

**World
Agroforestry
Centre**

INNOVATION PLATFORMS For SCALING SUSTAINABLE LAND MANAGEMENT

A HANDBOOK for FACILITATORS and LAND USERS



About World Agroforestry Centre and African Highlands Initiative

The World Agroforestry Centre (ICRAF) is one of the 15 centers of the Consultative Group on International Agricultural Research (CGIAR) consortium with eight regional offices located in China, India, Indonesia, Kenya, Malawi, Mali, Peru and Cameroon. The Centre's vision focuses on rural transformation in the developing world as small-scale household increase their use of trees in agroforestry landscapes to improve food security, nutrition, income, health, shelter, social cohesion, energy resources and environmental sustainability. The mission is to generate science-based knowledge and facilitate comprehension about diverse roles that trees play in agricultural landscapes, and use its research to advance policies and practices, and their implementation that benefit the poor and the environment. The centre houses several programme and initiatives (such as the African Highlands Initiative, AHI) that contribute to achievement of its vision and mission.

The African Highlands Initiative is an ecoregional programme under the Eastern Africa regional programme of ICRAF. Its aim is to improve livelihoods and reverse natural resources degradation in the densely settled highlands of eastern Africa. The history of AHI dates back to mid-1990s with the International Development Research Centre (IDRC) support towards facilitating initial activities including baseline surveys and discussions that led to the conceptualization, launch and stable growth of the programme.

The AHI's core role as an innovator is to develop innovative methods and approaches for participatory integrated natural resource management (INRM) through their development and testing in pilot sites, cross-site synthesis and regional dissemination and institutionalization.

In the last five years (since 2008), AHI championed promoting scaling of Sustainable Land Management (SLM) at landscape level. This effort engaged AHI's targeted beneficiaries and partners including national and international research organizations and networks, development organizations, local government, civil society organizations, service providers, policy makers, community-based organizations, and male and female farmers.



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This publication was developed by
World Agroforestry Centre (ICRAF) in collaboration with National Agricultural
Research System Partners

**Illustrated by
Grace Bithum Pacutho**





ICRAF UGANDA Office
P.O. Box 26416, Kampala, UGANDA
Tel: +256 41 220 600;
Fax: +256 41 220 611 242
Website: www.worldagroforestry.org
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A HANDBOOK
FOR
SCALING SUSTAINABLE LAND MANAGEMENT PRACTICE

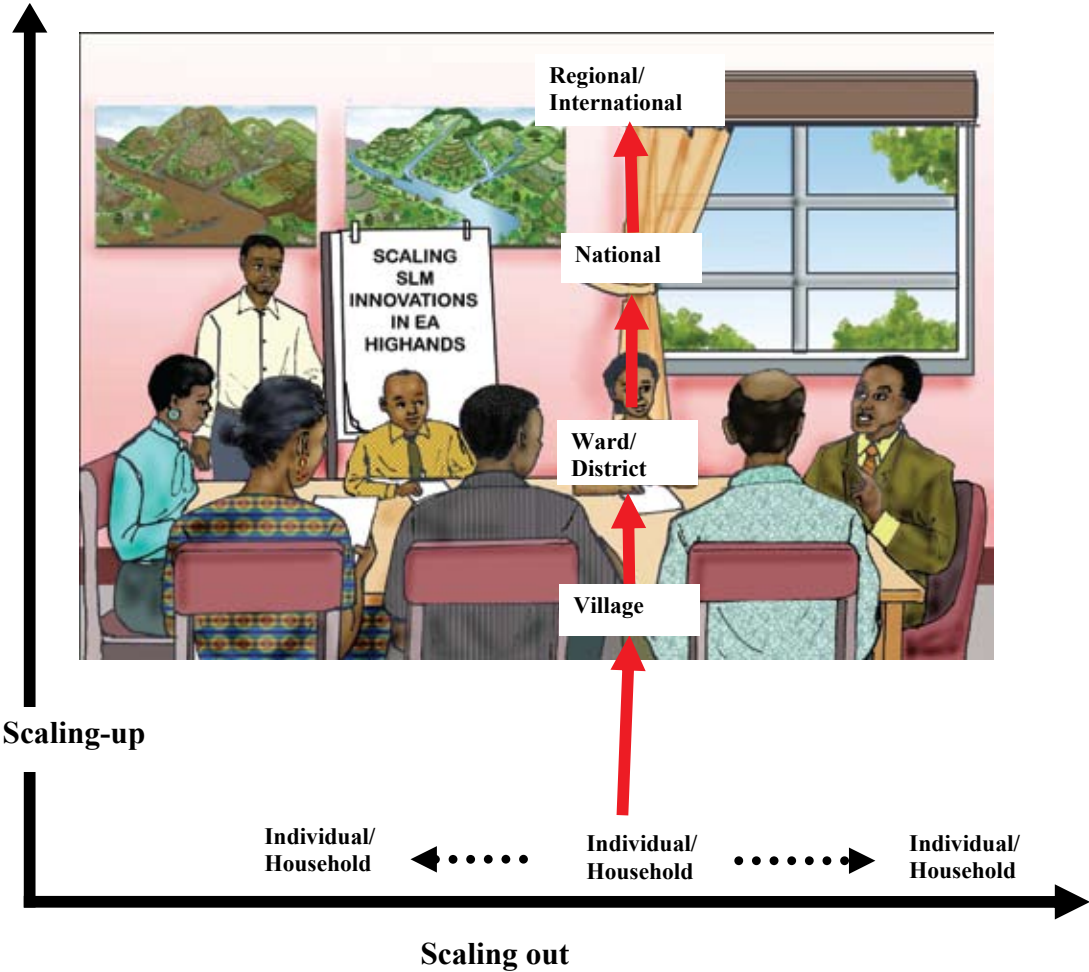


Fig. 1: Schematic representation of a participatory process for scaling Sustainable Land Management (SLM) practice in Eastern Africa (EA) Highlands

LIST OF ACRONYMS

AHI	African Highlands Initiative
ASARECA	Association for Strengthening Agricultural Research in East and Central Africa
BUGIZARDI	Buginyanya Zonal Agricultural Research and Development Institute
CBOs	Community Based Organizations
CGIAR	Consultative Group on International Agricultural Research
EIAR	Ethiopian Institute of Agricultural Research
ERIA	External Review and Impact Assessment
GDP	Gross Development Product
LG	Local Government
HARC	Holetta Agricultural Research Center
GNP	Growth National Product
GDP	Growth Domestic Product
ICRAF	World Agroforestry Centre
IC	Innovation Cluster
ICT	Information and Communication Technology
IDRC	International Development Research Centre (Canada)
INRM	Integrated Natural Resource Management
IP	Innovation Platform
MAK	Makerere University
MOU	Memorandum of Understanding
NARO	National Agricultural Research Organization, Uganda
NARS	National Agricultural Research Systems
NGO	Non Governmental Organization
NR	Natural Resources
NRM	Natural Resource Management
PAAP	Policy Analysis and Advocacy Programme
PM&E	Participatory Monitoring and Evaluation
R&D	Research and Development
SLM	Sustainable Land Management
SSA	Sub Sahara Africa

GOING TO SCALE PROJECT PARTNERS

Dendi District Council, Ethiopia
Were Jarso District Council, Ethiopia
Kapchorwa District Council, Uganda
Bukwo District Council, Uganda
Kween District Council, Uganda
Makerere University, Uganda
Ethiopian Institute of Agricultural Research (EIAR)
National Agricultural Research Organization (NARO), Uganda



Supported by



FOREWARD

This Handbook is part of a publication series established to share knowledge generated through the project entitled, “Going to Scale: Enhancing the adaptive Management capacities of rural communities for sustainable land management in the highlands of Eastern Africa”. The four year project is funded by the International Development Research Center (IDRC). It is jointly implemented by the World Agroforestry Centre, the Policy Analysis and Advocacy Programme (PAAP) of the Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA) in partnership with the Ethiopian Institute of Agricultural Research (EIAR), the National Agricultural Research Organization (NARO) - Uganda and five district Local Governments in Ethiopia and Uganda.

In view of prevailing island of success, the associated limited impact associated with Sustainable Land management (SLM), this project targets scaling SLM innovations to generate landscape level impacts. The aim is to deliver scientific evidence and new insights that can support multi-scale approaches to promote SLM, trigger behavioral changes, foster multi-level collaboration and lead to the formulation of supportive policies for SLM. The developmental perspective of the project targets delivering evidence-based strategies and policy recommendations for the horizontal and vertical scaling-up of SLM while from the scientific context, the project is unraveling the complexity of multi-scale factors affecting wide adoption process. Partnerships of SLM stakeholders is fundamental; not only to ensure linkages and synergies between partners but also to commit decision makers at district and lower local government levels taking into account the need and importance of disseminating research outcomes.

The project employed an innovation system approach as a guiding principle in its research and development activities. Within the context of scaling SLM innovations, this means bringing together the various public and private actors in the agricultural and environmental sectors including among others, farmer groups, research, extension, education, service providers such as input suppliers and credit institutions. The project activities in the study sites are centered on Innovation Platforms (IPs) at district and sub-county levels. It is envisaged that stakeholders operating on IPs will trigger scaling SLM accompanied by landscape level impacts. Scaling process is being studied in addition to some complementary focused studies to understand the context and determine key factors influencing the wide adoption and impact of the interventions. The results of these studies together with important tools, methods and approaches developed will be published in peer reviewed articles/ publications for dissemination targeting a wide audience including policy makers, farmers, research scientists, extension and public sector. The lessons learned will certainly be relevant for use in similar contexts within and outside Ethiopia and Uganda.

Jeremias Gasper Mowo,
Regional Coordinator, ICRAF - Eastern Africa

Pascal Sanginga
Senior Program Officer, IDRC

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1.0 INTRODUCTION TO THE HAND BOOK FOR SCALING SUSTAINABLE LAND MANAGEMENT PRACTICES

1.1 Background

Land degradation is widespread and increasing in eastern Africa highlands. Available knowledge towards SLM unfortunately, remains concentrated at isolated “islands of successes” and largely fragmented in terms of adoption/ uptake. Although individuals and institutions recognise the need for wide adoption of SLM innovations, the inhibiting challenges including: (i) long time to realize benefits;(ii) low rates of returns to investments; (iii) lack of incentives for collective action; and (iv) lack of mechanisms to translate development strategies and policies into effective implementation of SLM at landscape levels. Despite the challenges, governments in eastern Africa where land degradation is pervasive, SLM is elevated as a development agenda with deliberate commitments towards creating an enabling policy environment for wide adoption of SLM. Among key government commitments is prioritizing improving governance of natural resources under decentralization policy through empowerment communities towards SLM. Decentralization entails a transfer of rights, responsibilities, and authorities to Local Governments. Consequently, Local Government (LG) authorities under the decentralization policy have a legitimate responsibility of promoting SLM as part of their mandate. This situation presents an urgent call for action towards building capacity for SLM at LG levels. It is against this background that multi-stakeholder innovation platforms (IPs) hosted by local governments are envisaged to play a critical role in catalyzing wide adoption SLM specifically in Ethiopia and Uganda. Thus, the use of IPs towards catalyzing wide adoption of SLM is the main focus for the IDRC funded project entitled, ‘Going to Scale: Enhancing the Adaptive Management Capacities of Rural Communities for Sustainable Land Management in the Highlands of Eastern Africa. Consequently, articulation of procedures in establishing functional IPs presents important value addition in leveraging support from SLM partners to enabling LGs steer scaling of SLM towards landscape level impacts. Innovation platforms are increasingly recognized as important mechanisms for fostering collective action in SLM.

This Handbook outlines the process necessary for establishing functional IP scaling SLM. It is based on the experiences, best practices, lessons and insights drawn from the process used during establishment for functional IP in three districts of Bukwo, Kween, and Kapchorwa in Uganda and two Local Governments of Woredas of Dendi and Were Jarso in Ethiopia.

1.1.1 Purpose of the Handbook

This Handbook is intended for both facilitators and land users who are members of IPs for scaling SLM. These are site level partners including scientists from various institutions including Holetta Agricultural Research Center (HARC) under the Ethiopia Institute of Agricultural Research (EIAR) and Buginyanya Zonal Agricultural Research and Development Institute (BUGIZARDI) under the National Agricultural Research Organization (NARO), Local Government, Extension, Non Governmental Organization (NGOs) and Community Based Organization (CBOs) as well farmers and conservation

agencies. The hand book details how to initiate and support a process of functional IP establishment. The recommended process is based on the premise that it is critical and adds value to involve the local community and leadership throughout the process for early ownership as well as sustainability. The process is meant to systematically guide IP establishment and produce comparable outputs regardless of where it is applied. The Handbook outlines four (4) phases with seven (7) steps required to establish a functional IP at district and sub-county levels. It describes key tasks that should be accomplished to achieve outputs at each stage of IP establishment and efficient functioning.

1.1.2 How to use the Handbook

While this Handbook can be used in parts, it is recommended that a cross reference should be made to different sections for better comprehension. The Facilitator in particular should read the whole Handbook to get a general understanding of the contents and process of IP establishment. Thereafter, it is recommended that the Facilitator should give detailed focus on each of the steps and internalize the tasks, deliverables, tips, tools, outputs and how to accomplish the tasks. Each of the steps should be made interactive and IP partners should be availed the opportunity to play a leading role in contributing substantially towards building synergies through partnerships. Efforts should be made to ensure moderation, coaching and mentoring of target groups and individuals.

1.1.3 Who are the users of the Handbook?

The hand book has been developed in a simple format that can serve dual roles for a team facilitating the process while guiding IP establishment. This team may include the following: (i) Researchers; (ii) Extension staff, (iii) Local level policy makers, (iv) Local community groups, and (IV) NGOs, CBOs, and Farmers groups especially considering the fact that IP establishment demands thorough coordination of stakeholders at site, national and regional levels.

A note on technical words: Since some technical words do not exist in local languages, it will be necessary to translate words into local language. In this Handbook these technical words are in English.

1.2 Understanding the process

In order to make the process of establishing IPs easier to visualize, an analogy of farming is used to illustrate the four (4) phases (Fig. 1) of establishing functional IPs:

- Phase I: Preparing the ground (stakeholders) / Pre- formation;
- Phase II: Sowing the seed (knowledge) / Formation;
- Phase III: Nurturing the growing plants / Nourishing; and,
- Phase IV: Harvesting / yield gathering) of outcomes, changes, impacts.

Fig. 2: Four Phases of functional IP in establishment

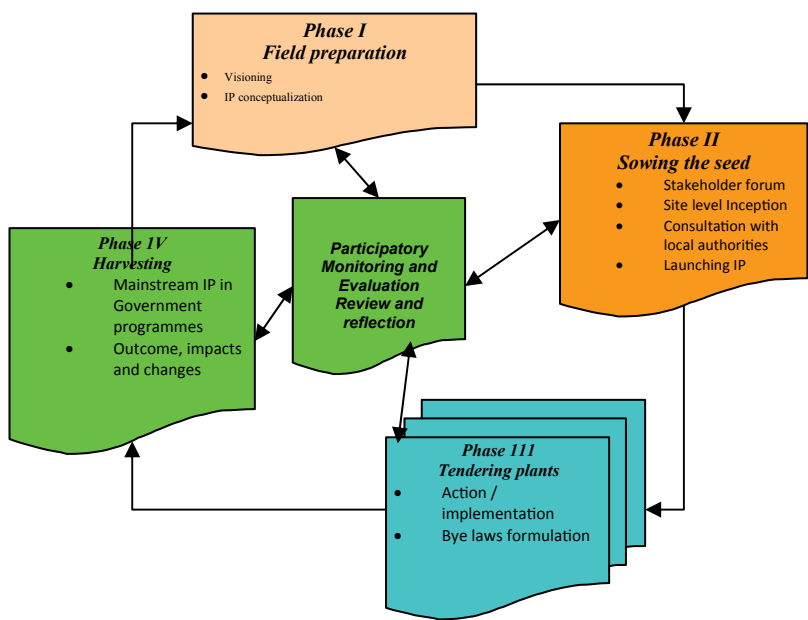
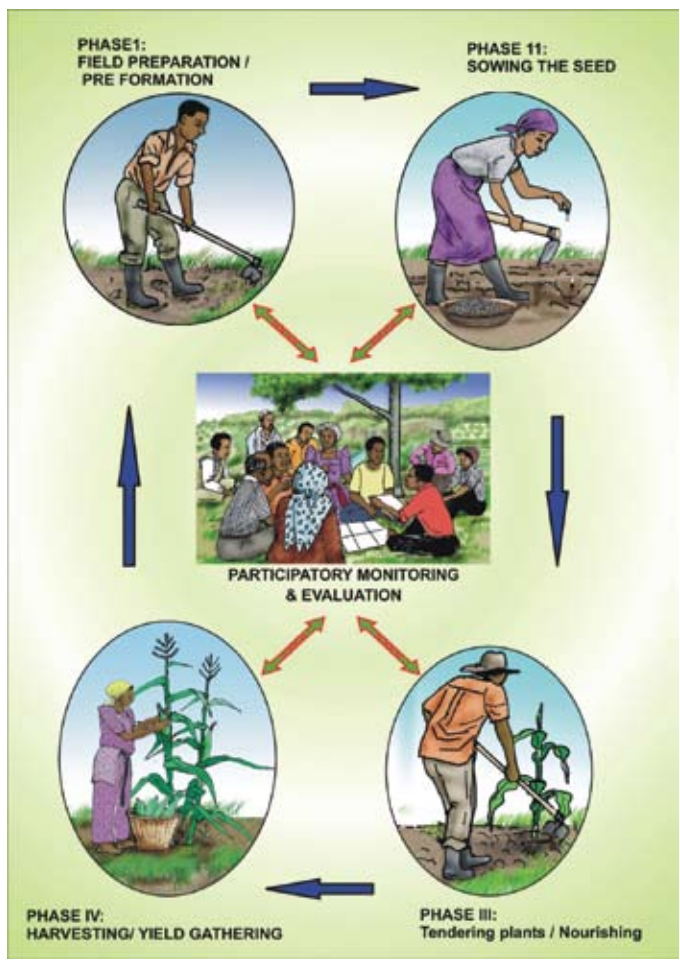


Fig. 3: Overview of functional IP establishment



There are no strict rules for establishing functional IPs. However, it is useful to have an understanding of the procedures and steps from conceptualizing, planning, inception, initiation and maintenance to achieve desired goods and services. The process is not linear and rigid, but flexible, iterative and interactive. There is considerable overlap between one phase and another. Some of the factors associated with the effectiveness of each phase such as better understanding of partners' needs recur in other phases while others such as presence of champions are stage specific, many times displaying counterproductive tendencies in other phases. Hence, innovation and collective judgments on the team facilitating the establishment are crucial. It is important to note that in the early stages, the enabling factors will also depend on commitment and interest as well as abilities of the stakeholders but to a large extent the motivation created by an inspiring facilitation team. The guidelines given do not provide a conclusive checklist – nor is each step or factor a “one off” but rather an ongoing procedure that stimulates multidirectional dialogue. The suggestions are intended both as a guide to awareness for those involved in IP establishment and as a means of increasing partnership effectiveness at IP levels.

1.3 Importance of scaling SLM innovations

Degradation of natural resources is one of the major constraints to improved agricultural productivity and household welfare among rural poor communities in highlands of eastern Africa. At least 70% of rural population in Sub-Sahara Africa (SSA) depend directly on land resources for their livelihoods; about 17% is affected by land degradation while most of Africa is classified as vulnerable to land degradation (Oldelman, 1994). A causal link between land degradation and rural poverty exist with the poorest rural communities in most SSA generally located in the most ecologically fragile and degraded areas (Nkonya, 2006) Overall, agricultural productivity is reduced by land degradation at an estimated rate of 3-7% (Berry, 2003). In Ethiopia, the cost is about 4% GDP equivalent to US 1,106 million with 1 billion tonnes of top soil lost annually (World Bank, 2001). In Uganda, 4% -12% of GNP is lost from environmental degradation and 85% of which is as a result of soil erosion (Kasoora, 2002).

Despite some localized success in SLM, there is little effort to scale these experiences and influence policy processes at the landscape levels. Intercommunity exchange of lessons and experiences are also limited, thereby losing the opportunity of replication and transfer of lessons learnt. As a result, their contribution to best practices, knowledge and scaling of SLM innovations is minimal. SLM innovations include: (i) use of legumes in crop rotation, mulching, terracing, biomass transfer, contour bunds; (ii) use of information and communication technology (ICT) for promoting technology uptake (iii) new approaches of influencing policies and learning. The SLM innovations aim at delivering a range of public goods which include to the rehabilitation of productive landscapes, protection of water functions, expansion of carbon pools and harnessing agro forestry systems.

Although governments and communities appreciate the value of these innovations, wide adoption of SLM is constrained by some key barriers including:

- Lack of inter community sharing beyond a locality;
- Inability of stakeholders especially at community level to influence policy processes;
- Inadequate human and institutional capacities to engage in relevant policy processes;
- Lack of Commitment and coordination among relevant programmes; and,
- Inadequate finances to support engagements targeting scaling SLM.

2.0 DEFINITION OF KEY TERMS

2.1 Sustainable Land Management

Sustainable land management (SLM) is defined as a knowledge-based procedure promoting the adoption of land use systems that through appropriate management practices, enables land use to maximize the economic and social benefits from the land while maintaining or enhancing the ecological support functions of land resources (FAO, 2009). Within the context of natural resources management, SLM is specifically the maintenance over time of productivity and ecological integrity of landscapes including agricultural land, forest, water and biodiversity resources. Therefore, SLM includes actions to stop and reverse degradation and mitigate the adverse effects of misuse. Increasingly, SLM has gained importance in the Eastern Africa highlands and watersheds, especially where pressure from human and livestock populations is severe and where the destructive consequences of upland degradation are being felt in areas “downstream.” Further, SLM is crucial in minimizing degradation, rehabilitating degraded areas and ensuring the optimal use of land for the benefit of present and future generations. The four SLM principles are:

- Land-user driven and participatory approaches;
- Integrated use of natural resources;
- Multilevel and multi stakeholder involvement; and,
- Targeted policy and institutional support including developing incentive mechanisms for wide adoption of SLM.

SLM has various dimensions (Fig. 3) including social, economic and ecological dimensions as outlined in Figure 3 below.

Fig. 4: Dimensions of Sustainable Land Management



2.2 Innovation System

An innovation system is a network of organizations or individuals focused on innovations (creating and putting into use combinations of knowledge) of new products, processes, and forms of organization into economic use, together with the institutions and policies that affect their behaviour and performance. The SLM innovations are not seen as mere technologies or products but as the process through which knowledge is generated, crafted from various sources and put into use. The importance of innovation is derived from studies indicating that the ability to innovate is often related to collective action and knowledge exchange among diverse actors, incentives and resources available for collaboration and conditions that enable adoption and innovation e.g. by farmers or entrepreneurs (World Bank, 2006). The key aspects of innovation include:

- switching attention from 'research' to the 'processes of innovation';
- importance of a large number of key actors and organizations involved with successful innovation;
- linkages between these actors that enable them to operate as an effective system;
- Importance of the working styles and practices (or institutions); and ,
- significance of knowledge of all types, translation of knowledge into goods and services and the factors affecting demand for and use of new and existing knowledge in novel and useful ways.

2.3 Innovation

O'sullivan and Dooley (2008) defines innovations as the process of making changes to something established by introducing something new that adds value to customers contributing to the knowledge store of the organization.

2.4 Innovation Platforms

Innovation Platform (IP) refers to a forum established to facilitate interactions and learning among stakeholders with a common challenge to address. The joint efforts of the stakeholders lead to participatory diagnosis of problems; joint exploration of opportunities and investigation of solutions leading to promotion and harnessing innovation. Functionally, IPs operate at two levels- the strategic and operational. For this Handbook, IP is considered to operate strategically at primarily two levels (district and sub-county) bringing together different district and sub-county level actors to address scaling SLM innovations through discussing relevant strategies. At sub-county levels, IPs brings together stakeholders from operationally cluster levels to discuss and facilitate grass root collective operations towards scaling SLM Innovations in practice.

2. 5 Innovation Clusters

Innovation clusters (IC) are localised context specific partnerships that include individual farmers, farmer groups and other local organisations. These act as operational sub-innovation platforms and are the pillars that support and are supported by apex IPs at district levels.

2. 6 Champions

Champions are individuals with unique skills, expertise or talents, who are recognized and respected for their exemplary performance in specific fields including innovative farming, leadership or change agent.

2. 7 Land Degradation

Land degradation is a temporary or permanent lowering of the productive capacity of land. It involves deterioration of the quality of land, its top soil, and water, vegetation by excessive or improper exploitation.

2.8 Natural Resources

Natural resources are natural assets (soil, water, biodiversity, forest) occurring in nature that can be used for economic production or consumption. These naturally occurring assets, within the context of agriculture, provide benefits through the provision of raw materials growing crops and raising livestock that are subject to depletion through human use. The four categories of natural resources include: Soil resources (soil, water, air); water resources; biological resources (biodiversity and forests); mineral and energy resources.



3.0 WHY INNOVATION PLATFORMS?

3.1 Rationale/ Justification

Land degradation is a complex process and its intervention demands a multi-stakeholder, multi-dimensional approach. Innovation Platforms offer creative ways of solving land degradation among smallholder farming communities. Many stakeholders are involved in SLM including farmers, extension, researchers, and private sector and policy makers and their joint efforts working together to generate wide impacts difficult to achieve at individual basis. Innovation Platforms offer opportunities of positioning relevant stakeholders including government organs closer together to generate more creative solutions to scale SLM. Innovation Platforms create additional opportunities of putting to use combinations of knowledge from many different sources derived from an interactive, dynamic process that increasingly relies on collective action and multiple sources. Further, the importance of interactions within IPs and across sectors is more inclusive and leverages the resources of different actors with private sector role more prominent, together with civil society and farmer groups playing an important role in facilitating collective action. Within the context of SLM, innovation platforms present prospects to address land degradation holistically, bring together Government stakeholders and development partners to engage with business community and research and extension to identify appropriate action. Innovation platforms create win situations with government organs, generating more creative solutions through sharing arrangements at reduced risks. Through IPs, coordination is improved between key players enabling partners to identify and address barriers to reduce land degradation collectively.

3.2 Benefits of Innovation Platforms

Innovation platforms present cost effective opportunities as partners synergize while bringing more resources and knowledge for sharing as well as new ideas to the platform. Innovation Platform creates a strong coalition, a stronger voice for advocating, cooperation on the ground as well as strategic partnerships (leveraging) partners' strength. Innovation platforms also bring to the forefront, the need to build the innovative capacity aimed at generating new ideas and approaches as well as strengthening specialised skills to address challenges such as difficulties in scaling SLM.

4.0 FACILITATION AND FACILITATOR

4.1 Facilitation of SLM IPs

Facilitation is the art of assisting team to work together effectively. In achieving this, there is also a sense of making things easier. Partners on Innovation Platforms differ in experience background and interests including those who know better than others, yet every partner is a stakeholder expected to have a shared vision of the task as well as a "working knowledge" of the topic in this case, scaling SLM. To facilitate IPs, therefore is to ensure that each partner participates actively without losing the focus while building up a team spirit to achieve set targets. Building a team spirit is a key to

effective functional of IPs for scaling SLM innovations. Facilitation is a challenging task that needs a creative and flexible facilitation team. One has to remember that partners in any IP are not homogeneous and with different interests. Yet as a Facilitator, the mission is to bring all together for a common shared vision (Scaling SLM Innovations). Facilitation involves directing teams to a common goal and yet maintaining the interest of the participants. Facilitation therefore works like a hub through which several ideas are brought together and later beamed back for the entire group to hear and share for action. Hearing and sharing of ideas from numerous people of different background needs a person or team with facilitation skills such listening, team building, dialogue, feedback to appreciate each contribution and make it fit in the on-going discussion.

4.2 Need for a facilitator

Multi stakeholder interactions are important characteristics of IPs aimed at generating solutions such as the case in scaling SLM require thorough and efficient facilitation. Experience shows that there is a direct link between impact of participatory approaches and the quality of facilitation. The main objectives of facilitation are to:

- (i) Develop individual and organizational capacities to be able to deal with dynamic challenges and opportunities;
- (ii) Catalyze self organization and empowerment to enable articulation of needs;
- (iii) Develop and spread technical and social innovations in a process of joint learning; and,
- (iv) Link individuals and organizations to external service providers, markets and sources of innovation in order to create functional innovation systems.

Facilitation of IPs for scaling SLM innovations include trust building, creating discomfort as precondition for change, creating a vision for development and enabling critical situation analysis. Facilitation also includes among others, creating ownership of the process and self reliance, enabling self discovery of behavioral patterns and hidden potentials, understanding the big picture of a challenge, creating norms and values. Further, facilitation aims to create linkages, simulate creativity, and establish culture of feedback and reflection, catalyze information sharing, catalyze appreciation of facts as well as data.

4.2 Who facilitates IPs for scaling SLM?

A suitable facilitator for IPs is a person or team who is able to encourage group discussion, without losing track of the main topic. The facilitator must have a good understanding of the subject matter being tackled and should never be content with their skills and knowledge but should always be aware that his or her capacity for learning is endless. A facilitator is NOT a teacher, but opens doors or effective understanding of a subject matter such as scaling process. Although a facilitator must be firm, he or she also must be flexible and receptive. A facilitator should determine the direction and flow of the discussion. During the interactions with partners, a facilitator should build and encourage an atmosphere conducive to learning and sharing of ideas, an atmosphere where every participant feels welcome and important. The key tips of an effective

facilitator are illustrated in Fig. 4 In addition; the following are some basic skills of a good Facilitator.

Table 1: Qualities of a good Facilitator

• Listening and able to give feedback	• Respect opinion of others; not imposing ideas,
• Understanding audience and group dynamics	• Practice in creative and innovative thinking
• Trust in other people and their capacities	• Ability to create an atmosphere of confidence among the participants
• Have patience and good listening skills	• Flexibility in changing methods and sequence; not always sticking to a pre-set sequence of techniques
• Self-awareness and openness to learn new skills	• Knowledge of group development including the ability to sense a group’s mood and change methods or adjust the programme on the spot
• Confidence without arrogance	• Presentation skills including writing and drawing illustrations
• A good sense for the arrangement of space and material in order to create an attractive physical arrangement for the participants	• Positive and consistent



Fig. 5: Ten (10) handy tips of an Effective Facilitator of Innovation Platforms
Adopted from Tanzania Commission for Aids (TACAIDS), 2004



Grasp Firmly

Have a clear understanding of the subject matter (Innovation System) you are talking about, know your direction and let the IP partners follow it. Prepare talk, rehearse and be Confident

By encouraging others to share and participate, the discussion may expand and deepen, thus, lose track. You should see the point and be able to summarize the discussion without discouraging the participatory spirit.



Watch for the Point



Share Ideas

Be open and sincere. Encourage an atmosphere conducive to learning and of ideas. Every stakeholder should feel welcome and important and that each has something to contribute and learn

Look out the graph of your IP partners. See who are participating actively, how many are sleepy, how they frequently leave the IP and how many are no longer participating. You may need to change or adjust the approaches and methods to avoid monotony.



Watch the Graph



Know your Limits

Remember you cannot know everything. As a Facilitator you should know your limitations and those of your participants. Do not overload yourself. Know what is achievable and practical and what is not. Allow inputs from your IP partners.

possess. Do not be too tight or too liberal. Be flexible and yet handle your group so that the day ends up within a scheduled time. Always allow time for privacy and socialization.



Beware of time

As a Facilitator, you are an agent of land stewardship and if you are really committed to motivating the community to change, you are also an artist of passion. Remember creative approaches encourage participation.



Be Artistic



Learn the Traffic Signs

As an effective Facilitator you must know when to stop, wait a while and go! You should be able to Stop, Look and Listen throughout the discussion. Give your participants room to talk and intervene when you feel there is urgency

Recognize everybody's contribution and learn to respect them. As a Facilitator you do not have the individual solutions. Joint solutions come from IP partners you are facilitating.



Learn to Salute



After the encounter with the IP team, you must reflect on the entire work. You should evaluate; feedback should be prioritized. In so doing you can tell which areas are successful and where there was weakness. Remember there is no perfect score in Facilitation but there is always room for improvement.

Weigh and See: Evaluate

A facilitator with the outlined qualities will be able to adapt to any situation and make a meaningful facilitation process. To be able to achieve the task of facilitation, a person or team may use the following techniques:

- Pose a relevant problem and encourage group discussion and analysis;
- Provoke participants to think critically and motivate them towards action;
- Make use of graphics. The graphics carry the power of illustrations and visual thinking to the participating members, making them more enlightened; and,
- Success story. Narration of a story that is relevant to the topic and allowing participants discuss numerous scenario of the story while relating it to their diverse experience.

Other techniques may be combined to make the facilitation process an interesting experience. Sometimes, disagreements are likely to emerge and few ideas that are not relevant to the topic. They should not discourage the facilitator; neither should they make him or her feel helpless. Instead, the facilitator must look for a way to explore the agreements while respecting the disagreements. This will help participants pay attention to what has been agreed while ignoring irrelevances.

Establishment of IPs builds on a recognized institution ideally research organization that acts as a Facilitator and positioned to provide intermediary activities including providing information about potential collaborators, acting as mediators and steering team dynamics. The Facilitator will not only restrict themselves to intermediary functions but also cover research, technical back stopping, mentoring and coaching. The main functions of the Facilitator are:

- Mobilizing partners to share a vision towards addressing a challenge of scaling SLM;
- Explaining innovation needs visions and corresponding demands in terms of knowledge, funding and policy;
- Providing linkages between relevant actors; and,
- Guiding and backstopping establishment of working procedures, fostering, learning, managing conflicts.

4.3 Facilitation Materials

What to use depends on availability of some basic inputs, such as stationery and other training materials like tape recorders. It also partially depends on the specific location

where the facilitation is taking place. If the place has power (electricity) then facilitation aids like overhead projector is appropriate. The best way always is to prepare for more than one material and approach to communicate coherent messages. Sometimes one may go to a place and suddenly there is no power to project slides. A good facilitator must continue uninterrupted, but must give ample time to participants to discuss. When writing on the fliers ensure that words are readable from a distance. It is always suggested to bold letter so that each participant can be able to read. But if there is no power, then the Facilitator may want use Flip charts. These are helpful in the sense that they do not require expensive gadgets.

Situation allowing, one of the best and modern material is a power point. Power point is not only friendly, but it allows also the use of graphics, color, animation and sound to make the presentation effective and interesting. However, this is one of the expensive methods. Among traditional aids for facilitation is the use of chalk board. This is simple and easily available and transportable. The Facilitator has to have good hand writing and it pays to be an artist. One of the several good things about chalk boards is that they allow wiping out and re-writing of words more often than on other materials. However, chalk boards are not ideal for a large room.

Pinning Cards as one of the facilitation materials do help in keeping records of what has been said. The cards contain ideas from participants, illustrations, questions and answers. They help partners to learn that what they have been doing and discussing are making sense and that they are all kept as resource material for further use.

Lastly, use of variety of Audio /Visual equipments presents a modern good technique. These range from radio, television sets to video tapes and VCRs. The audio or visual aids help to make the discussion live and interesting. For mobilizing stakeholder's situations, audio/visual attracts attention and so the facilitator is likely to get more people and maximum attention to presentations.

5.0 PROCEDURES IN ESTABLISHING FUNCTIONAL IPs

Functional IPs are formed through an iterative process with the following key benchmarks: (i) identification of a problem, challenge or opportunity including articulating the scope and focus as well as intervention or harnessing strategies; (ii) identification of functions required to make the systems work efficiently; (iii) identification of partners able to deliver the functions; and (iii) follow up on partners commitments and support the network, prioritizing knowledge sharing and the learning process

The following are critical attributes of functional IPs;

1. Streamlined governance structures including office bearers elected democratically and determined to take the platform to greater height;
2. Buy in from local authority and other relevant partners;
3. Leveraging resources by capitalizing on ongoing projects;
4. Investing in feedbacks;
5. Clarifying partner roles and responsibilities and functions;

6. Establishing IP operating norms;
7. Fostering an environment of trust and transparency;
8. Creating learning environment ;
9. Prioritizing capacity building; and,
10. Avoid any handouts.

5.1 PHASE1: FIELD PREPARATION / PRE FORMATION



This is the contemplative phase. It is characterized by conceptualizing and gathering of collective insights:

- Partner's mutual need and interdependence: Prioritize the need to appreciate each partner to accomplish tasks;
- Vision: Articulate what IPs are envisaged to accomplish including shared vision and mandates;
- Mission : Contemplate how, what , where and when to accomplish the tasks;
- Value system: Ensure partners to involved common values in accomplishing the tasks; and,
- Inclusion: Explore a cross section of stakeholders required including working as future partners.

5.1.1 Step 1: Preparatory stage

This stage involves setting up and consolidating a facilitation team and conceptualizing IPs as core interventions including roles and responsibilities of the partners. The facilitation team demands a leader, well defined shared purpose and operational plan. The duration of this step is protracted, composed of a series of meetings and several informal consultations among the team members. The facilitation team leader must be a team builder endowed with special skills in mentoring, motivating, coaching, building esteem, consulting feedback and able to take risks when need arise.

The preparatory step involves the following tasks

- Problem definition;
- Consolidating the facilitation team (5 -7 members);

- Resource mobilization and budgeting;
- Conceptualizing IP as core intervention in scaling SLM;
- Identifying different actors including institutions; and ,
- Development and gathering of collective insights on challenges and development.

Who should be involved?

The steps are better coordinated by a site based research team in collaboration with relevant LG technical staff. The team preferably from a site based National Agricultural Research System (NARS) should work with the relevant site level teams involving relevant technical officers and local government authorities drawn from various sectors and stakeholders including agriculture, policy, community development officers, forestry, extension and community based organization.



Fig. 6: Team IP Initiators deliberating scaling SLM

Output

At the end of this step the following should be achieved

- Facilitation team consolidated and empowered to perform including defined duties, roles and responsibilities;
- Shared understanding of problem, challenge and the issues all articulated;
- A tentative work plan;
- Resources, skills and competencies needed identified;
- Commitment of institutions including their endorsement; and,
- Intervention strategy streamlined.

Useful tools for this step include-

Team building

Stakeholder mapping

Visioning

5.2 PHASE 11: Sowing the seed

This is intended for buy-in from partner institutions. It is characterized by developing a shared vision and building innovation capacity through:

- Articulating the scope of IPs;
- Refining representation to ensure relevant agencies, constituencies, and organisations are brought on board;
- Articulating priority issues and concerns;
- Clarifying accountability – To whom IP is accountable : organizations, the community and general public, or the donor;
- Defining rules, roles, responsibilities and duties;
- Stream lining communication (Frequency and Consistence); and,
- Understanding power dynamics among IP partners.



5.2.1 STEP 2: Stakeholder forums

The purpose of the stakeholder forum is to mobilize stakeholders involved in SLM to build a common understanding on key issues and articulating the challenge. The forum duration should be at least 6 days including 2 days of planning, 2 days of workshop and a day of consolidating workshop deliberations. The workshop should be facilitated by a skilled professional to ensure the discussions are guided and set targets are achieved.

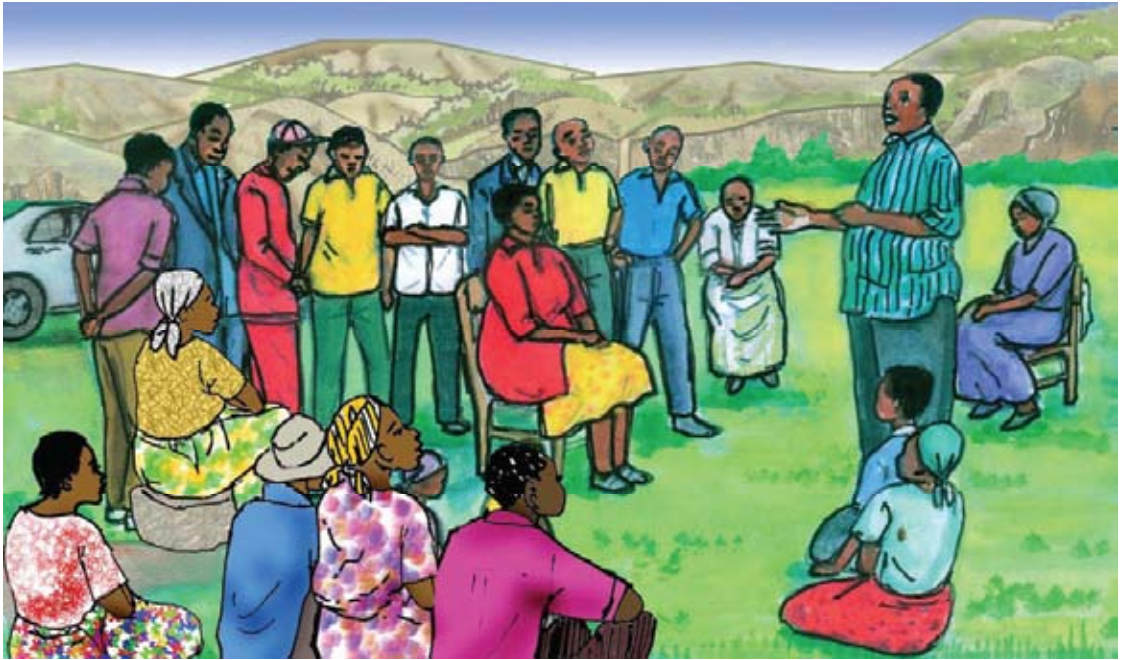


Fig. 7: IP participatory planning on SLM

The step on establishment of stakeholder forum involves the following tasks

- Identifying and mobilizing stakeholders together;
- Awareness building of innovation platform;
- Mobilizing and building interest;
- Establishing communication channels;
- Defining structure and management of IP;
- Defining roles and responsibilities of stakeholders; and,
- Outcome mapping.

Who should be involved?

The step should be coordinated by the facilitation team. The team leader should ensure all relevant stakeholders are invited and facilitated to participate. The following institutions should be represented; Local government, Extensions, NGOs, Private sector, Universities, Research organisations and Farmers.

Output

At the end of this step, the following outputs should be achieved

- Clear sense of ownership and commitment from the national partners and clear plan for implementation;
- A systematic strategy for wide adoption of SLM using IP;
- Conceptual framework for IP structure and management;
- Coalition of willing partners for wide adoption of SLM;
- Draft site level work plans; and,
- Outcome mapping framework.

5.2.2 STEP 3: Site level Inception

This step involves mobilizing, inviting and bringing together the larger cross section of stakeholders in the site. The purpose is to ensure partners in the action sites have a common understanding of the IP, benefits and clarity of roles and responsibility of IP partners. The steps include the following key tasks are important for realisation of this step:

- Mobilization and bringing together of site level stakeholders;
- Revisiting representation to ensure the marginalized are represented;
- Facilitating a common understanding of the IP including benefits and outcomes;
- Clarifying and Identifying sites including criteria for choosing sites; and
- Identify SLM innovation to be scaled up.



Fig. 8: Value of Multi-stakeholders in SLM

Who should be involved?

The facilitation team should coordinate this step and ensure active participation of relevant institutions and stakeholders. The decentralization form of governance offers opportunities the facilitator should utilize to mobilize and ensure representation is effective. Special efforts should be made to ensure active participation by farmers, local community leaders, champions, opinion leaders, private sector, researchers and extension agents.

Outputs

At the end of this step the following outputs should be achieved;

- Coalition of the willing at site level stakeholder;
- IPs further articulated;
- Criteria for selecting sites;
- Sites identified SLM innovations to be scaled identified; and,
- Site level work plans developed.

5.2.3 STEP 4: Consultations with local authorities



Fig. 9: Awareness raising and feedback with Local Government

This step involves intensive consultation with local authorities. It involves direct interaction with Local Government leaders at district level and also lower levels (Sub County). Its duration varies depending on the number of target members to meet and also the distance to cover. During consultations efforts should be made to explain the hosting of innovation platform and its implications. The consultation should gauge the political environment to inform the process of IP establishment. The consultations with local authorities step includes the following key tasks

1. Reconnaissance visit to sites and landscapes including recognizing champions;
2. Understanding power bases and relations;
3. Introduction to site teams (Local government level);
4. Discussion on need for local government focal point;
5. Awareness building on IP establishment and hosted by local government and its implications; and,
6. Enlist support from Local government authorities.

Who should be involved?

The step should be coordinated by the facilitation team. It requires careful planning and setting up appointments and it is better facilitated by the LG technical officer in charge of Natural Resource Management. It is important that courtesy calls are made to the leader at both district and sub-county levels. Lobbying for the LG to see themselves championing leadership of IP should be done meticulously.

TIPS

- Checklist on skills and competencies
- Memorandum of understanding MoUs

Out puts

At the end of the step, the following should be achieved

1. Buy in from local government;
2. Prevailing political environment;
3. Site level skills and competencies;
4. Articulation of IP hosting implications; and,
5. Commitment and appointment of focal point.

5.3 PHASE III: Tendering plants / Nourishing



This is the scene setting for the IPs to determine the extent and the nature of constituencies. It is characterized by assessments to develop intervention entry points. During this phase, champions should be given prominence and in depth diagnosis of:

- Partners (Organizations and their domain of operation;
- Habits, customs, practices of organizations;
- Patterns of interaction among organization; and,
- Institutional and policy environments that influence functions of partners.



Fig. 10: Participatory engagement in Bye-law formulation process

5.3.1 STEP 5: Participatory Diagnosis as baseline



Fig. 11: Community sensitization and feedback

This step involves getting a better understanding of the local situation. This step should be facilitated by individuals or team having skills in conducting baselines using participatory methods and approaches. The key tasks include:

- Planning the participatory diagnosis including resources required;
- Mobilizing communities to participate in the diagnosis;
- Developing a communication strategy;
- Creating awareness at local level;
- Capitalizing on opportunities and enthusiasm of champions;
- Watching out for incompatibilities;
- Stakeholder analysis;
- Identification of resources opportunities and constraints in communities;
- Community planning and visioning; and,
- Mapping of sites.

The duration of this task depends on accessibility and site locations. In ideal situations 6 days is adequate.

Who should be involved?

The local government should participate actively at the fore front minimizing the facilitation team leading the exercise. It is important that mobilization ensures the marginalized groups are represented.

Outputs

The process is meant to anticipatorily establish a baseline and create an opportunity for community visioning and stake holder analysis. The key outputs include:

1. Livelihoods and vulnerability status documented;
2. Community vision maps prepared;
3. Awareness of IP benefits identified;
4. Communication strategy developed; and,
5. GIS maps of sites prepared.



5.3.2 STEP 6 Innovation Platform forums

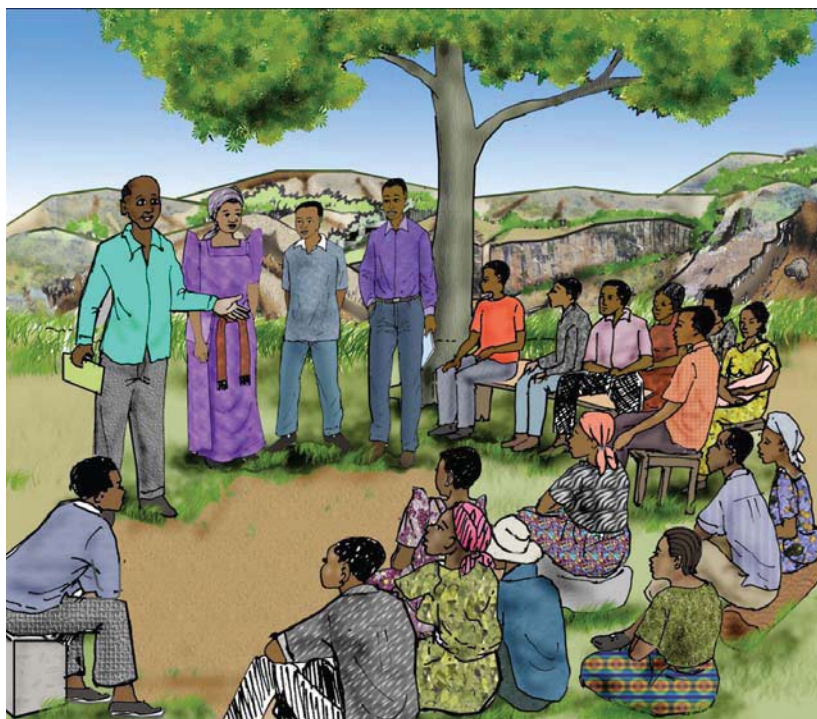


Fig. 12: Launching IP

This step involves a forum of all stakeholders (Farmers, Policy Makers, Extension, Private Sector, Researchers and NGOs). A cross section of actors involved in SLM at district or sub-county should be involved. The purpose is to launch the IP on a high note involving local leaders to signal their commitment and support in favor of IP. The venue of forum should be in the action site at the lower level local government (sub-county). Mobilization must be thorough to ensure wide participation by grassroots community members, including councilors.

The key task includes:

1. Planning for the forum including resources required;
2. Mobilization of stakeholders;
3. Creating awareness; and,
4. Launching Workshop.

Who should be involved?

The step should be coordinated by local government with officer in charge of natural resources at the forefront. The facilitation team should work closely with focal point to ensure planning of IP. This launch is of high quality and visibility should be maximised.

Output

At the end of this step, the following outputs should be achieved:

- Buy in form government, including political commitment; and,
- IP launch / Inauguration.

USEFUL TOOLS

- Participatory Monitoring and Evaluation (PM&E)
- Resource mapping
- Wealth ranking
- Community

5.4 PHASE IV: Harvesting/ yield gathering



This is the institutionalization phase building lasting connections for posterity of the IP. It involves cascading implementation of action plans. It is characterized by the following:

- Routine partnership building to ensure the IP operations are settled and are embedded partners' business;
- Maintain linkage in order to preserve nurture and expand the relationships that have been forged;
- Reflections and feed backs to ensure quality; and
- Continuity taking into consideration that today's problem come from yesterday's solutions hence taking time to ensure sustainability and anticipate the unexpected or worst –case scenarios.

5.4.1 STEP 7 Main streaming of IP in Government Programmes



Fig. 13: Budgeting process at Local Government level

The purpose of this step is maintenance of the vigor and momentum and ensuring the IP becomes part and parcel of national programmes. Besides proliferation, the IP should be visible.

The steps involved the following tasks:

1. Continuous capacity building including training;
2. Enlisting government support;
3. Demonstrating the need to work on a sustained basis with government; and,
4. Lobbying and advocacy.



Fig. 14: Local Government monitoring SLM

Who should be involved?

The step should be coordinated by the site based research team in collaboration with the focal point (local government).

Output

1. Strategic partnership built;
2. Memorandum of understanding signed; and,
3. Laws and Regulations developed.

USEFUL TOOLS

- Lobbying and advocacy
- Continuous training
- Maintain the

6.0 PARTICIPATORY MONITORING and EVALUATION

In the context of SLM, Innovation platforms are by design vehicles for catalyzing wide adoption of SLM innovations. Hence, engaging Participatory Monitoring and Evaluation (PM&E) is useful for demonstrating impact, for accountability and improving IP organizational capacity to achieve the desired goal.

6.1 What is Participatory Monitoring?

The Facilitator can develop his or her own illustration or use analogy (see illustration 1), in order to make this concept clear to IP partners. This illustration vividly describes participatory monitoring necessary for IPs. It is keeping track of day-to-day programme activities. It is the routine tracking of priority information about the IP, its inputs and intended output. Good participatory monitoring should provide regular information of activities in progress. Using the illustration, the bus is the IP and in every regular interval (e.g., monthly or IP sitting) there should be questions and answers that are regular. These are IP priority information in participatory monitoring and they will use them to assess and make improvement. Hence, participatory monitoring involves record keeping and regular assessments. Remember, in the illustration, the passengers representing stakeholders who were writing answers in every 5 minutes, were actually keeping records; and keeping them regularly (Monitoring). By stopping the bus after every 2hrs, the group leader was in fact making an assessment through evaluation.

BOX 1

*A school bus from Kabala District in southwestern Uganda on a field trip expedition to Mt Elgon in Eastern Uganda is lost in the mid altitude thick Bamboo forests of Mt Elgon National Park, where there is no direction post. It is dark, cold and rainy and no trace of a camp site around. So the students, their teachers, driver and conductor agree that they let their driver - apparently a stranger on this trip - to safely drive towards north direction. But agree also on a number of things: That every five minutes, they ask how far they have gone, where they are, and if the driver has seen anything like a house. They also want to know whether or not their bus is still in good shape, how long they will take to reach the destination (WAGAGAI SUMMIT) and whether noise from the bus is scaring animals. Fortunately, they all knew **their destination**, i.e., where they are going. They also decide that 4 of them Teacher, Prefect, Student and conductor) will be writing all the answers that their driver provides. And after every 1hr all the answers are given to the group leader (Headmaster). After 2hrs, the group leader instructed that the truck moving stops and basing on the answers handed to him; he asks whether they should continue with the journey or sleep in the truck until morning. Every 5 minutes there are questions and answers, and that is regular. These are our priority information. The information is being written down by four people for **record keeping** and comparison purposes. By using a carefully-planned and systematic method of regular record keeping, they will be able to **Participatory monitor** their trip. The monitoring process provides insights on the way their bus moves, the way their school trip expedition runs, its **strength** and **weakness**. From the records, they will be able to **make improvements** where necessary.*

Participatory evaluation is looking to see where and how fast you have gone, and see whether it was worth the journey with regard to making progress towards intended destinations. A series of questions asked to the driver were actually aiming at evaluating the journey. The ultimate question should be 'Is it worth continuing in that direction?' From the analysis, participatory M&E is a collection of activities resulting in acquisition of appropriate/ relevant information designed to determine the value or worth of the

Box 2: Illustration on Participatory Evaluation

Note, initially, during day time, passengers of the school bus were able to see outside, and notice that they were going somewhere and thus, making a progress. But at night in the dark, they could no longer see outside and assess their progress. They knew they were moving forward, but could not tell along which road, how fast, or even whether they were close to the destination or not. So besides the regular questions that were asked, the bus driver, decided to use headlights in order for the passengers to see or assess the way they were moving. That was a wise decision because very soon they found out that the bus was nearing a landslide spot and stopped immediately. The bus had taken a wrong direction and they would not have arrived at their destination.

Innovation Platform. It focuses on measuring whether planned outcomes and impacts are achieved. To know the IP is attaining the intended outcome and impacts, the Participatory Monitoring and Evaluation system must be in place.

6.2 Building expectation

Comparison between the progress of evaluation to the progress of our expedition bus, it is clear that some confusion is likely to results if the bus passengers start off with different ideas about why they are there, what are they expecting and where they want to go. Therefore, before any participatory evaluation begins, it is essential to know the different IP partners’ expectations. The following illustration (Fig. 14) demonstrates the importance of defining and or/ clarifying expectations.



Fig. 15: Value of building expectation in PM&E

It is important to clarify that participatory monitoring is linked to participatory evaluation (Figure 15). Participatory Monitoring deals mostly with two levels: Inputs and Outputs; in between these two, Process takes place and this should also be monitored too. On the other hand, Participatory Evaluation deals with the second level two: *Outcome and Impact*.

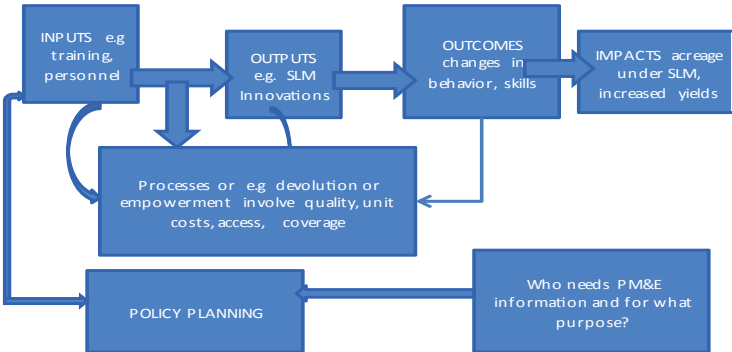


Fig. 16: Flow chart on Linkages participatory monitoring and evaluation

Process monitoring is a continuous process of observing, interpretation and institutional learning. It addresses key processes and identification of problems and bottlenecks and provides feedback for IP partners to make the necessary changes. It helps understand motives, intentions and action of different actors as well as assessing the impact of changes in IP strategies, rules and procedures. The steps involved in process monitoring are illustrated in Figure 16.

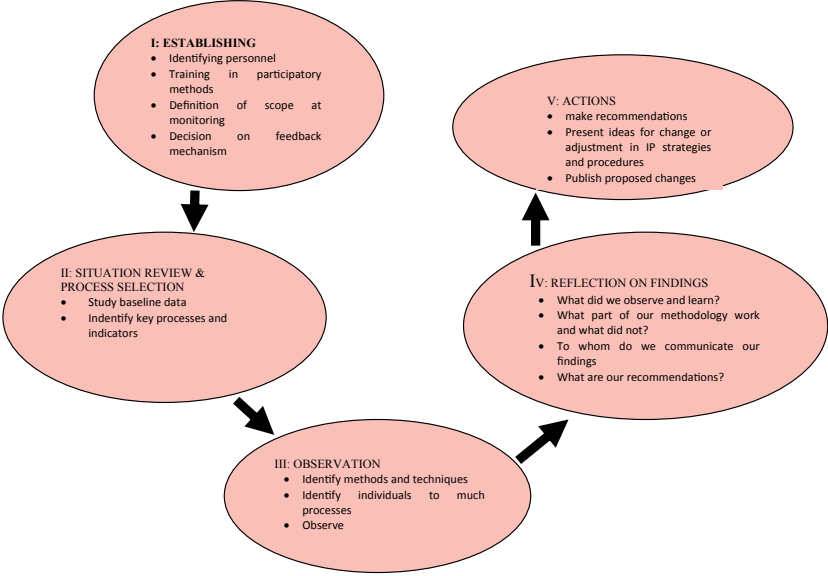


Fig. 17: Flow chart on Key steps in process monitoring

6.3 Indicators

At every level there are indicators (Table 1) that help in assessing the expected goal. At input levels, the indicators are short term but decreasing at outputs and outcome levels to Impact level where long term effects or changes are expected. An Indicator is something that helps you understand where you are, which way you are going and how far you are from where you want to be. A good indicator provides a pointer to corrective action, that is, alerts you to a problem before it gets too bad and helps you recognize what needs to be done to fix the problem. They (indicators) help determine the success or failure of the intervention in relation to the intended goal and normally are measurable. Indicators are useful for measuring changes or trends over a period of time. The kind of indicators relevant for participatory evaluation and monitoring of IPs are outlined in (Table 2).

USEFUL TOOLS

- Participatory observation
- Focus group discussion
- Semi structured interviews
- Process documentation

Table 2: Relevant indicators for assessing innovation platforms performance

No.	Dimension of IP Performance	Performance Indicators	Input	Process	Output	Outcome	Impact
1	Enhanced linkages and knowledge sharing among IP partners	1.1. No. of Innovation Platforms and clusters					
		1.2. Diversity of IP partners					
		1.3. Diversity of Knowledge sources and existing knowledge accessed and used by partners					
		1.4. Resources allocated by different partners to platforms and clusters					
		1.5. Intensity of collaboration within and between partners					
		1.6. Improvement perceived by IP partners in : (a) facilitation and functioning of the platforms/ partnerships as a whole, (b) their role, (c) roles played by other actors					
		1.7. Increase in knowledge products produced and packaged and accessed					
2	Improved institutional & policy environment and increased resource mobilization	2.1 Enhanced policy support to innovations					
		2.2 Appropriate policy options regulations an enforcement					
		2.3 Growth of Investment to SLM					
		2.4 Adequate research personnel and research facilities					
		2.5 Adequate and accessible financial resources					
		2.6 Increased advocacy skills among IP partners					
3	Enhanced capacity at; (a) Individual level, knowledge, skills and attitude	3.1 No. of partners trained (new improved knowledge and skills					
		3.2 No of partners applying new knowledge and skills					
		3.3 Improved and more accessible information and communication infrastructure , platforms e.g., information on inputs, advisory services, policies					
	(b) Organizational level	3.4 Increased participation of partners in setting organizational priorities based on different partners needs and opportunities for joint innovation					
		3.4 Increased participation of partners in setting organizational priorities based on partners needs and opportunities for joint innovation					
	(c) Inter organizational level (governance of innovation	3.5. Strategic importance attached to collaboration with IP partners					
		3.6 Time and space given to organizational personnel to acquire and share knowledge within organization and other IP partners					
		3.7 Capacity to learn and adapt to changed /new needs, opportunities, threats, problems					
		3.8 Strengthened IPs and ICs					
		3.9 Joint action planning, governance endorsed by IP partners					
		3.10. Joint policy advocacy and resources mobilization for shared interest of collective action by IP partners					
		3.11 Increased coordination of scaling SLM innovation					
4	Increased value created through enhanced NRM and ecosystem performance	4.1 Income growth through nature based enterprises					
		4.2 Increased conservation and agro biodiversity					
		4.3 Increased ecosystem performance and rehabilitation of degraded ecosystem					
		4.4 Improve SLM through reduced pollution					

7.0 CONCLUSION

Innovation platform for scaling SLM are driven by innovation that takes several forms. In some situations, innovation takes the form of creativity and successful new products; while in others innovation is solution for achieving cost reduction and higher quality services; yet in others innovation offers is a source of competitive advantage to secure greater impact. In the context of scaling SLM, the different forms of innovation apply:

- Innovation Platforms are themselves creative, new institutions whose adoption by LG creates opportunities for scaling SLM beyond a project cycle;
- Innovation Platforms are positioned to achieve cost reduction and higher quality services as partners synergize for collective action in addition to sharing resources to perform efficiently and better; and,
- Innovation Platforms as coalition of multi stakeholders involved in SLM command a comparative advantage in mobilizing more people to adopt SLM for bigger landscape level impacts.

However, developing, nurturing and facilitating IPs as viable institutional structures takes time and long commitment by all partners involved. The strength of an IP depends on the strength partners and the management of linkages. Developing institutional dimensions of IPs and its constituents is crucial in developing IP compliant policies that not only build capacity among partners but also create incentives and support mechanisms for institutional learning and partnership that in turn improves the IP performance. Remain cautious of top killers of innovation which according to Wyckoff (2004) include the following among others:

- a) Not creating a culture that supports innovation;
- b) Not getting buy in and ownership of from business unit managers;
- c) Not having a widely understood, system –wide process;
- d) Not allocating resources to the process;
- e) Not trying projects to apply the strategy;
- f) Not spending enough time and energy on the fussy front end;
- g) Not building sufficient diversity into the process;
- h) Not developing criteria and metrics in advance;
- i) Not training and coaching innovation teams; and,
- j) Not having a ideal management systems in place.

8.0 GLOSSARY OF TOOLS

1. **Capacity Building:** The process by which individuals, organizations and societies develop abilities to perform functions, solve problems and set and achieve goals premised on ownership, choice, and self-esteem. It is the sustainable creation, retention and utilization capabilities in order to reduce poverty, enhance self-reliance, and improve livelihood.
2. **Case Study:** This is a detailed study of a small number of units aimed at a deeper understanding of complex relationships rather than making inferences about an entire population.

3. **Checklist:** A set of questions or points that can be used to guide an interview/ survey/ evaluation.
4. **Community Visioning:** A process through which a community envisions the future it wants, and then plans how to achieve it. It brings people together to develop a shared image of “where” they want their community to be in the future. Once a community has envisioned where it wants to be, it can begin to consciously work toward that goal.
5. **Focus group discussion:** A group discussion of approximately 6 - 12 persons guided by a facilitator, during which group members talk freely and spontaneously about a certain topic. Its purpose is to obtain in-depth information on concepts, perceptions and ideas of a group.
6. **Gender Analysis:** Gender analysis refers to the variety of approaches, and methods used to assess and understand the differences in the lives of women and men, girls and boys and the relationships between and amongst them including: their access to resources and opportunities, their activities, and the constraints they face relative to each other. It is a process that identifies the varied and different roles and responsibilities that women, men, girls and boys have in the family, the community, and in economic, legal, political, and social structures.
7. **Geographical Information System (GIS):** A computer based information system used to digitally represent and analyse the geographic features present on the Earth’ surface and the events (non-spatial attributes linked to the geography under study) that taking place on it.
8. **Lobbying and advocacy:** Lobbying and advocacy is a process of influencing what other people feel, think and believe so that changes can happen the way the influencers want them to happen. It involves highlighting and solving problems by putting them on the agenda, recommending solutions and building support for action on both the problems and solutions; Influencing the public interest through organized, systematic and intentional action to influence a particular process or/ on matters of public interest; Influencing government policy by way of actions aimed at changing the policies, positions and programmes of the government and other institutions; Promoting democracy by enhancing social changes so as to influence and affect policies, attitudes, social and power relationships.
9. **Market chain Analysis:** A process of understanding how an enterprise fits within a market chain and the numerous links that connect all participants and transactions involved in the movement of agricultural goods from farm to consumer.
10. **Memorandum of understanding:** A document describing a bilateral or multilateral agreement between parties. It expresses a convergence of will between the parties, indicating an intended common line of action.
11. **Outcome mapping:** A methodology for planning, monitoring and evaluating development initiatives that aims to bring about social change. The process helps project teams to be specific about actors, its targets, the changes it expects to see and the strategies it employs. Results are measured in terms of changes in behavior; actions or relationships that can be influenced by the project. It enhances the project team’s understanding of change process, improves the

efficiency of achieving results and promotes realistic and accountable reporting. The key concepts used in outcome mapping are Boundary partners: Intentional design; Outcome challenge and Programme Markers.

a. Boundary Partners

Individual, groups, organization with which the project interacts directly and which the project hopes to influence

b. Intentional Design

The planning stage where a program intends to influence and the strategies to be used

c. Outcome challenge

Description of the ideal changes the project intends to influence in the behavior, relationships activities and /or actions to be used

d. Programme markers

A set of indicators of changed behavior of a boundary partner that focus on the depth or quality of change. This is tools that assist project teams to learn from and to report realistically on their achievements by tracking the connections between what they do and what happens.

12. **Participatory Diagnosis:** This is a highly interactive process of establishing a dialogue and engaging communities to achieve a better understanding of the local situation.
13. **Participatory Monitoring and Evaluation;** An action- oriented process that leads to critical learning and corrective action by involving key actors and building their capacity and commitment to reflect, analyze and take responsibility for corrective actions.
14. **Participatory observation:** a method of qualitative research in which the researcher understands the contextual meanings of an event or events through participating and observing as a subject in the research.
15. **Process monitoring:** Process monitoring is a relatively recent development in the broader field of monitoring and evaluation. It provides a means to assess the quality of project and programme implementation, complimenting quantitative, input-output progress monitoring. It is a tool for institutional learning and taking corrective action in innovative and adaptive projects.
16. **Resource Mapping:** A method for collating and plotting information on the occurrence distribution, access, control of resources within the economic and cultural domain of a specific community.
17. **River code:** An exercise designed to help teams including communities think about development process. It emphasises the importance of being active, and having an open –minded, inquisitive attitude towards development
18. **Scaling out:** involves horizontal expansion such as quantitative, increased geographical coverage, doing more of the same, repeating a success case in other places so that the methodology attains a regional or national, landscape significance
19. **Semi structured interviews:** A method of research used in the social sciences that is flexible to allow new questions to be brought up during the interview

as a result of what the interviewee says. Generally the interviewer in a semi-structured interview a framework of themes to be explored is used to guide the interview.

20. **Stakeholder analysis:** A technique used to identify and assess the importance of key people, groups of people or institutions and their interests
21. **Team building:** a wide range of activities used to enhance the performance of a team
The planning stage where a project reaches consensus on the macro level changes it wants to influence and strategies to be used
22. **Wealth ranking:** A method to capture differences in standards of living as perceived by the community themselves, thus making it possible to gain insight into relative social stratification



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SCALING SUSTAINABLE LAND MANAGEMENT

About the authors

Joy Tukahirwa is the Natural Resources Management Specialist based in the World Agroforestry Uganda Country Office, Mukono. She holds a Ph.D in soil erosion modeling with over 25 years' experience in natural resource sector in various functions (University Lecturer, Research Scientist, Grants Manager) and working with multi stakeholder, multidisciplinary and cross cultural settings. Her research interests include integrated natural resources management, land use and cover change, partnership for effective engagement, including through use of innovation platforms.

Moses Tenywa is a Professor of Soil Physics/Conservation and the Director of the Makerere University Agricultural Research Institute Kabanyolo (MUARIK) in Uganda. He has worked extensively with communities on aspects of soil and water conservations; and has engaged in dissemination of best practices in natural resource management using innovation platforms in the Great Lakes region.

Paul Nampala is the Programme Manager, Competitive Grants System (CGS) at the Regional Universities Forum for Capacity Building in Agriculture (RUFORUM) and Scientific Editor of the African Crop Science Journal. He holds a PhD in Agricultural Entomology (Insect Pest Ecology). His areas of interest include research on aspects of integrated pest management systems and translating research outputs into evidence-base (evidence-into-policy) for effective policy-decision making.

Will Kakuru is a part-time lecturer at Makerere University. He holds a PhD in Environmental and Natural Resources and BSc. in Forestry. He has 20 years promoting Natural Resources Management, Environment and Sustainable Development programmes and projects. Has worked with government institutions, NGOs and International organizations.

Rick Kamugisha is a social scientist with World Agroforestry Centre. He holds an MA in Development Studies. Involved in facilitating local communities in natural resources management and governance towards strengthening local policies and grassroots institutions. His research interests is in policy analysis, conflict management and innovation platforms.