



## RIU SL IMPLEMENTATION PLAN

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## Acronyms / definitions

AAG	Agricultural Advisory Group
ABU	Agriculture Business Units (as promoted by UNDP/FAO)
ATC	Agricultural Technical Committee
BIBWEG	BIBWEG Health Development Organization
CAADP	Comprehensive African Agricultural Development Programme
CORAD	Consortium for Rehabilitation and Development, comprising CARE, CRS, World Vision, Care, World Vision International, Catholic Relief Services and AfriCare
CORAF	Conseil Ouest et Centre Africain pour la Recherche et le Development Agricole
CRS	Catholic Relief Services
DONATA	Dissemination of New Agricultural Technologies in Africa
EDS	Enterprise Development Services
FAAP	Framework for African Agricultural Productivity
FARA	Forum for Agricultural Research in Africa
FBC	Fourah Bay College
FFS	Farmer Field School
FINIC	Fomel Industry and National Industrialisation Centres
GSM	Global System for Mobile communications
I/NNGO	International/National Non-governmental Organisation
ILO	International Labour Organization
LEWODA	Leleima Women's Development Association
MAFFS	Ministry of Agriculture, Forestry and Food Security
ManoCap	A Private Equity Fund Manager
MAPCO	Movement for Assistant and Promotion of rural Communities
MORWOMA	A women's producer community in Northern Province
NAFSL	National Association Farmers in Sierra Leone
NARCC	National Agricultural Research Coordination Council
NASSIT	National Social Security and Insurance Trust of Sierra Leone
NATCOM	National Telecommunications Commission
NERICA	'New Rice for Africa'
NPA	National Power Authority
NRC	Norwegian Refugee Council
PaRD	Partner in Relief and Development
PEMSD	Planning, Evaluation, Monitoring and Statistical Division, Ministry of Agriculture, Forestry and Food Security
PRSP	Poverty Reduction Strategy Paper
S&T	Science and Technology
SLARI	Sierra Leone Agricultural Research Institute
SLB	Sierra Leone Breweries
SLOIC	Sierra Leone Opportunities Industrialisation Centres
SLRA	Sierra Leone Roads Authority
VSO	Voluntary Service Overseas
WV	World Vision

## 1. INTRODUCTION

### 1.1. Background to the RIU Programme

Research into Use (RIU) is the first programme to come about under the new Strategy for Research on Sustainable Agriculture of the UK Department for International Development (DFID). It marks a shift in emphasis away from the generation of new knowledge to the ways in which knowledge is put to use. The purpose of the Research into Use (RIU) Programme is two-fold: “to maximize the poverty reducing impact of RNRRS<sup>1</sup> 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”.

In order to achieve its purpose, RIU will deliver three major outputs:

1. Output 1: Significant use of RNRRS and other natural resources research outputs for the benefit (direct/indirect) of poor men and women in diverse contexts;
2. Output 2: Research-into-use evidence and lessons generated with evaluation partners; and
3. Output 3: Policy processes enabled by research-into-use principles, lessons and discourse.

Through these three inter-linked outputs RIU will apply innovation systems thinking (as outlined in Annex 1) in an experimental way to use research-based knowledge to achieve a poverty-reducing impact at the country level (this is output 1). It will learn the lessons from these and other experiments (this is output 2); and it will communicate these lessons to others (output 3). Sierra Leone is one of six countries in Africa where RIU Country programmes are being implemented (the others being Malawi, Nigeria, Rwanda, Tanzania and Zambia).

In relation to output 1, the RIU programme will apply the innovation systems approach and its values through mechanisms that lead to:

- Improved access to research results (by bridging information gaps) (Component 1.1)
- Enhanced demand for research outputs (by strengthening capacity to demand research findings) (Component 1.2)
- Enterprises using research results (by kick starting enterprises) (Component 1.3)

The implementation of research into use activities shall be undertaken by “innovation platforms” using RIU resources channelled through coalitions or partnerships. The RIU defines an innovation platform as “a network of partners working on a common theme and using research knowledge in ways it has not been used before to generate goods/ services for the benefit of the poor”.

### 1.2. The Sierra Leone RIU Strategy

The Research into Use Strategy for Sierra Leone was agreed by the RIU Senior Management Team in August 2008. The Strategy addresses the hypothesis that **“communication and information markets can be central drivers for getting research into use in an innovation system”**.

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<sup>1</sup> DFID has been a major supporter of natural resources research through its preceding strategy – the Renewable Natural Resources Research Strategy (RNRRS) – which ran from 1995 to 2006.

There is no shortage of knowledge relevant to Sierra Leone's current needs, both inside and outside of Sierra Leone, but this knowledge is not currently being used on any scale for innovation because the conditions to use it are lacking; the principle bottlenecks stem from information and related coordination failures that make it near impossible for a coherent system of innovation to operate.

The RIU Programme in Sierra Leone will address information and knowledge flows as a principle driver and means to enhance performance of the Innovation System as a whole. It will do so by supporting institutional developments to 'make the market' for knowledge. It will focus in particular on the intermediary function, i.e. those actors operating within or with influence upon the rural service economy, whose interactions with each other and with other actors provide a conduit for knowledge linkages and flows. Its operational mechanism will be to support the emergence of gap-filling 'knowledge market services' as a 'smart subsidy' mechanism to facilitate these interactions, focusing on critical areas where the existing system is currently weak:

- Demand Support Facility: enhance effective demand for knowledge-based services
- Knowledge Brokerage: match this demand with sources in Sierra Leone and elsewhere
- Innovation Finance Facility: match good ideas with appropriate finance

The Partnership mechanism in Sierra Leone is an evolution from approaches being used in other RIU countries. The Partnership for Agricultural Innovation and Development (PAID), broadly representative of the Sierra Leone system, will operate as an open, membership based social business network - accessing, exchanging and utilising information and services, and undertaking other mutually supporting activities to build opportunities and capacity for delivery of knowledge-based services into agriculture.

The strategic logic of the Sierra Leone strategy is as follows: the RIU programme finances development of gap filling knowledge market services for the Sierra Leone Innovation system. These services are deliverable outputs of the Sierra Leone RIU County Programme, to be fostered and piloted through the RIU Programme Secretariat. The use of the Knowledge market services supports a virtuous circle of innovation and learning as illustrated below in Figure 1 (page 7). Thus, members of the PAID use the services to help identify and work up innovative ideas (new products, technologies, ventures, processes, etc.), and develop them through action research activities - these action research activities generate learning; the learning results in institutional developments which feed further demand for services and increasingly for 'high value' research-based knowledge; the learning from the Sierra Leone programme, and the demand for research, contribute directly to fulfilling the RIU programme purpose.

The development of each of the knowledge market services is an area for innovation and learning in its own right; additionally, the *use* of the services will take place within thematic areas of key strategic importance for Sierra Leone, where there are both needs and opportunities for platform development:

- Making markets work for the poor and increasing their effective participation in value chains
- Engaging youth meaningfully in the development process in a post-conflict environment
- Rebuilding and managing relationships between the research system and the production/agribusiness system.

There is substantial available research-based knowledge in these areas (RNRRS and other) that members of the PAID can apply now, and the Sierra Leone RIU program will actively seek to put this to use in the short to medium term. The use of this 'process/institutional knowledge' within innovation platforms will also create enhanced conditions for applying more specific commodity or technology oriented research products, and generate specific demands for such products. These opportunities will be identified and links facilitated into the UK (and other) science base as the demands arise.

### 1.3. This Implementation Plan

This Implementation Planning builds upon the Country Strategy. The document stands alone but the Country Strategy provides additional details and justification for the strategic approach taken.

The focus of this Plan is on **how** the SL Programme will work with the PAID to establish and sustain a 'virtuous circle' of innovation and learning in order to : build institutional capacity, increase demand for use of knowledge services, and provide a long term platform for sustainable uptake of research products from RNRRS and other research networks.

There are fundamentally two primary sets of actors who will take the Programme forward, that is the PAID, and the RIU Country team. Each is responsible for specific outputs that must be delivered if the plan is to succeed.

While technically the PAID 'programme' may be seen as distinct to that of the Sierra Leone RIU programme (SL-RIU), this is clearly not so in practice. While the stakes and the roles of the different actors differ, they are essentially symbiotic, and are treated herein as mutually reinforcing elements of a single integrated plan.

This is an evolving document. The emphasis is on getting the foundations right : establishing effective institutional arrangements and sound ways of working, maximising buy-in from the participants, and detailing a working budget for year one. There remain a number of areas where things will be learned by doing – and also areas where additional detailed planning will be necessary over the coming months.

#### 1.3.1. Process

The planning process has been a team effort involving the CSPD and RIU SL Country teams including the MIL Advisor and Country Task Manager. During the process :

- The expatriate CSPD team made two visits to Sierra Leone between 5<sup>th</sup> and 17<sup>th</sup> October and 9<sup>th</sup> to 14<sup>th</sup> November 2008.
- A meeting between the CSPD team and the PAID Board was held to review progress and discuss aspects of the PAID structure and operations.
- A full workshop of the PAID membership was held on 11<sup>th</sup> and 12<sup>th</sup> November to discuss and validate the draft Implementation Plan and also to go through a role play simulation of the proposed innovation processes outlined within.
- Field trips were undertaken to Kenema and Bo Districts in the Eastern Province (CSPD and Country Team [NPF]) and to Makeni in the Northern Province (Country Team), where meetings were held with PAID members, District Councillors and others in each area.

- Meetings were held with prospective partners in the Programme implementation including the financial institutions : ProCredit, EcoBank, Standard Chartered Bank and ManoCap; also potential communications partners including VillageTell.

## 2. STRATEGY INTO PRACTICE : CONCEPTS, PROCESSES AND WORKFLOWS

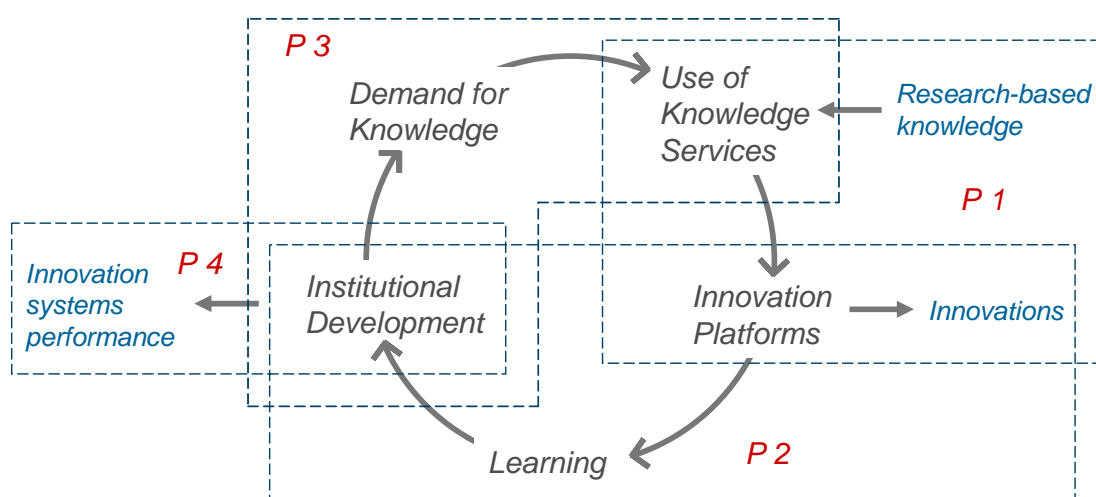
The 'Innovation and Learning Cycle' (Figure 1) illustrates a set of relationships between the demand for knowledge, the use of knowledge services, innovation platforms, learning and institutional developments, as a basis for 'pulling' on research and generating long term improvements in innovation system performance.

Although these different components are all important, it is the relationships between them that drives the circle. Conceptually the circle may be further divided into quadrants in which the different elements of the circle interlock :

- P1 : Use of Knowledge Market services within Innovation Platforms pulls on research and generates Innovations
- P2 : Innovation platforms and the processes around them generate learning that leads to institutional development
- P3 : Institutional development raises demand for Knowledge and this leads to increased use of Knowledge Market services
- P4 : Institutional development (of the PAID) and related processes leads to enhanced innovation system performance in Sierra Leone.

This section of the plan looks at processes that RIU SL and PAID will utilise within each of these quadrant areas.

**Figure 1 : The Innovation and Learning Cycle**



### 2.1. Establishing and Driving Innovation Platforms

These are the processes (illustrated in Figure 2) to be used to identify and support promising (agricultural) innovations with potential to improve livelihoods and alleviate poverty. The processes

outlined will be undertaken in a continuous cycle, designed to capture and internalise learning and strengthen capacity of the PAID to engage in and foster innovations well beyond the life of the RIU programme. Note : These innovations will necessarily make use of research-based knowledge and may include the scaling up of technologies and practices shown to work elsewhere.

## PRINCIPLES

- The purpose of the activities outlined here is to generate innovations that help reduce poverty.
- Innovations come out of interactions that bring together a productive mix of people, ideas and resources at an opportune time and place.
- There are established approaches (some of which are listed below) that PAID members can use to bring about such interactions and foster the generation of innovations

## OUTLINE PROCESS AND DEFINITION OF TERMS

**Thematic Clusters** : Members of the PAID have organised around their interest in innovative activities relating to A. Market Access B. Youth (NR based livelihoods) C. Use of Research. Each cluster has one or more Champions appointed by PAID-SL. The role of the Clusters, individually or jointly, is to define, support and help organise the activities of new Innovation Platforms.

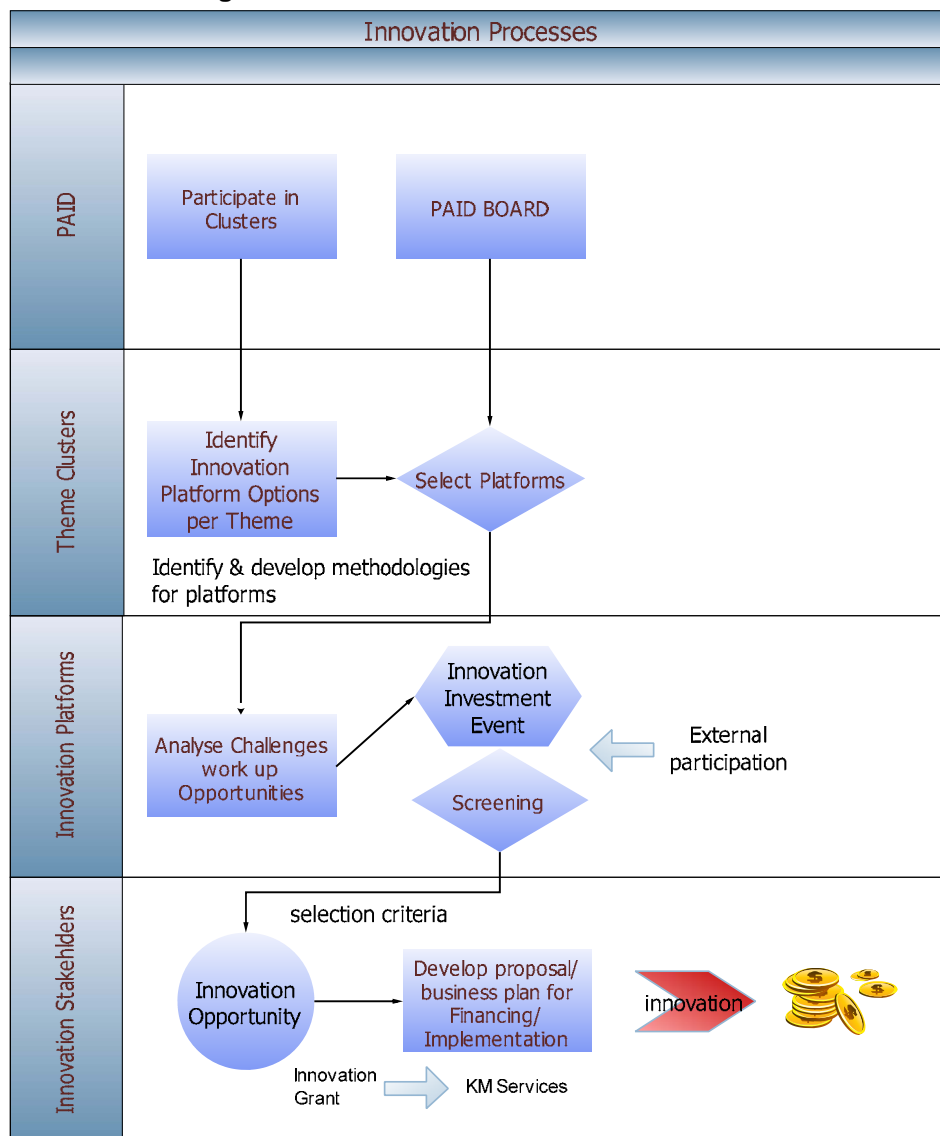
**Innovation Process tools and methodologies** : existing approaches that will be identified and adapted for use as appropriate to individual clusters and Innovation Platforms, in order to guide the analysis and identification of challenges and Innovation Opportunities. For example those within the Market Access theme may adapt and utilise the Participatory Market Chain Analysis (PMCA) approach (Bernet, T et. al 2006 ), as derived from RNRRS research, or other value chain analytical tools such as described by Kaplinsky and Morris 2006. Those within the Youth, Use of Research [and Policy] thematic areas will also use methodological approaches identified as being of particular relevance. The support for identifying and adapting suitable tools is a key element of the value-added being offered by SL-RIU, and falls within the remits in particular of the National Process Facilitator and the National Monitoring and Learning Coordinator.

**Innovation Platforms** : facilitated interactions and events identified and initiated by cluster and platform members<sup>2</sup>. Each platform will identify a facilitator and a champion to help drive the process (who are likely also to be platform members). Platforms are designed to create trust and other conditions necessary for entrepreneurial activity within particular spheres of common interest - for example opportunities in the production/marketing of poultry feed, or profitable applications of solar drying technologies (see Fast Tracked Innovation Platforms, below). Platforms may be short term, temporary vehicles, or longer lived. They may evolve into different institutional forms including incorporation as for-profit or not-profit businesses, or may agree to disband when their purpose is fulfilled.

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<sup>2</sup>. The RIU Programme defines an innovation platform as “a network of partners working on a common activity that uses research-based knowledge in new ways to produce improved goods and services for the direct or indirect benefit of resource-poor people”.



**Figure 2 : Innovation Processes and the PAID**

**Innovation and Investment events** : events organised in the context of one or more Innovation Platforms that generate and/or showcase innovations through a structured process. Open to all potential stakeholders and investors; typically co-sponsored with one or more interested organisations sharing costs.

**Innovation Opportunities** : specific ideas for a new product/service, technology, or institutional change initially packaged in concept note form. Innovation opportunities will be solicited through an open call coinciding with Innovation and Investment events. Concepts will be submitted by Concept Stakeholders (who may be platform members and/or others).

**Innovation Grants** : a grant designed to cover some or all the costs of working up innovation concepts into financeable stage “one business” plans/proposals (see below) through use of Knowledge Market services. Usually involving a pilot/proof of concept stage. The innovation concept stakeholders will be guided through this process including the use of relevant tools and methodologies. They will also be assisted to develop productive linkages with sources of existing

usable research products. Innovation Concept stakeholders must have an interest/ stake in the outcome.

***Innovation concept screening*** : initial screening process that determines which innovation concepts will be awarded PAID innovation grants according to published criteria. The screening process will be undertaken by platform/cluster members AND external referees (likely to include the Innovation Finance Facility – see below). Preference will be given to concepts that involve the private sector, use of existing research based knowledge (RNRRS and other), investment resources in addition to those provided by RIU, and are likely to produce measurable poverty reduction. An outline set of criteria are attached as Annex 6.

***Knowledge Market Services*** : These are specialised platforms (described in more detail in a later section) to be championed and piloted by the RIU Secretariat initially with a view to their development as more permanent institutional arrangements or businesses in their own right. They will offer services throughout the cycle described above in order to facilitate generation of innovation opportunities and to assist concept stakeholders to link with business development services (BDS), potential partners, research based knowledge and technology, and appropriate sources of finance.

***“Stage one” innovation business plans/proposals*** : innovation opportunities fully defined and documented and packaged with relevant information such that a potential sponsor can (i) evaluate the rewards and risks of financing/investing (ii) assess poverty, gender and environment linkages and impacts.

## **2.2. Institutional Development through Learning : Aka MIL.**

The MIL component of the work in Sierra Leone, as in other RIU countries, will be led by the National Monitoring and Learning Coordinator (NMLC) and supported by a remote “Country MIL Advisor (CMA)”. Generic tasks are :

- Tracking and documenting as necessary all of the programme initiatives (including those of the PAID)
- Planning and carrying out specific reviews of particular interventions that offer rich learning opportunities
- Tracking and reporting on RIU programme performance indicators (to contribute to the overall programme Performance and Learning Framework (PLF))
- Offering specific “technical assistance” to the in-country team, the PAID partnership members and the whole “innovation system” in Sierra Leone in the area of data-collection and processing

Note : In addition to the above functions, operating under the general direction of Component 2.1, there may be additional specific studies commissioned through Component 2.2 and directed more particularly to impact assessment<sup>3</sup>.

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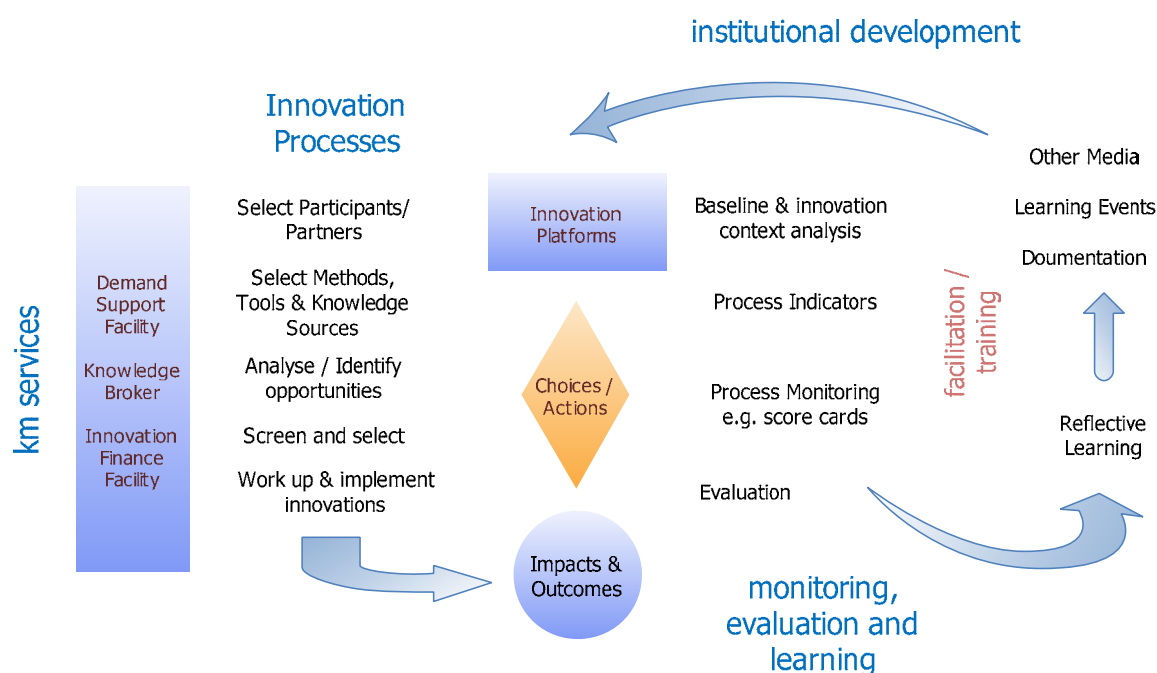
3 . If so, the NMLC, in collaboration with CMA, will be the liaison person between those commissioning the work and the in-country team led by the Country Coordinator, so that the different activities of the programme can be seen as contributing to the same programme purpose, and to avoid misunderstandings and confusion.

In the SL RIU Programme context there will be an emphasis on processes used to ensure that learning is captured from the Innovation Platforms and related processes **and leads to enhanced capacity of the PAID membership** (Figure 3). This will involve a close working relationship between the NMLC and the NPF involving an integrated approach to :

**The formation and operations of the platforms [how things are done].** Activity plans and terms of reference will be developed for each platform detailing roles and responsibilities, decision tools, process and analytical methodologies (problem analysis, stakeholder analysis, value chain analysis, market surveys etc.).

**The related learning and capacity development.** Platform members will participate in baseline studies, develop their own process indicators and receive training and support in monitoring and evaluating platform activities. All process will be documented and learning captured through review meetings, workshops, and use of other relevant communications media. Interactive sessions will be conducted on thematic issues surrounding the innovation system.

**Figure 3 : Processes for Learning and Institutional Development**



## 2.3. Driving Demand through the Knowledge Services Market

The Country Strategy identified key weakness in the existing innovation system relating to lack of effective demand for knowledge and related services especially amongst remote and resource poor communities, and a lack of accountability of service providers, including researchers, to these clients. Both these issues are related also to weak and unrepresentative rural institutions. Thus knowledge flows are currently very unidirectional and supply driven. On the other side of this market, service providers face coordination problems and high transaction costs in a weak fragmented communications environment.

## PRINCIPLES/CONCEPTS

- The purpose of the processes outlined here is to support institutional developments that will increase demand for knowledge services in ways that are specifically inclusive of marginalised / resource poor communities.
- The information markets approach underlying the Sierra Leone RIU Strategy emphasises the importance of measures to strengthen user demand in the context of a competitive service market which works to ensure that service providers are accountable to their clients.
- Demand driven approaches to agricultural services delivery are well covered in the literature and practice. A very good example is 'Demand Driven Agricultural Services' (Neuchatel Group 2006). These approaches recognise the importance of specific measures to support demand including the use of targeted subsidies where required.
- The Information and Knowledge Service Markets (IKSM) approach that underlies SL-RIU Programme extends this approach further. The emphasis is on the role of specific market-making institutional arrangements and the integration of modern ICT tools and business models to extend the range of innovation system actors and services 'in the mix'.

***The scope of these processes is by definition wider than the existing membership of PAID.*** The need is to get the knowledge market going across the innovation system, in ways that are driven by demand<sup>4</sup>.

## ACTORS IN THE SL-RIU KNOWLEDGE SERVICES MARKETPLACE

These are illustrated in Figure 4, which also serves as a general overview of the relationships between the PAID, the knowledge market services, and the market-making role of the RIU

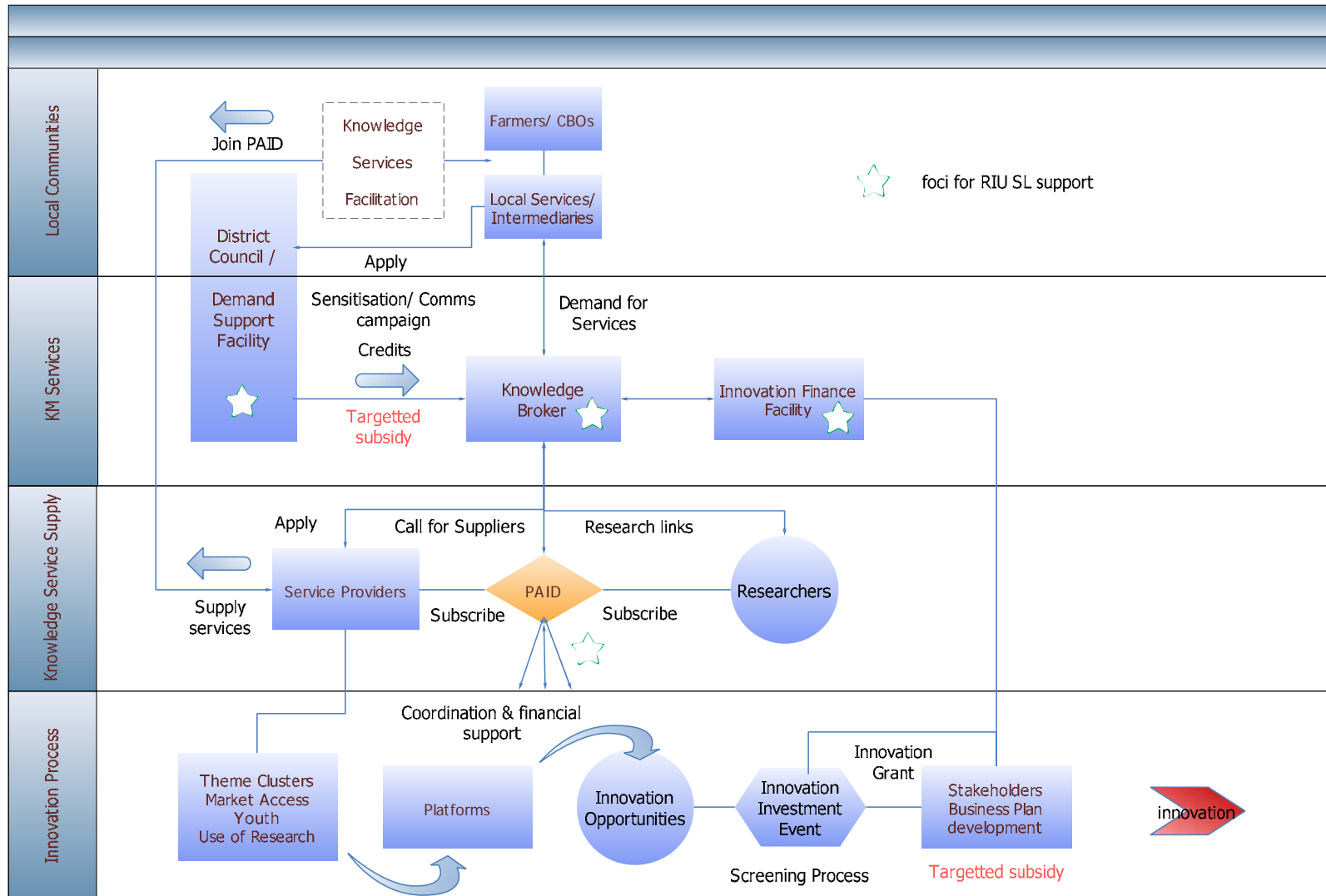
**PAID SL** – The PAID provides the institutional framework for the knowledge services market – in this context the emphasis is on the role of these organisations as 'intermediaries (agricultural advisory services, researchers, training organisations, input retailers, processors and other market chain actors, financial services, CBOs and producers associations etc.), both as service providers, and as 'demanders' of services on behalf of their client groups. The IKSM will offer another dimension to the role and opportunity for PAID members. Thus, in addition to the opportunity to participate in (and benefit either directly or indirectly from) Innovation Platform activities, the members will also see an expansion of opportunities to trade in services, as buyers or sellers, with other organisations who they will link with as a result of their PAID membership.

**Demand Support Facility** : A decentralised service with local ownership, this Facility will package and offer services designed to support access to and uptake of agricultural services offered through the knowledge broker and the PAID membership more generally. It will also facilitate and support effective interactions with PAID service providers and participation in platform activities, including through targeted subsidies for resource poor and marginalised groups.

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<sup>4</sup> . 'Demand' in this context can be defined as "what people ask for, need and value so much that they are willing to invest their resources, such as time and money, in order to receive the services" (Neuchatel Group 2006) .

**Figure 4 : Demand for Knowledge & the Use of KM Services**



**Knowledge Broker** : Will establish a widely accessible marketplace for knowledge service providers and their clients, using ICTs and other relevant media. Will enable flows of valuable information between them. Will provide a service to link buyers and sellers of services within a suitable QA framework.

#### **OUTLINE PROCESS**

- The Demand Support Facility [DSF] and the Knowledge Broker [KB] work with PAID to develop a communications package targeted for an audience of rural service providers and their clients to publicise the knowledge broker service and how to access it.
- Local community groups contact either the DSF or the KB directly. The DSF may also proactively target groups for support.
- Selected groups are entitled to virtual credits/vouchers that can be used through the KB service; these will entitle them to make free or subsidised use of the KB and qualify for training and other support to (i) use and formulate demands through the KB service, and (ii) join and participate in PAID activities.
- KB matches demands with services available in SL. Suppliers have to join PAID to be eligible to offer services. Once registered with the KB they are kept in touch with new opportunities that meet their profile.
- The voucher service requires no transfer of cash. Where services are supplied, the KB pays the supplier directly and invoices the DSF. Mobile phone based payment services may be used.
- The DSF follows up and monitors the success of the service relationships formed.
- The DSF is free and encouraged to add to SL-RIU resources from other 'soft' development sources.

#### **2.4. Upscaling and Outscaling : Innovation Systems Performance**

The final 'piece of the puzzle' is the extent to which successes achieved within the context of the SL RIU Programme and the PAID membership can be scaled up and out to have lasting systemic impacts within the Sierra Leone innovation system.

The primary mechanisms available to the PAID are :

- Ensuring that the PAID itself continues to be innovative, open and outward looking in its approach, and grows to become a substantial 'player'.
- Understanding and engaging effectively with NR and agricultural policy processes to influence and advocate for change. The proposed PAID policy platform can be a powerful vehicle in this respect and is discussed below.
- Making full and effective use of communications approaches to inform and influence. The proposed RIU SL communications plan is also discussed below and in detail in Annex 2.

### 3. INNOVATION PLATFORMS

#### 3.1. The Partnership for Agricultural Development in Innovation (PAID)

The PAID is an innovation platform rather than an SL RIU Programme budget line. It was established via a facilitation process initially led by the RIU SL Country team and the CSPD Team but is now operating autonomously. An updated profile of the PAID is included as Annex 3.

As the 'top level' innovation platform, the PAID has the role to deliver the institutional developments that will drive the rest of the programme. As described above, it will do so by 'spinning off' specialist platforms within the three key developmental areas identified and agreed within the Country Strategy : Market Access, Youth, and Use of Research.

PAID SL has recently incorporated as a Company Limited by Guarantee. Member organisations will pay a registration fee and an annual subscription (approx \$30 and \$150 respectively). The rationale for incorporation was that a legal structure was required and the structure chosen enables the PAID to raise finance. Given the intention to be an open 'umbrella' network for many different organisations in SL, many of which are financially very weak, this is a pragmatic decision and will increase the likelihood of becoming financially independent of RIU.

A company 'limited by guarantee' is a type of corporation used primarily for non-profit organisations that require a legal 'personality'. A company limited by guarantee has members rather than shareholders, and has no share capital. The company is formed on the principle that the liability of its members is limited to the respective amounts which they undertake to contribute to the assets of the company if it is wound up (normally a nominal amount). The company Memorandum normally includes a non-profit distribution clause (which may make the Company eligible for charitable status). Common uses of guarantee companies include clubs, membership organisations, sports associations, trade associations, workers' co-operatives, other social enterprises, non-governmental organizations and charities.

Under the Memorandum of Association (also attached), the PAID has a General Assembly of all members, a Board, and a Secretariat, with roles as follows:

- The General Assembly: the highest decision making body of the PAID-SL comprising all registered paid up members.
- The Board of Directors: Mandated to manage the affairs of the network/partnership. Elected by partners with cross representation from various interest groups within the partnership. Election by secret ballot with simple majority by members present at a general meeting. Each term is 3 years; maximum 2 terms. An interim Board has been appointed which includes: Chairman: Mr Ben Massaquoi (also National Extension Coordinator) and Treasurer: Dr. Isaac Palmer (also Director, University Research and Development Services and Champion of the PAID 'Use of Research' Cluster).
- PAID Secretariat: responsible for the day-to-day running of the partnership in terms of coordination and administration. The PAID secretariat is currently shared with the RIU Secretariat, where the PAID Secretary, Abdulai Bun Wai, has a desk. This also serves as the PAID boardroom. The PAID proposes to move into its own premises in due course. A full

time National Coordinator for the PAID will be sought and is expected to be appointed 1st Quarter of FY 0910.

The PAID Board and Secretariat are leading the development of a Business Plan and a Procedural Manual, to supplement the existing Memorandum document.

### **3.2. Policy Platform**

At the recent 11<sup>th</sup>/12<sup>th</sup> November 2008 PAID workshop it was formally agreed that a Policy Platform should be formed. Initial discussions on the role of the Platform emphasised the following functions :

- ensure that policies exist for the operation of PAID-SL
- play advocacy role to influence government policy
- influence the formulation of policies to help the innovation programme
- nationwide advocacy for PAID-SL

In the workshop discussions (to be covered in more detail in the workshop write up) there was some degree of consensus that land policy was one key area for attention; also agricultural finance and more generally the enabling environment for agricultural marketing and export.

One area of concern was the extent to which policies on paper translate to implementation. Other key cross-cutting issues related to gender, including woman as community stakeholders, and traditional norms that disadvantage them; also Youth, their marginalisation, rural-urban migration, unemployment.

Some specific recommendations for advocacy related to :

- woman's ownership of land and gender balance within membership of farmers groups; also the design and implementation of woman friendly farmer activities (such as vegetable cultivation, marketing, processing etc.).
- Duty free concessions on agricultural equipment.

There were felt to be good opportunities for influencing policy relating to innovation opportunities via :

- Forming stakeholder pressure groups including both researchers and farmers
- Effective links with the ministry, and with district councillors and parliamentarians
- Sensitisation and advocacy

Several of the PAID members are already involved in or influencers of agriculture and NR policy formulation (three members of Parliament participated in the most recent workshop, as did at least one District Councillor, the Head of the National Farmers Association, the National Extension Coordinator, the Director University Research and Development Services and others key actors). The Policy Platform will provide a new 'space' within which these actors and other members can focus on dimensions of policy that require both more evidence and more advocacy in the Sierra Leone context. As a 'partnership of service providers' the PAID has the opportunity to generate and bring to the table valuable insights into the public-private interface and how government, the (currently overactive) NGO community, and other key national umbrella bodies such as the NAFSL can



effectively 'stand back' and support/enable the fledgling but essential community of rural entrepreneurs.

The platform will effectively be operating as a 'self-interested' lobby to influence and advocate for changes that will improve the position and performance of service and business-oriented agencies and SMEs within the new agribusiness-oriented agriculture strategy. The platform has a ready-made vehicle to bring these perspectives into the formal policy process in Sierra Leone through the Agricultural Advisory and Technical Committees of the reformed MAFFS.

Specific modes of operation for this platform will be fleshed out during the Programme pilot phase with the advice and support of the RIU Senior Advisor for Policy & Partnerships, Kerry Albright. There is a considerable amount of existing research-based knowledge to draw on, for example as summarised in RIU Practice Note no 9 "Lessons for out-scaling and up-scaling" (RIU 2006).

### **3.3. Fast-tracked Innovation Platforms for the Pilot.**

THESE TWO PLATFORMS ARE DISCUSSED BELOW...

### **3.4. The Knowledge Broker**

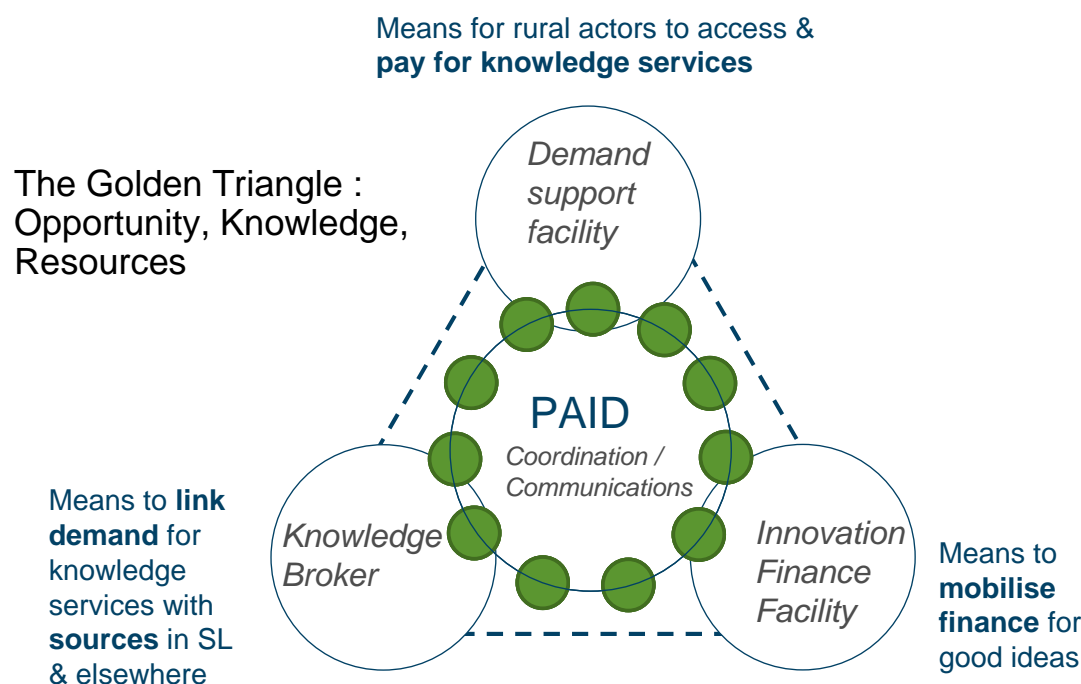
The innovation platform structure of the Knowledge Broker is an interim arrangement through which it is expected to establish as a business in its own right most probably with a for profit structure. A structured process of business planning will be undertaken. The business planning process will be informed by the initial SL programme pilot (see below) during which time an initial set of knowledge broker services will be defined and available. The RIU Secretariat team will lead this process with external support as required. The output of the planning process is expected to be a financeable business plan. The primary stakeholders in the business plan may change at this point; i.e. the platform champions may or may not be stakeholders in the resulting business.

#### **KNOWLEDGE BROKER SERVICES:**

The KB will, **either directly, or by sub-contracting, or through collaborations/joint actions with other communications service providers :**

- Establish a widely accessible info exchange/marketplace available to PAID members and also publicly accessible on the internet
- Provide a service to link buyers and sellers of knowledge and services within Sierra Leone (and beyond) within a suitable quality assurance framework
- Proactively promote and develop linkages with national and international research groups and seek out knowledge relevant to interests of PAID members and specifically to the Innovation Platforms.
- Employ best practice communications approaches to publicise, expand and drive demand for its services

**Figure 5 : Golden Triangle**



**The KB, operating as an innovation platform, will pilot services to be offered to PAID members and establish ongoing market demands and requirements for service development.**

**In piloting and developing these services, the KB will :**

- Explore alternative business models, which may include charging user fees, e.g. membership subscriptions, and commissions, and the retention of these fees; and also ancillary revenue streams such as advertising etc.
- Establish the viability of operating knowledge brokerage services in SL on a sustainable business footing through most appropriate commercial arrangements and partnerships. This may or may not involve take up and operation by one or more PAID members. This may include evolution / expansion of the service to other sectors such as health, energy, education, etc.

**Certain services likely to be offered by the KB in the short-medium term :**

- Physical point of presence in Sierra Leone and personnel contactable and responsive by internet, mobile, telephone, and mail
- Interactive website and related mobile/sms service with messaging, community and content management features that enable users to publish, communicate and exchange information between them.
- Mobile/sms and online 'request for information' service that is searchable/accessible by PAID members.
- Transactional ecommerce services enabling users to request, buy and sell information and services from each other accessible by internet and mobile/sms.

- Searchable online access to a large range of web-based science and development information resources relevant to agricultural innovation in Sierra Leone.
- Showcasing and promotion of PAID (and RIU SL Programme) and related key information : internationally accessible.
- Other value-adding services for PAID members and Sierra Leone Innovation System that may be identified

### **Technology Partnerships**

There are a range of potential tools and technology partners that the Knowledge Broker will explore in order to deliver these services, for example :

- Electronic Marketplace : The MPAIS platform will be piloted during the Programme pilot period and evaluated for longer term potential
- SMS Platform : The FrontlineSMS platform [<http://www.frontlinesms.com/>] is being evaluated as a low cost means to maintain contact with PAID members via text messaging
- Splash Cash Mobile Money Ltd : This new Sierra Leonean start up potentially offers a platform for use of air time transfers to pay for knowledge market services
- Village Phone : Discussions have been held with Village Tell ([www.villagetell.org](http://www.villagetell.org)) about the potential to offer KB services over a new village phone network (based on the Grameen model) that is slated to commence early 2009.

### **3.5. Demand Support Facility**

The role of the Demand Support Facility (DSF) was outlined above and illustrated in Figure 4. As with the other Knowledge Market Services this facility will initially be championed and piloted by the RIU Secretariat team with a view to 'moving it out' within a suitable institutional framework.

As a facility/service provider the DSF will package and offer services designed to support access to and use of knowledge services, in particular by resource poor and traditionally marginalised groups :

- offer training and other support in the formulation of specific demands for (research-based)/knowledge and related services
- Facilitate and support use of the Knowledge Broker and Innovation Finance Facility
- Facilitate membership of the PAID and effective involvement in Innovation Platforms

The DSF constitutes a targeted subsidy to enhance effective demand for services by groups that could not otherwise access and/or pay for these. It will have the freedom to explore alternative means of subsidising demand in ways that are non, or minimally distorting. The use of voucher based mechanisms will be explored (for example similar to the voucher scheme for business development services operated by the Zambia Chamber of Small and Medium Business Association, ZACSMBA). There may be a requirement of matching funds from beneficiary groups. The 'virtual credit' mechanism pioneered by MPAIS Uganda will be trialled.

As a platform the role of the DSF is to advance understanding of how to support and encourage access to and uptake of agricultural knowledge services, working at a local level in a public/private mode

that includes local community groups and actors, and elected District authorities. The Facility will therefore need to be highly decentralised and have trust and credibility at a local level. The DSF has the explicit brief to design and trial a package of services that can be offered cost-effectively by existing Sierra Leonean institutions within their existing institutional and resource framework.

### 3.6. The Innovation Finance Facility

Note: the ideas in relation to this facility draws on those put forward by Andrew Barnett for an Innovation Facility in Rwanda. There are many similarities and also some differences in the approaches proposed. It would clearly be sensible and beneficial for there to be some cross-referencing of ideas and experience as these two similar facilities develop.

As set out in the Strategy, the role of this facility is to match ideas and opportunities arising from Innovation Platforms with appropriate finance. Its role and rationale is to compensate for the information failures and related transaction costs that members of the PAID would otherwise face in sourcing finance for NR-based ventures.

There are a number of existing financial institutions in SL who may be approachable to finance opportunities arising out of the Innovation Platforms. Initial meetings have been held with ProCredit, EcoBank, ManoCap and Standard Chartered Bank. On the basis of these initial meetings it is already evident that the bottleneck in financing innovative ventures in the NR sector relates more to the shortage of well packaged and worked up financeable opportunities than to any shortage of finance *per se*. The existing players such as ProCredit are rapidly expanding their lending to small and micro enterprises in SL. They have teams seeking out, developing and supporting potential investments within specific sectors, particularly within and around Freetown and the regional centres. *However*, the general perception is that agriculture is relatively difficult, risky, and high cost.

Essentially then the role of the IFF is to bridge the gap so as to bring agricultural innovations emerging from innovation platforms onto the 'radar' of these existing financial institutions. It has a finely balanced role to play; it should not be seen as a soft option nor operate in a way that effectively subsidises activities that are fundamentally non-viable or non-creditworthy.

The intention is that the IFF will participate at the Innovation concept screening stage. It will work with the 'winning' innovation concept stakeholders and help them to steer development of business plans/proposal so as to meet the specific investment criteria of known banks/microfinance institutions that are 'clients' of the IFF service. The services will help innovations stakeholders to:

- Understand what makes a business financeable
- Structure and develop ideas and business plans accordingly
- Pilot and develop innovations in order to develop a track record and be 'more bankable'

In order to perform this role it will necessarily:

- Have relevant expertise in (agricultural) finance
- Maintain strong working relationships with a range of financial institutions
- Be a credible and neutral 'honest broker'

As with the other Knowledge Market services the IFF will initially be piloted by the RIU Secretariat with appropriate support. The aim will be to identify how such a brokerage role could be taken up and maintained within one or more existing SL institutions and if so where.

Potential business models will be explored. It is not expected that the IFF will itself operate a portfolio of investments in its own right, although this may be a logical step at a later date. The facility will however, generate a pipeline of financeable opportunities, arising from activities of the PAID, for others to take up. It is essentially in a brokerage role and its finance model could be designed accordingly, for example by charging prospective businesses for its 'introduction and business development services' and / or charging financial institutions a commission fee per financed opportunity.

#### 4. KICK STARTING – PILOT

All the processes outlined above (and others in relation to the role of the SL-RIU Secretariat) will be piloted during the first 6 - 8 months of the programme and scaled out thereafter. The aim of the pilot is to take the entire programme through 'one cycle' of the overall process map (Figure 1) and capture the learning from this so that any readjustments of structures and processes can be made.

The pilot project will enable all actors : the SL RIU Country Team, PAID members and the participating District Councils, to learn by doing, and see how Innovation and learning processes will operate at the specific pilot locations. The pilot will have the following objectives:

- To explore practical functioning and operations of two initial fast tracked innovation platforms (see below)
- To map out and respond to capacity gaps in organizations/partners involved in specific innovation platform activities and at cluster level
- To field test Knowledge Market services : Innovation Finance Facility, Knowledge Brokerage and Demand Support Facility.
- To further develop and test the RIU-SL procedures and MIL axis.
- To field test and adapt selected RNRRS outputs in Sierra Leone and to document and learn from implementation of the various pilot activities.

The two selected Fast Track Innovation Platforms are :

***Production and marketing of poultry feed/primary location around Kenema, Eastern Province.:***  
The chronic lack of poultry feed (high price, accessibility and affordability) in Sierra Leone was identified as a priority constraint in the original 2007 Sierra Leone Country Assessment and has since been validated as such through field work. This is widely considered to be a major constraint to poultry production in Sierra Leone. Innovative ideas to overcome this constraint have great potential to encourage women in particular to embark on small-scale poultry production, and may also support the revitalization of poultry feed mills at strategic places in the country. Kenema is home to one of the few functioning local poultry farms in the country, which is operated by MORWOMA an active PAID member. MORWOMA is working with mainly women's groups in five different chiefdoms in Kenema district. In addition, the organization's work is closely linked with research work mainly conducted by Institute of Agricultural Research.

**Solar drying as new post harvest technology in fruit value chain /primary location around Makeni, Northern Province :** The Northern Province is generally known for its potential for fruit production and Makeni is home to the now defunct fruit processing plant. As also identified in the 2007 Country Assessment Report, the major constraints has been in preservation, processing and marketing, with tons of fruit regularly going to rot. Plans now underway to improve the main Sierra Leone - Guinea transport axis, offers a new impetus for enhancements to this value chain, including the potential for solar drying. Such a development is also considered to have potential for youth engagement.

Importantly, both of these platform areas have potential to benefit substantially and relatively quickly from existing research undertaken within the RNRRS portfolio.

### **Solar drying**

[http://www.researchintouse.com/downloads/5\\_Marketing,\\_Processing\\_\\_Storage\\_2nd\\_edition\\_RIU.pdf](http://www.researchintouse.com/downloads/5_Marketing,_Processing__Storage_2nd_edition_RIU.pdf)

Commercialisation of solar drying technologies for micro- and small-scale rural enterprise development  
(Ref: CPH31 on CD)

Commercialisation of traditional processed cassava  
(Ref: CPH41 on CD)

[http://www.researchintouse.com/downloads/1\\_Crops,\\_Forest\\_Products\\_\\_Pest\\_Control\\_2nd\\_edition\\_RIU.pdf](http://www.researchintouse.com/downloads/1_Crops,_Forest_Products__Pest_Control_2nd_edition_RIU.pdf)

'Know-how boosts cottage industries for tropical fruit': Underutilised crops processing and marketing for the benefit of the poor  
(Ref: FRP44 on CD)

**See also: Crop post-harvest programme:** <http://www.cphp.uk.com/>

Projects included: Low-cost fruit and vegetable drying technologies (Ghana, Uganda, Pakistan)

R5539CB

<http://www.cphp.uk.com/projects/default.asp?step=5&projid=156>

## **5. COMMUNICATIONS PLAN**

**Note : the Communications Plan is set out in full in Annex 2.**

The SL Country Strategy includes a general assessment of the communications environment and ICT sectors in Sierra Leone. Communications gaps were identified as a major obstacle in the development of the Sierra Leone agricultural innovation system. In as much as the SL-RIU programme emphasises the provision of knowledge services, communications will support these services to develop and realise the use of research-based and other types of knowledge to develop innovation platform options.

The communications strategy will support the development of the PAID, including its promotion to relevant agricultural innovation partners. It will also support the processes outlined above : through the development and operation of emerging innovation platforms within the thematic cluster areas,

and as a means to support the MIL activities in capturing and sharing lessons both within platforms and through 'best practice' lessons to be communicated to a wider audience .

Communications activities will inform, empower and change behaviours of key actors, in alignment with the process and roles defined above, to influence agricultural innovation policy and practice in Sierra Leone. A parallel focus will be on strengthening communication between producers and users of research outputs and to support Sierra Leonean capacity to demand and use research-based evidence to improve outcomes and influence policy.

The communications strategy proposes an initial set of activities and products that embrace a range of relevant approaches, formats and media. The strategy will be regularly updated to ensure that the RIU-SL programme operates at the forefront of advances in appropriate, accessible communications in Sierra Leone. Initially, it will be driven by the RIU Secretariat, in collaboration with the PAID Secretariat but will necessarily devolve to the PAID over the course of the programme to March 2011. The communications strategy will additionally be guided and supported by the RIU Knowledge Manager.

The knowledge broker will play a central role in identifying organisations and individuals that can fulfil various communications functions, and linking in-country communications specialists with those in need of their services. For instance, as platforms are established, they will take on elements of their own communications needs, explicitly budgeted as a component of the individual platform business plans; they will need to identify services that can fulfil these communications needs. Maximum use will be made of local firms to provide communications services.

## 6. CROSS CUTTING ISSUES

The SL Country Strategy, and the Assessment before that, reviewed the issues in respect of deep and entrenched poverty, gender inequalities, youth disaffection and unemployment, and environmental degradation. In taking forward the SL Country strategy, the following mechanisms will be key :

*Demand Support Facility* : this is the structural component of the programme whose purpose is to ensure that resource poor and traditionally under-represented groups have access to and can effectively participate in the PAID SL activities and related knowledge market services.

*Guiding principles of PAID-SL*: The Memorandum of Association of the PAID explicitly binds its members to "take on board RIU guiding principles which include: strategic focus; openness; transparency; fairness (focusing on access to knowledge, participation, equal opportunities, and inclusive partnerships for all social groups with a particular focus on the disadvantaged); innovation; accessibility; inclusiveness; and empowerment."

*Criteria for Support of Innovation Opportunities* : These were discussed above and in Annex 6. The process of developing, screening and selectively supporting emerging innovation opportunities will include 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 capture by elites and/or (ii) generate economic linkages into poorer households [through price, quality inputs, outputs etc), and (iii) generate positive environmental externalities.

*MIL* : The MIL process outlined above will explicitly include (the participatory design of) indicators and related monitoring by platform members of the extent to which the platform activities are

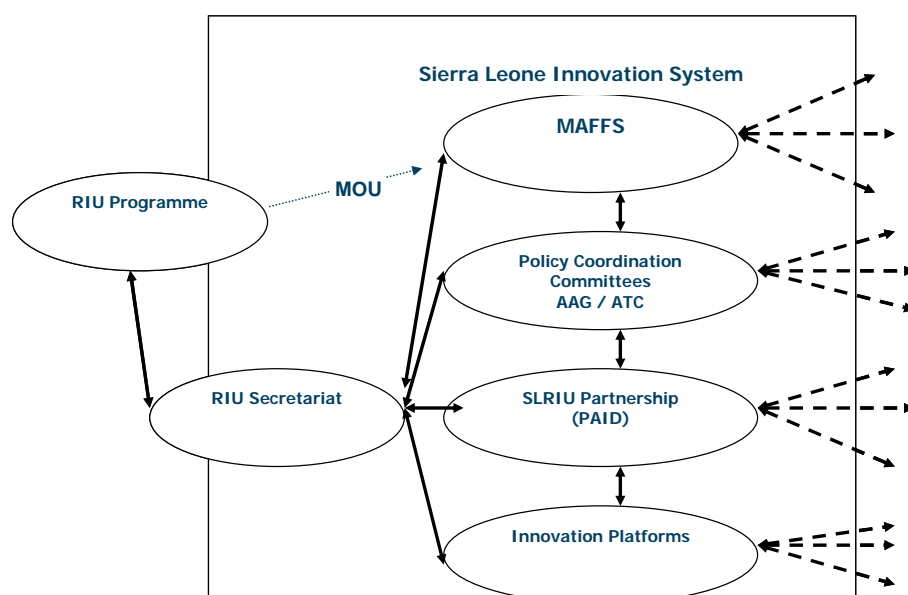
inclusive and likely to result in socially and environmentally desirable/sustainable outcomes. One of the key output level OVIs for the PAID is its establishment of a suitable M&E system that will also incorporate these dimensions.

## 7. MANAGEMENT AND GOVERNANCE

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

### 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.



### 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 Country Coordinator, David Suale and the National Process Facilitator, Hassan Jalloh are now in place and under contract to NR International Ltd. The National Monitoring and Learning Coordinator, Foday Solomon Kanu is now under contract to International Organisation Development (IOD). The Secretariat team also include Holima A. Samai who is employed as Programme Assistant and Foday Kalilu employed as Driver, both by Natural Resources Organisation (NRO) (see below).

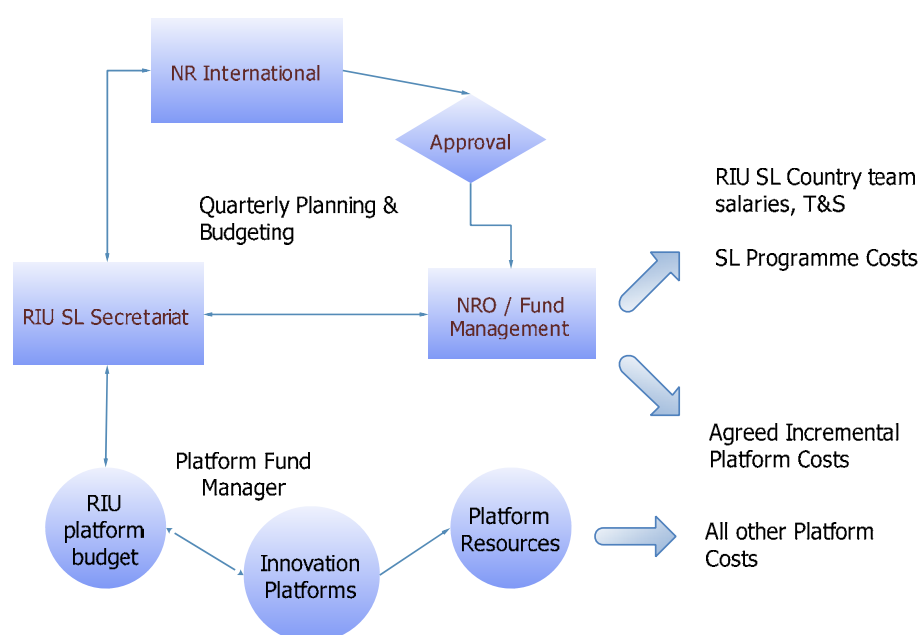
*Vehicles:* the SL RIU Secretariat utilises a 4WD Toyota Land Cruiser vehicle under a hire arrangement from David Suale. This arrangement provides for the use of the vehicle by RIU for 8 - 10 hours per day / in normal office hours.



## Natural Resources Organisation

NRO is local Non-Governmental Organization legally registered in 2008 with GOSL and the SL umbrella NGO body SLANGO. It is a not-for-profit organization. It is in the process of renewing its registration for the next two years. The current board chairman is Dr. Abdulai Jalloh, Deputy Director General SLARI, and the Executive Director is David Suale. In addition to employing Holima A Samai and Foday Kalilu, NRO will manage funds for the SL-RIU Programme in Sierra Leone as described below, under a suitable guarantee.

### 7.1. Planning, Budgeting and Financial Administration



A quarterly cycle of planning and budgeting will be employed as per the RIU Operations Manual. Each quarter the country team will plan and budget 'Thrusts' and related activities for the following quarter, and reconcile expenditures for the previous one. Cross payments made directly by either NR Int or IOD will also be reconciled. The projected expenditures will incorporate those planned and budgeted at platform level.

Once approved by NR International, the funds will be disbursed to NRO, which will maintain a bank account for this purpose and make relevant payments to suppliers in SL.

At platform level (including PAID as a platform) the relevant fund managers will plan, budget and account for expenditures against platform level budgets, to a schedule agreed with RIU SL. Once approved, payments will be made directly by NRO.

## 8. LOGICAL FRAMEWORK

The logical planning framework attached as Annex 1 follows the logic already agreed under the Country Strategy but require some further notes of explanation.

The logframe addresses both the SL RIU and the PAID but separates the activities, and outputs of each of these. The logic is that the Outputs of the SL RIU programme essentially represent services that the PAID will utilise to generate its 'own' Outputs as defined and agreed by PAID members.

For the PAID the desired Outputs are specific areas of competence or institutional capacity : the ability to mobilise resources, deliver quality services etc. At the Purpose level this enhanced capacity is translated into 'new ways of working' that lead to 'use of new knowledge and technologies for pro-poor innovation'. The Goal for the PAID membership is to 'better address their mandates relating to generating innovations' leading to economic growth and improved livelihoods in Sierra Leone.

### 8.1. What can we achieve by 2011?

The remaining timescale for the SL RIU Programme to March 2011 represents an obvious challenge in terms of achieving tangible results. Thus the deliverable 'results' in terms of impacts at Output and Purpose level are primarily expressed in terms of process and institutional improvements which will provide a foundation for larger scale and more tangible impacts in following years.

The following two tables extract from the logframe :

- Outputs and Output OVIs for the RIU Country Team and the PAID
- Purpose and Purpose OVIs for the PAID

The main deliverable outputs for the RIU Country team are (i) the provision of adequate high quality coordination and support services in accordance with the RIU-MAFFS MoU and in support of the PAID and (ii) the piloting of the Knowledge Market services leading to specific and detailed business plans for these services.

For the PAID the envisaged improvements in institutional capacity are quantified as OVIs. The most challenging and ambitious is to achieve 100% financial independence from RIU by March 2011.

At Purpose level the PAID members are engaged in more and better collaborations and have better linkages across the innovation system including into research networks. Groups outside of Freetown and the other main towns are well represented in these new relationships.

In terms of specific and tangible 'research into use' deliverables : 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 of the PAID. Some innovative technologies or practices (drawing on RNRRS or other research) will be in the process of adoption by 'poor' farmers. The Purpose level OVIs are not quantified yet.

RIU COUNTRY TEAM OUTPUTS AND OVIS	
<b>Outputs 1:</b> PAID effectively provided with coordination and communications services by RIU Secretariat leading to managed withdrawal by March 2011.	<ul style="list-style-type: none"> <li>• PAID Members express satisfaction with RIU Secretariat coordination and communications services in effectively supporting delivery of PAID mission as per the PAID MoA</li> <li>• MAFFS expresses satisfaction that the terms of its MoU with RIU have been fulfilled.</li> </ul>
<b>Output 2:</b> Knowledge Market	<ul style="list-style-type: none"> <li>• Pilot scale knowledge market services are established by the</li> </ul>

<p>Services( Demand Support, Knowledge Broker, Innovation Finance), as identified in Country Strategy, successfully piloted with PAID Members</p> <p><b>Output 3:</b> Lessons learnt towards establishment of sustainable services for Sierra Leone</p>	<p>end of 2009, accessible, understood and used within platforms, and are valued by their Clients</p> <ul style="list-style-type: none"> <li>High quality business plans or other appropriate implementation plans for each Knowledge Market service developed with partners</li> </ul>
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PAID OUTPUTS AND OVIS	
<p><b>PAID Members better able to :</b></p> <p><b>Outputs 1:</b> mobilise resources</p> <p><b>Output 2:</b> deliver high quality services</p> <p><b>Output 3:</b> think and work in innovative ways</p> <p><b>Output 4:</b> acquire and use information and knowledge</p> <p><b>Output 5:</b> learn lessons for continuous improvement</p>	<ul style="list-style-type: none"> <li>PAID is sourcing 50% of its core operational budget from members by March 2011.</li> <li>PAID is sourcing 100% of its platform budgets from non-RIU Sources by March 2011.</li> <li>PAID registered membership grows from 120 in 2009 to 200 by March, 2011</li> <li>PAID member organizations are responding effectively to demands for services as coordinated by the Knowledge Broker</li> <li>At least 50% of PAID member organisations have actively participated in Cluster and/or Platform activities by March 2011.</li> <li>80% of PAID Members can quote additional trusted sources of information since becoming PAID Members and have made practical use of these.</li> <li>80% of PAID Members are utilising innovative communications approaches.</li> <li>PAID has instituted a systematic learning framework based on an M&amp;E System that is part of their operational plan and is applied annually as part of the review and planning cycle.</li> <li>PAID Member organisations are responding effectively to issues raised in M&amp;E process documentation.</li> </ul>

PAID PURPOSE AND OVIS
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Partners adopt new ways of working individually and with each other to pursue activities that lead to use of new knowledge and technologies for pro-poor innovation in the agriculture and natural resources sector	<ul style="list-style-type: none"> <li>• Number of new productive linkages/collaborations between or involving PAID members [QUANTIFY]?</li> <li>• Proportion of new productive linkages/collaborations with links into research networks (RNRRS or other) [QUANTIFY]?</li> <li>• 50% new productive/linkages initiated by groups outside of Freetown and the main towns</li> <li>• Number of (pro-poor, gender responsive and environmentally sustainable) based innovation opportunities (externally) financed through platform activities of the PAID [QUANTIFY]?</li> <li>• Number and scale of innovative technologies or practices (drawing on RNRRS or other research) actually in process of adoption by 'poor' farmers( as defined by RIU) as a result of PAID [QUANTIFY]?</li> </ul>
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## 8.2. Expectations

At the 11<sup>th</sup> / 12<sup>th</sup> November 2008 PAID workshop the participants discussed the key functions of the different roles involved in the Programme; also their expectations of each, including the status to be achieved by March 2011 with potential indicators. The full results of this discussion will be included in the workshop report in due course. Annex 3 extracts the responses.

The feedback from the workshop seems to offer useful validation for the SL RIU programme. Thus, the participants confirmed that the 'end game' is the long term institutional development of the PAID membership and their capacity to support and foster innovation within agriculture. There is general support for the idea that SL RIU should phase out by March 2011 and/or become fully integrated into PAID. There was strong buy-in to the idea that the role of the platforms is to generate 'bankable' ideas. The most commonly expressed indicators were those relating to (i) institutional/human capacity to manage innovation processes and (ii) the generation of actual 'bankable' innovations.

MAFFS clearly sees RIU as an important and potentially long term strategic partner (ref : press cutting attached as Annex 9). This was also evident from the Ministers Speech at the recent signing of the MoU. These are obviously 'good' things, but do also suggest some possible future tension between MAFF tendency to want to 'internalise' the PAID, and the value of the network as an open, politically neutral and business-like partnership.

The role of the RIU Secretariat and country team is complex in that it is charged with delivering this RIU plan but can only do so if the PAID plays its part in delivering certain key outputs. The RIU plan was presented in outline at the recent workshop and there was a good response to it. At the same time it is evident that the PAID membership generally regard this RIU planning process as a necessary but not especially interesting reality. The PAID Board is developing its own plan, which is technically distinct and belongs to the membership. The RIU team can advise but not dictate the extent to which the PAID feels bound by the contents of this document.

While the Country Strategy envisaged the PAID operating as a decentralised social business network of autonomous organisations, whose real strength was in the members rather than in the 'centre', in practice the members clearly see the PAID 'Board' as providing necessary leadership. This in retrospect was probably inevitable.

### 8.3. Other Issues and Risks

Some of the general risks and assumptions identified in the Country Strategy remain so :

- The current positive basis and strong potential value added for RIU rests on its role to support a knowledge-based pro-poor growth path in an improving economic environment where there is (despite many constraints) growing space, opportunity and resources for innovation. However the stability of the current positive political and economic environment can not be guaranteed. Any deterioration would very quickly weaken the case for the current strategy.
- Social relations and ways of operating politically and commercially in Sierra Leone have a long history of failing 'ordinary people' – these things are embedded and won't change quickly.
- The partnership will need ongoing mentoring; likewise the Country team will need ongoing mentoring to support the partnership.
- The KM Services are novel in the Sierra Leone context and there will be a need for ongoing technical support as they are developed.
- The communications environment in Sierra Leone is particularly difficult; expectations of the reach of the KM services and communications activities needs to be realistic
- The strategy is relatively complex.

To specific 'new' risk areas are emerging.

- (i) The Demand Support Facility in particular remains poorly understood and is probably the area where there is least 'buy-in'. Interestingly one reason for this is precisely because it is intended to provide means to subsidise demand. The PAID Chairman for example is opposed to such an approach. This may 'simply' be a communications issue , but this is an area that needs attention.
- (ii) Although there is substantial documented evidence that unsustainable farming and land management practices are a major concern for Sierra Leone, it is notable that environmental issues are rarely raised in meetings of the PAID. This is a concern, and it is suggested that specific measures are taken to strengthen and reinforce attention to environmental sustainability concerns at SL RIU programme level.

### 8.4. Sustainability

Some issues in relation to sustainability were discussed inter alia above. Relevant mechanisms in this respect can be summarised as :

**Quality at Entry** : Considerable emphasis has been placed on participatory approaches to the development of both the Strategy and Implementation Plan. The way in which the programme will

operate has been demonstrated and discussed with key stakeholders. There are strong and highly competent individuals and champions in place both within the RIU Country team and the PAID management structure. There is currently an apparent high level of buy-in and goodwill towards the programme from those involved.

**The ‘Smart Subsidy’ mechanism** at the heart of the strategy and plan emphasises the establishment of gap filling knowledge market services that must be shown to be capable of operating without RIU support by March 2011. The evidence to support this in the form of specific data and documentation constitutes a deliverable output.

**Institutional Development** is at the heart of the SL country strategy and implementation plan. PAID members are committed to developing capacity and resources to manage innovation processes more effectively in Sierra Leone. The PAID intends to be operating without RIU support by March 2011 and specific monitorable indicators have (or will soon have been) agreed with the PAID board.

## 9. BUDGET

A draft budget is available separately.

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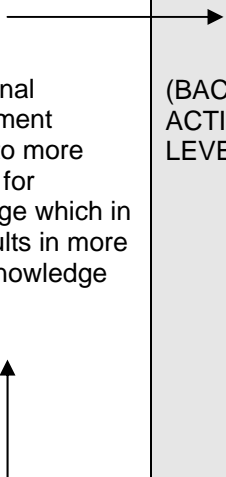
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## Annex 1: Logical Framework


Narrative Summary	PROCESS MAP		Objectively Verifiable Indicators	Means of Verification	Important Assumptions
GOAL	Innovation & Learning Cycle	External impact			
RIU: To contribute to sustained poverty reduction in Sierra Leone, where agriculture is important to the livelihoods of the poor.			<p>RIU: 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 and natural resources research investments</p>		Political stability and positive economic direction maintained in Sierra Leone
<p><b>PAID / SL Innovation System:</b></p> <p>Partners are better able to address their mandates relating to generating innovations that boost the contribution of agriculture and natural resources to economic growth and improved livelihoods in Sierra Leone</p>	<p>Institutional development of the PAID has wider innovation system impacts</p> <p>→</p>	<p>INNOVATION SYSTEM PERFORMANCE</p>	<p>Amount and quality of information and knowledge flows to support pro-poor innovations between PAID members and all elements of the Innovation System is improved</p>	<p>Impact evaluation and other independent thematic studies from external bodies</p>	<p>Conducive environment prevails for partnership of different organizations to come together.</p>
PURPOSE					
RIU: To maximize the poverty reducing impact of RNRRS and other research and, by doing so, significantly increase understanding of			<p>Projected poverty impact in PSA Countries based on the differentiated impact assessment of RIU Initiatives( in Sierra Leone) in 2011</p>	<p>RIU impact assessment studies, validated by independent evaluation in year 2011</p>	<p>Political, economic, policy and institutional context remains as supportive in Sierra Leone</p>

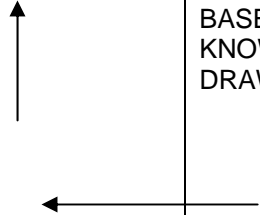
Narrative Summary	PROCESS MAP	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>how the promotion and widespread use of research can contribute to poverty reduction and economic growth.</p>		<p>More effective and efficient natural resource based innovation systems, reflecting 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>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>Sierra Leone remains committed to 2015 MDGs</p> <p>No new external shocks( global economic crash, natural disasters, civil war)</p>
<p><b>PAID PURPOSE</b></p> <p>Partners adopt new ways of working individually and with each other to pursue activities that lead to use of new knowledge and technologies for pro-poor innovation in the agriculture and natural resources sectors.</p>	<p>Institutional development leading to more demand for knowledge which in turn results in more use of knowledge services</p> 	<p>(BACK TO ACTIVITY-LEVEL)</p> <p>Number of new productive linkages/collaborations between or involving PAID members [QUANTIFY]</p> <p>Proportion of new productive linkages/collaborations with links into research networks (RNRRS or other) [QUANTIFY]</p> <p>50% new productive/linkages initiated by groups outside of Freetown and the main towns</p> <p>Number of (pro-poor, gender responsive and environmentally sustainable) based innovation opportunities( externally) financed through platform activities of the PAID [QUANTIFY]</p>	<p>Process Documentation</p> <p>Impact studies</p> <p>Documentation</p> <p>Impact evaluation</p> <p>Impact evaluation and process monitoring</p> <p>Documentation and Learning Events</p>	<p>The innovation system approach is adopted by government and partners</p>



Narrative Summary	PROCESS MAP		Objectively Verifiable Indicators	Means of Verification	Important Assumptions
			Number and scale of innovative technologies or practices actually in process of adoption by 'poor' farmers( as defined by RIU) as a result of PAID [QUANTIFY]		
<b>OUTPUTS</b>					
<p><b>Output 1:</b> PAID effectively provided with coordination and communications services by RIU Secretariat leading to managed withdrawal by March 2011.</p> <p><b>Output 2:</b> Knowledge Market Services( Demand Support, Knowledge Broker, Innovation Finance), as identified in Country Strategy, successfully piloted with PAID Members</p> <p><b>Output 3:</b> Lessons learnt towards establishment of sustainable Knowledge Market services for Sierra Leone</p>	 <p>Involvement in Innovation platforms and processes is generating learning leading to inst development</p>		<p>PAID Members express satisfaction with RIU Secretariat coordination and communications services in effectively supporting delivery of PAID mission as per the PAID MoA</p> <p>MAFFS expresses satisfaction that the terms of its MoU with RIU have been fulfilled.</p> <p>Pilot scale knowledge market services are established by the end of 2009, accessible, understood and used within platforms, and are valued by their Clients</p> <p>High quality business plans or other appropriate implementation plans for each Knowledge Market service developed with partners</p>	<p>Various learning events( process monitoring, documentation</p> <p>Impact and learning events</p> <p>Process Documentation</p>	<p>There are no major shifts in the policy direction of the MAFFS Towards ISA</p> <p>Regular supportive efforts from RIU Programme</p> <p>Sustained supportive mechanisms for Learning events</p>
<p><b>PAID MEMBERS have enhanced</b></p> <ul style="list-style-type: none"> <li>Ability to mobilise resources</li> </ul>			PAID is sourcing 50% of its core operational budget from members by March 2011.	Performance tracking and progress reports, financial records	Organisations are highly motivated about PAID.

Narrative Summary	PROCESS MAP		Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<ul style="list-style-type: none"> <li>• Ability to deliver quality services</li> <li>• Ability to think &amp; work in innovative ways</li> <li>• Ability to acquire and use information &amp; knowledge</li> <li>• Ability to learn lessons for continuous improvement</li> </ul>			<p>PAID is sourcing 100% of its platform budgets from non-RIU Sources by March 2011.</p> <p>PAID registered membership grows from 120 in 2009 to 200 by March, 2011</p> <p>PAID member organizations are responding effectively to demands for services as coordinated by the Knowledge Broker</p> <p>At least 50% of PAID member organisations have actively participated in Cluster and/or Platform activities by March 2011.</p> <p>80% of PAID Members can quote additional trusted sources of information since becoming PAID Members and have made practical use of these.</p> <p>80% of PAID Members are utilising innovative communications approaches.</p> <p>PAID has instituted a systematic learning framework based on an M&amp;E System that is part of their</p>	<p>Documentation Progress reports and record keeping</p> <p>Client satisfaction Surveys</p> <p>Documentation, process monitoring</p> <p>Impact evaluation, documentation</p> <p>Monitoring, Impacts and Learning Events</p>	<p>Platforms are well organised and functional</p> <p>Motivation through sensitization campaigns are maintained</p> <p>Innovation platforms concepts are well articulated for members</p> <p>Members are willing to work in new ways</p> <p>PAID Members are appreciative of the MIL Process and fully understand the process.</p>

Narrative Summary	PROCESS MAP	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
		<p>operational plan and is applied annually as part of the review and planning cycle.</p> <p>PAID Member organisations are responding effectively to issues raised in M&amp;E process documentation.</p>		
<b>THRUSTS YEAR ONE</b>				
<p><b>RIU</b></p> <p>Complete Country Implementation Plan</p> <p>Finalise the recruitment of RIU Staff and establishment of the Secretariat, including approved finance and administration system.</p> <p>Launch RIU and facilitate PAID launch</p> <p>Facilitate the development of PAID-SL (its constitution, structure, registration and bank account opening).</p> <p>Commence communications activities for RIU SL and in support of PAID</p> <p>Facilitate operationalisation of the PAID Clusters and related capacity development</p> <p>Design and start up Pilot</p>				<p>Adequate funding from RIU is sourced and sustained</p> <p>Sustained Government vested interest in RIU operations</p>

Narrative Summary	PROCESS MAP	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Project in consultation with PAID</p> <p>Start up pilot Knowledge Market Services, fast track platforms (Solar Drying and Chicken feed) and recruit consultants.</p> <p>Facilitate start up of Fast track Pilots (Poultry feed and solar drying) and linkages into RNRRS research</p>				
<p><b>PAID</b></p> <p>Establish PAID practices, procedures and administration systems</p> <p>Complete registration and formal launch of PAID</p> <p>Identify &amp; select cluster champions &amp; partners; agree working arrangements &amp; ToR</p> <p>Launch membership drive and related communications activities</p> <p>Complete PAID business plan</p> <p>With RIU SL design and implement Pilot project including initial fast tracked platforms and use of KM services</p>	<p>PAID members using and adapting KM services and utilising research knowledge within innovation platforms</p> 	<p>ACTUAL INNOVATIONS PRODUCED</p> <p>RESEARCH-BASED KNOWLEDGE DRAWN IN</p>		<p>All legal issues are in place</p> <p>Sensitisation by PAID Steering Committee on the PAID functionaries</p> <p>PAID is working as a Social Business network</p> <p>Sustained demand for knowledge and services</p>

Narrative Summary	PROCESS MAP	Objectively Verifiable Indicators	Means of Verification	Important Assumptions

## Annex 2 – Communications Plan

### Role of communications in...

...making use of research based knowledge and knowledge services to develop innovation platforms and bringing about innovations [P1] Audience: internal – PAID members; external - potential PAID members and innovation platform participants					
<i>Communication Objective</i>	<i>Approach/Activity</i>	<i>Products</i>	<i>Cost (GB£)</i>	<i>Responsibility</i>	<i>Assumptions/Risks</i>
Build awareness of the PAID innovation platform, as the principal driver of the RIU strategy in Sierra Leone, including promoting membership to relevant agric dev actors	Target key individuals/ organisations that would be most appropriate to engage with, both in PAID and on platforms, particularly currently underrepresented groups, such as business and the private sector	Publicity materials: Key PAID documents/ messages (including vision and mission, MOU and MOA, and implementation plan): synthesised and produced in appropriate formats for publicity and dissemination	Messages Design Printing Distribution	RIU-SL, in the capacity of knowledge broker champions will initially work with the PAID to get elements of this set up and identify service providers <sup>5</sup> .	Are there resource persons with the capacity to synthesise, package and promote messages?
Support the processes that lead to the development of, and involvement with, emerging innovation platforms, including the thematic clusters: market access, youth and the use of research	Develop the [capacity of the] knowledge broker to maintain communications between [potential] members, and between PAID and others in the innovation system, and provide other services that relate to knowledge brokerage	‘Advertising campaign’: personal visits, newspaper, radio...  Interactive internet and mobile services for obtaining and exchanging information: development of the PAID-SL website	Buying advertising space & ‘airtime’  Setting up the site – send out for tender	In the long run, the PAID will need to determine the contractual arrangement with such providers and method(s) of paying for these services	Does expertise exist to develop and maintain website?  Can MP AIS template be used?  Person to person contact seems to remain the most reliable means of communicating important messages. Researching other appropriate methods will be necessary
Promote the use of the knowledge services to develop and realise the use of research-based and other types of knowledge to develop innovation platform options	Provide a common, accessible platform for storing and sharing information about PAID members, partnership activities and services offered	Regularised update service(s) to maintain contact between PAID members: SMS; email; newsletter; meetings  Branding: Design PAID logo, strapline? Jingle?	Staff time Mobile credit Printing & distribution		

<sup>5</sup> Apart from the PAID membership and the RIU secretariat, the communications strategy will rely on three further areas of expertise: website management; ‘translators’ producing the content of, and designing communications messages; and communicators (providing advertising and marketing services). Appropriate service providers will be identified by the RIU Secretariat. It’s likely that their capacity will need to be developed by the RIU knowledge manager. It’s also possible that in the long run some or all of these activities could be incorporated into the knowledge brokerage role.

... capturing the learning from innovation platforms, and contributing to institutional development through MIL and related processes (P2)					
Audience: PAID membership; other agriculture innovation organisations/institutions;/practitioners; policymakers					
Communication Objective	Approach/Activity	Products	Cost	Responsibility	Assumptions/Risks
Capture and feed back learning to inform and improve subsequent PAID/Platform activities and KM services	evaluate the processes involved in the activities of the various platforms against PAID objectives and business plans	Mid-project and final reports, policy briefs, process documentation including ‘what worked’ analysis and success stories	Activity should be budgeted within the business plan (at least 10% of budget)	MIL Axis – Foday, supported through the IOD  (specific measures will be required to ensure PAID internalises the need for and capacity to do this)	
Capture and communicate ‘best practice’ lessons to a wider audience	Use the findings from reflections when developing further business plans and to modify processes and activities accordingly	Learning events and other regular face-to-face meetings/workshops to discuss/validate lessons			
Support RIU learning	Develop platforms for collaborative action research and information sharing	Specifically targeted media and interactive services to share with and encourage uptake of lessons (including <b>radio</b> , newspaper and TV messages)by a wider audience			
...promoting the demand for knowledge and increasing the use of knowledge services (P3)					
Audience: PAID members, agricultural innovation actors					
Communication Objective	Approach/Activity	Products	Cost	Responsibility	Assumptions/Risks
Strengthen communication between producers and users of research outputs	Support the role of the Demand Support Facility in creating demand for the knowledge broker and the innovation Finance Facility among a wider audience and enhancing capacity to use these services	A knowledge brokerage service equipped to receive and respond to the various information needs of the membership and others in the SL AIS, using appropriate communications tools* - including regional knowledge	RIU-SL secretariat staff time	RIU SL team, as coordinators/ facilitators and initial champions of the knowledge management facilities	Can all audiences be reached by the methods available? How do we know we have the right channels?

\* Specific approaches need to be identified for engaging with more remote areas and people with low [information] literacy, etc, including community radio, strategies to overcome the 'last mile' problem e.g. village phone operator and so on.

outcomes and influence policy	<p>Pilot the use of the MPAIS platform as an electronic marketplace for exchange of information and services for innovation</p> <p>Offer a space/repository for scientists, researchers, decision makers and practitioners to share knowledge and experience of agricultural research and innovation</p> <p>Optimise links with regional and international research knowledge/information intermediary initiatives e.g. DONATA, DFID resource centres, IDS Info services, etc.</p>	<p>hubs</p> <p>Promotional materials advertising/informing about the various services</p>	Included above?	In time, these should become business services in their own right	
<b>...ensuring institutional development leads to enhanced innovations system performance (P4)</b> <b>Audience: policymakers, agriculture innovation practitioners and the general public</b>					
<i>Communication Objective</i>	<i>Approach/Activity</i>	<i>Product</i>	<i>Cost</i>	<i>Responsibility</i>	<i>Assumptions/Risks</i>
Influence innovation policy and practice	Collate and articulate the lessons from the various innovation platforms to share with policy audiences; track and apply what influences policy choices/practice shifts	Maintain an 'events calendar' of policy events and ensure Policy platform engagement in such forums	Staff time	PAID members, particularly those involved in the Policy Platform, with support from the knowledge broker service	There should be some overlap with the activities/products of P2
Influence agricultural policy and practice in Sierra Leone	Exploit opportunities to communicate these lessons with the general public	Convene meetings for dialogue and reflection to which policymakers and practitioners are invited	Cost of 'workshops'?		Just because people hear the message doesn't mean they will act on it – need to engage as much as possible on
		Policy briefings and other	Preparation		



	Participate in various policy forums, such as the agricultural advisory group  Exploit existing connections between PAID members and target audiences	reports, lessons stored with and distributed as 'best practice' by the knowledge broker service  Messages developed for the media: radio, newspaper, TV	and printing  Preparation and buying advertising time		multiple levels
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#### Measuring success against objectives:

<b>Narrative Summary</b>	<b>Objectively Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Important Assumptions</b>
<b>Communications contributes to making use of research based knowledge and knowledge services to develop innovation platforms and bringing about innovations (P1)</b>	Promotional materials have been produced and are being used to inform potential stakeholders about PAID  PAID Membership by targeted stakeholders increases by X% (including registering membership via website)  Non-PAID members get involved in innovation platforms  The thematic clusters have clearly identified approaches for engaging stakeholders  Meetings are held as agreed		
<b>Communications contributes to capturing the learning from innovation platforms, and contributing to institutional development (P2)</b>	RIU-SL strategy gets incorporated into the business/activity plans of non-PAID activity  Regular reports are produced and associated meetings held		
<b>Communications contributes to promoting the demand of knowledge and increasing the use of knowledge services (P3)</b>	The knowledge broker service (and DSF and IFF) gets increasing numbers of requests  The knowledge broker service is potentially a financially self-sustaining enterprise  Website usage		

<p><b>Communications contributes to ensuring institutional development leads to enhanced innovations system performance (P4)</b></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 RIU-SL approach</p> <p>Uptake is reflected in changed practices both within and outside of the PAID membership</p>		
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## Annex 3 – Roles, Responsibilities and Expectations

ACTOR	FUNCTIONS	EXPECTATIONS	STATUS BY 2011	INDICATORS
SL-RIU	<ul style="list-style-type: none"> <li>Responsibilities for organization of platform</li> <li>Train platform</li> <li>Inflow and outflow of correspondences (letter, advert ,mobile ,internet</li> <li>General administration and supervision of the entire program</li> <li>Monitoring</li> <li>Disbursement of funds</li> <li>Ensuring policy compliance</li> <li>Creating linkages</li> </ul>	<ul style="list-style-type: none"> <li>Strategic planning document</li> <li>Facilitated PAID-SL formation</li> <li>Training workshops for platforms</li> <li>Ensure PAID-SL becomes functional and sustainable</li> <li>Ensure effective M&amp;E mechanisms</li> <li>SL-RIU to be transformed into PAID-SL</li> </ul>	<ul style="list-style-type: none"> <li>Phased out</li> <li>Advanced administration of PAID</li> <li>Handing over and phasing out</li> <li>Facilitates the availability of funds</li> <li>By 2011 SL-RIU should have supported all identified platforms</li> </ul>	<p>Paid-SL would have been fully operational</p> <p>When SL-RIU becomes visitors in PAID-SL workshops, meetings, etc, but not the organizers.</p> <p>Number of bankable ideas implemented</p>

	<p>among partners and other organizations</p> <ul style="list-style-type: none"> <li>• Establish website for PAID-SL</li> <li>• Monitor and evaluate the activities of PAID-SL</li> <li>• Provision of capacity building</li> <li>• facilitate the operations of PAID-SL</li> </ul>			
<b>ACTOR</b>	<b>FUNCTIONS</b>	<b>EXPECTATIONS</b>	<b>STATUS BY 2011</b>	<b>INDICATORS</b>
<b>PAID-SL</b>	<ul style="list-style-type: none"> <li>• Assume greater autonomy of SL-RIU operations</li> <li>• Coordinate activities of the partnership</li> <li>• Undertake fund raising activities</li> <li>• identify, recruit and coordinate activities of its membership</li> </ul>	<ul style="list-style-type: none"> <li>• Formidable organizations that will cater for all platforms</li> <li>• Establish and maintain strong and committed partnership</li> <li>• Implement programme that will add value to the end users</li> <li>• provide funding for different organizations /platforms</li> </ul>	<ul style="list-style-type: none"> <li>• It would have acquired lots of expertise to carry out the its programme</li> <li>• PAID-SL taking lead roles in getting farmers add value to their farm products</li> <li>• by 2011 PAID-SL must have been fully established.</li> </ul>	<ul style="list-style-type: none"> <li>• Programme evaluation report</li> <li>• Membership records</li> <li>• Established relationships</li> <li>• Number of assisted programmes</li> <li>• H/R base strengthened at all level</li> <li>• Improved status of its members</li> </ul>

ACTOR	FUNCTIONS	EXPECTATIONS	STATUS BY 2011	INDICATORS
<b>Innovation Platforms</b>	<ul style="list-style-type: none"> <li>Enhance membership and knowledge based</li> <li>identify new ideas and dissemination at all levels</li> <li>A learning point for its members</li> </ul>	<ul style="list-style-type: none"> <li>they are fully functional realistic programme</li> <li>New ideas disseminated to all stakeholders</li> <li>New and bankable ideas developed</li> </ul>	<ul style="list-style-type: none"> <li>they should have been fully capacitated</li> <li>Nationwide recognition</li> <li>By 2011, new ideas would have been operational /innovate bankable ideas</li> </ul>	<ul style="list-style-type: none"> <li>doing things with little or no supervision(repetition of training)</li> <li>Value addition to farm producers</li> <li>Improved the status of beneficiaries, 60% of whom include women and youth</li> </ul>
ACTOR	FUNCTIONS	EXPECTATIONS	STATUS BY 2011	INDICATORS
<b>Platform facilitator</b>	<ul style="list-style-type: none"> <li>Establish linkages with different platforms and stakeholders</li> <li>facilitate and ensure active interactive discussions among all stakeholders</li> <li>guide innovation process</li> </ul>	<ul style="list-style-type: none"> <li>Fully coordinate activities of the platforms</li> <li>Create the enabling environment for stakeholders to have access to KB,DSF,IFF</li> <li>facilitate learning process</li> </ul>	<ul style="list-style-type: none"> <li>have thorough experience to handle the affairs of the platform</li> <li>Recognized nationwide as intermediaries among stakeholders</li> <li>by 2011 the platform facilitators would have achieved substantial components</li> </ul>	<ul style="list-style-type: none"> <li>outputs/results of the platforms sustainable</li> <li>Identified constraints /problems are solved/addressed</li> <li>less need to facilitate</li> </ul>
ACTOR	FUNCTIONS	EXPECTATIONS	STATUS BY 2011	INDICATORS
<b>Champions</b>	<ul style="list-style-type: none"> <li>coordinate the activities of the</li> </ul>	<ul style="list-style-type: none"> <li>provide leadership qualities for platform</li> </ul>	<ul style="list-style-type: none"> <li>would have acquired enough capacity and experiences to address</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced meaningful output.</li> <li>Efficient performance of</li> </ul>

	<p>platform clusters</p> <ul style="list-style-type: none"> <li>responsible for the mobilization of members</li> <li>interact within and outside the platforms</li> <li>Coordinates activities of innovation platform</li> <li>Provide leadership for the clusters</li> </ul>	<p>members</p> <ul style="list-style-type: none"> <li>represent the interest of platform members and clusters</li> <li>Report activities of platform to the general PAID members</li> <li>Lead the clusters to several bankable proposals</li> </ul>	<p>the needs of platform clusters</p> <ul style="list-style-type: none"> <li>Acquired capacities to carry out their functions and seen as leaders of the platforms</li> <li>By 2011, there would have been more viable ideas</li> </ul>	<p>platforms</p> <ul style="list-style-type: none"> <li>Number of bankable ideas implemented</li> <li></li> </ul>
<b>ACTOR</b>	<b>FUNCTIONS</b>	<b>EXPECTATIONS</b>	<b>STATUS BY 2011</b>	<b>INDICATORS</b>
<b>Clusters</b>	<ul style="list-style-type: none"> <li>cooperative</li> <li>networking</li> <li>focused</li> <li>Innovation management skills</li> </ul>	<ul style="list-style-type: none"> <li>proactive(active in decision making)</li> <li>Adequate institutional development</li> </ul>	<ul style="list-style-type: none"> <li>would have acquired sufficient experience and viable implementation strategies</li> <li>By 2011, clusters would have been well established to continue with their functions</li> </ul>	<ul style="list-style-type: none"> <li>Much output of the organization in the cluster would have been realized.</li> <li>Number of training provided to members and number of members trained</li> </ul>
<b>ACTOR</b>	<b>FUNCTIONS</b>	<b>EXPECTATIONS</b>	<b>STATUS BY 2011</b>	<b>INDICATORS</b>
<b>Regional focal</b>	<ul style="list-style-type: none"> <li>coordinate activities</li> </ul>	<ul style="list-style-type: none"> <li>effective</li> </ul>	<ul style="list-style-type: none"> <li>would have been fully</li> </ul>	<ul style="list-style-type: none"> <li>programme initiated and</li> </ul>

<b>point</b>	<p>of PAID-SL at regional level</p> <ul style="list-style-type: none"> <li>Implement all PAID-SL activities in the regions</li> </ul>	<p>communication between PAID/SL-RIU and the platforms at regional level</p>	<p>established and operational at district level</p>	<p>implemented at regional level.</p>
<b>ACTOR</b>	<b>FUNCTIONS</b>	<b>EXPECTATIONS</b>	<b>STATUS BY 2011</b>	<b>INDICATORS</b>
<b>Policy Platform</b>	<ul style="list-style-type: none"> <li>Ensures that policies exist for the operation of PAID-SL</li> <li>play advocacy role to influence government policy</li> <li>influence the formulation of policies to help the innovation programme</li> </ul>	<ul style="list-style-type: none"> <li>Compliance and implementation of the policies</li> <li>Ensure policies of PAID-SL are in compliance with government policies.</li> <li>policies would have been made that are in line with the innovation process.</li> </ul>	<ul style="list-style-type: none"> <li>The policies would have been effective and functional</li> <li>Nationwide advocacy for PAID-SL</li> <li>By 2011, friendly policy environment</li> </ul>	<ul style="list-style-type: none"> <li>Active implementation of PAID-SL would have been realized with policies formulated and functional</li> <li>Policies of government have no negative effect on farming activities</li> <li>Number of relevant policies in operation</li> </ul>

## Annex 4 – PAID Profile

After a series of interactive meetings and workshops facilitated by the SL-RIU Secretariat, the Partnership in Agricultural Innovation for Development-Sierra Leone (PAID-SL) was established. Representatives (including senior management) of a broad range of institutions, organisations, and programmes within Sierra Leone's agricultural innovation system have been involved in these events, including: prominent International & National Non-Governmental Organisations (28); Private and Public sector representatives (including producers, buyers, processors, transporters, knowledge brokers, and the media – 35); Civil Society (2); Community-Based Organisations (13); Donor agencies (13); Members of Parliament (3), Research Institutions (4); and the University (3). Of these, at least 40 organisations attended 3 or more events and at there were at least 3 participants at each event.

So far, 36 organisations have registered to collaborate with SL-RIU: International and National Non-Governmental Organisations ( 15) – Africare, ADDO, EFSL, FIOH, PaRD, HELP, DCC, MAPCO, SLOIC, CTFSL, RADA, RuCDO, KADFF, SABA, BIBWEG etc; representatives from the public and private sector (7) – YCU-MAFFS, DCC, LUBA, Adolphus Research Centre, ECRD, FINIC, KFAC etc.; civil society (1) – NAFSL; and Community Based Organisations (10) – LEWODA, MORWODA, Pasacofaas, KALISA, BADJIA, YARD, BAKCO, ROKELE, CWO, BADWA; University (2) – Njala University and Fourah Bay College; Government Parastatals (1) – Seed Multiplication Project. Registration is on-going.

The main criteria for membership within PAID-SL are an agreement to abide by the Partnership's Memorandum of Association and subscription to a common vision and mission, which was confirmed at a workshop in May 2008:

The RIU-SL Secretariat has documented 101 further potential partners and highlighted the potential for many more to be involved in the wider innovation network. During the innovation mapping activity, team members spoke to representatives of many organisations not currently involved in the partnership but who could see the value of becoming part of such a network. An immediate objective of PAID-SL is to grow its membership to include a broad spectrum of such organisations, which encompass a wide range of activities within the Sierra Leonean agricultural innovation system.



## Annex 5 – PAID Memorandum of Association

### **MEMORANDUM OF ASSOCIATION**

#### **Preamble**

Partnership in Agricultural Innovation for Development – Sierra Leone (PAID-SL) was established on the 31st July 2008 in Freetown by the national agricultural innovation network, during the partnership governance development framework workshop organized by the Sierra Leone Research Into Use programme.

We the members of **Partnership in Agricultural Innovation for Development - Sierra Leone (PAID-SL)**, conscious of the need to promote Agricultural Development through innovation predicated on the use of research results hereby resolve to form a Company Limited Liability by guaranty and not having share capital. The Partnership will comprise organizations that subscribe to a common mission and vision. It is an all inclusive partnership. The spectrum of organizations is envisaged to embrace a wide range of actors in the innovation system: farmer organizations, private sector of all descriptions (producers, buyers, processors, transporters, knowledge brokers, information and communication media, etc.), NGOs, financial institutions, universities, research institutions, other sectoral ministries, parastatals, etc.

#### **ARTICLE I: NAME AND LOGO**

##### **Section I Name**

The organization shall be known as the **Partnership in Agricultural Innovation for Development in Sierra Leone**.  
ACRONYM **PAID – SL**

##### **Section II Logo**

The logo shall represent a group of partners on innovation platforms translating research outputs into innovative ideas for sustainable livelihood in Sierra Leone.



#### **ARTICLE II: PARTNERSHIP MISSION AND VISION**

##### **Section I: The mission of the PAID-SL partnership shall be:**

To enhance capacity and performance of organizations who are working together to generate innovations that boost the contribution of agriculture and natural resources to economic growth and improve livelihoods in Sierra Leone.

##### **Section II: The vision of the PAID-SL partnership shall be:**

A formidable partnership of service-providers, operating with mutual trust and understanding, innovatively using research information and knowledge, efficiently and effectively using resources to address their common interests, in order that markets are more competitive, communities are able to adapt and livelihoods are improved.

#### **ARTICLE III: PARTNERSHIP GOAL, PURPOSE AND GUIDING PRINCIPLES**

**Section I: The goal of the PAID-SL shall be:**

Partners are better able to address their mandates relating to generating innovations that boost the contribution of agriculture and natural resources to economic growth and improved livelihoods in Sierra Leone.

**Section II: The purpose of the PAID-SL shall be:**

Partners to adopt new ways of working individually and with each other to pursue activities that lead to use of new knowledge and technologies for pro-poor innovation in agriculture and natural resources sectors.

**Section III: Guiding principles of PAID-SL:**

The PAID shall take on board RIU guiding principles which include: strategic focus; openness; transparency; fairness (focusing on access to knowledge, participation, equal opportunities, and inclusive partnerships for all social groups with a particular focus on the disadvantaged); innovation; accessibility; inclusiveness; and empowerment.

**ARTICLE IV: MEMBERSHIP**

**Section I: Eligibility of Member Organization:**

An institution/organization shall be eligible to be registered as a corporate member of PAID-SL if:

- a) It is a recognized organization or institution in Sierra Leone
- b) Accepts to abide by this Memorandum of Association and Rules and Regulations made there under.
- c) Is not involved in any activity inimical to the goals and aspirations of PAID-SL

**Section II: Categories of Membership:**

- a) Membership is open only to corporate organizations and public and private institutions. These bodies may designate one representative each who shall have the right to vote on behalf of the corporate body.
- b) Affiliate membership is open to organizations outside Sierra Leone based on laid down criteria.

**Section III: Membership Fees**

- a. Intending organizations shall pay a registration fee of One Hundred Thousand Leone (Le 100,000) only.
- b. Registered organizations shall pay annual subscription of Five Hundred Thousand Leones (Le 500, 000). This shall be reviewed from time to time depending on the circumstance.
- c. Payment shall be made into PAID-SL account number .....at the Rokel Commercial Bank Siaka Stevens Street, Freetown.

**ARTICLE V: RIGHTS AND FUNCTIONS OF ORGANIZATIONS**

**Section I: General Rights:**

Without prejudice to liberties and rights of organizations/institutions under the general rights governing members, and to any other rights accorded to members under any other laws within the State of Sierra Leone, or under this Memorandum of Association, the rights of members of the PAID-SL shall include the following:

- a) To participate in the PAID activities in conformity with the provisions of this Memorandum of Association (MOA) and any other bye laws governing PAID-SL
- b) Two-thirds (2/3) majority shall constitute the decision making body

**Section II: Special Rights**

Individual members representing their institutions in PAID-SL shall:

- a) Seek election or appointment to any office or position at any level of PAID-SL structure as may be appropriate and consistent with the provisions of this MOA.
- b) Seek and hold any other office or position outside PAID-SL, provided the same shall not be inconsistent or incompatible with the aims and aspirations of the company.

### **Section III: Responsibilities of Member Organizations**

The responsibilities of PAID-SL members shall include the following:

- a) To support the company in its goals, purpose, activities, programmes and endeavours including membership drive.
- b) To respect and uphold this MOA and to act in compliance therewith
- c) To respect and act in accordance with the Rules and Regulations of PAID-SL, including code of conduct
- d) To respect the organs and officials of the company and to obey the decisions and resolutions as may from time to time be made
- e) To promote the welfare and interests of other members of PAID and to cooperate with them in the company's best interest

### **ARTICLE VI: STRUCTURE**

The structure of PAID-SL shall comprise the following:

- a) General Assembly
- b) Board of Directors
- c) The Secretariat

#### **Section I: The General Assembly:**

The general assembly shall be the highest decision making body of the PAID-SL and comprise of all registered paid up members.

#### **Section II: The Board of Director:**

The board of directors is elected by partners with cross representation from various interest groups within the partnership. It is the body that is mandated to manage the affairs of the network/partnership.

#### **Section III: Composition of the Board of Directors:**

The board of directors shall be constituted as follows:

- a) Chairman
- b) Vice Chairman
- c) Treasurer
- d) Secretary
- e) And 3 members representing an organization

#### **Section IV: PAID Secretariat:**

The Secretariat of PAID-SL shall be responsible for the day-to-day running of the partnership in terms of coordination and administration.

#### **Section V: Composition of the Secretariat:**

The Secretariat shall comprise the following:

- a. The National Coordinator
- b. Administrative/Finance Assistant

#### **Section VI: Elections and Appointments:**

The board of directors shall be elected through secret ballot with simple majority by members present at a general meeting. Two thirds (2/3) majority shall form the quorum. The positions of Coordinator and Administrative/Finance Assistant shall be advertised and eligible candidates appointed thereafter. The board of directors shall occupy this position for a period of two terms, each term representing 3 years, and subject to their performance.

**Section VII: Functions of the Board of Directors:**

The board of directors shall perform the following functions:

- i Formulate and determine the broad policies of the company in accordance with this Memorandum of Association
- ii Supervise and monitor the functioning of the secretariat
- iii Determine the budget, and approve plans of action developed by the secretariat
- iv Responsible for recruitment, termination, etc of personnel in the secretariat
- v Formulate bye-laws and guidelines
- vi Design partnership regulations to clearly outline mode of decision making, frequency and place of meetings, representation feedback mechanism
- vii Shall hold monthly meetings in the interim and quarterly in future
- viii Involve in fund-raising activities

**Section VIII: Functions of the Secretariat:**

- i. Provide strategic direction and sustenance of the partnership
- ii. Coordinate all the activities of the partnership
- iii. Document and communicate all partnership activities
- iv. Organize meetings, fund-raising activities, workshops, seminars, field days etc
- v. Responsible for membership drive for the association
- vi. Develop and implement agreed work plan and manage approved budget and report to the board.
- vii. Serve as secretary to the board.

**ARTICLE VII: FINANCES**

**Section I: Funding:**

Funding to run the company shall be elicited from:

- a) Registration fees
- b) Annual subscription
- c) Resource mobilization
- d) RIU inputs
- e) Trade Fairs
- f) Exhibitions
- g) Partner membership contributions
- h) Grant support from government, development partners and private sector
- i) Investments/Projects
- j) Fundraising
- k) Sale of services and products
- l) Donations
- m) Pledges
- n) Any other source as may be approved by the company.

**Section II: Signatories to bank account:**

- a) PAID-SL shall maintain a corporate bank account at reputable and reliable institution
- b) There shall be three signatories to PAID-SL bank. They shall include Chairman as prime, the Treasurer as second and Secretary as third with two signatories at a time.

**Section III:        Audit:**

The accounts of PAID-SL shall be audited by an independent auditor at the end of each fiscal year in line with standard auditing requirement. An internal auditing mechanism will be put in place to carry out audit on a quarterly basis.

**ARTICLE VIII:       MEETINGS**

- a)        There shall be annual general meeting of the members of PAID-SL.
- b)        There shall be a meeting of the PAID-SL board of directors on a monthly basis initially and quarterly in future
- c)        There may be an emergency meeting of the board of directors when necessary.

**ARTICLE IX:        AMENDMENTS**

- a)        Amendments of this Memorandum of Association shall be passed by a majority or two-thirds (2/3) of the membership
- b)        All proposed amendments in this Memorandum of Association shall first be submitted to the Secretary of the board of directors who then circulates to other members at least thirty days before the general meeting
- c)        The board of directors shall submit any such amendment(s) to the general membership after its adoption.

Signed:

Chairman: \_\_\_\_\_ Date: \_\_\_\_\_

Vice Chairman: \_\_\_\_\_ Date: \_\_\_\_\_

Treasurer: \_\_\_\_\_ Date: \_\_\_\_\_

Secretary: \_\_\_\_\_ Date: \_\_\_\_\_

Member: \_\_\_\_\_ Date: \_\_\_\_\_

**DRAFT      MEMORANDUM OF UNDERSTANDING (MOU)      DRAFT**

**BETWEEN**

**THE MINISTRY OF AGRICULTURE, FORESTRY AND FOOD SECURITY (MAFFS)  
REPRESENTING THE GOVERNMENT OF SIERRA LEONE (GOSL)**

**AND**

**THE RESEARCH INTO USE PROGRAMME (RIU)**

### Introduction

The Ministry of Agriculture, Forestry and Food Security (MAFFS) on behalf of the Government of Sierra Leone (GOSL) endorses the operations of the Research Into Use Programme (RIU)<sup>1</sup> to participate in the socio-economic development of Sierra Leone. In contributing to the new vision and strategy of agriculture, the RIU programme will be implemented in collaboration with a partnership of existing Sierra Leone-based organisations committed to a shared vision and mission (referred to hereafter as the Sierra Leone-RIU Partnership).

### Purpose

The purpose of this Memorandum of Understanding is to provide a framework that outlines the working relationship between the RIU programme and the Ministry of Agriculture Forestry and Food Security (MAFFS) of the Government of Sierra Leone. The details of the operational framework are set out in Annex 1.

### Obligations of RIU and MAFFS

- 1) RIU and MAFFS shall cooperate in contributing to the following outputs:
  - 1.1) Enhanced capacity of farmers to demand and use natural resources research to improve their productivity and incomes
  - 1.2) Enhanced networking among private sector, NGO, and government actors to create a conducive environment for the use of natural resources research
  - 1.3) Examples of more effective demand-driven systems through which information flows from research to users
  - 1.4) Lessons on how to achieve enhanced demand and use of research outputs for the benefit of poor people
- 2) Under this MOU the MAFFS shall:
  - 2.1) Be the competent government authority assigned to interact with the RIU programme and its collaborating partnership, while providing the necessary administrative and legal coverage for the implementation of the RIU programme.
  - 2.2) Provide guidance by way of interpreting current GOSL policy in relation to the operations of the RIU programme in Sierra Leone.
  - 2.3) Legitimize the Sierra Leone-RIU Partnership and support it in widening its membership and resource base

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<sup>1</sup> RIU is a UK DFID funded programme that is managed by a consortium of three organisations namely, Natural Resources International UK, Nkoola Institutional Development Associates (NIDA) Ltd Uganda and Michael Flint and Performance Assessment Resource Centre also in the UK. It operates in 6 focal countries in Africa (Tanzania, Rwanda, Malawi, Zambia, Nigeria and Sierra Leone, as well as in several countries in South Asia

- 2.4) Mainstream the RIU Programme into the national development framework for agriculture and natural resources including in the activities of the NEPAD Comprehensive Agricultural Development Programme (CAADP) which Sierra Leone may buy into.
  - 2.5) Participate in joint monitoring, impact assessment and learning (MIL) activities of the RIU programme in Sierra Leone
  - 2.6) Undertake any other responsibilities as may be mutually agreed from time to time by both parties
3. The RIU shall:
- 3.1) Provide the financial resources to facilitate the establishment of the Sierra Leone-RIU Partnership. This shall include providing, on an interim basis, a Secretariat for the Partnership, should this be requested
  - 3.2) Provide technical guidance to the Partnership
  - 3.3) Provide gap-filling resources for implementing activities of any innovation platforms that the Partnership may set up
  - 3.4) Support the emergence of an agricultural information market
  - 3.5) Participate in joint monitoring, impact assessment and learning activities of the RIU programme in Sierra Leone
  - 3.6) Undertake any other responsibilities as may be mutually agreed from time to time by both parties
4. The MOU shall remain in force until the end of the RIU (a period expected to be 3 years) and shall therefore be subject to review should the RIU continue after this period.
  5. Parties may terminate this MOU by written notice of three (3) months if in the opinion of one partner it appears desirable; or by summary notice in the event of a material breach by the defaulting partner of its obligations under this Agreement.
  6. The parties shall endeavour to settle any dispute arising from this Agreement amicably, but in the event that this is not possible the matter in dispute shall be referred to the arbitration of a single arbitrator to be agreed between the parties. The arbitrator's decision shall be final and binding on both parties. Any recourse to the law shall in all respects be governed by the laws of Sierra Leone.
  7. The provisions of this Agreement may be amended or supplemented only by means of a supplementary agreement signed by each of the parties or their duly authorized representatives.
  8. This Agreement will come into force as of the date of its signature by both parties, in witness whereof the parties have executed this Agreement on 31<sup>st</sup> July 2008. Done in Freetown in three originals (in the English Language).

**Dr. Joseph Sam Sesay**  
Minister  
Ministry of Agriculture, Forestry and Food Security  
Sierra Leone

**Dr. Andy Frost**  
Interim Programme Director  
DFID Research Into Use  
United Kingdom

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## Annex 1

### THE OPERATIONAL FRAMEWORK FOR THE RESEARCH INTO USE PROGRAMME IN SIERRA LEONE

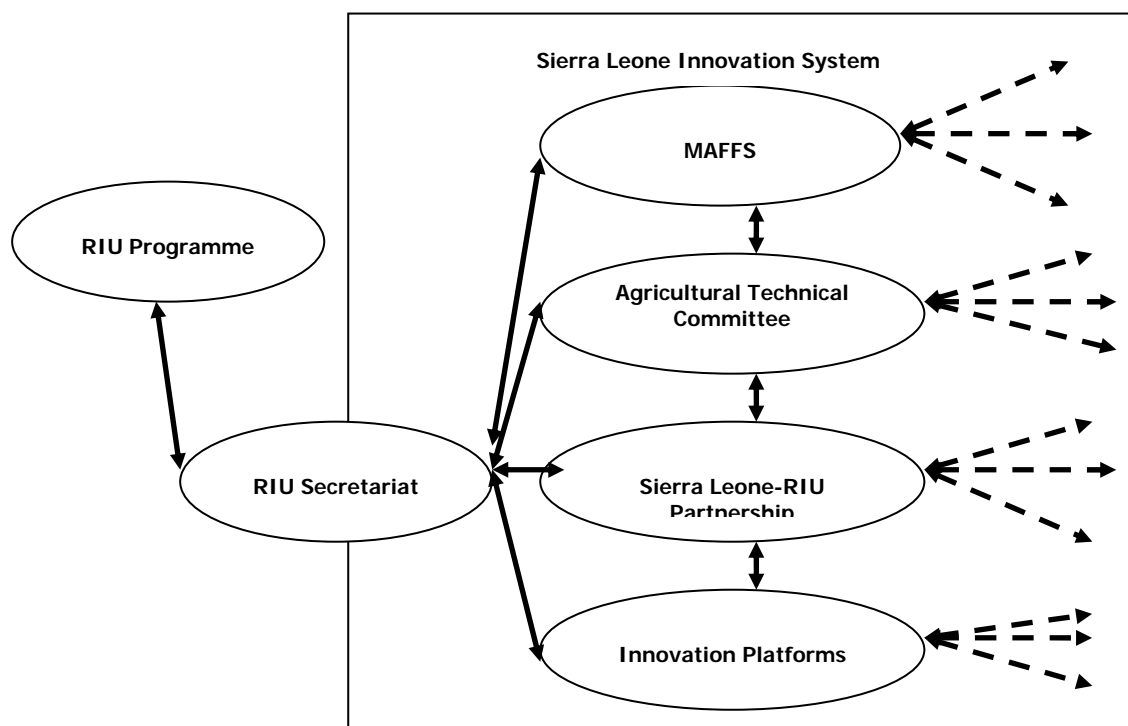
#### INTRODUCTION

The purpose of this Annex is to elaborate an operational framework for the collaboration between the RIU programme and the Ministry of Agriculture Forestry and Food Security (MAFFS) of the Government of Sierra Leone established by a MOU between the parties. The framework outlines the management and governance structure and functions of the different elements of the Sierra Leone Research into Use Programme (Sierra Leone-RIU). The framework builds on discussions held with the MAFFS Director General, the recommendations of the Country Assessment and Country Strategy undertaken by the Research into Use Programme (documents can be availed by the Sierra Leone-RIU Country Coordinator) and RIU experience in other countries.

#### OPERATIONAL FRAMEWORK

The Figure below schematically presents the operational framework of the RIU Programme in Sierra Leone.

*PROPOSED STRUCTURE OF RIU IN SIERRA LEONE*





Conceptually, the key operational structures that the RIU is nurturing (the Sierra Leone-RIU Partnership and its Innovation Platforms) are embedded within the Sierra Leone national innovation system and are intended to contribute to the objectives of MAFFS.

### **The Ministry of Agriculture, Forestry and Food security**

The Ministry of Agriculture Forestry and Food Security, through its partner coordination mechanisms, will provide policy guidance to the RIU programme in Sierra Leone and to the Partnership, helping to situate their activities within ongoing policy initiatives in the country and the region. The MAFFS will also contribute in whatever ways it can to the growth and strengthening of the Sierra Leone-RIU Partnership. It will offer a seat on the Agricultural Advisory Group (AAG) to the RIU Programme in Sierra Leone through its Secretariat, and will interact with the RIU-Sierra Leone Partnership within the Agricultural Technical Committee (ATC), on which the Partnership will be represented.

### **The Research into Use Programme**

The RIU programme in Sierra Leone will address the overall aims of the overall RIU programme and be consistent with Sierra Leone's national agricultural policy and strategic frameworks as well as wider regional and international development initiatives. It will also seek to develop an information markets approach to improving access to knowledge for innovation in the agriculture and natural resources sector. It will endeavour to ensure that in all this it remains fully aligned and engaged with other initiatives, programmes, policies and funding mechanisms in Sierra Leone. The RIU programme will therefore work in close collaboration, and seek to build synergies with other existing initiatives and programmes.

The ultimate goal of the RIU programme as a whole is to contribute to sustained poverty reduction.

The purpose of the RIU programme as a whole is as follows:

- to maximize the poverty-reducing impact of research on natural resources, and by doing so
- to increase understanding of how the promotion and widespread use of research can contribute to poverty reduction and economic growth.

A major part of the strategy of the RIU programme in Sierra Leone will be to support a partnership of locally-based organisations committed to innovations in the agriculture and natural resources sector that contribute to economic growth and poverty reduction.

### **The Sierra Leone-RIU Partnership**

The Sierra Leone-RIU Partnership will comprise organisations that subscribe to a common mission and vision. It is an open partnership and will not be exclusive. The spectrum of organisations is envisaged to embrace a wide range of actors in the innovation system: farmer organisations, private sector of all descriptions (producers, buyers, processors, transporters, knowledge brokers, information and communication media, etc.), NGOs, financial institutions, other sector ministries, parastatals, etc.

The mission of the Sierra Leone-RIU partnership is as follows:

To enhance capacity and performance of organisations that are working together to generate innovations that boost the contribution of agriculture and natural resources to economic growth and improved livelihoods in Sierra Leone.

The vision of the Sierra Leone-RIU partnership is as follows:

To be a formidable partnership of service-providers, operating with mutual trust and understanding, innovatively using research information and knowledge, efficiently and effectively using resources to address their common interests, in order that markets are more competitive, communities are able to adapt and livelihoods are improved.

The purpose of the Sierra Leone-RIU Partnership is as follows:

That partners adopt new ways of working, individually and with each other, to pursue activities that lead to use of new knowledge and technologies for pro-poor innovation in the agriculture and natural resources sectors.

## **MANAGEMENT AND GOVERNANCE**

### **The Research Into Use Secretariat**

The Sierra Leone-RIU programme will be managed by a secretariat with office facilities in a suitable location in Freetown. It will be headed by a Country Coordinator who will report to the RIU Country Task Manager. He will be supported by a Process Facilitator and a Monitoring, Impact and Learning (MIL) Coordinator. This office will be the main organ through which the RIU programme will link to MAFFS, and is the formal representative in Sierra Leone of the RIU programme. It will represent the RIU programme on the Agricultural Advisory Group (AAG).

### **The Sierra Leone-RIU Partnership**

The Sierra Leone-RIU Partnership will establish governance structures consistent with this MOU and acceptable to the member organisations. These structures and their operation will be set out in a Code of Conduct to be adopted by the membership. It is expected that the general membership will elect a representative body to act in its name between general meetings of the partnership. This body will represent the Partnership in its interaction with the RIU programme and with MAFFS, including representing the partnership on the Agricultural Technical Committee (ATC). Through participation in the ATC it will inform the larger national innovation system and MAFFS about its activities.

## Annex 7 – Some Criteria for Assessing Innovation Opportunities Developed by Innovation Platforms

### **Clear Summary**

Describe the Innovation and the Opportunity. What new products, services, or practices are proposed. How does this improve on the current situation (what constraints are addressed)? How and by who will activities be organised and with what expected outcome/result.

### **Team and Commitment**

Who will be the key people involved in taking this opportunity forward and how will responsibilities be allocated, including both practical roles and those involved in management and financial administration

What experience do these people have in the roles

What is the level of personal commitment of time and effort that these people will commit

What personal stake will these people have in taking the opportunity forward (and how much have they to lose)

### **Best Use of Knowledge**

How well has the opportunity been assessed (and by what methods). Has the market for the relevant goods and services been evaluated; what trends are evident in the market. Who are the 'customers' or 'users' of the proposed innovation. What change in their current practices/behaviours is anticipated; why should people make this change?. In operational terms how will this opportunity be taken forward. What marketing and sales approaches will be used. What new knowledge will be required : skills, tools and technologies; are they available and appropriate for the job. What is the evidence that the proposed innovation will work. What is the basis for this evidence (where did it come from?). How well researched.

### **Impact : Social & economic & environment & gender & youth**

If the opportunity is developed and taken forward successfully what changes can be expected; both to peoples livelihoods (men, women and youth), and the environment they live in (natural resources; wildlife; climate change); what scale of impact; who will be affected and in what way (positive and negative). How well do these changes align with local and central government policies.

### **Partners and Agreements (institutional arrangements)**

What agreements exist with key suppliers, land, people on the market side, service providers. What form do these agreements take? Do the proposers have effective title and/or rights to use the resources to be employed in the business? How important will it be to have community level and GoSI support for this endeavour and what is the expectation that this will be achieved. What arrangements and understandings do the team members have with other important stakeholders.

### **Business Structure**

Has consideration been given to the most appropriate legal structure for the proposed business. How will ownership be addressed and profits (or losses) be shared. What is the proposed management structure.

### **Financial elements**

What goods and services will be offered and at what prices; how much will be sold; how will revenues be collected.

What total resources will be required to run the business : land; people, equipment, machinery, other supplies etc., and at what costs?

Of this total, what financial investment is sought?


Is any form of collateral or guarantee available?

### **MORE ON THE SCREENING CRITERIA :**

- Overall technical feasibility based on the information available
- Fit with RNRRS or other known research outputs
- Fit with RIU values : gender, environment, poverty etc.
- Other development initiatives to promote linkages and synergies exist
- Financeability vs existing financial institutions [IFF]
- What gaps and work necessary to make the opportunity bankable, innovative, pull on research
- Ability of KM services to add this value : how and at what cost

## Annex 8 – PAID Registration Certificate

B. R. FORM B

  
**SIERRA LEONE**

No. 2139 / 2008 CRBR/0 N<sup>o</sup> 710


THE BUSINESS REGISTRATION ACT  
No. 13/1983

**CERTIFICATE OF REGISTRATION**

I, JOSEPH POTANAH  
**DEPUTY**  
Registrar-General for the Republic of Sierra Leone, HEREBY CERTIFY

that the proprietors of the Business known as PARTNERSHIP IN AGRICULTURAL  
INNOVATION FOR DEVELOPMENT SIERRA LEONE LIMITED, a Business of Partnership in  
having fulfilled the provisions of the Business Registration Act, the above-named  
Agricultural Innovation for Development in Sierra Leone Etc., carried on at  
Business is registered as a Business Enterprise in Sierra Leone.  
Room 205 2nd Floor, Youyi Building, Freetown.

GIVEN under my Hand and Official Stamp at Freetown in the Western Area of  
Sierra Leone this 18<sup>th</sup> day of NOVEMBER, in the year of  
our Lord Two Thousand and Eight.

  
.....  
Registrar-General.

G.P.O/135/05/1,000/6.05.



## Annex 9 – Press Cutting from PAID Workshop

Page 3, PremierNews, ISSUE.268

Thursday, November 13, 2008

### Sierra Leone Research Into Use (SL-RIU) and Partnership in Agricultural Innovation for Development (PAID) end Implementation Plan Development and Validation Workshop

By Alusine Sesay

**T**he Sierra Leone Research Into Use (SL-RIU) and Partnership in Agricultural Innovation for Development (PAID) have concluded a two-day workshop on Wednesday to Develop and Validate an Implementation Plan at the Pope John Paul Hall, Pastoral Centre, Kinsella Street, Freetown.

The development and validation of the implementation plan attracted farmer-based organizations, researchers, women's group, members of the NGO community, development partners, members of the private and public sector among others.



L-R Steen Joffe, Ben Massaquoi, David Sam Suale

The Country Coordinator of Research Into Use, (RIU) David Sam Suale explained that the objectives of the workshop is to develop and validate the key elements of the implementation plan, to discuss and have clear understanding of how the programme will operate in practice, to ensure that there is clarity in role and responsibility and to have a clear and realistic expectation.

The RIU Coordinator stated that the activity of getting research into use is a process and admonished participants of the workshop to be committed and dedicated to the process. He thanked the Minister of Agriculture, Forestry and Food Security (MAFFS) Dr. Joseph Sam Sesay and officials of his ministry for their support in ensuring that the objectives of the SL-RIU are realized.

The Team Leader of the Country Strategy and Programme Development, Steen Joffe gave a brief explanation of SL-RIU strategy and Implementation Plan. He disclosed that they



Team Leader Country Strategy and Programme Development, Steen Joffe presented the country's strategy programme in London in August this year and was very well received. He admonished the RIU team to work hard to ensure the success of the programme.

The Chairman of Partnership in Agricultural Innovation for Development, Ben Massaquoi who is also a senior official of the Ministry of Agriculture, Forestry and Food Security maintained that they are satisfied with the performance of SL-RIU. He stated that they consider RIU as partners in development.



Participants at the workshop

PAID Chairman said that RIU came at a time when the Agriculture Ministry is at a cross road.

He mentioned that the greatest challenge faced by his ministry is how to get research results into productive income-generating activity. "We see RIU as an opportunity for us to start implementing research results".

He mentioned that one of the five-point policy objectives of his ministry is how to strengthen research and extension. He spoke about the good relationship between RIU and the Ministry of Agriculture, and stated that RIU programme fits into the programme of the Ministry of Agriculture.

The Chairman of PAID added that one of these programmes is taking research results from the shelf and putting it into use, so that the poor people would benefit and this will in turn lead to poverty reduction and economic growth.



Participants