

# The Capacity-Lift Service (CLIFS) prototype

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# Objectives of the seminar

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- Present the “Capacity-Lift Service Model”, research inputs and contributions to high-impact research and innovation communities;
- Discuss the added value of the service model for research organizations and their partners in R&I projects;
- Discuss possible institutionalization mechanisms for its sustainability and replicability in diverse contexts.



# Scope of the CLIFS offering

Activating agricultural transitions to sustainability through participatory research and co-innovation

Stories of change across Africa, Asia and Latin America from the DeSIRA initiative



- Support to a **portfolio of R&I projects** operating in different contexts
- Helping them to **generate transformative innovations**
- Increasing their capacities to **prove and improve their impacts,**
- By supporting **non-traditional R&I models,** more adapted to the SDGs: multi-actor partnerships, collaboration, open and responsible innovation processes, innovation ecosystem perspectives, research is not the only innovator and might also be absent

# Scope of the CLIFS offering

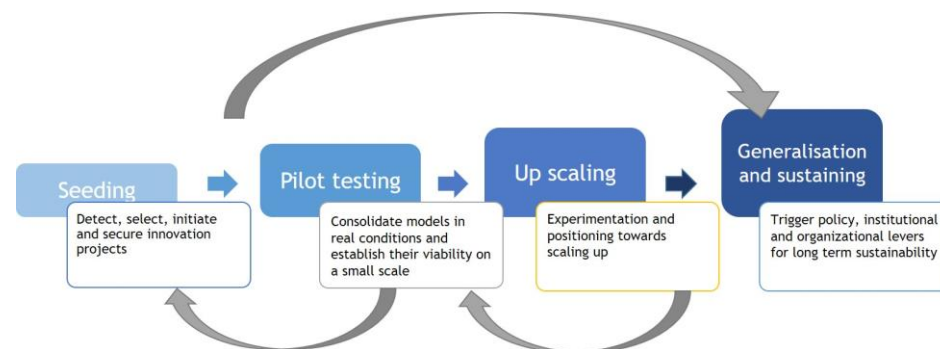
## CLIFS supports:

Action-Research in Partnerships for Innovation and Sustainability Transitions

A new set of research purposes and practices geared toward societal missions

1. Solving problems with end-users
2. Testing new things, based on demands
3. Creating new capacities, based on needs
4. (Re)framing transformative processes
5. Facilitating multistakeholder collaboration mechanisms

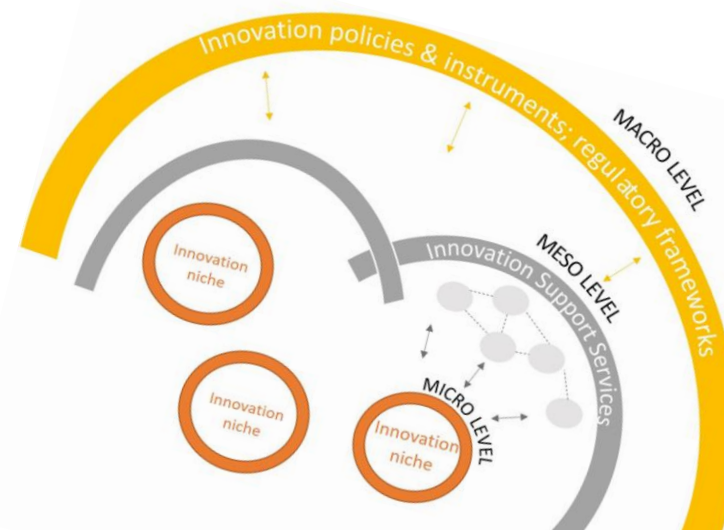
### 1- RESEARCH IN SUPPORT OF INNOVATION PROCESSES



Innovations at scale

From 2 to 20 years

### 2-RESEARCH IN SUPPORT OF INNOVATION SYSTEMS



New capacities for open and responsible innovation

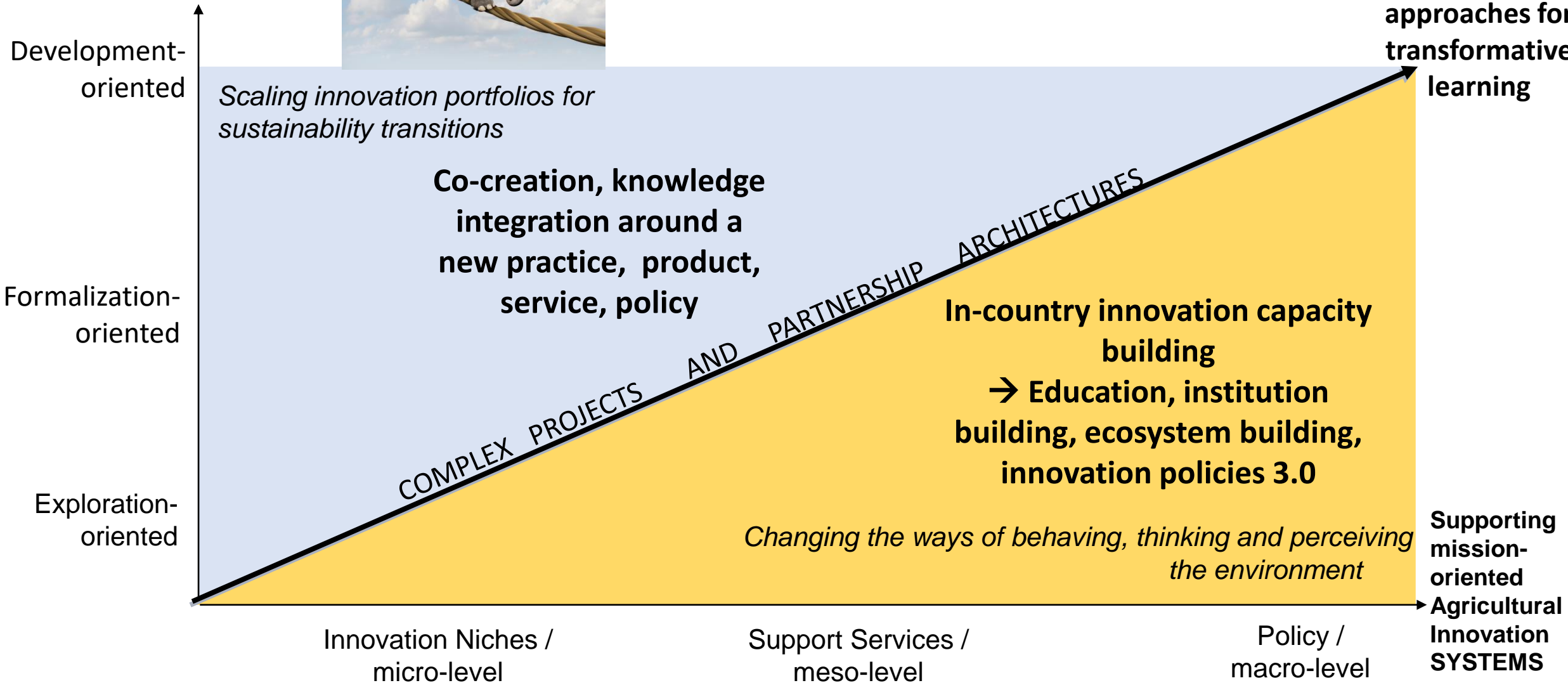
From 10 to 15 years



# Generating impacts with international project-based R&I interventions

Supporting AgrInnovation PROCESSES

Integrated R&I approaches for transformative learning

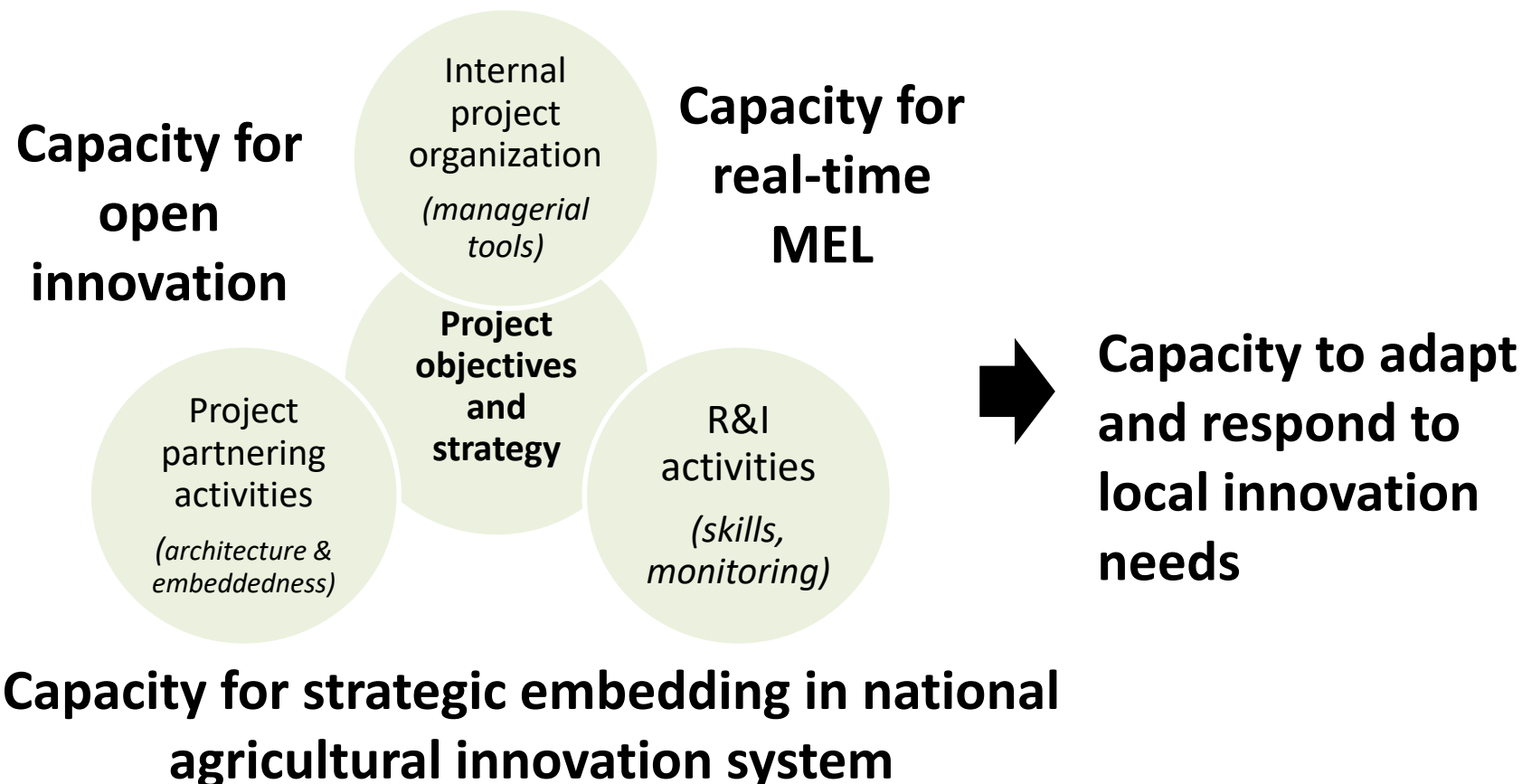


# Capacity gaps in R&I projects

Support needs in  
the 70 DeSIRA

## Project architectures & capacities

- *Routine capacities*
- **Dynamic capacities**  
– core capacities to manage for impact



# Capacity gaps in R&I projects

Support needs in the 70 DeSIRA

Depending on the project R&I approach, critical capacities for successful management are not the same



- Boundary management (embeddedness)
- Flexibility, agility
- Open innovation (and participation)
- Monitoring processes and outcomes

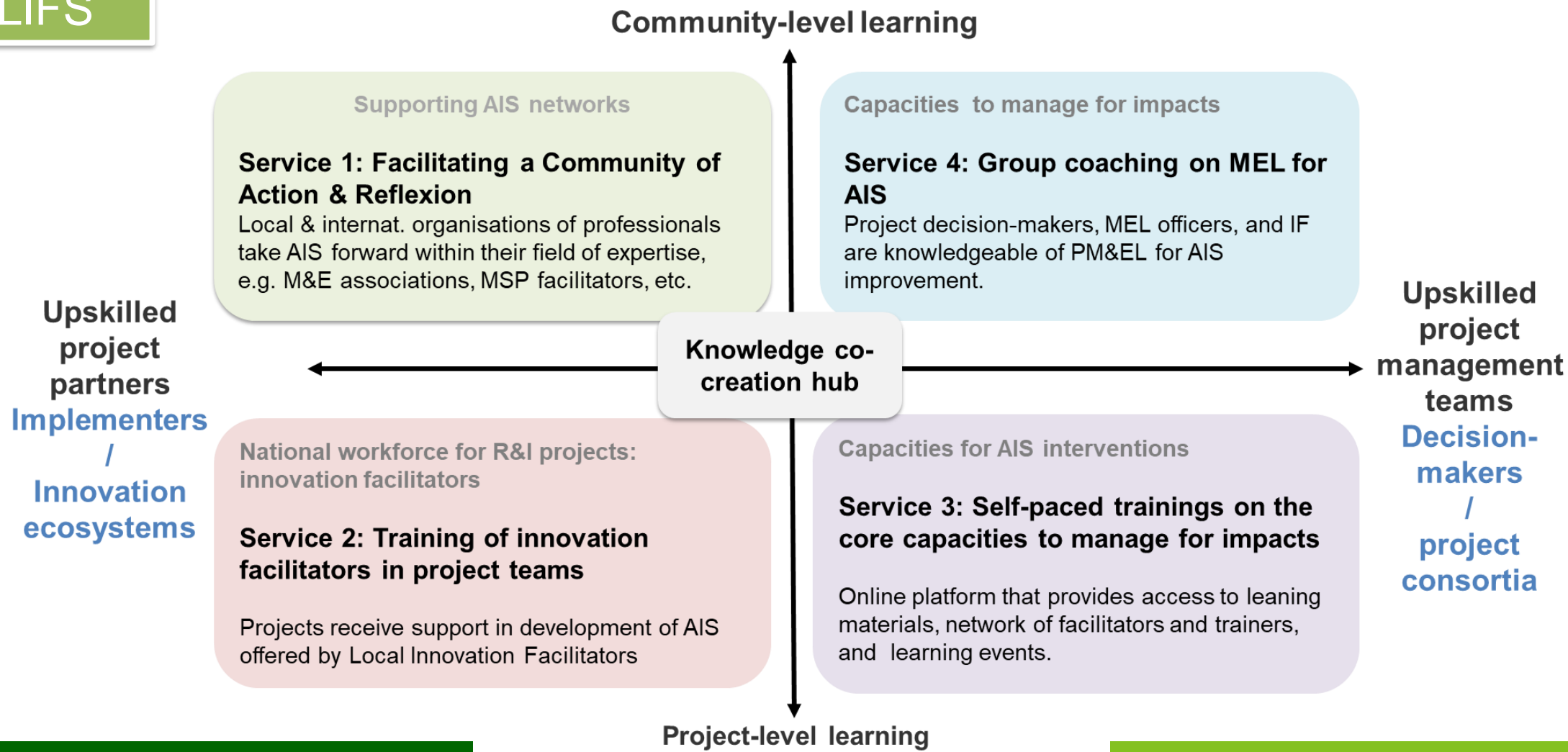
**PROJECT TYPE ③**  
“Nursing seeds for transition”

**PROJECT TYPE ①**  
“Niches to policy influence”

Capacity profiles

# Support Services to R&I projects

CLIFS



# Support Services to R&I projects

## A LEARNING AGENDA

PURPOSE A: Understanding the challenges and success of R&I Projects

PURPOSE B: Learning within the CLIFS team as a model-in-the-making

Knowledge co-creation hub

Learning Brief series

Perspective Brief series

Stories of Change Book

Action Books

Synthesis briefs

Activating agricultural transitions to sustainability through participatory research and co-innovation

Stories of change across Africa, Asia and Latin America from the DeSIRA initiative

DeSIRA LIFT

Funded by the European Union

Pathways to agrifood system transformation: From Local Innovation to Policy Change

Stories of change from Africa, Latin America and Asia

DeSIRA LIFT

Funded by the European Union

LEARNING BRIEF 1

DeSIRA LIFT

Authors: B. Douchwaite, S. Mothe and A. Toulier

Actionable learning from a review of DeSIRA projects' contributions to policy change

LEARNING BRIEF 2

DeSIRA LIFT

Authors: Triamphie B., Lof R. and A. Toulier

Actionable learning from a review of DeSIRA projects' contributions to agroecology transitions

LEARNING BRIEF 3

DeSIRA LIFT

Authors: S. Driess, M. Koop, J. Nouze and A. Toulier

Actionable learning from a review of Multi-Stakeholder Collaboration for Agricultural Innovation in DeSIRA

Global Gateway

Lessons and recommendations from the DeSIRA Initiative

DeSIRA LIFT

PERSPECTIVE BRIEF 1

DeSIRA LIFT

J.P. Rodriguez Ledezma, R. Gullermet, M. Gomez P. Hernandez, M. Lopez de Letona, R.A. Toulier

The future of R&I as driver of agrifood system transformation and sustainability transitions

Perspectives from Latin America and the Caribbean

PERSPECTIVE BRIEF 2

DeSIRA LIFT

D. Washanda, R. Gullermet, M. Koop, P. Hernandez, R. Toulier

The future of R&I as driver of agrifood system transformation and sustainability transitions

Perspectives from East and Southern Africa

PERSPECTIVE BRIEF 3

DeSIRA LIFT

A. Dyer, A. Gullermet, R. Toulier, A. Jha, S. Bati, C. and D. D. D.

The future of R&I as driver of agrifood system transformation and sustainability transitions

Perspectives from West and Central Africa and Madagascar

PERSPECTIVE BRIEF 4

DeSIRA LIFT

R. Dyer, A. Toulier, R. Gullermet, M. Koop, A. Driess, C. Hernandez, M. Koop, R. Toulier, S. Driess, M. Koop, R. Toulier

The future of R&I as driver of agrifood system transformation and sustainability transitions

Perspectives from Asia-Pacific

SYNTHESIS BRIEF

DeSIRA LIFT

Authors: A. Dyer, R. Gullermet, S. Driess, J. Hernandez, M. Koop, P. Hernandez, M. Lopez de Letona, R.A. Toulier, S. Driess, M. Koop, R. Toulier

Actionable learning Proving and improving R&I impacts in agrifood systems through project-based approaches

Global Gateway

Enseignements et recommandations tirés de l'initiative DeSIRA

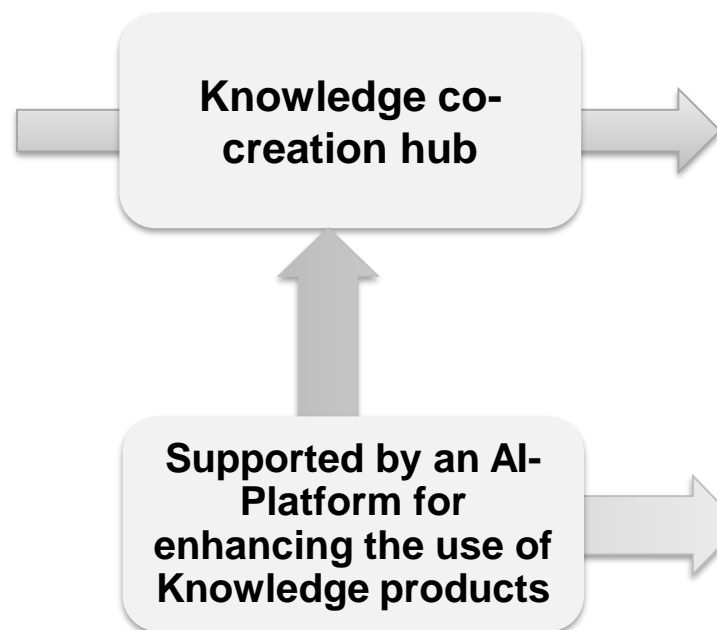
DeSIRA LIFT

# Support Services to R&I projects

## A LEARNING AGENDA

PURPOSE A: Understanding the challenges and success of R&I Projects

PURPOSE B: Learning within the CLIFS team as a model-in-the-making



- Explore individual project cases in-depth
- Make custom comparisons across projects
- Verify claims in published outputs
- Discover additional insights not highlighted
- Ask follow-up questions

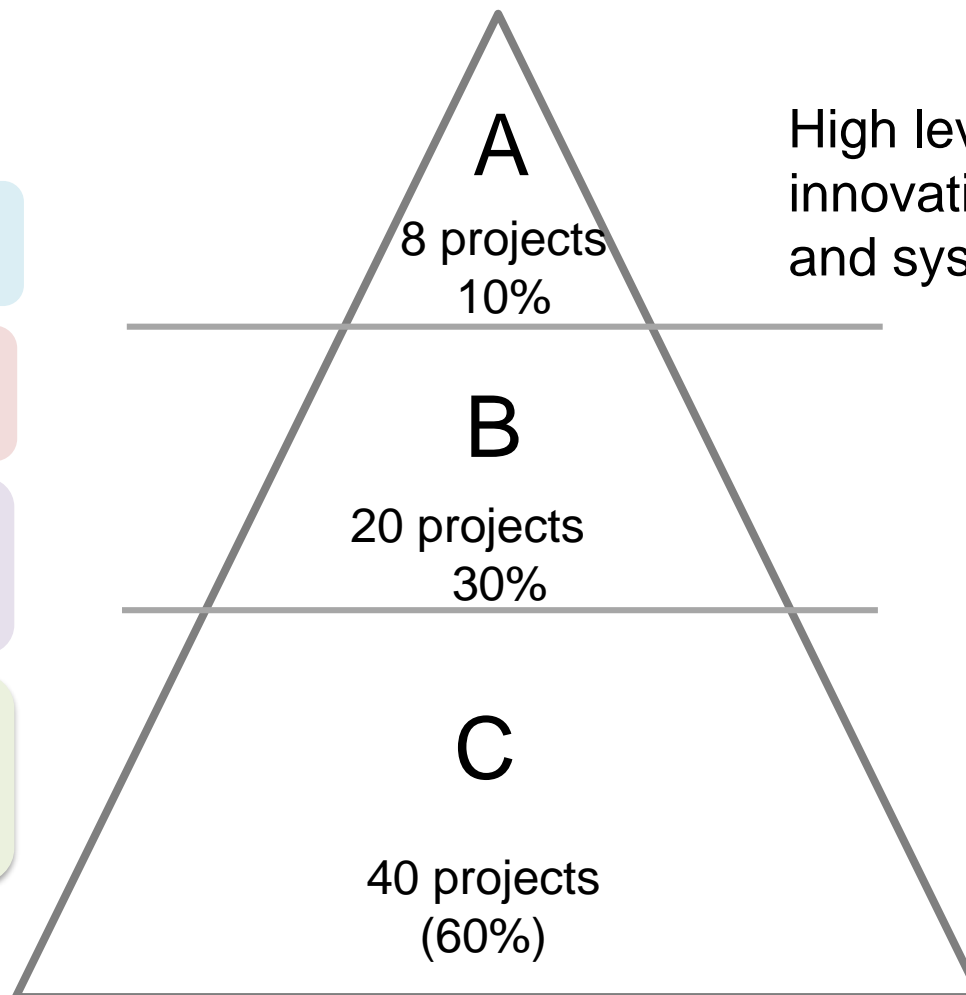
# Service clients

**Service 4: Group coaching on MEL for AIS**

**Service 2: Training of innovation facilitators in project teams**

**Service 3: Self-paced trainings on the core capacities to manage for impacts**

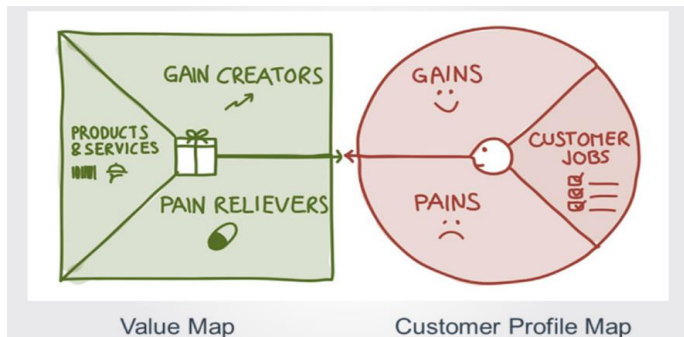
**Service 1: Facilitating a Community of Action & Reflexion**



High level of readiness for co-innovation, transformative approaches and systemic thinking

Low level of readiness

# Service added value



<b>Pain relievers (i.e.what they have to do, but don't know how to do it)</b>	<b>Gains : new opportunities for project teams, not planned</b>
<ul style="list-style-type: none"><li>- Co-innovation strategies</li><li>- Partnership building</li><li>- Policy influence</li><li>- Communication strategy</li><li>- Impact evaluation</li></ul>	<ul style="list-style-type: none"><li>- Supporting regional innovation strategies</li><li>- Reflect about achievements and processes in real time</li><li>- Influence organizational learning</li><li>- Think strategically about scaling up</li></ul>

# Capacity outcomes

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1. A **community** with a shared language and a sense of identity
2. A **network** for collaboration and knowledge sharing
3. Enhanced **local capacities & skills**
4. A **broader understanding** about AIS and ecosystem-based innovation approaches
5. **Lessons learned** through action and reflection (SoC & Learning Reviews)

*“Although I did not complete the MEL training in its entirety, I appreciated the fact that we applied what had been taught and were able to interact live with the D-LIFT mentoring team.” (LIDISKI)*

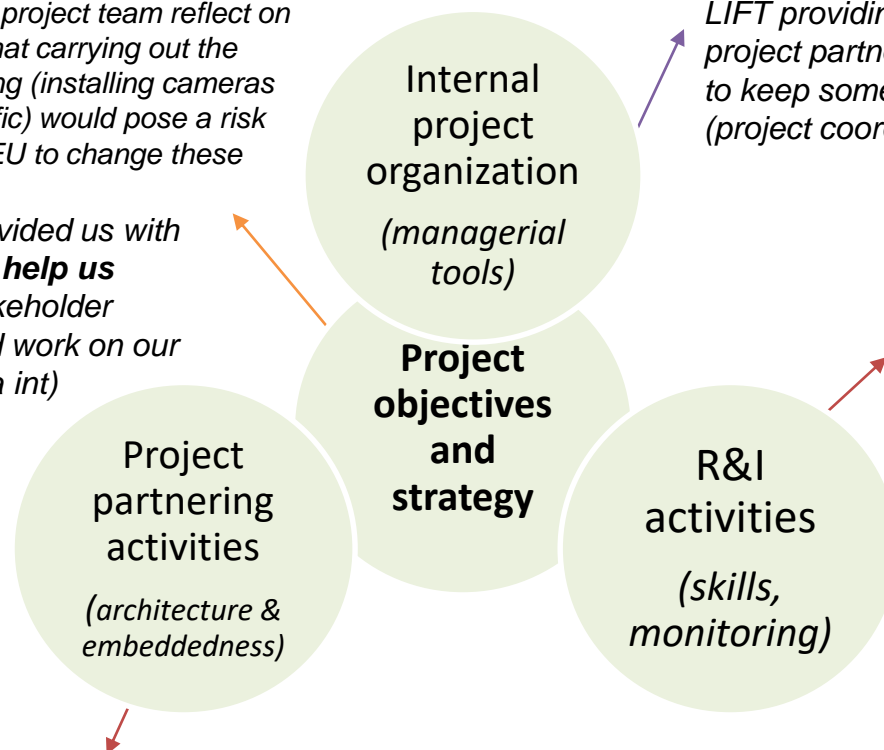
*“The head of the RESINOC project witnessed how the Innovation Facilitators completely changed their way of talking and facilitating collaborative processes after the training provided by D-LIFT”*

*“My participation in the Connect Days enabled me to gain a better understanding of the management of research & innovation projects and the common challenges they face, especially in terms of scaling up and project duration.” (PRISMA)*

# Project-level outcomes

**CHANGING PROJECT STRATEGY.** *Participating in the conflicting environments webinar and listening from the experiences of other projects in similar circumstances, made the project team reflect on **the need to change the strategy**. We realized that carrying out the proposed activities to monitor illegal cattle ranching (installing cameras at the border crossings and monitoring illegal traffic) would pose a risk to the field personnel. Thus, we proposed to the EU to change these activities. (5Great Forests Pris interv.)*

*C4MEL It helped to clarify our vision, and provided us with tools and methods of intervention that **would help us reach project's objectives** (for example stakeholder mapping, participation ladder, ToC). We could work on our ToC and understand it better. (RESI-NOC Ola int)*

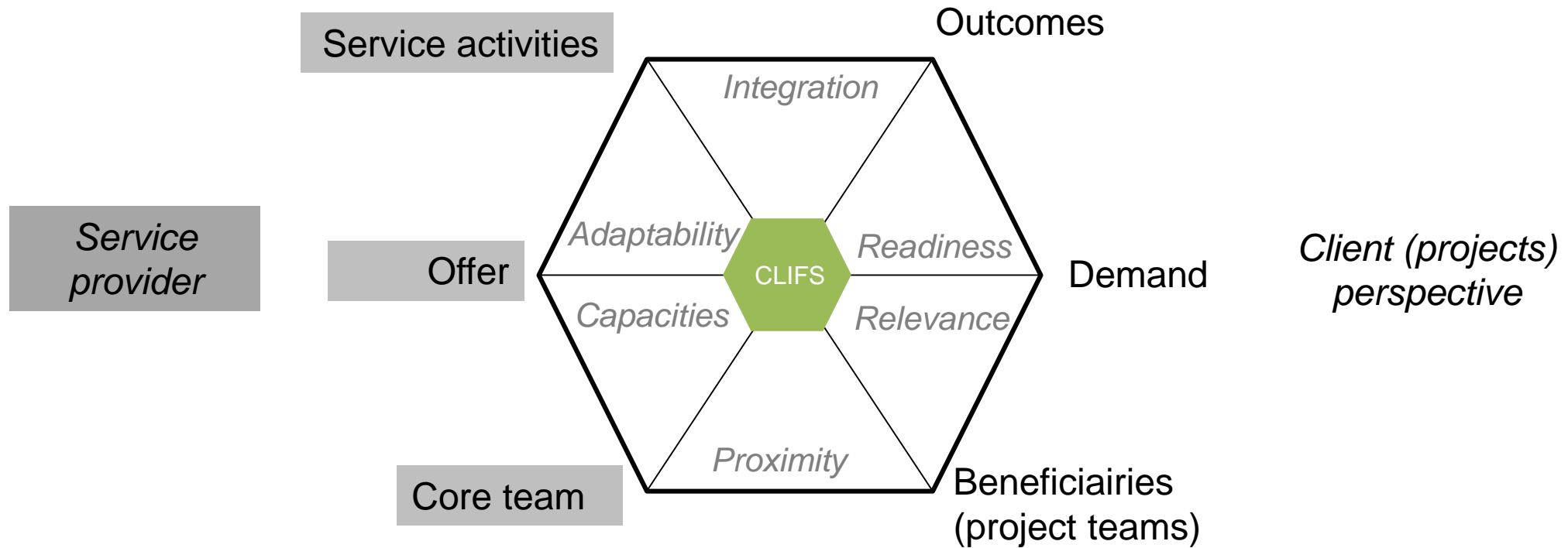


**SUPPORTING DECISION OF PROJECT LEADERS** « *To me as a project leader, **having a third party providing scientific expertise** (DeSIRA-LIFT providing conceptual framework) without me having to impose it on other project partners (including local senior researchers) is very helpful. It allows me to keep some distance and not having to navigate between the two roles (project coordinator and scientific expert of the project). (MAKIS. Ola. int.)* »

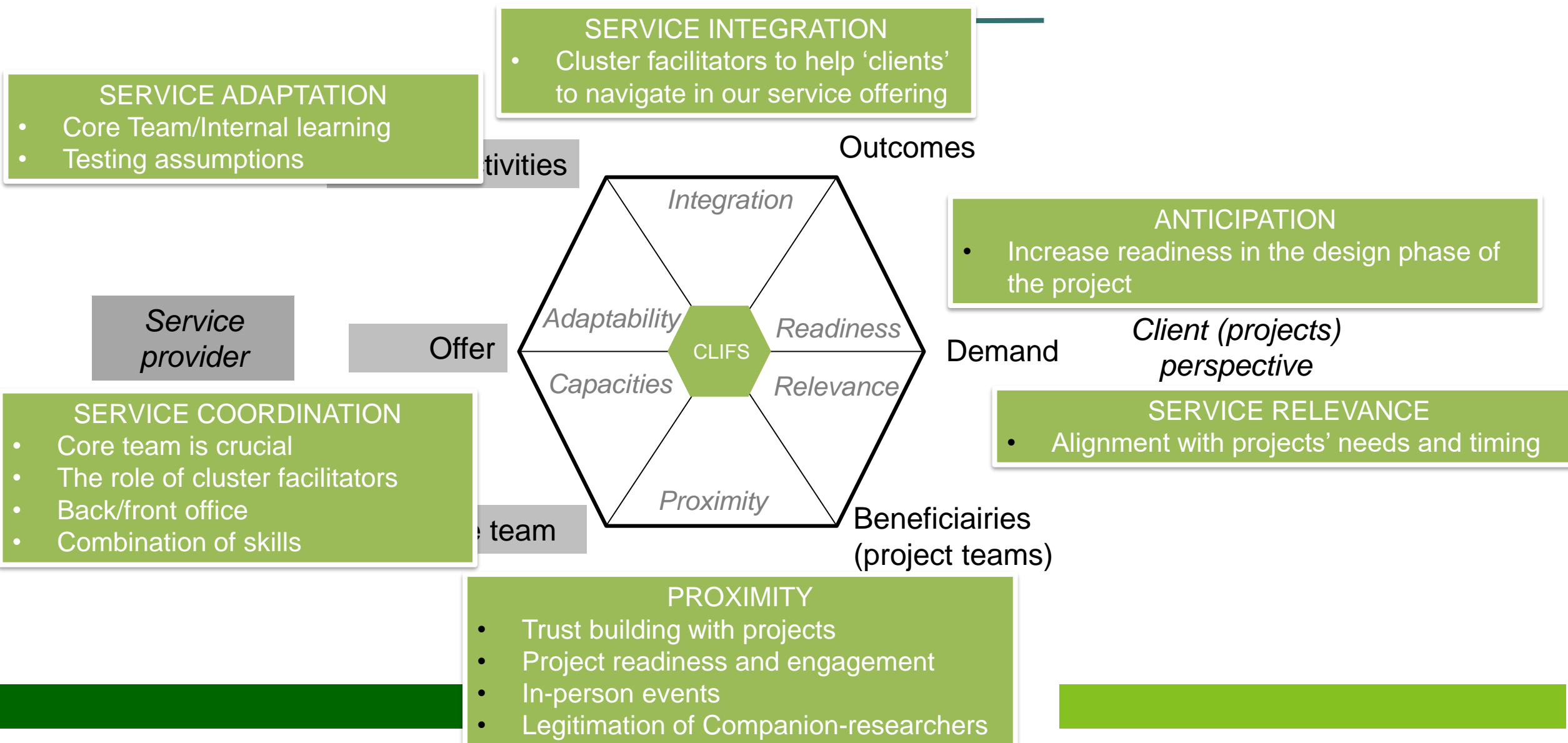
**UPGRADING THE “QUALITY” OF PARTICIPATORY AND TRAINING ACTIVITIES:**  
*“COP MIF Training on managing stakeholder innovation platforms has really helped me engaging with farmers to develop/test the technologies. (CLIMAT SMART MALAWI Pris int). The training has started giving very positive results. We are very optimistic that as we move with the project implementation we will achieve more impact. “*

**IMPROVED COLLABORATION WITHIN THE CONSORTIUM** *The **main effect has been to set common objectives with the other organizations, some are not easy, require knowledge and information**. We understood the challenges we were facing by participating in the training. “Gracias a la capacitación dejamos de tener tres proyectos en tres territorios, ahora tenemos un solo proyecto con tres territorios”. - Thanks to the training we no longer have three projects in three territories, now we have only one project in three territories. (ABRIGUE Pris interv.)*

# Factors of service performance



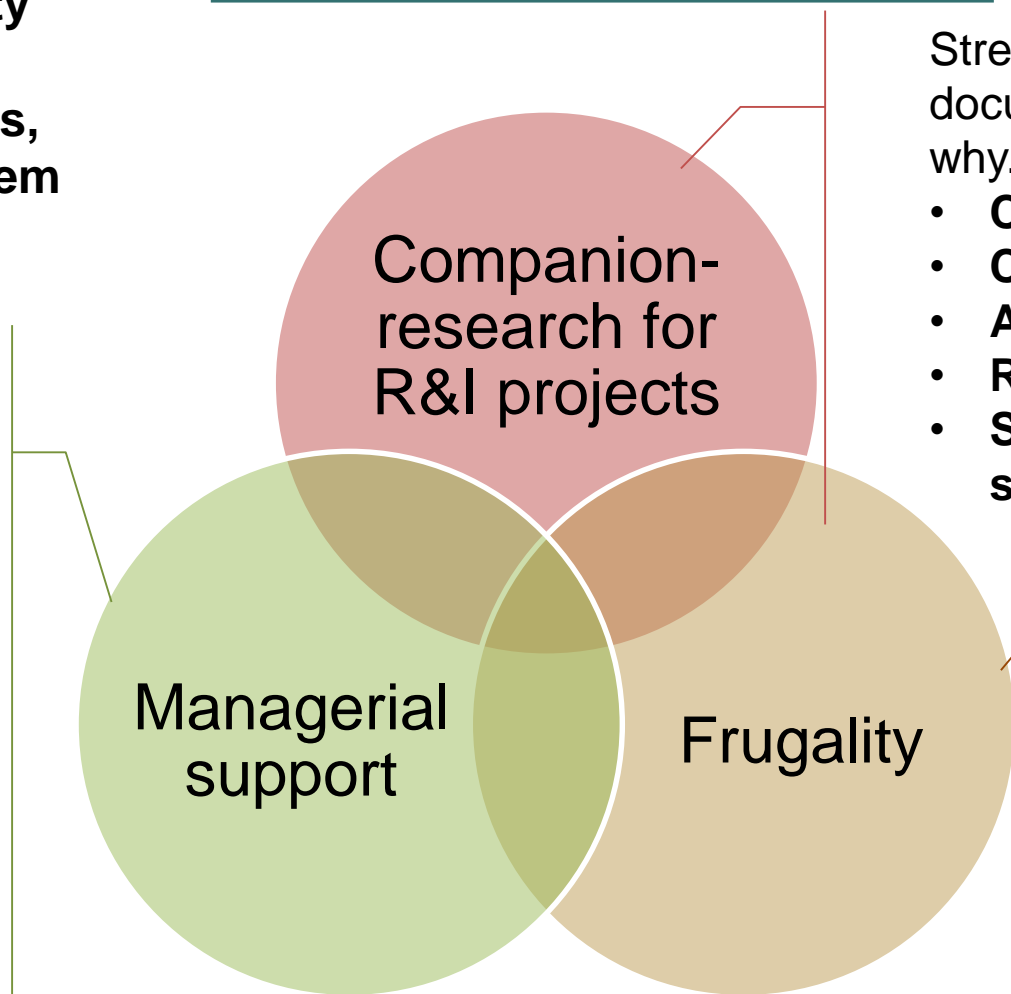
# Factors of service performance



**Upgrading capacities to co-innovate for sustainability transitions through collaborative partnerships, within innovation ecosystem perspective**

- **Instrumental** support: common frameworks, approaches and tools on innovation management to equip project teams
- **Developmental** support
- **Emotional** support (safe environments where teams feel valued and understood)
- **Problem-solving** oriented

# CLIFS uniqueness



Strengthen skills, processes, and systems while documenting and analyzing what works and why.

- **Capacity development**
- **Co-creation** of knowledge
- **Action-oriented**
- **Reflexive** practice
- **Social , evaluation and management sciences**

- **Customized** to expressed needs
- **Time-efficient**
- Strategically **targeted** clients
- Efficient delivery mechanisms: Learning platforms, peer-to-peer, community-based support networks (IF), on-line help desk, AI

# Key take-aways

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## The Capacity-Lift Service (CLIFS) prototype

Co-developed with 70 R&I projects (3 continents, 65 countries) in 3 years' time

Demonstrated added value

Part of a broader shift in R&I approaches for sustainable transitions

Generated lessons learnt on the overall DeSIRA R&I projects and on the CLIFS prototype itself

Potential to be replicated and/or institutionalized, with core and modular components

# Thanks for your attention!

## DeSIRA-LIFT team

### Follow us:

<https://www.desiraliftcommunity.org/>

#### Service Area 1

- Leader: Aurélie Toillier (CIRAD) – [aurelie.toillier@cirad.fr](mailto:aurelie.toillier@cirad.fr)
- Co-leader : Margarida Lima de Faria (ISA) – [margaridalf@isa.ulisboa.pt](mailto:margaridalf@isa.ulisboa.pt)

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