NOTES

Module 1 Overview

1. For example, a culture of collaboration among stakeholders was a major factor facilitating collaboration and innovation in Finland and Korea (see module 6, TN 2).
2. Not all interactions result in collaboration. Interactions can also be antagonistic and result in conflict.
3. Module 4 discusses the role of, functions of, and investments that research organizations require to perform well in an AIS. TN 2 discusses public-private research partnerships and IAPs 2 and 3 describe the formation of research consortia supported by competitive grants. Module 5 provides further detail on innovation funds, including competitive research grants and matching grants.
4. Despite this weakness, a few researchers with strong research capabilities are often found in these organizations.
5. The analysis of how public research organizations can be transformed to better integrate into the AIS exceeds the scope of this module. This issue is discussed in module 4 and in Davis, Ekboir, and Spielman (2008).
6. Every individual in an organization has at the very least the power to boycott the organization’s activities.
7. As noted, a “value chain” is the set of linked activities that a firm organizes to produce and market a product (Porter 1985). The value chain is a network with a commercial focus, one actor that “organizes” and commands the chain (Christensen, Anthony, and Roth 2004), and a relatively narrow and stable membership.
8. In terms of coordination, some organizations coordinate other organizations (for example, a commodity board coordinates producer organizations, traders, and manufacturers); some coordinate individuals (for example, a farmer organization); and others coordinate both organizations and individuals (as in a value chain).
9. For an example from Chile, see http://www.cnic.cl/content/view/469646/Un-camino-de-desarrollo-para-Chile.html; for one from the United Kingdom, see http://www.innovateuk.org/; for one from the Netherlands, see http://www.innovatienetwerk.org/en/organisatie/toon/11/.
10. Rural households can also form community associations to solve local problems, such as problems with water supply or education, but these organizations are not discussed in this module.
11. See module 6, TN 2 on innovation system governance.
12. Module 4, TN 4 provides further details on innovation brokers.
13. Despite their institutional weakness, most universities and research and extension organizations have some very good professionals.

Thematic Note 1

1. Empresa Brasileira de Pesquisa Agropecuária (Brazilian Enterprise for Agricultural Research).
2. Sistema Nacional de Investigación y Transferencia de Tecnología (SNITT, National System of Research and Technology Transfer).
3. Government as well as leaders of the various innovation-promoting participants in the AIS need a broad, long-term perspective on agricultural development and change, along with a sense of what is needed for such development. They will need not only to identify innovation and development opportunities but also to understand the historical, cultural, and social complexities in rural areas and among consumers. A strategic vision usually describes a set of ideals and priorities, a picture of the future—but the strategic vision is also a bridge between the present and the future, and it should be shared by the actors involved.
4. However, the actual financing and allocation of funds should belong to another entity, such as ministry or other special agency.
5. For comparison, see module 6, TN 2 on innovation system governance.

Thematic Note 2

3. For an example of this type of research and its problems, see Hall et al. 2001.
4. Networks with this combination of actors are said to exhibit a “small-world structure.”

Thematic Note 3

3. A research institute (CIP) organized Papa Andina, the Andean potato network; the NGO Africare supported smallholders’ access to markets, as have civil society organizations (such as the Mexican Produce Foundations) and farmer organizations (IAP 2).
4. Providing public support for extension and advisory services does not mean that they are provided by traditional public organizations. In the past two decades, many
institutional arrangements that include public organizations, private partners, and civil society have been tried (module 3).
5. Since it is not possible to produce high-value products of uniform quality, wealthier farmers who produce large volumes sell their produce through more than one channel. The poorest farmers, on the other hand, have to sell at the farm gate or in local markets.
6. For a description, see Nandakumar et al. (2010).

**Thematic Note 4**

1. See http://www.prolinnova.net/.
3. The module overview lists the capabilities required (box 1.7); IAP 3 presents an example of developing them over the long term.
4. The specialized literature refers to the creation of knowledge as “invention.” An invention becomes an “innovation” only when it is first used in a product that reaches the market or produces a change in a social process.
5. See Ekboir et al. (2009) for an example.
6. AACREA is the Asociación Argentina de Consorcios Regionales de Experimentación Agrícola (Argentine Association of Regional Consortiums for Agricultural Experimentation).

**Innovative Activity Profile 1**

1. ICI’s role is described in detail because it provides important insights into the dynamics of innovation. In particular, it shows that (1) demand-driven approaches often miss important opportunities—the most important innovations start as curiosity-driven projects that eventually result in something valuable; (2) innovation processes are essentially uncertain, and it is difficult to set clearly defined objectives; (3) motivated leaders are critical for success; and (4) building an innovation network is also an uncertain process that requires a lot of experimentation.
2. Innovators have often found themselves in a similar situation—that is, they have a product that provides a new service for which there is limited demand. Subsequent innovations are necessary to create a market for the original innovation. Examples include the telephone, Internet commerce, computer hard drives, and mobile telephones (Christensen 2003).
3. No-till is defined as planting crops in previously unprepared soil by opening a narrow slot or trench of the smallest width and depth needed to obtain proper coverage of the seed. Conventional tillage practices involve multiple tractor passes to accomplish plowing, harrowing, planking, and seeding operations; no-till requires only one or two passes for spraying herbicide and seeding. In addition to reducing the number of operations, no-till requires less powerful tractors and reduces equipment depreciation. While no-till principles are the same everywhere—minimum soil disturbance, keeping soil covered, and using crop rotations—the actual packages differ greatly by location.

**Innovative Activity Profile 2**

1. Boards for many foundations, research institutes, and firms operate in this way. The Produce Foundations are legitimate representatives of farmers because other actors in the AIS recognize them as such, not because farmers elect their authorities (Ekboir et al. 2009).

**Innovative Activity Profile 3**

1. CONICYT (Comisión Nacional de Investigación Científica y Tecnológica) (www.conicyt.cl).

**Innovative Activity Profile 4**

1. Financed through community savings and thrift, the Government of Andhra Pradesh, commercial banks, and the World Bank.

**Innovative Activity Profile 6**

1. Currently no support is offered to buyers in the rural productive alliance projects in Latin America and the Caribbean.

**REFERENCES AND FURTHER READING**

**Module 1 Overview**


Spitzer, D. R. 2007. Transforming Performance Measurement: Rethinking the Way We Measure and Drive Organizational Success. New York: AMACOM.


Thematic Note 1


Thematic Note 2


Thematic Note 3


Thematic Note 4


Innovative Activity Profile 1


Innovative Activity Profile 2


Innovative Activity Profile 3


Innovative Activity Profile 4


Innovative Activity Profile 5


Innovative Activity Profile 6


