



## *RIU Country Strategy in Rwanda*

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This strategy has been jointly prepared by the international and Rwandan Country Strategy and Programme Design Team (CSPDT), working together with the RIU National Innovation Coalition (NIC) for agriculture in Rwanda.

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## Executive summary

- i. The purpose of this strategy is to build consensus around the long term plan for the £3m<sup>1</sup> and 3-year Research into Use (RIU) Programme in Rwanda, and to obtain approval in principle from RIU Management and the key stakeholders in Rwanda. The strategy is based on a Country Assessment report, completed in February 2007, and subsequently approved by RIU and MINAGRI. It will be further supported by a more detailed implementation Plan to be approved in November/December 2007.
- ii. The main focus of the RIU Programme in Rwanda will be to strengthen the knowledge economy (particularly on the “demand” side) for new research-based knowledge and to strengthen those organisations and enterprises able to provide intermediary services between the suppliers of research-based knowledge and those that need to use it.
- iii. A preliminary ‘diagnosis’ and ‘map’ of the Innovation System in Rwanda was described in the RIU Country Assessment Report for Rwanda. The weaknesses, gaps and market failures in the agricultural innovation system, identified in the Report, provide many opportunities for RIU to add value to the emerging system.
- iv. Reflecting these principles, the RIU Programme in Rwanda will be driven by the following strategic principles:
  - a. It will follow an Innovation Systems approach.
  - b. It should be customised to the needs of Rwanda and be consistent with national and regional policies.
  - c. It should be consistent with the aims and objectives of the RIU Programme overall and add value to existing organisations and procedures, rather than starting a new ‘free standing’ programme.
  - d. It will be driven by a national agricultural<sup>2</sup> “innovation coalition”, containing a balance of the public, private and community based participants, and an even balance between the ‘suppliers’ of research-based knowledge, representatives of users of such knowledge and the organisations that provide “intermediary services”.
  - e. It will adopt a policy of “open access” to multiple sources of knowledge, competition between the suppliers of knowledge, information and other services. It will be proactive in encouraging the participation of traditionally excluded groups, including a specific focus on improving the lives of women in male-headed and female-headed households, and resource poor rural producers more generally. It will contribute both to direct and indirect poverty reduction.
  - f. It will be transparent in its operations and in the allocation of funds
  - g. It will be accountable to government, RIU, and the wider innovation system
  - h. It should use its funds to make markets work through “smart subsidies” (see paragraph 40).
- v. The main focus of support will be at the level of individual “innovation platforms”. They would be formed by interest groups from the national innovation network wishing to innovate for a particular outcome, drawing on resources, support and encouragement from the national innovation coalition, with value-adding gap- filling resources provided by the RIU Programme.
- vi. After this Country Strategy has been approved it will be followed by a more detailed Rwanda RIU Implementation Plan (by the end of November, 2007). During the period from December 2007 to March 2008 support will be provided to stimulate and strengthen the first innovation platforms so that they can become fully operational by 1st April 2008.

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<sup>1</sup> The precise budget will be confirmed in due course.

<sup>2</sup> The word “Agriculture” is used in this document in its widest definition as a shorthand to include the range of activities associated with the Renewable Natural Resource Sector including Crops, Livestock, Fisheries and Forestry sectors and all activities associated with farming, agricultural processing, post harvest, trade, and the provision of inputs including machines, chemicals and expertise.



## Background

1. The **purpose** of this Research into Use (RIU) Country Strategy is to build consensus around the long term plan for the £3m<sup>3</sup> and 3-year RIU Programme in Rwanda, and to obtain approval in principle from RIU Management and key stakeholders in Rwanda. It sets out the rationale for the RIU Programme in Rwanda and the strategic choices made. It will set out a structured process for focusing future courses of action. It will help to define the key criteria and considerations by which the added-value of the Programme can be assessed. The strategy is based on a Country Assessment Mission conducted in January/February 2007, the resultant Country Assessment Report completed in April, and the subsequent approval of this Country Assessment report by RIU and MINAGRI. It will be further supported by a more detailed Implementation Plan to be approved in November/December 2007.
2. The RIU Programme is designed to help address the widespread concern that much agricultural<sup>4</sup> research is not utilised effectively. The purpose of the RIU Programme is therefore to:
  - Maximise the poverty reducing impact of previous renewable natural resources research including that funded by the UK Department for International Development (DIFD) in the recent past for 11 years.
  - Significantly increase understanding of how the promotion and widespread use of such research can contribute to poverty reduction and economic growth.
3. The RIU Programme will be implemented in Rwanda in ways that are consistent both with the overall aims of the Programme and the aims of Rwanda's national policy and strategy frameworks as well as the wider CAADP process, a NEPAD initiative of the African Heads of State and Government. A major part of the strategic objective of the RIU Programme in Rwanda is the creation of a National Innovation Coalition (see paragraph 20 below) so that its members can ensure that the RIU Programme is fully aligned with other initiatives, programmes and policies and funding mechanisms.
4. The RIU Programme in Rwanda is fully consistent with the objectives and activities of Pillar Four of the NEPAD/CAADP initiative. It is fully embedded in the Government's long-term development framework, including the Vision 2020, as well as the Economic Development and Poverty Reduction Strategy (EDPRS, 2008-2011) objectives for the agricultural sector. It is consistent with the agricultural development operationalisation framework, the Strategic Plan for the Transformation of Agriculture (known by its French acronym as PSTA).
5. The programme will closely collaborate and seek to build synergies with other existing initiatives and projects, including the recent initiatives to improve extension, the formation of the Agricultural Information Centre, Community Innovation Centres and the proposed World Bank-funded capacity building programme for Science, Technology and Innovation (STI), covering seven areas including Agriculture Research and Extension. Similarly, RIU will benefit from different ICT promotion initiatives, including the *eRwanda* programme, delivering information and communication technology services in selected key sectors (including agriculture) by providing better access to information through the use of technology.
6. The Research into Use Programme in Rwanda will be customised to be fully appropriate for Rwandan conditions and policies and will operate within a worldwide framework determined by

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<sup>3</sup> The precise budget will be confirmed in due course.

<sup>4</sup> The word "Agriculture" is used in this document in its widest definition as a shorthand to include the range of activities associated with the Renewable Natural Resource Sector including Crops, Livestock, Fisheries and Forestry sectors and all activities associated with farming, agricultural processing, post harvest, trade, and the provision of inputs including machines, chemicals and expertise.

the contract between DFID and the main contractors<sup>5</sup>. This contract requires RIU to deliver three major outputs:

- Output 1: Significant use of Renewable Natural Resources Research and other natural resources research outputs for the benefit (direct/indirect) of poor men and women in diverse contexts.
  - Output 2: Research-into-use evidence generated with evaluation partners.
  - Output 3: Policy processes enabled by research-into-use principles, lessons and discourse.
7. The Research into Use Programme is guided by the “Innovation Systems” (IS) approach that has operated successfully in many countries in recent years<sup>6</sup>. “Innovation” in this context is taken to mean “the first application of new knowledge in production”. That is the use of new ideas, new technologies or new ways of doing things in a place or by people where they have not been used before<sup>7</sup>. The overall hypothesis of the RIU Programme is that “*an innovation systems approach will prove more effective than more traditional ‘linear approaches’ at getting research outputs into use for the benefit of resource- poor people*”.

## The Approach to the strategic development of the Programme

8. This strategy has been jointly prepared by the international and Rwandan Country Strategy and Programme Design Team (CSPDT), working together with the main actors in the Rwanda Innovation System (to be known as the RIU National Innovation Coalition (NIC) in Rwanda, described below in paragraph 23).
9. The strategic choice for the RIU Programme is to balance an effective management arrangement with an openness to ideas, organisations and proposals. Effective innovation requires mechanisms that enable many and indeed *any player to participate in the process*. The underlying operating principle of the RIU Programmes will therefore require *open access* to multiple sources of knowledge, competition between the suppliers of knowledge, information and other services, and the minimisation of central control for reasons of quality or power that form barriers to innovation.
10. Experience of successful innovation places high value on balancing the “supply and demand” of new knowledge within the context of a knowledge economy. However weak the supply of research-based new knowledge is in most developing countries, the demand side is often even weaker. This is the case in Rwanda. **The main focus of the RIU Programme in Rwanda will therefore be to strengthen the knowledge economy (particularly on the “demand” side) for new research-based knowledge and to strengthen those organisations and enterprises able to provide intermediary services between the suppliers of research-based knowledge and those that need to use it for innovations.**
11. The approach will be to build effective and trusting operational links between the various parts of the “innovation system” (often characterised by suppliers of research-based knowledge, user of such knowledge and the many “intermediary organisations” required to facilitate interactions within the system, and to broker the other inputs and services such as finance, technical advice, ICT and training). Efforts to build effective networks require a diverse range of formal and informal support, including the formation of interest groups, the encouragement of new forms of

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<sup>5</sup> The Programme is managed by NR International (UK), in partnership with NIDA (Uganda) and the Performance Assessment Resource Centre (UK). Information on the programme can be obtained at [www.researchintouse.com](http://www.researchintouse.com)

<sup>6</sup> The Innovation System Model is described for instance in Erik Arnold, and Martin Bell, Some new ideas about research for development, in Danish Ministry of Foreign Affairs, Partnership at the Leading Edge: a Danish Vision for Knowledge, Research and Development, April 2001, p. 288. Download from [http://www.um.dk/NR/rdonlyres/7CD8C2BC-9E5B-4920-929C-D7AA978FEEB7/0/CMI\\_New\\_Ideas\\_R\\_for\\_D.pdf](http://www.um.dk/NR/rdonlyres/7CD8C2BC-9E5B-4920-929C-D7AA978FEEB7/0/CMI_New_Ideas_R_for_D.pdf). See also the World Bank: “Enhancing agricultural innovation: how to go beyond strengthening research”) 2006.

<sup>7</sup> The distinction between ‘invention’ (creation of new knowledge through research) and ‘innovation’ (in the sense of first commercial use) is crucial. As a short-hand it may be said that “research converts money into knowledge, while innovation converts knowledge into money”. (DTI Innovation Website, London).

collaboration amongst a diverse range of actors, and incentives for easy communication. Such network building is made considerably easier and cheaper by advances in information and communication technology, but face to face communication is also vital in building understanding and trust.

## The strategic implications for RIU of the Rwanda Agricultural<sup>8</sup> Innovation System

12. A preliminary 'diagnosis' and 'map' of the Innovation System in Rwanda was described in the RIU Country Assessment report for Rwanda<sup>9</sup>. The overall impression is of a country with accountable, goal-oriented leadership, driven by a desire to overcome the failures of the past, and the genocide which destroyed the lives of many people and Rwanda's organisations. There is a great deal of activity (including donor activity), and a sound understanding of what can be accomplished. For RIU, there is a sense that positive things are happening, and that the possibility for innovation is high. Even so the people remain very poor, with 56% of the population remaining below the poverty line.
13. The "supply side" of the knowledge system is often very limited, although it is improving rapidly. Many organisations, such as the extension services, farmers' groups and the reformed structures at the 30 Districts and (lower) 416 "sectors" are not yet fully capacitated<sup>10</sup>. Key organisations are still grappling with the problems of operationalising their mandates, building their capacities, and extending their activities into the rural areas.
14. The links between the sources of new knowledge and the actual and potential users of new knowledge ("the demand side") are also quite weak. Human and material resource constraints, particularly at the local level, mean that the needs of many users cannot easily be translated into an "effective demand". However the government is committed to community participation in decision-making and is taking steps to strengthen decentralised institutions, and enhancing the role of local actors.
15. The development environment is evolving rapidly in Rwanda, with new players entering the development arena on a continuous basis. This implies that the diagnosis of problems and gaps in the agricultural "innovation system" needs to be regularly updated, and that there is a pressing need to put mechanisms in place that enable the actual and potential players in the system to communicate with each other in a "knowledge market".
16. Strategic weaknesses, gaps and market failures in the Rwandan agricultural innovation system thus provide many opportunities for RIU to add value to the emerging system. A key 'value-adding' role the RIU can play is to help create an environment in which information and knowledge flows effectively between actors involved in actual and potential innovation. This can be achieved through trust-building and face-to-face communications between a wider range of actors, as well as by amplifying the 'voice' of the excluded majority, application of modern information and communication technology and through measures to address information market failures.
17. Rwanda has ambitious and far reaching plans to pursue a knowledge driven growth strategy using Information and Communication Technology (ICT)<sup>11</sup>. While this offers important opportunities, there are key constraints. Internet use in rural areas is limited at this time, with high connectivity

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<sup>8</sup> As noted earlier, the word "Agriculture" is used in this document in its widest definition as a shorthand to include the range of activities associated with the Renewable Natural Resource Sector including Crops, Livestock, Fisheries and Forestry sectors and all activities associated with farming, agricultural processing, post harvest, trade, and the provision of inputs including machines, chemicals and expertise.

<sup>9</sup> [http://www.researchintouse.com/downloads/RIU\\_Report\\_Rwanda.pdf](http://www.researchintouse.com/downloads/RIU_Report_Rwanda.pdf)

<sup>10</sup> The became operational only from 1st January 2006.

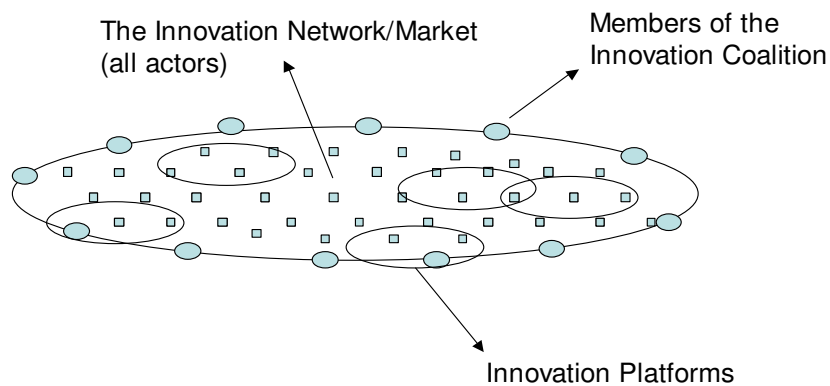
<sup>11</sup> The plans to achieve this are set out in the 20 year National Information and Communication Infrastructure as implemented by Rwanda Information technology Agency with financial support from development partners including World Bank, SIDA and others.

costs unaffordable by the large majority of the population. Additionally some 91% of the population speak Kinyarwanda only, literacy rates are low, and power supplies in rural areas are unreliable. Communication networks between actors in the innovation system are weak and there is very little relevant 'information content' flowing in the system.

## The Strategic Principles and rationale for the direction proposed

18. The direction proposed for the RIU Programme in Rwanda is based on an innovation model that involves three levels of operation: 1) a broad-based network; 2) an innovation coalition; and 3) a series of innovation platforms.
19. **Level 1:** At the widest level are **all** those individuals and organisation who are actual or potential participants in the agriculture-related innovation process. The first strategic choice would be to build a network of such individuals and organisations. This would involve some very simple “registration” so that all members can know that the others exist and which would start the process of creating knowledge market which will facilitate the provision and acquisition of the information and technical knowledge required for successful innovations in the sector. Such a community might be described as the **National Agricultural Innovation Network (NAIN)**.
20. **Level 2:** During the Country Assessment it quickly became clear that most innovative activity in rural areas would inevitably require the participation of the same cluster of organisations if they were to be effective. It therefore made strategic sense to establish a “coalition” or consortium at the level of key actors. Such a “coalition” will be required to drive the programme forward by harnessing the energy and resources necessary to strengthen and increase the use of agriculture related research-based knowledge to reduce poverty. The coalition would improve communication and trust between the varied actors, and thereby catalyse the formation of concrete schemes to put research-based knowledge into commercial use. It is proposed to call this group the **RIU National Innovation Coalition (NIC)**.
21. **Level 3:** The actual implementation of research into use activities on the ground would be undertaken through “**Innovation Platforms**”. These would be the main focus of RIU resources. 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*”.
22. It is envisaged that RIU could support a wide range of possible innovation platforms. These might include networks associated with a particular commodity, part of the post harvest system, institutional innovations, natural resources management, and community-based or location-specific initiatives. The platform would provide the focus for decision making and management, as well as the mechanism to bring together the necessary funds, skills and knowledge. Support would be provided by the members of the particular Innovation Platform, from the Innovation Coalition members and from the RIU Programme. Funding would be provided against a “business plan” and a proposal for funding and other support. It is also envisaged that the choice and design of the innovation platforms would be driven by the need to balance the portfolio of platforms (between areas, and between segments of the value chain etc.) and the need to test different approaches and methods of intervention.
23. In summary the *Innovation Platforms* would be formed by interest groups from the *National Agricultural Innovation Network* wishing to innovate for a particular outcome, drawing on resources, support and encouragement from the *National Innovation Coalition*, with value-adding and gap- filling resources provided by the RIU Programme.





## Description of the National Innovation Coalition for Agriculture (NIC) in Rwanda

24. In order to be effective in fostering innovation it will be essential that the coalition effectively represents a wide range of constituents and resources. These would include the public, private and community-based sectors. It should also contain an even balance between the ‘suppliers’ of research-based knowledge, representatives of users of such knowledge (including farmers’ groups, traders and processors, and other entrepreneurs including women) and the organisations that provide “intermediary services” such as Business Development Services (BDS), the financial institutions, extension agencies, ICT, and Community Based Organisations (CBO) and Non-Governmental Organisations (NGO) with a presence rural areas.
25. But on the other hand the effective use of RIU funds requires an effective and business-like management and governance structure. It is therefore proposed that the NIC would provide governance and management services to the RIU Programme in Rwanda. It would be accountable to the government, the RIU Programme and to members of the national agricultural innovation network. The NIC will put in place through a Memorandum of Understanding (MOU) mechanisms to guard against the Innovation Coalition becoming out of date and unrepresentative of the interests of new key actors that emerge over time, particularly in the private sector. The MOU will similarly provide mechanisms to prevent “capture” of the resources by particular interest groups, and to facilitate effective and transparent decisions.
26. The **Purpose** of the Innovation Coalition is as follows:
- To help articulate and strengthen the demand for research-based knowledge in the agricultural sector to reduce poverty.
  - To mobilise the resources required by the innovation platforms including the NIC’s own resources and those leveraged from other stakeholders including the RIU Programme and other development partners and lending agencies.
  - To provide the stimulus, resources and critical mass of effort to facilitate the greater use of research-based knowledge in the agricultural sector to reduce poverty.
  - To create an enabling environment for emergence and development of Innovation Platforms.
  - To define a common programme and budget.
  - To engage in a policy dialogue with stakeholders.
27. The major **functions** of the coalition to achieve its purpose will be:
- To provide leadership in the area of effectively using research results in agriculture.
  - To facilitate effective communication and trust between varied parts of the Rwanda agricultural innovation system.
  - To provide a mechanism to leverage the resources necessary for successful innovation.
  - To improve the physical and policy environment to enable innovations to thrive.

28. **The Governance** of the Coalition will comprise the following:

- It will adopt an easy and flexible legal framework under which MINAGRI will be asked to formally recognise (and support in a written document) the principle of establishing the NIC as a tool for promoting innovations in agriculture.
- Governance will be provided by a group of NIC members, elected by the NIC, acting as board members of the coalition.
- Future operations of the NIC will be defined in three Memorandums of Understanding between the following:
  - Members of the National Innovation Coalition themselves: this MoU constitutes “Statute” attesting officially that the Coalition is created, précising its goal as well as roles and responsibilities of its members.
  - MINAGRI and National Innovation Coalition: This document will formalise relations and provide the official recognition for the NIC to operate in Rwanda (in early November 2007).
  - MINAGRI and RIU-UK. This will provide the necessary administrative and legal coverage for the implementation of the RIU Programme funded by DFID (in the second week of January 2008).
- It will inform the larger National Agricultural Innovation Network, the government and to RIU Management in the UK about its activities.

29. **Membership**

- The membership of the National Innovation Coalition (NIC) will comprise a group of interested institutions and organisations that are committed to promote innovation in the agriculture and related sectors **and** have the ability and the institutional, human resources and financial capacity to make a valuable contribution to that process.
- Mechanisms will be put in place and criteria defined by the NIC to enable members of the National Agricultural Innovation Network (NAIN) to become members of the NIC.. It is anticipated that this will become necessary in future, either because the board needs news skills or to needs to balance representation on the coalition;
- Mechanisms will be put in place to ensure that the NIC continues to represent knowledge suppliers, users and intermediaries.

30. **Management**

- The NIC will appoint a ‘core group’ from amongst its members which will be in charge of day-to-day operations on behalf of the NIC. The detailed mandate and the composition will be defined by the NIC itself.
- In order to ensure proper financial management, accountability and audit, the NIC in collaboration with RIU Programme staff, will assess the possibility of out-sourcing the management of its financial resources to one of its members, judged to have the necessary capacity.

## **The basis by which detailed programming will be developed**

31. The detailed programme will be developed jointly by the National Innovation Coalition and the RIU Country Strategy and Programme Design Team (CSPDT). It is expected that this Strategy will be approved in principle by the National Innovation Coalition and RIU Programme Management at the end of October 2007. Following this, the members of the NIC and the CSPDT will complete the Rwanda RIU Programme Implementation Plan (by the end of November, 2007).
32. During the period from December to March there will be an intense period of capacity building which will include the provision of support to stimulate the first innovation platforms so that they can become fully operational by 1 April, 2008.

33. During the capacity building phase it is expected that the Innovation Coalition will identify, design actions and use RIU seed funding to support a number of cross cutting RIU programme support services. These are expected to include:
- The formation of the *National Agricultural Innovation Network (NAIN)*.
  - Measures to strengthen the *knowledge economy* including associated intelligence gathering capacities (related initially to the “legacy research projects from the DFID funded Renewable Natural Resources Research Programme”).
  - Assistance to build capacities within the coalition.
  - A facility to support policy dialogue between the NIC and other actors in the policy arena in Rwanda.
  - A RNRRS outputs show-case event and RIU Programme launch in January, 2008.
34. The implementation of the RIU Programme in Rwanda will be supported by two Rwandan consultants paid for by RIU-UK. The first will be a National Programme Co-ordinator who will provide assistance at the policy and operational levels both within the NIC, and between the NIC and national decision-making processes. The second will be a Process Facilitator who will mainly assist in the creation of Innovation Platforms and in supporting the NIC in effective monitoring, evaluation and lessons learning. He or she will be responsible, in particular, for activities related to the Monitoring, Impact and Learning (MIL) of the RIU Programme.
35. RIU Programme Management will also facilitate the Rwandan RIU Programme to obtain additional assistance from regional organisations within Africa and internationally.

### **The principles by which Innovation Platforms will be selected, managed, monitored and financed**

36. Initially the NIC will be tasked with identifying potential opportunities for innovation and in helping to catalyse the formation of Innovation Platforms around them. Technical assistance will be provided to assist all potential Innovation Platforms to develop “business plans”<sup>12</sup> and associated funding proposals. Assistance will also be provided to ensure a balance of platforms to include disadvantaged groups and to seek out platform opportunities (if any) that can be based around the outputs of DFID funded research under their Renewable Natural Resource Research programme over the past ten years (the so-called RNRRS legacy).
37. After the initial batch of Innovation Platforms have been funded and launched, it is proposed that subsequent rounds of funding for Innovation Platforms take the form of a two-step competitive call for funding that is open to all. The first step will comprise development of a simple “concept document”, while the second step will comprise production of a full business plan and request for funding. Consideration may be given to a technical assistance grant to assist in the development of business plans.
38. It is proposed that the selection of platforms for support be made using a transparent process against a set of criteria previously agreed by the NIC. In order to avoid conflicts of interest between organisations that are both part of the Innovation Coalition and part of Innovation Platforms, decisions will be made on the basis of reviews by local (and possibly external) independent experts knowledgeable in the sector.
39. Underlying principles for the selection of Innovation Platforms will include the following:

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<sup>12</sup> While every effort will be made to generate financially viable businesses using research-based knowledge, it is also recognised that some of the platforms may be associated with innovations with high social benefit but where full financial viability cannot be attained. Even so, business plans will be required showing how the resulting activities will be sustained over time.

- The RIU Programme funds are to be used to fill identified gaps (that address market failures) and to supplement rather than duplicate or replace existing programmes and funding.
  - Preference will be given to platforms that are perceived to have the greatest chance of producing financially sustainable results (innovations) and are judged to have the greatest prospects of reducing poverty either directly or indirectly.
  - Preference will be given to platforms that effectively involve traditionally excluded groups such as vulnerable households or people in harsh physical environments or remote locations.
  - Preference will be given to platforms that strengthen the demand for research-based knowledge and other resources by both the final users (enterprises, farmers groups) and the intermediary service providers (finance, business development services, communication and extension etc.).
  - Preference will be given to platforms that are specifically designed to enhance the natural environment.
  - The portfolio of supported Innovation Platforms will need to balance the needs of different agricultural sub-sectors, locations and social groups.
  - The selection of platforms will be guided by the need to test different approaches and the need for extract lessons of use to others from the experience (and thereby test the RIU hypothesis described earlier in paragraph 77).
  - All projects supported by the by the RIU programme will be encouraged to adopt a positive and pragmatic approach to the ‘environment’. The NIC will promote environmentally sound management practices and the promotion of improved, stable livelihoods for a range of stakeholders including those of the vulnerable poor. This approach recognises that environmentally sound management and sustainable livelihoods have a close relationship, in that one strengthens and reinforces the other.
40. The RIU Programme can provide its financial support in any way necessary to achieve the programme’s overall objectives. The main principle guiding funding mechanisms will be that **the funds make markets rather than destroy them**. Therefore, while the main instrument is initially likely to be grant funding, every effort will be made to follow principles of “smart subsidies”. The second principle will be to secure the long-term sustainability of an improved innovation system, through the use, wherever possible, of revolving fund mechanisms that supply funds in ways that they can be used again.

### The principles ensuring sustainability of RIU in Rwanda

41. The advantage of the NIC is that it is ‘owned’ by members who have the resources to continue the Innovation Coalition after the programme has finished, if they feel it continues to provide value. The NIC is therefore intended to provide institutional and network sustainability. Where necessary the RIU programme will use its funds to fill gaps in existing programmes and where possible, it will use “revolving funds” that provide debt, equity or partial risk guarantees rather than direct grants to ensure that the financial resources can be re-circulated. This is intended to provide financial sustainability.
42. The Monitoring and Evaluation process will also provide evidence of the effectiveness of the Innovation Coalition and the innovation platform concept. If such evidence is positive it is expected to attract additional funding from other sources in future, thereby supporting financial sustainability.
43. At the local level the sustainability of impacts will be promoted through effective engagement with households across location, gender, sex of household head, levels of socio-economic status and power and influence as well as effective engagement with local authorities.

## The expected contribution of the RIU Programme to the value added in Rwanda

44. Given the large number of programmes and initiatives it will be important for the RIU Programme to add value to other development initiatives rather than duplicate them or result in additional burdens and increase the transaction cost to already stretched national human resources.
45. The RIU Programme expects to add value to Rwanda by offering an “innovation perspective” to the diagnosis of the barriers that limit the use of scientific and technical knowledge in the pursuit of development. The innovation approach prompts a range of interventions and policy responses that go beyond the traditional support to national agricultural research systems and farmer consultation. It does this by strengthening the knowledge economy and the intermediary service suppliers necessary for innovation. In the medium term, if the RIU Programme is effective in articulating and empowering the expression of the needs for scientific and technical knowledge, there should be a measurable change in the nature, scope and outputs of the formal research system in Rwanda and elsewhere.
46. At the end of its implementation phase, the RIU Programme in Rwanda is expected to have produced, *inter alia*, the following:
- A National Innovation Coalition that improves the enabling environment for putting agricultural research into sustainable and effective use.
  - A number of poverty reducing innovations as a direct result of RIU intervention that includes poor and marginalised households as influential partners and as beneficiaries of platform activities.
  - Evidence of improved working of “information markets” (serving platform level outcomes).
  - Lessons learned on optimum communication approaches with information intermediaries and others.
  - Individual and collective improvements in capability evident in all platform activity<sup>13</sup>.

## Requirements from RIU Programme in Rwanda

47. While it is intended that the RIU Programme is managed by the NIC, in order to obtain RIU funding, the RIU Programme in Rwanda must be operated in ways that are consistent with RIU objectives, hypotheses, principles and output requirements. Similarly there will be requirements for financial and substantive reporting.
48. More generally the RIU Programme has identified eight values that will underpin its work and these are: strategic focus; openness; transparency; fairness; innovation; accessibility; inclusiveness; and empowerment. As part of its focus on ‘fairness’, it will aim to promote access to knowledge, participation, equal opportunities, and inclusive partnerships for all social groups with a particular focus on the disadvantaged. It will also work to value cultural diversity and to reduce exclusion and the disadvantages that stakeholders face.
49. Furthermore the performance of the RIU Programme in Rwanda will be assessed in relation to a number of indicators. These include
- Substantially increased numbers of poor people indirectly benefiting from RIU research outputs by 2011
  - More than 65% by value of RIU (use of research and learning outputs) initiatives to be “largely or completely achieved” by end of 2008
  - More than 50% of likely beneficiaries of RIU supported initiatives independently assessed as likely to be poor women by end of 2008.

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<sup>13</sup> See RIU MIL Document: TT 1.2 Results Y07/08 – ‘Enhanced demand for research and other research outputs through national coalitions and partnerships (v3.0).

50. The RIU Programme also contributes through action research to a better understanding of how research can be more effectively harnessed for development. In order to achieve this purpose a Monitoring Impact and Learning (MIL) process will be put in place.

### Integration of MIL processes and objectives in Rwanda

51. The Monitoring, Impact and Learning (MIL) processes and objectives will support and document the learning that results from promoting the use of research knowledge in Rwanda. It will involve users in the design of its approach and provide complementary evidence from outside RIU in order to increase the understanding that will result.
52. MIL processes will be **integrated** into the Country Implementation Plan that will cover all RIU Programme activities in Rwanda. They will be consistent with the RIU Programme approach across all the countries in which it operates, and will focus primarily on performance and learning frameworks at the 'process', 'output' and 'outcome' levels. MIL systems in Rwanda are intended to add value to the diverse nature of the programme across countries and regions.
53. The areas of focus for MIL will be defined for each initiative within the innovation model in Rwanda and are likely to involve 'baseline studies', 'participatory M&E' and 'formative evaluation'<sup>14</sup>. A National Process Facilitator will support the monitoring and reflective learning activities that are set up within the coalition and platform initiatives. Capacity building requirements related to monitoring and evaluation by partners will also be identified and support provided to respond to country specific needs.

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<sup>14</sup> Evaluation of a project conducted during its operation for the purpose of providing immediate feedback to the participants and funders about the status of the project and how it might be improved.