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## Final Narrative Report

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GFAR is driven and managed by its Steering Committee, comprising (as of end 2018), in addition to the above: Frank Begemann, Elwyn Grainger-Jones, Trevor Nicholls, Rasheed Sulaiman, Shaiybek Karasartov, Yusuf Zafar, John Kennelly, Agnes Mwang'ombe, Theo de Jager, Rula Al-Khateeb, Stephanie Barrial, Nathaniel Don Marquez, John McMurdy, Nana Osei-Bonsu, Aziz El-Darghouth, Guram Aleksidze, Patrick Van Damme, Ephraim Mukisira, Gong Xiefong, Seemin Qayum, Yogesh Jadhav, Nidhi Nagabhatla, Keron Bascombe, Fernando Lopez and Edgar Alden Esteche Alfonso. The inputs and active participation and commitment of all members and delegates, and of their predecessors in former Steering Committees, are deeply appreciated.

Special mention is required of the more than 620 GFAR Partner organizations, who have, through their own volition, come together and committed to the principles and networked actions of GFAR. The Forum exists and succeeds in its multi-institutional basis because of the commitment made by these organizations to work together to change systems of agri-food research and innovation so that they better serve sustainable development around the world.

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## Abstract

This report comprises the final and complete narrative report on the activities, results and achievements of the Global Forum on Agricultural Research and Innovation (GFAR), under EU Contract DCI-FOOD/2013/334-913. It covers the whole implementation period of the contract, including the no-extra-cost extension previously agreed to the end of December 2018. It will be accompanied by a final financial report, being prepared separately by FAO. The report is laid out according to the plan of work described in the Contract.

### A uniquely inclusive forum

Over the project period, and through the financial support received from the EU, GFAR has developed into a vibrant and unique movement for change in agri-food research and innovation for their greater impact in development. GFAR is now made up of over 620 self-committing organizations, from across all 13 stakeholder sectors in agricultural research and innovation. Transparent governance reform, based on an external review and extensive consultation, has created an innovative and truly representative partnership, by which all stakeholders are equitably involved, from grassroots to global organizations. The direct election of GFAR Steering Committee representatives, each accountable to their sector, was a totally new approach and this model has now inspired change in other research and innovation fora, with EU sponsorship and technical support through GFAR Secretariat. Encapsulating GFAR's reformed role in encompassing the full range of actors in agri-food innovation, GFAR has now been renamed the Global Forum on Agricultural Research *and Innovation*, with a new Mission, Vision and Charter of operation agreed and endorsed by stakeholders across the spectrum of institutions concerned.

The unique role and value achieved by GFAR was summarized by the 2018 external review: **"...GFAR provides a much-needed global complement to the many efforts being made in the world today that focus on driving technological innovation. This message the review team received over and over again from the large majority of GFAR partners who insist, if GFAR wouldn't exist they would create it."**

### Transforming agri-food innovation systems

GFAR dialogues and actions have successfully addressed the major structural and institutional barriers that constrain agri-food research and innovation from impacting towards the Sustainable Development Goals. In doing so, GFAR has championed the views of smallholder farmers and their organizations, placing them at the centre of the innovation agenda at national, regional and international scales. Achieving this change has entailed extensive and open multi-stakeholder dialogue, reframing innovation systems and constructively challenging institutionalized norms and behaviours by encouraging self-reflection, reframing of the issues and fostering new ways of working.

### Developing the agenda for change through the GCARD processes

The GFAR Agenda has been set, and stakeholders actively engaged, through multi-stakeholder dialogue via the GCARD Conferences and consultations, then directly shaped into actions by the Steering Committee. This GFAR plan of work reflected the GCARD Roadmap for transforming and strengthening agricultural research for development, developed through the regional and global consultation processes of GCARD1 (2010) and endorsed by the GFAR Steering Committee and CGIAR Consortium.

External review and post-evaluation of the GCARD2 process in 2013 concluded that **"GCARD2 was rated highly by participants"** and provided valuable opportunities to interact with others to help further understanding of AR4D. As a result of GCARD2, 80% of participants stated they would change the design or implementation of their programme activities and their approach to existing or new partnerships. The CGIAR made 15 new commitments through the GCARD2 conference. The review made 7 recommendations for further improvements that were then taken up into the planning of GCARD3 by CGIAR and GFAR.

The external review of GCARD3 (2016) concluded that the GCARD3 global conference **"was a phenomenal success on many counts articulated and perceived by those who attended it"**. 89% of conference

feedback survey respondents rated the conference “well” or “very well organised”, and almost all evaluation form respondents stated that the sessions that they’d attended met their expectations and that they uniquely made connections through the conference that could become partners in their work. **“A majority of attendees departed the conference, not only with a deep feeling of positivity about their experience, but also with concrete actions that are already being integrated in their work and implemented.”** The co-organization of GCARDs means meeting a challenging range of expectations and the review suggested ways this could be further improved on, and to strengthen the links to CGIAR programme planning cycles, but concluding: **“Given the context in which the conference was held, at a time of unprecedented uncertainty within the CGIAR governance structures, the outcomes from this conference are actually rather remarkable”**.

### **GFAR-catalyzed Collective Actions**

Agri-food innovation involves multi-directional process among multiple actors. The development, and widespread take-up, of the GFAR concept of Collective Action recognizes the complex web of actors interacting at all levels of innovation [and their critical need to work together if real development impact](#) is to be achieved. GFAR has pioneered and championed collective action approaches to address challenges in an integrated way and impact at scale. Working through champions of each agenda from around the world, GFAR has shown new ways of working that break down institutional silos and challenge the institutionalized constraints and perverse drivers that limit the development value of agricultural research and innovation. By its nature, the integrated innovation agenda is complex and can be challenging to comprehend. Conveying the value of these principles, and the role of GFAR as the open space for collaboration for all the parts and people in the system has involved extensive communication and advocacy, mobilizing and building consensus among diverse constituencies at many different levels and scales. In so doing and working through the operationally-demanding principles of subsidiarity, inclusivity transparency, GFAR has pioneered new ways to overcome widely recognized challenges of equitably engaging partners, sustaining commitment and of free rider behaviour – and in the process has itself become a learning pathway for successful collective action.

### **Impacts from GFAR-catalyzed Collective Actions**

Impacts in all key areas have been delivered through a systemic approach to addressing key gaps and blockages in such systems, catalysing multi-stakeholder collective actions to address these among GFAR partner organizations from all sectors and regions. In the process, GFAR has itself generated many new ideas and much learning about the value and challenges of successfully catalyzing and delivering collective actions in practice.

GFAR has ‘punched well above its weight’, with **over half of its actions exceeding targets** for each of the deliverables proposed in the contract document. Of the 21 Target Deliverables identified in the project logical framework, this report clearly demonstrates that **11 of these targets were significantly exceeded, 7 were fully achieved, while only 3 were not achieved in full**, largely due to resource constraints among key partners. These outcomes have been delivered with minimal funding, given the scale of the task, and achieved through the great voluntary commitment of the Partners in the Forum and catalyzed through the dynamic work of the Secretariat and through the leadership and guidance of the Steering Committee and Executive Committee

GFAR has made a particular difference by reframing major agenda to put resource-poor farmers, in particular women and youth, at the centre of the processes concerned, such as: Community foresight; Participatory innovation and enterprise systems, Shaping international research agenda, Capacity development and innovative investments in agri-food innovation systems; Farmers rights to genetic resources and Smallholders’ Access and use of open data; Promotion of agro-biodiverse systems; Transforming education and student leadership; Climate action; Catalyzing thematic platforms and actions and the Reform of regional networks and fora.

Fostering a wide range of advocacy platforms in international meetings and via formal and social media, where EU funds through GFAR have directly enabled farmers to have a voice in setting agenda and influencing policies. This has been particularly apparent in linking GFAR's inter-sectoral role with sectoral platforms, with the intergovernmental policy and development-support roles of the facilitating agencies FAO and IFAD and in the governance of the CGIAR.

### Lessons learned

GFAR's is a catalyst of change, not a programme implementing body. The speed and scale of actions has hence been determined by availability of catalytic resources and the extent of commitments of the partner organizations and networks themselves. It is recognized also that securing wider investment via GFAR requires clear identification, recognition and 'ownership' of GFAR actions among the facilitating agencies and partners that make up the organization – also requiring continuous communication and engagement among all. Collective actions can have tremendous impact, well beyond those of a single institution, but require committed champions and core enabling resources for success. Going forward, the Steering Committee has agreed to focus on fewer, longer-term actions, in the areas most committed to by the partners, and to carry through processes of change driven by the partners concerned, who are themselves accountable for success. There is need also for GFAR's central, but participatory tracking of actions, accountabilities and impacts from the outset, such that all partners can both celebrate the value of their participation in GFAR actions and be recognized for their own achievements in bringing these about.

### Returns on EU investment in GFAR

The report demonstrates that GFAR programmatic investments using EU funds have resulted in around twice as much again being directly contributed by recipient partners or via co-financing leveraged in support of these investments. In other words, for every euro invested through GFAR, partners and other agencies have contributed a further 2 euros. This ratio is higher still where GFAR has helped enable the start-up of thematic networks, platforms and collective actions, which have themselves become self-sustaining and attracted their own direct funds. These are high rates of return on such investments and clearly show the relevance and commitment to GFAR's agenda and mode of action among its constituent partners. The manner of investment also reflects GFAR's role as a catalytic mechanism and collective movement, rather than as a stand-alone institution.

### Review Conclusions and next steps

**The 2018 independent external review of GFAR concluded that “GFAR, as a global networking organization, is doing what it is supposed to do: catalyzing transformative change in diverse corners of the global Agri-Food Research and Innovation System”. A review of 72 illustrative examples of outcomes from GFAR actions showed 32% of these directly created sustained joint actions and 21% went right through to creating change in institutions themselves. The review concluded “GFAR therefore has a critical contribution to make towards achieving the goals of the UN 2030 Agenda”.**

The 2018 external review strongly endorsed GFAR's reforms and new direction in its conclusions: **“GFAR adopted a new Charter, has strengthened the representation of multiple stakeholders in its governance; establishing a Steering Committee in which a wide range of research and innovation stakeholders is represented, including farmers, women and youth, at different levels”.** The review confirmed that: **“GFAR's choice to focus on ‘collective actions’ as the modus operandi for its partners to catalyze transformative change provides an opportunity to sharpen its profile and professionalize its work streams. By developing a professional learning culture, GFAR may be expected to build on its strengths and do even better.”** The EU grant has enabled exciting processes of change to be driven through the GFAR mechanism and it is vitally important that these actions continue to be supported to ensure agri-food innovation truly delivers the impacts required of it in the SDGs.

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## Executive Summary

### The Global Forum on Agricultural Research and Innovation (GFAR)

*Supporting the transformation of agri-food research and innovation for development impact*

#### Objective of GFAR

Systems of agri-food research and innovation around the world are largely fragmented, under-resourced and disconnected from each other and from the family farmers they are expected to serve. GFAR is a unique global multi-stakeholder partnership mechanism and movement for change, working to make agri-food research and innovation systems more effective, responsive and equitable, towards achieving Sustainable Development Goals. Partners in GFAR, at national, regional and global levels, advocate for, and catalyze, Collective Actions that strengthen and transform agri-food research and innovation systems.

#### **The importance and policy impact of GFAR's role has previously been directly emphasized in the 2009 (L'Aquila) G8 Joint Statement on Global Food Security:**

*"8. Strengthening global and local governance for food security is key to defeating hunger and malnutrition, as well as to promote rural development... we support the fundamental reform processes underway in the FAO, the Committee on World Food Security, the Consultative Group on International Agricultural Research and the global agricultural research system through the Global Forum on Agricultural Research."*

#### **The 2011 G20 Agriculture Ministers Action Plan on food price volatility and agriculture then directly supported GFAR's role and agenda:**

*"14. We agree to strengthen agricultural research and innovation and support results-based agricultural research for development through our national agricultural research systems, the Consultative Group on International Agricultural Research (CGIAR) and the Global Forum on Agricultural Research (GFAR). We welcome the "Montpellier road-map" coming from the first Global Conference on Agricultural Research for Development of 2010 (GCARD). We also insist on the need to enhance the transfer of the research results and technologies to farmers and to ensure that research activities respond to their needs and concerns and involve farmers in that process. We will promote technology transfers, knowledge sharing and capacity building through North- South, South-South and triangular cooperation."*

#### GFAR's composition

The 600 self-declaring Partner organizations and networks that comprise GFAR come from around the world and across 13 key sectors, including farmers and civil society organizations (around 45% of the Partners), women's and youth organizations, the private sector, public national and international research systems (CGIAR and AIRCA), advisory services and education, donors, FAO, IFAD and UN Women. GFAR's governance, operation and reach are realized through these organizations and the many millions of people they involve, each bringing their own capacities and experiences, working together and sharing their learning.

GFAR was jointly conceived in 1996 by FAO and IFAD, The World Bank and CGIAR, with NARS leaders from around the world and has worked for over 20 years to link agri-food innovation with its clients and intended beneficiaries, to reshape the future of agriculture. A 2003 MoU between FAO and IFAD gave GFAR legal identity, with the GFAR Secretariat hosted and administered by FAO. The following transformative agenda of GFAR was articulated through direct public consultation with around 2,000 organizations, as the 2011 GCARD Roadmap for transforming agricultural research for development systems for global impact, then endorsed by stakeholders from all sectors, including the CGIAR:

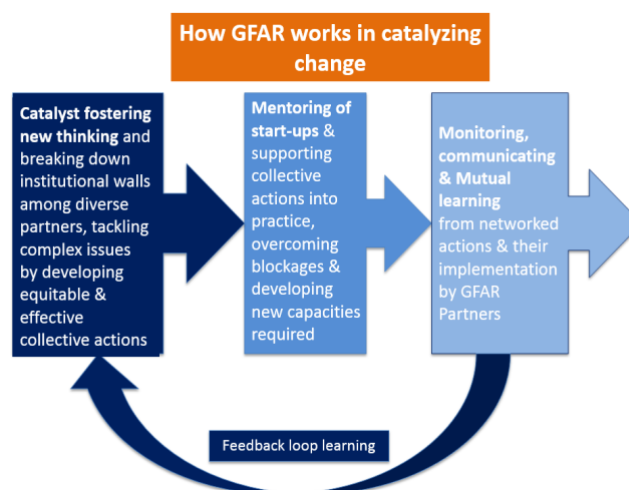
1. **Collective focus on key priorities for development impact, as determined by both science and society**
2. **Enabling true and effective partnership between research and the farmers and consumers it serves**
3. **Better investment to ensure required development returns from agri-food research and innovation**
4. **Greater national capacities to generate, share and use agri-food knowledge for development change among all actors**
5. **Embedding Research in the wider development context and development support**
6. **Better demonstration and awareness of the development impact from agricultural innovation.**

This agenda has recently had much resonance in the deliberations and findings from the 2018 FAO Innovation Symposium. GFAR's key focus areas of work (MTP 2019-2024) respond directly to the priorities expressed by the partner organizations and align closely with FAO's objectives. These key focus areas of work are: **i) Empowering family farmers at the centre of innovation, ii) Turning knowledge and innovation into enterprise iii) Transforming organizational and individual capacities iv) Demonstrating impacts and improving investments and v) Sharing knowledge and learning**

### How GFAR works

GFAR puts farmers and communities, rather than technologies *per se*, at the centre of agri-food innovation, working from development demands back to innovations required to shape and deliver the opportunities and futures they desire.

GFAR plays vital catalytic, mentoring, learning and knowledge sharing roles, inspiring and fostering multi-stakeholder farmer-centred collective actions, that enable partners to learn from the knowledge and ideas of others, reflect on their own roles, transform their work and partnerships and overcome the many barriers to development impact from innovation for greater SDG impact. GFAR's multi-stakeholder basis thus directly complements the inter-governmental nature of FAO, in particular in enabling effective engagement between public actors and family farmers, CSOs and the private sector.



GFAR's actions particularly deliver to FAO Strategic Programme 2 but operate across the full spread of FAO Strategic Programmes. Programmatic links were articulated with the SP Leaders earlier in 2018 (Annex 3) and already exist across many key areas for family farmers, including articulation of needs and capacity development of national agri-food innovation systems, farmers' rights to plant genetic resources, ICTs and open data, foresight and rural livelihoods, youth employment and enterprise and forgotten foods.

### Key GFAR actions going forwards are:

1. The development of initiatives that reform and strengthen the institutional architecture of agri-food research and innovation systems around the world, to ensure they are inclusive, connected and effective and are taken forward through equitable and inclusive collective actions.
2. Reframing national and regional agri-food innovation agenda, to put family farmers at their centre, connect and strengthen the actors and actions required for practical and effective innovation webs, so that they function in a coherent, integrated manner towards national and

global sustainable development objectives, providing opportunity for women and youth in particular and partnering with local, national and international expertise.

At the recent **FAO International Symposium on Agricultural Innovation for Family Farmers**, Neven Mimica, European Commissioner for International Cooperation and Development, highlighted that innovation systems are not having the impact required to meet the 2030 Agenda. Through the DeSIRA initiative, the European Union has pledged 600 million Euros to boost development-smart innovation. Closer linkage between GFAR's multi-stakeholder functions and delivery of FAO's Strategic agenda is strongly desired by all concerned and this is being directly articulated in the forthcoming EU-DeSIRA funding to GFAR and FAO (see below). The Innovation Unit proposed as a result of the FAO Innovation Symposium provides a further opportunity for direct alignment and linkage of GFAR agenda and actions with innovation work in FAO. GFAR also directly complements the work of the CFS and further linkage is being explored between these two multi-stakeholder mechanisms operated through FAO. Mr. Mimica pointed to the support GFAR will receive from the EU within DeSIRA, to carry out work in this area. **"Together, we can build the institutional architecture to enable innovation to flourish," he urged. This is exactly where GFAR can play its unique role in reforming governance structures and partnership modalities of the wide range of actors in agricultural innovation for development.**

## GFAR Impacts

GFAR recognizes and works with the complex reality of agri-food innovation webs, and coordinates systemic actions at different levels, constructively challenging institutions of research, extension, education and enterprise to each recognize and value the roles, and vital importance, of others. GFAR puts farmers and communities, rather than technologies, at the centre of innovation, working from development demands back to required innovations, with farmers and society engaged as clients and actors throughout. GFAR: i) Facilitates and helps inspire the transformation and capacity strengthening of Agri-Food Research and Innovation for Development Systems to become more inclusive and equitable, more effective and more development-impact oriented <sup>1</sup> and ii) Catalyzes changes, through dialogue and collaboration at different levels, that enable scale-out of relevant innovation using its extensive networks; South-South, North-South and between sectors.

The recent (2018) independent external review of GFAR found that GFAR was uniquely placed to deliver the essential role of linking agri-food research and innovation into sustainable development through a farmer-centred focus, concluding: **"GFAR has a critical contribution to make towards achieving the goals of the 2030 Agenda"**, by helping to **"create enabling conditions for bringing technological innovation to scale and to render Agri-Food and Nutrition Systems more inclusive and more sustainable."** and that: **"GFAR provides a much-needed global complement to the many efforts being made in the world today that focus on driving technological innovation"**.

The GFAR external review report found that **GFAR is very successful in stimulating the emergence of multi-stakeholder collaborative initiatives to meet these needs.** GFAR has actively supported the transformation of each sector, working with FAO to foster networks such as GFRAS (advisory services) GCHERA (education), CIARD/GODAN (ICTs and open data) and reform in the Regional Fora (FARA, AARINENA, FORAGRO, EFARD, APAARI and CACAARI). GFAR has directly fostered and invested 3 million USD in transforming these networks, as well as creating and hosting a global movement for youth (YPARD),

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<sup>1</sup> Nobel Prize winning economist Elinor Ostrom attested that human–ecosystem interaction such as in agriculture and rural development has an inherently multi-faceted nature. She argued against any singular "panacea" for individual social-ecological system problems and that rules and behaviours should be developed jointly, rather than imposed by those with more power.



raising awareness on women's needs in innovation through the 2012 Global Conference on Women in Agriculture and supporting climate change action with FAO through, UNFCCC and GACSA.

The review found that **21%** of GFAR collective actions can be shown to have directly changed institutions themselves, **74%** of takeaways from GFAR actions are put into practice and that **95%** of interviewees insist GFAR is relevant or extremely relevant to their constituency: **"If GFAR didn't exist, they would create it."** In **2017 the 2016 3<sup>rd</sup> GCARD Global Conference was externally evaluated as a 'phenomenal success'**, with **94%** of survey respondents having taken up new ideas from the Conference into their work.

### Funding situation

Over recent years, GFAR Secretariat has generated an annual budget through external resources averaging around 3 million US dollars p.a., including a long-term core grant from the EU. This funding has itself been shown to leverage **200% of additional programme investment from external partners**. 2018 was challenging however, as the EU has been completely reconfiguring its support under the DeSIRA programme, which has meant a 15-month gap in this vital central funding. The EU is proposing a grant of 1 million euros p.a. to GFAR under DeSIRA, over a 5 year cycle from 2019. Alongside this, IFAD has recently provided a 2018 core grant of 500K USD, with the aim of providing 500K p.a. alongside the EU grant cycle. From 2019, the central funding for GFAR from external sources should hence be secured for at least 5 years, alongside which direct funding is actively sought for each Collective Action, both through GFAR Secretariat and through the efforts of the GFAR partners themselves. Direct links with IFAD, to embed research and innovation within country loans, are also now bearing fruit.

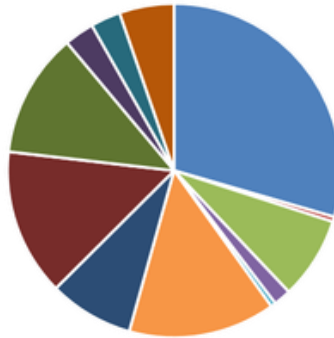
### The GFAR Agenda

Through the GCARD processes of dialogue and conferences, Partners in GFAR have set out a number of key elements required in transforming agricultural research and innovation systems:

1. Inclusively defining research and innovation priorities and actions, driven by development needs
2. Developing and fostering equitable partnerships among all stakeholders
3. Advocacy to achieve the increased investments required to meet development needs
4. Developing essential human and institutional capacities to meet the needs of today and the future
5. Embedding innovation in development programmes and policies (Impacting policies)
6. Including and involving stakeholders, in particular smallholder farmers, in the accountability and value of systems used

The GCARDs anticipated and helped drive a shift in the AR4D paradigm: in order to truly make agriculture and food innovation systems effective, they had to become more responsive and equitable by putting the needs and aims of resource-poor farmers at the centre. Fuelled and guided by a new and forward-looking plan for AR4D — the GCARD Roadmap, developed through the first GCARD process — the multi-stakeholder GCARDs 1-3 have been much more inclusive than previous international AR4D processes. They had at their core the basic principles that our systems of agricultural research require transforming and strengthening to better meet the needs of sustainable development and that the systemic changes required must involve all sectors, including smallholder farmers and rural communities themselves.

GFAR Secretariat has worked to integrate the learnings from the GCARDs into the fabric of a renewed Global Forum that today boasts a network of partners 620+ strong, around half of which comprise Farmers' Organizations, NGOs, CSOs and other local and grassroots organizations:

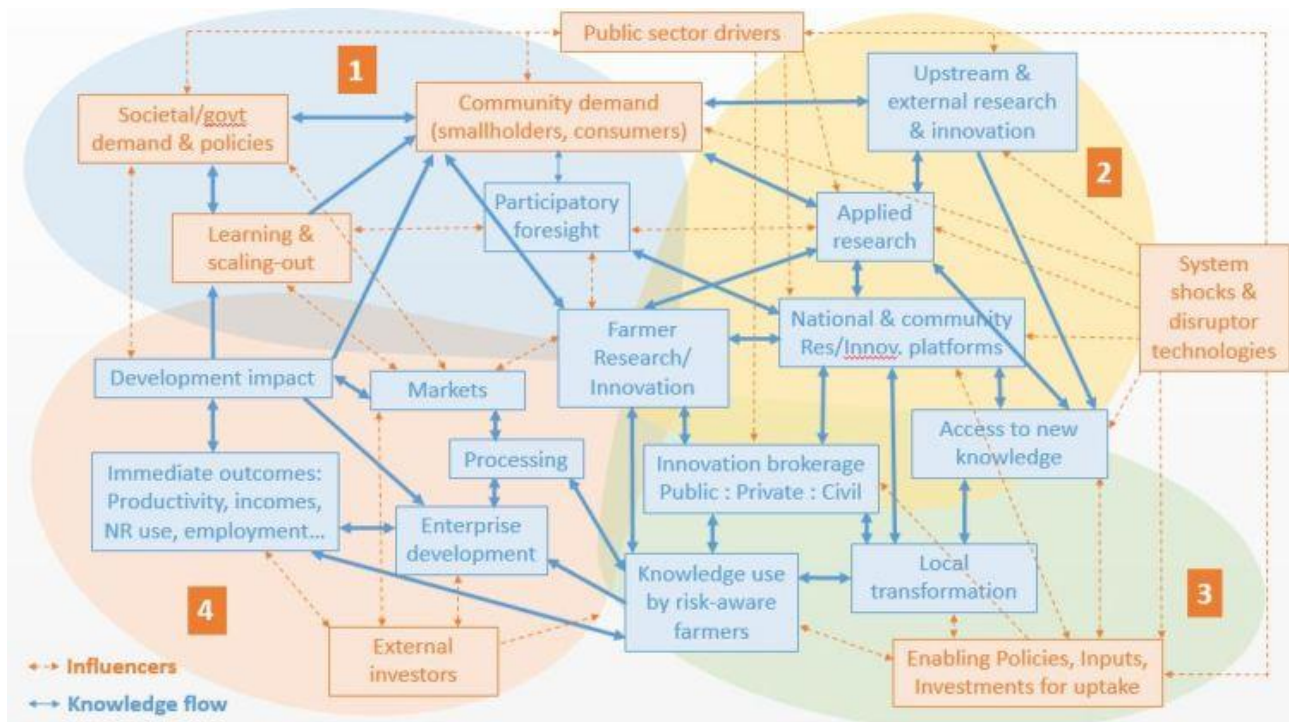


- CSOs
- Consumers
- Farmers & Ag workers
- Finance insts
- Facilitating agencies
- Higher education
- International research
- National & Regional Research & Policy
- Private sector
- Rural advisory services
- Womens groups
- Youth associations

### Concrete ways to act on complex issues

The now renamed Global Forum on Agricultural Research *and Innovation* continues the legacy of non-linear thinking which actively involves all agri-food sectors, articulated in the concept of *Collective Action*, an acknowledgement of the complex web of actors interacting at all levels of innovation and the critical need to work together to achieve real development impact. Conveying this need, as well as the mission and nature of GFAR to be the open space for collaboration—not as an external body, but as the sum of all the parts and people in the system is a daunting task. But it is a mission and role that GFAR has successfully articulated, mobilizing and building consensus among thirteen constituencies operating at very different levels and scopes.

### The complex web of actors and knowledge flow in agri-food innovation systems:



A GFAR Collective Action is expressly “a multi-stakeholder programme of work at local, national, regional or international level, initiated by three or more partners and prioritized by GFAR Partners, always including producers and with a particular focus on women and youth.” This modus operandi is distinctive to GFAR, and the linchpin to any governance reform in agri-food research and innovation systems that Partners in GFAR have undertaken. Importantly, it is the focus on producers in the whole value chain, including women and youth, which not only guides prioritization of GFAR actions, but also determines the structure of the GFAR governing body itself – its Steering Committee.

### Reformed and renewed governance – creating a uniquely multi-stakeholder forum

In 2015, GFAR began a process of major reform and renewal of its governance to respond to the challenge of being truly accountable to the needs of resource-poor consumers and farmers whose voices are less often heard. Obstacles remained to designing actions that were grounded in actual development realities. We have lost track of the link between agricultural science and its clients, the farmers. GFAR works to put all stakeholders on an equal footing and have an equal voice — from small farmer to agribusiness, researcher to politician, youth to seasoned expert.

The fact that the representatives of the sectors in GFAR have been elected by their sectors themselves into the Steering Committee of GFAR was a breakthrough in forming Steering Committees. This was the first of its kind in comparable agricultural research and innovation fora. This model is now being followed by other fora, through sponsorship and technical advice of GFAR.”

GFAR Secretariat set out to strengthen and enrich GFAR’s partnership base and operations, to create a forum that is truly owned by all and able to foster change across all sectors. This reform led to the establishment, in 2016, of a new GFAR Steering Committee, elected by the Partners in GFAR through an open and inclusive process. Nine new local representative seats were each voted on and determined by their own constituencies, to represent the interests and local perspectives of the communities they serve.



The GFAR Steering Committee exists to work for the farmers and how they will benefit from Agricultural research and innovation. The Steering Committee members have committed to advocate for the concerns

of their constituencies and actively engage with and mobilize them to take forward Collective Actions with Partners in other sectors.

In 2006, Young Professionals for Agricultural Development – YPARD – was launched, to give a voice to youth in agriculture and help attract and keep them in the sector. With 500 registered members, it was the first organization of its kind, bringing youth-specific issues to the table in global AR4D discussions. In 2011, GFAR Secretariat, seeing YPARD's value and understanding the growing importance of young farmers and agricultural entrepreneurs, agreed to a supportive hosting arrangement for YPARD's Global Coordination Unit, at FAO Headquarters. Through the commitment of the young people involved and with GFAR Secretariat's support, the YPARD network has since grown substantially, now with more than 25,000 members and 72 national chapters. Examples of YPARD's successes include the adoption by the Regional Fora APAARI, FARA and AARINENA of youth agendas; contributions to the youth strategy for the CGIAR's Research Program (CRP) on Dryland Systems' the first youth strategy among the CRPs; and various youth

In 2016, GFAR Secretariat set out to address the lack of opportunities and access for youth in the agri-food sector through piloting the Youth Agripreneurs Project (YAP) in partnership with YPARD. The YAP Project aimed to stimulate smallholder youth entrepreneurship by providing seed funding for the projects of six finalists; mentorship to provide them with technical and motivational support over 12 months; leadership training; coaching and business development guidance; training, team building and networking opportunities at the GCARD3 Global Event; and social media training and access to the GFAR blog to share their journey. This innovative process attracted much enthusiasm and over 60,000 comments were posted in an open voting process for the best of these business cases. A particularly striking success is the story of a young Ethiopian man who used the YAP seed money to set up an apiculture enterprise, generating secure new income for up to 50 previously unemployed youth in rural Ethiopia.

***[Click here](#) for other key GFAR achievements in “GFAR Impacts 2008-2018: A brief review highlighting 10 years of impacts in Transforming AR4D systems, Opening out agricultural data and Advocating for Farmers' Rights to genetic resources”.***

GFAR is a movement for change, not a stand-alone organization. As such, partner organizations in the Forum adopt the principle of networked collective action into their own work. These principles, helped to catalyse much development, change and strengthening of thematic networks in different sectors, led by the organizations concerned, in areas such as: education (GCHERA and RUFORUM); advisory services (GFRAS); research, through self-governed Fora in each region of the world and the establishment of AIRCA among international research and development organizations; and working to better meet the needs of women through the Global Conference on Women in Agriculture and the resultant knowledge-sharing platform, the Gender in Agriculture Partnership, now involving over 1,100 people.

### External review of GFAR

GFAR was externally reviewed by a team of independent specialists in 2018. The review found that through the reforms and growth over the last decade, the Global Forum has become a truly unique mechanism, doing exactly what it is intended to do, and valued across all sectors, with a common recognition across the Partners of its importance for reshaping agricultural research and innovation for development impact. The review found that GFAR provides a much-needed global complement to the many efforts being made in the world today that focus on driving technological innovation. The message the review team received over and over again from the large majority of GFAR partners was that they insisted, if GFAR didn't exist, then they would create it. GFAR's emphasis on support to specific multi-stakeholder Collective Actions was also analyzed and found to be a particularly significant move that has demonstrated real impacts on behaviours and ways of working among its partners, with 20% of such actions impacting all the way through to fundamental change in institutions.

The financial resources for GFAR's activities and the valuable direct commitment during this period of the EU, FAO, IFAD, SDC, The Government of France, the CGIAR/World Bank and many others has enabled not only the Secretariat's work and the GCARD processes, but also enabled considerable catalytic funding to be provided to partner organizations to enable them to achieve change themselves, towards the shared mission of GFAR.

### Next steps

Going forward, and to ensure still greater impact, GFAR has consolidated and focused its work around four key thematic areas:

1. **Putting farmers at the centre of innovation;**
2. **Turning knowledge and innovation into enterprise;**
3. **Transforming the institutional architecture and strengthening capacities among GFAR partners;**
4. **Strengthening knowledge management, policy advocacy, communication and impact demonstration through Collective Actions.**

Within each of these themes, particular issues have been identified by the GFAR Steering Committee as their top priorities and these are now being addressed through Collective Actions of stakeholders of all kinds, who all share a passion and commitment to the theme concerned. These GFAR Collective Actions are led by the partners themselves, championing both their own actions towards the theme concerned and their working together with others for greater and faster impacts.

As a networked organization, working through Collective Action, GFAR continues to provide an invaluable catalyst for change of benefit to all sectors, bringing real changes in our systems of agricultural research and innovation that will bring benefits to poor farmers and consumers around the world. It is vital that this movement and momentum for valuable change be maintained into the future. The need for such a platform for participatory dialogue and development of new partnerships and business models was again re-emphasized in the recent FAO Innovation Symposium. The FAO Symposium clearly recognized the need to empower smallholder farmers and family farmers through innovation, facilitating its adoption and coordinating broader **collective actions**. **GFAR has indeed now come into its own.**

## Table of deliverables achieved by GFAR, related to EU grant agreement logical framework of Result Areas

Intervention logic	Target deliverables	Achievements & results
Output 1.1: Operational forward-thinking platform addressing key challenges for the future and related research priorities	One self-governed Global Forward-thinking platform established, established into self-determined practice as a multi-faceted think tank of at least 50 people, with at least 30% participants from developing countries	<p>Exceeded</p> <ul style="list-style-type: none"> <li>• Global Foresight Hub produced a wide range of foresight information products and programme reviews for smallholder relevance, giving rise to:</li> <li>• Through the technical and financial support of GFAR and other key partners, Foresight4Food initiative has been successfully catalyzed and supported into establishment as a self-sustaining multi-partner collective action among key partners including FAO, IFPRI, ACIAR, University of Oxford, CIRAD and the Open Society Foundations, including a range of developing country organizations</li> </ul>
Output 1.2: Regional foresight capacities enhanced for greater self-determination	Academy established in each of 2 regions and 3 capacitating foresight studies undertaken per year	<p>Mostly achieved</p> <ul style="list-style-type: none"> <li>• Multi-stakeholder discussion at GCARD3 gave strong demand for collective foresight action at regional level.</li> <li>• Fully achieved in partnership with FARA in establishment of African Foresight Academy, with positive participant verification of training value. Now taken up by FARA.</li> <li>• Regional training provided by GFAR Secretariat also introduced the concepts into AARINENA &amp; CACAARI but their resource constraints have limited subsequent further development.</li> <li>• Directly linked with CGIAR foresight actions, also with ISPC and FAO in specific country studies in Nigeria and Tanzania and now woven into regional fora reform processes</li> </ul>
Output 1.3: Key future agriculture questions addressed, leading to national and regional options for research and policy priorities	At least one multi-stakeholder policy dialogue platform each year from 2014	<p>Fully achieved:</p> <ul style="list-style-type: none"> <li>• GFAR introduced foresight through GCARD3, into Global Forum on Agricultural Innovation and via International Year of Family Farming conference.</li> <li>• GCARD3 participants recognized great value in the approach and committed to multi-stakeholder collective action.</li> <li>• Training courses and successful use in community foresight local/country studies in 3 countries, delivered through capacity development and practice through farmer/CSO organizations in India, Indonesia and The Philippines.</li> </ul>

<p>Output 2.1: International research processes aligned to national needs and commitments through creation of equitable processes and dialogue around CGIAR CRP themes that link actors, funding commitments and sectoral aims along innovation pathways to desired impacts</p>	<p>Contribute to equitable partner linkages for impact pathways of at least 5 CRP themes. Outcomes as evidenced by CRP action plans and changes in national partner commitments</p>	<p>Fully achieved:</p> <ul style="list-style-type: none"> <li>• GFAR role recognized by CGIAR Chair and continues to contribute to the System Council following the CGIAR reform, now as an active observer alongside FAO and ISPC as the Council is now restricted to funding agencies.</li> <li>• Significant agenda successfully pursued include gender, youth, agro-biodiversity, open data and partnership with national systems. GCARD3 processes dialogues enabled CGIAR and CRPs to engage coherently with national agenda and priorities.</li> <li>• Country and regional dialogues operated in partnership with CGIAR and CRPs across many countries for GCARD3. Specific country studies now underway with CGIAR and FAO.</li> <li>• CGIAR Centers and CRPs advised on partner priorities and needs, including direct governance in CRP dryland systems, direct links with CCAFS and commissioned inputs to FTA.</li> </ul>
<p>Output 2.2: Collective advocacy and concerted global partnership actions mobilized in addressing global nutrition agenda in agriculture &amp; health sectors and new metrics explored for promoting nutritive production and access</p>	<p>GFAR support helps link, map and enable collective multi-agency programmes no operation and the sharing of experiences across at least 2 regions. New metrics measuring nutritive value of production and access to nutritious food piloted by nutrition partners in at least 3 countries to determine key lessons &amp; experience</p>	<p>Achieved:</p> <ul style="list-style-type: none"> <li>• GFAR contributions helped catalyse EAT Forum.</li> <li>• GFAR-EAT Workshop addressed issue of integrating metrics. Importance of Collective action on integrated metrics agreed by partners at GCARD3, awaits resources. EAT-Lancet report now produced on food system sustainability needs.</li> <li>• Food Tank co-catalysed into successful platform and Future Food Institute linked to GFAR Partners and FAO.</li> <li>• New integrated metrics advocated through links with FAO, CGIAR etc. and agenda taken up by ISPC Science Forum.</li> </ul>
<p>Output 2.3: Foster global partnerships for sustainable intensification of agriculture that build on and enhance agro-biodiversity and recognize its value to communities</p>	<p>Innovative concerted actions fostered by GFAR in at least 2 regions. Farmers rights incorporated into international research practice and into at least 1 national system</p>	<p>Significantly exceeded:</p> <ul style="list-style-type: none"> <li>• Partnership with ITPGRFA, CGRFA, GIAHS and others successfully established, with GFAR's Farmers' Rights outputs recognized by ITPGRFA Governing Body</li> <li>• New GFAR Collective Action on Forgotten Foods initiated to support the diversification of agri-food systems to achieve zero hunger and sustainable diets. Successfully mobilized support and resourcing from Crops Trust and German BLE.</li> <li>• Through this CA, Bioversity International, BLE, Global Crop Diversity Trust, Lexicon of Sustainability and Crops for the Future prepared vision paper, bringing together key elements to ensure diversified agri-food systems, based on under-utilized species, to improve food and nutrition security, reduce poverty and conserve the biological diversity in agriculture.</li> <li>• Farmers' Rights work influenced CGIAR Principles on Management of Intellectual Assets and input to seed policies in Guatemala, Honduras and Malawi.</li> </ul>

		<ul style="list-style-type: none"> <li>• National public &amp; parliamentarian awareness and capacity development meetings organized in Guatemala, Costa Rica, Malawi, Ecuador and Honduras.</li> <li>• A range of capacity development materials developed for farmer-farmer learning in Malawi and Guatemala, documented as successfully reaching hundreds of thousands of farmers by radio and several thousand by printed materials. Farmer-participatory videos developed, disseminated and shown in Malawi and Guatemala through hundreds of farmer organizations in multiple languages and shown on national TV, on radio and via mobile phone Apps and webinars.</li> <li>• Farmers' Rights Capacity development taken up directly by UNDP into their CSO funding scheme. Capacities developed in 30 UNDP CSO country coordinators from around the world.</li> </ul>
Output 2.4: International research actions on climate change and agriculture strengthened and made more coherent and apparent	GFAR continues to be a partner in ARDD/Landscapes day collective processes advocacy processes. GFAR an active partner in CSA Alliance, ensuring increased involvement of stakeholders from the South in implementation of regional and national frameworks for action on climate smart agriculture, fostering collaboration, multi-stakeholder actions and knowledge sharing	<p>Achieved:</p> <ul style="list-style-type: none"> <li>• Much action through IPCC Agriculture &amp; Rural Development Days and Global Landscape Forum in raising awareness of climate change implications from, and for, agriculture.</li> <li>• GACSA co-catalyzed with multiple agencies.</li> <li>• GFAR co-chaired GACSA investments working group. GFAR successfully engaged farmer's organizations into initiative</li> <li>• Subsequent lack of attention by other partners to CSO concerns has greatly constrained stakeholder buy-in for this initiative.</li> </ul>
Output 3.1: Smallholder producer entrepreneurship stimulated and new forms of public-private investments explored to enable new income and market opportunities from agricultural innovation products	Farmer-driven entrepreneurial training programme established in 1 region with inter-regional learning and sharing of experiences. Two examples of innovative public-private financial mechanisms for smallholder women/youth entrepreneurs documented with models shared and tested in at least 2 countries	<p>Fully achieved:</p> <ul style="list-style-type: none"> <li>• Innovative Young Agripreneurs Programme reviewed as extremely successful, with demonstrated returns of 273% and employment for 45 youth in Ethiopia.</li> <li>• Mentoring toolkit developed and disseminated</li> <li>• Strong Ministerial buy-in for the GFAR integrated innovation system approach pursued in Ghana, Gambia, Burkina Faso and Liberia. Large-scale integrated national innovation programmes being negotiated with national systems, GFAR partners and aid agencies, though delayed by need to align resource needs with national loan funding cycles.</li> </ul>
Output 3.2: Investments and returns in national AR4D systems better determined through new global monitoring system	Regional coordination of pilot national systems in 6 countries to maintain own records of investments and return. More comprehensive databases established on investments and returns, with data cross-related among key	<p>Fully Achieved:</p> <ul style="list-style-type: none"> <li>• GFAR support enabled farmer participation in Asia-Pacific Conference setting out guidelines on investment needs in Agricultural research and innovation for greater development impact</li> <li>• Successful Asia-Pacific extension of ASTI programme.</li> </ul>



among key actors	agencies	<ul style="list-style-type: none"> <li>Participated in bringing agricultural innovation into Addis Ababa Action Agenda on financing for development.</li> </ul>
Output 3.3: New funding mechanisms fostered in national systems to directly empower end-users in shaping and determining agricultural research & advisory processes	Two farmer-driven ARD innovation funding platforms established and supported by funding agencies concerned (and renewed), funding actions cross-linked with GDPRD agenda	<p>Mostly achieved:</p> <ul style="list-style-type: none"> <li>Collective investment action discussed among partners and endorsed by GCARD3.</li> <li>Principles supported by IFAD President and others, but not fully activated due to changing commitments and internal divisions in various agencies.</li> <li>GFAR has supported follow-on development of FAO-led innovation trust fund concept, but principles not yet agreed by FAO &amp; IFAD.</li> <li>Integrated funding approach taken up into national innovation systems concept in Liberia, supported by President and endorsed by Ministers of Agriculture, Youth and Sports and Finance. Awaiting diversion of existing loan investment by IFAD. Concepts developed with local partners in Burkina Faso, Egypt and India, but challenges in fitting with IFAD loan cycles.</li> <li>Farmer involvement in GAFSP processes successfully delivered through GFAR mediation</li> </ul>
Output 4.1: Contribute to delivery of more coherent global actin to strengthen capacities to support innovation system development in line with GCARD Roadmap	GFAR involvement helps enable TAP to be networked and operationalized as per TAP action plan among diverse stakeholders and between regions. Demonstrably increased scale -out of coordination between capacity development initiatives in different regions as a result of GFAR's involvement in the TAP mechanism	<p>Fully achieved,</p> <ul style="list-style-type: none"> <li>TAP promoted through GFAR into G20 MACS and in GCARD3. Many GFAR SC members have taken up roles in TAP's governance and implementation. Support provided to TAP-CD AIS in programme conceptualization, knowledge sharing through hosting of website and social media communication through organizing webinars.</li> <li>GFAR Learning initiative has distributed learning materials on leadership skills to grassroots organizations; feedback shows are valued by recipients.</li> <li>Collective action on empowering rural communities as drivers of agricultural research and innovation developed through GCARD3 and pioneered with World Rural Forum and multiple partners, linked with International Decade of Family Farming</li> </ul>
Output 4.2: Transformative changes facilitated in function, relevance and curricula quality of formal education and informal learning	Change processes fostered in at least 2 countries and internationally via support to new networks for action (one international, one regional) at least 5 new curricula pilots and evaluation GFRAS EAS curricula review, inventory guide/framework, roster of experts, proposal for pilots	<p>Significantly exceeded:</p> <ul style="list-style-type: none"> <li>GFAR-catalyzed innovative change dialogues involving regional and global education networks, farmers and private sector</li> <li>GFAR-facilitated processes have reframed needs and generated Collective Action on Student Leadership and Transformative Learning. Shared model developed and shared, with wide applicability.</li> <li>Extensive buy-in to concepts from many stakeholder GFAR Partners, in and beyond</li> </ul>

		<p>the education sector, multi-stakeholder working groups established and empowered to work further together</p> <ul style="list-style-type: none"> <li>• Strong regional commitment and buy-in to future actions secured among regional networks and national educational institutions in Sub-Saharan Africa (RUFORUM), in Near-East/North Africa region (AArU) and inter-regionally (GCHERA).</li> <li>• Collective Actions in each region now under active development for funding and implementation, led by stakeholders in the regions/programmes concerned.</li> </ul>
<p>Output 4.3: Processes developed for opening of access to information systems for sharing, transforming and using agricultural knowledge among national systems, with self-sustaining network established for sharing information in research organizations, expertise, research programs/projects and their outputs</p>	<p>CIARD partnerships increased to 600 world-wide. CIARD.RING sources increased to 1000 information services.</p> <p>CIARD.RING provides access to agricultural research services with access to 8 million records and 1.5 million full text documents and information objects.</p> <p>AGRI-VIVO operational with 15,000 records of individuals, organizations and their events, projects and their project output information. Monitoring of usage shows progressive annual increases</p>	<p>Significantly exceeded:</p> <ul style="list-style-type: none"> <li>• CIARD.RING now world’s biggest dataset catalogue for food and agriculture, with 3206 datasets and 847 providers</li> <li>• GFAR Secretariat through CIARD catalyzed self-sustaining network of public-private providers and users, the Club of Ossiach. Supported capacity development in Chinese Academy of Agricultural Sciences in long partnership. GFAR Secretariat partnered other CIARD members in EU FP7 programme agINFRA, developing shared infrastructure for agricultural data. <b>Project rated as excellent by EU</b> in 2015</li> <li>• Agriprofiles (formerly AGRI-VIVO) now contains records from 7487 organizations and a further 5,755 individuals</li> <li>• GODAN initiative catalysed, co-mobilized, co-developed and supported through GFAR technical and financial inputs, with impacts delivered at multiple levels, seen in publications, partnerships, success stories and government pledges to open their data. GFAR role particularly prominent in work on data inter-operability, infrastructure required and harmonization of standards and notably in pioneering work on access and use of data for smallholders</li> <li>• Collective action in empowering farmers through equitable data sharing actively pursued by GFAR Secretariat through GODAN partnerships. The initiative has brought new dimensions and value to GODAN. Policy papers, training courses and webinars have identified needs. White paper generated by GFAR, GODAN and CTA has defined requirements for harnessing the power of data for smallholders. With financial support and local organization from BLE and KTBL Germany, GFAR convened technical partners in a meeting in Bonn, resulting in a shared “Vision and Strategic Plan for Collective Action on empowering farmers through equitable data sharing”, now ready to be implemented through further joint actions of the partners concerned.</li> </ul>
<p>Output 4.4: Fostering of GFRAS mechanism to reform processes in the</p>	<p>GFRAS role and linkage into GFAR consolidated after first phase. GFRAS core operation supported and strengthened and engaged with</p>	<p>Fully achieved:</p> <ul style="list-style-type: none"> <li>• GFAR Secretariat’s financial and technical support from the outset has helped</li> </ul>

<p>advisory service and extension sector through capacity development &amp; collective learning</p>	<p>other regional AR4D stakeholders.</p> <p>Contributes 3 policy studies to shape and regional and national change agendas. Links directly to networked actions in this frame with other stakeholders, e.g. Regional Fora, GFRAS EAS curricula review, inventory, guide framework, roster of experts, pilot proposals</p>	<p>identify needs and catalyse GFRAS' growth and sustainability.</p> <ul style="list-style-type: none"> <li>• GFRAS now a self-sustained platform to strengthen Rural Advisory Service actors, networking and knowledge sharing, with funding leveraged from a range of funding agencies.</li> <li>• Cross-linkage established and GFRAS engaged into a range of other GFAR Collective actions in gender, youth, ICTs, participatory innovation etc.</li> <li>• GFRAS has benefited considerably through learning from GFAR experiences and is now going through its own governance reform processes.</li> </ul>
<p>Output 5.1: Coordination and management support to establishment of the Gender in Agriculture global Partnership (GAP) as a collective, self-driven global movement, delivering, through the actions of its partners and supported by GFAR, greater gender equity across many institutional and functional contexts</p>	<p>Documented involvement of at least 2 UN agencies and the CGIAR, with more than 200 organizations directly partnering in GAP. GAP collective actions implemented in at least 2 regions/countries per year with GFAR support, bringing together diverse capabilities. GCWA2 held and regional meetings share new knowledge and experience</p>	<p>Partly achieved:</p> <ul style="list-style-type: none"> <li>• Strong knowledge sharing network and women's economic empowerment initiative pursued, self-generating knowledge exchange network successfully established with 1,100 participants, including from FAO, IFAD and CGIAR. UN Women now engaged directly in GFAR Steering Committee.</li> <li>• National programmes for women's economic empowerment articulated with partners and strong agreement obtained with partners in 3 countries, but wider programme funding not yet secured due to donor policy and personnel changes and constraints to funding processes via GFAR-FAO.</li> </ul>
<p>Output 5.2: Self-reliant YPARD platform enabled to increase in size and scope, further enabling young people to participate in and contribute to global AR4D reforms</p>	<ul style="list-style-type: none"> <li>• YPARD provides diversified voice of youth into at least 1 major international or regional Ar4D relevant event per year and via social media</li> <li>• Regional coordination units generating 50% of their funding. ARD organizations soliciting feedback and support from YPARD on youth engagement. 500% increase in registered members of YPARD (from 2010 baseline)</li> <li>• 50% increase in YPARD social media discussions and exchanges</li> <li>• YPARD brings voice of youth into international education reform processes. Youth recognized in at least 1 CRP strategy</li> </ul>	<p>Significantly exceeded:</p> <ul style="list-style-type: none"> <li>• YPARD 10-year review showed much success for this unique and exciting platform. Youth network is strong and growing, now with 20,000 members and 66 national representatives.</li> <li>• Very successful social media presence. Facebook coverage greatly increased, now 16,000 members (for comparison the CGIAR has 23K), 25,200 via Twitter and 9,500 in LinkedIn group. 300,000 visits to the website, over 1500 items posted.</li> <li>• Positive external review of the YPARD network in 2017 helped define strategy from 2018.</li> <li>• Strong involvement of youth in a wide range of conferences through YPARD, over 250 key speakers and innovators have participated in events</li> <li>• Innovative and competitive Young Agripreneurs Programme organized into GCARD3. Subsequent external review found YAP to be very successful</li> <li>• YAP led to development of Mentoring Toolkit for wider impact. Successful youth mentorship programmes established in Africa, with strong follow-through of</li> </ul>

		<p>mentorship processes</p> <ul style="list-style-type: none"> <li>• Additional funding leveraged for YPARD Secretariat and programmes. Actively developed youth strategy with CGIAR CRP drylands</li> </ul>
<p>Output 5.3: GFAR fosters action network on roles of knowledge management and innovation in growing out of protracted crises to create practical multi-stakeholder support mechanisms and country-to-country transfer of expertise for use in current and future crises</p>	<p>GFAR-catalysed capacity-development actions applied in 2 regions in support of at least one national AR4D system in a protracted crisis country</p>	<p>Significantly exceeded:</p> <ul style="list-style-type: none"> <li>• Participatory community dialogues and analyses completed for 4 Mediterranean sub-regions in Europe and North Africa and findings brought together in Milan EXPO event with additional EU DG-NEAR and Italian Government support.</li> <li>• Outcomes taken up into EU DG-NEAR discussions and programme formulation.</li> <li>• Next steps initiated for extending principles of participatory dialogue into rural-urban and outmigration linkages, outcomes taken up into further plans by partners including CIHEAM, ICARDA and AARINENA, in turn helping shape actions under the euro 500 million EU PRIMA programme.</li> </ul>
<p>Output 6.1: Mutual public accountability and learning on transformative processes fostered and tracked among AR4D stakeholders via GCARD processes</p>	<p>GCARD3 processes organized successfully by 2015 to format agreed with CGIAR. Draws on at least 3 strategic consultation processes. Renewed AR4D approaches show evidence of transformational changes seen in 3 countries. New phase of CRPs benefit from inputs of partners in their foundation and accountability</p>	<p>Significantly exceeded:</p> <ul style="list-style-type: none"> <li>• GCARD2 was externally reviewed one year after the conference. Around 80% of participants found the sessions and partnerships generated had been useful or very useful to their work and the knowledge acquired was likely to change their work. GCARD2 led to 15 public commitments on better partnership and national relevance from the CGIAR.</li> <li>• GCARD3 was organized in full partnership with the CGIAR in 2016, including 20 strategic country consultations. Linking GCARDs directly to CGIAR programme development cycles has been problematic due to shifting timelines in the CGIAR processes.</li> <li>• GCARD3 gave rise to 5 agreed Outcomes, directly developed by the participants through active workshops, each laying the ground for development of relevant collective actions through commitment of the partners concerned in each area.</li> <li>• GCARD3 was externally reviewed in 2017. The review overall found that, while there are some areas identified for further improvement: <b>“The GCARD3 global conference was a phenomenal success on many counts articulated and perceived by those who attended it. In addition, it fulfilled the ambitions of the majority of these attendees, who came to network, establish and solidify relationships and build partnerships.”</b></li> <li>• “89% of conference feedback survey respondents rated the conference “well” or “very well organised”, and almost all (97%) evaluation form respondents stated that the sessions that they’d attended met their expectations ‘fully’ or ‘to some extent’.</li> </ul>

		<p>In addition, it fulfilled the ambitions of the majority of these attendees who came to network, establish and solidify relationships and build partnerships. 62% of interview respondents, 89% of evaluation form respondents and 93% of conference survey respondents stated that they made connections at the conference that could become partners in their work. Many of these respondents noted that they would not have made these connections without the GCARD3 global conference (81% of evaluation form respondents) or that they may have made such connections eventually, but this would have taken a long time (63% of survey respondents).”</p> <ul style="list-style-type: none"> <li>• <b>“An astonishing number of attendees departed the conference, not only with a deep feeling of positivity about their experience, but also with concrete actions that we can see already being implemented through new partnerships and actual changes to working practices. These actions have the potential to produce real and widespread changes within the ARD landscape.”</b></li> </ul>
<p>Output 6.2 More effective governance of agricultural research for development priority setting and implementation through enabling multi-stakeholder participation in fora in each region and at global level, with demonstrable changes in institutional behaviour</p>	<p>Governance and focus of at least 3 regional and Global For improved through processes of strategic planning and actions directly including civil and private sector partners. Coherent strategies produced aligned with national commitments and regional processes and actively engaging in transformative actions, processes and decisions, Delivery of inter-regional learning and outcome-sharing in AR4D, through GFAR</p>	<p>Significantly exceeded:</p> <ul style="list-style-type: none"> <li>• For GFAR, very strong multi-stakeholder governance &amp; operational basis now achieved through highly participatory governance reform process External review of GFAR successfully commissioned and completed, found. The review has shown that GFAR, as a global networking organization, is doing what it is supposed to do: catalyzing transformative change in diverse corners of the global Agri-Food Research and Innovation System.</li> <li>• A review of 72 illustrative examples of outcomes from GFAR actions showed a 32% success rate in terms of enabling joint action and 21% in terms of institutional change. GFAR therefore has a critical contribution to make towards achieving the goals of the UN 2030 Agenda.</li> <li>• However, while recent governance reform has contributed to stronger and more diverse stakeholder representation, the review also found that over the past years, GFAR’s outcomes were spread too thinly; are often not recognized as such and GFAR has not been able to adequately follow up on many initiatives from its partners. As a result, GFAR has lost profile and direction, reducing the effectiveness of its actions.</li> <li>• At the same time, GFAR adopted a new Charter, has strengthened the representation of multiple stakeholders in its governance; establishing a Steering Committee in which a wide range of research and innovation stakeholders is represented, including farmers, women and youth, at different levels.</li> <li>• The review confirmed that GFAR’s choice to focus on ‘collective actions’ as the modus operandi for its partners to catalyze transformative change provides an opportunity to sharpen its profile and professionalize its work streams. By</li> </ul>

		<p>developing a professional learning culture, GFAR may be expected to build on its strengths and do even better.</p> <ul style="list-style-type: none"> <li>• For Regional Fora, reform fostered by GFAR Secretariat technical support, co-funded by GFAR EU funds and inspired by GFAR reform has developed much commitment to change, now carried through into significant and successful reform of the Regional Fora AARINENA, APAARI, FARA and FORAGRO. Requests received for further support, to other regions, but insufficient resources available and other funders have not come forward.</li> </ul>
<p>Output 6.3: GFAR support to international policy processes and strengthening coordination of bilateral and multilateral systems leads to greater inter-regional connection and improved governance of global agricultural research towards development goals</p>	<p>GFAR engagement with intergovernmental processes of UN agencies, G8 and G20 and linking these with actions of CGIAR and national research-for-development institutions fosters new mechanism for greater strategic coordination and inclusion of AR4D stakeholders. GFAR effectively brings perspectives of non-donor stakeholders into CGIAR Fund Council twice per year.</p> <p>Linkage of South-South and N-S processes with GFAR/GCARD engages stakeholders in emerging economies directly as new providers of agricultural knowledge, helping to shape policies, priorities and at least 3 international AR4D partnerships</p>	<p>Significantly exceeded:</p> <ul style="list-style-type: none"> <li>• GFAR Secretariat made significant supporting technical inputs for the agenda of the G20 Meetings of Agriculture Chief Scientists (MACS) under the Presidencies of Russia, Turkey and China. The G20 MACS explicitly recognized GFAR's specific role and actions in a number of their final Communiques.</li> <li>• The MACS documented their support for a number of GFAR Collective Actions and those of partners, including the proposed investment facility, GODAN/CIARD and the TAP, as well as requesting the G20s direct support for the GCARD processes, to foster knowledge exchange and supported GFAR's approach to involving farmers, scientists and others in participatory innovation systems and GFAR priority themes through their own actions across a range of areas such as agro-biodiversity and metrics for impacts.</li> <li>• GFAR contributed to the development of European Innovation Policy and to private sector policy actions via the SAI Platform.</li> <li>• The FAO International Symposium on Agricultural Innovation for Family Farmers drew heavily on the outcomes of the GCARD processes and GFAR Secretariat and Steering Committee members provided considerable input to the planning and deliberations of the event.</li> <li>• The Symposium called for new approaches across the board and a farmer-led inclusive innovation system not just for farmers, but with farmers and with opportunity for youth to participate. The Symposium conformed the need for coordinated action among sectors to strengthen impact and for participatory dialogue among stakeholders and decision makers, to develop new partnerships and business models that involve public and private sectors, civil society, research, extension and farmers.</li> <li>• GFAR specifically fulfils these purposes and its vital roles in putting smallholders at the centre of innovation process and transforming research and innovation systems for greater development impact are clearly identified in the Symposiums outcomes.</li> </ul>

## GFAR Governance reform

### Context of the Action

Through the EU support, GFAR was able to commission an independent expert external consultancy to advise on GFAR's governance basis and how to make this more equitable and effective and more appropriate to GFAR's evolving role in agri-food research and innovation. The consultants' report was deliberated upon and accepted by the GFAR Steering Committee as a basis for required change.

The recommendations from this review provided the outline for a proposed new governance basis, that was then discussed and deliberated upon by a Constituent Assembly in Bangkok in 2015. This landmark Assembly formed a key step in a process of governance review, reform and renewal of the Global Forum, responding to the fact that much has changed in the world of agricultural research and innovation since the Forum was first established in 1996.

### Activities

#### GFAR Constituent Assembly

The GFAR Constituent Assembly brought together over 100 representative stakeholders from all sectors and all regions, to consider and renew the role, purpose and governance of GFAR. Participants in the Assembly were identified and selected to represent a legitimate cross-section of all stakeholders, including farmers, CSOs, the private sector in various forms, national public research and rural advisory services, education, regional fora, multilateral organisations, International agricultural research centres, women's groups, Youth groups, development banks and foundations, financing and technical partners.

Participants in the Assembly were selected from each region by Regional Fora and networks, and globally, as involving a legitimate and representative cross-section of organizations and networks, as identified by the multi-stakeholder Strategic Governance Working Group. They included farmers' organizations, consumer associations, NGOs/CSOs, the private sector in various forms, national public research and rural advisory services, higher education, Regional Fora for agricultural research and innovation, FAO and other multilateral organizations, international agricultural research centres, women's groups, youth groups, development banks and foundations, and financing and technical partners. Participants included those long familiar with the Global Forum and those new to the forum and its partners. The GFAR Constituent Assembly was particularly made possible through financial support from the European Commission and support from FAO as host of the GFAR Secretariat.

Together these stakeholders explored what is required of agricultural research and innovation systems around the world, for them to work better together in advocating for the value of the sector, sharing knowledge, partnering together in collective actions and in developing the capacities required in innovation webs in each country, to together generate, access, transform and make use of agricultural knowledge. The Assembly was structured around four Discussion Papers:

[\*\*\*Renewing GFAR's Role and Purpose\*\*\*](#)

[\*\*\*Redefining Collective Action\*\*\*](#)

[\*\*\*Reframing Governance\*\*\*](#)

[\*\*\*Resourcing the Global Forum\*\*\*](#)

The Discussion papers were prepared by a multi-stakeholder Strategic Governance Working Group, drawn from the GFAR Steering Committee. The Discussion Papers were made publicly available and discussed in webinars in advance of the Assembly and provided the background and context for the issues to be discussed and decisions requested of the participants.

### **The Assembly Process**

Together, these participants explored and considered the strategic role and direction, mechanisms, and future governance and resources, required of the Global Forum, so that all stakeholders can work more effectively together to address the needs set out in the GCARD Road Map. The Global Forum uses mechanisms of collective advocacy, partnership, capacity building and knowledge sharing, to ensure that agricultural research and innovation processes serve the desired futures of local communities and are responsive to the development needs of producers and consumers, in particular among the resource-poor.

Short dynamic talks, by speakers covering the spectrum of participants, introduced and framed each of the working sessions, based around the four Discussion Papers. These were followed by very active and participatory round table sessions, exploring and brainstorming each segment, with participants rotating around to inspire new ideas. These sessions delivered really useful outputs in relation to GFAR's role and purpose, collective action, governance and resourcing, that then formed the re-shaping of GFAR.

A meeting of the existing GFAR Steering Committee and others, held during the Assembly, was also very helpful in formulating and refining the renewed vision and mission for GFAR and shaping development of the new governance arrangements, in line with the decision of the Assembly.

Using an anonymous electronic voting system, participants were able to vote on whether they agreed with the changes proposed by the Assembly. In the final votes, over 90% of votes cast by participants, from very diverse sectors, agreed with the changes and with GFAR's renewed role, a very strong endorsement of the changes proposed and a great recognition of the value and 'ownership' of GFAR among all those involved in agricultural research and innovation. For full transparency, any opinions that did not concur with a particular decision were expressed in plenary. One issue discussed was whether to change the Global Forum's name to better reflect the revised Vision and Mission. It was decided not to change the Global Forum's name at present, but rather to retain the acronym and find a supporting 'tagline' that would more accurately reflect the reformed Forum.

### **Achievements and results**

**This landmark Assembly provided a resounding endorsement of the reform and renewal of GFAR:**

1. The Assembly redefined the role and purpose of the Global Forum through near-unanimous agreement (94% agreement) on a new **Vision**:

***"The Global Forum makes agri-food research and innovation systems more effective, responsive and equitable, towards achieving Sustainable Development outcomes"***

And **Mission**:

***"Partners in the Global Forum, at national, regional and international levels, advocate for, and catalyse Collective Actions that strengthen and transform agri-food research and innovation systems"***

2. A formal basis was agreed (91% agreement) for the definition and basis of **GFAR Collective Actions**<sup>2</sup>, a key operational mechanism for the Global Forum. Specifically, it was agreed that:

- ***"A GFAR collective action is a multi-stakeholder programme of work at national, regional or international level, initiated by three or more partners and prioritized by the Global Forum, always including producers and with a particular focus on women and youth."***

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<sup>2</sup>These are a group's steps or actions taken while working toward a common goal. When individuals engage in collective action, the strength of the group's resources, knowledge and efforts combines all parties to more readily achieve the shared goal.



- **Partners agree to commit and generate resources together, in actions or advocacy that strengthen and transform agri-food research and innovation systems towards shared demand-driven development aims and which add value through their joint actions.**
  - **The Global Forum’s collective actions and their outcomes must be publicly recognized as contributing to the objectives of the Global Forum and the GCARD Road Map. Progress must be reported and shared with other partners through the Forum.”**
3. Composition of the Global Forum: The issue of membership of the Forum, including the possibility of paying fees was discussed, but a fee payment basis was ultimately considered inappropriate, given the need to retain the open and inclusive nature of the Forum and the transaction cost of operating such a scheme. Instead, institutions will be encouraged to become Partners in GFAR. Stakeholders from national, regional and global organizations will identify themselves as national, regional and global partners of the Global Forum by expressing formally their alignment with GFAR’s Mission and Vision.
  4. A new Governance structure is now agreed (96% agreement) that includes: **The GFAR Partner Assembly, meeting every three years as part of the Global Conference on Agricultural Research for Development (GCARD).** Constituencies of Partners coming from the regions will nominate participants to the Partner Assembly. The Partner Assembly is composed of Global Partners, Regional Fora Partners and Partners nominated by regional constituencies. All Partners are accountable to their constituencies.
  5. **A multi-stakeholder Steering Committee will meet every year between meetings of the Partner Assembly.** The Steering Committee is composed of global partners, Regional Fora and Partners from other constituencies, selected by the Partner Assembly. **The Steering Committee will organize itself as a body and through standing committees.** The reformed Steering Committee will decide what sub-committees it may, or may not, require to ensure effective operation and accountability in all respects. Until the new governance comes into place, the existing Steering Committee will maintain its role and responsibilities.
  6. GFAR’s role in regard to resourcing the transformation and strengthening of national research and innovation capacities was discussed and agreed upon (92% agreement). **Participants in the Assembly recognized the need for additional and new forms of investment in national agri-food research and innovation systems and consider this a priority for advocacy through and by the Global Forum.** Possible mechanisms for this will now be explored with a range of funding partners.

The Assembly has strongly established the legitimacy, governance, role and purpose of the Global Forum.

As expressed by the Australian Centre for International Agricultural Research (ACIAR) following the meeting: **“(The Assembly) was able to deliver some really useful outputs in relationship to role and purpose, collective action, governance and resourcing. There also seemed strong endorsement and willingness for all partners to be engaged in the ongoing process to deliver what we all want to achieve – a world with less poverty and hungry where agriculture plays a central, impactful role. So, an excellent step forward on the path to reform – a path ACIAR will remain interested in staying involved in.”**

## Follow-up

The mandate of GFAR was strongly approved, with broader representation and a clear, strong basis for GFAR Collective Actions. A series of follow-up actions will now be put in place to implement these reforms. These include:

- All participants are encouraged to sign up as GFAR Partners and encourage others to do so. A web-based system for signing up as a GFAR Partner has been implemented.
- Systematic follow-up with invitees to the Constituent Assembly, and with other Partners in GFAR, mobilised constituencies at global and regional levels for the Partners' Assembly.
- The functional linkage between FAO and GFAR, reinforced through the Assembly, has been further elaborated through discussion and action at high level in FAO and with Member Nations.
- GFAR's agreed role in advocating and promoting greater and better investment in national research and innovation systems is being pursued as collective actions in demand-driven national contexts, with a range of funding and implementing partners.

## GFAR Partners' Assembly

The GFAR Partners' Assembly, held in Johannesburg, South Africa in April, 2016 as a prelude to the GCARD3, was attended by around 80 participants from all over the world. The participants represented different constituencies: Private sector, farmers, NGOs, consumers, advisory services, researchers, education, women and youth organizations, donors and investors, and the GFAR Secretariat.

The objectives of the GFAR Partners' Assembly were:

1. To understand and agree on the charter.
2. To understand challenges in collective action and GFAR's role.
3. To agree on governance arrangements of the global forum.
4. To endorse the way forward.

The majority of the participants had not been part of the development of the GFAR charter. A presentation of the draft 2016 charter was thus made in two parts to bring them on board. The first part focused on collective action and the second section of the charter dealt with governance.

Following the presentation, participants analysed questions for clarity on collective action and explored what it meant to their constituencies in practice. Their inputs were clustered as follows:

- How does GFAR prioritise collective action?
- How does GFAR operationalize and implement collective action?
- How to legitimize governance and ensure inclusive action and impact on the ground?
- How to measure progress based on defined outcomes?

To provide some examples of collective action, a panel discussion was organized, with some selected resource people sharing their practical experiences and exploring further what was implied for GFAR collective action. The panel members described their case studies and gave their opinions on several question that were asked by the participants: How do we institutionalize collective action in the national systems; how farmer organizations were involved; what are the contributions of research organizations; and how is GFAR's role defined in catalyzing collective action? To wrap up the discussion on collective action, participants went into group work and extracted the challenges that their constituencies are facing in doing collective action and how they would go about addressing them with the support of GFAR.

The second part of the draft 2016 charter, which focused on governance, was also presented to the participants. As with collective action, constituencies reflected on the "pros" and "cons" of this new governance arrangement, gave ideas on how they will ensure that they are genuinely and legitimately

represented in the Steering Committee and Partners Assembly, and suggested the process of nomination and accountability to their constituency.

At the end of the assembly, electronic voting technology was used and over 90% of this diverse group of participants fully endorsed the new Charter as it stood. Specific new governance arrangements were more complex as different constituencies have different perspective and challenges in identifying representatives, but nevertheless over 80% of the participants gave their full mandate for the Secretariat to go ahead with the implementation of the new governance arrangement.

### Learning and challenges identified and measures taken to overcome these

Issues raised by those who had remaining concerns were i) that the Steering Committee should now really govern and not just talk and ii) whether the SC's size (to ensure full representation) had now become too large. These issues were addressed by a new approach to the SC meetings as set out in the Steering Committee reports below

Since the Assembly, the number of self-declared Partners has grown rapidly. In some cases where there are strong networks, individual organizations have preferred to be represented through their network organization. All of the CGIAR and AIRCA Centres have expressed themselves as Partners in GFAR. Representation of the private sector is now also strong, with all the main international agriculture and food industry networks now involved, as well as many smaller companies.

From the launch of the new Charter in 2017, the number of self-declared partner organizations and networks making up the GFAR Forum has grown to over 620 institutions and networks, involving many millions of people that got involved through these bodies. There was no precedent for how these partners should be represented, so new and open selection procedures were then developed, following the Partners Assembly, to ensure that a) bodies organized and governed by the Sector concerned as legitimate global networks were directly engaged and b) that these were directly balanced and kept accountable by grassroots representatives, elected through open ballot among the declared partners in the Constituency concerned. Nine new local representative seats were each voted on by open ballot among all self-declared GFAR grassroots partners in the constituency concerned. These representatives were hence determined by, and directly accountable to their own constituencies. They directly and legitimately represent the interests, concerns and locally-framed perspectives of the sector they serve and its constituent local organizations around the world

The newly formulated GFAR Steering Committee hence now has 34 members, elected as legitimate representatives from 13 constituencies, directly representing all sectors involved in the continuum of agricultural research and innovation.

GFAR plays a very active role in facilitating collective actions among the Partners in the Forum, working across the spread of areas prioritized by different sectors in the GFAR Medium Term Plan – which forms the framework for this EU Agreement. In some cases, such as action networks on gender and youth, this is by direct support to networks mobilizing the constituencies concerned. In most cases, however, this is through GFAR facilitating, co-supporting or co-sponsoring collective actions among partners, themselves driving forward the changes required. This catalytic role of GFAR is seen in actions across each of the key themes identified for transforming agri-food research and innovation systems. A considerable number of successes can now be shown over the period of this agreement in GFAR's role in facilitating and co-supporting the development of networked actions. EC funds in support of meetings have been used specifically to enable the involvement of farmers and civil society participants, with balanced gender, a means itself of creating change in other institutions.

## The challenges of implementing collective action in practice: the challenge of a Network

The principles of collective action have been widely discussed, agreed and put into practice among GFAR Partners. It is not unique to GFAR that collective action itself brings a number of real challenges. These have been well recognized in social science and the implications and needs of collective action are described below:

### Agreed GFAR Governance and Management (extracted from the revised GFAR Charter, the key reference document for GFAR)

The Global Forum on Agricultural Research and Innovation (GFAR) plays a critical role in transforming agri-food research and innovation systems. Its focus and its priorities are clear – as set out in the GCARD Road Map and agreed by the GFAR Constituent Assembly in August 2015. To effectively fulfil its role as a catalyst for change, the Forum needs strong and robust governance and management. At the GFAR Constituent Assembly in August 2015, a new governance structure was agreed that includes a GFAR Partner Assembly and a multi-stakeholder Steering Committee.

#### 1. Partners' Assembly

The Partners' Assembly is composed of global partners, regional partners and partners from national or local constituencies, self-declared and approved as Partners in GFAR. All partners are accountable to their own constituencies. The roles of the Partners' Assembly are to contribute to strategy development in agri-food research and innovation; to reflect diverse stakeholder perspectives; to relate to other sector fora and institutions; to track developments; to provide oversight of the Global Forum's strategic framework, plan of action, role and direction; and to bring collective advocacy and common commitment for GFAR actions.

#### 2. Steering Committee

The Steering Committee is composed of global partners, regionally representative organizations and partners from the diverse constituencies of GFAR at global and local levels, selected by the constituency itself and through processes of the Partners Assembly. The Steering Committee can have sub-committees if so required to ensure effective operation and accountability.

#### 3. Executive Committee

The Chair, Vice-Chair, FAO, IFAD and the lead donor agency, together with the Executive Secretary of GFAR, form the EXCO. FAO and IFAD are the facilitating UN agencies that originally established GFAR, and by which the GFAR Secretariat is given legal entity.

#### 4. Secretariat

The Global Forum's Secretariat provides support to the Partner Assembly, the Steering Committee and to all stakeholders as they work together to undertake collective actions through the Forum's programs. Located within the FAO Headquarters in Rome, it is a small, tightly-focused team comprising the Executive Secretary, assisted by senior officers, administrative staff, placements from GFAR Partners and volunteers.

## Roles and Responsibilities of the SC and the Secretariat with regard to Partners' collective actions

The Steering Committee members, each selected by their own constituency to represent the different sectors in GFAR, have responsibilities in strategic, programmatic and executive governance and are the functional drivers of the Forum's work, promoting GFAR's vision, mission and principles within GFAR's constituent Partners and in the broader agri-food research and innovation community. Each member has a responsibility for representing the perspectives of other Partners within their constituency and of helping to engage and mobilize their constituency into collective actions. The collective actions are the responsibility of implementing partners themselves, coordinated with their representative(s) in the Steering Committee, and will each develop their own governance arrangements. The SC sets the agenda for GFAR on an annual basis, oversees actions and is responsible for reviewing and evaluating the progress on these collective actions as reported back from constituencies' representatives and from the Secretariat as to what those involved in each action have delivered for GFAR's mission and vision.

The SC members are responsible for ensuring that collective actions express themselves as contributing to the GFAR mission and that partners concerned are fully aware of their responsibilities. The Steering Committee and the Partners Assembly are responsible for the assessment of partners' performance in collective actions. They are also responsible for ending support to partnerships, if required after following the set assessment procedures.

The Secretariat of GFAR, as well as supporting the governance of GFAR, acts as a catalyst of collective actions and as the link and technical support for collective actions delivered by the Partners. Proposals for GFAR collective actions prepared by three or more partners are sent to the Secretariat to be recognized by the EXCO as supporting the goals of GFAR and its priorities as set by the Steering Committee. Once this step is met, the Secretariat provides the following support to GFAR Partners' collective actions through its technical and regional officers. The Technical officers within the Secretariat are responsible for: helping partners to identify collective actions that fit into the goals of GFAR; facilitate and support the development of partnerships for collective action; advising on appropriate capacities required for multi-stakeholder actions; and for linking the right partners together who are needed for the effectiveness of specific collective action. The Secretariat also helps capture the learning and outcomes from such actions and shares it with Partners worldwide through GFAR media. The Secretariat also maintains and updates Information Systems connecting the partners and provides reference to individual partners in this regard. The Partners are themselves responsible for the overall performance, delivery and accountability of GFAR in its environment.

## Collective Actions among GFAR Partners and their implications for success<sup>3</sup>

***“The theory of collective action is not only one of the most important subjects for economists and other social scientists, but it is also one of the most challenging”.***

**Elinor Ostrom, Nobel Prize-winning economist, 2010**

As organizations restructure to respond to changing working environments and developments such as ICTs, there is a growing recognition of the need and value of new kinds of organizational structure. The Networked Organization is one such response. It has been defined by [Lipnack and Stamps<sup>4</sup>](#) as one *“where independent people and groups act as independent nodes, link across boundaries, to work together for a common purpose; it has multiple leaders, lots of voluntary links and interacting levels.”*

Networked organizations, such as GFAR has now become, exhibit characteristics of innovation, resilience, and self-management and<sup>5</sup>:

- gain authority not from a hierarchy, but from individual's recognized knowledge and skill
- link people and teams across conventional boundaries (e.g. departments and geographies)
- have members and structures that adapt to changing circumstances
- where management is a sense of mutual responsibility vs. following orders
- explore ways to work effectively vs. following pre-defined processes
- readjust or disband teams as needed

Network organizations are defined by elements of *structure* (combining assets under shared control), *process* (agents intervene and extend their influence through association and altering the landscape of the issue concerned), and *purpose* (a unifying purpose and the need for a sense of identity useful in defining and marshalling the resources, agents, and actions necessary for achieving the goals<sup>6</sup>).

### The value and challenges of collective actions

Networked or collective actions also face challenges, that are much addressed in sociological theory e.g. by Nobel laureate Elinor Ostrom<sup>7</sup> and by Pamela Oliver<sup>8</sup>. One of these is the problem identified by Olson (1965)<sup>9</sup>, that group benefits are inherently shared, so everyone may have incentive to free ride on the efforts of others, to let others pay the price of the public good.

However, people do not necessarily take part in social movements out of rational self-interest and collective action cannot be assumed to flow automatically from common interest. What is

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<sup>3</sup> <http://onlinelibrary.wiley.com/doi/10.1111/j.1574-0862.2010.00497.x/full>

<sup>4</sup> <http://eu.wiley.com/WileyCDA/WileyTitle/productCd-0471388254.html>

<sup>5</sup> (<https://www.skyrme.com/insights/1netorg.htm>)

<sup>6</sup> <http://ccs.mit.edu/papers/CCSWP192/CCSWP192.html>

<sup>7</sup> <http://onlinelibrary.wiley.com/doi/10.1111/j.1574-0862.2010.00497.x/full>

<sup>8</sup> <http://www.ssc.wisc.edu/~oliver/wp/wp-content/uploads/2014/07/CollAct-TheoryNew.pdf>

<sup>9</sup> Olson, M., 1965. *The Logic of Collective Action: Public Goods and the Theory of Group* Harvard University Press, Cambridge, MA.

more important is attention to *efficacy*: i.e. whether your own action will make a noticeable difference in the collective good.

It was argued by Olson that larger groups are likely to have more free rider problems. However, more recent analyses have shown that it is not the number of beneficiaries that is the issue, but the question of whether you by yourself (or with your group) make a noticeable difference in the collective good, or whether the collective good is too controlled by the actions of others for your own actions to make a difference. In fact, Ostrom argues that in a public good environment, increasing the number of participants can tend to bring additional resources, that can be drawn on to provide a benefit that will be jointly enjoyed by all, so group size has a positive effect on the probability of success.

Alongside size, heterogeneity is also important. GFAR is an extremely heterogeneous forum, in both diversity of constituencies, public, private and civil (including in some cases those who hold opposed views on particular issues), and scale of organizations, from local grassroots bodies to international organizations of the UN. Heterogeneity is sometimes held to be a serious deterrent to cooperation, yet heterogeneity of actors is inherent to all agricultural societies, landscapes and natural resource management. Ostrom attests that human–ecosystem interaction such as in agriculture and rural development has an inherently multi-faceted nature and argues against any singular "panacea" for individual social-ecological system problems and that rules and behaviours should be developed jointly, rather than imposed by those with more power.<sup>10</sup>

### Building trust and reciprocity among multiple partners

In working with heterogeneous Partners and at multiple scales, communication is a vital ingredient of success for GFAR. Communication in general helps groups gain a sense of solidarity and face-to-face communication increases the likelihood that individuals will keep their promises to cooperate. Relationships are based on trust, reciprocity and reputation, and shaped by the context concerned; the more benefits individuals have received from others, the higher their own initial inclinations to engage constructively. Trust is highly correlated with peoples' own norms but is affected by the information they glean about the reputation of other players and their estimate of risk in engaging reciprocally with them. Ostrom argues that establishing 'moralistic' expectations of group behaviour, with forms of 'punishment' for not conforming, is also a powerful driver for reinforcing second order cooperation and fostering stabilized behaviours across diverse groups. GFAR works to create positive energy, mutual respect and common purpose among diverse groups, challenging existing norms and compartmentalization in the process.

To address these challenges, various positive incentives can also provide private benefits for contributing to collective goods. These include:

1. **Material:** payments or incentives for participating or coercion for not participating
2. **Solidary:** benefits or costs of participation (or not) arising from relationships with other people, either their respect or honour or the communal pleasures of doing things together
3. **Purposive or moral:** the internal feeling of doing the right thing.

GFAR operates primarily through 2 & 3, but it is recognized also that material incentives are often vital, particularly in getting actions started – hence, for example, use of GFAR catalytic funding to bring together diverse Partners to initiate collaborative actions.

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<sup>10</sup> <https://www.youtube.com/watch?v=ByXM47Ri1Kc>

## Building and working with a critical mass of Partners

What matters for successful collective action is not so much that everyone would benefit, but that a critical mass of highly interested and resourceful people can provide collective benefits for others<sup>11</sup>. The term “critical mass” originates in nuclear physics, as the smallest amount of fissile material needed to sustain a nuclear chain reaction. As a metaphor, the term is now widely used to refer to any context in which things change after a certain number of people get together or enter a setting. GFAR creates the opportunity for critical mass to develop around key issues and actions required in agri-food research and innovation and their roles in sustainable development.

In catalyzing the start-up of collective actions, a core value of the GFAR mechanism, each additional contribution has an increasing effect on the public good. There is no free rider problem here; others’ contributions make people more willing to participate through a ‘bandwagon’ effect. Instead, the challenge is the start-up costs – the critical mass here are the few who pay, or bear, the start-up and organizing costs (financial, and in time, labour, mobilizing others etc), so that many will want to participate. The GFAR Theory of Change postulates this ‘ripple effect’, where GFAR catalytic actions in turn trigger change in others through their buying-in to the ideas and actions concerned. After start-up, the challenge becomes one of heightening mobilization, and then of maintaining efforts, with each additional contribution having progressively declining additional effects on the public good concerned, then comes the challenge of the shift to professionalizing/establishing structures to establish the new public good as the norm. **Catalyzing the start-up of collective actions is where EU financial support has been vital to GFAR and yet where further direct funding resources, on a still larger scale, will be vital to the future success of GFAR.**

### Why do people take part in collective actions?

Incentives vary widely in a forum as diverse as GFAR, and drivers for action may include: personal/institutional commitment to the collective good issue concerned, influence of others around them, personal sense of capacity, approval/disapproval of leaders, policies or institutionalized thinking etc., and be tempered by more subjective perceptions of the value of the collective good, the likelihood of others participating or the probability of making a difference. Movement participants often reject the free rider dilemma, and instead attribute to themselves, personally, the efficacy they believe the group would have if everyone acted like them. Perceived collective efficacy is a very powerful driver, overcoming self-serving behaviours, even where it is recognized that such actions carry a cost.

For Partners in GFAR, there are both benefits and costs in mobilizing other partners to contribute towards collective goods. Working together and breaking down institutional barriers is widely recognized as essential, if we are to meet the complex challenges of the Sustainable Development Goals, yet doing so requires organizational costs often not factored into institutional plans and budgets: for the networks and resources to reach people and persuade them to participate. The GFAR Secretariat contributes catalytic funds and technical support towards these costs where feasible, but central resources do not yet match needs, particularly when the Partner institutions concerned are often themselves resource-poor and may be struggling even to maintain themselves. The GFAR Partnership Strategy sets out some of the norms and behaviours that will be required of Partners for success and the incentives that can be established around GFAR Collective Actions and Advocacy, in order to meet these challenges.

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<sup>11</sup> P. Oliver 2013 in <http://onlinelibrary.wiley.com/doi/10.1002/9780470674871.wbespm059>



*Key factors in decision making around collective actions are the importance of efficacy (the probability of making a difference), plus the degree of concern about the collective good, plus moral or social incentives. Connection is also vital – you cannot act collectively if you do not have some social connection and people who are connected with each other can create a sense of collective efficacy in interaction with one another.*

Fundamentally, success in a voluntary action network such as GFAR depends on reputation, trust and reciprocity between Partners as the three pillars of cooperation. The complex linkages among variables at multiple levels together affect individual reputations, trust, and reciprocity and these, in turn, affect levels of cooperation and joint benefits.

Reputations for being trustworthy, levels of trust and reciprocity are each positively reinforcing. GFAR decisions and actions take place in complex interaction processes among a plurality of interdependent actors and can only be realized by working effectively together. The GFAR Partnership Strategy sets out ways by which GFAR seeks to strengthen and build on these key elements among the many committed actors who have formally declared themselves as Partners in this unique multi-stakeholder forum.

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## Meetings of the renewed GFAR Steering Committee

During a dynamic two-day meeting in February 2017, Members of the renewed GFAR Steering Committee (SC) met together at the GFAR host organization, FAO in Rome, to set the agenda for this reframed and unique global forum on agri-food research and innovation, towards helping to meet the UN's 2030 Sustainable Development Goals (SDGs). GFAR has undergone a major transformation and now brings together a vibrant and fast-growing community of self-declared Partners in GFAR (presently 537 Partner organizations), who recognize that these complex challenges can only be met through working together for success.

GFAR is a global network for concerted action, knowledge exchange and advocacy. The Steering Committee now comprises 34 elected representatives, from across 13 sectors involved in agricultural research and innovation at international, regional and local levels: farmers and agricultural workers, civil society organizations, private sector, women organizations, youth organizations, international public research, regional fora of public agricultural research and policy bodies, advanced research institutions/G20, rural advisory services, higher education, donor/investment, consumer organizations and GFAR's facilitating UN agencies.

**The importance of the SC's role was well expressed by the Members:**

***"GFAR is the mechanism to join efforts and build bridges, for research and communities to work together."*** Ren Wang, FAO

***"GFAR offers a fantastic platform for multi-sectoral solutions to complex problems."*** Shantanu Mathur, IFAD

***"The impact the EC is looking for is not in terms of increasing productivity, but in terms of how research and innovation translate into less poverty, less hunger."*** Roberto Aparicio-Martin, EC

***"Research in itself cannot achieve the development outcomes set by the SDGs. The same for extension or any other sector alone. Teaming up with other constituencies they can change the whole equation, influence policies, and achieve real impact."*** Juan Lucas Restrepo, GFAR Chair

Through the meeting, SC Members agreed the key areas of focus to be addressed in their next GFAR Medium-Term-Plan and set out ideas and alternatives on the forms of partnership and means of communication needed for collective action and advocacy in these focal areas. The SC addressed the following needs, using highly participatory processes:

## Creating the GFAR community - the first meeting of the newly reformed GFAR Steering Committee

### Activities

This first SC meeting introduced both new and renewed members and the vast constituencies they represent in this network of networks. Preliminary events facilitated interaction and engagement among the new and renewed SC Members and demonstrated the rich diversity of the GFAR community and the opportunities that this brings. Meeting sessions helped build a common understanding of GFAR's role and purpose towards meeting the SDGs, and how each SC member can best mobilize their respective constituencies, with others, into their desired GFAR Collective Actions.

## Challenges and how overcome

By discussing and learning from the challenges encountered in previous networked actions, through different group work activities, the Committee recognized that the SDG challenges could not be addressed by any one constituency alone and that ingredients for success included ownership of a common purpose, inspiring champions, clear and integrated implementation pathways to demonstrable impacts, mutual recognition and integrated resourcing of each involved constituency, and equitable partnership valuing all required sectors. This process helped SC Members clearly identify their roles and responsibilities in fostering the community of GFAR partners as a global action network, based on the new Charter and Partners' Assembly, the current MTP and the planning processes of GCARD3.

## Achievements & Results

These elements and comments were analyzed and compiled by the Secretariat as a draft GFAR Partnership Strategy. Based on the challenges determined through the GCARD3 process and the need to deliver towards the SDGs, the SC identified the following GFAR key areas of focus in 2018-2021. These are key constraints to greater impact from agricultural research and innovation around the world and all require collective action for success:

1. Enable and empower sustainable rural communities: Poor communities have little say in their own future, nor the innovations needed to get there. Communities need to be able to determine their own futures, through tools such as foresight, farmers' rights advocacy and capacity development, and to drive and 'own' the research, innovation, policies and support needed to achieve their desired sustainable futures.
2. Increasing knowledge flow for development impact: Innovation systems operate as complex webs, yet links between their elements are often fragmented and disconnected. Multi-stakeholder research and innovation platforms must be fostered at different levels, to create more effective and equitable systems, capable of collectively generating, accessing and using the knowledge and resources required for successfully meeting the SDGs.
3. Supporting transformative learning and youth leadership development: Neither formal nor informal education are as yet meeting the needs of youth facing global challenges. Comprehensive transformative learning and leadership development schemes are needed, to develop not only academic skills, but also intellectual, spiritual and emotional development, to inspire and equip our youth with the knowledge, skills and attitudes to meet their aspirations, access resources and mobilize themselves to create sustainable rural development.
4. Changing value systems and metrics to deliver the SDGs: "Agricultural Productivity" has long been the core driver of agricultural research and innovation. However, the SDGs set out much wider development objectives and indicators, all impacted by, or on, agriculture and food systems. Meeting these requires re-thinking the values and metrics for agri-food innovation, and demonstrating delivery towards SDG social, environmental and economic impacts.
5. Enabling sustainable rural enterprise: Agriculture is often seen as unattractive and in decline and there is a global exodus of rural youth. Sustainable rural enterprise development can address this challenge through using agriculture and food innovation, new developments such as ICTs, value-added linkages to consumers/markets, and supportive policies and inputs, to create new rural enterprise opportunities, particularly for resource-poor women and youth.

SC Members recognized that within this frame, there is tremendous opportunity for a wide range of new and existing networked actions towards specific SDG outcomes. The Members set out initial ideas for their actions within each area of focus. The SC endorsed the 5 key areas of focus. These will be further elaborated through input from GFAR Partners, solicited through SC members, who will discuss with their constituencies in the coming weeks to identify and shape proposed Collective Actions for inclusion in the GFAR Medium Term Plan 2018-2021 MTP. These elements, and specific Partner commitments entailed, were integrated and compiled by the Secretariat as the draft MTP framework.

As the Committee representing and mobilizing diverse constituencies, the Steering Committee explored how best to communicate and promote their Collective Actions as GFAR, while also celebrating their own identities and roles. Juan Lucas Restrepo (GFAR Chair at the time) stated: “GFAR should be publicly recognized and we should all be proud to label our actions as GFAR Collective Actions, and to present them as such to potential partners and donors”.

Communication needs were identified through discussion in 5 sub-groups, who recommended:

- SC Members need to communicate within and among GFAR constituencies, share the changes in GFAR, promote Collective Actions, and engage potential partners in GFAR
- Actions towards GFAR’s aims need to be widely shared, including by SC Members as advocates
- Steering Committee Members will identify and make use of existing communication tools in their constituencies, and tools provided through the Secretariat, and assess progress in getting the messages out
- Members volunteered to establish specific spaces in their own websites to spread GFAR news and some may issue quarterly newsletters on GFAR activities and actions
- The GFAR website will be revamped to reflect the discussed changes and needs of the SC Members and as a common repository to track Collective Actions and their impacts in each area
- Members suggested introducing a common e-mail address for all Members e.g. @gfar.net
- Respective communication roles of the Steering Committee, Partner constituencies, Secretariat, EXCO and any sub-committees need to be better framed
- The Secretariat is requested to provide timely, regular updates, fact sheets and create platforms for communication e.g. video conference, webinar space and/or demand-driven basic training.

The GFAR Chair at the time, Mr. Juan Lucas Restrepo, confirmed his intention to step down, due to an anticipated change of role. The Committee unanimously appointed Shantanu Mathur, IFAD, as interim Vice-Chair. The composition of the Executive Committee (EXCO) remained as stands. ToRs for the Chair and Vice-Chair will be advertised openly and EXCO led the process to identify potential lead candidates.

## The Second Steering Committee Meeting

### Context

The second meeting of 2017 was a very hands-on experience for all concerned. Highly dynamic and participatory, the meeting included a field day at a cooperative farm and placed a strong emphasis on group work and participatory planning of what themes GFAR should focus on over the next 4 years.

### Activities

The sessions were externally facilitated and the SC followed a step-wise process to developing collective actions, building from the themes prioritized in the February meeting. The five themes from the February SC meeting were further condensed to 4 to give sharper focus.

Criteria for collective actions were discussed and agreed as a set of criteria for use in all cases. This will enable GFAR-recognized collective actions to become a clear focus and unique role of the Forum, guiding partnership behaviours across a wide range of specific thematic actions.

### Achievements & Results

Collective actions were designed in groups, enabling diverse perspectives to be brought together effectively. This resulted in 14 specific actions being identified. SC representatives were then invited to indicate their priorities and their own institutional commitments to the themes, which have now also been

incorporated in the thematic summaries. The actions identified by the Steering Committee address the four Key Focus Areas (KFAs) identified by the GFAR SC:

- 1. Rural communities determining their own futures**
- 2. Turning agricultural innovation into enterprise**
- 3. Transformational learning**
- 4. Investments and metrics**

The UN Committee on Food Security (CFS) Secretariat gave a presentation at the meeting, seeking a direct link with GFAR. In addition to the existing linkage in providing social media for the CFS event, CFS requested GFAR to provide input to the shaping of the agenda for discussion through CFS and explore the uptake and value of CFS recommendations among GFAR's partners. GFAR again provided the social media support to CFS in 2017, as summarized in the communications section of this report.

During this meeting, a new Chair and Vice-Chair were selected, based on an openly advertised process that drew a strong field of applicants. The shortlisted candidates were invited to make video presentations of their candidature.

Through these processes, Ms Bongwiwe Njobe (former Director of the South African Department of Agriculture) was elected as GFAR Chair and Mr Raffaele Maiorano, (President of the youth wing of the Italian farmers union, Confagricoltura), as Vice-Chair. Both decisions were unanimous.

***"This meeting has been unlike any other steering committee meeting I've been to. This was really a participatory activity. Each one of you was engaged and passionate. You've come together as a community"***

**Ian Maw, Global Higher Education**

***"We're transforming the way Steering Committees work"***

**Mohammed Ajlouni, Regional Representation, NENA region**

### Steering Committee May 2018

The third meeting of the new GFAR SC sought to consolidate the advances of the first two in development of the outline GFAR Medium Term Plan for the next 4 years. Finances were recognized to be very challenged at this time, pending the next phase of EU and IFAD support. As a result, a no-cost extension had been agreed with the EU, pending resolution of the DeSIRA programme. The SC recognized the need to generate more resources *themselves*, towards delivery of GFAR's collective actions. The members of the GFAR Steering Committee took stock of the progress of the Collective Actions agreed by the Steering Committee at its meeting in 2017, and shared experiences and learning from these processes. In group work, they laid out the key activities and milestones required for the Collective Actions in GFAR key focus areas (KFAs). They also discussed mechanisms to bring common operating values and partnership principles, and how to overcome constraints and take on board the recommendations of the External Review of GFAR.

It was also agreed that the working groups should look at the Key Focal Areas and collective actions proposed in each in terms of the particular added value of GFAR, according to the agreed functions in the Charter, taking into consideration that a collective action is based on a unique methodology of work and reflects a GFAR process that is detailed in the Charter.

Steering Committee members desired delegating more collective action tasks to Committee members to increase their ownership of the Forum. They recognized also the need for greater buy-in to the GFAR theory of change, including among international organizations that already have their own internal drivers. This means careful packaging of GFAR's work and role, so as to clearly complement and add value to that of the partners themselves and be valued and branded as roles of the Forum, clearly differentiated from the work of its component partners. They also recognized the need for a stronger resilience basis for the Secretariat's core functions, while continuing to minimize Secretariat costs. Virtual meetings of the Steering Committee were proposed as well as face-to-face meetings, in order to reduce operational costs. Greater delegation of responsibility for tasks to SC members was proposed, together with associated accountabilities for effective delivery, in line with GFAR principles. Members requested that the issue of payment for voluntary involvement above normal expectations should be reviewed in the bigger picture, including consideration of additional roles and responsibilities of Steering Committee members.

The Chair summarized that it is the responsibility of the partners to take forward operationalization of the KFAs, while the Secretariat can provide support by mobilizing expertise among stakeholders, providing specific support/mentoring inputs, helping the partners to solicit funds and tracking learning from the processes concerned. The Secretariat provides methodological support and expertise in reframing partnership issues, networking and capacity building, rather than technical knowledge on certain issues. The Secretariat's role was identified as being to foster partnership towards the agreed themes, mentor and support processes as they develop, learn from the actions and modify concepts and principles accordingly to a global level, rather than to be a project implementing body. In this way the Secretariat and partners become highly complementary and both are recognized and accountable as contributing to GFAR outcomes. The GFAR value proposition needs to be strengthened through its use in practice. The working groups to finalize the plans on the KFAs were established from those present, but still remain open to participation by other Steering Committee members who were not attending on this occasion. It was agreed to operationalize the Charter into the MTP, with clear roles of the partners and through mobilizing the governance basis of GFAR. A working group to review the current draft of the partnership strategy was also agreed.

In closed session, the Steering Committee discussed the recruitment of the next Executive Secretary and the process required for doing so. Members expressed that they wished to also discuss whether a further renewal was feasible as an alternative, to sustain the on-going processes required. The Charter provides for only 2 renewals of a 3-year appointment (i.e. maximum 9 years) of the Executive Secretary. The Steering Committee had already twice requested and secured further extensions of the contract of Mark Holderness, the current Executive Secretary, beyond this Charter period, in order to take forward GFAR's work through a period of major transformation. The Committee therefore felt they must this time now adhere to the Charter and set in train the recruitment process for the next Executive Secretary, in time to provide for an effective handover period. The role will now be advertised openly and a working group identified from the Steering Committee will screen and short-list candidates, for selection by the Steering Committee and recommendation of the preferred candidate to the FAO Director General.

FAO gratefully acknowledged Mark Holderness' role and paid tribute to the outstanding inspiration he has shown in taking GFAR forward during the 11 years of his tenure.

Mark Holderness thanked the Chair and Vice-Chair, FAO, the EXCO and Steering Committee members for the trust and confidence they had placed in him through his years in the role.

### Challenges and learning

With a large and diverse Steering Committee made up of key actors, experience to date has been that it is essential that the SC acts as it is defined, as the key direction setting and leadership body of GFAR, not as a detached supervisory Board or similar. This means their taking ownership and responsibility for each process and leading its delivery themselves. Given the turnover of individuals concerned in each of the SC members organizations, there is clear need for initial processes, in advance of each meeting, that can bring

people together and imbue the appropriate ownership of the SCs role. Where this approach has been used the resultant SC meeting has been dynamic and effective. However, if such engagement is not facilitated members can revert to a detached role which leads to frictions and a lack of ownership of the agenda and the subsequent actions required. The Secretariat needs the resources to be able to follow through effectively on SC decisions and to mobilize and facilitate the required follow on actions. This has been challenging in the absence of sufficient core funding (and hence also Secretariat staff) to enable these actions.

## Delivery to the EU Agreement Result Areas:

### Result Area 1: Farmers and National Stakeholders empowered and informed to better negotiate their own agricultural futures

#### Context

Development of more integrated approaches to foresight has been a particular agenda of GFAR, recognizing the importance of forward thinking for setting research priorities and for engagement of communities in determining their own futures.

Foresight is a key tool that governments, private sector and civil society can jointly use to better understand future risks and opportunities in food systems, explore possible futures and to adapt - before crises hit. Community -based participatory foresight has a vital importance as a tool for enabling rural communities to examine possible future scenarios within their territory and determine their desired futures. 'Backcasting' from these desired futures to the present day can help those involved to understand what interventions and innovations are needed, and need to be invested in, to reach those desired futures and from this bring much greater understanding and ownership of innovations in the communities concerned.

GFAR has been a key pioneer in empowering rural communities, farmers organizations and research and innovation organizations of all kinds, to rethink their futures, understand the shocks that may disrupt their attainment and have a direct voice in shaping research and innovation processes towards their desired futures. Collective actions facilitated and supported by GFAR through EU funds have addressed 3 key areas:

- a. Greater coherence and cross-linkage among diverse foresight methods and studies
- b. Developing regional capacities to bring multi-stakeholder foresight into planning and dialogues on development needs
- c. Supporting farmers and civil society organizations to explore their own desired futures and help address their specific agri-food and rural development needs

### Output 1.1: Operational forward-thinking platform addressing key challenges for the future and related research priorities

#### Activities over the project period

Actions and respective Outputs have included:

Convening of expert forward thinking platform and exchange of ideas among foresight practitioners. Built greater consensus on need for integrated approaches and knowledge sharing on factors required for greater coherence and cross-relatability of findings.

The Global Foresight Hub was successfully established in 2012 among a wide range of interested institutions and experts in foresight assessment. The Foresight glossary developed by the Hub has been produced and translated into different languages and made publicly available.

The FTP was commissioned by the Global Donor Platform for Rural Development (GDPRD) to produce a study "Prospects\_ Agriculture and rural development in the post-2015 development framework", published by GDPRD. This study explored the basis for future research prioritization by a different paradigm, not from that of anticipated yield, but rather by the social impacts of agricultural innovation.



A foresight glossary was developed and agreed among foresight experts, to reduce confusion of terminology used. The glossary was made available in electronic and printed form and several different languages.

GFAR Secretariat contributed significantly to developing forward thinking as a basis for the paper “Role of ICTs in Agriculture, Agricultural Research and Development” for the EC DG Connect and Horizon 2020 Program.

Key challenges for food, agriculture and rural development were identified through the processes of GCARD2, with over 50 Articles published.

The 3rd Foresight Exchange Workshop (FEW3) took place in Montpellier in June 2014. It gave the members of the Forward-Thinking Platform, facilitated by GFAR, a chance to discuss how the Platform can facilitate the farmer-led, farmer-managed grassroots foresight initiatives. Over 30 participants were involved.

The GFAR Secretariat provided invited expert contributions to:

- The EC/JRC Global Food Security Foresight study for shaping the 2020-2030 EU development policy framework.
- The EC/ DG-SANCO foresight on “Delivering on EU food safety and nutrition in 2050 - Scenarios of future change and policy responses”.
- FAO Forestry Foresight working group - linking high level forestry directors from Brazil, India, Nicaragua, Kenya and Peru.

### Challenges and how overcome

Maintaining a platform for this collective action has been a continual resource challenge for the GFAR Secretariat, but strong interest among partners in the theme then itself sparked a new collective action initiative, mobilized through the commitment of GFAR Partners, with financial and technical support contributed through GFAR Secretariat:

### Changes Introduced

Building from the Forward-Thinking Platform and working with Oxford University, CIRAD and other partners, GFAR has played a key role in setting up the Foresight4Food Systems Initiative (F4F) – a globally coordinated initiative and GFAR-supported Collective Action that will enhance global agri-food systems foresight discussions, identify key gaps in food systems foresight and mobilize efforts to fill these gaps. to provide a mechanism for better analysis and synthesis of key trends and possible futures in global food systems and to support more informed and strategic dialogue between the private sector, government, science and civil society. Development of the Initiative was encouraged by key international organizations, leading research institutes, development agencies and business representatives who participated in a scoping meeting in Oxford in March 2017. (<https://www.foresight4food.net/wp-content/uploads/2018/03/Foresight-Workshop-Report-Final.pdf>)

### Results and Achievements

GFAR Secretariat has since been a key member of the Food Systems Foresight International Coordinating Group (ICG):

- Support to design of the Concept:** GFAR participated actively in the concept design of the Foresight4Food Systems Initiative and contributed to its implementation of the platform by facilitating engagements between members of the group from the outset and, through EU support, providing financial resources and in-kind technical support from the GFAR Secretariat to hosting meetings that consolidated and established the platform.
- Technical and Operational delivery:** To achieve the purpose of the ICG, GFAR provided direct technical and operational inputs in areas such as: supporting communities of practice and capacity

development through regional fora and the grassroots foresight initiative, promoting food systems foresight, supporting a foresight resource portal that is bringing together food systems foresight knowledge and findings from various organizations and feeding in or linking perspectives from local and regional foresight analyses to the global initiative.

In 2018, GFAR directly supported the Foresight4Food Secretariat, providing funding, through the EU grant, to directly support staff costs of the Research & Community of Practice Coordinator within the F4F Secretariat.

The GFAR Executive Secretary gave a talk on GFAR foresight actions and collective action approaches at the 2018 F4F Symposium at the University of Montpellier, which helped to consolidate the F4F initiative and develop a strategy and structure for the work of the initiative. The workshop report can be found here: [https://www.foresight4food.net/wp-content/uploads/2018/09/Foresight4Food-Workshop-Report-2018\\_FINAL.pdf](https://www.foresight4food.net/wp-content/uploads/2018/09/Foresight4Food-Workshop-Report-2018_FINAL.pdf)

GFAR's main involvement in F4F now becomes the strengthening of regional foresight capabilities and engagement with community foresight approaches, as initiated in Africa with the African Foresight Academy (see below).

### Outcome:

Through the start-up funding support of GFAR and other contributing partners: ACIAR, CIRAD/University of Montpellier and the University of Oxford, F4F has now successfully become a self-sustaining initiative, with current mobilizing support for the Initiative provided by the Open Society Foundations. The initiative has support from key global institutions including FAO and the CGIAR.

## Output 1.2: Regional foresight capabilities enhanced for greater self-determination

### Activities

The GFAR Secretariat facilitated and organized a meeting: "Forward Thinking for Agricultural Development in Western India: A National Workshop to Consider New Capacities Needed in Agricultural Research, Innovation, Extension, Education and Management" at Dantewada, India. The follow up of the Workshop is development of a proposal for capacity development for research and education in agricultural value chains development in Western India, through a collaboration of 5 Agricultural Universities in Western India. The proposal was taken to IFAD and attracted very positive interest, but funding has not yet been prioritized by the Indian government under the IFAD country loan system.

GFAR Secretariat also trained a group of participants from the NENA region in co-elaborative scenario-building method. This is an activity undertaken under Outcome 1, Output 1.2 of the GFAR MTP at the request of AARINENA (see workshop concept note in Annex 1). The training had two objectives. The first objective was to train participants in co-elaborative scenario building as a foresight approach; the second one was to train the participants as facilitators and trainers in co-elaborative scenario building, acquiring the specific facilitation skills and know-how needed to implement this approach properly. Twenty participants were successfully trained.

Through support from GFAR under the EU grant, the Regional Fora for Africa (FARA), NENA region (AARINENA), and Central Asia and Eastern Europe (CACAARI) are now being supported and capacitated to make better use of foresight for the process of their own institutional reforms and to engage communities in determining their own futures.

## Management of regional foresight training workshops.

GFAR has implemented programmes to support FARA and AARINENA to conduct regional foresight training workshops. GFAR has provided technical guidance and resources persons for development of these workshops.

- a. **Logistical Support:** Through the EU support, GFAR is providing technical and logistical support and funding for the foresight training workshops in each region. This funding support is being matched by partners with similar funding on their part (to provide for the accommodation, meeting space and feeding of participants, and through in-kind contributions in staff time).

GFAR Secretariat contributed significantly to the shaping and delivery of the FARA side-event Session II on Foresight and Agriculture at the 7<sup>th</sup> Africa Agriculture Science Week in June 2016 & FARA General Assembly in 2015. The establishment of an Africa Foresight Academy (AFA) was proposed through that meeting, given current trends in food, agriculture and rural development e.g. the prospect of more than 300 million young people who will seek decent livelihoods in Africa over the next 20 years and huge and growing food imports that are expected to rise to \$110 billion by 2025. The proposal was welcomed by participants in the side event and endorsed by the FARA General Assembly and other stakeholders thereafter. Foresight capability will help address this challenge and other challenges. Therefore, the Academy is seen as critical as it will help build foresight capability and foresight culture. The Mission and Vision were accepted as adequate to capture this mandate.

As a result, the African Foresight Academy has been established to create a platform for trained African foresight practitioners to contribute their expertise to enhance future-smart agriculture development policies and actions in the region. GFAR's involvement, through the Secretariat, has included:

- a. **Support to the design of African Foresight Academy:** GFAR contributed to the design of the concept of the Africa Foresight Academy and is contributing to its implementation through foresight capacity building workshops for African professionals, who will form the core of the Foresight Academy at the regional level. This will expand the scope of foresight knowledge and mainstream foresight into regional and national policies affecting agriculture, research and innovations, agribusiness etc. Similarly, GFAR, through the grassroots foresight initiative, will focus on building foresight capacity in national research agencies and farmers' groups, contributing to the foresight academy at the national and sub-national levels.
- b. **Technical and operational support:** Following the launch of the Foresight Academy at the end of 2017, GFAR has provided technical advice and guidance in 2018, by funding FARA to employ a foresight specialist to take forward steps required in the establishment of the Academy. The operational lead and the funding of the academy has thus moved to FARA, which will also take up the technical lead over time, with support from GFAR Secretariat when required. This follows the principle of GFAR Secretariat supporting regional fora, and other relevant partner organizations, to take up the management and support of collective actions, in keeping with the subsidiarity principles of GFAR. Monitoring progress of the platform will be operated by FARA, mentored by GFAR Secretariat.

## Achievements and results

### The African Foresight Academy

The AFA was established successfully and its leadership transferred to FARA, to facilitate linkage with its regional research and development activities. In addition to the financial support provided by GFAR through EU funds, FARA also contributed \$30,000 to the implementation of the training workshop and gave other in-kind supports such as staff time and meeting space. A total of 16 young agricultural development professionals from across Africa were trained. The training provided to these young foresight practitioners from across Africa was evaluated, through a combination of interviews and survey questions, nine months after the 5 day training workshop, the objectives of which were:

1. To develop the foresight capacity of a new set of agricultural professionals in Africa and explore the future roles of agricultural research and innovations in the implementation of the Science Agenda.
2. To establish an Africa Foresight Academy to serve as a platform for forward thinking and foresight in agriculture exchanges and discussion in Africa, and for the training of new foresight in agriculture experts.
3. To establish a long term, growing community of foresight experts who are able to provide future-smart contributions to policy and apply strategic foresight in the implementation of the Science Agenda (and other relevant agricultural agendas) at regional and country levels.

## **Outcomes**

### **1 - How relevant was the foresight training workshop for you and your work/organization?**

7 out of 12 respondents indicated the training has been extremely important to what they do. The other 5 respondents considered the training to have been very relevant.

### **2 – How likely is it that you will recommend this training workshop to a friend, colleague or your organization?**

75% of the participants indicated an extreme likelihood. The other 25% said it is very likely they will recommend the training to their colleagues and organizations.

### **3 - Prior to the training, how much foresight and futures analysis knowledge/capacity did you have?**

None of the respondents had a high level of expertise in foresight before the training. Two of the respondents (16.7%) said they had a lot knowledge about foresight before the training. 50% had some degree of knowledge. 16.7% specified they had little knowledge, while another 16.7% said they had no knowledge at all.

### **4 - How would you rate your knowledge of foresight and futures thinking now?**

After the training and months of interaction and use of the knowledge, 11 of the respondents described their foresight knowledge as “excellent” or “very good”; while 1 respondent described their foresight knowledge now as “good”.

### **5 - How comfortable would you consider yourself co-facilitating or facilitating a foresight workshop now?**

As the workshop and subsequent engagement was designed and implemented to build a network of foresight practitioners, who are able to facilitate foresight training and workshops within their own organizations/communities, participants were assessed based on this criterion. 41.7% (5) of the respondents said they are now “extremely comfortable” to facilitate foresight engagements on their own. 50% (6) indicated that now feel “very comfortable” to carry out same activity. 8.33% (1) of the respondents said they are only “somewhat comfortable” as of now.

### **6 – Have you been able to apply the knowledge/capacity gained from the training workshop, and your membership of the network, in your work?**

To reconfirm some of the claims made in responses to earlier questions, respondents were asked directly whether they have been able to apply the knowledge/capacity gained from the training in their work. 83.3% (10) of the respondents answered yes. One (8.33%) of the respondents said no, while one (8.33%) indicated that they were not sure.

### **7 - If yes, how have you been able to apply your new foresight knowledge/skill/capacity in your endeavours?**

When asked to state how they have been able to apply their foresight knowledge and capacity in their works in clear terms, respondents who have applied their knowledge wrote/said:

- *“To apply my new foresight knowledge, I started by sharing what I learnt during the workshop with my organization. And then, from that time, any project or programme starts with an overall view, where the most important stages are: looking at the forces (political, economic, social...) and threats; looking at the most beneficial forces and cancel those who have mutual influences.”*

- *“In providing my organization with innovative advisory management”*
- *“In the planning and implementation of the establishment of a new centre within our organization CSIR-Technology Development and Transfer Centre (TDTC), Ghana.”*
- *“I organized a session with my team and share some highlights”*
- *“I have used the foresight knowledge and skills in strategic planning. I work for a manufacturer of agriculture machinery and I'm involved in the development of the strategy for the African market. The foresight training helped me to identify the 6 key driving forces of research and innovation and I always keep these forces in mind when developing strategy.”*
- *“It has helped improve my role in exchanging knowledge with farmers as well as sharing agricultural technologies with smallholder farmers in rural Nigeria. I have been able to take on more responsibilities due to the new foresight knowledge gained during the workshop. It enhanced my scenarios building abilities thereby having to create solutions before encountering barriers.”*
- *“At the time of the meeting, I had just registered my startup, the knowledge acquired was used to strengthen the plan and predict future wins.”*
- *“I now have the ability not to be reactive, but proactive in my duties as an Agricultural Development professional. Nothing comes up as a shock any longer. The instinct to anticipate and act accordingly before desirable or undesirable occur now comes almost naturally. This is helping a lot and has opened more doors for me in my career and leadership positions.. The joy of foresight makes me calm while other fret about uncertainties.”*
- *“We are developing alternative future scenarios under a changing climate in a new project and foresight knowledge has come in handy. Of interest is the complementarity of climate modelling, scenarios and foresight.”*

#### **8 - What is your overall impression of the workshop and your membership of the foresight platform?**

Respondents were asked to provide their overall impression of the foresight platform catalyzed and being support by GFAR and FARA:

- *“The workshop was organized in such a way that everyone can participate and feel free to contribute. Many tools were available and facilitators were closer to the participants. At the end, participants were aware of the foresight of agriculture in Africa because we did it together. I feel that I belong to the platform because we use to discuss about agriculture, research, certain issues concerning the call for another workshop. This connection is helpful for more and more capacity building.”*
- *“Good.”*
- *“I was happy to work with other groups and share common vision. The foresight platform was a new concept for me”*
- *“The workshop was good as we were actively engaged from beginning to the end. All the topics and exercises were useful. The foresight platform is minimally used to discuss issues related to foresight.”*
- *“It's very insightful”*
- *“Great. Have been continually sharing relevant knowledge and skills on foresight with colleagues both virtually and physically.”*

- *“Very impressed with the workshop, facilitators and other participants. We have continued to share material on research and innovation in African agriculture.”*
- *“The time spent during the workshop was worth all the knowledge & experience gained; membership on the foresight platform has created an opportunity for me to relate with young Africans with great leadership qualities. The membership has also opened an avenue to share useful information, learn about other opportunities too.*
- *“It is a great learning experience for every agricultural enthusiast.”*
- *“The joy of foresight makes me calm while other fret about uncertainties, having knowledge of strategies to take when faced with different kind of outcomes.”*
- *“It's excellent but more tangible work needs to be done to operationalize the platform e.g. resource mobilization to establish a secretariat for this work and have programmes in line with the thinking.”*

### **9 - How do you intend to take forward or integrate your foresight knowledge in your work and organization?**

When assessed on how they intend to take forward their new capacity, respondents also indicated what they are already doing or planning to do within to mainstream foresight thinking within their organizations or get more of their colleagues on board. Some of these are:

- *“Since I shared the output of the workshop with other members of the organization, program officer therefore knows that before the implementation of all projects/activities, there is some analysis concerning the future/foresight of the project. Then the project cycle can start or not. The most important thing is that from this analysis, we know how we are going to plan it for the successes”*
- *“By training others, and to develop strategic plans.”*
- *“We are a youth platform, it's to say that we need training and training for our members. Planning activities that are our members decide, training in the use of ICT.”*
- *“Planning to organize a seminar to introduce colleagues to the foresight concept.”*
- *“Apply in project implementation”*
- *“Delivering more foresight workshops and bringing it to bear as a vital integral part of all our projects and programs.”*
- *“Read and train more”*
- *“One colleague has already requested that I share reading material on the method and I will continue to do so with interested individuals.”*
- *“Creating sustainable indigenous solutions to the gaps along the agricultural value chain in Nigeria. By engaging farmers in certain ways such as Focus Group Discussions to enable build scenarios that would provide ways to avert post-harvest losses amongst other issues.”*
- *“I have started that already. And this will be done through realistic expectations and precise predictions of future occurrences in my start-up.”*
- *“I believe foresight can be incorporated using the Total Quality Management model. Though I'm not at a leadership level at the moment, my strides makes me have the ears of my bosses. We can jointly incorporate the ethics of forward thinking into our quarterly reporting and meetings in such a way that we easily meet our targets and create the futures we desire.”*

- *“This will be integrated in our climate change programming.”*

**10 - Any idea you would like to share on future activities, engagements, or proposed studies for the foresight academy?**

The following ideas were put forward:

- *“It should take place at least once a year. Participants should make presentations on what they have achieved so far through knowledge gained from previous meeting. This will help to gauge impact.”*
- *“I'd love that the Academy gives us activities and target for foresight activities in our various fields, then give a reporting template to share our works. Also, if possible, funding can be provided to facilitate the activities.”*
- *“Probably create opportunities for practical applications of the solutions & scenarios to help have real life experiences. This would go a long way to strengthen understanding.”*
- *“An Online Futures Platform for just Africa”*
- *“None at the moment.”*
- *“We should be looking at having at least a once in a month webinar to synchronize our activities as an academy and for easier flow of skills / knowledge communication.”*
- *“Engage governments and international development organizations”*
- *“A Foresight academy, most concentrated with studies related to common Africa agricultural policy. In such a way that at the end of our efforts, a future Common plan for agriculture development in Africa would be available. A stronger one, stronger than the Comprehensive Africa Agricultural Development Program (CAADP-NEPAD).”*

## Outcomes

The evaluation report shows the level of foresight knowledge of the respondents before the workshop and their membership of the subsequent platform, their views of the workshop and their experiences in integrating the new knowledge and skills acquired into their work and the work of their organizations. The views expressed confirm the wisdom of focusing on young professionals for the training, with their openness to experimenting with new knowledge and engaging with the future. It also indicated that foresight thinking and application is beginning to take roots in their different endeavours, with a yearning to take it forward and to bring in more people into the platform through similar training. An annual meeting was suggested, where members of the platform can come together to look at the futures of agriculture in Africa and their plausible evolutions. It is intended that FARA and GFAR will continue to support the platform and consolidate on the gains of the platform to ensure it is sustained and taken up into institutions.

## Output 1.3 Key future agriculture questions addressed, leading to national and regional options for research and policy priorities

GFAR Secretariat participated in shaping and refining the post-2015 agenda through presentations in Chatham House meetings in England, the Economist conference and in the EC's own technical networks on foresight.

In early 2015, GFAR led the foresight innovation session at the Global Forum on Agricultural Innovation, a major agricultural innovation marketplace held in Abu Dhabi. Here, around 120 international participants were enabled and facilitated to explore the implications and requirements of multi-stakeholder innovation platforms and how these can bring change in practice.

Foresight was also a key theme in the International Year of Family Farming meeting in Montpellier, 2014. GFAR here set out a challenging agenda for change so that agricultural innovation might better benefit resource-poor smallholder farmers. This was followed through in late 2015 through a roundtable process with the World Rural Forum and research partners, moderated by GFAR Secretariat.

Foresight was one of the key themes explored in depth by participants in GCARD3, 2016. During the Conference, the Partners in GFAR, in particular farmer's organizations and regional fora from around the world, together developed the frame for a new Alliance for the re-appropriation of rural futures. The Alliance will bring together local innovation with that from science and work to bring smallholder farmers directly into the process of exploring their own desired futures, by which to inform and participate in current research and innovation processes, in order to achieve those desired futures. This Alliance has now been established into practice among a range of partners from across all sectors, as launched at GCARD3:



### Country studies and Achievements

GFAR also joined with IITA in collaboration with the Government of Nigeria and other agricultural development stakeholders in Nigeria, to examine how international agricultural research and funding can better align with national agenda to help meet national development needs. This included a presentation



on "how foresight can be used to align research priorities to government policies" at the meeting. Thus foresight and trends analysis formed an integral part of the discussions and framing of the joint agenda.

Specific country assessments were pursued through the Asian Farmers Association, a regional organization trained previously in foresight techniques. GFAR Secretariat provided (EU) funds and technical support to enable the training and subsequent field work with farmers.

Major Activities Undertaken were:

**a. Identification of Volunteer Organizations**– Three organizations in the Asia-Pacific region were tapped to implement local 'grassroots' community foresight activities.

- In India, implementation of the grassroots foresight initiative was managed by a local NGO called Institute of Himalayan Environmental Research and Education (INHERE), based in District Almora, Uttarakhand, India.
- In Indonesia, Aliansi Petani Indonesia (API) a national farmer organization that is a member of AFA managed implementation of the grassroots foresight initiative. The areas selected for the grassroots foresight was East Nusa Tenggara Province (NTT).
- In Philippines, the implementation of the grassroots foresight initiative was managed by PAKISAMA, a national farmer organization that is a member of AFA. The areas selected for the grassroots foresight initiative were the towns of Balabac and Bataraza in the southern part of Palawan Island.

**b. Management of a Foresight Training Workshop** - AFA, supported by GFAR Secretariat, conducted a "Regional Training Workshop to Implement a Grassroots Foresight Initiative" from February 1-8, 2015 at Oracle Hotel and Residences, Katipunan Avenue, Quezon City. GFAR supported the training by providing all the training content in the form of session guides and methodological note. Hard copies of all these materials were made available to all participants.

Link to video on grassroots foresight training workshop:

<https://www.youtube.com/watch?v=5Tg1WhX9clM&feature=youtu.be>

**c. Provision of Logistical Support to Grassroots Foresight** - Through EU funds made available through GFAR, AFA entered into partnership agreements with the three implementing partners INHERE, API and PAKISAMA. Fund releases were made according to the provisions in these partnership agreements. These funds were used in the conduct of the local grassroots foresights in the three countries.

**d. Monitoring and Reporting on Progress** – AFA and implementing partners regularly exchanged communications to share updates and progress of the implementation of local grassroots foresight initiative in the three countries. AFA secretariat also attended in part the local grassroots foresight initiative conducted by Pakisama, being in the same country.

**e. Support to the design of an Action Plan** –With some funds remaining after the workshop on identifying possible scenarios, INHERE conducted another workshop entitled "A meeting on deciding the desirable scenario and activities for sustainable agriculture". This was in fact beyond the expected activities of the Project; and was a well-appreciated initiative from INHERE. Further details on the results of this workshop are discussed below.

Both API and Pakisama went on to implement actions in the pursuit of their desirable scenario. API continued dialogues with district agriculture and forestry officials, resulting in the re-classification of their area from state forest into community forest. Sambilog was able to recruit a farmers' group from the municipality of El Nido, whose leader was one of those who attended the grassroots foresight workshop. It has likewise set up a cooperative as its economic arm and is starting to upgrade its seaweed production and trading with technical support from the local Bureau of Fisheries and Aquatic Resources.

Through this Project, logistic support was given to local Farmers Organizations to develop their capacities in identifying future challenges affecting their livelihoods to develop locally produced scenarios. Local FOs who underwent local grassroots foresight processes were:

- Farmers in the Central Himalayan region of Uttarakhand, India. Farmers of the region are highly demoralized. The smallholder farmers are not happy with their lot and mass diversion from agriculture to other occupations is taking place leaving agriculture land barren in the villages.
- Boru Indigenous Peoples (IPs) in East Flores district, Nusa Tenggara Province in Indonesia: The Boru IPs has a unique language and customs but these are beginning to disappear. The leaders are anxious that their culture will disappear in the very near future with the onslaught of science and technology
- SAMBILOG: with around 500 farming families from the southernmost provinces of Palawan island (Bataraza and Balabac), The Philippines. The primary aim of the organization is to reclaim around 50,000 hectares of ancestral lands and waters grabbed from them in 1974, by Danding Cojuangco, a powerful crony. The organization has been struggling to obtain agrarian reform and recognition of their ancestral territories.

In India, all the participants found the workshop very engaging and involving with a new interesting technique. As Ms Sonali Bisht wrote: “It was truly a great experience to see diverse people come together and think about their likely common future. **Many of the participants said they had never experienced anything like this.**”

### Challenges encountered and how overcome

In the Philippines, most participants were happy with the results of the scenarios as these coincide with their dream about the future of the ancestral land and waters of the Pala’wan and Molbog tribes; however, there is also a fear on the different plausible futures made during the Scenario building.

According to the main points raised during the meeting:

There is a lack of recognition of other SAMBILOG members on the undesirable and rupture futures. For them, before doing the foresight workshop, there was no recognition and/or preparation on the undesirable plausible futures. The desirable future always coincides with the goal of the organization and thus translating action plans that are only gearing towards the most desirable future. However, doing Foresight work also opened everyone to the reality that “plans do not always go your way”, thus, immersing themselves in the undesirable futures and thinking of ways to move away from it.

### Achievements & Results

1. Through taking part in the Foresight process, all were able to systematize their focus their planning on factors and drivers that can greatly impact the whole system;
2. Integrating Foresight in the planning process lets the organization have a “*clear view of the system*” and
3. It empowers them by *crafting* the future that they want to see and *acting on that future built by every player in the workshop*.

## Result Area 2: Equitable and Effective Demand-driven partnerships enabled to transform agricultural research and innovation into impacts at scale

### Output 2.1 International research processes aligned to national needs and commitments through creation of equitable processes and dialogue around CGIAR CRP themes that link actors, funding commitments and sectoral aims along innovation pathways to desired impacts

#### Strengthening the CGIAR:

GFAR has continued to contribute extensively to the governance and reform of the CGIAR. When the CGIAR resolved to go through a further reform process from 2015-6, GFAR continued to provide the perspectives of external national partners on the programmes and strategy of the CGIAR system. With these changes and the abolition of the Fund Council, GFAR is now classed as an active observer to the system, an appropriate and objective position to inform decisions from the perspectives of partners, rather than being directly part of the funders own decision processes. Nonetheless, the reduction of GFAR's perceived role and recognition was strongly opposed by a number of GFAR stakeholders and these concerns were articulated to the CGIAR System Council. The importance of GFAR's role was recognized by the System Council Chair, who considered that **obtaining the perspectives of the intended beneficiaries of the CGIAR's work were essential elements for the CGIAR's success and recognized GFAR's unique role and status in this regard.**

GFAR also solicited and provided specific inputs to external reviews of CGIAR's work on gender, on capacity development and on partnerships and on monitoring of attention to farmers' rights. These are all central themes for GFAR and ones that have always been strongly advocated by GFAR into the CGIAR's strategic management processes. In addition to direct inputs from the GFAR Secretariat, surveys were supported through GFAR on gender and previous surveys on capacity development and partnership in the CGIAR were made fully available to the review teams concerned. The need for the CGIAR to equip national systems with the capacities to take on their own research in the areas concerned was repeatedly raised by GFAR, but was ultimately not considered in the CGIAR capacity development review.

#### GCARD3 – a truly joint GFAR-CGIAR venture

GCARD3 was formulated by a joint committee of 3 representatives from the CGIAR Consortium and CRP leaders and 3 from GFAR Secretariat, farmers organizations and small enterprise. In the lead-up process to GCARD3, GFAR worked directly with the CGIAR Consortium (now System Office) in organizing a series of dialogues in 20 CGIAR focus countries, led by the CRPs most involved with GFAR national partners, to determine how best they could integrate their actions on the ground and respond to national needs. The GFAR network provided invaluable connection to a range of national partners in many of the countries concerned.

GCARD3 regional meetings were also organized through GFAR co-commissioned studies by AARINENA (Near East & North Africa), CACAARI (Central Asia & Caucasus), and APAARI (Asia-Pacific). These meetings discussed what was needed for national and regional systems to be effective and accountable and how international research can best add value as an effective partner in national development outcomes.

***The GCARD3 event is covered in full under Output 6.1.***

## Fund Council Governance Committee (FCGC) meetings – CGIAR New Research Portfolio

GFAR contributed actively to the meetings<sup>12</sup> of the Fund Council Governance Committee (FCGC) in the context of the decision taken by the CGIAR Fund Council at its FC 13 meeting in Bogor to abandon the dual Fund Council and Consortium of Centers organization and bring the CGIAR System under a unified governance. The FCGC provided oversight to the Transition Team established in September 2015 to help design the architecture of a new System Organization and prepare a new framework for the CGIAR.

GFAR also supported the formulation of partnership and gender strategies of selected CRP pre-proposals in the building of the new CGIAR Research Portfolio. GFAR participated in meetings hosted by ISPC, the CGIAR Consortium, and the Fund Council on 29 September 2015, in Paris and in November 2015, in Rome, to reach mutual understanding of perceived gaps in the portfolio in relation to delivery of the SRF and CGIAR comparative advantage, and to discuss the CRP pre-proposals integration into a coherent research Portfolio for 2017-2022.

### CGIAR Transition Team and meetings of CGIAR Centers and Contributors

GFAR participated in virtual preparatory meetings and attended the three meetings (November 2015; February 2016 and June, 2016, at the World Bank, Washington DC) organized by the Transition Team (TT) between representatives of CGIAR Centers and Contributors to design a new governance and framework document for the CGIAR System Organization, and [submitted written comments](#). It also contributed to the Science Working Group assisting the Transition Team.

GFAR reminded the Transition Team of the value of its “contribution” to the CGIAR bringing mutual accountability *vis-a-vis* stakeholders, mobilizing partners from outside the system along the innovation pathways concerned. GFAR did so not as a CGIAR entity, but as a forum that is objective and independent of the System. GFAR strongly presented the argument that the highest decision-making body in the new CGIAR should not be composed only of donors; that FAO, IFAD and GFAR networks bring a crucial development orientation and other stakeholders’ perspectives into the CGIAR. Building on the communique of the G20 Agriculture Ministers and MACS meetings in Xi'an, China (May 2016) which reaffirmed the value of the GCARD process<sup>13</sup> and with support from major donors and the recognition of GFAR’s role and value in partner mobilization by the Chair.<sup>14</sup> GFAR eventually retained a status of “Active Observer” in the new System Council, like ISPC and IEA. This status explicitly allows full participation into the deliberations of the Council.

Following GCARD3, GFAR has partnered colleagues in FAO AGDR Unit and the ISPC Secretariat to pioneer a tripartite arrangement towards Country Case Studies on effective multi-stakeholder partnerships for agri-food innovation systems.

The first inception meeting for the Tanzania study took place in Dar-Es-Salaam. The team met with the IITA National Focal Point for Tanzania and discussed the fit with the current national agricultural development plan – ASDP 2 –developed by Tanzania and now being socialized among partners for their feedback. A meeting was held with the Director of Policy and Planning at the Ministry of Agriculture in Tanzania, who is responsible for the planning and the implementation of the new national plan.

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<sup>12</sup> From October 2015, two in person meetings and weekly virtual meetings between April and July 2016.

<sup>13</sup> The G20 MACS communique makes three explicit references to GFAR deliverables including the GCARD: “We call upon G20 members to strengthen cooperation and capitalize on relevant mechanisms of Global Forum of Leaders for Agricultural Science and Technology (GLAST) and the **Global Conferences on Agricultural Research for Development (GCARD)**, so as to increase exchanges in the innovation of agricultural practices, technologies, policies and mechanisms, and to share relevant policy experiences and successful practices.”

<sup>14</sup> Including Australia, Belgium, Canada, FAO, France, IFAD, The Netherlands, Nigeria, Switzerland, The World Bank...

GFAR emphasized the need for the active involvement of farmers' organisations, agribusiness and private sector, non-governmental and non-research stakeholders in putting together the new agricultural development programme. GFAR's role in this project is primarily to bring GFAR partners in the farmers' groups, civil society, private sector, higher education and other constituencies to the table, to engage with the government/agricultural ministry, international research and development partners representatives on the details and implementation mode of the new country agricultural development plan.

The GFAR-FAO-CGIAR team also met with the Director of Policy at the Ministry of Agriculture, Madam Janet Simkanga, who leads the team tasked with managing the development and implementation of the new country 5-year plan. Ms Simkanga was well disposed to the initiative and mentioned they expect key components of the programme to be private sector led, however, they currently have limited capacity in managing such multi-stakeholder engagement. Thus, the project is coming at an auspicious moment for them and they are very eager to be part of it. The FAO Tanzania Representative assured that the FAO country office would provide the support needed for the successful implementation of the project. The next steps rest with these partners in-country, but as yet have not been taken forward by those concerned.

### CGIAR Fund Council and System Council meetings

GFAR has contributed to all meetings of the CGIAR Fund Council and then CGIAR System Council over the project period. The continuous involvement of GFAR throughout the process of reform in the CGIAR over the last decade has meant that such inputs have been able to provide considerable context to earlier decisions, as well as providing input on behalf of GFAR stakeholders in each meeting and into the related processes of planning and discussion towards the meetings' decisions. GFAR representation by the Chair and Executive Secretary enables the perspectives of partners in GFAR to be brought directly into the agenda.

GFAR was fully involved in processes approving the new CGIAR System Framework, Charter and legal documents (Financial Framework document, Outlines of Contribution agreement between the CGIAR System Organization and Funders, Trustee and CGIAR system organization, and the Transitional arrangements for current CRPs and 2016 system costs, approval of CRPs [CCAFS, Wheat, RTB, Rice, A4NH and PIM] and three Platforms.

GFAR's continual efforts, through organization of the first Global Conference on Women in Agriculture and the subsequent Gender in Agriculture Partnership to promote the research agenda of gender-based research and women's economic empowerment was an important contributor to the adoption by the CGIAR of a cross-cutting gender platform. GFAR continued to advocate for a further strengthening of this agenda and this has now been realized through the adoption of a more directly recognized platform and agenda for gender-related action in the CGIAR.

### GFAR headed the Steering Committee of CRP Dryland Systems (CRP-DS).

CRP-DS was a coalition of partners and 4 CGIAR Centers led by ICARDA including national research systems from 28 countries, universities, extension agents, civil society organizations, development partners, CORAF /WECARD, American universities, ARIs (including French research Institutions). It engaged in action research to develop and validate 'best-bet' intervention packages and promote scaling-up in five target Regions: (i) West Asia and North Africa, (ii) Western Africa and the Dry Savannas, (iii) Eastern and Southern Africa, (iv) Central Asia and (v) South Asia. CRP-DS adopted a research-for-development approach for continual development of technologies (crops, livestock, agroforestry) integrating the reality of smallholder farming communities. It focused on two agro-ecologies: low-potential dry areas for improving resilience of production systems where farmers are faced with climate unpredictability; and more favourable dry areas for sustainable intensification to provide farmers with opportunities for crop diversification and increased income.

GFAR's Senior Partnership Adviser was appointed Independent Chair of the Steering Committee of the CRP Dryland System (CRP-DS) in 2015. He provided guidance to the Steering Committee at in-person and virtual meetings and participated in the CRP reporting to ICARDA Board. At the end of the Program, the SC agreed to integrate CRP-DS's heritage into an appropriate new Agri-Food System CRP as decided by the CGIAR Consortium. However, because of institutional differences and differences in donor emphasis, the CGIAR struggled to effectively merge CRP-DS best performing activities with those of CRP Dryland Cereals and CRP Grain Legumes into a Dryland Cereals and Legumes Agri-Food System pre-proposal (DCLAS), and then again in a Grain Legumes and Dryland Cereals (GLDC) proposal. The CGIAR System Management Board has instead guided the formulation of a new proposal concerned directly with the semi-arid crops.

Having identified that the final proposal focuses only on SSA and South Asia, GFAR initiated a process with ICARDA, CIHEAM, AARINENA, Agropolis and French Research Institutions at a meeting in Montpellier in March 2016 to explore the possibility of a new multi stakeholder Initiative for the MENA region. These concepts have helped to inform the planning of the Partnership on Research and Innovation in the Mediterranean Area (PRIMA), which aims to develop solutions for a more sustainable management of water and agri-food systems. The PRIMA initiative, which is partly funded by EU's research and innovation programme Horizon 2020, aims to devise new R&I approaches to improve water availability and sustainable agriculture production in a region heavily distressed by climate change, urbanization and population growth. Actions to strengthen research and innovation systems of the NENA region were also taken up into the Mediterranean dialogues process led by GFAR and the Foundation for South-North Mediterranean Dialogue (FSNMD), as reported here under Output 5.3.

## Output 2.2: Collective advocacy and concerted global partnership actions mobilized in addressing global nutrition agenda in agriculture and health sectors and new metrics explored for promoting nutritive production and access

GFAR's earlier contributions, through financial (using the EU funding) and technical catalytic support to the mechanisms EAT Forum and FoodTank, have helped these initiatives to become very successful mechanisms in their own right. GFAR has been a direct partner in establishment of the EAT Stockholm Food Forum from the outset, recognizing the need for a multi-stakeholder platform linking agricultural production, sustainability (including through climate change) and nutrition. EAT has now grown into a highly reputed forum, which is beginning to foster dialogues into other regions, such as in Asia-Pacific and Africa. The metrics working group developed out of GCARD3 is still operational and there has been a series of virtual and bilateral meetings with group members, but the initiative faces the challenge that the organizations involved (e.g. IFPRI, ACIAR, FAO) lack the resources to dedicate to taking forward the collective agenda and are requesting that GFAR Secretariat, itself constrained for resources, takes the lead in mobilizing this vital agenda. Several communications features have focused on this issue, including a spotlight on GFAR Partner: The Committee on sustainability assessment [www.thecosa.org](http://www.thecosa.org).

### EAT Forum

GFAR directly supported **EAT Forum** using EU finance and co-funded technical inputs, in particular on the themes of new metrics for sustainability. Partnering with organizations such as WHO, GAIN, LCIRAH, CGIAR, FAO and SUN, GFAR directly supported collective efforts to improve the metrics around agriculture and nutrition. These included a **GFAR-EAT** organized workshop, hosted by the Norwegian Embassy in Rome as a follow-on from ICN2, which explored the many challenges in finding acceptable and simple measures to link agricultural production and sustainability values with nutritional qualities of foods. This workshop and the EAT dialogues also laid the ground for a specific working group on impact metrics at the GCARD3

conference, which established a new alliance to change the sustainable development impact metrics used around agricultural innovation. A working group was established, including strong support from ACIAR and IFPRI, but the group has struggled to move forwards without specific resource commitments from the partners concerned. The theme was also then picked up by the CGIAR **ISPC Science Forum 2018**, which attempted to address and learn from the interaction of different SDG measures.

In 2018, following on from the earlier work contributed to by GFAR, EAT Forum and the Lancet journal have co-developed and recently launched the EAT-Lancet report on sustainable diets: Food in the Anthropocene: the EAT–Lancet Commission on healthy diets from sustainable food <https://eatforum.org/eat-lancet-commission/>. As Gilbert Hounou, President of IFAD, said at the report’s launch in Rome: “There are many lessons in the report for all of us on how to eat in a way that protects the planet and human health - at the heart of these lessons is agro-biodiversity & responsible agriculture.”

### Food Tank

GFAR Partner **FoodTank** <https://foodtank.com>, which was co-funded by GFAR as a start-up, has now become a very successful social media information network and think tank on sustainable agriculture and food, directly involving over 300,000 individuals, with a total online reach of around one million connections and hosting numerous events and discussions around how to fix broken food systems and ensure food sustainability. During 2014, the **International Year of Family Farming (IYFF)**, GFAR commissioned Food Tank to showcase and raise awareness and understanding of the challenges faced by smallholders and help identify efficient ways to support family farmers, especially women farmers. Over 100 messages directly reached the then 110,000 subscribers to the Food Tank site.

### Prolinnova

The **Prolinnova** initiative (Promoting Local Innovation in Agriculture) <https://www.prolinnova.net>, was initially established through GFAR discussion in the late 1990’s and has since received catalytic technical support from the GFAR Secretariat and direct financial inputs provided through the EU support to GFAR. Prolinnova continues to mobilize civil society organizations in processes of participatory innovation across a wide range of countries in Africa and Asia. A 10-year anniversary international partners’ workshop was held in Tamale, Ghana in 2017, supported by GFAR EU funds and technical support, confirming the self-sustaining nature and recognized unique value of this civil society-managed and driven learning network.

### Future Food technologies

GFAR has also directly supported the work of the **Future Food Institute**: <https://futurefood.network/institute/> an Italian-based NGO which addresses food innovation as a key tool to tackle the great challenges of the future, connecting globally while promoting foods associated with local territories. Future Food Institute’s work centres around education, the Future Food Institute Trust, through its global partnerships, the Food Innovation Program and numerous international training projects, as a true platform for cross-pollination of ideas and inspiration. GFAR has cross-linked the work of FFI with a range of partners, across FAO Departments, bringing wider awareness of recent advances in food science and enabling the FFI students to report back on their findings into the FAO system. An FFI staff member is intended to be hosted by GFAR Secretariat to provide direct linkage to advances in food technologies.

## Output 2.3: Foster global partnerships for sustainable intensification of agriculture that build on and enhance agro-biodiversity and recognize its value to communities

### 2.3.1 Partnership with International Treaties

#### Context

From its foundation in 1996, GFAR has continuously promoted biodiverse systems and the importance of agro-biodiversity and under-utilized species, particularly for smallholder farmers. This area suffers from much neglect, given the policy and investment attention to major staple crops that fails to recognize the richness and multiple values (environmental, nutritional, cultural and socio-economic) of diverse systems.

Previously, the GFAR Assembly in Dresden 2000 had enabled multi-stakeholder discussion of the issues involved and contributed to the formulation of the International Treaty on Plant Genetic Resources in Food and Agriculture. GFAR also established the Global Facilitation Unit for Under-Utilized Species at Bioversity International, which in turn gave rise to the Crops for the Future Centre in Malaysia.

#### Activities and achievements

During the project period, GFAR has established formal partnership arrangements with the key international organizations active in this sector: [the International Treaty on Plant Genetic Resources in Food and Agriculture \(ITPGRFA\)](#), the FAO [Commission on Genetic Resources for Food and Agriculture](#), [the AIRCA network of international agricultural research and development centres](#) and the CGIAR Center [Bioversity International](#). These partnerships are designed to facilitate ready linkage between the collective actions of GFAR's extensive networks of partners and the key policy and technical bodies involved.

GFAR Secretariat also, in 2015-6, Chaired the Programme Committee of the [Globally Important Agricultural Heritage Sites](#) programme of FAO. This programme seeks to conserve *in situ*, at the landscape scale the biodiversity of specific cultures that have made a significant contribution to crop development and maintenance of important and unique local farming systems, animal breeds, crop types and cultivars.

In the Asia-Pacific region, with GFAR technical support, the Asia-Pacific Association of Agricultural Research Institutions (APAARI), in partnership with other GFAR stakeholders including the FAO International Treaty on Plant Genetic Resources for Food and Agriculture and Bioversity International, addressed these issues and ways of directly enhancing South-South cooperation, through a **consultation, among participants from 32 countries, on the Use and Management of Agrobiodiversity for Sustainable Food Security**. The meeting identified a range of policy and practical requirements to improve the management and use of agrobiodiversity.

### 2.3.2 Harnessing Forgotten Foods

#### Context

Promoting under-utilized and neglected species has long been a theme prioritized by GFAR. Previous actions have included sponsoring of a Global Facilitation Unit for Under-Utilized Species and development of a previous collective action on these crops. This theme in turn was directly addressed in GCARD2. The overall needs as articulated by the GFAR Collective Action workshop in Bonn 2018 are:

There are over 30,000 known edible plant species of which more than 6,000 have been used and 700



cultivated. They are a major pillar of our existence. Agricultural diversification offers climate-resilient, nutritious and economically viable options in an era of climate change. By adding diversity to our plate, we also increase the sources of nutrients that are essential for a healthy diet. Nutritional diversification enables farmers to grow a wider range of crops that also offer economic and environmental benefits and contribute to poverty alleviation and better livelihoods.

Globally, 800 million people are food insecure, 2 billion suffer from micronutrient deficiencies and another 2.1 billion are overweight or obese. Wild and cultivated plant diversity can address these global challenges. However, of the thousands of plant species used for food at a local level, just four crops: rice, maize, wheat and potatoes, make up over 60% of the global diet. This uniformity has negative impacts on our lives. Current crop production depends on increasingly impoverished soils, is ever more vulnerable to climate change and susceptible to pests and diseases. Consumers have fewer choices for nutritious and healthy diets; farmers' assets and income options across the value chain are reduced and other benefits linked with the use of plant genetic resources are lost.

The shrinking diversity of our food basket has many causes. These include: intensive cultivation of some varieties successfully bred for high yield and performance by plant breeders, standardized marketing and consumers that are more and more disconnected from traditional food cultures. Furthermore, most of the agricultural research is focused on a rather limited number of (major) food crops and thus neglecting the minor and local crops even further. Such trends mean that non-mainstream species become increasingly less attractive to decision and policy makers, researchers and extension agencies, which in turn reduces their marketability and ultimately their abandonment by farmers. This chain of reactions result in the irreversible loss of genetic diversity and associated traditional knowledge of their cultivation and end-uses.

Neglected and underutilized crops have been used, conserved and improved by local communities for centuries, making them part of their unique cultural heritage. Many have demonstrated multiple environmental, economic and social benefits, in particular to the local farming communities. They often have higher nutritional values than mainstream crops and, in some cases, are referred to as 'superfoods'. Many grow on marginal soils that would be too poor to support high yielding and high input 'major' crops. The use of underutilized crops has been shown to help vulnerable in particular rural groups, including women and indigenous people, to escape from poverty and social marginalization.

However, many underutilized crops are disappearing because they cannot compete with the 'yield-for-immediate-profit' paradigm of modern agriculture, suffer from negative perceptions and receive little research attention or lack of awareness amongst consumers. Owing to their limited conservation in ex situ genebanks, their species and genetic diversity largely depends on cultivation by farmers in their fields. However, this crop diversity will be lost forever unless such crops contribute to and remain an integral part of production systems around the world. This requires a change in the agricultural production paradigm from one that focuses on the intensive production of only major crops to one that encompasses a wide diversity of crops, their products and systems of cultivation, reframing the issue of true cost and adopting wider metrics, including health implications and environmental impact of production.

### Challenges encountered and how overcome

Learning from the earlier collective action programme development efforts in 2009-11 was that there was much enthusiasm for the subject, which was core to the work of a number of institutions. However, in what has always been a much under-resourced area, in practice the institutions themselves found it difficult to partner effectively together in the absence of core resources and with strong competition for small funds. The programme has learned from those challenges and is now being approached through a consortium of interested organizations and concerned funding agencies.

The theme of "Forgotten Foods" was prioritized by the 2017 GFAR Steering Committee meetings as one of the key themes to be taken forwards in the 2019 Medium-Term Plan. The issue has also been taken up as a key theme of the AIRCA network, which was itself mobilized through GFAR. Already, informal agreement has been reached with Crops for the Future/AIRCA, Bioversity International, BLE, FAO and The Crop Trust, as well as a range of NGO and farmer organizations, to take forward this agenda as a Collective Action.

The aim of the Collective Action on Forgotten Foods is to raise awareness of the value and multi-faceted importance of forgotten foods through collective action and advocacy across a range of crops and contexts. It also serves to ensure that their development empowers local communities, particularly disadvantaged and displaced farmers, rural women and youth, in their rights as farmers to save, use, exchange and sell forgotten crops. This time around, much effort is being devoted to ensuring that the partners involved recognize and agree the collective action approach from the outset and all commit to working together in developing the processes, bringing their own resources, each being recognized for their own roles and focus within the initiative and finding ways to complement those of other partners.

These actions have already generated much interest and commitment from both international organizations and local farmer and civil society organizations. The theme touches the very nature of our food systems and the need to diversify diets for better nutrition, generate on-farm and value-added income for rural households, create biodiverse and resilient systems, make better use of natural resources and ensure the active conservation and use of culturally important foodstuffs.

As part of the GFAR Talks series, Prof. Prabhu Pingali of Cornell University talked from the field about the urgent need for a transition from staple grain based agricultural systems to systems that promote diversity, health and nutrition as well as profitability for smallholder farmers in this video:

<https://www.youtube.com/watch?v=wHleeeJIY4>

## Achievements and Outcomes

In 2018, the collective action mobilized expert meetings in Bonn and in the USA, with GFAR support alongside financial commitments provided by BLE Germany and the Crop Trust. The meeting explored the basis for the collective action and agreed to a draft overall vision and framework for the diversification of agri-food systems to achieve zero hunger and sustainable diets. The rationale and key elements of this are:

We propose this new vision of agriculture to tackle the daunting challenges facing humanity in an era of climate change. Neglected and underutilized species hold the key to realizing this vision. Our objective is to shift the current 'yield-for-immediate-profit' paradigm of agriculture towards diversified agri-food systems to achieve zero hunger and provide nutritious, healthy and sustainable diets.

The vision of diversified agriculture must be delivered in the next decade if it is to contribute to the commitments, especially of the United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals.

## Draft Road Map of GFAR Collective Action on the Diversification of Agri-food Systems

The GFAR Collective Action on the Diversification of Agri-food Systems will establish a global movement bringing all relevant stakeholders towards a common goal of diversified agri-food systems. It will serve as the framework for the implementation of the vision for the diversification of agri-food systems to achieve zero hunger and sustainable diets.

1. The Collective Action and the vision are based on the following principles:

**1. Diversification of agricultural production**

- Diversify agricultural systems
- Provide access to diversity for farmers
- Deliver actionable outputs that value diversity

**2. Value and income generation at local and regional levels**

- Generate economic benefits to farmers, producers and consumers
- Empower stakeholders, particularly farmers along the value chain

- Provide opportunities for innovation

### 3. Diversification of diets, nutrition and consumption

- Develop sustainable, climate-resilient and nutritious food systems
- Respect and benefit local communities

### 4. Collaboration, networking partnerships

- Develop holistic, inclusive, systemic approaches
- Build networks, partnerships and collaborations
- Facilitate infrastructure and new technologies.

2. This GFAR Collective Action builds on relevant processes undertaken by other Fora in promoting diversified agricultural systems. It highlights the need to recognize that the Collective Action and these processes should be mutually supportive for a common view of sustainable, diversified agri-food systems, food security and healthy diets.
3. Diversification of agri-food systems needs urgent actions, which must empower communities through knowledge sharing and its translation to future generations. New actions must build on resources and expertise in national and international organizations and from the public and private sector. Only by leveraging on existing efforts, harnessing know-how and linking stakeholders from different countries, sectors and disciplines can we bring diverse foods back to the table and increase cultivation of the crops from which they derive.
4. This Collective Action will promote common advocacy to highlight the value and importance of diversifying agri-food systems in the face of climate change, hunger and malnutrition; strengthening the linkages of all players on the value chain; celebrating success and exchanging information; scaling up impacts at national and local levels; filling existing gaps and complementing the work of partners; and providing a global knowledge base on neglected and underutilized species that can support stakeholders across the value chain, as well as serve as an evidence base for research, policy and decision making.
5. The involvement of all relevant stakeholders, particularly smallholder farmers in the implementation of this Collective Action will be one of its most valuable features.

In the framework of this Collective Action, the following activities have been foreseen to take place in 2019:

- a meeting to be held in Bonn to meet with the processes and platforms mentioned under paragraph 3 above; and
- an international workshop to be held in autumn to meet in a large constituency of relevant stakeholders

The initiative has been given additional recent impetus by the publication by the FAO Commission on Genetic Resources for Food and Agriculture of the report on **'The State of the World's Biodiversity for Food and Agriculture'** <http://www.fao.org/state-of-biodiversity-for-food-agriculture/en/>. This report highlights the rapid decline in biodiversity of the world's agri-food systems and underlines the urgency and importance of this GFAR Collective Action. FAO has also recently signed an MOU for partnership addressing this theme with the AIRCA Centre: International Centre for Biosaline Agriculture (ICBA).

### 2.3.3 Farmers Rights to Plant Genetic Resources

#### Context

Through the International Treaty on Plant Genetic resources for Food and Agriculture, farmers and national stakeholders have become legally empowered in regard to Farmers' Rights, to ensure farmers can continue conserving, improving and using plant genetic resources. By being aware and understanding their rights over their seeds and traditional knowledge, innovations and practices, farmers are better informed of the importance and value of these rights in sustainable agriculture, and able to influence the development of policy, administrative and legal measures that might limit the implementation of farmers' rights. GFAR's work provides direct practical application of the Treaty's provisions, through a joint capacity building programme organized with the Treaty Secretariat.

#### Activities and achievements

##### 1. Policy Influence

###### 1.a Guidelines for the CGIAR Principles on the Management of Intellectual Assets

A study was commissioned by GFAR Secretariat to analyze the *CGIAR Principles on the Management of Intellectual Assets produced or acquired by the System Organization and or the CGIAR Centers*. While committed to the sound management of intellectual assets and intellectual property rights to further the CGIAR Vision and secure their intellectual property rights, the Principles also recognized the indispensable role of farmers in conserving and improving genetic resources and the aim of CGIAR Centers to be respectful of national and international efforts to protect and promote farmers' rights as envisaged by the International Treaty on Plant Genetic Resources for Food and Agriculture, and to support the development of appropriate policies for their recognition and promotion.

The study commissioned by GFAR set out a range of areas and actions by which Centers and the CGIAR Research Programmes could implement existing CGIAR recommendations and support Farmers' Rights, as well as identified good practices that could help to ensure that the work of the CGIAR continues to bring specific benefits to the poor while recognizing the role of farmers as innovators in their own right.

The recommendations and inputs made by the GFAR study were taken into consideration and incorporated into the *Implementation Guidelines for the CGIAR Principles on the Management of Intellectual Assets*. Today, researchers from the 15 CGIAR Centers (more than 8,000 scientists, researchers and staff) are hence aware that they should comply with applicable national laws on farmers' rights, including community protocols protecting and promoting Farmers' Rights; and seek to work in ways that promote the protection of traditional knowledge, respect the exchange, and conservation of farmers of their farm-saved seeds; promote the right of farmers to participate in decision-making processes and in the benefits arising from the use of their genetic resources and traditional knowledge.

###### 1.b Joint Capacity Building Programme on the Implementation of Farmers' Rights

In 2015, at the 6<sup>th</sup> meeting of the Governing Body of the International Treaty on Plant Genetic Resources for Food and Agriculture (currently with more than 140 developed and developing countries from all regions of the world), decided to launch and implement a Joint Capacity Building Programme with GFAR and its partner organizations on Farmers' Rights.

#### Outcomes

**Governments of 140 countries around the world recognized the key role of GFAR to increase the capacity and awareness of farmers, researchers, decision-makers and other actors on what Farmers' Rights are and how they can be implemented at local and national level. GFAR was recognized as a key partner for the implementation of the International Treaty at national and local level.**

Two years later in 2017, the Governing Body at its seventh meeting requested the Treaty's Secretariat to continue implementing the Joint Capacity Building Programme on Farmers' Rights with GFAR and other relevant stakeholders. During that meeting, several countries, in their formal interventions, specifically recognized the key role GFAR plays in increasing awareness and building capacity on the rights of farmers over their seeds and traditional knowledge. These comments highlighted the positive impact of GFAR's work for the implementation of the International Treaty at national level, particularly its provision on Farmers' Rights.

A side event entitled "Policies for Change for Realizing Farmers' Rights" organized by GFAR Secretariat was also held at the Seventh Session of the Governing Body. This event enabled exchange of information and examples of national legislation, policies and strategies that recognize and promote the implementation of Farmers' Rights, including the processes undertaken, guidance for success and the challenges still ahead.

### **1.c Legal recommendations to draft seed policies and laws**

GFAR has, upon requests from national drafting authorities and farmer's associations, provided comments and suggestions on the draft seed laws and policies of Guatemala, Honduras and Malawi, to ensure a holistic approach in the legal and policy frameworks concerned, where informal seed systems are recognized and promoted; as well as the rights of farmers over their seeds and traditional knowledge. GFAR has also aided such drafting by providing information from national seed policies and laws that already recognize informal seed systems.

## **2. Public awareness and capacity building**

### **2.a National Meetings on Farmers' Rights**

GFAR's support to the organization and realization of national meetings on Farmers' Rights has brought together different constituencies that were previously not engaging effectively with each other, including farmers, the private sector and policy makers, as well as different international agencies who were working on these issues in the same country and sometimes in the same areas, but not in a coordinated manner. The national meetings have been able to build trust among stakeholders and come to a common understanding on what Farmers' Rights are and how they can be implemented in practice:

- i. In 2013, GFAR, the Ministry of Agriculture of Guatemala and local farmer and civil society institutions *organized* the first National Meeting on Farmers' Rights in Guatemala, with the aim of achieving a common understanding of farmers' rights by the public and private sector, and to raise awareness on the importance of the implementation of farmers' rights for food security and livelihood improvement of the most vulnerable populations. This led in turn to direct change in national policies to incorporate farmers' rights. There were 42 participants (of which 11 were women), representing different stakeholder groups, including farmers' organizations.
- ii. In 2015 the National Meeting on Farmers' Rights was held in Malawi with the participation of 72 participants, 21 of whom were women (29% of participants).
- iii. Costa Rica: The First National Meeting on Farmers' Rights in Costa Rica In 2016, in Costa Rica, farmers' organizations and the National Seed Office, with the support of GFAR, UNDP and FAO, held the National Meeting on Farmers' Rights. Under the established partnership between GFAR Secretariat and the ITPGRFA and with co-funding from the EU and the GEF/UNDP-Small Grants Programme, GFAR Secretariat supported the organization of this meeting, which involved 53 representatives of different stakeholder groups, of which 26 were women (49% of participants). Participants came from farmers' organizations, academia, national and international agricultural research institutions, decision-makers, and the agricultural and environmental sectors. The meeting finished with a set of recommendations for capacity building and public awareness, as well as the

need to strengthen the national commission of plant genetic resources as the relevant policy platform to discuss farmers' rights issues in Costa Rica. As a result of this programme, the National Commission of Plant Genetic Resources for Food and Agriculture, which had not previously met for some time, was triggered to meet again and discuss Farmers' Rights issues.

- iv. Following the success achieved by the capacity building materials on farmers' rights developed for Guatemala, Honduras and Malawi, GFAR Secretariat has also provided technical support to the National Seed Office of Costa Rica, the National Bureau of Peasants of Costa Rica and members of the National Commission of Plant Genetic Resources for Food and Agriculture whom, through a collective action, are developing capacity building materials on Farmers' Rights for decision-makers, researchers, farmers' organizations and relevant stakeholders. GFAR Secretariat facilitated the development of this material, of which 300 sets have been printed in a first phase, with co-financing from the Benefit-Sharing Fund of the International Treaty on Plant Genetic Resources for Food and Agriculture.
- v. Ecuador: Public awareness activities on farmers' rights were facilitated among farmers of Ecuador, national parliamentarians, students and staff members of the Ministry of Agriculture of Ecuador under GFAR technical input, in a programme co-funded by the GEF/UNDP Small Grants Programme and in partnership with FAO Ecuador. More than 100 people participated in these training sessions.
- vi. Honduras: GFAR Secretariat, with local CSO partners, organized a capacity building workshop in Siguatepeque, Honduras that trained 120 smallholder farmers in Farmers' rights and their implementation. GFAR has also provided legal advice, upon the request made by FAO-Honduras and civil society organizations, on elements for consideration in the new seed law now under development in the country. Recommendations were delivered directly to the Honduras Minister of Agriculture, to promote farmers' rights and improve their implementation. The aim is to establish complementarity between the formal and informal seed systems, through a holistic seed law promoting and protecting the informal seed system as well as plant breeder's rights. GFAR's recommendations have been well received by participants in the drafting group and further support to this process has been expressly requested. In Honduras, a wide range of partners collaborated in the production of a book on capacity building on Farmers' Rights and seed production, including relevant national law and policy framework in Honduras for the implementation of Farmers' Rights.

## Achievements and Outcomes

Each of the national meetings held in these different countries has resulted in recommendations to increase public awareness on Farmers' Rights. Specifically, participants in each case determined to promote the exchange, conserving, use and sale by farmers of their farm saved-seeds; to protect traditional knowledge; to recognize farmers' rights to participate in decision-making and to benefit from the use of their resources and knowledge. The recommendations also included specific elements to improve the legal and policy framework at national level. In all three countries, recommendations were sent to the Minister of Agriculture and other policy makers.

In 2017, a workshop was held in Costa Rica with the participation of 30 national coordinators of UNDP Small Grants Programmes from Asia, Africa, Latin America and the Caribbean, the Near East and South Pacific. This workshop introduced GFAR's work on farmers' rights as a key and strategic area of work to complement GEF/UNDP projects on landscape conservation, local communities and their rights over natural resources.

As a result of this workshop, the National Coordinators of the Small Grant Programmes of UNDP in Peru, Costa Rica and Indonesia have directly sought GFAR's support towards the organization and development

of capacity building activities on Farmers' Rights. This has been a success story of communication and true cooperation between UN agencies at local level from the environmental and agricultural sector.

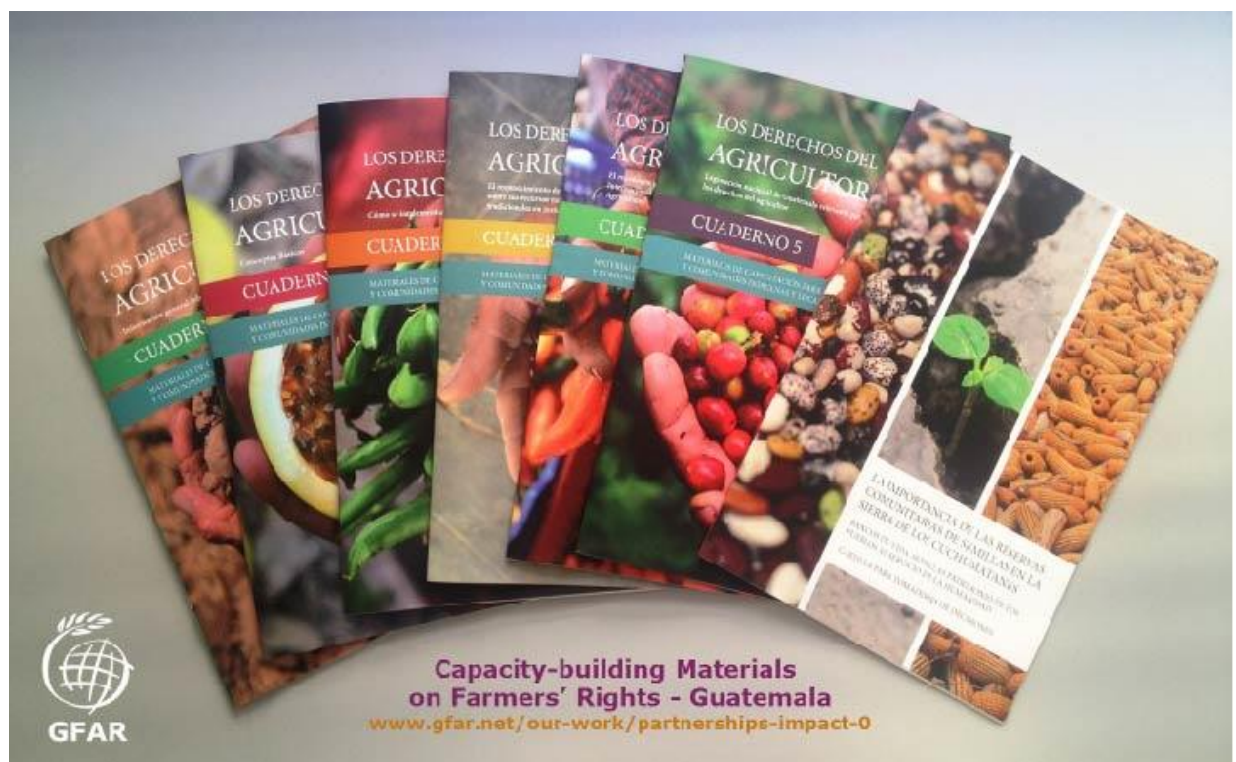
Capacity development for decision-makers has also been provided through the EU support:

- In 2017, more than 25 parliamentarians and 30 technical advisors in Ecuador were trained on farmers' rights and how these rights could be implemented at national level.
- Public awareness activities on farmers' rights were also provided to students of agronomy and staff members of the Ministry of Agriculture of Ecuador. More than 100 people participated in such training sessions.

## 2.2 Capacity Building Materials

### Guatemala

ASOCUCH is a farmers' organization of Guatemala representing 19 farmers' organizations and 95 women farmers' groups of Guatemala, reaching more than 9,000 smallholder farmers' families of the Sierra de los Cuchumatanes in Guatemala. In 2014, through EU financial support and local funding partners, GFAR partnered ASOCUCH in the participatory development of a range of capacity building materials: handbooks on farmers' rights aimed at farmers and farmers' organizations, researchers, students, decision-makers and the general public of Guatemala (see illustration below). Since the first publication of 300 sets of the material, printed with co-financing support from GFAR Partner The Development Fund of Norway, ASOCUCH has now itself reprinted the resource materials three more times and continues to disseminate them through different farmer meetings and field day activities:





**Farmer testimonial:** In Guatemala, a country that has some of the greatest diversity of maize varieties in the world, 70-year old Isabel “Don Chabelo” López García, is conserving and using the same maize varieties as his grandfather and father did.

*“Seeds are life and when giving seeds to my son, I am ensuring food security to his descendants... Traditional names, recipes and conservation methods are not transmitted to younger generations anymore... We need information about our rights.”*

As a result of the capacity development materials he received, Don Chabelo and his fellow smallholder farmers better understand the importance of protecting their traditional knowledge in conserving and using seeds and propagating material.

GFAR’s support has now equipped and empowered ASOCUCH to lead capacity building activities on farmers’ rights with smallholder farmers and other stakeholders in Guatemala. The capacity development materials on farmers’ rights have not simply been given to farmers but have provided the core of an extensive farmer training process. In 2015, this comprised:

- 6 workshops held in 8 localities in the zone of Huehuetenango, Guatemala.
- Capacity building material socialized and delivered to 313 smallholder farmer leaders (186 men and 127 women).
- 5 posters on Farmers’ Rights for smallholder farmers developed in easy language for smallholder farmers.
- Capacity building workshops held with the participation of 546 smallholder farmers (282 men and 264 women) from 11 farmers’ organizations in 5 localities of Huehuetenango, Guatemala.
- 40 members of the National Committee on Plant Genetic Resources of Guatemala made fully aware of farmers’ rights and their implications, through these materials.
- Two radio programmes on Farmers’ Rights in Maya languages and Spanish, aired from 16 September 2014 until 30 October 2014 and reaching approximately 300,000 smallholder family farmers in 4 zones of Guatemala.
- 2 capacity building activities held with the participation of 92 smallholder youth farmers (57 men and 35 women) in La Sierra de los Cuchumatanes, Guatemala.
- 3 local authorities (decision makers) received information and training on Farmers’ Rights and their implementation at local level. including local mayors from San Juan Ixcay, Todos Santos Cuchumatán and Chiantla, Guatemala.
- 100 sets of the Capacity Building Material on the implementation of Farmers’ Rights were distributed to national stakeholders and decision makers.
- Distribution to users of 25 questionnaires on the capacity building material on Farmers’ Rights, to improve future publications and to identify follow up actions relevant to implementation of Farmers’ Rights.
- In 2018, at the Seed Fair in the Sierra de los Cuchumatanes, in which 3,000 smallholder farmers participated from the Region, 500 copies of a recipe book of underutilized species developed by women farmers ASOCUCH, the Development Fund of Norway and GFAR Secretariat were distributed to farmers to promote greater use of under-utilized species.
- The capacity building material on Farmers’ Rights has been posted to the GFAR website for its open dissemination. It has since been taken up as reference material for capacity development activities in other countries, including Brazil and Colombia.

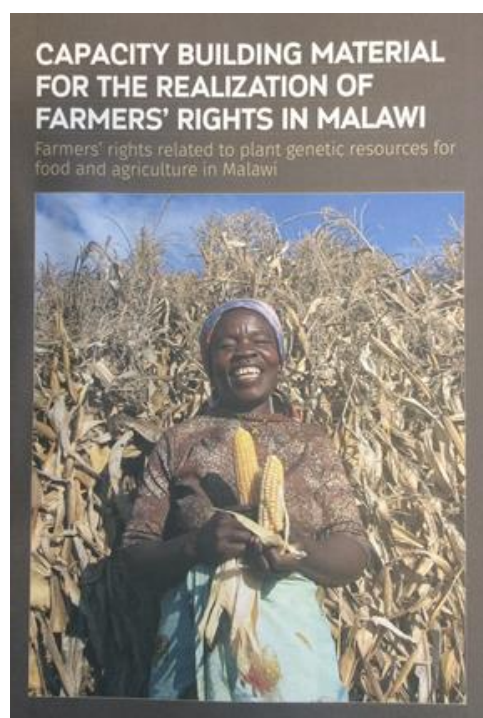


### 2.2.2 Malawi

In 2015, capacity building materials on farmers' rights were developed by national partners, with the technical and financial support of GFAR Secretariat. From 2015-2016, 350 sets of the capacity building material on Farmers' Rights for Malawi were distributed by the Center of Environmental Policy and Advocacy of Malawi (CEPA) to government departments and ministries of agriculture, research and environment at national and district levels, civil society organizations, academic institutions, farmers and farmers' organizations and libraries.

As many farmers in local communities in Malawi do not speak English, in 2016 CEPA, using their own capacity and co-financing resources, translated the capacity building materials on farmers' rights into two local languages: Tumbuka and Chichewa.

The translated capacity building material has also been distributed, including at a Seed and Food Fair held in Mkombezi in September 2016 and during an event organized by Feed the Future Malawi, held in October 2016, with the participation of high-level representatives of donors, government and other relevant stakeholders.



### 2.3. Farmers' Rights Videos

Previous experiences with GFAR Partner Agro-Insight have shown the value of participatory video in farmer learning. Two broadcast-quality videos on Farmers' Rights and the importance of informal seed systems for food security and the reduction of poverty were developed with Agro-Insight and with the active participation of farmers and GFAR local partner organizations in Malawi and Guatemala in 2017. The videos: "[Farmers' rights to seed – Experiences from Malawi](#)" and "[Farmers' Rights to Seed – Experiences from Guatemala](#)" were produced to sensitize as many farmers as possible on Farmers' Rights to Seed. In these videos, farmers relate first-hand their challenges and successes as guardians of crop seed and the breeders of new varieties. The videos tell a vital story of why the living conservation and use of these irreplaceable resources are crucial, not just to the communities concerned, but to all our futures.



The video filmed in Guatemala is available in Spanish, English and French. It has been disseminated in different meetings, including in a meeting held in Guatemala with 350 representatives of farmers, university students, NGOs.

The video was also screened at the following events:

- National Workshop on the Rights of Farmers, with the participation of 50 leaders of peasant organizations nationwide.
- 3rd Agrobiodiversity Fair of Todos Santos Cuchumatán, with the participation of more than 600 farmers of the Sierra de los Cuchumatanes.

The video made in Malawi is available in Spanish, English and the Malawian languages Tambuka and Chichewa. The video has been reproduced in different formats including DVDs, audio tracks and application for mobile phones. A broader dissemination strategy of the video has been undertaken in the country:

**Dissemination of DVDs:**

The video on farmer’s rights was launched on 9 November 2017 at a national meeting, where 50 DVDs were distributed to key donor agencies and development organizations, 50 DVDs were distributed to the Department of Agriculture Extension Services and 60 were distributed to universities and colleges.

To reach an international audience, the video in the various languages was made freely downloadable through GFAR and Access Agriculture as video for viewing on computers (mp4 format), as well as for viewing on mobile phones (3gp format) and on the Access Agriculture video platform ([www.accessagriculture.org](http://www.accessagriculture.org)). Links to the videos were provided by Access Agriculture to various partners’ websites.



Young people in villages and training centers have directly received 100 DVDs. In addition, other key GFAR Partners have also taken up and disseminated the farmers’ rights video. For example, The National Smallholder Farmers’ Association of Malawi (NASFAM), which is the largest smallholder-owned membership organisation in Malawi with around 100,000 members, has distributed 50 DVDs of the video among their own network for use in the Central Region of Malawi, and the Development Fund of Norway has disseminated 100 DVDs to its partners.

Other networks of CBOs and NGOs received 150 DVDs.



During World Food Day 2018, a screening of the video was directly watched by 70 smallholder farmers, while 1,000 more farmers were reached by Feed the Future.

Researchers at LUANAR University and Development of Aid from People to People (DAPP) College received copies of the DVD.

The video has also been distributed to members of Parliament, where 200 DVDs were distributed.

- TV programmes:

Through the strategic partnership of Access Agriculture with local TV stations in Malawi, high resolution versions of the English and Chichewa video on Farmers’ Rights in Malawi were distributed to Channel of All Nations (CAN), Chanco TV and Luntha TV.

- Radio programmes:

Audio tracks are freely downloaded for radio stations. Farm Radio Malawi got DVDs which they have distributed to 80 community hubs with tablets and WhatsApp groups; 9 community radio stations; 8 ICT community hubs; and 11 to other partners. DJs have also disseminated the video to 95 women farmers and 130 men in the Southern Region of Malawi.

- Mobile phones:

A 3gp format of the video on farmers' rights has been produced and distributed to smallholder farmers for viewing on cell phones. This format can reach at least 600 people weekly through 10 District Agriculture Extension Coordinating Committee (DAECC) WhatsApp groups.

Youth of Zomba District were inspired to create their own WhatsApp group, which they are using as a platform to discuss farmers' rights.

### Webinars

Two GFAR farmers' rights webinars were organized in 2017. A first webinar with more than 150 registered participants brought renowned experts to discuss how to achieve complementarity between the informal and formal seed systems. Participants acknowledged that joint efforts with different stakeholders and strong partnerships are needed to achieve complementarity between the informal and formal seed systems and for the implementation of farmers' rights.

A follow-up webinar, with more than 160 people registered and over 60 contributing participants, exchanged information and best practices on how researchers and smallholder farmers can best work together in a complementary way towards the conservation of genetic diversity, food security and improving the livelihoods of the most vulnerable populations. This webinar was co-organized with CGIAR, GODAN and Asociación Andes.

## Output 2.4: International research actions on climate change and agriculture strengthened and made more coherent and apparent

### Context

GFAR has fostered collective actions pursuing the agenda of agriculture and climate change since co-organizing the first ever UNFCCC farmers and climate change event at UNFCCC Poznan in 2008. Through GCARD2 and related actions such as the UNFCCC-linked Agriculture and Rural Development Days, GFAR mobilized civil society involvement into the Global Alliance on Climate Smart Agriculture (GACSA) and organized the regional consultation in Vietnam that built towards the formation of the GACSA and its launch at the UN, in which farmers and civil society participants were sponsored by GFAR, through EU support, to attend and speak at the launch at the UN General Assembly. GFAR provides inputs to the governance of the GACSA through its Steering Committee.

### Activities

GFAR directly enabled and sponsored the attendance of farmer and NGO representatives to attend and speak at the launch of the **Global Alliance on Climate Smart Agriculture (GACSA)** at the UN in New York. **The GFAR Executive Secretary also addressed the launch meeting on behalf of GFAR stakeholders.**

GFAR participated in the third meeting of the GACSA Strategic Committee in Rotterdam at the occasion of the Adaptation Futures 2016 international conference organized by the government of Netherlands (May, 2016) and a virtual meeting of the Committee in June 2016. GFAR volunteered as a member of the Ad Hoc Finance Committee (AHFC) established to review the GACSA Work Plan and budget 2016-2017. The AHFC reported to the Strategic Committee in Rome October 20-21, 2016 and made recommendations to overcome the current difficult financial situation of the Alliance

### Challenges and how overcome

Nonetheless since the launch, there have been a number of issues arising with other parties in the Alliance not responding effectively to civil society concerns, nor engaging with community-centred perspectives, while FAO has focused primarily on its own institutional role in climate change, rather than strongly promoting the GACSA collective. As a result of these changing relationships and a lack of commitment from some core countries due to changing political commitments, the GACSA is now facing an uncertain future and a lack of core support. GFAR continues its efforts to ensure that such collective actions provide a broad base for the involvement of farmers and rural populations, despite the inertia and unresponsiveness of some institutionalized interests. Collective action requires real commitment by all. A video call for collective action on climate change, made by the GFAR Executive Secretary as the concluding statement of the GACSA Conference, did though attract much interest in the theme, with over 5,500 views online.

GFAR Secretariat continues to build links with other climate change related actions and has particularly worked with the CGIAR CCAFS programme in addressing the gender equity dimensions of climate change adaptation. Building on from discussions in GCARD2, GFAR Partner AARINENA, with GFAR support, co-sponsored the 11th International Drylands Development Conference (IDDC) in China, with the theme of "Global Climate Change and its Impact on Food and Energy Security in the Drylands". Participants in the Conference represented the research and development community from 29 countries and 14 regional and international organizations. The Participants adopted the Beijing Statement, which underlined that more than 50% of the poor and malnourished of the world live in dry areas and suffer from food insecurity, and socio-economic and socio-political instability. GFAR Secretariat has also provided input to the meetings and actions of the World Meteorological Organization and is now developing further links with the Global Research Alliance on Greenhouse Gases.

## Creating a database of European climate change research capability

### Activities

As part of processes to strengthen European agriculture-based climate change research engagement into developing countries, anticipated in development of the EU DeSIRA programme, GFAR mobilized European partners through an on-line survey and compiled a functional database of climate-smart research actions underway in each European country and via active research programmes. This database is intended to lay the basis for a global indexing of research capabilities in agriculture-related aspects of climate change. Relevant organizations have self-declared their capabilities and activities against a series of activity categories.

### Results and achievements

The database has been successfully developed for European institutions active in international agriculture and rural development and made available for use in planning of the DeSIRA programme and for anticipated subsequent further expansion beyond Europe.

## Result Area 3: Transformative investments in AR4D systems stimulated to better meet the needs and opportunities of the resource poor

### Output 3.1: Smallholder producer entrepreneurship stimulated and new forms of public private investments explored to enable new income and market opportunities from agricultural innovation products

#### Youth mentoring – YPARD and the Young Agri-preneurs Project (YAP)

GFAR addressed the lack of opportunities and access for youth in the agri-food sector through piloting the **Youth Agripreneurs Project (YAP)** in partnership with YPARD. The YAP Project provided competitive support to young agri-preneurs from across the globe, selected by online voting, to develop their innovative agricultural businesses. They were each provided with USD 5,000 seed funding and an opportunity to showcase their projects online and at the Global Conference on Agricultural Research and Development (GCARD3). The YAP Project commenced in January 2016 with a call for submissions; six finalists were detected by online voting and sponsored to attend GCARD3 for training and the official launch. A total resource of **US\$112,680** was leveraged by GFAR Secretariat for YAP, and a team of GFAR and YPARD representatives managed the Project. The YAP process stimulated immense interest and excitement: 116,000 people accessed the proposals online and 63,000 comments were made on the proposals. The YAP project also supported the young agripreneurs to have access to business coaching, leadership training, social media and communication support, quarterly coaching support from the YAP Team, professional and personal mentoring and peer-to-peer support.

Examples reported by the YAP Team and YAPs of how their Projects have scaled out to their communities that show potential for ongoing positive outcomes are:

- New income for 45, previously unemployed, youth in rural Ethiopia
- New connections to government agencies and NGOs in Ethiopia and the Philippines with the potential to accelerate scaling out
- Local farmers in Barbados supported to diversify and increase (modestly at this point) their income streams from organic skin care products.
- One young agripreneur will shortly reach break-even with his ICT enterprise, which is likely to enable him to continue to employ people. There is also a potential untold story of the impact his platform has had on the livelihoods of farmers in Nepal, due to the distribution of agricultural information.
- Commercial production of a prototype

#### In Jony's project (Bee keeping in Ethiopia):

- 45 previously unemployed youths have been engaged in the project
- Each has received US \$405 for one harvest = USD \$18,225 total. In year two onwards there will be two harvests.

Estimated economic benefit (without analyzing possible added benefits from the farmers reinventing their income):

	Total New Income	Return on Seed Funding	Return on Total Investment (\$20K)
<b>Year 1</b>	\$18,225	264%	91%
<b>Year 2</b>	\$54,675	993%	273%

The YAP programme was **externally reviewed** in 2017. It was judged to have been extremely successful as a process of competitive support to entrepreneurship and in overcoming hurdles to business success through effective mentoring. The young agripreneurs valued all aspects of the support provided by the Project and found each element to be highly useful. The evaluation found young agripreneurs, through the opportunities, networking and training provided with the YAP project gained confidence, knowledge and skills in how to financially plan and manage their projects. They also demonstrated adaptability and gained valuable learning regarding setting realistic achievable goals.

The young agripreneurs developed and grew personally and professionally during their participation in the YAP Project. Beyond achieving these outcomes for the young agripreneurs, there is also some initial evidence of wider impact in their communities resulting from their innovations. For example, 50 young people previously unemployed were trained in bee keeping and introduced to markets, as a result of one young agripreneurs project. Promisingly, all young agripreneurs involved in YAP intend to continue developing their agri-business innovations, however recognize they are likely to need some continued level of support moving forward, that may well be sourced externally beyond the Project model. An unexpected positive outcome was a significant boost in visibility of GFAR, YPARD, the YAP project and the projects of the young agripreneurs themselves.

*“The YAP Project demonstrated an innovative approach. It offers the opportunity to outsource the burden of operations associated with such initiatives if we would have to plan, coordinate and deliver it by ourselves. It also offers the opportunity to learn (both the project coordination team and participants) and network (both the project coordination team and participants)”*

YAP Project financial supporter

#### Snapshot of YAP Projects and their key achievements



Read the final reflections of the 6 finalists: [Jonny](#), [Anil](#), [Lilian](#), [Josine](#), [Kellyann](#) and [Nikki](#).

**“Mentoring was of tremendous help to me. The formal assistance and guidance from experts is always important in one’s entrepreneurial journey, which is often full of so many ups and downs. The constant support and communication keeps you morally strong and uplifted... Her guidance at critical stages when I had completely no idea on how to proceed enabled me to work without wasting much time”**

***Young agripreneur in the YAP Project***

## Mentoring ToolKit

A Collective Action has grown from learnings taken from YAP in the form of a mentoring toolkit developed by YPARD Philippines and sponsored by GFAR which will enable many other organizations to take up such mentoring processes effectively, thus markedly broadening the impact of the approach. The future of agriculture depends on attracting young talent who are prepared to balance risk and reward so that they can deliver the food we need, in a way that gives them sufficient return for their labour and capital. But agriculture is not seen as a profitable career and we could lose a generation of potential innovators, inspiring visionaries, transformational leaders, hard-working talent and good-standing community members.

Young people largely lack guidance from mentors as to how to develop agro-enterprises or progress in their careers. To this end and through the experience of the YAP agri-preneur programme, YPARD was commissioned to develop a manual for mentoring, a tool kit to enable others around the world to set up mentoring schemes of their own and put this valuable process into action. The activity was led through a workshop organized by YPARD Philippines, which brought together and tested methodologies for mentoring engagement.

This toolkit synthesises what YPARD has learned over the last three years of mentoring programs. It outlines how to set-up your own mentoring program, including the questions that you need to ask when developing a mentoring programme, the resources that are available online including those that YPARD has developed and adapted, as well as additional ones that are relevant for youth in agriculture.

Thus far, we have never come across another tool that facilitates the development of a mentoring programme. As we pioneer new mentoring approaches, we begin to understand what types of mentoring work in different contexts. This becomes a ‘living tool’ that would be constantly updated according to its use and includes case studies and stories of those who use it, thereby constantly feeding back into the experience of the tool.

This GFAR collective action includes a wide variety of organisations from the GFAR, YPARD and AWARD network to give input on the tool development and feedback as they use it.

The resultant toolkit synthesizes a decade of learning and resources from agriculture and forestry mentoring programs implemented by Young Professionals for Agricultural Development ([YPARD](#)), the International Forestry Students’ Association ([IFSA](#)) and African Women in Agricultural Research and Development ([AWARD](#)). The toolkit was developed as part of a GFAR Collective Action and was recognized as being funded by the Global Forum on Agricultural Research, (GFAR) through funds from the European Union.

The mentoring toolkit was successfully launched in 2018 and is now available online free of charge through the YPARD website: <https://ypard.net/resources/coordinating-mentoring-program-toolkit-agriculture-forestry-landscapes-and-other-sectors-0>



## Collaboration with the Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN)

An African led and managed network of 17 policy research networks throughout SSA, FANRPAN is a Partner in GFAR. It has been working successfully on different streams of the GFAR Mid Term Plan 2011-2016, particularly on environmental sustainability and climate change policies, and nutrition. GFAR Secretariat contributed to the year-long process for the formulation of FANRPAN new strategic plan (2016-2022) which included a survey and different meetings of national and international partners facilitated by Deloitte. GFAR Secretariat was among the forty participants from government, policy research institutions, universities; farmers' organisations; private sector, media and civil society attending the final workshop organized in Johannesburg (2016) for finalizing the Strategic Plan. GFAR created a linkage between FANRPAN and IFPRI for the formulation of the new CRP on Policy, Institutions and Markets (PIM).

GFAR Secretariat has also provided a series of technical supporting inputs to the African Agricultural Innovation Network launched by FARA.

## Output 3.2 Investments and returns in national ARD systems better determined through new global monitoring system among key actors

### Asia-Pacific High-Level Policy Dialogue on Investment

#### Activities

Through EU support, GFAR Secretariat helped develop the agenda, facilitated and co-sponsored the Asia-Pacific High-Level Policy Dialogue on Investment in Agricultural Research for Sustainable Development in Asia and the Pacific, 8-9 December 2015, Bangkok, Thailand, a meeting led by the Asia-Pacific Association of Agricultural Research Institutions (APAARI). This meeting, which formed part of the processes leading up to the GCARD3 conference in Johannesburg, provided a strong overview of the challenges and opportunities in generating greater, and better targeted investment in the sector. Participants came from all sectors and ACIAR was also a lead sponsor, together with APAARI, FAO, IFPRI and the Thailand Department of Agriculture.

GFAR's contribution of USD 95,000 hence leveraged five other major sponsors of the event and was used directly to enable participation by farmers, CSOs and representatives from the national agricultural research systems of the least developed countries.

#### Achievements & Results

The meeting highlighted the need not just for greater investment by countries, but also for greater involvement of farmers and beneficiaries in determining and shaping processes of agricultural research and innovation.

##### ***Key messages from the Policy Dialogue:***

1. **Innovation needs to be central to a new paradigm** – Innovation needs to look past the products of the Green Revolution into research that supports a nutritious diet, but also innovations in partnership – with the private sector, not for profits, regional, South-South, but importantly partnerships with women and youth. However, innovation comes with risks, which requires the freedom to operate in risky environments, where a small number of successes, are the successes of the whole system.
2. **Data, information and knowledge is power** – Without the right understanding of baseline issues, such as research intensity, decision making is difficult. However, data, information and knowledge are not enough. Trusted partnerships and recognition that we are part of the knowledge

continuum are needed to use this to support economic growth and have impact on poverty reduction.

3. **Impact is the end game and capacity building is the legacy**– Research leads to productivity gain and reduces poverty as long as we understand impact pathways where performance and delivery of these pathways can be achieved in the most effective way and can build long-term capacity.
4. **Greater investment in agricultural research and innovation can feed more people** – By 2050, more than 9 billion people will need to be fed. This calls for greater investment to ensure food and well-being of future generations. The massive under-investment that exists must be addressed to improve the agricultural research intensity that can address key hunger and poverty concerns in the Asia-Pacific region.
5. **The nature of agricultural research must change to address sustainability more effectively** – Rather than only seeking additional funding, agricultural researchers have to demonstrate effectiveness in implementing programmes and activities – the focus should be on both quantity and quality of research investment, not on funding alone.
6. **Agriculture needs to focus on smallholder farmers, women and youth especially** – Women and youth have become even more critical in agriculture today than ever. Greater efforts need to be made to address their under-representation as agricultural researchers and enhance their engagement in the innovation process to address the issues of sustainability
7. **Reducing hunger and poverty in the Asia-Pacific region requires different partnerships** – As agricultural research changes to address the issues of sustainability more effectively, innovation is becoming central to the agenda with new ways of doing things and in different partnerships than before.
8. **Agricultural research has an impact on agricultural productivity** – While enhancing productivity might not be the right approach and the focus may need to change to be on farming system sustainability, clear evidence demonstrates that agricultural research has a positive impact on agricultural productivity.

These messages were then taken forward into discussion at the GCARD3, leading to the development of a new Alliance for new measures of Sustainable Development impacts. This Alliance, led by Partners including IFPRI, ACIAR, APAARI and FAO, is setting out to determine new measures for impact from agricultural innovation, that go well beyond conventional agricultural productivity and consider the many other impacts of agriculture and rural development in sustainable development, including the synergies and trade-offs between these. Discussion around these issues continued into 2018, with the ISPC Science Forum addressing the relationship between impacts from different sustainable development criteria. Additional resources are though required to catalyse and develop the approach into the common learning platform desired by the Partner organizations.

### Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)

GFAR Secretariat also took part in the UN Addis Ababa development investment summit that led to the subsequent Agenda for Action. In this meeting, GFAR inputs directly ensured that technological innovation in agriculture became recognized alongside that in other disciplines. The Conference resulted in the adoption of the Addis Ababa Action Agenda, a comprehensive framework to guide policies that will mobilize financial resources, as well as the launch of new initiatives to finance the achievement of the proposed sustainable development goals, including on social welfare, access to clean energy, and greater cooperation on tax issues. The framework provided by the Addis Ababa Action Agenda includes more than 100 measures that will, if implemented, result in policies that will enable and direct financial investments by the public and private sectors to meet an array of challenges. Areas of sharp focus include commitment to direct finance to social protection, infrastructure, technology, assistance to the poorest countries, cooperation on tax issues and the need to address illicit financial flows that take resources away from development. Notably, in the Action Agenda, countries committed themselves to pursue the equal rights and opportunities of women and girls in the economy.

## Output 3.3: New funding mechanisms fostered in national systems to directly empower end-users in shaping and determining agricultural research and advisory processes

### National Innovation Platforms

#### Context

Sustainable Development Goals, set in 2015 against the UN Sustainable Development Agenda 2030, have changed the target for research and development from outputs and outcomes to big level impacts. Research and development operators now need to look beyond increase in yield alone and address issues like hunger, malnutrition, poverty, water and energy use, climate change, gender, youth employment and sustainable production and consumption. Although all these have local manifestations they ravage when multiplied at the national level, making it necessary to attack them at that level. Reaching the SDG targets simply will not be possible without a strong and sustainable agricultural sector, using appropriate approaches which can resolve these issues.

Agriculture holds the key, directly or indirectly, to the attainment of the SDG targets, but it must be transformed and be made more effective and efficient to provide food and nutrition for the exploding population, provide jobs, increase incomes, reduce poverty, and make water and energy use more efficient. All these have to be done using sustainable and climate smart principles.

Resolving these issues therefore requires a new set of tools or methodologies which will deliver impact quickly and in greater volumes. Technology related constraints all interact with institutional related constraints and infrastructure-related issues, all complicated by policy issues. Resolving this nexus calls for multi-stakeholder approaches that will engender the perspectives, knowledge and expertise of multifarious players beyond the regime and region originally imagined necessary.

#### Activities

GFAR is proposing the use of Collective Actions to resolve complex problems and bring greater impact in the agri-food sector. GFAR Collective Actions bring on board the perspectives of all relevant operators from all sectors and regions, including those from the rural and provincial sectors that are normally marginalized, to make the developed program more robust, community owned, and sustainable. They build on the useful components of previous approaches; consolidate their advantages using new socio-technical methodologies to derive a robust and effective procedure that provides greater opportunities for communities. Through these, communities determine their agricultural futures, get equitable and effective demand-driven partnerships established to transform innovations into impact at scale, stimulate transformative investment, evolve collective initiatives to generate new capacities in transforming agricultural research and innovation for development and ensure that agricultural research and knowledge are embedded into rural development agenda to better meet societal needs and achieve transformational change and impact in national AIR4D systems.

In building collective actions, GFAR catalyzes actions through coherent cycles of innovation towards:

1. Self-assessment for the determination of needs and desired futures
2. Prioritizing needs and turning knowledge and innovation into enterprises for people with specific emphasis on women and the youth
3. Strengthening of organizational and individual capacities to meet their needs
4. Demonstrating impact leading to improvement of investments

The plan of work aims to strengthen the role and value of agri-food innovation in striving towards higher-level development goals, making it compatible with the objectives of the Sustainable Development Goals related to food, hunger, job creation, economic growth and partnerships.

GFAR's approach is implemented through 4 phases: country studies, marketplace, implementation, and impact demonstration. The Country studies now being put into practice comprise Foresight Studies for exploratory visioning and normative purposes respectively. Each will draw relevant participants from among categories of GFAR constituents within the country. These studies will be strengthened with relevant agricultural innovation systems diagnosis and relevant and bankable proposals with appropriate business plans. Each Foresight study will draw a minimum of thirty participants from among stakeholders, including Development Investors. The Foresight studies help to capture the situation within the country using bottom-up processes to connect development players with partners and stakeholders at the rural, national and regional levels. They will both explore options and demonstrate a pathway to achieve the desired outcome. A supplementary study on the agricultural innovation systems will assess the technological, institutional, policy, and infrastructural facilities, and quantify the gap existing in order to enable the countries attain their desired future. All these studies will be coalesced into consolidated programs and proposals that will be shared with development investors at a Marketplace for support to the actions required across all sectors concerned.

### Initial Study in Ghana

Although this approach has been demonstrated in the Gambia with a high level of success in addressing the SDGs, some stakeholders felt they needed to interact with GFAR to see how the approach would work in practice in other countries of the region.

**We need to take big steps like this to attain the Sustainable Development Goals. I congratulate GFAR for taking the bold step.**

***Dr Isatou Touray, Honourable Minister for Trade, Industry, Regional Integration and Employment, The Gambia***

Hence, the GFAR Secretariat visited Ghana in July 2017 to outline the approach and its previous successes to the Government and other stakeholders. Stakeholders met covered a wide range of sectors related to the poultry industry, which the Government had highlighted as paramount on their development agenda. With these stakeholders, food security for the poultry sector was the theme and for this, future scenarios were identified. Although Ghana has some poultry farmers who seemingly were doing well, the Government has recognized that they currently augment food security in poultry through massive importation. This has been found to be largely unsatisfactory, because of the quality and cost of such products. To bridge this gap and attain self-sufficiency, stakeholders identified scenarios which included:

1. Empowerment of farmers who were characterized as ageing;
2. Empowerment of women to produce and close the gap;
3. Empowerment of young men and women

The third scenario was favoured by the stakeholders as the key focus and with them a rapid study was done to determine the pathway required, including all the processes and requirements. A project proposal based on the findings was developed and shared with the Government for funding. This proposal projected empowerment for about 10,000 youths with a reasonable income and attaining self-sufficiency for poultry products in Ghana. This may cascade into reduced need for outmigration, less societal disruption and disorder (or worse) and economic development for the country. The jobs projected for tangential sectors like maize production, soybean production, marketing and others reached over 50,000 opportunities. The model has demonstrated that SDG are indeed attainable through integrated innovation platform approaches.

The outcome of this exercise and the possibility of attaining SDGs convinced stakeholders that the approach indeed could work. The Government of Ghana therefore empowered the Ministry of Planning to supervise all SDGs and produce plans to attain them. This calls for further studies, of a wider scope than the original one which was focused mainly on poultry. It is intended to help ensure stakeholders in Ghana consolidate their work by engaging development investors to buy into programs that have been developed or those that will be developed in the future. GFAR also desires to scale the process and its benefits out to other countries for widespread opportunities. GFAR is uniquely positioned for this, given its global scope of members which makes the north-south and south-south partnerships, required particularly at the trigger phase of the program. Through this, GFAR will demonstrate the usefulness of the new approach for its partners to adopt in different countries and contexts.

### Scaling-up and scaling-out in Burkina Faso

Currently, GFAR has concluded plans to widen the scope of the work in Ghana and is expanding the approach to Burkina Faso. In these two countries, agreements have been developed with the University of Ghana and the University of Ouagadougou to facilitate the process of getting stakeholders to come together to plan the future of agriculture for their respective countries.

GFAR plans to undertake a series of activities which would start with respective country studies and end with the development of programs and projects with business plans.

Stakeholders in Burkina Faso will conduct both exploratory and normative foresight studies to articulate their desired agricultural/rural development future and how to get to that desired future. They will also carry out supplementary activities including a diagnostic assessment of the Agricultural Innovation System (with FAO/TAP) and the development of a bankable program/proposal with business plans appended.

Stakeholders will carry out the diagnostic study of the Agricultural Innovation Systems in relation to the selected commodity, theme or region of interest, detailing existing human and institutional capacities, establishing gaps between what exists and what is required to attain the desired future, and indicating timelines and budgets. The study shall cover institutions including – Policy makers, Research, Extension, Farmers Organizations, Higher Education, Civil Society Organizations, and the Private Sector.

Thereafter, they will develop a bankable proposal for identified theme, commodity or region for the attainment of desired future. This comes with relevant value chain studies and business plans. The developed programs will be taken to the second stage called the Marketplace, where Donors and other Development Partners would select areas of collaboration for funding. GFAR hopes to catalyze stakeholders to move the developed programs into implementation phase in the future.

***"Il est fondamental que nous quittions enfin l'insuffisance alimentaire qui chaque année demande des aliments supplémentaires"***

***"Mais chacun se bat à part"***

***"Il est formidable de booster la production et la productivité à travers le GFAR"***

**Hon. Minister for Agriculture and Water Management of Burkina Faso, Jacob Ouédraogo**

In a visit to Burkina Faso in October 2017, GFAR Secretariat met with Hon. Minister Jacob Ouédraogo to inform him of this integrated approach to agricultural innovation and enterprise, facilitating the emergence of National Innovation Platforms and supporting Foresight studies. The Minister saw the approach proposed by GFAR as an opportunity for ensuring a brighter future for the agriculture of Burkina Faso, bringing together separate players, and diverse visions and knowledge, to find innovative ways to achieve food security by boosting production and productivity. Minister Ouédraogo **committed his Ministry to this effect**, and to immediately start the process of consultation with other government structures. Further progress requires specific resource commitments by aid agencies operating in the country.

## Egypt and India

Work in Egypt developed a multi-actor framework for turning agricultural innovation into enterprise for rural women in the poorest Governorates of Upper Egypt. The Government and Governorates of Egypt expressed strong demand for such an approach, which was linked with IFAD loan investments in the country, in the frame of the GFAR Investment Facility developed earlier and agreed by the G20 MACS.

IFAD invited GFAR to join in the country programme formulation processes of IFAD (COSOP) to determine where innovation can best add value to rural development initiatives across a wide range of contexts. After conducting a national workshop to identify country development needs in February 2016, GFAR negotiated with the IFAD Country Program Manager for India the inclusion in the IFAD COSOP of a Joint capacity development program between GFAR partners (NAARM, APAARI) and five agricultural universities in Gujarat State (Junagadh, Navsari, Sardar Krushinagar Dantewada, Anand and Kamdhenu). The Programme, which built on forward thinking agricultural development with focus on agri-food value addition chains in Western India, is now pending further action by IFAD.

### Challenges encountered

Even with highest level policy backing for GFAR's initiatives in introducing new integrated financing mechanisms for agri-food innovation within the G20 MACS and the direct support of the President of IFAD, this has not translated into real resource commitment once the proposals were taken into the inner workings of these institutions. Insufficient financial and staff resources were available to GFAR Secretariat to maintain the drive and enable required follow-on actions to be catalyzed and to maintain the degree of active local engagement required on the ground. National and regional partners were found to lack the capacities required to take up this new approach by themselves. A further attempt was made in 2018 to develop an integrated approach to innovation investment, led by FAO with IFAD, GFAR and a number of potential donors linked to the FAO innovation symposium, but as yet this fund has not eventuated. In reality, funding agencies have sought single intervention points that can be directly attributed to their funds, rather than supporting an integrated and systemic approach to overcoming the bottlenecks and barriers to impact from innovation. **While this linear approach persists, the likelihood of development impact for the poorest communities remains low as there are many barriers to uptake and impact from innovations that need to be addressed in a coherent manner, if they are to be overcome.**

### Farmers shaping investments – collaboration with the Global Agricultural Food Security Program (GAFSP)

In line with GFAR's mission to put the needs of resource poor farmers at the core of agriculture innovations and the need to involve farmers' organizations in the design, implementation and monitoring of GAFSP Projects and Strategies at country level, GFAR developed a direct collaboration with the Global Agricultural Food Security Program (GAFSP). A contract signed with the World Bank in October 2015 commissioned GFAR to mobilize and provide technical support to **engaging civil society partners in GFAR into GAFSP**. The Asian Farmers Association (AFA) and the Réseau des Organisations Paysannes et des Producteurs de l'Afrique de l'ouest (ROPPA) were hence supported for their participation in GAFSP governance and projects implementation. This concerned eight countries in Asia: Bangladesh, Bhutan, Cambodia, Mongolia, Nepal, Laos, Tajikistan, Kyrgyzstan and four in Sub Saharan Africa: Benin, Burkina Faso, Burundi and Zambia, with a regional focus for West and Central Africa. Through this financial support and the technical backstopping from GFAR Secretariat, the two regional farmers organizations were able to participate in national, regional and global dialogues on GAFSP, the GAFSP Steering Committee and in preparation and supervision missions of GAFSP-supported Projects. The programme was successfully delivered and enabled the civil society engagement of GAFSP to be directly commissioned thereafter.

## Result Area 4: Collective initiatives fostered to generate new capacities in transforming AR4D systems

### Output 4.1: Contribute to delivery of more coherent global action to strengthen capacities to support innovation system development, in line with the GCARD Roadmap

#### 4.1.1 Tropical Agriculture Platform & Capacity Development in Agricultural Innovation Systems (TAP/CDAIS)

##### Context

The Tropical Agriculture Platform (TAP) is the key mechanism by which FAO is now working through networked actions to support the development of national agricultural innovation capacities in various countries of the world, funded through the EU-supported CDAIS programme. The TAP approach derived considerably from the GCARD1 deliberations and conceptualization of the GCARD RoadMap, in which FAO staff and many TAP partners were directly involved.

##### Achievements & Results

Many Partner networks and fora, sustained and strengthened by GFAR over the years, have now been mobilized into the TAP-CDAIS programme and are helping to deliver the national capacity development actions of the programme. From the outset of TAP, GFAR has provided direct financial and technical support to TAP, including the hire of project support staff by internal fund transfer within FAO. In 2016, GFAR directly contributed an amount equivalent to the FAO subvention to GFAR (50,000 USD) to help ensure the effective delivery of TAP, through an expert workshop on innovation concepts, outcomes of which were then published and made available in several different languages through this support. This will considerably increase the reach and value of these important materials.

**GFAR is also hosting the programme's TAPIPEDIA database and repository of agricultural innovations and learning materials, on the GFAR server, to ensure it can be maintained as an independent and non-institutional database of agricultural innovations and learning around the development of national agricultural innovation systems.** GFAR Secretariat Staff costs are supported by EU funds here.

#### 4.1.2 GFAR Learning Initiative

##### Context

Recognizing the need to develop youth leadership and mid-level management capacity development capacities in the many local NGOs and farmer partner organizations in GFAR, an innovative "GFAR Leadership Initiative" was launched to provide on-line self-learning leadership and management training materials, in a form that could also be used to promote the work of the GFAR network and promote the particular organization concerned through sharing the materials with its own members.

##### Activities

The company MML was competitively selected to develop the leadership and management capacities of our partners and their staff, through a comprehensive online leadership and management training program that focused on goal development, planning, collective decision making processes, project management, team building and monitoring and evaluation, among other skills. Content was adapted and revised, cover letters developed, text inserted in the materials on GFAR and the Partner concerned, partners selected on

grounds of being grassroots-based NGOs and farmers organizations and the materials **prepared and distributed free of charge** to 204 GFAR Partner organizations (calculated as 3 months expert work or around USD 30,000):

### Achievements & Results

The materials have only recently been distributed, so these are early days in the feedback analysis, but they clearly fulfil a need, particularly for national/community civil society organizations. Given that this is a new approach, immediate uptake from an unsolicited mail sending, with 15% of partners stating they were very likely to both use the materials themselves, and distribute them to their own networks, is a positive return. Their distribution is now being followed by 2 webinars and a YouTube video to aid their uptake and usage. Feedback from the CSOs receiving the materials has been highly positive. Testimonials, received from recipients around the world, indicate the recognized value of these materials:

Many thanks for the materials sent, I think this material will be very useful.	Training, Advisory and Innovation Centre, Kyrgyzstan
Thank you for all documents you have given me. I especially appreciate the information and advice you have provided. Again, thank you so much. I greatly appreciate your generosity.	Regional Research Centre for Integrated Development – Rwanda
I write to acknowledge receipts of the document sent to the Economic Empowerment and Human Rights Sierra Leone. We appreciate your work. Having gone through the 4 documents, it is a very useful tools for any organisation	Economic Empowerment and Human Rights – Sierra Leone
Many thanks to GFAR. These learning materials are very useful to YPARD Senegal.	Young Professionals for Agricultural Development – Senegal
We confirm the receipt of this important message and thank you and Dr. Mark Holderness for choosing us (ADD-Medenine) from all your partners to offer this series of free professional learning materials, we will use it wisely for the benefit of our staff, our members and share it with our partners.	Association pour le Développement Durable – Medenine Tunisia
Thanks a million. I will act as advised	Association for Sustainable Development Alternatives – Ethiopia
I write to acknowledge the receipt of your email and on behalf of the Governing Council and Management I wish to express our gratitude to you for selecting Global Media Foundation. I have had the chance to review the course and is really a good one. Thank you very much.	Global Media Foundation – Ghana
Thank you very much, very useful material, definitely help us to improve our professional skills. Will send you our feedbacks and learnings.	Peermade Development Society – India



This is so wonderful and very important for our Organization. Thank you for putting everything together and thank you GFAR for this initiative.	Kikandwa Rural Communities Development Organization – Uganda
Thank you very much for sharing the important learning materials produced by GFAR. This will certainly help us develop our capacity over the time.	Local Initiatives for Biodiversity, Research and Development (LI-BIRD) – Nepal
Yes, we confirm our interest. The lead from our side would be Louise Salinas, copied above. Thank you for this opportunity.	COSA – Committee on Sustainability Assessment – Global
I would like to confirm you that I received this important information. Many thanks for your great contribution to the generation.	Child of Present a Man of Tomorrow – Ethiopia
Thanks indeed for sending the resources. I will surely utilise these valuable inputs towards improving individual and organisational effectiveness.	Barli Development Institute for Rural Women – India

The following organizations requested specific wording on their promotional pages (derived from their websites), indicating their immediate willingness to make maximum use of the courses by directly disseminating them on to their partners:

1. Department of Agricultural Biology, University of Ruhuna – Sri Lanka
2. Development Agency of Karditsa – Greece
3. TRIPPINZ CARE INC – USA - Global
4. SRI SRI Institute of Agricultural Sciences and Technology – India
5. 4H Nepal

#### 4.1.3 Empowering Rural Communities as Drivers of Agricultural Research and Innovation

##### Context

Led by Partner in GFAR, the World Rural Forum, the design of a GFAR Collective Action was proposed to seize the strategic moment of the launch of the International Decade of Family Farming 2019-2028 (IYFF+10). The Collective Action “Enhancing participatory processes between Family Farmers, Civil Society/Rural Communities, Research Institutes” aims at empowering family farmers and rural communities as drivers of agricultural research and innovation, recognizing the role of farmers in the whole process of research. The value of this initiative resides in applying participatory research in a multi-stakeholder core group, in which farmers’ organizations are in full and open dialogue with researchers, civil society organizations and donors institutions. The initiative will bring more public attention to the need for transforming the governance of current agricultural research and innovation processes, to respond to both the demands of family farming and the need for more appropriate knowledge generation and dissemination.



## Activities

A GFAR-sponsored workshop (30,000 USD of EU funds were provided to WRF for the purpose) was held in Derio, Bilbao, Spain, in February 2018, to mobilize relevant actors in selected countries of Latin America, Asia, Pacific and Africa, to set out the design for the Collective Action.

The workshop saw lively discussion of fundamental questions about the nature of true participatory research and the kinds of partnerships needed to allow a new way of interaction between researchers, donors and farmers. Participants discussed several characteristics of such partnerships which can serve as a basis for their monitoring and evaluation:

- Agenda is set together, and determined jointly, involving different knowledge systems and stakeholders, world views and interests
- Networks and communication platforms are set in a way to ensure transparent and easy access of information by all
- Responsibilities are negotiated and shared effectively
- Joint activities promote mutual learning
- Collective research capacities are enhanced
- Benefits and merits are pooled in an equitable manner
- Results are disseminated broadly and applied involving users from the outset
- Outcomes are secured and sustainability of the process is granted by ensuring that the financial and human resources needed do not rely on a single partner but are a collectively shared commitment and responsibility

## Achievements & Results

By the end of day 2, workshop participants had come to an understanding of the need to consider the following three key features as pillars of the Collective Action:

**Feature 1:** Sustaining innovative research in favour of smallholder family farmer should have a dual participatory dimension, both at the level of the specific activities that support this type of research, grounded at local and country experience, and among the actors themselves, to constitute the initial working nucleus of GFAR partners designing the Collective Action. This nucleus will perform its own self-analysis to identify the room and potential for improvement of respective roles and contributions. This Working Group will be comprised of representatives from the Partners in GFAR participating in the Collective Action who have made commitments to drive it forward.

**Feature 2:** Existing cases where institutional and operational innovations in governance of research with/of family farmers are taking place will be put at the centre of the activities. The Working Group will build on experiences of the Partners themselves in order to address the challenges to making research processes truly participatory at the level of decision-making. The Working Group – with the facilitation of WRF Secretariat – is elaborating the Concept Note to lay out the needed reforms to research governance.

**Feature 3:** Throughout the elaboration of the Concept Note design, partnership quality assessment criteria inspired by what was discussed at the workshop (see above) is being applied to monitor the process of partnership building and ensure it is coherent with the values of participatory research.

## Outcomes

The Collective Action will be multi-actor, with at least 4 GFAR Constituencies in the Working Group including strong family farmer representation and multilevel scope (local/national, regional and global). To build on both experience and diversity, there will be at least 1-2 countries in each of the regions represented: Africa, Asia-Pacific and Latin America. The final choice of the countries and of the activities will be ultimately determined by the financial support that the Partners in the Collective Action will be able to raise through their own channels/donors in order to find additional resources to their ongoing initiatives/projects.

## Prioritization of national research and innovation needs

Determination of innovation needs in countries is a challenging process, often centralized in the capital cities. GFAR is collaborating with ISPC-CGIAR and FAO Research and Extension Division to implement country studies analyzing the effectiveness (and challenges) of multi-stakeholder AR4D partnerships, using the analyses to synthesize guidance on AR4D partnership strategies and working through a bottom-up approach. Pilot studies have begun in Tanzania and are currently being scaled-out to Burkina Faso (see further detail in Theme 2 of this report) and other countries. This work integrates the country innovation systems analyses of GFAR, FAO-AGDR and CGIAR-ISPC, drawing on the comparative advantages and roles of each.

## Output 4.2: Transformative changes facilitated in the function, relevance and curricula quality of formal agricultural education and informal learning

### Context

Partners in GFAR have long recognized that our education systems are not producing graduates with the qualities needed to meet our future agri-food needs. The Partners in GFAR care about the future of our youth and the future of agriculture; education is one of our most important agendas. An enormous number of young people are turning away from agricultural opportunities that they see as associated with poverty and drudgery, rather than success and promise, and are migrating to seek jobs that simply don't exist in the cities of their dreams. This is a recipe for the collapse of both rural and urban societies.

Education is vital to society and to sustainable development. Our futures depend on developing the agricultural leaders of tomorrow – and this requires radical change in the kinds of education being offered to our young people. Universities are places of great repute, yet are struggling for resources and facing demands, from agri-food industries and from society, to equip young people with holistic skills and inspiration, not just to find a job, but to create new agri-food-based opportunities and enterprise and themselves become community leaders

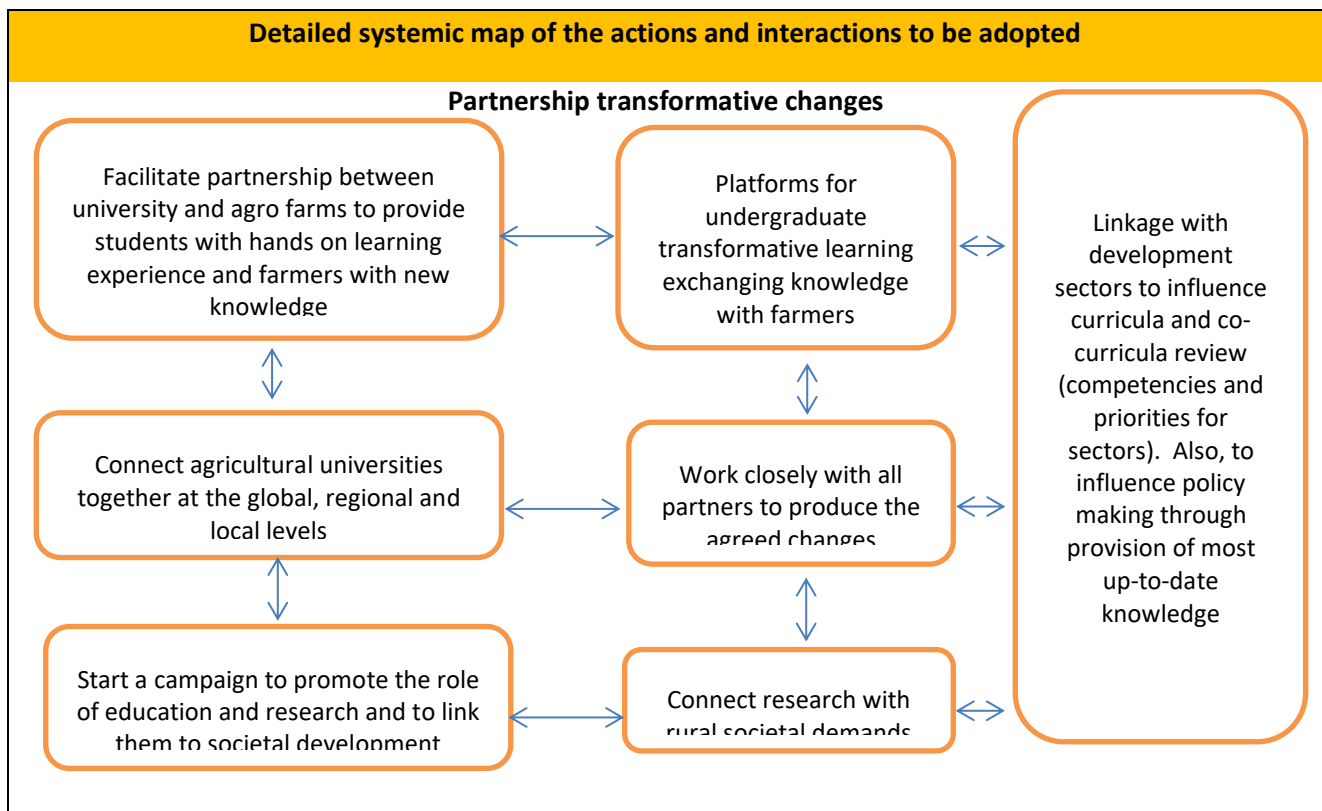
### Activities

One of the key actions determined by participants at GCARD3 in 2016 was the formation of a new Alliance for curriculum reform and student leadership, in order to address the chronic problem of young people turning away from agricultural careers, and their perceptions that agriculture does not offer the rewards to be found elsewhere. The focus of the Alliance was set out during GCARD3 and the GFAR Secretariat then built upon these ideas in partnership with the Global Confederation on Higher Education and Research in Agriculture, GCHERA. GCHERA is the global network of national agricultural university associations, which was itself directly supported and co-financed in its development by GFAR.

The Alliance combines curriculum reform with actions to develop the agricultural leaders of tomorrow, equipped with skills and a sense of self and the importance of their calling that go well beyond technical skills alone. These actions draw learning from the successful experiences of universities such as Earth University and Wageningen, that have opened themselves out to new partnerships and new ways of working, as well as student development programmes such as the successful LEAD programme previously run in Egypt by Iman El-Kaffass of GFAR Secretariat.

This partnership led to a Global Dialogue at the RUFORUM Conference in South Africa, in September 2016. Here GFAR, with the EU financial support of 70,000 USD provided to the Global Confederation for Higher Education and Research in Agriculture (GCHERA), enabled a wide range of non-university stakeholders to participate, expressing their concerns and needs directly to the university sector and getting away from introspective discussion within the university sector alone. A Collective Action on *Transformative learning and student leadership in Agricultural Universities* was launched in 2017 by Partners in GFAR in Sub-Saharan Africa. The initiative was catalyzed by Dr. Iman El-Kaffass of the GFAR Secretariat, together with GFAR Steering Committee member Prof. Agnes Mwang'ombe of The University of Nairobi and Dr Anthony Egeru of RUFORUM.

**Through this multi-stakeholder workshop in South Africa, a roadmap was developed for the reform of undergraduate education** toward Student Leadership and Transformative Learning, as summarized in the diagram below:



This plan and the principles developed through this workshop enabled GCHERA to conceptualize a partnership that is now funded by the Kellogg Foundation for USD 1.5 Million, linking the Earth University in Costa Rica, GCHERA and the American University of Beirut in supporting the development of three select universities in Mexico and Haiti.

### Taking forward the Collective Action in Sub-Saharan Africa

Through GFAR Secretariat funding and technical advice, and using 80,000 USD of EU funds, provided to RUFORUM as local organizer, a launch workshop took place with the participation of 40 GFAR Partner organizations: University Vice Chancellors, Deans and former Ministers, students, private companies, research, CSOs and farmer organizations. Held at the University of Nairobi and facilitated by Fode Baudet of the Centre for Inter-Cultural Learning of Global Affairs Canada, the meeting was a really high-energy process over 3 days, which set out a new vision of how higher education must change, if it is to meet society's needs.

Transformational change in learning means going beyond our comfort zones, thinking beyond the usual game. The participants first set out their vision of what the graduate of the future should look like and what technical and life skills (physical, mental, spiritual, emotional and professional) they will require to become the agri-food leaders of tomorrow.

From this, participants identified what characteristics were required of university's functions and learning processes to make this a reality, listening to each other's views and together creating an exciting new vision of how universities should function and how they can contribute more effectively to society. Participants worked together in an incredibly positive and dynamic atmosphere to set out an exciting new agenda for African universities, to make their learning processes attractive to young people and to potential employers, finding the solutions required, not just obsessing on the problems, as happens in so many events.

“The Private Sector needs graduates who are fit for purpose and ready for work!”  
Hosea Machuki, FPEAK Fresh produce exporters, Kenya

Inspiring ideas flowed from all, identifying key elements of transformative change that go well beyond curriculum reform, to open out our universities to engage with farmers and industry and through their courses and co-curricular activities, develop the young leaders of tomorrow. Ideas developed covered the technical needs for change, the essential enabling environment for success, the innovative investment mechanisms required and the communication needed to get uptake of the concepts into practice.

### Achievements & Results

From the outcomes of Nairobi, a global GFAR Collective Action has developed, a Transformational Learning and Student Leadership Initiative to meet these needs. Key elements are:

- A shared model of the transformations required
- Multi-stakeholder platforms for transformational student leadership
- A common concept note for generating resources to transform individual universities and for the sharing of learning
- A number of universities are already volunteering to pilot the approaches involved.

The value of this new thinking was seen in the feedback from the meeting: The participants rated the workshop very highly, considering the meeting highly participatory, very practical and with great teamwork and equity among the participants, even though they came from widely differing backgrounds. The theory of change and concept note developed through the meeting are now being taken forward by multi-stakeholder working groups addressing each area: technical writing; networking and communications and advocacy and fundraising.

In Africa, this initiative aligns directly with the RUFORUM agenda 2030 and this partnership shows much promise for the future, with a Memorandum of Understanding being developed between GFAR and RUFORUM for its implementation. The Collective Action was then presented by Mark Holderness, GFAR Executive Secretary and Prof Maggi Linington, Executive Dean of Agriculture and Environmental Science at the University of South Africa, to 300 African University Vice-Chancellors and Deans at the well-attended RUFORUM Annual General Meeting in Lilongwe, Malawi in October 2017, funded by RUFORUM.

The concepts were very enthusiastically received by the university heads present, who all recognized the challenges involved and the need for a fresh approach, engaging also with other stakeholders, in order to be able to fulfil their roles and create new generations of dynamic African agricultural leaders. Already, a further 20 African universities immediately requested to join this Collective Action and the initiative is growing fast.



Delegates at the RUFORUM General Assembly discuss the concepts

### Scaling out to Near East and North Africa

The GFAR Collective Action on Transformational Learning and Student Leadership is now scaling out this reform to other regions through South-South learning and exchange. In February 2018, the Collective Action concept was presented at the Regional Conference on Social and Sustainability Science in ASEAN, with the goal to scale out to the Asia-Pacific Region with APAARI and others.

The first workshop on Transformational Learning and Student Leadership Development in the NENA Region was held in April 2018, during the 37th Annual Conference of ARABACRA, hosted by Zewail City in Egypt. The workshop, directly funded by the Conference co-organizers together with the Union of Arab Universities, who recognized the value of this approach, had around 80 participants representing 60 Universities and higher education institutions and colleges from the NENA Region. Representatives of the



government, the private sector, the NGOs including women and farmer organizations took active part in the workshop. The workshop had a similar format and objectives to that in Nairobi, focusing on what it takes to turn out well-equipped graduates.

Of particular note was the student participants' description of the enabling environment as one where the university becomes a "platform with no walls", where students and the outside environment interact continuously to create collaborative learning experiences that prepare the students to serve the environment upon their graduation. Students expressed that in today's world they are able to get a lot of information much more quickly through the media, and in some instances this information is more up to date than that presented by their instructors. The role of the instructor should therefore stop being that of a source of information, but rather become that of a facilitator, making sense of the information acquired. This requires supporting the students to acquire better analysis and deduction skills, in addition to communication and decision-making skills.

A follow-up meeting was hosted by the Association of Arab Universities (AARU), headquartered in Amman, Jordan, to assess subsequent progress and shape future steps. Already, the AARU has incorporated GFAR principles of transformational learning into its strategy 2030 and is partnering with GFAR and AARINENA in promoting it and piloting in universities of the NENA region.

### Challenges and how overcome

It is recognized that the major challenge to this initiative is not the commitment of the partners to the changes discussed – there was overwhelming support for these changes, but the availability of resources to take forward and pilot change processes in the universities concerned. Resources are now required to take forward these actions into practical actions in the committed universities.

Provision of these resources is not in the scope of GFAR, but funds are being sought through the universities themselves, their regional associations and the donor agencies supporting regional change in education systems. The emphasis for funding shifts to the regional bodies established for these purposes, and direct linkages have been established with the World Bank and Qatar Fund to explore how best to incorporate this approach into their proposed major funding schemes in Sub-Saharan Africa and in conflicted states respectively.

### Outcomes

The process of regional workshops held to date in South Africa, Nairobi, Malawi, Cairo and Jordan has produced the following outcomes:

- Established a representative platform of stakeholders of higher education from among the different constituencies of GFAR and relevant partners of the organizations involved
- Identified the needs for change and reforms to be undertaken by the participating universities based on representative and equitable dialogue – innovation platform style – of the multi-stakeholders concerned
- Formulated a shared model of reform that allows for sharing experiences, stories, challenges and opportunities experienced by each university
- A joint multi-stakeholder concept note to be used by the universities and their associations for fundraising needed to scale up the Collective Action

Together, the Partners in GFAR are creating a truly transformative agenda, with universities becoming redefined as institutions engaged with society, and which enable learning and individual development, rather than static, and often dated, teaching.



## Output 4.3: Processes delivered for opening of access to information systems for sharing, transforming and using agricultural knowledge among national systems, with self-sustaining networks established for sharing information on research organizations, expertise, research programmes/projects and their outputs

### Context

Open data and ICTs show tremendous promise as the next revolution that can transform agriculture and food systems around the world. The expected impact is that data-empowered agri-food value chains will be more efficient and transparent and will benefit farmers and all actors participating in innovation systems and along value chains. This requires awareness of the benefits and challenges, adequate policies, capacities and above all collaboration between the various actors involved. Making open data work for agriculture and nutrition requires a shared agenda. For this reason, since 2007, GFAR has invested extensively in initiatives to facilitate the discovery of sources of agriculture-related data and information across the world.

### Activities

From 2008 to 2014, GFAR was one of the main driving forces behind the multi-stakeholder **Coherence in Information for Agricultural Research for Development (CIARD)** initiative, together with FAO, the CGIAR, CTA and IAALD, in a network of more than 400 partners. GFAR heavily contributed to the advocacy strategy and hosted the main data sharing platforms of CIARD, as a neutral provider owned by a wide range of sectors and organizations.

Since 2014, GFAR has been a core supporter and partner in the **Global Open Data for Agriculture and Nutrition initiative (GODAN)**, providing both technical and financial support within the GODAN Secretariat functions. GFAR's continued input to GODAN's vision and activities ensures that the issues related to the equity of open access to data, and its use, by smallholder farmers be given high importance and be addressed

Since 2017, GFAR together with GODAN and CTA nurtured the process leading to the creation of a Collective Action on "Empowering Farmers through Equitable Data Sharing",

### Outcomes under CIARD

By 2013, CIARD had reached more than 400 partners and had developed most of its outputs (a common Manifesto, a Checklist for assessing information openness, a set of Pathways, case studies and data sharing platforms). In particular, GFAR had established the global platforms CIARD RING and AgriVivo (now AgriProfiles). Activities around the CIARD RING and AgriProfiles continued in 2013 and 2014, together with consultations and workshops engaging CIARD partners in dialogue and collaborations in the area of open data and ICTs.

### CIARD.RING

Recognizing the chronic need for inter-operability between diverse databases in handling and making use of 'Big Data' in agriculture, CIARD developed a **Route map to Information Nodes and Gateways (CIARD-RING)**, hosted and managed by the GFAR Secretariat.

Collaborations around the CIARD RING continued under the EU-funded FP7 agINFRA project (2012-2015), which provided co-funding to the initiative, supporting technical enhancements, inclusion of new datasets and linking to new infrastructural services.

The RING, later endorsed by GODAN, continued growing since 2014, **and is now the biggest global dataset catalogue for food and agriculture, with 3206 datasets and 847 providers.**

## AgriProfiles

After creating AgriVIVO in 2012 in collaboration with FAO and Cornell University, in 2014 the GFAR Secretariat led the redesign and transformation of AgriVIVO into AgriProfiles. **Agriprofiles.net** provides a highly accessible database managing information on Institutions/ Organizations and Experts: it's a search portal built to facilitate connections between all actors in the agricultural field, bridging across separately hosted directories and online communities. Such information is vital for developing collaboration and partnerships between agricultural research stakeholders and GFAR partners. The **new AgriProfiles** is also a broader project for a distributed architecture of shared databases of profiles across regions, countries and institutions: it is envisioned as a worldwide effort, expressed in regional, national and institutional collaboration to share professional profiles in an open data environment for agriculture and food security. The Interamerican Institute for Cooperation on Agriculture (IICA) is the main promoter of this distributed approach and is enabling a network of VIVO installations in Latin America and a regional VIVO called AgriPerfiles; FARA is now interested in using the same approach in Sub-Saharan Africa; in the same perspective, CTA is planning to set up a VIVO instance and support APC countries with a regional VIVO.

**Agriprofiles now contains profiles of 5,755 people and 7,487 organizations.**

### Other significant GFAR actions on open data and ICTs in the CIARD years were:

- The catalyst role in the creation of the Club of Ossiach, a public-private network for collective action among a wide range of organizations active in GIS data management and agricultural applications, has been further developed and strengthened. The network includes some of the most advanced European companies specializing in areas such as modelling agricultural systems, yield forecasts and climate impacts.
- GFAR Secretariat organised and participated in the series of Agri-futures Days International Conferences organized by Club of Ossiach in 2014, 2015 and 2016, as well as the International Conference on Intelligent Agriculture in Beijing, China, in which GFAR and Club of Ossiach were organizing partners.
- Direct links with the Chinese Academy of Agricultural Sciences (CAAS) also led to training workshops in China, with local costs provided by CAAS and direct-sponsored training programmes for 3 information scientists with CAAS in GFAR Secretariat and FAO.
- Between 2012 and 2014, GFAR participated in the EU-funded FP7 project agINFRA together with other CIARD partners, a project aiming at building a shared hardware and network infrastructure with accompanying software services for agricultural data. The project was evaluated by the EC as excellent in 2015.

## Transition to GODAN

2013 and 2014 were years of transition for CIARD: in 2013, a long consultation process was started over the overlap and synergies with the GODAN initiative then being designed.

## Activities

GFAR's long standing work (primarily in establishing systems and national capacities for the underlying standards and system inter-operability required) in fostering collective actions to open the use of agricultural data to benefit smallholder producers has contributed directly to the formation of the multi-stakeholder GODAN (Global Open Data Network for Agriculture & Nutrition) initiative. The GODAN initiative was fostered through GFAR, USA and UK's engagement in the G20 MACS processes, with an initial core partnership between USDA and DFID rapidly extended to GFAR, FAO and CABI.

In 2014, GFAR and FAO organized a CIARD-GODAN consultation in FAO to discuss the development of GODAN and find possible synergies between CIARD and GODAN and whether and how to transition from CIARD to GODAN. Although CIARD was never officially closed, almost all CIARD partners joined GODAN and agreed to continue their collaborations, framed through this new initiative.

The **Global Open Data for Agriculture and Nutrition (GODAN)** was announced by the USA and UK at the Open Government Partnership Conference in October 2013. The initiative seeks to support global efforts to make agricultural and nutritionally relevant data available, accessible, and usable for unrestricted use worldwide. GFAR is a core supporter and partner in GODAN, providing both technical and financial support within the GODAN Secretariat functions and in the GODAN Steering Committee. GFAR's continued input to GODAN's vision and activities ensures that the issues related to the equity of open access to data, and its use, by smallholder farmers be given high importance and be addressed:

GFAR has been contributing and supporting GODAN by providing the equivalent of up to 50% of a full-time staff member to GODAN and provided a start-up sum of 50,000 USD through the EU funding. This amount matched that provided by both the CGIAR and by CTA and has helped leverage an overall budget for the GODAN initiative of **USD 8.5 million over 5 years**, the major contributors being USDA and UK-DfID. In essence this is a **30-fold leveraging** of matching funds.

### GFAR Contributions to Achievements and Results under GODAN

GODAN is able to show many examples of uptake:

1. More than 900 partners;
2. 8 success stories plus 25 delivered by partners;
3. 13 publications co-produced with partners and an open access channel under F1000 research;
4. Monitoring progress: tracking of Governments creating open-data policies; seeing the impact of climate change on agriculture via data;
5. Increase in data-sets becoming available on CIARD-RING,
6. Seven African countries pledging in August 2017 to open their data (Nairobi pledge).

GFAR is part of the GODAN Steering Committee and in this role participated in SC meetings in 2016, 2017 and 2018. The GFAR Secretariat also contributes staff time to the GODAN Secretariat itself, participating in weekly calls, representing GODAN at conferences, facilitating the creation of Working Groups and contributing to the overall strategy. In 2017, GODAN became in turn a partner in GFAR.

Through extensive input from GFAR Secretariat, the GODAN principles for equitable systems now provide a good basis from which to develop voluntary guidelines for equitable systems, to avoid repeating the problems and societal perceptions previously seen with biotechnologies. GFAR's contributions and through the management of CIARD.RING were well recognized in the GODAN Summit in New York in September 2016.

The importance of developing equitable systems from the outset was emphasized by the GFAR Executive Secretary to the GODAN meeting at the UN ECOSOC in September 2016, a key point that was well received by all and subsequently echoed by many national representatives.



The specific interests that GFAR brings into GODAN and the related key outputs are:

#### **a) The importance of equity in agricultural data access and use.**

Under this priority, GFAR has directly co-sponsored workshops and publications on the ethical and legal issues around the access and use of farmers' data. In particular:

- The GFAR Secretariat contributed to the “e-Forum on ICTs and Open Data in Agriculture and Nutrition” organized on the e-agriculture platform in June 2017 by GODAN, CTA and the World Bank.
- Advocacy by GFAR on this issue resulted in the creation of the GODAN “Data Rights and Responsible Data Working Group”.
- GFAR has elicited and contributed to 4 GODAN documents on issues related to the equity of open access to data and its use, especially by smallholder farmers:
  - “Responsible Data in Agriculture”,
  - “Ownership of Open Data: Governance Options for Agriculture and Nutrition”,
  - “A global data ecosystem for agriculture and food” and
  - The CTA paper “Open data and Smallholder Food and Nutritional Security”,
 All of these have been quoted and have evoked interest around issues in opening agricultural data.

The other GFAR activities under this pillar in collaboration with GODAN in 2017 and 2018 are listed in the chapter about the Collective Action on “Empowering Farmers through Equitable Data Sharing” (see further on).

### **b) Data interoperability and harmonization of the agri-food data ecosystem**

The final objective of this being easier re-use and re-purposing of data for specific decision-making applications supporting end users (from policy makers to farmers), the focus is on usability of the data and collaboration among actors in the data value chain. Under this pillar, GFAR has delivered several actions:

#### **i. Participation in the “GODAN Action” project**

GFAR participated together with FAO in the first two years of the GODAN Action project funded by the UK Department for International Development under the Research and Capacity Building Programme. The project is coordinated by Wageningen Environmental Research and includes the Technical Centre for Agriculture and Rural Cooperation (CTA), the Institute of Development Studies (IDS), the Land Portal, the Open Data Institute (ODI), AidData and AgroKnow.

From 2016 to 2018, GFAR had a leading role in all activities related to collaboration and coordination around agri-food data standards. The main output of these activities were the gap analysis reports and the subsequent recommendations (prepared in collaboration with the Open Data Institute) on the use of data standards in agriculture and nutrition, in particular in the three thematic topics of the project: weather data, land data and nutrition data. These recommendations will lead to new services and pilot implementations in projects selected for the level of impact they can have according to the project’s Theory of Change.

#### **Facilitation of a new GODAN Working Group on the harmonization of food classifications among international authorities**

GFAR steered the focus of the Working Group from the original technical scope (food ontologies) to a more policy-oriented WG, dedicated to the alignment and harmonization of the many food classifications used (and mandated) by international authoritative bodies. Through continuous participation in meetings and discussions, GFAR managed to involve teams from FAO, EFSA, IFPRI and USDA, besides the original group of technical partners who will support the publication of the aligned classifications. The results of this WG will have an impact on facilitating: a) the work of intermediaries that create hardware and software for all actors in the data value chain; b) the integration of food value chain data across geographic regions and across different parts of the value chain (for instance, in a global monitoring system or in a global distributed food tracking system).

#### **ii. Input to eROSA H2020 project**

The “e-infrastructure Roadmap for Open Science in Agriculture (e-ROSA)” H2020 project had the task of producing a study on how a global agri-food data ecosystem would look like and how it could be facilitated. After contributing to the eROSA proposal in 2016, in 2017 GFAR participated in the first eROSA stakeholder consultation and continues to be engaged in discussions on possible directions and especially on the

positioning of existing services (like the CIARD RING) in an ideal data ecosystem.

In 2017 such data ecosystem-related issues were highlighted in an e-forum and have become the focus of a GODAN Working Group.

### iii. **Participation in the EC H2020 Big Data Europe project**

Between 2015 and 2018, GFAR participated with FAO in the H2020 project “Big Data Europe: Integrating Big Data, Software & Communities for Addressing Europe's Societal Challenges”. One of the core societal challenges addressed by the project was food and agriculture (“Food security, sustainable agriculture and forestry, marine and maritime and inland water research, and the Bioeconomy”): FAO and GFAR were responsible for the project's outreach to the communities relevant for this societal challenge.

## The Collective Action on “Empowering Farmers through Equitable Data Sharing”

### Context

Data-driven agriculture is expected to increase agricultural production and productivity. It can help farmers adapt to or mitigate the effects of climate change. It can also bring about more economic and efficient use of natural resources, reduce risk and improve resilience in farming, and make agri-food market chains much more efficient. However, smallholder farmers in developing countries are not harnessing the power of open data. This is due to a number of challenges and risks that make it difficult to ensure digital investments benefit them. The two main challenges are, firstly, difficulty accessing relevant data and services provided by others and, secondly, making sure that any data they share does not actually weaken their positions. These challenges vary in nature (technical, capacity, policy).

Nonetheless, previous discussions and recent research have revealed that the ethical, legal and policy aspects related to farmers’ accessing and using available data, as well as sharing their own data, are now seen as key to empowering farmers through regulations, agreements and an enabling legal and policy environment. Farmers’ awareness of their needs and rights is fundamental to determining their own needs and their own future. Farmers’ rights to data is no different: Farmers must be *aware* of their data rights. This important issue is gaining recognition more than ever before, both in terms of *access* to data and *ownership* of data.

Partners in GFAR have been already working together in recent years on assessing and harnessing the impact of open data in the agri-food sector through the Global Open Data for Agriculture and Nutrition initiative (GODAN). GFAR is a founding member of GODAN and many partners in GFAR participate in the initiative, which can therefore be seen as a proto-GFAR Collective Action. However, through a number of GFAR-initiated GODAN events in 2017 it became clear that specific issues related to data rights affecting smallholder farmers were a real priority for GFAR partners and deserved special attention in the much broader discussion on open data. These were:

- The publication in June 2017 of two GODAN papers on issues of data ownership and fairness, with contributions from GFAR: one on [ownership of open data](#) and one on [responsible data](#).
- A [training course](#) and [symposium](#) on farmers’ access to data, convened in Centurion, South Africa, in November 2017 by GFAR, organized with the Information Training and Outreach Centre for Africa (ITOCA) and co-sponsored by GODAN and the Technical Center for Agricultural and Rural Cooperation (CTA). A session of the symposium is pictured below:



Following the face-to-face course on Farmers' Access to Data organized in South Africa in November 2017, GFAR Secretariat organized six webinars to make the content of the course openly available to everybody. The webinars were co-convened with GODAN and CTA and were conducted by trainers and presenters from the Centurion event. The following webinars were facilitated by GFAR Secretariat in 2018:

1. Data-driven agriculture overview
2. Key data for farmers
3. Crossing the Donga – Accelerating Market Adoption and Use of Data by Smallholders
4. Data driven services for farmer led business.
5. Data Driven Mobile Applications
6. Data and Agri-food Systems: Past, Present and Future

Recognizing the huge opportunities of data-driven agriculture and the gaps that currently prevent it from benefiting the world's poor, GFAR, GODAN and CTA mobilized a group of experts to discuss and develop important concepts around these issues in a white paper on [Digital and Data-Driven Agriculture: Harnessing the Power of Data for Smallholders](#), published in April 2018.

The paper gives an overview of the huge opportunities and the main challenges of data-driven agriculture for smallholder farmers, illustrates some data and agri-food system drivers that can help make data-driven agriculture more smallholder-friendly and proposes ways to foster a data ecosystem that truly enables farmers to fully harness the power of data.



The German Federal Office of Agriculture and Food (BLE), our partner representing the G20/Upstream Research Organizations in the GFAR Steering Committee, then requested that GFAR convened partners in a discussion and decision-making process on ethical and legal aspects of open data. An expert consultation dealing with these was held in 2018, hosted and funded by BLE in Bonn.



The Global Forum on Agricultural Research and Innovation (GFAR), mobilized involvement and co-commitment from the Global Open Data for Agriculture and Nutrition initiative (GODAN) and the Technical Center for Agricultural and Rural Cooperation (CTA) and started a consultation process, convening first an online consultation (4-8 June 2018, summary [here](#)) and then a **face-to-face international expert consultation on ethical, legal and policy aspects of data sharing affecting farmers (10-11 July 2018)**, bringing together experts from a range of different stakeholder groups and perspectives.

The expert meeting was hosted on 10 and 11 July in Bonn by the German Federal Office for Agriculture and Food (BLE) and co-sponsored by the Kuratorium für Technik und Bauwesen in der Landwirtschaft (KTBL). The objective of the meeting was to have an initial vision and proposed next steps for a collective action on enabling farmers to harness the power of data-driven agriculture.



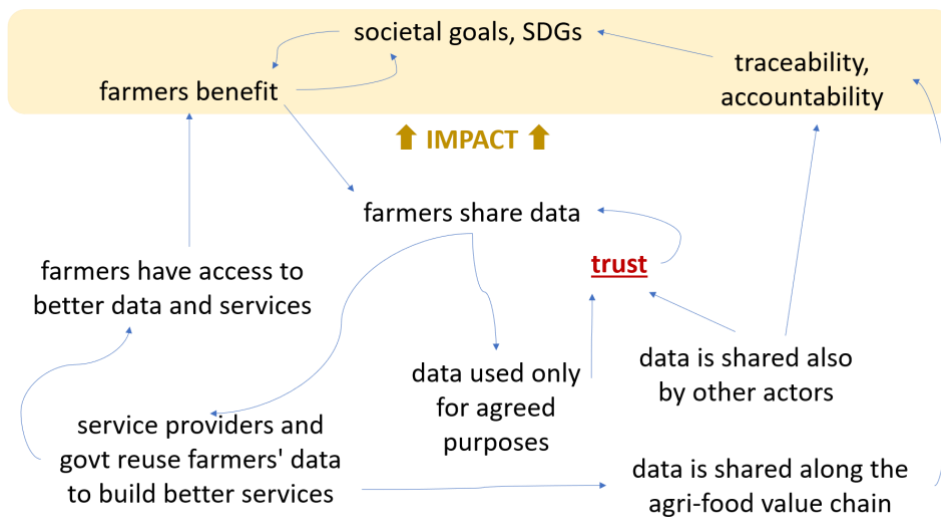
## Outcomes

Participants in the Bonn meeting agreed on the vision for the Collective Action and in September 2018 produced and endorsed a shared **“Vision and Strategic Plan for a Collective Action on Empowering Farmers through Equitable Data Sharing”**.

In terms of vision, even if with different emphasis, all participants agreed on the fact that the desired future scenario is that farmers will benefit from data shared by others and will in turn share their farm data in a fair and transparent data ecosystem, thus contributing to and sharing the benefits of a more transparent and sustainable agri-food system: *“The core of our vision for the collective action is that farmers can be empowered to harness data-driven agriculture through inclusive data ecosystems\* that nurture equitable sharing, exchange and use of data and information by all and for all participants in agri-food value chains, with special consideration of smallholder farmers, the most vulnerable to inequitable data flows.”*



**Assumed impact chain for the Collective Action:**



**The document also outlines some key agreed outputs of the action:**

- Inventory of current policies, laws, contractual practices and business models in different countries
- Collection of stories, research and think pieces on ethics, applicable law, costs etc.
- A map of the data chain to identify the different data and the different uses and who is involved.
- A “growers’ on-line toolkit” with information and tools, checklists, making existing materials available on line (including legal and ethical materials)
- Voluntary guidelines on farm data sharing
- Experiments with legal mechanisms (contract templates / appendices; “legal clinics”, legal actions) as well as certification schemes or social certification mechanisms
- Local experiments on governance and business models for “data cooperatives” and for technology platforms (big data, blockchain)
- Feasibility study on an international agreement / Treaty on farmers data rights, access and use



This is clearly a theme of major significance as ‘Big Data’ becomes the next revolution in agriculture and already has strong commitment from key agencies involved such as the EU-supported CTA, GODAN and BLE Germany. When the final version of the vision document and the action plan are released, we can proceed with the formalization of the action, the creation of an initial group of leaders and joint resource mobilization. The theme is in much demand from smallholder farmer and civil society organizations around the world, who are well aware of the risks of being disadvantaged by others being better able to exploit and benefit from new applications of data.

## Challenges and how overcome

The experiences of both CIARD and GODAN clearly showed that the major challenges in these partnerships around data sharing and data ecosystems are challenges of voluntary commitment and resourcing.

What has worked in overcoming such challenges is engaging partners in developing funding proposals together (as in the case of GODAN Action or agINFRA) or committing some initial money for face-to-face meetings that have attracted co-funding and in-kind contributions and later generated interest and collaboration (as in the case of the events leading to the creation of the Collective Action).

An essential aspect, without which such challenges would not have been addressed, is the alignment of the objectives of the partnership/action to the objectives of each single partner. In particular, addressing the needs and demands of a specific stakeholder group and recognizing their contribution to the collective action attracts co-funding and voluntary commitment.

The principles behind the GFAR Collective Action concept have thus proven useful in increasing commitment.

More specific challenges concern the development of global data sharing platforms like the RING and AgriProfiles, which aggregate data and therefore rely on the existence of a network of partners sharing data. Such global platforms present challenges of **architecture** (distributed/centralized, data flows), **governance** (ownership, usage rights, strategy), **capacities** (lack of IT capacities to share data), **cultural attitude** (unwillingness to share) and of course **resources**.

These challenges have been addressed in CIARD and in the infrastructural projects in which GFAR has participated (agINFRA, Big Data Europe). Although no ideal solution is agreed upon by all actors, participatory and fair governance on the one hand, and capacity development on the other, have certainly mitigated these problems. Moreover, participants have found that involvement in open data partnerships and initiatives that address these general architectural and governance issues has provided a vital means of keeping up to date with technological developments and best practices in this fast-changing field.

Both the RING and AgriProfiles are successfully established, but now require direct backing from the partner organizations who requested their establishment, through actively maintaining and sharing their data.

## Output 4.4: Fostering of GFRAS mechanism to reform processes in the advisory service and extension sector through capacity development and collective learning

### Context

The Partners in GFAR cover the continuum of actors in agri-food knowledge and innovation from farmers and consumers to upstream research. The Global Forum on Rural Advisory Services was jointly established by GFAR, FAO and the Neuchatel Initiative, through a GFAR-FAO funded workshop in Assisi, Italy, to fill the perceived absence of a mechanism for greater cross-learning and strengthening among rural advisory services, vital actors within this overall continuum.

### Activities and Achievements

GFAR has provided direct funding support to GFRAS from the outset, dedicating a budget proportion from the EU support each year to directly finance GFRAS in delivery of its mission, with an agreed basis of work as set out in the GFAR MTP.

Over the project period, GFRAS has continued to grow in its role and recognition, engaging rural advisers around the world, operating through regional networks and a range of capacity development materials for development of effective pluralistic advisory services. This year, GFRAS has also begun to focus on agricultural entrepreneurship, in common with many other Partners in GFAR. GFRAS's work helps deliver the overall framework of the GCARD Roadmap, to strengthen rural advisory services and GFRAS represents the sector in GFAR governance. Cross representation in the Steering Committee of GFAR and of GFRAS was decided at the establishment of GFRAS to ensure operational alignment with GFAR.

A new Letter of Agreement between GFAR and GFRAS was signed in October 2015, aligned with the revised GFAR Vision and Mission adopted by GFAR Constituent Assembly (Bangkok 24-26 August, 2015). Catalytic funds from the EU were provided to GFRAS through GFAR to support agreed GFAR Collective Actions. These should reflect the farmer-centered and multi-stakeholder principles of GFAR.

GFAR provided inputs in the formulation of GFRAS new Strategic Framework 2016-2020 for Advocacy and Leadership in Rural Advisory Services for Sustainable Development adopted at the GFRAS SC meeting in 2015 (Issyk Kul, Kyrgyzstan), and in the GFRAS policy working group, increasing collaboration also with FANRPAN policy dialogues. This support has enabled the production of four key policy papers for the GFRAS Compendium:

1. Strengthening the capacity of RAS Actors for advocacy and dialogue on policy reform and action
2. Building an effective RAS/EAS model for smallholders: emerging issues and the four cornerstones of sustainability
3. Framework to improve the coordination of agricultural support services, a case study from Namibia
4. Innovative approaches to co-creating equitable policy environments, from collective to co-creative: experiences implementing gender-responsive local policies

GFAR participated in the GFRAS Steering Committee (8-12 March 2016, Lindau, Switzerland) which adopted the operational plan 2016-2020, and helped formulate a monitoring, evaluation, and learning (MEL) strategy to evidence GFRAS impact on the ground. IFAD and GFAR led a core group of the SC to draft a Strategic Note on Transforming delivery of Rural Advisory Services and mobilizing resources for RAS. The document should help reframing GFRAS/GFAR collaboration in congruence with GFAR Roadmap Principles. The meeting selected the new Executive Secretary of GFRAS who took his function at GFRAS Steering Committee and Annual Forum in Cameroun (2016) and confirmed the hosting of GFRAS by AGRIDEA,

moving the Secretariat to Lausanne. It was agreed that GFRAS should better link with the Gender in Agriculture Partnership (GAP) network facilitated by GFAR, in promoting women's empowerment in rural advisory services.

### Challenges encountered and how overcome

The GFRAS Steering Committee meeting in October 2018, in which GFAR Secretariat participated, recognized a range of challenges facing the future of this forum:

- The extreme difficulty for GFRAS as an “international platform”, mainly providing knowledge and exchange opportunities between fragmented actors, to be recognized by donors currently in search of tangible impacts. The IFAD grant appeared in this context to be using GFRAS more as a mechanism to finance extension at continental and regional levels than as an opportunity to strengthen the overall architecture of Agriculture Innovation Systems, by transforming the relationship between actors, including by addressing future extension needs;
- The need to set-up governance arrangements capable of truly involving key stakeholders such as farmers organizations and civil society organizations at all levels of the decision-making processes;
- The challenge of redefining an international platform identity around the delivery of concrete outputs, such as for instance the “New Extensionist” training kit developed under GFRAS aegis, when all the other public goods provided by GFRAS remain valid;
- The need to develop a better narrative to show the added value of GFRAS to the system, including by setting up M&E mechanisms to measure impacts;
- The opportunity for GFAR, as already proposed in the March 2018 GFRAS Steering Committee, to find selected activities/collective actions that could constitute the ground for establishing synergies between the transformation of advisory services, of education and of research, putting farmers' representatives at the center and hence providing the basis for collaboration in the future between the two Fora.
- To this effect, the set of GFAR facilitated collective actions was distributed, and the envisaged initiative to be conducted with RESCAR/AOC in Burkina Faso, as defined together with Mr. Patrice Djamen, RESCAR/AOC Coordinator, was endorsed by the SC.

## Result Area 5: Agricultural research and knowledge embedded into rural development agendas and better meeting societal needs

Output 5.1 Coordination and management support to the Gender in Agriculture Partnership as a collective, self-driven global movement, delivering through the actions of its partners and supported by GFAR, greater gender equity and across many institutional and functional contexts.

### Context

The First International Conference on Women in Agriculture was co-organized by APAARI, the Indian Council for Agricultural Research (ICAR) and GFAR in 2012, with extensive additional co-financing support from USAID, DFID, ACIAR, the World Bank, CGIAR and others. The Conference was held in New Delhi in 2012 and attracted over 700 participants. The Conference provided the stakeholders a platform to understand the efforts made by national governments, UN agencies, research organizations and community-based organizations to discuss gender issues at length and identify action points to improve the conditions of women in agriculture and suggest a way forward for global action.

The 3-day Conference was inaugurated by Smt. Sheila Dikshit, Chief Minister of Delhi as Chief Guest and Her Excellency, Smt. Margaret Alva, the Governor of Uttarakhand as Chairperson in the Inaugural Session. Her Excellency Smt. Pratibha Devisingh Patil, the President of India was the Chief Guest in the Valedictory Session which was chaired by Shri Sharad Pawar, Union Minister of Agriculture and Food Processing Industries. The other components of the Conference were oral presentations, poster presentations and an Innovation Market Place. The oral presentation category, the conference had policy level discussions under Policy forum I & II, six parallel technical sessions on different theme areas and four on important areas involving experts from different countries. In the poster session, 243 posters in six different thematic areas were presented and over 300 Indian women's groups took part in the market place of innovations.

### Activities

The Gender in Agriculture Partnership was launched as an informal network as one of the major outcome products of the Conference. GFAR has continued to build and support the Gender in Agriculture Partnership into a multi-stakeholder network now involving gender specialists and advocates from over 900 institutions around the world. GAP operates as a virtual platform ([www.gender-gap.net](http://www.gender-gap.net)) and network through social media and has become widely recognized for the value of its facilitating functions and as a common knowledge-sharing platform for all those who are concerned with rural women's economic empowerment. GAP provided the recognized agriculture interface for UN Women's economic empowerment website "Empower Women", but that website was unfortunately discontinued when the donor funding ceased. The GAP website and LinkedIn groups are now recognized as valuable and comprehensive resources for all. Since its inception, the GAP website has already accumulated over 1,000 highly searchable papers and published articles from GAP Partners on rural women's empowerment.

### Challenges encountered and how overcome

GAP was always intended to be an informal network of voluntary participants. While successful in this, it has also become clear that, for GAP to achieve its full potential, it requires committed specific staff

resources and a degree of core financing. As with other collective actions, the practical reality of mobilizing voluntary actions is that this requires both clear ownership by the partners and the resources for facilitation and mobilization of actions and knowledge sharing. The GAP was established at the direct request of the CGIAR and Rome based UN agencies. In practice, gender specialists in the agencies themselves are under-resourced and have struggled to dedicate time and resources for wider knowledge sharing, and action beyond their internal focus. The lack of funding to GFAR Secretariat has meant that maintaining GAP's momentum has been challenging, while experience with institutional partners has also been that gender actions are often under-resourced and continually looking for recognition and impact within their own institution, let alone working more widely. Greater success clearly requires dedicated human resources, within the Secretariat and GFAR Partner organizations.

### Achievements and results

GAP has achieved a great deal during the project period, operating as a truly voluntary network, with only minimal direct resources:

GAP activities during this period have also included specific events to mark key dates such as International Women's Day, for which an event on rural women was organized in 2015 at UN ECOSOC, together with the World Farmers Organization, for World Rural Women's Day and the finalization of the Paris Agreement on Climate Change, as well as a strong continuous social media campaign celebrating many actions of Partners in addressing rural women's economic empowerment. GAP has also begun a more intensive outreach action, with the first in a planned series of Webinars, here focusing on metrics for women's empowerment, with presentations by FAO, the CGIAR and the World Bank. The Webinar proved extremely popular, with 100 participants present and with a further 200 having to be turned away on this occasion as the internet-based webinar system could only accommodate 100. The GAP Secretariat, organized and resourced through GFAR Secretariat, has continued to provide and mobilize expert technical advice to a range of programmes and events, including to the CGIAR and FAO.

The GAP has directly influenced GFAR actions, with the SC committed to actively including at least 30% women in all actions, directly in line with the FAO gender strategy targets. GFAR has itself carried forward the commitment of the GFAR Steering Committee to deliver to principles of balanced representation and inclusion. Gender balance was established among those sponsored to attend GCARD3 and the same approach has been followed in all GFAR sponsorships of the meetings of others. This has not always been easy to ensure, but strong representation has been made to the partners concerned to push for gender balance.

The Rural Women's Economic Empowerment Programme (RWEE) of the 3 Rome based agencies and UN Women recently formally joined the GAP, welcoming the opportunity it provides for greater dissemination of their work to a wide audience. The CGIAR is now establishing a cross-cutting gender platform within its work, which will also be a vital core partner for the GAP collective.

Partners worked together in 2013 to organize a side event during the 40th Session of the Committee on World Food Security (CFS) entitled "Transforming Food Systems: Empowering Women to Deliver on Food Security and Nutrition", which focused its attention on the need for transformative change to ensure gender equity, empower women and address their needs in food systems. The event was Chaired by Prof MS Swaminathan, GAP Patron and attended by over 100 UN Ambassadors and partners.

Renowned outcomes from GFAR's promoting and building the GAP were the Global Conference on Women in Agriculture, organized in India, with 700 participants representing women organizations around the world, and the GAP's lead role in developing the pioneering gender strategy for the Dryland Systems CRP of the CGIAR. The GAP has also influenced GFAR actions, with the SC committed to actively including at least 30% women in all actions, as achieved in the GCARD3 for example and as set out in all GFAR LOAs with partners.

This approach is very largely on track, including in the extent of women's participation at the GCARDs (and a new gender platform in the CGIAR) and has been reinforced in relation to all funds provided to Partners through GFAR. GFAR's approach and delivery is directly in line with the FAO gender strategy targets. The Rural Women's Economic Empowerment Programme (RWEE) of the 3 Rome based agencies and UN Women recently formally joined the GAP, welcoming the opportunity it provides for greater dissemination of their work to a wide audience. In part due to GFAR pressure, with other concerned members of System Council, the CGIAR is now establishing a cross-cutting platform specifically on gender. This could significantly mobilize international research links on women's empowerment with other partners and usefully support or even integrate the GAP network as a ready-made established system for reach and partnership beyond the CGIAR centres themselves.

### Women as Agripreneurs in Africa: SAWA project proposal development

In 2017 GFAR Secretariat worked with national partners to co-develop a project proposal for Global Affairs Canada entitled "Support for African Women in Agro-enterprise (SAWA)". Proposal preparation included: review of documentation to align to country priorities in Ghana, Kenya and Senegal (the project focus countries), as well as Egypt; development of a workplan and schedule for consultation with national partners in these 3 countries and co-development through national multi-stakeholder platforms of the proposal; reformulation of existing and addition of new elements in accordance with the sponsor's proposal format and guidelines.

The completed draft proposal entitled "Support for African Women in Agro-enterprise (SAWA) project" is under consideration by Global Affairs Canada. The proposed project for 5 years with a budget projected at CAD \$16,000,000 would support enhancing the businesses of leading women agro-entrepreneurs in four (4) focus countries: Egypt, Ghana, Kenya and Senegal. A toolbox developed within the project would be used through national and regional partners and platforms to improve business practice across value chains in 5-7 countries and influence change at sub-regional and continental level. At policy level, lessons learned and changes in investment and legislation would inform regional bodies such as COMESA, EAC and ECOWAS as well as the African Union and NEPAD (CAADP). SAWA regional partners would include AGRA and AWARD, and the potential international partners include IDRC and the GAP network of expert catalysts. Wider impact through sharing of lessons learned and scaling out of tools and experiences would be through hosting in Africa the 2<sup>nd</sup> Global Conference on Women in Agriculture in 2019.

In order to co-develop the proposal, consultations were held with national partners and Canadian country representatives in Ghana, Kenya and Egypt. Actions there included: working meeting on project design, governance, partners and planning processes; holding a strategic, inception meeting with projected national partners in Ghana, convened by the potential lead partner there, PEF-Private Enterprise Federation; subsequent joint and individual meetings with potential partners for the initiative in Ghana including a network of women agripreneurs and the apex national farmers' organization (GFAP); exploratory meetings with regional organizations, AAIN and FARA, as potential SAWA partners. PEF confirmed interest to act as the national convener for Ghana and identified a senior consultant familiar with GAC projects and priorities in-country as well as GAC project phase and negotiation processes. Similar consultations were held in Kenya with AGRA (SSTP), AWARD, KALRO and KAAA and in Egypt directly with the Minister of Agriculture and Land Reclamation and Minister of Local Development, as well as with the Governors of several Governorates, all of whom were very positive about the concept.

#### Difficulties encountered and measures taken

Unfortunately, changes in Canadian Government policy priorities and in key personnel in Global Affairs Canada have meant significant delays in the programme's development. Without core resources, GFAR Secretariat has not yet been able to support the further development of the programme at this stage. Key financing elements of the proposal have though been taken up into a MEDA enterprise financing proposal (initially a GFAR Partner in the proposal) given the same name, while the need for such a programme as that proposed by GFAR certainly remains.

## Output 5.2: Self-reliant YPARD platform enabled to increase in size and scope, further enabling young people to participate in and contribute to global AR4D reforms

### Context

The vital need to engage youth in shaping the future of farming and food has long been recognized in GFAR and GFAR willingly took on the hosting of the YPARD Secretariat when its previous host university declined to continue its hosting. The YPARD Secretariat reports to the YPARD Steering Committee for programme actions, but administrative support, guidance and mentoring is provided by the GFAR Secretariat as a direct contribution to the platform's success. GFAR directly funds YPARD programmes and GFAR Secretariat provides YPARD Secretariat with office space and facilities and with very extensive administrative and communications support, free of charge, itself amounting to at least half a full-time staff person. GFAR Executive Secretary and Secretariat Staff provide advisory inputs as requested and in their areas of expertise, but do not actually sit on YPARD's SC; YPARD is self-managed among the youth involved. Hosting by GFAR enables YPARD to have legal identity and specific financial accounting, within and through the FAO administrative system.

### Activities

GFAR Secretariat has hosted the YPARD Secretariat for around 8 years, providing core funding, EU-funded staff time in administrative and communications support and managerial guidance to this unique youth-managed platform. YPARD continues to grow in strength and size, with now over 19,650 full members, all joining on a voluntary basis as they saw the advantage and need for this youth network. YPARD has now grown to reach 45,000 Facebook page followers and has 66 national representatives. Central funding is provided through SDC support to the YPARD programme, received via GFAR/FAO.

In 2016, vibrant YPARD 10-year celebrations were organized by the YPARD community all around the world, both online and onsite. The network came together to launch some vibrant YPARD 10 years celebrations all around the world and shared pictures of innovative YPARD 10 years birthday cakes. Exciting communications materials demonstrated how far YPARD has come through the infographic and official 10 year video and the [14 #YPARD10years testimonial videos. The YPARD 10 Years onsite global celebration was held during the GCARD3 Global event.](#)

- Through celebrating YPARD, we promote agriculture as a career path and we work on engaging young people in agriculture as a community.
- 6 country brand pages on the YPARD website; over 19,650 individuals registered on the website.
- Very extensive social media presence, with 16,000 members of YPARD's Facebook Group, 25,200 linked by Twitter and 9,500 in LinkedIn group;
- Unlike some other youth groups, YPARD is not affiliated to a particular organization, but is comprised of independent individuals who are committed to working together to make agriculture a more worthwhile career for young people.
- Youth capacity development opportunities organized by national teams around the world;
- A successful mentoring program pilot phase, including four models and local programs summarized in [the YPARD mentoring evaluation report](#);
- Young professionals' contributions to discussions on curricula reforms in agriculture with multiple stakeholders at the 2017 and 2018 Tropentag;



- Meaningful youth engagement at global events, including an active [Youth In Landscapes program](#) at meetings of the Global Landscapes Forum;
- YPARD representatives undertaking advisory roles at global, regional and national levels;
- YPARD Kenya recognized as a contributor to the Kenya National Youth in Agribusiness Strategy: <http://www.ypard.net/2017-may-5/ypard-kenya-acknowledged-kenyas-youth-agribusiness-strategy-contributions>;
- Promotion of agriculture among youth through campaigns, events and various innovative media

### Achievements & Results

- A positive external review of the network in 2017 providing recommendations for the YPARD strategic planning process in 2018
- Youth sitting in agricultural development management committees all over the world;
- Meaningful inclusion of youth at key development conferences with over 250 active youth participants onsite as key speakers and innovators, and hundreds of followers online;
- Continuing development of the YPARD face to face, online and blended mentoring programs;
- Actively engaged youth through the GCARD3 process from national, regional and global discussions as organizing committee members, panellists and communicators;
- Conducted research on rural youth aspirations in drylands with the CGIAR Dryland Systems research program;
- Strengthened the capacity development of approximately 1,200 YPARD representatives and members through targeted webinars and trainings;
- More opportunities, information, networking and value for members with 296 803 visits on the website and over 1,500 items posted;
- New hosting organization established for YPARD Europe;
- Stronger national and regional representation, with dozens of activities implemented at the national level and some exciting regional initiatives taking shape.
- Celebrations for YPARD 10 years through side events, online celebrations and dozens of people 'baking a cake' for YPARD 10 years and sharing through social media.

Surveys of YPARD members have shown the top 3 reasons to join YPARD were:

- Increase professional network
- Support the idea of promoting youth engagement in agricultural development
- Find capacity development opportunities

YPARD is most valued for:

- Funding opportunities
- Promoting agriculture among young people
- Capacity development information

### Next steps:

- More effective inclusion of youth with real participation and decision-making power in agricultural development throughout the world.

- Scale up the mentoring programme as a proven means to support rural and urban youth in agriculture.
- Stronger support of national YPARD initiatives to support local youth develop contextually relevant solutions.
- Creating of working groups at the national level to strengthen the governance structure at the national level.

#### What they say about YPARD:

*“YPARD stands out among youth networks in the agricultural space, for both the breadth of their network globally and sector wise, but also in the quality of the people who are involved. By engaging with the YPARD network, you have access to learn from and collaborate with true leaders and inspiring individuals engaged in addressing agriculture and food systems more holistically.”*

Elizabeth Beall, Committee on World Food Security

*“I have been involved in many initiatives and youth projects but I can feel that there is something special about YPARD. You have a sense of belonging that you can’t find anywhere else.”*

Assem Abu Hatab, YPARD Egypt representative

*“One of the most amazing qualities and sides of YPARD is how easily it connects people with both diverse culture and academic background without any physical contact. It was a big surprise for me how I could feel really close and attached to fellow YPARDians without ever seeing them in person. I think every YPARDian can back me up on this. Within this short time YPARD has become a family to me. The enthusiasm, inspiration and opportunities you get from YPARD is real!”*

Anudari Enkhtur, YPARD Mongolia

#### YPARD in GFAR Steering Committee

Nidhi Nagabhatla, YPARD Chair participated in the GFAR Strategic Workshop and Steering Committee Meeting as the representative for the Youth Constituency at the global level. As a multi-stakeholder-led initiative, GFAR provides a consultative dialogue forum to discuss what constitutes ‘collective action’ in the agricultural research and innovation sector and focused attention was provided for youth issues in the dialogues. The Chair writes: *“I’m very confident that YPARD will benefit by boosting interaction with GFAR towards realizing the agenda of transforming agricultural production, research and innovation systems.”*

The grassroots representative of youth, Keron Bascombe is the creator and editor of the [blog technology4agri.wordpress.com](http://blog.technology4agri.wordpress.com). Every day, Keron is translating agricultural concepts and advances into stories that inspire young people into agricultural careers in Trinidad and Tobago. Keron is also the country representative for YPARD. Technology4Agri also shows the power and appeal of social media among young people and how it is changing the game in agricultural innovation.

## Young Africa Works Summit (MasterCard Foundation Funded)

The Young Africa Works youth program equipped 47 youths with the skills and confidence to actively participate at the 2017 Young Africa Works Summit, fostering connections and networking opportunities that will serve youth beyond the event.

### Activities

**Webinars:** 39 youth delegates exchanged together in advance of the Summit on the Google group. A series of four webinars were developed prior to the Summit. Feedback on the webinars was positive, with 15 of 18 respondents reporting they agreed or strongly agreed that the webinars helped them feel more confident about communicating at the Summit.

**Pre-Summit youth workshop:** A one day workshop built leadership and participation skills of the youth delegates to share considered perspectives at the Summit and beyond. Evaluation of the workshop from multiple data sources found overwhelmingly positive reactions by participants and evidence that participants gained skills (including communication, presentation, pitching, networking), knowledge of how the Summit would run and most importantly confidence and support to participate actively.

**During the Summit:** Youth delegates were observed using skills and behaviour identified at the Pre-Summit Workshop. A number of young people were offered internships and job opportunities during the Summit. All 54 Summit delegates surveyed were very satisfied or somewhat satisfied with the contribution made by youth delegates during the Summit.

**Mentoring:** 28 youth delegates were paired with selected Summit delegates who assisted them with understanding key Summit themes as well as conference networking. All mentees said that mentoring had a significant impact on their participation during the Summit and helped them feel more confident to network. 5 of the 7 long term mentees agreed or strongly agreed that the mentoring breakfast was enough time to build a strong connection. All of the conference mentees agreed or strongly agreed that the mentoring meet and greet made them feel more confident about networking at YAW2017. However only 4 of the conference mentees were introduced to other contacts by their mentor - 3 commented that they were too busy, or simply were not introduced to anyone. 13 mentoring pairs are continuing their mentoring relationship for the rest of 2017.

## Achievements & Results – from 2018 Program evaluation

Following the Young Africa Works Summit (YAW), 26 delegates (13 youth, 13 senior) continued their mentoring relationship over the course of 2017. YPARD supported pairs with a travel and communications bursary and ongoing coaching to overcome challenges. Evaluation data showed that the long-term mentoring process worked well for all participants, with many positive impacts and reasons for continuing in the program identified:

- 66% of mentees surveyed felt they made progress on the goals they set with their mentor at the beginning of the program.
- 100% of mentees and mentors surveyed said they would stay in touch with their mentor/mentee after the programme's conclusion.
- 100% of long-term mentees surveyed agreed or strongly agreed that they are clearer in their purpose as a result of the YAW youth program and that the program made them more courageous, collaborative and compassionate leaders.

### **Post-Summit quotes**

*I used to be the reserved type, who finds it difficult to communicate personal issues to friends and even family. I wondered how I would overcome this challenge, now that I have a mentor to relate with. YPARD may close formalities on the mentoring program but it is actually the beginning of greatness. **Cosmos Edem***

*Post-summit for us has been remarkable. We are both focused on working to ensure that I commence my PhD studies as soon as possible and preparing my career pathway in International development and diplomacy. Interestingly, I wasn't sure what I wanted to do, I just knew I wanted to make such a huge difference in my world. **Alesia and Anna***

*"Without the pre-summit, I am sure that so many youth here will be somehow lost in the summit. "Pre-summit was really a key way for preparing us to be self-confident to participate in the summit. I could have been shy during my presentation if I did not have pre-summit briefing. All the sessions I attended, I was together with my mentor. One important thing she guided me was to meet some other prominent people will be of great help in my career goals. She introduced me to some of them. Currently, I am in contact with them and they are guiding me on my career path" **Conference mentee***

*"Personally, I would like to learn more about how long-distance mentoring can work. Particularly when one's knowledge of local conditions is limited. I am convinced that it can, I need to learn how this can be achieved. This is a challenge. I find it interesting and am prepared to invest time and effort into making it a success. **Long term Mentor***

*It was the highlight of the program for me. I learned a lot during the sessions and was able to meet key contacts, but I had the most fun talking with my mentee and learning about her experiences. **Conference mentor***

**See also the mentoring toolkit under theme 3.1**

## Output 5.3: GFAR fosters action network on roles of knowledge management and innovation in growing out of protracted crises to create practical multi-stakeholder support mechanisms and country-to-country transfer of expertise for use in current and future crises.

### Context

Protracted crises are one of the most challenging contexts in which to fight hunger, malnutrition and poverty. They are driven by a combination of recurring causes – human-made factors, natural hazards (often occurring simultaneously), lengthy food crises, breakdown of livelihoods and food systems, and insufficient governance and institutional capacity to deal with the resulting crisis. GFAR has provided considerable linkage and mobilized Partners input to the development of the FAO Committee on World Food Security's Agenda for Action (CFS-A4A), a framework to guide more comprehensive and effective policies and actions to address food insecurity and malnutrition in protracted crises.

More specifically, GFAR efforts have been strongly focused on the Mediterranean region and giving new emphasis on the need for strengthening and resourcing rural communities to provide new opportunity, particularly for youth and women, to find viable livelihoods in the rural environment and reduce the pressure on rural exodus and outmigration, with their enormous attendant problems as seen in the crises across the region.

This is a time of particular conflict and crisis in the Mediterranean region, making it all the more important to address the root causes of rural poverty that underlie so many problems in the region. The "Arab Spring" and its subsequent impacts has shown the urgency to act on these issues, itself being sparked by, among other factors, the knock-on effects from rural poverty, crop failure through drought and high food prices as key catalysts that triggered mass movements for major societal change. Both South and North of the Mediterranean Sea, rural poverty is leading large numbers of rural people, particularly the youth, into mass migration from rural areas to urban, in search of new opportunity. In the absence of urban economic opportunity, the result is often displaced, unemployed youth, disillusionment, urban poverty and despair and resultant societal breakdown. It is thus critically important that rural communities see a future that can sustain their value and provide new opportunity, particularly for youth and women.

### Activities

To these ends, GFAR and the Foundation for South-North Mediterranean Dialogue, with support from the EU, catalyzed and funded four sub-regional dialogues. One was organized in each of the four sub-regions of the Mediterranean Basin, in Vólos, Greece, Alexandria, Egypt, Montpellier, France and Rabat, Morocco. These dialogues have examined the rural development challenges, and possible solutions, in each sub region. Through participatory foresight processes and GFAR Collective Actions, the Global Forum has explored and established with rural communities what they desire of their own futures, to help them to define and understand what innovations are required to help achieve those aims. This means going well beyond agricultural technologies, to determine and address the underlying drivers of change in rural communities and societies themselves. What has emerged has shown both the expected differences between cultures in each country, but also a remarkable degree of similarity in some of challenges faced. We know also that there is much cross-learning to be had between societies and institutions South and North of the Mediterranean Sea, who face common challenges and have much to gain by learning from each other's experiences and knowledge.

## Achievements & Results

The **Congress of the South-North Mediterranean Dialogue**, held in October 2015 under the auspices of the Milan EXPO 2015, was the culmination of the series of sub-regional dialogues held and was convened to explore the rejuvenation of rural communities in the MENA region (Mediterranean basin). An outcome of the Milan Congress was a comprehensive Declaration outlining a number of key actions in the four areas of innovation, investment, women and youth, and urged the agricultural for development community to take action.

Through the importance of GFAR's work and the relevance of this agenda to the migration issue in Europe and its neighbours, specific additional funding to the EU grant was secured from the DG Neighbourhoods/DG DEV, and from the Italian Government, to support this meeting and bring together participants from across the region and from all sectors.

The Conference proved very successful and brought much common thinking as to how to tackle these challenges, including mobilizing the CGIARs Research Programmes in support of the actions identified. The Conference set out four main areas of action required to build a new future for rural communities across the region: natural resources and productivity, gender, youth and enabling environment, recognizing that actions were required in all of these to achieve change. The outcomes were welcomed by the **EU DG-NEAR**, represented at the Conference by Ms Emma Udwin, Deputy Head of Cabinet, who undertook to make use of the findings from these processes in planning EU investments in the NENA region. The findings were also very much welcomed by the Partnership of the Mediterranean, based in Barcelona, and by the Secretary-General of the International Center for Advanced Mediterranean Agronomic Studies (CIHEAM), which itself hosted one of the sub-regional dialogues.

The Milan Conference helped shape the GCARD3 event as the Near East-North Africa regional contribution to the agenda and led to the session on Foresight and development of the New Alliance on Re-appropriating rural futures.

These themes were then taken up into a further discussion in Montpellier, France, towards building a collective response to these needs, which will need to bring together the efforts of all the major regional stakeholders. A further meeting in Rome in October 2016 has reviewed progress and changing needs, shared ideas and identified some specific initiatives to be mobilized.

GFAR Secretariat has also directly provided significant input to the governance of the CRP Dryland Systems programme, as reported under theme 2.1.



**Closing plenary of the Milan Conference at EXPO 2015**

*“For me, one of the strongest messages to come out of the session is the need to develop “bottom-up” policies for rural development, centered on effective needs assessment of each village, their traditions and capacity to develop autonomously when provided with appropriate support and funding.”*

Dorra Fiani, President of Egypt’s Knowledge Economy Foundation

*“...The only way to keep young people connected to their homeland instead of leaving to find better opportunities elsewhere is to include them in dialogue, to better understand their perception of the situation and take on board their suggestions.”*

Ana Huertas Francisco, workshop participant

### **Taking forward the Milan agenda - Fostering sustainable livelihoods in rural and peri-urban territories of the region**

To develop a collective approach in the Mediterranean Region, grounded at local and national level, a joint mission was organized with IFAD as part of the SAIL (Sustainable Agriculture Investments and Livelihoods) Project Supervision Mission in Egypt in December 2016 and in line with the IFAD country evaluation of needs (COSOP). Focus was on: a) enhancing innovation through support to the national innovation platform initiated with GFAR technical support, and b) providing advice to identify partners and operational activities

in support of resource poor rural communities, and in particular rural women. The activities advised are based on local priorities and use of demand-driven technologies provided by national and regional research and extension institutions and networks. The SAIL Project has a budget of \$87 million directly benefiting 40,000 households in the period 2014-2022. GFAR-advice on associated innovation activities was focused on resource-poor rural communities in Upper Egypt and how they could be aided in association with the University of Aswan and other partners from the public and private sectors.

As part of an ongoing, long-term collaborative relationship with the Fondation Dialogue Sud-Nord Méditerranée (FDSNM), the GFAR Secretariat pursued development of a Mediterranean Initiative proposal to the European Union under DG NEAR and DG DEV, building on previous EU-funded work in creating multi-stakeholder dialogues on the future for rural communities in the Mediterranean region, as well as capacity development needs identification for rural development and women's agripreneurs in Upper Egypt. The initiative aligns with the renewed strategy of CIHEAM for agriculture and rural development of its member Mediterranean governments, adopted in Tirana in 2016. This aligns with the scope and results of the SAIL Supervision Mission in Egypt and overall IFAD and FAO objectives for the Near East and North Africa Region including youth employment, gender equity, sustainable rural livelihoods and addressing the root causes of migration from rural to urban areas.

The countries of the South and North of the Mediterranean are facing tremendous economic, social, demographic and environmental challenges. These challenges are particularly acute in rural areas. Slow economic growth is coupled with persistent inequalities of opportunities and high unemployment rates. Rural areas have become unattractive to the youth and to businesses. Outmigration to the cities and overseas is a major challenge.

Our Proposal builds on:

- The Congress organized in Milan in October 2015 in partnership between the Foundation of South North Mediterranean Dialogue and the Global Forum on Agricultural Research on the theme "Rural Communities: no longer left behind", with the support of the European Commission
- The comments of the European Commissioner for neighbourhood policy during the Milan Congress
- The "Follow-Up" Seminar held in Rome in October 2016, which emphasized a comprehensive framework of development and reform and the important role of different societal institutions in creating a better future "l'agriculture n'est qu'une part du projet, il faut aussi des écoles, des hôpitaux et des nouvelles technologies. L'agritourisme, les medias et les réseaux sociaux ont un rôle à jouer."

GFAR and the Foundation are building on the above work and taking it further through field activities and actions, as well as multi-actor integrative workshops leading to impact on the ground. The actions and activities have as a framework the theme: "From rural to regional development in Mediterranean regions: a regional development approach including viable villages, rural towns and small cities."

Our Contribution as GFAR is: the local, regional and global partner institutions and networks that make up GFAR will be mobilized and engaged to ensure broad based multi-stakeholder involvement in the planned on-the-ground collective actions, field work, opinion polls and surveys and finally the Congress. These will benefit from the local and regional knowledge of the partners in GFAR around the world which will be shared in an inclusive process of exchange of learning and experiences.

The project uses an integrated approach to analyzing the needs of rural territories, i.e. rural communities and towns and cities nestled within these territories or at the peripheries; given that these towns and cities are important drivers and markets for food production and associated service industries that can provide opportunities beyond farming. Their role is crucial in retaining the youth in the service of their territories and reducing outmigration. This more comprehensive approach allows rural communities to be studied and addressed within the contexts of their own regions, with consideration of the agri-food value chains and employment opportunities that link rural and urban areas of a region.



The aim is to bring optimal development value to the villages and towns/small cities in rural areas, to achieve a prosperous and stable regional development, reduce outmigration and contribute to each country's development. We will be looking at how rural territories can develop their own solutions and growth, drawing in capacities, knowledge and innovation from inside and outside to help them specifically strengthen their production patterns and market chains and provide local economic opportunity for rural women and youth. These opportunities in communities and small towns are meant to go beyond farming to include for example IT-based service industries, off-farm processing for value addition, infrastructure roles in storage, handling, transport, marketing, catering to local tourist trade, agri-tourism and other businesses that have become more appealing. The first workshop in this process, for the NW region, took place in December 2017 and a separate further funding request has been made for this regional action.

Throughout the project period, GFAR has participated in Steering Committee meetings of AARINENA (Association of Agricultural Research Institutions in the Near East & North Africa). The impact of GFAR here is illustrated by the recent meeting in Tunis, 2017, where topics addressed included: 1) the strategic challenges specific to the Near East and North Africa Region with reference to the SDGs and the specific contributions of agricultural innovation and research for development; 2) review of alignment and priorities of AARINENA's Near East and North Africa activities in the light of GCARD3 and the upcoming GFAR Steering Committee; 3) consideration of AARINENA's governance arrangements in light of the changes pioneered in GFAR. The agenda clearly shows the uptake and welcome for GFAR concepts and approaches into the region and into reform of AARINENA itself.

GFAR Secretariat also contributed directly to the ICARDA Strategic review process, helping to determine the way forward for ICARDA following the upheaval and relocation caused by the Syrian civil war.

## Result Area 6: Accountability, transformational change and development impacts in AR4D systems increased through greater strategic coherence and more transparent stakeholder involvement

### Output 6.1: Mutual public accountability and learning on transformative processes fostered and tracked among AR4D stakeholders via GCARD processes

#### GCARD

The Global Conferences on Agricultural Research for Development, co-organized by GFAR, in direct partnership with CGIAR and national partners, were initially designed to stimulate participation of a wide range of development partners in dialogues and partnerships with the CGIAR. GCARD took a more comprehensive view, of rethinking, strengthening and transforming the wider agricultural research for development systems around the world, through extensive stakeholder consultation. Following are major features and outcomes of the three global conferences:

*“I really think that the GCARD Conference is absolutely necessary because there is no place in the world where we can bring farmers and scientists together looking at institutional building, at knowledge sharing, at building platforms, other than at GCARD.”*

Alexander Müller, FAO ADG

#### GCARD1 (2010, Montpellier, France)

- The conference brought together more than 800 invited delegates, drawn from all regions and sectors, from farmers to Ministers. 250 stakeholders from developing countries were able to attend.
- The Conference was a new dialogue on effective AR4D partnership which mobilized more than 2000 stakeholders through e-consultations, allowing many who had previously been excluded – most importantly the farmers themselves – to have their say.
- The outcome document was the GCARD Roadmap, whose aim is to transform AR4D globally by putting the needs and aims of resource-poor farmers at the center of the AR4D system, using a demand-driven approach.
- Decisive input to CGIAR’s Strategic Results Framework, its research priorities and approaches, was produced.

The Roadmap intended to pave the way towards more responsive and relevant agricultural research for development systems around the world, was endorsed by the CGIAR Consortium and GFAR Steering Committee and gained high level policy recognition:

***“We welcome the “Montpellier Roadmap” coming from the first GCARD of 2010”***

**G20 Agriculture Ministers Declaration, June 2011.**

The meeting laid the ground for the French G20 Presidency in 2011, which included a specific focus on agricultural innovation, building from the GCARD1 agenda and which generated the G20 MACS process, the GFAR AR4D investment initiative and the FAO TAP initiative among other outputs.

### GCARD2 (2012, Punta del Este, Uruguay)

GCARD 2 focused on implementing the principles for action identified in the GCARD RoadMap, with special attention to “Foresight and partnership for innovation and impact on small-holder livelihoods”. GCARD2 was organized with the CGIAR and a range of stakeholders in Punta del Este, Uruguay. Post-conference external review in 2013 highlighted the following impacts and learning:

#### Achievements and results

- Participation of some 630 participants from 101 countries, and another 1,000 people who joined on-line.
- 220 speakers presenting their work
- Discussions on 20 themes of global importance
- 20 GFAR-supported pre-conference sessions enabled regional fora and international organizations to discuss their programs in more detail and shape their conference inputs.
- CGIAR Research Programs (CRPs) were enabled at a very early stage to explore their partnerships in open discussions with governmental, nongovernmental, civil society and farmer organizations and to link them with the work of others, and national commitments. CRP leaders set out their partnership aspirations in a series of Briefing Papers developed by GFAR for GCARD2; expressed need for improvement in the CGIAR’s partnerships included transparency, collaboration, accessibility, and capacity building. Impact pathways of eleven of the CRPs were discussed among a wide range of stakeholders at GCARD2.
- Resulted in 15 new commitments to partnership, capacity development and foresight in the CGIAR
- Major new initiatives launched to address capacity needs around the world, increase investment, create more attractive careers and address key barriers to impact from agricultural research and innovation
- Collective actions committed to reshape AR4D systems to better reflect women’s perspectives and enable their direct access to innovation products and services
- Subsequent analysis by Uruguay showed that GCARD2 also directly benefited and influenced agricultural innovation policies and approaches at national level.



## Outcomes

There was much positive feedback after GCARD2. The external review of GCARD2 found that, from the survey conducted at the conference end (repeated in Annex 1 of this report): 80% of respondents found the sessions to have been either useful or very useful to their work, while 79% felt that the knowledge acquired is likely to change the design or implementation of their AR4D programmes and activities. And 83% found the partnership sessions either useful, or very useful, to their work. GCARD2 also led directly to a range of fifteen new commitments to partnership, capacity development and foresight in the CGIAR, as voiced by Frank Rijsberman, CGIAR Consortium CEO. (<http://www.cgiar.org/consortium-news/our-punta-del-este-commitments/>). For example, the three commitments relating to partnerships focus on:

- Engaging, through a participatory approach, key stakeholders in the development of the 2013 Management Update of the CGIAR Strategy and Results Framework,
- Aligning CGIAR research priorities with national and regional priorities and investment plans,
- Carrying out a Stakeholder Perception Survey of more than 3 thousand partners of the CGIAR Consortium and the CRPs to serve as a baseline against which to measure and improve the CGIAR's partnership performance.

GCARD2 also:

- Considered how AR4D systems can align with major development policies such as those of national Governments of the G8 and G20 and the establishment of post-2015 development goals.
- Repositioned women farmers' needs firmly at the centre of AR4D processes.
- Directly engaged the voices of youth into consideration of the issues involved.
- Developed and agreed collective actions that will bring together diverse foresight analyses, to better understand future needs and priorities and help us all to shape the future.
- Brought a range of innovative agricultural research-for-development agendas to centre-stage: household nutrition, gender-based needs, attracting young people into agriculture, meeting the needs of communities shattered by protracted crises, linking farmers to markets, adapting to climate change impacts and fostering community-centred innovation.
- Set out what is required for solid actions to track and stimulate investments and returns and make these more effective and comprehensive, linking public, private and civil mechanisms.
- Agreed practical concerted actions to develop required capacities at national, regional and global levels, providing a launch pad for a wide range of new partnerships, including the CRPs, the Tropical Agriculture Platform of FAO and partners, the Global Confederation of Higher Education Associations for the Agricultural and Life Sciences, the Gender in Agriculture Partnership and the New Extensionist focus of GFRAS.
- Re-emphasized the need to focus on smallholders and for knowledge and innovations to help lift smallholder farmers out of poverty.
- Addressing major environmental issues: climate change, maintaining and using agro- biodiversity and establishing resilient landscapes and use of land, water and other natural resources through collective actions, working across many agencies at national, regional and international levels.

## Difficulties encountered and measures taken to overcome problems

The report of the external review of GCARD2 also recognized concerns arising from meetings between the reviewer and AR4D colleagues at GCARD2 and at other AR4D meetings. These were: as a costly operation, GCARD needs more focus; National AR4D views did not receive enough attention; how to increase the utility of GCARD to promote effective interaction with CGIAR stakeholders and partners in CRPs was questioned; and the Fund Council expressed concerns about effectiveness and efficiency of GCARD. These concerns were built on to devise an e-survey on how the GCARD process could be further improved, the results and findings from which were then taken up into the joint GFAR-CGIAR planning of GCARD3, A specific underlying challenge has been that the purposes desired by CGIAR funders from the GCARD cycle have not always been well aligned with those sought by other GFAR Stakeholders (nor have they always coincided well in timing as CGIAR process timelines have been repeatedly revised during GCARD planning

phases). The CGIAR is seeking stakeholder input for its reform and planning purposes, while the more comprehensive purpose for GCARD as set out by the GFAR Steering Committee, is of rethinking, strengthening and transforming the wider agricultural research (& innovation) for development systems around the world, through extensive stakeholder consultation. Joint planning committees addressed this challenge in GCARD3 and going forwards the proposed new planning timelines for the CGIAR should enable an easier cross-fit of actions.

## GCARD3 (2016)

The overall theme for the GCARD3 conference was ‘No One Left Behind’. GCARD3 took the GCARD process a few steps further by focusing on re-aligning research for development priorities and investment opportunities with the resource-poor’s own development needs and country/national processes and with the Sustainable Development Goals, to realize measurable impact. The goal was to promote effective, targeted investment and build partnership, capacities and mutual accountabilities at all levels of the agricultural system.

The GCARD3 Global Conference, as in previous GCARDs, built on from preparatory regional and national processes, each addressing particular dimensions of the issues addressed in the global conference. These comprised regional events in Asia-Pacific, Central Asia/Caucasus, Near East North Africa and Sub-Saharan Africa, together with the national dialogues organized in 20 focus countries of the CGIAR. As part of the learning cycle around the GCARD process, an external review was also commissioned as well as a report on the implications from the GCARD process for Uruguay (host of GCARD2) and its own agricultural innovation system.

## Prior regional processes for GCARD3

GCARD3 was designed to include a 12-month run up period including a set of consultations at national, regional level. National dialogues, a pivotal and new addition to the process were organized to trigger greater integration of the CRPs with national programs and greater alignment of CGIAR efforts with national priorities. The dialogues also provided input to the development [GCARD1 \(2010\)](#) had resulted in the “[Road Map for Change](#)”, a global strategy paving the way for more responsive and relevant agricultural research and on the relationship required between international and national agricultural research for development systems. [GCARD2 \(2012\)](#) focused on the partnerships, foresight and capacity development needed to deliver change, and contributed to the further reform of the CGIAR.

Through national and regional consultations, [GCARD3 \(2015/16\)](#) focused on re-aligning research needs and priorities with countries’ own development needs and national processes and with the Sustainable Development Goals. The [CGIAR’s Strategic Results Framework](#) has been directly influenced by these processes of consultation.

*“Organising an event in Kinshasa is always a difficult affair. The meeting was well prepared, the participation from high-level people from IITA Ibadan was very good and the panel was well composed and balanced. The working groups were active and they were helped with the discussions to keep the focus and the right track.”*

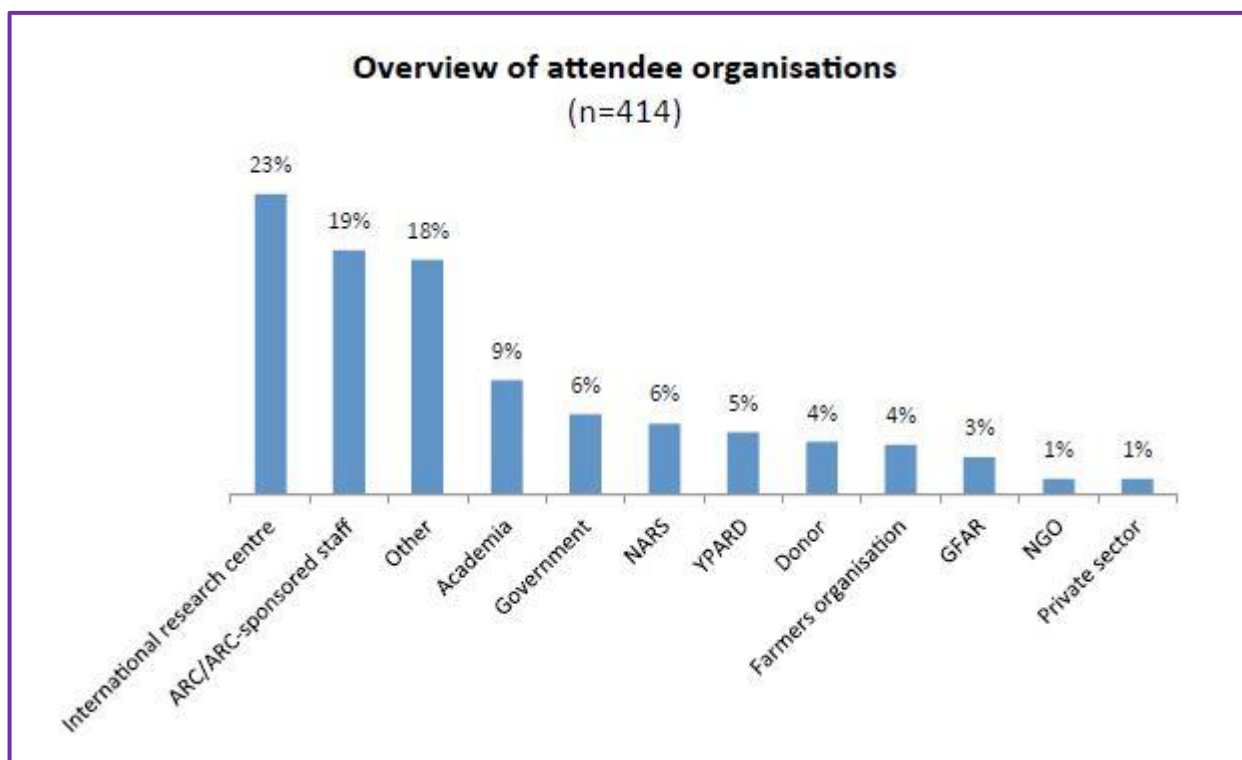
- Government Ministry, Democratic Republic of Congo

GFAR teamed up with CACAARI, the Eurasian Center for Food Security (ECFS), IFPRI, ICARDA, the World Bank, FAO and the Global Soil Partnership to combine the [GCARD3 regional consultation for the Central Asia and the Caucasus](#) region with the International Conference co-organized in Bishkek (28 February-2 March, 2016). The [Conference](#) was adapted to serve also GCARD 3 objectives. Originally conceived to discuss priorities and ongoing initiatives on Food Security supported by the ECFS, and the future of the Soil Partnership Initiative with policy makers and professionals from Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyz Republic, Russia, Tajikistan, and Uzbekistan, it was broadened to other countries from the region and representatives from IFAD and civil society, Farmers Organizations, NGOs, youth and women organizations, extension services and agro-business selected by CACAARI, GFAR and YPARD. This offers a more inclusive opportunity to analyse current trends in food security management in the Eurasian region; and debate on most effective practices to promote and mechanisms to expand multi- and cross-sectoral collaboration at country, regional and global level.

The [GCARD3 regional consultation for sub-Saharan Africa](#) was organized by FARA, in collaboration with GFAR and CGIAR from 28-29 April 2016. GFAR moderated the [Theme 3. Increasing the impact of the CGIAR and other international agriculture research organizations in Africa.](#)

The *GCARD3 Global Event*, organized by the Global Forum and CGIAR and co-hosted by the [Agricultural Research Council \(ARC\) of South Africa](#) was held in Johannesburg, South Africa 5-8 April 2016. The Global Event marked a milestone in the GCARD3 process.

The GCARD3 Global Event was an opportunity for all stakeholders to come together to confirm their commitment to the new sustainable development agenda and to tackle some of the more topical issues emerging in agri-food research and innovation. Through generous support from the South African hosts, the cost of GCARD3 to other donors was less than half that of GCARD2. [GCARD3 GLOBAL EVENT PROGRAM](#)



While a reduction in sponsorship funds from Perceptions reduced the number of farmers actually present in the conference, strenuous efforts were made to ensure farmer organizations had strong involvement in the shaping and processes of the conference. Farmers were directly involved as 1/3 of the GCARD Organizing Committee members and in the Conference Programme Committee. All of the conference plenary speakers were farmers and farmers organizations themselves directly led and managed one of the 5 breakout themes, as well as being directly engaged in all others.

GCARD3 began on Tuesday 5 April with [opening presentations](#) from Shadrack Moephuli, President and CEO, ARC; Mortimer Manny, Deputy Director General, Agriculture Production, Health and Food, [Department of Agriculture, Food and Fisheries, South Africa](#); and key note speeches from Hamady Diop, Head of Fisheries and Aquaculture Programme, NEPAD Agency and Lindiwe Majele Sibanda, CEO, Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN).

The first day's plenary on Wednesday 6 April featured a report from the, Executive Secretary of GFAR, reporting on the commitments from GCARD1 and GCARD2, followed by a panel session, chaired by Kwesi Atta-Krah (CGIAR) reflecting on the GCARD3 engagement processes at the regional and national level. The keynote speeches on the day were from young agriculturists Jim Cano (YPARD) on strategic inclusion of youth in national, regional and global agricultural systems and Dimakasto Sekhoto (Nono) on her experience as a young, emerging, black, female farmer.

Building on the preparatory GCARD3 national and regional dialogues, main GCARD3 program was organized around five key themes, with clear outcomes outlined for each, as well as a set of lenses related to the Sustainable Development Goals:

- Scaling up: from research to impact
- Showcasing results and demonstrating impact
- Keeping science relevant and future focused
- Sustaining the business of farming
- Ensuring better rural futures

The final day of GCARD3 opened with two more keynote speeches from young agriculturalists: Maria Letizia (Coldiretti) on Innovation in a Sustainable Manner: Young farmers reinventing farming in Europe; and Tshepiso Marumo (Zone of Live Pty. Ltd.) on Beekeeping as an Emerging Business in Botswana.

GCARD 3 was conceptualised, planned and organised by a joint Organising Committee with equal representation between CGIAR and GFAR

- 400 participants in the GCARD3 Global Event
- Largest proportion of attendees (50%) came from sub-Saharan Africa particularly South Africa and Kenya followed by Europe (20%), Asia-Pacific (10%), North America (8%), Latin America and the Caribbean (7%) Middle East and North Africa (3%) and Central Asia and the Caucasus (2%)
- GCARD3 thematic sessions included plenary discussions and parallel thematic roundtables based on five key themes identified during the national and regional consultations:
  - Scaling up: From research to impact
  - Showcasing results and demonstrating impact
  - Keeping science relevant and future focused
  - Sustaining the business of farming
  - Ensuring better rural futures through foresight and collective actions
- Youth actively engaged throughout GCARD3 process and in Young Agripreneurs Project, with 428 proposals received. Each proposal was published on the GFAR blog, encouraging the online public to comment and vote for the best proposals. The proposals were read by over 120,000 people and received over 60,000 comments
- 114 onsite social media trainees including 20 communication staff and YPARD members produced:

- 585 blogposts published (including 428 YAP proposals), which got a total of 372,000 views by 136,000 different visitors. These got a total of 63,595 comments.
- 13,099 #GCARD3 tweets were sent by 1,675 contributors, delivered to 3.4 million Twitter accounts
- Webcast to 579 different viewers
- Conference received some coverage in South African press, TV and radio and in key international media, including the Huffington Post, BBC news, CNBC and the Christian Science Monitor.
- One of the key actions determined by participants in GCARD3 was the formation of a new alliance for curriculum reform and student leadership, in order to address the chronic problem of young people turning away from agricultural careers and their perceptions that agriculture does not offer the rewards to be found elsewhere. The focus of the Alliance was set out during the GCARD3 and the GFAR Secretariat then built upon these ideas in partnership with the Global Confederation on Higher Education and Research in Agriculture (GCHERA) and RUFORUM to build a Collective Action around this theme, now in motion.
- [GCARD3 OUTCOMES STATEMENT PRESENTATION](#)

### Outcomes of GCARD3 Global Event

The GCARD3 Outcomes Statement is a direct product of the dialogue and discussions at the GCARD 3 Global Event. Through the joint development of the GCARD3 Outcomes Statement the GCARD3 participants have pledged to work together through a set of Collective Actions over the next three years to GCARD4, to address common challenges in agricultural and rural development:

**Help communities improve their preparedness and envision desired future scenarios for their comprehensive rural development, through grass-root foresight mechanisms, centred on sustainable smallholder family farms and farm-based enterprises and which leave no one behind. This will be done by:**

- Establishing foresight platforms that bring together farmers (via farmer organizations in Africa, Asia-Pacific, Central Asia/Caucasus, Latin America, Europe, the Mediterranean basin and the NENA regions) with research and innovation actors from around the world to develop and select preferred future scenarios
- Collectively plan, design and implement initiatives to change the present to shape/achieve the desired future

**Identify, prioritize and develop the research and innovation capacities and actions required at all levels to meet future needs. This will be accomplished through:**

- Creating one thousand additional PhDs per year in next-generation, future-relevant agricultural research,
- Undertaking higher-educational reform across 100 universities over five continents that combines multi-disciplinary training in agriculture-related sciences, with skills in leadership, entrepreneurship, interpersonal relations and team-building, and
- Continuing professional development in agriculture for innovation and entrepreneurship in agricultural practices, products and services



**Advocate together for increased, sustained and more effective financial and human investments and capacities in multi-stakeholder demand-driven processes of agri-food research and innovation, to achieve greater development impact at scale through:**

- Developing a culture of impact with a focus on alignment/ coordination of partners' actions, embedded in the national system and owned by national governments and with a common methodology and tool (accountability framework) for measuring impact at scale.
- Lobbying for increased investment in research and impact at scale with a focus on building capacity of young scientists (and women), farmers and entrepreneurs and undertaking policy research on investments in research and innovation.
- Embedding research into innovation systems thereby moving towards an interactive innovation model with a focus on brokerage to support research prioritization including research on extension, with links to markets and industrialization.

**Develop a common public evidence base and the new mechanisms required for demonstrating diverse impacts and returns on investment in national and international agri-food research and innovation.**

- Build on the lessons learned from past successes and failures, on analytical and conceptual frameworks, and implementation at different spatial and temporal scales to contribute to measuring progress towards the SDGs.
- Contribute to national measurements of progress towards SDGs, and build national capacity for integrated measurements, engaging with diverse stakeholder groups including farmers, youth and women.
- Create a platform to harmonize agriculture related indicators linked to the SDGs, in order to improve collective action for impact.

**Embed agri-food research and innovation in national development processes, and foster equitable partnership between farming/food value chains, research, extension, education and business development, drawing on agri-food based research and innovation. The collective actions will:**

- Cluster small farmers for greater participation in R&D and stronger links to finance and markets
- Build value chain partnerships for success while recognizing traditional farming methods and practices
- Develop evidence-based and demand driven data to enrich policy and attract finance
- Protect small farmers' access to resources and build their business skills
- Open up innovation platforms for farmers to provide access to new technologies: make farming a business
- Address public health and nutrition in agricultural research and innovation programs

**From the external review of GCARD3, the conference was recognized as being extremely successful at deepening existing connections and facilitating the formation of new ones:**

- 89% of evaluation-form respondents, 93% of conference survey respondents and 62% of interview respondents stated that they made connections at the conference that could become partners in their work.
- In most cases, respondents also stated that they would not have made these connections if they had not attended the conference (81% of evaluation form respondents) or that they may have made such connections eventually, but this would have taken a long time (63% of survey respondents).
- Finally, following on from the conference, most survey respondents also reported staying in touch with their new connections. Only 10.5% stated that they had maintained communication with none of their new contacts.

- 59% of interview respondents and 90% of conference survey respondents stated that they came across ideas at the conference that will be useful in their work.

**Once again it was expressed that it would have been difficult for attendees to access this information if they had not been at the conference:**

- 75% of survey respondents agreed that it would have taken much longer for them to access these ideas if they had not attended
- 74% of interview respondents agreed that they would not have come across these new ideas if they had not attended the conference

**In addition to these significant achievements, there are initial indications that attendees are already integrating these new ideas into their work:**

- 29% of survey respondents stated that since the conference they have “made steps to incorporate the idea(s) into their work”
- A further 65% stated that since the conference they have “partially integrated” the new ideas they encountered into their work (in this case partially integrated was specified to mean “sharing the idea with some others and discussing possibilities”)
- Only 6% stated that they had not discussed their new ideas since the conference
- Even more promisingly, 21% of respondents stated that they had made “significant changes” to the way they have been working as a result of the ideas/people they encountered at the conference. 60% had made some changes and only 19% no change at all.
- 83% of survey respondents reported that they left the conference with specific actions for either themselves or their organization
- 84% of respondents stated that they would recommend the conference to friends or colleagues

**85% of respondents stated that when they left the conference, they felt “very positive” or “positive” about their experience.**

*“I learnt a lot and I was exposed to a lot of information that I didn’t have before. I felt inspired to make an impactful contribution to the agricultural sector in Botswana.”*

**Private sector representative**

*“It was very inspiring to meet and interact with key players in the international agricultural community, as well as to see how far the international agricultural sector has come and the plans for the future of sustainability, food security and longevity of GFAR and GCARD.”*

**National extension organisation**



*Concluding plenary session of GCARD3, Johannesburg, Chaired by Frank Rijsberman, CGIAR CEO, with representatives from the EU DG-DEV, IFAD, farmers, civil society and the private sector*

**The Independent External Review report on GCARD3 was agreed by GFAR and the CGIAR and concluded that:**

**“The GCARD3 was undoubtedly a phenomenal success on many counts articulated and perceived by those who attended it. Purely in terms of a logistical achievement, it overcame many challenges to deliver an experience that overwhelmingly satisfied the demands of the 350-plus international delegates that attended.**

**In addition, it fulfilled the ambitions of the majority of these attendees who came to network, establish and solidify relationships and build partnerships. Providing attendees with a wealth of opportunity to meet and share knowledge with others from across the ARD community and across the world has most certainly served to deepen integration within this community.**

**Arguably the most significant achievement of the conference however, is the legacy it leaves behind. An astonishing number of attendees departed the conference, not only with a deep feeling of positivity about their experience, but also with concrete actions that we can see already being implemented through new partnerships and actual changes to working practices. These actions have the potential to produce real and widespread changes within the ARD landscape”.**

### Difficulties encountered and how overcome

Notwithstanding these important achievements, there were several areas identified where further improvements could still be made in future. These were noted by the external review as being: in timing and allowing sufficient lead up; in strengthening coherence of the themes and content and in the style of the conference, which, by dint of being mainly sponsored by the Government of South Africa as a showpiece for 25 years of ARC, was seen by some as too luxurious in its style.

A particular issue was the change in timing of the development cycle for the CGIAR CRPs, such that they were formally submitted for approval only one week before the Conference, which did not allow for effective open discussion of these plans during the conference itself, as was originally intended. The Organizing Committee was naturally reluctant to present a *fait accompli* for public discussion.

While clearly very much valued, the GCARD process will also need to learn from these lessons as it continues to pursue its key objectives:

- Promote effective, targeted investment into agriculture
- Build partnerships, capacities and mutual accountabilities at all levels of the agricultural system
- Meet the needs of resource-poor farmers and their communities
- Help to refine regional and global agricultural research priorities, as identified by different stakeholder groups and representatives, in an inclusive way

## Output 6.2: More effective governance of agricultural research for development priority setting and implementation through enabling multi-stakeholder participation in fora in each region and at Global level, with demonstrable changes in institutional behaviour

### Context

Over the past decade, GFAR has very actively supported the development, transformation and strengthening of the regional research fora around the world. The fora are not sub-units of GFAR, but are managed independently, from each region concerned and come together in GFAR through subsidiarity processes to address global issues and to bring greater cross-learning and integration in their actions, while also taking on board transformative changes pioneered through GFAR actions and dialogues.

The regional research associations largely pre-date GFAR and were established to coordinate and share knowledge among public research bodies, with inputs from other stakeholders. However, the model developed through GFAR's governance reform provides for much more equitable engagement of other partners within the governance system. Given this change, many of the Regional Fora are now requesting support for their own transition processes.

### Activities

GFAR Secretariat has long devoted extensive technical inputs and financial support to increasing the multi-stakeholder relevance, effectiveness and accountability of the networks and fora that bring their efforts together through GFAR. This ripple effect of inspiring change is set out clearly in the GFAR Theory of Change. GFAR Secretariat has also provided advisory roles in the various Steering Committees of the networks concerned. These have included:

- AARINENA (Near East and North Africa)
- APAARI (Asia-Pacific)
- CACAAARI (Central Asia & Caucasus)
- EFARD (Europe)
- FARA and SROs (Sub-Saharan Africa)
- FORAGRO (Americas)
- GCHERA (Higher education)
- GFRAS (Rural Advisory Services)
- Prolinnova (Local Innovation)
- SAI Platform (Private sector food companies)

In each case, GFAR's involvement, whether through Secretariat inputs, or by engaging other stakeholders into the governance and processes of the organizations concerned, has sought to ensure that each network aligns with the vision, mission and principles of the reformed GFAR and towards delivery of the GFAR MTP outcomes, which they have themselves formulated through their roles in GFAR's governance.

GFAR has invested EU financial resources and Secretariat technical expertise in the transformation of three Regional associations of public agricultural research stakeholders, into broad-based innovation Fora: FORAGRO (Latin America), AARINENA (Near East & North Africa) and CACAAARI (Central Asia and the Caucasus). In addition, considerable input has been provided to the development and integration of African Regional and Sub-Regional Fora.

These processes are being addressed through a unifying concept of change; firstly, a multi-stakeholder reflection on the future role required of the forum, then a change to more equitable representation among multiple stakeholders and thirdly development of a programme of work that reflects the future needs of the region.

Organizational development: GFAR Secretariat has directly supported the conceptualizing, designing and planning of the reform through developing a model based on the Nadler-Tushman (N-T) model of organizational development, including foresight, dissemination, implementation, and evaluation. The model has been discussed with three Regional Fora and the transformative process agreed. GFAR Secretariat has also participated in Steering Committees of the Fora, where the model has been presented by the Chair concerned and agreement secured on going ahead with the reform

A Letter of Agreement (LOA) was developed with each Forum to support these transformative actions financially and technically. Reform of FORAGRO is already well underway with technical advice and follow up from GFAR. With GFAR Secretariat support, AARINENA held a regional consultation in January, CACAARI in April 2018.

Despite regional differences, the process being used follows a common strategic path toward reform:

1. Conceptualizing, designing and planning the reform through developing the required model based on the N-T model of organizational development and including: foresight, dissemination, implementation, and evaluation
2. Reviewing the existing Charter
3. Planning the regional Partners' Assembly with the concerned parties
4. Participating in the Partners Assembly online
5. Supporting advocacy for the reform during the Partners Assembly and securing approval of the members

GFAR Secretariat is helping the process, working with the international consultants advising the reform of the respective forum. GFAR Secretariat provides technical advice and guidance, including organizing feedback sessions and checking milestones to achieve the required goals on time by following the standard model developed. In the process, the similarities and differences, strengths and weaknesses are analyzed in each of the experiences of the regional fora involved in the reform initiative, and lessons learnt will be deduced and published.

## Achievements and Results

### AARINENA

Inputs were provided to AARINENA by the GFAR Secretariat in supporting and following-up the development of their new Strategy 2019-2030. These included the development of an action plan, a communication plan, changes in the constitution to diversify membership, changes in the organizational structure to reflect the new strategy, preparation of a value proposition and developing a monitoring, evaluation and learning system (MEL).

With this support, AARINENA has come up with a robust strategy, based on foresight exercises and needs assessment workshops with equitably-represented stakeholders and taking into consideration the regional, as well as the global environments. The strategic development is now completed and they are putting the final touches to the MEL system.

Through the inputs of AARINENA to the Association of Arab Universities (AAU) and the first regional meeting on Transformational Learning was held in Egypt in 2018. A follow-up visit by Iman El-Kaffass, GFAR Secretariat Capacity Development expert, linked the two organizations again to discuss follow-up on the output of the Egypt meeting and to prepare a big conference under the main sponsorship of the AAU, with partnership of GFAR and AARINENA, to take the concept to a much higher political level (impacting policies). The next regional conference is proposed for Amman, Jordan.

GFAR partnership is recognized by partner organizations: AAU and AARINENA, covered the participation costs of GFAR Secretariat and the regional workshop in Egypt was covered by our partner University in Egypt, the Zewail Academy of Sciences and Technology.

## FORAGRO

Following the GFAR Executive Secretary's participation in the 6th FORAGRO General Assembly in Lima Peru, 2012, FORAGRO directly requested GFAR's support in reforming their organization as they went through a process of evaluation and reform.

In 2015, an external evaluation of FORAGRO was carried out, with GFAR Secretariat participation, which resulted in a series of recommendations regarding critical aspects of its operation and duties. In response, a restructuring proposal was developed to strengthen FORAGRO in order to make it more effective, sustainable, and inclusive.

The proposal was evaluated at the Sixteenth Meeting of the Executive Committee of FORAGRO, held in Turrialba, Costa Rica in November 2016. General agreement was reached on the vision and mission of a renewed FORAGRO and on the next steps to implement the new model.

The first step towards implementing FORAGRO's new governance model was the constitution of an Assembly of Members with inclusive representation of different stakeholder groups. The Assembly met for the first time at IICA Headquarters in Costa Rica on August 8 and 9, 2017. The objectives of the meeting were:

- 1) to advance the implementation of the new governance model for FORAGRO by installing the Assembly of Members, discussing and approving a Charter, and beginning a process to put in place the proposed new structure; and
- 2) to identify priority focus areas for FORAGRO as well as define next steps to develop a strategic plan to guide the actions of the Forum.

GFAR Secretariat was asked by the Director of IICA to help support development of the Strategic Plan 2019-2030. Iman El-Kaffass of GFAR Secretariat hence participated as a key resource person in this meeting, bringing perspectives from GFAR's reform experiences into the reshaping of this Regional Forum.

The participants agreed on the following priority issues: (1) natural resources that support agriculture, particularly biodiversity; (2) technological innovation for environmental, economic and social sustainability; (3) support for innovation in family farming; and (4) capacity-building. Proposed areas of action for FORAGRO included: (1) to serve as a discussion forum; (2) to coordinate actions between organizations as well as between mechanisms; (3) to facilitate the preparation of discussion papers to inform decision-makers of different matters; and (4) to provide public platforms to manage and disseminate knowledge and information. The areas of action identified were consistent with the functions of the Forum approved in the [Charter](#), which also includes representing the Americas in the GFAR process and in other spaces that FORAGRO prioritizes.

The Assembly agreed to have IICA enter into an agreement with GFAR in order to obtain funding that would allow for launching a process to develop a Strategic Plan for FORAGRO. This process was then directly supported through the EU project funds.

The FORAGRO Strategic Plan 2019-2030 is now launched and directly recognizes the support from GFAR. The need for greater and more active participation in GFAR in order to strengthen FORAGRO's political leverage and incidence through GFAR global initiatives was also then explicitly recognized by the FORAGRO Steering Committee meeting in April 2018.

### Lessons learned:

Programmes supported by GFAR used to operate in response to direct individual requests from stakeholders. With the processes of reform in GFAR, funds from the EU are now used in line with a pre-agreed Medium-Term Plan, showing how they contribute to GFAR's purpose and how their outputs are demonstrated. This is a significant shift in behaviour, roles and performance of the Regional Fora, who clearly recognize the value of GFAR's experiences, collective actions and reform processes for their own transformational processes.



## Output 6.3: GFAR supporting international policy processes and strengthening coordination of bilateral and multi-lateral systems for greater inter-regional connection and improved governance of global agricultural research for development agendas

### 6.3.1 G20 MACS: Russia, Australia, Turkey, China and Germany

#### Context

The G20 Nations account for around three quarters of global expenditure on agricultural research. Following the 2008 Food Price Crisis, the discussions on system reform in GCARD1 and the subsequent French Presidency of the G20 in 2011, which carried forward the GCARD themes, in 2011 the Chief Agricultural Scientists of the G20 Nations decided to establish a new mechanism whereby they could develop joint agricultural research strategies and implement new means of cooperation.

#### Activities

GFAR has been recognized as a valued partner in these G20 Meetings of Agriculture Chief Scientists (MACS) since their inception. The role of GFAR in bringing together multiple stakeholders concerned with agricultural research and innovation has been seen by the MACS Chief Scientists as bringing a valuable wider dimension to their meetings, though it is also recognized that these meetings are primarily about bringing greater coordination of actions and sharing of knowledge between the advanced science capabilities of the G20 nations, rather than a development focus *per se*.

During the project period, EU funds have enabled GFAR's active participation. This has been matched by recognition and agenda commitments from the various G20 President nations. The GFAR Secretariat has been repeatedly called on to help G20 Presidencies to organize and inform the programmes for these G20 events. Inputs have included planning visits by the GFAR Executive Secretary to Moscow and Ankara to help develop the agenda for the Russian and Turkish Presidencies and by a senior Secretariat staff member to Beijing, to support China's planning processes.

#### Achievements and Results

The value, role and collective voice of GFAR has been repeatedly recognized by the G20 MACS in their agreed Final Communiqués.

The **Second Meeting of Chief Agricultural Scientists (MACS) was held in Moscow on 24-25 July, 2013**. The Chief Scientists expressed the desire to increase cooperation with existing international platforms, in particular that of GFAR and the GCARD process. GFAR Secretariat presented on several aspects of GFAR's work and collective actions and these were clearly valued by the Chief Scientists, as stated in the Final Communiqué, including recognition of the value of GCARDs in exchanging knowledge and ideas:

"We welcome the progress achieved on implementation of existing G20 and other agricultural initiatives, in particular, **Tropical Agriculture Platform (TAP) for capacity development... Global Foresight Hub...**"

"We acknowledge work done under such other initiatives as the **Global Open Data Initiative for Agriculture and Nutrition (GODAN)** and **related actions such as the Coherence in Information for Agricultural Research and Development (CIARD)**"

"We have made significant progress in implementation of G20 agricultural initiatives **and providing linkage to the activities of the Global Forum on Agricultural Research (GFAR) in its work in agricultural research and its potential application mechanisms.**"

**“Presentation of MACS and G20 agricultural initiatives should be one of the important parts of Global Conferences on Agricultural Research for Development (GCARD). MACS members welcome the opportunity to explore with GFAR the feasibility of better linking national agricultural research systems and financing of international networked actions.”**

“We strongly support **close cross-linkage of national research programs and global agricultural research initiatives**”

**In the 3<sup>rd</sup> MACS meeting, Brisbane, Australia, 2014, The Chief Scientists explicitly recognized GFAR’s role and actions** in a number of ways and in the final MACS communiqué:

**“Welcomed the proposed International Investment Facility, as put forward by IFAD, GFAR and FAO in response to request from the second MACS meeting and the opportunity it provides for greater involvement of G20 scientific capabilities in supporting capacity development in agricultural innovation around the world.”**

“Encouraged G20 members to consider the opportunities associated with **open data networks such as GODAN and CIARD.**”

Other highly GFAR-relevant agenda addressed included the importance of biodiversity in agricultural settings, the need for public-private partnerships and the importance of social desirability as a driver of innovation. GFAR Secretariat presented on the significance of the TAP initiative.

**The 4<sup>th</sup> MACS meeting in Izmir, Turkey, 2015**, took up the GFAR prompted agenda of supporting greater investment in agricultural research around the world. The MACS recognized that:

“Infrastructure investment and investment to increase agricultural productivity, enhancing human capital in smallholder agriculture (especially that of youth and women), reducing food loss and waste and mainstreaming food security and nutrition in other G20 tracks are consistent with and support the G20 Food Security and Nutrition Framework, clearly contribute to the achievement of more sustainable food systems, are all global concerns and are in harmony with Turkey’s G20 priorities of inclusion, investment and implementation.”

Nonetheless, the meeting unfortunately failed to agree to call for greater and more effective investment in agricultural research, as proposed by GFAR, as some, particularly from the larger economies, felt that this could run against their own country’s Ministerial decisions on investments and hence they could not issue a statement that they felt could be perceived as questioning decisions of their own finance Ministries. This was a great pity as member countries of FAO had previously identified the need to reinvest at least 1% of agricultural GDP in research and development and yet many countries are failing to meet even that figure (see Theme 3). As a result, and despite the MACS 2014 support for a new investment facility, this important opportunity to get MACS backing for the real need for greater investment in agricultural research for development was missed. This reflects the challenges in not only getting consensus, but also in agricultural chief scientists being there as public servants reflecting their government’s positions, rather than independent scientists and so having little independent voice on even the future of their own industry.

Given that the MACS had shown its policy advocacy limitations, GFAR thereafter has since confined its inputs to the technical partnerships and programmes entailed and prioritized.

**The 5<sup>th</sup> MACS meeting in Xi’An, China, 2016**, again recognized the value of the TAP and recognized the need to ensure the continuity of deliverables and actions of the MACS in its future actions to avoid duplication and redundancy. This meeting also further encouraged coordination and collaboration in agricultural innovation and knowledge sharing and noted the Science Agenda of the African Union, to which GFAR had contributed through the regional forum FARA.

In response to the GFAR Executive Secretary's presentation, this MACS called for:

**"...an enabling environment for agricultural science, technology and innovation, for strategic investment in food production and agricultural R&D, for strengthened capacity development of agricultural scientists and researchers, farmers, women and youth, particularly in developing countries and support for innovation and knowledge sharing, so as to speed up the R&D towards more sustainable food production, through new technologies, new varieties/breeds and advanced as well as improved methods in agriculture and aquaculture adapted to local context and in line with national regulations."**

The meeting again encouraged G20 members to participate in and recognize the importance of open data and statistics networks such as **GODAN and CIARD**, to promote the sharing and application of relevant data of global agricultural research and to encourage uptake of research results by all. It also highlighted the need to share technologies, knowledge and innovative research, as championed by GFAR.

GFAR support to the initiative on Agricultural Technology Sharing, led by China, gave rise to the formation of a working group among MACS members to pursue the ideas and further develop the concept. This scheme would lead towards much greater sharing of proven technologies, for application in diverse agro-ecosystems around the world. The technological approach required has been clearly set out.

Importantly, the MACS: **"Called upon G20 members to strengthen cooperation and capitalize on relevant mechanisms of Global Forum of Leaders for Agricultural Science and technology (GLAST) and the Global Conferences on Agricultural Research for Development (GCARD), so as to increase exchanges in the innovation of agricultural practices, technologies, policies and mechanisms and to share relevant policy experiences and successful practices."**

The work of GFAR was featured in the **G20 magazine distributed to all heads of national delegations at the G20 Summit**. GFAR was also asked to host a session at the subsequent Global Leaders in Agricultural Science and Technology (GLAST) meeting in China.

**The 6<sup>th</sup> Meeting of MACS in Germany, 2017**, again repeated the importance of open data and open access within the global agri-food sector and held an expert workshop on linked open data in Berlin. This also led on to the GFAR-initiated workshop on the issues around access and rights to data from farmers, hosted by BLE Germany in 2018 (see theme 5 in this report). GFAR was invited to lead a session on how G20 agricultural innovation can best support agricultural development and rural youth opportunity in Sub-Saharan Africa. GFAR proposals on capacity development in agricultural innovation platforms and transformative learning and student leadership were well received by the Germany MACS round, which highlighted GFAR's importance in the outcome MACS Communiqué, stating that:

***"In its global context, we also emphasize the importance of collaboration between national programs and the critical work of international organizations in collaborative global research, including FAO, CGIAR, GFAR and OECD"***

**MACS Communiqué 2017**

Once again, the G20 Chief Scientists prioritized common agenda with those of GFAR, including genetic biodiversity, sustainability and resilience, digitalization, climate change, water and drought and the interconnected challenges between agriculture, food and nutrition. Food loss and waste was also highlighted and the **former GFAR Chair was a direct partner in the high-level Champions 12.3 initiative**, through earlier involvement of GFAR Secretariat in support of the Dutch Government's establishment of this prestigious coalition of executives from governments, businesses, international organizations, research institutions, and civil society dedicated to inspiring ambition, mobilizing action, and accelerating progress toward achieving SDG Target 12.3.

The meeting also agreed to take forward discussion through the Working Group on Agricultural Technology Sharing. The GFAR Executive Secretary attended a follow up meeting of this Working Group in Beijing in 2018. It is clear that while the principles of knowledge sharing are strongly espoused by the G20, a number of political barriers are so far preventing countries from openly sharing data and information through a common platform. The system has been developed in pilot form, but its success – and its ability to reach the millions of farmers intended, will depend on the commitment of different nations in providing access to their data, and its use and re-use, through a common access point. Many ideas were contributed on the forms of data and approaches that could be successful within the prevailing political environment.

These themes were carried forward into the 7th meeting of the MACS in Argentina, which again reaffirmed the need to develop capacities in agricultural innovation, the potential significance of new technologies such as gene editing and the need to involve consumers and wider society in these research processes at an early stage, again highlighting the need for effective foresight processes. In separate discussions with the plant science industry association Crop Life International, GFAR Secretariat found great enthusiasm from Crop Life for involvement in the community foresight approach pioneered by GFAR. As highlighted under theme 1, this approach can provide an invaluable bridge between agricultural science and society.

The 7<sup>th</sup> MACS also **expressed direct support for interdisciplinary approaches which integrate the social and natural sciences and involve farmers early and throughout the co-development of practical and effective ways to build resilience, improve environmental performance and achieve sustainable intensification of agricultural production.** This commitment is directly aligned with the advocacy that GFAR has been pursuing throughout the MACS and GCARD processes. Moreover, the MACS recommended that “G20 Agriculture Ministers support these interdisciplinary approaches, which involve farmers, scientists and other interested stakeholders, in the co-design, monitoring and evaluation of new and existing agricultural technologies on working landscapes to ensure their early adoption. **This directly aligns with the innovation systems approach and basis of GFAR.**

Along with considerable support to the development of the G20 MACS meeting, GFAR has also enabled further development of national research and information management capacities in China, a move which was personally welcomed by the President of CAAS and helped set the frame for the G20 MACS meeting. CAAS has now become a Partner in GFAR, with a formal letter of intent for collaboration signed between the two a major step of linkage that was previously missing. It is anticipated that Chinese secondees will join the GFAR Secretariat as part of the new CAAS agreement. GFAR Secretariat has provided continued guidance and support in developing various strategies in agricultural information and data management and other areas, including post-graduate education, continuing GFAR close relationships with the Chinese Academy of Agricultural Sciences (CAAS). During the period, three senior scientists/managers from CAAS were mentored in gaining international experience and developing and implementing a new vision and strategy for managing agricultural research and development data and information. GFAR also contributed significantly to the development of the CAAS Roadmap for Agricultural Knowledge Management.

In 2017, GFAR participated in the 60<sup>th</sup> anniversary of the Chinese Academy of Agricultural Sciences (CAAS). Through this meeting, further actions were planned to develop south-south linkages between CAAS and organizations in the Central Asia region, linked to the Belt and Road initiative of China. The theme was reinforced through GFAR Executive Secretary being invited as a keynote speaker to the 2018 CAAS International Assembly on agricultural innovation. This presentation was extremely well received and has cemented a strong relationship between GFAR and CAAS, both in China itself and in links to the Belt and Road Initiative.

## Conclusions

The MACS is the only policy discussion venue among the Chief Scientists of the world’s leading agricultural

research nations. It owes its existence in large part to the awareness raised by GCARD1 of the need for greater partnership and knowledge sharing if sustainable development goals are to be met and for common policy challenges and emerging threats to be addressed. GFAR has played a very strong supporting role in these discussions, including directly helping to enable the MACS meetings and their agenda with Russia, Turkey and China. GFAR also brought the MACS Presidency into the reformed GFAR Steering Committee, in order to better engage with advanced science and the policy deliberations and collective actions of the G20 Nations

The communiqués and commitments arising out of these meetings have been shown to be directly influenced by GFAR collective advocacy on key agenda and have wholly embraced the need to develop collective actions and to engage society directly in agricultural science, as espoused by GFAR Partners. At the same time, the limits of influence of the Chief Scientists have also become clear, as they are themselves answerable to their own governments and hence not free to express themselves openly, even where agenda such as the need for greater investment in the sector are self-apparent. Nonetheless, by continued commitment and engagement, GFAR Secretariat has secured a clear role in a high-profile policy-discussion body and made essential connections to advances in research in the G20 nations, across a range of highly relevant agenda.

### 6.3.2 European Agricultural Innovation Policy

GFAR has directly contributed to the European agricultural innovation policy development of the European Commission through the 'Designing the path' Conference on EU Agricultural Research and Innovation in Brussels, January 2016. This involvement followed an earlier planning meeting in Milan EXPO, also attended by the GFAR Executive Secretary.

The full report of the Conference is now available at:

[http://ec.europa.eu/newsroom/horizon2020/document.cfm?action=display&doc\\_id=15588](http://ec.europa.eu/newsroom/horizon2020/document.cfm?action=display&doc_id=15588)

We face many common global challenges that go beyond production and the EU Strategy on agricultural research and innovation has many inextricable links to the global agricultural research and innovation community. The meeting strongly reinforced the GFAR focus on greater and better investment and capacities among all sectors required in agricultural research and innovation at national level.

The GFAR Executive Secretary Chaired Conference Session 4: *The Global Dimension, fostering the contribution of EU research and innovation towards global challenges through multi-lateral cooperation*. Participants to this session were invited to discuss how the dimensions of the agriculture research and innovation strategy external to Europe can be implemented, for instance how to foster efficiency at global level based on examples of approaches which could be used in future programming, or how to integrate global frameworks on development, food security or climate.

The main questions addressed were:

- Opportunity for rural youth is a major global challenge. What can Europe offer and learn in using agri-food innovation to create opportunities?
- What are the requirements and responsibilities of good partnerships in international actions in tackling mutual challenges? How to ensure networked actions are equitable, efficient and adding value?
- How do you see the role of EU research funding in engaging with international networks and initiatives?
- A number of international initiatives encompass research, implementation and policy making. What is needed in practice to make these linkages work?
- How would this strategy benefit from African experiences?

Presentations by FARA/CAADP, SCAR-ARCH, FACCE JPI and STAR-IDAZ contributed to these questions.

Participants reaffirmed the enormous potential of global collaborative research and innovation partnerships, such as the ones discussed above. Collaborative partnerships, as fostered through GFAR, were recognized as indispensable to leveraging the global agricultural research, knowledge and innovation community to solve some of the most compelling challenges that stand in the way of attaining global food and nutritional security. Nonetheless, participants also recognized that such partnerships could not and should not supplant all bilateral relationships. Participants also expressed the view that a stronger alliance among European Commission's Directorate Generals for Agriculture, Research and Development could help to strengthen such global collaborative alliances, by increasing the resources available and maximizing political and policy leverage at the community and global levels.

## Outcomes

The meeting helped to frame the future direction of European Innovation policy and investment, articulating the linkages to investments in research and innovation for development. The Conference recognized in its conclusions that global collective actions, as being catalyzed through GFAR, should be promoted and fostered in such a way as to create real national and regional ownership of the work being done, paying attention to subsidiarity principles and to their sustainability. **This directly aligns with GFAR principles and actions.**

### 6.3.3 Private sector policy

GFAR Secretariat was invited to sit on the Advisory Council of the **Sustainable Agriculture Initiative (SAI)** of the world's major food companies (Unilever, Nestlé, Danone, McDonalds, CocaCola, etc.). GFAR hosted a meeting of the SAI Advisory Council at FAO, Rome and brought the issues of gender and social equity into their processes. This input was strongly welcomed and has led to further partnership development with the sustainability programmes of a number of the companies involved, as well as the SAI Platform itself. SAI is a voluntary network, but subsistence costs of GFAR Secretariat inputs have been covered by the Platform.

### 6.3.4 Intergovernmental policy discussions - the FAO innovation Symposium

#### Context

GFAR's work has played a direct role in ensuring innovation has been prioritized within FAO. In 2017, GFAR Secretariat's action to raise awareness of the underinvestment in national innovation systems was warmly welcomed by the Bureau of the FAO Committee on Agriculture (COAG), which commented that this was exactly the sort of role that COAG should be playing. FAO and GFAR then took forward the innovation theme into the COAG itself, which recommended further action by FAO on agricultural innovation.

#### Activities

FAO took up the innovation agenda at high level and in 2018 organized the [International Symposium on Agricultural Innovation for Family Farmers](#), at FAO Headquarters in Rome 21-23 November 2018. GFAR supported the Symposium's development through representation of various GFAR Steering Committee members in its organizing committee and provided considerable assistance in identifying suitable participants and speakers to be invited and with the conceptualization of the programme. The Symposium was conceived to help in understanding the socio-economic potential of innovation, its key drivers and processes, and why it is critical to unlock its potential to achieve the transformative change required in agriculture and rural development. The agenda hence was able to draw directly on the themes and learning from the previous three GCARD events.

The Symposium was highly interactive and effective, attracting around 540 participants. In the run-up to the Symposium and in the 26th Committee on Agriculture (COAG 26), GFAR Partners and Secretariat gave important input into FAO's conceptualization of "innovation". In a world inundated with new technologies and undergoing digital transformation, it can be easy to equate innovation only with the uptake of technology. But the Partners in GFAR know that if we are to make agri-food research and innovation systems work more effectively and responsively, we also need to innovate in the way we work. Equitable and inclusive partnerships that are *truly* equitable and inclusive of all actors in this complex system are an innovation that ultimately enables farmers' uptake of research and technologies. These principles have been well articulated among stakeholders in the three GCARD processes organized previously by GFAR and the CGIAR. The Symposium provided a welcome direct recognition by FAO and its member countries of the importance of GFAR's agenda and role, by making explicit that agricultural innovation should be centred on the needs and involvement of family farmers and taking forward the issues highlighted in the GCARD processes, into inter-governmental debate.

#### Achievements and results

Several of the Symposium's panellists and keynote speakers have key roles in GFAR as members of our Steering Committee, committed to take forward collective actions among the Partners in GFAR and comprising 13 sectors in agri-food research and innovation:

Mr. Fernando Lopez, Managing Secretary of the [Confederación de Organizaciones de Productores Familiares del Mercosur Ampliado](#) (Coprofam) represents Farmers, cooperatives and agricultural workers in the GFAR Steering Committee. Mr. Lopez set out the frame for the discussion, pointing to the [International Decade of Family Farming](#) as a great opportunity to make recommendations that will translate into concrete policies for every country. For farmers, he said, the concept of family farming includes the recognition that farmers should benefit, not only economically, but also in terms of bettering their lives.

"For me, and for Prolinnova, innovation in family farming means turning around the title of the whole symposium: Innovation should not be *for* family farmers but *with* and *by* family farmers." Ann Waters-Bayer, Senior Associate of the GFAR-initiated [Prolinnova International](#), set out to the panel on *The key role*

*of family farmers.* Ms. Waters-Bayer explained that Prolinnova aims to make use of farmers' own creativity and the resources they have at hand, to enable them to do things better than have been done before.

Mark Holderness, GFAR Executive Secretary, offered insights on transforming research and education for farmer-centered innovation. He highlighted the cyclical nature of innovation, including appropriate expression of demand, knowledge generation by multiple actors, enterprise development from innovation and societal demands driving new priorities. In reality, innovation is rarely a linear pathway from research to farmers but involves complex webs of interaction, knowledge exchange, inspiration and partnership between multiple actors. To sustainably feed the world while lifting rural people out of poverty, he stated, agricultural and food research are essential. But they're not sufficient by themselves. We need to embed research in wider systems of innovation; innovation within wider rural development investments; and rural development in wider societal changes, in order to achieve real sustainable development impact. "And we need to act fast," Mr. Holderness urged. It takes 25-30 years for research to get full uptake: "We don't have the time."

Mr. Holderness further noted that investment is needed across all sectors, but we have to develop new metrics that take account of the full cost and value of different production systems and factor in environmental, socio-economic and health effects, using development measures that go well beyond productivity alone. We should also consider the counterfactual – What is the cost implication of not investing in agricultural research and innovation, and how can we show this to policy makers and funders? It is not just more investment that is required, but also smarter investment processes, in which smallholder farmers and consumers themselves are part of the shaping, use and accountability for these investments.

Rasheed Sulaiman, Chair of the Steering Committee of the [Global Forum for Rural Advisory Services](#) (GFRAS), and representative of Advisory Services in the GFAR Steering Committee, considered that: "Traditionally, extension only played a bridging role between researchers and farmers," he said, "but now we realize that that's not enough." There is a need to find more coordination between increasingly diverse actors. This realization is why GFRAS is part of the multi-stakeholder movement of GFAR and has been selected by the Partners in GFAR of the Advisory Services constituency to represent them on the GFAR Steering Committee.

Agricultural innovation systems were described as "a continuum of action" by Ms. Irene Annor-Frempong, Director, Research and Innovation, [Forum for Agricultural Research in Africa](#) (FARA), a regional forum represented in the GFAR Steering Committee. Echoing Mr. Holderness' definition of innovation as a cyclical process, Ms. Annor-Frempong laid out the modality of innovation as seen in GFAR Collective Actions: knowledge is generated by multiple actors, transformed into enterprise and opportunity, with evolving societal thinking driving demand in the next phase of research and innovation. Putting farmers at the centre of these processes is so important, she told participants, because they are thereby enabled to transmit their learnings to other farmers and the process of scaling out is escalated.

An important means to strengthen capacities to innovate is by making research processes truly participatory. In 2018, as part of wider advocacy for the [International Decade of Family Farming](#), GFAR, with World Rural Forum and a number of partners, launched a [Collective Action on empowering rural communities as drivers of agricultural innovation](#). The initiative recognizes the crucial contribution of family farms and the need to continue to strengthen and focus on the participation of family farmers, civil society organizations, rural communities and their small and medium enterprises across value chains from production on farm, through storage, processing and marketing and to the consumers. A particular focus is rethinking the meaning of "participatory research" to make the dialogue between farmers, researchers, donors, etc. truly effective in setting the research agenda according to the needs and desires of rural communities. Stephanie Barrial, Knowledge Management Coordinator, [World Rural Forum](#), represents civil society organizations in the GFAR Steering Committee. She was invited by FAO to participate in the panel discussion on strengthening capacities to innovate. She reminded the meeting that, although there are



many different models of Family Farming, in all cases active participation and co-creation are key. What's more, it is essential to be able to monitor and measure the impacts of partnerships, to demonstrate the effectiveness of real collaboration in the field and the impacts for rural communities. If we want to measure impact, we need to create new indicators together with all actors and with the farmers— indicators co-created by looking at social, environmental and economic impacts.

Bernard Rey, Minister Counsellor, Head of Cooperation, [Delegation of the European Union to South Africa](#), chaired the parallel session “Reaching millions of family farmers: Scaling up successful innovation”. The session aimed to propose processes, pathways and interventions needed to overcome bottlenecks for the adoption of innovation on a large scale by family farmers and other actors in the value chain. There was a strong feeling in the session that innovations should not be imposed, but rather farmers should be given choice among many options. Development of technologies needs earlier involvement of the beneficiaries: more participatory research, putting the needs of farmers at the heart of development. Mr. Rey highlighted the [GCARD processes](#), organized by GFAR and the CGIAR, as constructive efforts to influence the research agenda with the voice of farmers. <https://twitter.com/GFARforum>



Mr. Rey spoke to a need which the Partners in GFAR have long recognized. Given the increasing number and variety of actors involved in innovation systems, there is a clear need for knowledge on who is doing what. “If we had ‘soft power’ to inform public entities who the relevant actors are, what kind of tools they use, and how they operate in the system, this could help them develop better strategies”. Mapping of roles, responsibilities, modalities would help everyone to work more efficiently. This is where innovation cycles of collective action, governance reform and knowledge sharing, as characterized by GFAR, have a real added value.

The [Young Professionals in Agricultural Development](#) (YPARD), the Global Coordination Unit for which is hosted and supported by GFAR Secretariat, with financing from the EU and SDC, co-organized a side-event with FAO on ‘Youth as Drivers of Innovation’. This lively event was extremely well attended and featured presentations from a range of young professionals, particularly highlighting IT applications, but also featuring several farmer-entrepreneurs from around the world. The passion and commitment of these

young people came through loud and clear, showing how imaginative and innovative they have been in their various fields. The session called for particular attention to linking innovation with enterprise through favourable policies and access to resources such as land, credit and business mentoring, needs that are often denied to young people.

The session also made a powerful call for a strong voice for youth, as the ‘owners’ of the future, to be better represented in the governance of agricultural innovation and into international policy making processes, such as those of FAO. In the [Chair’s summary of the Symposium](#), the event was highlighted, noting the “need to create a Youth Forum or Council where youth representatives from different nations of the world can discuss their insights and work, including those related to agricultural innovation, directly with FAO.” The Chair urged that youth be recognized as “custodians” of the UN Decade of Family Farming, towards the achievement of the Sustainable Development Goals.

After two days of fruitful discussion setting the context and laying bare the challenges, Day 3 of the Innovation Symposium was dedicated to unlocking the potential of agricultural innovation for the millions of family farmers. “We’re all in this together,” stated Ms. Viviana Palmieri, Executive Secretary of FORAGRO (the regional forum which represents agricultural research and technologies in the Americas in the GFAR Steering Committee). She was alluding to the fact that ultimately, all of us involved in agri-food research and innovation are part of one system. It is a “multi-stakeholder network with multiple relationships in all directions” in which new ways of doing things are identified to empower actors to work together. It is crucial, she said, to co-design, co-create and engage in *collective action* building on all sources of knowledge, to identify new opportunities.

Mr. Rey also presented his overall takeaways from the proceedings. He voiced our shared obligation to revisit the approach of promoting of technology and innovation, balancing it with greater attention to the demand of farmers. In order to bring change in complex value chains, he said, we must also “foster *capacities* to use technologies much more than we promote the technologies themselves”. In other words, “while sharing knowledge is necessary for innovation, it is not sufficient”. For example, a growing number of digital platforms are making information and knowledge available like never before, but family farmers need to be equipped to manage the risks and potential dangers associated with this free and open access. Again this is reflected in GFAR’s embedding agri-food research within the wider innovation systems required for impact.

During the High Level segment which closed out the Symposium, [Mr. Neven Mimica](#), European Commissioner for International Cooperation and Development, highlighted that innovation systems are not having the impact we need them to have if we are to meet the 2030 Agenda. However, through the DeSIRA Initiative, the European Union is working to change that. The EU has pledged 600 million Euros to boost climate smart and development-smart innovation through agricultural research, capacity building and more public-private partnerships and investment. Most support will be at country level, where agriculture knowledge and innovation systems will be strengthened with targeted actions directly involving family farmers. Innovation systems analysis will be an important part of this plan, and Mr. Mimica pointed to [EU support GFAR will receive within the DeSIRA framework](#) to carry out work in this area. “Together, we can build the institutional architecture to enable innovation to flourish,” he said. This is exactly where GFAR can play its unique role in reforming governance structures and partnership modalities of the wide range of actors in agricultural development

### Outcomes: The Symposium confirmed the role and value of GFAR

The Symposium confirmed the need for coordinated action among sectors to strengthen impact – and the need for participatory dialogue among diverse stakeholders and decision makers, to develop new partnerships and business models that involve the public and private sectors, civil society, research and extension and farmers. GFAR provides the ideal multi-stakeholder platform for such dialogues and to catalyze collective actions for change among all sectors, putting smallholders and family farmers at the

centre of processes of innovation and in the process transforming and strengthening agricultural research and innovation systems for greater development impact around the world.

By the end of the FAO International Symposium on Agricultural Innovation for Family Farmers, it was clear that research and technology by themselves are not enough to meet the growing challenges we face. As FAO Director-General Jose Graziano Da Silva highlighted in his closing remarks; Family farmers are at the centre of innovation, are the most affected by development challenges and yet have least reserves to deal with these issues. The Director-General called for new approaches across the board and a farmer-led inclusive innovation system not for farmers, but with farmers and for opportunity for youth to participate and have opportunities to participate.

GFAR, now fully established as the uniquely representative multi-stakeholder forum for agricultural research and innovation, and with smallholder farmers at its centre, hence provides a direct and valuable complement to the inter-governmental policy and development support work of FAO and IFAD. These synergies, and the value of GFARs extensive and committed network of partners in the public, private and civil society sectors, should be capitalized on by the GFAR Facilitating UN Agencies as they take forward the Symposium outcomes.

## GFAR Communications and advocacy/outreach

GFAR's communications outreach and engagement are aimed at advocacy, capacity building, and support to a Community of Practice among the Partners in GFAR that achieves longer term impacts. Communication is therefore not only a means to share what Partners in GFAR are doing, but also a means to make impact itself, by actively increasing knowledge and capacities. Under the founding agreement with FAO and IFAD, GFAR Secretariat is responsible for its own communications.

Over the project period, the purposes of GFAR's communications, advocacy and outreach have been fourfold:

1. **Advocacy:** increase the online media footprint from GFAR and all its partners to promote our common causes.
2. **Capacity building:** through workshops, trainings and webinars, improve and support the communications skill set from our partners and youth
3. **Support:** provide a common participative Community of Practice for the communications staff from our partners, and actively support them in their projects.
4. **Vehicle for longer term impact projects:** Use communications as an entry point for on-the-ground projects.

### 1. Communications for Advocacy

**Communications reach and engagement** has grown consistently since 2014, with a spike during the lead-up to and convening of GCARD3 in 2016. The GFAR blog remains the litmus test for our outreach and engagement with Partners in GFAR and the wider public. While 2016 blog traffic was clearly influenced by the YAP project's reach, and the overall GCARD3 project, we have been able to maintain a stable outreach:

- Number of blog followers: 1,900
- Monthly blog page views: 8,500 – 10,500
- Number of visitors: 5,000-7,000 per month
- Number of comments: remains stable at 20-60 comments per month

Website traffic is very telling, and the statistics are healthy. The first points of contact with users, our social media channels, continued to show growth as well. The GFAR Facebook audience, and their interactions, continued to grow steadily. Page followers are now at over 18,500.

GFAR's Twitter following typically rises by 1-5% per month. As of December 2018, GFAR had over 19,000 followers, which puts GFAR in the "higher echelon" compared to similar organizations. Monthly interactions from our Twitter followers remain stable.

Our LinkedIn group's following and traffic are increasing rapidly, with nearly 600 members. The Executive Secretary's account now has over 10,700 linked professionals, typically with 1-2,000 views per article and with **9,500 individual views of the GFAR summary article at end of 2018.**

The Gender in Agriculture Partnership now has over 1,100 direct members on LinkedIn.

Efforts to increase knowledge sharing and communication among Partners in GFAR have included the establishment of discussion groups for each constituency. It is clear that such communication will not just flow passively though and facilitating such discussion and knowledge sharing requires resources, both at Secretariat level and for the constituency representatives to be reaching out and mobilizing their constituency.

A new practice for advocacy has been the development of "Partner Spotlights", as a way of sharing and celebrating the work of our hundreds of Partners. The Spotlights provide an opportunity for Partners to directly share their work through the GFAR website, GFAR Blog and all our social media channels for a week, enabling them to better reach not only other Partners in GFAR, but also the many and diverse subscribers to our blog and newsletter. These have been viewed very positively by Partners, and all have enthusiastically expressed their perception of a real added value, not only in terms of online exposure and increased reach, but also in engagement with other stakeholders.

Beyond mere sharing, though, there is also a strong element of collaboration, as Partners are greatly encouraged to work with GFAR blog mentors to craft original blog posts that are written in a style that captures the attention of a wider audience. For example, research organizations, whose articles often tend to be dry and linear, may find that the more engaging style of the collaborative piece attracts a wider readership by making their research more digestible. In this way, the Spotlights have also proved to be a capacity building activity.

Through these processes, Partners have come to better understand the mission and value of GFAR in providing an inclusive space for advocacy and cross-sectoral collaboration and knowledge sharing. The Partner Spotlights have been a significant source of blog content during this period, accounting for about a quarter of posts. Many and diverse partners from all GFAR sectors, ranging from international research organizations to civil society and NGOs, youth organizations, private sector, GFAR facilitating agencies and farmers' organizations, have so far benefited from the Partner Spotlights.

### **Co-investment**

In 2018, a new partnership with the development communications organization **Impakter** has opened a new opportunity for Partners in GFAR to highlight their work to a wider community in diverse areas of development, in particular to reach millennials and policy makers around the world. Editing and writing support is being provided by Impakter **as a free service to Partners in GFAR**, to help celebrate their work and their connection through the application of GFAR principles and key GFAR agenda, such as empowering the poor, women and youth through knowledge and innovation, into their work. To date, the work of 23 GFAR Partner organizations has been featured in blogs prepared by the partners with the assistance of Impakter.

## **2. Communications for Capacity Building**

### **GFAR Webinars**

Through a strong portfolio of webinars, GFAR is now a recognized leader in agricultural research and innovation knowledge sharing and learning. There are now both programmatic, as well as communications-related webinars running, up to twice a month. With the shift towards programmatic and topic-focused webinars, a decision was made to solicit only Partners in GFAR to be among the presenters. As for the Partner Spotlights, the webinar planning phase itself becomes a capacity development exercise for the GFAR Partners, as the GFAR Secretariat offers support in convening presenters from within the GFAR network and in converting the webinar concept note into a blog post announcement, helping to set a broader frame and eliciting thought-provoking angles to address the topic in question. So, in addition to technical support in running the actual webinar, GFAR Partners benefit from in-house expertise in crafting a webinar that draws strong interest. Almost 2,000 individual people have subscribed at least once to the GFAR webinars since we began. Subscriptions for each webinar consistently exceed the upper limit of capacity for the webinar tool.

In 2017, programme- and technical-focused webinars were launched, adding value to the ongoing series of webinars on communications tools and strategies. GFAR Secretariat works with Partners in preparing and running the webinars. The webinar planning phase itself becomes a capacity development exercise for the Partners, as the GFAR Secretariat offers support in convening presenters from within the GFAR network, helping to set a broader frame and eliciting thought-provoking angles to address the topic in question. In addition to receiving this in-house expertise in crafting a webinar that draws ample interest, Partners also benefit from technical support in running the actual webinar.

From February to May 2018, [a series of six webinars on Farmers' access to data](#) was held as a follow-up to the face-to-face course on Farmers' Access to Data organized in Centurion in November 2017. The webinars were co-convened with GODAN and CTA and were conducted by some of the trainers and

presenters of the Centurion event. The webinars explored topics such as the use of data for farming and across the agricultural value chain and its potential to improve farm yields and profitability; accelerating market adoption and use of data by smallholders by breaking down barriers to uptake of digital solutions; managing the data and information around resource use for food production and the potential benefit of a framework for data ecosystems in today's agri-food systems.

In October, Partner in GFAR, Committee on Sustainability Assessment (COISA) teamed up with GFAR and the Global Landscapes Forum (GLF) to ["Brace for Impact"](#): together they examined the question of how to design effective measurement tools for the understanding, management and acceleration of development impacts. The webinar distilled some of the recent innovations in how to measure sustainability and the diverse ways these are being applied in real-world situations. The presenters agreed that by identifying best practices and moving our research toward greater pragmatism, we can better serve the farmers and agricultural communities to identify the effective solutions that they need. Other very successful webinars on technical topics included: ["Beyond decision making: Foresight as a process for improving attitude towards change"](#); ["Agents of change – the role of innovation facilitators"](#) and ["Sharing Knowledge on Capacity Development for Agricultural Innovation through TAPipedia"](#).

Two webinars were also held on the topic of farmers' rights. A [first webinar](#) was held in May bringing together renowned experts to discuss how to achieve complementarity between the informal and formal seed systems. A [follow-up webinar](#) was held in September to exchange information and best practices on how researchers and smallholder farmers work together in a complementary way, towards the conservation of genetic diversity, food security and improving the livelihoods of the most vulnerable populations. All webinars had high attendance from a wide range of stakeholders.

*"This webinar helped me think about different ways that we can share our work... I look forward to upcoming webinars. They were surely worth the time. It is hard to stay atop of all the news developments in the social media world and Peter does a terrific job keeping us informed and inspired"* Kathryn Clifton, ICARDA

Below is a summary of the webinars held in 2017 and their subscribers:

- "The Crystal Ball: Predicting the future of online media"
- "Building a bridge between scientists and communicators": 151 subscribers
- "Agents of change in capacity development for agricultural innovation (TAP)": 199 subscribers
- "Email-based newsletters": 111 subscribers
- "Participatory Communications": 195 subscribers
- "Internal communications": 195 subscribers
- "Participatory Video": 173 subscribers
- Webinar "Farmers' Rights: Achieving Complementarity Between the Informal and Formal Seed Systems": 175 subscribers
- Webinar on "Farm Radio, Community Radio and Participatory Radio": 102 subscribers
- "Beyond decision making: Foresight as a process for improving attitude towards change": 117 subscribers
- "Farmers' Rights: How Complementarity between Researchers and Farmers Impact the Conservation of Genetic Diversity, Food Security and Livelihoods of the Poor"
- "Communications Success Stories"
- Webinar on Webcasting and Webstreaming
- "Effective Tools for Understanding, Managing and Accelerating Impact"

## Social Media Training ‘Bootcamps’

Since 2015, GFAR Secretariat has supported several online media/social media trainings for communicators, or “bootcamps”. The trainings were linked with events organized by GFAR or its Partners, and the trainees then did social reporting to cover the event (blog writing, live tweeting and other social media dissemination). While building up the team’s social media skills, the momentum generated also significantly increased the online outreach of these events to involve the offsite public. Trainees included experienced social media experts, professional communicators, and novices.

In 2015-2017, GFAR Secretariat supported several **online media/social media trainings for communicators**, or “boot-camps”. For GCARD3, the goal was to build up a vast group of social reporters, starting from the national and regional GCARD consultations, culminating into the Global Event:

- GCARD3 Regional Consultation for Asia-Pacific (Bangkok – Dec 2015): 21 trainees, 5 YPARD members sponsored by GFAR Secretariat
- GCARD3 Regional Consultation for Central Asia and the Caucasus (Bishkek – March 2016): 25 trainees, 5 YPARD members sponsored by GFAR Secretariat
- GCARD3 Global Event (Johannesburg – April 2016): 68 trainees, 19 sponsored by GFAR Secretariat.

“It was only during the social media training in in the Bangkok consultations that I saw the vast potential of using it for research and extension... Now, we have two social media trainings in the pipeline, where Dax and I will also be the facilitators. Learning new things is great but sharing that which you have learned is awesome”.

*Jim Cano, Bangkok and Johannesburg social media boot-camp participant*

In 2017, online media/social media training ‘bootcamps’, were again held together with events organized by GFAR or its Partners. GFAR provided support for participants in three online media/social media trainings held in conjunction with Partners’ events:

- International Conference for Youth in Agriculture: 15 social reporters
- FAO Forestry Twitter training: 40-50 participants
- GFAR organized the social media presence for the 44<sup>th</sup> Session of the Committee on World Food Security: 12 GFAR sponsored out of a total of 29 participants, the remainder mostly funded by GFAR Partner organizations. This was well received and builds a dynamic partnership between GFAR and CFS, in both the expression of demand for CFS dialogues and in the subsequent field evaluation of CFS recommendations, an exciting strategic partnership.

## 3. Communications for Support

The core of our communications support work is coordinated via an online discussion forum, assembling professional communications staff from across the GFAR partners and affiliated organizations. In 2017, our active community of online communicators grew from 116 to >200 members, with continued activity and interaction. Just as GFAR is a catalyst between agricultural research and practitioners, our GFAR communications Community of Practice is a practical catalyst between the communications staff of our partner organizations, enabling discussions and providing a platform for common support.

GFAR Secretariat also provided hands-on communications support for some of the events and conferences organized by Partners in GFAR, as mentioned in “Communications for Capacity Building” above. For each of these trainings, GFAR provided the social reporters’ trainer, the onsite social media coordinator, and several online editors who coached the onsite trainees. For most of these events, we provided financial support to involve young professionals from developing countries, covering their travel and

accommodation costs. Finally, repeated one-on-one support was provided for individual GFAR partners' communications staff in relation to their campaigns, outreach strategy and specific questions.

### UN Committee on Food Security (CFS)

In 2016 and 2017, GFAR Secretariat provided the social media reporting and training of social media rapporteurs for the UN Committee on Food Security (CFS). GFAR trained up an exciting onsite social media team, combining experienced social media experts, professional communicators, and novices. While building up the team's social media skills, we also used the momentum to significantly increase the online outreach of #CFS44 to involve the offsite public. To do this, GFAR provided a two-day "boot camp" training to 29 social reporters—12 fully sponsored by GFAR through EU funds —followed by five days of live social reporting from the #CFS44 event, during which they wrote blog posts about the issues they encountered in the plenary and side events.

Support to CFS44 went beyond previous GFAR support to building social reporting teams around events. CFS44 trainees were chosen from among interested Partners in GFAR through a selection process, to ensure they owned the issues, and were committed to report back to their communities and back to GFAR Secretariat on their follow-on actions for awareness raising on relevant CFS policy recommendations. The trainees were asked to bring messages back to their organizations, to allow for ground-truthing by Partners in GFAR 'in the field', on the relevance and potential uptake of these policies to organizations and networks in GFAR, and also through the many and diverse subscribers to our blog and newsletter, raising awareness on relevant CFS policy recommendations.

This followed the request from CFS Secretariat that GFAR helps CFS see where decisions made in the plenary discussions translate into policy change at the national level and action on the ground. This is very much in alignment with GFAR's goals, as the issues addressed at #CFS44 (forests, urban transition, nutrition, women's issues, etc.) are relevant to GFAR's current and future work plans. The 12 social reporters sponsored by GFAR were chosen from among [Partners in GFAR](#). They were fully committed to using their best efforts and skills to work within a well-motivated and active social reporting team, and to lay the ground for further evaluation of the CFS recommendations/guidelines when they return back to their home organizations. Specific reports can be found at the [CFS Blog](#) and [GFAR Blog](#).

### 4. Communications for longer term impact projects

In 2016, GFAR – in collaboration with YPARD - used our communications platforms and resources to pioneer a new approach: "YAP", the Youth Agripreneurs Project. The YAP project was developed by GFAR in response to a renewed focus on youth in agriculture and to address the lack of opportunities and access for youth in the agri-food sector. YAP provided a dynamic platform for young agripreneurs to showcase the eagerness of youth to engage in agricultural projects and provided an online platform for youth to promote their innovative agricultural enterprises. Winning entries in this highly competitive process were showcased at GCARD3 in 2016. YAP has been particularly innovative in that very few other comparable youth investment projects combine seed funding with a complete set of skills training and mentorship. In July 2017, the one-year pilot came to an end with the submission of the Young Agripreneurs' final reports. A final evaluation of the YAP pilot, done by Storyscape, was a reflection and learning exercise as well as providing an independent evidence base for future iteration of the YAP project.

The evaluation found that YAP was a very successful GFAR project that enjoyed high visibility and concrete outcomes. Other than the functional aspects of the project, the communication results were phenomenal. The call for proposals originally made in February 2016 on GFAR social media attracted applications from 428 young people. The YAP Project Team noted in the reflection workshop the large quantity of high-



quality ideas received from applicants. The online selection process resulted in a high response rate and level of engagement, not only for those who were successful but also for many of the other candidates, through their submissions and engagement with other Partners and projects as well as GFAR and YPARD Secretariats. Blogs written by the young agripreneurs throughout the Project, and published online, not only served as a way for young agripreneurs to monitor and reflect on their projects, but also enhanced their online visibility while availing learning for others. YAP donors and supporters also saw the blogs as a positive means to hear the voices and stories of the young agripreneurs. All of the young agripreneurs saw benefits of having their material online and reported that this visibility led to further opportunities, greater status and connections:

*“There was a huge visibility boost, and the local interest in my country that followed definitely helped me get in the door with both local government and private companies. There were offers of agronomical assistance, bookkeeping when needed in the future and volunteer labour for the building process.”*

*“The YAP submission online of our Project definitely got me visibility and contacts. The blog post published only by GFAR carried much more weight and authenticity and hence other individuals and organizations took the Project more seriously.”*

*“My YAP submission was shared more than 10,000 times around the world, which was a staggering number itself. I got many feedback messages on my YAP proposal and some people did pass on some feedback on how we can integrate other functionalities as well.”*

*“I met useful people due to my blog post. Product buyers, researchers, internship student, NGOs and other interested on my blog post. I had discussions with some of them. When I asked some buyers to buy my product they read my blog post before meeting with me. This increased visibility and access to stakeholders. I was interviewed by one agri-network about my Project after reading my blog.”*

## Media Toolkit

GFAR Secretariat has also compiled an Online Media Toolkit as a self-training guide to professional use of online media. The modules are based on the learnings shared in the webinars on communications tools and tips, brought together into one learning package. These provide a comprehensive self-learning package specifically geared towards communications professionals working in the area of agriculture, food security, nutrition and sustainable development.

## Outcomes

GFAR has become recognized as a valuable partner to CFS, in a) soliciting external stakeholder perspectives in issues raised, b) providing a valuable open platform for social media discussion around these issues that does not conflict with the countries deliberations and c) enabling subsequent actions to evaluate CFS recommendations in the field, a role directly requested of the GFAR Steering Committee by CFS Secretariat. Going forward, these links now need to be built upon into field practice.

These developments have been viewed very positively by Partners, and all have enthusiastically expressed their perception of a real added value, not only in terms of online exposure and increased reach, but in terms of engagement with other stakeholders. Through the process, Partners have come to better understand the mission and value of GFAR in providing a platform for advocacy and cross-sectoral collaboration and knowledge sharing

## General challenges encountered, lessons learned and how these have been addressed

GFAR's many successes have been achieved in a challenging environment, with a number of lessons learned as to how to effectively work as a voluntary platform and movement for collective action and change:

### GFAR's strategy, focus, priorities and management

Through EU support to the MTP 2013-18, the GFAR governance reform, the new GFAR Charter, the processes of the new, reformed GFAR Steering Committee and formulation of the next MTP, GFAR now uniquely encompasses and brings together actors across the full cycle of innovation systems. These measures have all contributed to a strong and diverse stakeholder foundation and operation

A diversity of views and needs is natural in the Steering Committee and Partners Assembly; these bodies were deliberately constructed to embrace a diversity of perspectives and agenda. The next GFAR MTP has been developed through participatory processes, accommodating diverse perspectives and needs but also with clear focus on GFAR's particular role and work and on achievable aims. The decision-making processes involved in prioritizing and resourcing actions are through transparent processes of the Steering Committee. The reform has strengthened GFAR's role as a facilitator for collective actions that are implemented by the partners themselves in their regions or countries.

The frame for the next GFAR MTP (from 2019) was hence developed building on these principles and addressing areas of commitment directly expressed by the GFAR Partners' representatives. The programme proposed in the forward plan section of this report has been developed through discussions and workshop-based approaches in three consecutive Steering Committee meetings and is focused and prioritized on those areas that have received greatest interest and commitment from GFAR Partners. An MEL system and tracking of progress and outcomes from the outset are integral to the planning and clear partnership and accountability bases are central to all. This was a complex undertaking, but together with improved monitoring and reporting of delivery, should ensure success in delivery and mutual accountability for success. The scale of actions is determined by central resources and it is anticipated that no more than 6 collective actions should be taken forward in the first instance, with others being taken up as resources permit.

### Financing of GFAR

GFAR requires external resourcing to deliver its role effectively, yet despite the demonstrated impacts and leverage from GFAR funding, few seem willing to invest directly in the central functions of GFAR; its governance and the work of the Secretariat. The reasons behind this primarily come back to many funding agencies wanting to see – and to claim attribution from – direct field impacts from their investments in the sector, rather than supporting the underlying institutional architecture and systems for impact. However, as already seen around the world, without functioning and connected innovation systems, isolated investment, whether in research, advisory work, enterprise, or education, will be unable to deliver its potential impacts. The solution here appears to lie in projecting the specific collective actions and recovering core costs from these, rather than seeking direct funding for GFAR's central functions.

The GFAR Constituent Assembly recognized the challenge of core funding and considered the possibility of charging a membership fee for participation in GFAR. In the end it decided against such an approach at that stage, as those whom GFAR seeks to benefit are the least able to pay and moreover the host organization FAO does not have administrative systems in place by which to readily receive such sums.

GFAR relies on project funding and the co-commitments of its partners to ensure continuity of staffing and actions. The earlier requirement to spend all EU project funds by year-end 2017 meant that business was planned for full fund use within 2017, with indications of further funding in 2018. However, the mid-2017 decision to initiate the EU DeSIRA programme created a gap in anticipated funds and so in late 2017 it

became necessary to reduce operations and stretch remaining resources through 2018. To overcome these cash-flow challenges, a no-cost extension was requested and agreed with the EU for 2018 in order to bridge through until a requested new programme could be initiated under DeSIRA. A new USD 0.5 million grant was secured from IFAD in late 2018, ensuring GFAR's continuity and anticipated to become longer-term support alongside the EU funds. Clearly, GFAR needs to broaden its funding basis to reduce reliance on a few core funders.

### Financial support to collective actions

Our funders do not wish GFAR to become a donor in itself – the principle has long been one of catalyzing initiatives, supporting start-ups with seed funding, rather than long-term responsibility for continued funding throughout implementation. Subsidiarity is vital in operations, in driving the agenda and not taking on programme management roles and yet, without the catalytic functions of the GFAR mechanism in bringing partners together in new ways, then 'Business as usual' will prevail, with institutional silo behaviour and a focus on institutional introspection and self-preservation, rather than delivery of their purpose. A structural challenge is that many investments and behaviours are focused on one element of the innovation need, or one actor. The net result is the fragmented and dysfunctional systems that GFAR seeks to change. Institutional drivers and self-referenced reward systems are strongly entrenched, such that generating successful collective actions also requires a continuous engagement with institutions to develop and recognize the greater good of working together. This in turn requires a dynamic Secretariat function to catalyse, but not manage processes, itself a challenge with constrained resources. It is noticeable from this report that impacts have been greatest where GFAR Secretariat has been able to employ and focus staff on specific agendas and that without this core and long-term support, initiatives will struggle to achieve their full potential.

Allocation of funds to partners is determined by GFAR SC, based on annual review of priorities against the MTP. Expenditure is determined and agreed in line with FAO LOA procedures. The key determinants of being able to continue to resource specific actions are of fund availability and of SC-set priorities. GFAR funding and Secretariat technical support has long been very specifically tagged and recognized as catalytic, for the start-up of collective actions, not as project funding. GFAR is not a donor and functions through voluntary commitments of its partners. This is recognized in the funding discussions and agreements used and is stated clearly in the GFAR Charter established and agreed by the Partners. However, some Partners still tend to see GFAR as a funding source as, historically, they expected GFAR to provide core support for their networks. It is clear that such a model is neither sustainable, nor appropriate. The leveraging effect of GFAR investments is significant, with typically twice the investment being leveraged from other donors alongside actions that are catalysed with GFAR support (see financing section of this report).

### Transformation and strengthening of the Regional Fora

Funding obtained through GFAR has been a major pillar of support for the actions of the Regional Fora over the project period. For example, GFAR technical and financial support to APAARI has directly enabled significant knowledge and expertise exchange and action on women in agriculture; investment in research and innovation; maize development; climate change; agrobiodiversity; Post-Harvest & value addition of Horticulture Produce; ICTs and others, as well as considerable direct technical support from the GFAR Secretariat and partners being provided to the strengthening and reform of the APAARI platform itself.

On average, GFAR Secretariat-obtained resources, have provided USD 42,000 per Regional Forum per year over the last decade; a level of direct support towards specific regional outcomes which has been hugely important to the sustainability and programme delivery of the Regional Fora. The Regional Fora are self-governing and were largely established as independent public research fora, whose members were mainly national research institutes. The change to a multi-stakeholder basis, as pioneered through GFAR's reform, has begun in recent years with a number of Fora currently restructuring and transforming their visions and directions. Direct facilitation and financial support through GFAR Secretariat and EU funding has been

requested by the fora, to make this transition and be able to take on the GFAR agenda in their respective regions. It is hoped that such change will enable them to take on a multi-stakeholder approach and deliver relevant dimensions of the GFAR agenda within the regions concerned and according to regional priorities.

The GFAR agenda and priorities are themselves directly shaped by the Regional Fora, each of which is represented in the GFAR Steering Committee. To take on these roles, the Fora also need to be effectively resourced themselves, by their members and by funding agencies active in the countries and region concerned. GFAR support to regional and global networks under the current MTP and EU grant is now confined to catalytic funding for their transformation to better engage with other stakeholders, particularly farmers and the resource-poor. Under any future programme, and in line with the GFAR Charter and partnership and subsidiarity basis, support would be confined to catalysing & establishing multi-partner collective actions and tracking their outcomes and learning.

### Links with intergovernmental processes

GFAR Partners national government institutions in a range of contexts, but linkages with the formal inter-governmental processes of the UN Agencies have tended to be *ad-hoc*: GFAR is multi-stakeholder, rather than inter-governmental in its governance and operation and so, while sharing the same strategic objectives, has a different operational focus and *modus operandi* from its facilitating agencies. The GFAR networks represent an extensive, objective and under-utilized asset for non-state-actor connection for the UN agencies. However, without strong recognition and linkages with formal processes and funding mechanisms of the Rome based agencies and given the many other demands on staff resources, GFAR has struggled to connect deeply with the programme and potential funding opportunities available through its UN linkages. To bridge these structural differences, formal linkage akin to that of the Article 14 or Article 6 bodies of FAO was explored at the start of this contract, but advice received from FAO at that time was that the procedures required for such a shift would consume unnecessary resources, unless there was a specific urgent need to formalize the linkage. It would now seem timely to revisit this hosting basis, to clarify the relationship and realize its full mutual value in all regards. Efforts to strengthen these links in practice are beginning to bear fruit, e.g. through the innovation symposium and in concerted strategic country-level engagement with FAO and IFAD country programmes, which is now initiating joint actions to foster agricultural innovation at scale.

### GFAR Secretariat staffing and capabilities

The Partners Assembly, Steering Committee and EXCO determine priorities, direction and support for the Secretariat, which serves, rather than drives, GFAR. GFAR is not core-funded and is reliant on generating external financing for both Secretariat staffing and support to collective actions. The Secretariat operates in a demanding administrative environment and is under-resourced for the roles it is often asked to take on; the expectations of many partners that the Secretariat will provide funds, technical support, strategic guidance, capacity development, and more, are clearly unrealistic at present resourcing levels. Nonetheless, the Secretariat has delivered well above its resourcing and staffing scale, despite a challenging business environment.

The staffing basis of the Secretariat has always been that partners themselves contribute resources, including staff placements. However, this is challenging where the partners themselves lack resources. An example here is the Gender in Agriculture Partnership (GAP). The GAP was established at the direct request of the CGIAR and the Rome based UN agencies, and the need for such a platform was reinforced in the findings of the Global Conference on Women in Agriculture. In practice though, gender specialists in the agencies themselves are under-resourced and have struggled to dedicate time and resources for wider knowledge sharing, and action beyond their internal focus. Greater success clearly requires dedicated human resources, within the Secretariat and in GFAR Partner organizations. The opportunity is there for partners to work together through a common information sharing resource. It is unfortunate that many institutions, and their funders, still prefer to see information only presented as a single institution's

products, rather than also being celebrated as contributions to an open and largely self-sustaining global resource.

The costs and scale of the GFAR Secretariat have always been consciously minimized in order to ensure resources were available for catalytic actions through the GFAR Partners and to avoid the Secretariat becoming seen as a stand-alone institution. In the absence of core funding, this has meant though that the Secretariat has been largely staffed by senior consultants, each delivering specific areas of the programme. This has provided great flexibility, and a markedly lower cost base than were they employed through full project positions – and hence enabled a larger team with a greater ability to deliver diverse actions.

All professional staff in the Secretariat are on time-bound contracts because of the fluctuating financial environment. The inherent reliance on variable ‘soft’ financing has meant a lack of employment security for the Secretariat staff, while new consultant recruitment procedures recently introduced by FAO have significantly increased the transaction cost and time in hires. Moving from consultancy to long-term employment contracts carries a higher overhead and is not feasible without increased funding. The business model has hence now become one of cost recovery for Secretariat time associated with specific programmes, and if the business case for further external support for an area is not strong it will perforce be discontinued.

Many of the management recommendations in the external review were already enacted in 2018, including processes for recruitment of a programme manager and a strategic communications coordinator. These roles were openly advertised and, in the case of the programme manager, went right through to interview and selection. However, financial constraints meant that the positions unfortunately could not be filled at that time as was intended.

The reliance of GFAR on ‘soft’ funding makes long term staff planning a particular challenge and the dedication of Secretariat staff in remaining involved and committed to GFAR’s work, even when not actually employed, is deeply commendable.

### Monitoring, Evaluation and Learning

With GFAR’s emerging role as a leading-edge multi-stakeholder mechanism, monitoring, evaluation and learning from processes of collective action have become increasingly vital functions for all involved. An earlier-developed formal framework for monitoring outcomes was discontinued because it was not allowed to be used in conjunction with FAO Letters of Agreement (LOAs). Monitoring became confined instead to voluntary reporting and formal reporting back from commissioned partners – effective but requiring considerable follow-up from the Secretariat to obtain all the information required. This area is being further improved upon in the new MTP – in which the Steering Committee is centrally involved, with direct responsibility for its implementation and mobilization/reporting among the collective action working groups themselves. The Secretariat function then becomes as a central repository and dissemination mechanism. Efforts have been made to recruit a senior strategic communications adviser role to strengthen this area and foster wider communication and understanding of GFAR’s role and value. This has been constrained only by a recent lack of budgetary resources for the Secretariat.

### Conclusions on GFAR operation from the 2018 External review of GFAR

**“For GFAR to live up to its potential, facilitating agencies need to pledge long-term support to GFAR’s mission and operations. They need to provide GFAR with a flexible operating space so it can manage its programmes and support its partners to effect. As for GFAR’s strategic partners, they need to be aware that two distinct lines of financial support are required. First and foremost, financial support for its basic platform functions, such as the Steering Committee and Secretariat’s catalysing role, creating opportunities for multi-stakeholder networking and matchmaking, supporting and capitalising on collective actions, including where necessary, support to strengthening the organizations representing the GFAR constituencies. Secondly, ways will have to be found to secure additional financing and**

context-specific technical support to strategic collective actions GFAR partners implement, so these can be brought to scale and capitalized on nationally and internationally. Hopefully, ways can be found to avoid it taking two years of courting donors to acquire external funds, or stopping external funding before the collective action has actually been able to reach its full international potential, as in one case we studied. The support required may differ in each case, but given that each GFAR collective action is expected to scale up innovation, foster institutional change and link up with international networking and learning, local partners cannot be expected to shoulder all costs.”

## Analysis of GFAR's Leveraging of Co-financing and Partner Commitments

The business model of GFAR is not that of a conventional project manager, nor of a donor in providing resources to cover the costs of actions. Rather, GFAR's financial and Secretariat technical inputs are provided as catalytic inputs to trigger, and enable, collective actions among Partners that bring about real change. By nature of development assistance and institutional realities, financial commitments from Partners are seldom provided as core funding to GFAR's operation but operate as co-financing or leveraging of further resources for the action concerned. These actions continue to be tracked, such that in this period the following sums were co-invested or leveraged in and for partners in GFAR collective actions. These sums are shown in the attached financial summary.

As anticipated in the project proposal, many of the expenditures of EU funds and EU-supported staff time made through GFAR have hence been as co-financing of actions, with considerable inputs made by the GFAR Partners themselves, which have not flowed through GFAR financial accounting but have been committed alongside these expenditures. These are highlighted in each section of the report.

This section analyses these expenditures and monetizes the value of such commitments, using hard figures available, or calculated by unit costs where not. In all cases, the items are recognized as directly linked to GFAR's purpose and activities.

Unfortunately, such costs are explicitly **not allowed to be stated** in FAO Letters of Agreement, the contractual basis used to disburse funds from FAO (and hence GFAR's legal basis). However, in 2016 GFAR undertook an analysis, using actual data provided independently by its Partners from their own accounts, as to the actual amounts leveraged through GFAR LOAs in that year. The results are given in the table below:

Implementing Partner	Catalytic funding provided through GFAR (USD)	Associated funding leveraged by GFAR Partner (USD)	Estimated value of in-kind resources provided by Partner (USD)	Total additional resources leveraged by GFAR catalytic investment (USD)	Additional investment leveraged (as % of GFAR investment)
AARINENA	70,000	50,000	35,000	85,000	<b>121%</b>
APAARI	35,000	180,000	20,000	200,000	<b>571%</b>
APAARI	56,000	141,208	45,000	186,208	<b>333%</b>
CACAARI	70,000	49,740	7,000	56,740	<b>81%</b>
GCHERA	69,962	36,000	48,500	84,500	<b>121%</b>
Prolinnova	70,000	70,350	-	70,350	<b>101%</b>
GFRAS	110,000	215,000	47,000	262,000	<b>238%</b>
<b>Total</b>	<b>480,962</b>	<b>742,298</b>	<b>202,500</b>	<b>944,798</b>	<b>196%</b>

The data show clearly that not only were such GFAR investments greatly valued by the Partners in their own right, but that they have also been able to use these funds and the technical support provided by GFAR Secretariat to leverage a great deal of matching co-investment from other sources.

GFAR investments using EU funds have resulted **in around twice as much again** being contributed by recipient partners and through co-financing they have been able to leverage in support of these actions. In other words, **for every euro invested in GFAR, partners have contributed a further 2 euros.**

This is a high rate of return on such investments and shows also the relevance and value of GFAR's agenda and mode of action.

Under the GFAR Charter, Partner organizations are requested to provide staff into the Secretariat to help deliver GFAR's common purpose. During the contract period, this was seen in contributions of senior staff from CIRAD and IRD, France, ICARDA, IFAD and CAAS. The organizations concerned saw value in GFAR's contribution towards their own value and strategic impact areas.

Funding to, and through, GFAR therefore plays a highly valuable role in catalyzing actions and in enabling GFAR Partners to secure further funds. Over the last decade, GFAR has provided **USD 2,512,214** in funding for actions of the 6 Regional Fora, from the EU and other funders, **an average of USD 42,000 each per annum.** This funding has been extremely important to the actions, networking and continuity of the fora, alongside funds that they have generated themselves.

### Co-investments by GFAR MTP Theme

Further examples of leveraging through GFAR catalytic support, numbered by GFAR Output, include:

#### 1.1 Forward thinking platform

Foresight4Food Initiative. Initial resources to mobilise Foresight4Food were provided by a funding partnership of:

- The Global Forum for Agricultural Research (GFAR),
- The Australian Centre for International Agricultural Research (ACIAR),
- French Agricultural Research Centre for International Development (CIRAD),
- University of Montpellier
- Oxford University

Following, and as the result of the successful Foresight4Workshop in Montpellier in May 2018, Foresight4Food has now been able to obtain a significant grant from the Open Society Foundations, which provides for 18 months of core leadership and secretariat support to cover the staff time and associated costs of one full time and two part time staff to help catalyse the initiative.

#### 1.2 Regional Foresight academies

FARA committed USD 30,000 of its own resources in co-funding the African Foresight Academy workshop.

#### 2.2 Global nutrition agenda and new metrics

GFAR was a founding strategic partner in the EAT Forum. EAT has now grown into a very successful forum with an annual budget of around 5.7 million euros, largely from charitable foundations and the private sector. Technical inputs and partnerships have continued.

GFAR was also a founding strategic partner for the advocacy platform FoodTank. GFAR's contribution was directly instrumental in helping to get FoodTank off the ground, together with 19 other contributing partners, including IFAD and FAO.

Prolinnova has proved a valuable network, but by its nature of operating directly through local grassroots CSOs, financing has always been a challenge. Even in this case though, EU-GFAR funds were matched by inputs from other sources of funding.

#### 2.3 Forgotten Foods

Actions by a number of partners have directly sponsored set-up of this GFAR Collective Action in late 2018. These have included support from the Crops Trust for two meetings in USA and the German Federal Office



of Agriculture and Food (BLE) directly sponsored the 2018 workshop in Bonn that discussed key issues among technical experts from the organizations initially involved. BLE and Crops Trust have indicated their continuing support to the initiative.

900 participants attended the APAARI event on agrobiodiversity. As with all GFAR-EU investments, the GFAR funds were used to enable international collaboration and involvement by partners from farming and civil society communities, from the Asia-Pacific region and internationally. Equal involvement of women participants was directly requested.

### **2.3 Farmers Rights to Plant Genetic Resources**

In addition to the partnership with ITPGFRA, through which the Treaty has provided funds for a series of events at which GFAR has provided specific technical expertise, additional funding has been obtained from a range of interested partners.

In particular, this has included support to the agenda by the Small Grants Programme (SGP) of the Global Environment Facility (GEF), implemented by the United Nations Development Programme (UNDP) on behalf of the GEF Partnership. This is a GEF Corporate Program, with funds of USD 470 million, which finances community-led initiatives to address global environmental and sustainable development issues. It is specifically designed to generate local action by empowering civil society organizations (CSO) and poor and vulnerable communities, including indigenous peoples and women. The SGP has a decentralized national-level delivery mechanism, responsible for the implementation of more than 21,600 projects in 125 countries, with a total of US\$542 million in grants.

GFAR directly and successfully introduced the agenda of Farmers Rights into this programme and the agenda has been picked up and directly requested for support by CSOs in 30 countries benefiting from the scheme. Specific allocations to the theme are at the discretion of the national programmes and operational guidelines concerned, so cannot be easily disaggregated here.

Other partners have also become involved in co-financing the farmers rights work through direct contributions to the country programmes. These include the Development Fund of Norway and the NGO ASOCUCH in Central America and CEPA Malawi. GFAR's work was also recognized by the Treaty's Governing Body as helping to mobilize the farmers rights agenda and trigger further actions and investments through the Treaty and its funding partners.

### **2.4 Climate change**

GFAR contributions to the Global Alliance on Climate Smart Agriculture (GACSA) formed part of the multi-partner contribution to this initiative and was again focused on ensuring the inclusion of smallholder farmers and CSOs in the processes and meetings involved.

### **3.1 Young Agripreneurs**

In addition to staff costs covered by the EU funding, USD 112,680 was raised from other sources to support the costs of the Young Agripreneurs programme. In at least one documented case, investing USD 20,000 in beekeeping enterprise in Ethiopia has in turn, over a 2-year period, generated a rate of return of 365% on the total investment made (USD 72,900 from a USD 20,000 investment)

### **3.2 Investments**

Through the EU support, GFAR provided core funding for the 2015 High Level Dialogue on Investment in Agricultural research for Sustainable Development in Asia and the Pacific. This funding explicitly enabled the participation of farmers and CSOs and some research/extension staff from the least developed countries. Other organizations: APAARI, ACIAR, FAO, IFPRI and the Thailand Department of Agriculture co-invested alongside GFAR's contribution.

### **3.3 National innovation systems:**

Exploration of prospects for innovation systems in specific countries have shown real commitment from development partners in those countries. IFAD provided co-financing covering the local resources for

exploratory missions in Egypt, India and Burkina Faso. These processes are beginning to leverage significant funds for developing integrated innovation systems, with a proposal for a **USD 3 million** initial programme to develop a programme for 15,000 youths in Liberia. This is intended by the Liberian Government to be obtained within the IFAD loan portfolio, and is requested by the Ministries of Agriculture, Youth and Finance. As before, such funds are not directed to the GFAR Secretariat, but to GFAR partners in country and their international partners as they may deem necessary for the programme's success. Nonetheless the programme owes its origins directly to technical development by GFAR Secretariat and high-level interactions between GFAR Secretariat and the three Ministers concerned. Its aims are directly supported by the President of Liberia.

GFAR leveraged and invested USD 106,000 in facilitating African and Asian smallholder farmer engagement in the GAFSP programme, leveraging World Bank funds that were commissioned from GFAR to the farmer organizations concerned. Secretariat technical and administrative staff time costs entailed in setting up the transfer were covered under the EU funding and amounted to around 15% of the total invested, hence a **6-fold leverage** from GFAR EU-funded time inputs.

#### **4.1 TAP**

From the outset of TAP, GFAR has provided direct financial and technical support to TAP, including the hire of project support staff by internal fund transfer within FAO, dedicating the FAO commitment to GFAR for the purposes of TAP and to strengthen FAO linkages. In 2016, GFAR directly contributed an amount equivalent to the FAO subvention to GFAR (50,000 USD) to help ensure the effective delivery of TAP, through an expert workshop on innovation concepts, outcomes of which were then published and made available in several different languages through this support. This will considerably increase the reach and value of these important materials. GFAR is also hosting the programme's TAPIPEDIA database and repository of agricultural innovations and learning materials, on the GFAR server, to ensure it can be maintained as an independent and non-institutional database of agricultural innovations and learning around the development of national agricultural innovation systems. GFAR Secretariat Staff costs are supported by EU funds here.

#### **4.1 GFAR Learning Initiative**

The management skills learning materials course was **prepared and distributed free of charge** by MML to 204 GFAR grassroots-based Partner organizations. This would be equivalent to around 3 months expert work or around USD 30,000 in value.

#### **4.2 Higher education transformation:**

Investment by GFAR of 70,000 USD of EU money in the education workshop in South Africa has enabled GCHERA to conceptualize a 1.5 million USD grant from the Kellogg Foundation for work in university reform.

RUFORUM is also developing a major grant scheme with the World Bank, which GFAR Secretariat has helped to conceptualize through the workshop in Kenya and endorsement of those concepts when presented in the RUFORUM Assembly in Malawi. Local costs of participation in the Kenya workshop were covered by the University of Nairobi and RUFORUM. RUFORUM covered all costs of the Malawi Conference.

Similarly, in the NENA region, GFAR Secretariat technical inputs, supported by the EU funds, have enabled the Association of Arab Universities and AARINENA to develop a partnership on university reform in the NENA region. AARU and universities in the region financed more than 80% of the costs of the regional workshop on transformational learning in the region, with GFAR providing 20% of the costs as catalytic funding - proof of the commitment of these partners. In all cases, the work is implemented by the GFAR Partners concerned, GFAR's role being to catalyse and support such collective actions, not to manage their implementation.

#### **4.3 Open Data:**

CIARD has been a voluntary association of partners, with staff inputs by GFAR Secretariat matched by co-contributed staff time from FAO, CTA, CABI and other partners. In this way GFAR has helped leverage the collective action, while also taking forward specific actions such as the development of the CIARD-Ring,

which has now itself been taken up within the GODAN action, at no further development cost to GODAN. GFAR has previously invested 3 full time staff in ICT capacity development and open data and was instrumental in creating the CIARD collaboration with FAO, CGIAR and many others. The evolution of GODAN has been able to draw heavily on that previous investment and its products and linkages.

GFAR has been contributing and supporting GODAN by providing the equivalent of up to 50% of a full-time staff member to GODAN and provided a start-up sum of 50,000 USD through the EU funding. This amount matched that provided by both the CGIAR and by CTA and has helped leverage an overall budget for the GODAN initiative of **USD 8.5 million over 5 years**, the major contributors being USDA and DfID. In essence **this is a 30-fold leveraging** of the immediate GFAR fund contributions.

GFAR also mobilized staff and financial support inputs from GODAN and CTA towards the international consultation on **ethical, legal and policy aspects of data sharing affecting farmers**, bringing together experts from a range of different stakeholder groups and perspectives. This expert meeting was hosted on 10 and 11 July in Bonn by the German Federal Office for Agriculture and Food (BLE) and co-sponsored by the Kuratorium für Technik und Bauwesen in der Landwirtschaft (KTBL), who together covered all local costs.

#### **4.4 Strengthening rural advisory services**

GFAR's financial contributions, using EU funds, amounted to around 6% of the total GFRAS budget over the project period, hence the USD 240,000 provided via GFAR over the 3-year period 2014-2016 helped to leverage a further USD 3.95 million in co-financing of GFRAS from other funders – **a 16-fold leveraging of financing**.

#### **5.2 Youth – YPARD**

Support to YPARD from GFAR has been made possible by the EU grant, which has enabled the equivalent around 25% of a GFAR staff person to be dedicated to the support to YPARD, in turn enabling YPARD to leverage and secure greater funds from other donors, including grants of USD 220,000 p.a. from SDC (260,000 in 2018 to cover additional strategy meetings), and USD 87,130 from the Mastercard Foundation. DGIS also provided funding to YPARD in 2014 and ICARDA provided consultancy funding in 2015 in support of GFAR/YPARDS development of its gender and youth strategy. Over the period GFAR Secretariat has also helped administer and overseen the disbursement of around **USD 194,000** in SDC and EU funds from YPARD to its regional representatives around the world.

#### **5.3 Protracted crises**

Recognizing the importance of the agenda, DG NEAR made an additional direct financial contribution of USD 142,338 to the Milan EXPO processes and for stakeholder participation in the Milan event concluding the Mediterranean regional dialogues on rural futures. This was leveraged in connection with the EU grant reported here. The Italian Foreign Ministry also sponsored the local conference facility costs.

#### **6.1 GCARD3**

With each successive GCARD, the CGIAR has reduced its contribution, with the expectation that funds will be generated from other partners. However, this has directly reduced the ability of GFAR to sponsor the participation of smallholder farmers, thus directly and adversely affecting the engagement between CGIAR research and its intended users. For GCARD3, most of the resources obtained from the World Bank/CGIAR were used for the preliminary in-country dialogues involving relevant CGIAR Centres and national partners and organized by the CGIAR centres concerned.

South Africa made a compelling case for hosting GCARD3, including the celebration of the 25<sup>th</sup> Anniversary of the South African Agriculture Research Council (ARC). As a result, the Government of South Africa made available funds to cover the entire costs of the venue and logistics, including local support. GFAR made a financial contribution of USD 408,968, including funds from both the EU and the World Bank, with staff time also covered by the EU grant. South Africa **contributed over twice that amount through its own**

**funds. In line with the contract, GFAR therefore again here directly leveraged co-financing far in excess of the funds provided through the EU.**

### **6.2 Enabling multi-stakeholder participation in fora in each region and at Global level, with demonstrable changes in institutional behaviour**

Over the period of the EU grant, GFAR has made considerable direct investment in the Regional Fora, to enable the active participation of farmers and grassroots NGOs, as well as some public researchers/extensionists from the poorest countries, in relevant meetings and actions at regional level. The Regional Fora have frequently expressed their gratitude and recognition of the role of the EU and GFAR in providing funds for such participation, which goes beyond their member organizations.

It is clear that without these resources, a number of Regional Fora would have been unable to even function effectively and that the direct emphasis on involvement of farmers and civil society has changed the nature of dialogue in their technical meetings, greatly increasing public awareness and accountability around the issues discussed and now leading to reform of the Fora. This has been a fundamental and highly valued role of GFAR and yet one that is reliant on external resources.

<b>Regional Forum (&amp; GFRAS)</b>	<b>USD</b>
AARINENA	168,000
APAARI	180,000
CACAARI	90,000
EFARD	70,000
FARA	60,000
FORAGRO	82,368
GFRAS	240,000
<b>Total</b>	<b>890,368</b>

Around 10% of the EU grant was hence used to directly support actions of the Regional Fora during the project period, itself leveraging considerable further funding and commitment from the members concerned in each. It is clear that without specific actions being supported in this way, through both financial and technical support from GFAR Secretariat, the credibility and recognition of the Fora would have been considerably reduced and their recognition by non-research actors markedly diminished.

“The APAARI gained strength under your leadership from a tiny organization to a 79 member-strong body. We will continue to strive for strengthening the partnership as per SDG 17”

*Yusuf Zafar, Chairman (2016-2018), Asia-Pacific Association for Agricultural Research Institutions, APAARI*

Moreover, these funds have enabled regional discussion of key regional research-for-development agenda with non-research actors. For example, GFAR support enabled AARINENA’s 2014 General Conference of the

parties in the region to discuss water management and use efficiency in the NENA region, enabled APAARI to explore the future of maize production in the Asia-Pacific region and to develop strategies for increasing investment in the sector in the region. FORAGRO were able to incorporate non-research actors in their governance reform, while CACAARI were able to organize a Regional Conference on Rural Advisory Services (RAS) in Central Asia and the Caucasus. FARA, in a joint programme with GFAR, were enabled to establish the African Regional Foresight Academy and train and equip young professionals to be the foresight experts of the future in supporting African rural development.

**It should be emphasized that in the generally under-resourced Regional Fora, none of these actions could have succeeded to anything like the same extent without the EU funding support basis agreed and provided through GFAR** and moreover, the voices of farmers and civil society would have been almost totally absent from these dialogues. The EU's support has been vital here, yet the gap in GFAR core funding pending future provision and the general reluctance of funding organizations and inter-governmental organizations (who in many cases were responsible for establishing these bodies yet have not carried through their commitments) to support the regional and inter-regional coordination of agricultural research and innovation **has profound implications for the viability of such dialogue and intra- and inter-regional learning and exchange - and hence also for research efficiency and effectiveness - in what is an already grossly under-resourced sector.** It is also clear that national and international research organizations themselves lack the resources required to devote to such mechanisms and do not prioritize knowledge sharing and learning from others over sustaining their own research infrastructure. **The regional and global architecture for agricultural research and innovation is hence now facing profound challenges.**

### **6.3 International policy dialogues**

While there is no direct link to GFAR financing, the agenda of the G20 MACS, and its functioning, has been directly inspired and influenced by GFAR actions from the outset. The only reason the MACS was managed independent of GFAR was that the G20 wanted to shape the MACS for their own needs rather than for a development agenda, even though many issues of course are development-relevant. Investments recognizing this linkage have covered the subsistence costs of the GFAR Executive Secretary in attending prior discussions in four of the countries concerned, while the host countries have covered the meeting costs each year.

### **FAO Agricultural Innovation Symposium**

Investment by FAO and its funding partners in the farmer-centred innovation agenda covered the full costs of the symposium. GFAR Secretariat's direct contribution was in the form of staff time, while many GFAR partners spoke at the Symposium, as described in this report. Indirectly, previous investments through GFAR and its funding partners in the GCARD processes clearly played an important role in shaping the context, agenda and concepts discussed in the symposium.

## Measures taken to ensure recognition of support from the EU

Funding from the EU has been central to the success of GFAR and all involved in the Forum's governance are aware and extremely grateful for this support. The ability to plan and work over a multi-year period, with the core Secretariat costs covered, together with provision for programme costs, has been extremely important to the success of the Forum in all regards. GFAR has no direct core funding and relies on generating resources from committed partner organizations for its existence and its actions. This central programmatic funding from the EU has enabled both staff cover for the basic Secretariat and a significant proportion of the funds to be used in catalysing actions and dialogues among the partners, always towards GFAR's core principles of farmer-centred innovation.

This funding has been recognized throughout, through a variety of mechanisms:

- The EU's support is prominently referenced and the EU logo displayed on the web Home Page of GFAR [www.gfar.net](http://www.gfar.net)
- In every disbursement to Partners, the GFAR-FAO Letter of Agreement format used makes clear that their work must recognize and publicize the support obtained through the EU and that they are responsible for ensuring this.
- This has been reinforced by direct intervention in processes in which the GFAR Secretariat has been directly involved; to insist, for example, on the use of the EU logo in publicity materials or proceedings from events and in reports to GFAR.
- Wherever the Secretariat has been directly organizing events, such as the GCARD Conferences, recognition of the EU's funding support has been prominently displayed in the publicity materials and in conference banners.

As is clear from the above section, the programme support from the EU has also enabled extensive mobilization and leverage of other resources, both through GFAR-FAO and via direct support to GFAR Partners in taking forward collective actions. The support and confidence in GFAR from EU has clearly helped to mobilize and inspire support from other partners - a less tangible benefit, but one that is clearly recognized also.

## Recommendations for future work based on lessons learned from the Programme

The GFAR Steering Committee has identified and developed thematic concept notes within the 4 key areas of GFAR's agreed focus. These themselves built on from the GCARD Roadmap for transforming and strengthening agricultural research and innovation for development, and from the GCARD3 announced commitments, but have been specifically focused to better reflect the multi-stakeholder basis of our work together in GFAR and the real value of collective action.

An **Action fiche** has been submitted to the EU for support under DeSIRA and key features are incorporated here:

### 1.2 Public Policy Assessment and EU Policy Framework

GFAR was jointly established by FAO, IFAD, The World Bank and CGIAR and is the only multi-stakeholder global forum in which public, private and civil actors, across all aspects of the generation, access, transformation and use of agri-food knowledge, come together through their own representative mechanisms, to collectively shape the future of agriculture and realize desired SDG impacts. *“Within this global (development) context, GFAR is a unique global provider whose contributions acquire extreme relevance. If GFAR ceased to exist, we would have to create it again”* (2018 External review of GFAR)

Climate relevant inclusive transformation of agricultural, food and innovation systems to achieve impact on the ground is the focus of commitment and engagement for the EU, as encapsulated in the Development Smart Innovation through Research in Agriculture (DeSIRA) Programme which will support innovation in agricultural value chains and produce the evidence and knowledge to feed development policies. This action is in line with the Strategic Approach to EU Agricultural Research and Innovation (2016) that supports transition pathways towards resilient, sustainable and climate relevant farming systems and value chains. This programme fits within the 3 pillars of DeSIRA, but mainly within pillars: ii) Research infrastructure conducive to innovation: support to the “architecture and governance framework”, through global/regional as well as European organizations and networks GFAR, GFRAS, CGIAR, FARA, SROs, TAP, etc.; and iii) knowledge and evidence to feed development policies – support to policy development through specific tools and data production.

#### 1.1.2 Stakeholder analysis

GFAR is a voluntary network and movement for change, uniquely bringing together all sectors relevant to agriculture and food innovation. GFAR mobilizes dialogue and collective actions between over 580 networks and organizations, who share the common vision of GFAR's purpose. The Partners in GFAR come from all around the world and across 13 sectors, including farmers, consumers and civil society organizations, womens' and youth organizations, the private sector, public national and international research systems, advisory services, education, donor bodies and three UN organizations. GFAR's reach is realized through these organizations and the many millions of people they involve. GFAR has itself actively supported the mobilization and linkage of each sector, fostering networks such as GFRAS and GCHERA and reform in the Regional agricultural research-for-development Fora: FARA, AARINENA, FORAGRO, EFARD, APAARI and CACAARI, which have received around 3 million euros through GFAR's EU funding, with extensive technical and advisory support from GFAR's Secretariat and partners

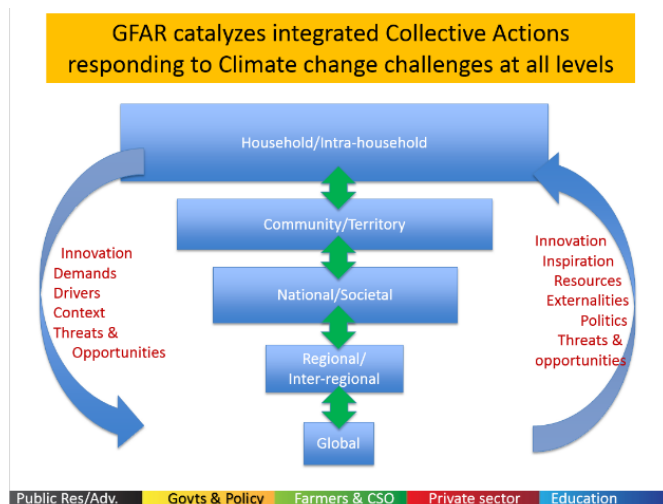
### 1.1.3 Priority Areas for support/problem analysis

There is no top-down global system; the global agenda of GFAR is driven through subsidiarity by the needs and actions of Partners around the world. GFAR fosters, mentors and empowers innovative multi-stakeholder actions that address the major systemic challenges, the ‘elephants in the room’ constraining agri-food knowledge and innovation systems from having greater SDG impact and roles in addressing climate change implications.

**GFAR does not itself manage field programmes, but plays vital catalytic, mentoring, learning & knowledge sharing roles through multiple means, inspiring and fostering collective actions that enable partners to learn from the knowledge and ideas of others, reflect on their own roles and transform their work and partnerships for greater SDG impact.**

GFAR-enabled collective actions are managed and delivered by the Partners, each bringing their own capacities and experiences, working together and sharing their learning. The GCARD Roadmap (2011) set out 6 key areas of action required to transform and strengthen agri-food research and innovation for greater development impact: Foresight for better futures; Partnerships for impact; Transformative investments; Capacities for change; Research embedded in development, and Accountability & learning. These have shaped the four critical catalytic roles identified for GFAR going forward:

1. Empowering farmers at the centre of innovation
2. Turning knowledge and innovation into enterprise
3. Transforming organizational and individual capacities
4. Demonstrating impacts and improving investments



## 3. LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES

### 3.1 Lessons Learnt

A common thread in the operationalization of the UN 2030 Agenda into development programs and initiatives is the demand to translate research into innovation and impact through effective multi-stakeholder partnerships, requiring transformational change in the food and agriculture sector (see also: Cooke, 2017). The GFAR Charter recognizes that achieving this change requires 1) addressing barriers, habits and attitudes that determine the power relationships between science, the holders of new knowledge, and the communities they serve and 2) developing new institutional arrangements, including resources, capabilities and behaviours to effectively deliver these changes. The independent forward looking review of GFAR, commissioned by the EU in 2017-8 concluded, as "a very good result", that: "GFAR, as a global networking organization, is doing what it is supposed to do: catalyzing transformative change in diverse corners of the global Agri-Food Research and Innovation System". The review showed clearly that impacts from GFAR collective actions can be seen right through to changes in institutions themselves and their behaviors: "GFAR therefore has a critical contribution to make towards achieving the goals of the UN 2030 Agenda"..."GFAR's contribution is not only creating conditions for multi-stakeholder partnerships to emerge. It also helps create enabling conditions for bringing technological innovation to scale and to render Agri-Food and Nutrition Systems more inclusive and more sustainable. This way GFAR provides a much-



*needed global complement to the many efforts being made in the world today that focus on driving technological innovation.”*

The review also found that the recent governance reform in GFAR has contributed to stronger and more diverse stakeholder representation. GFAR’s extensive and highly participatory governance and Charter reform has created a basis where multiple stakeholders are truly represented, by elected representatives responsible for each, with a wide range of research and innovation stakeholders represented in the Steering Committee and taking up the principle of farmer-centred collective action. These principles, developed through the GFAR governance reform, are now inspiring change in regional research associations as they evolve into multi-stakeholder fora, moving away from a public research-driven agenda to become more SDG impact oriented. These processes have been directly supported by GFAR in FORAGRO, APAARI, CACAARI and AARINENA and in work with FARA, AFAAS and the SROs.

The review confirmed that GFAR’s decision to focus on ‘collective actions’ as the modus operandi for its partners to catalyze transformative change was a very positive opportunity to sharpen its profile and make its work streams themselves a process of learning about the requirements and benefits of effective networked action.

The review also found that GFAR’s work could be further improved in some areas and recommended that:

- GFAR’s quest for transformation requires it to enter in uncharted territory, so systematic monitoring and on-the-job learning, should be part of its organizational ‘DNA’. GFAR thus intends to develop a learning culture, to learn from results of the collective actions and GFAR support a monitoring and evaluation system of its collective actions
- GFAR’s catalyzing roles and the instruments used to support collective actions need more strategic orientation and specification, developing operational management through partners
- Agree with facilitating agencies (IFAD and FAO) and donor agencies on longer-term financial and in-kind support for GFAR core activities, providing GFAR with a flexible operating space so it can manage its programmes and support its partners effectively through catalyzing, mentoring and learning from collective actions
- GFAR is too dependent on short-term, project-oriented funding to be able to act strategically and consistently, or to allow time to show impact and to learn from these processes themselves. For

GFAR to live up to its potential, donors and facilitating agencies need to pledge long-term support to GFAR’s mission and operations

**Specific actions recommended going forward were:**

- Develop a more explicit GFAR strategy with clear value proposition based on its vision and mission and clarify the role of GFAR vis-a-vis partners
- Specify the outcome areas where GFAR can be expected to achieve transformation; measuring and analyzing information to learn about effectiveness and impact from collective actions and the basis of truly equitable and effective partnership
- Develop joint learning pathways – participatory processes in which GFAR Partners develop joint enquiry, learning and appropriate design to catalyze transformation in AR&I4D
- Develop a more in-depth understanding of how collective actions emerge, how they get organized and take off, what support they might need at different stages, and what transformative changes they contribute to – based on knowledge hubs such as national innovation platforms and the Regional Fora and SROs
- Continue to empower GFAR’s constituencies, smallholder, women and youth in particular
- Improve operational management and develop a learning culture throughout, improving the capitalization on, and learning from, GFAR supported collective actions

- Inform and engage facilitating agencies and strategic partners on what it brings and what it takes ‘to catalyze transformative change in Agri-Food Research and Innovation Systems’

Drawing from the review, and as a change-triggering and learning mechanism, inspiring, catalyzing, mentoring and learning from collective actions, the GFAR collective movement is well poised to really reshape agricultural research and innovation for development. GFAR is neither a donor nor an implementer of field programmes, those roles are played by Partners in the Forum and their collective actions. In catalyzing the start-up of collective actions, a core value of the GFAR mechanism, each additional Partner’s contribution has an increasing effect on the public good. Others’ contributions make people more willing to participate through a ‘bandwagon’ effect. What matters for successful collective action is that a critical mass of highly interested and resourceful people can provide collective benefits for others, while perceiving their contribution to the whole is also valued, not necessarily financially, but also in status, self-worth or recognition<sup>15</sup>. The critical mass here are the few who pay, or bear, the start-up and organizing costs (financial, and in time, labour, mobilizing others etc), so that many will want to participate. GFAR creates the opportunity for critical mass to develop around key issues and actions required in agri-food research and innovation and their roles in sustainable development.

The GFAR Theory of Change postulates this ‘ripple effect’, where GFAR catalytic actions in turn trigger change in others through their buying-in to the ideas and actions concerned. The initial resource need here is hence for the start-up costs in mobilizing the critical mass required. After start-up, the challenges for the Partners themselves become firstly of heightening mobilization, and then of maintaining efforts, then shifting to institutionalizing the changes to establish the transformed behaviors and roles as the norm.

**Financial resources requested for GFAR are hence to strengthen GFAR capacity for central catalysis of collective actions via the Secretariat & Partners, facilitating of dialogues, mentoring of collective action start-ups and the synthesis, learning and sharing of knowledge from these.**

## 4 DESCRIPTION OF THE ACTION

### 4.1 Objectives/results and options

GFAR’s programme is highly relevant to the UN’s 2030 Agenda for Sustainable Development. It contributes directly to the progressive achievement of SDG Goal number 2: *End hunger, achieve food security and improved nutrition and promote sustainable agriculture*, and promotes progress towards targets for ending malnutrition (Target 2.2), doubling agricultural productivity and incomes (Target 2.3) and ensuring sustainable & resilient food production systems (Target 2.4). It also contributes to SDG1 (no poverty), 8 (Decent work & economic growth), 13 (Climate action) 15 (Sustainable land ecosystems) and 17 (Partnerships for the goals). GFAR’s programme is consistent with the G8 (G7) and G20’s recognition of GFAR’s value in transforming systems of agricultural research and innovation for greater sustainable development impact.

**Overall Objective:** To make agri-food research and innovation systems more effective, responsive and equitable, towards achieving sustainable development outcomes

**Specific Objective:** Through Partners in GFAR, at national, sub-regional, regional and global levels, catalyze, mentor and bring about inclusive and equitable identification of priorities, dialogues, knowledge exchange and sharing of learning, via Collective Actions and institutional/behavioral transformations that strengthen agri-food research and innovation systems, to better manage the agri-food related effects of climate change.

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<sup>15</sup> P. Oliver 2013 in <http://onlinelibrary.wiley.com/doi/10.1002/9780470674871.wbespm059>

The GFAR Charter sets out 6 key elements that frame GFAR's role in transforming agricultural research and innovation systems: 1. **Inclusively defining research and innovation priorities** and actions 2. Developing and **fostering equitable partnerships** among all stakeholders 3. **Advocacy** to achieve the increased investments required to meet development needs 4. **Developing essential human and institutional capacities** to meet present and future needs 5. Embedding innovation in development programmes & **policies** 6. **Including and involving stakeholders**, in particular smallholders, in the accountability and value of systems used.

#### **4.2 Outputs and Main activities in each**

##### **Output 1: Farmers and communities empowered at the centre of innovation:**

Activities: (i) Empower rural communities to set out their own desired futures through community foresight, determining risks and opportunities from climate change and emerging trends and shaping/adapting research & innovation responses accordingly; (ii) Empowering rural communities as drivers of agricultural research and innovation; mobilizing and learning from processes of farmer-participatory research and farmer ingenuity to better manage climate change impacts; (iii) Catalyze action on rediscovering forgotten foods and ensuring benefits to smallholder farmers, to include developing their use in better nutrition, income and enterprise opportunity and system resilience to climate change; (iv) Empowering smallholder farmers' data use and rights, facilitating discourse and developing, promoting and supporting development of policies and practices such that the IT revolution in agriculture and markets directly benefits smallholders.

##### **Output 2: Knowledge and innovation turned into opportunity and enterprise**

Activities: (i) Foster, and catalyse integrated approaches and guide development of integrated, nationally-owned innovation platforms, responding to locally-driven agenda and global SDG challenges such as climate change and lack of youth opportunity, and inspiring collective actions among public, private and civil sectors to coherently resolve key blockages along specific value chains from production to processing/market. (ii) Engage multiple perspectives of GFAR Partners directly into country's determinations of their needs and capabilities for different elements of national innovation systems and processes. (iii) Generate practical actions and shared learning through innovation platforms that address challenges of smallholder farmers, with emphasis on women's economic empowerment and fostering youth, as agri-preneurs, into profitable new agribusinesses in production, processing and marketing. (iv) Through the GFAR network, mobilize S-S and S- N and peer-to-peer support actions for the innovation platforms and for the exchange of knowledge and learning around sustainable enterprise development (v) Enable, document and share learning between communities, countries and regions as to what works best in practice for scaling-out and scaling-up of innovations in sustainable agri-food systems and how new partnerships, knowledge sharing and tools can aid this.

##### **Output 3: Institutional architecture and capacity strengthened among GFAR Partners and constituencies and between regions.**

Activities: (i) Foster and advise on the reform and strengthening of regional agricultural research and innovation organizations, to reflect equitable engagement of all stakeholders in innovation web-based approaches and to institutionalize performance planning and management systems to realize measurable impact on the ground; (ii) Invite and facilitate inter-regional dialogues among organizations and individuals (especially youth and women) to foster knowledge and experience exchange and mutual learning, to invite diagnosis and find solutions to shared agricultural, climate and rural development concerns. (iii) Empower youth in setting out their desired agri-food systems and opportunities in agri-food related industries, with inter-regional learning and knowledge transfer; (iv) Use multi-stakeholder approaches to foster transformational learning and student leadership development in agricultural education institutions as places of learning, engaging with farmers and enterprise, addressing not only academic excellence but also the wider development of competencies needed to meet global challenges, in the contexts concerned.

**Output 4: Strengthened knowledge management, policy advocacy, communication and impact-demonstration as a result of GFAR-enabled actions lead to better investments in transformed agri-food innovation systems**

(i) Foster direct involvement of farmers and rural communities in advocating new investment mechanisms that integrate innovation from farmers and science, embedded in wider rural development approaches. (ii) Improve capitalization and learning from results of the collective actions GFAR supports, or has supported, by organizing decentralized knowledge hubs in key focus areas, documenting, connecting and reflecting upon the experiences and outcomes gained by partners and GFAR through collective actions, informing national and global agri-food research and innovation policies and practices (iii) Bring together new quantitative and qualitative metrics for SDG impacts from innovation, across different contexts and scales, for learning and their advocacy and use in changing policies and value systems (iv) Strengthen GFAR's role as a unique network for knowledge exchange on climate change by creating a directory of GFAR Partners activities and a learning database of stories. Build on into an open international resource for finding partners and an iterative international learning process for collective action and capabilities in AR&I4D. (v) Encourage communication among partners; provide platforms for virtual and face to face communication for partners to exchange learning and experiences and explore potential partnerships on shared priority issues. (vi) The Global Conference on Agricultural Research for Development (GCARD4) provides a unique mechanism for dialogue and exchange among all sectors in agricultural research and innovation. Through regional discussions and exploration of climate change-related foresight and innovation issues at national level and via the global meeting, the GCARD4 process will articulate joined-up responses to needs. GCARD4 will also provide the feedback mechanism for public consultation around the next CGIAR strategy and joint research programme development.

**Output 5: Planning, Coordination, Monitoring, Evaluation, Learning (MEL) & Reporting**

(i) With an updated theory of change for the role of GFAR, institute a novel monitoring system for harvesting information on outcomes of GFAR-enabled collective actions and their potential for transformative impact. (ii) Improve learning from collective actions undertaken by partners, through joint stocktaking exercises & workshops between actions and decentralized hubs, for in-depth understanding of how best to organize and implement collective actions within particular contexts; (iii) Use learning from other Outputs to develop verifiable criteria on critical success factors for multi-stakeholder partnership for delivery to the SDGs, tested and recognized by programme managers/funders. Such guidelines/tools can be used as an assurance of good partnership practices for partner organizations, and to provide financial incentives for reshaping institutional behaviors to increase impact success and reduce imbalances of power.

**4.3 Intervention logic**

**4.3.1 Performance Monitoring**

The logical framework for this programme will be aligned with the DeSIRA objectives, with clearly defined key indicators and targets. As mentioned, GFAR will develop a Monitoring, Evaluation and Learning system that will enable the Steering Committee to critically assess implementation performance and suggest possible adjustments bi-annually. M&E of gender dimensions will be mainstreamed in the programme by promoting (i) data specifications for the programme and reporting, include sex disaggregated datasets by relevant subject area, where relevant; (ii) representation of both men and women in all actions, in line with the FAO performance standard of at least 30% women involved in all processes; (iii) effective participation of women and youth in programme activities, such as trainings and internships; (iv) assessments of available information systems of partners' use a gender lens; and (iv) data needs by gender categories are identified and addressed.

**4.3.2 Evaluation and Audit**

Independent experts shall be commissioned to conduct a mid-term review and a final evaluation of GFAR's programme.

#### **4.3.3 Communication and Visibility**

Given that communication and visibility of the EU is a legal obligation for all external actions funded by the EU, a Communications and Visibility Strategy for the programme shall be developed. This will form an integral part of a GFAR Communications strategy that will recognize the EU's role throughout and in legal obligations associated with funding of partners actions.

In working with heterogeneous Partners and at multiple scales, communication will be a vital ingredient of success for GFAR. Relationships are based on trust, reciprocity and reputation, and the more benefits individuals receive from others, the more they are inclined to engage constructively and to trust others. GFAR fosters this spirit of mutual responsibility and accountability and works to create positive energy, mutual respect and common purpose among diverse groups, challenging existing norms and compartmentalization in the process.

#### **Work Packages, Priority areas for support/problem analysis and estimated Budget**

Based on existing/budgeted Secretariat staff levels that are needed to deliver the above outputs (as set out by the GFAR Steering Committee) and costs of ensuring effective governance via the work of the Steering Committee and Executive Committee, the budget required for GFAR's core operation is around euros 2.0 million (USD 2.3million) p.a. The estimated budget required for full implementation, including support to both the Secretariat and catalysing the actions of partners amounts to 5 million euros p.a. - this incorporates both staff, travel, governance and infrastructure costs and the catalytic costs associated with facilitating, mentoring, learning and knowledge-sharing, for GFAR-enabled collective actions. The latter would be delivered through Letters of Agreement, with GFAR partners contracted to lead the actions concerned and through the direct costs of sponsoring 'grassroot' partners' participation in planning and learning meetings, workshops, capacity building processes, webinars, publications, videos etc. From previous performance, it is anticipated that in each area, funding provided to GFAR will result in at least the same figure being leveraged through the commitments and resource generation of the partners concerned.

It is recommended that in the first instance, rather than attempting actions in all area from the outset, resources be focused on the areas attracting greatest interest and commitment from the GFAR Partners, with additional areas added as resources become available. The focus should be on delivery and learning from these selected areas, with GFAR as a catalyst and learning process for transformative collective actions in the areas concerned, driven by the partners involved.

## Annex 1: Abstract and Executive Summary from the 2018 Independent forward-looking learning review of GFAR, conducted by an independent expert team and managed by IFAD

### Abstract

The review has shown that GFAR, as a global networking organization, is doing what it is supposed to do: catalyzing transformative change in diverse corners of the global Agri-Food Research and Innovation System. A review of 72 illustrative examples of outcomes from GFAR actions showed a 32% success rate in terms of enabling joint action and 21% in terms of institutional change. GFAR therefore has a critical contribution to make towards achieving the goals of the UN 2030 Agenda. However, while recent governance reform has contributed to stronger and more diverse stakeholder representation, the review also found that over the past years, GFAR's outcomes were spread too thinly; are often not recognized as such and GFAR has not been able to adequately follow up on many initiatives from its partners. As a result, GFAR has lost profile and direction, reducing the effectiveness of its actions. At the same time, GFAR adopted a new Charter, has strengthened the representation of multiple stakeholders in its governance; establishing a Steering Committee in which a wide range of research and innovation stakeholders is represented, including farmers, women and youth, at different levels. The review confirmed that GFAR's choice to focus on 'collective actions' as the modus operandi for its partners to catalyze transformative change provides an opportunity to sharpen its profile and professionalize its work streams. By developing a professional learning culture, GFAR may be expected to build on its strengths and do even better.

### Executive Summary

#### Introduction

This report provides an independent, forward-looking learning review of the Global Forum on Agricultural Research and Innovation, GFAR, its main activities, outcomes and contributions to strengthening pro-poor Agri-Food research and innovation for development (AR4D) systems at global, regional and national levels. The review takes place at the moment when GFAR has completed a process of transition and initiates the implementation of its new Charter (2016), a pivot point in GFAR history. The review accounts for institutional changes made, while keeping an open eye for continuity in its main areas of work. Consequently, the report illustrates both progress on outcomes and impact, and suggests an outline for wider, participatory multi-stakeholder learning trajectories aimed at further improving the platforms' relevance, effectiveness and impact as a unique global forum for networking agri-food research and innovation for development.

The review sought to answer the following general questions:

1. *How effective and relevant are GFAR collective actions to the transformation of national, regional and global Agri-Food Research and Innovation Systems for development?*
2. *How can the effectiveness of GFAR collective actions be further improved?*

The team made use of available *documentation*; did 6 *case studies* of specific collective actions and a total of 81 semi-structured interviews. Through a *Sprockler survey*<sup>16</sup> complementary information was collected from 40 GFAR partners. From the documentation, interviews and survey the team harvested and crosschecked 72 *GFAR-related outcomes* and assessed their strength. The evidence collected enables the team to review the variety and strength of GFAR-related outcomes in terms of contributing to transformative change in Agri-Food Research and Innovation Systems. It also provides detailed insight into how GFAR performance is jointly constructed and appreciated by its partners and the challenges ahead. However, to determine the long-term impact of GFAR on system transformation is beyond the scope of this brief assessment.

### **GFAR and the UN Agenda 2030**

The UN Agenda 2030 calls for transformation, to translate research into innovation and impact through effective multi-stakeholder partnerships requiring a profound change in the food and agriculture sector – a transformative change. Over the past decade, in developing countries numerous multi-stakeholder research and innovation partnerships have taken shape that aim, besides producing excellent research results, to actively involve other stakeholders in making sure these results will eventually match the stakeholders' interests and the context in which they can be applied to scale. Each of these partnerships in fact represents an emergent local research and innovation system set to contribute to transforming the Agri-Food and Nutrition System as a whole.

GFAR as '*the open and inclusive multi-stakeholder mechanism for catalyzing these changes*' (GCARD Roadmap, p. 14) has actively contributed to the emergence of such partnerships. It connects a wide range of constituencies: research organizations, extension and rural advisory services, education organizations, civil society organizations, private sector, women's, youth' and farmers' organizations, government institutions, consumer organizations and G20/investors/funding schemes active in agriculture and rural development. Its governance includes representatives of international institutions (FAO, CGIAR, IFAD, AIRCA), Regional Fora of National Research Organizations (AARINENA, APAARI, CACAARI, EFARD, FARA, & FORAGRO) and of international networks and grassroots organizations representing other key stakeholders: International farmer's organizations, donor agencies (incl. GDPRD network), NGO/CSO, private sector, education, advisory services, women & youth. The precisions regarding GFAR's vision, mandate, role and approach were consolidated in a new Charter in 2016.

### **GFAR contributes to transforming Agri-Food Research and Innovation Systems for development**

The review finds GFAR catalysed a variety of collective actions that produced a wide range of outcomes that effectively contribute to rendering Agri-food Research and Innovation Systems<sup>17</sup> more inclusive and more effective. Outcomes were identified in each of the GFAR key outcome areas, agreed during GCARD 1 as the most promising for accelerating transformative change.

Over the years, GFAR and its partners have worked to include Farmers Organizations, Civil Society Organizations, Regional Agricultural Research Forums, Agricultural and Rural Advisory Services, International Public Sector Research Organizations, Higher Education, Private Sector, International Agencies, Advanced Research and recently, Consumers in multi-stakeholder initiatives, with particular attention to smallholder farmers, women and youth, and their organizations, as partners and provided them with opportunities for networking, advocacy and cooperation. Where possible it actively supported the self-organization and or institutionalisation of these constituencies (i.e. Foresight, GFRAS, YPARD, GAP, Letters of Agreement with Regional Forums). As a result, GFAR and its partners have clearly contributed to

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<sup>16</sup> <http://www.sprockler.com/>

<sup>17</sup> The review team takes an Agri-Food Research and Innovation System (ARIS) to represent a system that enables relevant stakeholders to work together to identify, explore, research, develop, pilot and bring to scale ideas, practices and/or technologies that contribute to transforming Agri-Food and Nutrition Systems.

Agri-food Research and Innovation Systems becoming more inclusive; not only at the global and regional level, but also in a number of countries as a result of specific collective actions<sup>18</sup> or, where IFAD’s enhanced investment portfolio was implemented. Yet, as one of the interviewees remarked, ‘this is only the beginning’. To achieve a truly global articulation of multi-stakeholder networks and dialogues, at various levels the representation and voice of stakeholder groups, or constituencies, needs to be further strengthened and articulated; in particular small-holder farmers, women and youth, and the private sector.

Numerous examples of joint initiatives by GFAR and its partners were identified, ranging from co-organizing global conferences and meetings to organizing multi-stakeholder innovation platforms and innovation support funds at country level; from strengthening the voice of hitherto unheard stakeholders to building multi-stakeholder partnerships; from articles and books to developing an agricultural research and innovation agenda, and from advocating changes in the institutional policies to developing and proposing methodologies suitable to trigger institutional change. The review shows that 90% of these initiatives achieved active multi-stakeholder engagement, 74% produced concrete takeaways participants considered applying to their work or to their organization, 32% enabled joint actions, while 21% led to institutional changes (Table 1). Also, further scrutiny of the outcomes shows that GFAR-related outcomes, instead of focusing solely on technological innovation, catalyse social, financial, economical, and institutional and policy innovations, that help create enabling conditions for bringing technological innovation to scale. This confirms GFAR’s contribution to transformative change and the complementarity and added value of GFAR collective actions with regard to mainstream AR4D activities.

**Table 1: GFAR outcome performance assessment<sup>19</sup>**

GFAR key outcome areas	Total # of outcomes reviewed	Assessment of outcome performance level				
		Level 1: Opportunity created/seized	Level 2: Engagement achieved	Level 3: Take-aways produced	Level 4: Joint action enabled	Level 5: Institutional change induced
1 Stakeholder empowerment	19	19	19	16	6	2
2 Partnerships for impact	11	11	10	8	3	2
3 Transformative investments	3	3	3	3	2	2
4 New capacity initiatives	12	12	9	8	3	1
5 Research and knowledge embedded	10	10	10	8	6	5
6 Strategic coherence/stakeholder involvement	17	17	14	10	3	3
<b>Total reviewed</b>	<b>72</b>	<b>72</b>	<b>65</b>	<b>53</b>	<b>23</b>	<b>15</b>
	<b>100%</b>	<b>100%</b>	<b>90%</b>	<b>74%</b>	<b>32%</b>	<b>21%</b>

### **GFAR-related contributions are relevant in the context of change in Agricultural Research and Innovation Systems**

GFAR-related outcomes are generated through collective actions undertaken by GFAR partners, with direct or indirect support from GFAR or, in some cases, just inspired by active participation in a meeting, workshop or conference GFAR (co-) organised. GFAR’s catalysing role means that local, national, regional and/or global actors identify issues relevant to their own context and practice and design collective actions

<sup>18</sup> I.e. Country Platforms, Innovation Platforms, Local Innovation Support Funds, Community foresight.

<sup>19</sup> Adapted from Kirkpatrick’s Model of Program Evaluation - [https://en.wikipedia.org/wiki/Donald\\_Kirkpatrick](https://en.wikipedia.org/wiki/Donald_Kirkpatrick)



to address them. Where this design and its implementation adheres to the GFAR process quality requirements, such collective actions are demand-driven, development- and action-oriented and characterized by equal representation of all relevant stakeholders and a level playing field for all. **However, GFAR's contribution is not only creating conditions for multi-stakeholder partnerships to emerge. It also helps create enabling conditions for bringing technological innovation to scale and to render Agri-Food and Nutrition Systems more inclusive and more sustainable. This way GFAR provides a much-needed global complement to the many efforts being made in the world today that focus on driving technological innovation. This message the review team received over and over again from the large majority of GFAR partners who insist, if GFAR wouldn't exist they would create it.**

Within the context of global, regional and national Agri-Food Research and Innovation Systems that face on the one hand, huge challenges to respond to the needs of rural communities, smallholder farmers, women, youth, and SMEs in particular, and on the other, stiff limitations with regard to scaling up innovation to achieve the Sustainable Development Goals, GFAR's two-fold contributions acquire extreme relevance.

### **GFAR strategy, management and organization**

Many respondents expressed GFAR appears to be spreading its limited resources too thinly; as a result, too many initiatives by its partners do not receive the follow up and support required. It lacks focus. Besides, GFAR is too dependent on short-term, project-oriented funding to effectively work towards achieving its long-term mission. Yet GFAR's strategy and theory of change lack specificity and need to be developed to support focus as well as operational decision-making. This requires a much sharper definition of instruments to be used, expected outcomes and impact on Agri-food Research and Innovation Systems; and a monitoring system that collects key information on actions and results on a regular basis, for reporting, communication and learning purposes.

As do most partners, this review considers the new Charter, the Steering Committee with broad multi-stakeholder representation from global, regional and local levels and, the choice of collective actions as modus operandi for GFAR to be very promising. Yet in order to fully implement its new Charter, and realize the potential of its collective actions, GFAR needs to realize it enters further into uncharted territory. Rather than a fixed mind set, this requires developing, with its partners, a professional learning culture: defining practical learning trajectories and the systematic use of innovative, creative and non-conventional ways of documenting, sharing and learning.

Facilitating agencies and strategic partners play dominant roles in GFAR, as is the CGIAR. For GFAR to live up to its potential, they need to pledge long-term support to GFAR's mission and operations. They need to provide GFAR with an adequate, flexible work force and operating space so it can manage its programmes and support its partners to effect. And they need to be aware of two distinct lines of financial support required. First, financial support for GFAR's basic platform functions, its governance, catalysing role, communications and multi-stakeholder networking and matchmaking, supporting and capitalising on collective actions, and where necessary, bolstering particular GFAR constituencies. Second, ways will have to be found to secure complementary international financing and context-specific technical support to collective actions by GFAR partners, so these can be scaled, linked and shared internationally.

### **The review therefore makes the following recommendations:**

1. *Continue to empower GFAR's constituencies*, in particular smallholder farmers, women and youth: provide tailor-made support, ensure active participation and help reduce existing asymmetries between constituencies.
2. *Improve the capitalization of, and learning from, results of GFAR collective actions*: organize systematic learning from collective action; decentralized knowledge hubs in key focus areas; provide tailor-made support to uptake of lessons learned at the regional and national level.

3. *Develop a more explicit GFAR strategy with a focus recognizable to all:* Align GFAR's strategy and profile to relevant SDG's; concentrate on GFAR's role as an enabler, providing its members with opportunities to dialogue, advocate and realize collective actions; review and narrow down key focus areas; specify GFAR's theory of change, in particular regarding intended outcomes and impact; define indicators and methods for harvesting results.
4. *Make better use of partners:* Strengthen GFAR's presence in the regions; decentralize activities where possible; support partners in mobilizing resources; engage partners more actively into advocacy at the global level; fully implement GFAR's new charter; consider translating key documents in different languages.
5. *Improve operational management:* Appoint an operations manager; consider innovation ways of organizing; provide reasonable job security and flexible working environment; organize and enable on-the-job learning; develop a transparent modus operandi for identifying and supporting GFAR collective actions; ensure feed-back and follow-up to partners' initiatives; develop a monitoring framework and system to harvest outcomes and potential for impact; improve external communication.
6. *Develop a professional learning culture:* Design and implement three joint, participatory learning trajectories<sup>20</sup>:
  - A. *Joint learning to improve GFAR strategic focus, monitoring and communication:* to specify GFAR's operational strategy, theory of change, design a monitoring, outcome harvesting, sharing and reporting system – cf. recommendations 3 and 5
  - B. *Joint learning on how to achieve better results through GFAR collective actions:* organize joint stocktaking exercises, one decentralized (methodological) knowledge hub per outcome area – cf. recommendations 2 and 4
  - C. *Wide-spread engagement and learning by GFAR, its Secretariat and Partners for developing 'catalysing collective action for transformative change' as a profession:* this includes a Global Learning Lab where lessons learned by the wider community of GFAR partners and those emerging from learning trajectories A and B can be synthesized, documented and shared in order to develop a widespread professional understanding of how best to contribute to transforming Agri-Food Research and Innovation Systems for development – cf. cutting across all recommendations.
7. *Inform and engage facilitating agencies and strategic partners on what it brings and what it takes 'to catalyze transformative change in Agri-Food Research and Innovation Systems':* Agree on joint ambitions with regard to transformative change in Agri-Food Research and Innovation systems in line with the UN 2030 Agenda; agree on longer term full-time staff equivalents, financial and in-kind support required for GFAR core activities; create opportunities for GFAR-related collective actions to attract financial support for international networking and communication activities directly from donors, complementing local and regional resources and GFAR seed money.

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<sup>20</sup> A joint learning trajectory is understood as *a participatory process in which a range of GFAR partners walks a purposeful path of joint inquiry, learning and design towards enabling GFAR to become more effective in what they do.* Aim, lines of inquiry, learning and design, outputs and expected outcomes for each learning trajectory have been laid out in chapter 7 of the report.

## GFAR Management response to issues raised in the draft external review report

The GFAR Executive Committee (EXCO) noted that the final draft report gave thorough coverage, with much food for thought. The very positive conclusions of the review on the role, work and reform processes of GFAR were much welcomed and considered to give a very strong vindication of the value and impacts of GFAR, right through to changing institutions, highlighting also its recognized value for partners across all sectors. Indications of areas for improvement, such as in mechanisms to increase GFAR's focus and better tracking of partnership processes as they develop, are recognized and taken on board and have been addressed in the lessons learned and future plans sections of this report.

Four areas of omission were noted by EXCO: 1) there was only passing reference to the hosting relationship in FAO, which shapes much of the Secretariat's operational and administrative requirements. 2) The EXCO received virtually no mention as a governance mechanism in itself. 3) Comments on the need for greater resourcing were welcomed, but the review did not articulate possible mechanisms for that. 4) It was noted also that the separately commissioned external review consultancy report on the international research and innovation environment – and hence positioning of GFAR - by Dr Rodney Cooke was not included yet should have been cross-referenced.

The report's findings and recommendations arising from the review were discussed and the recommended learning principles and joint learning trajectory approach agreed by the GFAR Steering Committee meeting in 2018.

## Annex 2: Executive Summary of the External Review of the GCARD 3 by review consultants ALINE

### Executive Summary

The Agricultural Learning and Impacts Network (ALINe) was appointed as the monitoring and evaluation (M&E) partner for the GCARD3 global event and was provided access to information during the GCARD process leading up to this global event by both GFAR and the CGIAR Consortium Office<sup>21</sup>. ALINe has extensive experience working with stakeholders from across the spectrum of ARD and is committed to enabling the voices of these varied stakeholders to be heard.

The global event GCARD 3 conference took place from 6th-8th of April 2016 in South Africa. The overall theme for the conference was **'No One Left Behind'** with thematic sessions, plenary discussions and parallel thematic roundtables based on five key themes identified during the national and regional consultations:

- Scaling up: From research to impact
- Showcasing results and demonstrating impact
- Keeping science relevant and future focused
- Sustaining the business of farming
- Ensuring better rural futures through foresight and collective actions

The event included the 25th anniversary of the ARC of South Africa, and visits to field trial sites and the ARC Biotechnology Platform located at the Onderstepoort Veterinary Institute campus. GCARD3 focused on re-aligning research for development priorities and investment opportunities with the resource-poor's own development needs and country/national processes. In addition, it also focused on alignment with the Sustainable Development Goals for measurable impact.

GCARD3 was designed differently from the previous GCARD events and involved an 18-month run-up period, including a set of consultations at National, Regional and the Global Event. Each of these components was intended to provide insights on the needs, actions and stakeholders at each of the national, regional and global levels. The responsibilities for organizing different components of the GCARD3 were split between three bodies: GFAR, CGIAR and the South African ARC. All parties participated in the discussion and selection of the GCARD3 themes, were represented members of the Steering and Organizing committees, coordinated the technical development of the themes and GFAR in particular enabled participation of partners in the 5 themes and included the outcomes in their mid-term plans.

### Building Improvements on the Past – a systematic approach

Dr. Rodney Cooke's report following GCARDs 1 and 2 "[A Review of the Global Conference on Agricultural Research for Development \(GCARD\): An analysis of the way forward](#)" reported that GCARD2 was rated highly by participants. 79% of conference participants noted that GCARD2 provided useful or very useful opportunities to interact with others to help further understanding of AR4D; and 67% of CGIAR participants said that the knowledge they acquired through GCARD2 would be likely to change the design or implementation of their activities, and that their participation in GCARD2 was likely to change their approach to partnerships in their AR4D programmes. Overall, 79% of respondents felt that the knowledge they had gained would be likely to change the design or implementation of their programmes, and the same percentage felt that it would change their approach to existing or new partnerships.

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<sup>21</sup> With the recent reform of the system, the Consortium is now known as the System Management Office.

Concerns of various natures were also cited in Dr Cooke's report on the GCARD 2; including the focus of the previous conference, the degree to which National AR4D views were considered, the utility of GCARD to promote effective interaction with CGIAR stakeholders and partners in CRPs and the effectiveness and efficiency of GCARD. Following his analysis Dr. Cooke provided seven recommendations for how future GCARDs could become more focused. These were reflected upon in detail by the GCARD3 Organising Committee and have led to considerable improvements in the conceptualisation, planning and organisation of the subsequent GCARD3 process and global event.

GCARD 3 was conceptualised, planned and organised by a joint Organising Committee with equal representation between CGIAR and GFAR. The emphasis was on innovation and partnerships at a larger scale between the CGIAR and other actors. The focus was not specifically on CRPs or for informing decision making on the CRPs, but on the contribution of agri-food systems, research and innovation to development by multiple stakeholders integrated with other larger processes such as the country-led CAADP.

The GCARD Organising Committee was constituted to ensure equal participation by the CGIAR and GFAR who were appointed Co-Chairs and members including a farmer representative, a CSO (cooperative) representative and a representative from FARA. The programmatic components were established by a multi-stakeholder group of experts drawn from different sectors and ensuring a balance of roles, stakeholders and of gender balance.

In response to the recommendation that the GCARD3 be organised in a lesser-developed country capital, an open tender process was organised and the South African bid was selected. A registration fee was charged to non-sponsored participants and was recovered by South Africa, offset against their committed support for the event.

It was recognized by the GCARD Organising Committee that longer-term planning and organization for 12-months period prior to the Conference was important with attention to multi-stakeholder participants. Furthermore the national dialogues, a pivotal and new addition to the process were intentionally constructed to bring greater integration of the CRPs and greater coordination of CGIAR efforts to address national priorities. Regional priority actions determined by regional organisations with the engagement of CRP leaders enhanced the most effective use of resources. Site integration process championed by the Consortium was a major step forward and broad scales were agreed, the first, that CRPs working in different sites of the same country would harmonize their activities, and secondly with improved coordination with partners and better alignment to national level.

The GCARD3 event was supported at half the original level of financial support by the Fund Council in previous years. At 400 participants, the GCARD3 event was deliberately aimed at being a consciously smaller event than GCARD1 (1,000 participants) or GCARD 2 (658). International agricultural research involvement in this consciously smaller GCARD3 event fell from 174 (26% of total) to 95 (23%), while the number of farmers (all of whom were sponsored) fell from 60 (=9% of the total) to 10 (=4%). This is a direct consequence of the reduced funding and hence reduced sponsorship to attend, among those least able to finance themselves.

### A broader international research system in a state of flux

As part of the development of CGIAR's new Strategy and Results Framework (SRF), the CGIAR and GFAR implemented the stakeholder consultation that provided stakeholders and partners both inside and outside CGIAR with opportunities to provide input to the development of the SRF 2016- 30. This consultation was part of the broader engagement process of GCARD3. It was created to promote effective, targeted investment and build partnership, capacities and mutual accountabilities at all levels of the agricultural system so as to ensure that today's agricultural research meets the needs of resource-poor end users.

On September 4, 2015, the CGIAR Fund Council (now the System Council and forthwith referred to as such) approved by mail, on a no-objection basis, the Plan for the transition to the establishment of the CGIAR System Organization<sup>22</sup>. This Plan provided the agreed process for transitioning the existing CGIAR Consortium to a CGIAR System Organization. The exact details of this transition continued to be in a state of flux and uncertainty throughout the course of the consultations, conference and subsequent analysis.

The second phase proposals of the CRP portfolio were expected to commence in 2017. Draft proposals detailing the plans for each program and their budgets were submitted at the end of March 2016, prior to the GCARD3 Global Event, and following the GCARD3 national and regional consultation process. The Global Event was initially scheduled to take place prior to the submission of proposals. However, the South African government and ARC decided the final dates.<sup>23</sup> It is important to note that the CGIAR site integration initiative - which was also one of the major elements involved in and making use of the national consultations to influence CGIAR work taking place in 20 countries - incorporated much of the site integration work which was subsequently accomplished at the end of April/early May 2016.”

### Methodology and Limitations for M&E

Throughout GCARD3, a variety of methods (document review, perceptual feedback questionnaires, face-to-face key informant interviews, hard-copy evaluation forms issued to attendees, analysis of social media, public literature) for were employed to monitor the different elements of the process and convey perceptual feedback. This covered all phases from planning through to implementation as well as the legacy of the conference after attendees departed. The aim of these mechanisms has been to both gather information and to identify opportunities for future improvements. It is important that in the absence of a counterfactual and the degree of confusion in the system created by the reform process and funding shortfalls, this report is not a full evaluation. In addition, in order to ensure independence the assessment of the GCARD3 process relied on the goodwill of participants. The M&E process prior to the global event was not mandatory for participants to respond to and as such response rates were much lower than expected. A full inventory of tools is included in the report. This mixed methods approach, employing a range of techniques and utilising a variety of different forms of information, not only enabled a broad range of voices to be heard but also facilitated the validation of findings through triangulation. It is important to note that the insights conveyed in this report are derived from independent voices and that the response rate to the various tools used was variable.

### Consultations

Twenty large multi-stakeholder consultations at the national level and 5 regional multi stakeholder consultations took place between October 2015 and April 2016 (for a full list see [Annex 2](#)). Both sets of consultations provided an opportunity for a variety of stakeholders in those specific geographies to meet together to discuss priorities and activities and to provide guidance on future activities.

### Attendees reported a high level of satisfaction with the content and organisation of the national consultations

- **92%** stated that the issues addressed during the consultation were either “Mostly” (51%) or “Very” (41%) relevant to their priorities

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<sup>22</sup> [http://library.cgiar.org/bitstream/handle/10947/4069/CGIAR\\_SRF\\_Overview\\_WEB.pdf](http://library.cgiar.org/bitstream/handle/10947/4069/CGIAR_SRF_Overview_WEB.pdf)

<sup>23</sup> <http://library.cgiar.org/bitstream/handle/10947/3871/Delivering%20on%20CGIAR%20Strategy%20Portfolio%20Version%2019.pdf>

- **82%** of respondents rated the consultation either “very well organised” (36%) or “mostly well organised” (46%)
- **54%** stated that the consultation provided them with adequate opportunities to contribute and participate in decision-making.
- **28%** of respondents felt “very satisfied” with the outputs of the consultation, 41% felt “mostly satisfied”, 28% felt “somewhat satisfied” and 3% felt “very unsatisfied”

When discussing the key message they took away from the consultation, 22 out of the 38 respondents cited the importance of “cooperation”, “alignment”, “working together”, “harmony”, “consolidating efforts”, “collaboration” and/or “common goals” as they key message of the consultation. Overall particular mention was made of the **open and honest** nature of the participation and the **sense of cooperation** established. In terms of things that could have been improved, 11% of respondents suggested that the consultation would have benefitted from having been organised with **more time allocated for interaction**. 5% of respondents suggested the consultations should last two days or more. Separately, 11% of respondents expressed concerns about a lack of clear next steps or actions following-on from the consultation. According to the perceptual feedback survey carried out with regional consultation attendees [please note that only 9 of the respondents to the survey stated that they had attended a regional consultation]

- **67%** stated that the issues addressed during the consultation were either “Mostly” (11%) or “Very” (56%) relevant to their priorities
- **67%** of respondents rated the consultation either “very well organised” (22%) or “mostly well organised” (44%)
- **56%** stated that the consultation provided them with adequate opportunities to contribute and participate in decision-making.
- **22%** of respondents felt very satisfied with the outputs of the consultation, 67% felt “mostly satisfied” and 11% felt “somewhat satisfied”

Again, respondents made particular mention of the perceived **appropriateness of the stakeholders** involved and the **quality and freedom of the discussions** including noting that *“there was a good balance of very technical people, and people who wanted to focus on extension work”*, that *“free views were welcomed”* and that there was *“freedom for participants to express themselves”*.

Respondents suggested that they particularly valued the opportunities for discussion and informal debate, in some cases above that of the presentations. Others also suggested that the consultation could have been improved by making the **presentations more accessible and attractive** and that it would have benefited from being slightly **longer**.

Overall awareness of the consultation process was low. Amongst the 34 respondents interviewed during GCARD3, **only 1** reported having attended a national consultation (Malawi) and **3** reported attending a regional consultation (Asia-Pacific).

**43%** of the 56 conference attendee survey respondents reported that they were unaware about the consultations until they attended the conference. Only **18%** of these survey respondents reported that they had attended a national or regional consultation. The most common institutional background was NARS- 21% of respondents, CGIAR centres- 14%, followed by NGOs- 12.5%, International research centres- 7.7%, national extension organisations- 6.7%, farmers’ organisations and donors- 5.8% each, the private sector- 3.8% and sub-regional organisations- 2.9%. Other (background not specified) represented 19% of attendees.

## Motivations for Attendance

In terms of organisational background the 414 registered attendees, 23% of attendees came from international research centres (incl. CGIAR & AIRCA), 19% came from the South African ARC, 9% from academia, 6% from government and 6% from NARS, 5% from YPARD, 4% from donors, 4% from farmers' organisations. The remaining 24% were made up of GFAR, the private sector, NGOs, civil society and others who did not specify their institution. Youth and women were each around 1/3 of the total. Of the 316 attendees who registered their home country, the largest proportion of attendees (50%) came from sub-Saharan Africa particularly South Africa and Kenya followed by Europe (20%), Asia-Pacific (10%), North America (8%), Latin America and the Caribbean (7%) Middle East and North Africa (3%) and Central Asia and the Caucasus (2%). 105 attendees did not complete this section of their registration forms.

There were a number of potential motivations driving or pulling these diverse attendees to the conference. These included, technical content, networking, speakers, personal growth and development, policy making, developing partnerships, planning, meeting donors, presenting work, and representatives of their organisations. The opportunity to network was the primary driver of overall conference attendance but within sessions, technical content was the main attraction.

- According to the perceptual feedback survey of conference attendees, the most commonly cited reasons for attending the overall conference were **“Networking”** (23% of responses) and **“Representing my organisation”** (21%)
- The next most popular reasons were **“Developing partnerships”** (15% of responses) and **“Content”** (13%)
- In interviews with attendees, respondents also emphasised the appeal of the opportunity to network with other people in the industry to either reinforce existing relationships or build new ones. This included relationships that could lead to professional partnerships
- Another key factor that drew people to attend the conference was **the opportunity to hear and learn from other bodies, countries and continents**. Respondents reported that they came to share ideas and get a gauge for where different actors and the overall industry is heading

Respondents identified the conference as an important forum for keeping ones finger on the pulse of the ARD industry.

With regards to motivations for attending the theme workshops, here the emphasis shifted more towards the **technical content** of the sessions representing **36%** of evaluation form responses. Beyond this, 20% of respondents cited networking, a further 20% mentioned 'personal growth and development', 10% policymaking, 4% attended because of the speakers advertised, whilst 4% cited another (unspecified) reason.

## Logistics and Organisation

With over 400 attendees from all across the world coming together for an intense schedule of presentations, plenaries, workshops, side-events and field visits over four days, GCARD3 was certainly a logistical and organisational challenge.

### Overall the conference performed strongly in terms of organisation and logistics

- **76%** of interview respondents rated the conference “well” or “very well organised”
- **89%** of conference perceptual feedback survey respondents rated the conference either “well” or “very well” organised
- Key features that were particularly appreciated were:
  - The conference **mobile application**, which provided an up-to-date schedule of events and room numbers. This was particularly appreciated by younger participants
  - The **lack of queues** to register on arrival
  - The **high-quality venue**- good spaces for presentations that was well laid-out and easy to move between, superior accommodation facilities. The venue achieved the



- highest average rating of four logistical aspects included in the conference perceptual feedback survey

Some areas were identified as in need of improvement such as Internet access, timekeeping, organisation prior to the event, visa and registration and the lack of physical published materials.

### **CGARD3 Content**

The conference entailed a number of different types of activity, from group workshops to lectures to field days. The content of all elements of the conference was rated strongly by respondents but that of the ARC field day was rated highest overall. However, respondents did note several opportunities for conference content to be improved, most notably around the coherence or logical flow of presentations and talks.

The content of all conference elements was rated highly, but the content of the ARC field day was perceived most positively. Respondents felt that this day provided inspiration for the establishment of similar centres partnering with research institutions in other countries. The centre was very widely appreciated as positive for attracting more young people into agricultural research.

However, other respondents noted that:

- The morning **presentations over-ran** significantly
- There was **insufficient time** to explore the very interesting exhibitions
- The day was very long and started at a very **early hour**, deterring some from attending
- **31%** of conference survey respondents reported not attending the ARC day

Theme sessions overwhelmingly met respondent expectations with **97%** of evaluation form respondents stating that the sessions met their expectations “fully” (59%) or “to some extent” (38%).

Respondents cited the following as the most beneficial aspects of the sessions:

- A focus on scaling up
- The opportunity to be exposed to and learn from a diverse range of perspectives
- An emphasis on practical actions

However, despite this high level of satisfaction, a number of significant opportunities for improvement of theme sessions were also identified which included more time especially for interactive and collaborative discussion elements, a perception of a lack of coherence in the narrative of the theme, a requirement for more specific case studies on successes and failures, scaling up etc. A small number of respondents expressed the view that land planning and environmental issues were not give sufficient emphasis.

### **GCARD Communications**

In terms of output, the conference communications efforts were highly successful

#### **Social Media Outreach**

A social media boot camp was run alongside GCARD3 to train a group of agricultural professionals on social media communication techniques such as blogging/live-tweeting. Overall 68 onsite trainees joined the 3 day GCARD3 boot camp: 19 sponsored YPARD members, 1 non-sponsored YPARD member, 6 CGIAR staff, 11 ARC staff, 32 trainees from other interested organisations. An additional 20 communication staff and YPARD members joined the social report’s team after the training was complete. Anecdotal feedback suggests the activity was hugely successful in building social media skills and confidence among this mostly young group of agricultural professionals.

In the two weeks around the conference the social media team produced:

- 78 published blog posts, viewed 170,000 times by 10,200 people (April statistics only)
- 8,843 #GCARD3 tweets by 966 different people in the two weeks around the conference.

These tweets were delivered to 2.3 million different Twitter accounts

- 5 video blogs and podcasts
- Webcast to 579 different viewers
- Photos on Flickr and Slide Share
- Recordings of the plenary sessions, promotional videos, social reporting blogs and interviews on the GFAR YouTube channel or podcast channel

In addition to the GFAR communication efforts (noted above), IISD Reporting Services wrote daily updates from GCARD3 Global Event and prepared a summary report in the Earth Negotiations Bulletin (ENB), which reaches over 158,000 readers, including policy makers and stakeholders. Two media releases were issued in the lead-up to the conference to solicit interest in pre-event interviews and attendance at the event. CGIAR also issued a media release on the opening day.

Biographical notes on GFAR and CGIAR media spokespeople were distributed. Two further media releases were issued during the meeting, highlighting aspects of keynote addresses including the issues of climate change, malnutrition and youth participation. These resulted in some media interest. A final “wrap up” media release summarising the outcomes was released after the meeting. The event was picked up by national television, with CNBC running at least three interviews including with heads of GFAR and ARC. It also received some coverage in South African press and radio and in key international media, including the Huffington Post, BBC news and the Christian Science Monitor. The social media boot camp proved popular with some outlets, particularly those focused on marketing.

Respondents felt that communications were largely strong, particularly during the event itself. As part of the conference survey respondents were asked to rate their experience of the conference communications before, during and after the event on a scale of 1-5 (5 being excellent and 1 being very poor). All areas scored strongly with the majority of respondents rating their experience either 4 or 5 out of 5 for each of the 3 aspects. However, communication during the conference was the most strongly rated, with 70% scoring it a 4 or a 5. Communication prior to the event scored the lowest, with 55% of respondents rating this experience either a 4 or a 5 and 13% rating it a 1. Several respondents reported that information about the agenda and content of the event had been very late arriving which caused some difficulties, particularly for those preparing presentations or talks.

The most common aspects praised regarding communication during the event concerned the social media boot camp, which was perceived to be very effective, and the event app.

## Diversity

Several respondents noted that they felt that the voices that had traditionally been missing from these conversations- those of women and young people- were now being included well. Instructions to ensure diverse participation were also provided to the Programme Task Force and Chairs. The **successful bringing together of this wealth of diversity is a cause for much deserved celebration** and, as we saw when looking at motivations for attendance, is one of the main attractions of the GCARD process. However, despite this great achievement, a significant proportion of respondents disagreed with the above sentiment and raised concerns about the lack of presence or visibility of some groups, particularly smallholder farmers.

82% of interview respondents' felt that some key voices were either missing from the conference dialogue or were too quiet. Many respondents felt that the voices and experiences of actual smallholder farmers were striking in their absence and that the conference was weakened by this absence. Whilst it was acknowledged that a number of farmer representative groups were at the conference, it was often argued that such representative voices lacked the richness of real experience. Some respondents questioned whether smallholder farmers were indeed present at the conference, but were not perhaps being provided with an appropriate platform for participation:

## *Women*

Several respondents noted the involvement of women in the conference positively, and organisers highlight that the proportion of women present was greater than at any previous GCARD, CGIAR or GFAR assembly (with the exception of the Global Conference on Women in Agriculture). However, others still felt there was significant work to be done on this front. Several respondents stated that they believed conference speakers, chairs and panels were predominantly male and used the term “manels” to refer to panels that contained a minority of female participants

## *Young researchers*

There was youth involvement across the conference – including through the YPARD social media reporter initiative and with young people as keynote speakers. Several respondents stated that they were pleased by the greater involvement of young people in GCARD3 than in previous conferences. Some respondents reflected that although many more young people appeared to be involved in activities surrounding the conference such as communication activities, very few were actually involved as researchers and scientists. It is essential to engage such young scientists, it was argued, in order for the words and actions agreed at GCARD3 to live on in future generations.

## *GCARD Legacy*

### *Facilitating partnerships*

The conference was extremely successful at deepening existing connections and facilitating the formation of new ones.

- 62% of interview respondents, 89% of evaluation form respondents and 93% of conference survey respondents stated that they made connections at the conference that could become partners in their work.
- In most cases respondents also stated that they would not have made these connections if they had not attended the conference (81% of evaluation form respondents) or that they may have made such connections eventually, but this would have taken a long time (63% of survey respondents).
- Finally, following on from the conference, most survey respondents also reported staying in touch with their new connections. Only 10.5% stated that they had maintained communication with none of their new contacts.

### *Sharing ideas*

The conference also seems to have been successful at exposing attendees to new ideas that were relevant to their work.

- 59% of interview respondents and 90% of conference survey respondents stated that they came across ideas at the conference that will be useful in their work.
- 75% of survey respondents agreed that it would have taken much longer for them to access these ideas if they had not attended and 74% of interview respondents agreed that they would not have come across these new ideas if they had not attended the conference (interview respondents were not given the option to respond that they may have encountered the idea but that it would have taken much longer).

In addition to these significant achievements, there are initial indications that attendees are actually **integrating these new ideas into their work:**

- 29% of survey respondents stated that since the conference they have “made steps to incorporate the idea(s) into their work”
- A further 65% stated that since the conference they have “partially integrated” the new ideas they encountered into their work (in this case partially integrated was specified to mean “sharing the idea with some others and discussing possibilities”)
- Only 6% stated that they had not discussed their new ideas since the conference
- Even more promisingly, 21% of respondents stated that they had made “significant changes” to the way they have been working as a result of the ideas/people they encountered at the conference. 60% had made some small changes and 19% no change at all.

The most common ways in which this change is manifesting in actual practices is through greater sharing and partnership with other people or organisations:

#### Developing concrete action plans

- 83% of survey respondents reported that they left the conference with specific actions for either themselves or their organisation
- Generating a sense of optimism. Overall attendee regard towards the conference was very encouraging.
- 84% of respondents stated that they would recommend the conference to friends or colleagues
- 49% stated that when they left the conference, they felt “very positive” about their experience and 85% felt either “very positive” or “positive”

#### Respondents were also broadly satisfied with the outcomes of the conference itself:

- Very satisfied- 23%
- Mostly satisfied- 21%
- Somewhat satisfied- 40%
- Very unsatisfied - 15%
- 

The primary driver of this satisfaction concerned the perceived focus on developing clear and specific outcomes.

#### Overall Recommendations

The GCARD3 global conference **was a phenomenal success on many counts articulated and perceived by those who attended it.** 89% of conference feedback survey respondents rated the conference “well” or “very well organised”, and almost all (97%) evaluation form respondents stated that the sessions that they’d attended met their expectations ‘fully’ or ‘to some extent’. In addition, it fulfilled the ambitions of the majority of these attendees who came to network, establish and solidify relationships and build partnerships. 62% of interview respondents, 89% of evaluation form respondents and 93% of conference survey respondents stated that they made connections at the conference that could become partners in their work. Many of these respondents noted that they would not have made these connections without the GCARD3 global conference (81% of evaluation form respondents) or that they may have made such connections eventually, but this would have taken a long time (63% of survey respondents). A majority of attendees departed the conference, not only with a deep feeling of positivity about their experience, but also with concrete actions that we can see already being implemented through new partnerships and

actual changes to working practices. These actions have the potential to produce real and widespread changes within the ARD landscape. 59% of interview respondents and 90% of conference survey respondents stated that they came across ideas at the conference that will be useful in their work. In addition, 83% of survey respondents reported that they left the conference with specific actions for either themselves or their organisation. With regard to implementation, attendees appear to be integrating these ideas. 29% of survey respondents stated that since the conference they have “made steps to incorporate the idea(s) into their work”. A further 65% stated that since the conference they have “partially integrated” the new ideas they encountered into their work.

More widely, a high number of attendees were very satisfied with the content and organisation of the national and regional consultations.

1. However, despite these undeniable and important achievements, there are several areas to be noted where essential improvements must be made. The first of these areas concerns **timing**. In several of the sections above it has been clearly observed that the process leading up to the conference was rushed and did not allow sufficient time for consultation inputs to be integrated, for attendee registration to be completed, for theme topics to be agreed upon, for presenters to prepare their materials and for resources to be produced. This is a shame given that one of the core recommendations of Dr. Cooke’s 2013 report was for the GCARD Organizing Committee to focus on longer term planning and organization in the 6 month period prior to the Conference. **Given the context in which the conference was held, at a time of unprecedented uncertainty within the CGIAR governance structures, the outcomes from this conference are actually rather remarkable.**

The timing in relation to national scientists and policy makers having adequate input to the formulation of the portfolio of interventions designed to deliver on the SRF is still a question, exacerbated by a movement of dates for CRP submissions, and Fund Council meetings that have impacted negatively on this conference being able to meet its full conceived potential.

2. The second key area for attention are the national dialogues were new to the GCARD process and these procedures have never been practiced before and were appreciated by the national counterparts as pointing to a new way of working with the CGIAR. Moreover, the GCARD process remains unique in engaging true stakeholder involvement beyond the immediate research community. The innovative site-integration work leading from the country consultations was particularly important and charted a new way of working for all stakeholders in the AR4D process. It is critical that both these processes have adequate time, planning and consideration in planning and executing on research for development opportunities. There were differences in how the national consultations were organised in each country and if further time permitted, the authors of this report would have looked more closely at their specific impact and their further evolution during the implementation of the Phase II CRPs. This should have been a more structured and publicised process and with the uncertainty in the system and many moving parts their importance is understated in this report.
3. Related to this point is the third key area for attention, that of coherence. It was frequently noted that the various elements of the conference did not hang together as one coherent narrative. Instead the separate parts often appeared to exist in isolation from each other. It was anticipated by some respondents that this was due to the lack of time and suggested that, had the preparation process been less hurried, presenters would have been given more guidance as to the contribution their input was expected to make to the overall story of the conference. However, this is a

significant critique as the content of the conference is one of the most important aspects and should be prioritised over all others. The post global event together with the consultation process should have led to post-event processes but in the uncertainty as to whom would take these further, they did not materialise fully. A further reflection is that despite a number of organisations representing the organising committee, there could have been more joined-up thinking. For example, the different components of the CGIAR and GFAR systems could have ensured that the publicity around the national and regional consultations was much broader and much more representative in order to enable some of these individuals to carry the messages from national to the international conference itself in a more authentic way.

4. The fourth area for further reflection and change concerns the style of the conference itself. As stated at the start of this report one of the core aims of the GCARD process is to “meet the needs of resource-poor farmers and their communities”. It is thus concerning that, although the objectives of the conference were aligned to this overall goal, the lack of farmers perceived to be present and meaningfully participating in conference activities may be an area for further reflection. Their ability to attend is also a key component that is linked to the support supporting their attendance.
5. The final area for consideration unites each of the previous points mentioned and concerns the use of analytical reports such as this one. The authors see a number of indications that recommendations made in the analysis report published by Dr. Cooke in 2013 have not only been adopted but have been surpassed during a time of volatility in the system. In some cases, recommended actions such as including “an update on the CG SRF action plan and its relationship to national and regional priorities” within the conference schedule were not adopted. However, the value of these events is predicated on learning about what works, through an independent voice and ensuring that participants strengthen their feedback to ensure that that assessment is impartial in its nature and is built on their feedback.