

# Evaluation of Danida supported Research on Agriculture and Natural Resource Management 2006-2011

## Annex F

## Summary of SWOT Workshop

### Recommendations

Full reports of the Workshop process, participants and output are available online at the Danida EVAL website [www.evaluation.um.dk](http://www.evaluation.um.dk).

#### Tanzania SWOT Recommendations

| Procedures and Processes       |   |
|--------------------------------|---|
| 1.                             | Improve the mechanism for Danish-driven FFU research by making selection of Southern (non-Danish) partners competitive, mirroring the approach under the South-driven research projects   |
| 2.                             | Improve profile of <i>South-driven research project</i> (Pilot Research Cooperation Programme – PRCP) through networking, advertisements, briefing material with clear description of the role and function for Danish partners                       |
| 3.                             | Change mechanism to create a broader reach for the call for expressions of interest, once concept notes have been submitted   |
| 4.                             | Develop national guidelines for overhead charges on research projects, with a higher limit set by Danida to reflect national levels   |
| 5.                             | Improve the mechanisms for mainstreaming project outputs to end-users through mechanisms such as involving all possible stakeholders of the research outputs from the very beginning of the project, and agreeing on how the results will be utilised |
| 6.                             | Ensure that project duration reflects requirements of outcomes, and revise policies to allow for a longer period depending on the rationale (and consider extension for the good progress)  |
| 7.                             | Provide for multiple, harmonised funding for different components of the research chain within a project  |
| Training and Capacity Building |   |
| 8.                             | Participatory project development to ensure that training requirements are met and addressed as well as possible  |
| 9.                             | Harmonise stipend and payment structures to students and project staff in all Danida funded support to research in a agriculture and natural resource management  |
| 10.                            | Ensure that equipment capacity and training in Denmark are consistent with the resources available in Southern institution  |
| 11.                            | Ensure that equipment purchasing policy is clearly understood during project development.   |
| Project Implementation         |   |
| 12.                            | Develop more participatory approaches and review the incentives for less academic research to promote applied and integrated research for development   |
| 13.                            | Improve support for dissemination activities including uptake and outreach, designing these into projects, including the promotion of public-private partnerships   |
| 14.                            | Ensure that projects contain risk management and business continuity plans to mitigate against unpredictable events   |

## Recommendations Burkina Faso SWOT Workshop

| 1. Flexibility in Financing and Management   |  |
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| Solution   | Recommendation/Activity  |
| <ul style="list-style-type: none"> <li>Greater flexibility in financial management – allow for review and revision of budget allocations between partners and across budget lines</li> </ul> | <ol style="list-style-type: none"> <li>Development of recommendations for Danida on changes to procedures</li> <li>Initiate a broad consultation with the partners in Burkina Faso to review allocations and discuss distribution of the budgets allocated to projects between the partners and between budget lines</li> <li>Separate the equipment line for the total budget of the project before making allocations between Burkina Faso and Danish partners</li> <li>Permit the purchasing of operational/consumable items</li> </ol> |
| <ul style="list-style-type: none"> <li>Increasing the permitted overhead to a minimum of 15%</li> </ul>  | <ol style="list-style-type: none"> <li>Development of a recommendation for Danida increase the level of permitted overhead charge</li> </ol>   |
| <ul style="list-style-type: none"> <li>Finance medium-term projects of at least five years, renewable</li> </ul>   | <ol style="list-style-type: none"> <li>Development of a recommendation for Danida to finance projects for five years, with an option for being renewed – to encourage longer-term projects and the development of outputs</li> </ol>   |
| 2. Project Design and Duration   |  |
| Solution   | Recommendation/Activity  |
| <ul style="list-style-type: none"> <li>Ensure project duration is appropriate to stated aims</li> </ul>  | <ol style="list-style-type: none"> <li>Consult with researchers and specialists in the subject field to ensure project duration is appropriate for the objectives</li> <li>Consider at least a second phase for projects that have obtained intermediate results</li> <li>Make calls for proposals four to five years</li> </ol>   |
| <ul style="list-style-type: none"> <li>Ensure appropriate project design</li> </ul>  | <ol style="list-style-type: none"> <li>Inform and sensitise stakeholders on importance of South-South mobility during project development</li> <li>Include <i>post</i>-doctoral research in project design</li> </ol>  |
| <ul style="list-style-type: none"> <li>Increase access to Danish researchers and organisations</li> </ul>  | <ol style="list-style-type: none"> <li>Include a list of relevant Danish institutions and publications in the call for research proposals</li> </ol>   |

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| 3. Soft Skills Capacity Development  |  |
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| Solution   | Recommendation/Activity  |
| <ul style="list-style-type: none"> <li>Improve project management and promote good practice</li> </ul>   | 13. Develop skills and capacity of researchers to manage projects ( <i>soft skills development</i> including language, advocacy, management, communication, planning, writing)<br>14. Organise training workshops on <i>good practice</i> for project management |
| <ul style="list-style-type: none"> <li>Share data processing and analysis tools amongst project staff</li> </ul>                               | 15. Strengthen the capacity of team members in the use of tools for processing and analysing data, and improve exchanges between Burkinabe and Danish teams  |
| 4. Stakeholder Participation and Ownership   |  |
| Solution   | Recommendation/Activity  |
| <ul style="list-style-type: none"> <li>Use a participatory approach in developing concepts and work plans for implementing projects</li> </ul> | 16. Involve a broad-base of stakeholders ((including farmers and producers) in the process of project development  |
| 5. Dissemination and Uptake  |  |
| Solution   | Recommendation/Activity  |
| <ul style="list-style-type: none"> <li>Use a communication, education and information strategy</li> </ul>                                      | 17. Ensure budget lines for communication, education and information exist in project finances<br>18. Ensure projects are integrated into national planning strategies<br>19. Use participatory approaches/platforms for development and implementation          |
| <ul style="list-style-type: none"> <li>Accessibility of suitable information packages</li> </ul>   | 20. Develop appropriate and targeted information packages as part of project implementation<br>21. Organise workshops to promote information and technology packages for stakeholders<br>22. Improve the budgets for supporting dissemination activities         |

## Recommendations Danish SWOT Workshop

| Recommendations  |
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| <b>PhD Training</b>  |
| <ul style="list-style-type: none"> <li>Improve the quality and nature of PhD award by adjusting and standardising project proposal formats including:<br/>PhD student selection criteria as mandatory item in full project proposal with agreement of all project partners agree.<br/>Open national competition for PhD awards with disincentives for opting for restricted choice of PhD candidates.<br/>A coherent and agreed approach between Danida and Danish universities to PhD students from partner countries, to make it realistic and attractive for Danish universities to enter into double or joint degree arrangements, including the duration of PhD study-time in Denmark.<br/>Recognise the slow selection and implementation process for PhD in partner countries and adjust project time accordingly.</li> </ul> |
| <p>Increase the support to PhD studies at Danish sector research institutions by improving incentives (financial or academic) for the participation of Danish university staff as supervisors. This may include the development of collaborative projects.</p>   |
| <b>Administration</b>  |
| <p>DFC and FFU should streamline their communication processes to address and resolve any issues that may arise in project implementation in a timely and efficient manner.</p>  |
| <p>Procedures and processes associated with the call for concept notes under the South-driven research project funding modality should be clear and transparent. This should include ensuring that:<br/>Competition is open and nationally advertised.<br/>Selection criteria and processes are clear with publicly available guidelines and criteria.<br/>Selection of focus areas, including politically sensitive ones (such as land rights), be included in annual calls for proposals.</p>  |
| <p>Provision for support to non-research processes and mechanisms in partner institutions should be encouraged, including (where appropriate):<br/>Training in Danida processes and procedures.<br/>Project cycle management.<br/>Financial management.</p>  |
| <p>Support for non-Copenhagen based students and project visitors should be at the same level as for those staying in Copenhagen. This should include:<br/>Identification of accommodation contacts non-Copenhagen based institutions.<br/>Development of an accommodation list for non-Copenhagen sites.</p>  |
| <p>Danish scientists visiting partner countries and organisations should be made aware of the different cultural conditions both at a national and institutional level, in partner countries. This could be done through short briefing or familiarisation course, where appropriate.</p>  |

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| Recommendations      |  |
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| <b>Communication</b> |  |
|                      | The roles and responsibilities of Danish embassies in Danida research initiatives (currently FFU projects and BSU) should be clearly defined and institutionalised. Guidelines and terms of reference should be developed and mutually agreed.   |
|                      | A platform to facilitate communication between Danish researchers and Danida technical staff should be developed to allow regular meetings, exchange of ideas, lessons learned and information. This will require the allocation of resources and the development of clear terms of reference. |
| <b>Funding</b>       |  |
|                      | The possibility of including PhD and post-doctoral studies under the FFU projects should be considered for future calls.   |
|                      | Budget lines and/or criteria for projects should include provision for the follow-up and dissemination/upscaling of research results.  |
|                      | The value and benefit of small project funding to develop concepts and provide transitional funding to develop ideas should be considered in future FFU calls for proposals.   |
|                      | The value of development research, and research based in developing countries should be promoted to encourage a change in attitudes towards this type of research by the Danish academic system.   |