



## **Joint Learning about Innovation Systems in African Agriculture**

### **First National Workshop for JOLISAA**

**Pretoria, South Africa from 2 – 4 November 2010**



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# Workshop Report

## 1 Introduction

The first national meeting of the JOLISAA project took place in South Africa at the Agricultural Research Council's Institute for Agricultural Engineering, Silverton on 2 – 4 November 2010. It was the first of three planned meetings for South Africa and served as the inception of the JOLISAA Project in South Africa. Key stakeholders in agricultural development and/or innovation were invited to attend and share their experiences of innovation processes at the workshop. The main purpose of the meeting was to create awareness of and buy-in into JOLISAA and to identify additional cases of multi-stakeholder innovation in South Africa.

This report provides an overview of the workshop objectives, participants and process with a synthesis of major outcomes of the first national meeting.

## 2 Objectives of the workshop

At the G1 meeting it was decided that the **main expected outcomes** for the NX1 workshops would be:

- Key stakeholders become aware of JOLISAA
- They share a common understanding of JOLISAA key concepts (IS, LK, etc.) and proposed approach
- Selection criteria for cases to be included in the “enriched” inventory are confirmed and information gathered about some of them.
- Overarching questions for case assessment are discussed and validated
- Criteria for the selection of cases to be assessed are clarified
- Effective links and partnerships with existing institutions and networks are established.

In line with the expected outcomes for the NX1, the **specific objectives** for the workshop were:

- To create awareness about JOLISAA
- Create awareness of the benefits of multi-stakeholder innovation systems
- Clarify terms and concepts
- Identify additional cases
- Start the process of joint learning around innovation systems
- Plan the way forward for JOLISAA-SA.

### 3 Participants

Two groups of participants were invited to attend the workshop. The first group consisted of a diversity of practitioners in the field of agricultural innovation and/or development. The second group of participants attended only the morning session on November the 5<sup>th</sup> and consisted of various actors in policy making around agricultural innovation. In addition to these participants, the international as well as the national JOLISAA coordinating teams from SA, Kenya and Benin participated in the workshop. For a complete list of participants see Appendix 2.

### 4 Process followed during the NX1 workshop

The national meeting was structured with the primary focus to create awareness about JOLISAA and identify additional cases for analysis and possible selection for more detailed studying.

The program for the two days as provided in Table 1 serves also as the structure for the overview of the process followed during the workshop.

**Table 1: Workshop Program of NX1 meeting**

<b>Tuesday 2 November</b>		
<b>Time</b>	<b>Session content</b>	<b>Facilitator</b>
12.00	Arrival and registration	Yvonne Samuels (UP)
12.15	Lunch	
13.00	Participants to set up market place	
13.30	Welcome, introductions, outline of workshop structure and objectives	Joe Stevens (UP)
14.15	Structured market place interaction – setting the scene for the workshop	Brigid Letty (INR) / Violet Kirigua (KARI)
15h30	Tea break	
16.00	Discussions about multi-stakeholder innovation processes - drawing out lessons from group work	Violet Kirigua (KARI) / Brigid Letty (INR)
17.30	Closure for the day	
<b>Wednesday 3 November</b>		
<b>OPEN MORNING SESSION FOR WIDER STAKEHOLDER GROUP</b>		
08.30	Formal opening & welcome, and aim of the morning session, brief introductions (name and organisation)	Joe Stevens (UP)
08.50	Keynote speaker – experiences with joint innovation processes	Bettina Koelle (Indigo Development and Change)
09.40	Introduction to JOLISAA and approach to be followed for the project	Bernard Triomphe (CIRAD)
10.00	Tea break	

10.30	Introduction basic concepts	Brigid Letty (INR)
11.00	Visit to the market place (with short presentations by exhibitors)	Nour Sellamna (ICRA)
12.30	Discussion on cases (all questions reserved till then)	Nour (ICRA) / Rose Fagbemissi (CIRAD)
12.50	Concluding remarks, reflection and comments	Joe Stevens (UP)
13.15	Lunch	
14.15	Initial analysis of the market place cases in terms of these concepts and the overarching questions (joint learning process)	Joe Stevens (UP) / Nour Sellamna (ICRA)
15.15	Tea break	
15.30	Relevance of key concepts in the framework of the market place cases	Jolanda van den Berg (Wageningen UR) / Rose Fagbemissi (CIRAD)
16.45	Identification of additional innovation cases or organisations/networks that should be brought into the JOLISAA project to expand the network	Cerkia Bramley (UP)/ Bernard Triomphe (CIRAD)
17.30	Closure for the day	Joe Stevens (UP)

<b>Thursday 4 November</b>		
8.00	Reflection on previous days	Colletah Chitsike (ICRA)
8.30	Clarify the process of joint learning	Nour Sellamna (ICRA) / Joe Stevens (UP)
9.45	Confirm criteria for selection of cases for joint learning (Consider overarching questions to be addressed during the joint learning process)	Brigid Letty (INR)/ Bernard Triomphe (CIRAD)
10.30	Tea break	
11.00	Needs analysis for joint learning	Nour Sellamna / Colletah Chitsike (ICRA)
12.15	Way forward - <i>next steps and associated time frames</i>	Brigid Letty (INR)
13.15	Closure of the workshop	Joe Stevens (UP)
13.30	Lunch	
14.30	Participants depart after lunch	

#### **4.1 Tuesday afternoon session**

The workshop commenced with an opening session in which the participants were welcomed by Joe Stevens who provided a brief introduction to the JOLISAA project. He explained to participants that JOLISAA is about joint learning in innovation systems and that its aim is to learn of agricultural innovation systems in Africa focusing on smallholder livelihoods. He further explained that this is to be achieved by learning from practitioners through interaction, dialogue and documentation of cases. Participants were informed of the duration of the project and that it is an EU funded project. More detail information on the JOLISAA project was included as part of the workshop reading material (Appendix 3).

After introducing the international JOLISAA delegation, the participants were asked to introduce themselves according to the following guidelines:

- who are you?
- which organisation or institution do you represent?
- what is your main responsibility?
- what do you bring to the workshop?

Following the introductions, the session proceeded with an outline of the objectives of the project. It was explained to participants that this workshop serves as the inception of the project in South Africa and for the creation of awareness around the benefits of multi-stakeholder innovation systems. Participants were informed that the workshop will seek to clarify key concepts, identify additional cases and start the process of joint learning and dialogue around innovation systems. This was to be followed by a session on planning the way forward for JOLISAA.

The structure of the workshop as illustrated in Figure 1 was presented and it was explained that as the policy makers will attend the following day's morning session the official introduction to JOLISAA will take place during that session. Participants were told that this will be followed by an exploration of the cases, clarification of key JOLISAA concepts and then, keeping in mind these concepts, analysis of some of the cases. It was emphasised that discussion and exchange is encouraged throughout and that the outcome of the workshop will hopefully be some action plan on how to start the joint learning and engagement processes.

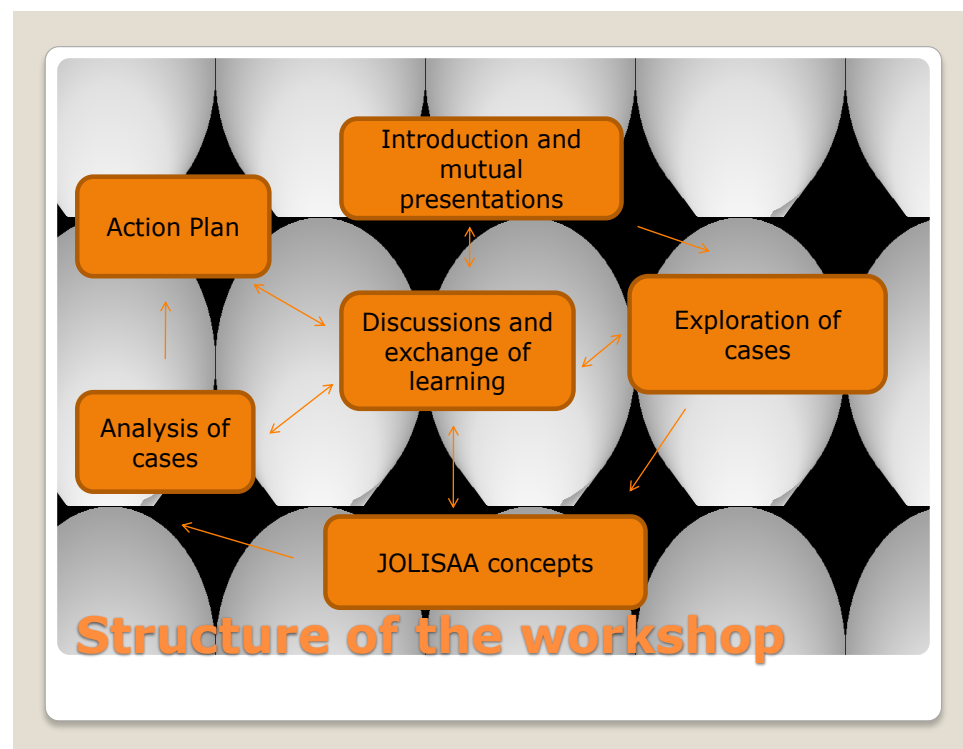


Figure 1: Structure of the workshop.

Rules of the workshop were then outlined and included:

- An emphasis on participation to learn from engagement
- Give everyone chance to communicate
- Stay focused on finding solutions
- Informal interaction encouraged.

### *Structured market place interaction*

The workshop then proceeded with a session on structured market place interaction based on group work in order to begin to grasp the key JOLISAA concepts such as multi-stakeholder innovation and local knowledge through its application to actual cases. This session was facilitated by Brigid Letty and Violet Kirigua who divided participants into three groups, each dealing with three of the cases brought to the workshop. In each group three exhibitors were given a chance to give a description what the case is about. In order to structure the discussion of the cases, the following questions were posed to participants which they had to complete in their groups on flipcharts:

- 1. How many stakeholder groups are involved in the innovation process?**  
**Who are they?**  
**What was their role?**
- 2. Has local knowledge been integrated into the innovation process?**  
**What was the local knowledge?**  
**What was the mechanism for integrating it?**
- 3. How would you categorise the innovation?**  
**Social**  
**Technical**  
**Organisational**  
**Mixed**
- 4. Are smallholders the main beneficiaries?**  
**What features of the innovations makes it relevant to small holders?**
- 5. What conclusions can you draw across the cases studies you have?**

### *Multi stakeholder innovation processes*

The following session proceeded to discuss multi-stakeholder innovation processes by drawing lessons from the group work. This proved to be a fruitful way to engage participants in understanding some of the key concepts of JOLISAA and contextualised the thinking around the cases. At the end of the session Brigid explained that each exhibitor would have 8 minutes the following day during the

morning session to provide a brief description of his case and that his/her presentation should be guided by the following questions:

- Type of innovation?
- Stakeholders involved?
- Who initiated it?
- The role of local knowledge?

Exhibitors were then paired with non-exhibitors and given time to prepare for the Wednesday market place session.

## ***4.2 Wednesday morning session***

The Wednesday morning session was attended by both the workshop participants as well as invited policy makers. Joe Stevens facilitated this session and started by mentioning the importance of the policy environment for the adoption of innovations. He then provided an outline of what JOLISAA stands for, explaining that its aim is to learn more about agricultural innovation systems in Africa and that this will be achieved by learning from practitioners of agriculture through interaction and dialogue as well as the documentation of cases and lessons. The underlying concepts, processes and context were also explained. As the session was attended by a number of participants who were not there the previous day, everyone was again asked to introduce themselves by answering the following questions:

- Who are you?
- From which organisation or institution
- What did you learn from farmers?

It was then explained that the structure of the morning's sessions would be based on exploration of concepts and analysis of the cases and the introduction of JOLISAA and the approach to be followed for the project. The sharing in experiences around joint innovation processes was started with a presentation by Bettina Koelle from the NGO Indigo Development and Change. Her presentation described how the Heiveld community have organised its production and marketing of Rooibos tea and how this has been a complex participatory process with many stakeholders involved. Her presentation concluded with a video clip of one of the Heiveld Rooibos farmers speaking on how their lives have improved as a result of this process.

### *Introduction to JOLISAA and the project approach*

This session was facilitated by Bernard Triomphe (JOLISAA Coordinator from CIRAD). As international lead coordinator of the JOLISAA project he introduced the project and the approach to be followed for the project. He highlighted the fact that JOLISAA is an EU funded project but that it has a very small budget and short time frame and that the purpose of the workshop is to identify more cases. These cases need not have a beautiful storyline but that JOLISAA would like to learn from the multi-stakeholder processes that may not necessarily be linear. Bernard mentioned that



the emerging global and local challenges should not necessarily be seen as a challenge but that it is necessary to have a vision of what is coming. This has led to a growing interest in multi-stakeholder innovation processes and systems and the need to take stock of recent initiatives, what is happening on the ground, what are the achievements and challenges on the way forward. The overall objective was given as assessing and learning jointly from recent experiences across Africa about how innovation processes involving multiple stakeholders and types of knowledge operate, in order to identify concrete priorities for research, practice and policy for addressing the needs and demands of smallholders and other rural actors. It was emphasised that joint learning lies at the heart of this research project. Comments from the participants raised concerns as to what will be expected from the participants and how the process of submitting a case will work. It was pointed out by a participant from the Limpopo Department of Agriculture that many cases will not have been well documented.

#### *Introduction of basic JOLISAA concepts and visiting of the market place*

The workshop then proceeded with a session which was facilitated by Brigid Letty on the introduction of basic concepts relevant to the project. The purpose of this session was to ensure participants have a common understanding of key concepts such as innovation, multi-stakeholder innovation systems and processes and local knowledge. This was followed with a session facilitated by Nour Sellamna (ICRA) and which provided an opportunity for exhibitors to present each case to a larger audience. Nour introduced this session as the crunch of the workshop as this is the material JOLISAA will work on.

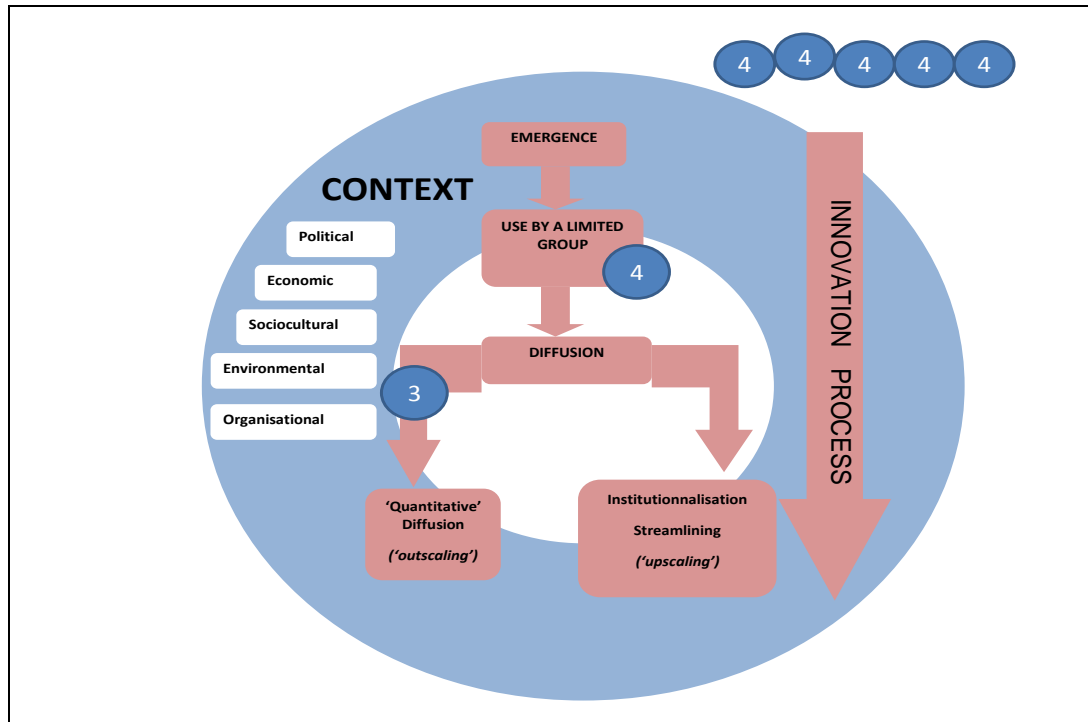
The presentations led to a lively discussion with participants on aspects around innovation, partnerships and the role of the public sector. There was huge interest from participants to become part of the JOLISAA project but also a lot of uncertainty regarding what would be expected of them. Bernard pointed out that the JOLISAA resource base is very small but that a number of things can happen if resources are pooled. He encouraged innovative ideas around accessing additional funding.

### **4.3 Wednesday afternoon session**

After lunch the workshop proceed with an initial analysis of the market place cases, relevance of key concepts in the framework of the market place and the identification of additional innovation cases or networks.

#### *Analysis of the market place cases*

The session was facilitated by Nour Sellamna who commenced with a brief explanation of innovation processes according to the diagram below (Figure 2). He explained that the time frame is very important with innovation and that three distinct phases can be identified: emergence, use by a limited group and diffusion. He also explained that innovation processes work in loops and are often not linear. Innovation furthermore takes place in a particular context and that the context can be either political, social cultural, market, organisational or environmental.



**Figure 2: Defining the innovation process with respect to the level of diffusion.**

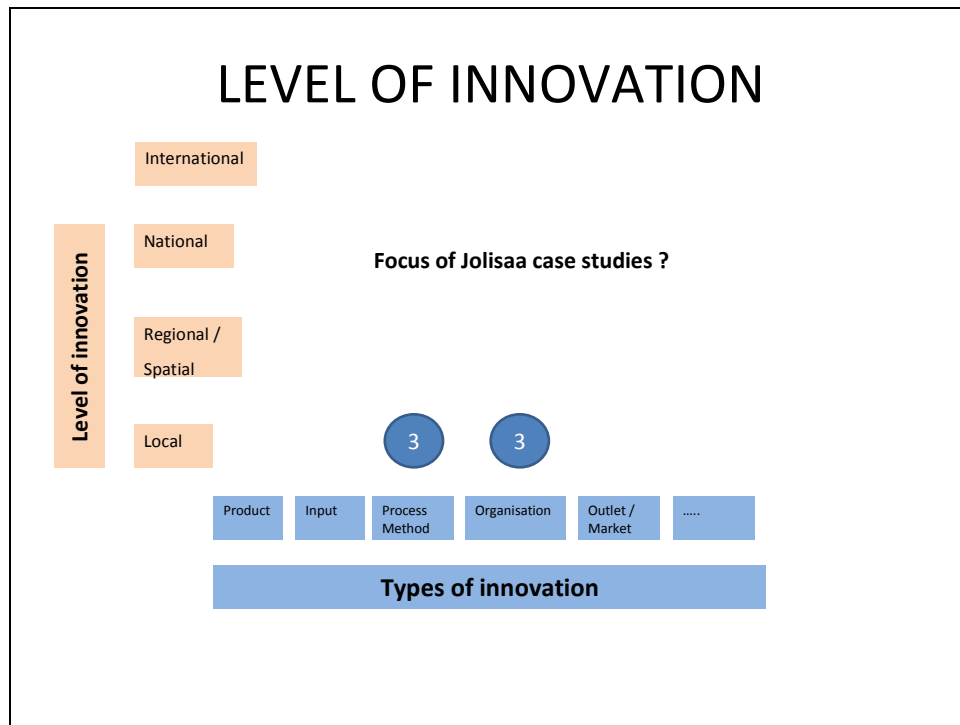
A plotting exercise was used to ask participants where their case study fits on Figure 2. The majority of cases were indicated as falling within the “use by a limited group” range. Interestingly, the Rooibos case was plotted as being in the emergence, some aspects plotted as “use by a limited group” as well as the “diffusion phases”. For details as to the plotting of specific cases see the table below:

**Table 2: Results of the plotting exercise on the level of diffusion of an innovation**

Emergence	Use by a limited group	Diffusion	
		Quantitative diffusion “outscaling”	Institutionalisation streamlining “upscaling”
<ul style="list-style-type: none"> <li>• Rooibos</li> </ul>	<ul style="list-style-type: none"> <li>• Chicken houses</li> <li>• Range lands case</li> <li>• Rooibos</li> <li>• Bio-pesticides</li> <li>• Cherry Peppers</li> <li>• Donkey harness innovation</li> <li>• Drum irrigation</li> <li>• Chicken baskets</li> <li>• Chicken mash</li> </ul>	<ul style="list-style-type: none"> <li>• Wool case</li> </ul>	<ul style="list-style-type: none"> <li>• Bio-pesticides</li> <li>• Savings and credit</li> <li>• Rooibos</li> </ul>

Participants were given a further exercise to plot the biggest perceived constraint to the innovation process for their project. The political environment was seen as the

biggest constraint whilst the economic and organisational environments were seen as the most enabling factors. Comments from the participants indicated that the exercise is problematic as it's too black and white. For example, what is meant by economic constraints, since there are various interpretations.



**Figure 3: Level of innovation versus the type of innovation of interest to JOLISAA.**

Participants were then asked to plot their cases on the diagram (Figure 3), indicating both the level and type of innovation. The majority of cases were local innovations, and it was difficult to categorise the innovation according to a specific type. A lively discussion followed on the patterns that emerged from these exercises.

### *Key concepts in the framework of the market place cases*

Moving into the next session Rose and Jolanda provided a synthesis of the notions discussed thus far, contextualising them within the JOLISAA perspective. The objective of the session was to provide a more detailed discussion around key concepts relevant to JOLISAA based on the inventory and narratives. Rose Fagbemissi (CIRAD) commenced by stating that there has now been a lot of discussion about stakeholders, initiators and difficulties around innovation and that it is now necessary to make a link with what JOLISAA intends to do. It was explained to participants that the reason for the workshop is that the JOLISAA project team needs to make an inventory of innovation cases, which should be as diverse as possible. The JOLISAA perspective was synthesised in two main points:

- learn about diversity of innovation processes
- learn how innovation processes unfold.

It was stated that JOLISAA wants to identify as much as possible the types of innovation that can be found in the landscape of innovations in SA and the role of local knowledge in the process. It was further explained that JOLISAA has identified three types of innovations: technical, organisational and social. Participants were asked whether in their opinion there are other types of innovation and if so which. Participants were furthermore asked how best the use of local knowledge in innovation cases can be identified and reported on. Two groups were formed for discussion on these points. The outcome of the group discussion identified political, legal and educational innovation as additional categories of innovation. The point was also raised that greater clarity is needed around the concept of local knowledge.

#### *Identification of additional cases*

The final session of the day was on the identification of additional cases. Due to time constraints the session was significantly shortened and participants asked to report back the next day with ideas of alternative networks or organisations to contact.

#### **4.4 Thursday morning session**

The Thursday morning reflection session was facilitated by Colletah Chitiske (ICRA) and it started by asking participants if they had any other suggestions of cases that could be of interest to JOLISAA and/or alternative networks that could be approached. Various suggestions of alternative networks were made and noted but none as to specific cases.

She then asked participants to reflect on the two days. Various comments were received:

- the need for clarification of terminology to understand what is understood in terms of JOLISAA.
- a need for a common understanding of innovation along the supply chain.
- a need to define how to decide on the boundaries of the case.
- a need to further demystify the notion of local knowledge.
- a further concern raised was that participants were unsure what to take back to their employers and how to explain that JOLISAA is in the interest of their organisations to become involved. It was explained that this will be discussed in the session on joint learning. A point was also made around what are the expectations of government with respect to policy. The possibility of continental networks (such as NEPAD) that can be used to link the three countries was raised in this respect.

#### *Clarify the process of joint learning*

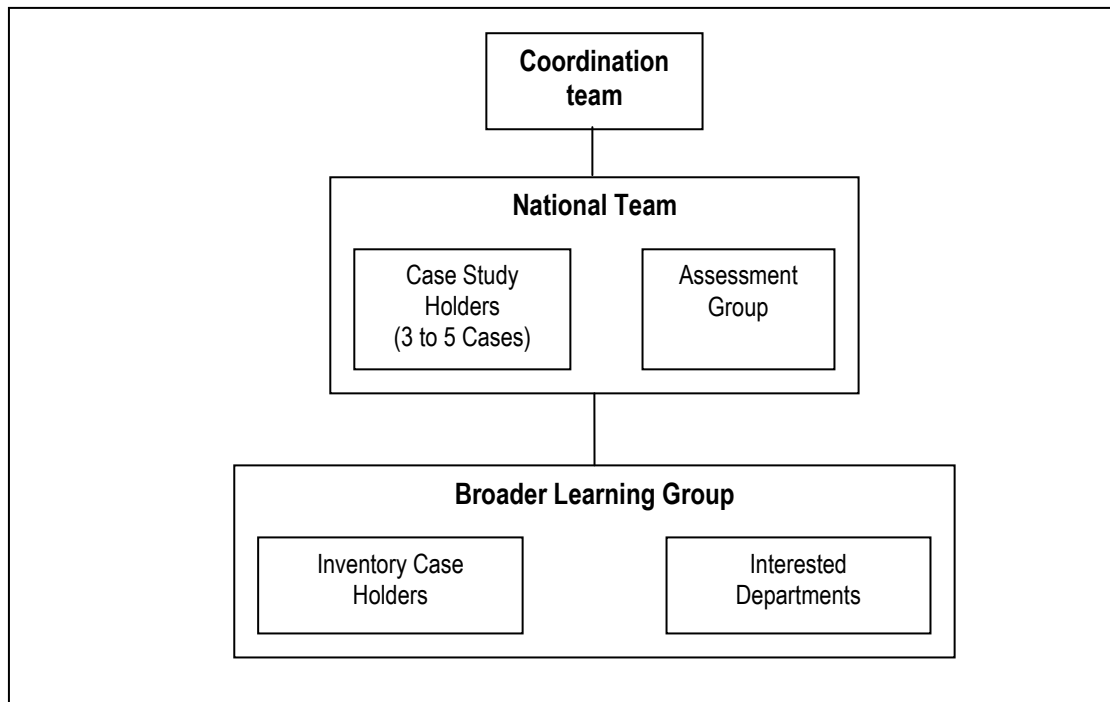
The purpose of this session was to clarify the process of joint learning. The session was facilitated by Nour who commenced the session by stating that the problem at this stage is that we do not know what is to be learned. As such it is only possible to propose broad principles of learning and that at this stage the aim should be to arrive at a common understanding of the framework. He then proceeded with a broad timeline for the project using the meetings from now until July 2012 (NX1, NX2 and NXx3) as reference points. It was explained that from now to NX2 an

inventory of 30-45 cases needs to be compiled from which the cases can be selected. From NX2 to NX3 the 3-5 cases will be assessed in full. It was further explained that by NX2 the cases should be selected as well as the task forces to see who will be involved in the assessment of each case. An action plan for assessment will be needed. The output of the NX3 phases will be sharing and reflecting on the whole experience and finalising the reports produced. It was outlined that for the inventory the means are the JOLISAA guidelines and newsletter. The means for selection of the cases will be the set of selection criteria. It was explained that JOLISAA has already produced a set of criteria but that the national team will decide on the final criteria for selection. The means for assessment were outlined as being the newsletters and assessment guidelines provided by JOLISAAA. It was added that the national teams will also produce some key questions.

It was suggested that planning takes place in two stages in that the planning for the phase until NX2 is done at the NX1 meeting and that the phase until NX3 is planned at the NX2 meeting. Participants were asked whether this framework is acceptable to everyone and if so then the focus can shift to the how. The following comments and inputs were received:

- A comment was made by Jolanda van den Berg (WUR) who suggested that not only newsletter is means but as part of case assessment reflection should also be means.
- Brigid raised concern that the selection of cases should happen before NX2 so that the right people are invited to attend the NX2. This suggestion was favourably met by participants who stated that in this way NX2 will be a learning event.
- Bernard stated that if he puts himself in the shoes of someone not in JOLISAA, the framework as it is now only has place for JOLISAA members.
- A question was then put forward by the participants as to who constitutes the national team. The need was expressed that one has to be clear on this.
- Participants also stressed the need to be clear what type of engagement is needed from them on which level.

It was suggested a flip chart be used to set out the core team *versus* the broader learning groups as illustrated in Figure 4.



**Figure 4: The JOLISAA structure around joint learning.**

It was suggested that the broader learning group include everyone present at the workshop on the Wednesday morning i.e. including the policy makers, everyone not engaged on an intimate level but with whom sharing will take place. This was received as being very useful in explaining why people should be interested in putting forward their cases i.e. identifying what's in it for them, not financially but in terms of learning. It was explained that if you are part of the broader learning group you will receive the newsletters and other interesting documents. It was also explained that if you are part of the national learning group you get to put your case forward. It was again emphasised that there is a need to make the incentive to participate clear for people. A question was then raised followed by extensive discussion on what the national team will actually do and who it will consist of. This led to discussion around the budget for JOLISAA and for the potential funding of a national team. The discussion on the project funding also raised questions about the budget allocations for doing the field work. Brigid explained that there is some budget allocations for field work and that the possibility of student involvement was considered. It was decided that until there is more clarity on the joint learning process it is difficult to address these questions. A comment was made that this is an important aspect which needs to be spelt out now as it affects an organisation's burden to participate due to its resource implications. Bernard concurred with this and stated that the resource allocations for field work are mainly for the 3-5 final cases selected for more detailed studying. Participation in the inventory stage is voluntary and that it may be seen that benefits only come to those cases that will be assessed, and there is no guarantee that if your case is in the inventory it will be selected for assessment. This will affect the incentives of organisations to participate. The comment was made that an organisation may nevertheless be interested because of the activities around reflection. So there is a way to be part

even if your case is not selected. It was proposed that the joint learning process be revisited to see how the inventory can be made attractive also for those organisations present here today.

Nour then proposed that for the sake of clarity the participants should define what is meant by *task force*, *national team* and *coordination team*. It was suggested that we need to decide what we are going to do so that we can decide who falls where within these groups. It was decided to divide into two groups, with all the South Africans in one group, to informally discuss ideas around the role of the composition and possible functions of a national team. This was followed by a lively debate around the role of the national team as well as the issue of funding.

### *Criteria for selection of cases for joint learning*

The program was then amended to proceed with the session on the criteria for the collection of cases, facilitated by Brigid. Participants were informed that the aim is to get a diversity of cases on what has been achieved and how difficult it has been, examples of actual multi-stakeholder processes and the power relations that exist within these processes. It was further explained that diversity is also wanted across cases in terms of who is driving the process e.g. NGOs, farmer driven, etc. Diversity is sought in the typologies including social technological and organisational but also with respect to different domains for example natural resource management, primary production, value adding and marketing. It was explained that by having diversity across countries a good diversity is ensured for the project as a whole. Several comments were raised on the question of diversity of cases. Participants were reminded that there are specific criteria which direct which cases (Table 3) should come in the inventory and that participants can therefore accept that these criteria will also apply for the selection of the final 3-5 cases.

**Table 2: Criteria for the selection of cases to be shared**

<b>Criteria</b>
A process that has led to the development of an innovation that increases income, reduces labour, increases production, improves livelihoods and/or improves management of natural resources
An innovation that is relevant to or specifically focussed on smallholders
The innovation process involves at least three types of stakeholders
Local knowledge plays a role in the innovation process (“a nice to have”)
The case has been underway for some time (several years)
The innovation process is mature, i.e. there is already an outcome (even though the process may be continuing)
The innovation is technical or social or organisational in nature

For the sake of clarity, these criteria for inclusion in the inventory were briefly discussed. Participants were referred to the included reading material entitled ‘Guidelines for documenting cases to be shared at the workshop’ (Appendix 4) and ‘Extract from: Guidelines for the inventory of cases’ (Appendix 5). The discussion

then progressed to the consideration of selection criteria for the final 3-5 cases. Various comments were received from the participants on this matter.

### *Needs analysis for joint learning*

The following session was facilitated by Nour who led the discussion on needs analysis for joint learning. He started the session by pointing out that in order to know what the needs are one first needs to know what has to be done. He explained that as this has not yet been clearly defined, the best one can do at this stage is to identify general needs. He then proceeded to provide examples of capacity needs areas where outside help may be needed and allowed comments on this from the participants. The workshop closed with a strategising session on the way forward in order to identify actions, timeframes and those responsible for taking the necessary actions. A discussion followed on what needs to happen in order for the following things to take place: compilation of the inventory, light investigation of the ten cases and actual selection of the 3-5 cases at NX2.

### *Way forward*

The workshop closed with a session facilitated by Joe. Participants were informed that they would receive a short evaluation questionnaire by email to which they should please respond in order to evaluate the workshop.

Participants were also given an opportunity for some comments on the workshop:

- It was pointed out by one of the participants that it was quite a confusing process but that it is part of the learning process and that at least now there is an action plan giving a road map.
- There was also a comment made on the potential impact of the project with a participant pointing out that there have been attempts before to say why projects are unsuccessful but without much impact. The participant expressed his sincere hope that this project will be able to influence policy through for example the design of a set of criteria for projects that want to apply for government funding and which could be incorporated into government policy.
- It was commented that the workshop was a good learning experience and has given a better understanding of JOLISAA and an opportunity for engaging with other innovation stakeholders.
- It was noted that although some projects are failing it is good to recognise that there are also some that are working and from which valuable lessons can be learnt.
- The Benin research team remarked at their surprise in the South African enthusiasm despite much that needs to be clarified and also that the JOLISAA project provides an opportunity to improve South-South connections.



## **5 Key thematic outcomes of the different sessions**

The sections below provide a synthesis of the discussions and comments made around the key thematic outcomes of the workshop.

### ***5.1 Case identification and initial analysis***

The plotting exercise conducted in the session on initial analysis of the market place cases identified certain patterns which emerged with respect to the presented cases. Most of the cases were plotted in terms of Figure 2 as being “localised with some diffusion”. Interestingly the Rooibos case was plotted as being “emerging”, “localised with some diffusion” as well as “institutionalised”. It was explained that the innovation around the Rooibos case is a complex innovation that is not linear but also not static. The question was posed whether the Rooibos case will eventually mature but it was remarked that there is continuous small scale innovation so there are aspects within the process where new innovations are emerging while others have already reached the stage of international marketing. The point was made that an innovation is never complete or stabilised.

It was commented that the presented cases are very much localised with limited group use and that JOLISAA should also look for cases that are out scaled and institutionalised. It was remarked that some of the cases already have a certain level of out scaling, for example the National Wool Growers Association’s wool case. Bernard made the comment that some of the cases, for example the drum irrigation case, are really cases on innovation that fall within the emerging phase and that for cases to fall within the “use by a limited group”, there should be adoption beyond the initiators.

The question was also asked whether innovations are better if they are used more often. The response was that not necessarily, the innovation could be a solution very appropriate to a particular family or area. It may therefore already have great impact although it is very localised and small. Regarding this point a comment was made that there are 20 million hungry people in South Africa and that if you want to influence policy you need to be able to show that there is some impact. The problem with this is that not all innovations have the same scales as some aspects cannot be replicated. Policy makers have a different mindset however as they are interested in recipes that can be nationalised. These two perspectives should not be confused.

With respect to “out scaling” a comment was received that one needs to be careful in looking at this, as the innovation may still change so that it may wrongly be assumed that the innovation is out scaled in that specific form when actually it has been adapted. From the discussion it was concluded that the project should be careful in defining the meaning of emergence, use by a limited group and institutionalisation. Also, it should be kept in mind that many things are complex and so may fall within different levels at the same time.

With respect to the plotting exercise around the enabling and constraining factors, it emerged that no cases perceived the organisational and political environment as either a constraint or an enabling factor. This led to the comment that it is a difficult exercise as environmental constraints can lead people to innovate but then it could also be seen as an enabling factor or trigger. Also, the economic environment can be positive because there is a market but could also mean there is no development funding.

It emerged from the plotting exercise with respect to Figure 3 that most of the existing cases were local innovations with it being impossible to categorise the innovation according to one type, although the case may have a core type of innovation to it. This led to the remark that the analysis of the cases really lead to a scattered conclusion although there is a localised character to these cases. A comment was received to this that local is used with respect to scale and not local innovation, which would mean local without outside support. It was suggested that term localised innovation be used instead of local.

It was further remarked that what is important is how the inventory should be completed and that the question is whether we should have a range of innovations. According to the plotting exercise based on Figure 3 there are not currently innovation cases that have their core at regional level. A comment was also received with respect to the type of innovation that some cases that have been plotted under organisational may also fall under market innovations. Discussion on this led to the conclusion that the cherry pepper case has a market element; the wool case has organisational innovation at farm level and not at market level and the Rooibos case is a further example of market innovation. It was also expressed that most of the innovations are basically market innovations as the test of an innovation is really the market. Local innovation is usually very incremental and does not always have a visible impact and is often also not documented and if an innovation is not documented it really does not exist. The question is how does one promote such type of innovations?

Bernard mentioned that most of what is mentioned here falls within what is called innovation processes. This confusion will make comparison across cases very difficult and meaningless. It was added however that one cannot compare cases but can only see if the lessons learnt are comparable. In response to this it was said that some aspects of cases can be compared such as the power relationships and type of stakeholders.

A further point for discussion was the need to understand what a case is and how to delimit that case. It was asked who is defining the extent of the case. If there are cases that are processes and cases that are projects there will be endless problems in drawing comparisons. It was highlighted that there will probably be more than one case that can be made out of the case as a whole but that if we want any analytical power we need to limit the case to know what we are looking at, especially where there are many stages involved. It was thus concluded that how to define the boundaries of a case is a very important aspect to consider and that there

is a strong need to precisely define who the case holder is and which part of the case will be submitted to analysis.

It was remarked that the discussion shows how complex the process of case analysis is. It was concluded that the majority of cases rest upon multi-stakeholder involvement, that they have a clear objective to improve livelihoods; they often involve some level of training or a process of sharing and learning together.

## **5.2 Clarification around concepts**

Much discussion took place during the workshop on the clarification of JOLISAA concepts which were found by many participants to be very confusing and unclear. Reference was made to the difference between local and traditional knowledge, highlighting the fact that local knowledge is informed by other persons moving into an area but traditional knowledge is local knowledge that is unique to a certain society.

During the session on the clarification of joint learning, much discussion took place around the concept of a national team and more particularly who would constitute such a team and what its role would be. During this discussion the idea emerged from the South African group of participants that from the initial 30 - 40 cases, 10 will be selected and visited to make sure they exist. From these, the 3- 5 cases for assessment will be selected. This raised additional budgetary concern as there is not currently funding allocated to the creation of the national team as a platform. Suggestions were made in this respect including that those national team members in the region of the case should be used to investigate it so as to save travel costs. The question was also posed as to who would be responsible for sourcing additional funding? It was suggested that it would fall primarily on the coordinators with inputs from the members of the national team. There was also uncertainty as to the size of the national team. It was summarised that there are 2 important aspects to the concept of a national team: what is expected of this team and what resources does JOLISAA have to offer them? It was stated that only after these question have been answered can one decide who the national team will be. A suggestion was made that one can look at the other participating countries to see how they have composed their national teams. It was emphasised that this needs to be clarified. A participant commented that it should be clear what is expected of the national team in terms of time commitments and that it is clear that the national team members would have to be paid as a lot will be expected of them that is not in line with their duties. Some organisations may be able to fund their own participation. From an operational perspective most of the national team members would need funding to commit their time. It was suggested that the JOLISAA budget be used as seed funding to get the learning process going.

A further concept that required clarification was the definition of small holder. It was explained that the different categories include:

- The hungry, vulnerable and non-productive part of society

- Subsistence farmers (backyard farmers who produce only for home consumption)
- Smallholders (anything before becoming a commercial venture)
- Commercial farmers (both small commercial and large commercial)
- Plus artisans and processors that do not fall within these groups.

It was commented that it is important to also define this concept in the other countries as the meaning may differ. It was concluded that small holder should be defined to include all the groups except large commercial and non-productive members of society.

### ***5.3 Identification of additional cases and/or organisations***

It was made clear to participants that the idea is to get more cases, not necessarily nice story lines, but to learn from these multi-stakeholder processes that are not necessarily linear. It was suggested by a participant that the milk, pork and wine industries may have interesting cases on multi-stakeholder innovation. Infrutec was also cited as a potential lead. The National Research Foundation (NRF) mentioned that it has a call open for community engagement projects and that these almost always speak to agriculture. The call for proposals closes on 12 November 2010 and it was suggested that this may deliver potentially interesting cases. It was also mentioned that University of Cape Town, University of Fort Hare and Walter Sisulu University have research programs around university and community partnerships. It was also suggested that networks be contacted for suggestions around specific contacts and/or projects that may be of interest. For this it was suggested a brief outline be developed stating what JOLISAA is looking for, what is expected of the organisation when replying and what is in it for the organisation. The comment was made that JOLISAA was planning on making use of one platform per country but that in SA we are fortunate in the sense that there are many existing platforms.

Table 3 provides a summary of further suggestions regarding potential networks and organisations that may be contacted.

**Table 3: Potential networks and organisations that may be contacted**

<b>Suggested networks/organisations</b>	<b>Contact Person/Details</b>
Adaptation Network	Bettina
CINSA	Prof Norris from Univ of Limpopo
SKEP and CAPE	Bettina will email details
DRYNET	Noel Oettle
SANSAI	Colletah can provide contact
Dept of Science and Technology	Dr Seleti
Wagenin Action Research Network	Jolanda
Prolinova	Brigid
SASAE	See website (Joe)
Centre for Public Service Innovation	<a href="http://www.cpsi.co.za">www.cpsi.co.za</a>
CTA	
CGIAR	
Andy Hall	Jolanda has his contacts

#### ***5.4 Discussion around the process of joint learning***

The discussion emphasised the importance to learn jointly from the shared experiences and failed attempts. It is necessary to know to what extent there is joint learning and to what extent it is externally driven by outsiders. Ideally a mix is wanted but there will usually be some external driver from a documentation perspective. How JOLISAA will engage in joint learning with such a diverse audience was something which was mentioned for consideration. Concern was also raised that there is uncertainty as to how the people participating in the inventory but who will not go into the assessment phase will relate to those that do, as the latter will have the benefit of a lot more learning.

It was further observed by the NRF representative that JOLISAA does not operate in isolation and that the joint learning objectives overlap with the HSRC's community engagement initiatives, as well as various university and community partnerships. The NRF felt that it is a good opportunity for creating joint learning linkages.

One of the participants also raised concern regarding future processes once the 30 month JOLISAA project has been completed. He was concerned regarding what his organisation will gain from participation to this project. He was told that JOLISAA is trying to link with networks and organisations that could link and proceed beyond the project time frame. It was again stated that the potential value for participants needs to be clearer especially from a joint learning perspective.

The comment was made by one of the participants that this workshop is really talking to the converted and that an important element of joint learning will be to upscale the joint learning to the broader community, in particular policy makers. He felt that lobbying should be made part of the process. This started the discussion around the involvement of policy makers. It was mentioned that we need to reflect on what we want in order to know what to ask of policy makers. It emphasised however that we should be clear that we do not want top down interventions that squash creativity. Comments were received that policy should be made aware that innovation is an important element of African agriculture that they can support. The

NWGA case was mentioned as an important example of successful public-private partnership. A participant emphasised however that there must be a move away from quick solutions and that the only real way to effect change is through education otherwise the situation will remain one off isolated impacts. The comment was made that quick fixes are the result of voting needs. It was also stated that it is easier to support big transformation programmes and then link performance to the amount of money spent instead of investing in simple innovation that improved the lives of a lot of people. These mistakes are repeated. Leon de Beer from the NWGA felt that the crucial outcome of joint learning should be a list of factors that are crucial for successful projects. These should be incorporated into policy as requirements for any business plans when applying for funding. Engaging policy makers was thus identified as a key element of the joint learning process in order to ensure JOLISAA's impact. It was stated however that in order for this to happen it will be necessary to build a relationship with policy makers and engage in conversation.

It was mentioned that the JOLISAA outputs that will support joint learning include newsletters, e-discussion, national workshops and the JOLISAA website.

### ***5.5 Criteria for selection of cases for joint learning***

For the sake of clarity the initial criteria for the identification of cases for the inventory were revisited and agreed on as being:

- Range of domains (won't exclude on basis of domain)
- Multi stakeholder (will exclude if not three or more stakeholders)
- Focus on smallholders
- Anywhere along the agriculture value chain
- Gender (not basis for exclusion now)
- Time frame/maturity
- Potential for learning
- Would like innovation to have had some output.

Comments made with respect to the initial inventory criteria included the fact that multi-stakeholder systems come in many forms, and in many stages. Some will be closer to the ideal of being equal, others more unequal but they are still multi-stakeholder processes. It should be kept in mind that not only those closest to the ideal but also the other less balanced multi-stakeholder processes are of interest.

It was also remarked that it is not very helpful to seek for diversity on the basis of the nature of the innovation i.e. social, organisational and technical. Diversity in domains is more important for example value chain development, financial spheres, production and processing. It was concluded that if this is done it will ensure diversity in organisational, technical and social dimensions and that the focus should thus be on the diversity in domains. It was commented that the question around the boundaries of the cases need to be kept in mind when thinking about diversity.

Participants were reminded that what JOLISAA wants is to see diversity in the collection of cases as a whole.

The discussion proceeded on the assumption that when thinking of the criteria for selection of the 3-5 cases from the inventory, these initial criteria would have already been met. The criteria for the selection of the 3-5 cases were thus listed as:

- Criteria for inclusion in the inventory must have been met
- People involved want to be active participants in joint learning process
- Cases where there are lessons to be learnt (based on overarching questions)
- Cases for which the inventory unearthed sufficient relevant and content rich information
- Case holders want to take on board the lessons learnt.

With respect to the final point emphasis was placed on the fact that willingness to participate should extend to the farmers and not only the support organisations. Also, willingness to participate should be validated by the stakeholder group as a whole and not only one actor and there will have to be a representative of the group at the project meetings. A comment was added to this that as a minimum the championing agent/driver of the innovation process will have to be involved and willing to participate.

Regarding the initial criteria that the focus should be on small scale farmers, it was mentioned that in some innovation processes the innovation lies in the relationship between commercial and small scale farmers. As such, the involvement of commercial farmers would not *per se* exclude a case. It was concluded on this point that the focus should be on the small holder and that the project is not interested in cases where there is no link with small holder farmers. The concept of small holders was debated and the discussion is outlined under the clarification of key concepts section in this report.

The point was made that it should be one of the criteria that the case has relevance for influencing public policy. This raised the idea of adding replicability to the list of criteria so that the innovation process may be repeated elsewhere and has wider relevance. A participant raised the point that it will be impossible to influence public policy if the innovation is not replicable. It was concluded that replicability should be thought of as a criteria for the selection of the 3 -5 cases. Gender diversity was also added as a criterion.

## **5.6 Needs analysis for joint learning**

The discussion on needs analysis departed with the suggestion that the discussion return to when the project was conceptualised and that the initial anticipation around the benefits for participating countries be revisited. It was emphasised that there is a need for clear goals as to the cross learning phases and specifically what participating organisations may expect to gain from this.

It was also mentioned that joint learning needs some capacity development. A range of capacity needs areas were identified:

- Once the task force (assessment team) has been selected they may need to strengthen their capacities to work together as a group.
- Also with action planning for assessment they may need some help designing the action plan or even for the methods.
- Assistance may be needed with the monitoring of actions.
- Reporting.

It was asked how this capacity building will happen if it takes place. It was suggested that it could take place in many ways e.g. training workshops, can be combined with national meetings or workshops in the field. It is impossible however to give the how until we know the what. It was added that how to influence policy making may be an area for capacity building. Colettah was identified as having strong capacity around gender issues and that this should be seen as a resource. She suggested that building will be needed in terms of people skills as the transformational process is delicate, painful and expensive.

After the discussion the capacity needs areas were identified as:

- Facilitation and group work
- Action planning and assessment methods (look here also at gender issues)
- Reporting and how to influence policy
- Reflection/monitoring and changing mind sets (gender also here under reflection).

A concern was raised around the concept of changing mind sets. It was asked whose minds we want to change as this could be negatively interpreted.

## **6 Planning the way forward**

Apart from the raising of awareness and clarification of concepts used in the JOLISAA project, the workshop served to help plan the way forward. The following table summarises the actions, associated time frames and responsible persons identified during the meeting.



**Table 4: Synthesis of actions, associated timeframes and responsible parties**

<b>Actions</b>	<b>Timeframes</b>	<b>Responsible</b>
Compile workshop report	Mid Nov	Cerkia
Contact newly identified networks	Nov	PCT
Action plan for mobilising organisation, networks and people. Includes action plan for making link with policy makers	Nov	PCT
Finding new cases	Feb	National team
Looking for additional resources	ongoing	Task team led by project coordinator and Roger, Jolanda, Bettina
Finalising National Team and roles and responsibilities and capacity building needs	January	Task force of Colletha, Gerrit, Bettina
Writing up brief inventory guidelines (developing the form)	December	PCT
Finalise the inventory criteria	Jan/Feb	PCT/National team
Collect info about the cases	Mid April	PCT/Case Holders
Selecting 10 cases (shortlist)	End April	National Team
Finalise criteria for selection of 3-4 cases	July at NX2	National Team
Visiting the short listed cases	End June	National Team Members
Organising NX2	May	PCT
NX2 and at NX2 will be <ul style="list-style-type: none"> <li>▪ selecting of cases</li> <li>▪ deciding on the assessment process</li> <li>▪ Finalising criteria for selection of 3-4 cases.</li> </ul>	July 2011	International JOLISAA team/PCT/National Team

\* National team here defined as those at the meeting NX1

\*\*PCT is the Project Coordinating Team

It was pointed out that the idea of selecting 10 cases and visiting and recording them was developed during the workshop and was not part of the initial process. It was highlighted that this has resource implications and that it is included in the above planning but that it is dependant on the availability of resources. It was concluded that there is a minimum commonality required between countries and that we have not yet reached the stage where a decision has been taken on this matter.

### **6.1 Decisions regarding the NX2 meeting**

Participants were asked whether they were comfortable with the NX2 meeting taking place in the same venue used for this workshop. A brief discussion followed with a suggestion that alternative venues like Towoomba in the Limpopo Province be considered. The unanimous consensus was however that the ARC Silverton facilities were addressing the needs for such a meeting and it is logistically ideally situated.

## **7 Outcomes of the workshop evaluation**

The evaluation sheet (Appendix 7) was emailed to all workshop participants in December 2010 that had attended either the full workshop or the Wednesday morning session.

This summary has been prepared based on the responses that had been received by mid January.

Generally, the participants who submitted evaluation forms felt that that the workshop partially or completely met their expectations and none felt that the general structure did not promote some level of participation and flexibility of activities.

A number of different things were raised as striking points. Participants highlighted people's willingness to share their experiences. The market place was seen as an effective component of the workshop. Concern was raised by one participant that the initiative had not progressed further in South Africa since its initiation.

In terms of things learnt during the workshop, participants noted that they realised that there were quite a lot of innovative processes underway, that the diverse group of people had different perspective and ideas. The need to clarify terminology was highlighted as important, though one person responded that discussions tended to get too scientific rather than focusing on the role that innovation (especially local innovation) can play in improving people's livelihoods. The need to clarify the role of case-holders in the JOLISAA initiative was highlighted.

In terms of criticism of the workshop, there was comment made that the facilitation was sometimes confusing and that there was insufficient time for discussion about the roles of different stakeholders and to tie up various discussions that were initiated.

None of the participants indicated that they felt it would not be beneficial to continue participating in the initiative. Some felt that it offers opportunities for people from different disciplines to interact around the common theme of innovation, but there were some concerns raised by one person that the project has been structured to allow for it to reach some pre-determined conclusion.

The outcomes of the evaluation will be used to inform the way that the next national workshop is arranged and facilitated.

## Appendix 1: Final Programme

**JOINT LEARNING ABOUT INNOVATION SYSTEMS IN AFRICAN AGRICULTURE  
(JOLISAA)  
NATIONAL INCEPTION WORKSHOP - PROGRAMME  
PRETORIA, 2-4 NOVEMBER 2010**

Objectives:

- Create awareness about JOLISAA
- Create awareness of the benefits of multi-stakeholder innovation systems
- Clarify terms and concepts
- Identify additional cases
- Start the process of joint learning around innovation systems
- Plan the way forward for JOLISAA-SA.

### Tuesday 2 November

Time	Session content	Facilitator
12.00	Arrival and registration	Yvonne Samuels (UP)
12.15	Lunch	
13.00	Participants to set up market place	
13.30	Welcome, introductions, outline of workshop structure and objectives	Joe Stevens (UP)
14.15	Structured market place interaction – setting the scene for the workshop	Brigid Letty (INR) / Violet Kirigua (KARI)
15h30	Tea break	
16.00	Discussions about multi-stakeholder innovation processes - drawing out lessons from group work	Violet Kirigua (KARI) / Brigid Letty (INR)
17.30	Closure for the day	

### Wednesday 3 November

OPEN MORNING SESSION FOR WIDER STAKEHOLDER GROUP		
08.30	Formal opening & welcome, and aim of the morning session, brief introductions (name and organisation)	Joe Stevens (UP)
08.50	Keynote speaker – experiences with joint innovation processes	Bettina Koelle (Indigo Development and Change)
09.40	Introduction to JOLISAA and approach to be followed for the project	Bernard Triomphe (CIRAD)
10.00	Tea break	
10.30	Introduction basic concepts	Brigid Letty (INR)
11.00	Visit to the market place (with short presentations by exhibitors)	Nour Sellamna (ICRA)
12.30	Discussion on cases (all questions reserved till then)	Nour (ICRA) / Rose Fagbemissi (CIRAD)
12.50	Concluding remarks, reflection and comments	Joe Stevens (UP)
13.15	Lunch	
14.15	Initial analysis of the market place cases in terms of these concepts and the overarching questions (joint learning process)	Joe Stevens (UP) / Nour Sellamna (ICRA)
15.15	Tea break	
15.30	Relevance of key concepts in the framework of the market place cases	Jolanda van den Berg (Wageningen UR) / Rose Fagbemissi (CIRAD)
16.45	Identification of additional innovation cases or organisations/networks that should be brought into the JOLISAA project to expand the network	Cerkia Bramley (UP)/ Bernard Triomphe (CIRAD)
17.30	Closure for the day	Joe Stevens (UP)

### Thursday 4 November

8.00	Reflection on previous days	Colletah Chitsike (ICRA)
8.30	Clarify the process of joint learning	Nour Sellamna (ICRA) / Joe Stevens (UP)
9.45	Confirm criteria for selection of cases for joint learning (Consider overarching questions to be addressed during the joint learning process)	Brigid Letty (INR)/ Bernard Triomphe (CIRAD)
10.30	Tea break	
11.00	Needs analysis for joint learning	Nour Sellamna / Colletah Chitsike (ICRA)
12.15	Way forward - <i>next steps and associated time frames</i>	Brigid Letty (INR)
13.15	Closure of the workshop	Joe Stevens (UP)
13.30	Lunch	
14.30	Participants depart after lunch	

## Appendix 2: List of participants

No	Surname	Initials	E-mail Address	Contact Nr	Institution
1	Mongbo	RL	<a href="mailto:Rochl_mongbo@yahoo.fr">Rochl_mongbo@yahoo.fr</a>	0022997374797 0022995966446	University of Abomey Calavi
2	de Beer	L	<a href="mailto:Leon@nwga.co.za">Leon@nwga.co.za</a>	041 365 5030 082 890 6625	NWGA
3	Shezi	ZF	<a href="mailto:sheziza@ukzn.ac.za">sheziza@ukzn.ac.za</a>	033 260 5665 079 238 6339	FSG-UKZN
4	Mbatha	GP	<a href="mailto:gmbatha@gmail.com">gmbatha@gmail.com</a>	071 684 4516	CAP – UKZN
5	Van den Berg	J	<a href="mailto:Jolanda.vandenberg@wur.nl">Jolanda.vandenberg@wur.nl</a>	-	LEL part of Vageninjen UR
6	Jones	PA	<a href="mailto:asstute@lantic.net">asstute@lantic.net</a>	083 686 7539 015 517 7011	Donkey Power Facilitation & Consultation
7	Ramaru	MJ	<a href="mailto:ramajm@agric.limpopo.gov.za">ramajm@agric.limpopo.gov.za</a>	079 790 7326	Limpopo Dept Agriculture
8	Rootman	GT	<a href="mailto:rootmang@agric.limpopo.gov.za">rootmang@agric.limpopo.gov.za</a>	082 442 5964	Limpopo Dept Agriculture
9	Tuckeldoe	R	<a href="mailto:RogerT@daff.gov.za">RogerT@daff.gov.za</a>	012 319 7002	DAFF- Food Security
10	Stevens	JB	<a href="mailto:joe.stevens@up.ac.za">joe.stevens@up.ac.za</a>	012 420 3249	University of Pretoria
11	Fagbemissi	RF	<a href="mailto:Rose.fagbemissi@cirad.fr">Rose.fagbemissi@cirad.fr</a>	-	CIRAD
12	Triomphe	BT	<a href="mailto:Bernard.triomphe@cirad.fr">Bernard.triomphe@cirad.fr</a>	-	CIRAD
13	Sellamna	NS	<a href="mailto:sellamna@agropolis.fr">sellamna@agropolis.fr</a>	-	CIRAD
14	Kamau	GM	<a href="mailto:gkamau@kari.org">gkamau@kari.org</a>	254-2-721315891	KARI
15	Ndabeni	L	<a href="mailto:ndabenil@tut.ac.za">ndabenil@tut.ac.za</a>	012 382 3073	IERI
16	Kirigua	VO	<a href="mailto:vokirigua@kari.org">vokirigua@kari.org</a> <a href="mailto:violetkirigua@yahoo.com">violetkirigua@yahoo.com</a>	+254 072 585 0340	KARI
17	Kidson	MV	<a href="mailto:Michael@arc.agric.za">Michael@arc.agric.za</a>	012 310 2590	ARC – ISCW
18	Bramely	C	<a href="mailto:Cerkia.bramley@up.ac.za">Cerkia.bramley@up.ac.za</a>	083 390 7197	University of Pretoria
19	Kotze	D	<a href="mailto:donna@indigo-dc.org">donna@indigo-dc.org</a>	083 722 6286 072 218 7148	Indigo
20	Koelle	B	<a href="mailto:Bettina@indigo-dc.org">Bettina@indigo-dc.org</a>	079 524 3916	Indigo
21	Von Malhtz	G	<a href="mailto:Gvmalt@csir.co.za">Gvmalt@csir.co.za</a>	012 841 3640	CSIR
22	Netshiluvhi	TR	<a href="mailto:Thiambi.netshiluvhi@dst.gov.za">Thiambi.netshiluvhi@dst.gov.za</a>	012 818 8612	NACI
23	Maphosa	JS	<a href="mailto:ksiphp@gmail.com">ksiphp@gmail.com</a>	072 411 2608	Dept Agric, Rural Dev & Land Admin – Mpumalanga
24	Ngcobo	TG	<a href="mailto:ngcobot@arc.agric.za">ngcobot@arc.agric.za</a>	012 427 9838	Agric Research Council – ARC
25	Chitsike	AC	<a href="mailto:Chitsikec@arc.agric.za">Chitsikec@arc.agric.za</a>	076 312 3118	ARC
26	Klalienbeek	T	<a href="mailto:tracy@nvf.ac.za">tracy@nvf.ac.za</a>	012 481 4177	NRF
27	Kirsten	J	<a href="mailto:Johann.kirsten@up.ac.za">Johann.kirsten@up.ac.za</a>	012 420 3248	University of Pretoria
28	Ramolotja	MP	<a href="mailto:peterv@daff.gov.za">peterv@daff.gov.za</a>	012 319 6745	DAFF
29	Backeberg	GR	<a href="mailto:gerhardb@wrc.org.za">gerhardb@wrc.org.za</a>	012 330 9043	Water Research Commission
30	Furniss	WJ	<a href="mailto:wjfurniss@gmail.com">wjfurniss@gmail.com</a>		Interested/visitor/observer
31	Theron	AJ	<a href="mailto:adri@arc.agric.za">adri@arc.agric.za</a>	012 310 2518 082 445 6269	ARC – ISCW
32	Ndhlovu	SM	<a href="mailto:ndhlovus@arc.agric.za">ndhlovus@arc.agric.za</a>	012 310 2641	ARC - ISCW
33	Rashopola	R	<a href="mailto:mrrashopola@ruraldevelopment.gov.za">mrrashopola@ruraldevelopment.gov.za</a>	012 312 9432	Dept of Rural Dev & land Reform

## **Appendix 3: A brief overview of the JOLISAA project: JOint Learning in Innovation Systems in African Agriculture**

EU KBBE CSA Project No. 245319

*Official starting date:* 1 February 2010.

*Duration:* 30 months

### **Background and justification**

The related concepts of “Innovation” and “Innovation Systems” are becoming increasingly common in discourse on agricultural and rural development. They emerged in response to the limitations of linear or top-down models of knowledge and technology transfer, and in recognition that participatory approaches at farm and community level – while providing interesting opportunities – were not always sufficient to improve smallholders’ livelihoods in a lasting way and on a large scale. Stimulating innovation and improving the efficiency of innovation processes and systems is increasingly recognised as a policy priority. However, largely because of the complexity of multi-stakeholder processes of knowledge generation and use in smallholder farming, there is little understanding of what policies and approaches work effectively under what conditions, and how to implement them in concrete terms. In Africa, much attention is paid to innovation practice. Numerous projects and initiatives, usually implemented with external donor support, promote participatory development of different types of agricultural innovations at different scales. Most of this work is, however, not based on an explicit conceptual basis, nor are such experiences systematically documented (not to mention assessed) in a truly participatory manner. Moreover, cross-analyses of cases within a country or across countries are rarely made because of differing underlying analytical frameworks and approaches used in each case study. Thus, learning about such experiences remains fragmented, mostly local and anecdotal, and has limited capacity to inform and influence policy formulation and institutional frameworks.

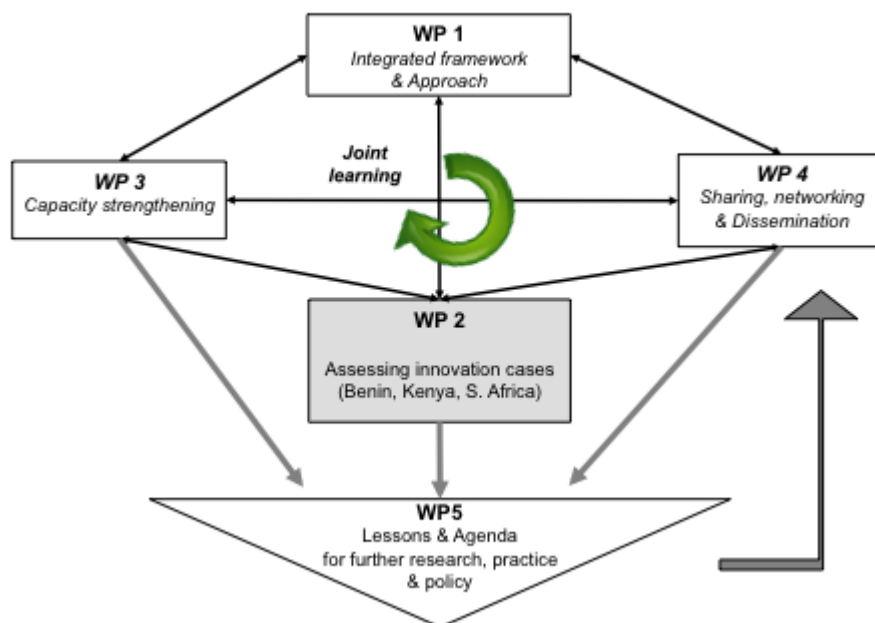
### **Project overview**

The JOLISAA project aims to increase understanding of agricultural innovation systems focusing on smallholders’ livelihoods and the articulation of local and global knowledge. Specifically, JOLISAA’s goal is to assess how smallholders’ innovativeness, knowledge, capacities and other resources can be tapped into, strengthened and linked effectively to those of other stakeholders – public or private, local or global – to contribute to reducing rural poverty and improving food security in Africa.

To this end, lessons learnt about past and ongoing experiences with agricultural/rural innovation involving multiple stakeholders in Eastern, Southern and West Africa will be synthesised by combining joint case-study assessment with capacity-strengthening and networking at various scales. Lessons will be sought in terms of the practices, the underlying concepts, methodologies and narratives, and in terms of the context, i.e. support structures and institutions (e.g. research, extension and education institutes) and mechanisms (e.g. coordination, platforms, policies) that are required as part of the enabling environment for such approaches. Case studies developed in an iterative way by scientists and practitioners according to a common analytical framework will tackle diverse innovation types and scales: from natural resource management to production and agribusiness, from local initiatives to national and regional ones. Joint iterative capacity-building and learning among project partners and with local/national stakeholders is at the heart of the project’s operation: it will be fostered by engaging diverse stakeholders, including researchers, practitioners and policymakers.

The corresponding activities will be conducted through five interlinked thematic Work Packages (WPs) (Figure 1). In WP1, an analytic framework and an operational approach will be developed based on an innovation-system perspective and carefully adapted to the context and experiences of the three regions in Africa. WP2 will involve joint assessment and learning from a series of case studies in Kenya, South Africa and Benin. In WP3, the capacity of members of existing multistakeholder innovation platforms to assess their experiences and to facilitate innovation will be strengthened, in close interaction with case-study development. In WP4, lessons will be shared and discussed within existing national innovation platforms across Africa and with European/international institutions. WP5 will compile and share the project outputs and deliver them in formats suitable for a range of audiences, from academia to policymakers.

Figure 1: Global interactions among thematic Work Packages in the FP7 JOLISAA project



### Partners and participants

JOLISAA is a small consortium of European (CIRAD, WUR-LEI, ETC, ICRA) and African (KARI, Universities of Abomey-Calavi and Pretoria) partners involving highly experienced and motivated research, development, capacity-strengthening and networking institutions. Individual participants have a wealth of experience and include specialists from different disciplines and backgrounds (agronomy, economy, sociology, anthropology, extension science, researchers, practitioners, educators, etc.).

### Key outputs

A key output of the project will be joint learning and strengthened capacities among project partners and case-study holders, enabling them to assess and engage more effectively in multi-stakeholder innovation processes and systems. Another major output will be reports, publications and training materials about individual selected case studies, providing a better understanding of the nature, performance and impact of innovation systems and of the multi-stakeholder processes of knowledge creation, transfer, hybridisation and use that sustain innovation, as well as reports and publications presenting a cross-analysis of such cases. The project will also produce policy briefs to contribute to more informed decision-making by formal agricultural research and development (ARD) actors in Africa and their international partners about how to strengthen Agricultural Innovation Systems (AIS) and

local/traditional knowledge. Finally, the project will deliver relevant, pragmatic and collectively validated recommendations to the EC and to African decision-makers for future research, practice and policy related to AIS and local/traditional knowledge. All the above materials will be actively shared and disseminated at various scales – national, regional, African, global – both through the project website and during relevant national and international events.

**Coordination and further information**

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bernard.triomphe@cirad.fr

Project website: [www.jolisaa.net](http://www.jolisaa.net) (available from November 2010)



## Appendix 4: Guidelines for documenting cases to be shared at the workshop

The cases of multi-stakeholder innovation that you select to present at the workshop should meet most of the following criteria (please indicate):

Criteria	Yes/No
A process that has led to the development of an innovation that increases income, reduces labour, increases production, improves livelihoods and/or improves management of natural resources	
An innovation that is relevant to or specifically focused on smallholders	
The innovation process involves at least 3 types of stakeholders	
Local knowledge plays a role in the innovation process ( <i>a 'nice to have'</i> )	
The case has been underway for some time (several years)	
The innovation process is mature, i.e. there is already an outcome (even though the process may be continuing)	
The innovation is technical, social or organisational in nature	

If you would like to participate in the meeting, please prepare a 1-page summary for each innovation case that covers the following aspects:

1. Location
2. Background
3. Field(s) of innovation (e.g. livestock-keeping, cropping, forestry, water management, savings and credit, land tenure, marketing, etc)
4. Types of stakeholders involved
5. Role of the smallholder farmers in the process, including gender issues
6. Party responsible for initiating/leading/driving the process
7. Factors / catalysts responsible for development of the innovation
8. The outcome(s) of the innovation process
9. The benefits of the innovation and for whom (including relevance of gender)
10. The role of local knowledge in the innovation process

## **Appendix 5: Extract from: Guidelines for the inventory of innovation cases (Version 2, 2010)**

### Key contributors to version 2 of the guidelines:

*Bernard Triomphe, Rose Fabemisssi,  
and members of the Inventory Guidelines Task Force:  
Bette Harms, Jolanda van den Berg, Joe Stevens, Anne Floquet, Geoffrey  
Kamay.*

#### **1. Introduction**

JOLISAA has adopted a **2-step approach** to case study assessment.

**Step 1** consists of an “enriched” inventory (hereafter called simply “the inventory”), which combines quantitative and qualitative characterization of 30-45 innovation cases per target country. It will last until March or April 2011, even though major advances should take place before the end of 2010.

**Step 2** corresponds to the actual case assessment itself (there is no longer any reference to light or in-depth cases). It will focus on a handful of cases selected from the inventory and will start in towards April 2011.

In this approach, the inventory of cases is thus the major instrument allowing us to collect, organize and describe (both quantitatively and qualitatively) a diverse portfolio of innovation cases. The inventory is not an isolated activity: it has strong linkages with the analytical framework, the annotated bibliography, networking at national and international levels as well as capacity building.

#### **2. What do we mean by innovation?**

Different people define and understand the word innovation differently. It can be confusing! This section defines what we in JOLISAA understand by innovation. As the reality it refers to is complex, this section goes into some details to clarify different aspects related to innovation.

An “innovation” refers both to the outcome and to the process by which this outcome has been achieved.

In terms of outcome, JOLISAA considers innovations (with an “s”) as new and promising ways that specific people (usually referred to as “actors” or “stakeholders”) in a specific place come up with for doing things (such as producing a crop, or tending their animals, or transforming a primary product, or marketing their produce etc.), for organizing and exchanging human, material and intellectual resources (such as sharing water for irrigation, or accessing communal grazing areas, or accessing market-related information and skills). More generally, innovations can be defined as whatever it requires in technical, organizational and institutional terms

for dealing with a problematic or challenging situation (such as fighting against soil degradation, or achieving food security or obtaining more equal terms of trades within a supply-chain).

- “New” means it is new for these specific people and/or this specific place, nor necessarily new elsewhere or for somebody else.
- “Promising” means that this new way of doing or organizing things is considered a potential improvement upon the present way of doing /organizing the same thing or dealing with a given problem.

In terms of process, JOLISAA is specifically interested in the sequence of actions, steps and interactions a specific set of stakeholders follows in a specific place to identify, develop and diffuse one or several specific innovations (as outcomes), in order to solve a specific problem or challenge.

JOLISAA is more interested in the innovation processes than in the innovation outcomes per se. However, JOLISAA readily acknowledges that both innovation outcomes and processes may be intimately linked: i.e. the specificities of a given innovation process may depend in part on the actual type of innovations being developed, and vice versa. For example, developing a new variety of corn usually implies that farmers, breeders, seed suppliers and corn consumers get involved in the process, it also implies that on-farm experimentation and culinary tests are usually implemented at one stage or another of this process, while it also shapes the way diffusion of the new corn varieties is organized, etc. Likewise, innovations that help farmers gaining access to an urban market involve other types of stakeholders (all those along the concerned supply chain), and there is not necessarily outright “experimentation” about organizational structures, but rather a series of changes and adaptations made until a viable formula is identified, usually as a result of intense negotiations.

Let’s introduce one more concept: that of Innovation Systems. This notion may create confusion, because it overlaps partly with that of innovation processes. Another difficulty arises from the fact that the concept of “innovation systems” refers as much to a conceptual tool (equivalent to the well-established notions of cropping systems, or farming systems), as to actual concrete systems existing or emerging in reality. For us in JOLISAA, we will use Innovation system as a conceptual tool with which to describe and assess multi-stakeholder innovation processes and the context within which they take place. The innovation system tool calls attention to the diversity of actors (such as farmers, researchers, extension services, private sector, governments), the activities they conduct to foster (or to impede) innovation, and the relationships, formal or informal, they establish among them in doing so, and also to the environment in which they operate (including policies, funding flows and rules) (see a working definition in World Bank, 2006).

Let’s complete our presentation of innovation with a number of important dimensions related to innovation:

- Innovations (as outcomes) do not necessarily entail the same degree of “newness” for the end-users: some time, they may consist of a simple adaptation

made to an existing practice or equipment (i.e. an improved technique for irrigation, substituting a cheaper input for another more expensive one, modifying the design of a animal-drawn seeders). Other times however, they may involve more radical or structural changes (such as introducing a new crop farmers did not know anything about, or linking subsistence farmers to an emerging market, or creating an institution such as a farmer cooperative, or a multi-stakeholder platform). All such degrees of newness are of interest to JOLISAA.

- Innovation (both as outcome and process) may involve different scales at which it is being developed and put into use, or at which it has an impact on the lives of people: some innovations are rather local (a few farmers, a few communities), some may have a regional, national or even international scope (such as the establishment of a new seed system), depending on the specific issue, the nature of the stakeholders involved in the process, etc. Again, JOLISAA is potentially interested in all such scales.
- While many people tend to link a specific innovation process with a specific innovation outcome (such as a new way of feeding livestock), there might be not one but a series of interlinked innovations that emerge together out of a given innovation process, some more technical in nature, some more organizational: indeed, this is a frequent occurrence!
- Finally, one should also remember that innovation processes are complex and highly dynamic. For one thing, they may not always have a clear starting or end point, they may not always be due to a clearly identified innovator or group of stakeholders: they usually combine different sources of knowledge and resources. More importantly, they do not usually follow clear, linear pathways. On the contrary, they may have emerged and developed dynamically through a series of iterations / approximations within an emerging network of actors, not necessarily all planned for, not necessarily intended, not necessarily with the same champions and stakeholders involved at all stages. For example, a given innovation in feeding pigs may have several independent “inventors”, who have somehow integrated ideas having come at one time from a former development program which was actually looking at ways of improving pig health.

### **3. Objectives of the inventory**

The objectives are three-fold:

1. Take stock of the diversity of multi-stakeholder agricultural innovation processes involving smallholders, and the role of local knowledge in such processes;
2. Provide some basic description<sup>1</sup> about what is actually known and available about each case, so that we will be in a position to classify cases and select cases for further collaborative assessment; and
3. Provide an opportunity to develop / strengthen linkages and networking with partners and resource persons at the country / regional and international levels.

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<sup>1</sup> These descriptors have to do with the «what, how, when and where” of key aspects of the innovation cases. Hence, they necessarily relate to the assessment itself, which will be conducted subsequently on selected cases.

The concrete output of the case inventory is an aggregated data set of about 35 to 50 innovation cases for Benin, Kenya and South Africa (and surrounding countries).

**Each case** will be represented by 3 complementary pieces of information:

- (1) a Word file synthesizing key qualitative features of each innovation case (approx. 2-4 pages per case, depending on how much detail is provided)
- (2) a filled-in line in the Inventory MS Excel © file, based on a series of mostly quantitative descriptors
- (3) a set of documents about the case.

### **Upfront typology of innovation experiences**

In general, JOLISAA aims to collect a wide diversity of innovation cases, differing from each other according to three key criteria such as nature of stakeholders, scale, type of innovation.

### **Proposed criteria and their value for the upfront typology of innovation cases:**

<b>Criteria</b>	<b>Classes</b>
<b>Scale of the innovation process</b>	<ol style="list-style-type: none"> <li>1. mostly / rather local</li> <li>2. a significant part of it takes place at the regional or national scale</li> </ol>
<b>Innovation domains &amp; types (1)</b>	<ol style="list-style-type: none"> <li>1. mostly linked to production &amp; NRM (usually with an initial emphasis on technical innovations),</li> <li>2. mostly linked to marketing (usually with an initial emphasis on organizational/institutional innovation)</li> <li>3. Innovation mix (no dominant domain or type)</li> </ol>
<b>Lead stakeholders / intentionality (2)</b>	<ol style="list-style-type: none"> <li>1. Local stakeholders (including farmers, FOs and CBOS, with or w/o support from local NGOs)</li> <li>2. Public institutions and institutional projects (research and/or Development)</li> <li>3. Private sector</li> </ol>

(1) Overlaps a lot with innovation types: technical, organizational. The link between domain and types is purely indicative, as many times, innovations processes eventually tackle both dimensions.

(2) Overlaps quite a bit with intentionality as defined by publicly orchestrated vs. non-orchestrated

The selection of cases should yield a more or less balanced set of cases according to each criterion and its proposed values. If and when too many cases seem to fall in the class (same criteria and value are met), then a specific effort will have to be made to identify cases corresponding to the other value(s) for the same criteria. Beware however of not discarding too lightly cases for which there is some doubt about whether or not they indeed meet our criteria for selection in the process of selecting cases for the inventory. It is better to have more cases (even more than the 30-45 expected) and then select those that genuinely correspond to JOLISAA's focus and wish for diversity, than to have too few cases because we would have discarded potentially interesting cases during our initial attempt at looking for cases of given characteristics.

In addition, the corresponding aggregated information set will allow us to produce a cross-analysis of the inventory results both within and among target countries. Beside producing basic descriptive statistics about our collection of cases, the cross-analysis will contribute among others to developing a simple ex-post typology of

innovation cases, formulating answers to some of our initial overarching questions, on refining our over-arching questions or formulating new ones as well as developing hypotheses for the subsequent assessment.

#### **4. Towards the formulation of overarching questions**

##### **Basis for developing overarching questions**

JOLISAA needs to develop interactively and iteratively a set of overarching questions that will guide the joint learning process throughout the duration of the project. The overall goal of JOLISAA provides a necessary starting point for developing overarching questions. It was formulated like this:

*“To assess and learn jointly from recent experiences across Africa about how innovation processes involving multiple stakeholders and types of knowledge operate, in order to identify concrete priorities for research, practice and policy for addressing the needs and demands of smallholders and other rural actors”.*

In other words, JOLISAA aims to assess jointly the strengths and weaknesses of existing approaches to, and experiences with multi-stakeholder innovation processes at various scales, to understand better the dynamics of knowledge creation, transfer and use, with special emphasis on the use of local knowledge<sup>2</sup>. All this should contribute to generating shared insights and lessons which can be translated into concrete recommendations for research, policy and practice so that each of the corresponding stakeholders can better take part and sustain on-going or future innovation processes.

The project proposal also formulated a few generic questions, which may serve as reference for developing our overarching questions:

1. How does the dynamic structure and conduct of an agricultural/rural innovation system affect its performance, and how can this be assessed in an operational, collective manner?
2. How can the knowledge and skills held by key stakeholders of a given innovation system be mobilised so that they contribute effectively to overall knowledge generation and innovation?
3. How can formal ARD organisations take part in and enhance multistakeholder innovation processes?
4. Which constellations of stakeholders, arrangements and policy instruments are most effective in supporting agricultural/rural innovation processes aimed at addressing the needs and demands of the rural poor?

The overarching questions are yet to be finalized as an output of the inventory and in interaction with local stakeholders who will be involved in the joint learning process throughout JOLISAA. The inventory variables will however offer a first opportunity to formulate, explore and answer albeit partially such questions.

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<sup>2</sup> In the JOLISAA project local knowledge refers to: “knowledge held by farmers (both men and women) and other rural actors and refers to both their capacities and activities. It builds strongly on traditional knowledge, and hence is firmly rooted in people’s identities and culture and in the relationships they have developed with their natural and social environment over time. Yet this knowledge is not static (JOLISAA project proposal, 2009:6)”.

For the time being, three categories of overarching questions have been identified tentatively:

1. **Learning about the diversity of innovation processes** - *What are the main types of innovations (as outcomes) which can be found today in African smallholder agriculture and rural development?* - Focus will be on identifying key dimensions of innovation processes, such as innovation domain, innovation regime, actors and their contributions, triggers behind the innovation process, initiator(s) of the innovation process, scale of innovation process, structure/pattern of innovation process (e.g. engineered platform, evolutionary, top-down linear)
2. **Learning about how innovation processes unfold** - *How does an innovation process unfold and why?* How did stakeholders involved in an innovation process mobilize and transform their knowledge base, in interaction with other stakeholders? What role did local knowledge play in the innovation processes? What were the key opportunities and barriers for the unfolding of the innovation process? What factors and conditions allows or prevent a given innovation process to develop beyond its initial scale or scope?
3. **Learning about learning in innovation processes** - What different types of knowledge hybridization (or learning) were keys in the development of scale and scope of the innovation? How can we characterise the types of knowledge generated by the innovation process? What modifications were necessary for the innovation to go to scale (reach its full potential). What local knowledge was crucial in the development (going to scale – out-scaling) of the innovation process? How can small holders get their voice, knowledge and concerns equitably (fairly?) heard in multi-stakeholder innovation arenas and processes?

## 6. Information to be captured in the inventory

### INNOVATION IDENTIFICATION

Before actually characterizing the case, an **identification section** is included (column

**A:** Country,

**B:** region,

**C:** brief title)

**D:** name of person providing the information

**E:** the person's link with the case

**F:** date when the info was filled / updated.

#### A. Types of innovations

##### What we are looking for?

JOLISAA interested in all types of innovation related to agriculture and rural development, with a clear smallholder focus (even if only as beneficiaries):

- From “concrete” technologies or products, or adaptations thereof. Examples include a new variety, a new way of fertilizing a crop, a new cropping system, a new way of feeding livestock, a new irrigation system, etc.

- To new organizational arrangements and institutions, including new by-laws for accessing / managing resources, new agreements and coordination mechanisms within and among stakeholders, new institutions, new markets or marketing channels, etc.

JOLISAA could also pay attention to a number of novel financial, business and advisory support services to farmers, if such services lead farmers to do things differently from. Examples of such new services include market information being sent through SMS, or agricultural credit schemes through cell phones, etc.

#### **Variables used for the inventory and their classes**

- **G:** Dominant type of innovation (**responses:** technical, organizational, institutional, mixed)
- **H:** Nature of innovation (**responses:** production, NRM, processing, service delivery / logistics, access to markets, mixed)
- **I:** Nature of innovation process (**responses:** top-down, organized partnership, network, bottom-up, mixed)

### **B. Geographic scale at which innovation is taking place**

#### **What we are looking for?**

JOLISAA is interested in innovations taking place at all scales: local ones (involving individuals belonging to one or a few communities), district or regional ones, and up to national or even international scales. Often, innovation takes place simultaneously at various scales. Note also that some times, innovation does not strictly take place on a geographic scale: this is the case for innovation along a commodity supply chain.

#### **Variables used for the inventory**

- **J** Dominant scale of innovation: (**responses:** local (a few farmers/communities), regional (a district, a province), national, international, multiple (when innovation has taken place at more than one scale))

### **C. Initiative, trigger and Intentionality**

#### **What we are looking for?**

JOLISAA is interested in knowing who (the persons or institutions) who had the idea and take the commitment to start an innovation process. Close to this, it is also important to know the persons or institutions who needed to innovate in order to achieve meaningful changes.

JOLISAA is interested in knowing what has stimulated the emergence of a given innovation. It could be an environmental stress such as changes in the weather, or a change in market conditions and opportunities, or a change in the policy and regulatory framework. It could also simply be the introduction of a new technology from outside.



JOLISAA is interested in knowing whether the innovation process was orchestrated or not.

#### **Variables used for the inventory and their classes**

- **K** Initiative: who was mostly at the origin of the innovation process (**responses**: farmer-led, development intervention (whether NGO or government-led, or within the framework of a project), research- led, private sector, other)
- **L** Trigger: *Dominant trigger for initiating the innovation process (responses: environmental stress, market change / opportunity, policy and regulatory change, labor availability and conditions, introduction of new technological knowledge or new technology, other)*
  - **Note**: It might be difficult to choose only one dominant trigger: in that case, the necessary details will be part of the narrative provided in the Word file
- **M** Was it a planned, thought through process? Yes/No.

#### **D. Key activities developed during the innovation process**

##### **What we are looking for?**

JOLISAA is interested in knowing what were the major activities developed during the innovation process, and to what extent they were implemented.

#### **Variables used for the inventory**

- **N** Diagnostics and other thematic studies (usually conducted by researchers or experts)
- **O** on-station or laboratory research
- **P** *on-farm trials / farmers' experiments*
- **Q** *Exchange visits within and between stakeholders*
- **R** *Training, education and capacity-building*
- **S** *Development of user focus groups & similar*
- **T** *Development of new institutions, platforms, forums and regulatory mechanisms*
- **U** *Development of support services (credit, advisory)*
- **V** other

For each of the above variables, the possible **responses** include: essential, significant, minor, never used

#### **E. Sources of knowledge**

##### **What we are looking for?**

JOLISAA is interested to know the main sources of knowledge that are mobilized while people engage into an innovation process.

#### **Variables used for the inventory**

**W** **Main sources of knowledge mobilized: (responses: mostly local, mostly external K brought by research, extension NGOs or industry, mixed sources)**

## F. Nature of stakeholders involved and their interaction

### What we are looking for?

JOLISAA is interested in multi-stakeholders processes and systems. Fortunately, most agricultural innovation processes and systems, when assessed carefully, possess a multi-stakeholder nature, with usually farmers, development institutions, government and private sector all being involved at one stage or another. Still, JOLISAA will preferentially take a look at innovation processes where at least **3 or more** different types of stakeholders have been actively involved at one time or another in critical stages of the process. *Conversely, innovations experiences involving only a group of farmers on one hand, and a small team of researchers or a single NGO on the other hand are not our target.*

Note also that JOLISAA is searching for cases in which **any** stakeholder group might have been the lead actor or champion, be they farmers, researchers, development institutions (GOs or NGOs alike), or private-sector.

JOLISAA does not discriminate on the basis of formal or informal stakeholders: a group of farmers or a CBO with no legal status might well be among the major stakeholders. Similarly, an informal coordination platform or mechanism among stakeholders can have played a decisive role in the innovation process.

### Variables used for the inventory

- **X to AD**: indicate for each type of stakeholder listed its level of participation: (**responses**: leader, active participant, minor participant, did not participate)
- **AE** Other: allows you to specify a type of stakeholder not listed in columns X to AD.
- **AE** Types of interaction. (**responses**: mostly informal, mostly formal).

## G. Duration and current dynamics of maturity

### What we are looking for?

- What we are looking for preferentially:
  - Innovations cases of a minimal age / duration, which have been taking place over at least 3-4 "cycles" or years.
  - Relatively **recent** innovation cases, which have taken place over the past decade or so.
  - Processes which may still be on-going / evolving / flexible, especially for relatively recent experiences, as well as processes which are already more mature (i.e. routines have been established which ensure innovation continues to evolve / take place, with or without much new developments in its format and content - this could be the case for an export-oriented produce for which market and production techniques have been developed decades ago)
- What we might also be interested in:

- Older “famous” or landmark innovation cases which happened mostly in the past (up to 20 years back), as long as the corresponding processes have been “reasonably” well documented over time, and as long as there are resource-persons around today capable of revisiting / assessing these old experiences.
  - In such cases, the innovation process might be mostly over (things happened up to a certain point in time, but hardly anymore), but not necessarily: some innovations processes stretch over long periods of time, and involve different phases: this could for example be the case for the cotton production supply-chain in a country like Benin, which has witnessed a series of twists and turn-about over time in response to fluctuating markets and to a redefinition of the role of the state in cotton production.
- *However, JOLISAA will not be keenly interested in such “old” innovation processes if they eventually appear to be too difficult to assess today with our framework, for lack of relevant supportive documentation or resource-persons.*
- What we will try to **avoid**:
  - Incipient innovation processes, which have just started to develop in the recent past (1-2 years at most) on an experimental / pilot base, and about which nobody actually knows their potential significance.
    - *Example 1: case of a project recently launched in a small region to develop and adapt principles of sustainable agriculture using a PID approach. Individual innovators have been identified, community meetings have been conducted to identify priority topics and to draw work plans, but nothing much has yet happened beyond that stage.*
    - *Example 2: an NGO has just identified a farmer-innovator in a community, who has gone some way towards developing a new method for controlling a cattle disease. But nobody knows where this apparent innovation comes from, whether it is being used or diffused, and if others have been or are collaborating with the farmer-innovator.*

#### **Variables used for the inventory**

- **AG-AH**: Duration of the innovation process, as given by a Start / End date (or possibly on-going), if these are relevant
- **AI**: Current dynamics: emerging innovation (innovation either as process or outcome not yet stabilized), mature innovation (both process and outcomes are relatively stable), innovation process mostly over (nothing much happening anymore with respect to this specific innovation).

## H. Impact it has generated

### What we are looking for?

JOLISAA is mostly interested in innovations which impact goes beyond the initial individual innovators themselves: that means some diffusion or scaling-up or out has already taken place in one form or another beyond these particular individuals, be it only to their neighbors. In some cases, the innovation (as an outcome) may actually be quite widely used already.

JOLISAA is looking out both for “successful” innovation cases (either in terms of process and/or actual outcome) and for cases that were or are not necessarily considered successful by some authors or participants. This means they might have an ambiguous status, even to the point of being considered as a “failure”. For example because the problem was not solved as well as some would have liked, or because some key stakeholders were left out of the process, or because the innovation (as an outcome) was not sustainable, or it didn’t spread much outside its place and stakeholders of origin, etc.

Keeping an open eye for such ambiguous or “failure” cases is important as many programs and institutions use seemingly similar approaches, yet some lead to clear-cut successes and others not. Hence lessons may be learned from a comparative assessment of such contrasting situations.

### Variables used for the inventory

- **AJ**: Level of success: is this innovation considered mostly: a success, a mixed bag (some degree of success but also problems), a failure?
- **AJ** Who benefits from the innovation? Mostly initial innovators and/or subsequent adopters, most or all stakeholders involved in the innovation process, stakeholders and the larger society (including the environment, or no clear beneficiaries at all (this might be the case for problematic innovations).

## I. Links to past or on-going programs or projects

### What we are looking for?

JOLISAA is interested in innovations having taking place in many different ways:

- Within the framework of a project or program who had among its explicit objectives to produce specific types of innovations (such as a externally-funded project focusing on ways to restore soil fertility through the use of organic fertilizer sources, or a government program set out to increase the efficiency of an public irrigation scheme) with a specific approach
  - However, beware that a given innovation process might well extend beyond any given project / program official time frame, or span several projects / program with related objectives, in time and space: hence just focusing on a project might not be enough, or even misleading

- In a non-orchestrated or spontaneous fashion, i.e. when no formal or official project or program is explicitly behind the innovation process: in such cases, innovation may seem at first glance to have emerged “spontaneously” or in a rather diffuse manner, through an emerging network of stakeholders for example. This might be especially the case with local, farmer-led innovation processes. JOLISAA is interested in such processes as long as they involve multiple stakeholders.

#### **Variables used for the inventory:**

- **AL** Intensity of a link with existing projects or programs (responses: strong link, some link, no link).
- **AM** name of project or program (if applicable)

### **J. Types of documentation available, accessibility and quality of information**

#### **What we are looking for?**

Because JOLISAA has few resources, it is primarily looking for innovation cases for which some level of quality documentation already exists, and /or for which resource-persons knowledgeable about the case could easily be mobilized to access the existing information and to contribute to assess the case on different aspects.

**Conversely, JOLISAA will not focus on totally undocumented cases, or cases for which documentation and /or resource-persons seem to exist but appear too difficult / expensive to access, or cases for which documentation is of very poor quality.** *Only in very exceptional cases (because of the intrinsic interest and novelty of the case in terms of unique lessons to be learnt) will JOLISAA accept to bend this rule and consider such cases.* But in any case, a decision about including such cases would only be taken by the time we are ready to develop in-depth case studies.

#### **Variables used for the inventory**

Available documentation will be characterized in the inventory on 4 different aspects:

##### **1. Type of available documentation**

- **AN**: formal (scientific / academic) written communications / publications,
- **AO**: synthetic reports (such as an end-of-project synthesis),
- **AP**: Grey literature of various kinds (such as intermediary project documents, technical reports, minutes of workshops and meetings, PowerPoint’s, etc.),
- **AQ**: students’ monographs and reports,
- **AR**: videos

For each of the above variable, **responses** include: yes, no, unknown

##### **2. Overall accessibility of documentation**

- **AS responses**: Rather accessible, regular, difficult to access

##### **3. Overall quality and breadth of accessible documentation**

- **AT: responses**: rather good, fair, rather poor

## Appendix 6: Summary of cases presented

<b>Case</b>	<b>Contact organisation</b>	<b>Brief description</b>
Eco-technologies	ARC – Institute of Soil and Water: Hendrik Smith	Development of various practices related to crop production and natural resource management, including the management of wetlands.
Heiveld rooibos	Indigo Development & Change: Bettina Koelle	A range of innovations related to the production and marketing of rooibos in the Northern Cape, including the development of sustainable harvesting techniques.
Housing for household chickens	Limpopo Department of Agriculture: Gerrit Rootman	Development of suitable housing for household chickens.
Communal rangeland research	Limpopo Department of Agriculture: Gerrit Rootman	Joint research to consider how grazing management practices can be manipulated to reduce veld degradation.
Cherry peppers	Farmer Support Group: Zanele Shezi	Testing of a new cash crop and development of a market-based relationship with a commercial farmer.
Donkey harnesses	Donkey Power: Peta Jones	Development of improved but low cost harnesses for donkeys.
Chicken laying baskets and stands	Mpumalanga Department of Agriculture, Rural Development and land Administration: Siphon Maphosa	Improvement of a local innovation that involves the use of woven grass baskets fitted to a stand for hens to lay and brood in.
Drum irrigation	Mpumalanga Department of Agriculture, Rural Development and land Administration: Siphon Maphosa	Improvement of a local innovation making use of a drum and pipes to irrigate vegetables. The improved version involves a battery of connected containers and a drip irrigation system.
Chicken mash	Mdukatshani Rural Development Programme: Gugu Mbatha	Use of old eggs that have not hatched, mixed with maize meal and sunflower to prepare a high protein mash for raising chicks during winter.
Sustainable harvesting of termites	Mdukatshani Rural Development Programme: Gugu Mbatha	Local modification of a method of harvesting termites from termite mounds using a clay pot filled with

	Mbatha	wet grass. The termites are then used to supplement the chickens' diet.
Biopesticides	Limpopo Department of Agriculture: Joe Ramaru	A group of smallscale farmers in Limpopo have been involved in joint research with LDA to determine the effectiveness of various dilutions of a bio-pesticide that they have developed.
Savings & Credit	SaveAct: Anton Krone	SaveAct promotes a system of savings and credit where rural communities are supported to invest in business to grow their earnings.
Small-scale wool support system	National Wool Growers Association: Leon de Beer	The NWGA has developed a system to assist farmers with improving the quality of their wool clip and marketing their wool.

## Appendix 7: Evaluation form

### Evaluation of national inception workshop 2-4 November 2010

1. Did the workshop meet your expectations?

No	Partially	Completely
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2. Did the general structure of the workshop promote participation and flexibility of activities ?

No	Partially	Completely
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3. Please mention one striking point (in your view) which occurred during the national meeting?
4. Please mention one point that you did not like during the workshop meeting?
5. What have you learned from the workshop?
6. General comments