ACCIÓN CONTRA EL HAMBRE

UPTAKE STRATEGY 2025 - 2030

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ANNEX

1. UNDERSTANDING UPTAKE

The Uptake of our research, development and innovation is the process by which **we ensure that the results of the R&D&I projects we work on are useful and applicable**.

Applicability and usefulness, in the field of R&D&I in Action Against Hunger, implies that our research and innovations must be:

- ✓ **Accepted** by the communities with whom we work and whom we assist with our humanitarian interventions.

- ✓ **Compatible** with the mandates and experience of our own organisation.

- ✓ **Known and assimilated** by decision-makers in the areas concerned.

- ✓ **Useful** for working more effectively with our partners and donors.

In other words, the Uptake of research seeks to ensure that research is

- **relevant**
- **focused on impact**
- **participatory**
- **accessible**
- **equitable**
- **ethics**
- **high quality**

Therefore, the results of each research project need a **specific strategy adapted to the intended users**.

2. UPTAKE OF R&D&I IN ACF

At Action Against Hunger, we work on **operational research**, i.e. research that aims to drive transformational change that generates impact. Our goal is to generate solid evidence and effective solutions to save, protect and improve the lives of people and communities. To achieve this, R&D&I Uptake, understood as the process by which we ensure that its results are useful and applicable, must be initiated at the same time as the research project itself.

Every research project begins with a question to which it seeks to find an answer, and aims to generate a real transformation, whether in behaviour, mentalities, assumptions, intervention protocols, regulations or social acceptance

Moreover, throughout the Uptake process, as in the R&D&I process itself, it is necessary to **measure, evaluate, review and adjust** the implementation as often as necessary.

Any R&D&I Uptake plan should serve as a tool and roadmap to achieve these transformations. To this end, it is essential to identify from the beginning of the research the public or publics we want to address, to be able to personalise our Uptake plan according to their nature.

In general terms, we can define the following **target audiences for our Uptake strategy.**

Communities

Social groups that constitute the basis of the research, as it requires their participation to implement its tests and thus obtain empirical results that prove (or disprove) the initial hypotheses. Communities must be considered in any Uptake plan, from a participatory approach that allows them to know the general design of the project, understand the importance of their contribution, incorporate the results obtained in order to improve their quality of life and propose improvements or adjustments from their vision as protagonists of the research, avoiding utilitarian approaches.

➡ **The main objective of Uptake's strategy for this audience is the appropriation of the research process itself, as well as its results.**

Academy

The scientific community is another fundamental public to be taken into account in any R&D&I Uptake plan. The academy is made up of the local and international scientific community and the university environment, made up of teachers and students.

➡ **The main objective of Uptake's strategy for this audience is the exchange of knowledge from a two-way perspective, so that our process can enrich other research and, at the same time, be enriched by their feedback and insights.**

Implementers

A fundamental objective of any R&D&I project in Action Against Hunger is that its results can enrich, facilitate, make more cost-effective or broaden the impact of our interventions in the field. For this reason, the professionals who implement these projects, whether through our organisation or through other public and private humanitarian organisations, are a key audience when designing our Uptake plan.

➡ **The main objective of the Uptake strategy for this audience is to contribute to strengthening their capacities, thus favouring the technical appropriation and implementation of the results generated by the research.**

Policy makers

In many cases, the aim of our research and innovations is to bring about permanent changes in the implementation of treatments, intervention protocols or regulations at local, national and international levels. It is therefore essential that policy makers,

decision-makers and policy frameworks are aware of our projects and their results, so that they can make informed decisions based on solid evidence

➡ **The main objective of Uptake's strategy for this audience is to provide them with the necessary evidence to facilitate their decision-making and definition of action frameworks, adapting the transmission of information from a scientific language to their specific language and interests.**

Donors

Funders play an essential role in humanitarian intervention. It is therefore strategic to include them as a potential audience in our Uptake plans. In the case of institutions that fund our R+D+i projects, accountability is not only a requirement but an obligation guided by the principle of transparency. In addition, their knowledge of our projects and their results will contribute to consolidate the perception of ACF as a solid, innovative and reliable implementer for future collaborations.

➡ **The main objective of Uptake's strategy for this audience is to provide them with all relevant information about our R&D&I projects, adapted to their own language and priorities.**

Society

The objective of social transformation that our research and innovations pursue in many cases makes it especially relevant to consider society as a whole as an audience to be taken into account when designing our Uptake plan. In order to generate changes in perception, combat stereotypes and transform attitudes, we must be able to involve society and make them understand their leading role in the transformation we are aiming for.

➡ **The main objective of Uptake's strategy for this audience is to put our research and its results on the public agenda in order to raise awareness of the problem of hunger and the injustice it represents, and to have their support to continue working to find definitive solutions.**

Once the target audiences for the Uptake of our R&D&I projects have been identified, the definition of the Uptake plan requires taking into account the obstacles that may arise in the implementation, in order to foresee in advance strategies to prevent and mitigate them. In a non-exhaustive way, these obstacles can be:

- Resistance to change

- The excess of available information

- False information

- Existing regulations and limitations on information dissemination

- Cultural barriers

The graph shows the elements to be considered when designing an Uptake strategy for an R&D&I project.

3. UPTAKE PRINCIPLES

In the process of designing the Uptake plan, Action Against Hunger has defined four fundamental principles that should form the basis of our action. They are as follows:

1. Stakeholder participation

Involving stakeholders throughout the research process ensures that research is **relevant and useful**. This involves identifying stakeholders, tailoring research to their needs and maintaining strong relationships.

2. Capacity building

Build the capacity of the research team and external stakeholders to understand and use the research results. This may involve training, workshops and other educational activities.

3. Communication

Develop a clear communication strategy to effectively disseminate research results. This includes publishing in journals, using social media and organising community meetings or government briefings.

4. Monitoring and evaluation

Continually assess the effectiveness of the research dissemination strategy. This involves setting key indicators, targets and milestones to measure progress and impact.

These principles help ensure that research results are not only produced, but also translated into practical ideas that can inform policy and technical implementation.

4. UPTAKE OBJECTIVES AND AUDIENCES

OBJECTIVE

To facilitate the **knowledge and assimilation of the results of our research** by the different audiences we address, adapting our message to the nature of each audience and prioritising the most relevant content in each case.

The ultimate aim is that the results of our research generate **operational, political, scientific knowledge** and **social perception changes** of the problems we address.

TARGET AUDIENCES

- Communities
- Academics (research colleagues, students)
- Professionals (ACF network, NGOs)
- Policy makers
- Decision-makers
- Funders
- Society

5. UPTAKE APPROACH

We approach R&D&I Uptake as an integral process consisting of **four fundamental dimensions** that complement and interrelate with each other:

- o **Scientific exchange**
- o **Operational integration**
- o **Advocacy**
- o **Dissemination**

Each dimension involves carrying out one or more **activities specifically targeted at a particular audience**.

For each of these four dimensions, we can develop **a set of tools** that, with some exceptions, can be used for different activities and audiences.

In addition, it is useful to review the existence of possible pre-existing **facilitators**, external to our R&D&I projects, who contribute to the assimilation of the scientific evidence generated.
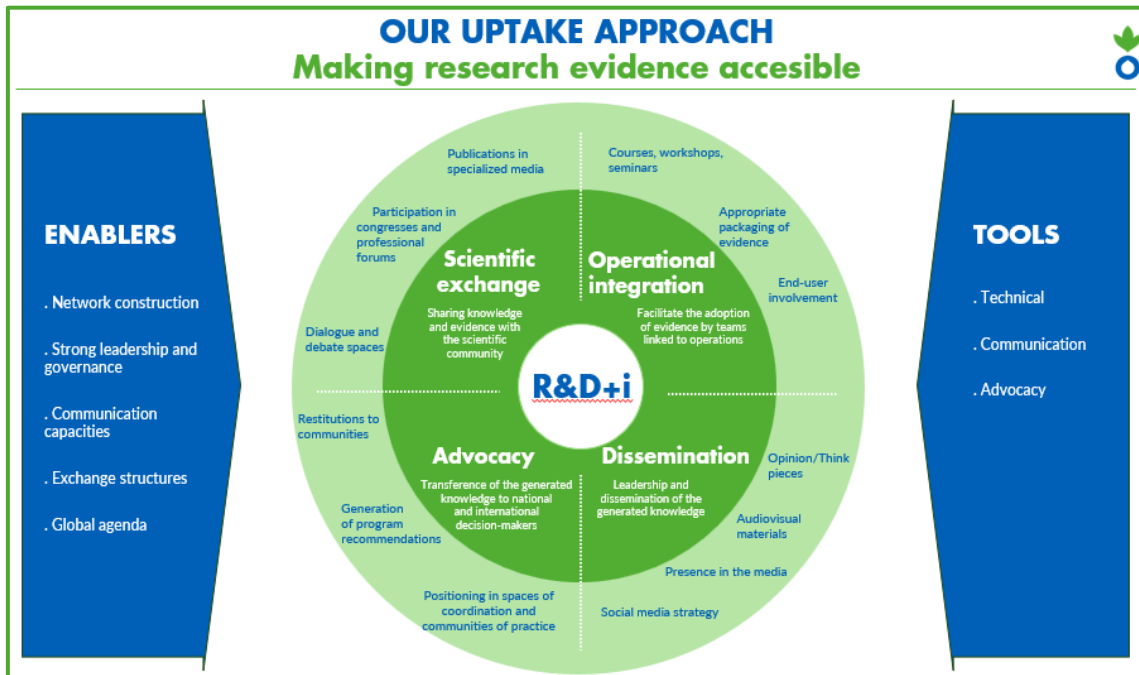
The chart shows the four dimensions of Uptake, with their specific objectives and the tools and enablers that contribute to achieving the intended Uptake objectives.

In the following sections, we look in more detail at the different **dimensions, enablers and tools** that make up the Uptake strategy.

5.1 UPTAKE DIMENSIONS

SCIENTIFIC EXCHANGE

Exchange of knowledge and evidence generated with the scientific community: peer researchers, other scientific fields and the academic community (faculty and future professionals).

Target Audience

Scientific community and academia

How?

Publication of scientific articles in specialised media, participation in congresses, conferences and professional forums, dialogues and debates.

When?

Inform the actors of your project from the beginning, keeping them up to date with the evolution of the project. At the end of the project, share the results and the knowledge generated.

OPERATIONAL INTEGRATION

Facilitate the adoption of evidence by teams linked to operations and, of course, by the communities whose lives we help to improve.

Target Audience

Operational teams in the field, both from the ACF network and other humanitarian organisations, and entities responsible for implementation such as aid agencies, international organisations, etc.

How?

Courses, workshops and seminars, technical meetings, end-user involvement and ensuring proper packaging of tests.

When?

Towards the end, once the evidence and/or results of the project have been generated.

ADVOCACY

Transfer of the knowledge generated to national and international decision-makers and relevant stakeholders, tailored to their needs and decision-making processes.

Target Audience

Decision-makers, stakeholders, public administrations and civil society.

How?

Restitution to communities, generation of recommendations and positioning in coordination spaces and communities of practice. Contributions to participatory policy-making processes and informal spaces with potential for influence.

When?

Involve decision-makers and stakeholders from the outset. Keep them regularly updated so that they know what results are expected and facilitate their adoption when the time comes.

DISSEMINATION

It refers to the dissemination of knowledge to the public with two objectives: on the one hand, to create a favourable mood for the change of attitudes necessary in any social transformation and, on the other hand, to show our transparency and demonstrate ACF's leadership, not only in humanitarian implementation but also in the development of R+D+i initiatives.

Target Audience

General public, with a special focus on the media and other opinion-forming actors.

How?

Media presence, social media strategies, audiovisual materials, opinion/editorial articles, participation in debates and social dialogues.

When?

Towards the end of the R&D&I project, once there is evidence that can be shared with the public.

5.2 UPTAKE FACILITATORS

Uptake facilitators are structures, capacities or circumstances that pre-exist the R&D&I project and are external it, which can contribute positively to the process of assimilation or uptake of the scientific evidence generated.

For a better understanding of the role of facilitators, we have grouped them in blocks, detailing some examples of each of them. This is an operational, non-exhaustive classification, and other blocks or specific enablers not listed below could be considered.

NETWORKING

- Entities or persons of national or international prestige and/or recognition as our research partners
- Pre-existing relations with national and international scientific institutions.
- Pre-existing relationships with potential research consortium partners (scientific, humanitarian, institutional)
- Pre-existing relations with national and international political/governmental institutions.
- Pre-existing relationships with national and international academic institutions.
- Researchers with relationship building skills

- National and international coordination spaces

STRONG LEADERSHIP AND GOVERNANCE

- Top management commitment to R&D&I initiatives
- An organisational culture that fosters research and innovation
- Commitment of policy makers to R&D&I processes
- Clear policies and guidelines that encourage the use of research in decision-making processes.

COMMUNICATION CAPABILITIES

- Researchers with communication skills
- Spokespersons established from the beginning of the project and accepted by the actors and the project team.
- Ability of the project team to tailor messages to each audience or occasion.
- Existence of multiple channels by the organisation

EXCHANGE STRUCTURES

- Structures to foster peer-to-peer dialogue (Alexandria, Communities of Practice)
- Regular presence in international forums (scientific, humanitarian, academic).

GLOBAL AGENDA

- International days/years
- Annual events
- Prizes and awards

5.3. UPTAKE TOOLS

Uptake tools are communication materials created to facilitate the achievement of the research's Uptake objective.

For a better understanding of the role of Uptake tools, we have grouped them into three main blocks according to their nature, detailing for each of them the main materials that can be developed.

TECHNICAL TOOLS

- Manuals
- Training courses/modules
- Application guides
- Podcasts
- Scientific articles
- Briefings
- Posters
- #R4NUT

COMMUNICATION TOOLS

- Audiovisual material
- Press releases
- Opinion pieces and editorials
- Media relations
- Infographics
- Social media posts
- Podcasts
- Internal communication
- Member magazine/member communication

ADVOCACY TOOLS

- Policy recommendations
- Reports
- Participation in debates, think tanks, councils, etc.

At Action Against Hunger, we believe that any relevant R&D&I project should always foresee in its planning the production of a **"basic Uptake toolkit"** consisting of the following tools:

PROJECT FACTSHEET

A project fiche is a two-sided document containing concise information about the project in question. It describes **the reason, purpose and objective of the project**, as well as **a**

summary of how the project is being carried out and the **next steps** to **be taken** in the near future. It should be updated annually to keep track of the project's progress. It can also contain links to other materials related to the project (such as videos, etc.) and it would be advisable that they are in the three languages: SP, EN, FR. This tool is very useful to introduce the project to someone who does not know the project beforehand, such as new donors and potential partners.

Examples

[SAM Photo project factsheet](#)

[iCCM+ project factsheet](#)

[Crescer project factsheet](#)

PROJECT VIDEO

The project video is a three to five-minute audiovisual piece that shows what the project is about in a dynamic and engaging way. Depending on the project, the video can focus on different aspects, but should convey information about the **project's rationale, process and impact**. The content of this video can be used to produce materials for social media and to promote the project. It should be updated approximately every three years and be available in all three languages (SP, EN, FR), either by voice-over or by adding subtitles.

Examples

[Video SAM Photo](#)

[iCCM video+](#)

PROJECT BROCHURE

The project brochure is a four-to-eight-page document containing **detailed information about the project**. Apart from the general information, which is similar but more detailed than in the factsheet, the brochure also refers **to long-term next steps, evidence generated and policy recommendations**. It should be updated annually in order to keep up to date with the evolution of the project and it would be advisable to have it in all three languages (SP, EN, FR).

Examples

[Brochure ICCM+ EN](#)

For an exhaustive compilation of possible Uptake tools, including a detailed description and examples, see the **R&D&I Uptake Tools Catalogue**.

6. UPTAKE INDICATORS

INDICATOR	QUANTITATIVE	QUALITATIVE
Published scientific publications (articles, peer-reviewed, other)	#	First level
Articles/audio-visual pieces published/produced in general media (TV, radio, press, blogs, digital media, etc.)	#	First level
Interviews published in general media (TV, radio, press, blogs, digital media, etc.).	#	First level
Editorials published in general media (press, blogs, digital media, etc.)	#	First level
Articles published in specialised media	#	First level (sector)
Interviews published in specialised media	#	First level (sector)
Social media posts (ACF channels, other channels)	#	Interactions (like, forward, comment)
Participation in scientific events (seminars, conferences, etc.)	#	Relevance
Manuals produced	# docs/ # downloads	
Courses produced/classes or sessions held	# courses/#students	Relevance of the educational establishment
Meetings/briefings with policy makers	#	

ANNEX

HOW TO DEVELOP AN UPTAKE PLAN FOR AN R&D&I PROJECT

Step 1 | IDENTIFY AND DETAIL THE EXPECTED IMPACT

What are the main stages of the research project? What results are planned to be generated and for what purpose? What impact and long-term objectives does this project pursue? What conditions does the project need to fulfil its objective (e.g. policies to be implemented, etc.)?

Step 2 | DESIGN THE IMPACT PATHWAY BY SELECTING THE CRITICAL ACTION POINTS

Decide which stages of the project's own impact pathway and timetable you want to influence in more detail (you will then need to develop an action strategy for each of them). This selection of critical points will form the backbone of the Uptake Plan.

Step 3 | DETERMINE THE UPTAKE PLAN TIME FRAME

Determine the expected timeframe for the implementation of the Uptake Plan considering the project schedule and the desired impact pathway. Assess whether, from a certain point onwards, the implementation of the Uptake Plan should be taken out of the direct control of the project.

Step 4 | DEVELOP A SPECIFIC ACTION STRATEGY FOR EACH OF THE SELECTED POINTS

Clarify the desired change for each of the points, identify who decides/can influence them and what prevents these people from acting (lack of awareness, misunderstanding of the situation, lack of information, lack of incentives, lack of capacity, acceptance…)

Divide and prioritise the groups of people you want to influence.

Select the tools to be used with each of the groups.

Step 5 | ALIGN STRATEGIES

Identify if there are overlaps (such as common interest groups or actors that are part of more than one interest group).

Step 6 | REVIEW STRATEGIES ON A FREQUENT BASIS

Have a process in place to add detail and develop strategies in greater depth as research progresses and more information becomes available.

Step 7 | DEVELOP A FOLLOW-UP AND EVALUATION PLAN

Monitoring and evaluation of Uptake should be included in the monitoring and evaluation plan of the project itself.

Step 8 | DEVELOP AN IMPLEMENTATION PLAN

The plan should include who is responsible for the different products, tasks and activities that will be created; when each part will be carried out; and the costs involved.