



National Agricultural Value Chain Development Project
Transitioning from Subsistence to Commercial Farming

Agricultural Innovation Platforms for stakeholder networking and Delivery of Products

Training Guide

Poultry Value Chain





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FOREWORD

Agricultural Innovation Platform (AIP) is an organizational model for stimulating innovation and development that brings actors together in a way that pools skills and knowledge to address challenges and utilize opportunities. The actors include individuals, private and public sector organizations, policy makers, agripreneurs and other value chain stakeholders. These actors come together in an innovation platform to seek technical, institutional or organizational solutions to critical challenges hindering agricultural productivity within a value chain. The AIP facilitates actors to interact, innovate, learn and change with time as they seek solutions to the common challenges. It is important to go into the system, connect with actors, and ensure that they work together. The situational needs should determine the kind of actors to bring on board. Every actor's contribution is valued and benefits accrue to all in a win-win situation.

Therefore, the AIP is a useful methodology for development, testing and scaling of innovations in the Poultry Value Chain. The training aims at enhancing practitioners' know-how in facilitating innovation platforms and it exposes the actors to an innovation systems-based configuration of stakeholders.

SESSION 1

OPENING AND SETTING THE SCENE

Definitions of Agricultural Innovation Platforms (AIPs)

A forum established to foster interaction among a group of relevant stakeholders around a shared interest. The stakeholders perform different but complementary roles in the development, dissemination and adoption of knowledge for socio-economic benefit. Roles could be new ideas, methodologies, procedures, concepts or technologies developed or adapted from other locations.

Objectives of the training

The Innovation Platform ToT workshop aims at enhancing practitioners' know-how in facilitating innovation platforms specifically;

1. To reach a better understanding of AIP
2. To better understand the AIP facilitation process and its challenges
3. To come up with practical solutions to address participants challenges
4. To develop a way forward in training and coaching of AIP in local situations.

Outcomes of innovation platforms

Innovation platforms are vehicles for

- Dissemination and scaling out of technology
- Enhancing information flow and learning
- Making value chains work
- Enhancing resource efficiency
- Enhancing innovation and creativity
- Enhancing farmer capacity

Co-management of the training

One way of making participants own the learning process is to set up various committees for self-organization and management of the workshop. Such committees included:

1. **Process steering committee:** it consists of a cross-section of participants and organizers to take responsibility in the co-management of the workshop. The PSC will meet at the end of the day to review the process and progress and together plan for the following day.
2. **Process monitoring committee (Rotational):** The function of the Process monitoring committee is to report every morning to the plenary about the participants opinions and feelings about the content, process and the group dynamics. They give an overview and a recap of the proceedings of the previous day.
3. **Welfare committee:** The committee follows up all the welfare concerns of the participants with the relevant people.

Ground rules

This are meant to be interactive sessions and therefore there is need to establish key facilitation principles that would ensure an atmosphere that allow free interaction by the participants and the facilitators. These principles are core values and some rules for table interaction.

1. **Informality**-(relaxed atmosphere with discipline): Informality means that we are free to stand up when we feel tired. Discipline basically means keeping time.
2. **Inclusiveness:** This meeting will foster and encourage the full participation of each and every participant often identifying and urging the quiet ones to engage.
3. **Openness, transparency, accountability-** it is about open engagement. It is important to get the best out of all the participants and critical review and address the real issues.
4. **Appreciate the difference in thinking:** No one is therefore right or wrong. We are all here to learn from each other.
5. **No defensiveness:**
6. **Culture of appreciation and feedback-** see the good contributions in others and acknowledge each other. Subsequently, in provide effective feedback when necessary.
7. **No Jargon-**Lets use words and statement that create a common understanding and is easy to comprehend.
8. **Accepting reality:** Reality is stubborn and does not go away.
9. **Constructive controversy:** Controversy is a great source of creativity. Controversy brings out deep and innovative discussions and challenges to think.
10. **Creativity-thinking out of the box-**There is need to challenge each other to think beyond the usual.
11. **Honesty and Political incorrectness-**call a spade a spade and deal with it, rather than being nice and use words that are sweet.

Table interactions

In order to create an atmosphere for free interaction, it is necessary for the participants to get to know each other beyond names and where they come from. Guided by the task, participants should introduce themselves by giving their name, professional background, their organisations and positions they occupy, and a brief description of the key milestones they have achieved. They should further highlight individual major goals for the next 10 years at the professional and personal level. The task is intended to make participants know each other a little more so that they begin to interact and exchange ideas more freely and in a friendly manner. It is also intended for participants to appreciate their diversity and composition in terms of professional background and institutional affiliation.

Participants should sit at a table with people whom they do not know well or very little!

Find out from each other

- Who you are and where your roots are
- Why have you chosen the profession you are in?
- What make you the person you are; what were key milestones in your life?
- What are your major goals for the next 10 years (personal and professional)
- What is your role/interest in the poultry value chain?

Agree together (on card, max 3 cards per question)

- What I/we would like to see happening in this meeting, is-----
- What should Not happen here, is-----

To get a feel of who is represented in the meeting and how it may have implications on the discussions, ask the participants to move and stand at a large open space in the room. The differentiation exercise will reflect the participant representation at the meeting and how the different experiences may impact on the training outcome (Input supplier, production, processing, marketing, consumers, financiers etc).

Participants' Expectations

In this part participants present their expectations in terms of what should and should not happen in the meeting as well as what they see as the main output of the meeting. This part of the introduction exercise is where participants discuss and agree on their tables and use a representative from each table to present the group's views to the plenary.

Present the Programme Overview

After getting to know each other better and knowing what participants expectations are in terms of what should and not happen in the workshop, the anticipated outputs of the workshop and the program overview as discussed and agreed upon by some of the process steering group is presented to the participants. Emphasize the fact that the programme is flexible. It is only used to guide discussions and can be changed to fit the outcomes of the workshop sessions.

SESSION 2.

SOME CONCEPTS AROUND INNOVATION PLATFORMS

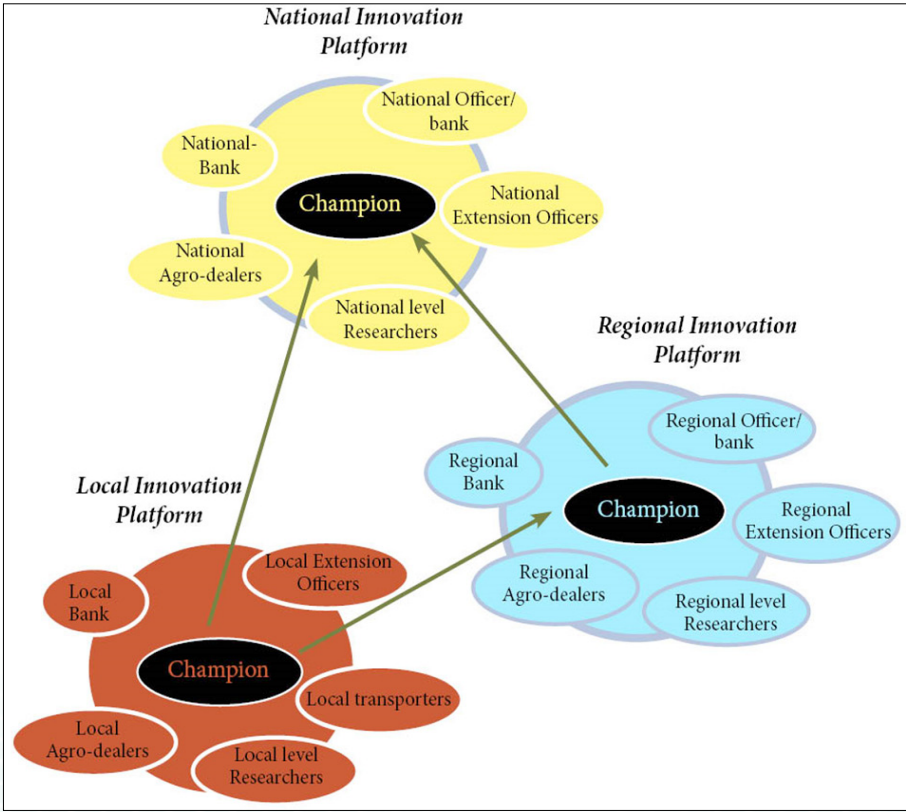
This session aims to unpack the concept of AIPs - critically analyzing why AIPs are an important vehicle for disseminating technologies. The participants in their table groups should be asked to brainstorm on what they really want to achieve with innovation platforms. They should further envision what a successful AIP will look like. Use the Table below to provoke discussions.

What to achieve with innovation platforms

Dissemination and scaling
<ul style="list-style-type: none">• Effective dissemination of technologies in order to create impact• Enable scaling up and out research technologies• Enhance uptake and out scaling of technologies• Facilitate large scale adoption of technologies
Enhancing information flow and learning
<ul style="list-style-type: none">• Strengthening information flow, dissemination of information, and farmer experiment• Sharing and learning among stakeholders• Provides forum for sharing new ideas from members• Improved access to information and communication
Making value chain work
<ul style="list-style-type: none">• AIPs can be used to foster partnerships especially along the value chains• Stakeholder involvement along the value chain• Involvement of potential stakeholders in decision making processes• Improve productivity and income• AIPs can be used to link farmers to input markets and MSMSE• Enables farmers become market oriented and enhances farmer market linkage.• Provide solutions to persistent value chain challenges• Inputs can be made available in coordinated manner in sufficient quantities

Enhancing resource efficiency
<ul style="list-style-type: none"> • AIPs can encourage and maximize utilization of resources available for success of a program. • Pulling together of resources • AIPs can be used to engage policy makers for sustainability
Enhancing innovation and creativity
<ul style="list-style-type: none"> • Identification and documentation of innovation • Develop new ideas for adoption by farmers • Promote innovation and creativity • AIPs can be used to address new and emerging dynamic challenges
Enhancing farmer capacity
<ul style="list-style-type: none"> • Strengthens farmer capacity and competence • Improve bargaining power for farmers for better markets

Innovation platforms are formed at different levels starting from local to regional and national levels and may be a long thematic, geographic, and sectoral or value-chain related boundaries. Broadly present the Figure below so that participants appreciate the different stakeholders at different levels.



SESSION 3.

OPERATIONAL GUIDE FOR DEVELOPING AND MANAGING LOCAL AGRICULTURAL INNOVATION PLATFORMS

- **Overview of the AIP Process**

(Present and share the innovation guide to each of the participants)

- **Overview of the INP Process**

Stakeholders with different interests but share a common objective

Different phases in formation and management

At each phase roles of stakeholders change (see fig)

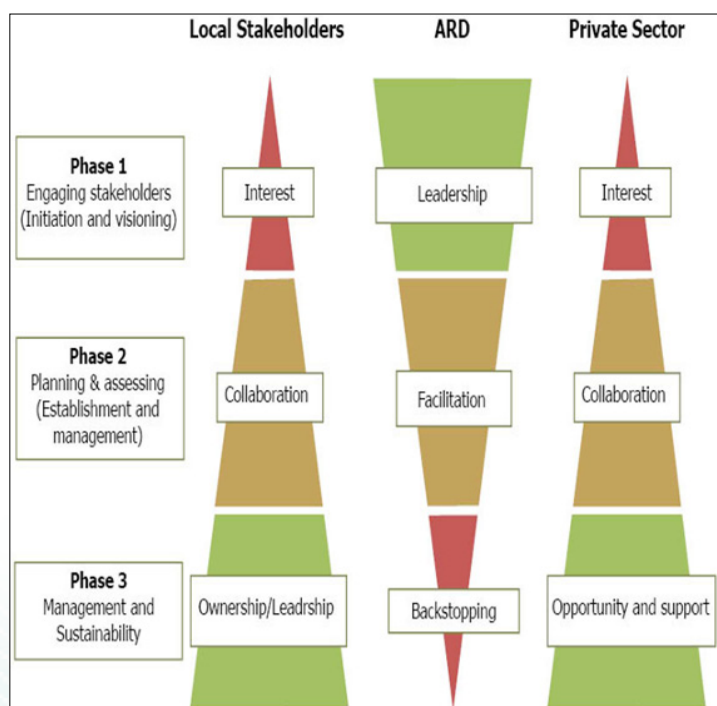


Figure 2. Changing stakeholder roles in AIP. **Source.** Makini et al 2013. **Innovation platform guide**

- **Some Key Principles for Effective Platforms**

- ✓ Platforms are not formal organizations; they are task/performance based institutional arrangements which are lively as long as the need exists
- ✓ Every actor involved should have a gain / benefit from a function system / making the system work
- ✓ The driver can be an innovation which fuels the system, or the functioning system which creates a demand for innovation
- ✓ Leadership of a platform is dynamic, champion / energy driven and ideally not public sector. It has to be kept flexible to emerge gradually

- **Four Building Blocks for Innovation Platforms**

1. Vision, purpose and Results of AIPs
2. Institutional arrangements for managing AIPs
3. Managing and facilitating the platform process
4. Capacity and competence of the whole system i.e all actors to perform

- **Institutional arrangements for managing AIPs**

- What are the drivers and incentives for platforms to sustain themselves?
- Institutional arrangements for the platforms: Functions and roles (facilitation, championship, funding)
- Financing of platforms – institutions, development partners or members' subscriptions? Arrangements to reach scale

- **Managing / facilitating the platform process**

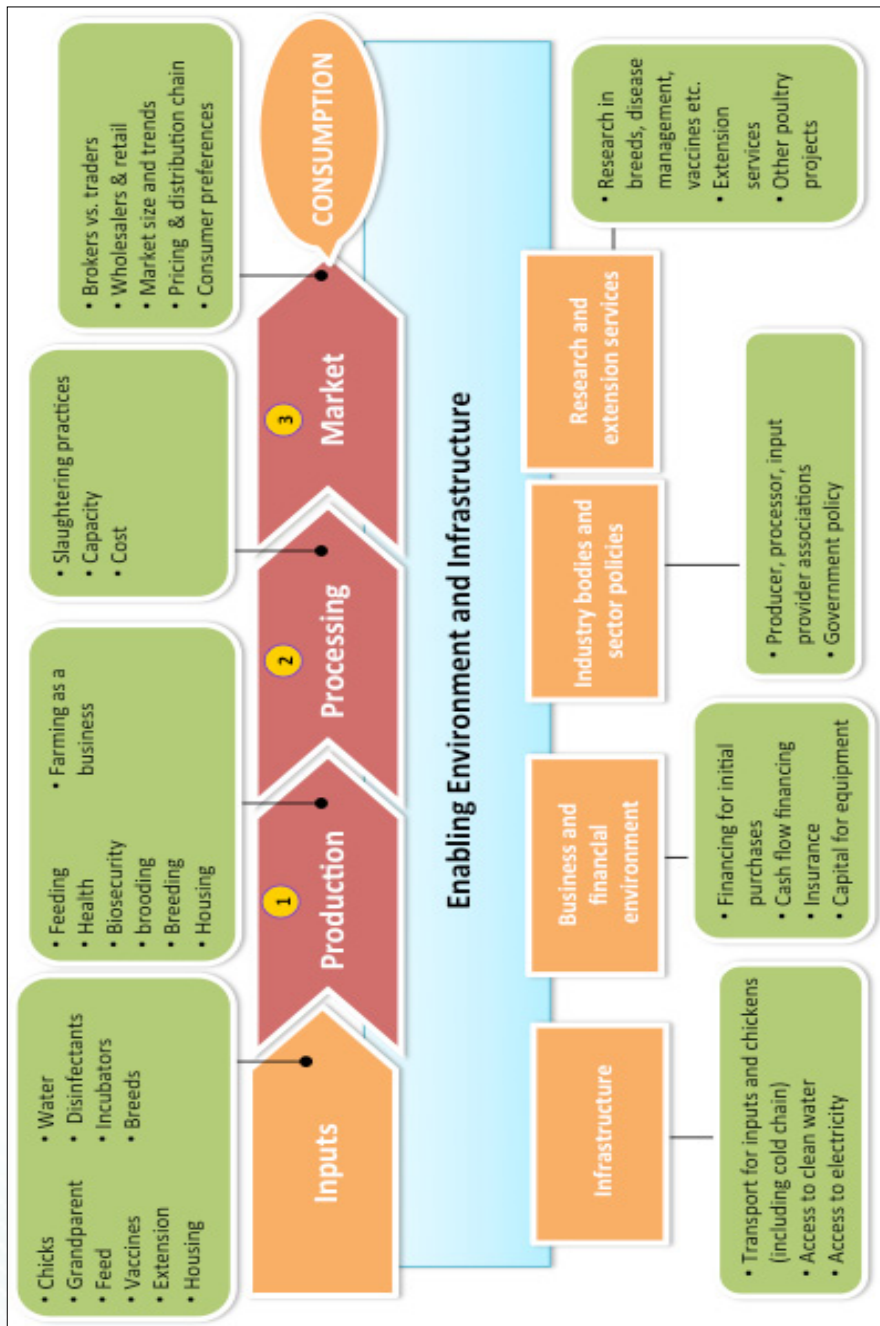
- Who should be participating: choice of platform members, boundaries of the platforms
- Which levels? Farmers, communities, service providers, policy
- Leadership: Platform management and self-management?
- How to nurture trust and mutual accountability
- Point of engagement and disengagement for external support– how long to support?
- What type and quality of facilitation and how to develop that capacity?
- How to keep the process exciting and beneficial through constant influx of new ideas and innovations?
- How to bring in the required technical support complementing the process?

- Monitoring and learning on the platform
- Overall: process efficiency and quality
- **Capacity and competence of the whole system / all actors to perform**
 - How to facilitate this systemic competence to emerge?
 - How to develop the competence of individual actors to effectively participate in the platform?
 - Personal, team development and leadership
 - Managing innovation in a system context
 - Managing change and organizational development
 - Process management and action learning
 - Facilitation for change

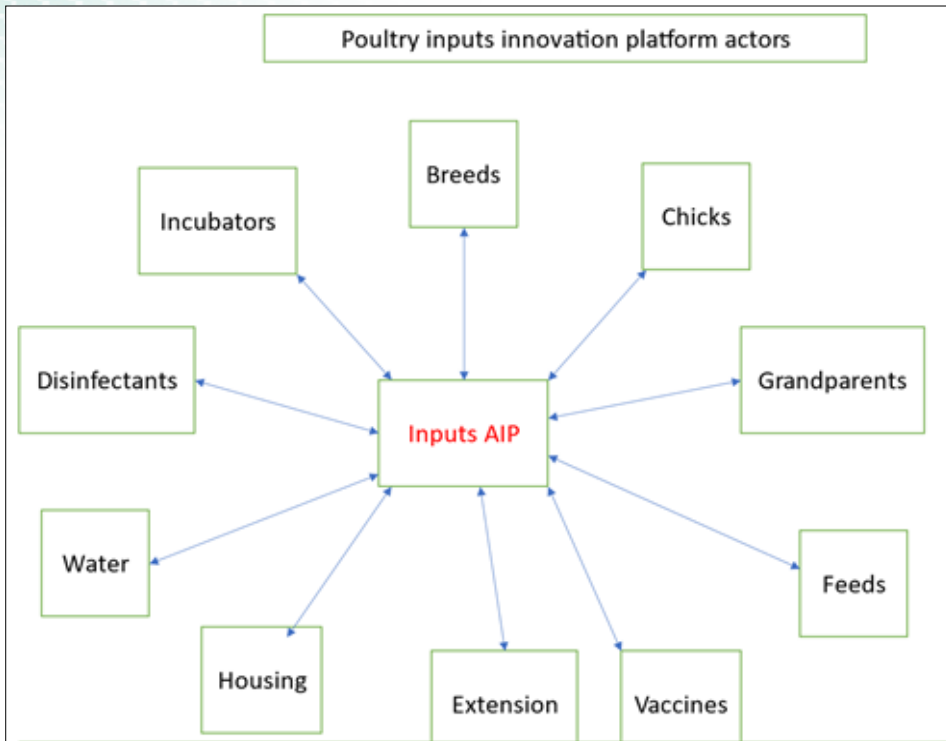


SESSION 4

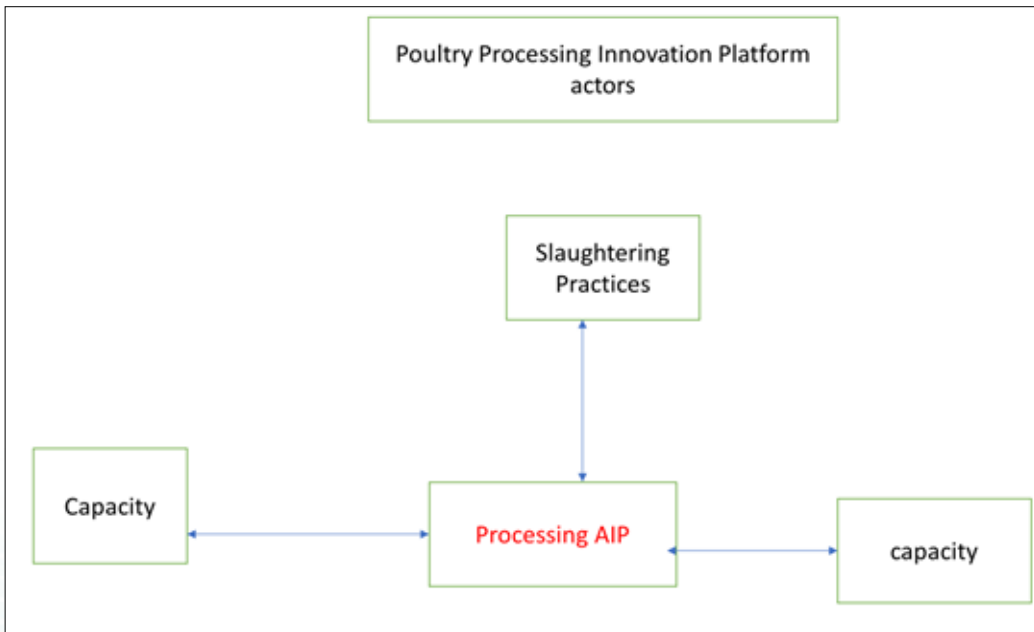
KEY POULTRY INNOVATION PLATFORMS



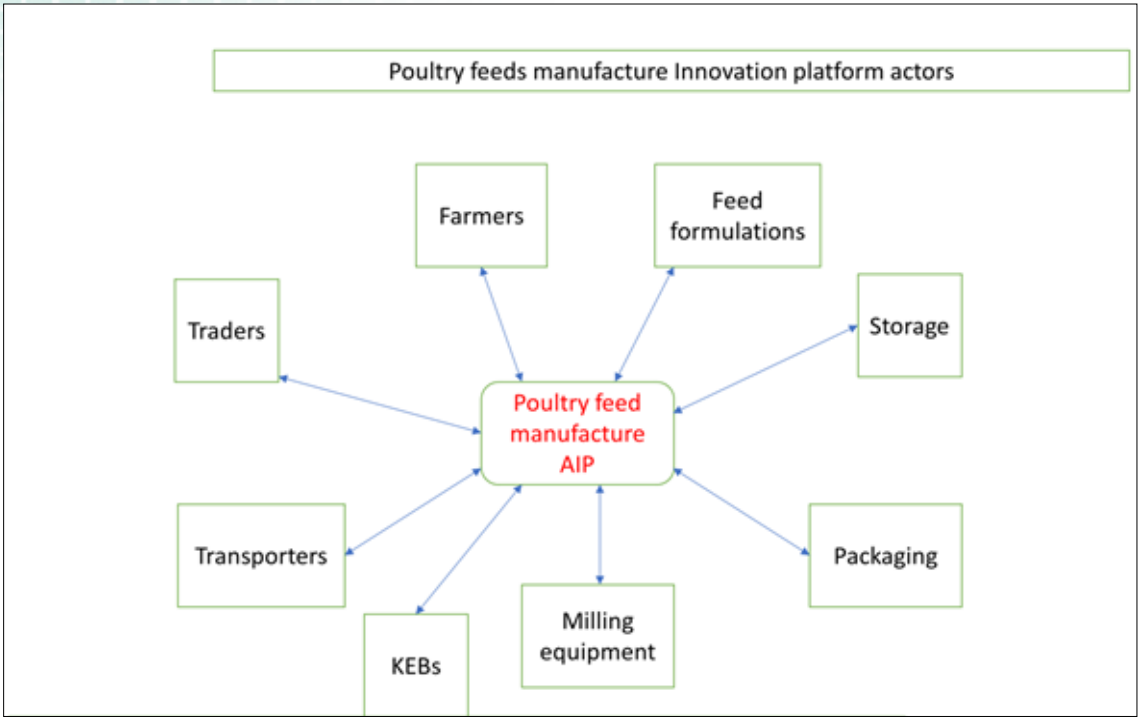
Source: MOAL&F (2022). Indigenous Chicken National Value Chain Development Strategy



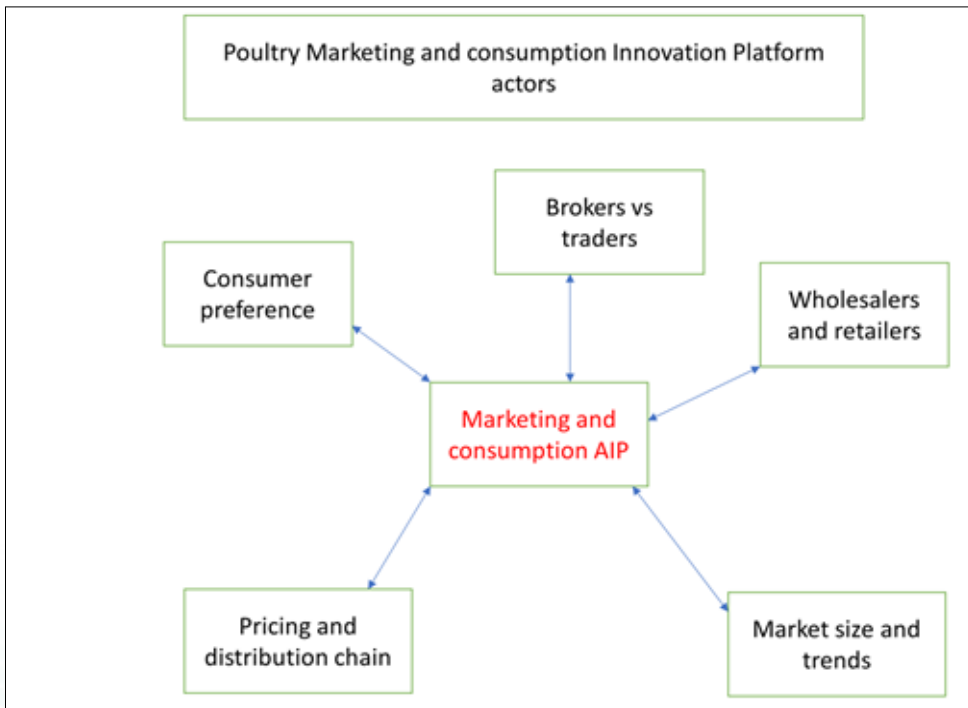
Source: Makelo, N.M; 2024



Source: Makelo, N.M; 2024



Source: Makelo, N.M; 2024



Source: Makelo, N.M; 2024

Challenges in managing innovation platforms

How to make an AIP sustainable “exit strategy”.
<ul style="list-style-type: none">• How to ensure the AIP functions on sustainable bases• Sustainability measures what AIP can do, who are the actors, management committee (set-up), and finding out the existing systems.• Knowledge on how to prepare and arrange the exit strategy• Skills on sustainability
How to develop a business model from an AIP
<ul style="list-style-type: none">• How to make a business model for the grain producer market seed production• Additional information required in being confident in implementing the next steps• Skills in conceptualizing and developing business model• How to sustain business model• The business model concept is not clear; is it a document we prepare or is it a roadmap for a business plan.• How to determine a business model?
How to redefine a challenge to create a common focus
<ul style="list-style-type: none">• Redefine the challenge• Developing common focus on various levels
How to get a full commitment and dedication of actors
<ul style="list-style-type: none">• How to get commitment of partners in terms of resources and time• Opposition by actors• How to ensure maximum commitment from all stakeholders• How to convince the actors to form the AIP• How to ensure commitment from actors
How to get the right actors?
<ul style="list-style-type: none">• Identify actors in Poultry value chain• How to get everyone involved• Show the benefits to all the actors•• Get the right actors
How to develop the facilitation skills for the platform
<ul style="list-style-type: none">• How to build adequate capacity in terms of facilitation at the local and national level• Development of facilitation skills and mentoring• Implementation of various steps in AIP formation

- Additional skills and knowledge for conducting terminal evaluation
- Mindsets
- How to supply to keep up with demands
- How to ensure adequate communication



SESSION 5

DEEPENING THE UNDERSTANDING OF INNOVATION PLATFORMS IN PRACTICE

Innovation platform is like the analogy of the African funeral

Innovation platforms work towards ensuring that the system works. It is important to go into the system, connect with actors, and ensure that they work together. The situational needs should determine the kind of actors to bring on board. In order to illustrate what it means to make a system work, the analogy of an African funeral can be used. It helps to understand the systemic dimension of innovation platforms and the factors which are required to really drive a system from inside. The African funeral emphasize the need for joint effort; it draws attention to the fact that one person cannot pull off a successful funeral, but it can, if it enlists the help of other people in the family and community. Collaborative effort, in other words, is critical to success – and this is the case with running organizations or institutions.



Plenary session (Group 1 Reason why an African funeral cannot fail; group 2. How is it organized? Group 3. How social systems can best fit in development.)

What to do	What to achieve	With whom	When



FURTHER READING

https://research4agrinnovation.org/wp-content/uploads/2017/01/Kenya_Innovation-Study.pdf,

KALRO/KCSAP Crops Programme Factsheet No. AIP/2: Phases of agricultural Innovation Platforms

[_Makini_FW,_Kamau_GK_et al](#) 2013. Operational Field Guide for Developing and Managing AIPS. <https://www.researchgate.net/publication/258518012>



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