



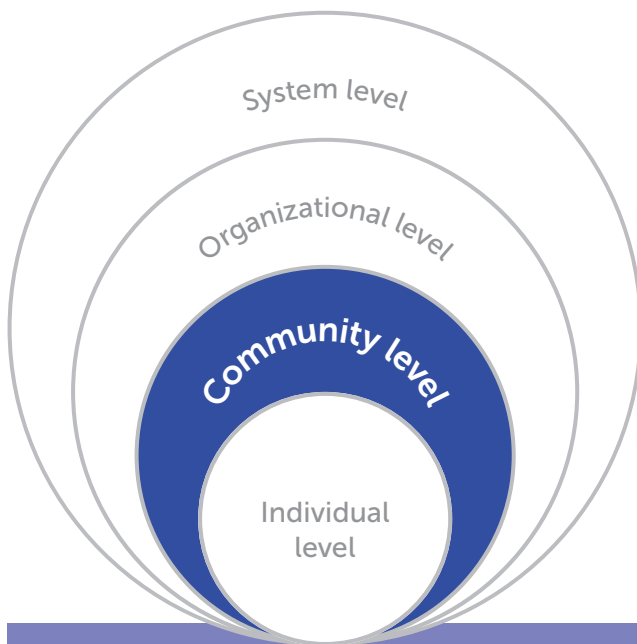
Capacity Development in Systems - Practice Brief # 5

## Effective Multi-Stakeholder Processes

# Measuring the Effectiveness of Multi-Stakeholder Processes and Partnerships for Innovation and Scaling

### Rationale

Everybody agrees that science alone cannot solve the complex agricultural problems that the world is facing and that multi-stakeholder processes (MSP) are needed to explore pathways to overcome these problems. The Learning System for Agricultural Research for Development (LESARD) provides integrated quantitative and qualitative data on MSP performances through an effective, accessible and affordable data management system. It contributes directly to monitoring and learning in order to improve the effectiveness and functioning of MSPs for achieving development impact.



## General Capacity Development Framework

To overcome complex agricultural problems, collaboration between communities of scientists, governments, development organizations, farmers and the private sector is needed. But what are optimal ways for these organizations to work together? Innovation platforms are popular vehicles for supporting MSPs, but do they contribute to achieving development outcomes and impact? How can we measure and optimize partnership performance, and better understand what works in facilitating MSPs?

The capacity of existing MSP monitoring and decision-making tools in agricultural research for development (AR4D) is very limited. They either produce qualitative case studies from which data cannot be easily generalized, or quantitative impact assessments that do not provide insight into process dynamics.

LESARD provides documentation, analysis and reporting tools for measuring the performance and impact of research and development projects and programs that are using multi-stakeholder approaches (e.g. innovation platforms), and generates insights into the success factors for effective MSPs.

LESARD produces high quality data that can serve as a base for rigorous scientific analysis. This data supports econometric modeling and social network analysis, that contributes to an evidence-base for proving the impact and return on investments in MSPs. Furthermore, LESARD can support decision-making about how to organize MSPs to achieve project objectives and development impacts.

## Description

LESARD is an action-oriented data management and decision-support system for AR4D interventions based on MSPs. It not only measures MSP performance and provides evidence on 'what works' but also provides quick feedback that enables adaptive management of MSPs. LESARD consists of several basic modules, but also offers additional modules that can be adapted and used based on specific project or program objectives:

- The LESARD basic module includes easy to use, short-loop documentation, reporting and analysis tools. It covers the (changing) profile of MSP stakeholders, their objectives and ambitions, the social network, events in the MSP, basic characteristics and impact of AR4D interventions.
- LESARD additional modules:
  - LESARD Farmer Smart Information (FSI) is designed for generating evidence from frequently used farmer communication tools such as SMS, WhatsApp and radio. It analyzes communication content between farmers using content analysis methods to generate evidence on farmers' needs, interests and knowledge exchange.
  - LESARD Information System Analysis (ISA) is designed for understanding the information channels and networks of primary value chain stakeholders. It maps information actors and channels, and identifies opportunities for AR4D intervention, for improving agricultural innovation systems.

## Requirements

The basic LESARD module includes a social network analysis survey, a training workshop for MSP monitors (research assistants gathering data), continuous backstopping of these monitors and



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## Relevant Intermediate Development Outcomes (IDOs)

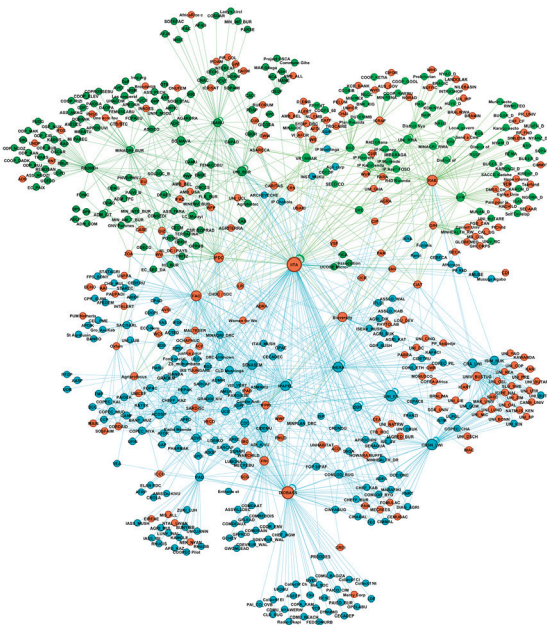
- Increased capacity of beneficiaries to adapt research outputs (policies and institutions)
- Increased capacity for innovation in partner research organizations (capacity development, CapDev)
- Increased capacity for innovation in partner development organizations and in poor and vulnerable communities (CapDev)

software purchase and data management. Total costs are around US\$25,000 per project site per year.

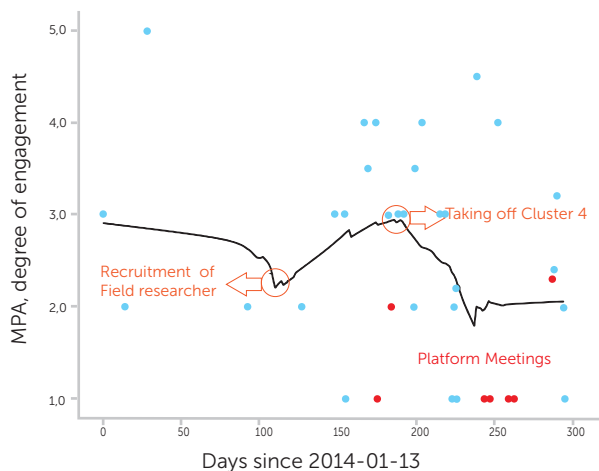
FSI includes desktop research, designing and testing of the coding and implementation, and costs around US\$35,000. ISA includes surveys on existing information systems with analysis of where and how network/information systems interventions can have a high return on investments. The total cost of this package is US\$23,000.

LESARD provides detailed information to AR4D project developers and implementers. It also offers an overview for other partners of multi-stakeholder networks and where network interventions could have highest return on investments.

LESARD has been pilot tested and implemented in Burundi, eastern Democratic Republic of Congo, Rwanda and Uganda since late 2014 .



**Figure 1: The LESARD basic module provides social network analysis of innovation capacity and potential for scaling in MSPs**



Each dot represents an event. Red dots are platform meetings.

**Figure 2: LESARD provides quantitative analyzes of how specific AR4D interventions influence MSPs (in this case degree of stakeholder engagement)**

## Acknowledgments:

Capacity development (CapDev) has been identified in CGIAR's Strategy and Results Framework (SRF) as a strategic enabler of impact for CGIAR and its partners. It goes far beyond the transfer of knowledge and skills through training, and cuts across multiple levels.

This CapDev brief is part of a series of 'Legacy Products' developed under the CGIAR Research Program on Integrated Systems for the Humid Tropics (Humidtropics – [www.humidtropics.org](http://www.humidtropics.org)) to help CGIAR Research Programs integrate key 'capacity development in systems' concepts into their work.

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These CapDev briefs have been developed by representatives of the International Livestock Research Institute (ILRI), the International Institute for Tropical Agriculture (IITA), the International Center for Tropical Agriculture (CIAT), the Royal Tropical Institute (KIT), Wageningen University (WUR), and the CGIAR System Management Office.

## Briefs in this series:

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2	Individual	Can Our Research Benefit From 'Tech, Fun and Games'? : Leveraging Alternative Learning Approaches and Technologies to Enhance R4D Outcomes
3	Individual	Coaching: Guided Action Learning on Agricultural Innovation Systems, Integrating Gender and Youth and Nutrition in AR4D
4	Community	Community Level Entry Points: Integrated Analysis of Complex Agricultural Problems and Identification of Entry Points for Innovation in Agri-Food Systems
5	Community	Effective Multi-Stakeholder Processes: Measuring the Effectiveness of Multi-Stakeholder Processes and Partnerships for Innovation and Scaling
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### For more information please contact:

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### References and resources to draw from:

- LESARD design, testing and implementation has been described in Sartas et al.
- Learning System for Agricultural Research for Development Interventions with Multi-Stakeholder Processes (LESARD) Effective Documenting, Reporting and Analysis of Impact of Multi-stakeholder processes. In Sustainable Intensification in Smallholder Agriculture: An Integrated Systems Research Approach (Ed I. Oborn et al.). Earthscan." A summary of LESARD can be accessed here.

