



Multi-stakeholder innovation facilities: A critical perspective

Marc Schut – CGIAR/Wageningen University (m.schut@cgiar.org)

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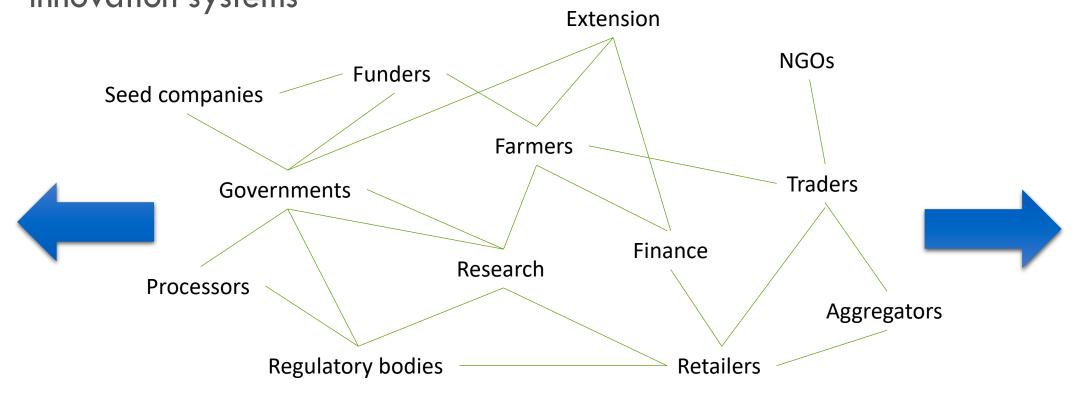
Key messages

- Innovation platforms are fast becoming part of the mantra of agricultural research and development projects and programs
- Their basic tenet is that stakeholders depend on one another to achieve agricultural development and innovation outcomes
- Hence need a space where they can learn, negotiate, and coordinate to overcome challenges and capitalize on opportunities through a facilitated innovation process
- Innovation platforms do not provide a solution to all agricultural research or development problems
- Critical reflection is needed on when, where and for what issues innovation platforms form an appropriate intervention approach



Why multi-stakeholder innovation processes?

Innovation and scaling processes are embedded in agricultural innovation systems



Coordination around a set of common goals is key

Different names, often same functions

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- Innovation platforms
- Multi-stakeholder platforms
- Living labs
- Innovation hubs
- Participatory action research

Definitions

An innovation platform is a space for learning and change. It is a group of individuals (who often represent organizations) with different backgrounds and interests: farmers, traders, food processors, researchers, government officials etc. The members come together to diagnose problems, identify opportunities and find ways to achieve their goals. They may design and imple-



What are innovation platforms?

Innovation platforms are ways to bring together different stakeholders to identify solutions to common problems or to achieve common goals. They ensure that different interests are taken into account, and various groups contribute to finding solutions. Used by the private sector to gather information and improve networking among key stakeholders in a particular economic sector, they caught the attention of development agencies at the end of the 1980s. They are now increasingly common in research and development initiatives.

But innovation platforms can be difficult and timeconsuming, so must be used with care. This brief explains what innovation platforms are and how they work, and it describes some of their advantages and limitations. It is one of a series of briefs on innovation platforms; the other briefs in the series go into detail on specific aspects of the approach.

Spaces for learning and change
An innovation platform is a group of individuals
(who often represent organizations) with different
backgrounds and interests: farmers, agricultural input
suppliers, traders, food processors, researchers, government officials ect. The members come together

to develop a common vision and find ways to achieve their goals. They may design and implement activities as a group or coordinate activities by individual members. Individual members can also innovate alone. sourred by the coordinated group activities.

Definitions

An innovation platform is a space for learning and change, it is a group of individuals (who often represent organizations) with different backgrounds and is terests: farmers, traders, food processors, researchat government officials etc. The members come togeth to diagnose problems, identify opportunities and find ways to achieve their goals. They may design and imp ment activities as a platform, or coordinate activities individual members.

Innovation platforms may tackle challenges and opportunities at various levels: in a village or community, in a district or nationwide, or throughout a value chain or economic sector. They may work at a single level, or across several levels.

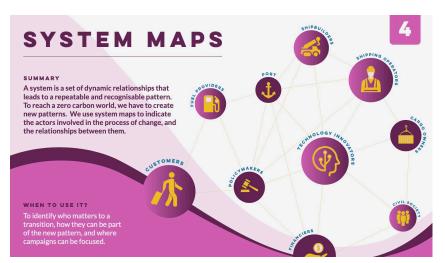
Innovation platforms are particularly useful in agriculture because agricultural issues tend to be complex. They involve different biophysical, socioeconomic and political factors, and concern various formal and informal institutions. By bringing together stakeholders

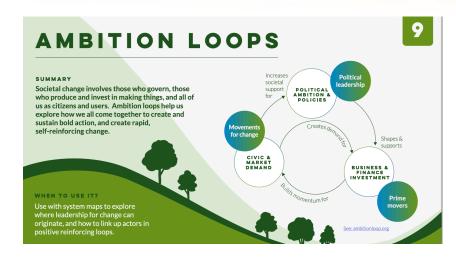
Innovation platforms practice brief 1, November 2013

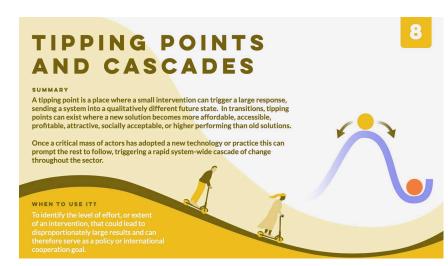








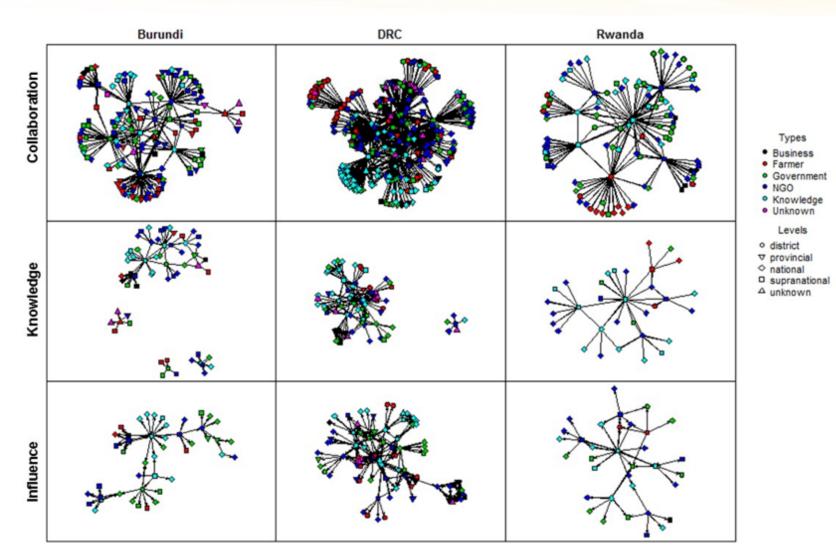




- Be clear about how the innovation facility fits within broader processes of transformation and change
- Set clear
 objectives focused
 on strengthening or
 challenging
 existing systems







- Depends on problem that is being tackled
- Depends on the solution that is being offered

Levels

Depends on the governance/ political/institutional context (more on this later)

Participation and platform composition



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Compositional dynamics of multilevel innovation platforms in agricultural research for development

Dieuwke Lamers, 1 Marc Schut, 2,* Laurens Klerkx3 and Piet van Asten4

¹International Institute of Tropical Agriculture (IITA), Buiumbura, Burundi: ²International Institute of Tropical Agriculture (ITA), Kigali, Rwanda and Knowledge, Technology and Innovation Group, Wageningen University, The Netherlands; 3Knowledge, Technology and Innovation Group, Wageningen University, The Netherlands and International Institute of Tropical Agriculture (IITA), Kampala, Uganda

*Corresponding author. Email: m.schut@cgiar.org

Innovation platforms (IPs) form a popular vehicle in agricultural research for development (AR4D) to facilitate stakeholder interaction, agenda setting, and collective action toward sustainable agricultural development. In this article, we analyze multilevel stakeholder engagement in fulfilling seven key innovation system functions. Data are gathered from experiences with interlinked community and (sub)national IPs established under a global AR4D program aimed at stimulating sustainable agricultural development in Central Africa. Our findings show that all innovation systems functions required multilevel action, but that fulfillment of specific functions demands for strategic involvement of specific stakeholders at specific levels. We observed that a research- and dissemination-oriented sequence in the functions was prioritized in AR4D IPs and argue that such a sequence may be different in other types of (business) IPs. Our findings provide an incentive to think function oriented about compositional dynamics (stakeholder groups * levels) in innovation processes, rather than striving for equal stakeholder participation.

Key words; inclusive innovation; functions of innovation systems; systemic instruments; transdisciplinary science; scale; multilevel action,

1. Introduction

Over the past decades, agricultural research for development (AR4D) expanded its scope and boundaries. Recurrent failure of the 'old' linear technology transfer approach to realize the development potential of Sub-Sahara Africa (SSA) and instil transitions to sustainable agriculture, stimulated scientists to better consider the complex context in which technologies were to be applied (Hounkonnou et al. 2012; Pamuk et al. 2015; Röling 2009). A gradual shift took place from narrow technology-oriented approaches to more holistic systems approaches that focus on understanding how interactions between different value chains, actors, and organizations across different levels influence agricultural innovation processes (Douthwaite et al. 2009; Klerkx et al. 2012). In line with generic debates on the et al. 2014; Turnhout et al. 2013; Wittmayer and Schäpke 2014), oblems targeted and the groups of stakeholders that participate in finding solutions to these problems (Adekunle and Fatunbi 2012; seen as technological innovation systems in which a particular

Birch et al. 2011; Hounkonnou et al. 2012; Kropff et al. 2001; Schut et al. 2015a; Woodhill 2014).

One of the most evolved and widely advocated systems approaches in AR4D, especially in SSA, is the agricultural innovation system (AIS) approach (Foran et al. 2014; Hall et al. 2003; Kilelu et al. 2013; Klerkx et al. 2013; Schut et al. 2015a), This approach is heavily influenced by the thinking on national, sectoral, and technological innovation systems. As Klerkx et al. (2012) have indicated, the AIS approach emerged from a merger of approaches to study innovation in agriculture (such as the Agricultural Knowledge and Information Systems approach—Röling 2009) and the literature on national, sectoral, and technological innovation systems (Hekkert et al. 2007; Lundvall 1992; Lundvall et al. 2009; emergence of a more interactive and transdisciplinary science (Schut Malerba 2002) which has its empirical applications mostly in industrial sectors. AIS are, in some studies, approached as national or this has prompted a reorientation of AR4D enlarging the scope of sectoral systems, analyzing innovation capacity at a country or subsector level (e.g. dairy, horticulture), but are sometimes also

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 What is the function the platform is expected to fulfil?

- Agenda setting/advocacy
- Resource mobilization
- Entrepreneurial activities
- Innovation development
- Which stakeholders are best positioned to fulfill those functions/ at which level do they operate?
- Function-oriented vs Equality-oriented

Agenda setting and flexibility

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- Who's in the driving seat?
- Projects and programs often have predetermined goals, ambitions, partnerships, activities and budgets
- What space do platform actors have to redefine the agenda, change partners and decide on how funds are spent?
- Facilitation and power dynamics
- This is likely to create tensions that require institutional innovation



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INNOVATION PLATFORMS: EXPERIENCES WITH THEIR INSTITUTIONAL EMBEDDING IN AGRICULTURAL RESEARCH FOR DEVELOPMENT

ByMARC SCHUT #\$, LAURENS KLERKX #, MURAT SARTAS ##[], DIEUWKE LAMERS #, MARIET TE MC CAMPBELL ##, IFEYINWA OGBONNA ##, PAWANDEEP KAUSHIK ##, KWESI ATTA-KRAH ## ##! CEES LEEUWIS #

Hiternational Institute of Tropical Agriculture (ITTA), Quantier Katorch, Robert 1, Avenue 18
Spharmice 10, Byurmbura, Burumb, Pikowkaty, Tehrakayyard Immudion Grup, Waguringn
University, P.O. Dax 8130, 6700 F.W. Waguringn, Hiswitharlands, ¶Swadish University of
Agricultural Sciences (S.U.), Pural development and natural recurrencement, Ullisvieg 28 A,
756 51 Uppsala, Swadin, †HMS-Sudartis Magaringan University, P.O. Bax 8130, 6700 F.W.
Waguringan, the National and ‡Hinternational Institute of Tropical Agriculture (HTA), P.M.B.
5320, Oyo Rand, Harden 200001, Oyo Sale, Nigoria

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SUMMAR

Innovation Platforms (IPs) are seen as a promising vehicle to foster a paradigm shift in agricultus research for development (AR4D). By facilitating interaction, negotiation and collective action between farmers, researchers and other stakeholders. IPs can contribute to more integrated, systemic innovation that is essential for achieving agricultural development impacts. However, successful implementation of IPs requires institutional change within AR4D establishments. The objective of this paper is to reflect on the implementation and institutionalisation of IPs in present AR4D programmes. We use experiences from sub-Salaman Africa to demonstrate how the adoption and adaptation of IPs creates both opportunities and challenges that influence platform performance and impact. Niche-regime theory is used to understand challenges, and anticipate on how to deal with them. A key concern is whether IPs in AR4D challenge or reinforce existing technology-oriented agricultural innovation paradigms. For example, stakeholder representation, facilitation and institutional embedding determine to a large extent whether the IP can strengthen systemic capacity to innovate that can lead to real paradigm change, or are merely fold wine in new bottles' and a continuation of 'business as usual'. Institutional embedding of IPs and - more broadly the transition from technology-oriented to system-oriented AR4D approaches requires structural changes in organizational mandates, incentives, procedures and funding, as well as investments in exchange of experiences, learning and capacity development.

INTRODUCTION

IPs are increasingly seen as a promising vehicle for agricultural innovation in developing countries (Adekunle and Fatunbi, 2012, Kilelu d al., 2013, Ngwenya and Hagmann, 2011; Pansuk d al., 2014; Swaans d al., 2014; van Mierlo and Totin, 2014; van Paassen d al., 2014) In the field of AR 4D, IPs form an important element towards

Corresponding author Email: w. schu@cgiacorg

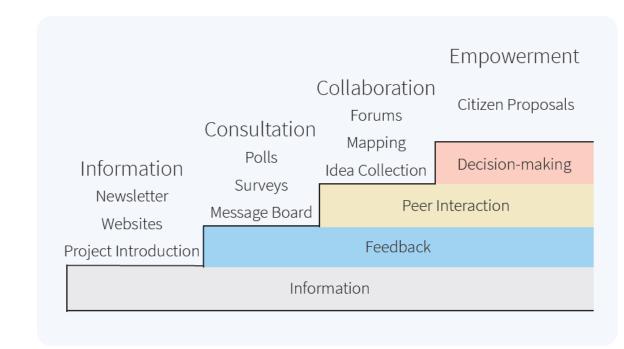
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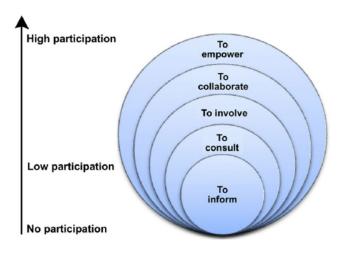




 Engagement levels can be different for different stakeholder groups throughout different stages of the process

- Inform
- Consult
- Involve
- Collaborate
- Collective action/
 co-invest
- Support/ empower





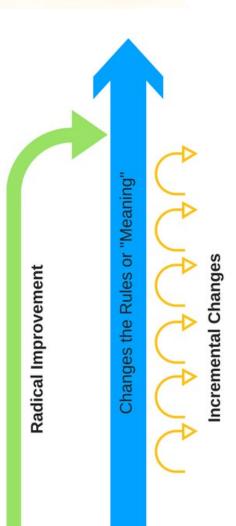






 Generally speaking problem analysis and initial stages of innovation development (ideation, design) benefit from multi-stakeholder approaches

 However, consensus-based/ democratic innovation processes may favour more <u>incremental innovation</u>
 over <u>radical or disruptive innovation</u> that are needed to transform agri-food systems



Multi-stakeholder platforms and scaling



- Sustainable scaling of innovations happens through:
 - Commercialization pathway
 - Public policy pathway
 - A combination of both (PPP)
- Commercial scaling pathways may drive exclusivity, rather than inclusivity
- Platform may fulfill more of a coordination/ strategizing function rather than <u>doing</u> the innovation scaling



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DO MATURE INNOVATION PLATFORMS MAKE A DIFFERENCE IN AGRICULTURAL RESEARCH FOR DEVELOPMENT? A META-ANALYSIS OF CASE STUDIES

ByMARC SCHUT #15, JEAN-JOSEPH CADILH ON #1#, MICHAEL MISIKO# ard IDDO DROR #

†Interetional Instituted Tropical Agriculture(ITTA), KG 563 Stret #3, PO. Box 1269; Kasyni, Kigil, Nei arbs, (Krimindig: Tehrickay and Innoction Group Waspingen Univesty, Hollandering 1, 6700 EW Waspingen, the Nitherlands, †Interetional Livestock Passarch Institute(ILTA), Box 30709, 00100 Nairch, Kanya and †Interetional Mairocard What Improvement Certar (CMMYT), United Nations Avenue, Gign., Box 1041, 00621 Nairchi,

(Accepted 26 October 2016)

SUMMAR

hmovation Platforms (Ps) have become a popular vehicle in agricultural research for development (AR4D). The IP promise is that integrating scientific and local browledge results in innovations that can have impact at scale. Many studies have uncovered how IPs work in various countries, value chains and themes. The conclusion is clear; IPs generate enthusiasm and can bring together statisholders to effectively address specific problems and achieve 'local' impact. However, few studies focus on 'mature' IPs and whether or not these achieve impact at a "higher" scale: address systems trade offs to mide decision making focus on intervation of multiple commodities, reach a large number of beneficiaries and learn from their failures. This study evaluates the impact of mature IPs in AR4D by malying the success factors of eight case studies across three continents. Although we found pockets of IP success and impact, these were rarely achieved at scale. We therefore critically question the use of IPs as a technology dissemination and scaling mechanism in AR4D programs that aim to benefit the livelihoods of many farmers in developing countries. Nevertheless we do find that IPs can fulfill an important role in AR4D If the IP processes are truly demand-driven, participatory and based on collective investment and action, they have the ability to bring together committed stakeholders, and result in innovations that are technically sound, locally adapted, economically feasible for farmers, and socially culturally and politically acceptable. Several of our cases show that if these IPs are firmly embedded in other public and private extension mechanisms and networks, they can allow the technologies or other types of innovations to scale out beyond the original IP scope, geographical focus or target audience. We see a need for more rigorous, accurate and continuous measurement of IP performance which can contribute to adaptive management of IPs, better ing of 'what works' in terms of process design and facilitation, as well as to cost-benefit analysis of IPs as compared to other approaches that aim to contribute to agricultural development.

INTRODUCTION

Innovation Platforms (IPs) are considered to be promising vehicles for increasing the impact of agricultural research for development (AR4D) (Sanyang & Al., 2016;

Corresponding author Famil: w.s.fru@cgiac.org

#Current affiliation: Trade and Agriculture Directorate, Organisation for Economic Co-operation and Development, 2 rue André Pascal, 75775 Paris Cedex. 16, France.

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Costs of innovation platforms?

- Innovation platforms are resource intensive (facilitation, meeting costs, etc.)
- That's no problem for funders, as long as initial investment has spilover effects and benefit users beyond the original platform
- Case study from Uganda showed that costs per farmer were between USD 83 p/year (compared to USD53 for FFS-participant and USD7.36 for farmers reached through the government extension system)
- Cost-efficient scaling mechanisms need to be in place to ensure return on/beyond innovation platform investment

Ownership and co-investment

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How to ensure ownership?

- Stakeholder engagement and ownership can easily be focused around resources that the platform may offer
- It is very important to ensure that representatives co-invest in the platform, as this is a proxy for the platforms (potential) added value



RESEARCH ARTICLE

Effects of multi-stakeholder platforms on multi-stakeholder innovation networks: Implications for research for development interventions targeting innovations at scale

Murat Sartas^{1,2,3}*, Marc Schut^{1,2}, Frans Hermans⁴, Piet van Asten⁵, Cees Leeuwis¹



* m.sartas@cgiar.org



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Data Availability Statement At relevant data files are available from the Figshare repository at the following: https://figshare.com/articles/Data_Set_ for_the_Research_Article_Effects_of_multistakeholder_plottoms_or_multi-stakeholder_ Innovation_networks_Implications_for_research_ for_development_interventions_targeting_ innovations_at_sale/G820886.

Funding: This work was carried out under the framework of the Consortium for Improving Annicultural Livelihoods in Central Africa (CIAL CA)

Abstract

Multi-stakeholder platforms (MSPs) have been playing an increasing role in interventions aiming to generate and scale innovations in agricultural systems. However, the contribution of MSPs in achieving innovations and scaling has been varied, and many factors have been reported to be important for their performance. This paper aims to provide evidence on the contribution of MSPs to innovation and scaling by focusing on three developing country cases in Burundi, Democratic Republic of Congo, and Rwanda, Through social network analysis and logistic models, the paper studies the changes in the characteristics of multistakeholder innovation networks targeted by MSPs and identifies factors that play significant roles in triggering these changes. The results demonstrate that MSPs do not necessarily expand and decentralize innovation networks but can lead to contraction and centralization ity. They also indicate that not all the factors of change in innovation networks are country specific. Initial conditions of innovation networks and funding provided by the MSPs are common factors explaining changes in innovation networks across countries and across dif network characteristics targeted by the MSP using a network approach in early implementa tion can contribute to better performance in generating and scaling innovations, and that funding can be an effective implementation tool in developing country contexts

Introduction

Stakeholder involvement is essential to overcome complex agricultural and environmental problems and achieve development outcomes. Multi-stakeholder platforms (MSPs) are seen as

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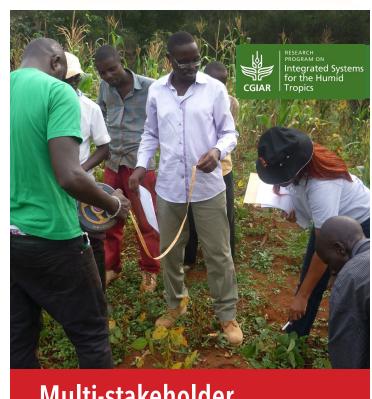
Sustainability and exit-strategy

- When establishing innovation platforms under projects or programs or inverventions we need to manage expectations about what it will/will not do
- Sustainability should not always be the goal. Platforms can focus on achieving short term goals and then dissolve
- Exit-strategies need to be a topic of discussion during platform establishment
- Strengthening existing platforms/ networks is a good way to support ongoing stakeholder collaboration and action where there is already a clear mandate and scope





- The perceived (added) value of multistakeholder approaches to innovation varies across space and time
- In some cultures multi-stakeholder approaches may be seen as positive, in other cultures as inefficient
- Newly established platforms may be seen as undermining existing structures for stakeholder collaboration



Multi-stakeholder processes in Central Africa Successes, struggles and lessons learned

Marc Schut, Dieuwke Lamers, Murat Sartas, Chris Okafor, Cyrille Hicintuka, Sylvain Mapatano, Desi Kagabo, Piet van Asten and Bernard Vanlauwe

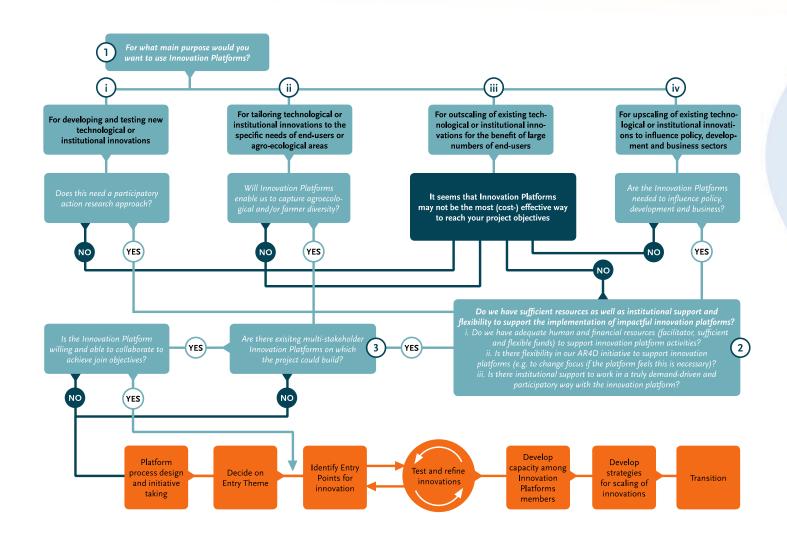


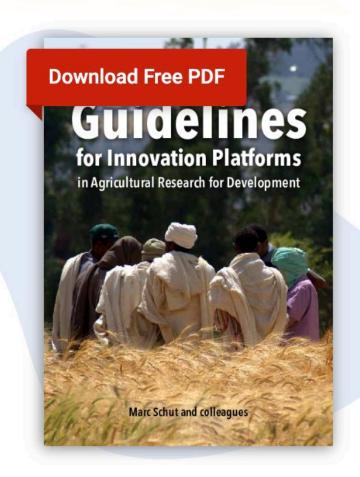
Critical questions

- Ask yourself the following question
 - For what main purpose would you want to use innovation platform as key stakeholder engagement approach?
 - Is a platform approach the most efficient way to bring these stakeholders together?
 - Do we have sufficient resources as well as institutional support and flexibility to support the implementation of impactful innovation platforms?
 - Are there existing multi-stakeholder innovation platforms on which the project could build/ strengthen
- In addition, discuss what mechanisms will be put in place to ensure ownership, co-investment and exist-strategy?

Decision tree







Available <u>here</u>

Resources



Innovation Platforms

Synopsis of Innovation Platforms in Agricultural Research and Development[∞]

Marc Schut^{a,b}, Laurens Klerkx^b, Josey Kamanda^c, Murat Sartas^{a,b}, and Cees Leeuwis^b, ^a International Institute of Tropical Agriculture (IITA), Kigali, Rwanda; ^b Knowledge, Technology and Innovation Group, Wageningen University, Wageningen, the Netherlands; and ^c Africa Rice Center (AfricaRice), Bouake, Cote d'Ivoire

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Δet 10.1012/S00.1459218000020.

INNOVATION PLATFORMS IN AGRICULTURAL RESEARCH FOR DEVELOPMENT

Ex-ante Appraisal of the Purposes and Conditions Under Which Innovation Platforms can Contribute to Agricultural Development Outcomes

By MARC SCHUTTL, JOSEY KAMANDAS, ANDREAS GRAMZOWT, THOMAS DUDOISE, DIETMAR STOLANTI, LENS A. ANDREASSONT, IDDO DRORSS, MURAT SARTAST, REMICO MURTI, DIDO DRORSS, MURAT SARTAST, REMICO MURTI, LERMAN BROUWERLT, ANDRE DEVAUXSSS, CLAUDIO VELASCOSS, RICA, JOY FLORTY, MARKITI GUMMERUTHT DJUVA BUZERL, CINTHIA MEDOUGALLTITL, KRISTIN DAVISSSSS, SARINE HOMANN-KER TUDTITY, MARKIT KUNDYNE

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(Accepted 25 April 2018; First published online 6 June 2018)

SUMMARY

Innovation platforms are fast becoming pair of the manute of agricultural research for development projects and programmers. Their basis testis that subdoubles depend on one another to achieve agricultural development outcomes, and hence need a space where they can learn, negotiate and continuous analysis of the substitution provides an appropriate and following much had been variety on the orangement and following the much substitution of the substitution of th

[‡]Corresponding author. Email: m.schut@cgiar.org

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INNOVATION PLATFORMS FOR AGRICULTURAL DEVELOPMENT

Evaluating the mature innovation platforms landscape

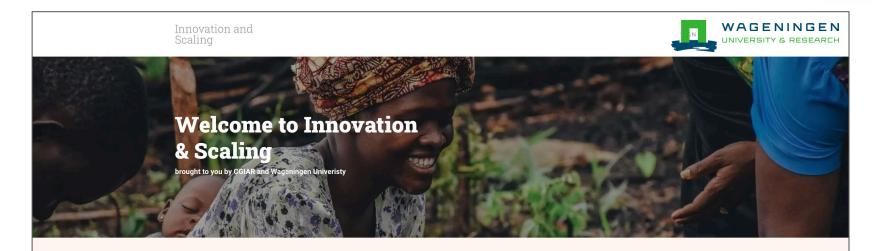


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