



A Logframe-Based five-year strategic plan for STIPRO

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Introduction

STIPRO has developed a 5-year strategic plan to guide its operations as a research organization in science, technology and innovation

The process adopted was participatory involving all key staff at STIPRO. The objective of this approach was to create ownership of the strategic plan document and hence its operationalization

Why a strategic plan? And what does it entail?

The purpose of a strategic plan is to put in place an intervention process to address an **existing unfavourable situation** by designing feasible strategies towards a **well defined desirable condition** within a specified time frame

STIPRO as an organization was mandated to continuously monitor the national STI systems and generate relevant stock of knowledge and statistics through research to enable meaningful decisions on national STI policy formulations.

Therefore to start with the problem focus to be addressed by STIPRO in the next five years was identified, and this was
“the weak monitoring of the national STI systems”

That problem focus generated a comprehensive problem situation

The problem situation being addressed by STIPRO

Low technological / innovation capabilities in the production sector

STI policies not evidence based



Limited use of STI research findings by policy makers

effects



Problem focus ->

Weak monitoring of national STI systems

causes



Lack of focused and appropriate policy research agenda on innovation and development

Low capacity of researchers on STI policy (innovation and development)

Inadequate capacity for long-term sustainability at STIPRO

STI not accorded its due priority in national development policies

Low exposure of researchers to innovation and development

Scarce research grant awards in STI

Weak funds generation / mobilization initiatives

Lack of STI courses at universities

Low engagement of policy makers in STI policy research

Interrelationship between science, technology and innovation not adequately articulated

**Desirable
condition to
be attained
by STIPRO**



Technological / innovation capabilities in
the production sector improved

Evidence based STI policies realized

STI research uptake for policy making improved

**Monitoring of national
STI systems enhanced**

STI research agenda
appropriately focused
for innovation and
development

Capacity of
researchers on STI
policy (innovation
and development)
enhanced

Long-term
sustainability
at STIPRO
enhanced

STI accorded its due priority
in national development
policies

Researchers'
exposure to
innovation and
development
increased

Research
grant awards
in STI
increased

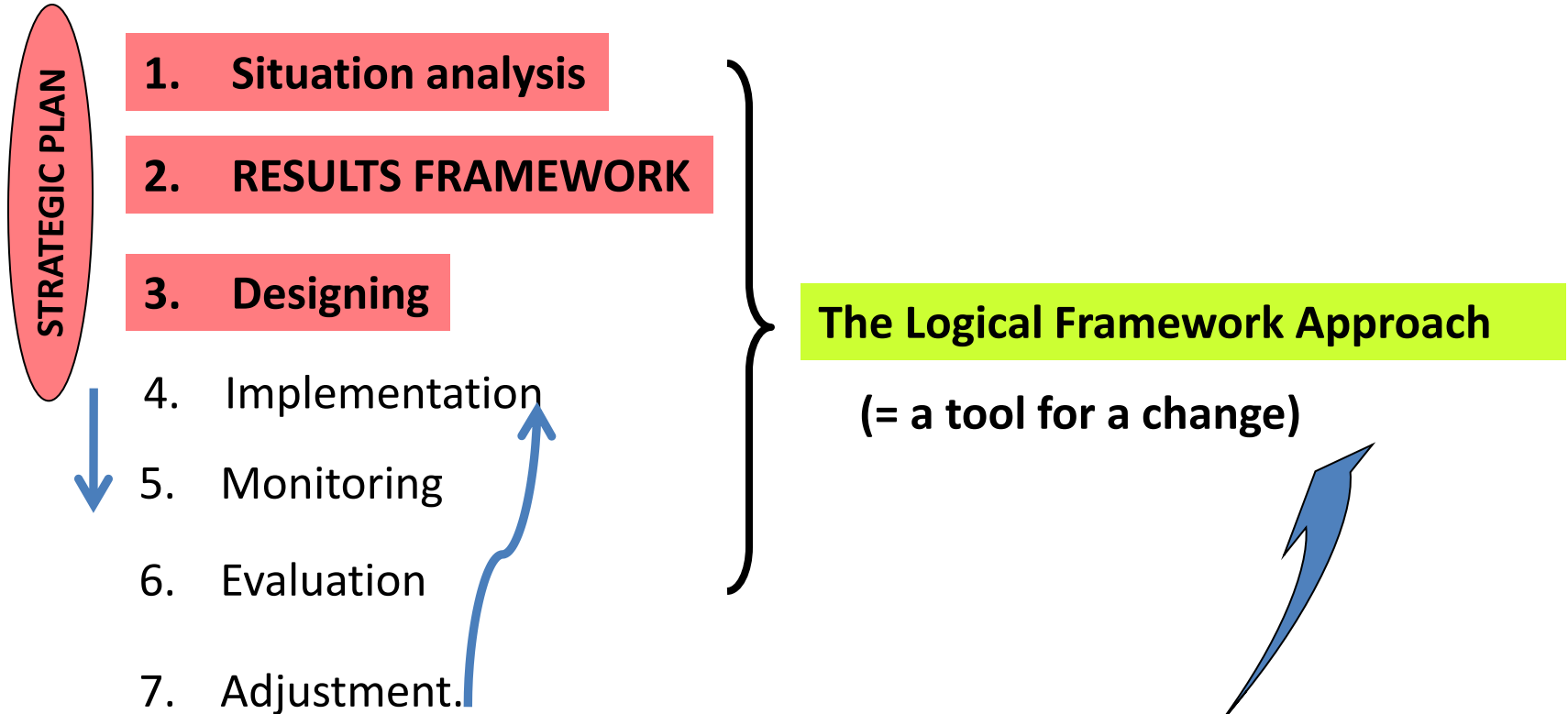
Funds
generation /
mobilization
initiatives
intensified

STI
courses
introduced
at
universities

Engagement
of policy
makers in STI
policy
research
widened

Interrelationship
between
science,
technology and
innovation
adequately
articulated

7 STAGES OF AN INTERVENTION PROCESS



A logical approach which guides the intervention through all the seven stages is called

1. Situation Analysis

STIPRO INTERVENTION PROCESS



**Existing
unfavourable
situation**

Key Stakeholders, Analysis

Examining the key players in facilitating the intervention process



**Desirable future
condition**

s/n	KEY STAKEHOLDERS	POTENTIALS/ OPPORTUNITIES	ACTION BY STIPRO
1	COSTECH		
2	TTI		
3	OTHER DEV. PARTNERS		
4	Private Sector		
5	Tanzania Science Journalist Association (TASJA)		
6	General Public		
7	Academia		
8	Other Think Tanks in policy engagement		
9	Parliament		
10	Government		
11	STIPRO		

2. STIPRO RESULTS FRAMEWORK (impact of STIPRO to be realized at the end of the intervention period)

The situation analysis set the base for developing STIPRO Results Framework, which has the five-year objective (purpose) and 5 outcomes

OBJECTIVES	VERIFIABLE INDICATOR	SOURCES OF INFORMATION
<u>GOAL</u>		
<u>PURPOSE</u> Evidence-based STI policy development effectively facilitated	By 2018/2019 a total number of 4 research projects completed by STIPRO annually and communicated to policy makers as compared to 2 currently	STIPRO Annual Progress Report
<u>OUTCOME 1</u> Quality research undertaken	Effective 2015/2016 at least 2 papers published annually by STIPRO researchers in peer reviewed journals in and outside Tanzania as compared to the current publication of 1 paper in 2 years	•STIPRO journal and website •STIPRO Annual Progress Report
<u>OUTCOME 2</u> Capacity of Researchers enhanced	•Number of any STI publication within and outside Tanzania from every STIPRO researcher increased from 1 on average in 2014/2015 to 5 in 2018/2019 •Number of competitive called STI proposals submitted by STIPRO researchers and funded from within and outside Tanzania increased from 1 in 2014/2015 to 5 in 2018/2019	•STIPRO journal and website •STIPRO Annual Progress Report

OBJECTIVES	VERIFIABLE INDICATOR	SOURCES OF INFORMATION
<u>OUTCOME 3:</u> Operational capacity of STIPRO sustainably enhanced	<ul style="list-style-type: none"> ▪ By 2018/2019, the level of funding generated from own sources through consultancies and commissioned works by researchers at STIPRO increased by 30% annually ▪ By 2018/2019, 90% of strategic plan activities accomplished successfully by STIPRO staff as scheduled in the AWP&B in all the project sites as compared to 70% in 2014/2015 ▪ Level and sources of funding increased from one major donor currently to at least three major donors by 2018/2019 	<ul style="list-style-type: none"> ▪ STIPRO website/Funders ▪ STIPRO Annual Progress Report ▪ STIPRO Annual Financial Report
OUTCOME 4: Government perception on the role of STI in development enhanced	<ul style="list-style-type: none"> ▪ Number of STI policy consultancies/commissioned work to STIPRO from various stakeholders in and outside Tanzania increased from the current average rate of 1 annually to 3 in 2018/2019 ▪ Annual financial support to STIPRO from government realized from 0% currently to 10% of all other financial support in 2018/2019 	<ul style="list-style-type: none"> ▪ STIPRO Annual Progress Report ▪ STIPRO Annual Financial Report

OBJECTIVES	VERIFIABLE INDICATOR	SOURCES OF INFORMATION
<u>OUTCOME 5:</u> Linkage and engagement with stakeholders increased	<ul style="list-style-type: none"> ▪ Invitation to STIPRO as a resource on local and international ST&I forums increased annually from the current level of 50% to 80% in 2018/2019 ▪ Demand of STIPRO services by policy makers increased from the current level of 40% to at least 70% in 2018/2019 ▪ Number and profile of participants to STIPRO events increased from the current level by 30% in 2018/2019 	<ul style="list-style-type: none"> ▪ STIPRO Annual Progress Report ▪ STIPRO Annual Progress Report ▪ STIPRO Annual Progress Report

OBJECTIVES	VERIFIABLE INDICATOR	SOURCES OF INFORMATION
GOAL: Socio-economic development through STI enhanced	<ul style="list-style-type: none"> ▪ Not mandatory - 	

ACTIVITIES

Activities leading to attainment of each outcome have been formulated. STIPRO management has to oversee the implementation of each of the listed activities to its full accomplishment. Once all the activities have been successfully implemented the outcomes will be delivered hence the purpose

OBJECTIVES	ACTIVITIES
<u>OUTCOME 1</u> Quality research undertaken	<ol style="list-style-type: none">1.Respond to call/commissioned research proposal and undertake the awarded ones including the unsolicited research proposals funded by interested partners2.Conduct core grant research project3.Engage peer reviewers4.Provide incentives to peer reviewers5.Undertake research seminars to discuss research proposal/papers6.Conduct review of the research agenda7.Conduct monitoring for the research process at STIPRO
<u>OUTCOME 2</u> Capacity of Researchers enhanced	<ol style="list-style-type: none">1.Establish an inventory of existing/potential researchers in ST&I for possible recruitment/collaboration2.Identify skills gaps and training needs of researchers3.Develop and undertake training programme of researchers including PHD studies4.Establish a resource centre5.Mentor researchers6.Establish a sabbatical/fellowship desk at STIPRO for senior researchers7.Facilitate researchers for paper presentations at conferences8.Continuously monitor adherence of team collaboration spirit9.Support masters dissertations in the area of ST&I policy10. Establish mechanisms for joint researches

OBJECTIVES	ACTIVITIES
<p><u>OUTCOME 3:</u></p> <p>Operational capacity of STIPRO sustainably enhanced</p>	<ol style="list-style-type: none"> 1.Facilitate training of STIPRO staff including researchers 2.Develop and implement diversified resource mobilization plan 3.Design for the provision of attractive competitive packages/environment for staff 4.Establish demand for ST&I knowledge by undertaken needs assessments/tracer study 5.Organize audiences with individual development partners to present STIPRO strategic plan in a quest of soliciting financial and material support 6.Prepare fundable research proposals for submission to potential clients 7.Explore for the possibilities of acquiring own office premises 8.Recruit new researchers 9.Conduct staff performance review 10.Review STIPRO organizational structure 11.Conduct Board meetings 12.Monitor the implementation of strategic plan 13.Conduct an annual implementation plan 2014/2015 14.Conduct annual review and plan for the following year 15.Conduct review of the overall implantation of the strategic plan 2014/2015 – 2018/2019 16.Develop strategic plan for 2019/2020 – 2024/2025

OBJECTIVES	VERIFIABLE INDICATOR
OUTCOME 4: Government perception on the role of STI in development enhanced	1. Identify focal persons at key ministries and engage with them 2. Organize ST&I policy consultations with strategic parliamentarians 3. Identify and engage STIPRO champion 4. Continuously collect and analyse to identify STIPRO contribution in all STI policy statement 5. Engage policy makers at the formulation of ST&I research projects 6. Disseminate research policy briefs to government officials
OUTCOME 5: Linkage and engagement with stakeholders increased	1. Organize annual research workshops to disseminate research information 2. Organize round table discussions on ST&I topical issues 3. Organize ST&I consultation with TPSF, SAGGOT and other private sector members 4. Organize seminar to advocate for establishment of ST&I policy courses and programs in higher learning institutions 5. Participate in events organized by stakeholders at national and international levels for organizational networking 6. Organize trainings on ST&I reporting among media people in collaboration with TASJA (one day for media + one day for STIPRO researchers) 7. Train STIPRO researchers on communication and policy engagement 8. Media campaign for STIPRO and ST&I visibility for the general public 9. Produce and widely disseminate policy briefs 10. Improve and host STIPRO website 11. Participate at Sabasaba trade shows 12. Establish and compile the demand of STIPRO services by policy makers 13. Compile the number and profile of participants to STIPRO events 14. Develop effective communication channels to general public

3. Implementation Design

Prior to commencement of the strategic plan the activities must be designed for implementation by providing the following information:

Activity Description	Five Year Milestone	Implementation Time Frame 2014/2015 – 2018/2019					Duration	Responsible	Inputs					Funding source	Remarks
		YR1	YR2	YR3	YR4	YR5			Cost item	Qty	Unit cost	Sub-total cost	Total cost		

Example for OUTCOME 3: *Operational capacity of STIPRO sustainably enhanced*

3.1 Facilitate management training to STIPRO staff including researchers	5 trainings sessions									5 years	HRM	<u>Conference package:</u> 10 staff x 5days x5years	250	70,000	17,500,000	STIPRO core grant	
		1	1	1	1	1											
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Cost Summary

The STIPRO five-year strategic plan will cost a total sum of TZS 2,892,440,000/= with the following breakdown:

Outcome 1:	TZS 1,799,400,000 (inclusive of researcher’s salaries for 12 researchers)
Outcome 2:	TZS 325,600,000
Outcome 3:	TZS 183,000,000
Outcome 4:	TZS 49,440,000
Outcome 5:	TZS 535,000,000

However, the above cost summary is exclusive of the Other Charges (recurrent expenditure) i.e. Office rent, electricity, water, stationeries, etc.

Monitoring and Evaluation Framework

In order that STIPRO manages the strategic plan for impact, it requires an operational monitoring and evaluation system (M&E).

The M&E system for STIPRO has also been put in place

Thank you for your attention