

Second Quarter Report: Research into Use Programme

1st July - 30th September 2007



Second Quarter Report:

Research into Use Programme



1. Overview

This report covers the period from 1 July to 30 September 2007; the first quarter under the Implementation Phase of the programme. Following this overview, the report summarises the activities and outcomes in each of the seven Research into Use (RIU) Output components and then describes our management and governance structures.

The RIU formally began its implementation phase on 1 July following submission to the Department for International Development's (DFID) Central Research Department (CRD) of the inception phase report and implementation plan during June 2007. While approving the implementation plan, five important areas were highlighted (i) leadership and management (ii) matching research outputs to country demand (iii) strategic partnerships and (iv) regional hubs and reference groups (v) poverty and growth assessment. These areas, and how the RIU is addressing them, are highlighted in this, and will be in our next, quarterly report(s) and a full response will be submitted in January 2008.

In order to achieve the RIU Purpose, we will deliver three Outputs comprised of seven components. These are:

- **Output 1:** Significant use of RNRRS and other natural resources research outputs for the benefit (direct/indirect) of poor people in diverse contexts
 - **Component 1.1:** improving the access to RNRRS and other research outputs;
 - **Component 1.2:** enhancing demand for RNRRS and other research outputs;
 - **Component 1.3:** developing enterprises using RNRRS and other research outputs;

- **Output 2:** Research-into-use evidence and lessons generated with evaluation partners
 - **Component 2.1:** monitoring and evaluation support and synthesis;
 - **Component 2.2:** impact evaluation;
- **Output 3:** Policy processes enabled by research-into-use principles, lessons and discourse
 - **Component 3.1:** influencing the agenda of national, regional and global partners;
 - **Component 3.2:** communications with the global professional community;

Output 1 aims to see significant numbers of the poor benefitting from innovations, Output 2 will gather concrete evidence about where, why and how this is happening and Output 3 will raise the profile of these efforts across the development community. During this quarter, detailed work-plans were developed by all Task Managers for the period July 2007 to March 2008 and relevant studies are now being actively commissioned (see section 2). The major outcomes of the RIU during this quarter included:

- The development and issue of an innovation challenge fund targeted in up to six countries in Asia. This was widely advertised amongst RNRRS stakeholders and partners in Asia through our own website and others. We anticipate a keen response and aim to have selected some 20 concept notes for further development next quarter;
- Initiation of country strategies and programmes in five African countries with the Rwanda initiative most progressed and fully integrated into the Comprehensive African Agriculture Development Programme Compact (CAADP) for that country;
- An innovation for development business plan was finalized and will lead to a portfolio of research and development activities, initially in East Africa;
- An RIU performance and learning framework was finalised and is now being tested within all components of the programme;
- Renewable Natural Resources Research Strategy (RNRRS) case studies have been identified for impact evaluation and two pilot studies (one RNRRS, and one on agriculture in poverty reduction frameworks) are underway in Nigeria and Tanzania;

- Initial discussions with potential strategic partners has begun and establishment of an Innovation Learning Group (ILG);
- The RIU website is well established and is now the vehicle for all programme information. Information market concepts are being incorporated in our activities under Output 1 at a country level and a range of publicity material has been produced. Demand for the outputs database remains particularly high with over 500 copies being distributed this quarter.



Lessons learnt will be shared with other research managers and will inform the African ICF which will be issued in late October.

2. Component reports

Output 1 Component 1: Increasing access to research outputs

The call for the first phase of the Innovation Challenge Fund (ICF) was issued on 8th August. It focuses on up and out-scaling RNRRS (and other research) products in six countries in Asia (India, Bangladesh, Nepal, Pakistan, Vietnam and Cambodia) in order to benefit the poor and contribute to reducing the gender gap whilst also ensuring environmental sustainability.

The announcement was sent to the RNRRS proforma teams and placed on the RIU and other websites linked to the international science and development community e.g. Sci-dev.net, Development Gateway, Livelihoods Connect. It has also appeared on other sites including the India water portal. The RIU database was placed on the website simultaneously to enable new agents to explore new opportunities.

A help desk provided additional information to applicants and the questions and responses were posted on the website. Closing date for submissions is at the end of September. Development and innovation specialists will assess proposals which will go forward to the full proposal stage in November.

The full proposal forms and guidance notes are under development with the 2.1 task team. In addition, statistical services to support the ICF have been put out to tender. This support requires a subtle approach since they will guide a range of initiatives including targeted and direct interventions, support to brokers or third parties and/or support for spontaneous linkages between new actors.

Output 1 Component 2: Enhancing demand for research outputs

The first activity in all the countries is development of a strategy and programme. In Rwanda a country coordinator was appointed. Through his activities, the Ministry of Agriculture and Animal Resources has endorsed the Country Assessment report and mainstreamed the RIU within the National Agricultural Development Strategy and the Rwanda CAADP process. An RIU Coalition has been formed¹. A memorandum of understanding between the RIU and the Coalition has been drafted. A Country Strategy and Programme Design (CSPD) Team has been set up. It will have the Rwanda strategy and programme ready by the end of November 2007. For Malawi, Tanzania, Sierra Leone, and Nigeria a CSPD coordination meeting was held and a concept for a strategy for each country has been developed with a timeline for delivery of the strategy and programme.

Contracts have been signed with each of the following: East Africa Farmers Federation (EAFF), the African Forum for Agricultural Advisory Services (AFAAS), and the Regional Universities Forum for Capacity Building in Agriculture (RUFORUM), to undertake work on developing regional response mechanisms for capacity strengthening.

¹The core group of the Coalition is made up of nine Institutions: The National Agricultural Research Institute; The Rwanda Agricultural Development Agency; Centre for support to Small and medium Enterprises Rwanda, The Fund to Refinance and develop Microfinance of the Development Bank of Rwanda; Rwanda Development Organisation; The Association of Farmer Cooperatives in Rwanda), the Private Sector Federation; the Cooperatives Department of the Ministry of Commerce; and the National Association of Women Organisations.

Second Quarter Report:

Research into Use Programme



Output 1 Component 3: Enterprises developed using research outputs

Representing the most risky component of the RIU the quarter under report has been used effectively to finalise the Innovation 4 Development (I4D) business plan. A stakeholder meeting was held in Nairobi in July which included representatives of public and private sector institutions. Adopting a lean management structure and making use of a small steering committee, I4D will aim to increase private sector participation in harnessing new knowledge.

The management of I4D will include Professor Maudlin (University of Edinburgh) in developing a portfolio of research and development activities, in East Africa initially, are now being considered and these will become operational later in the year. This builds upon the RNRRS legacy directly.

An independent study by the Oxford Innovation Group (July 2007) concluded that opportunities for exploitation, of RNRRS research outputs, in terms of generating income from the intellectual property appears limited. However, it is possible to envisage opportunities to establish businesses to exploit RNRRS outputs and know how. These would primarily involve service provision. It is foreseen that I4D will assist in the development of business plans and dependent upon the quality of their business plans and the potential to sell their services, that some RNRRS outputs will attract external investors. This will probably come from "business angels" rather than venture capital funds. Of greater consequence will be the investment opportunities from large charitable donors e.g. Gates Foundation. These avenues will be explored during the next quarter.

Output 2 Component 1: Monitoring and evaluation support and synthesis

This component operates with three work-streams and progress against each is detailed below.

Elaboration, approval and application of the Performance and Learning Framework (PLF): Outcome based targets (2011) and March 2008 (key progress indicators) were aligned with the programme logframe and developed with component task teams (TT). A document setting out the rationale, structure, content and protocols for PLF, including management indicators to track desired ways of working was presented and discussed.

Servicing component monitoring and learning activity:

Monitoring areas relating to component operations and learning were identified through discussions with each task team leader. Outline and initial plan for resourcing these needs have been developed, within a standard (draft) format to facilitate effective internal servicing. Preparation of shortlists of specialist consultants to support framing/ guiding monitoring and learning activities within each component were finalised. Consultation with regional networks to develop quality assured 'resource pools' (regional/ national) for task teams to draw on in implementing monitoring has begun.

Servicing programme impact assessment and learning:

Populating of a three tiered learning framework for the programme has begun drawing from both the reflection and evidence emerging from components.

Output 2 Component 2: Impact evaluation

Activities are well underway for the six work-streams and a progress workshop will be held in November.

Preparation of Knowledge Baseline: The draft logical design of the work to prepare the knowledge baseline was completed.

Evaluation Plan and Protocol Development: is progressing well with detailed work on the identification of case studies based on RNRRS work that will 'lead the way' during 2007-2009. The use of Qualitative Comparative Analysis (QCA) and other methods for the Evaluation Protocol is under investigation. The aim is to develop a protocol which moves beyond single case studies and facilitates the use of relevant qualitative and quantitative methods.

Evaluation partners/users network: Draft TORs were prepared with Rick Davis to take this work forward.

'Expert Panel Establishment': led by Michael Flint, the first meeting of the panel will now take place after the November review workshop.

Two pilot studies have been initiated and discussions are under way in relation to a number of others. In Kano, Nigeria, there has been support to the 'Development of a Strategic Plan for the Kano State Agricultural Sector to Guide the Preparation of KSEEDS2'. In Tanzania, a study on 'From Evidence to Policy Change: Identifying what works and why.' Stage 1 completed in July, and Stage 2 approved to start end of September.

Dissemination: Recruitment of relevant staff will take place during the next quarter. Activities this quarter have concentrated on design of the web and intranet as well as testing of internet based communication tools.

Output 3 Component 1: Influencing the agenda

Influencing the Agenda (ItA) activities this quarter have focused on (i) investigating potential strategic partnerships for RIU in order to achieve harmonisation of activities with similar initiatives at national, regional and global levels; (ii) further profiling of the RIU brand at selected policy-relevant events in order to stimulate discourse and share early lessons emerging from RIU activities under the inception phase and (iii) commissioning of specific activities and studies to look at delivery mechanisms for influencing national and regional agendas:

- Programme management have initiated discussions with the French-Government funded DURAS programme to explore the potential for joint Francophone-Anglophone lesson-sharing activities across regions as well as with International Fund for Agricultural Development (IFAD) and the Gates Foundation on information-sharing and possible jointly funded activities. Japan International Cooperation Agency (JICA) will also be visiting RIU to explore possible synergies in late September;
- The programme had representation at the following high-profile policy-relevant events during this quarter in order to share lessons from RIU work to date and in some cases, to discuss possible further linkages;
 - International Food Policy Research Institute (IFPRI)/Asian Development Bank.



- (ADB) Policy Forum on role of agriculture for reducing poverty in Asia.
- The African Green Revolution conference in Oslo.
- Food, Agriculture and Natural Resources Policy Advisory Network (FANRPAN) Regional Stakeholders Policy Dialogue meeting.
- Development Studies Association Annual General Meeting (AGM) on connecting science, society and development.
- CONCERN Worldwide Livelihoods Advisors AGM.
- AWEPA East African workshop on linking agriculture, private sector and parliamentarians for poverty reduction.
- A scoping study and initial meeting of an ILG was instigated in order to assess the need to bring in additional external expertise in Innovation Systems thinking within the programme and to supplement existing management capacity for external profiling and advocacy activities. Potential links with other such learning alliances were explored including the UNU-INTECH LINK initiative and the World Bank Learning Alliance on Innovation Systems. A scoping study on the potential role of parliamentarians in getting agricultural research into use and possible links to existing capacity-strengthening initiatives at regional and national levels is underway. Network mapping and opportunity analyses exercises are currently being undertaken to identify policy windows, channels of influence and possible local RIU champions/advocates in South and South-East Asia at the (sub)regional and national (India, Pakistan, Bangladesh, Nepal, Vietnam, Cambodia) levels to support the Innovation Challenge call in Asia.

Output 3 Component 2: Communications with the global professional community

Activities under this component have been many and varied during the quarter under report; examples are presented below.

Second Quarter Report:

Research into Use Programme



Communications with management partners: Development and implementation of the RIU extranet commenced, this will be principal mechanism for substantive communication and be a main source of restricted information access to others such as the PAB, expert panels etc.

Communications with practitioners: Information Markets discussions held on need for framework to evaluate information/communication interventions for RIU Country innovation platforms. To include development of thematic target country maps showing topography; administrative boundaries; population distribution; poverty indices; health and agricultural statistics. To be completed next quarter.

Communications with global professional community: the following list of outputs illustrates the diversity of communication products generated during the first quarter:

- A paperback book entitled '*New technologies, new processes, new policies: tried-and-tested and ready-to-use results from DFID-funded research*', summary of 280 key outputs from DFID's RNRRS;
- Promotional Brochures in English and French – with focus on Asia and Africa;
- Conference News Sheets – versions available Asian, African and French translation;
- Country Assessment Summaries – Five African country assessment summaries prepared;
- Newsletters First e-Newsletter;
- Policy Briefs and Pocket Guides – RIU aims to encourage partners to invest more in their communication efforts;
- Promotional and launch videos in English and French;
- Use of reality TV "Shamba Shapeup" prototype prepared for RIU, this programme illustrates how a reality TV approach can be used to illustrate the use of some 6 RNRRS technologies at the small-farm level and enable the information to be promoted to large audiences.

3. Management and Governance

Following our inception phase, the RIU strengthened its management team through the appointment of a Programme Manager. During the period under report we have reviewed our management structures with the assistance of change management specialists and propose a realignment as follows.

In order to strengthen strategic direction and leadership of the RIU, a Strategic Management Team (SMT) comprising the RIU Programme Director, other Core Directors and up to three externally appointed Associate Directors which will meet on a quarterly basis. The Programme Manager is also a member of the SMT. Members of the SMT will take on oversight of specific themes across the programme including innovation, information markets, partnerships, capacity strengthening, impact assessment, social exclusion and poverty focus, gender, environment and health.

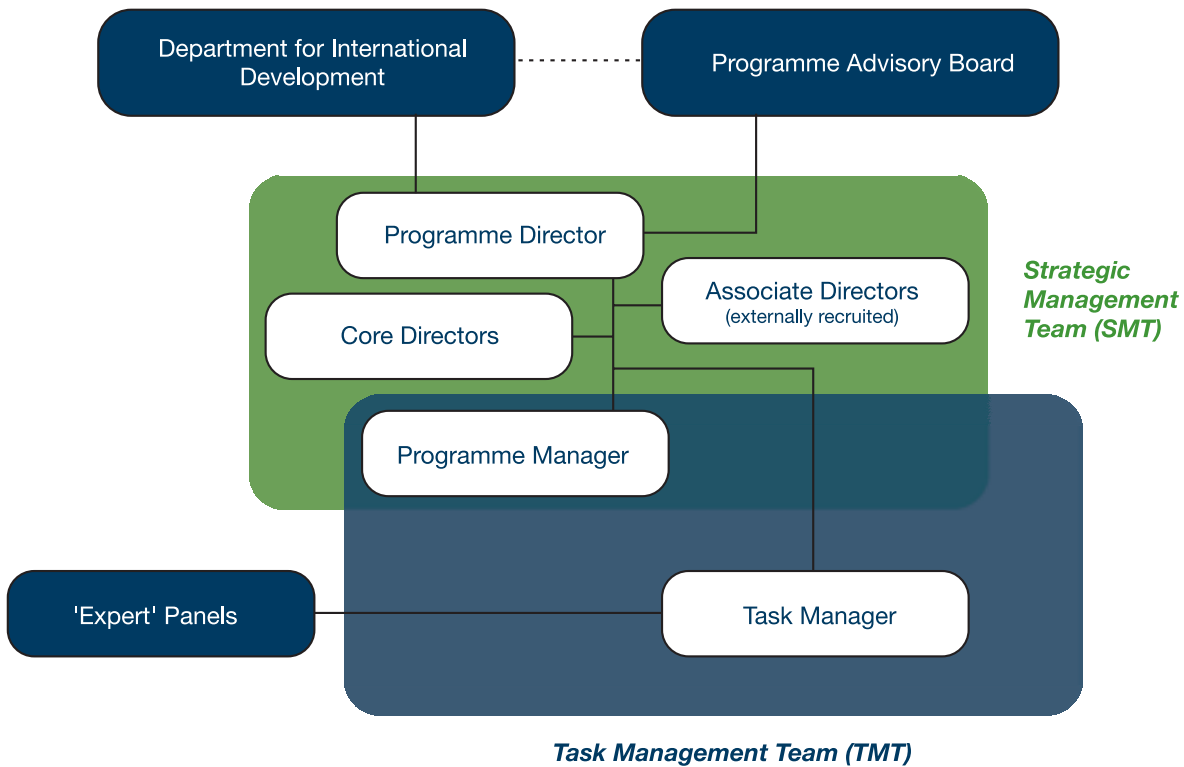
To strengthen delivery of the RIU a Task Management Team (TMT) has been constituted. The TMT is comprised of the Programme Manager and Task Managers covering all seven RIU components. The TMT have the responsibility for delivery of, and coordination between, the seven components and under the chairmanship of the Programme Manager meet weekly (virtually by Interwise) to discuss Terms of Reference for new activities and monthly face to face meetings are used to share progress and discuss operational issues; the latter will also be used for appropriate group training activities e.g. outcome mapping. The SMT and the TMT replace the Core Management Team which met monthly during the inception phase and is now dissolved.

To support the work of each task manager, we also propose to explore and, establish where required, expert panels. A planning meeting in September concluded that an Innovation Learning Group (ILG) will be established within component 3.1 to guide and act as a resource of innovation expertise across the programme. An open competition will be held for members of the ILG. During the next quarter it is proposed to establish an impact evaluation panel to support the work of component 2.2.

The relationship of the SMT, TMT and expert panels to DFID and the PAB is shown in the diagram below.



RIU - Management and Governance Structures



During this quarter, we initiated our decentralisation process with the relocation of one of the RIU team to East Africa (Tanzania). This will further strengthen RIU presence in East Africa. We have also contracted a national expert in Rwanda to coordinate the RIU country programme in that country, and further national and regional coordinators will be identified as country strategies and programmes are developed in Sierra Leone, Nigeria and Malawi.

As activities across the programme and management partners begin to significantly increase, the Programme Manager is finalizing an RIU 'procedures manual' to ensure consistent quality standards

are being achieved in all our work. In commissioning work, the programme constantly seeks value for money.

During the RIU inception phase a Programme Advisory Board (PAB) was established under the Chairmanship of Professor Richard Mkandawire. Membership and Terms of Reference are posted on our website (www.researchintouse.com). PAB membership has been further strengthened during this quarter with the addition of Professor Adipala Ekwamu (RUFORUM) and Dr Roy Steiner (the Gates Foundation). The 3rd meeting of the PAB is planned during Q3, from 8 to 10 October 2007 in Chennai, India.