

# External Final Evaluation of Global Research Project

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Supporting Policy Research to Inform Agriculture Policy in South Asia and  
Sub-Saharan Africa

**Implemented by the Global Development Network**

*(Supported by the Bill & Melinda Gates Foundation)*

## Final Evaluation Report

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We trust that this report will provide in-depth understanding and assessment of what the Global Research Project of GDN has achieved in its shortened timeframe, what are the missed opportunities and what lessons the project offers to the research and policy community in general and GDN in particular, for designing and implementing similar initiatives. We also trust that the learning provided by this evaluation report will guide in the formulation of many other GRPs being designed by the GDN and other organisations working at the intersection of research and policy.

We sincerely thank Mr. Oliver Babson, Director, Strategy Planning and Management, Global Policy, Advocacy & Country Programs, Bill & Melinda Gates Foundation and Prof. Pierre Jacquet, President, GDN for sharing their perspectives, expectations and level of satisfaction from the project.

## Abbreviations /Acronym

<b>ASARECA</b>	Association for strengthening Agricultural Research in Eastern and Central Africa
<b>BMGF</b>	Bill & Melinda Gates Foundation
<b>BR</b>	Bounce rate <i>(an Internet marketing term used in web traffic analysis. It represents the percentage of visitors who enter the site and "bounce" (leave the site) rather than continue viewing other pages within the same site)</i>
<b>CBA</b>	Cost Benefit Analysis
<b>CCARDESA</b>	Centre for Coordination of Agricultural Research and Development for Southern Africa
<b>CORAF</b>	West and Central African Council for Agriculture Research and Development
<b>CPC</b>	Cost per click: <i>is defined simply as "the amount spent to get an advertisement clicked" (Number of clicks / number of impressions) X 100</i>
<b>CTR</b>	Click through rate <i>is a way of measuring the success of an online advertising campaign for a particular website as well as the effectiveness of an email campaign by the number of users that clicked on a specific link</i>
<b>FARA</b>	Forum for Agriculture Research in Africa
<b>GDN</b>	Global Development Network
<b>GRP</b>	Global Research Project: <i>unless otherwise indicated this means the Global Research Project Supporting Policy Research to Inform Agricultural Policy in Sub-Saharan Africa and South Asia. In certain contexts it applies to other projects at a similar scale within GDN</i>
<b>IRRI</b>	International Rice Research Institute
<b>NRI</b>	Natural Resources Institute
<b>NRM</b>	Natural Resources Management
<b>RA</b>	Research Assistant
<b>RCB</b>	Research Capacity Building
<b>RRA</b>	Revitalisation of Rainfed Agriculture
<b>SA</b>	South Asia
<b>SSA</b>	Sub-Saharan Africa
<b>UoG</b>	University of Greenwich

## Executive Summary

The Bill & Melinda Gates Foundation (BMGF) supported the 'Global Research Project (GRP) Supporting Policy Research to Inform Agricultural Policy in Sub-Saharan Africa and South Asia' aimed at helping to shape North-South and South-South debates on agricultural policies. It sought to draw on but also enrich the body of knowledge on agricultural policies, working in a scientifically rigorous manner, but also one which was both timely and easily accessible to policymakers and the informed public: and to build southern voice. The significance of the project lies in its exploration of innovative ways of bridging the research and policy gap. The project was implemented during February 2011 to June 2013 with a grant of \$US 2,934,054.

The Natural Resources Institute, University of Greenwich, UK was commissioned by GDN to carry out the external final evaluation of the Global Research Project. The purpose of the evaluation was to: **identify contributions of the project to promoting research and evidence based policy making** in South Asia and Sub-Saharan Africa. The evaluation was strongly based on a theory of change which was agreed upon with GDN during the inception phase of the evaluation. The evaluation design included a review of research papers, in-depth interactions with 31 key stakeholders, assessment of the outreach model through Google analytics data, and insights from the stakeholder interviews and online survey (used here primarily qualitatively).

The project theory of change envisaged the following results:

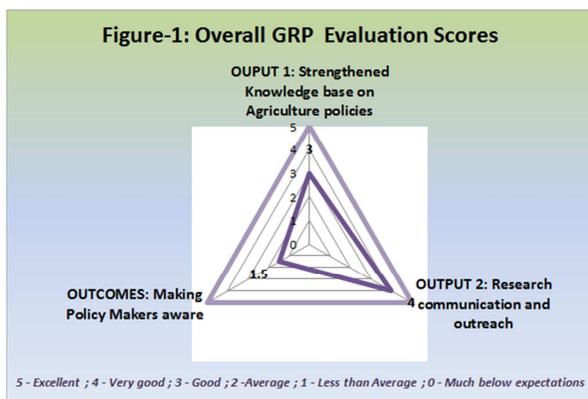
**Output 1:** Strengthened research base through synthesis and analysis of existing research in developing countries

**Output 2:** Enhancing uptake of research findings and shaping North-South and South-South debates on agriculture policies

**Outcome and Impact:** Making policymakers and key experts working in the area of agriculture aware of the policy issues across Sub-Saharan Africa and South Asia in the key topical areas

### Evaluation Findings – Headlines

1. **The project was well executed:** Given the time and budgetary constraints and the fact that GRP followed a generic design focussing on two large geographic regions (SSA and SA), the project



has performed well in enhancing the knowledge base on agricultural policies and has performed even better on piloting digital outreach. The dark line in the triangle is the assessment of the evaluation regarding the status of achievement. Output 1 (knowledge base on agriculture policies) was scored by the reviewers at a level of 3 (on a scale of 0 to 5; 5 being the best), meaning that the project has moderately achieved the stated output. The assessment of the evaluation team on

Output 2 (research communication and outreach) is at a level of 4, which means that the research communication has been implemented very well and has substantially achieved the stated output.

2. **The project added significant value to the existing knowledge base on agriculture policies:** The knowledge base on agricultural policies was strengthened through the production of 10 research papers and policy briefs. These were developed by Southern research team leaders, working with Northern academic advisors. African and South Asian researchers, who had experience in the agriculture policy space, were coupled with highly reputed international advisors. The papers assessed were given the following average scores: 62% for Relevance, 58% for Comprehensiveness and 62% for Added Value. These are good scores given that the research was mainly based on secondary literature and covered a range of issues in multiple countries within a region. The findings from a review of the research papers are summarised below:
  - a. **Relevance:** 6 papers were conceptually well-framed. The other papers tended to either cover a range of issues (countries, commodities, challenges) with insufficient focus or to place too much emphasis on specific issues. They also tended to draw on restricted sources of information and to use limited empirical data.
  - b. **Comprehensiveness:** In at least 5 papers, information was secured from a diversity of sources and the analysis was quite comprehensive for the countries of focus. Conclusions were supported by data in most cases. There was good analysis of policy options.
  - c. **Value Added:** Broader policy actions were quite well identified at the regional level, but the recommendations were weak at a country level.
3. **GRP piloted and implemented a near-excellent outreach model:** The short time frame of the project led to creative thinking on marketing and knowledge dissemination aspects. GDN along with BMGF agreed on the need to allocate much larger funds (increasing from \$US 100,000 to about \$US 817,876) for the use of digital outreach methods. The reach of the digital platform was wide-ranging compared to more traditional outreach channels (roundtables, publications). The project used a variety of analytics to generate data on hits and access to various information/knowledge services that it provided. In the available shortened timeframe, the project carried out a one-year burst of research communication using a variety of digital and traditional media platforms. The content of the outreach was guided by themes selected by the GRP. The key targets audiences identified were: the general public (youth, men and women); young researchers; and the policy community<sup>1</sup>. Outreach by the project successfully reached high enough numbers in the audience to generate sustained communication during the project period. Accelerated, campaign-mode communication led to a successful pilot-testing of the efficacy of various platforms (social media, advertising campaign, traditional media, and policy roundtables). Follow up actions were designed, though with reduced intensity. However, the selection and adaptation of content on a real-time basis responding to on-going regional and country-specific debates was not feasible. Similarly, the GRP could not establish local research-policy linkages in specific countries which would facilitate better understanding and capacity of both researchers and policy-makers on how to better deliver and use research evidence.
4. **The planned timescale for GRP was too short:** The GRP was a highly relevant project for doing policy research (in South Asia and Sub-Saharan Africa) and for demonstrating various channels for research communication and uptake. The GRP tried to maintain the fine balance between the quality of the research papers and achieving extensive outreach. However, an evidence-

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<sup>1</sup> Policy community include researchers, think tank organisations, academic institutions, policy experts and policy makers

based policy outcome requires a more iterative, real-time process of engagement (which requires adequate funding) involving researchers and policy-makers, and critically political will – it is important to recognize the vested interests and the lack of transparency and accountability in some policy-processes which prevent evidence from being used in shaping policy decisions. The project gave researchers and disseminators new communication tools. By the time the project ended, the project had achieved positive change in terms of research knowledge synthesis, communication and researchers' capacity building. However, without sustaining that momentum and without becoming more relevant to on-going policy dialogues, the project runs the risk of not attaining any policy influence. As one of the stakeholders remarked, 'this was like a new restaurant, which was closed soon after the food was served'.

5. **Lessons for key stakeholders:**

- **GDN** gained new capacity in outreach and staff are applying these insights and skills in other programs;
- **the Bill & Melinda Gates Foundation** have gained insights into how agriculture research can be marketed as a product;
- **researchers** involved in the project gained greater confidence and experience in synthesizing policy research and in understanding dissemination channels for their own work - it changed their attitudes and thinking towards research communication;
- **policy makers** (reached by the project) gained a better understanding of the value of research to them and associated challenges and opportunities.

**Overall**, the GRP showed that the research community needs to have a much greater understanding of the policy world, where there are continuously changing demands of constituents, shifting power relations and vested interests. It also highlighted the need for policy-makers to understand the role and value of high-quality research so that they can support its production and use. Developing connections between Southern researchers and policy-makers is unlikely to be achieved overnight or on a general basis: it needs to be developed as part of an iterative process, focused on particular countries, with adequate funding. Researchers need to be able to respond to policy-making research demand and to help inform research priorities for government. The project was not designed to achieve policy impact or to influence specific legislative actions, but to be a short-term initiative for generating research knowledge and to support uptake of the findings using digital and other platforms. To that extent, it has been fairly successful.

6. **The project contributed to influencing GDN research communication approach and in enhancing GDN brand visibility:** GDN's thinking and activities have evolved in parallel with the project and informed by the lessons emanating from the project. GRP has stimulated active discussion within GDN on outreach methods and innovation. GDN has already recognized that sustaining the engagement of policy-makers over time is challenging and new strategies are required for real-time interactions. Video documentaries have been successful (more than 10,000 views cumulatively) and the GDN team is producing similar outputs for other projects. GRP is providing insights and lessons upon which GDN is now in the process of developing three further GRPs. GDN has improved its thinking on strategies for connecting researchers with policy makers and is using these insights and innovations across its programming. However, some of

the other stakeholders interviewed felt that GDN should move beyond what are fairly conventional approaches of research communication, even changing the paradigm of research communication from single/twin approaches (publications, roundtables) to multi-pronged approaches (including various channels of digital outreach and media platforms).

7. **Research communication was not sustained and thus impact remains limited:** Conferences organised as part of the project discussed many pertinent issues, some of which were picked up by policy actors. To sustain this research communication and to fully make use of the digital investments made to date requires follow-on activities which require follow-on funding, which is not currently available. Unfortunately, no follow-on is being discussed with the Foundation or other funders. Integration of outreach agenda within the mainstream 'GDN way of working' based on Research Capacity-Building (RCB) is attainable if lessons from GRP are incorporated and if sustained level of funding is ensured.

**Recommendations:**

1. **Contextualisation of Research:** The project experience underlines the dangers of taking a broad-brush approach which limits the impact of research. The outcomes can be strengthened with better contextualisation of the research carried out. In some of the thematic areas, substantive pieces of research work have happened which can be published and from which country-specific recommendations can be derived. Locating the research products within the national-level institutions can lend greater conviction to the messages when talking to the policy community.
2. **Maintaining rigour of the research process:** The research process should catalyse serious debates on policy issues within the research team. Future GRPs can create a structure of engagement by creating a team wherein the products are identified with the names of all team members including senior academics who acted as advisors. This along with creation of other incentives can potentially lead to better collaboration and consequently a better research product. Similarly the monitoring of rigour in research process is important to not let research take on a path completely guided by individual experiences and individualised approaches.
3. **Research uptake and improvised outreach model:** The GRP succeeded in developing an innovative and effective outreach model for research communication. Further reflection can improve the outreach model even more, as shown in Figure 2. The GRP showed passion in research product marketing, and used social and new media in conjunction with the traditional media. However GRP fell somewhat short in contextualising and designing messages for country-specific policy. This was largely due to the generic design.



4. **Explore ways of increasing staying-power of messages, continuing dialogue and utilisation of digital assets created by the project:** A project like GRP cannot have continuing impact unless it creates

buy-in by chosen country-level researchers and policy actors and also fosters ongoing collaborations between them. Building alliances between in-country researchers and policy actors can achieve a lot, as long as they are continuous, improve and adapt with time and involve sincere and passionate facilitation and leadership. GDN can learn from regional research networks and other models where they exist. Both SSA and SA currently have multiple such alliances in operation at different levels (country, sub-regional, regional and global) some of which are cited in section 4.2 of this evaluation report. The project can play the role of a catalyst and create an atmosphere of continuing dialogues through alliances and tie-ups. There is latent demand and interest among the policy community for this in some of the countries, for example, India, Bangladesh, Sri Lanka, Pakistan, Ghana, Nigeria, Kenya, and Ethiopia.

**5. Institutionalisation of projectised initiatives for continued amplification of the voices of southern researchers and institutions:**

- a. **Enhance visibility of policy-relevant research messages:** A strong need was felt by the stakeholders, whom the evaluation team interviewed for updating the papers in book form, giving them more visibility and credibility with the policy community, including various national governments. GDN should use the expertise that resides in SA and SSA and provide some kind of platform to the people involved through blogging and tweeting. This will ensure future impact as researchers in respective countries continue to work further on it.
- b. **Develop proposals for and attract core funding for long term initiatives:** Injections of financial resources are required for creating entry points with local institutions in SSA like Kenya Institute of Public Policy Research and Analysis (KIPPRA), and others at country and council levels. GDN need to identify those agencies in country who are better placed to engage more directly with ordinary people and the private sector. The new GRP being developed, can utilise lessons from this GRP. The new GRPs can have multiple simultaneous objectives and can attract core funding for sustaining the project-based initiatives.
- c. **Design projects better and for longer time-frames, learning from the GRP experiences:** It was hard to expect policy influence to take place, as that was not a project objective. It all depends on what impacts we are looking for and where. As suggested above, an explicit theory of change should accompany the project design. Expectations of outputs leading to outcomes are reasonable.

## 1. Introduction

The Global Development Network (GDN) is a public International Organization that builds research capacity in development globally. The two and a half year Global Research Project Supporting Policy Research to Inform Agricultural Policy in Sub-Saharan Africa and South Asia (GRP) aimed to help shape North-South and South-South debates on agricultural policies. Designed as a policy research project, it sought to enrich the body of knowledge related to agricultural issues. In doing so, it drew from the existing knowledge base, especially cross-country research findings, in a scientifically rigorous manner, yet one which was both timely and easily accessible to policymakers and the informed public. The significance of the project was in its exploration of innovative ways of bridging the research and policy gap. The outreach strategy and implementation plan embraced new media technology and intended to leverage its reach on a global scale. On the one hand, the project provided the supply push to the policymaking process. On the other hand, its intent was to generate a strong demand pull for the findings amongst the policymakers.

The Natural Resources Institute (NRI) of the University of Greenwich, UK was commissioned by GDN to carry out the external final evaluation of the Global Research Project. The purpose of the evaluation was to: **identify contributions of the project to promoting research and evidence-based policy making** in South Asia and Sub-Saharan Africa. The evaluation was mainly carried out by a 3 member team (Ravinder Kumar, John Morton and Valerie Nelson) from NRI. This is the report of the final external evaluation of the project.

## 2. About the Global Research Project:

The project was conceived for the creation of a knowledge base on agriculture policies and for the initiation of dialogues (North-South and South-South) in the generic context of South Asia and Sub-Saharan Africa. The project aim was restricted to research communication with attendant possibilities of ensuring research uptake. The Global Research Project did not specifically aim at influence on policy or legislative actions. The project team stated that legislative actions are guided by electoral cycles and/or policy cycles. The project was not designed to influence the legislative actions. It would be an overreach to expect a short-duration project to be finely granular (designed to specific context of regions or countries). The non-granular nature of the project provided it an opportunity to share knowledge far and wide and within the regions. Neither the project duration nor the project strategies were adequate for catalysing country-specific research communication and uptake and therefore the agreed theory of change (see the Evaluation Design section of this report) created two compartments with a vertical line which separates project outputs from potential outcomes and impacts. That way, the evaluation was able to make the distinction and have the correct perspectives while observing the project effectiveness from various angles.

The research themes were selected based on country issue notes and by a group of academics, economists and researchers. The thematic issues were generically chosen i.e. they were regionally non-granular.

The project adopted high-end technology (applications for i-Pad, Kindle Fire and Android platforms) for outreach. The technological choices were guided by the changing media habits of researchers and policy makers alike. The devised agnostic digital platform, which was created by the project, will exist indefinitely and, therefore, can be leveraged well by other GDN projects or by other stakeholders working in the research-policy space.

### 3. Evaluation Design

Overall the main objectives of the evaluation is to **derive contributions of the project to promoting research and evidence-based policy making as well as achievements and lessons from the project.** The evaluation sought to assess project effectiveness and delivery in terms of its expected project outputs, and explored any contribution to outcomes and impacts, as well as other plausible explanations of change – in the light of a limited timescale (18 months) and resource envelope for implementation.

#### 3.1 The Theory of Change and Evaluation Questions

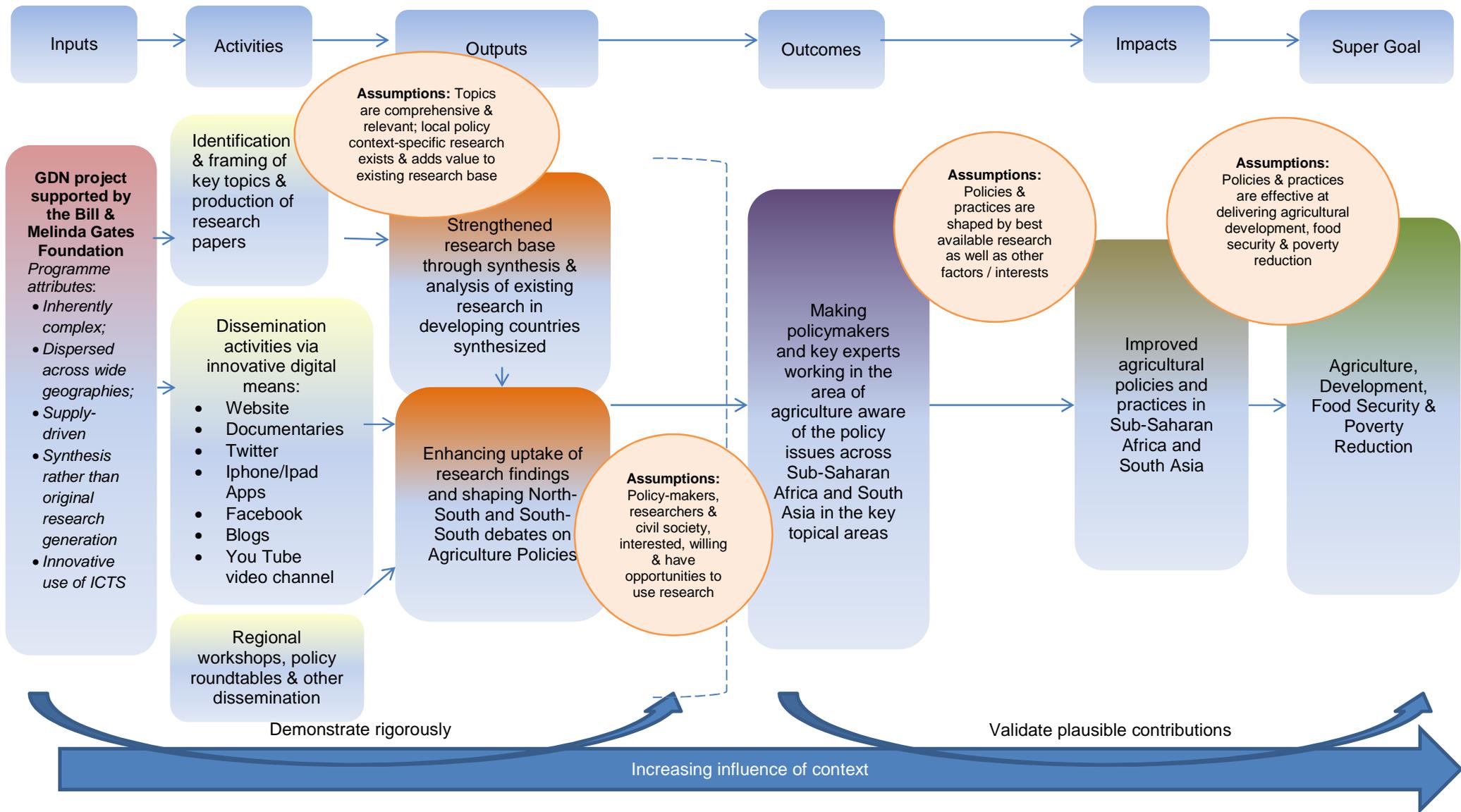
The project executed a multi-pronged and customised research and outreach programme to actively engage decision makers and the public at large. The recipients of project services are researchers, policy makers, NGOs, think tanks and other bridge institutions working at the intersection of research and policy. Research uptake in policy and results of implementation of improved policies on agriculture development, food security and poverty reduction are overall high level goals of the project. A Theory of Change for the project, devised retrospectively by the evaluation team and then agreed with GDN, is depicted in the diagram on the next page (Figure 3).

The thrust of the project was towards synthesizing the knowledge base of agriculture policies and developing innovative media tools for mass dissemination of the knowledge to developing country policy-makers in South Asia and Sub-Saharan Africa. The project was limited in scale temporally and in terms of funding. Further, the outcomes were highly unpredictable and dispersed given the nature of knowledge synthesis and dissemination across many geographies and using digital media.

The project strategies and activities were expected to have a wide reach, but it was not envisaged that the contribution to outcome and impact levels could be seen within the timescale of the project or that attribution would be feasible given the dispersed nature of the interventions.

Therefore a dotted line indicates how the project created a momentum (a digital one) which should make some contribution through a process of research uptake and policy influence, but many of these impacts would occur beyond the life of the project and would be very difficult to trace or to predict. This nuanced understanding of the Theory of Change is important for the readers of the evaluation report.

Figure 3: Global Research Project- Theory of Change: Agricultural and Trade Policies in Sub-Saharan Africa and South Asia: shaping global and regional policy debates and promoting evidence informed policies



The evaluation questions are set out in table 1 below.

**Table 1: Evaluation questions**

<p>I. Has the <b>project achieved what it intended to</b>, in terms of:</p> <ul style="list-style-type: none"><li>a. Producing high quality, policy relevant and useful research papers</li><li>b. Conducting successful digital and traditional outreach</li><li>c. Informing policy actors and stakeholders about the research evidence?</li></ul> <p>II. <b>How successful was the project's outreach model</b>, specifically gauging the effectiveness of:</p> <ul style="list-style-type: none"><li>a. Workshops/roundtables and dissemination events</li><li>b. Innovative technologies such as digital outreach platform</li><li>c. Advertising campaigns?</li></ul> <p>III. What was the <b>project's contribution to GDN</b> on:</p> <ul style="list-style-type: none"><li>a. Enhancing brand visibility</li><li>b. Informing /guiding GDN's approach to structuring and implementing research projects?</li></ul> <p>IV. What are the <b>key lessons</b> from the implementation of the project, in terms of:</p> <ul style="list-style-type: none"><li>a. Good practice in policy research and policy outreach</li><li>b. Building a body of knowledge related to agriculture policies</li><li>c. Forward looking options for designing and implementing similar policy outreach projects?</li></ul> <p>In addition to the above, the evaluation will also look at the larger picture viz. <b>What difference has the project made</b> to agricultural research/evidence-based policy making in countries of South Asia and Sub-Saharan Africa?</p>
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### 3.2 Evaluation Framework

The evaluation was theory-driven and followed a mixed methods design. The survey component gathered user ratings and scores (from those who were part of the project in different roles) on the Likert scale on various project parameters, which were consolidated and analysed. The stakeholder perspectives were gathered in qualitative/reflective discussions. In addition to stakeholder feedback on a range of issues, the evaluation also relied on monitoring data related to advertising campaigns, social media, roundtables/workshops and digital platforms to arrive at an assessment of effectiveness and use. The evaluation framework is presented in Table 2 below.

**Table 2: Evaluation Framework**

Evaluation questions	Indicators	Data sources	Instruments
*What difference has the project made to agricultural research/evidence based policy-making in South Asia and Sub-Saharan Africa?	Any changes made to policy and practice as a result of new understanding of existence, location, and findings of existing research in developing countries	All evidence gathered (see below) synthesized and analysed and assessed against the theory of change	In-depth discussions checklist (with selected group of project stakeholders) Survey – research and policy community <sup>2</sup>
<p>Has the <b>project achieved what it intended to</b>, in terms of:</p> <p>a. Producing high quality, policy relevant and useful research papers</p> <p>b. Conducting successful digital and traditional outreach</p> <p>c. Informing policy actors and stakeholders about the research evidence?</p>	<p>Relevance of topics chosen for synthesis papers</p> <p>Quality of synthesis papers (comprehensiveness, critical analysis, added value)</p> <p>Numbers of researchers &amp; policy-makers reached</p> <p>Satisfaction of policy-makers and researchers with research papers and policy outreach</p> <p>Attendance of policy-makers &amp; researchers at events/roundtables</p> <p>Have the project utilised media opportunities in a way so that the projects findings, news and significant pieces of information has travelled far and wide.</p> <p>Innovation yardsticks:</p> <ul style="list-style-type: none"> <li>- Research collaboration platform</li> <li>- Researchers and policymakers together in documentaries</li> <li>- ICT enablers</li> </ul> <p>Number of policy-makers &amp; researchers intending to use research in policy and practice</p> <p>Number of policy-makers &amp; researchers who have used research in policy and practice</p>	<p>Project documentation, websites</p> <p>Quality review of research papers</p> <p>Survey of policy-makers and researchers</p> <p>Semi-structured interviews with key informants/case studies</p> <p>GDN geo-spatial tracking</p>	<p>In-depth discussions checklist (with selected group of project stakeholders)</p> <p>Survey – research and policy community</p> <p>Review framework and score sheet for research papers</p>
<p><b>How successful was project’s outreach model</b>, specifically gauging the effectiveness of:</p> <p>a. Workshops /roundtables and dissemination events</p> <p>b. Innovative technologies such as digital outreach platform</p>	<p>Attendance at workshops (stakeholder groups covered, numbers)</p> <p>Satisfaction of participants with workshops/roundtables</p> <p>Numbers of people using the digital outreach platform</p> <p>Satisfaction &amp; perceptions of participants of innovative technologies</p> <p>Reach of advertising campaign (readership, footprint)</p>	<p>Participants interviews (SSIs)</p> <p>User survey</p> <p>Figures from outlets carry adverts of readership</p>	<p>In-depth discussions checklist (with selected group of project stakeholders)</p> <p>Survey – Research and Policy community</p>

<sup>2</sup> The policy community includes think tanks, academic institutions, researchers, policy expert, private sector organisations, media, and civil society organisations

Evaluation questions	Indicators	Data sources	Instruments
c. Advertising campaign			
<p>What are the <b>key lessons</b> from the implementation of the project, in terms of:</p> <p>a. Good practice in policy research and policy outreach</p> <p>b. Building a body of knowledge related to agriculture policies</p> <p>c. Forward looking options for designing and implementing similar policy outreach projects</p>	<p>Perceptions of key research users on strengths and weaknesses of the approach</p> <p>Relevance, added value, comprehensiveness, critical review in eyes of stakeholders</p> <p>Number of future strategies outlined by project</p>	<p>Key informant interviews with users, project staff</p>	<p>Analysis framework (by evaluation team based on various sources of information and various perspectives gathered)</p>
<p>What was the <b>project's contribution to GDN</b> on:</p> <p>a. Enhancing brand visibility</p> <p>b. Informing /guiding GDN's approach to structuring and implementing research projects and outreach strategies and tactics.</p>	<p>Increased recognition &amp; valuing of GDN brand amongst key stakeholders;</p> <p>Changes in GDN capacity &amp; approaches to implementing research projects</p>	<p>Interviews with project staff</p> <p>Interviews with key informants external to project</p>	<p>Interview checklist</p>

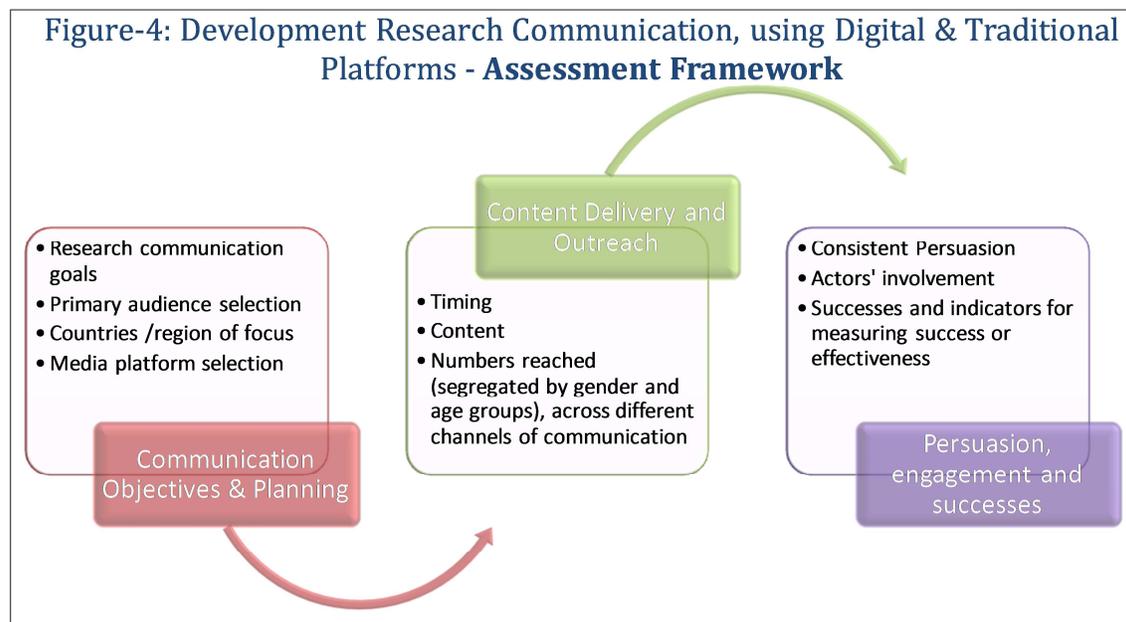
*\*This is an over-arching question. We answered this using the theory of change, but understanding that the project only has a sphere of influence over its activities and outputs.*

The evaluation methodology was guided by the evaluation framework as depicted above. The evaluation was conducted through a participatory inquiry with the GDN team, researchers, experts, policy actors and other stakeholders, directly and indirectly connected with the project work and services (31 interviews in all). An online survey of the policy community was also carried out, but the number of responses (26) was too low for statistical analysis. Survey responses have been used in this report primarily in a qualitative way.

The quality of research papers (rigour of methodology, relevance to audience, filling clear research need, presentation of ideas, practicality of policy briefs etc.) was assessed by senior researchers from NRI (see Annex-4). Three important aspects were analysed, for each paper:

- **Relevance** of the research papers in terms of the process used; research need and design, issues addressed, review of existing sources of information and relevance to agriculture policies
- **Comprehensiveness** of the coverage and issues analysed by the papers, rigour of analysis, empirical base of evidence presented for projecting successes or failures of specific agriculture policies towards promoting agriculture growth, food security and poverty alleviation
- **Added value** by the papers in terms of new knowledge, new solutions, and /or improved theory of change and methods for promoting agriculture growth, significance of new dimensions of analysis produced by the papers

The assessment of multi-pronged outreach was done using the following framework:



### 3.3 Limitations of the Evaluation

The evaluation, given its design and scope, could not measure attribution, but it was possible to conduct process tracing along the chain (generative causation), and to explore alternative pathways and relative contribution of factors with stakeholders. Exploring research-policy linkages is complex wherein both the phenomenon of 'supply push' and 'demand pull' of evidence needs to be studied. The present evaluation within its limited timeframe and resources did not offer enough opportunities to go deeper into studying this phenomenon. The value for money (Vfm) assessments was largely done based on digital monitoring datasets. A detailed Vfm assessment was not possible within the scope of the evaluation.

## 4. Evaluation Findings:

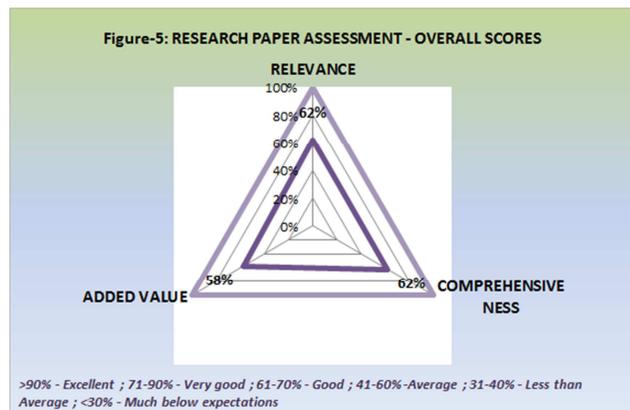
### 4.1 Output 1: Strengthened Research and Knowledge base on Agriculture Policies



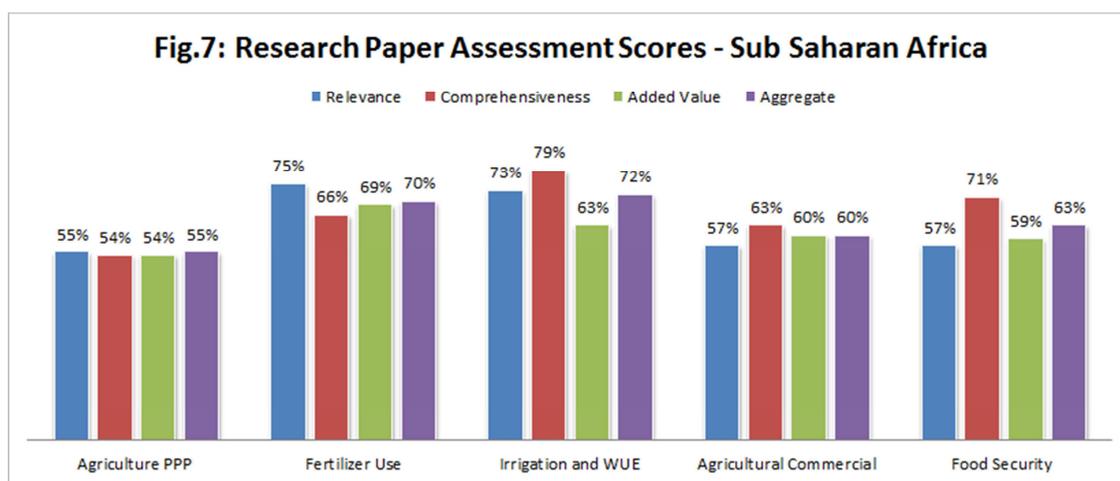
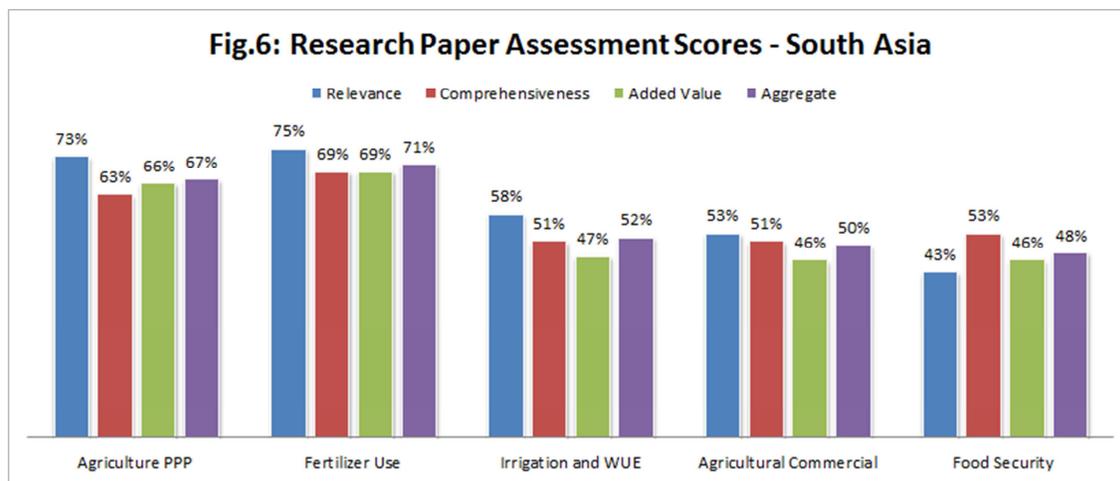
#### Analysis of Project Achievements

The project delivered 10 research papers and policy briefs produced by Principal Investigators (Research Team Leaders) from developing countries, working with Advisors from developed countries. The project marshalled the best academics (from universities across the World e.g. Tufts, Athens, Oxford, Michigan, California) in the field and researchers who lent credibility to the work. High-capacity research assistants were also engaged. Getting such a team in place itself was an achievement.

The reviewers from NRI (see Annex 4 for reviewer details) assessed the quality of all ten papers at an average of 62% for Relevance, 58% for Comprehensiveness and 62% for Added Value. These are good scores given that the research was mainly based on secondary literature and covered a range of issues in multiple countries within a region. The analysis from the review of research papers is presented in Figure 5:



- d. **Relevance:** 6 papers were conceptually well-framed, while the other 4 indicated inadequate framing. These papers tended to either cover a range of issues (countries, commodities, challenges) with little focus, or placed too much emphasis on a particular issue. The papers where framing was inadequate tended to draw on not-so-varied sources of information and use limited empirical data.
- e. **Comprehensiveness:** In at least 5 papers, information was secured from a diversity of sources and the analysis was quite comprehensive for the focus countries. Conclusions were supported by data in most cases. There was good analysis of policy options.
- f. **Value Added:** Broader policy actions were quite well identified at the regional level, but the recommendations were weak at country level.



Figures 6 and 7 above give reviewers' scores for each paper on the three parameters of assessment. As the score shows, the papers on fertiliser use score best for South Asia while the paper on irrigation and water use efficiency came out best for Sub-Saharan Africa. The paper on fertiliser use has also scored well for SSA. The paper review findings suggest that 1 paper in South Asia and 2 papers in SSA have been assessed as 'very good'. Furthermore, 1 paper in South Asia and 2 papers in SSA were assessed as 'good'. 3 papers in SA and 1 paper in SSA achieved 'average' ratings. This demonstrates that SSA papers produced relatively better value than the SA papers.

Researchers who were engaged in the project reported that they gained new skills, new collaborations and in some cases, advancement in career (see Box 1). About half of the senior researchers (that the evaluation team spoke to) acknowledged how the project has helped them in moving out of their comfort zone, and develop skills in a new thematic area and also in research communication. The focus of the project was on practical knowledge, intelligent consolidation of existing literature and not on advancing frontiers of knowledge, nonetheless the project added some significant value to the agriculture policy literature.

The quality of the papers clearly depended on the research team and research process followed. The analysis above has clearly shown that the papers produced by the project are of variable quality even though they all were mandated to follow a standardised process of research. The fault may lie with the research process followed by some of the teams. Some of the researchers interviewed by this evaluation mentioned that in many instances, consensus reaching steps were not followed; it

was more about writing drafts and working on the edits suggested by the team leaders or the advisors. In such instances, serious debates on policy issues were not part of the process of research. Alternative conclusions and policy options could not be obtained, possibly due to weakness of the research design. This could have happened due to GDN not spelling out its expectations. This could also have happened due to the team leaders not complying with the standards laid out by GDN. In both cases, it underlines the weakness of the monitoring of rigour in the research process.

**Fig.8: Reviewers remarks..**



Research Capacity Building (RCB) is an important element in all GDN's projects, but was not a specific core objective of GRP. It is important therefore to reflect on whether the structural arrangements put in place by the GRP were able to facilitate the intended level of RCB. The RCB was only partially realised, for which many factors were responsible. Individual team leaders (in a couple of themes) made the difference in compensating for the design faults of the research process. Inherent contradictions and tensions were felt by the team in the arrangement whereby southern-based agricultural policy experts were appointed the team leaders with the guidance coming from northern-based remote advisors. While all the team leaders appreciated the value of senior academics acting as research advisors, the structural arrangements for interactions with them were found to be woefully inadequate. Similarly, the hiring of research assistants was done centrally by GDN, while the team leaders felt that a more effective and less costly solution would have been for them to hire the RAs directly. In fact, most of the team leaders (5 out of 8 that the evaluation team spoke to) felt they should have hired more RAs and associates to do justice to the demands of this regional research, involving multiple countries. It becomes somewhat evident that the research teams involved did not foresee researchers' capacity building as intrinsic to the research process. Some of the better work happened where the team leaders were more committed to making sure their teams did well. GDN will need to reflect upon what structure of engagement and creation of incentives would have produced greater collaboration, capacity building and consequently a better research product.

**Box 1: Career advancement for researchers involved in the GRP:** *The Global Research Project brought in - as per the words of the Research Assistants involved (2 out of 5) – life changing twists to their careers. All five research assistant involved shared that the project introduced them to international development research. Similarly all of them highlighted the value of connections and collaborations made with other researchers. One of the researchers shared how his capacities in research design were improved and how he got new research assignments in Bangladesh due to the connections facilitated by the project. He also appreciated the boost that the project provided to his career as he got a new job at an international organisation because of the prestige and experience of being associated with the GDN project.*

### *Lessons and Future Opportunities:*

**Broad brush vs. granular approach:** Even though the research on agriculture policies was based on secondary research (with some additional insights coming from stakeholders/experts interviews), there still was a huge scope for the research to cover multiple countries within South Asia and Sub-Saharan Africa. It was very difficult to say something which is applicable to some countries and not to others. It is no surprise therefore that research findings became generic in nature as no matter how significant the findings, they stayed at the general level. The research teams felt this discomfort all the time and expressed the need to identify experts and go deeper into their analysis, which in many instances could not be accomplished. This underlines the dangers of taking a broad brush approach wherein the impact of research will be limited due to the lack of specificity.

**Making it country-specific:** As highlighted by the research paper reviews, in some of the thematic areas, substantive pieces of research work have happened which can be published<sup>3</sup> and from which country specific recommendations can be fleshed out.

The team leaders spoken to by the evaluation expressed the need **to locate the ensuing research products within the national level institutions** for it to carry greater conviction with the policy community.

The discussions presented above clearly highlight that the **monitoring of rigour in the research process** is important to not let research take on a path completely guided by individual experiences and individualised approaches. A “mediology platform” was developed but was under-utilised. The platform can make it possible to monitor the research process rigour and track timelines, but unfortunately as the project duration was short, the platform was not much utilised. It was unfamiliar territory for senior researchers. Another team in GDN wanted to take it up but it did not happen in that case either.

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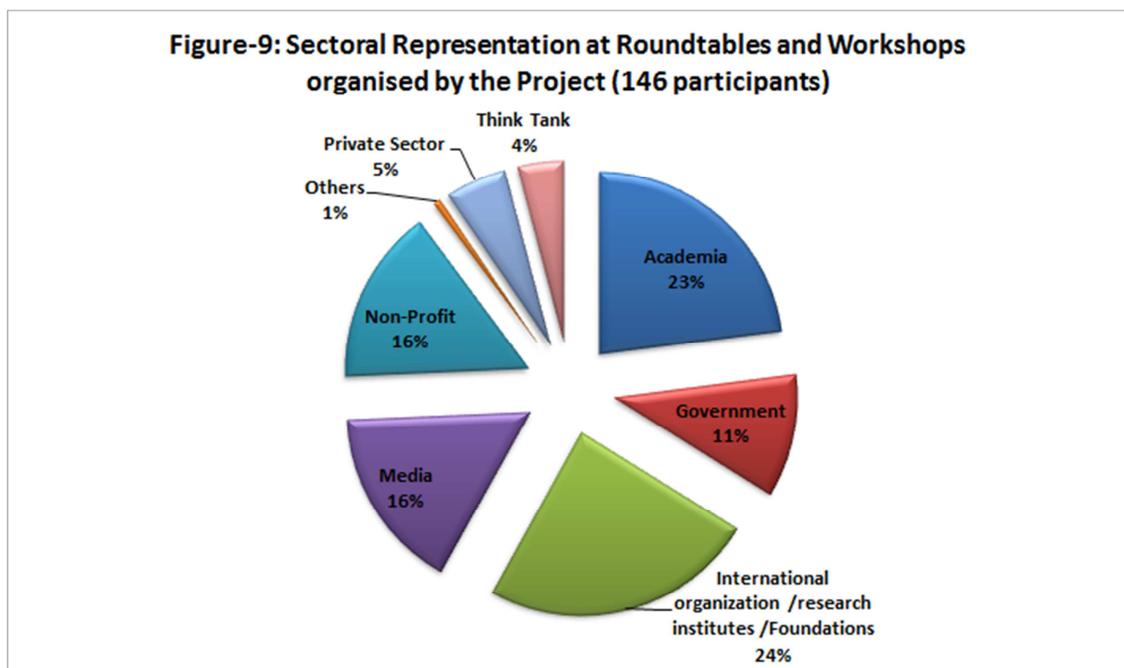
<sup>3</sup> *The review of research papers suggest that 5 out of 10 papers are of publishable quality. Even in these cases, more work is required for enhancing their structure, coherence and content.*

## 4.2 Output 2: Research Communication and Outreach



### Analysis of Project Achievements

The project achievements on outreach are rated by the stakeholders as 'near-excellent'. The outreach plan was ready at the start of the project, in a way that does not apply to many projects. The project followed a good media strategy overall. Workshops generated tremendous response in terms of policy makers' and researchers' participation (see Figure 9) and in terms of providing a building block for policy influence. The use of social media was rated (by stakeholders involved) as ahead of the times for development research communication. Video documentaries showed GDN the way for other projects to communicate their key messages to their audiences. The lead researchers shared instances of their participation in various on-going dialogues based on GRP research work (see Box 2).



The media campaign co-ordinated by the project brought in marketing and business management practices in development research communication. This demonstrated a new/innovative model for social science research communication using digital and traditional media platforms. Various forms of communication were used including Facebook, Twitter, Scribd, Vimeo, YouTube, and websites. Facebook was most successful in generating traffic to the website (approx. 10% of overall traffic). The benchmarking data demonstrated similar click through rates (CTR) for some publications (Reuters 0.12% v 0.15%; Washington Post 0.18% v 0.2%) and not for others (Foreign Policy 0.06% v 0.16%).

Mixed experiences were shared by the stakeholders in relation to the roundtables conducted by the project. Roundtables also provided researchers a chance to engage with policy makers, and for the policy makers a 'safe' space to interact with researchers. The remarks of the policy makers who participated in roundtables and other events suggest that they appreciated the relevance and usefulness of the messages emanating from the research papers. However as Figure 9 shows the government/policy makers' representations in these workshops was limited. Follow-on engagement with these policy makers was also virtually absent.

#### **Target/Primary Audiences:**

*Target/primary audiences were analysed based on hits, downloads and posts on various digital platforms used by the project for research communication. The analysis is intended to suggest who accessed information from digital platforms. The audience numbers are cumulative stated where period is not mentioned.*

The analysis of target audience from Google analytic data produced by the project shows the following:

**Youth, young researchers, general public (men and women):** The audience who accessed Facebook posts were between 18-24 years. This started at 80.5% of the audience in the first quarter falling steadily to 57.6% in the last month of the project. Conversely, the category of 25-34 year-olds grew from 13.6% in the first quarter to 22.6% in the last quarter. Female participation remained around 18%.

**Senior academics, policy makers and government officials, think-tank organisations, NGOs:** Limited members of the this target audience showed up as followers on Twitter e.g. Diego Arias Senior Agriculture Economist at The World Bank; the United Nations System Standing Committee on Nutrition..

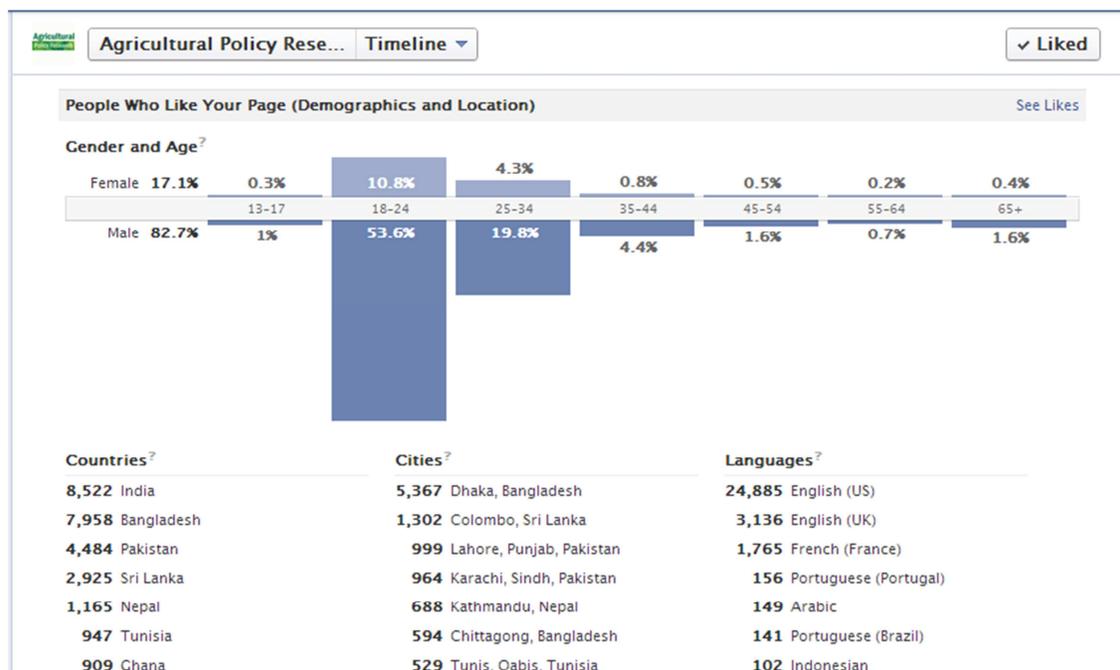
**Market entities and corporate houses, specific policy audiences within specific countries:** Limited members of these target audiences appeared as followers on Twitter.

Clearly the project was successful in getting the attention of relatively young researchers and general public. While this provided the project with an opportunity to influence views and world-views of youth, it may not be the most appropriate audience for the purpose of research communication on agriculture policies.

#### **Target Countries/region of focus**

At the start of the process, the audience was primarily based in South Asia (99%). This trend continued throughout the communication burst, with the audience from South Asia staying at 85% or above. The research communication was not as successful in sub-Saharan Africa although this grew over time e.g. Ghana is the highest ranking Sub-Saharan country for Facebook. The growing views in SSA are supported by the fact that from a situation of 'No mention' in the first quarter, 1055 likes were noted from Ghana in the last quarter of the project. On YouTube, Indian views were 1119, while from Ghana they were 181. Kenya is the only SSA country among the top-10 countries, garnering about 2.5% of total website traffic. The geographic spread of visitors on the website was similar to that of Vimeo and Facebook with 70% of viewers from 5 countries (India [43%], USA [12%], Netherlands [5%], Pakistan [5%], Kenya [4%]).

**Figure 10: Audience profile of Facebook 'friends' of Agriculture Policy Research:**



Source: Digital monitoring datasets of the project

The analysis shows that the most effective campaigns were in South Asia with the highest CTR of 0.590% from an ad targeting India, Nepal, Pakistan, Bangladesh and Sri Lanka. The campaigns in Africa were moderately successful with a CTR of approximately 0.13%.

The campaigns in developed countries were less successful with the campaign in Japan and China and the campaign in Europe and the USA averaging a CTR of 0.06%, which is low for a targeted campaign. Relative failure of the Rome roundtable also contributed to less success in developed countries.

**Assessment of Media Platform – Website:**

The project website was modern-looking and easy to navigate. The website continued to witness an increasing number of unique visits rising to 22,230 by end of 2013. However efforts to engage visitors with the site can be perceived as unsuccessful given the relatively low rate of returning visitors of 16.5% and a high overall bounce rate of 74.35%. This may be due to the content having limited breadth. The ads that were placed in the last quarter of the campaign significantly increased traffic to the site but average visit duration dropped. The most popular pages were Research Papers and Project Summaries.

**Assessment of Media Platform – Advertising Campaign:**

Social ads on Facebook promoting events were most successful with CTRs between 1.9% and 3.1%. Media ads in developed countries were more successful (USA 58 pre ads, 626 during ads) while FB ads were less so (0.063% CTR average response for FB targeted campaign is 0.5%). Similarly the project carried out relatively successful advertising activities in global digital publications like the Economist, Foreign Policy, Reuters, CNN and some of the regional ones (like The Economic Times and NDTV.com in India). The CTRs generated by these advertising campaigns provided an indication of the success of the use of such media placements. The CTRs from developing county ads varied

between 1.2% and 2% for FB. The Ad campaign was not consistently successful in generating traffic to the website. The average click through rate for a non-targeted display campaign is 0.11%. The CTRs achieved by the various campaigns is judged by GDN media partners as 'good' for that period in time when these were run.

### **Assessment of Media Platform – Social Media:**

**Various forms of communication used** including Facebook, twitter, scribd, vimeo, youtube, website. Facebook was most successful in generating traffic to the website generating approx.10% of website traffic (about 85% of referral traffic from all social networks). The highest of the remainder was Twitter which generated 5.53%.

**A lot of passive engagement happened:** 2509 tweets with 766 followers; 3638 plays of the 20 videos on Vimeo; YouTube 5277 views; 11865 visits to the website; Scribd – 12 uploaded documents with 1499 reads; Docstoc 10 documents with 760 views; SlideShare 11 documents with 3539 reads; Evidence of success of these engagements in forming opinions is not available.

**Follow-up actions were limited**, mainly pointers to events or policy papers rather than facilitating discussion:



Agricultural Policy Research Hello Sandaruwan, our next Regional Policy Research workshop will be held in Sri Lanka. Keep watching this space because we'll be coming up with more updates on the event soon.  
14 September 2012 at 15:33 · Like · 1

**There is limited evidence on GRP stimulating dialogues** among North-South researchers and policy community: Box 2 presents some of the evidence available of GRP stimulating policy dialogue. The evidence that comes out from interactions with the key stakeholders is limited on this front. On Facebook, information was presented but this tended to be outward rather than a discussion. More engagement was attempted on Facebook towards the end of the process "Policy question of the week". Comments, where made, tended to be closed:



Agricultural Policy Research Jonathan, you have raised a very valid point here. Our research papers and documentaries on Sub Sahara have tried to articulate the challenges and policy reforms necessary for the growth and sustenance of agricultural practices. Your views and suggestions are most welcome.  
12 September 2012 at 08:37 · Like

**There were limited local media placements:** As one of the observers said, 'the battleground is not the internet; it is the media in the country'. Local print media placements were few (due to its higher costs as clarified by the project team). Using intermediary organisations like PANOS was a good strategy for capacity creation among Southern Researchers. Nonetheless there is much better understanding and much more resonant voice among e.g. Nigerian, Ghanaian and Asian media outlets which could have been better utilised or could still be utilised, based on what GDN has learnt from the project.

## **Overall Assessment of the Outreach Model:**

**The project has clearly done well in** creative and innovative thinking in design and implementation of outreach/research communication. The constituents of the model that GRP demonstrated are:

- Passion in product marketing – trumpeting research outputs
- Social and new media (innovation in research communication in agriculture)
- Campaign mode of marketing
- Roundtables and local media interface – with the project travelling around the world

Tweetable research-based policy influence may be difficult to achieve, but is important nonetheless to get attention, and connect with the rest of the world. The GRP understood that and did not oversimplify the reality of agriculture policies.

### ***Lessons from the GRP Outreach Model***

**Dissemination was good but not enough for informing/influencing policy dialogue at national/regional scale:** Dissemination of the information happened far and wide but it was not focussed enough to influence on-going dialogues related to agriculture policies. The outreach achieved good numbers but only in a few countries. Geographic outreach for Vimeo, for example, was good for individual developing countries – India 10,530 downloads, Ghana 1964 downloads, Kenya 1175 downloads, Pakistan 826 downloads. However 66% (25,792) of downloads happened in just 6 countries (India, United States, Ghana, UK, Kenya and Belgium). Vimeo also saw disappointing level of finishes in video viewing (205). This probably happened due to the length of the videos many of which were around 20 minutes long. Interestingly there continues a low level of video loads since the end of the project averaging about 90 a month, with plays (where a play button is actually clicked) averaging 15 a month. Overall, more than half of the stakeholders interviewed felt that the assumption of internet being widespread is not true yet for SA and SSA. They said that the internet has become ‘only somewhat relevant’ for high level policy makers in these regions.

**Content needs to be designed based on proactively understanding the ongoing debates** on agriculture policies and feeding into these - timing is very critical in research communication during specific policy dialogues. This would have facilitated much greater alignment with what the policy community were expecting and what the project was offering, and also much greater follow-ups on messages with selected and relevant stakeholder groups.

**Social media is very effective but we have to think about demographics:** The research communication in social sciences needs to reflect on how many young researchers are actually influencing the policy makers. The GDN also needs to analyse whether the messages were actually reaching the policy makers. The outreach was successful in raising awareness among general youth in general, young researchers, implementation institutions, and the general public interested in the topic.

**The use of new and traditional media in conjunction may continue to work best:** Use of digital technologies is a valuable experiment. This is the way to go as digital media will become increasingly important in the future; at present, the traditional media continues to hold sway and therefore at this present juncture, both media outlets are required.

**The first time offered experiences and lessons, a proof of concept:** A second time, the project could potentially do better, more efficiently, with better capacities and with amplification of voices of the researchers and placements in local media, in local languages, through local institutions. Decentralised dissemination using the broad framework can help in better fine-tuning of message for country specific situation and also in getting the messages across to the right group of people.

Follow-on communication is also possible with local institutions owning the process and engaging in the research communication. Pitching into civil society /agriculture networks (RRA, FARA, ASERECA, CCARDESA, CORAF) would have given lot more velocity and higher pitch to the campaign on agriculture policies.

### 4.3 Outcome: Making Policy makers aware

#### *Analysis of Achievements:*

As expressed earlier, the achievement of outcomes was not spelled out in the project design. The project did not do too badly on this front as the ambitions were limited given the constraints on resources and timeframe of the project. The project and its messages travelled far and wide, creating links in the process among the policy community in the Northern and Southern hemispheres. The project contributed to contemporary debates on agriculture policies in social media, traditional media and in policy roundtables, receiving good response and feedback. The GRP was less interested in particular policies. The broader goal was to establish capacity for policy making, i.e. capacity in the global south capable of pushing relevant high quality research and disseminating it. GRP was about enabling the policy-making apparatus. When Governments are looking for evidence and/or expertise, they can turn to those institutions within the country. The GRP thought that there is a value in doing that. However it will be difficult to attribute policy change to one project, as the best it does is to create some awareness around the issue. Policy actions happen due to a multitude of factors.

**Box 2: GRP stimulating dialogues for policy influence:** *Lead researchers shared various instances of their participation in various on-going dialogues based on GRP research work. Dr. Mujeri from Bangladesh shared about their dissemination efforts with the Government in Bangladesh. He talked about IRRI mentioning the study in their newsletter, which clearly showed that the GRP research created some influence. Another research advisor (TS Jayne) mentioned the information pieces that he along with a Zambian colleague has written for the Zambian newspaper The Post. Similarly they have posted another blog in the Financial Times. The Indian Institute of Management, Bangalore converted the GDN project story into a case study on the communication of research work to policy-makers, available at <http://hbr.org/product/global-development-network-communicating-agricultural-policy-research/an/IMB457-PDF-ENG> (payment required).*

#### **What Value for Money was obtained:**

The value for money analysis was conducted by the evaluation team based on data, perspectives and evidence gathered during evaluation. The Vfm analysis is mainly indicative of what costs the project incurred on each component, what activities and numbers were achieved and whether results so achieved are justified against the costs incurred. It was not possible (within the scope of the evaluation) to monetise or assess the results and calculate benefit-cost ratios or decipher social returns on investments. The analysis therefore provides basic guidance on what level (high /medium/low) of value for money realisation has happened due to the project actions. As the analysis below shows, the GRP could claim medium to high value for money from the investments made by BMGF. Better value for money would have been possible with higher quality of research and with longer and consistent processes of research communication.

Table -3: VALUE FOR MONEY GENERATED BY GRP				
Project Main Outputs	Approx. Cost	What project delivered	Value for money assessment*	Analysis of 'Value' for money
Research and knowledge products (45%)	\$1,173,142	- Successful production of ten Policy Research Papers (5 for Sub Saharan Africa and 5 for South Asia) - Extending researchers' collaborations and capacity building	Medium	- Cost effectiveness of research products (though of variable quality) looks reasonable given constraints of resources and secondary research limitations - Added significant value to existing policy literature
Outreach model (55%)	\$1,452,033	- Concluding Workshop 1 Sub Saharan Africa, Concluding Workshop 2 South Asia, Policy Experts' Roundtable Washington DC and Policy Experts' Roundtable Rome - Deployed an integrated digital advertising campaign - Debates and wide-information sharing across the world, evident from web analytics	High	- Cumulative audience reach: 76,929 Likes on Facebook - 25+ Researchers showcasing their research, engaging with about 100-300 policy stakeholders - Social ads, promoted posts, reporting 10000 clicks on an average - More than 2500 tweets, 766 followers - Documentary videos - views /downloads about 10000 on vimeo,youtube and other channels - 26,612 visits to the website, 83.5% unique visitor, 74.35% bounce rate - Newspaper and online media ads - about 5000 clicks - Digital experiment succeeded. However campaign mode and periodic burst may not be sufficient for policy influence.
OVERALL	\$2,625,175	Policy relevant research papers and highly charged research communication using ICT tools	Medium to High	Better value for money would have been possible with higher quality and better uptake of research

### Lessons from Research-Policy work:

**Political economy factors** rather than evidence reign supreme in the scheme of things in SA and SSA. The path from research to policy is very long, and usually takes decades. Making policy makers agree on a particular diagnosis itself is time consuming. Researchers' understanding of the policy process gets better with time. As one of the stakeholders remarked, we need to distinguish between two things - evidence provision; and providing knowledge to the policy making process which needs a different set of activities and actors. Engaging with policy making process requires adaptation of conclusions and going the extra mile and depth for generating some positive spin-offs out of that engagement. The projects that put together cutting edge research with intense pressure through mainstream media and other innovative channels may achieve some success if consistency is maintained over a period of time.

**Box 3: When research becomes material or otherwise:** *'The theme the project dealt with e.g. the subject of irrigation, is highly politicised, especially the subsidy regimes associated with them'* said Dr. Ali Hasanain from Lahore Institute of Management Studies. The project did create some evidence on how subsidies are unhelpful. Dr. Hasanain shared that they still get request from various places (given his position as Economic Advisor to the Chief Minister of Punjab) asking for access to the report. Nonetheless it is clear, according to him, that irrigation is not something that can be solved without political economy factors working in its favour. The Government in Pakistan has not really brought much energy into fixing the problem. The GRP stimulated the team there to bring in Shahid Ahmed, top irrigation expert into the policy discussions. It may still take lot more efforts and time for research to become material for informing policy dialogues.

**Priorities mis-match:** Usually researchers are available but policy makers are not interested or are not aware, also when policy makers need some advice, researchers do not seem to have the right answers. Connecting them was what the project attempted to do. It would not be reasonable to assume that due to just few interactions, policy uptake would have happened.

**GDN is attempting a new policy lab approach** which is a longer-term interaction between policy maker and researchers over a specific policy concern. This could be a promising innovation in the sector.

#### *GRP Contributions to GDN:*

**The project contributed to enhancing GDN brand visibility:** GDN work has moved in parallel with the project. A lot of discussions within GDN now are on outreach methods. Interactions with policy makers happen at all stages of research now, though it is difficult (by GDN's own admission) to keep them engaged. Video documentaries have inspired GDN team to do the same for other projects. The Bill & Melinda Gates Foundation-supported GRP is certainly influencing the design of new GRPs (on food security, and related themes). GDN has improvised its understanding of the method of connecting researchers with policy makers. The GDN President noted that they will use these methods in all of their programs. GDN staff members noted that the project has facilitated greater interactions with potential funders in getting new work.

#### **4.4 Sustainability & Replicability**

**Messages were not sustained, impact remains limited:** Conferences organised as part of the project discussed many pertinent issues, some of which were picked up by policy actors. GDN should have had additional budget for sustaining the communication. Similarly digital investments were under-leveraged as organisations like GDN operate on project funding, whereas continuity depends on the extension of funding. Unfortunately no follow-on is being discussed with the Foundation or other funders. RCB is the mainstay of GDN work. Integration of an outreach agenda within the mainstream 'GDN way of working' around Research Capacity-Building is attainable if lessons from the BMGF GRP are incorporated and a sustained level of funding is ensured.

**Short time frame limited sustainability and replicability:** The GRP was a highly relevant project for doing policy research (in South Asia and Sub-Saharan Africa) and for demonstrating various channels for research communication and uptake. The GRP tried to maintain the fine balance between the quality of the research papers and achieving extensive outreach. However, an evidence-based policy outcome requires a more iterative, real-time process of engagement (which requires adequate funding) involving researchers and policy-makers, and critically political will – it is important to recognize the vested interests and the lack of transparency and accountability in some policy-processes which prevent evidence from being used in shaping policy decisions. The project gave researchers and disseminators new communication tools. By the time the project ended, the project had achieved positive change in terms of research knowledge synthesis, communication and researchers' capacity building. However, without sustaining that momentum and without becoming more relevant to on-going policy dialogues, the project runs the risk of not attaining any policy influence. As one of the stakeholders remarked, 'this was like a new restaurant, which was closed soon after the food was served'.

## 5. Recommendations:

The GRP was implemented well while at the same time it had scope to achieve much more, as is demonstrated in the sections above. The GRP experience offers many lessons for implementing similar GRPs better so that they achieve intended outcomes. The lessons and recommendations emerging from the final evaluation of the GRP are captured in Figure 11 below:

<b>Figure 11: DOING GRPs BETTER</b>	
<b>Recommendations from the GRP Evaluation</b>	
<b>Overarching Aim of GRP:</b> Agriculture Development, Food Security and Poverty Reduction	
<b>Results /Outputs:</b> Strengthened policy relevant knowledge base on agriculture research; enhanced uptake of research and shape policy dialogue informing and influencing policy community	
<b>Dimension</b>	<b>Main recommendations</b>
<b>Contextualisation of Research</b>	<ul style="list-style-type: none"> <li>- Ensure specificities in project design</li> <li>- Locate research products within the national level policy scope and institutions</li> </ul>
<b>Research process</b>	<ul style="list-style-type: none"> <li>- Involving serious debates on policy issues</li> <li>- Greater collaboration and capacity building of researchers and academics</li> <li>- Creation of incentives for the research team to produce excellent product</li> <li>- Monitoring of rigour in the research process</li> </ul>
<b>Research uptake - Outreach model</b>	<ul style="list-style-type: none"> <li>- Understand the target audience better</li> <li>- Outreach strategy from the outset as was achieved by the GRP</li> <li>- Outreach model which is inclusive of: a) the passion in research product marketing, b) the use of new social media and traditional media in conjunction, c) - Content designed based on pro-actively understanding the on-going debates, d) alliances of common interests with local media, national institutions, regional organisations</li> </ul>
<b>Consistency and Continuation</b>	<ul style="list-style-type: none"> <li>- Increase staying power of messages, continue dialogue</li> <li>- Sustaining momentum by utilisation of digital assets and other communication strategies</li> </ul>
<b>Institutionalisation of project-based initiatives</b>	<ul style="list-style-type: none"> <li>- Enhanced visibility to the policy relevant research messages through open access publications and articles</li> <li>- Develop proposals for and attract core funding for long-term initiatives</li> <li>- Develop projects with better timeframe, create cushion of financial resources within each project for sustaining the work</li> </ul>

The first lesson from GRP experience is about spelling out a theory of change. The project document talked about four results expected from GRP, which were disparate statements about outputs, outcome and impact. It did not systematise these into what it will deliver (outputs) and what it will contribute to (outcomes and impact). The project document also did not reflect on the assumptions which had to hold for the project to achieve its intended results. An agreed theory of change was developed during the evaluation which highlighted the point that the project was not designed for the outcomes to be achieved. While design was reasonable given the complexities involved in research uptake and policy influence, it nonetheless pointed to the fact that a better timeframe and resources could have potentially allowed the project to show better progression towards its outcomes. As depicted in Figure 11 the main recommendations from the evaluation are:

- 1. Contextualisation of Research:** The project experience underlines the dangers of taking a broad-brush approach which limits the impact of research. The outcomes can be strengthened with better contextualisation of the research carried out. In some of the thematic areas, substantive pieces of research work have happened which can be published and from which country-specific recommendations can be derived. Locating the research products within the national-level institutions can lend greater conviction to the messages when talking to the policy community.
- 2. Maintaining rigour of the research process:** The research process should catalyse serious debates on policy issues within the research team. Future GRPs can create a structure of engagement by creating a team wherein the products are identified with the names of all team members including senior academics who acted as advisors. This along with creation of other incentives can potentially lead to better collaboration and consequently a better research product. Similarly the monitoring of rigour in research process is important to not let research take on a path completely guided by individual experiences and individualised approaches.
- 3. Research uptake and improvised outreach model:** The GRP succeeded in developing an innovative and effective outreach model for research communication. Further reflection can improve the outreach model even more, as shown in Figure 2. The GRP showed passion in research product marketing, and used social and new media in conjunction with the traditional media. However GRP fell somewhat short in contextualising and designing messages for country-specific policy. This was largely due to the generic design.



- 4. Explore ways of increasing staying-power of messages, continuing dialogue and utilisation of digital assets created by the project:** A project like GRP cannot have continuing impact unless it creates buy-in by chosen country-level researchers and policy actors and also fosters ongoing collaborations between them. Building alliances between in-country researchers and policy actors can achieve a lot, as long as they are continuous, improve and adapt with time and involve sincere and passionate facilitation and leadership. GDN can learn from regional research networks and other models where they exist. Both SSA and SA currently have multiple such alliances in operation at different levels (country, sub-regional, regional and global) some of which are cited in section 4.2 of this evaluation report. The project can play the role of a catalyst and create an atmosphere of continuing dialogues through alliances and tie-ups. There is latent demand and interest among the policy community for this in some of the countries, for example, India, Bangladesh, Sri Lanka, Pakistan, Ghana, Nigeria, Kenya, and Ethiopia.

- 5. Institutionalisation of project-based initiatives for continued amplification of the voices of southern researchers and institutions:**

- a. **Enhance visibility of policy-relevant research messages:** A strong need was felt by the stakeholders, whom the evaluation team interviewed for updating the papers in book form, giving them more visibility and credibility with the policy community, including various national governments. GDN should use the expertise that resides in SA and SSA and provide some kind of platform to the people involved through blogging and tweeting. This will ensure future impact as researchers in respective countries continue to work further on it.
- b. **Develop proposals for and attract core funding for long term initiatives:** Injections of financial resources are required for creating entry points with local institutions in SSA like Kenya Institute of Public Policy Research and Analysis (KIPPRA), and others at country and council levels. GDN need to identify those agencies in country who are better placed to engage more directly with ordinary people and the private sector. The new GRP being developed, can utilise lessons from this GRP. The new GRPs can have multiple simultaneous objectives and can attract core funding for sustaining the project-based initiatives.
- c. **Design projects better and for longer time-frames, learning from the GRP experiences:** It was hard to expect policy influence to take place, as that was not a project objective. It all depends on what impacts we are looking for and where. As suggested above, an explicit theory of change should accompany the project design. Expectations of outputs leading to outcomes are reasonable.

# Annex-1: Evaluation TOR

## TERMS OF REFERENCE

### **External Final Evaluation of the Global Research Project: *Supporting Policy Research to Inform Agricultural Policy in Sub-Saharan Africa and South Asia (supported by the Bill & Melinda Gates Foundation)***

#### **1. Global Development Network**

The Global Development Network (GDN) is a public International Organization that builds research capacity in development globally. Founded in 1999, GDN is headquartered in New Delhi, with offices in Cairo and Washington DC. GDN supports researchers in developing countries and transition economies to generate and share high quality applied social science research to inform policy-making and advance social and economic development. GDN's core business is building research capacity, understood as the combination of individual and organizational competences as well as institutional features needed to produce good and relevant research and to mobilize knowledge for public policy purposes. GDN works in collaboration with 11 Regional Network Partners as well as with international donor organizations and governments, research institutes, academic institutions, think tanks and more than 12,500 individual researchers worldwide.

#### **2. Project Description**

The two and a half year Global Research Project *Supporting Policy Research to Inform Agricultural Policy in Sub-Saharan Africa and South Asia* aimed to help shape North-South and South-South debates on agricultural policies. Designed as a policy research project, it sought to enrich the body of knowledge related to agricultural issues. In doing so, it drew from the existing knowledge base, especially cross-country research findings, in a scientifically rigorous manner, yet one which is both timely and easily accessible to policymakers and the informed public. The significance of the project lies in its exploration of innovative ways of bridging the research and policy gap.

Under this Global Research Project, 10 policy-oriented research papers were prepared. Five papers on five vital topics related to agricultural policies were applied to each target geography, producing 10 papers in total. The five key research topics across Sub-Saharan Africa and South Asia were:

- Managing Agricultural Commercialization for Inclusive Growth
- Addressing Long-Term Challenges to Food Security and Rural Livelihoods
- Improving the Effectiveness, Efficiency and Sustainability of Fertilizer Use
- Irrigation and Water Use Efficiency
- Agricultural Pricing and Public Procurement

#### **3. Project Objectives**

The key project objectives were:

- Helping shape North-South and South-South debates on agricultural policies.
- Addressing the paucity of genuine developing country perspectives not only on global issues, but even quintessentially local development problems, such as those related to agricultural and rural development.
- Making policymakers and key experts working in the area of agriculture aware of the policy issues across Sub-Saharan Africa and South Asia.
- Enhancing the uptake of research findings by leveraging on the power of traditional media, new media, social media and advertising.

**Vision of Success:** The project sought to execute a multi-pronged and customized outreach program to actively engage decision-makers and the public at large. In doing so it attempted to address the paucity of genuine developing country perspectives not only on global issues but even local development problems such as those related to agricultural and rural development. The outreach strategy comprised of new vehicles and new modes of information delivery vis-à-vis the policymaking process. In doing so, the outreach strategy and implementation plan embraced new media technology and intended to leverage its prowess on a global scale. On the one hand, the project aimed to provide the supply push to the policymaking process. On the other hand, its intent was to generate a strong demand pull for the findings amongst policymakers. The two and a half year (28 month) project is generously supported the Bill and Melinda Gates Foundation.

#### **4. Purpose and Scope of the Evaluation**

The objective of the evaluation is to evaluate the extent the project has achieved its stated objectives and assess the effectiveness of the policy research and outreach strategies. The key evaluation questions may cover the following aspects:

- A. Evaluate the quality as well as the policy-relevance (clarity of messaging etc.) of the policy-oriented research papers, policy briefs, documentaries produced by the project;
- B. Assess the usefulness of the policy oriented research papers (and related communication products/events such as policy briefs, documentaries, policy roundtables) in informing policies and the extent to which the policy research informed policy actors, CSOs and intended users in the target geographies;
- C. Gauge the extent to which the workshops and dissemination events were successful in outreach: assess the attendance and quality of participation, presence and participation of policymakers, testimonials of policymakers (videos) and workshop referenced spikes in website traffic;
- D. Evaluate the use of the innovative technologies such as the digital outreach platform (apps downloads, geospatial spread,, Facebook and twitter metrics as well as geospatial spread, live streaming data, website metrics etc. in dissemination and outreach of findings;
- E. Assess the reach and penetration of the advertising campaign (adverts in news portals, Google PPC ads, Facebook advertising, PR Web activation, advertising performance measured in CTRs (click through rates (clicks/impressions servedx100) and spread, depth and frequency of press appearances;
- F. Examine the extent to which the project impacted GDN's brand visibility across stakeholders;
- G. Assess the extent to which the project influenced GDN's approach on structuring and implementing research projects on capacity building and knowledge generation;
- H. Examine whether this specific outreach activity impacted GDN's brand visibility measured by both aided and unaided recall and other measures as the evaluation team will deem fit
- I. Lessons Learnt: Provide GDN with lessons learnt and recommendations for effective policy outreach of policy research in developing countries.

The evaluation must also consider assessing the effectiveness of the research and outreach strategy in achieving the project objective and in impacting GDN's brand visibility and will not be limited to examining the outreach model. The evaluation will also examine the capabilities required to effectively disseminate research. The evaluation will also attempt to inform a strategic question on the extent to which the project helped inform GDN's approach to structuring and implementing research projects.

The evaluation will also focus on the assessing the extent to which value for money has been achieved in the implementation of project activities; exploring if the same results could have been achieved for less money (such as the CPC [cost per click model] count) and the extent of any obvious links between expenditures and key project outputs.

Where appropriate, the evaluation will also highlight unexpected results (positive or negative) and missed opportunities; and provide an analysis of how GDN has positioned itself to add value in effective policy outreach in the context of research on, present key findings, draw upon key lessons and provide a set of clear and forward-looking options leading to strategic and actionable recommendations for similar policy outreach focused activities.

The evaluation must gather perspectives on the effectiveness of the policy research produced and extent of policy influence of the policy research by interviewing/surveying the:

- researchers that developed the policy-oriented research papers and the experts that supported the process
- the policy actors to whom the policy research was disseminated
- the GDN project management team that led the effort
- additional key stakeholders.

## **5. Methodology and Data Sources**

The evaluation will cover the lifespan of the GRP and will holistically review and systematically analyze outcomes, achievements and the accompanied strategies and how all these aided in the preparation of the policy-oriented research papers and subsequently the outreach strategy. It is expected that the evaluation team provide details of the full evaluation design (methodology, indicators and plan for collection of data) and finalize it in discussion with GDN's M&E unit.

Data sources will include, among others;

- Program proposal & overall program budget (including stated risks and assumptions)
- Inception and interim workshop reports
- Dissemination workshop and policy roundtable reports
- Project team proposals and budgets
- Completed reports from the funded research (policy oriented research papers)
- Communication products and outputs – policy research papers, policy briefs, documentaries
- Workshop and events feedback
- Reports to donors
- Researcher surveys
- Co-researchers surveys
- Mentor surveys
- Interviews with grantees and program team
- Interviews with the Senior Advisors
- Quality review of research papers (project output)
- Policy Community Surveys (TBD) to assess the number of stakeholders that use grantee as a source of information for policymaking and to assess the percentage of stakeholders using reports of partners through this project for policy input.
- Policy briefs produced during and after the project
- Press releases produced during and after the project

## Annex-2: Project Monitoring Report by GDN to BMGF

PROGRESS UPDATE ON THE GRP, BY GDN				
Output	Key Milestones	Period	Results	Milestone Deviation
<b>Output-1: Agriculture Policy Research in Sub Saharan Africa and South Asia</b>	Inception Workshop, London, 14th and 15th of July, 2011	3rd Quarter, 2011	The Inception Workshop was held on the 14th & 15th July, 2011	None
	Interim Workshop, Paris, 27th and 28th of February, 2012	1st Quarter, 2012	The Interim Workshop was held on the 27th & 28th February, 2012 <a href="http://agripolicyoutreach.org/news-events/">http://agripolicyoutreach.org/news-events/</a>	None
	Architecture of the Knowledge	4th Quarter, 2011	Completed on schedule and put to use	None
	10 Draft Papers for Review	1st Quarter, 2012	Completed on schedule	None
	10 Final Papers	2nd Quarter 2012	Completed on schedule	None
<b>Output-2: Strategic Policy Outreach</b>	Inception Workshop London, 14th and 15th of July, 2011	3rd Quarter, 2011	The Inception Workshop was held on the 14th & 15th July, 2011	None
	Outreach Strategy	4th Quarter, 2011	Completed on schedule	None
	Concluding Workshop 1 Sub Saharan Africa	Between 3rd & 4th Quarter 2012	The Concluding Workshop 1, Sub Saharan Africa was held on 6th & 7th September, 2012 in Nairobi,	None
	Concluding Workshop 2 South Asia	Between 3rd & 4th Quarter 2012	The Concluding Workshop 2 South Asia was held on the 22nd & the 23rd of October in Colombo, Sri Lanka <a href="http://agripolicyoutreach.org/news-events/">http://agripolicyoutreach.org/news-events/</a>	None
	Policy Experts' Roundtable, Washington DC (in collaboration with IFPRI)	Between 3rd & 4th Quarter 2012	Policy Experts' Roundtable, Washington DC was held on the 20 <sup>th</sup> of February, 2013	Due to risk assessment done in the wake of Hurricane Sandy that hit the East Coast of the U.S. in October 2012, the event was postponed with prior permission from the Program Officer.
	Policy Expert Roundtable, Rome (in collaboration with FAO)	Between 3rd & 4th Quarter 2012	Policy Expert Roundtable, Rome was held on the 14 <sup>th</sup> of December, 2012.	None
	10 Policy Briefs	Between 3rd & 4th Quarter 2012	Completed on schedule. <a href="http://agripolicyoutreach.org/research-paper/">http://agripolicyoutreach.org/research-paper/</a>	None
	Customised and multi-pronged outreach activities including advertising, documentaries, PR, social media activities across twitter and digital advertising platforms	Between 3rd & 4th Quarter 2012	Completed between March 2013 and June 2013	Due to shift in the DC Roundtable timeline and shifts in media placement schedules with prior approval from the Program Officer

## Annex-3: Research Paper Assessment

RESEARCH PAPERS ASSESSMENT RESULTS																
S.No.	Paper Title	Region	Advisor	Team Leader	RA	Relevance Grade		Comprehensiveness Grade			Added Value Grade		Overall Assessment Grade			
						Research Need and Design	Source of Information	Rigour	Coverage	Evidence	New Dimensions	Significance	Relevance	Comprehensiveness	Added Value	Aggregate
1	Agriculture Pricing and Public procurement	SA	Prof. Alexandros Sarris	Dr. Parakrama Samaratunga	Uttara Balakrishnan	75%	70%	67%	60%	60%	70%	60%	73%	63%	66%	67%
2	Agriculture Pricing and Public procurement	SSA	Prof. Alexandros Sarris	Professor T. Ademola Oyejide	Uttara Balakrishnan	53%	60%	60%	50%	50%	55%	53%	55%	54%	54%	55%
3	Improving the Effectiveness, Efficiency and Sustainability of Fertilizer Use	SA	Prof. T.S. Jayne	Dr. Mustafa K. Mujeri	Khondoker Tanveer Haider	78%	70%	67%	60%	80%	75%	60%	75%	69%	69%	71%
4	Improving the Effectiveness, Efficiency and Sustainability of Fertilizer Use	SSA	Prof. T.S. Jayne	Professor Saa Dittoh	Khondoker Tanveer Haider	78%	70%	67%	50%	80%	75%	60%	75%	66%	69%	70%
5	Irrigation and Water Use Efficiency	SA	Prof. David Zilberman	Dr. Ali Hasanain	Genet Zinabou	58%	60%	53%	50%	50%	48%	47%	58%	51%	47%	52%
6	Irrigation and Water Use Efficiency	SSA	Prof. David Zilberman	Reuben M.J. Kadigi, PhD	Genet Zinabou	73%	75%	77%	80%	80%	63%	63%	73%	79%	63%	72%

### RESEARCH PAPERS ASSESSMENT RESULTS

S.No.	Paper Title	Region	Advisor	Team Leader	RA	Relevance Grade		Comprehensiveness Grade			Added Value Grade		Overall Assessment Grade			
						Research Need and Design	Source of Information	Rigour	Coverage	Evidence	New Dimensions	Significance	Relevance	Comprehensiveness	Added Value	Aggregate
7	Managing Agricultural Commercialization for Inclusive Growth	SA	Prof. Per Pinstруп-Andersen	Prof. Vijay Paul Sharma	Sourovi De	50%	60%	53%	40%	60%	40%	53%	53%	51%	46%	50%
8	Managing Agricultural Commercialization for Inclusive Growth	SSA	Prof. Per Pinstруп-Andersen	Professor Johann Kirsten	Sourovi De	55%	60%	60%	60%	70%	60%	60%	57%	63%	60%	60%
9	Addressing Long-Term Challenges to Food Security and Rural Livelihoods	SA	Prof. William A. Masters	Dr. K.S. Kavikumar	Girish Nath Bahal	38%	55%	50%	55%	55%	40%	53%	43%	53%	46%	48%
10	Addressing Long-Term Challenges to Food Security and Rural Livelihoods	SSA	Prof. William A. Masters	Professor Ogutu A.C. Akello	Girish Nath Bahal	53%	65%	67%	70%	80%	55%	63%	57%	71%	59%	63%

## Annex-4: Research Paper Reviewers

The review team members for the research paper from Natural Resources Institute were:

<b>S.No.</b>	<b>Paper Title (SA and SSA)</b>	<b>Reviewer-1</b>	<b>Reviewer-2</b>
1	Agriculture Pricing and Public procurement	Ulrich Kleih, Principal Scientist Marketing Economist, NRI - Department of Food and Markets	Ravinder Kumar, Senior Research Fellow, Livelihoods and Institution Department, NRI
2	Improving the Effectiveness, Efficiency and Sustainability of Fertilizer Use	Dr. Helena Posthumus, Senior Research Fellow Environment and Development, NRI - Department of Livelihoods and Institutions	Ravinder Kumar, Senior Research Fellow, Livelihoods and Institution Department, NRI
3	Irrigation and Water Use Efficiency	John Morton, Development Anthropology, Professor and Head of Department Livelihoods and Institutions, NRI	Ravinder Kumar, Senior Research Fellow, Livelihoods and Institution Department, NRI
4	Managing Agricultural Commercialization for Inclusive Growth	Valerie Nelson, Principal Scientist Social Development Learning & Evaluation Specialist, NRI - Department of Livelihoods and Institutions	Ravinder Kumar, Senior Research Fellow, Livelihoods and Institution Department, NRI
5	Addressing Long-Term Challenges to Food Security and Rural Livelihoods	John Morton, Development Anthropology, Professor and Head of Department Livelihoods and Institutions, NRI	Ravinder Kumar, Senior Research Fellow, Livelihoods and Institution Department, NRI

## Annex-5: List of Stakeholders Interviewed for the Evaluation

No	Stakeholder	Affiliation	Association with the Project
1	Alexandros Saaris	Professor, University of Athens	Sr. Advisor, Agriculture Pricing and Public Procurement
2	Shashi Kolavalli	IFPRI, Ghana	Participated in roundtables
3	William Masters	Professor, Friedman School of Nutrition, Tufts University	Sr. Advisor, Addressing Long Term Challenges to Food Security and Rural Livelihoods
4	T. Ademola Oyejide	Foundation for Economics Education, Ibadan	Team Leader -Agriculture Pricing and Public Procurement
5	Chris Ackello-Ogotu	Professor, University of Nairobi, Kenya.	Team Leader - Addressing Long-Term Challenges to Food Security and Rural Livelihoods
6	Uttara Balakrishana	Early career researcher. Currently a Ph.D. candidate at the Yale University.	Research Assistant, Yale University post Grad - Agriculture pricing and public procurement
7	Saman Kelegama	Executive Director, Institute of Policy Studies	Colombo regional workshop host
8	Beryl Leach	Team Leader, PANOS	Provided media and advocacy support to the project
9	Johann Kirsten	Department of Agricultural Economics, Extension and Rural Development, University of Pretoria	Team Leader -SSA - Managing Agricultural Commercialization for Inclusive Growth
10	Oliver Babson	BMGF- Director, Advocacy and Policy Outreach	Guided project design and delivery; monitored project as the Project's Program Officer at the BMGF.
11	Girish Nath Bahal	Currently a Ph.D. candidate at Cambridge University, UK	Research Assistant, Addressing long term challenges to livelihoods and food security
12	Professor Douglas Gollin	Oxford University	Project Principal Advisor
13	Paula Bertolini	Professor, University of Modena, Italy	Participated in roundtables -Rome
14	Savi	M&E head, GDN	Provided M&E support, guidance
15	Dr. Mustafa K. Mujeri	Bangladesh Institute of Development Studies, Dhaka SANEI Secretariat - South Asia Network of Economic Research Institute	Team Leader -South Asia - Improving the Effectiveness, Efficiency and Sustainability of Fertilizer Use
16	Dr. Ali Hasnain	Lahore University of Management Science	Team Leader -South Asia- Irrigation and water use efficiency
17	Sourovi De	Masters in development economics, currently working in a consulting firm at Oxford in health and education	RA -Managing Agriculture Commercialisation for inclusive growth; SA worked with IIM, SSA- University of Pretoria
18	Ramona Angelescu Naqvi	GDN Program Director based at Bucharest (Romania)	Have managed many GRP like projects

No	Stakeholder	Affiliation	Association with the Project
19	Genet Zinabou	Doing Ph.D. from University of Toronto in Economics	RA - Irrigation and Water use efficiency
20	Vinaina Suri	Policy and Outreach Officer at IFMR, LEAD	GDN project consultant - Policy outreach
21	Sakib Sherani	Macro Economic Insights (Pvt.) Ltd., Pakistan	Wrote about the project in Pakistani media; participated in one of the project roundtable
22	George Mavrotas	Former Chief Economist, GDN and Project Director, GDN GRP	
23	TS Jayne	Professor, Michigan State University	Sr. Advisor - Improving the effectiveness, efficiency and sustainability of fertiliser use
24	David Zilberman	Professor, Department of Agricultural and Resource Economics, University of California	Sr. Advisor - Irrigation and water use efficiency
25	Hon. Ahmed Yakubu Alhassan	MP, Mion constituency, Northern region, Ghana	
26	Per Pinstrup-Anderson	Graduate School Professor, Cornell University and former Director General of IFPRI	Sr. Advisor -Managing Agriculture commercialisation for inclusive growth
27	Pierre Jacquet	President GDN	July 2012, joined GDN
28	Tuhin Sen	Strategy and Policy Advisor, GDN	Deputy Project Director
29	Reuban MJ Kadigi	Department of Agricultural Economics and Agribusiness, Sokoine University of Agriculture Morogoro, Tanzania	Team Leader -Irrigation and water use efficiency
30	Saa Ditoh	Professor,University of Development Studies, Tamale, Ghana	Team Leader -SSA- Improving the Effectiveness, Efficiency and Sustainability of Fertilizer Use
31	Khondhar Haider	Economist, M&E /Private sector department Islamic Development Bank.	RA - Effectiveness, efficiency and fertiliser use