Feed the Future Knowledge-Driven Agricultural Development (KDAD) Project: *Evidence Base for Collaborating, Learning, and Adapting (EB4CLA)*

Inception Report
Prepared by The Global Knowledge Initiative
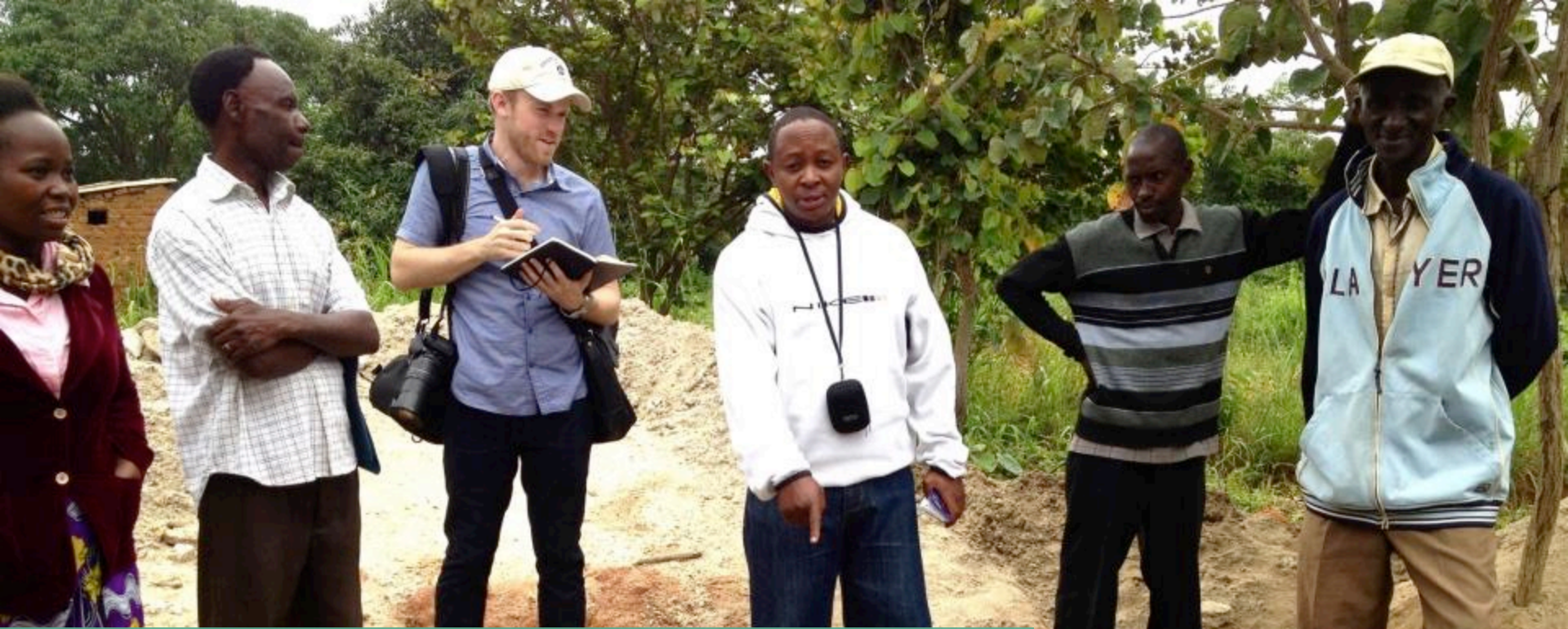
Washington DC
September 30, 2016

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Introduction to GKI

GKI at a glance

Founded in 2009, GKI helps innovators <u>locate</u> resources critical for problem solving; <u>enable</u> effective collaboration by building skills and designing shared agendas; and <u>connect</u> resources and partners into durable networks; all to <u>solve</u> pressing problems.
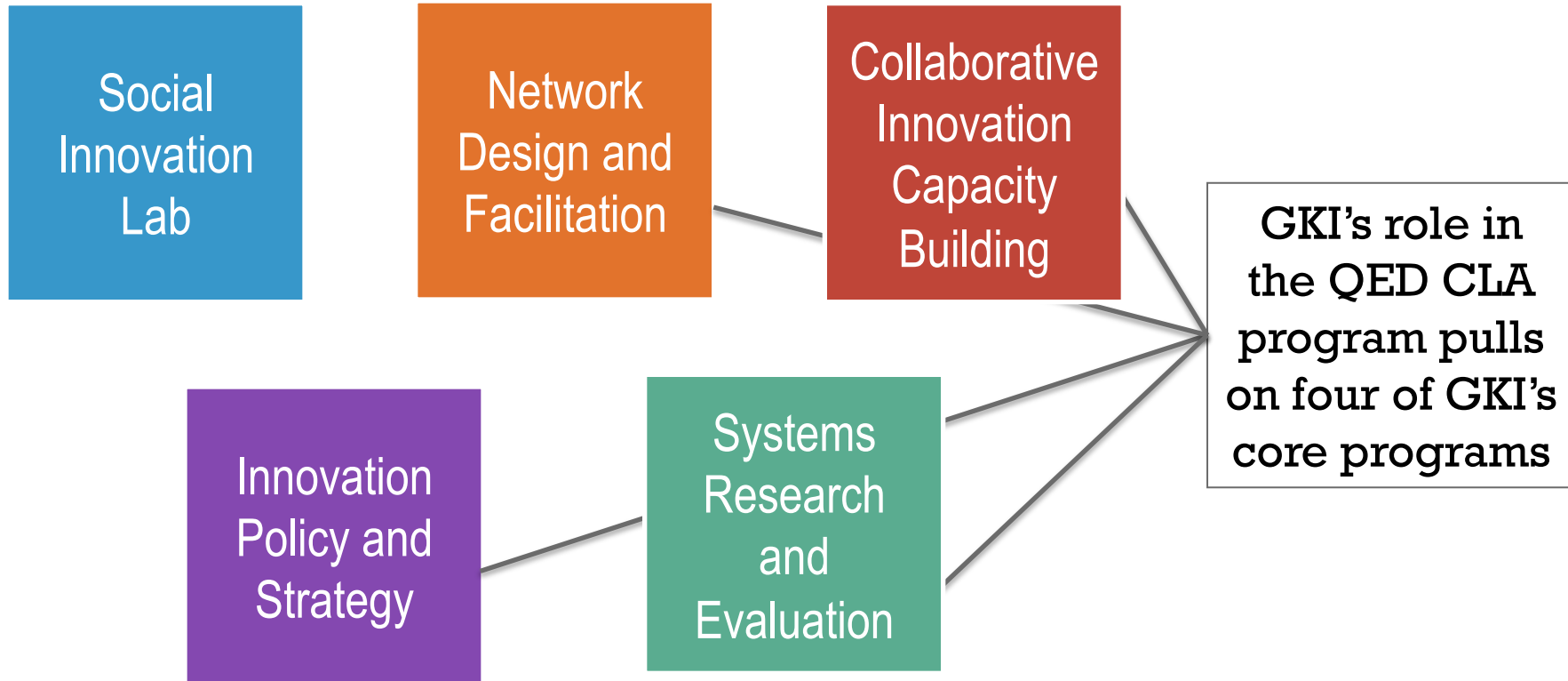
Who we are:
The Global Knowledge Initiative

Mission: GKI builds purpose-driven networks to deliver innovative solutions to the world's most pressing problems; We thrive on creating the enabling environment, the mindset, and the tools that make Collaborative Innovation possible globally.

US: Trained USAID Higher Education Solutions Network Lab members how to more effectively share information and resources across a global university network

Mexico: To guide investment in food loss mitigation globally, GKI developed a Social Innovation Lab process to more effectively frame problems and design solutions

Tanzania: Built the capacity of Tanzanian trainers to deliver interactive modules on Collaborative Innovation

Rwanda: Forged the multi-country LINK Rwanda research network to enable problem solving in specialty coffee

Malaysia: Trained researchers, students, and community members on tools to forge university-community action teams on water challenges

GKI's Core Programs

Social Innovation Lab

Network Design and Facilitation

Collaborative Innovation Capacity Building

Innovation Policy and Strategy

Systems Research and Evaluation

GKI's role in the QED CLA program pulls on four of GKI's core programs

About our Partners: Causal Design

- Mission: *Expand cultures of evidence and impact within organizations working for social change*

- Core Competencies:
  - Impact Evaluation
  - Growth Diagnostics
  - M&E
  - Econometric Analysis
  - Measurement/Data Collection

- Presence in Washington, D.C. and Phnom Penh, Cambodia

About our Partners: BioCrops

- Founded by John Bananukaja and Dr. Geofrey Arinaitwe, BioCrops Uganda Limited provides access to quality banana and sweet potato planting materials, two of the country's staple crops.
  - Why does this matter? Bacterial wilt disease destroys up to 80% of Ugandan bananas.

- Food security is one of Uganda's most pressing challenges, 81% of its population works in agriculture, more than one third of Ugandan children are stunted.

- Despite the rise of planting material suppliers, the production and distribution capacity of local tissue culture (TC) enterprises remains low and smallholder farmers still have insufficient access and knowledge of TC plantlets.

- These planting materials are pest- and disease-resistant, and enhanced with iron and vitamin A nutrients.

- BioCrops' Strategy:
  - Cost-effective production and increased supply of banana and sweet potato planting materials
  - Increased awareness of benefits of TC planting materials
  - Train small-scale farmers on how to use planting materials—particularly tissue culture planting materials
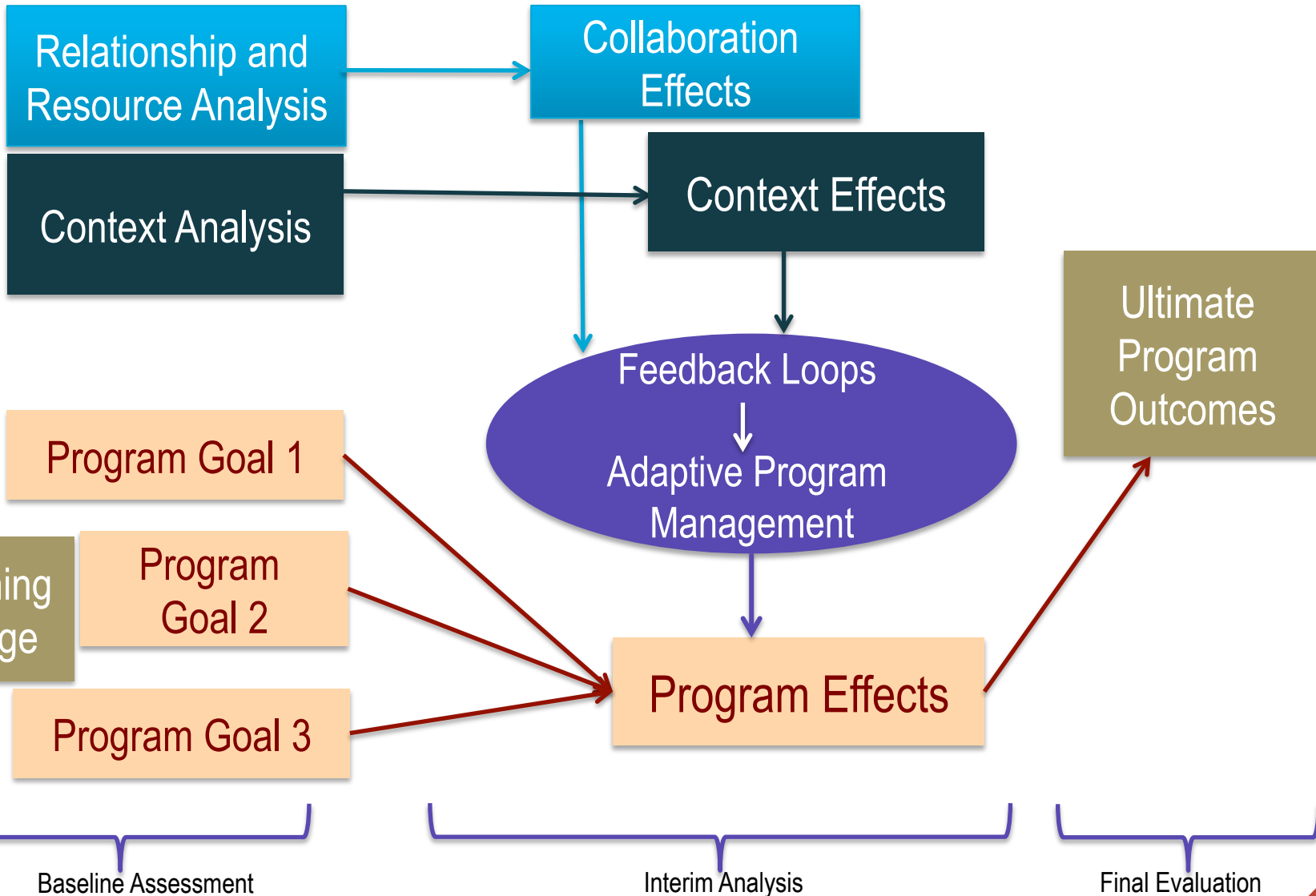
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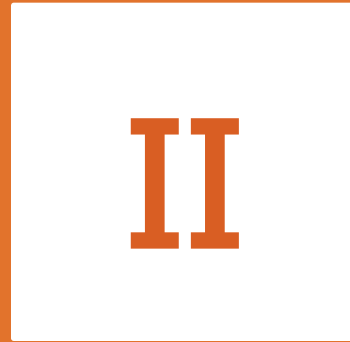
Project Overview

The Collaborating, Learning, and Adapting (CLA) Framework

- **Underlying Principle**: Applying insights from stakeholders, context, and systems to make (sometimes substantial) changes to a project's approach and/ or activities will lead to improved results within the timespan of the project

- **Propels Innovation:** Provides opportunities to develop and test innovative approaches that are can be more effective responses to complex issues

- **Operationalizes Adaptive Management:** Increases resilience of the organizations by adapting to the environment in which the project operates.

Our Goal through QED partnership

- **Key Goals:** Better understand, measure, assess, and demonstrate the potential impact of the following on improved development outcomes :
  - -- Strategic collaboration
  - -- Program and organizational learning
  - -- Adaptive management
- **Multi-Layered Insights for Enhanced CLA:** GKI's Context-Collaboration-Program (CCP) effects framework focuses on understanding and applying insights on the three parameters (C,C, and, P) to improve project effectiveness .
- **CCP's Value:** This CCP framework has the potential to help USAID and collaborators—stakeholders that have identified areas of shared interest and who are working together—better understand how to measure the impacts of increased awareness of the context within which they operate, and collaboration with actors within a system.
- **Challenge-Focused:** GKI takes a challenge-focused approach across programs. This aligns with USAID's CLA objectives, and can snap temporally to the USAID Program Cycle.

Theory of Change for CCP Framework for Adaptive Management

Relationship and Resource Analysis → Collaboration Effects

Context Analysis → Context Effects

Feedback Loops ↓ Adaptive Program Management

Ultimate Program Outcomes

Overarching Challenge

Program Goal 1

Program Goal 2

Program Goal 3

Program Effects

Baseline Assessment

Interim Analysis

Final Evaluation

Theory of Change

CCP Framework	Expected Impact
Context: • Undertake analysis to develop a baseline assessment and inform feedback to Bio Crops	**Short term:** • Identify key systems features relevant to program success • Propose actions to leverage systems enablers and minimize systems barriers **Long term:** • Decision-makers learn to analyze systems and apply systems insights to make better decisions
Collaboration: • Perform analysis of relationships with other actors within the system and examine the consequence of relationships in terms of resource acquisition and partnership formation	**Short term:** • Determine the strength of ties and relationships between BioCrops and other actors within the system • Determine how relationship structures change within the system over time **Long term:** • Proposed recommendations for collaboration activity are acted upon resulting in improved team effectiveness
Program: • Measure execution and outcomes of BioCrops project itself using activity and performance indicators reflecting actions on GKI feedback, volume of sales, market size, and others	**Short term:** • Determine the status of BioCrops' program activities against their specified targets **Long term:** • Improve the status of BioCrops' program activities against their specified targets

Intervention 1

Monitoring & Evaluation

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Theory of Change

CCP Framework	Expected Impact

Intervention

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Feedback Loops

Network /CCP Analytics Dashboard:
- Track CCP outcome indicators identified during the baseline assessment
- Flag changes observed within CCP elements

Short term:
- Creation of the Network/CCP Analytics Dashboard
- Increase in BioCrops' understanding of opportunities for action to improve their performance

Long term:
- Institutionalize a model for CCP monitoring, evaluation, research, and learning refined for long term adoption

Adaptive Management:
- Provide ongoing engagement to ensure that data surfaced through analysis is conveyed in a format amenable to action
- Engage in direct communication with BioCrops to parlay opportunities and challenges pertinent to partnership formation, resource acquisition, and performance within systems

Short term:
- Increase in BioCrops' understanding of opportunities resulting from CCP analysis

Long term:
- BioCrops undertakes action to improve performance based on GKIs CCP analytics and recommendations

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Theory of Change

Intervention **3**	CCP Framework	Expected Impact

Participate in Learning Network

Participate in QED/USAID Learning Network such that we:
- Share insights on our methods, success, and challenges
- Improve the body of knowledge used by the community of practice on Collaboration, Learning and Adaption

Short term:
- Participate in Learning Network meetings

Long term:
- Participants within the Learning Network validate and learn the CCP approach

- CCP is applied to other projects and programs seeking to amplify program effectiveness and adaptive management

Milestones and Deliverables

Intervention 1 : Monitoring and Evaluation

Key Activities and Milestones	Outputs and Deliverables	Project Outcomes	Due Date
Activity A: Design instruments for baseline			
•Desk research on tools and methodology to establish baseline •Design meetings at GKI •Consultation with Causal Design	•Theory of Change and Program Goals		October 10, 2016
Activity B: Conduct baseline assessment and launch engagement with BioCrops			
•Desk research •Travel to Uganda for interviews/ observation •Gather and organize data	• Outcome indicators on enablers and barrier to innovation identified and tagged to critical activities • Outcome indicators illustrating incentives and influence exerted by actors in the Ugandan Agricultural Innovation System • Tools to analyze social network and collaboration effects developed	• Awareness and understanding of key systems features relevant to program, and application of these insights for improved program effectiveness • Awareness of potential for relationships structures and collaboration activity, and taking application of this insight to launch partnerships resulting in improved program effectiveness	
•Write and edit report •Share with QED	• Baseline report on the CCP Framework	•Outcome indicators on the CCP Framwork	December 23, 2016

Milestones and Deliverables (contd.)

Intervention 1 : Monitoring and Evaluation

Key Activities and Milestones	Outputs and Deliverables	Project Outcomes	Due Date
Activity C: Conduct on-going M and E of CCP framework (informed by initial baseline assessment)			
•Desk research •Travel to Uganda for interviews/observation •Gather and organize data	• Tracking changes in the CCP frameworks • Progress Report # 2	• Awareness and understanding of key systems features relevant to program, and application of these insights for improved program effectiveness • Awareness of potential for relationships structures and collaboration activity, and taking application of this insight to launch partnerships resulting in improved program effectiveness	Tentatively (to be confirmed after development of baseline and outcome indicators): - August 2017 (Progress Report #2)
Activity D : Perform final evaluation			
•Write and edit report •Share with QED	• Progress Report # 3	• Analysis of changes in the CCP Framework, resultant changes in project management, and insight into improvement in project effectiveness	February 28,2016

Milestones and Deliverables

Intervention 2 – Feedback Loops

Key Activities and Milestones	Outputs and Deliverables	Project Outcomes	Due Date
Activity A: Design and implement Network Analytics Dashboard			
• Design sessions and consultation to develop network analytics dashboard • Implement Network Analytics Dashboard • Modify Network Analytics Dashboard as needed	•Network Analytics Dashboard Design •Network Analytics Dashboard implemented	• Increase in BioCrops' awareness of opportunities for improved effectiveness • Structure for CCP monitoring, evaluation, research, and learning refined for long term adoption	February 28, 2017 May 31, 2017
Activity B: Engaging BioCrops and Intermediate findings on CCP			
• Meetings with BioCrops team to co-design communication and engagement plan for the project	• Communication plan and process of engagement between GKI and the BioCrops team	•Process to facilitate adaptive management over the project period	
• Support adaptive management by supporting BioCrops' response to information shared in Dashboard • Report on monitoring activities and progress indicators • Examine continued relevance of outcome indicators including travel to Uganda • Assess progress of outcome indicators	•Report on CCP findings		April 28, 2017

Milestones and Deliverables

Intervention 3 – Participate in USAID's Learning Network

Key Activities and Milestones	Outputs and Deliverables	Project Outcomes	Due Date
Activity A: Report on post-evaluation and deliver lessons learned from project			
•Write and edit Learning Network Joint product	•Learning Network Joint Product	CCP Framework as mechanism that is applied to other projects and programs seeking to amplify program effectiveness and adaptive management	January 31, 2018
•Write and edit Final program report	•Final program report		February 28, 2018

Milestones and Deliverables

Additional Grant Deliverables

Key Milestones	Deliverables	Due Date
Activity A: Financial Reporting		
• Prepare a report of funds expended on the project every 3 months • The format will be reflective of the Proposed Budget Format with remaining Funds Remaining.	• Financial Report (s)	December 1, 2016 March 1, 2017 June 1, 2017 September 1, 2017 December 1 , 2017 March 1 , 2018

Team Members and Roles

Sara Farley, Chief Operating Officer and Co-founder, Global Knowledge Initiative
- Oversees overall design and management of program engagements, including collaborative innovation trainings, network optimization programs, and innovation strategy settings.
- 20 years of experience in collaborative innovation and systems thinking through strategy articulation, facilitation, training, project implementation, partnership creation, and network management
- **Education:** Master of International Policy Studies, Stanford University; Post Graduate Fellowship in Technology Policy & Management Universidad de Buenos Aires
- **Role in project:** Project Team Lead**,** Institutional Learning Specialist, knowledge network member, Lead facilitator of in-person meetings

Manmeet Mehta, Senior Program Officer, Global Knowledge Initiative
- Leads collaborative innovation capacity building, including trainings on human-centered design; communication, strategies; business development; and program strategy, design, and scaling.
- 11 years of experience in social entrepreneurship, capacity building, and partnerships with public and private sectors
- **Education:** MBA in International Business and Marketing, Symbiosis Institute of International Business, India; MA in International Relations, Maxwell School of Citizenship and Public Affairs, Syracuse University
- **Role in project**: Project Manager, Institutional Learning Specialist, knowledge network member, participant in in-person meetings

Caitie Goddard, Program Officer, Global Knowledge Initiative
- Key manager on collaborative capacity building activities at GKI, and leads communications at GKI.
- 7 years of experience in social entrepreneurship training and design, international development and program management. Professional experience includes living and working in Uganda, India and New Zealand.
- **Education**: Master of Public Policy, University of Michigan, Bachelor of Business Administration, University of Detroit-Mercy
- **Role in project**: Network Development and Collaboration Lead, participant in in-person meetings, Day to day point of contact on integrating insights from monitoring analysis into improvements of BioCrops' work

Team Members and Roles

Ritse Erumi, Doctoral Fellow, Global Knowledge Initiative
- Doctoral fellow at the Global Knowledge Initiative. Ritse manages and supports program engagements, including the development of innovation capacity building projects, the integration of systems thinking within projects, and undertaking research and writing.
- 12 years of experience in digital innovation and innovation systems work through program design and implementation, systems analysis, change management, capacity building, and research.
- **Education:** PhD Candidate, Development Policy and Management, University of Manchester
- **Role in project:** Monitoring and evaluation analysis, knowledge network member, participant in in-person meetings

Renee Vuillaume, Program Officer, Global Knowledge Initiative
- Specializes in GKI's food and agriculture portfolio, bringing an innovation and collaboration approach to multi-stakeholder projects.
- 5 years of experience in collaborative innovation and systems thinking through research, context analysis, and stakeholder engagement.
- **Education:** Master in Public Policy, Harvard Kennedy School of Government
- **Role in project:** Monitoring and evaluation analysis, knowledge network member, participant in in-person meetings

Keith B. Ives, Economist and Cofounder, Causal Design
- Measurement expert with cross-sectoral evaluation design experience. Specific experience in agriculture and value addition systems evaluation for The World Bank Group, World Vision, iDE, Tearfund, and the Ministries of Agriculture in Rwanda and Liberia
- **Education:** Master of International Development Policy, McCourt School of Public Policy, Georgetown University
- **Role in project:** Monitoring and evaluation design; Lead Analyst

Dr. Geofrey Arinaitwe, BioCrops Uganda Ltd. CEO
- Co-founder of BioCrops Uganda Ltd., a biotechnology company based in Kampala, Uganda.
- Senior Scientist and Team Leader for Uganda National Agricultural Research Organization (NARO) Banana Biofortification project.
- **Education:** PhD in Bioscience Engineering, Katholieke Universiteit Leuven (KUL), Belgium
- **Role in project:** BioCrops CEO, LINK Winner

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Questions & Discussion

Questions?

Key Questions at this time

- **Defining Success:** What assumptions does QED hold regarding how the CCP framework might support QED and USAID thinking on CLA ? What are QED's assumptions of success?

This document was produced for review by Feed the Future and the United States Agency for International Development. It was prepared by the Global Knowledge Initiative and under The QED Group, LLC for the Feed the Future Knowledge-Driven Agricultural Development (KDAD) project.

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