



USAID
FROM THE AMERICAN PEOPLE

Higher ^{USAID} Education
Solutions Network

HIGHER EDUCATION SOLUTIONS NETWORK - QUARTERLY REPORT

MAKERERE UNIVERSITY
RESILIENTAFRICA NETWORK
AGREEMENT NO. AID-OAA-A-13-00018

SUBMITTED: APRIL 30, 2013

REPORTING PERIOD: FY 2013, QUARTER 1 AND 2 (NOVEMBER 8, 2012 TO MARCH 31, 2013)

This publication was produced for review by the United States Agency for International Development.
It was prepared by ResilientAfrica Network.

Table of Contents

Acronyms.....	3
Executive Summary.....	0
Part 1: Major Milestones and Events Completed	1
1.1. Milestones	1
1.2. Events.....	2
1.3. Publications	2
1.4. Communications	2
Part 2: Description of Key Activities	4
2.1. Quarter Objectives.....	4
2.2. Summary of Key Activities	4
Part 3: Intra-Development Lab/ University Engagement	7
3.1. Interdisciplinary Collaboration.....	7
3.2. Partner Engagement.....	7
3.3. Student Engagement.....	8
3.4. Lessons Learned/ Good Practices.....	8
Part 4: USAID Engagement.....	9
4.1. Interactions	9
4.2. Lessons Learned/ Good Practices.....	9
Part 5: Collaboration with Other Development Labs.....	10
5.1. Interactions	10
5.2. Lessons Learned/ Good Practices.....	11
Part 6: Monitoring & Evaluation.....	12
6.1. Preparation Activities.....	12
6.2. Ongoing Monitoring & Evaluation.....	12
Part 7: Looking Ahead	13
7.1. Calendar of Events	13
7.2. Description of Future Activities.....	16
7.2.1. Milestones.....	16
7.2.2. Events	16
7.2.3. Publications.....	16
7.2.4. Communications	16
Part 8: Appendix	17

Appendix 1: Networking within Makerere University 17

Appendix 2: Networking outside of Makerere University 19

Appendix 3: Details of the Partner Engagement in African Universities other than Makerere 20

Appendix 4: Student Engagement Details 22

Appendix 5: Details of Engagement with other Partners 23

Acronyms

RAN	ResilientAfrica Network
AGIR	Alliance Globale pour l'Initiative Résilience
CSIS	Centre for Strategic and International Studies
DCHA	Bureau for Democracy, Conflict, and Humanitarian Assistance
DP	Deliberative Polling
DQA	Data Quality Assessment
DRLA	Disaster Resilience Leadership Academy
HESN	Higher Education Solutions Network
JPC	Joint Planning Cell
KPIs	Key Performance Indicators
M&E	Monitoring and Evaluation
MIT	Massachusetts Institute of Technology
MOOC	Massive Open Online Course
OST	Office of Science and Technology
PMP	Performance Measuring Plan
RILAB	Resilience Innovation Lab
TBD	To be determined
Texas A&M	Texas Agriculture and Mechanical College
ToC	Theory of Change
USAID	United State Agency for International Development

Executive Summary

RAN's objectives for the 1st and 2nd Quarter, Financial Year 2013 were: 1) To establish RAN Program Secretariat and other offices (Tulane, Stanford and CSIS) and constitute a team, 2) To establish 4 Main RILabs in Uganda, Ghana, Ethiopia & South Africa, 3) To develop a workplan for RAN, 4) To conduct a preliminary literature review as an initial step in developing the resilience framework and 4) To conduct outreach to HESN partners and other stakeholders.

During the quarter, RAN implemented the following activities 1) The Cooperative Agreement was signed with USAID on 8th November 2012; 2) Hosted a team building/vision meeting in Kampala, December 10th – 12th, 2012; 3) RAN's program offices were subsequently established at Makerere, Tulane and Stanford Universities; 4) RAN developed a draft workplan; 5) Four RI-Lab Directors (for Uganda, Ghana, Ethiopia and South Africa) were appointed, although the RI-Labs are not yet fully established; 6) Undertook region based literature reviews as a preliminary step to development of the RAN's Resilience Framework; 7) Undertook preliminary steps to start the development of RAN's communication protocol; 8) Undertook preliminary outreach activities to other partners in the HESN network; 9) Undertook preparations to attend the HESN Lab Directors' meeting in Washington DC (on the invite of USAID) and; 10) Started preparations for the 3rd partner's meeting scheduled for April 17-22nd, 2013.

Key outcomes (milestones) of these activities were: 1) Program components of the Year 1 implementation plan were finalized; 2) The Cooperative Agreement was signed, setting the stage for implementation; 3) RAN's work plan for Year 1 received initial approval by USAID; 4) 84.6% (22) of the program staff at Makerere, Tulane and Stanford were hired; 5) All 4 (100%) RILab Directors were identified and appointed; 5) RAN provided technical support to 4 RILabs to conduct preliminary literature review on priority shocks and stresses to guide resilience programming; 6) Working relationships in the network were consolidated and strengthened for 6 universities; 7) RAN established collaboration with the Horn of Africa Joint Planning Cell (JPC) and; 6) A draft M&E plan was developed.

With regard to partnerships, RAN has engaged the four partner universities in Africa, their respective Lab directors, and the Centre for Strategic and International Studies (CSIS) from the inception of the program, together with Stanford and Tulane Universities. A multi-disciplinary team of faculty from 16 universities in 13 countries have already been identified and invited for the 3rd partners' forum in April 2013. RAN has also made preliminary contact with other HESN partners and identified areas for possible collaboration and support. There has also been preliminary engagement with students, mainly to understand the potential for innovations in partner universities.

In the next quarter (April 1 to June 30, 2013), RAN plans to achieve the following:

- A USAID approved annual workplan (RAN's overall plan and RI-Lab workplans)
- Data-validated priority themes, geographical areas of focus, vulnerability factors and existing adaptive capacities by region
- A draft primary data collection protocol and training manuals developed and ready for stakeholder review
- A strategy for engaging with regional innovation labs, Network+ Universities and innovators developed
- Training manuals for key RAN operations developed and ready for dissemination to the Labs
- All RI-Lab core staff are hired and inter-disciplinary faculty identified and hired for the quarters' operations

Part I: Major Milestones and Events Completed

This Section highlights key achievements over the reporting period.

I.1. Milestones

Table I: Milestones

Milestone	Brief description
Program components of the Year I implementation plan finalized	Project work-plan for Year I was developed focusing on preparatory activities in areas of Resilience framework, innovative technologies and approaches, and Massive Open Online Course (MOOC) learning platform
Signing the Cooperative Agreement	Makerere university signed the cooperative agreement with USAID on March 18, 2013
Initial RAN work plan for Year I approved by USAID	RAN Secretariat submitted and received approval of initial workplan for Year I from USAID during the Partner Meeting held in Kampala during December 2012. Final workplan approval is expected after receiving USAID's final comments in April.
84.6% (22) of the program staff at Makerere, Tulane and Stanford hired	10 (83.7%) Makerere led program office staff hired including Chief of Party, all co-directors and all managers; 5 (71.4%) Tulane office staff hired; 7 (100%) Stanford office staff hired.
4 of 4 (100%) RILab Directors identified and appointed	4 (100%) RILab directors were hired for labs at Makerere, Ghana, Ethiopia and South Africa
Provided technical support to 4 RILabs to conduct preliminary literature review	RAN developed and provided reference reading list, four-step-process (guiding questions) and strategy for engaging partner networks to conduct preliminary literature review and situational analysis on priority shocks/stresses, vulnerabilities and development challenges. RAN also provided exhaustive reading materials.
Consolidated and strengthened working relationships in the network	Through the partners' meetings in November and December, attended by representatives from 6 consortium universities and CSIS we have built a strong foundation for implementing the Network's vision.
Established collaboration with Horn of Africa Joint Planning Cell (JPC)	RAN joined USAID missions and other implementing partners during a workshop in Ethiopia to share information, discuss resilience approaches and strategies on implementation, M&E and learning
Draft M&E plan developed	Major components of the M&E plan include: Theory of Change (ToC), Critical Program Assumptions, M&E Matrix (results indicators, data collection, data analysis)

I.2. Events

Over the 2 Quarters, ResilientAfrica Network was involved in the following events:

1. First RAN Partners' Meeting - November 8, 2012, Washington, D. C.

On November 8, 2012, RAN convened a meeting of the seven partners in Washington DC in conjunction with the Higher Education Solutions Network (HESN) launch. This meeting was held at the offices of the Center for Strategic and International Studies (CSIS). It aimed at: 1) discussing RAN's vision and strategy, 2) developing steps towards putting together an implementation plan, and 3) making final preparations for the HESN launch. RAN's delegation comprised of: Chancellor George Mondo Kagonyera, William Bazeyo, Miriam Nattimba, Doreen Tuhebwe (Makerere University), Ky Luu and Deborah Elzie (Tulane University), James Fishkin (Stanford University), Jeannie Stamberger (Silicon Valley). RILabs were represented by Ishmael Norman (University of Health and Allied Sciences in Ghana; West Africa RILab), Kifle Woldemichael (Jimma University in Ethiopia; Horn of Africa RILab) and Lekan Ayo-Yusuf (University of Pretoria; Southern Africa RILab).

2. Higher Education Solutions Network (HESN) Launch - November 9, 2012, Washington, D.C.

RAN partners attended the HESN launch at the US National Academy of Sciences in Washington DC. The Chancellor of Makerere University (Prof. George Mondo Kagonyera) made a presentation on 'the Role of Higher Education Institutions in tackling development challenges through innovation' while the RAN Lab Director (Prof. William Bazeyo) presented an overview of RAN. Prof. George Mondo Kagonyera, Prof. William Bazeyo, Prof. James Fishkin, and Dr. Ky Luu comprised a panel that responded to questions from the audience. During this launch RAN members were briefed about HESN and gained a better understanding of the network and how RAN fits in the broader network. RAN members met with USAID's Africa Bureau and the Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA) to discuss the RAN's resilience framework and analysis.

3. Second RAN Partners' meeting - December 10- 12, 2012, Kampala, Uganda

Makerere University hosted this meeting at the Kampala Serena Hotel, attended by program partners and representatives from the larger consortium. RAN presented to USAID its vision and implementation strategy, which was then refined by participants. Partners discussed: The Network Structure for RAN, Innovation Models, Regional Priority Challenges, Resilience Framework, Deliberative Polling®, Innovation identification and incubation, Team-based MOOCs and Workplan Development

I.3. Publications

No publications were made during the reporting period.

I.4. Communications

Below is a list of key communiqués featuring RAN during the reporting period:

- Makerere University stands out at the launch of the Higher Education Solutions Network http://musph.mak.ac.ug/index.php?option=com_content&view=article&id=169:makerere-university-stands-out-at-the-launch-of-the-higher-education-solutions-network&catid=2&Itemid=257
- Tulane part of \$25 million to research, promote African resilience: http://tulane.edu/news/releases/pr_111212.cfm
- USAID launches new network engage students and universities: <http://www.usaid.gov/news-information/press-releases/usaid-launches-new-network-engage-students-and-universities>

- Makerere University stands out at the Launch of the Higher Education Solutions Network
<http://news.mak.ac.ug/news-categorization/health>

Part 2: Description of Key Activities

2.1. Quarter Objectives

Objectives for the quarter:

- To establish RAN Program Secretariat and other offices (Tulane, Stanford and CSIS) and constitute a team
- To establish 4 Main RILabs in Uganda, Ghana, Ethiopia & South Africa
- To develop a workplan for RAN
- To conduct a preliminary literature review as an initial step in developing the resilience framework
- To conduct outreach to other HESN partners and other stakeholders

2.2. Summary of Key Activities

Below are the key activities implemented in the reporting period, and how they relate with the quarter objectives:

Table 2: Summary of Key Activities

Activities	Description
Signing the Cooperative Agreement	On March 18, 2013 Prof. Sandy Stevens Tickodri-Togbo, Ag. Vice Chancellor (Finance & Administration) signed the cooperative agreement on behalf of Makerere University. This activity was a pre-condition for the commencement of the project.
Host team building/vision meeting	<p>To launch the ResilientAfrica Network (RAN) an initial Partner Meeting was held November 8, 2012 at the Center for Strategic and International Studies in Washington, D.C. Participating institutions included: Makerere University, Tulane University, Stanford University, Center for Strategic and International Studies (CSIS); University of Health and Allied Sciences , Jimma University, University of Pretoria, and USAID.</p> <p>The second RAN Partner meeting was hosted by Makerere University December 10th – 12th, 2012 at the Kampala Serena Hotel in Kampala, Uganda. All program partners and representatives from the larger consortium participated in this team building/vision meeting, including: Makerere University, Tulane University’s Disaster Resilience Leadership Academy (DRLA), Stanford University, University of Health and Allied Sciences; Jimma University, Muhimbili University, University of Pretoria, National University of Rwanda, CSIS and USAID.</p> <p>During the sessions, stakeholders strategized about RAN vision, drafted the initial workplan, determined the locations and staff resources for each of the RILabs, discussed program models for innovation in development, highlighted regional challenges and partners, and reviewed the ResilientAfrica Network infrastructure.</p> <p>These activities allowed RAN to establish 4 Main RILabs: Uganda, Ghana, Ethiopia & South Africa</p>
Establish program offices at	Makerere, Tulane and Stanford Universities established program offices at their respective campuses during January through March 2013. The Secretariat as well

<p>Makerere, Tulane and Stanford</p>	<p>as field staff from Tulane are based in Makerere's Program Office. Makerere University administration has allocated space (Plot 29, Upper Kololo Terrace) for Makerere's Program Office. Tulane University has established the program office at its DRLA office and DRLA's Field Staff based in Makerere's Program Office.</p> <p>Makerere and Tulane hired/appointed some of the program staff in January /February /March 2013, and Tulane's Program Director, relocated to Kampala in January 2013. Makerere University has already established a fully-fledged Financial Management Centre, with a professional team of accountants, auditors and inventory managers under the direct supervision of an experienced director. All operational level work plans and budgets (from the RILabs) are subject to the internal and external control mechanisms established by this center. DRLA program staff, Tulane's grants and contracts office and Stanford's HSTAR staff also provide financial management and reporting on the grant.</p> <p>These activities contributed to the process of constituting a full team of RAN Program Secretariat and other offices (Tulane, Stanford and CSIS).</p>
<p>Develop RAN Initial Workplan</p>	<p>Project work-plan for Year I was developed focusing on preparatory activities in areas of Resilience framework, innovative technologies and approaches, and massive online learning platform. RAN has submitted three interim drafts of the workplan to USAID. However, RAN has not yet received the final set of comments from USAID to enable completion of the work-plan.</p>
<p>Establish RILabs in Uganda Ghana, Ethiopia and South Africa</p>	<p>All the lab directors were formally appointed for labs at Makerere, Ghana, Ethiopia and South Africa, from the existing faculty</p>
<p>Develop Resilience Framework</p>	<p>This activity is not yet completed. Over the quarter:</p> <p>In December 2012, RAN conducted initial consultations on the components of the Resilience Framework. Each of the RI labs made formal presentations on regional priority challenges and priority partners, which provided background information to the framework development process.</p> <p>In March 2013, Tulane University developed a 4 step guide to 'resilience literature review and situational analysis'. This guide asks the RI-Labs to consider, discuss and specify the following:</p> <ul style="list-style-type: none"> - Resilience of whom - Resilience to what? - Resilience assessment - Supporting resilience based programming and policy development <p>In March 2013, RAN provided technical support to 4 RILabs to conduct preliminary literature review on priority shocks/stresses, vulnerabilities and development challenges. In April RAN will work with partners to identify and describe units of focus for resilience analysis and strategy (e.g., household, communities, districts, regions, countries, etc.) examine the various hazards that impact population resilience in your region as well as identify, compare and contrast barriers to resilience in various localities within the region; define</p>

	indicators for measuring resilience and identify the appropriate data collection and processing methodology and discuss evidenced-based recommendations that result in innovative technological, development and humanitarian programs that bridge relief, preparedness and development work across the sectors.
Develop Communication Protocols	This activity is not yet completed. By the end of this quarter, the full RAN staff team (including the communications team) had not been hired. However, a draft communication protocol has been started and plans are in place to finalize it in the next quarter.
Outreach to HESN Network	Began preliminary discussions with HESN Development Labs about potential collaborations to benefit RAN objectives and provide other HESN labs an opportunity for field testing of tools. Appointed RAN contact person to develop relationships with HESN Development labs, and developed an engagement strategy to be followed up in Q3-4 to help RILabs achieve Year 1 workplan activities.
Train RILabs in Technical Skills	This activity was not implemented in the quarter because of resource constraints
Preparation for Lab-Directors' meeting - April 1-3, 2013, Washington, D.C	RAN was invited to a USAID-organized three day familiarization meeting for HESN) directors. The meeting will be attended by representatives from the seven HESN development Labs as well as officers from the Office of Science and Technology of USAID. The ResilientAfrica Network (RAN) will be represented by four members: Prof. William Bazeyo, Prof. Ky Luu, Dr. Florence Tushabe and Dr. Roy Mayega. Prof. Bazeyo is expected to give a presentation on the key results expected from the ResilientAfrica Network.
Preparations for RAN Partner Meeting - April 17-22, 2013, Kampala, Uganda	Makerere University will host the third RAN Partners' meeting April 17-22, at the Hotel Protea in Kampala, Uganda. All program partners and representatives from the larger consortium will be invited to participate in resilience framework discussions in which RAN partners will refine the geographic focus and themes of the RILabs, as well as receive initial training in Deliberative Polling® methodologies.
Train RILabs in areas of innovative thinking	This activity has not yet been conducted. Preliminary drafts of curricula for training in areas of innovative thinking were developed, and relationships built among subcontractors to further develop curricula. In Year 1 initial innovation training will be achieved by September 2013, in a manner that helps RILabs collect data that sets the stage to support solution development and/or brainstorm and take ownership of how to establish the RILab in Year 1 to support solution development in Years 2-5.

Part 3: Intra-Development Lab/ University Engagement

3.1. Interdisciplinary Collaboration

A key strategy for RAN is to approach resilience and innovation from an interdisciplinary perspective. To that end, RAN is networking across faculties within Makerere University and other universities in Uganda and the region and reaching out to key staff that may champion RAN objectives and act as the link to other relevant faculty and students in their universities. Academic staff in various disciplines including Health, Engineering, Computing, Agriculture, Economics, Medicine and Food Science have been contacted. These will be key partners in the implementation of the innovations strategy that will involve mentorship of student projects identified in the different disciplines. Appendix 1 shows the names, disciplines and academic units of the staff members who have been contacted to attend the partners' workshop in Kampala in April 2013. These multi-disciplinary staff will be part of the discussions to develop a Resilience Framework for the region, and the April meeting provides an opportunity for them to be involved from the start.

RAN has started also engaging specialists in Kampala from outside Makerere University in the private sector and interesting them in the RAN vision and objectives. Appendix 2 shows the names and details of the specialists who have shown interest in RAN's vision.

3.2. Partner Engagement

RAN's strength lies in its network of universities. RAN has 4 RILabs:

- West Africa RILab at the University of Health and Allied Sciences in Ghana with Prof. Ishmael Norman as the Lab Director
- Horn of Africa RILab at Jimma University in Jimma, Ethiopia headed by Prof. Kifle Woldemichael
- Southern Africa RILab at the University of Pretoria in Pretoria, South Africa headed by Prof. Lekan Ayo-Yusuf.
- Eastern Africa RILab at Makerere University in Kampala, Uganda headed by Dr. Roy William Mayega.

RAN has engaged the four universities and their respective lab directors from the inception of the program. RILab Directors were together with RAN leadership in Washington, D.C. for the 1st partner meeting as well as in Kampala for the 2nd partners' meeting. The RILab Directors were also tasked to identify other potential partner Universities in their respective regions that would later be considered for inclusion in the network.

RAN has networked across sixteen universities in thirteen countries in Africa and reached out to key staff that will champion RAN objectives and act as the link to other relevant faculty and students in their universities. Additional countries will be added once formal criteria have been established. Appendix 3 shows the name, discipline, university and country of the staff members who have been contacted to participate in a RAN Partners Meeting and Workshop in Kampala scheduled for April 17-22, 2013. During the workshop, participants will participate in the development of 1) RAN's resilience definition; 2) RAN's thematic focus areas (rapid population growth and urbanization, climate change and environmental variability, chronic diseases, and chronic displacement); 3) innovation and resilience assessment training protocols; and 4) RILab structure and protocols, as well as be introduced to Deliberative Polling® methodologies.

RAN has also been engaging its other strategic partners: Stanford University, Tulane University and the Center for Strategic and International Studies (CSIS). Engagement has been through two face-to-face partner meetings as well as through regular email communication and video conferencing. Additionally, Tulane University's field-based staff, the Director of Resilience for RAN moved to Kampala in January 2013. Tulane has worked to provide guidance on resilience indicator identification, prioritization, and collection to RILabs in order to work with partners during the April Partner Meeting to develop a unifying Resilience Framework. Stanford University has worked to prepare for the April meetings to help RILabs and other partners determine what data should be collected via Deliberative Polling® and determine what data should be collected via other methods. Additionally, Stanford has been engaged in preparing for providing online and in-person training in innovation thinking and social change. CSIS has been engaged with helping RAN identify challenges, and map and engage target audiences and stakeholders in order to create partnerships and linkages with other policy institutions.

3.3. Student Engagement

RAN has undertaken initial steps to engage students, first by visiting some academic units at Makerere University to understand on-going innovations, and second, by inviting students to participate in key meetings. Ms. Doreen Tuhebwe of Makerere University was invited to the RAN Launch in Washington DC in November 2012. She represented Makerere University. At the launch, a pre-taped video of four other student innovation projects was presented as a snapshot of the potential that RAN's network has to harness innovations from students.

Three Makerere students in Computer Science were also invited to present their innovations for increasing population resilience at the RAN Partners meeting, scheduled for April 17-22, 2013.

Appendix 4 contains details of the students who were engaged in this period.

Student engagement activities are however still in the formative stages. RAN has started to develop a strategy document on student engagement, to guide future engagement of students in its programs.

3.4. Lessons Learned/ Good Practices

Engagement of relevant stakeholders is an important and vital task to the success of the RAN project. This engagement is vital during the situational analysis, baseline data collection, innovation design, development and deployment in the community. Effective engagement will therefore involve the active participation of all partners who include faculty, students, innovators, external partners, the community, government bodies, non-governmental organisations and other stakeholders.

This very active participation will reduce risks associated with wrong priority areas, duplicated efforts, and in-effective solutions.

There is need for vigorous engagement of all stakeholders from the very beginning of the project.

Engagement of all stakeholders in sixteen countries in Africa is a huge task. There is need for a position that exclusively deals with engagement and community outreach.

Part 4: USAID Engagement

4.1. Interactions

In this reporting period, engagement of USAID has involved the following activities:

- HESN Launch in DC
- 1st RAN Partner meeting
- 2nd RAN Partner meeting
- Lab-Directors' meeting in DC
- Weekly calls with USAID

The HESN launch in Washington, D.C. in November of 2012 provided the first substantive opportunity to interact and engage with USAID staff (as well as other HESN partners). During this launch, the goal and objectives of the HESN were discussed by USAID/OST staff and RAN members were able to better understand the HESN network and where the RAN fit within the HESN. RAN members were also able to meet with USAID's Africa Bureau and DCHA Bureau to discuss how RAN's resilience framework and analysis could support USAID's program and policy development.

In December of 2012, OST representatives (Ticora Jones and Katherine Nichols) came to Kampala to attend the 2nd RAN Partner meeting attended by all four RILabs (Jimma, Pretoria, UHAS, and Makerere) as well as Stanford, Tulane and CSIS. During this meeting, the proposal was discussed at length in order to begin the development of the workplan for the first year. USAID/OST provided guidance and RAN RILab partners were able to ask USAID direct questions regarding programmatic and policy development for the RAN.

The RAN management team led by Dr. Bazeyo was invited and would attend the HESN Lab-Director's meeting in Washington, D.C in the 1st week of April 2013, which he would attend with Dr. Florence Tushabe (RAN's Director of Programs) and Dr. Roy William Mayega (RAN's Director of Operations). Details of this meeting will be provided in the next quarterly report.

RAN also initiated preparations for the 3rd Partners' meeting that was scheduled to be held in Kampala. Preparations were in advanced stages as at the time of conclusion of the quarter. The meeting would bring together the largest number of stakeholders to-date, to input into the process of developing the Resilience strategy for RAN. Details of this meeting will be presented in the subsequent quarterly report.

Finally, RAN's leadership held weekly calls with Katherine Nichols (RAN's AOR) to discuss all aspects of the RAN from work plan development, M&E development, engagement with USAID missions, functional and geographical bureaus, to the execution of the cooperative agreement.

4.2. Lessons Learned/ Good Practices

Continuous engagements with USAID have promoted the alignment of RAN's strategy with the expectations of USAID and the HESN network.

Part 5: Collaboration with Other Development Labs

5.1. Interactions

Strategy to Engage with HESN Development Labs:

Since November 2012, we have established Dr. Stamberger as the RAN point of contact for developing relationships with HESN Development Labs. Ongoing preliminary discussions for engagement have occurred and continued from the November 9, 2012 launch meeting in Washington D.C. We have also developed a strategy of engagement for our fellow HESN Development Labs to help the RILabs achieve their initial goals. The strategy involves expanding relationship development upon completion of our April 17-22 partners' meeting in Kampala. Also we will pursue relationships with two labs to assist the RILabs to complete surveys of existing data in their topical (themes) and geographic areas of focus, to help refine primary data collection. These labs include:

- Collaboration interaction with William and Mary and their big data and geospatial representation of data,
- Collaboration with Texas A&M because of their focus on conflict, a focal theme of RILab East Africa.

Secondarily we see the potential for partnership with MIT as the RAN innovation component evolves, because of Amy Smith's existing work in training innovation to villagers in Uganda, which may have resilience impacts, and because of the tool to evaluate innovations in developing countries, which may be helpful in assisting RAN develop criteria to source, incubate and scale innovations that improve resilience. We will begin relationship development with MIT to expand potential engagement in Years 2-5, when solution development is a greater focus of RAN activities.

Third, we would like to pursue initial relationship development with the remaining HESN labs to identify new mutually beneficial collaborative activities. In particular, we look forward to engaging with Michigan State University because their focus on food security underlies many of the RILab themes, and is a key driver for regional (AGIR and Global Alliance) and USAID activities in the Sahel and Horn of Africa where we plan to enable RAN activities to assist with policy formation in these forums.

How we have engaged with HESN Development Labs:

- 1 At the November Launch RAN members discussed with several HESN development labs, the potential of interacting, since RAN has connections on the ground in developing countries where HESN labs would like to test their work products.
- 2 William & Mary: Email correspondence with Chief of Party (Professor Bazeyo) establishing schedule and logistics for 10 graduate students from William and Mary to travel to RAN RILabs for 3 months to assist in data mining and data visualization of existing datasets and literature surveys relevant to RILab focal themes and geographic locations, for data exploration to assist with development of primary data collection.
- 3 Texas A&M: There have been preliminary discussions of how to tap into their expertise in innovations for conflict resolution and peace building
- 4 MIT Media lab: Dr. Florence Tushabe toured labs in the MIT D.school, although not in the capacity of RAN. Dr. Stamberger had preliminary discussions with Prof. Bazeyo

Engagement Outcomes:

To date, engagement with HESN Development labs has resulted in ideation of a number of potential mutually beneficial collaboration activities to achieve RAN and HESN goals. We have also established a point person for developing the relationships, and a strategy to engage HESN Development labs through September 2013. We look forward to developing and expanding these relationships.

5.2. Lessons Learned/ Good Practices

Interactions with the HESN Development labs have been few and preliminary, and no lessons learned or best practices are reported at this time.

Part 6: Monitoring & Evaluation

6.1. Preparation Activities

RAN intends to develop an elaborate monitoring and evaluation system that will provide adequate information to facilitate systematic tracking of project performance and learning both at RAN level and individual lab level. The M&E system, documented in the M&E plan, will ensure efficient project implementation complying with the approved work-plan as well as track the achievement of project objectives and intended project results including outputs, effects/changes and impact.

In order to achieve this, each lab will regularly submit its annual work-plan to RAN. Each lab will be required to indicate planned activities, activity indicator and corresponding target, activity timeframe and responsibility. RAN will always consolidate the individual lab work-plans to produce the network's annual workplan. A workplan monitor will be developed from the consolidated workplan as a basis for project monitoring. The workplan monitor will be updated on a monthly basis to reflect progress of each activity and the achievement of the corresponding target. RAN secretariat will hold monthly review meetings to review the workplan monitor in order to regularly assess the project implementation.

Basing on the RAN theory of change (ToC) and resilience framework, RAN will demonstrate achievement of its results including outcomes and impact. RAN will develop theory of change in a participatory manner during the April Partner Meeting to allow input from staff and its partners to enhance ownership. ToC will facilitate development of other critical M&E tools including Logical Framework, and Performance Measuring Plan (PMP) matrix and key performance indicators (KPIs). At the beginning of the program, each Lab will conduct a situational analysis to determine areas of focus (thematic and geographic areas) for each Lab, provide baseline values for the indicators as well as determine existing local capacity for innovative solutions. RAN and RILabs will routinely collect data to populate some indicators and other indicators will be measured periodically by conducting studies using various and appropriate data collection methodologies or obtaining data from secondary datasets. RAN intends to maintain electronic databases for all the M&E data collected at RAN and lab levels for easy access. RAN will conduct regular data quality assessment based on the USAID DQA assessment criteria.

KPIs will be regularly populated to provide a snapshot (dashboard) on the project performance and will always be published widely including uploading a copy on RAN website. Regular performance review meetings and workshops will be held internally and externally to update and solicit ideas for project partners and other stakeholders.

As of March 30, 2013, RAN has hired M&E Manager who is expected to start working with effect from April 2, 2013. The program has also developed RAN workplan which will be finalized soon after receiving final comments from USAID. We have also drafted the program theory of change (ToC) that clearly reflects the relationship among the project intended results including outputs, effects/changes and impact. The draft ToC will be discussed in the forthcoming partners' meeting due next month (April 2013) for partners' input. This will form the basis for development of a full M&E plan in the subsequent quarters.

6.2. Ongoing Monitoring & Evaluation

Part 7: Looking Ahead

7.1. Calendar of Events

APRIL 2013				
DATES	EVENT	DESCRIPTION	USAID Leadership/ Involvement	Development Lab Collaboration
1-3 April	HESN Lab Director Convening	Travel to D.C. by Prof. William Bazeyo, Prof. Ky Luu, Dr. Florence Tushabe and Dr. Roy Mayega (4 travelers)	USAID Led	
17-22 April	RAN Partner Meeting	Partners from Tulane, Stanford, CSIS, RILab Directors, and university staff from 12 countries will travel to Kampala. (37 travelers)	USAID will serve on several panels	
MAY 2013				
DATES	EVENT	DESCRIPTION	USAID Leadership/ Involvement	Development Lab Collaboration
27-28 May	Eastern Africa RILab University fora			
JUNE 2013				
DATES	EVENT	DESCRIPTION	USAID Leadership/ Involvement	Development Lab Collaboration
3-4 June	Proposed RAN Launch		Visitor expected from USAID DC	
5-6 June	Deliberative Polling® Training	In person training of RILabs on Deliberative Polling® in Ghana (3 Travelers)		
8-9 June	Deliberative Polling® Training	In person training of RILab on Deliberative Polling® (DP) in Uganda (2 Travelers)		
13-14 June	Eastern Africa RILab DP Stakeholder Consultation	Deliberative Polling® Stakeholder Consultation in Uganda		
13-14 June	Horn of Africa RILab University fora			
17-19 June	West Africa RILab DP Stakeholder Consultation and RILab University fora	Deliberative Polling® Stakeholder Consultation in Ghana		
JULY 2013				

DATES	EVENT	DESCRIPTION	USAID Leadership/ Involvement	Development Lab Collaboration
1-2 July	Resilience Framework/Resilience Assessment Training	In person training of RILab on Resilience Framework/Resilience Assessment methodology (hold in combination with RAN Operations/Communications Training - 2 hour session) in Ethiopia (6 Travelers)		
4-5 July	Resilience Framework/Resilience Assessment Training	In person training of RILab on Resilience Framework/Resilience Assessment methodology (hold in combination with RAN Operations/Communications Training - 2 hour session) in Ho, Ghana (6 Travelers)		
9-10 July	Resilience Framework/Resilience Assessment Training	In person training of RILab on Resilience Framework/Resilience Assessment methodology (hold in combination with RAN Operations/Communications Training - 2 hour session) in Pretoria, South Africa (6 Travelers)		
15-16 July	Resilience Framework/Resilience Assessment Training	In person training of RILab on Resilience Framework/Resilience Assessment methodology (hold in combination with RAN Operations/Communications Training - 2 hour session) in Kampala, Uganda (3 Travelers)		
17-19 July	Southern Africa RILab University fora			
22-23 July	Eastern Africa RILab Network Plus Strategy Meeting	University of Kinshasa and National University of Rwanda partners to meet in Kampala to plan Network Plus implementation (2 Travelers)		
24-25 July	Eastern Africa Stakeholder Forum	Hold stakeholder forums on framework approach and review results from secondary data analysis		
25-26 July	HoA RILab Network Plus Strategy Meeting	Benadir University and (TBD University) South Sudan partners to meet in Jimma to plan Network Plus implementation (3 Travelers)		
29 July	HoA Stakeholder Forum	Hold stakeholder forums on framework approach and review results from secondary data analysis (2 Travelers)		
31 July – 1 August	West Africa RILab Network Plus Strategy Meeting	University of Dakar Senegal and (TBD University) Mali partners to meet in Ho to plan Network Plus implementation (2 Travelers)		

AUGUST 2013				
DATES	EVENT	DESCRIPTION	USAID Leadership/ Involvement	Development Lab Collaboration
2 August	HoA Stakeholder Forum	Hold stakeholder forums on framework approach and review results from secondary data analysis (2 Travelers)		
5-6 August	Southern Africa RILab Network Plus Strategy Meeting	University of Zimbabwe to meet in Pretoria to plan Network Plus implementation (3 Travelers)		
7 August	Southern Africa Stakeholder Forum	Hold stakeholder forums on framework approach and review results from secondary data analysis (2 Travelers)		
SEPTEMBER 2013				
DATES	EVENT	DESCRIPTION	USAID Leadership/ Involvement	Development Lab Collaboration
9-10 September	HoA RILab Innovation Workshop	In person training of RILabs in design thinking and social change methodologies to assist in developing the RILab activities, culture and look and feel. (7 Travelers)		
12-13 September	West Africa RILab Innovation Workshop	In person training of RILabs in design thinking and social change methodologies to assist in developing the RILab activities, culture and look and feel. (7 Travelers)		
16-17 September	Southern Africa RILab Innovation Workshop	In person training of RILabs in design thinking and social change methodologies to assist in developing the RILab activities, culture and look and feel. (7 Travelers)		
19-20 September	Eastern Africa RILab Innovation Workshop	In person training of RILabs in design thinking and social change methodologies to assist in developing the RILab activities, culture and look and feel. (5 Travelers)		

7.2. Description of Future Activities

7.2.1. Milestones

Milestone	Description
<ul style="list-style-type: none"> USAID approved annual workplan (RAN's overall plan and RI-Lab workplans) 	RAN to develop Year I workplans for RI-Labs and also update its Year I overall plan to reflect final comments awaited from USAID, then seek approval
<ul style="list-style-type: none"> Data-validated themes, geographical areas of focus, vulnerability factors and existing adaptive capacities by region 	RAN to conduct an initial situational analysis mainly inform of secondary data review (literature review) to understand vulnerability to priority shocks and stresses
<ul style="list-style-type: none"> A draft primary data collection protocol and training manuals developed 	As an adjunct to the secondary data, RAN is to develop a comprehensive protocol for collection of data on prevalence of key vulnerabilities in communities targeted for intervention across the 4 regions.
<ul style="list-style-type: none"> A Strategy for engaging with regional innovation hubs, Network+ Universities and innovators developed 	RAN will develop a strategy for stakeholder engagement
<ul style="list-style-type: none"> Training manuals for key RAN operations developed 	RAN to develop 4 key training manuals to guide in-service training for core staff: 1) Resilience Framework and Assessment, 2) Operations/Structure and Functions, 3) Communications and 4) Innovations protocol developed, IT strategy)
<ul style="list-style-type: none"> All RI-Lab core staff are hired and interdisciplinary faculty identified and hired for the quarters' operations 	RI-Labs will be facilitated to recruit all core staff. Technical faculty too will be hired to support this quarters' operations, especially the development of data collection protocols

7.2.2. Events

- HESN Lab Directors' Convening in Washington DC
- RAN Partners' meeting April 17-22
- Deliberative Polling training in Ghana and Uganda
- RI-Lab Deliberative Polling stakeholders' consultations in Eastern Uganda

7.2.3. Publications

- Two journal articles to be published in the East African Journal of Public Health

7.2.4. Communications

- RAN Secretariat to share three articles (1 per month) in the media
- Each of the 4 RILabs to share 3 articles in the media regarding their progress.
- RAN Secretariat to share articles in Makerere University School of Public Health (MakSPH) news letter

Part 8: Appendix

Appendix I: Networking within Makerere University

No	Name	Title	College / Institution	School
1	Prof. George Mondo Kagonyera	Chancellor of Makerere University	Makerere University	Makerere University
2	Eria Hisali	Ag Deputy Principal and Senior Lecturer	College of Business and Management Sciences	School of Economics
3	Umar Kakumba	Dean and Senior Lecturer	College of Business and Management Sciences	School of Business
4	Charles Niwagaba Senior Lecturer	Senior Lecturer	College of Engineering, Art, Design & Technology	School of Engineering
5	Elly Sabiti	Professor	College of Agricultural and Environmental Sciences	School of Agricultural Sciences
6	Muyonga John	Dean and Professor	College of Agricultural and Environmental Sciences	School of Food of Food Technology, Nutrition & Bio-Engineering
7	Tushabe Florence	Head of Department and Senior Lecturer	College of Computing and Information Sciences	School of Computing and Informatics Technology
8	Rose Mary Byanyima	Senior Lecturer	College of Health Sciences	School of Medicine
9	Roy Mayega	Lecturer	College of Health Sciences	School of Public Health
10	David Serwadda	Professor	College of Health Sciences	School of Public Health
11	Deborah Namirembe	Administrator	Office of the Vice Chancellor	Makerere University
12	Ibrahim Musa Lutalo	Data Management / Monitoring and Evaluation Consultant	College of Health Sciences	Infectious Diseases Institute

No	Name	Title	College / Institution	School
13	Florence Nakayiwa	Director, Planning and Development Department	Makerere University	Planning and Development Department
14	Wasswa Nelson	Undergraduate Student	College of Computing and Information Sciences	School of Computing and Informatics Technology
15	Nankunda Peter	Undergraduate Student	College of Computing and Information Sciences	School of Computing and Informatics Technology
16	Richard Kayondo Ssekibuule	PhD Student	College of Computing and Information Sciences	School of Computing and Informatics Technology

Appendix 2: Networking outside of Makerere University

No	Name	Title	Organization
1	Lyndsay Handler	Business Development & Sales Manager,	Fenix International
2	TMS “Teddy” Ruge	Board Member Hive Colab, Co-founder Project Diaspora, Co-founder UMPG	Hive Colab
3	Davis Musinguzi	Health Systems Strengthening Consultant	UNICEF Innovations
4	Jon Gosier	Board Member, Hive Colab, Founder, CEO Abayima, Founder, Appfrica, Founder, CEO metaLayer	Hive Colab
5	Barbara Birungi	Director	Hive Colab
6	Harriet Adong	Communications Specialist	ReachOut Mbuya Parish HIV/AIDS Initiative
7	Ronald Egonda	ICT Consultant	Liverpool Associates for Tropical Health
8	Anne Mugarura	Administrator	State House of Uganda

Appendix 3: Details of the Partner Engagement in African Universities other than Makerere

No	Name	Title/Specialisation	University	Country
1	Prof. Alfred Kiema	Education, English, French	University of Ouagadougou	Burkina Faso
2	Dr. Bakary Konate	History, Sociology, English, French	University of Ouagadougou	Burkina Faso
3	Prof. Munyanga Mukungo	Dean, Kinshasa School of Public Health	University of Kinshasa	DR Congo
4	Dr. Nkiama Numbi Joel Konde	Public Health	University of Kinshasa	DR Congo
5	Dr. Kitoto Antoinette Tshetu	Specialist, Internal Medicine and Infectious Diseases	University of Kinshasa	DR Congo
6	Dr. Wakgari Deressa	Assistant Professor, Epidemiology and Biostatistics Unit	Addis Ababa University	Ethiopia
7	Prof. Kifle Woldemichael	Professor of Epidemiology	Jimma University	Ethiopia
8	Mr. Girum Ketema	ICT Director	Jimma University	Ethiopia
9	Dr. Richard Kofie	GIS, Geography, Economics/Policy	Council for Scientific & Industrial Research (CSIR-Ghana)	Ghana
10	Mr. Edward Danso Ansong	IT/ICT, Technology/Engineering, Business	University of Health and Allied Sciences	Ghana
11	Prof. Fred Binka	Vice Chancellor, Medicine, Public Health, Education, Management	University of Health and Allied Sciences	Ghana
12	Dr. Ishmael Norman	Public Health, Policy/Law, Business/Economics, Disaster Resilience	University of Health and Allied Sciences/University of Ghana	Ghana
13	Dr. Andrew Gitau Thaiyah	Faculty of Veterinary Medicine	University of Nairobi	Kenya
14	Dr. Chaibou Elhadji Oumarou	African literatures in African languages and in	Universite Abdou Moumouni de	Niger

No	Name	Title/Specialisation	University	Country
		English and French	Niamey-Niger	
15	Prof. Jean Baptiste Kakoma	Dean, School of Public Health	National University of Rwanda	Rwanda
16	Dr. Etienne Rugigana	Public Health	National University of Rwanda	Rwanda
17	Dr. Ibrahim Lo	Language Department	University of Dakar Senegal	Senegal
18	Dr. Kandji Alioune Badara	Language Department	University of Dakar Senegal	Senegal
19	Dr. Mahad Mohamed Hassan	Benadir University	Benadir University	Somalia
20	Prof. Jones Wilfred Ng'ambi	Agricultural Sciences/food production	University of Limpopo	South Africa
21	Prof. Olalekan Abdulwahab Ayo-Yusuf	Public Health	University of Pretoria	South Africa
22	Prof. John Mugabe Ouma	Technology Management/innovation	University of Pretoria	South Africa
23	Dr. Germana H Leyna	School of Public Health and Social Sciences	Muhimbili University of Health and Allied Sciences	Tanzania
24	Dr. David P. Urassa	School of Public Health and Social Sciences	Muhimbili University of Health and Allied Sciences	Tanzania
25	Morris Okutta Opio	Environmental Sciences	Nkumba University	Uganda
26	Dr. Alfred Chingono	Clinical Psychologist	University of Zimbabwe	Zimbabwe
27	Dr. Mahad Mohamed Hassan	Director, Non-communicable Diseases and Public relations	Benadir University	Somalia

Appendix 4: Student Engagement Details

Student Name	Field	Activity	Event
Doreen Tuhebwe	Public Health	Represented RAN as student	RAN launch in Washington DC
Seith Muhairwe	Computing	Demonstrated innovations in Video for HESN Launch	RAN launch in Washington DC
Daniel Ninsiima	Agriculture	Demonstrated innovations in Video for HESN Launch	RAN launch in Washington DC
Asiimwe John	Agriculture	Demonstrated innovations in Video for HESN Launch	RAN launch in Washington DC
Jimmy Komakech	CEDAT	Demonstrated innovations in Video for HESN Launch	RAN launch in Washington DC
Wasswa Nelson	Computing	To participate in the April innovation panel	RAN Partners meeting in Kampala
Nankunda Peter	Computing	To participate in the April innovation panel	RAN Partners meeting in Kampala
Richard Kayondo Ssekibuule	Computing	To participate in the April innovation panel	RAN Partners meeting in Kampala

Appendix 5: Details of Engagement with other Partners

No	Name	Title/Specialisation	University	Country
1	Jennifer Cooke	Director of the CSIS Africa Program	CSIS	USA
2	Farha Tahir	Program Coordinator of the CSIS Africa Program	CSIS	USA
3	Dr. Jeannie Stamberger	ICT Consultant	Silicon Valley	USA
4	Dr. James Fishkin	Director, Center for Deliberative Democracy	Stanford University	USA
5	Margarita Quihuis	Director, Peace Innovation Lab	Stanford University	USA
6	Mark Nelson	Peace Innovation Lab	Stanford University	USA
7	Rui Wang	Center for Deliberative Democracy	Stanford University	USA
8	Apollo Nkwake	M&E Coordinator, Disaster Resilience Leadership Academy	Tulane University	USA
9	Dr. Ky Luu	Executive Director for the Disaster Resilience Leadership Academy	Tulane University	USA
10	Dr. Nancy Mock	Co-Director, Disaster Resilience Leadership Academy	Tulane University	USA
11	Deborah Elzie	Program Director, Disaster Resilience Leadership Academy	Tulane University	USA