

Planning for Sustainability



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TODAY'S PANELISTS



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Capacity Building among RAN University Partners and Community Engagement for Sustainability

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www.ranlab.org

Who we are

- RAN is one of 7 development labs under HESN 1.0
- The largest network of African University scholars advancing a resilience research and innovation agenda
- Linked to 27 universities in 16 countries, organized around 4 regional university leads (Resilience Innovation Labs)



The RAN Network: A Platform

- This unique platform can:
 - Simultaneously interrogate resilience challenges across 80+ communities in Africa with a robust scientific approach
 - Generate hundreds of solution options by momentarily tapping into a catchment of over 100,000 scholars
 - Pile-sort to down-select potentially transformative ideas and support the scholars in collaboration with the community to develop them



Planning for Network and Community Sustainability at RAN

- During HESN1.0, RAN established a university platform as a conduit for engagement with communities
 - To generate contextualized knowledge
 - Data to inform resilience-driven innovations
- Developed tools: Resilience Analytical Framework, common Lexicon of resilience dimensions, common RAN analytical approach Innovation Tools/approaches
- Through the institutionalized RAN platform, we built substantial capacity in our sub-network of partner universities to implement a resilience innovation agenda
- The results accumulated during HESN 1.0 contributed to positioning RAN as a credible platform for catalyzing Dev't Research and innovation in African universities.
- This credibility was crucial to RAN's sustainability beyond HESN1.0

RAN Bigger Picture on Sustainability

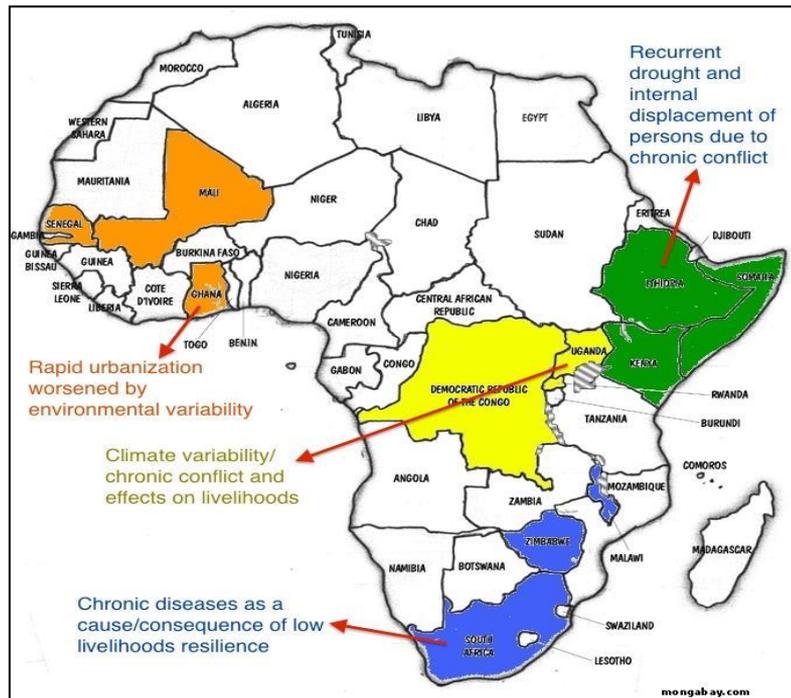
- Deepening engagement with University and community partners
- RAN Engagement Strategy
- Community dialogue meetings at the start of implementation
 - o To determine the challenges and underlying causes related the development issue
 - o To determine which stakeholders at community level are currently working on the development challenge
 - o To identify mechanisms for engaging the communities on the development challenge

Positioning the Network Activities for Sustainability

Purpose of the network is deeply aligned with the regional core interests



Promotes member “buy-in” and encourages participation



Community Engagement for Sustainability

Creating Local Communities



MOUs signed with communities_innovation and research translation activities

Community representatives targeting the local government structures

Community co-creation for self reliance

Sustainability

- MOU signed with 56 communities (Innovation pilot and scaling)
- Community development officers as RAN Focal point persons at community level
- Engagement of government in the design and implementation (Deliberative polling)

Capacity Strengthening at the Community Level

- **At the heart of RAN activities-Community:**
 - Creative Capacity Building (CCB) with D-Labs – MIT University
 - Community co-creation guide and self reliance (implementing community led projects with community members as project managers (Malawi, Uganda, Tanzania and South Africa)
 - Deep community participation in the innovation design, pilot and scaling



Sustainability of the RAN University Network

- Working through the University structures and engagement of the University leadership during the recruitment
- Institutionalization of activities instead of individual consultancy model (capacity strengthening and sustainability)
- RAN university focal persons are faculty members
- RILabs are hosted by Universities (continuity and capacity strengthening)
- Positioning the Network as a platform (over 100,000) multidisciplinary scholars wide spread across Africa –Buy in by other partners (SHARE, RTAC, LASER etc)
- Continuous partnerships in resource mobilization and capacity strengthening

Selection of Network Members for Sustainability

- Selection of the network members is crucial for the overall success of the network and sustainability (community rooted Universities)
- Custom-tailored member recruitment process ensures that the “right” people join
- Constant network renewal ensures innovative capability and in-flow of new ideas

Our Experience

- Previous Engagements/Worked together before (RILab Host Universities)
- Referral by other partners/researchers
- Outreach engagements
- Networking events (Workshops, travel)
- Recruitment guidelines and checklist

Capacity Building among RAN University Partners

- RAN tools (Resilience Analytical Framework, common Lexicon of resilience dimensions, common RAN analytical approach Innovation Tools/approaches
- Resilience and innovation courses delivered on online and through Modular Knowledge and Information Transaction Systems (MKITS) e.g. grants writing, research project management and leadership, HCD, Resilience short course, *etc.*
- Capacity strengthening and knowledge transfer (Stanford University-Innovation, GWU, Tulane, Purdue- Resilience and research translation
- Joint implementation of development research projects (TUSOME, Digital ID, SOGE, PSS, BHA, SGB segment study *etc.*)
- RAN partners forum as a capacity building and knowledge sharing platform

Challenges

- Rolling out activities across Universities:
 - Unpredictable funding/donor needs can lead to minimal activities in some countries
 - Funding expectations by Network partners
- Capacity gaps in institutions (research project management, writing for development and infrastructure for research)
- Community expectations are high



Explicit Incorporation of Sustainability into LASER PULSE

USAID DRIVE Presentations:
“Planning for Program Sustainability” Session, Part 2
October 20, 2021

Frederick Rossi, Yuehwern Yih



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We Build for the Future

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NOTRE DAME

- Long-term Assistance and Services for Research - Partners for University-Led Solutions Engine
- Five-year program funded through USAID's Innovation, Technology, and Research Hub designed to deliver research-driven solutions to field-sourced development challenges in USAID interest countries
- Core funding is \$20 Million, with \$50M also from Buy-Ins (*Missions, Bureaus, and Independent Offices*)
- LASER is implemented as a consortium, comprising:
 - > Purdue University (Lead)
 - > Catholic Relief Services
 - > Indiana University
 - > Makerere University / Resilient Africa Network
 - > University of Notre Dame
- Collaborates with USAID missions, bureaus, and independent offices and other local stakeholders to identify research needs for critical development challenges, fund them, and strengthen the capacity of researcher-practitioner teams to co-design solutions that translate into policy and practice



Network: 2,500+ researchers and practitioners in 61 USAID partner countries and around the world, with expertise in all development sectors.



Identification of research needs: LASER PULSE helps identify research needs for critical development challenges by using a systems framework and collaborating with USAID missions, bureaus, and independent offices and other local stakeholders.



Research funding: LASER PULSE funds research through two mechanisms- core and buy-in.



Embedded Research Translation: LASER PULSE promotes Embedded Research Translation (ERT)-an iterative co-design process among academics, practitioners, and other stakeholders in which research is intentionally applied to a development challenge.



Gender Integration: LASER PULSE funds research that integrates gender considerations to address inequalities that are barriers to development and human rights.

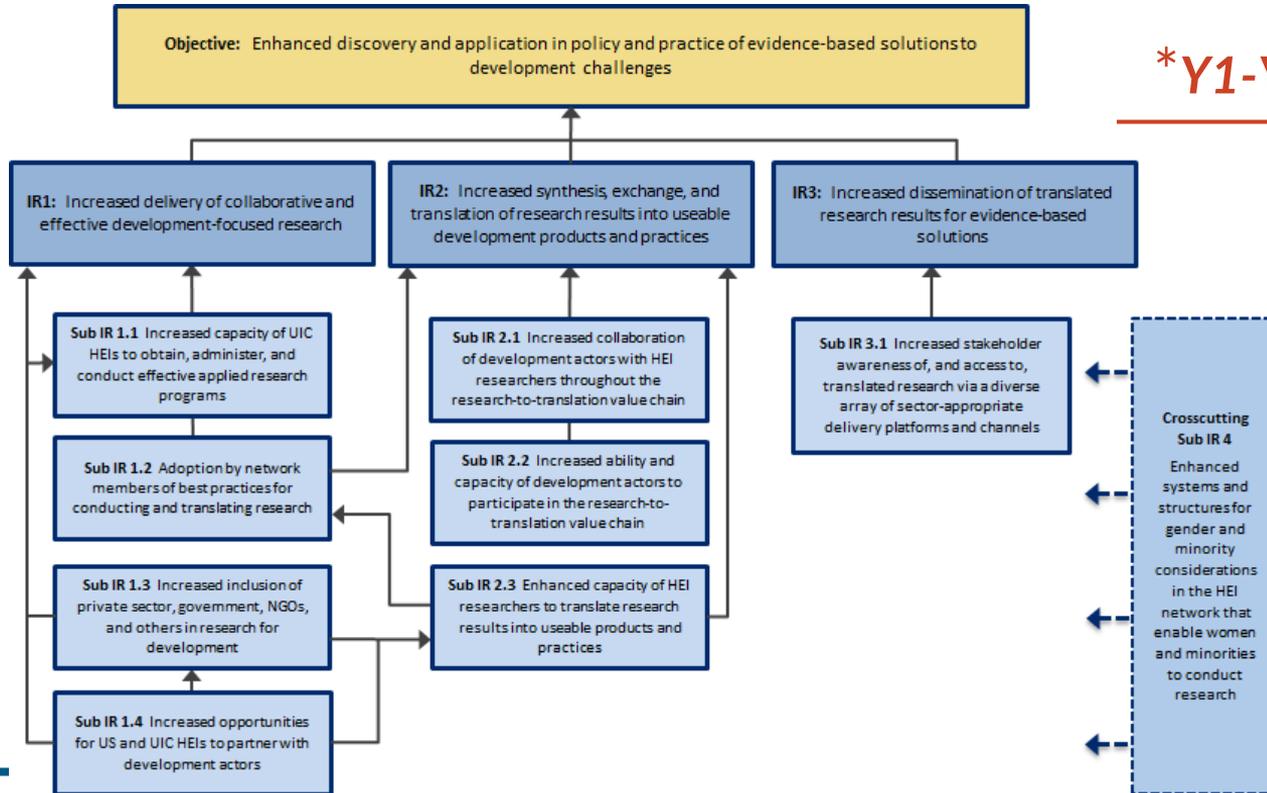


Capacity strengthening: LASER PULSE works directly with the RFA awardee and Buy-in teams and its wider network of researchers and development actors to strengthen and sustain their capacity for development research and research translation.

- Program sustainability is not only about funding. In order for a program to continue to have a long lasting impact, it needs to have a **proactive, strategic plan to ensure that program activities are able to be sustained and maintained**. Part of this is recognizing what does and does not need to continue once the USAID funding ends.

- Ensure that the projects are able to effectively document their best practices, diversify funding, expand partnerships (private sector, government, and non-traditional) etc. **Sub-IRs 3.2, 4.1, 4.4**
- Ensure that our partners have the resources and tools that they need to continue their projects after USAID funding ends **IR4 (4.1, 4.2, 3.1)**
- Focus on LMICs and those without knowledge or background in running multi-million dollar programs **(all - this is the essence of LASER)**

**Y1-Y3 version*



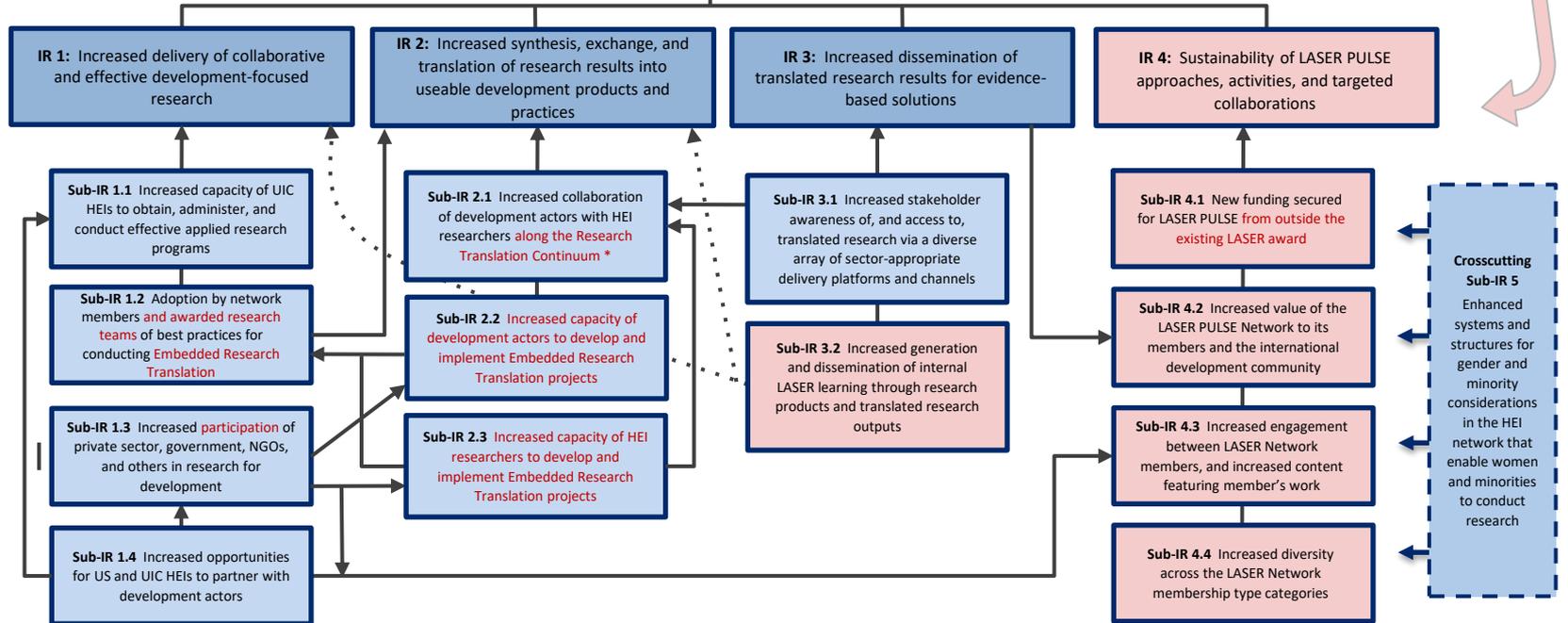
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Proposed Revision to the LASER Results Framework

Theory of Change: Closer collaboration between academic researchers, development practitioners, policymakers, and donors results in new research that is readily translated into useful policies, products, and practices as evidence-based solutions to development challenges.

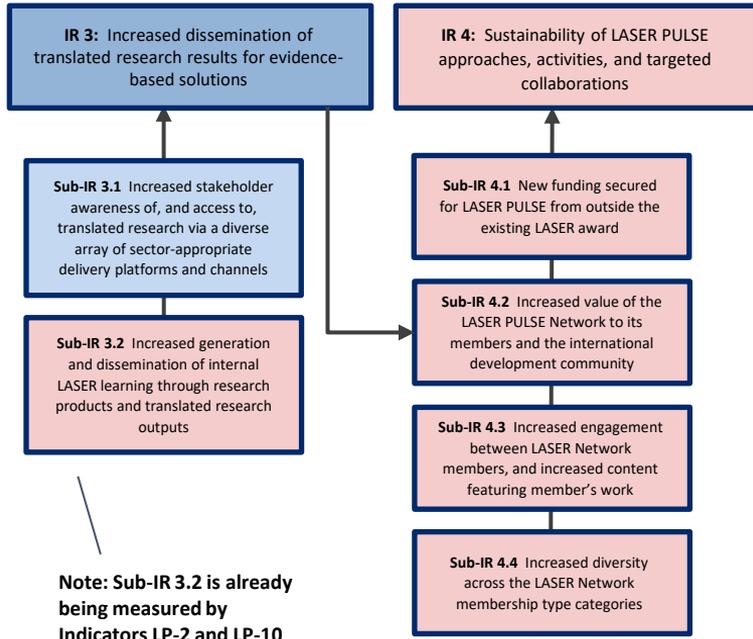
Objective: Enhanced discovery and application in policy and practice of evidence-based solutions to development challenges



Current RF Structure

Proposed Changes

* A framework for indicating the timing and level of intentional effort of research translation applied within a research for development project; it ranges from the *post-facto* translation of research, done *ad hoc* with minimal planning, to the full application of the ERT model where planning for *proactive translation* (and required partnerships) are built into the project from its inception.



Note: Sub-IR 3.2 is already being measured by Indicators LP-2 and LP-10

L3.S.1.2_in1: # of (new) research projects - & - L3.S.2_in3: \$ of USAID using CDR-supported research tools, approaches, or mechanisms

L3.S.2_in5: \$ Value of funding received to continue and/or expand the implementation of LASER activities and approaches beyond USAID funding

LASER custom indicator: # of downloads of materials from the LASER PULSE website (note: measured against an annual target; excludes research translation materials already tallied under LP-13)

LASER custom indicators: # of members joining a thematic user group formed on the LASER PULSE website - & - # of uploads of member-generated content (note: both measured against annual targets)

LASER custom indicator: % of LASER Network members that are development practitioners

- **How can you begin planning for sustainability now? / How has sustainability been incorporated into project design?**
 - At approx. 2.5 years into the Program (March 2021), LASER used the opportunity of its mid-point to reappraise its direction and focus with an eye towards sustainability
 - As such, we tightened up the logical underpinnings of the Program, and revised our Results Framework (RF) accordingly – e.g. a new Sub-IR (3.2) was added, as well as changes made to Sub-IR descriptions, and some of the logical connection arrows
 - Revisions included a new Intermediate Result (IR 4) that defines our sustainability results chain, comprised of four Sub-IRs

- **What does ‘sustainability’ mean to you? / What ideas and thoughts come to mind when you think of sustainability in the context of your project?**
 - **Impacts**
 - Research projects (RFAs, buy-ins) - informed policy making or practice
 - LASER model - “Way of work” for effective cross-sector collaborative research (T of C)
 - **Network**
 - 2500+ members in LASER network community
 - **Resources**
 - Diverse sectors for partnerships and collaborations
 - Broaden donor base to continue the mission

- **What would sustainability look like for this project? Think about impacts and activities separately -- what would need to continue? What would not?**
- **Impacts**
 - Research projects (RFAs, buy-ins) - ERT support for research teams; Donor engagement and networking events (dissemination, co-creation, informing)
 - LASER model - Post RFA awards - in country; Training tools and support for ERT
- **Network**
 - Sector and region agnostic network of academic researchers and practitioners
 - Collaborators/experts seeking
 - Community of Practice members exchanging best practices, a place to partner, and/or seek future funding
- **Funding from diverse donor base - leveraging LASER strengths and expertise**

- **What is your end goal of your project?**

- **Short run**

- Ensure the success of our program by following our dev. plan (ToC, RF, Workplan)

- **Long run**

- Sustain the impacts of LASER
- Change the “way of work” in research gap identification and collaborative research between HEI researchers, practitioners, and policy makers in global development



The Power
of International
Education

Planning for Sustainability: Professional Networks

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Overview of IIE and USAID Programs Team

IIE By the Numbers



29,000+

Participants in
IIE Administered
Programs



180+

Countries



200+

Programs



1,600+

Higher Ed Partners
Promoting International
Exchange



5,700+

International
Students Placed at
U.S. Universities



17

Offices And
Affiliates



7,600+

Students Studied Abroad
through IIE Administered
Programs



24

IIE-published Research
and Thought Leadership
Papers and Publications

Our Global Network



Technology and Science

Celebrate Hari Kartini with the scientists of USAID SHERA. Women play a big role in the future of science and technology. In Indonesia, the number of women researchers in science, technology, and engineering continues to grow. Will you be part of a rising scientific future?



**Importance of Professional
and Alumni Networks**



Ensuring Sustainability

Ensuring Sustainability: Key Steps

1. Vision identified at start for sustainability after program
2. Engagement and transfer to local entities
3. Resources to support sustainability
4. Identifying champions to support sustainability
5. Capturing evidence to justify networks





Challenges to Sustainability

Challenges to Sustainability

- Immediate results required
- Lack of long-term perspective
- Resources
- Conflicting vision of network





Case Studies |

Case Study: USAID/Indonesia PRESTASI Program

- Overview
 - 2011-2020
 - 357 scholarships awarded for Master's degree study in the U.S.
 - 1,280 participants in short-term training programs
- Managed by IIE and Indonesian International Education Foundation (IIEF)
- PRESTASI had three iterations and was a follow-on to the 5-year FORECAST Indonesia HICD scholarship program.
- Successful alumni organization, ALPHA-I, is an independent locally-registered organization.
- USAID had clear vision for sustainability and alumni activities
- Funds and structure built into proposal and contract



Case Study: USAID/Indonesia PRESTASI Program

- Financial assistance provided under PRESTASI contracts:
 - Under PRESTASI 2, a grant was provided to ALPHA-I to pay for personnel and office equipment.
 - Under PRESTASI 3, \$1,000 per scholar was set aside to be transferred to ALPHA-I within 6 months of a scholar's return to Indonesia for a total of \$84,000 that was seen as seed money.
- Technical assistance provided by IIE and IIEF:
 - Developing operations manual and management structure of organization.
 - Developing proposals so ALPHA-I would be sustainable beyond seed money.
 - Managing and developing budget and workplan.



Case Study: USAID/Indonesia PRESTASI Program

- Successes
 - Alumni participated in outreach events throughout Indonesia and program events in Jakarta to interact with potential and current scholars.
 - ALPHA-I had regular meetings with USAID.
 - ALPHA-I activity highlights:
 - Alumni workshops, reunions, and conferences
 - Development and implementation of economic growth and training activities in communities where alumni live and work.
- Challenges
 - Personnel. Most staff were voluntary which made it difficult to follow through on all activities.
 - Budget challenges beyond seed money.



Case Study: USAID/Burma Lincoln Scholarship Program

- Overview
 - August 2019-August 2026
 - 135 scholarships over five cohorts for future Burmese leaders to study for Master's degrees in the U.S.
 - 48 Lincoln Scholars from first two cohorts currently in the U.S.
- Budget and plans for alumni activities in IIE proposal and cooperative agreement
- Planning IIE is engaged in for alumni network
 - Alumni network survey
 - Messaging to scholars pre, during, and post academic program
 - Engagement with USAID and US Embassy



Tell us what you think:

<https://bit.ly/DRIVEOct20>

(Case-sensitive)

Learn more about DRIVE:

<https://www.rtacheshn.org/development-research-and-innovation-virtual-engagements-drive-convening/>



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