



THE SIERRA LEONE RIU PROGRAMME



2-YEAR SUMMARY OF IMPLEMENTATION PLAN (2009-2011)

SEPTEMBER 2009

Outline of Summary Implementation Plan Activities (09-11)

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1.0 Global RIU Programme

The broad purpose envisaged of RIU is to *'maximize the poverty reducing impact of RNRRS and other research and by doing so significantly increase understanding of how the promotion and widespread use of research can contribute to poverty reduction and economic growth'*. Being a research project, its primary aim is to accumulate, evaluate and communicate evidence on how research outputs can be delivered to its users. To achieve this purpose, RIU has two outputs:

(1) *Promotion*: Enhancing the demand for and putting into use the outputs of RNRRS and other research for the benefit of poor, for example through creating agricultural enterprises; and

(2) *Learning*: Generating evidence about how research can best be put to use, and sharing those lessons.

RIU's approach with respect to Output 1 is explicitly experimental, and is intended to generate a portfolio of different approaches to getting research into use that need to be monitored systematically for impact, so that lessons are learned in support of Output 2.

Integral to RIU's operations are effective internal and external communications and the ability to influence the agricultural policy and research agenda. RIU aims to work alongside rather than replace national systems, so that its interventions are sustainable in the long run. It will play a **catalytic role**, creating opportunities and encouragement for uptake of research outputs.

2.0 Brief background to SLRIU

The Research into Use programme in Sierra Leone has its foundations in a) a country assessment completed in March 2007. Collaborative activities commenced in May 2008 (an element of which was the establishment of the partnership called PAID, a strategy completed in August 2008 and an implementation plan completed in November 2008.

3.0 The SLRIU Strategy

The Sierra Leone RIU Programme (SL-RIU) shall be implemented mainly through the partnership approach. This means that innovation platforms¹ supported shall initially be within organisations that the RIU shall partner with. Other platforms will/ may come on board as the programme evolves.

The SLRIU programme shall support capacity development in these platforms; **facilitate processes**; establish information **help desk (for brokering of knowledge) for more effective demand-driven system**; undertake communication activities in line with the RIU communication strategy; **enhance networking and linkages among private sector, NGOs and government MDAs (government ministries, department and agencies) to create conducive environment for getting research outputs into use**; undertake advocacy, **negotiation** and policy influencing activities; and **act as a catalyst to unblock bottlenecks along the value chain. To achieve these, the approach that shall**

¹ see www.researchintouse.com for definition of innovation platform

be employed shall focus on the key elements of the innovation system including: involving the suppliers and users of knowledge in some form of partnership on a common platform; genuine and continuous involvement of suppliers of knowledge, intermediaries, policy makers, “enablers”, all “end-users” (producer, consumers or processor) to assist in the determination of the innovation bottlenecks; putting as much emphasis on promoting technologies as promoting approaches and processes that have been proven to be effective in getting research into use; investing in strengthening capacities where they are needed in the “innovation system” (not just R & D organizations but also in intermediary functions that enable communications between knowledge suppliers and users); developing financially sustainable delivery systems/viable business models (this often involves manufacturers, service providers, credits suppliers, and providers of technical assistance to users); investing in an iterative process that enables the organizations within the system to learn from experience and improve their performance; introducing new technologies and/or new ways of doing things in a financially, socially and environmentally sustained basis; and evolving new institutional arrangements by which the various organizations in the system operate.

In line with all the global RIU programme, the SL-RIU shall embrace RIU research design that focuses on the question: ***What configurations of actors, policies and institutions, under what circumstances and at what point in the innovation trajectory that allow agricultural research to contribute to innovation and development?*** In order to address this broad research question, RIU has selected six innovation narratives including:

- **Poor user led innovation** – Poor farmers and consumers should be at the centre of the innovation process as they have superior knowledge of their production and social context.
- **Public-private partnership led innovation** – The private sector has not played an adequate role in public agricultural research and allied activities and partnership between public and private sectors could drive innovation relevant to the poor.
- **Capacity development led innovation** – The rate limiting step in technical change is not technology development or promotion per se, but the level innovation capacity.
- **Opportunity led innovation** – Opportunities presented by large markets of poor people as well as new markets for poor producers are leading the emergence of new types of innovation processes and products
- **Investment led innovation** – Financial resources are a key incentive for innovation and are increasingly used to help encourage the development of new partnership configurations around specific problem areas and research products.
- **Research communication led innovation** – Research products need to be processed into forms suited to different audiences and made accessible through data bases.

4.0 Hypothesis

The strategy addresses the hypothesis that “institutional/capacity development of the PAID leads to increased use of knowledge hence enhanced innovation system performance in Sierra Leone”

5.0 Research questions designed to get research into use in Sierra Leone

The SLRIU programme strategy and plan are designed to provide answers to the following research questions. The research questions are deduced from activities enlisted in the work plan developed. These include:

- 5.1 How can we increase the impacts of research?
- 5.2 Is PAID an effective mechanism for getting research into use?
- 5.3 What intervention points leads to innovations in fast track platform?

6.0 Geographical coverage

The coverage area of the programme depends on the intervention type. PAID as already stated is a social business network comprising of various stakeholders and membership is from all over Sierra Leone – public and private sectors, research institutions, NGOs, universities, civil society, farmers and farmer based organizations etc. This means a national coverage is required to reach wherever PAID members are. We are however currently focusing on the Freetown, Kenema and Makeni areas.

7.0 Operating assumptions

The operating assumptions as spelt out in the implementation plan are as follow:

- a) Political stability and positive economic direction is maintained in Sierra Leone
- b) Conducive environment prevails for partnership of different organizations to come together
- c) Political, economic, policy and institutional context remains supportive in Sierra Leone
- d) Sierra Leone remains committed to 2015 MDGs
- e) No new external shocks (global economic crash, natural disasters and civil war etc.)
- f) The innovation system thinking is adopted by the government and partners
- g) There are no major shift in policy direction of the MAFFS towards ISA
- h) Regular supportive efforts from the RIU programme
- i) Sustained supportive mechanism for learning events
- j) Organizations are rightly motivated about PAID

8.0 Monitoring, Documentation and Learning

The monitoring, documentation and Learning in the Sierra Leone Programme is to track changes created during the implementation of the country strategy, monitor whether it is maximising the poverty-reducing impacts of whatever research is being put into use and deriving lessons that may contribute to increased understanding of how these processes work. The monitoring or tracking these changes will be done through the following:

- Tracking and documenting all necessary programme initiatives

- Planning and carrying out specific reviews of particular interventions that offer rich learning opportunities
- Tracking and reporting on RIU Programme performance indicators
- Offering specific technical assistance to the in- country team, the PAID Partnership members and the whole innovation system in the country in the area of data collection and processing (support from research fellows is required).

9.0 Programme Interventions

The critical path for the Sierra Leone focal country work consists of 4 main areas:

Critical Path	Lead (Support)	IP
1. PAID Capacity Building	David (Adolphus)	#1
2. Facilitation and development of clusters		
(i.) Market access	Adolphus/Champion	#2
(ii.) Youth	Adolphus/Champion	#3
(i.) Use of research	Adolphus/Champion	#4
3. Establish and Manage Pilot platforms		
(i.) Pilot Platforms (Chick Feed & Solar Drying)	Adolphus(Project Officers)	#5
4. Tracking the Change (MIL)	Foday (David)	

It is important to note that PAID has an important role to play in facilitating and enabling SL-RIU platform development through the three developmental thematic areas including Market access, youth and Use of research.

The innovation focus will be along the thematic areas will include:

Market access – innovations will be required in many areas but main focus from a 'poor' perspective will be on relatively small, diversified niche type opportunities in specific areas which in turn may be linked to larger area or product-based opportunities to scale up or out within specific sectors or geographic areas. E.g. financing and delivery services in the marketing chain; improve access to low cost finance; value-adding processing and storage; means to overcome transport problems; improve market information; equitable access to labour, land, information and services, particularly in context of mixed diversified crop/livestock/fisheries based livelihood. PAID in an interactive event have identified the following commodity platforms: rice, cassava, vegetables, ginger and chillies.

Engaging youth in productive NR-based livelihoods – Pull mechanisms that get youth in agricultural value chains e.g. reducing drudgery in farm operations; ways of organizing

youths to produce labour and services; agro-enterprise; and high value peri-urban horticulture

Use of research-based knowledge (packaging of research outputs) – How to rebuild and manage relationships between research and the production system, agribusiness and policy processes.

PAID capacity building to be supported by SL-RIU is primarily aimed at enabling PAID to perform its functions in the platform development process in a more efficient and effective manner. PAID will offer services to the pilot platforms or emerging platform to facilitate generation of innovation opportunities and to assist stakeholders, to link with business development services (BDS), potential partners, research based knowledge and technology and appropriate sources of finances.

10. Communication plan

The Sierra Leone Research Into Use Programme (SL-RIU) believes that 'communication and information flow can be central drivers for getting research into use in an agricultural innovation system'. Accordingly, the SL-RIU has embarked on an integrated programme that will develop gap-filling knowledge services, while boosting the contribution of agriculture and natural resources to economic growth and improved livelihoods in Sierra Leone. It will also endeavour to share lessons from this experience within Sierra Leone and beyond.

The four main objectives of the SLRIU communication strategy include:

1. Strengthen the relationship between the producers and users of research outputs
2. Effectively disseminate learning and encourage uptake of lessons
3. Support lobbying to influence policy
4. Support the development of PAID into a robust body

11. Tracking Changes

The following are the changes that SLRIU would want to effect in Sierra Leone:

11.1 Outputs

- 11.1.1 A national partnership (based on getting research into use) is established and innovation platforms have put at least one piece of research into use
- 11.1.2 Lessons learnt on approaches for getting research into use

11.1 Outcomes

- 11.2.1 An increased access to and use of agricultural knowledge
- 11.2.2 Increased capacity to work together in partnerships and in terms of access to knowledge
- 11.2.3 Policy makers able to access information on successful agricultural development based around agricultural innovation

11.3 Impact

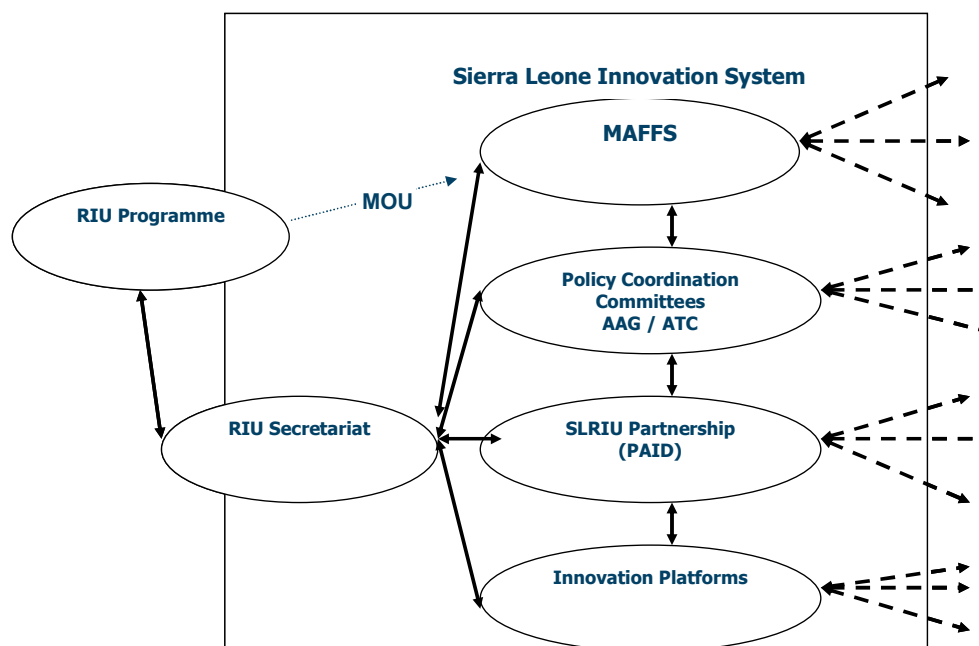
- 11.3.1 Improved performance of rural service providers and entrepreneurs as essential intermediary actors in the innovation system
- 11.3.2 Research is better orientated towards its users
- 11.3.3 Agricultural policy reflects the opinions of the whole agricultural system

12. Governance and management

The management and governance arrangements for the SL RIU programme were described in the Strategy; developments and progress are outlined here:

12.1 MAFFS – RIU Memorandum of Understanding (attached as Annex 5)

This MOU, now signed, legitimises the RIU operations in Sierra Leone, and commits both parties jointly to undertake activities that will enhance the Sierra Leone innovation system and thus contribute to the SL vision and strategy for agriculture. The MoU also recognises and endorses the role of the PAID as partnership of existing Sierra Leone-based organizations committed to a shared vision and mission.



12.2 RIU Secretariat

Office facilities: the secretariat is now equipped and housed within the main MAFFS building in Freetown. The office is provided rent free and its use will revert back to MAFFS at the end of the RIU programme.

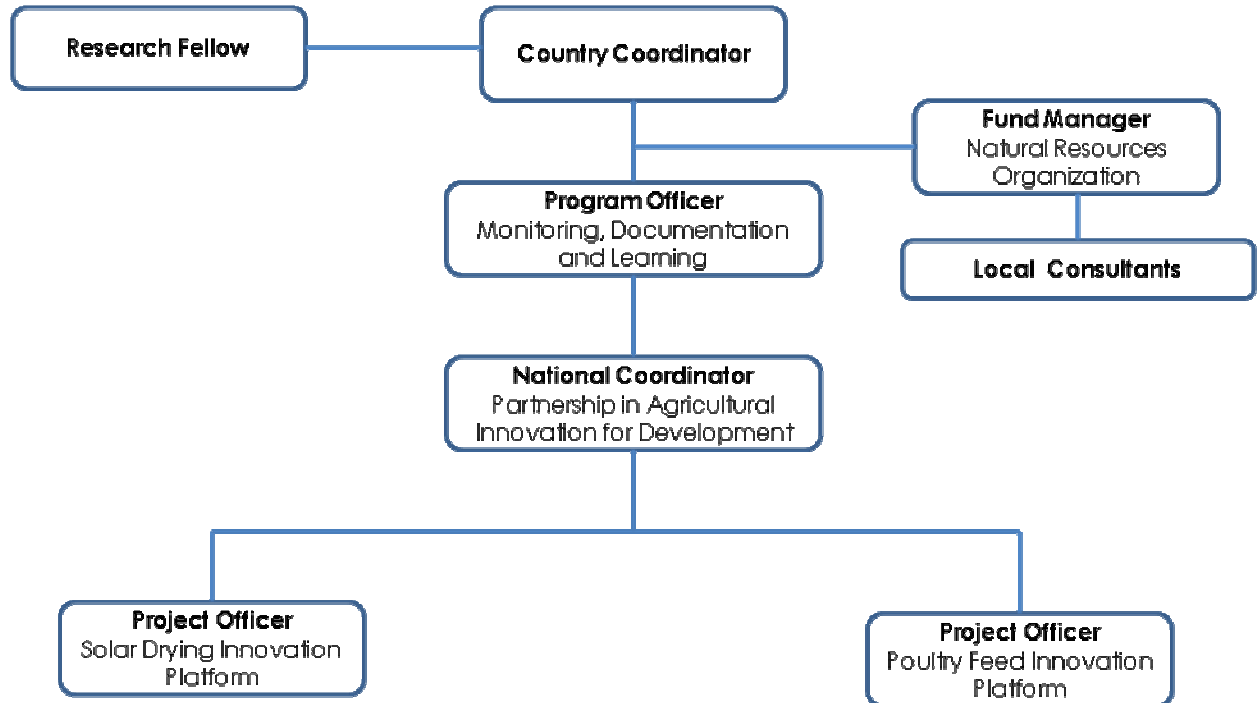
Staff: The SLRIU Country programme will be managed by the Country Coordinator, the lead of the country team. The Programme Officer, Monitoring, Documentation and Learning will assist in the country programme management. These two positions will be placed under NR International Ltd contract. The Secretariat team also include PAID National Coordinator, Programme Assistant and Driver, all contracted by Natural Resources Organisation (NRO) (see below).

12.3 Field Offices

There are two field offices one in Kenema and the other in Makeni. The office spaces have also being provided by the MAFFS. There are two Project Officers contracted by NRO for the facilitation and management of the fast tracked platforms at the two locations.

Vehicles: the SL RIU Secretariat utilises a 4WD Toyota Land Cruiser vehicle under a hire arrangement from David Suale. This arrangement provides for the use of the vehicle by RIU for 8 - 10 hours per day / in normal office hours.

SLRIU Management Structure



13. Summary of SLRIU thrusts up to 2011

Capacity development of PAID	Solar drying in fruit/horticulture value chain	Poultry feed production and marketing
<p>1. Support PAID in adopting innovation system thinking for diagnosing and identify solutions for key innovation constraints faced by its members. In particular, this will entail:</p> <ul style="list-style-type: none"> (i.) Undertake a diagnosis of the "system" (ii.) Facilitate an interaction between a diverse range of actors (iii.) Strengthen the "demand side" of the innovation system (iv.) Strengthen those organisations and the individuals who perform the "intermediary functions" (v.) Increase the incentives and reduce the disincentives (vi.) Invest in the learning process <p>2. Support PAID with using a participatory process to develop a full strategy based on its articulated strategic orientation.</p> <p>3. Support PAID with development of an annual business planning and review cycle that produces an implementation plan, M&E plan, resource plan and budget</p> <p>4. Support PAID with the initial establishment and management of its specialist platforms within the three key developmental areas identified and agreed within the Country Strategy: Market Access, Youth and Use of Research.</p> <p>5. Commence communication activities of SLRIU and in support of PAID-SL</p>	<ol style="list-style-type: none"> 1. Identify and assess potential members/participants and conduct baseline assessment 2. Facilitate interactive events and sessions for trusting building among organizations focusing on market access, youth and use of research 3. Identify and assess the relevant RNRRS outputs to be used e.g. PMCA 4. Organize and implement Innovation Events (IIEs) 5. Through the leadership of PAID and the champions of thematic cluster, identify innovation opportunities within each cluster 6. Formulate and advertise call for concepts for innovative ideas 7. Establish (on ad-hoc basis) assessment/review team to evaluate concepts for innovative ideas 8. Formulate proposal/draft business plan for successful concepts 9. Disbursement of funds for project implementation 	<ol style="list-style-type: none"> 1. Identify and assess potential members/participants and conduct baseline assessment 2. Facilitate interactive events and sessions for trusting building among organizations focusing on market access, youth and use of research 3. Identify and assess the relevant RNRRS outputs to be used e.g. PMCA 4. Organize and implement Innovation Events (IIEs) 5. Through the leadership of PAID and the champions of thematic cluster, identify innovation opportunities within each cluster 6. Formulate and advertise call for concepts for innovative ideas 7. Establish (on ad-hoc basis) assessment/review team to evaluate concepts for innovative ideas 8. Formulate proposal/draft business plan for successful concepts 9. Disbursement of funds for project implementation

14. Logical Framework

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Assumptions
<p>RIU</p> <p>GOAL: To contribute to sustained poverty reduction in Sierra Leone, where agriculture is important to the livelihoods of the poor</p>	<p>Evidence of research into use impact on poverty leads to increased research into use investment by other development partners</p> <p>Increased pro-poor benefits from agricultural resources research investments</p>		<p>Political stability and positive economic direction maintained in Sierra Leone</p>
<p>Purpose:</p> <p>1) To maximise poverty reducing impacts of RNRRS and other research, and by so doing</p> <p>2) Increase understanding of how the promotion and widespread use of research can contribute to poverty reduction and economic growth</p>	<p>Projected poverty impact in PSA Countries based on the differentiated impact assessment of RIU Initiatives (in Sierra Leone in 2011</p> <p>More effective and efficient natural resource based innovation systems, reflecting new ways of working, evident within Sierra Leone</p> <p>Pro-poor and gender response RIU evidence-based lessons of RNR Research into use evident within Sierra Leone National Poverty reduction and economic development funding, strategies and policies</p>	<p>RIU impact assessment studies, validated by independent evaluation in year 2011</p> <p>Comparison of innovation system analysis and indicators in 2007 and 2011, validated by independent evaluation in 2011</p> <p>Comparison of strategy and policy tracking studies (Sierra Leone) in 2007 and 2011, validated by independent evaluation in 2011</p>	<p>Political, economic, policy and institutional context remains as supportive in Sierra Leone</p> <p>Sierra Leone remains committed to 2015 MDGs</p> <p>No new external shocks (global economic crash, natural disasters, civil war)</p>
<p>Outputs 1:</p> <p>A national partnership based on getting research into use is established and innovation platforms have put at least one piece of Research into Use</p> <p>Output 2: Generated evidence about how research can best be put to use, and sharing those lessons.</p>	<p>PAID Members express satisfaction with RIU coordination and support services for the use of RNRRS Outputs and other research</p> <p>PAID is sourcing 50% of its core operational budget from members by June, 2011</p> <p>PAID is sourcing 100% of its platform budget from non RIU Sources by June, 2011</p> <p>PAID –SL registered membership grows from 120-200 by June, 2011</p> <p>PAID worked in innovative ways</p> <p>Fast track Platform are established by the end of, March, 2010.</p>	<p>Various learning events (process monitoring, documentation</p> <p>Documentation</p> <p>Performance Tracking</p> <p>Record Keeping</p> <p>Process Monitoring</p> <p>Impact and learning events, Process Documentation,</p>	<p>There are no major shifts in the policy direction of the MAFFS Towards Innovation System Thinking</p> <p>Regular supportive efforts from RIU Programme</p> <p>Sustained Supportive mechanisms for Learning events</p>

	PAID SL Organisations are responding to demands for Knowledge Learnt lessons for continuous improvement	Performance Tracking Learning Events	
Major Activities: Complete Country Implementation Plan for the year up to June, 2011	Implementation plan is operationalised through approval by CRT in October, 2009.	Performance and Learning Tracking	Adequate funding from RIU is sourced
Finalise the recruitment of RIU Staff/Local consultants and establishment of the RIU Secretariat and Field Offices	RIU Secretariat and field Offices are equipped, staffed and functional	Documentation and progress tracking	Adequate funding from RIU is sustained
Set up and implement approved finance and administrative system for the NRO Management Facilitate PAID-SL in adopting innovation system thinking for diagnosing and identifying solutions for key innovation constraints faced by its members in particular, this will entail: <ul style="list-style-type: none"> • Undertake a diagnosis of the system • Facilitate an interaction between a diverse range of actors • Strengthened the demand side of the innovation system • Strengthened those organisations and individuals who performed the intermediary functions • Increase the incentives and reduce the disincentives • Invest in the learning process 	Appropriate financial system put in place and functional. PAID is registered as a limited liability company without shareholders, bank accounts opened and mobilisation of members. 25 platform facilitators trained	Performance tracking and inventory Performance tracking, records and documentation Training report	Adequate funding from RIU is sustained Sustained support from RIU with adequate financial resources
Support PAID with using a participatory process to develop a full strategy based on its articulated strategic orientation	Members showed interests in the use of Participatory Processes in identifying their needs.	Learning and Process Documentation	
Support PAID with development of an annual business plan and review cycle that produces an implementation plan, M&E Plan, resource plan and budget	PAID initially supported with capacity building activities of its members	Learning Events and Documentation	
Support PAID with the initial establishment and management of its specialist platforms within the three key developmental areas identified and agreed within the country strategy.	Initial programme drafted, discussed within PAID and built into RIU Work plan	Process Documentation	Adequate and sustained resources are available
Commence communication activities of SLRIU and in support of PAID-SL	Promotional materials have been produced and are being used to inform potential stakeholders about PAID PAID membership by targeted stakeholders increases by 60% (including registering membership via website)	Learning event, process documentation and reports Documentation	

	<p>Non-PAID members get involved in innovation platforms</p> <p>The thematic clusters have clearly identified approaches for engaging stakeholders</p> <p>Meetings are held as agreed</p> <p>SLRIU strategy gets aligned with the business/ activity plans of non-PAID activity</p> <p>Regular reports are produced and associated meetings held</p> <p>Website usage</p> <p>PAID is spontaneously covered in the national/regional media (track volume and nature of media coverage)</p> <p>Members are invited to engage with broader audiences (e.g. invited to attend meetings, write articles, etc)</p> <p>National/regional policy choices are in line with the SLRIU approach</p> <p>Uptake is reflected in changed practices both within and outside of the PAID membership</p>	<p>Record keeping/documentation</p> <p>Process monitoring</p> <p>Minutes of meetings</p> <p>Documentation</p> <p>Evidence of reports and minutes of meetings</p> <p>PAID website</p> <p>Newspaper reports, other newsletters</p> <p>Minutes of meeting</p> <p>Documentation</p> <p>Documentation</p>	
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1.1.1. SLRIU STATEMENT OF AMBITION BY 2011

Since 2002, Sierra Leone has been recovering from a devastating civil war that virtually destroyed its social, economic and institutional fabric. One of the most urgent tasks is to rebuild the country's agricultural base, which has been left in ruins. Many rural areas have ceased to function economically since huge numbers of people have migrated to the towns and infrastructure like roads and energy supplies have been destroyed. Corruption is endemic and the private sector and investment climate are very weak. Natural resources research has stopped and a lot of information and knowledge has been lost. Sierra Leone has a good natural resource base and a favorable climate for agriculture. Seventy-five percent (c. 5.4 million hectares) of the country's land area is arable and a wide range of food crops (including sorghum, millet, maize, cassava, beans and rice) can be grown. Progress is being made on peace and security, elections, primary healthcare and education. In addition, the government has begun a process of resuscitating the rural economy.

The remaining timescale for the SL RIU Programme to 2011 represents a challenge in terms of achieving tangible results and a road map for the programme. Thus the deliverable 'results' are primarily expressed in terms of process and institutional improvements which will provide a foundation for larger scale and more tangible outcomes.

The logical framework says that by March 2011 a number of new (pro-poor, gender responsive and environmentally sustainable) based innovation opportunities will have been (externally) financed through platform activities. Some innovative technologies or practices (drawing on RNRRS or other research) will be in the process of adoption by 'poor' farmers.

The SLRIU Strategy will initially be implemented through the partnership approach, via existing linkages and those who are mediating i.e. government agency (MDAs)², community based organizations including farmer organizations, NGOs³ etc. The impacts that will be created include:

² MDAs – Ministries, Departments and Agencies of government

³ NGOs – Non Governmental Organizations including international and local organizations

- Rural service providers are actively linking entrepreneurs to producers as essential intermediary factors in the innovation system.
- Agricultural research contributes to the solving of pressing, real life social and economic problems;
- Agricultural policy and development interventions create a landscape that promotes the creative use of ideas, technology and information from different sources, stimulating locally –specific rural development action

PAID, is an innovation platform established via a facilitation process. It has the role to deliver the institutional developments that will drive the rest of the programme. This will be achieved by spinning off specialist platforms: Market Access, Youth, and use of Research.

Already, there are over 100 organizations, as at the December, 2009 and is expected to increase by 100% before the end of the remaining period. The national population of 2004 was estimated at about 5 million people, of which the farming population accounted for 75%. PAID membership represents about 23% of the country's population and 45% of the total farming population.

In addition to PAID, Two fast track platforms, Solar Drying and Poultry Feed Production and Marketing are in operation. The potential outcomes of these platforms could affect as many as 1.7 million farm households dependent on fruits/horticultural crops. By the end of the programme, the ultimate impact will be an established and operational solar drying platform supporting viable small scale enterprises.

In the case of the poultry, almost all rural households in the country have poultry in the semi intensive system. This is mainly practiced by the women members of households. This enterprise besides providing a major source of protein, it also provides a major source of income generating activity for these households. The platform has potential outcomes that could affect as many as 1 million people representing 24% of the total population.

The overall **outcomes** are that people are working together in a different and innovative ways and an increased access to and use of agricultural knowledge. Furthermore, women entrepreneurship and management skills will be developed, leading to **impacts** that will improve the entrepreneurial and management skills thereby creating an improved performance with rural service providers and entrepreneurs as essential intermediary actors.

Private sector development has gained momentum in the national agenda for change (PRSP)⁴. Encouraging and creating the environment for private involvement is very crucial in innovation. Developing the entrepreneurial capacities of small scale enterprises will be the focus of RIU. The programme will facilitate the development of business plans in natural resource management and national agricultural development. In moving the innovation thinking, micro-projects will be developed for the utilization of the flexibility fund. Encouraging the private entrepreneurs in rehabilitating defunct poultry feed mills for small scale women farmers. Over 1.5 million women farmers livelihoods is dependents on small scale poultry enterprises. The major blockages are in the provision of feed and marketing facilities, rehabilitating these facilities will impact on the women farmers engaged in the enterprise, because they will have easy access to locally produce feed for the poultry and marketing channels.

Cross cutting issues are very critical in the innovation processes and also in the development strides of the state. Deep and entrenched poverty, gender inequalities, youth disaffection and unemployment, and environmental degradation issues will be addressed that hinges on the impact of the programme. The SL-RIU will target programmes that are environmentally friendly and sustainable. Women and youths are the most vulnerable people in the country. Women and youths account for about 53% and 35% of the total population, addressing their problems, imply solving the problems of over 50% of the population. The SLRIU will target and encourage these groups to participate in all of the three platforms. They will be part of the platforms, forming clusters

⁴ PRSP – Poverty Reduction Strategy Paper

that address their problems. This will achieve through the process of developing, screening and selectively supporting emerging innovation opportunities that will involve an appraisal (with external expert involvement) of the extent to which these opportunities i) are socially inclusive i.e. broadly accessible amongst rural communities and not exclusive or liable to be capture by elites and/or ii) generate economic linkages into poorer households (through price, quality inputs, outputs etc, and iii) generate positive environmental externalities.

Communication and policy dialogue are integral aspects of the programme. Communicating among different actors of the innovation system using appropriate media outlets will be enhanced. Feedback mechanisms on the activities of stakeholders from the wider forum will form part of the strategy using national media programmes including GSM/Frontline SMS services will be explored. Encouraging national policy dialogue that affects the Natural Resources management will be promoted. The SL-RIU will promote the interaction of different organizations in influencing policies especially those affecting the members of the platforms. Policies affecting the women and youths are of paramount importance. This is done through Agricultural Advisory Group Meetings, Agricultural Technical Meetings and National Technical Meetings held on monthly basis involving all stakeholders in the Agriculture Sector.