

# Results-Oriented Program Formulation

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## **Session 2. Context, Rationale and Terminology**

# Objectives of Session 2

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- Discuss Research Program Formulation as an integral part of planning
- Discuss time frames of the different planning levels
- Discuss Program Formulation within the Innovation Systems Paradigm
- Discuss Program Formulation Steps

# Research Program Formulation

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- Concerned with planning the necessary and sufficient programs
- Ends with identification of projects and indicators for impact assessment and M&E
- Long-term program planning is one part of the overall agricultural research and extension planning process

# Research Program Formulation (Cont)

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- Other components of an agricultural research and extension plan address the policy and strategy, the organizational structure, and the development of human, physical and financial resources
- Program formulation is linked with the design of both the agricultural research and extension policy and the strategic plan

# Time Frames of the Different Planning Levels

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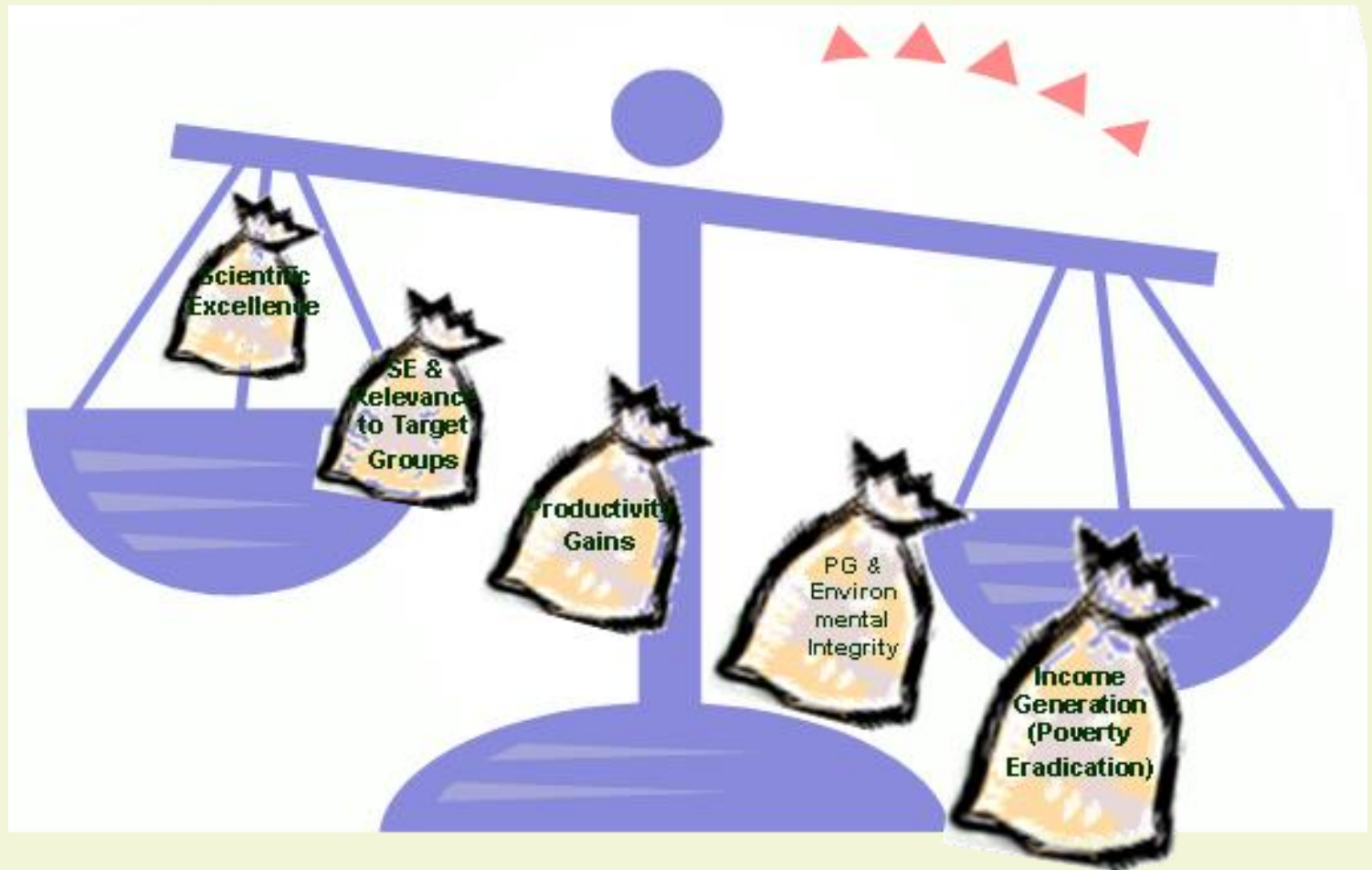
- Research and extension policy design and strategic planning (10 – 15 years) define the goal, vision and the mission of research and development
- Long-term program formulation (8 – 10 years) stops at the identification of projects, the human resources requirements and indicators for impact assessment and M&E
- Project planning starts where long-term program formulation stops
- Annual work plans describe the activities, experiments and/or studies as well as the resources necessary for the following year

# Importance of Paradigm in Shaping Planning Outcomes and Impact

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- The outcomes and impact from planning depend on the paradigm that is guiding the planners
- The paradigm shapes our vision and what we prioritize
- The paradigm shapes the outcomes and impacts to achieve the vision

# Planning– a Value Based Process



# Planning Perspective for AR4D

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- **An agricultural research organization may plan from any one of at least five perspectives or values:**
  - Scientific excellence
  - Scientific excellence and relevance to target group
  - Productivity gains
  - Productivity gains and environmental integrity
  - Income generation (Poverty reduction, wealth creation)
- Which ones is FPDA using?



# The Agricultural Research for Development (AR4D) Paradigm

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- Assumes the perspective of much wider people-level goal and impacts
- Examples are:
  - The UN Millenium Development Goals (MDGs) to halve hunger and poverty by 2015
  - PNG's goal to *stimulate economic growth in the agriculture sector in all districts, ....., involving the full participation of stakeholders, which promotes food security, income generation and poverty alleviation*

# The Agricultural Research for Development (AR4D) Paradigm

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- AR4D goals will take much more than the role of researchers and extension services to achieve
- The innovation systems paradigm addresses this through partnerships of diverse stakeholders
- Therefore, the institutional frameworks vary with the assumed paradigm and priorities

# Program Formulation Within the Innovation Systems Paradigm

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- Program formulation depends on the paradigm at strategic planning level
- The paradigm shapes the vision and mission of the organization to which the programs should contribute
- Research should ultimately result in people-level impact

# Characteristics of a Good Research and Extension Program

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- Should be effective
  - Responds to national, sub-regional, regional or even global development objectives and to users' needs
- Should be efficient
  - Objectives are realistic in terms of resources
- Should be necessary
  - Builds on past research and uses opportunities to learn from outside
- Should be comprehensive and sufficient
  - All projects necessary to reach the objectives have been included

# Terminologies Used in Program Formulation

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- *Planning by objectives* is a systematic planning process to achieve specific research objectives
- *Domain* is defined as an area of work with potential for development
- Development of potentials may face technical, environmental, institutional and socio-economic *constraints*
- *These must be addressed by the identified projects*

# Types of Constraints

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- Constraints can be classified into two types
- *Biophysical* constraints
- *Non-biophysical* constraints that can be solved by interventions in other areas of development
- AR4D recognizes that both constraints need to be considered for people-level impact
- Partnerships are one way to do this

# Focus of Research and Extension Program

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- A research and development program may be focused on a thematic area related to people-level impact, disciplinary area or geographical location
- FPDA's thematic areas:
  - Marketing Systems
  - Scaling of Production and Supply
  - Productivity Improvement
  - Information management and Communication
  - Enabling Legal and Policy Environment
  - Institutional Capacity Strengthening
- Focus is determined by paradigm

# Composition of a Program

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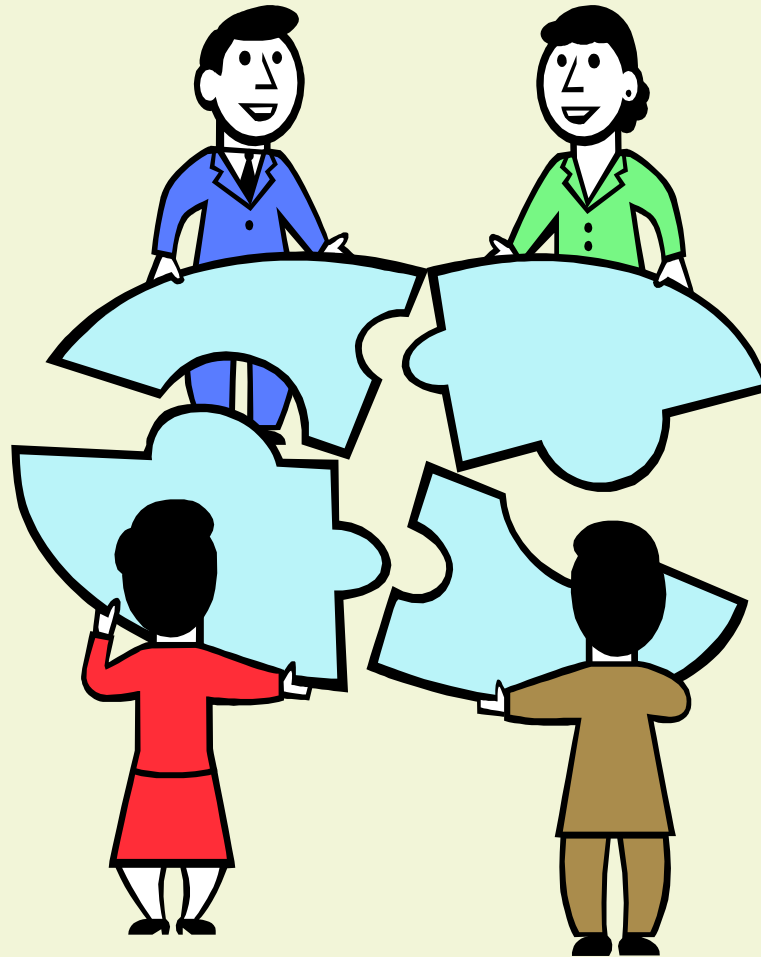
- A program is composed of research and development projects fitting together to form a whole
- A program dealing with a group of commodities may have a sub-program for each commodity, with each sub-program having its own projects





# A program consists of projects

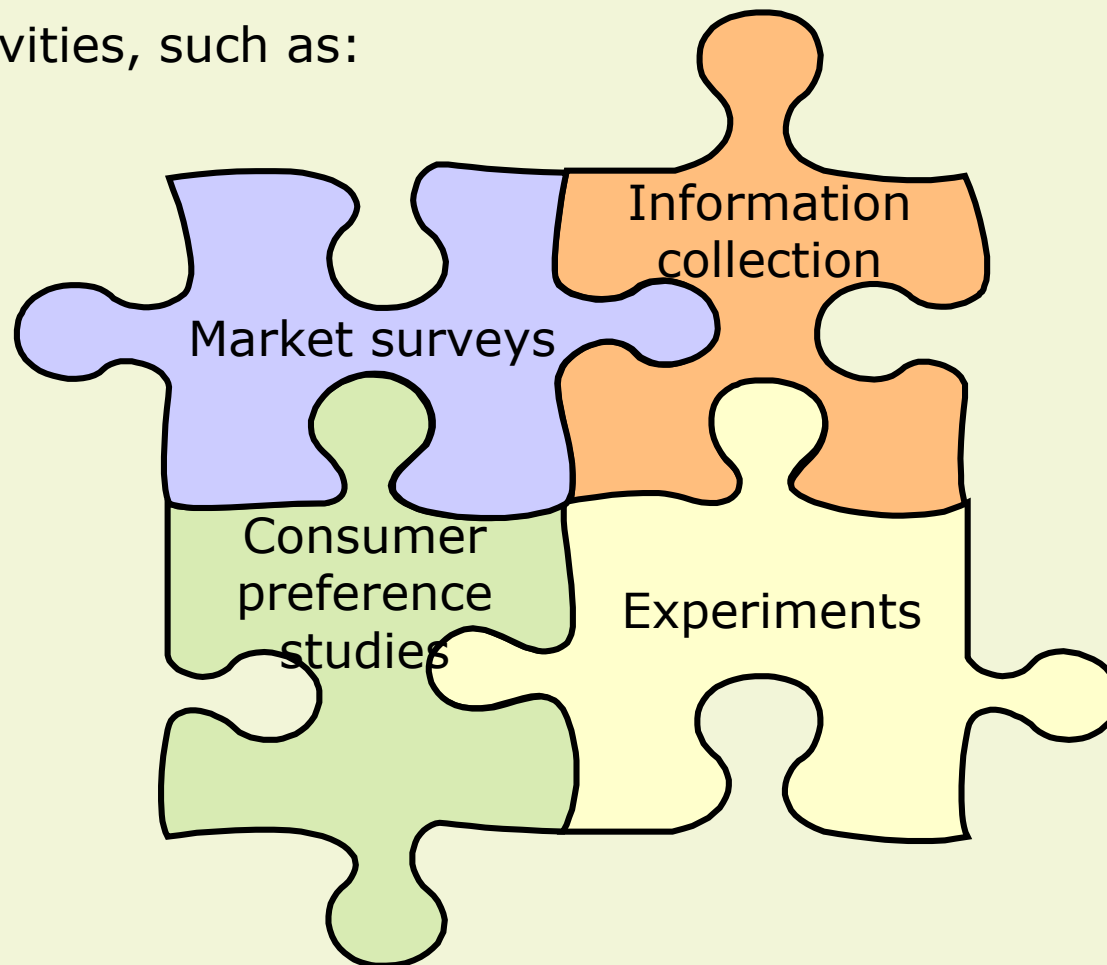
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# What comprises a project?

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Activities, such as:



# Program Formulation Steps

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1. Review sub-sector and the development objectives of the sub-sector
2. Analyze constraints and opportunities
3. Review previous research and extension
4. Determine research objectives and strategies
5. Identify projects
6. Prioritize projects
7. Conduct a human resources gap analysis
8. Make recommendations for program implementation and adoption of the technologies produced

# Figure 1. Program Planning Steps

