**Project/Program Management Training Workshop
Day 1 Transcript**

May 23-25, 2022

May 23, 2022: Day 1: Pre-Project: Setting the Stage

07:39:11 advanced research on nematology with people on the ground, and and maybe for year 2.

07:39:18 One idea is that she could have a PHD. student based in the United States who would be working and helping capacity building.

07:39:25 And all these countries. So the answer is, Yes, but not exclusively.

07:39:30 We want to make sure we expand the opportunities, so we can get as many people as possible, having their capacity increased

07:39:42 Thank you. So we had a suggestion that we type our answers into the chat box because of a low connection.

07:39:53 So that might be a little difficult, for us to do so what i've done is I've asked Renee to turn on the live transcript so hopefully.

07:40:04 That helps You can always go back and watch this later.

07:40:08 So if the connection is not good right, now, we are answering the questions we're recording it, and we'll post the video later, so that might be an option.

07:40:21 We could also potentially type some things up later. but right Now I don't think we can do that live

07:40:26 Some of the questions we will be able to answer in the chat, but but not all of them.

07:40:31 So we've got about 5 more minutes left and we have a couple of questions.

07:40:36 The first one is, what does it take for a country to be considered in the innovation?

07:40:45 Lab I don't know if you'd like to enter this Angela.

07:40:51 Sure I can talk broadly about the sort of the feed, the future innovation labs collectively.

07:40:57 And then, maybe, David, you could talk a little bit about You know how you see that in your program. But so I mentioned that there are currently 12 focused countries for the feed the future program, and that list is kind of under expansion right

07:41:11 Now there are smart folks in our in our bureau at Usaid, who look at various factors that that suggests that a particular country would be a good,

07:41:28 You know, place for us to focus our our activities and there's a a list of things they consider you know.

07:41:35 Obviously the need and the opportunity. The relationships that that our agency and and others, you know, have with entities in the host country.

07:41:46 So. But having said that our programs work in a broader range of countries than just to feed the future countries, so we may focus on those countries.

07:41:57 But our activities certainly have the opportunity to work in other locations just depending on on the program and the rationale for that. and And i'll turn it back to David to speak specifically about this program.

07:42:11 Great. We thank you very much. We have 4 regions Central America and carbon, So that's Honduras Guatemala and Haiti, and we're focused on Honduras and then West

07:42:23 Africa. At the 6 countries we're focused on breaking a fossil East Africa and Southern Africa were focused on Kenya and then, in Asia, it were, focused on the Paul and by medicine

07:42:35 the other Asian country. So, as you look at the map on our side, but also elsewhere.

07:42:40 If you're in one of those other countries you're welcome to just reach out to us as search mentioned, and then we can then evaluate your proposal and help you get it funded, or talk about it suitability

07:42:54 so please just reach out to us and we'll have that conversation, and we also want to have people reach out was for issues beyond the countries of office, because many of the problems are trans boundary, and and the pests don't know

07:43:08 borders. so please do reach out to us in either way, and start our conversation sooner rather than later.

07:43:13 Thank you. Okay, Great. This is the last question for this session before we move on to the next one.

07:43:22 And it is, why are we worrying about emerging threats?

07:43:26 As we are living with several existing threats that we need to address right now sort of a super question to ask

07:43:35 Unfortunately, the answer is because, although we think things are bad now they will get worse.

07:43:39 And they will get enormously worse. This is the reality. The way in which we set her by innovation.

07:43:45 Lab was to recognize that the next 10 years will be the among the worst 10 years in humanity's history, we're growing food at a temperature of 1.1 degrees above historical norms, and over the next 20 or 30 years we

07:44:00 will likely go to 1.5 and then maybe 2 that means that the last 10,000 or 12,000 years of agricultural development the plants will have to grow in an environment that they have never evolved to grow in and

07:44:16 they've evolved through the process of artificial selection.

07:44:19 So that one problem, the climate change is creating an environment where plants are unable to cope effectively.

07:44:28 This is compounded by biotic stressors. We do not know how bad media bugs or fall army warm, or we trust, or viral diseases will be with the effect of climate change.

07:44:41 But we all know personally that when we're stressed for example, studying for an exam that's when we're more likely to break out.

07:44:47 Get a cold, for example, that's called context dependent virulence. And so the interaction between the enormous stress of climate change with the existing stresses of biotic diseases and then compound by globalization meaning more

07:45:05 diseases are spread means the next 5 and 10 years will unfortunately, be divorced.

07:45:11 We've ever experienced, and so the emerging threats will be huge, and that's unfortunately the reality we have to deal with but a good question

07:45:22 Okay, that's it? thank you very much So now we can move on to our next session, which is how do you find funding?

07:45:30 And how do you get that funding? So let me just switch gears here

07:45:48 Okay,

07:45:55 So for this session we have Dr. hannah Barack from Msu.

07:46:00 She's the professor and Chairperson of the department of entomology.

07:46:05 She has experienced with training and collaborative research, and Peru and Brazil and her areas of expertise are integrated.

07:46:10 Pest, management and base of species, biology and management and specialty, crop management.

07:46:19 And We have Dr. David Hughes, who you just mets so

07:46:24 And then myself. i'm here just to sort of provide backup support.

07:46:29 So I With that I believe Hannah is going to take the floor.

07:46:35 Sure. So thank you all for having me here this morning.

07:46:38 Or whatever time you happen to be at joining us.

07:46:41 And I'll just let you go ahead from slide to side Callista, so we can go to the next slide.

07:46:46 Great So i've got about 10 slides here just to set the stage for the conversation that we're going to have, and I just wanted to get us all on the same page with what our goal is for the next half hour or so which is to familiarize

07:47:02 you with the Grant running process and hopefully after the next 30 min you'll be more comfortable with searching for grant programs appropriate to the projects that you're working on You'll be able to identify and reach out

07:47:16 to potential collaborators and think about how to structure your proposal and go to the next slide.

07:47:23 And just some some useful vocabulary as we're thinking through some of the agencies you might be considering or interpreting the calls from proposals that you might be reading.

07:47:37 So when we say what i'm gonna be saying things like basic science, what I mean is a topic that's not directly usable by an end user, So not necessarily stakeholder focused.

07:47:48 And that's probably not what our group is going to be focused on applied Science is research on a topic that's going to translate into a useful tool for a stakeholder.

07:48:00 And those applications might be close in time so near term longer.

07:48:04 In time midterm, 5 or 10 years, or long term, greater than 10 years.

07:48:12 And then translational science is the work of taking that applied research to that end user.

07:48:19 And so here, in the us of ourly great universities, like Msu, extension, is one of those key translational science methods.

07:48:26 How many use the letters? Rfa. and Rfp.

07:48:29 Several times on these slides, and that is the agency's description of their funding proposal.

07:48:38 So those are interchangeable. Raises program.

07:48:42 Solicitation is another phrase, that's used. and so these are the instructions kind of the roadmap to appointing for that gradient opportunity, and then finally investor.

07:48:54 So these are the people who are participating in the grant.

07:48:56 Principal investors are usually the person who is writing and leading the grant, and the copies are co-investivators, or those that contribute part of the project.

07:49:08 You can move on to the next slide so there's lots of different ways.

07:49:12 You can identify funding opportunities. Working with a program like feed.

07:49:17 The future is one way to identify funding or one entity that develops funding opportunities In the Us.

07:49:25 Government funding include things like the Department of Defense, and they are going to fund the the range of research opportunities.

07:49:33 Basic applied and translational. The National Institutes of Health Nsf.

07:49:40 Which fund basic work. Yih funds basic applied and translational work.

07:49:44 And then Us. Department of Agriculture and Us. aid which are not Fund primarily applied and translational work, not government organization.

07:49:55 So for us in the Us. one of the big ones that we focus on is the Gates Foundation, which again can fund the whole range of science, but has recently focused on more applied and transitional work.

07:50:09 And the most important thing to do when you're looking at any of these funding organizations is to decide if your project is in line with the type of work that they fund one tip that I use what i'm talking

07:50:23 to people who are not sure if an agency might fund their work, is to look at the acknowledgment, sections of presentations and papers in your area of interest, or people who are doing work similar to what you are doing in other

07:50:38 regions or locations, and see where they're generating their funding from.

07:50:44 So this is often what I do If i'm moving into a new research area, and trying to figure out what resources might be available to support.

07:50:54 Let me go to the next slide alright. so let's move on to that Rfa: Once you've identified your funding agency.

07:51:02 You should be able to find a request for proposals or a request for applications.

07:51:06 Again that's our Fp. or rfa and that document is going to have really important information that's critical to your success in applying for that funding.

07:51:20 First. When is that proposal do? and you want to work backwards from that due date?

07:51:25 You want to give yourself as much time as possible to build your project.

07:51:29 Team and crafts are proposed sometimes that's not feasible.

07:51:34 But try as best as you can to start as early as possible. The Rfa.

07:51:38 Is going to also tie you the budget requirements specifically.

07:51:42 How much money can you ask for, and then how much overhead or indirect costs can you call?

07:51:50 And so the overhead or indirect cost is because that your organization may require for managing the funds.

07:51:59 And so that set everywhere from 0 some entities. do not allow indirect costs or overhead costs all the way up to sometimes 50% of the funds.

07:52:11 But it's really important to take note of that number early in the process, because that comes out of the total budget. And so you don't want to craft a budget for a project, and then realize that your organization has potential to take

07:52:24 this if that response next the program priorities. So what is the goals of this program?

07:52:32 What outcomes do they want to achieve with the resources that they have available to grant?

07:52:39 And that's a really important element to pay close attention to not only because it relates to whether or not your work is a good fit for this program, but it also will provide you with the language that you can use to place your work in contacts of

07:52:57 the programs priorities, and you really want to take advantage of the information that's presented in the Rfp.

07:53:05 And fit your work to the goals that are being stated

07:53:10 And then project types. So what type of work will they fund?

07:53:14 Will they fund research? Will they fund the translational work? Will they fund the valuation?

07:53:21 What are the elements of the work that they want to see in that project, and again, pay very close attention to this, because if this is an evaluation focused, Grant and you are writing a research focused project, you may not be a good

07:53:34 fit for the type of work they want to fund. And then submission details things like page limit and other materials that are needed.

07:53:44 Your Cv. or resume your current and pending support.

07:53:49 So what other grants have you gotten support letters if you don't meet the criteria that are put out here?

07:53:54 If your proposal is too far, if you are missing an element that they are asking for, that panel will likely not review your proposal.

07:54:02 So again, paying attention to these details is really critical funding to writing a successful project, and then, finally, something that not all folks pay close attention to, but is a really valuable element of the request for proposals which is who can you contact

07:54:18 with questions. Who is your program contact source and the whole reason?

07:54:24 These program officers exist is to successfully achieve the goals, outline in the program by allocating these funds. and so they have a vested interest in answering your questions and making sure that the project you're

07:54:38 proposing is a good fit for the program. and that you're constructing in a way that has the potential to be successful and so reach out to them early in the process.

07:54:48 If you have any questions about is this the right project is this the right agency.

07:54:54 That's the individual to reach out to and take advantage of that resource.

07:54:59 Go on to the next slide

07:55:06 And then, just as a sense of an rfp that is out there and available, This is an active request for proposals, and I'm gonna let David answer any specific questions about this since the funding request that's active

07:55:19 through the currency in the future program. And we can touch on this be available to people involved in this.

07:55:32 Let me go to the next slide alright. So just to touch on finding collaborators.

07:55:38 Most grant programs have specific target groups that they are seeking to support whether that's a geographic area of the world, or a type of institution like a university.

07:55:50 Or an Ngo. And so a good example of that is most Usda research brands are restricted to scientists at publicly radio universities like Msu.

07:56:03 And so scientists who are not at these universities wouldn't have access to these funds unless they're collaborating with someone who is at an institution recorded for those of you who are interested in leveraging funds

07:56:17 and may not be affiliated with the specific institution that is available to access those resources.

07:56:25 You might it'd be in the position to seek out collaborators who are at those institutions. And if you're looking for new collaborators, I always encourage folks to you know first read someone's website, my website. is there.

07:56:37 If you're just curious more about me review the things that they are publishing at, because even if someone states that they're working on a given area in their website they may not be as packed as they are in other areas so what

07:56:51 are they currently publishing in? and if you're approaching someone new that you have it engaged with before as a collaborator?

07:56:58 I always react better when someone brains a concrete idea or plan to.

07:57:05 So what potential programs are you thinking about targeting? what funding resources are available?

07:57:12 What would your role be in the project and what funding would you need to achieve that role?

07:57:17 And then what's my win-win proposition in this Is this an area that i'm working in?

07:57:22 So I should already be interested in. This is this part of the world.

07:57:27 I have experience in. how do we get to a point where both of us are benefiting

07:57:32 And then, lastly, when you're working particularly with a new collaborator, I always want to have conversations about things like data management, data, sovereignty, and credit and authorship from the resulting products before we enter into an

07:57:48 agreement to work on a proposal because these are easier conversations to have before.

07:57:56 There's money on the table once there's work being done, these things can be pushed too far in the future, and can become difficult conversations to have so figure that out early in the process.

07:58:07 Similarly, if there's any regulatory, barriers to working together as a collaborative team, you want to know that ahead of time, so is there.

07:58:15 Are there travel restrictions? Are there permits that need to be in place in order for this work to be done.

07:58:20 Figure that out ahead of time. Alright, I think the next slide is Yeah.

07:58:26 So this is where we start moving into the proposal writing process.

07:58:31 And, as I said, start writing as early as you can if you know of a grant that just was awarded.

07:58:39 That's not too early to start working for the next cycle next year.

07:58:44 The more time you give you almost always the better a product you're going to generate when i'm starting on a new project.

07:58:52 This is the order I go, and when i'm working on a new proposal.

07:58:56 First I figure out what I want to do, so what are my general objectives, and then, based on what I want to do?

07:59:02 I look at the budget relative to the amount of funding the agency is going to provide to a project, so can I do what I want to do with the money that they have. available.

07:59:16 If not, I need to go back to that first step and adjust my objective.

07:59:20 Next I work out my specific detailed methods, and then finally, I work on the the bigger picture.

07:59:27 Why am I doing this? and my anticipated impacts?

07:59:31 And so it feels a bit counterintuitive I don't go straight through the order, and which you would read a proposal.

07:59:37 Usually you start with the introduction, the objectives the methods and then your impacts.

07:59:43 But conceptually it's more important to me to make sure that the project I have in mind is a good fit for the program and the resources that they have to allocate.

07:59:53 I try to use language that is similar to that in the Rfa.

07:59:59 To articulate my project goals and objective and this is because I I try to select programs that are closely aligned with the work that I want to do, and I want to reflect back to them that the work i'm doing

08:00:13 is closely aligned with their priorities, and if that Rsa provides evaluation, criteria, or expected sections that they want to see in a proposal, use these as Section headers in the proposal to help

08:00:28 the people who are going to be reading it find the information that they're using to evaluate the proposal.

08:00:35 So if there is often there is a rubric or a framework in Rfps describing having reviewers will be evaluating them.

08:00:43 If that's present, use that as section headers or as part of your outline for your proposal to help your reviewers find the information that they need.

08:00:55 Let's move on to the next slide and in general so this this schematic, just illustrates kind of the the type of information

08:01:06 That that I present in a proposal so I start off Broad with my introduction or my rationale, and my justification.

08:01:14 So what's the big picture element of this problem I then narrow it down, and talking about previous work that relates to my project. And then the most specific part of my proposal are the goals in the objection?

08:01:26 What do I specifically want to do, and what are the methods that I use to accomplish them?

08:01:33 I then broaden that out to talk about my anticipated results and impacts, and then finally, beyond the scope of this project, what is the potential broader impacts?

08:01:43 This work. And so this is just kind of this. hourglass shape is how I construct the type of information that I presented.

08:01:51 , alright. and then I think the next slide. this is really wordy.

08:01:55 I am not gonna go through this in in deep detail. But I wanted you guys to have this slide for future reference, because this is the type of information that I include in each section of the proposal.

08:02:09 So i'm just gonna give you a really very high level overview of this.

08:02:12 Your introduction should include those program priorities and how you're going to address them.

08:02:17 Who you're going to be working with any early data that you have on the project.

08:02:23 Your objectives should be focused to the project that you are conducting.

08:02:29 You can have a bigger overall goal that your project is associated with.

08:02:34 But I want to see the specific activities that your project is going to be focused on.

08:02:39 They should also be achievable in the timeline of the funds that are available.

08:02:45 And this is less important for highly applied work. But I still want you to be thinking about. What are the hypotheses that drive the work in the back of your mind? so you might not explicitly state your

08:02:54 hypothesis in an applied, focused proposal, or in a translational extension, focused proposal.

08:03:00 But you should still know that there there, because that's how we do good science right as having hypotheses driving it.

08:03:07 And then for your approach, and your methods the type of detail you provide in your method is going to be depending somewhat on the type of evaluators. you're going to be reading your proposal. So If you're sending this

08:03:21 off to an expert panel of scientific peers. Then you want to use an appropriate level of detail for that group.

08:03:28 However, if you're sending this off to a group that includes stakeholders or end users, or a diversity of scientists, you want to use more general language, and less jargon.

08:03:42 You want to use preliminary data to demonstrate that the methods that you're going to be using actually work, especially if they're new and you don't have a resource that you're tying them

08:03:53 to you wanna ensure that those methods are appropriate for the amount of money that you have.

08:03:58 So you don't want to propose that you're going to conduct a survey of 10,000 people.

08:04:04 If the resources that you have are only available are only sufficient.

08:04:07 Interact with 100. So you wanna have reasonable expectations and then a timeline of your activities to illustrate that there'll be a common in the project.

08:04:16 Period, and then, finally, your anticipated results. These in could also be termed outputs or impacts, depending on what the program wants to see.

08:04:26 And so what are you gonna do with the information that you generate?

08:04:30 And this can also include next steps. If your project is part of the continue one of future projects.

08:04:40 Alright. and then I think we're wrapping up to the end here.

08:04:42 Just with this last slide, discussing the proposal room process, and typically your proposals will be reviewed by a panel.

08:04:51 So a group of several people who provide information and and evaluation of that proposal, typically in that group of maybe say 6 to 10 people, 2 to 3 will read your proposal in deep, and then they will provide a summary of your

08:05:09 proposal to the the greater panel we'll discuss its merits, and typically these, the panel will rank a proposal in categories.

08:05:19 And these categories depend, differ by agency.

08:05:22 But just an example of what these categories would look like like would be outstanding high priority, medium low priority, or I do not fund an outstanding proposal would be a proposal that

08:05:33 doesn't need any additional changes it's ready to go and it is likely to be funded a high priority proposal would be one where it's a good fit with the program it might have some improvements but it's

08:05:46 also likely to be funded, a medium priority proposal would be one that would fit with the program, but might not be quite ready in terms of the methods that are being proposed, or the way.

08:05:58 It's being presented and so it's potentially could be it potentially could be funded.

08:06:03 But it's unlikely to unless there's money left over from outstanding or higher priority proposals. and then, finally, a low priority proposal would be one where it could be a fit with the program But it's just not

08:06:17 ready yet, and it would be very unlikely that a low priority proposal would be funded.

08:06:22 There's usually often a category panels create which is do not fund category, and that would be a category where proposals that are not a fit for the program would end up And this is where

08:06:35 you've you know just misread the rfa and It's not the right fit for what they're trying to do

08:06:41 This information is useful to keep in your back pocket, for when you get your evaluations back from a panel and they help you decide.

08:06:50 If this is a proposal you want to revise in the future, if it wasn't for and targeted that same panel. or if this is a proposal that you want to repurpose and and target toward a different

08:07:02 Okay, alright. So that is the end of the slides i'm gonna go ahead and stop talking, and we can address questions from liver.

08:07:11 Thank you, Hannah. I did have a question come through while you were talking, and this is something that I probably should have addressed upfront.

08:07:20 The question was, is this: Is this more of a general presentation, or is it specific?

08:07:28 And so this is a general overview of funding how to how to write proposals for pretty much any funding agency.

08:07:39 However, and I think maybe David can talk more about this.

08:07:43 We do have a live, funding opportunity. So this is your opportunity to get more information or ask questions about that specific funding opportunity.

08:07:54 And and it was sort of not the reason that we created this this course, but it is definitely supplementary to that.

08:08:03 So I don't know if you want to say a few words, David.

08:08:09 Sure. Thank you so much. Yeah, we do have a current call request for applications, and we also have a request for information.

08:08:20 So what we're trying to do is to reduce the barrier of entry.

08:08:26 So just to make it easier for e people to learn about taste things.

08:08:31 So the the presentation we just had was really excellent in that regard.

08:08:35 In in that Dr. Bark was able to show us very effectively, and what was important through the whole process.

08:08:43 And and you can look at this these instructions that that she provided, and you can modify them to your particular application, because essentially what she's done has shown you what is the alphabet, and all of the 8 to Z and it's from that you construct your own narrative

08:09:04 and and pitch in our case. we we just want to open the door very wide, and if you are our tall, interested in being part of our innovation lab, just send us a a short, a couple of paragraphs explaining what your

08:09:19 idea is again in French Spanish nepali swigili, or whatever language you want, send it to us, and and then we'll have a conversation with you.

08:09:32 So. So what we're trying to do is be a a counterpoint to the high barrier of entry that that Dr.

08:09:40 Burke mentioned, because it's just really hard to get grants and it's really hard for a variety of reasons mainly because you don't even know where to start you don't know all of the different calls you

08:09:52 don't have to understand them. and if you do understand them.

08:09:59 You, they may not be suitable for you to use. You may be excluded for a variety of reasons, and so people like Dr.

08:10:04 Burke or myself have gone through the whole process from being graduate students in PHD.

08:10:12 Programs than to be post-doctor researchers and then assistant professors, and we've gone through lots and lots of failure.

08:10:20 And so so we so that's why we're successful so successful people are a history of of past failures.

08:10:26 So in this case they've tried very hard and learned what suitable. We've had lots of engagements.

08:10:32 We've written lots of proposals. but I think's very hard for for somebody starting out.

08:10:37 So we wanna try to make it a little bit easier for people just to have a beginning conversation.

08:10:41 But but the way which she was able to provide an overview was great, because actually, you you don't often get that.

08:10:49 Well, I think what she's doing and what we want to do in this, in this whole presentation, you sort of pull back the curtain and show you that it's hard to get money, but it's not impossible if you know the

08:10:59 rules, and what Dr. Burke did was show you some of those rules.

08:11:05 I think one other thing i'll add just along those lines with pulling back the curtain and and sharing information, is that don't be afraid to reach out to people to review your proposal or answer a question on the

08:11:20 Rfa. or the request for applications. prior to you working on something that doesn't have to be the program officer.

08:11:27 That could also be someone in your collaborative network someone who's part of this training session.

08:11:34 You can reach out to folks and say, Hey, can you read a draft of my proposal?

08:11:39 Or can you tell me if our work is a good fit for this agency, that I might not have targeted before?

08:11:44 Or can you let me know when you see a request for proposals that you think would be a good fit where my work?

08:11:52 So those are all very useful questions to ask and things that you shouldn't be shy to add of the network that you have have around you.

08:12:02 I read lots of proposals for folks before they go in.

08:12:05 I will say, starting early is a really good way to get someone to reach your proposal, because if you give them a month or so to give you feedback, that's great if you need feedback sooner than that that's gonna be a

08:12:19 harder thing to say yes to but take advantage of those networks to to have read the text

08:12:32 Great kiss will I go up and show the slide I had.

08:12:36 Yep. go ahead. I think you should have the ability to share your screen.

08:12:41 Thank you.

08:12:52 Okay, So I I just had a a single slide to add to the really excellent contact.

08:12:57 Content. that we just heard about in in as a broad overview, and I really wanna approach it from how to write a winning proposal, and a few general lessons.

08:13:11 Firstly, write the grant that will be funded so so many of us are extraordinarily excited about the science that we do, and there's a lot of things that we would like to do.

08:13:23 But a lot of that will not get funded. because the panel that is evaluating your proposal would would like to see that if you have sufficient primary evidence, or does it fit within their call, so make sure that you

08:13:40 understand what the panel and what the agency is after, and that you write something very specific to that.

08:13:48 So write the write the grant that will be funded, not not all the things that you would like to do, but what is likely to be funded?

08:13:56 And the second point is extraordinarily important is that writing is editing.

08:14:01 You must get something down on a page. You must understand how many pages are necessary.

08:14:08 You must look at the instructions as Dr. Burke talked about.

08:14:13 But once you do that, then you come back, and you edit, and you edit, and you edit all the time.

08:14:18 So writing is editing, a lot of people who don't have experience experience oftentimes look at this blank set on their Google doc or word documents, and they just don't know where to start But But set time aside

08:14:33 every day, ideally in the morning, before you have any distractions.

08:14:38 Certainly before you go on to the the dopamine hit.

08:14:41 That is social media, or email, just start off and and start writing. One of the things I advise people to do is that before they go to bed, open up your Google Doc or word document, turn off all the Internet, And then the next morning, just open

08:14:57 your computer and the page is there and start writing set yourself some time let's say 90 min 2 h, and and don't do anything else.

08:15:09 And if you're looking at the screen and you don't know what's going to happen, just stay there.

08:15:13 Just keep on writing it. it's it's a it's a a task that requires continual practice.

08:15:20 So turn up every day, and right and do their point to understand about Grant writing is that you're trying to get money out of people's pockets.

08:15:32 Now, generally the money comes from the taxpayer like in the case of Usaid, or it comes from rich people like in the Gates foundation.

08:15:40 Rockefeller Foundation, or Schmid futures, etc.

08:15:45 The people who decide. Where do you get the money? Are not the actual Us.

08:15:49 Government, or or bill gates. it's the people on the panel that you have to get true, and there understand that the world is full of really great projects.

08:15:59 They could fund, and you have to get the money for your specific project, and they really consider that money to be their own money.

08:16:07 They wanna they want. they feel They are. very you know important stewards of the money, and they want to make sure that they're going to give it away to the right person.

08:16:15 It's a little bit like when you're making your charity contribution.

08:16:17 There's a lot of charities out there you want to make sure you're giving the money The charity that you think is going to have the greatest effect, and so that means that you are trying to get money out of people's pockets to do

08:16:28 things that you want, and you have to craft an incredibly important story that that really moves them and gets them to understand why they should invest in your story rather than something else.

08:16:43 That's an important part, as hannah said please do speak to the program officer as well as other people.

08:16:49 Now it's easy for us to say speak to the program officer, but it can be incredibly intimidating, and you may want to just submit your proposal and not speak to somebody That's normal.

08:17:00 But get yourself out of your comfort. zone, try to speak to a program officer, if you don't know how to do that, reach out to people like myself and and ask that question, and you could do a a practice oftentimes when i've spoken

08:17:15 to a program officer I haven't been very effective in communicating, and I didn't manage to ask my questions effectively, and I felt the conversation was the disaster.

08:17:28 And it probably was a disaster. but I got better over time And so now i'm more effective in asking the relevant questions, and and on a conversation you can pick up many details which are really important.

08:17:41 Now, many of you, particularly those of you, from feed to future countries.

08:17:45 Many of you might be partners on a grant Maybe you're applying to the soybean innovation lab, and they have a call open at the moment.

08:17:55 For example, and you're going to be a partner now remember that you're coming from the countries we're serving.

08:18:03 So you have something unique to offer, and an air 7 or 8 months now we've seen this unique element, time, and time again.

08:18:11 The fact is, you're exposed to the fields where we're trying to do our research 5 days a week.

08:18:18 So so make sure you understand what is your unique element and if you're going to partner on a grant make sure that our partnership is equitable.

08:18:29 Make sure that you're getting a fair share of the grand make sure you're getting the right things There's a long history of European and American universities working in africa Southeast Asian countries central America where the local

08:18:48 partners felt they were just on the grant for as a token that it wasn't equitable and and and oftentimes the international researcher would go there collect the data, and the local researcher wouldn't be on the

08:19:02 papers wouldn't have had their capacity increase etc.

08:19:06 Now this is changing thankfully because we understand the old system is inequitable. but make sure that the partnership is equitable, and again reach out to people like ourselves, and others who have experience to tell you whether it's a

08:19:20 it's a clean and fair share of the pie that you're getting, and the other point I mentioned earlier is that success is a history of failure.

08:19:29 All the successful people would large grants money and research programs, they've gotten here because many the vast majority of their brands failed. And and this true failure that you you craft your story, You craft your writing you get the exact data

08:19:48 that you want to present as primary data So understand that the quickly you start the quickly. you begin failing and failure leads to success. The all the successful people in any domain of life are our long history. of failures.

08:20:02 Did just don't tell you this but it's absolutely true okay, thank you very much indeed.

08:20:12 Thank you, David. So we had one question. We have a couple of questions actually.

08:20:18 The first one is from Winnie. Hello! Are there other types of funding provided?

08:20:25 Apart from money, and I had asked for some clarification, or some examples. and I didn't I didn't get any back, so we'll have to be creative Maybe scholarships or or something like that I what

08:20:39 are your thoughts, when you used to long would you like to?

08:20:43 Elaborate on that. If you can hear me

08:21:01 So while Wendy is either composing a reply or or listening in the while, most of what we're talking about is financial.

08:21:10 Some of those finances are restricted to specific things. so scholarships would be an example where you wouldn't get money that you could spend on salaries or for supplies.

08:21:25 But it would be resources that would allow someone to come to it receive training.

08:21:30 That's one possible mechanism. Another type of program will restrict the type, the funding that they deliver.

08:21:37 Yeah by 2 things like a quick. So things that are very expensive and require a lot of resources to invest in.

08:21:47 There might be equipment based grants so there might it Typically, what we're talking about is is monetary funding.

08:21:55 But it might be monetary funding that is restricted to specific types of expenses or types of activities.

08:22:07 In general, what you get beyond the money is lots of soft skill training, which is really important.

08:22:16 So we need is going to come to Penn State to do her PHD.

08:22:20 In the spring and across that 4 years Then she's going to be exposed to lots of other skills besides the money that's just going to be invested in her.

08:22:32 Sometimes organizations will give you resources for example. If you apply to a grant to Google or Microsoft. They oftentimes give you cloud computing that's an important component. some of the neon sites at nsf I think give you access

08:22:47 to field sites, Cjr: If they had any grants they might give you access to some of the researchers.
08:22:55 We had some grants from them in the past. So so these are the kind of additional things that one can get.
08:22:59 Thank you. perfect, Thank you. So this session is supposed to go till 8, 25, so 3 min.
08:23:08 But we do have a 10 min break after, this so we have several questions, and if you guys are okay with it, we can take those questions and sort of shorten our break or or maybe we'll have to skip it.
08:23:20 So the second question we've got is does the funding target all types of proposals presented?
08:23:26 Or is it specific to let's say agriculture or health?
08:23:29 And I believe this is talking about the funding opportunity for the lab.
08:23:32 David. The The lab funding is specific to current and emerging threats to crops.
08:23:39 So we want to understand what is currently limiting. the growth of crops in the target countries.
08:23:47 Were focused on, and we would expand it to pasture, which is important for animals.
08:23:54 So grasses, which are important to the production of livestock, but it's going to be around current emerging.
08:24:01 Trust the crops. So it's not agriculture Broadly, it's just whatever threatening crop production in your focal country.
08:24:11 Okay. great We had a question when funded. Do you pay it back after the project, or during the project?
08:24:20 You, you You You should be getting funding as a grant and a grant does not require you to pay back the money. this is a It's a grant from either taxpayer or philanthropy.
08:24:34 You could also have a grant from industry. When you have a grant, you must follow the agreement of the grant, and if you have satisfied those agreements and you conducted research and led to the capacity, training, you do not have to
08:24:49 pay it back. The only reason you may have to pay it back is because you have not undertaken the research that the agency has asked you to undertake
08:25:00 It's rare something an agency or granting body will just stop the funding.
08:25:05 So, for example, the Gates foundation if they gave you money, and after 3 months they understood you were not doing the research.
08:25:11 You were contracted to do, they would stop but but having to pay back to money doesn't happen, unless in the case of fraud.
08:25:21 In that case your university or or the group that you're part of has to pay back, and we've seen examples of that in the United States where where somebody has been fraudulent and their university had to pay back the Department of
08:25:35 justice or or energy, or national Science Foundation etc. yeah and just to to echo David's point.
08:25:42 If you find yourself in a situation where you're not able to achieve the goals is outlined in the great.
08:25:50 That's also a conversation that you can hear have with the program officer. Once you realize that that's the case the covid pandemic was a really good example of it.

08:26:01 Lots of researchers and others were not able to achieve the goals that they've laid out in grants in the timeline that they had envisioned.

08:26:12 I've had to have numbers with program officers about either extending the timeline or adjusting the goals.

08:26:21 So they were still in line with what the program supported, but were achievable.

08:26:25 Given the constraints that we're now in through the pandemic.

08:26:29 And so, just because something changes that's not something you need to you know. be Kg.

08:26:35 About, or try to hide or or be concerns that the money is going to be taken away.

08:26:41 That's a conversation you can have with the program and the funding agency to try to see if you can come to an agreement.

08:26:47 Changes in circuit. If they have decided that your work is worth funding, they are, They will have a vested interest in working with you to try to address whatever issues develop.

08:27:00 So that's that's a good reminder to build those relationships and continue to not be afraid to start those conversations.

08:27:11 Okay, Thank you. We have 2 hands raised, and we have 5 questions.

08:27:16 So why don't we try one of the raised hands Okay, actual r rough month.

08:27:25 Go ahead!

08:27:32 You're muted I think

08:27:45 It's still showing you're muted

08:27:56 Are you here as a child

08:28:03 Maybe we'll go to the next one so Hannah or David.

08:28:08 Can you say a few words about theory of change on a grant proposal?

08:28:13 The most common question someone can get from a donor is that of the theory, or is that the theory of change does not reflect the context of the proposal?

08:28:22 Yeah, I think this is an incredibly difficult framing of of grant proposals and and calls for applications because it's not precisely defined.

08:28:36 We're we're generally scientists and and we want to do conduct scientific research, both basic and applied and interior change is not precisely defined in applications. and Therefore, when you submit your application and it gets to

08:28:52 the panel. It gives them easy ammunition to reject your proposal.

08:28:58 They don't have to be specific and why they just say it doesn't fit the terrier change in general terms.

08:29:05 Uhterior change comes from from this book, from the *s and division of innovations.

08:29:10 But a lot of research that if you were to do X, then then y will follow.

08:29:17 But we know from research and agricultural development that the gap between doing x and how y is a long period of time, so it's very difficult to articulate what that terrier changes.

08:29:29 All I would say is is really reflecting what hannah said we, which is that reach out to the program officer and the community, so that you are reflecting back in your proposal. what they're what they're asking for But

08:29:41 it's a very difficult thing and oftentimes It's easy ammunition to shoot down your proposal, Anna, would you like to add

08:30:03 Be sure to clearly articulate the her horizon, at which your project as well. So, in other words, if this is a project that is designed to elicit elicit short term change in knowledge, then define that in that project if this

08:30:19 is a project that is a 5 to 10 year horizon to 2.

08:30:25 Change behavior. then define that in the project If this is instead of project that has a greater than 10 year horizon, where you want to affect actual outcomes that that change in behavior elicits, then then be able to articulate that and so that's

08:30:41 how I think about about change relative to the work that i'm doing in my building short term knowledge? Am I affecting midterm behavior?

08:30:54 Or am I focused on long term, and to to piggyback? on another question that showed up in the queue about Is this just a research related type of framework for writing proposals?

08:31:07 And this is included valuation. or other elements. yes, Good research entails good evaluation in most cases right?

08:31:18 And the type of evaluation. you're doing is going to be somewhat related, or actually closely related to the horizon at which you're working.

08:31:25 And so my short term impacts are often able to be evaluated from the collection of data and analysis of my actual experiments.

08:31:36 My midterm impacts may require surveys or community assessments at some point in future.

08:31:43 And then my long term impacts. Those might involve measuring things like environmental quality, or changes in diet over time.

08:31:52 So those are bigger picture. Long term elements and so your evaluations should be appropriate for the type of impacts that you're proposing your project will generate

08:32:11 Okay, thank you. Let's try another raised hand so this time is Cynthia.

08:32:18 Go ahead, Cynthia. looks like you're muted as well.

08:32:25 Can you unmute yourself, or do we have to do that?

08:32:29 Somehow,

08:32:35 They should be able to unmute since you've given them the opportunity to do so.

08:32:40 It's just a matter of if they do or not okay, So Cynthia yet, or your you're live so unmute yourself and ask your question

08:32:55 Looks like you're still muted

08:33:03 Okay, it looks like we're having a problem with people being able to raise their hands and speak so.

08:33:08 If you do have a question, just please type it in the chat or the Q.

08:33:12 A. because it looks like we're having trouble with that Okay, So let me just go to the next question the Q.

08:33:19 A How do you make a hypothesis driven project and equitable?

08:33:25 One is a pilot mandatory to win so I think that's 2 different questions.

08:33:34 So So a pilot is not mandatory depends on the the area of research.

08:33:42 But but certainly, having primary data is is very important, and can be very convincing to the granting agency.

08:33:50 So in the context of a large proposal to something like the National Science Foundation, it would be unless it was a rapid response.

08:33:58 It would be rather impossible to have it without extensive preliminary data, but it generally applies to many different areas.

08:34:08 The the having a pilot or preliminary data would really help you.

08:34:12 The issue about equity in this context. What we mean is is whether the partners in feed the future countries are there for a meaningful collaboration and meaningful capacity building?

08:34:25 Or they're just there to take a box and historically a lot of partners in these lower income countries were on the proposals because they were taking a box.

08:34:36 So when you speak in that context of equity, you want to make sure that

08:34:44 The research is constructed, and the research budget is constructed in a way that engages you and and essentially follow the money.

08:34:53 If the money is a $100,000, and 5 or $10,000 is going to the local partner, then it's not equitable.

08:35:01 You have to just simply understand. Well, what are you funding?

08:35:05 Are you going to have a research visit? Are you going to train people locally, etc., etc.

08:35:11 That's a really important way to do that the other part of equity rev revolves around publication.

08:35:16 So it's very difficult to speak about publications before they happen but it's important that you can upfront establish that the local partners will be on the publications and ideally leading those publications if that's

08:35:30 appropriate. So those are 2 questions equity and pilots and I hope we've address them

08:35:40 Okay, Thank you very much. We have a ton of questions left.

08:35:45 Unfortunately, our time for this particular session is over so i'm not sure how we wanna address the lingering questions, but there will be an opportunity to have further interaction.

08:35:59 So do we want to? we'll record the questions we have them and maybe we can send our answers later.

08:36:05 Somehow. what do you guys think anything that's great i've answered a couple of them in the Q. A. with text so i'll stick around, and I can answer a few more in the Q.

08:36:18 A with some additional text, and you can after that I think in the recording you'll get a transcription that as well, okay, perfect.

08:36:27 Thank you. Thank you, David and Hannah so much. and

08:36:32 It is time for us to move to our next session session.

08:36:36 3 which is the first part of designing, planning, and designing a project.

08:36:43 So we talked a little bit about team building in some previous sessions.

08:36:47 So this one is leadership and team building and preliminary work before you get started on your project.

08:36:54 So just give me a minute to pull up the Powerpoint

08:37:23 Russell, you're sharing your screen are you going first.

08:37:25 Okay. Good.

08:37:30 Yes, I will. is is my screen on? Yep. We see.

08:37:36 We see your bio. Okay, good morning i'm Russ freed I worked at Erie for 8 years, and Kay notion of state for 36 years, and this morning i'm going to talk about leadership and team building and give you some

08:37:53 tips that are going to. enhance your professional career.

08:38:01 When we talk about leadership there are many skills that are associated with with leadership.

08:38:07 But the first thing you really need to do is you need to decide what you're gonna do with your life.

08:38:11 I had a friend that would wake up every morning and look in the mirror and say, i'm gonna be vice president of the World Bank.

08:38:19 I'm gonna be a vice president of the world bank So he knew where he was going to go. and it's very important for every one of you to have that in mind as you get up in The morning.

08:38:30 What What are you going to do? What are you going to accomplish?

08:38:34 It's also important to develop a mission statement in other words What do you think are important in life?

08:38:42 What are your values? What are your priorities? What What do you want to to do?

08:38:50 What kind of impacts do you want to have? The other thing you need to do is in leadership is, you need to build a reputation, build trust, have integrity and have core values.

08:39:03 I think the most important value here. is trust you're not going to be a a leader.

08:39:12 If people aren't willing to to follow you they need to trust you before they're going to to follow you another important concept in, and leadership is that people matter?

08:39:26 Leaders take care of their people. Leaders promote their people. Leaders tried to do everything they can to make their people more effective leaders take risks.

08:39:37 Leaders think outside the box they don't do what the the normal people do many times they do something that's out of the box.

08:39:46 Another thing that that leaders do is they create a brand. In other words, when you, when your name is brought up, what do people think about you?

08:39:55 What kind of publication record do you have? What kind of impacts have you had?

08:40:00 What kind of technologies have you developed the last the last thing on this slide is balance between personal and professional, and that's something that we, as you, as young people, need to always do, is balance your personal and professional I always say family first But

08:40:18 Your profession is also very important. When we talk about team building.

08:40:25 One of the most important things you need to do is increase the the trust between the colleagues.

08:40:31 If if you're don't trust your other people on the team, you're not really going to get much done.

08:40:35 You also need to have a shared vision. You need all be going to the same destination.

08:40:41 You need to know what you want to be accomplishing It's also important to build a efficient programs.

08:40:52 And again, in the 20 first century, when we talk about efficient programs, we talk about networks and and partnerships that we have strategic alliances that we have with with different groups, and then with the it technologies.

08:41:05 That we have It's very easy to have global networks that are going to help you accomplish your mission.

08:41:13 Enhance your personal effect on this again we all know that lifelong education is here to stay, and we're always going to have to keep up with the the literature.

08:41:22 We're gonna have to find ways to get extra training and extra support for our activities.

08:41:29 Awesome in teams. You need to have a little bit of creative tension, So there is a little bit of competition between the team members and and team building.

08:41:41 You also want to have incentives for the team members.

08:41:46 You want to recognize the work that people have done. Find out ways to get professional awards team awards.

08:41:56 Reward your your team members again. use positive reinforcement.

08:42:03 In other words, make sure you tell the the people how important they work is.

08:42:08 You also wanna celebrate the accomplishments. if you work hard, you ought to party every once in a while.

08:42:17 So when somebody or the team does something, make sure you celebrate it?

08:42:20 And again encourage creativity is is important. My last side is on partnerships and networks, and this is not only for your professional life, but also for your personal life.

08:42:34 You wanna have mutual benefits. In other words, each partner is going to benefit.

08:42:40 In fact, what you really would like to have is a win win-win situation, where both partners benefit, and then other people also benefit, and the work that most of you are doing.

08:42:48 You want that to happen. You want to impact large audiences.

08:42:52 Trust, honesty, and mutual respect. again, science is is built on honesty and integrity.

08:43:00 Commitment. You want to make sure you make a high quality time high quality effort in whatever you're gonna do.

08:43:07 The the next one is communication, and to me I call that the big C you need to understand where the other person is, and if you don't understand, then you have to ask questions and clarify where that person is coming, from where do

08:43:21 they want to go. Flexibility independence, are also important. and strategic alliances are also important because there's many people that are after the same thing that you are so find ways to work with those people Finally, to be successful

08:43:41 today. you need to be a leader. You need to build a good team, create a good brand and find ways to network with other people who will help you fulfill your mission.

08:43:52 Thank you.

08:43:56 Thank you, Ross. so let me share my screen. Now

08:44:10 Okay,

08:44:17 I apologize

08:44:30 Can you all see me? Yes, I can see the panelist file. Okay, Thank you.

08:44:37 I got a notification that zoom quit so I wasn't sure what was happening.

08:44:42 So we have 2 other people presenting today other than

08:44:48 In addition to Russ. so we just had a great introduction.

08:44:52 By Russ. Freed. Thank you, Russ. we also have Dr.

08:44:56 Paige Castayanos and She's an Assistant Research Profession, professor in Ag Sciences Global and Rural Sociology at Penn State.

08:45:06 She's part of the current end and virgin threats to crops, Innovation lab.

08:45:11 She's also the director of the gender equity through agricultural research and education, initiative, and she's the co-affinity of affinity group lead for gender and the usaid innovation lab community of

08:45:24 practice for cross-cutting themes, and we also have Dr.

08:45:30 Rebecca Irving. she's from the University of Michigan, and she's the director for faculty research development in the Institute for Research on Women and Gender and for over a decade.

08:45:41 She has supported international research projects as both a researcher and research development.

08:45:47 Professional, and she specializes in promoting equity and inclusion in research, design, and implementation.

08:45:55 And so let me just go through the slides. I believe.

08:45:59 Russ already did some of these. So let me see, is this the first one for page?

08:46:09 No, Rebecca sorry.

08:46:13 Is this 1 one of russ's too I can't hear anybody.

08:46:21 It says healthy partnerships recognizing your value.

08:46:25 Yes, is this one of russell's or one of Rebecca's?

08:46:32 It's not mine. This is Rebecca's I think she's on mute .

08:46:37 Okay, Sorry, Rebecca. Please take it away. Is this the first one?

08:46:54 Or did I go past one

08:46:54 She might be having some time to call

08:47:00 It, says she's muted let me try to unmute her no, it says you're you're not muted now, but we don't hear you we can't hear you

08:47:21 Okay, alright. Let's let's go to pages slides and let's see if Rebecca can get get hers.

08:47:29 She's gonna log out and come back so let me see, page this tell me when yours starts, is it this one?

08:47:39 Yup, that's it. Okay. Sorry about that folks no problem.

08:47:44 Hi everybody so that's costa mentioned i'm here at Penn State, and i'm gonna talk a little bit about some gender considerations.

08:47:52 In terms of putting together your project. So when we think about putting together the appropriate team to address your research questions, or it's to have the impact that you want to have with your project really critical aspect to consider and maybe it's

08:48:05 one that you haven't thought of is gender So in one on one hand.

08:48:11 One aspect of project development gender is really important when you're thinking about the equity amongst your team.

08:48:17 Thinking about what about shared, and I know what Rebecca will share after

08:48:22 I share you should really think about who's having a voice in the creation of your project, who's making decisions, and who is having input and if we are included, and not just included but actually given opportunities for

08:48:35 leadership. Your projects will be stronger they'll be more appealing to funders, and they will have a greater impact in terms of reaching their target audiences by including women.

08:48:46 In your team you will encompass a wider range of perspectives which will only improve your work.

08:48:52 And then on another hand, Gender is really important in terms of the content of your project.

08:48:56 Are you understanding how women and men may differ in terms of their uptake of your technology?

08:49:02 Are you incorporating how women and men may differ in how they experience the issue?

08:49:05 You're attempting to address for example, women farmers may be really critical, to include in terms of pest management given their responsibilities and crop production.

08:49:15 And if you ignore the barriers that women face in a set, excessive accessing Sundays or other control methods, or if you ignore how women are able to access information about control methods, then you will miss a huge opportunity

08:49:28 to make an impact in terms of test management, gender and understanding.

08:49:33 The equity issues amongst women and men is incredibly important. when we think about things like agriculture production and women's work is often unrecognized and under compensated across all the regions as presented by

08:49:44 the Cetc or Usaids feed the future. initiative.

08:49:49 Women have limited access to resources and opportunities, including things like land, credit and productive inputs.

08:49:56 Women are also more time constrained, having responsibilities.

08:50:02 That men might not have, including child care, food, preparation, and the hauling of water and firewood.

08:50:08 Gender matters for understanding how. also how decisions are made within an house within a household.

08:50:15 We may not have little control over household income and over income generating assets.

08:50:20 This can have a negative implications for things like food security and household dietary diversity, which I know we're all concerned about.

08:50:28 In some cases women who have little control over assets related to agriculture, production, or other productive inputs are more likely to experience food security and limited dietary diversity.

08:50:39 So we have to recognize gender issues in terms of how we address those those major global challenges. It's also important to keep in mind that gender issues and inequities can also impact men limiting their own

08:50:53 abilities and roles it's not just a factor about women.

08:50:59 So all of these issues are incredibly important. to think about when you're designing a project developing your proposed activities and putting together your team, you wanna make sure your team provides adequate space for those with experience

08:51:10 and understanding and analyzing these gender issues. to be able to contribute to your project.

08:51:16 This includes having the right team members included, and also providing adequate budget to support this aspect of the research.

08:51:23 Next slide,

08:51:28 So to be able to fully integrate gender into your research project, you should consider what existing data is out there.

08:51:34 What additional data you'll need to understand gender differences in experiences and impact.

08:51:38 There's a huge amount of scholarship coming from largely the Cgir.

08:51:43 If Pre and the innovation labs in different universities that are engaging with gender in agriculture.

08:51:51 So you should consider what is out there, and also what information you you might need.

08:51:55 You should also consider how your proposed activities are addressing specific gender constraints.

08:51:59 For example, if women have limited access to technologies, how does your project ensure equitable distribution of knowledge andings related to your technologies, how do you address diverse education levels?

08:52:11 And how do you make sure that women are included in the learning?

08:52:14 Do you consider gender roles, and norms and how they may influence technology, uptake how men and women are managing their farms, which may be different, and how they're dealing with climate change and other stressors further as

08:52:25 you're putting it together a project you should think about what indicate what indicators for both outputs and outcomes are used, as was mentioned in the previous session.

08:52:35 This is really something that should be done up front and if you're thinking about your theory of change are you including gender in terms of your evaluation. and do you include gender and the relevance of gender equity

08:52:46 throughout the entire design design. you should also consider what's necessary to increase or improve overall successful implementation.

08:52:55 So if you add a quickly identify your target, population, understand how local context enorms may influence the ability of your target population to be successful will all be better equipped to reach our goals, then there's not a 0 0 some game meaning that

08:53:09 if we lift up women in one part of the world, men will lose out.

08:53:13 On the contrary, when we have equitable access, we will see improve production, crop management and ad ad ad adaptation and mitigation to climate stressors for everyone.

08:53:21 Okay, next slide people live in in I think there's a session playing

08:53:33 Finally, there are a few other considerations to keep in mind.

08:53:35 Once intersectionality which is thinking about how different aspects of your identity may fit together to influence who you are, and how you're able to access resources.

08:53:43 For example, an indigenous woman in rural Honduras may have many aspects of who she is that make contributes to both her identity and also what she's able to achieve.

08:53:52 Given the structural barriers. Another consideration is the idea of new doing no harm, which means that you should consider, enter any unintended consequences.

08:54:00 For example, if you're conducting a training that's gender blind it doesn't account for gender you might only have men attend, and you might be reinforcing gender norms that women aren't able to learn technology or

08:54:11 that women should not attend these type of sessions or if you do not include team members in a way that's inclusive and equitable, that allows different team members to have a voice in the project design delivery and

08:54:22 evaluation. Not only will you be missing an opportunity to maximize the information from your team members, but you'll be making a statement about how science and knowledge is generated. So all of these considerations relate to both how your

08:54:33 team is put together, and how your team is able to address important context and content aspects related to gender in your project.

08:54:40 So lastly, i'll leave you with a few resources here, and I think they should be able to be shared afterwards.

08:54:48 That are really great in terms of expanding on these ideas that I've just very briefly touched on

08:54:53 So there's great information from the osaid including their gender guidance in the global food security strategy and their general integration framework, and also a resource.

08:55:04 Shared for michigan state that's an excellent way of framing in terms of the range of gender approaches to projects going from gender blind all the way to gender transformation it includes really great applied examples

08:55:15 and case studies, so that's all they have to share and hopefully, we can have some discussion during Q.

08:55:21 And a Now I will turn it back to Rebecca and Calista.

08:55:26 Thank you, Page. I will advance the slide back so can you hear me now?

08:55:34 Yes, we can hear you, Rebecca hi Sorry about that.

08:55:38 And Thank you for your patience. as I sorted out that

08:55:42 Okay, So i'm Unfortunately, we're slightly out of order but I think it all is related, and it it will come together.

08:55:48 And hopefully, we can have further discussions in the question and Answer section. So i'll try and go through these kind of quickly, since a number of my colleagues have touched on these points.

08:56:00 But I want to leave us space to talk more in depth about the importance of healthy partnerships in cocaine and and building sustainable relationships.

08:56:09 So, first of all, I want to start by strengthing that.

08:56:13 How important it is for you to recognize your value in these projects joint decision making matters so know your place.

08:56:22 Be confident and and conflict that you offer specific set of knowledge, and that it is important to contribute your experience and your knowledge to the project.

08:56:34 Development. I Just encourage you not to be passive Don't wait for other people to tell you where you fit in the project.

08:56:41 Make sure you explain how you can contribute, and your thoughts and ideas early on in the process.

08:56:49 So be clear about your goals, your expertise, and your desired outcomes, as well as being honest about any potential limitations.

08:56:57 Having these conversations early on help to mitigate potential problems.

08:57:04 Later. i'm gonna talk a little bit more in depth on the next slide, and then don't assume that others know more than you contribute to the discussions when you agree.

08:57:15 But especially when You don't this is particularly important in working with partnerships where there are some local scholars and some international scholars.

08:57:26 Or where you have particular subject. expertise that may be different from other collaborators on the project, and then also be open and willing to offer additional knowledge, network or resources that other participants might not be aware of.

08:57:44 Don't always wait to be asked for your contribution if you have new ideas.

08:57:48 You have other directions, or you have other things that you think could be beneficial.
08:57:53 Please speak up. and again the early the better and also help identify who is missing from the team?
08:58:02 So this goes back to thinking about networks collaboration, and looking around the the table at who is being heard, and who is missing, and how those missing voices could help strengthen the project overall next slide please alright, and then
08:58:19 working to build sustainable and equitable relationships.
08:58:23 When you offer your goals and your limitations also, be sure to listen to understand those of others really thinking about how how the project can help the individual team members and then collaborate collectively, build a stronger overall project will help
08:58:46 the project moving forward. it will help it be more successful.
08:58:49 So be honest about yourself, but also listen to the needs and the potential restrictions.
08:58:55 Or barriers for other participants, and design it with all of that in mind.
08:59:01 This is also particularly important for longer term projects where you need to build the sustainable relationship of honesty about capacity in particular.
08:59:13 And when you're going to be able, to do things and when you might not be, I mean, these are really important conversations to continually have throughout the duration of the project start with having some of these more difficult conversations from the
08:59:25 beginning. I know it's hard to put up barriers or potential limits or constraints on on your time or your what you can offer at the very beginning, when you don't know your team Well, but it's really
08:59:43 important in the building of trust and to be clear about how this team is going to work.
08:59:51 So start at early on, by having some of those difficult conversations and and thinking about.
08:59:57 If this project is successful, what are potential problems that we could encounter?
09:00:03 And how can we have those discussions early on so that we don't get to that point also?
09:00:09 It's really important that your team has a communication plan How do people want to communicate?
09:00:16 How are you going to exchange important information? When are people most likely to be available?
09:00:24 All of those kinds of things are really important now this is important both at the project the proposal development stage as well as if the project is successful and you're working on the implementation.
09:00:35 We've had a lot of problems. in my in my experience where If the communication is not set out clearly from the beginning, the team members get really frustrated, and in some cases it's a simple conversation could have mitigated a lot of
09:00:49 the stress and potential missed deadlines. during the proposal development stage.
09:00:57 So really talking through how and when is best for communicating, or also what platform do people want to use the telephone?
09:01:04 Do people want to use email? Do people want to use slap or some other kind of communication?

09:01:11 App what's app is also very popular. so again, just having those conversations about how best to reach each other, and at what time is going to be most suitable is really important.

09:01:23 And then similarly, collectively, determine an action plan. who is going to do what the and when, and hold each other accountable, but do so in a respectful way.

09:01:34 And this goes back to thinking about your goals, your limitations, and and all of those kinds of conversations.

09:01:40 So understanding that everyone has to balance a lot of different competing priorities.

09:01:47 Yeah, and and making sure that you are understanding and supportive of one another on a team, but also that all team members are contributing. what they said they would do.

09:01:59 So is not to place additional burdens on other team numbers, and then finally be firing what you are asking for and and ask for what you need.

09:02:08 Yeah, would also be honest about where there might be potential limitations.

09:02:14 Or you might need additional support. So i'll leave it there and hopefully, we can.

09:02:19 We can talk a little bit more in the questions option

09:02:29 Great. Thank you so much. we did Have one question come through already, and that's from Matthew.

09:02:35 What percentage or ratio of women to men in a company project will draw in the funding or convince the donors.

09:02:46 So what's the ideal ratio for for a project?

09:02:52 I mean I can try to I I just I don't think there's a specific number, and I think you want to think about the group dynamics in terms of who's able to contribute to the project rather than being

09:03:06 so concerned about counting heads. but I think I would say representation is really important. and so as a benchmark, I think we stay 50, 50, but you know I think there are a lot of other aspects in terms of

09:03:24 developing the team to take into consideration as well, and not just

09:03:29 How many women are are included, but how? how? The team is coming together in terms of making decisions

09:03:37 Sorry. Just so. Another point on that I completely agree with pages.

09:03:41 Answer but I would also like to say that everyone has to have a purpose.

09:03:45 You don't just go round up people so that you hit a 50 50 mark, or or whatever.

09:03:51 So the project should be designed in a way that values and appreciates the expertise of all of its members.

09:03:57 So really think about Who you're bringing in and Why, and how they contribute to the project overall, and and not so much the kind of tickbacks of of meeting what you think that fund might want in terms of team composition I would

09:04:12 just take, I mean, I would a 100% add agree with that.

09:04:17 And I would add, this would also apply in terms of how we consider participants in your place, or who's included in your research.

09:04:23 We We do need to have those indicators, and I know Usaid specifically, is it?

09:04:29 You know very much wants to see the number of men and women who are present, but we need to also think about.

09:04:35 How are they able to engage with the programming How are they able to engage with the technologies, or whatever you're doing in terms of your training

09:04:47 Okay. great So while we're waiting for more questions from the audience, we have some other questions that I can pose to the panel.

09:04:56 Let's see how would you handle a non-performing team member

09:05:06 I can hear that the least. the the first thing you need to do is you need to take that person aside and talk with him and find out what the situation is.

09:05:18 Many times there's going to be some kind of tragic event, or some kind of personal event that's affecting that that person.

09:05:25 So you need to find out where that person is and after you find out where that person is. then you have to decide whether this is a temporary issue, or it's gonna be a long-term thing. If it's gonna be a long term

09:05:37 thing there's 2 things you can do one is that if there's an alternative person that can do the same task.

09:05:47 If this person is, then I would go to that other person.

09:05:51 However, if there is no other person available on the situation then you need to go to that person's boss and tell them how important this work is, and that we need to do something to get this person.

09:06:04 To be more functional, and do the things that they're supposed to do for the for the team

09:06:15 Okay, Thank you gage Rebecca i'm assuming you don't wanna add to that I I agree with everything.

09:06:22 Rest said, Okay. alright. How do you create a good team?

09:06:27 Bro. I can. I can do that also. I the the brand is is what the world thinks of of you.

09:06:40 And, in other words, for A. for a team it's the reputation that the members of the team are going to have, and then how those people project what the team is doing and what kind of impact it.

09:06:55 It. it's had, I think, in in my world impacts are terribly important, and for most of us what we're trying to do is we're trying to increase food production around the world and save the environment and bunch of

09:07:09 other increased economic growth. reduce nutrition, etc.

09:07:14 So you as a team need to make sure that the world knows what what you're doing.

09:07:20 You need to make sure that you're able to interact with farmer groups with newspapers, with journal, so that they can put articles in about the work that you're doing the impacts you've had and the impact you're you're

09:07:33 going to have it's also your presence on the on the social media.

09:07:39 Certainly. today social media is is terribly important. So you need to find ways to make sure.

09:07:44 Team is represented on on social on social media and again it's.

09:07:54 It's telling people how important your work is and tell me people what you've done is is the best way to create your brand

09:08:05 Okay, So we have a question from the audience What do you do when you don't get instruction from your supervisor

09:08:24 I I think this depends on the context. so i'm not sure if it's as a student or as a team member, meaning that because I think there's different power dynamics and different goals involved depending on what the

09:08:34 supervisor relationship is so if if it's a student situation. where you are kind of you have to report to the supervisor, and you have to meet their expectations in order to finish your qualification.

09:08:51 I think that's a little bit different if we're talking about a supervisor on a grant or proposal project.

09:08:57 Are we referring to. the pi in that case i'm i'm not sure if anyone else has any clearer understanding of what relationship we're we're looking at in this question.

09:09:12 I think, goes back to communication. I mean, I think you you have to ask questions of clarification. and it, you know, came Communication is a 2 way street.

09:09:23 Maybe your administrator, your boss is is not a good communicator.

09:09:26 So it's up to you to find ways to try to clarify what what the issue is.

09:09:31 I mean again you're the you're the person that does not quite understand why the situation is, and it's your job to find ways to clarify it.

09:09:47 Okay, Great How does or share building your team? connect to your research design

09:09:58 I can start with this. I mean, I think this is going back to what Rebecca just shared in terms of gender composition.

09:10:04 To really make sure. Every person on your team has a purpose, and is related to an aspect of your project, and contributing to your project.

09:10:14 And so I think it is really important to link the 2 and to be iterative about the process of putting together your team and making sure it's aligned with your project and proposed activities.

09:10:26 I think this continues on through the lifecycle of a project I know tomorrow you're gonna be talking about what happens if you get funding, and I think it's important to be constantly kind of assessing how your team

09:10:34 is working, and how team members are contributing

09:10:46 Okay, feel free to ask questions as a participant we have some questions that we're.

09:10:54 We're asking the panelists but this is your time to ask your questions about team building and gender and equity in this part of the proposal or the project design.

09:11:05 Process. So we'll just keep asking questions of the panelists and and answer your questions as they come up.

09:11:14 Okay. So what is the difference between a leader and a manager?

09:11:22 Well that that's to me that's very easy a leader shows you what you need click point you in the right direction.

09:11:32 So you're doing the right thing and the manager make sure you do the right thing right?

09:11:36 You can have a lot of good managers that are doing the wrong thing right?

09:11:40 But what you really wanna have is you wanna have a a leader that puts out a good direction and have a manager that then, does that direction correctly.

09:11:50 So it's do it right the right thing

09:11:59 Okay, Thank you, Russ. How do you develop a vision for the team?

09:12:11 I guess i'll take that again the the vision is What do you want to do?

09:12:17 What kind of impact do you want to have? You Wanna just have publications.

09:12:22 You wanna increase food, you wanna increase environmental safety. Whatever the objective is, that is what your vision is.

09:12:32 And then how are you gonna get? There is another important component of the the vision. Who do you need on your team?

09:12:39 What kind of disciplines, what kind of policy people you're gonna have to interact with?

09:12:47 What kind of funding places are you going to go it's the the vision includes in in essence everything that's needed to have a successful project.

09:13:02 Just also add on that it's really important to take the time at the beginning of the development, to agree these sorts of things, because otherwise you'll get people going in different directions.

09:13:11 And it's much harder to bring it all back together. Later, if you haven't had an agreed vision and that kind of plan of where you want this team to go, So I agree with everything Russia said and I would say take

09:13:22 the time earlier before it gets to kind of say virgin to address those issues.

09:13:30 And I would just add, I would agree wholeheartedly with both of those comments.

09:13:34 I think that's why it's so important to develop these global networks.

09:13:39 Now, as soon as you can because that's the way to be successful, is to have those kind of understandings and in partnerships developed early on in the process, and I think an important aspect of whether it's the

09:13:55 vision or leadership is understanding. you know, thinking about the power dynamics within the team, and thinking about how to be as equitable as possible.

09:14:05 There are certain constraints within funding mechanisms, that kind of work against that.

09:14:10 And so, how can you do your best to to balance those out?

09:14:15 So if if you have a 5 year project, the best way to help start developing a vision is to decide, where do you want to be in 5 years?

09:14:23 What kind of people do you need? What kind of policies you're gonna have to work on what kind of training issues you're gonna have to deal with. what What kind of other groups you're gonna get involved to get this thing done

09:14:35 in in 5 years of work power over long. Your grant is okay perfect.

09:14:42 We have 1 min left, and one final question from the audience.

09:14:46 How can we, How can we integrate artificial intelligence and human intelligence to help team building and effectiveness

09:15:04 I don't have anything on artificial intelligence but I would say technology more broadly, can be extremely beneficial, particularly when working with international collaborative groups and finding different technologies that will support the communication and delivery

09:15:19 of the of the projects. I think, can be really helpful, but also not assuming that the same technologies will work for every team.

09:15:27 And and again taking time to have those conversations about what best supports this particular group and your goals.

09:15:35 Technology certainly is important, but at the end of the day people are the most important natural resource that we have.

09:15:42 And I hate to go against artificial intelligence because I think the world's gonna be taken over by computers, probably in 20 years.

09:15:50 But I I still think people matter. It seems like a good way to end it.

09:15:57 Thank you very much. We we had a couple of questions come in on the Q.

09:16:02 And a and we don't have time to answer, those But if if you all could take a look at those and maybe try to type something up while we move to the next session.

09:16:14 That would be very helpful. So thank you very much to

09:16:17 Russ and Rebecca and page, and Now we're going to move to our final session for today, which is the second part of planning a design of project which is the research and project design.

09:16:30 So. if you'll give me a moment I will pull up my slides.

09:16:33 Thank you.

09:17:31 Okay, i'm not sure what happened. but I think zoom just restarted on me.

09:17:40 So we can. I can hear you and Thank you very much.

09:17:43 Can you all see my screen? now? Yeah, it looks good. Okay, Thank you so much.

09:17:49 It keeps telling me Zoom quit unexpectedly, and then I freak out.

09:17:53 So apologies there. Okay. So So for the final session, we have 3 wonderful speakers.

09:18:05 We have analyze keys she's the operations director of Plant Village, and the current and emerging threats to crops Innovation lab.

09:18:15 Her background is in agricultural and biological engineering, with a focus on the food and bio processes and international agriculture.

09:18:24 We have with us. Dr. Angela records who you heard from earlier.

09:18:28 She is the science advisor and deputy lead the Bureau for resilience and food security. research. community of practice.

09:18:35 She's got her PHD. in plant pathology and She's the program manager for the lab, and we also have

09:18:43 Lincoln Kami she's from dt Agro consultancy.

09:18:47 She's the lead of the the labs presence in Kenya, and she's a field extension officer and a researcher in Kenya.

09:18:58 So with that. I will pass it on. Thank you, Chris.

09:19:05 I think, and yours, too. Go first. and you didn't have slide, so we might wanna close the slides for now.

09:19:13 Yeah, I'm actually gonna share my screen. I Do have slides.

09:19:19 Sorry about that lot of moving pieces. And Okay, Are our folks able to see my slides?

09:19:31 Yes, , Okay, great. So thanks again for the invitation to to speak today. and

09:19:38 The organizers asked me to talk a little bit about project design sort of from the high level, and kind of what donors look for in terms of project design, and so i'll i'll speak for what you know I've seen

09:19:50 at the Us. agency for international development, and of course other donors do do things a little differently.

09:19:54 But i'll talk about it from the bureau for resilience and food security sort of perspective, and the key elements for research activities.

09:20:03 So the first thing I think is useful is to just kind of talk about how we define research in the Bureau for resilience and food security. and I think it's a broadly you know, understandable definition, really that

09:20:16 research activities meet 3 fundamental criteria the first is that it's hypothesis driven, testable and independently replicable that the work is purpose-driven with clear pathways to application and impact and that

09:20:33 It's rigorous and implemented with scientifically validated methods.

09:20:38 And there are some more text here talking about what is not research, and I think these slides will be available. and you could take a look at that in terms of what usaid caners research and then sort of different activities that kind of

09:20:50 related to research, but aren't necessarily considered researchers themselves and So I just thought I talked just really quickly give you a bit of a preview of the forthcoming global food security research strategy because here in this document

09:21:07 That's the that'll be coming out very soon we highlight. 3 themes of just sort of research activities that the feed the future program will continue to invest in or begin to invest in going forward So just broadly, speaking So the first

09:21:23 theme is around climate smart, agricultural innovation and as David very eloquently explained earlier today. climate change is such a critical challenge for all of us, and it's it's particularly challenging in the area of current

09:21:40 emerging threats to crops. So so this broad category of research is around.

09:21:49 Identifying practices and technologies that produce emissions.

09:21:55 Sequester, carbon and all of these things, while offering opportunities to meet our goals or broad resilience, nutrition, equity, and economic goals.

09:22:04 So kind kinds of examples of opportunities in this space around home harnessing. so on microbes to improve soil structure, digital tools that can connect remotely sensed information with researcher generated and user source inputs just a

09:22:19 range of ideas that can kind of fall under this category of research themes.

09:22:27 And the second theme is around nutrition and food systems, and so broadly the food system.

09:22:35 Some of the challenges that we face are around, you know, reducing food, loss and waste food, safety.

09:22:40 And again these slides are available, so you can kind of look through some of the ideas that that we have here, and our current activities.

09:22:47 And I didn't highlight highlight this on the previous slide.

09:22:52 But we have ongoing research activities in the innovation. labs that are relevant to these different themes. and I've kind of listed those on these slides as well.

09:23:02 And then, lastly, the third theme that we're highlighting is genetic improvement. so breeding for improved crops and livestock, particularly relevant to this group would be you know breeding for

09:23:15 resistance to to p, to diseases, and tolerance to pests.

09:23:20 And so just kind of transitioning a little bit. And this is something that came up in a previous session around the theory of change.

09:23:29 And you know how critical it is. it is kind of a difficult thing to kind of nail down in an application?

09:23:36 But it's really important in terms of just paying and project design and thinking about what the results the impact that you want to make, and how you get there.

09:23:45 So it's a really simple concept just the thinking behind how a particular intervention will bring it out.

09:23:52 The results. And so all of our our our proposals and our projects are centered around a theory of change.

09:24:02 And it's basically just outlining what are the inputs and the activities that you're going to do what outputs will come from that.

09:24:11 And then what outcomes will develop from those those particular outputs, and how that will achieve impact.

09:24:18 And so just to kind of put it in a.

09:24:23 That was kind of a generic view, but just kind of to put it in in a frame that's relatable.

09:24:29 I just have a slide here of the global food security strategies, results, framework.

09:24:36 And this is just a way of looking at. Okay. Our broad goal high level is sustainably to sustainably reduce poverty.

09:24:43 Hunger and malnutrition, and this just kind of outlines how we think we can get there.

09:24:49 So with 3 major objectives, one around inclusive, sustainable, agriculture-led economic growth, because we know that agricultural led economic growth is critically important.

09:25:02 And strength and resilience among people and systems, and then a owner's population, especially among women and children. and so to achieve those objectives.

09:25:12 If you take a step down, there are results that we would like to achieve intermediate results, and and I won't go over all of this.

09:25:21 But the idea here being that we want to set up our projects with the goal in mind. Ha!

09:25:28 And then lay out how we're gonna get to that goal and it's important that we're able to measure success along the way, and, as has been pointed out already you know this doesn't happen overnight, especially when you're

09:25:40 doing research, right? So it's a long time horizon and So the idea here is to lay out the path.

09:25:48 And then what are the steps that you're going to take and how do we measure along the way to show that we are successful?

09:25:55 And so to do that the feed, the future program and the way we you know, kind of measure success along the way is using indicators.

09:26:02 And to feed the future indicators is what all of the the programs that are receiving feed the future support have to report against.

09:26:13 And you can. if you just Google feed the future indicators, there's a nice handbook that lists them all and explains what they are.

09:26:18 But basically this is just the the tool that we use to measure progress.

09:26:24 And this is measured broadly against the feed. The future results framework

09:26:30 And just to point out, you know, basically, the idea here is that not only do we measure that the the work that we're investing in is is having success.

09:26:42 But it also helps us explain to our donors which are the taxpayers.

09:26:48 You know the work that we're doing and how we know that those dollars are being spent effectively.

09:26:55 And the last slide I have is I just wanted to mention something is a little bit of a tangent, but not really, which is the product lifecycle framework.

09:27:03 And so this is something that you know we're increasingly including in

09:27:09 Our calls for proposals. we're calling for applicants to articulate how they're really thinking about the the end game when it comes to technology development.

09:27:20 And so the idea here is simply that if you're developing a technology.

09:27:25 You need to have an idea of how you know you're doing the research.

09:27:31 But how once the technology is developed, how is that going to reach the the consumer, the farmer, the customer, whoever it might be?

09:27:39 And just sort of how the you know, having a plan for that eventual uptake of the technology.

09:27:45 So this involves, you know, sort of market segment analysis.

09:27:49 It can be something like if you're developing a disease resistant plant.

09:27:55 Well, you're developing it in a you know a breeding line.

09:27:58 That is, you know, a variety that consumers prefer that farmers like to grow, that people like to eat, etc.

09:28:06 So really just sort of thinking from the very beginning, before the research starts.

09:28:11 How that those technologies and innovations are going to be used in the end.

09:28:16 And so these are just some of the broad strokes of kind of what we're looking for when we're looking at project design, and I think colleagues in in this session will give some more specific

09:28:29 details. So i'm gonna stop sharing now, and I'm gonna pass, I think, to analyze.

09:28:37 Thank you, Angela, back So we share the slides

09:28:45 Perfect. Thank you. so i'm going to talk about the actual 7 steps of project design now moving forward, and we've heard a lot about all the different components that are required to have a really solid foundation for your project but from

09:29:04 my perspective. i'm coming at this with the background. that's focused in both research and operations.

09:29:09 So how do a unique experience of being able to train as an academic and an engineer?

09:29:14 And so I can take both of those learnings the adaptability and flexibility of operations, and also not letting perfection be the enemy of good when it comes to research and combine that into the 7 steps of project design and I

09:29:29 will mention that I like any solid start to a project it's important to research.

09:29:36 The knowledge that and work that has previously been done in this area.

09:29:40 And to understand how you can supplement and bring new knowledge into this field.

09:29:44 And so for this site slide specifically I implemented that strategy and head cited asana at the bottom of the slide.

09:29:54 They're an excellent resource when it comes to all aspects of project design project management.

09:29:58 I would strongly recommend visiting their site if you're curious about the technology that you can use, and that is available to you.

09:30:06 But so i'll go through the next 7 steps then so just as a fundamental understanding.

09:30:12 So we're all on the same page. project design is an early phase of the project. Life cycle, where ideas, processes, resources, and deliverables are planned out.

09:30:23 A project design comes before the project plan as it's a broad overview of where we want the project plan to go and include more detailed information.

09:30:33 There. So when we talk about the first step, which is defining your project goals, it's this is an important step to create ideas around your goals and deliverables.

09:30:44 And so you want to, of course, consider the needs of the project itself and of your stakeholders.

09:30:49 You want to consider your clients and who your team will be impacting outside of the deliverables.

09:30:57 So you can think about your first range of impact, and who are your direct stakeholders?

09:31:00 But then also take it to the second or tertiary phase where you're thinking about who the area you're going to be working in the people you'll be hiring potentially, and just the general community you'll

09:31:11 be influencing whether it's directly on the ground or in a virtual space as well, and you want to include smart goals here.

09:31:20 So, making sure we're specific measurable achievable realistic and time-bound, i'll talk, and a later session, I believe tomorrow about the different goals structure that we used at the innovation lab and how we

09:31:33 use a combination of commitment style goals, and also aspirational goals to achieve really big ideas.

09:31:41 And so the other thing I would suggest, when you're in this space of your project design is to take advantage of the resources you have available to you just by having an Internet connection and to use technology and not be afraid of it sometimes and I know that I'm a fan of continuing

09:31:59 to use pen and paper when i'm really in the beginning of brainstorming something out.

09:32:04 But there are plenty of resources out there that can really help you.

09:32:07 Mind, map the different ideas you have, and bring them all together.

09:32:10 Then at one stage And so, then the next step of Project design is to determine your outcomes.

09:32:20 And in this space you really want to focus in and narrow down to your baseline outcomes.

09:32:25 And so this is a stage where you're going to identify your outcomes for the project itself, and to look into and explore the different project planning methods as well.

09:32:37 Well, the tip I would have here is to focus on what you you're measuring when you're looking at your outcomes.

09:32:45 An outcome can go from harmful. to helpful just by changing the lens in which you view it, or rather changing how you're measuring that outcome.

09:32:54 And so it's really important to consider each aspect and perspective of the outcome you're looking to achieve. and again taking it back to that project goal of what communities.

09:33:02 Am I impacting? and who am I leaving out of this project as well?

09:33:08 So the next step would be to identify your risks and consider this include evaluating your resource risks.

09:33:17 So you want to evaluate the aspects aspects of your project that could lead to risk further down the line.

09:33:23 This could be specific to the environment. you're working in it could be specific to human health, to your team or group. even.

09:33:31 I know we've talked a lot about equity and so we want to ensure we're bringing that along through from the start of project design and continuing it as well, and also considering mental health when it comes into the project itself and

09:33:44 then, when you you also want to consider the risk to the stakeholders that they're taking on just for an understanding of the what their perspective is when they look and meet with you about your project, And so just a general tip is to

09:33:59 at this stage, really take a step back and try and holistically view your project and get a whole perspective, and think about who is in the project and getting feedback from those people as well, and feel free to gain feedback from others this is a part

09:34:18 where you want to focus on being focused on solutions rather than the problems as well.

09:34:23 So it is expected and understood that you will in encounter problems, and there are risks associated with each project.

09:34:29 But if you remain solution focused and intend to address them in line with your values or your mission statement of the organization, then it will be seen that you have a general confidence to overcome these challenges.

09:34:47 So the next step, then, is to refine your strategy overall. and one of the biggest tips here is to create a visual roadmap.

09:34:55 If you're reading through your project, design so you have different steps, and then at any stage, if you are confused as the writer, it's guaranteed that anyone else who reads the project or donors will be 10

09:35:08 times more confused. And so an example of the visual roadmap could actually go back to what Angela had shared just earlier with the results framework.

09:35:18 And so you could see she had the outcomes and then your intermediate results and your activities at which you're going to achieve these outcomes and goals.

09:35:26 And so it's always good to draw out that visual roadmap to also catch yourself if there is a large gap.

09:35:36 In your theory. And so this is also, as was stated in an earlier session, a good time to reach out to your project donors or others in your space.

09:35:45 If you want feedback on your proposal or your project itself.

09:35:51 So this could be. At this point You have the base for each of the steps to build a foundational project, and they can provide feedback.

09:36:00 That would help you dictate along the way. what the goals are, and how to precisely talk about them.

09:36:11 So then, after refining your strategy you're going to want to focus on estimating your budget, and so in this area, it's just a good I good to identify the aspects of your budget upfront that can be

09:36:24 reduced or eliminated in case the donor requests.

09:36:27 So there's always room for negotiation especially if a donor really appreciates or enjoys the aspects of your proposal, and believes that there is a strong reason to fund it.

09:36:41 But in some cases that sometimes funding just doesn't work out the way we want it to, and even on the donor side it can be a bit tricky, so there can be cases where there's a little bit of room for

09:36:52 negotiation back and forth, and so it's good to understand where you can maybe cut your budget a little bit upfront, so that you're best prepared for this situation, and you can adapt appropriately and so just as we talked

09:37:06 about earlier, where you were, including adaptability and flexibility in your proposal and project.

09:37:12 Throughout. Each of these steps, including in the budget, is also very important as well.

09:37:19 So step 6, then, is to create a contingency plan.

09:37:23 This is built off of step 3 where you're identifying your risks and constraints, and so we're basically taking the risks we identified in step 3 and identifying how we're going to address them this is important

09:37:36 to include again being adaptable and flexible recognizing that there are a different challenges and obstacles that can come up along the way, whether they're small or local to the area.

09:37:52 You're working in one example. could be if you're working doing a agricultural research plot, and you're expecting to have crop growth.

09:38:00 And then there's no water for no rain for the next 2 months.

09:38:06 That's something You need to be adaptable to and adjust, because your results at the end of the season will be different.

09:38:11 And then it can go as large as something that's absolutely international, like the Covid 19 pandemic, and being able to adapt with your team.

09:38:19 And again in this aspect being extremely communicative with not only your team members, the communities you're in, but also your donors is really important to include them in in what your plan and what you're thinking because they can also offer help in

09:38:35 this area as well there's a lot. of experience in this room, and also in the circles that you're working in to help adapt to these changing situations.

09:38:46 And so, then the last step is to document your milestones.

09:38:49 And so this is focused on tracking your deliverables and timeline.

09:38:55 It's important to think about ahead of what you want to document specifically, and this can be a general baseline of what your outcomes are.

09:39:04 But also to think about. You know, what does the donor organization typically highlight?

09:39:09 Do they have a block? Do they have social media are they interested in what's happening on the ground?

09:39:15 And so you can think and keep in mind well maybe i'll along.

09:39:21 This project will keep 2 will keep too strong anecdotal stories or personal life stories that are changed to make a larger impact.

09:39:27 Or to include with our data. So we can report and publish a paper, and also publish a blog in relation to that paper to get both aspects of the audience, both Academia and the donor and Philip traffic

09:39:41 funding. So those are the 7 steps of project design and Luckily, this is recorded, and will be shared, so we can come back to it as well, calisa, if you could go to the next slide, i'll just cover the key

09:39:55 points for success when it comes for project design. And so for me, this really comes from over communicating, having team alignment and visual monitoring of project success.

09:40:08 So for over communicating. You really want to just communicate with everyone, and his, in my opinion, better to be told to stop updating as often rather than be told you.

09:40:17 Aren't communicating enough and based on the different project management approaches you implement.

09:40:23 This could be a very easy thing to achieve and you can incorporate communication into each step of the project updates.

09:40:32 So you don't even have to consider whether you're communicating enough or not.

09:40:37 And then you want to ensure that your team is aligned on the goals and that everyone understands the project thoroughly.

09:40:44 The values of the project and mission overall and in and the way the innovation lab works is, we believe that everyone needs to be able to address and answer the questions for themselves.

09:40:56 What are the top 3 things that you can do that no one else can on this project, specifically, which promotes accountability and also personal value towards the project.

09:41:05 And then the last one is just to use visual elements to track your progress for a quick snapshot on the success and easy sharing of progress on your project.

09:41:14 It also enables you to see very quickly where you're blocked, and when you need to adapt to different situations at this point, I'd like to thank everyone for listening to me and I will hand it off to my

09:41:27 colleague, Winkip

09:42:05 We can we can't hear you

09:42:16 You're muted again winked

09:42:27 Okay, I'm: going to talk about the the actual reality on the ground on what happens when you have the plan and the plan does not go as you are.

09:42:42 The region so like, for example, i'm going to talk about the examples the but the innovation lab in Kenya of what we did.

09:42:55 Well, the plan we had then, the plan we we have written, and the actual real in the growth does not much like

09:43:08 For example, on this slide. we had in the proposal.

09:43:11 It was that release paracitates on only 250 fields.

09:43:18 But coming to the to the ground to the realities that most of these fields depending on the the need of those farmers need that more and we fold ourselves releasing more than Monday That's 50

09:43:35 fields with the process like this number we have bus let's see for fields .

09:43:43 When the work plan you have does not go does not go as planned.

09:43:50 You have to be flexible in that we are able to increase a number of personnel, for involved in the production of the prosecutor.

09:44:02 As you can see in these In this picture you can see the number of asoles was increased, so that can so that you can be able to produce more persecutors in the lab.

09:44:11 And also this is one of the fields we were able to produce the procedure to the

09:44:18 The one of the on one of the treatment good next slide please as I'm continuing, giving the examples of how flexible you have to be.

09:44:35 There's another example of of the provision of means to most of our farmers, as in the beginning we will be able to.

09:44:48 Yes, the map and collect data over the specific from us.

09:44:55 We need the maze and the beans. But coming to the input distribution, you find that most of the farmers they are the warehouse, asking Why?

09:45:09 Yeah. So farmers who are being provided with the isn't this and not me as a as a farmer, So in that we were able to sit down and come up with the way of providing to more than 90 90%

09:45:27 of the farmers with the with the entire group. The next slide, please,

09:45:38 Okay on this slide. This is also another example of how you're supposed to be flexible on how you are you are supposed to do.

09:45:52 When she comes to whatever your plan, and whatever it is the real.

09:45:56 So in this presentation you find that during the and the issue of the bamas, whereby most of them they rely on the fertilizers mostly the inorganic fertilizer also the

09:46:15 Africa, and from us most of them. They depend on the inorganic fertilizers, so that they can be able to plant their crops.

09:46:23 But coming to understanding over other fertilizers, for example, the organic for the for the lasers, like the the which has more benefits to the farmers, and also it's more and better my it's more

09:46:39 environmental or frankly to cool to those fields, to find that that we were able to restructure everything.

09:46:48 And come to conclusion and to explain farmers to explain to farmers what is the important?

09:46:57 So as having day bachelor introducing it into the fields.

09:47:03 How will it help you and during the input distribution?

09:47:08 When we were able to distribute the inputs and discuss with the farmers, which is the important of having these organic fertilizing their fields.

09:47:21 It was a good way of enabling day from us to be able to adopt the technology.

09:47:29 So I can say that if we are having our plan we have we already have the work, plan it's good, and it's best to be flexible in order to be able to incorporate they need which comes up they need

09:47:45 of both the farmers, and also those who are beneficiary of that innovation lab is best to be flexible in order to be able to in, in, in, in, in in order to be able to be able to feed on

09:48:02 the to bring better results, and those in the they in a village, in the, in the in the technology, you have the innovation lab technology.

09:48:15 You have the you're having to those from us So those were the my 3 slides of the actual reality of the some of the examples of what we are doing in Kenya.

09:48:33 On the Ipm packages. So thank you.

09:48:38 Thank you very much. and now we are open for. Q.

09:48:45 A so we have one question so far, which is, what are the best tools for monitoring projects

09:49:00 I can take this one So i'm coming i'm biased, and what I believe that some of the best tools are because of the management function that we follow in the innovation lab and plant village is a larger hole and so

09:49:17 we use the objectives and key results structure it is focused on being adaptable to the changes that happen when you're doing research and also operations and allows you to be hyperfineed on your goals and activities

09:49:34 and how you're going to achieve them so you can really i'll go into this in more depths tomorrow in our state.

09:49:41 I believe it's session 7 or 5 and but I know it's tomorrow, and we'll go into what how to develop.

09:49:51 Okay ours. i'll even do a little example with the audience at the time to demonstrate why it's important, and how you can think about the different ways to measure your different activities and outcomes.

09:50:04 And but for my answer I would say objectives and key results, or any framework that enables you to track your goal and the progress at the same time

09:50:19 Okay. perfect. Thank you. Anybody Winkett or Angela.

09:50:26 Do you have anything to add to that it's okay you know Okay, So we don't have any questions.

09:50:34 But maybe we wait a couple of minutes to see if anybody from the audience has any questions.

09:50:42 This is your opportunity. there's a hand raised Callista. Okay? Well, we'll try to We'll try to allow that person to talk.

09:50:51 We've So victor i'm going to i'm going to allow you to speak i'm not sure how to unmute you. Okay, you're you're good to go if you unmute yourself you should be able

09:51:05 to speak,

09:51:13 You're still muted. If you're unable to talk just please type your question into the Q. A.

09:51:21 Or the chat,

09:51:30 Are you not able to unmute yourself

09:51:46 Okay, it doesn't look like it's working maybe you can make them a panelist

09:51:56 I promoted him to a panelist, or I try to

09:52:06 Okay, I'm not able to do that maybe renee will have to do that.

09:52:14 Yep. it's in progress. Yes, Oh, okay sorry no You're right?

09:52:18 Okay, we do have a question coming through. Oh, sorry, no. I just remembered when you promote someone to a panelist in a webinar, it makes them close out of zoom, and then they join back in as a panelist

09:52:32 so eventually they'll be back okay, in the meantime let's

09:52:38 I'll. Oh, David, you've got your hand raised as well, a question for winked

09:52:48 So you talk very well about the adaptability and things changing the increase in the size.

09:52:53 I know Also there were some challenges around the drought or destruction of the field with heavy rain.

09:53:01 And what? How did the team members respond to all of these?

09:53:03 Could you speak to the responses by the people on the ground?

09:53:07 Who had to adapt quickly to these changing circumstances. Thank you,

09:53:30 Okay, So I see David when it when it comes to the the team members on the ground first.

09:53:42 Yes, they helped us, ask so many questions over What are you introducing?

09:53:50 How we lead the benefits, the the farmer, what will be the so that they can have the confidence of

09:53:58 Well to those farmers and the protein for them, and being able to convince them that this is doable, we can do it, and the result will be better.

09:54:12 So that is how I can answer that question.

09:54:20 Thank you so much. Okay, we got another question for Wikipedia.

09:54:28 It seems like you had to make several changes to the project.

09:54:32 How long did it take to get approvals from the funders?

09:54:35 And was there a need for clarifications, or a discussion on why you were requesting the reuse to be done?

09:54:43 So please share your experience with that

09:54:49 Okay to answer that question. Okay, being the leading Kenya. I add fast to communicate with our director with David.

09:55:01 So that from there it was able to give us go ahead.

09:55:06 But actually, I can say that it did not stick a lot of time for us to be able to change.

09:55:20 And increment those those changes. Yes,

09:55:27 Okay, thank you. another question for wink it. How did your team attend to continuous environmental associate and economic changes as living in Africa while implementing your project

09:56:13 We get? Did you hear the question? Yes, I had your question i'm trying to enterprise?

09:56:23 And the just that question. So that can you would, I can be able to get actually answer for that.

09:56:28 Okay, Take your time.

09:56:37 I can give wind some time by answering a little bit more on the question previously, where she was able to answer on the adaptability of the project from the ground perspective from our perspective as being the management entity for the award

09:56:54 we really want to emphasize the local ownership of the project, and so we give our support ease.

09:57:04 Most all of the information they need up front. So what you can and cannot use the award money for what are your restrictions and limitations?

09:57:12 What do we expect from you? And then, through our weekly meetings And we use the okay, our structure, we're able to stay updated on the progress of the products along the way without being 2 hands in or involved and restricting the

09:57:26 subward these in any way. and then, from a roles and regulation standpoint, we have a wonderful administration.

09:57:35 Assistant Melissa isla who's with us today, who stays on top of the invoices that are coming in from the suburbs, and is able to answer all of their questions within 24 h, usually so

09:57:46 we're we're pretty on top of following up and being and staying very communicative with all our subordinates.

09:57:54 And then logistically as long as the budgets aren't changing, I think the rule is you cannot change.

09:58:04 If you're changing less than 10%. of what where your budget is, or where you're spending, allocation is, then you don't need prior approval from us. But otherwise, if you do need to change more than that we will just

09:58:15 ask for a simple write up on why, what you're changing and and where it's coming from, and that's usually so sufficient

09:58:28 Thank you. Analyze wink it. Do you want to answer the question, or

09:58:35 Do you need more time?

09:58:47 Can you hear me

09:58:55 Kindly on that just give me a few minutes a few more minutes.

09:59:01 I'll be able to type my answer but kind of Okay, yes, feel free to just type.

09:59:07 The answer instead. If you don't want to answer live we do have a question for analyze.

09:59:15 Thanks so much for your great presentation. Where did you take the photo of the beautiful camels?

09:59:23 I just responded in the Chat so i'm very honored and grateful to have received this image from one of our colleagues in Kenya.

09:59:31 His name is Tyson. Yesin. He was a key component in our desert locust response.

09:59:37 In 2019 and 2020, and has many wonderful pictures that we highlight on the website.

09:59:43 But He's currently working with the dream team. I go consultancy in Zimbabwe County, focused on working directly with pastoralist communities as a different project.

09:59:53 Sorry,

09:59:59 Okay, perfect. So we're coming up on 10 o'clock.

10:00:04 So I think we are. We are complete for today. again.

10:00:11 We'll continue to answer questions as we're able to if we didn't get to your question we will definitely try to to do that after the session is over.

10:00:23 So. that thanks everybody for a great day, and we will see you tomorrow again.

10:00:28 If you have any questions, please feel free to reach out to us and I don't know if any any from the from the management team want to say anything.