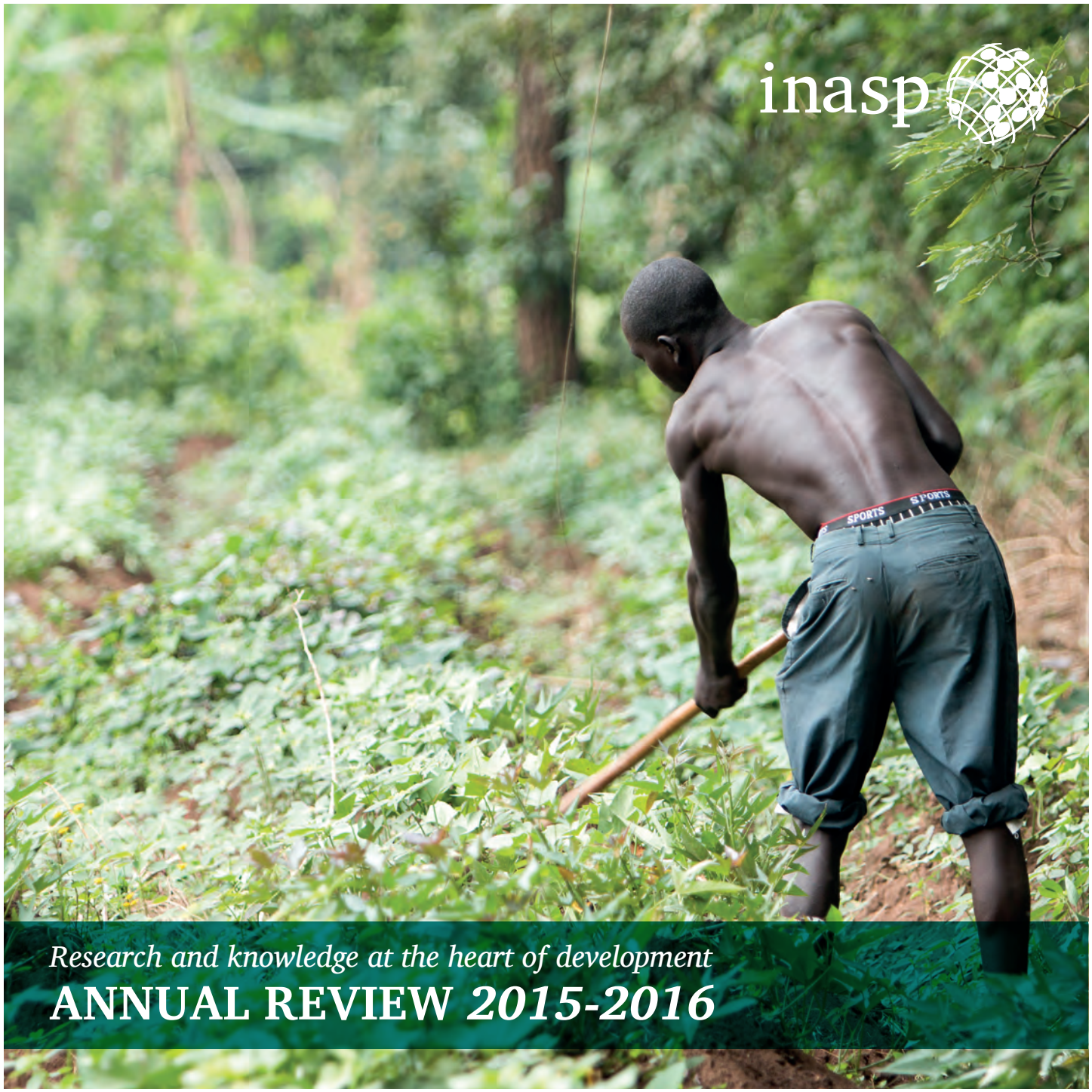


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*Research and knowledge at the heart of development*

**ANNUAL REVIEW 2015-2016**



*Hillside farming in Nepal. Agriculture is one of the research topics of the journals hosted on the Nepal Journals Online platform. Photo by Jon Harle*

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**On the cover:** A farmer in Uganda tends his sweet potato crop. INASP's AuthorAID project has helped Ugandan research into sweet potato pests reach a wider audience. Read more on page 17. *Photo by Chris Dobson.*

# From the Chair of the Board



**Jo Beall reflects on an exciting, challenging and rewarding year.**

My first year as Chair of INASP's Board of Trustees has been variously exciting and challenging but unequivocally rewarding. It has been exciting because the work that INASP does is so valuable and makes a very real difference. What can be more important than putting research and knowledge at the heart of development?

So much valuable research is undertaken in developing countries but not shared more widely. INASP helps ensure that scholars in developing countries are connected to international publishing and digital dissemination opportunities and are not left behind. It enables mentoring, supports women researchers who lack confidence or avenues for engagement, and provides access to international publications and resources.

For decades, international development pundits have extolled the virtues of evidence-informed policy making. Yet this can be beyond the reach of national and local governments, which often end up accepting policy recommendations from international agencies, for want of adequate capacity and capability to assess or even challenge pre-packaged solutions. INASP's work supporting evidence-informed policy making across a number of African countries is starting to make a difference not only to policy outcomes but also

to how policies are made, as governments consult and engage with citizens in the process.

This year has also been challenging. Despite the new Sustainable Development Goals, which hold us all mutually to account for delivering a better and fairer world by 2030, and the UK's continued commitment to spending 0.7% of GDP on overseas development, these are difficult times for international development. The UK's future relationship with the European Union lacks clarity, the economy is showing few signs of recovery and the international context remains uncertain. Under such conditions, areas such as research can quickly be deemed 'nice to have' rather than essential.

INASP staff members have responded to both the opportunities and challenges with professionalism and deep insight. In her first year as Executive Director, Julie Brittain has shown adept leadership, underpinned by her long experience in international development, alongside the expertise and dedication of her team. The trustees are committed to the strong vision expressed in INASP's new strategy and to supporting the continued work and future growth of INASP because never has its mission been more important.

**Jo Beall**  
*Chair of the Board of Trustees*

# From the Executive Director



This past year has been characterized by increasing tension around the world, countered by the positive messages inherent in the new Sustainable Development Goals (SDGs). As an organization committed to working in partnership on problems identified and articulated by Southern voices, we welcome the SDGs and their vision of a just and equitable world.

This has been an exciting and challenging year for INASP staff. As well as completing our strategy after a year-long process, some of our newest work is already starting to develop in positive and encouraging ways. We have been supporting women academics at the University of Dodoma to develop a gender policy that will guide them as they seek to redress imbalances in the university.

We have also celebrated the launch of our long-awaited Evidence-Informed Policy Making (EIPM) Toolkit and have been involved in some exciting EIPM projects. These include a project in Sudan supporting the inclusion of gender in government policies and our support to the development of an analytical framework by Latin American organization Politics & Ideas to understand organizational contexts better and promote the use of research evidence in policy making.

We are also making excellent progress on our continuing work strengthening – and linking together – the building blocks of national research systems. Some highlights include our work strengthening the connection between the media and locally published research in Nepal and the collaboration between peers in our network, such as the support that the Ghanaian library consortium is providing to the nascent library network in Sierra Leone. We have also been doing some work to map the research and knowledge systems in Somalia, South Sudan and Liberia. Finally, I am particularly proud about our increasing focus on reaching disadvantaged researchers via our online courses; these courses reach not only researchers in countries such as Afghanistan, Yemen and Iraq but also refugee researchers.

This annual review can only cover a snapshot of the many things that INASP has been doing and plans to do. Follow us on Twitter @INASPinfo and sign up to our mailing list at [www.inasp.info](http://www.inasp.info) to keep up to date with our news. And do read our strategy to learn more about our plans: [www.inasp.info/strategy](http://www.inasp.info/strategy).

**Julie Brittain,**  
*Executive Director*

# Introducing INASP's new five-year strategy

**Strengthening the production, sharing and use of research and knowledge for development underlies INASP's priorities for the next five years, writes Julie Brittain.**

Over the past year we have been working – as a collaborative effort between INASP staff, Board, Associates, and key stakeholders and partners around the world – on a new INASP strategy, which is now available on our website at [www.inasp.info/strategy](http://www.inasp.info/strategy).

Developing a strategy is not for the faint-hearted. Though we were keen to learn from previous experience and the successes of other organizations, we also wanted to put a particular INASP 'take' on the process of agreeing our future direction. As a result, as well as an external stakeholder survey (more detail on the next page), we also held a series of internal staff debates on what our previous Executive Director Sue Corbett called 'fuzzy questions'. These are those difficult questions that needed to be tackled collectively and by all staff to achieve consensus, on tricky (and long-standing) topics such as:

- Is there value in extending our work to a) fragile/post-conflict countries and (the flip-side) b) more middle-income countries like Namibia, Botswana, and Brazil?
- Should we be more serious about tackling the

inequity that women are facing in the HE and research sector? How would we do this?

Just asking the questions and forcing ourselves to have a proper debate across all staff has already transformed the organization and how we perceive where we are best placed to contribute. For the first question, the answer was yes to both parts with two caveats. One is that we would prioritize work in countries that are actively seeking support and able to demonstrate commitment and readiness to strengthen the building blocks of a national research system. The other is, before embarking on working in fragile and post-conflict states, we need to 'map' this readiness. You can read more about this mapping work on page 12.

## Female researchers

In the same section, page 14 has a story about our support to female academics in Dodoma University, Tanzania, which ties in with the second of our 'fuzzy questions'. Over the past two years we have actively sought out women researchers who are part of our AuthorAID network to talk to about their experiences. We have heard some fascinating (but also disturbing) stories about the frustrating

blockages in their way – such as being unable to present their malaria research projects in male-dominated Maasai community meetings and being prevented from travelling unaccompanied in a boat with fishermen to collect aquaculture samples along the coast of Tanzania. Female researchers also find it difficult to advance their academic careers due to their additional responsibilities as carers, wives and mothers. Many of the issues that women researchers face are beyond our capacity to tackle, but we were left with two clear messages that we have now started to develop projects to respond to. The first issue is the desire of young female researchers to find female mentors in their disciplines. The second is a strong interest in tackling bias in their universities by developing gender policies at institutional level.

## Strengthening research systems

We also discussed how we can work at the national level to support research systems and linking the different actors together (yes to that, but recognizing the need to continue to work at institutional and individual level to make sustained impact). Another fuzzy question considered how important is it to make the development link explicit in our work (very). And in a debate about deepening our work in HE institutes, there was clear recognition of the importance of the ‘critical thinking skills’ of university students in giving them the foundations for engaging with national development issues in their countries. We are actively thinking about how we might be able to contribute to supporting these skills.

As well as the internal discussions about the fuzzy questions, we were extremely grateful to 39 key stakeholders from 22 countries who were willing to be interviewed about the future of research and knowledge across the globe, and to give feedback about INASP’s role in this work. The trends in research production are very positive, with more



*INASP staff members discussing the new strategy*

and better-quality research being generated by the global South. Improving economies, greater assertiveness of national institutions and players, and a recognition of the importance of the contribution that research can make to national development issues are all contributing to this trend. However, long-standing issues of poor infrastructure, skills, incentives and insufficient funding for local research remain.

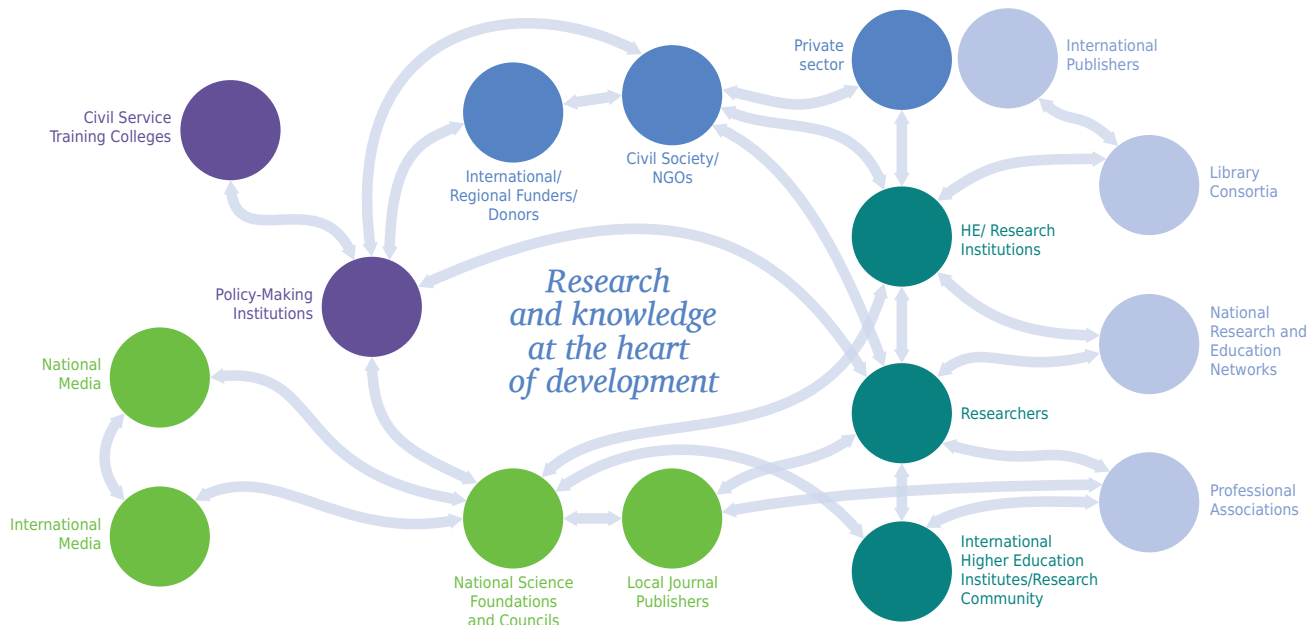
As well as providing us with enormous insight about their knowledge of key trends, these stakeholders were also very complimentary about INASP's contribution to the communication and accessibility of research, with particular praise being given to the importance of INASP's partnership approach, our commitment to local sustainability, and our strong relationships with a wide range of stakeholders. For the full report see [www.inasp.info/stakeholdersurvey](http://www.inasp.info/stakeholdersurvey).

## Planning ahead

Many of the insights gleaned from the stakeholder survey and from the expertise of our Board are reflected in the new INASP strategy, published in August 2016. I'd like to thank the Board for ensuring that we kept the new Sustainable Development Goals front and centre in our minds during the writing of the strategy. And for reinforcing the importance of the four key roles for INASP suggested in the stakeholder survey: capacity development, convening, influencing and working in partnership.

This strategy, which can be read at [www.inasp.info/strategy](http://www.inasp.info/strategy), will serve as a guide for INASP's work over the next five years. Our priorities for the coming years focus on supporting the production, sharing and use of research and knowledge for sustainable development, themes that are picked up in more detail in the rest of this annual review.

### INASP works with partners across the research and knowledge system







*University of Cape Town, South Africa. INASP supports higher education across Africa, Asia and Latin America.  
Photo by Jon Harle.*

# Producing research and knowledge

**Helping Southern researchers to produce more and better research means tackling inequalities in research opportunities and access to knowledge.**

From national development needs to global challenges, INASP believes that research and knowledge have a critical role to play. But globally much more research is produced in the North than in the South. This results in fundamental inequalities in knowledge.

Researchers and students need access to the latest journals and books, so INASP negotiates with over 50 international publishers to bring the costs down for developing countries. These negotiations resulted in 2015 in savings of over \$92 million for those organizations subscribing through INASP. By enabling access to essential information, INASP supports Southern researchers to produce new research, and Southern students to learn.

It is also important to ensure that this access continues beyond INASP's support. Work with national library consortia helps them to develop the

skills to negotiate with publishers, themselves. It also helps them become more effective organizations, able to provide e-resource services to universities, research institutes, NGOs and government agencies throughout their countries.

Internet connections have improved in many countries, but internet access on university campuses is often poor. INASP works with National Research and Education Networks to train IT engineers how to improve campus IT networks. Not only can researchers and students make the most of digital information, but they can also participate in global knowledge networks.

INASP also works to address inequalities in research opportunities, with a particular focus on supporting female academics, who are often disadvantaged compared with their male colleagues.



*Lively discussions between female academics at the University of Dodoma, Tanzania.*

## South-to-South mentoring

INASP Associate, Jacinta Were of Kenya is part of a 'South-to-South' mentoring approach developed between INASP and its partners. Jacinta has worked with INASP since 2001 and has played an important role in the Kenya Library and Information Services Consortium (KLISC) during its development. Since mid-2015, Jacinta has been leading a mentoring programme between KLISC and its equivalent in Ethiopia - the Consortium of Ethiopian Academic and Research Libraries (CEARL). As Jacinta has observed, Kenya's consortium is well-developed, sustainable in many ways and with a good management structure, whereas Ethiopia's consortium is just starting out. The programme has included country visits from both sides and regular contact and support from Jacinta as CEARL works to provide better mechanisms for access to research.



*“We have helped the Ethiopian consortium to come up and become active. We think this is something we would like to adapt to other countries so that we can help [them too].”* **Jacinta Were**

INASP has already begun work with another Associate, Helena Asamoah-Hassan to plan similar support from the Ghanaian consortium CARLIGH to a fledgling consortium in Sierra Leone.



Market scene in Harar, Ethiopia.  
Photo by Philip Horgan

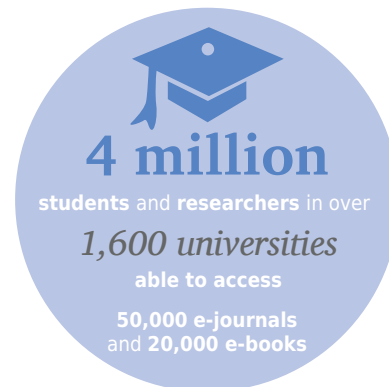


Working Together to Support Research workshop in Tanzania. Photo by Mai Skovgaard.

## Learning, growing and convening

Developing a deeper understanding of the countries in which INASP works or could work is important. In the last year a focus has been how to expand INASP's work to support research and knowledge in difficult places. In 2015, INASP commissioned three in-depth country studies profiling the research and knowledge systems of South Sudan, Liberia and the Somali regions. These studies consider how work could be expanded to support research in 'difficult places' (fragile or post conflict states or those with underdeveloped research and higher education systems) and were the first step in developing contextual knowledge.

In March 2016, INASP partnered with the Rift Valley Institute to hold a two-day roundtable in Nairobi, bringing together members of the Somali and Kenyan research and development communities and representatives from research funding and supporting organizations. As well as deepening understanding and building knowledge of the Somali context, the event has enabled INASP to begin new work with Somali partners.



## Helping publishers do business responsibly

In a time of great change in research publishing, affordable and sustainable access to information depends on good understanding and effective working relationships between library consortia and publishers. At its heart, this is about bringing business and research together. The 2015 Publishers for Development meeting enabled INASP to move the conversation from principles to practice. Publishers learned how they could effectively support access to research in developing countries while consortia learned more about the business environments that publishers operate in.

*“It was striking to hear the consensus in thinking, and commonality of aims between Southern research institutions and Northern publishers which, at first sight, would seem to be coming from very different places.”*

**Teresa Hanley, Independent Facilitator,  
Publishers for Development**

## Building for the future

For access to information to be sustained in a country, a mechanism for negotiating with publishers and supporting research institutions is needed. INASP works with national library consortia to help them become more effective organizations, and provide better services. Regional networks can be particularly valuable. In July 2015, INASP convened African consortia in Ethiopia to learn from each other’s experiences, and to work together to identify ways of addressing common problems. Learning and ideas generated during the meeting enabled INASP to re-focus our support on building organizational capacity. The signs are already very promising. Many consortia are focusing more strategically on organizational structures and the capacity of their leadership teams. INASP is supporting them to build on these strong bases so they can continue to support research and education in their countries.

*“INASP has always challenged consortia to consider their home-grown needs, and works hand in hand... to explore ways of meeting those needs.”*

**INASP consortium partner**

*Joel Sam tells delegates at the 2015 Publishers for Development meeting why good engagement with publishers is important for the CARLIGH consortium in Ghana.  
Photo by MTJ Media.*



## The last 100 metres of internet connectivity

Reliable university IT systems require skilled engineers on campus. Since 2013, INASP has worked with National Research and Education Networks (NRENs) in Tanzania, Uganda and Zambia to develop the skills of campus engineers, and help them to rebuild struggling networks. NRENs are not-for-profit organizations that are dedicated to supporting the IT needs of the research and education communities within a country. As well as providing advanced training for NREN staff and, in turn, for university engineers, INASP support has enabled them to run hands-on sessions to re-configure networks and offer internships to connect skilled graduates with universities in need of support. Many universities now have more reliable IT networks as a result. Inviting NRENs to identify their own needs and offering flexible grants, placed more power in the hands of the NRENs, and ensured their strategic aims were supported. Some NRENs have grown their services at a rapid rate during the INASP project. For example, the Research and Education Network of Uganda has increased threefold the number of institutions connected to its network from 14 in 2014 to 41 in 2015, with more in the pipeline. That gives 27 institutions a direct connection to Uganda's high speed academic network, and through it to peers internationally.

*"We are really deeply indebted to INASP. A lot of people who would otherwise not have had access to information have had it through the support from INASP."*

**Sophia Kaane, Chair, KLISC, Kenya**

## Promoting gender inclusive policies in higher education

INASP believes in promoting equity by actively addressing the needs of both men and women. Evidence shows that in many countries women face more barriers to pursuing research and academic careers than men. Women are often disadvantaged due to a lack of prior educational opportunities, family expectations, institutional bias, a lack of senior female role models and minimal efforts to adapt to or address the needs of women. INASP is able to work on an institutional level to support organizations as they work towards gender-inclusive practices.

During 2015, INASP began a programme of support for the University of Dodoma in Tanzania. This began with INASP support for a workshop in September 2015 titled 'Getting out of the box: creating a gender platform'. The workshop was timed to coincide with the revision of university policies and was recognized as an important step in getting buy-in from senior management. The workshop was attended by 26 female academics and aimed to build a shared understanding of how gender was affecting women's full participation in academic life and chances of promotion. The event was a powerful move in bringing together a peer group and helping the participants to problem-solve. The University of Dodoma, with the support of INASP, has begun to implement a long-term plan to foster gender inclusiveness. This includes development of a gender policy, establishing a gender unit and building understanding and tolerance across the institution.

# Sharing research and knowledge

3.4 million



from Journals Online  
journals in the year 2015-16

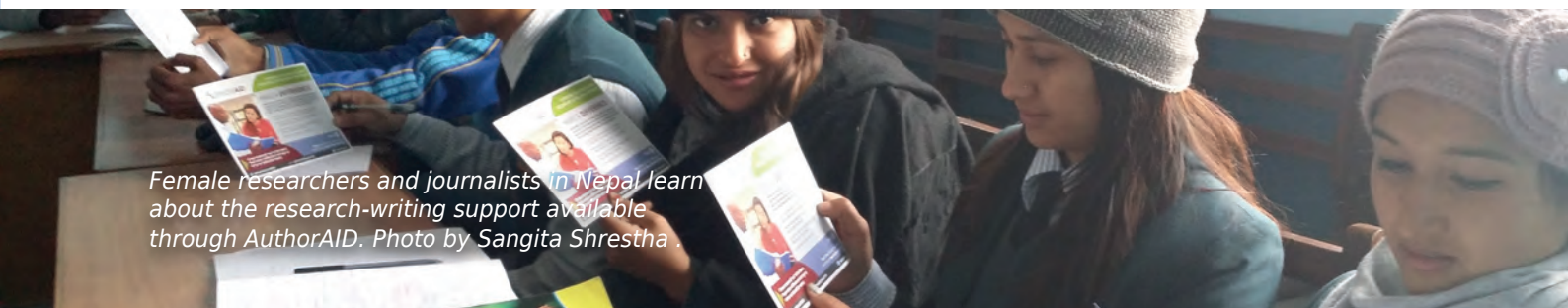
Ensuring Southern research visibility, platforms and voice in global conversations helps improve equity in global research and supports the wider contribution of research to sustainable development in the South.

INASP helps Southern research to be shared through the AuthorAID and Journals Online projects. These projects raise the profile of Southern research and support individuals and institutions to better communicate research.

For nearly 10 years, **AuthorAID** has been supporting researchers to improve their research-writing skills through online and face-to-face training, mentoring and an online resource library. By the end of March 2016, the global AuthorAID community had over 12,000 researchers as members. Over the past year, online training has been scaled-up, with recent research-writing online courses attracting over 1,500 participants, including a high number of female researchers and researchers from fragile and conflict-affected

regions. INASP has also continued to support Southern institutions to embed AuthorAID courses into their teaching programmes, thus ensuring such courses can be run locally in the longer term.

The **Journals Online** (JOLs) project provides platforms for Southern research to be shared with a wider local and international audience and builds the capacity of national institutions to manage the JOL platforms. The JOLs in Nepal, Bangladesh, Sri Lanka, Mongolia and Central America host over 350 journals in many academic fields. Involvement in the project provides the journals not just with online exposure and discoverability but also the opportunity to achieve international publishing standards and improve the quality of the journals hosted on the platforms.



Female researchers and journalists in Nepal learn about the research-writing support available through AuthorAID. Photo by Sangita Shrestha

## Supporting researchers to negotiate a complex publishing environment

Getting research published can be hard for early-career researchers everywhere. It is particularly challenging for researchers in countries and institutions where there is a lack of previous publishing experience and where there are few senior academics available to provide support and guidance. In addition to providing research-writing training, INASP also participates and encourages its Southern partners to participate, in international initiatives to ensure that the challenges facing Southern researchers are highlighted and addressed.

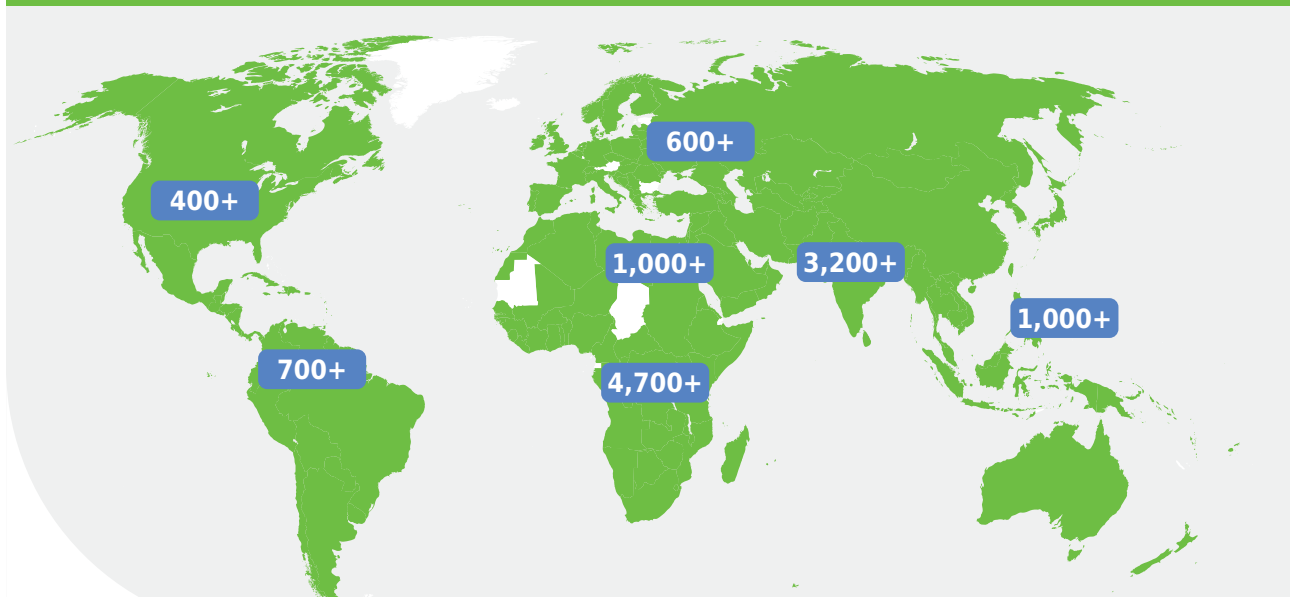
Along with several publishing industry bodies, INASP is a founding member of the Think. Check. Submit.



campaign, which aims to educate and guide researchers on the need to be careful about selecting a journal that is not only appropriate to their research area but also has sound publishing practices.

INASP has also begun working with Kudos, an organization that helps researchers to maximize the visibility of their research. In addition to encouraging authors to sign up with Kudos, INASP has added the service to the NepJOL, BanglaJOL and SLJOL platforms to track and promote engagement of the published research.

## AuthorAID global research network 12,000+ researchers





## Research-writing online courses attract thousands of participants

Online courses enable AuthorAID to engage with audiences that can be harder to reach. Recent online courses have included participants from fragile and conflict-affected states such as Somalia, Afghanistan and Yemen. In addition to providing practical support to researchers in these countries, their involvement has also served as a diagnostic tool, allowing INASP to better understand the communication challenges of researchers in these countries.

Online courses are also attractive to female academics because they often face particular challenges in their work and may find it more difficult than male researchers to attend workshops away from home. Taking an online course enables researchers to study at a time that fits around family life.

INASP now has a range of online AuthorAID courses, from the open online courses that attract over one thousand participants to smaller, more specialist courses run with other organizations. These include Spanish-language courses run in partnership with Latindex and courses with an environmental health focus run in conjunction with Pure Earth.

*“I took part in a recent research and proposal-writing course; at the end I was so much more confident about starting on a proposal and putting it out there for criticizing. Now as I get ready to start on my PhD, I have lost almost all my former anxiety about putting ideas on paper. The course made the proposal and research-writing process sound much more logical and doable.”*

**Lynda Nakalawa, participant on an AuthorAID open online course**

## Valuing mentoring

AuthorAID’s mentoring system brings together early-career researchers from Southern countries with more experienced and published researchers through its online platform. To acknowledge the commitment and work of the mentors, INASP now provides certificates and digital badges to recognize when mentors and mentees have successfully completed tasks. INASP has also introduced a mentor newsletter that aims to engage mentors regularly with good news stories, updates on the website, details of mentees who have recently signed up, and ways to help recruit new mentors. As of March 2016, there were 331 mentors registered with AuthorAID.



## Helping Ugandan agricultural research reach a wider audience

For farming communities, the risk of loss of crops to pests is an ever-present concern, and the changing climate is expected to transform the abundance and distribution of crop pests and diseases. Understanding the issues and managing the response to crop pests is crucial and Ugandan entomologist Joshua Okonya’s research on this subject is of vital importance for development in many African countries and globally. Before joining AuthorAID he found it challenging to get his research published in scientific journals. With the help of two AuthorAID mentors, Joshua has now published 11 papers on his research and has become an AuthorAID mentor himself.



## Embedding research-writing courses into institutions enables customization and sustainability

Being able to communicate research findings in a clear and scientifically robust way is essential for Southern research to be shared. Research-writing training is a key component of INASP's AuthorAID project but, to be sustainable, it needs to be part of Southern research processes. With this in mind, INASP has supported Southern institutions to embed research-writing training into their curricula and professional development programmes. There are currently AuthorAID embedding partners in Sri Lanka, Ghana, Tanzania and Vietnam.

Embedding research-writing training enables institutions to adapt the courses to their local contexts. For example, the University of Colombo's Medical Faculty Research Promotion and Facilitation Centre in Sri Lanka now runs a regular writing club where small groups of early-career researcher mentees and more senior mentors review each other's papers and other communications. The faculty has also set up a website to share resources, student project updates and presentations and publications.

In Ghana, a group of trainers is implementing research-writing courses throughout seven institutions of the Council for Scientific and Industrial Research with the plan to extend these courses to another six institutions over the next year.

*"The writing club is a successful method to facilitate writing skills and guide authors to produce high-quality papers."*

**Professor Nadira Karunaweera,  
Professor and Chair, Faculty of Medicine,  
University of Colombo, Sri Lanka**



*Cervical cancer researcher Om Basukala, pictured here at the Nepal Academy of Science and Technology, received an AuthorAID travel grant to share his research at an international conference in Trieste, Italy. This grant enabled him to meet potential collaborators around the world to continue his research into the mechanisms of human papilloma virus-induced tumorigenesis.*



## Journals Online managers meet

In August 2015, INASP held its first Journals Online Managers' Meeting in Vancouver, Canada. The meeting brought together the JOL managers from Nepal, Sri Lanka, Bangladesh, Mongolia and three Central American countries – as well as representatives of African Journals Online and Vietnam Journals Online, two platforms that are now managed locally. The participants had an opportunity to share ideas, experiences and challenges with each other and start to build closer relationships. These relationships will be cemented over coming years as the meeting becomes an annual event.

## Exploring solar water heating in Bhutan

The small, mountainous country of Bhutan relies heavily on hydroelectricity for its energy needs. This works well in the summer when water levels are high but, in the winter, the country needs to purchase electricity from neighbouring India. Architect Deependra Pourel has been trialling – and gathering data on – the use of solar thermal water heating as an alternative energy source for a hotel in the country. In 2015, following participation in an AuthorAID online research-writing course, Deependra won a data challenge competition that INASP ran in partnership with media organization SciDev.Net. As a result of the competition, Deependra worked with data analysts to develop data visualizations that allowed him to share and explain his research in a clear graphic format to a local and international audience.

## Supporting local communication activities for Journals Online

As the JOL platforms move to local management, there is an increased need for the journals and platforms to be able to tell their own stories, to share the research published in the journals and to promote the platforms in order to attract further journals and financial support.

Over the past year, INASP has been working with the JOL management teams to trial two approaches to supporting local communications.

For Sri Lanka, INASP worked with the Sri Lanka Journals Online (SLJOL) team at the country's National Science Foundation (NSF) to develop a communications strategy. The work resulted in the publication of several new leaflets and magazine articles, as well as increased clarity about SLJOL's key messages and target audiences. In March 2016, the NSF held a launch event for the new SLJOL platform, providing an opportunity to raise the profile of SLJOL within the country. INASP plans to support the other JOL teams to develop communication strategies to support their own promotional work.

In parallel, in Nepal, INASP has begun trialling media engagement about the research published on the Nepal Journals Online (NepJOL) platform. In February 2016, a media engagement event was held as part of a journal quality workshop in the country. Journal editors heard from a local media expert about what makes a good story and had the opportunity to meet local journalists. INASP has since been working with one Nepali journalist to write press releases about selected research published in NepJOL journals.

# Using research and knowledge

**Support to policymakers and parliamentary staff helps ensure that relevant research and knowledge is used in policy making.**

The capacity of researchers to produce and share high-quality research is influenced, amongst other things, by the demand for this information, what we think of as the 'use' part of the research and knowledge system. Fortunately, evidence is increasingly being recognized as a key element for decision making. Policymakers, civil servants and parliamentary staff require skills, knowledge and a positive attitude to demand good-quality information from local institutions.

The Evidence-Informed Policy Making (EIPM) team at INASP supports government departments, parliaments and other public bodies to improve the way they use evidence in their work. The aim is to strengthen the demand of evidence by working across the research and policy system

convening different stakeholders, including think tanks, universities, NGOs, ministries, parliaments and training colleges. The EIPM team implements a wide range of approaches, tackling individual, organizational and systemic capacities, from training civil servants and parliamentary staff to coordinating department-wide change strategies and facilitating policy dialogues with civil-society organizations.

These approaches have been applied in sectors such as youth employment, climate change policy, gender and sanitation. The result, in some cases, has been the reallocation of resources, such as with the case of the newly created Research and Policy Coordination Unit in The Ministry of Youth in Zimbabwe.

Supporting 30+ ministries and parliaments in

11

Countries



Ronald Munatsi from Zimbabwean partner ZeipNET at the VakaYiko Consortium meeting in 2015

## Development of key EIPM resources

### A new toolkit for EIPM training

In May 2016, INASP's EIPM team published an EIPM Toolkit, developed in collaboration with international partners over the course of the DFID-funded VakaYiko project. The EIPM Toolkit is an adaptable suite of resources to support civil servants and parliamentary staff to use evidence in policy making in developing countries. Available in full on the INASP website ([www.inasp.info/vytoolkit](http://www.inasp.info/vytoolkit)), it focuses on finding, evaluating and communicating evidence as well as developing practical implementation plans.

The Toolkit, which is organized into four modules, includes trainers' manuals with the handouts, activities, presentations and readings needed to deliver training in EIPM. It also includes an action planning template and a set of activities that can be used to develop individual or departmental action plans for EIPM. The corresponding practical handbooks for civil servants and parliamentary staff can be used as stand-alone resources or to accompany training.

### Analysing how evidence is used

There is significant room to improve our understanding of how context matters when working with public institutions. In partnership with Politics & Ideas, INASP developed a conceptual framework to help policymakers, researchers, practitioners and donors focus efforts on promoting better interaction between knowledge and policy. This framework is available online as an interactive tool (at [www.politicsandideas.org/contextmatters](http://www.politicsandideas.org/contextmatters)) with practical emergent practices that can inspire others.

## Changes in evidence scrutiny at Parliament of Uganda

Thanks to strong high-level support for strengthening informed debate in Parliament and a committed staff, the Parliament of Uganda's Department of Research Services (DRS) has updated its operational manuals to assist staff in producing a range of quality outputs to support more informed debates in Parliament. The DRS is also preparing to start producing written analyses of Ministerial Policy Statements, which were not previously analysed from a research perspective. The work included strengthening the Institute of Parliamentary Studies, which supports capacity development for parliamentary staff, so that capacity remains in-house after the lifetime of the project with INASP.

## Engaging the general public in policy making

A public engagement series in Zimbabwe has proved to be a valuable way to stimulate discussions about topical policy and evidence issues. Informal knowledge cafés helped in strengthening local partner ZeipNET's growing network. Events were held in partnership with a wide range of stakeholders, including local civil-society organizations and the Africa Evidence Network, and covered topics such as gender mainstreaming and what is EIPM. Another type of event, policy dialogues, was much more formal, with a more closely defined scope, but as they were organized in partnership with ministries they tended to enjoy higher-level stakeholder attendance and support.



*Morogoro in Tanzania, the setting of a 'Working Together to Support Research' workshop, where different stakeholders in the local research and knowledge system met to share challenges and experiences*

## Transferring Latin American online learning to Africa

INASP supported Politics & Ideas and AFIDEP to deliver an online course for mid-level African policymakers. The course, which took place in March-May 2016, aimed to enhance the capacity of these policymakers to foster a vibrant culture of using evidence in policy making.

This course was based on a recent Politics & Ideas online course delivered to Latin American policymakers, also supported by INASP, which proved to be an effective space for policymakers to increase their knowledge and share experiences and challenges regarding the use of knowledge in their daily activities.

The seven-week online course provided practical guidance on how to deal with different types of evidence and research that can enrich decision-making processes. It also placed a special emphasis in the implied politics of this approach to provide them with a better understanding of the challenges they will face and how to mitigate or overcome them.

## Creating a safe space for evidence-based policy debate in Peru

A VakaYiko grant is helping the Alianza Peruana para el Uso de la Evidencia (Peruvian Alliance for Useful Evidence) create and maintain a safe space for debate on evidence-informed policy making issues in Peru. This network helps meet a growing demand for reflection, and for developing new skills for growing number of young professionals working in and outside government and in various disciplines and sectors. The network has now grown to 75 members of the Google Group, 412 Facebook followers and 94 followers on Twitter.

## EIPM training embedded in civil service training in Ghana

Benefitting from strong high-level buy-in from the Office of the Head of the Civil Service, together with Ghanaian partner organization GINKS, INASP has co-developed, piloted and started the process of embedding a course in evidence-informed policy making at Ghana's Civil Service Training Centre (CSTC). The course was piloted with two cohorts under the VakaYiko project but is now running independently from VakaYiko with direct support from Ghana's Cabinet.

## Data and evidence literacy course incorporated in local government training in Nigeria

Consistent and cost-effective delivery of public services relies on data collection and analysis; without robust evidence and ongoing monitoring, it is impossible to know what works, when, under what conditions, and at what cost. But, in developing countries in particular, local governments often lack the necessary budget and resources to collect, collate and use data in the delivery of public services.

The Improving Information Literacy for Urban Service Planning and Delivery Project (INFO-LIT) aimed to strengthen the understanding and use of evidence by local government in urban areas of Nigeria for more consistent and cost-effective public services.

Devised by Lagos-based public policy think tank the Centre for Public Policy Alternatives (CPPA), INFO-LIT looked specifically to develop the capacity of staff in the state's Health Service Commission, Lagos Waste Management Authority (LAWMA) and the Lagos State Environmental Protection Agency (LASEPA) to collect and use data.

## Strong local knowledge-brokering organizations in Ghana and Zimbabwe

The increased capacity of INASP's civil-society partners in Zimbabwe and Ghana through the VakaYiko project will enable relationships and ideas to be sustained beyond the programme by leaving a legacy of local expertise in building capacity for EIPM. It will also contribute to systems-level change by stimulating ongoing public engagement around EIPM, brokering long-term relationships across the research to policy system, and leading activities to support EIPM in practice.

In the VakaYiko project, partners' organizational capacity was assessed and supported in the following areas: Communications, Monitoring and Evaluation (M&E), Project and Financial Management, Pedagogy skills and EIPM knowledge, as well as Networks and Leadership. These areas were seen to be not only fundamental to the delivery of the VakaYiko programme, but also relevant beyond the life of VakaYiko in terms of supporting organizational growth and sustainability.



*Members of the VakaYiko Consortium met in Ghana in July 2015*





*Participants at a workshop for Sudanese women in science. Improving the role of women in academic and scientific settings is one of the priorities for INASP*

## **Gender mainstreaming in ministries of education and labour in Sudan**

A project in Sudan led by the Gender Centre for Research and Training (GCRT), with support from a VakaYiko grant, aimed to build the capacity of policymakers in the Ministry of Labour and the Ministry of Education to find, critically assess, and use gender data and research evidence in their policy areas. The project provided training in topics such as girls' education, conducting gender analysis, and measuring the impact of policies on men, women, girls and boys. The training workshops were popular amongst participants from both ministries who requested a second phase of training. A public conference bringing together policymakers, researchers, journalists and civil-society organizations to share lessons from the project was held in April 2016.

The training sessions were the first in the country to specifically address the issue of using evidence to inform policy.

# Financial information

## INASP's financial summary for the year ending 31 December 2015.

The summary financial statement contains information from the statement of financial activities and the balance sheet for the year ended 31 December 2015, but is not the full statutory report and accounts. The full financial statements were approved by the trustees on 6 April 2016 and subsequently submitted to the Charity Commission and to Companies House.

The auditor has issued an unmodified report on the full financial statements and on the consistency of the trustees' annual report with those financial statements.

Their report on the full annual financial statements contained no statement under sections 498 (2) (a), 498 (2) (b) or 498 (3) of the Companies Act 2006.

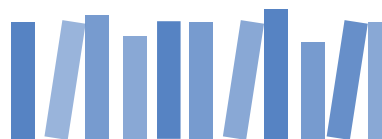
Copies of the full annual accounts including the Trustees' Annual Report may be obtained from the charity's head office or on the website at [www.inasp.info/finance](http://www.inasp.info/finance).

## Statement of financial activities for the year ended 31 December 2015

<b>Incoming resources</b>	£
<i>Incoming resources from charitable activities:</i>	
Programme work	3,767,794
Subscriptions	1,570,116
Investment income	4,175
<b>Total incoming resources</b>	<u>5,342,085</u>
<b>Resources expended</b>	
<i>Charitable activities:</i>	
Programme work	3,457,325
Subscriptions	1,604,121
<b>Total resources expended</b>	<u>5,061,446</u>
<b>Net incoming resources</b>	<u>280,639</u>
<b>Reconciliation of funds</b>	
Total funds brought forward	1,246,068
<b>Total funds carried forward</b>	<u>1,526,707</u>

**\$92 million**

*saved annually*

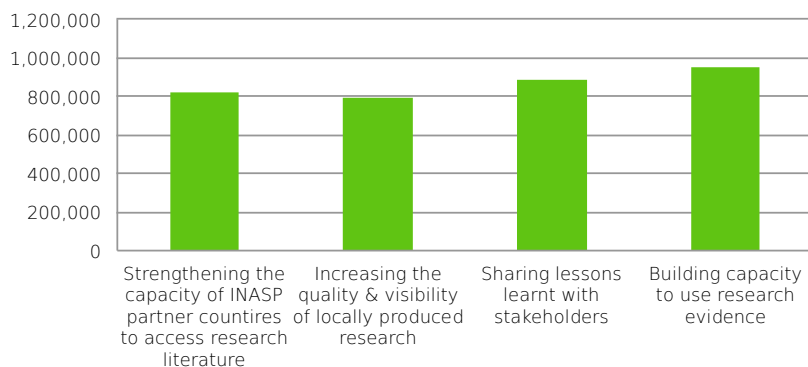


by universities and research  
institutions to access international  
research journals and books

## Balance sheet as at 31 December 2015

	(£)	2015 (£)
<b>Fixed assets</b>		
Tangible fixed assets		68,810
<b>Current assets</b>		
Debtors	843,052	
Cash at bank and in hand	1,688,969	
	<u>2,532,021</u>	
<b>Liabilities</b>		
Creditors: amounts due within one year	1,074,124	
<b>Net current assets</b>		
Net assets		<u>1,457,897</u>
<b>The funds of the charity</b>		
Unrestricted funds		
General funds		1,526,707
Total charity funds		<u>1,526,707</u>

## Programme expenditure includes



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## Our links:

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## Project links:

[www.authoraid.info](http://www.authoraid.info)

[www.inasp.info/jols](http://www.inasp.info/jols)

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[www.pubs-for-dev.info](http://www.pubs-for-dev.info)



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