakeholders to benefit from their operations. The institutions involved in the IP such as seed companies, input suppliers and even financiers use these gatherings/forums of the platform to advertise, promote and market their products, while farmers have benefited by accessing the latest farming information and technology, markets and market information.

Furthermore, the implementation of the Comprehensive Africa Agricultural Development Programme (CAADP) by the African Union, the Science Technology and Innovation Strategy (STISA) also support the institutionalization initiatives of IPs to spur Agricultural sector development. The Forum for Agricultural Research in Africa (FARA) also came up with a handful of continental initiatives, such as the Sub-Saharan Africa Challenge Programme (SSA CP), Strengthening Capacity for Agricultural Research and Development in Africa (SCARDA), Dissemination of New Agricultural Technologies in Africa (DONATA) and several others. The different initiatives aim to foster change by addressing specific issues that constitute constraints in the path of progress in Africa agriculture and IPs are embedded in these initiatives.

4.5.1 institutionalization of IPs in Uganda

The agricultural sector in Uganda has benefited from innovations platforms which have been a driver of transformation and modernization of the sector. With increased investment by the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) in Research and Development (R&D), production levels of different value chains have been seen to increase. However, production has not increased to the desired levels. One major concern has been insufficient linkages among various insitutitions, partners, research agencies and other stakeholders along commodity value chains. Morover, the agricultural extension system has had limited impact. Innovation is therefore key to transforming and modernizing agriculture in Uganda. Transforming agriculture necessarily means moving up the value chain. Smallholdings and customary tenure present serious obstacles to the development of commercial agriculture. The agricultural extension system has limited resources and impact. Adding to this, climate change is increasing the vulnerability of rural communities whose main economic activity is agriculture

In Uganda, the enabling environment for integrating IPs in agricultural programs, policies and activities is informed by a host of complementary policies, strategies and guidelines. For instance the Uganda's Vision 2040 and the national development plan III highlight the importance of building partnerships and collaborations among stakeholders to strengthen agricultural sector growth and development. MAAIF has also developed guidelines for mainstreaming IPs in the Agricultural Sector Policies & Plans (MAAIF, 2019). A major justification for the guidelines is the fact that the biophysical and socio-economic impacts of IPs have implications on the entire agricultural sector. Secondly, the mainstreaming of IPs into agricultural sector policies and plans supports wider adoption of innovations by the eventual beneficiaries and allows collaborations

with a wider pool of stakeholders for capacity building, implementation, value addition among others. Therefore, the enabling environment in Uganda seems comprehensive and elaborate enough to facilitate development of IPs. Thus, it can be argued that Uganda's policy environment broadly supports the integration of IPs in agricultural planning processes. The prime actors within the National Innovation System are: Government (MDAs), Universities and Research Institutions, and the private sector. The National Research and Innovation Programme contribute immensely to these inputs and lead to improvement of R&D expenditure while providing opportunity for adoption of IP initiatives

The Ministry of Agriculture Animal Industry and Fisheries (MAAIF) first institutionalized IAR4D in the 2010/11-2014/15 Development Strategy and Investment Plan (DSIP) and the 2015/16 -2019/20 Agriculture Sector Strategy Plan (ASSP) through up scaling the use of sound agricultural research and climate change resilient technologies across the priority and strategic commodities. Hinged within the DSIP, the importance of IPs was recognised by the World Bank under their support to MAAIF under the Agricultural Technology and Agribusiness AdvisoryServices (ATAAS) Project (2010 -2019). A whole component was dedicated to Enhancing Partnerships between Agricultural Research, Advisory Services, and Other Stakeholders (Appraisal: US$72.4 million; Closing: US$67.1 million) to finance the development of activities that facilitate closer links between NARO, NAADS, private ARSPs and AASPs, farmer fora, processors, and marketing agents. The main activities included (i) joint priority setting, adaptive research, and technology scale-up through nine ZARDIs, district adaptive research support teams (DARSTs) covering all Ugandan districts, and multi-stakeholder innovation platforms (MSIPs) established from community to zone levels;(ii) scale-up of SLM practices through farm trials, ZARDI demonstrations, and farmer field days; (iii) joint monitoring and evaluation (M&E). The project also supported MSIPs and built community seed enterprises that helped FGs link to value chain players and output and input markets and capitalize on income-generating opportunities. Furthermore, The National Research and Innovation Programme also aims at encouraging creativity and supporting innovations in Uganda. The main goal of the National Research and Innovation Programme is to promote Research and Development, Technology Incubation and Technology Commercialization activities.

Through the ATAAS program, several platforms were established to cater for the increased production of different agricultural commodities such as maize, beans, fish, cowpeas, ground nuts, honey, ghee, cassava and many others. NARO institutes have continued to support existing IPs and also support development of new ones under different agricultural commodities. For example, in the FY 2018/2019, a total of 49 IPs (refer to the list of IPs) were supported and their capacities strengthened through a number of activities including coordinating actor meetings, providing quality seed of different commodies, trainings in agronomic practices, facilitating market linkages and synergies between actors partners as well as

capturing feedback on technologies among others. The MSIPs actors were spread across 30 districts of Arua, Sheema, Rakai, Mukono, Soroti, Nakasongola, Nakaseke, Mbale, Kween, Kapchorwa, Kabale, Kisoro, Mbarara, Ntungamo, Buhwezu, Ibanda, Moroto, Kayunga, Dokolo, and Gulu among others. Likewise, other strategic partnerships have initiated and/or supported many important IPs in Uganda. Most of these have stakeholders working in the same area and therefore strategically work together to share experiences, avoid implementation conflicts and learn from each other with a possibility of identifying synergies. Some of these include;

The Sub-Saharan Africa Challenge Programme (SSACP), a continent-wide agricultural research programme coordinated by FARA was designed to serve as a platform for forging strong and lasting synergistic partnerships and/or alliances between agricultural research and development stakeholders in the production-to-consumption value chains. An outcome of an extensive stakeholder consultation process, the SSACP was meant to bridge the research-to-development gap by introducing, testing, refining and scaling up IAR4D. In Uganda, 4 IPs – Bubaare, Chahi , Ntungamo and Bufundi were established. These have continued to be blue prints to the formation of many other IPs.

The CGIAR Research Program on Integrated Systems for the Humid Tropics (Humid tropics) that adopted the platform approach for achieving multi-stakeholder engagement, and realising its R4D outcomes. In 2013, two IPs were established, one in Kiboga-Kyankwanzi and another in Mukono-Wakiso. Both Platforms bring together different actors: national facilitators from Makerere University and the National Agricultural Research Organization (NARO), international research institutions, universities, local governments, international and local NGOs, farmer organizations and the private sector. These actors meet regularly to discuss the best way to implement the researchable entry points selected in their respective areas.

The Buddu Beans Innovation Platform started in 2014 as two innovation platforms focused on bean production and marketing in the districts of Masaka and Rakai South of Uganda. They were initiated to facilitate technology uptake and market participation of bean farmers growing beans for grain and for seed. They were also initiated with a view to make them private sector led, and the nurturing of that process has continued since. The two platforms were formed as a local institutional structure to facilitate the implementation of the Farmer Decision Making Strategies for Improved Soil Fertility Management in Maize-Bean Production Systems project funded by USAID's Feed the Future LEGUME INNOVATION LAB FOR COLLABORATIVE RESEARCH ON GRAIN LEGUMES. The project was a collaborative one between three US based Universities (Iowa State University, University of Hawaii at Manoa, University of Illinois at Urbana- Champaign) Makerere University's College of Agricultural and Environmental Sciences and the National Agricultural Research Organization

Lessons learnt

- The formation of IPs is a learning process and context specific, requiring changes to suit a given context, rather than being based on a blueprint

- Each IP takes its own identity. The concept of IP is applicable to the different sites in different communities and it is replicable elsewhere.
- To meaningfully respond to constraints or opportunities associated with the four interlinked components of NRM, productivity, markets and policy, a self-regulating mechanism/system involving the innovation platform partners needs to be in place and operational
- IPs with stronger leadership are likely to be more active. The process of IP formation is shorter where local leadership is strong and is involved.
- Government support is very crucial in the functionality and sustainability of IPs
- Capacity building is necessary especially at the initial stages on: group formation and conflict management; participatory monitoring and evaluation; later on, savings and credit skills as well as business plans
- Market-led IP formation creates quicker win-win scenarios compared to the researcher-led approach, as it allows IP members to deliberate on their problems in relation to their vision.
- IP formation requires inspiring champions at different levels to facilitate teamwork and trust among the different stakeholders.
- Facilitation is a key element in the successful implementation of the IAR4D. The identification of appropriate institutions and teams to address the problem, bringing in new players to address the emerging issues, ensuring free flow of information and addressing conflicts before they happen or grow into disputes, are key elements of the facilitation process.
- There is a lot of dependency syndrome with IPs mostly depending on external support for functionality. However, there are a number of alternative sources of income within the area, which can be integrated into the existing practices in the form of a diversification strategy to enhance people's livelihoods.
- The increased production highlights a need for strategic measures to protect the farmers from possible price fluctuations, including selling large volumes of produce.
- The linking of farmers with markets has created a new awareness of the need to maintain the quality of the produce, and the IPs have started highlighting the need for information and training in grading, packaging, storage and other requirements of both domestic and export markets.
- A top-down approach in the formation of IPs affects ownership of the IPs. It is important that all stakeholders be involved in developing ToRs. Effective participation also depends on how people take up and make use of what is on offer, as well as supportive processes that enhance capacity building and empowerment of the actors to engage in decision-making processes

4.5.2 Institutionalization of Innovation Platforms in Rwanda

Innovation Platforms (IPs) are important in Rwanda's agricultural development. It is in this regard that the Rwanda Agricultural policy (2010 reviewed in 2017) has mainstreamed the

importance of different stakeholders working collaboratively to identify mechanisms to rapidly improve and sustain agricultural development through innovation, investment and poverty reduction strategies. Rwandan policy documents also support IPs: (1) the Vision 2020 (RoR, Kigali, July 2000) stipulates: "Technical platforms will be established in line with the pillars of the Vision 2020"; (2) Economic Development and Poverty Reduction (EDPRS) and the Strategic Plan for Agriculture Transformation (SPAT or PSTA in French) reinforce the mainstreaming of the IPs while (3) Agriculture Extension Strategy (MINAGRI, 2004): specifies to increase stakeholders' concertation so called "Platforms" at District, regional and national level; (4) RAB Strategic Plan (2014-2018) motto is also clear for IPs development in Rwanda: " Extending innovations to famers through well supported IPs". Therefore, agricultural programs/projects are aware of integration of IP into the national agricultural planning right from National, provincial, District to sector level.Agricultural Innovation Platforms have been implemented in Rwanda for the last fifteen years (2007-2021) through collaborative efforts of various stakeholders who were initiators:

FARA (2007): 6 IPs; RIU-DFID (2008): 4 IPs; PASNVA-MINAGRI (2009): 11 IPs; ASARECA-RAB (2010-2015): 11 IPs;

RAB (2013): 5 IPs; VICRES-RAB: 2 IPs; SIMLESA-RAB (2012): 2 IPs; Humid Tropics-CIAT-RAB (2014):2 IPs; CIAT-Beans (2017): 3 IPs and IITA-RAB (2018): 2 IPs. Majority of this IPs are generally value-chainor locally based.

Furthermore, efforts and support from FARA/Sub-Saharan Challenge Program, Research into use Project/DFID, ASARECA, PASNVA/MINAGRI Extension Project, SIMLESA (ACIAR-CIMMYT), Humid Tropics, FAO-CDAIS, CIAT and IITA projects among others which use the IP approach have resulted into improved project performance, improved livelihoods and therefore better agricultural growth. Mudende Innovation Platform in Musanze District is a case in point that has helped farmers to access better market of potatoes and milk in KIGALI-CITY far away from 200 km. This IP has enabled useful linkages between potatoes producers and Kigali-City consumers as well as milk producers and INYANGE-Processing Plant in Kigali. These linkages have improved incomes, and because of the IP, there is better access to the benefits among different stakeholders from the grass roots level to the higher level of collaboration. These achievements need to be supported and scaled out for different value-chains (maize, beans, cassava, banana, livestock, fisheries, etc.).

Lessons Learnt

Table 6. Lessons learnt from the institutionalization of IPs in Rwanda

Positive lessons	Negative lessons
➢ Market access and credit access, food security, poverty reduction and employment ➢ Increased income and equitable benefits ➢ Increased entrepreneurship skills for IP actors and their neighbors ➢ Increased social cohesion ➢ Environment protection ➢ Benefits from infrastructure investments (greenhouse, storage and processing facilities)	❖ Lack of internal rules and regulations sanctions against not respectful IP actors ❖ Two much relying on donor support to sustain the IPs. Clear need for complementary donor investments was observed. ❖ Insufficient trainings for entrepreneurship ❖ Some leaders need more skills in IP management and leadership ❖ Collective action (Umuganda) for environment protection to reduce soil erosion need social, leadership and management skills ❖ These infrastructures are not easily affordable for IP actors.

The Institutionalization of IPs in Rwanda is therefore justified because IP have numerous benefits that cumulatively lead to sustainable reduction of poverty, increased food security, and employment creation for the youth, men, women and rural poor. Sustainability of the IPs therefore requires wider collaboration among government ministries, boards, authorities, development partners, researchers, extensionists, farmers, processors, traders to combine resources and methods required for development. Capacity building of various IP actors is essential. It is therefore paramount to identify and discuss mechanisms for cross sectoral synergetic framework. Some of the IPs that continues to register tremendous success in their implementation and embrace the institutionalization path are listed in table 7 below

Table 7. Strategic IPs established by FARA, RIU and ASARECA that continue to be successful in Rwanda

	Name of the AIP	Project/Donor	Districts	Sectors	Commodity (ies) value chains	Partners	Year of support	Evaluation (Status of functionality)
1	Gataraga IP	FARA	Musanze	Gataraga	Irish potatoe	FARA, ISAR,NUR, IMBARAGA	2007-2010	Still functional
2	Mudende IP	FARA	Rubavu	Mudende	Milk- and Irish potato	FARA, ISAR,NUR, IMBARAGA	2007-2010	Still functional
3	Potato IP	RIU-DFID	Gicumbi	Kaniga	Irish potatoe	RIU, MINAGRI, ISAR, RDO, Local leaders	2008-2010	Still functional
4	Cassava IP	RIU-DFID	Gatsibo	Rugarama	Cassava	RIU, MINAGRI, ISAR, RDO, Local leaders	2008	Still functional
5	Muhanga IP	ASARECA-AGROBIO-RAB	Muhanga	Nyamabuye	Banana Tissue-culture	RAB, ASARECA	2012-2013	Still functional
6	ASARECA-RAB	ASARECA-RAB	Burera	Butaro	Wheat and beans high altitude varieties	RAB, ASARECA	2013-2014	Still functional

With the high expectation that national key actors and many others join the platforms, there is a need of **national structures** to coordinate IPs activities and diverse supports. These structures should be supported by a **budget** to enable them be functional. Hence there would be need to develop action plans and reduce the bureaucracy that is currently stifling the potential of IP's development. RAB team has played key roles anchoring the establishment and development of the IPs; the reason the anchor ship requires a strong structure and a budget in place at RAB or at MINAGRI and hence a call for stakeholders' support to ensure optimal results. Furthermore, IPs need **a legal framework** and ceases to work as cooperatives legally accepted. This hinders IP principles and benefits.

4.5.3 Institutionalization of innovation platforms in Kenya

The Kenya Ministry of Agriculture and Livestock together with KARLO and its stakeholders recognize that for efficient and effective innovation in the agricultural sector, partnership building is important. Building effective partnerships not only strengthens linkages and networks, but also creates room for human capacity building and development of agricultural commodity enterprises. Developing strong service interface therefore calls for increased collaboration between institutions, development of public private partnerships and building of innovative platforms at the national, county and local levels.
Under the economic pillar of Kenya's Vision 2030 and the Agricultural Sector Development Strategy, the adoption of innovations is highlighted as a means to improving the growth of the agricultural sector. The strategy appreciates the importance of building partnerships and multi-stakeholder collaborations as an

engine for the growth of the sector. However, several challenges such as: inadequate budgetary allocation, low adoption of improved technologies, high costs of inputs and reduced effectiveness of extension services among others (GoK, 2020; GoK, 2018) continue to affect the growth of the sector.

The Ministry of Agriculture, Livestock and Fisheries (MoALF) and KARLO since 2004 supported the development of IPS to strengthen the collaboration and linkages between KARLO and other innovation partners, to not only enhance capacity building and knowledge sharing between stakeholders, but to also achieve effective and profitable commodity value chains. Several commodity platforms of different commodities including; maize, beans, rice and potatoes in different regions of the country where established. The aim was to raise the level of productivity and income on Kenya farms through the development and adoption of modern farming technologies and techniques and strengthening market linkages. However, despite the establishment of these platforms and the capacity of extension workers and research scientist that was built to facilitate and manage these IPs, the lack of funds to foster the management and continued functioning of these IPS became a big challenge. To date most of them have become defunct despite the existing capacity to manage these IPS. Some of the projects that used IPs as part of their implementation include:

- The National Agricultural and Livestock Extension Program (NALEP) implemented in 43 districts of the five provinces (Central, Western, Rift Valley, Nyanza and Eastern) from 2000 to 2005 and now currently transformed to the Agricultural Sector Development Program, which is covering all the 47 counties and each having a list of three priority value chains that they are pursuing;
- East African Agricultural Productivity Project (EAAPP) with the objectives of: enhance regional specialization in agricultural research, enhance regional collaboration in

agricultural training and dissemination, and facilitate the increased sharing of agricultural information, knowledge and technology across the recipient's boundaries;

- Kenya Agricultural Productivity Project (KAPP) broad objectives were to improve the overall system by supporting generation, dissemination, and adoption of agricultural technology through reforms in extension to improve pluralism, change in the existing system of agricultural research to improve accountability and impact, and increased empowerment of producer organizations to influence planning, design, implementation, funding and M&E of research, extension, training and capacity building activities. The project supported both long-term and short-term training for generation and dissemination of technologies which enhanced collaboration with partners and consortia such as FAO, CTA, CABI, ASARECA-RAIN, FARA, KENET, KAINET and universities
- The Western Kenya Integrated Ecosystems Management Project (WKIEMP) with an objective of improving the productivity and sustainability of land use systems in the three river basins.
- The Njaa Marufuku Kenya (NMK), implemented through the Agricultural Technology and Information Initiative (ATIRI), focused on working with stakeholders to address food and income security through the provision of technologies and information.

The National Agriculture and Livestock Extension Programme which started as the Soil and Water Management Programme under SIDA support and progressed on to the catchment and focal area development approach, during which the common interest groups (CIGS) were used as

- an organizational approach. In the current ASDSP phase, stakeholder innovation platforms have been developed to address the issues in each county's three priority chains (Makini et al., 2016)
- YMAP with an objective of increasing youth participation in horticultural production agribusiness and agro processing

Over the years, the Kenyan government has invested significantly towards the programmes in the public research and development agencies. In the government's agricultural sector development strategy, the private sector is being encouraged to participate in extension services. Many organizations have embraced the use of innovation platforms in different parts of the country. Innovation platforms were initiated by four groups of stakeholders: researchers, the Ministry of Agriculture, Livestock and Fisheries, international organizations and farmers' groups who acted as IP champions in the initiation process.

Most of the value chain actors undertook critical functions in the value chain, such as supply of innovations and other facilitating inputs, processing, and access of actors to finances. Research organizations, county governments and farmers' groups were dominant in at least 10 of the 15 innovation platforms. The various actors played different roles which were not necessarily mutually exclusive. For instance, funding of innovation platforms was undertaken by NGOs,

national and county governments, international organizations and farmers' groups. Research organizations (KALRO) were involved in the initiation of most IPs, while international organization predominantly undertook funding of the IPs. Farmers' groups mainly provided funds and production activities of the various value chains

The institutionalization of innovation platforms in Kenya has not happened in a formal manner even though at KARLO, efforts to sensitize researchers and extension staff on the need for using IPS framework in the research and up scaling efforts are still ongoing. For example, in a ToT training held for the World Bank funded KCSAP project in 24 counties, ToTs were trained who in turn are expected to train field staff and lead farmers on the importance of IP formation to facilitate up scaling of innovations and principles of the IP framework. The same is also happening in other projects such as the NARGIP project.

Lessons learnt

- A lot of interest has been expressed by counties in all trainings and a number of counties are adopting IPs in their agricultural planning and budgetary processes. Inadequate finances continue to hinder initiation of IP formation in counties. This therefore calls for more financial support to facilitate the formation and implementation of IPs
- Various value chain based IPs have been initiated after the trainings with varying levels of success. Moreover, there has been a lot of innovativeness by extension staff with most staff riding on other activities to sensitize and mobilize stakeholders to initiate IPs. Events such as field days, barazas, agricultural shows have been utilized to mobilize and initiate discussions on IPS
- Through the adoption of AIPs as research in development model by KARLO in its organizational and institutional framework, researchers have been able to contribute their multidisciplinary knowledge to solve problems that affect the agriculture sector in Kenya. This is reflected in efficient use of research outputs, effective integration of farmers into the markets and productive and profitable agriculture systems.

4.6 CROSS CUTTING OBSERVATION

The guidelines for mainstreaming IPs in agricultural policies and plans are in place in each country. However, they are limited in their popularization and adaptation to country specific local needs. Furthermore, while a number of complementary legal frameworks that guide implementation of IPs also do exist, explicit structures and arrangements that ensure their harmonized implementation, meaningful engagement of stakeholders and continuous improvement, monitoring, and reflection at different levels are not clear which has created disharmony in coordination and implementation of strategies, limiting synergies among and across stakeholders.

Weak enforcement of legal frameworks especially at grassroots undermines capacity to mobilize local resources and innovation for meaningful engagement and action. This is has been made

worse by the lack of an overarching IP implementation framework that would facilitate comprehensive planning, coordination among actors and implementation of IP interventions. Thus, the trickle-down effect/impact of the policy frameworks remains low given limited scale of implementation and low focused investment at all levels to ensure climate resilient service delivery.

Institutionalization of IPs has helped in avoiding the pitfalls of typical cooperatives by integrating IP principles of wider partnerships, equitable benefit sharing, niche diversification and diverse membership. The institutionalization process has thus enabled: increased market access, mitigated transaction costs and leveraged better and stable (input and produce, products) prices for marginalized smallholders. Moreover, the IPs have provided affordable and secure produce transport, facilitated equitable sharing of proceeds and aided responsible management of common pool natural resources including land, water and new germplasm

In view of the above, it was recommended that 1) In addition to popularizing the mainstreaming guidelines and their local adaptation, there is need for a IP strategy to promote wider understanding and elicit the appropriate responses from all stakeholders; 2) Mapping of existing structures and their roles for strengthening of linkages /trust, and where necessary create new ones to ensure effective stakeholder engagement at all levels. Failure for countries to adopt the IP approach as an innovation model, may lead to countries missing the rapid and sustainable agriculture transformation.

It is very important to clearly position research and development actors, including donors, as stakeholders in the IP process rather than them positioning themselves as providers of objective and scientific support to the IPs. This therefore calls for awareness creation among IP actors about working with and as a multi-stakeholder platform

4.7 FRAMEWORK FOR INTEGRATION OF IP IN NATIONAL AGRICULTURAL PLANNING SYSTEMS

The integration of IPs into the national agricultural planning process requires a clearly defined approach to ensure ownership of the IP by the relevant actors so as to facilitate its desired outcomes (marketing, entrepreneurship and economic benefits across the entire value chain). The framework should clearly define the role of each actor as well as enhance the relevance of the IP in meeting both the scientific and commercial purpose for which it is formed.

The ideal integration process encompasses having in place a holistic system composed of key players. Through this study, we propose a process consisting of four major steps:

- A scoping study to establish the need for integration of IPs in national agricultural planning systems
- A stakeholder analysis and mapping to define roles and coordination mechanisms

- Formations of a steering committee consisting of all the relevant actors with clearly defined roles for each actor. Actors would therefore have to be identified and mobilized for the constitution of the committee.
- Development of a country action plan to guide the implementation process. The action plan will clearly define the vision, strategy and operational culture of IPs in each country

The proposed framework clearly defines the interaction points among and between the actors and states the roles and responsibilities of each IP member. The framework also establishes the desired governance structure of the IP. Given that IPs require political will and institutional support mechanisms as well as active participation of the actors for the IP to operate successfully, the integration process needs to put in place mechanisms that support collective action and this require investment and time. The framework therefore highlights the institutional set up with roles and responsibilities of each actor in facilitating the integration process; communication and advocacy process; and monitoring and evaluation requirements.

The formation institutionalization of the IPs that would enable integration in national planning systems calls for a wider multi-stakeholder consultative process which should involve:

- Identification of issues
- Stakeholder identification and analysis
- Discussion of various options
- Identification of solutions
- Implementation of solutions and
- Learning and reflection

Furthermore, the willingness for support by implementers, research and development leaders including policy makers is key for a functional and more vibrant IP that facilitates wider scale adoption of IP practices

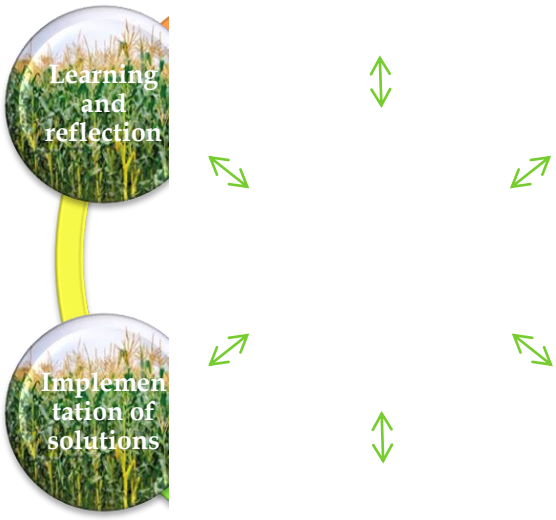


figure 1. Framework for IP formation, institutionalization and integration in national planning systems

4.7.1 Institutional Framework

A policy for innovation platforms needs to be formulated in each country. Country Ministries of Agriculture in collaboration with key government ministries and departments, private sector and civil society organizations therefore coordinate the formulation and implementation of the policy.

Country NARs shall therefore spearhead the formation of a national IP steering committee that will work closely with crop production and livestock production departments in each of the ministries. They will take the lead in operationalization and implementation of IP activities. The committee will consist of stakeholder from both the public and private sector and will provide strategic oversight functions in IP policy formulation and implementation through lower level structures (Districts, counties, sub counties) which will also be supported by lower level extension agents, IP champions and IP facilitators.

Where an IP is formed within the district/county/sub county/parish/sector/cluster or village, the district agricultural department designates a focal person to oversee the activities of the platform and that lower level. All focal person actors of the IP will be responsible for generating and maintaining data and information about the activities of the innovation platform

4.7.2 Enforcing the IP integration (Roles and responsibilities of stakeholders)

In all the three countries, while legislations that support agriculture and rural development exist, they do not specifically target and define the operations of innovations which therefore creates a need to have a separate provision/policy that define activities of IPs. These shall spell out: production, research and technology development, dissemination and adoption mechanisms, post-harvest handling, processing/value addition and marketing systems of the IP across its value chains among others.

In order to enforce the integration process, a multi-stakeholder approach is appropriate. The roles of the stakeholders can vary according to their mandates and functions. Country Ministries of Agriculture and NARs shall provide overall coordination the integration process.

Table 8. Roles and responsibilities of stakeholders in facilitating the Integration of IPs in national planning process

stakeholders	Roles and responsibilities
Country Ministries of Agriculture (MAAIF, MINAGRI, MAOFL)	i) Policy reform processes and maintaining an enabling policy environment conducive for private sector participation ii) Provide support services needed for realization of the integration objectives iii) Provide regulatory services, capacity building, research and security iv) Monitoring and Evaluation v) Awareness creation of the actors
Local Governments (District, County, Sector)	i. Promotion, mobilization of farmers and development of programs to encourage countrywide adoption of IPs ii. Development of bye-laws and ordinances to support IP implementation iii. Support policy Advocacy and support for IPs iv. Implementation of IP policy at production and marketing levels v. Subject matter specialists providing technical backstopping to IPs, monitoring and evaluation, capacity building, Planning and budgeting for implementation of IP activities in LGs
Academia (Universities, Colleges	i. Curriculum development ii. Offer specialized training for Organic Agriculture actors. iii. Partner with MAAIF to develop appropriate and practical internship programs
NARs	i) Generation of research priorities in consultation with farmers and other stakeholders ii) Formulate and implement research projects and programmes in IPs iii) Provide technical support and training of actors and stakeholders iv) Promote adaptation and use of appropriate technologies
Private sector, Non-State Actors (NGOs, CSOs, PSO)	i. Policy advocacy and lobbying for IP activities at all levels ii. Resource mobilization for implementation of IP interventions iii. Support post-harvest handling, storage, value addition and processing iv. Provision of support services including transport, trade and marketing v. Sensitization and training of farmers and other stakeholders vi. Consumer protection vii. Support and conduct capacity building activities
Development Partners	i. Policy advocacy and support for IPs ii. Provision of technical Assistance to agricultural programmes and projects iii. Mobilization of financial resources

Given that the farmers/ farmer organizations are the main target beneficiaries, their role mainly involves taking up the technologies, mobilizing farmers and resources, record keeping and provision of data

4.7.3 Institutional set up model to support integration of IPs in national planning processes

To ensure a coordinated national framework for the sustenance and implementation of IPs, the logical institutional arrangement will require the establishment of a National IP committee, which shall be responsible for the promotion and implementation of IP policy on a regulatory, rather than executionary basis. Such a committee when established by law, shall promote an effective interface between research centers or tertiary institutions, government and the private sector, especially the industrial subsector of the economy. The proposed structure would consist of four tiers of stakeholders presented in figure 2 below

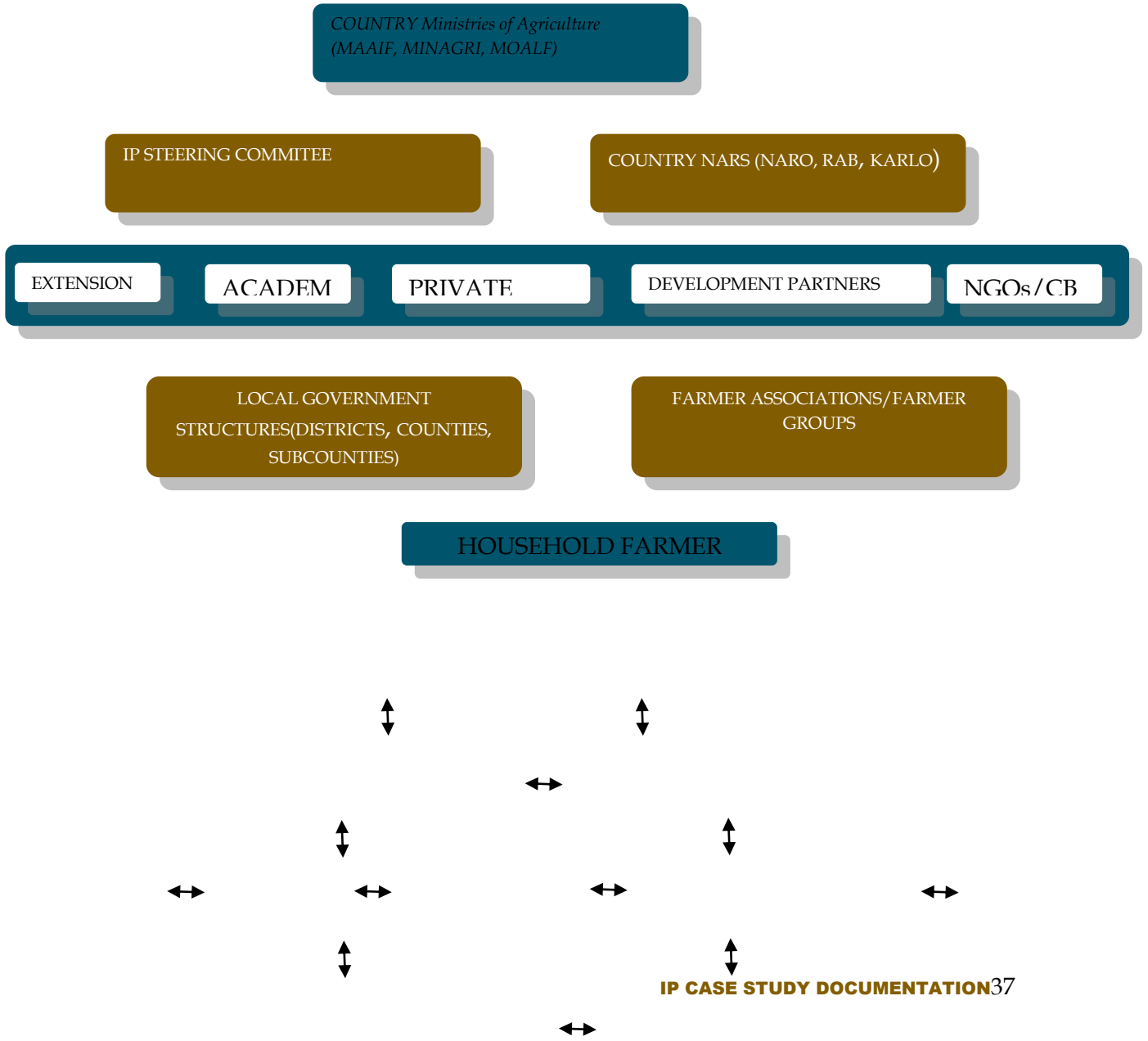


FIGURE 2. ***Institutional set up model to support integration of IPs in national planningprocesses***

4.7.4 Communication and Advocacy

Communication and advocacy is a gear to effective implementation of IPs and its intended outcomes. The integration of IPs in national planning systems requires a robust communication and advocacy mechanisms. We propose that country Ministries of Agriculture and the NARs build capacity of actors inpolicy formulation, analysis and brief preparation. Furthermore, there is a need to invest in ICT for effective management of knowledge products generated. The private sector and development partners can take lead in Investing in ICT with further support from the country Ministries of Agriculture. Furthermore, in order to promote synergies, strengthening working relations and information sharing with actors and partners is paramount. The integration process therefore requires adopting communication strategies such as: print and electronic media including radio, talk shows and television; social media; Website; emails; workshops; seminars; public hearings; and barasas; Information, Education and Communication (IEC) materials among others so as to generate information that can be used to inform planning, policy reviews and decision making with the aim of improving IPs in each country.

4.7.5 Monitoring and Evaluation

Continuous learning is important. The objective of monitoring, evaluation and learning (MEL) in IPs is (Boogaard et al., 2013): (1) to generate research based evidence for the effectiveness of IP across different contexts and (2) needed for joint learning among partners to help assess performance and to adapt the course of action accordingly. A functional IP will normally experience a series of iterative learning events, at the interface of which innovation is generated (Adekunle & Fatunbi, 2012)

The integration of IPs in national planning process requires a clearly defined monitoring and evaluation process. Relevant performance indicators to track the changes across key targets including: livelihoods, incomes, production quantity and value, production costs, productivity, marketed products and value,

quantity of processed products and value, and adoption of technology and innovations shall also be developed. M&E tools for data and information collection and sharing shall be developed to capture outcomes of the implementation. A database shall be generated and maintained and integrated in the overall country's' agriculture sector management information system which is also linked to the country M&E systems. Furthermore, Periodic (Annual, mid – term and end of term) evaluations shall be conducted to assess relevancy, effectiveness, efficiency and the impact of implementation of IP activities. An independent consultant shall be hired to carry out the evaluations for purposes of objectivity. Therefore, country Ministries of Agriculture, and NARs in collaboration with stakeholders (private sector, CSOs, development partners, farmer representatives etc.) shall be responsible for developing and applying the M&E systems so as to measure progress, relevancy, effectiveness and impacts of the IPs

4.8 DIGITAL INFORMATION ACCESS AND SHARING BY FARMERS FOR THE IPS

The use of digital information sharing is a very important tool for sharing information in the platforms. For most of the IPs in the different countries, trainings on communication, planning and the various tools was provided to IPs during inception of the IPs. IPs were encouraged to have communication plans and adopt the use of digital platforms to provide continuous information to all the IP members. The use of digital spaces such as SMS, WhatsApp groups, radios, emails and/or newsletters was common for all the IPs in each of the countries. Information and IP events were regular sent to members in the platform which brought about good participation of the members in IP events. Moreover, experiences and all the relevant information obtained during meetings were recorded and shared

In Rwanda, the platforms such as MINAGRI e-soko; meteo-early warning information system were reported among the various IPs in the country, with actors across the private sector, government institutions, NGOs actively participating most of whom included: MINAGRI/PASP Project and Meteo-Rwanda; MINAGRI/RA/NAEB and MINICOM; MINAGRI/RAB and BKTakeHouse andMINAGRI/RAB and Insurance Companies on agricultural insurance scheme. In Kenya platforms such as: Sauti (market information with EAC), feed calculator; agri share were report and all the actors from the private sector, NGOs and government institutions were engaged in the platforms

4.9 ACHIEVEMENTS AND CHALLENGES REALIZED BY THE INNOVATION PLATFORMS

The innovations platforms across the three countries reported several achievements and ranged from realization of food security among the members of the platform to continuity in operationalization of the platform. A number of platforms majorly reported the trainings of farmers as an achievement. The innovation platforms also reported successful enhancement in linkage of the farmers with other important stakeholders as a result of high adoption rates of technologies promoted.

As a result, the achievements realized have led to farmer empowerment which has brought about independent and collective marketing capacity. Moreover, farmers have been able to successfully access inputs, markets, better prices and credit to boost their production. Furthermore, farmers have realized improved and increased quantities and quality in their agricultural production which has brought about increased food and nutrition security, and household incomes

Major challenges reported by the IPs were related to technical knowledge to run and manage the IPs. Across the three countries, the expertise to run and manage the affairs was lacking for most of the IPs.

This technical expertise manifested from the leadership and governance related challenges. It could be the reason that might have led to the non-functionality of some of the IPs in the three countries. One other significant challenge was the lack of adequate funding to run the IPs. While most of the IP were initiated



with support of donor funding, their continuity got affected when the donor funds end. As such, no ere put in place to ensure continuity of the IPs. Other challenges reported embers to take on the affairs of the IPs as well as the lack of commitment from the stakeholders; conflicting interests of the members as well as the stakeholders which affected the operations of the IPs

5. 0 CASE STUDIES

SOSPPA is community farmer-based initiative located in Kyere Sub County, Serere district in Eastern Uganda. Crop farming is the major economic activity of the district although a few members keep livestock especially cows, goats, pigs and poultry. Major crops grown in the area are cassava; sweet potatoes, groundnuts, maize, green grams, beans, cow peas among others. Production is still low and the farming is dominated by smallholder subsistence farmers. The farmers face many other constraints and barriers to production. Limited knowledge of researched technologies by farmers coupled with low adoption to agricultural technologies and innovations, abundant pests such as the most recent invasions of fall armyworm and desert locusts, crop and livestock diseases are major problems. Degradation of soil, emerging climate related challenges, water and ecosystems are also persistent environmental challenges limiting productivity. Economic barriers, including lack of access to inputs, markets, capital, credit and finance, are significant.

5.1 CASE 1: SOROTI SWEET POTATO PRODUCERS AND PROCESSORS ASSOCIATION (SOSPPA) IN UGANDA

		Value	Level of Implementation
1	Year of Formation	2016	Level 2: Transformational IP
2	Year of Registration	2006	

3	Members at Formation		35
4	Males at Formation		10
5	Females at Formation		25
6	Current Members		500
7	Gender Orientation	Males(Adults)	150
		Females(Adults)	350
		Males(Youth)	0
		Females(Youth	0
8	Membership Amount		50,000/=
9	Share Amount		0/=

Note: *Level 1: Traditional IP Level (Lowest), Level 2: Transformational IP level (Medium), Level 3: Strategic IP (Highest)*

CHARACTERIZATION AND FUNCTIONALITY OF SOSPPA IP

SOSPPA was established in 2004 as a community based organization that would bring six groups of farmers together to improve production and productivity in the sweet potatoes value chain. The formation of the IP was initiated by the Abuket farmer facilitator association which was formed in 2004 by the sweet potatoes farmer field school graduates who were mainly interested in training farmers on profiting from value chains. It was fully registered in 2006 as a farmer association with its coordination office based at Kyere Sub-county. The main objective of forming the association was the need to integrate farmer trainings and commercial production of vines and roots as well as processing of the sweet potatoes. With support of the Ministry of Agriculture, Animal Industry and Fisheries through the National Agricultural Research Organization and another non-governmental organization-harvest Plus, the group started the production and value addition of the sweet potatoes commodity value chain.

At formation, the priority of the organization was to increase income, food security and nutrition among its members; improve access to information and new technologies as well as improve on bulking andmarketing of the sweet potatoes. However, due to emerging challenges in production such as access to credit, pest and diseases, access to market and market information, there was need to bring stakeholder together to address the challenges. The association built collaborations with various stakeholders who would later come together in 2007 to form the SOSPPA Innovation platform.

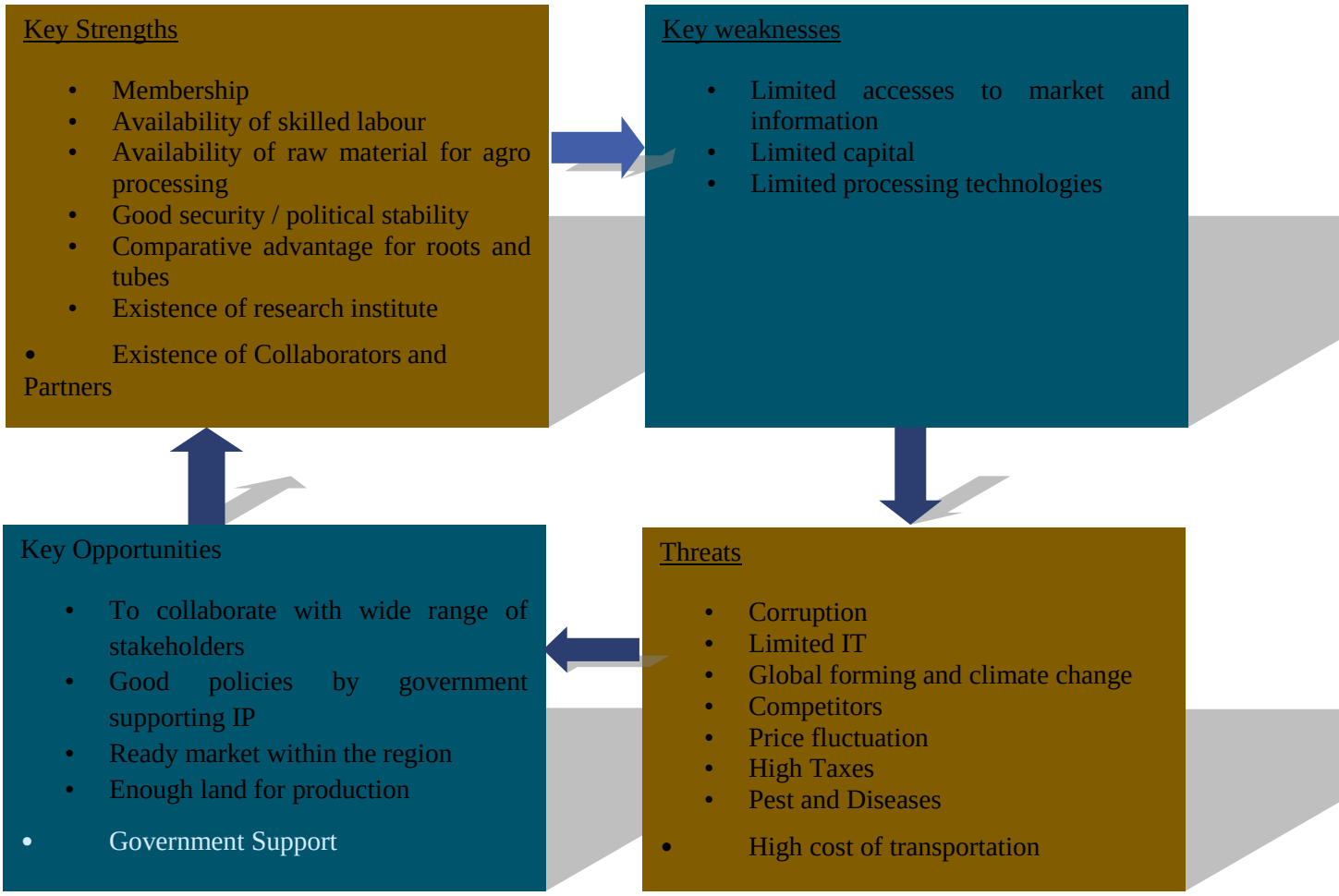
The SOSPPA IP expanded to reach more farmer groups as well as its geographical coverage to the neighboring districts of Kumi, Soroti and Ngora. Currently SOSPPA has over 1500 farmers (720 female, 480 male, 6 of whom are PWDs) organized in overs 35 groups spread across the districts. SOSPPA is also composed of members from 13 graduate Sweet potato ICM FFS with adaptors. Initially, the IP focuses on seed multiplication of the commodity value chains; however, it has expanded to commercial processing and value addition due to shifts in demand with market available, climate change and exposure to new technologies. SOSPPA currently prioritizes the two community value chains with major investments in bulking and marketing; value addition and processing; savings and credit. All these geared towards increasing production and productivity of the commodities for market, income, and nutrition and food security. Other value chains promoted by the IP include: Sorghum, Green gram, Cowpea, and Millet.

The IP employs a market and research led approach in its operations with working committees composed: training and publicity; production, processing/value addition; Savings and credit; monitoring and

evaluation and marketing. The working committees form part of its leadership structure compost of xx members (xx male and xx female). The elected executive committee serves a period of 3 years during the general assembly of representative members from the different FFS.

Governance of the IP is guided by a constitution which contains its operational rules and regulations. The IP also has a 5 year strategic plan which defines the strategic direction under which it operates. A business plan also exists and defines the business operations of the IP. The IP has a constitution which contains rules and regulations by which the IP operates. It also has a strategic plan which defines the strategic direction of the IP as well as a business plan which defines the business operation of the IP. SWOT analysis of the IP is summarized in Table 9.

Table 10. SWOT analysis of IP



Stakeholder Groups, Actors and their Roles:

The stakeholder groups of the IP are mainly categorized into four which include: farmers/farmer groups whole role is the adoption and uptake of improved technologies; the private sector who are involved in

capacity building and advocacy; the policy makers who are involved in advocacy; and the researchers and training institutions involved in technology innovation and development, dissemination and documentation of new technologies. The major stakeholders and their roles are listed in Table 10.

Table 11. Major stakeholders and their roles

Actor	Roles
International Potato Center (CIP)	• Technical empowerment through farmer field school training • Variety validation • Logistical support during trainings and public exposure during conferences and meetings • Source of improved planting material • Provision of up to date technical information in form of leaflets, charts and manuals • Bio-fortification
National Agricultural Research Organisation (NARO)	• Source of breeder's material for conservation • Variety validation • Training of Trainers (TOTs) on improved farm practices and processing and post-harvest handling • Provision of up to date technical information in form of leaflets, charts and manuals
Natural Research Institute (NRI)	• Technical empowerment through farmer field school training • Provision of training field manuals • Facilitation of evaluation and planning workshops
Vitamin A for Africa (VITAA)	• Promotion of Orange-fleshed Sweet potato (OFSP) varieties • Facilitation of planning meetings and workshops for OFSP • Linkage to Slow Food International for World Food community meetings (Terra Madre) and other development partners
Food and Agricultural Organisation (FAO)	• Training of farmers under the Integrated Production and Pest Management (IPPM) • Contract supply and linkage to FAO-affiliated NGOs for clean planting material
PRAPACE /Harvest Plus/REUOFSP project	• Contract supply of high Vitamin A Sweet potato clean planting material • Backstopping farmers' capacity to commercially produce clean planting material during dry season

Government	• Technology development and farmer training (NAADS) • Infrastructural support e.g. construction of farmers storage warehouse (NUSAF) λ Supportive agricultural policies
Others: World Vision, CRS, Food for Hungry International, APEP, SOCADIDO, TEDDO, Africa 2000 and Individuals	• Provision of market for sweet potato planting material

For some actors, roles have kept changing due to: changes in government policies for example the introduction of the parish development model; research institutions breeding climate smart technologies among other. The actors have also been over shadowed by technology changes and innovations due to the current covid-19 pandemic. The introduction of zoom meetings, e-learning and mobile banking have over shadowed the role of actors.

Furthermore, the IP has registered new actors especially in the private sector. Five of the old actors have withdrawn their partnerships. This is due to limited donor funding and changing policies and guidelines especially in the wake of the covid-19 pandemic. The IP currently works with 10 partners whose expectation is to benefit from: bulking and marketing; information communication technology; lobbying and advocacy; processing and value addition; Extension and advisory services. The partners are listed in Table 12.

Table 12. Partners working with the IP

Name of the Partner	Type	Operational level (sub county, district, national)
Government of Uganda	MAAIF	District Level
International Sweet Potato Center (CIP)	Research	National
District Local Government	Policy	District
NARO	Research	National
Harvest plus	Research	National
Ensubuuko	Crop Insurance	District
Grain Millers/Traders	Markets	Regional
Farmer groups	Producers and Consumer	
CaVA	Research	National
Makerere University	Research	National
SiNAI	Laboratory	National

ACHIEVEMENTS/SUCCESSES



SOSPPA has registered tremendous growth since its inception with a lot of successes**.** Success is measured by the Volumes Sold per Year; Memoranda of understanding signed by IP; and No of farmer registered and benefiting from the IP. SOSPA has been able to multiply and supply over 30000 bags of cassava cuttings at an average cost of 30,000 Uganda shillings. Production of the sweet potatoes has increased from less than 5 tons per acre to about 12 tons per acre on farmer's field. Moreover the area under sweet potato production has also increased to over 1 acre per household from half an acre. Furthermore, the IP has carried out on-farm variety evaluations; root production and marketing; processing and product development; multiplication and conservation; and trainings. Out of the 20 sweet potatoes varieties evaluated, six varieties (Kakamega, Ejumula, Kabode, Vita (OFSP), and Naspot, and Kala) been released). The conservation of research materials has seen over 150 types successfully conserved during the dry season. SOSPA has also trained over 450 farmer groups across the country on production and processing of sweet potatoes and participated in pre-testing training materials developed by CIP.

The innovation platform has been able to put in place its own primary processing plants for both cassava and sweet potatoes. Have an office and store for bulking up to 150 metric tons of sweet potatoes. A cassava processing unit for the IP was built by MAAIF under the ACDP program. Furthermore, SOSPA has commercial seed multipliers for sweet potatoes vines and two screen nets for clean seed.

Sustainability

Building farmer partnerships has helped the IP sustain the created farmer based production initiatives. Through processing and value addition of the sweet potatoes and cassava, the IP has improved its competiveness for the market share and the continued demand for its products. The IP looks forward to continued partnership with research institutions to develop varieties that address the diverse and dynamic producer and consumer concerns so that there is sustained demand for its products (the sweet potatoes,



vines and value added products).

INSTITUTIONALIZATION PROCESS OF THE SOROTI SWEET POTATO PRODUCERS AND PROCESSORS ASSOCIATION (SOSPPA) IN UGANDA

The above development trends of SOSPA IP necessitates that the IP be formally registered beyond the level of an association. It is only then that it would be able to sue and to be sued in courts of law in the event of a breach of contract by the IP and other parties. In view of the fact that the IP was required to have legal status, the laws of Uganda provide four possible options of legal status: registration as a partnership, a company, a non-governmental organization (NGO), and a cooperative society. The selected requirements for registration under each of these are summarized in Table 13.

Table 13. *Legal framework Institutionalization in Uganda for IP*

Legal form	Providing law	Selected requirements
Partnership	The Partnership Act, 2010	For business entities, limits the number of members to not more than 50
Company	The Companies Act, 2012	• A public company is government owned • A private company has membership limited to 100, tax obligations may not be suitable for farmer groups
NGO	The NGO Act, 2006	Non-profit making
Cooperative Society	The Cooperative Societies Act, Chap 112, 2012	Can register many members, recommended for farmers, fair tax Obligations

Given these provisions, the IP could best be registered as a cooperative society and the requirements for a cooperative society to be granted legal personality include to have:

- Bylaws + Internal regulations;
- Define its domain of activity and objectives;
- The required number of founder members;
- Certificate issued by the Sector in which it will operate indicating that the cooperative meets the requirements;
- Business plan indicating:
    - The intended business model;
    - A clear outline of the economic and social benefits the cooperative provides to its members and those it will provide to them as of their collective effort through the cooperative;
    - An action plan for at least the first three (3) years;
    - To present its working capital to finance its activities.

It is in this regard that, SOSPPA IP is governed by a constitution which contains its operational rules and regulations. The IP also has a 5 year strategic plan which defines the strategic direction under which it operates. A business plan also exists and defines the business operations of the IP.

The IP has a constitution which contains rules and regulations by which the IP operates. It also has a strategic plan which defines the strategic direction of the IP as well as a business plan which defines the business operation of the IP. SOSPPA IP has applied through the District Commercial Officer (DCO) and the process is already on-going with the Ministry of Trade, Industries and Cooperatives (MTIC) in Kampala to finalize the registration of the IP as a cooperative society.

5.2 CASE 2: HUGUKA MUDENDE INNOVATION PLATFORM IN RWANDA



The Huguka Mudende Innovation platform is located in Rubavu district, Mudende Sector in the Western of Rwanda. Livestock farming and a little crop farming is the main economic activity of the households in the sector. The households exposed to a number of constraints such as: lack of access to desired inputs, high input prices, and poor access to markets. The soils in the areas are not fertile and does not favour diversified cropping systems; moreover, the use of other inputs such as fertilizers is relatively low which has affected crop yields in the area. Furthermore, access to market information, value addition technologies as well as access to credit is low. Government interventions through the Twigiri Muhinzi extension model have tried to ensure access to information and advisory services. In an effort to reach more farmers with agricultural technologies as well as credit and information, government through the ministry of agriculture (MINAGRI) and the Rwanda Agricultural Board (RAB) have played a significant contribution by promoting cooperative farming and extension approaches through the Twigiri Muhinzi approach. The weather in Mudende sector is favorable for good high quality pastures, making the area one of the high milk producing areas in the western province (Adekunle et al., 2014). The farmers who grew crops and rear livestock are presented with the opportunity of improving their livelihoods by integrating both systems.

Characterization and Functionality of Huguka Mudende IP

The Huguka Medende IP was initiated in 2008 with support from FARA and the MINAGRI, under the Sub-Saharan challenge program. The Huguka Mudende innovation platform was triggered by the need to increase agricultural production, productivity and income for the members to meet food security goals, and also to exploit production for the ready market for the desirable commodity value chains. With support from FARA, farmers in Mudende organized a field day under the Sub-Saharan challenge program where the MINAGRI and RAB attended. During the field day, the idea of growing and expanding Irish Potatoes production was picked up. Moreover, Irish potatoes were considered the major commodity value chain ranking both for food and cash in the households as well as by government. At the time, production was very low and yet market was available; which meant that if farmers produced they could set their own price and earn high income from the crop. Farmer therefore started largely growing Irish Potatoes as an entry point to boost their income levels. Later, the IP adopted the milk value chain because of the enormous potential it provided in increasing incomes. The milk value chain was also ranked as the main livestock value chain for both food and cash both for the households and government

Irish potatoes and milk production are therefore the main commodity value chains of the IP. At the beginning, the IP focused on Irish potatoes production. They added Irish potato seed production and milk production later. The choice of the value chain was informed by Crop suitability (Irish potato fits in the volcanic soils) and the production of gasses alongside the contour bands inspired cattle rearing. Moreover, the selection of these commodities is aligned with to the countries' value chains of interest as defined in the National Agricultural Investment Plans (NAIPs).

Table 14. Membership of Mudende Huguka IP

S/No.	Item		Value	Level of Implementation
1	Year of Formation		2015	Level 3 (Strategic IP)
2	Year of Registration		2008	
3	Members at Formation		30	
4	Males at Formation		17	
5	Females at Formation		13	
6	Current Members		750	
7	Gender Orientation	Males(Adults)	363	
		Females(Adults)	387	
		Males(Youth)	0	
		Females(Youth)	0	
8	Membership Amount		RWD 50,000	
9	Share Amount		0/=	
Current Cooperative Membership				
10	Males		384	
11	Females		226	

Note: Level 1: Traditional IP Level (Lowest), Level 2: Transformational level, Level 3: Strategic IP (Highest)

Membership to the IP is voluntary. The IP that started in November 2008 with 30 members (17 men and 13 women) had reached a total membership of 750 members as of December, 2015 (363 men and 387 women) drawn from five villages of Mudende sector. At the start, membership was free, however in 2015 a membership fee of RWD 50,000 per member was agreed to support operations of the IP. The IP has

also evolved into a cooperative and currently boosts of 610 members including 226 females and 384 males

The IP is governed by written laws and common by-law documented in a constitution. The crafting of the constitution was guided by the cooperative laws of the country and specifies where they operate, the type of members, how they share benefits. The IP also has a strategic plan that gives strategic direction in operationalization of the platform. A business plan also exists and this is defines the business and investment focus of the IP. Other committees that exist in the IP include the audit committee, the marketing committee and the social affairs committee.

The IP operates in such a way that farmers choose to work collectively by producing seed in small groups which is then shared to members at a low cost. The seed is planted by members on over 10 acres of land rented from the cooperative for Development Agriculture, Livestock and Forestry. Furthermore the IP also established its own milk collection center through a 6 million Rwandese francs (RwF) loan from the Rwanda Development Bank (RDB) and other partners of approximately US$7000. The yield of Irish potato produced by the IP has since increased from 10tonnes/ha in 2008 to over 40 tons/ha currently. The center also currently collects over 6,000 litres a day, during the rainy season, and about 3500 liters a day during the hot season. The milk is being sold to Inyange Industries in Kigali, and other towns such as Gisenyi in Western Rwanda, and as far as Goma in the DRC. However, the IP only stops at producing the Irish Potatoes and does not process the potatoes or seed produced, although sorting of potatoes is done prior to selling. The desire would be to add value to the Irish potatoes just beyond farm production

Table 15. SWOT Analysis of Huguka Mudende IP

Key Strengths	Key weaknesses
• Big number of IP members • Active Leading Executive Committee • Market ensured for selected commodities (irish potatoes and milk)	• Low level of innovative technologies • Inadequate knowledge and skills to produce more • Social conflicts amongst group members
Key Opportunities	**Threats**
• Access to credits • Access to inputs • Big land accessed through land lease contract	• Heavy rain • Pests and diseases • Traders dishonesty to pay carried quantities of the produce

Stakeholders Groups and Other Actors

The main actors at the initiation and establishment stages0 were mainly FARA, ASARECA, MINAGRI, RAB and the farmers. FARA trained the members on good husbandry practices for both crops and livestock, and helped the team organize themselves into forming the platform which has grown to a cooperative. FARA further facilitated milk production technicians and trained farmers to grow animal forage crops. The major role of the members has been to implement the lessons learned on their farms. The achievements of the IP have also been the efforts of many other actors including: Rwanda Development Bank (RDB), Mudende SACCO, Inyange Industries, Urwego Opportunity Bank and local government authorities from the Sector. Other actors involved in the IP include research partners such as International Centre for Tropical Agriculture (CIAT), Rwanda Agriculture Board (RAB), and Makerere University (MUK). RAB played a leading role by providing germ-plasm, agronomic-related trainings, and AIP facilitation skills that directly resulted in increased production and sale of potatoes. The Rwandan Government provided land to the AIP, which was used to build the milk collection facility. The Bank of Rwanda Development (BRD) gave to Huguka Mudende a loan with a government guarantee and 40% subsidy to purchase a milk storage facility. Huguka Mudende members who owned cows contributed RWF 6,000,000 toward the construction of the milk storage facility (about 60% of the total cost). The Ministry of Agriculture (MINAGRI) donated milk containers to Huguka Mudende. Inyange, a milk and juice industry in the private sector provided small containers for milk storage to Huguka Mudende on loan. URWEGO, a local bank, provided loans to Huguka Mudende members to buy cows. The AIP acted as a guarantor of the loan for members

A number of other stakeholders like the training institutions, policy makers and local administrative structures have come on board to provide information the demand for various commodities in the markets, including the prices offered. Other players in the private sector especially those that add value have also come on board. The banks give credit at negotiated interest rates and interest suppliers provide inputs at negotiated prices. The IP continues to hold field days and demonstrations where several key actors like RAB and MINAGRI provide information but also act as linkages with other stakeholders.

Therefore at the centre of the IP operations is a total of 10 stakeholder groups who work together in various areas of the value chain from input provision, information sharing, credit supply, production and marketing. They organize and call for stakeholder meetings and invite relevant stakeholders as the need arises. They organize for joint collective marketing of the produce and acquisition of inputs. They in addition go out to obtain new ideas and technologies and expose other farmers to them. They have come

up with several technical innovations by modifying the existing recommendations. A number of exchange visits have occurred between the IP members and other members from other IPs

At the initial stages, the activities of the IP were mainly limited to the adoption of improved agricultural production technologies (both crops and livestock). Members have been trained on improved potato production techniques using organic and mineral fertilization, introduction of new fodder species and establishment of demonstration gardens. Moreover, the multi -stakeholder approach to the development of the milk value chain has been realized due to a number of capacity building initiatives such as trainings on hygienic milk production, milk handling and transportation

Achievements of the Huguka Mudende IP

The successes registered by the Huguka Mudende IP include among others, Increased Irish potatoes production; and increased milk production that has been realized. These have attracted more earnings for the members as well as the IP itself. These have ensured the continuity in the operations of the platform. The sustainability in business operations by the platform has enabled more investment in skills, expanded produce-marketing networks, more partnerships and partnership investments ultimately continuously benefiting the members in terms of higher incomes, market access and entrepreneurship skills.

The IP has also led to establishment of new business enterprises especially small businesses supplying farm inputs due to the growing demand for quantity and quality of the commodity value chains produced by the IP. The members of the IP have benefited from easy access to credit as a result of collective collateral, government subsidies and better negotiations by the IP. The efforts by the members has led them to benefit from government rewards inform of livestock from government programs

The two value chains the IP focuses on has ensured that members integrate livestock and crop enterprises collectively which has significantly improved the nutrition of the members. Moreover, by the actors coming together to collaborate and complement each other, increased yields, and incomes realized have brought about social harmony which has brought reduced conflicts and theft.

Members of the IP have benefited from a number of trainings aimed at conserving the environment. For example trainings on growing crops along contour bands were an initiative of the government and RAB as a measure of reducing soil erosion which also resulted in better soil health (more organic carbon in the soil from more biomass in the farms). Moreover, the government initiative of providing cow loans to the members of the IP enabled farmers to get more quality farm yard manure, agronomic and soil fertility training, and good agricultural practices. The link with the Sub-Saharan challenge program has enabled linkage with the government and access government schemes (subsidy programs, support for women entrepreneurship, diversified ventures Irish potatoes and milk value addition, etc.)

The IP has also acquired and grown its assets as it boosts of the following: Land for growing potatoes rented from CODAF; Milk collection center; agree house for seedling multiplication; Storage center for potato seed; a small store for parallel household needs among others. Discussions still continue among the actors on how to increase farm income and assured market for Irish potato and milk as well as acquire more assets for the IP

Challenges

The group faces leadership challenges, where some of the leaders are not committed and do not have management skills which is ultimately affecting the way the IP is managed. The IP members also lack knowledge on specific technologies such as cropping techniques and chees making from milk. This is affecting the production and productivity of its commodity value chains. The leadership committee of the platform has tried to find solutions to the gaps together with the actors. This IP should be supported financially by exposing them to various possible sources of funds, as well as extra training and exposure to new agricultural ideas and leadership and management, as that will not just benefit themselves but the larger community. The national and county governments, as well as other development organizations should link up and help this IP grow further and also use the IP to reach other farmers

Sustainability of the Huguka Mudende IP

The IP has continued to find ways of funding its activities especially after the initial support of FARA and the government as well as subsequent funders. The IP invested in training it members to appreciate the need to continuously working together a means for sustainability. Transfer of knowledge and trainings on producing quality seed that met set standards for supermarket sale, seed conservation, marketing, business and processing, and project management; and trainings in machine operation or other infrastructure-related trainings ensured sustainability.

The IP also put effort in building partnership which was largely driven by RAB. The IP together with RAB ensured that there is an active and increased role of the private sector in the IP affairs. Together with donors and government, they played complementary roles of catalyzing the benefits that would come with being part of the IP. They also invested in ensuring that equitable participation and sharing of benefits was understood by each of the actors. This ensured strong partnerships built and ultimately sustainability of the IP.

Institutionalization Process of the Huguka Mudende Innovation Platform in Rwanda

The IP that started in November 2008 with 30 members (17 men and 13 women) had reached a total membership of 750 members as of December, 2015 (363 men and 387 women) drawn from five villages of Mudende sector. The IP focuses on Irish potatoes and milk production are the main commodity value chains of the IP. Membership to the IP is voluntary. At the start, membership was free, however in 2015 a membership fee of RWD 50,000 per member was agreed to support operations of the IP.

- The IP has also evolved into a cooperative and currently boosts of 610 members including 226 females and 384 males.
- The IP is governed by written laws and common by-law documented in a constitution.
- The crafting of the constitution was guided by the cooperative laws of the country and specifies where they operate, the type of members, how they share benefits.
- The IP also has a strategic plan that gives strategic direction in operationalization of the platform.
- A business plan also exists and this is defines the business and investment focus of the IP.
- Other committees that exist in the IP include the audit committee, the marketing committee and the social affairs committee.



5.3 CASE 3: BUNGOMA SOUTH FARMERS INNOVATION PLATFORM SIMLESA (BUSOFIPS)

Bungoma County is located in the Western part of Kenya and is the fourth largest producer of maize and beans after Trans Nzoia, Uasin Gishu and Nakuru Counties. Agriculture forms the main source of livelihood for the households in the county. Farmers in the county are constrained by access to farm inputs, inadequate extension services due to a high farmer to staff ratio, degradation and soil erosion due to over cultivation on steep slopes and encroachment into forests leading to catchment, poor access to markets, pests and diseases among others. Furthermore, impacts of climate change such as prolonged dry spells and too much rainfall have also affected production in the area. These constraints have led to low crop yields and post-harvest losses

Characterization of BUSOFIPS

The Bungoma South Farmers Innovation Platform SIMLESA (BUSOFIPS) is a formally registered organization established in 2012 as part of the Sustainable Intensification of Maize-Legume Systems for Food Security in Eastern and Southern Africa (SIMLESA) project, in collaboration with the Kenya Agricultural Research Institute (KALRO). The main aim of the innovation platform is to assist farmers in Bungoma County of western Kenya, a region with low agricultural productivity, to access good agricultural practices and increase their productivity. Information from SIMLESA's innovation platforms has helped farmers to improve their seed and farming technologies, such as conservation agriculture and intercropping, and use of herbicides to control weeds. BUSOFIPS is part of a big CBO consisting of 10 groups of farmer field schools representing about 630 farmers.

The formation of the IP was driven by the major challenges of low productivity and soil degradation that farmers were exposed. As such the IP was formed with the objectives of: bringing together stakeholders working in the maize and legume value chains; and promoting the conservation of agricultural technologies that where introduced under the SIMLESA project. The IP covers FFS located in five villages of Bukembe, Kibabii, Musikoma, East Bukusu and Mayanja.

Table 16. Membership of BUSOFIPS IP

S/No.	Item		Value	Level of Implementation
1	Year of Formation			Level 1: Traditional IP
2	Year of Registration		2012	
3	Members at Formation		10	
4	Males at Formation		17	
5	Females at Formation		13	
6	Current Members		830	
7	Gender Orientation	Males(Adults)	337	
		Females(Adults)	493	
		Males(Youth)	0	
		Females(Youth)	0	
11	Membership Amount		KES 200	
12	Share Amount		0/=	

Note: Level 1: Traditional IP Level (Lowest), Level 2: Transformational IP (Medium), Level 3: Strategic IP (Highest)

Membership to the group was free at inception; however due to the expand demand of managing the groups together, a fee of 1000 Kenya shillings (KES) was put forward for participating institutions/organizations, while individual members paid an annual subscription fee of KES 200 and CBOs paid KES 500 to which all members paid. The group currently consists of 830 registered farmers (493 females male and 337 males).

The IP was formed to address production challenges around the maize beans value chain. It was geared towards the sensitizing and supporting of farmers to adopt technologies to boost maize and beans legume production. The IP thus conducted several capacity building activities and was highly active in scaling of system intensification seed technologies (especially maize and beans). The formation of the IP catalyzed farmer market chain linkages as a means of increasing production and productivity, incomes of the farmers and reversing the decline of soil fertility. Therefore its major activities included: conducting demonstrations, field days, joint acquisition of inputs, knowledge and information sharing, and joint resource mobilization. Some of the specific activities carried out by the IP included the following:
. The main activities during the initial phase were mainly aimed at:,

- Mobilizing farmers, farmer groups and other stakeholders to participate in the IP,
- Promoting the adoption of the use of herbicides for weed control in collaboration with the agro-chemical companies,
- Promoting the adoption of improved maize and beans seed,
- Promoting the uptake of growing soya bean for soil fertility improvement and source of protein for the family,
- Accumulating biomass through the use of crop residue to improve soil fertility,
- Growing of fodder crops as an alternative source of livestock feed instead of crop residue, the use of Desmodium as a cover crop to avoid soil degradation through erosion,
- Promoting the use of early maturing fodder trees for animal feed and supply of firewood, and
- Carrying out variety trials to identify suitable varieties in the area.
- Creating linkages with financial institutions, input suppliers and marketing agents, as well as processors to facilitate the growing of surplus crops and marketing of the produce.

Stakeholder Groups, Actors and their Roles

The main stakeholders in the IP include: KALRO, MOALF, farmers/farmer organizations (FFS), Kenya Seed Companies (Seedco, Panar, Western Seed Company), input suppliers, NGO, CBOs, financial institutions, processors and marketing agents who form a strong network of actors around the maize commodity value chain. Their major roles are: capacity building, promotion, advice and linkages to credit and markets, funding, technology promotion and advisory services.

Table 17. Table of Actors and their roles in BUSOFIPS

Actors	Roles
Farmers/Farmers field schools	• Knowledge and information sharing • Training of trainers (ToT) • Undertake production and supply of commodity value chains
NGOS, CBOs	• Mobilizing farmers • Promotion of their services • Technical backstopping • Funding support
Seed companies and input suppliers	• Provide inputs for demonstrations • Promotion of own products
Financial institutions	• Provision of credit • promotion of their products
KALRO (SIMLESA project)	• Initiated of the IP • Funded and organized initial meetings • Provides technical support and advice
MoALF,	• Financial support, • Advice on available technologies

Achievements and Successes

The success of the IP was reported in terms of its ability to ensure that all actors were represented and actively participated in IP activities. By instituting capacity building around the commodity value chains and involving the relevant input companies and extension personnel, there was timely availability of seed and other supporting technologies. Furthermore, strong linkages to markets were established which ensured ready market for produce, sustained demand for technologies and a drive to produce more. Some of the achievements of the IP include the following

- Increase in yield of maize from about 1.5 metric tons to over 4 metric tons per hectare. Similarly, yield increase in beans from about 0.2 metric tons per hectare to over 1.5 metric tons per hectare.
- Well established linkages to buyers and input suppliers. The IP provides opportunities to the input suppliers to carry out demonstrations and field days to promote their products and services.
- There has been an increase in adoption of conservation agriculture technologies with more farmers now using herbicides, using cover crops in their farms, planting fodder crops among others.
- Won a funding from Agricultural Sector Development Support Programme (ASDSP) which boosted its operations

Challenges

A number of challenges arising from both internal and external factors continue to persist in the IP. Limited funding as well as limited technical expertise has continuously affected the operations of the IP.

However, the IP has tried to expand its membership base, and identify other innovative funding mechanisms (charging for promotion displays, writing proposals) as a means to abate the funding problems. The IP also faces a serious leadership challenge arising from the frequent transfers of its leadership. The ever changing leaders come with different leadership styles which keeps affecting consistency in the operations of the IP. Furthermore, there is a lack of commitment of the members in implementation of some agreed actions as well as mobilizing resources for the IP. Other challenges such as: pest and diseases especially the recent invasion of the fall army worm and desert locust have affected maize yield greatly, the harsh climatic changes that are currently being realized are also a major challenge. These are posing a serious threat to the sustainability of the IP.

INSTITUTIONALIZATION PROCESS OF BUNGOMA SOUTH FARMERS INNOVATION PLATFORM SIMLESA (BUSOFIPS)

The Bungoma South Farmers Innovation Platform SIMLESA (BUSOFIPS) was initially registered as an association to operate within the five villages of Bukembe, Kibabii, Musikoma, East Bukusu and Mayanja in 2012 as part of the Sustainable Intensification of Maize-Legume Systems for Food Security in Eastern and Southern Africa (SIMLESA) project, in collaboration with the Kenya Agricultural Research Institute (KALRO). Membership to the group was free at inception; however due to the expand demand of managing the groups together, a fee of 1000 Kenya shillings (KES) was put forward for participating institutions/organizations, while individual members paid an annual subscription fee of KES 200 and CBOs paid KES 500 to which all members paid. The group currently consists of 830 registered farmers (493 females male and 337 males). The IP has now progressed to level 3 in terms of operationalization which necessitates the IP to be registered as a cooperative society.

The co-operative Societies Act, Chapter 490 of the Laws of Kenya, states that for a society to be registered with or without limited liability, it has to have its objective as the promotion of the welfare and economic interest of its members and has incorporated in its by-laws the following co-operative principles:

(i) voluntary and open membership;
(ii) democratic member control;
(iii) economic participation by members;
(iv) autonomy and independence;
(v) education, training and information;
(vi) co-operation among co-operatives; and
(vii) concern for community in general,

May be registered by the Commissioner as a co-operative society under this Act with or without limited liability. Provided that a co-operative union or an apex society shall not be registered except with limited liability.

Apart from above documents the following will be required:

- The proposed by-laws in four copies
- Filled application for registration form in four copies

- Supplementary information form in four copies (if any) Economic appraisal in four copies
- In case of salaried workers, a letter from the employer is needed agreeing check off.
- Minutes of the pre co-operative meeting
- Bankers cheque of Kshs 3,700 being application and registration fees

However, Bungoma South Farmers Innovation Platform SIMLESA (BUSOFIPS) is not fully institutionalized due to mainly, non-commitment of members and leadership challenges.

5.4 Emerging Outcomes of the case studies

Several observations emerged from the documented case studies and their experinces in running the IPs. The IPs certainly did not achieve success in all their desired areas, but were all in position to test out several technologies and approaches that came their way which in one way brought in some successes.

All the three IPs appeared to have had a strong support during the initiation phase from the various patners. Farmers who are members in these IPs revealed that a number of their farming problems had been solved by the IP, although some problems still existed to which farmers were willing and beleieved that the IP is position to continue solving them. Moreover, members of the IP across the different stakeholder groups especially the farmers were more convinced that they were more empowered to solve any new emerging problems

5.4.1 Observations from the formation, initiation of the IPs and the role of actors

The establishinment of the IP determined the successes registered by the IP. The three case studies. The successes reported depended on the relationship between and among the stakeholders with different complementaty interests. The Huguka Mudende and SOSPA show the importance of holding early discussions with multiple stakeholders to have support and buy in of the stakholders on the need for the IP. Of coursem the initial funding support from insititutions and projects from FARA and other initiators gave a lot of credibility to the IPs. For BUSOFIPS for example, farmers also saw the benefits of the IPs through participating in the field trials, demonstrations, field days among others and became increasingly willing in establishing the IP. Having clear defined roles for members and their levels of involement were very important. The role played by the facilitators in bring the various stakeholders together especially in the kenyan case was very critical. As reported by Sanyang et al. (2016), having a weak facilitator was a major hindrance in starting an IP because these were mainly researchers full of science and have limited skills and competencies to run multi-stakeholder processes. For the many IPs interacted with in this study, the competencies of the leaders was one of the major reasons IPs were not active. Having good facilitators and champions will therefore enable building of trust among the IP members; as such, there is need to recreate, test and perfect the IP initiation process as to facilitate the proper formation and establishment of IPs Sanyang et al. (2016), which will be a key tenet for their sustainability.

Furthrmore, the funding support from the various projects and insitituions gave IPs a major focus which enabled adoption of the various technologies that were being promoted through the various projects across the different value chains. A major and always emerging concern was the sustainability of the IPs after the initial project funding support. However, the building of strong linkages with the national research organizations in each country and the extension personal as well as with some private sector actors enabled continued and sustained adoption of technologies. For Huguka Medended for example, a

strong linkage with the private sector players like the Inyange Milk and Juice industry enabled them toexpand their business operations. The several IPs that were not functional especially in Kenya is attributed to the weak institutional support from the various insitutional players. Furthermore, for many IPs across the three countries, the existing power relations that existed among the stakeholders only served their interest rather than the interest of the minority members. According to Eidt et al. (2020), in-country institutional conditions that support multistakeholder engagements need to be balanced to ensure that the existing power relations are not so strengthened to serve their own interests. Moreover Totin et al. (2020) also emphasizes that supportive institutional conditions can assist with integration with government interventions and access to programs which facilitate scaling

5.4.2 Institutionalization of the IPs

The three case studies show that the IPs generally struggled with the institutionalization of the approach broadly. The general observation from all the three study countries is that IPs would be effective in achieving impact at scale if their use would be informed by appreciating the wider IP approach change conceptualization; however, this was unlikely in the three countries. The three case studies show that institutionalization can be achieved with a range of approaches because of the different implementation levels of the IPs (traditional, transformational and strategic IPs). For all the three case studies, it seemed appropriate for new forms of businesses and value chains to emerge from the IP to help farmers solve wider problems. The Huguka Medende case further shows that there are different models available to achieve success. According to Davis et al., (2015) sustainability of the IP can be determined by the degree of engagement with multi-stakeholder and actors beyond the farm. A few IPs in Rwanda and Uganda were well established with strong networks. As highlighted by Pamuk et al., 2014, to have a well-established and mature IP that delivers impact takes a lot of time Platform and therefore the variations in the performance of some of the IPs in the three countries could be due to their level of maturity and social capital. The successful IPs like the three documented case studies developed trust within the community and among stakeholders.

5.4.3 Implication for gender (Especially women and Youth)

All the three case studies documented in this study had more female members than the male members. The formation and development of the IPs desired to have strong tangible benefits and outcomes for women and youth through their direct engagement and empowerment. The documented three case studies provide evidence for cultivation of gender equality. From the several IPs assessed in the three countries and especially from the three documented case studies, strong benefits for women and youth emerged because they reported that they felt more empowered by being members of the IP. The youth majorly reported that they were in better economic positions due to their engagement with the IP. Female participants interacted with in the FGDs in the Huguka Mudende, SOSPA and BUSOFIPS, reported more economic power, more independence and social gain; they also believed they could now do something for themselves (self-empowerment).

6.0 LESSONS LEARNT, CONCLUSION AND RECOMMENDATIONS

6.1 Lessons Learned from IPs

- Innovation platform have promoted effective extension, trainings, access to transport services and market information which has led to: improved physical access to markets, helped in removing institutional and policy-related barriers to markets and improved farmers' capacities. This has improved information flow which then is promoting market participation and confidence in markets.
- One of the major determinants of success of the IPs was their focus on priority value chains and addressing priority needs of its members such as markets and value addition. Investment in capacity building of stakeholders on the whole value chain system would provide a springboard for more success. Furthermore, conducive organizational and institutional environments are essential for IPs to thrive.
- Farmers have been linked to various businesses that has helped them access financial products, farm inputs, market, extension and advisory services and capacity building in general as a result of IP activities. Moreover, business to business linkages have been created has a result of the IP events such as field days, exhibitions, demonstrations etc. which has led to lucrative business deals between the different relevant actors
- Most of the IPs a lot of actors from the private sector which ensure that there was highly active and regular participation of the private sector actors. This has contributed to continuous activity based funding of the platform activities. With the availability of funds, the IPs were not over stretched in organizing events such as field days, demonstrations etc. moreover, the presence of the private sector actors was also a tool for sustainability of the platform

6.2 Conclusions and Recommendations

Innovation platforms in the three countries have proven to be a very important approach that as fostered collaborations among the many stakeholder groups and actors they have worked with. With a lot of information shared among and between the stakeholder groups, smallholder farmers who are the key beneficiaries of the IP have improved their on farm production and productivity. We discovered from the three case studies that the IPs had a clear context inform of a clear need and building on prior relationships; clear structures built on existing links and networks, clear conduct inform of initial trust, bottom-up farmer-driven, strong market and business orientation); clear processes with women involved, brokering and capacity building; and clear performance measures inform of knowledge and service. Furthermore, the three case studies clearly show that that the IPs have triggered a lot of dialogue and interest among the various stakeholders and provides relevant information for building fundamental partnerships among the various stakeholder groups that will trigger innovations and changes in agricultural research for development interventions. This study discovered that not all the IPs were successful, and this was largely the result of poor coordination, lack of budget, poor leadership among others. However, where there was good project-related support and guidance, IPs were successful at addressing a range of issues as identified by smallholder farmers. This study therefore recommends the following:

Governments in the three countries need to embrace Innovation Platforms as a framework to improving farmer participation in markets and improving decision making when approaching available markets. This is important considering the role of markets in economic development. Improving participation in markets can help farmers move out of abject poverty and increase their income.

The IP approach needs to be integrated in country national planning and decision making systems. As such, there is need to come up with a policy brief that highlights the IP approach, its benefits and challenges. Stakeholders of IPs should regularly meet and plan together to advocate for the policy brief to be in place. Furthermore, policies that provide favorable conditions for private sector actors to partner with IPs also need to be established so as to enable pooling of resources, minimization of transaction costs, and promote the inclusion of scientific and non-scientific community of stakeholders in research and development

With many IPs reporting the non-commitment of members in IP activities, members in the IPs should be trained in group dynamics. Moreover, leadership capacity IPs should be built to enable proper management of IPs. Furthermore, it was observed in most of the IPs that the individuals who represent the IPs keep changing due to leaving their positions or location. It is therefore important for the IP to promote the goals of the organization in the whole platform and not just base on its representation by the individual representative. The stakeholders in the platform should ensure that the individual representative regularly attends IP events, documents and shares proceedings of events so as to ensure knowledge retention in the event the individual leaves the organization.

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ANNEXES

LIST OF INNOVATION PLATFORMS, CHARACTERIZATION AND FUNCTIONALITY

ANNEX 1: IPS IN UGANDA

	Name of the IP	Commodity	Location					When formed	Functionality status
			Parish	Sub county	District	Contacts			
						Name	Telephone		
1.	Bubaare IP	Sorghum, Potato, Beans, Apiary, Goats,	Bubaare	Bubaare	Rubanda	Atuheire Julius	0782450537	2008/2009	Functional and very active and registered cooperative society limited
2.	Bufundi IP	Potato, Beans, Apiary, Sorghum, Saving and credit	Kacerere	Bufundi	Rubanda	Kaboroga Apollo	0773067011 0702067011	2008/2009	Functional and active registered as a cooperative society limited
3.	Chahi IP	Potato, Beans, Maize credit and savings	Chahi	Rutare	Kisoro	Serutokye Silver	0773259394	2008/2009	Functional and active registered as a Cooperative
4	Lake Bunyonyi IP	Fish	Mwendo	Kitumba	Kabale	Katungi Stephen	0757038026	2015/2016	Active as an initiative for lake use conservation and cage fish farming promotion
5	Rubuguri IP	Dairy, Apiary	Rubuguri	Rubuguri T/c	Kisoro			2014/2015	Active in milk delivery
6	Doho Platform Africa Rice	Rice , Maize, Cassava, Fish and livestock	Nabiganda,	Kachonga subcunty	Buteleja	Walujo Akimu Mulera	0782-606083	2014/ 2015	Not functional

7	**Marketing seed Systems**	**Marketing and seed , Production Systems**	**Kapchorwa**			**Mwoko Musobo**	**0782906612**		**Functioning**
8	Regional potatoe	Potatoe	Kween	Kapoch	Serere	Jocye Banana	0786716860	2016	Just at inception
9	Groundnuts	Iganga				Baitanunga Jane	0772435435		Active
10	Buillisa Dairy	Diary	Buillisa			Baguma John	0774 161223	2015	Functioning based on self-mobilization
11	South Western Dairy Multi-stakeholder IP	Diary	13 districts	-	-	Steven Aikiriza	0754675904	2014	Active in 13 districts with 10 actors. Executive committee active, Strong linkages with SMOM project. In regional marketing of milk, training
12	South Western Banana Multi-stakeholder IP	Banana	10 Districts	-	-	Mugizi Asaph	0702592454	2012	Active with good leadership, 10 actors, regular meetings held, trainings and mobilisation of members going on
13	South – Western Seed Multi-stakeholder IP	Seed	8 Districts	-	-	Tindyebwa Johnson	0752764733	2012	Active with evidence of meetings and activities with a branch in each district. Strong linkaged with ISSD, Stockists and LSBs. Registered with a constitution

14	**Cassava West Nile region IP**	**Cassava**	**- Adjumani Moyo, Arua, Nebbi**	**Oleru Mary 0784371472 Adam 0772994755**	**-**	**Farm Radio international, NARO-Abi, ARUDIFA, Local government-NUSAF, Radio Pacis, Send A Cow**	**-**	**-**	**Functional, *Platform needs to be provided with post-harvest equipment and farm tools, communal irrigation systems, seed/cuttings of NASE M***
15	Fish West Nile IP	Fish	Koboko, Maracha, Arua and Panyamur			Operation Wealth Creation (OWC), local government, FAO **Collaborator's activities do not benefit all farmers since they are not organized in a platform mode*	-	-	Non-functional **Farmers operating individual and in small district associations, e.g. a registered "Youth Integrated farmers' Association*
16	Mangoes West Nile Mangoe IP	Mangoes	Moyo, Arua and Maracha			NARO – Abi Mango Nursery bed operators Association Makerere Mobile Juice Processors			Functional
17	Bean West nIle IP	Beans	Moyo, Arua and Maracha			NARO – Abi Mango Nursery bed operators Association Makerere Mobile Juice Processors	-	-	Functional
18	Irish potatoe IP	Irish potatoe	Zombo	-	-	NARO Abi ZARDI, Kachekano Traders in Paidha Market			Functional
19	Cow pea West Nile IP	Cow pea	Nebbi-Panyango Arua-Pawor, Ajia, Rigbo and Ogoko	-	-	Muni University, NARO-Abi Local Government Arua Market Vendors Panyango, Pawor Secondary Schools	-	-	Functional **Newly formed(2016)*

20	**Arapai Farmers' Multipurpose Cooperative Society (AFAMCOS)**	**Cassava and groundnuts but they hope to get involved in other crops too.**	**Arapai**	**Arapai**	**Soroti**	**Akiror Hellen**	**0777283370**	**2012**	**Functional and still active, and registered Cooperative society**
21	Teso Tropical Fruit Cooperative Union (TEFCU)	Fruits (focusing on oranges and mangoes)	Soroti Municipality (Head office but the branches are all over Teso region)	Eastern division	Soroti	Opio Fred	0779736157	2000 but got registered in 2013	Fully functional, active and registered
22	Soroti Sweet Potato Producers and Processors Association (SOSPPA)	Sweet potatoes and cassava main focus but also sorghum, millet, cow peas, green grams and beans are produced.	Abuket	Kyere	Serere	Okalebo Joseph	078296648 0767999255	2006	Functional and active and fully registered
23	Kamwenge Diary IP	Diary	Mpanga	Kahunge S/C	Kamwenge	John Kamuningi	0782544264	2012	Functional and active
24	Kamwenge Maize IP	Maize	Kabambiro	Kabambiro S/C	Kamwenge	Vicent Mbonyibyombi	0782847132	2012	Functional and active
25	Kamwenge Coffee IP	Coffee	Kaburaisoke Ward	Kamwenge T/C	Kamwenge	Benon Mwebembezi	0772590065	2012	Functional and active
26	Ntoroko Dairy IP	Dairy	Rwebisengo Ward, Karugutu	Rwebisengo S/C	Ntoroko	Dr. Bagonza Patrick	0774423508	2015	Functional and active
27	Ntoroko Coffee and Cocoa IP	Coffee and Cocoa	Karugutu Ward	Karugutu T/C	Ntoroko	Dr. Asiimwe Tadeo Barwogeza Julius Bwambale	0772991503	2011	Functional and very active
29	Ntoroko Banana IP	Banana	Karugutu Ward	Karugutu T/C	Ntoroko	Dr. Asiimwe Tadeo Barwogeza	0772991503	2012	Functional and active
30	Mpara Diary Farmers' Cooperative Society IP	Dairy	Mpara Ward, Kisagazi	Mpara S/C, Rwentuha S/C, Ruyonza S/C	Kyegegwa	Katuramu George William	0775566734	2012	Fully functional and active

31	Kangulumira Area Cooperative Enterprise (KACE)	Pineapples	Kangulumira	Kangulumira	Kayunga	Nalumansi Harriet	2007	Functional

32	Kangulumira Pineapple MSIP	Pineapples, Coffee, Banana, Maize	Kangulumira	Kangulumira	Kayunga	Ssemakula Alex	2013	Functional
33	Kayunga IP	Beans	Kangulumira	Kangulumira	Kayunga	Kyeyune Hussein	2014	Functional
34	Kayunga Pineapple Cluster	Pineapples	Kangulumira	Kangulumira	Kayunga	Yahana Wafana	2007	Functional
35	Kitimbwa Coffee Farmers	Coffee	Kitimbwa	Kitimbwa	Kayunga	Sseruwu Badru	2012	Functional
36	Kyelime Coffee Farmers	Coffee, Bananas	Kyelime	Kyelime	Kayunga	Katende Fred	2014	Functional
37	Kyanajula IP	Beans, Coffee, Cassava, Groundnuts, Mangoes	Kyanajula	Kyanajula	Masaka	Kaliisa Fransis	2014	Functional
38	World Ahead Uganda Group 1	Beans And Maize	Buwunde	Buwunde	Masaka	Namatove Jesca	2014	Functional
39	Mukono-Wakiso Innovation Platform	Vegetable, Livestock, Agroforestry System	Mukono	Mukono	Mukono	Perez Bwanika	2014	Functional
40	Mukono-Wakiso Innovation Platform	Horticulture (Vegetables)	Mukono	Mukono	Mukono	Mujuni Bosco	2014	Functional

ANNEX 2: IPS IN RWANDA

	Name of the AIP	Project/Donor	Districts	Sectors	Commodity (ies) value chains	Partners	Year of support	Evaluation (Status of functionality)
1	Gataraga IP	FARA	Musanze	Gataraga	Irish potatoe	FARA, ISAR,NUR, IMBARAGA	2007 - 2010	Succes
2	**Mudende IP**	**FARA**	**Rubavu**	**Mudende**	**Milk- and Irish potatoe**	**FARA, ISAR,NUR, IMBARAGA**	**2007 - 2010**	**Success**
3	Remera IP (counter factual)	FARA	Musanze	Remera	Beans	FARA, ISAR,NUR, IMBARAGA	2007	Failure
4	Rwerere IP (counter factual)	FARA	Burera	Rwerere	Hot pepper	FARA, ISAR,NUR, IMBARAGA	2007	Failure
5	Maize AIP	RIU-DFID	Nyagatare	Nyagatare	Maize	RIU, MINAGRI, ISAR, RDO, Local leaders	2008 - 2010	Succes
6	Potato IP	RIU-DFID	Gicumbi	Kaniga	Irish potatoe	RIU, MINAGRI, ISAR, RDO, Local leaders	2008 - 2010	Succes
7	**Cassava IP**	**RIU-DFID**	**Gatsibo**	**Rugarama**	**Cassava**	**RIU, MINAGRI, ISAR, RDO, Local leaders**	**2008**	**Success**
8	Farmers'organisation IP	RIU-DFID	Karongi	Rubengera	Cabbages - Fruits- Irrigation and processin	RIU, MINAGRI, ISAR, AJEMAC Local	2008	Failure

				g	leaders			
9	Huye IP	PASNVA-MINAGRI	Huye	Huye	District IP	PASNVA-Farmers and Local leaders	2009-2010	Failure
10	Gisagara	PASNVA-MINAGRI	Gisagara	Gisagara	District IP	PASNVA-Farmers and Local leaders	2009-2010	Failure
11	Kirehe IP	PASNVA-MINAGRI	Kirehe	Kirehe	District IP	PASNVA-Farmers and Local leaders	2009-2010	Failure
12	Kayonza	PASNVA-MINAGRI	Kayonza	Kayonza	District IP	PASNVA-Farmers and Local leaders	2009-2010	Failure
13	Musanze IP	PASNVA-MINAGRI	Musanze	Musanze	District IP	PASNVA-Farmers and Local leaders	2009-2010	Failure
1	Burera IP	PASNVA-	Burera	Burera	District IP	PASNVA-	2	F

4		MINAGRI				Farmers and Local leaders	2009-2010 failure
15	Gakenke IP	PASNVA-MINAGRI	Gakenke	Gakenke	District IP	PASNVA-Farmers and Local leaders	2009-2010 Failure
16	Rulindo IP	PASNVA-MINAGRI	Rulindo	Rulindo	District IP	PASNVA-Farmers and Local leaders	2009-2010 Failure
17	Gicumbi IP	PASNVA-MINAGRI	Gicumbi	Gicumbi	District IP	PASNVA-Farmers and Local leaders	2009-2010 Failure

18	**Karongi IP**	**PASNVA-MINAGRI**	**Karongi**	**Karongi**	**District IP**	**PASNVA-Farmers and Local leaders**	**2009-2010**	**Failure**
19	Nyamasheke	PASNVA-MINAGRI	Nyamasheke	Nyamasheke	District IP	PASNVA-Farmers and Local leaders	2009-2010	Failure
20	**Tare IP**	**ASARECA-RAB**	**Nyamagabe**	**Tare**	**Water Productivity**	**RAB, ASARECA**	**2010-2012**	-
21	Ririma IP	ASARECA-RAB	Bugesera	Ririma	Water Productivity	RAB, ASARECA	2010-2012	-
22	Gahini IP	ASARECA-RAB	Kayonza	Gahini	Banana(BXW (focused IP)	RAB, ASARECA	2012-2013	-
23	Kansi IP	ASARECA-RAB	Gisagara	Kansi	Banana(BXW (focused IP)	RAB, ASARECA	2012-2013	-
24	**Muhanga IP**	**ASARECA-AGROBIO-RAB**	**Muhanga,**	**Nyamabuye**	**Banana Tissue-culture**	**RAB, ASARECA**	**2012-2013**	-
25	Nyamagabe IP	ASARECA-AGROBIO-RAB	Nyamagabe	Tare	Suit potatoe Tissue-culture	RAB, ASARECA	2012-2013	-
26	Gicumbi IP	ASARECA-AGROBIO-RAB	Gicumbi	Kaniga	Irish Potatoe Tissue-culture	RAB, ASARECA	2012-2013	-

27	**ASARECA-RAB**	**ASARECA-RAB**	**Burera**	**Butaro**	**Beans high altitude varietie**	**RAB, ASARECA**	**2013-2014**	-
28	ASARECA-RAB	ASARECA-RAB	Burera	Rwerere	Beans high altitude varieties	RAB, ASARECA	2013-2014	-
29	**Fishing IP-Lake Kivu**	**RAB**	**5 districts**	**Rusizi Nyamasheke Karongi Rutsiro Rubavu**	**Fish**	**RAB, Districts local leaders, Marines and Military**	**2011-2015**	**Success**
30	Kirehe Beef IP	VICRES-RAB	Kirehe	Rwinkwavu	Beaf cattle	RAB, VICRES, Local leaders	2012-2013	Not functional
31	Nyagatare Beef IP	VICRES-RAB	Nyagatare	Nyagatare	Beaf cattle	RAB, VICRES, Local leaders	2012-2013	Not functional
32	KIREHE IPs-RAB	KIREHE District-RAB	Kirehe	Kirehe	Rice, Maize-Beans, Coffee	RAB, District Local leaders, KWAMP, PAPSTA	2012	Not functional
33	SIMLESA IPs	SIMLESA-RAB	Kamonyi	Runda and Kayenzi	Maize-beans	RAB, SIMLESA, Local leaders	2011-2015	Success
34	SIMLESA IPs	SIMLESA-RAB	Bugesera	Gashora and Mareba	Maize-beans	RAB, SIMLESA, Local leaders	2011-2015	Success
35	ASARECA IPs	ASARECA-RAB	Burera	Butaro	Wheat	RAB, ASARECA	2014-2015	Slight success
36	ASARECA IPs	ASARECA-RAB	Rutsiro	Mukura	Wheat	RAB, ASARECA	2014-2015	Slight success
37	Kadahenda IP	Humid Tropics-RAB-CIAT	Nyabihu	Karago	Irish potatoe Agroforestry- -trees	RAB-CIAT	2015	Slight success
38	Mukarange IP	Humid Tropics-RAB-	Kayonza	Mukarange	Irish potatoe Agrofores	RAB-CIAT	2015	Slight success

		CIAT			try- -trees			
39	Northern Beans Corridor	CIAT-RAB	Musanze - Rulindo-Burera	-	Bean	RAB-CIAT	2017	Slight success
40	Eastern Bean Corridor		Nyagatare-Gatsibo Ngoma-Kayonza and Bugesera	-	Bean	RAB-CIAT	2017	Slight success
41	Southern Bean Corridor		Kamonyi and Muhanga	-	Bean	RAB-CIAT	2017	Slight success
42	Gicumbi IP	FARA-RAB	Gicumbi	Gicumbi	Wheat	FARA-RAB-local leaders	2017	Failure
43	Gishwati IP	FARA-RAB	Nyabihu	Gishwati	Milk	FARA-RAB-local leaders	2017	Failure
44	CDAIS-FAO	CDAIS-FAO	Ruhango	Ruhango	Cassava	CDAIS-FAO-RAB-UR-Local Leaders	2017-2019	On-going
45	CDAIS-FAO	CDAIS-FAO	Gatsibo-Nyagatare	Rwangingo	Maize VC under Irrigation technologies	CDAIS-FAO-RAB-UR-Local Leaders	2017-2019	On-going
46	IITA-RAB	IITA-RAB	Kayonza	East	BXW	IITA	2018	On-going
47	IITA-RAB	IITA-RAB	Muhanga	South	BXW	IITA	2018	On-going

ANNEX 3: IPS IN KENYA

	Name of the IP	Commodity	Location					When formed	Functionality status
			location	**Ward/ sub county**	**County**	**Contacts**			
						Name	**Telephone**		
1.	Mworoga SIMLESA Innovatio	Maize and pigeon peas	Mworoga Location	Igoji Ward	Meru County	Alfred Michen i,	0720705625	2011	Not functional

	n Platform								
2.	Mwingi Bee Keepers Farmer Group	Honey	Mwingi Town	wingi Sub-County	Kitui County	David Kilonzi	(+254)712182909	2005	Functional
3.	Kyeni SIMLESA Innovation Platform	Maize and pigeon peas	Kyeni Ward	Runyenjes Sub-County	Embu County			2011	Not functional
4	Mariani SIMLESA Innovation Platform	Maize and Beans	Tharaka	Chuka	Nithi County			2011	Functional
5	QPM Makueni Innovation Platform	Maize	Kathonzweni		Makueni County	Stephen Nzioka	0716483712	2010	Functional
6	Local Vegetables Value Chain Marketing Committee	Local vegetables v	Nyamira County Governors Complex, third floor, wing A	Nyamira county	Nyamira County	Yuvenalis Orenge	(+254)72245454	2013	Functional
7	Mbaringo Commercial Village	All crops	Kieni Sub-County	Kieni Sub-County	Kieni Sub-County	Bernard Kimotho	0715408616	2010	Functional
8	Focal Area Development Committee (FADC)	Finger Millet	Mayoni	Mumias	Kakamega County,	Romano Shieunda Shikuku	+254 726 372126	2007	Functional
9	Ibeno Banana Marketing CBO	Banana	Ibeno ward	Nyaribari Chache Sub county	kisii County	Mwagi Fred	0721425485	2015	Functional
10	Geeto/Mweru SIMLESA	Maize and Beans	Mweru location	Igoji East Ward	Meru County.			2013	Functional

	Innovation Platform								
11	Gadam Innovation Platform	Sorghum	Tharaka North		Tharaka Nithi County			2010	Not functional
12	Embu QPM Innovation Platform	Technological	Manyatta division	Manyatta	Embu county.			2003	Functional
13	Dairy processing and Marketing	Diary	Nyamira County Governors Complex ,Third Floor wing A	Nyamira County	Nyamira County			2013	Functional
14	Bungoma South Farmers Innovation Platform SIMLESA (BUSOFIPS)	Miaze	Bungoma Town	Kandui Sub-County	Bungoma	Roselyne Oside Juma	+254 721 441397	2012	Functional
15	Banana Value Chain Marketing	Banana	Nyamira County Governors Complex ,Third Floor wing A	Nyamira County	Nyamira County	David Simiyu	+ 254 721 998097	2012	Functional

ANNEX 4 LIST OF INNOVATION CHAMPIONS-UGANDA

	Name of champion	Contact information		Institute	Support provided to IP
		Telephone	**Email**		
1	Dr. Jimmy Lamo	0772-342757	lamojim@gmail.com	NACRRI	• Training on seed propagation. • Training on collective marketing. The volumes have overwhelmed the current users (Beer Industry). • NARO works with desk at MAAIF on commodities to see how MSIPs can be developed and maintained.
2	Dr. Nkalubo Stanley	0781-618247	tamusange@gmail.com	NACRRI	• Training on seed propagation. • Training on collective marketing
3	Dr. Damulira Gabriel			NACRRI	• Data collection and situation analysis on seedlings • NARO does the support role and provides standards • Technical guidance on agronomic practices • Training in seed propagation • National surveillance of agro ecological potential of oil palm
4	Dr. Chris Omong			NACRRI	• Data collection and situation analysis on fruit seedlings • Mobilization of stakeholders done to bring NAADs and MAAIF onboard
5	Nanuungi Philip			NACRRI	NARO's role was mainly coordination
6	Elizabeth Khakasa	0702931761	lizkhakasa@gmail.com	NARL	• Agronomic practices • Access to good seed • Postharvest handling trainings • Postharvest handing

					demos. • Postharvest handling technologies
7	Dr Godfrey Kagezi	0752-882788	gkagezi@gmail.com	NACORI	• NACORI is part of the steering committee • Provides coffee research information to stakeholders • Provides improved coffee varieties and related agronomic practices to users • Provides quality seed
8	Barbra Nambozo			NACORI	• Provides cocoa research information to stakeholders • Provides improved coffee varieties and related agronomic practices. • Provides quality seed
9	Teddy Omong Martina	0772176396		NAFORRI	• Information sharing and management options • Training of stakeholders • Website Information
10	Maurine Uwimbabazi	0782-250112		NAFORRI	• Information sharing and management options • Training of stakeholders
11	Dr Moses Mwesigwa	0772-367369		NALRRI	Provide technical livestock information to actors
12	Moses Biruma	0779035814		NASARRI	Climate change adaptation technologies
13	Ms. Atukunda Gertrude	0772-482946		NAFIRRI	•
13	Brian Owoyesigire	0772345830		Buginyanya ZARDI	• Providing quality seed. • Participating in meetings
14	Denis Ashaba	0772323270		Kachwekano ZARDI	• Providing quality seed. Participating in meetings
15	Dr. Irene Mbatidde			Mbarara ZARDI	• Financial support from NARO Kawanda Banana programmes • Technical trainings from different projects under NARO. • Collective marketing is being

				promoted thus farmers able to access organized markets. • Training on BBW control
16	Maria Nampera	0779011672	Mukono ZARDI	• Agronomic practices • Seed quality processing • Produced descriptors for seed companies • Established linkages with MAAIF • Provided an irrigation facility. • Trained on seed rates and spacing
17	Ms. Graceline Akongo Obong		Ngetta ZARDI	• Training in production and marketing inspection. • Sampling and seed testing in partnership with MAAIF
18	**Dr. Kenneth Akankwasa**	**0776859478**	**Rwebitaba ZARDI**	
19	Carol Asapo	0772604812	Nabuin ZARDI	• Coordinating actor meetings. • Disseminating technologies Coordination and bring different stakeholders together • Provision of foundation seed • Capacity building and technical back stopping • Financial support • Tech transfer
20	Ejua Peace Clement	0772878660	Abi ZARDI	• Distribution of postharvest handling equipment • Provision of clean foundation seed for multiplication with LSBs • Funds and venue to facilitate synergy

			meetings • Training Community based facilitators • Business plan development • Championing on station field demonstrations to learning farmers in the region • Development of Apiary production manual • Training on product development • Mobilized and profiled the platform stakeholders • Beneficiaries trained and equipped with start-up inputs; spray pumps and chemicals, nursery management, and postharvest handling • Trainings conducted for fryer multiplication and feed processing. • Sponsoring farmers during field days. • Showcasing the fish products and other technologies
21	Rebecca Mutebi Kalibwami	Bishop Stuart University	• Facilitated activities on policies and institutional arrangements on the four IPs established by the Sub-Saharan Africa Challenge Program and funded by the Forum for Agricultural Research in Africa (FARA) in Southwestern Uganda. • She is particularly interested in following up the institutional development of the IPs

				and related policy issues
22	Prof. Moses Tenywa	MAK	•	
23	Perez Mucunguzi	UNFFE	•	
24	Rick Kamugisha	ICRAF	•	

ANNEX 5: LIST OF INNOVATION CHAMPIONS-KENYA

	Name of champion	Contact information		Institute/project	Support provided to IP
		Telephone	**Email**		
1	Alfred Micheni	0720705625	alfredmicheni@gmail.com	KARLO	• Training on collective marketing.
2	Jonathan Munyao	(+254)729244897		Principle Agricultural officer, Kathonzweni	
3	Dr. Chrispus Oduori	+254 723 480458	chrisoduori@yahoo.com	MOALF/KARLO	Training on marketing and value addition
4	Mwagi Fred	0721425485		KARLO (KAPAP)	Training on entire banana value chain
5	Dr Mutinda	0723533193		Research Scientist, KALRO	
6	Yuvenalis Orenge	(+254)72245454	yorenge@gmail.com	ASDSP program	•
7	Matilda A. Ouma		matildaouma@gmail.com	Egerton University	Technology development Technology dissemination around commodity value chain

ANNEX 6: LIST OF INNOVATION CHAMPIONS-RWANDA

Name of the Champion	Address		Phone contacts	Emails	Organisation	Support provided to the IPs
	Province	District				
Josaphat Mugabo	Nothern Province	Musanze	+250788583980	mugabojosa@yahoo.fr	RAB	Government/Coordination of FARA platforms (2007-2021, Head ofSocio-Economics Program)
Augustin Mutijima	Kigali-City	Gasabo		mutijima@gmail.com	RIU1	RIU/Coordinator (2008-2012)
Maniraguha Didace	Eastern Province	Gatsibo	+250783095256		RIU	Cassava IP Leader(2008-2021)-Cooperative Manager
Eric Ntukabumwe	Eastern Province	Nyagatare	+250788355563	ericntukabumwe@yahoo.fr	RDO2	RDO (2008-2012)-Training of farmers
Bernard Ufitimana	Northern Province	Musanze	+250787595095		FARA	Isangano Gataraga IP Leader (2007-2021)
Faustin Ntakazarimara	Western Province	Rubavu	+250788430362		FARA	Huguka Mudende Leader (2008-2021)-President
Gilbert Kayitare	Kigali City	Kicukiro	+250788301692	kayitare.intare@gmail.com	FAO	FAO-CDAIS3 project coordinator of Gatsibo-Nyagatare-Ruhango and Burera IPs
Emmanuel Bashimiki	Southern Province	Ruhango	+250788756290		Ruhango Mbakungahaze Cooperative	Ruhango Cassava IP Leader-President
Charles Murekezi	Kigali City	Gasabo	+250783008453	charlesmurekezi@gmail.com	MINAGRI4	Government/MINAGRI/ Director General of Agriculture Development (2014-2021)
Leonidas Dusengemungu	Southern Province	Muhanga	+250788617194	leonidasdusengemungu@gmail.com	RAB5	Government/RAB/Head of Innovation Platforms(2012-2021)
Concilie	Southern	Huye	+25088408565	Concihorana	RAB	Government/RAB/

[1] RIU: Research into Use (a DFID Project)
[2] RDO: Rwanda DevelopmentOrganisation
[3] CDAIS: Capacity Development for Agricultural Innovation Systems
[4] MINAGRI: Ministry of Agriculture and Animal Resources
[5] RAB: Rwanda Agriculture and Animal Resources Development Board

Nyirahorana	Province	@gmail.com	Innovation Platforms, Assistant researcher (2008-2021)

ANNEX 7: Protocols for KII and FGDs for the IP study

Assessing the Status in the Implementation of Innovation Platforms in Kenya, Rwanda and Uganda

Stakeholder Respondents at the National Level

Enumerator*: Please note that the stakeholder respondents for this Questionnaire will be drawn from the following Stakeholders:*

- Ministries of Agriculture- 1KIs (Commissioner/Director in charge of Extension and Advisory Services),
- National Agricultural Research Institutions- 2KIs (Director in charge of Extension and Technology Transfer)
- AFAAS-country for a- 2KIs for each country (UFAAS, KEFAAS, RFAAS),
- Advisory Bodies (NAADS, etc) (1KI),
- National Farmer Federations- 1KI for each country (Uganda, Kenya and Rwanda);
- National Young Farmers' federations- 1 KI for each counry (Uganda, Kenya and Rwanda),
- FARA- 1KI (FARA Innovation Systems Specialist)
- FAO- 1KI for each country (FAO- Uganda, FAO-Rwanda, FAO-Kenya)
- CIAT/Bioversity Alliance- 1KI for each country (CIAT- Uganda, CIAT-Kenya, CIAT Rwanda)
- CIP- 1KI for each country (CIP- Uganda, CIP-Kenya, CIP Rwanda)
- IITA- 1KI for each country (IITA- Uganda, IITA-Kenya, IITA Rwanda)
- ILRI- 1KI for each country (ILRI- Uganda, IILRI-Kenya, ILRI Rwanda)
- NGOs/CSO- GIZ/OX-FARM- 1KI
- NGO Forum (Uganda)- 1KI
- Universities- 1KI for each country (MUK- Uganda, UoN/JKUAT-Kenya, University of Rwanda-Rwanda). The NARIs to help in identifying key informants at the Universities.

Identifiers:

Name of Respondent	**Description**	**Code**
Country (1. Kenya, 2. Rwanda, 3. Uganda)		
Name of IP		
Type of actor		
Respondent organization		
Role of organization in the IP		
Respondents position in organization		
Gender of respondent (1. Female, 2. Male)		
Date of interview		
Name of interviewer		

Part I: Identification of Stakeholders Involved in the IP Processes at Country Level

Qn1: (a) What's the total number of innovation platforms in the country_____?
(b) Please give a list of the innovation platforms in the country below

Please list ALL INNOVATION PLATFORMS in the [Country] and their contact information in the Table below

S/n	Name of the Innovation Platform	IP Facilitator (e.g. *NARO, RAB etc*)	Location (District/Sector)	Email Address *for IP contact persons*	Telephone number *for IP contact person*
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

Enumerator: Please list as many IPs as possible or get their list from the key informant.

Qn2: What are the stakeholder groups within the Agricultural sector, Private Sector, and Policy fora involved **in the Innovation Processes** in **[Country]_____?**

Please list ALL STAKEHOLDERS (by SECTOR) and their contact information in the Table below

Sector	Name Stakeholder	Type of stakeholder *(see footnote below)*	Location (*district/sector)*	Email Address *(rep of the stakeholder group)*	Telephone
Agricultural sector					
Private sector					

Policy for a					

Enumerator: *Please Note that the stakeholder groups may include: organizations such as farmer organizations (farmer groups, associations/federations); Ministries of Agriculture; Private Sector; and advisory services. The information collected will also include contact information for the representative/contact individuals of the stakeholder groups identified.*

Part II: Discussion on IP Processes and Institutionalization of IPs at Country Level

Qn3. (a) What is the total number of IP Champions in the country_____?
(b) Please give a list of the IP champions in the country below

Please list <u>ALL INNOVATION PLATFORM CHAMPIONS</u> in [Country] and their contact information in the Table below

S/n	Name of the Innovation Champion	Location	Email Address	Telephone
1				
2				
3				
4				
5				
6				

Qn4: What are the key **<u>Innovation Platform</u>** processes that have happened in the recent past or are currently happening at national or sub-national level**?**

Qn5 (a): Are the IPs currently linked to the government planning systems, private sector entities (such as Agribusiness Business Learning Alliances, MFIs, etc.), or advisory services? (1. Yes, 2.no).

- If yes, please explain what entities the IPs are currently linked to and how this is happening/evolving? Highlight also other initiatives to mainstream IPs in government planning processes.

- If no, explain why it is not happening, highlighting the challenges or bottlenecks.

Qn6:(a) Based on the key **Innovation Platform** processes you have identified above (in Qn4), what do you think are the key gaps required to take the innovation platform processes in this country forward? What would be the solutions to addressing these gaps**? Probe**

What are the gaps (what is missing/missing link)? *List key gaps identified in the innovation platform processes (below)*

What are the solutions to address these gaps? *List of mitigation measures for the gaps identified above*

Qn7: (a) In your perspective, what is being done in your country to integrate/mainstream IPs into national planning processes? i.e. institutionalization of IPs in the country

Qn7: (b) What should be the best way of integrating/mainstreaming IPs into the national planning processes at country level?

Qn7: (c) What are your thoughts on initiating policy dialogues processes for integrating/mainstreaming IP planning at different levels? (IP policy strategic sessions)

Qn7: (d) Who are the potential participants/players for IP policy strategic session dialogues (the project intends to hold IP strategic sessions with policy makers/decision makers at country levels) *(list of potential participants)*

Qn8: What are the available data and information platforms for farmers and other value chain actors in the country? (digital information portals available for farmers & other value actors to use)

Qn9: Which ones (in Qn 8) do the IP platforms access? What type of information do IPs access from these data and digital platforms?

Qn10: Who are the actors that developed or promote these digital platforms?

Qn 11: What are the sustainability mechanisms for these data and information platforms? How are the costs for access to these data & information platforms met

Focus Group Discussion Checklist for IP Actors at Sub-National/IP Level

(Farmer groups, Traders, Transporters, Input suppliers, Insurance agencies, agri-processes, Credit service providers- MFIs, SACCOs, and Extension and Advisory services)

Identifiers:

Country		
Name of IP		
District		
Category of actors participating		
Composition	No of females_____	No of males_____
Date of FGD		
Names of interviewers		
Start time	End time	

Part 1: Organization of the Innovation Platforms

Qn1: Organization of the IP: Name of the IP, year established, membership (disaggregated by gender), location, type and number of actors, inclusion of vulnerable categories; orientation of the IP (women, mixed, youth IP); approach of the IP (market led, research led or other), Positions/roles held by the actors

S/n	Name of the Innovation Platform	Year of establishment	membership (disaggregated by gender) in numbers			Orientation of IP (Women, mixed, youth,	Location (District/ Sector)	Type of actors		Approach(e.g. market led, research led, etc.)
			Female	Male	Disability			Type	Numbers	
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										

Qn2: a) What do you think about the process of forming this IP? Probe:

Category	Name of IP Actor	Roles	Is the role written down anywhere? (1.yes, 2.no)
Researchers and research institutions-			
Farmer organizations (Farmer groups/Associations)			
Government & Extension Services (MOA)			
NGOs/CSO			
Communication & Information Transfer			
Private Sector (Credit Service Providers/SACCOS, MFIs)			
Private Sector (Transporter)			
Private Sector (Traders)			
Others (specify)			

Qn2 b) What are your expectations from participating in this IP?

Qn3. What is your experience about the growth of these IPs? Please describe: Probe

(Profile the growth of the IP)

Qn4 (a): What are the roles of other actors (farmers, private sector, policy makers, researchers and training institutions)? Probe:

List all the IP actors and their roles

IP Actor	Role of the Actor	Rate the level of clarity of the roles (1 to 5)
Farmers/Farmer Groups		

Private Sector		
Policy Makers		
Researchers & training institutions		
Others (specify)_____		

Note: 5 Very Good 4. Good 3. Moderate 2. Poor 1. Very Poor

Qn4 : b **(i)** Have the roles of different actors changed since IP inception?
(ii) If yes, how?

(iii) If no, do you think your roles (roles of the IP actors) need to be redefined? Please explain.

(iv) How often are the roles redefined?

Qn5: Turnover: Are there any changes in the type of actors? Are there any changes in the number of actors? Are there actors who have withdrawn or others who have joined? How many have withdrawn? How many have joined? Why these changes?

Qn6 : What are the key strengths and weaknesses of the IP? What would be required to perform your roles better?

(a) Key Strengths

-
-
-
-
-

(b) Key weaknesses

-
-
-
-
-

(c) Key Opportunities

-
-
-
-

(d) Threats

-
-

-
-

Part 2: Functionality of the Innovation Platforms

Qn7: a) Is the IP currently linked to the government planning systems, private sector entities (such as Agribusiness Business Learning Alliances, MFIs, etc.), or advisory services? (1. Yes, 2.No)_____

Qn7: b) If yes to Qn1, above- what entity is the IP linked to? (1. Private sector (MFIs, SACCOs), 2. Advisory service providers, 3. Government planning system; 4. Other- Specify) _____

Qn8(a): What is the main commodity value chain that the IP is focusing on? _____

Qn8(b): Are the commodities selected by the IPs aligned to the countries' value chains of interest as defined in the National Agricultural Investment Plans (NAIPs) (1. Yes, 2. No) _____

Qn8(c): What informed their choice of the value chains?

Qn9 (a): Does the IP have a Strategic Plan? (1. Yes, 2. No) _____

Qn9 (b): Does the IP have a Business Plan? (1. Yes, 2. No) _____

Qn9 (c): Does the IP have a Monitoring & Evaluation Committee? (1. Yes, 2. No) _____

Qn9 (d): Does the IP have a Marketing Committee? (1. Yes, 2. No) _____

Qn9 (e): Does the IP have Other committees or governance structures (specify)_____ (1. Yes, 2. No) ___

Qn10: Governance: Are there rules governing the IP? Probe: What are the rules? What is the source of the rules? Are there any written rules? Do members abide by the rules?

Part 3: Characterization of the Innovation Platforms

Qn11: What are the 5 most important commodity value chains in the country? (in terms of production and economic importance; please rank them)

S/n	Commodity Value Chain	Rank
1		
2		
3		
4		
5		

Qn12: Type of commodity value chain that the IPs are working on and why

S/n	Type of value chain pursued by the IP	Why the IP chose the value chain?
1		
2		
3		
4		
5		

Qn13: What is the IP approach being used? (1. Research led, 2. Market led, 3. Other (specify)_____

Qn14: Gender orientation of the IP (1. Women, 2. Youth, 3. Mixed, 4. Other-specify)_____

Qn15: Total membership of the IP (Total # individuals) _____(No. Males_____ No. Females_____)

Qn16 (a): Number of Partners that the IP is working with_____

Qn16 (b): Name and Type of Partners

Name of the Partner	**Type**	**Operational level (sub county, district, national)**

Qn17: What is the focus of the IP (1. Increasing productivity and production to meet food security goals; 2. Production for the market, 3. Other) _____

Qn18 (a): What are the available data and information platforms for farmers and other value chain actors available in the country?

Qn18 (b): Which ones do the IP platform access? What type of information do you access from these data and digital platforms?

Qn18 (c): Who are the actors on these digital platforms?

Qn19: What are the sustainability mechanisms for these data and information platforms?

Part 4: Value Chains of the Innovation Platforms

Qn20: What is the role of the different actors in the value chain?

Value chain	**IP actor**	**Area of Focus in the Value Chain**	**Role of IP Actor in the value chain**
VC1:_____			
VC2:_____			
VC3:_____			

Qn21: SWOT Analysis of the value chains selected for each IP

Strengths	Opportunities

Threats	Weaknesses

Qn22: What do you think about the future of the IP (10-15 years from now) (what do you envisage in terms of operationalization of the IP- scope, benefits, linkages etc.?

Part 5: Information Accessed by Farmers in the Innovation Platform

Qn23. What kind of information is required by the farmers? Probe: What is the mode of communicating this information? Who passes on the information? In what form is the information communicated? How frequent is the information communicated?
(*Find out type of information e.g. IP management, production technologies, post-harvest handling, processing, soil conservation, availability of seed, and access to credit.)*

Please indicate in the Table below <u>type of information accessed by the farmers</u> in the innovation platform

Type of information accessed by the farmers	Channel through which farmers receive the information (mode of communication)	Who passes the information to the farmers	In what form is the information communicated?	How frequent is the information communicated?	Is the information accessed for free of charge? (1. yes, 2. No)

Qn 24. Do you also receive information from farmers? Probe: What kind of information? What is the mode of receiving information from farmers? Who delivers the information?

Qn 25 (a): What are the most pertinent concerns/issues of these IPs?
(Example of issues: Lack of knowledge on specific technologies, management of IPs, lack of credit, lack of market, poor crop varieties, poor infrastructure)

Qn 25 (b): How are the issues identified?

Qn 25 (c): How are they (issues) handled? Probe:

Qn 25 (d): Are different issues handled by different groups?

Qn 25 (e): What issues are handled by different groups? What are their positions, qualifications, abilities, sex? How are the groups formed?

Qn 26: How are you integrating indigenous knowledge to increase production, conserve soil fertility and add value to agricultural produce? How is it being used?

Qn 27: How do actors and committees carrying out different roles share information? What kind of information is required by each committee? What kind of information do they share? How often? What don't they share? Rank the extent of sharing information using a scale of 1 to 10 with 1 being the least and 10 the highest. Explain the rankings?

For IP actor/IP Committee, please fill the <u>method for information sharing</u> and other information required

<u>IP Actor</u>	Information sharing mechanism/method used	Type of information required by each committee	Do they share information? (1.yes, 2.no)	If **YES,** type of information shared	If **NO,** why don't they share?	If they* share information, rank extent of sharing information (1=least, 10=highest)
<u>IP</u>						

Committee						

*IP Actors/Committees

Qn 28: Describe in what way the method used to share information has helped all members gain access to and comprehend the information shared.

Qn 29: Describe how it has hindered access to and comprehension of information shared.

Qn 30 (a): Decision making: What are the kinds of decisions made in the IP?

Qn30(b): What are the important decisions?

Qn 30(c): Who defines the level of importance of decisions?

Qn30(d): Who makes the most important decisions in the IP? Probe: What are their positions, qualification, sex, role in IP?

Qn31: Who implements the most important decisions? What is required to implement the decisions (e.g. approval, resources, etc.?

Qn32(a):Visioning/Future Scenarios: What did the IPs set out to achieve?

Qn32(b): What successes have the IP realized so far? Probe:

Qn32(c): How do IPs measure success?

Qn32(d): What lessons you learned in bringing multiple actors together in the different locations? Probe:

Qn32(e): What are you doing differently compared to what was planned at the beginning of the IP?

Qn32(f): What has caused the changes?

Qn32 (g): What had you expected to learn? Has it changed the way you do things? What were you expected to do?

Qn33: What challenges have you experienced in forming and managing these IPs? Probe: What is the magnitude of the challenges? How have you resolved them?

Qn34: What are the priorities needs/concerns of farmers? Have these changed over time? Probe:

Qn35: What were the initial priorities at IP formation?

Qn36: What are the priorities currently? What are the causes of change ----change in actors?

Key Informant Interview Guide for Stakeholders at the IP Level

(Farmer groups, Traders, Transporters, Input suppliers, Insurance agencies, agri-processes, Credit service providers- MFIs, SACCOs, and Extension and Advisory services)

Identifiers:

Country		
Name of IP		
District		
Category of actors participating		
Membership (total number of members)		
Composition	No of females:	No of males:
Date of KI interview		
Names of interviewers		
Start time	End time	

Qn1: What/who are the different stakeholder groups involved in the IP processes (by sector- Agriculture, Private Sector and Policy fora), at national and sub-national levels

Qn2: Under Agriculture, key groups/stakeholders involved in the IP processes include_____

Qn3: Under Private sector, key groups/stakeholders involved in the IP processes include_____

Qn4: Under Policy fora, key groups/stakeholders involved in the IP processes include_____

Qn5: What they think about the future of the IP (10-15 years from now) (what do they envisage? operationalization of the IP, benefits, linkages)

Qn6: What are your (as an organization/group) roles in the IP? Probe: Have your roles changed since establishment of the IP?

Qn7: What are your (as organization/group) key strengths in this IP?

Qn8: What are your (as organization/group) key weaknesses?

Qn9: What would be required to perform your role (s) better?

WORKING PROGRAME FOR VALIDATION METING

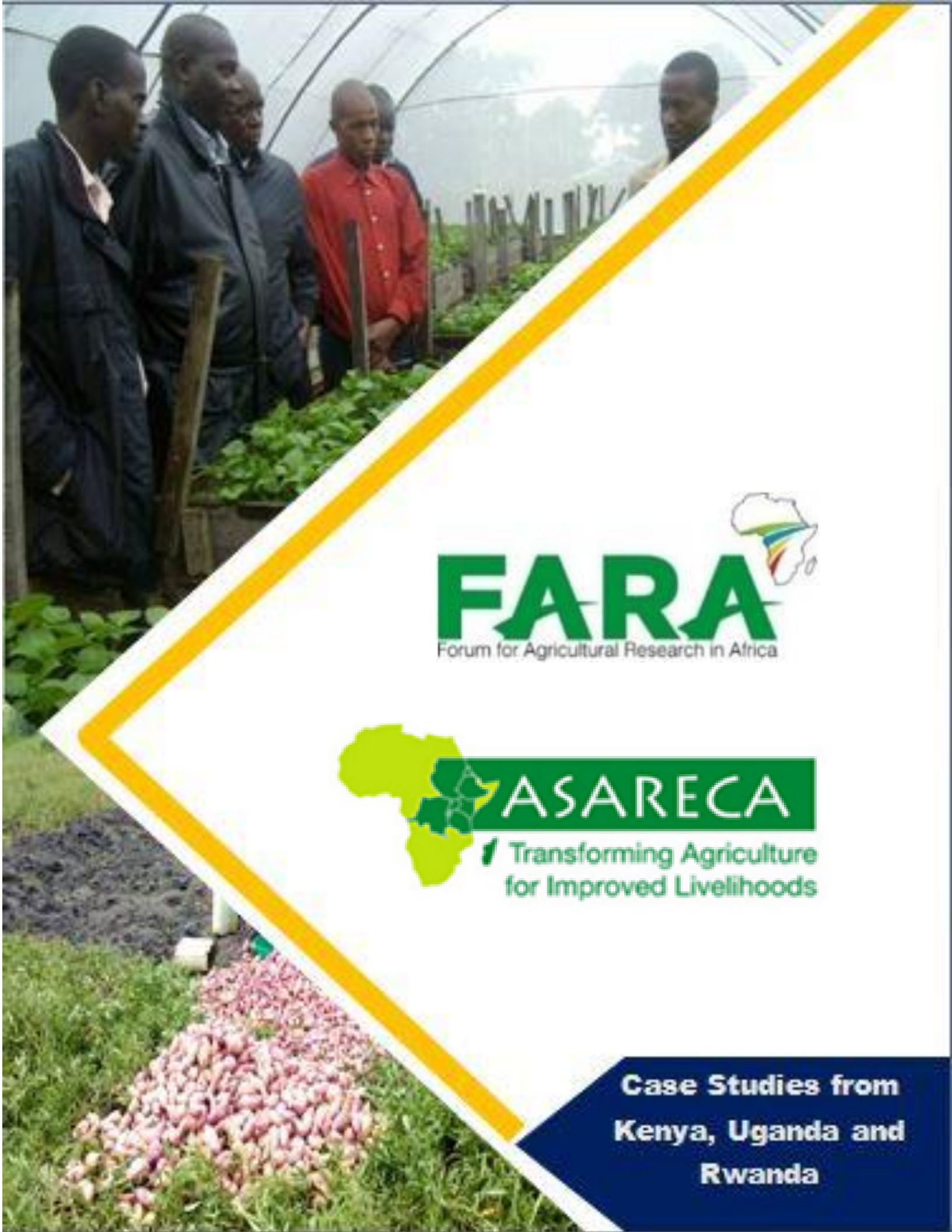
Date: 17 December: Time 17:00- 15:00- 17:00 Hrs.

Zoom Linkhttps://us06web.zoom.us/j/86578671046?pwd=b0pqaGx2ZktLWUJ2RFA0aWZWR0Eydz09

NO	Activity	Time	Responsible
1.	Welcome and introduction of Participants, objectives of the validation meeting	15:00-15:10	Moderator – Max Olupot, AFAAS
2.	Welcome remarks by ASARECA	15:10 15:20	ASARECA
3.	Objectives of the Assessment, methodology and process	15:20- 15:30	David Agole
4.	Presentation of the report findings, recommendations	15:30- 15:50	Nathan Ochatum
5.	Discussions	15:50- 16:20	Moderator
6.	Way froward and wrap up	16:20-16:25	Dr. Agole David
7.	Closing remarks	16:25- 16:30	Moses & Wole

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