

“Agricultural advisory and innovation” with Dr. Jon Daane, ICRA

When: Monday, 16. November 2009, room A 2023 SDC building in Bern Ausserholligen, Switzerland

Guest speaker: **Dr. Jon Daane**, Director of ICRA - The International Centre for Development Oriented Research in Agriculture (partnership with SDC established in 1982)

Structure of the event:

1. General information about ICRA
2. Challenges for change in innovation systems
3. ICRA milestones and lessons learned

1. General information about ICRA

What is ICRA?

**International Centre
for development oriented Research
in Agriculture**

European CGIAR donor group:
France
The Netherlands
Switzerland
United Kingdom

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ICRA's Mission

ICRA's mission is to **strengthen** the **capacities** of **people and organisations** involved in **development, research and education** to **jointly realise** knowledge-based rural and agricultural **innovation** in support of the MDGs, especially in Sub-Sahara Africa.

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System transformation from pipeline to innovation networks

Linear

➔

Interactive

3

Partnerships in progress

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2. Challenges for change in innovation systems

Outline

- ▶ The need for new approaches to innovation
- ▶ Towards agricultural innovation systems
- ▶ Performance of agricultural innovation systems
- ▶ How can performance of agricultural innovation systems be enhanced?

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The need for new approaches to innovation

- ▶ Rapidly changing **environments**
- ▶ **Global** developments – **context-specific** challenges
- ▶ Increasing **complexity** of the challenges
- ▶ Increasing importance of **knowledge for change**
- ▶ New **demands** on all actors in agric sector
- ▶ Political pressure on R&D and Higher Education to **impact** on development
- ▶ Just producing **knowledge is no longer enough**
- ▶ **Existing mechanisms** to get knowledge into use are **no longer appropriate**

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What is innovation?

Innovation is the **process** by which social **actors** create **value** from **knowledge**

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Innovation brokers

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Governance & management: Filling an institutional vacuum

- ▶ Informal relations at start
- ▶ Need for formal agreements
- ▶ New ways of working together
- ▶ New rules & regulations
- ▶ New decision-making procedures
- ▶ New codes of conduct
- ▶ New modes of conflict resolution
- ▶
- ▶ New institutions

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Role of R&D organisations in innovation systems

- ▶ Stronger focus on innovation to improve agricultural sector performance
- ▶ From R&D to AR4D; >responsive
- ▶ Science is not the only driver innovation
- ▶ R&D not at the core of the system
- ▶ R&D not the most suitable broker
- ▶ Normative systems of R&D should not dominate & exclude those of others

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Innovation system performance - results

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Innovation system performance - functions

- ▶ Identification of needs and opportunities for innovation
- ▶ Network formation and management
- ▶ Developing, testing and adapting opportunities
- ▶ Knowledge and information exchange
- ▶ Provision of an enabling environment for innovation
- ▶ Market formation
- ▶ Resource mobilisation
- ▶ Creation of legitimacy / counteract resistance to change

Adapted from Hekkert/KIT

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Performance in terms for principles of IAR4D

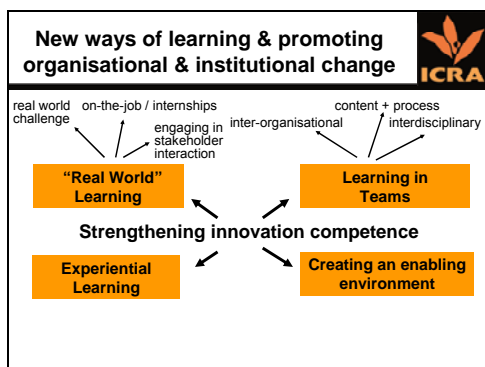
- ▶ Integrate the **perspectives, knowledge** and **actions** of different **stakeholders** around a **common theme**
- ▶ Integrate the **learning** by stakeholders from working together
- ▶ Integrate analysis, action and change across the different (environmental, social, economic) **"dimensions"** of development
- ▶ Integrate analysis, action and change at different **levels** of spatial, economic and social organisation

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How to enhance innovation system performance?

- ▶ Creating an enabling environment
- ▶ Experimenting with emergence of new types of innovation brokers
- ▶ Developing new inter-organisational governance and management institutions
- ▶ Changing towards high performance organisations
- ▶ Strengthening innovation competence

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3. ICRA milestones and lessons learned

Evolution of ICRA's Approach to Capacity Strengthening for Rural Innovation

ICRA's Impact and Lessons Learnt: 3 cases

Jon Daane

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Evolution & Milestones

1st Decade

Language	English, in Wageningen
Audience	Predominantly researchers, with different disciplines; 50:50 Europeans/Developing Country nationals
Selection	Individual applications/merit/disciplines, candidates proposed by donors
Content	Wide variety of sometimes contradictory new ideas; systems thinking, FSR/R-D, participatory approaches – Hall Mettrick's book
Approach	Many different resource persons from European donor countries + South – 'interactive lecturing'
Fieldwork in team	Mainly for learning, rather artificial/academic, not 'owned', limited follow-up – guided by "tutors"
Coverage	Africa, Asia, Latin America (few French & Spanish speakers)

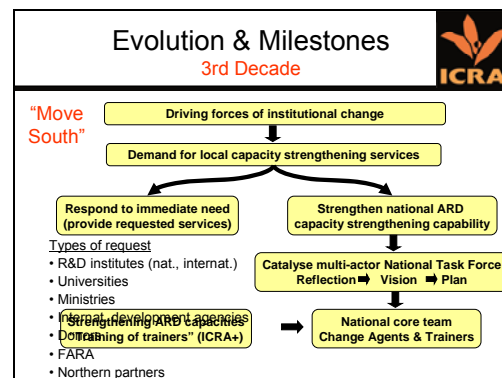
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Evolution & Milestones

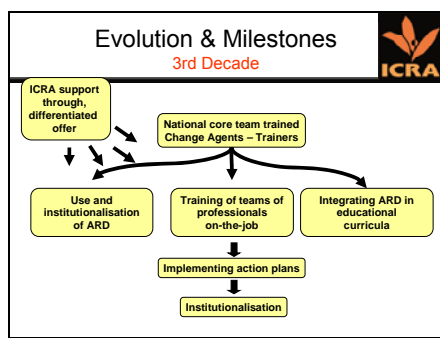
2nd Decade

Languages	English (Wag.), French (Montpellier), Spanish (Puebla)
Audience	Different ARD actors: research, extension, NGOs, FOs, ... Europe/Dev Countries: from 50:50 to 0:100
Selection	Candidates proposed by partner ARD organisations (critical mass, impact) + donors + individual applications
Content	Streamlined preparation for fieldwork: modules around 'ARD process' – interactive CD, website
Approach	Small, stable team of complementary resource persons; from lecturing to guided self-learning in teams/groups
Fieldwork in team	With ARD partners in South, based on their TOR, synergy with donors, professionalised, no more 'tutors'
Coverage	Africa, Asia, Latin America, Maghreb (equal access to French & Spanish speakers)

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Evolution & Milestones 3rd Decade

Languages	English, French (Wag., Montp. + in-country), Spanish (in-country)
Audience	Multi-actor teams from national ARD learning partnerships
Selection	By national partners in joint consultation; commitment to contribute to activities of partnership
Content	From 'ARD process' to 'ARD principles' – modules remain highly relevant – tailor-made – CD, website, resource book
Approach	Diverse teams of resource persons, ICRA + national; newly trained ARD facilitators; coached self-learning in teams
Fieldwork in team	Locally 'owned', focused on needs of partners and local actors, beyond diagnosis and joint action plans – coaching
Coverage	Focus on Sub-Sahara Africa, maintain presence in Latin America – Regional ICRA representatives

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- ### ICRA's Impact (1)
- ▶ Individual level (main focus until 2003)
 - ▶ From 2004/05: teams and organisations, multiplier effect – illustrated by 3 cases
 - ▶ National level innovation and ARD-learning platforms (being formalised in Benin, Kenya, integrated in NRF in S. Africa, ...)
 - ▶ By sharing knowledge through international organisations:
 - ▶ FARA (White paper on IAR4D for SSA-CP; partner in PAEPARD, BASIC, ...)
 - ▶ CTA: ACP Working Group on Science & Technology
 - ▶ ERA-ARD, CIAT/IFAD, AfricaRice, ...
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- ### ICRA's Impact (2)
- Challenges on which supported local innovation teams work:
- ▶ Agribusiness cluster & value chain development, market access
 - ▶ Diversification in inland valley bottoms
 - ▶ Agrobiodiversity in knowledge-intensive low external input agriculture
 - ▶ Water harvesting
 - ▶ Integrated Natural Resources Management, competing claims
 - ▶ Empowering local actors to manage community development projects
 - ▶ Gender and access to land
 - ▶ Land reform and settlement rehabilitation
 - ▶ Development of a national 'Mountain Zone Research Programme', 'Family farming research programme'
 - ▶ Use of indigenous knowledge in innovation
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- ### Lessons Learnt (1)
- ▶ Need to strengthen capacity at **4 levels**: individual + team + organisational + institutional
 - ▶ People, champions, leadership (**mindsets**) are key, ... but mainstreaming requires organisational and institutional change
 - ▶ **Sense of urgency** helps to promote change, but is **not enough** – need for **brokers, nurturing**
 - ▶ No **blueprints**, but only **contextualised solutions**
 - ▶ No **linear path** to change
 - ▶ Respect partners' ownership, **go at their pace** – **project mode not ideal** for this
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- ### Lessons Learnt (2)
- ▶ Enhancing innovation capacity requires **learning-by-doing**, on-the-job, through **multi-actor collaboration**
 - ▶ **Embedded learning-by-doing** / reflecting / drawing lessons / improving practice is a **complex activity**
 - ▶ Planning, organising and coaching such activities requires **special competencies**, which are **scarce**
 - ▶ Organisations need to plan **time** and **space** for learning
 - ▶ ICRA needed to **differentiate its offer in Europe**: design & management of ARD-learning programmes, senior managers' exchange tour
 - ▶ ICRA's **funding model not appropriate** for role in partnership
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- ### Good practices (1)
- ▶ Catalyse network around an 'entry point', a common challenge
 - ▶ Build consensus on common objectives, roles and responsibilities, expected contributions and benefits
 - ▶ Integrate activity into national programmes and budgets
 - ▶ Embed learning: through collaboration on-the-job – flexible combination of 'modules' and 'coaching'
 - ▶ Do not over-plan or fear the unknown – learn by doing
 - ▶ Early focus on building a pool of learning facilitators from different actor categories
 - ▶ Ensure continued nurturing by neutral brokers
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- ### Good practices (2)
- ▶ Link local innovation dynamics with organisational and institutional change & advocacy for enabling environment
 - ▶ Build trust – from small-scale & short-term to large-scale & long-term collective action
 - ▶ Develop (inter-)organisational culture of joint learning aimed at improved performance
 - ▶ Create inter-organisational institutions to support collaborative management, deal with free riders, protect IPRs, share benefits
 - ▶ Connect 'islands of change' for exchange of experience and policy advocacy
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- ### Recent joint activities with Swiss organisations
- ▶ Programme to strengthen local agricultural innovation (PIAL) – Cuba
 - ▶ Agrinovia (Univ. of Ouagadougou, IFAD) – ICRA and KFPE jointly facilitated workshop on partnerships, Lausanne and IUED also involved
 - ▶ CDR Univ. of Berne participated in ICRA/WI-organised ERA-ARD workshop on development-oriented interdisciplinary PhD research in collaboration with Southern universities
 - ▶ Joint workshop CDR-ICRA at EFARD conference Zürich – exchange of experiences
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- ### ICRA's links with SDC
- ▶ SDC was one of six European CGIAR donors that founded ICRA
 - ▶ Membership in Technical Committee and Board
 - ▶ Funder (3-year funding phases) since 1982 (Agriculture until 2001; Employment & Income 2002-2008)
 - ▶ Total contribution ± € 3 m over 26 years (10% of ICRA budget)
 - ▶ 2 participants/year from SDC focus countries + special projects (learning material development, in-country training), instrumental for innovation in ICRA
 - ▶ Partnership GPFS 2009-2010. Institutional change in pro-poor agric innovation systems not in GPFS remit. Exit?
 - ▶ Wish to exchange lessons. Explore new opportunities with SDC through regional cooperation programmes?
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