GCARD3 Global Event: Assessment M&E Summary report.

Contents

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[1]. 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 organising 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 Organising 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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[1] 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 GCARD 1 (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%), i.e. **a 45%** reduction, while the number of farmers (all of whom were sponsored) fell from 60 (=9% of the total) to 10 (=4%), i.e. **an 83%** reduction in numbers. 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)[2], 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. 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.[3] 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

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[2] http://library.cgiar.org/bitstream/handle/10947/4069/CGIAR SRF Overview WEB.pdf

[3] http://library.cgiar.org/bitstream/handle/10947/3871/Delivering%20on%20CGIAR%20Strategy%20Portfolio%20Version%2019.pdf

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
- **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 form 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 benefitted 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), 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.

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 "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 (see media tracker in Annex 3). 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 weakest, with only 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 some 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 did not contain any or 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:

1. Developing concrete action plans
   - 83% of survey respondents reported that they left the conference with specific actions for either themselves or their organisation

2. 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% of stated that when they left the conference, they felt "very positive" about their experience and 85% felt either "very positive" or "positive"

3. Respondents were also broadly satisfied with the outcomes of the conference itself:
   - Very satisfied- 23%
   - Mostly satisfied- 21%
   - Somewhat satisfied- 40%
   - Very unsatisfied   - 15%

4. 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.

Introduction

Background to GCARD process

The Global Conference on Agricultural Research for Development (GCARD) is a consultation and conference process organised jointly by The Global Forum on Agricultural research (GFAR) and the Consultative Group for International Agricultural Research (CGIAR). The principal mandate of GFAR is twofold; to facilitate equitable representative dialogue on partners priorities and; mobilize collective action with regard to thee priorities. The CGIAR works to advance agricultural science and innovation to enable poor people, especially women, to better nourish their families, and improve productivity and resilience so they can share in economic growth and manage natural resources in the face of climate change and other challenges.

In specific terms the GCARD conference was aimed at:

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

To date, there have been three individual conference events of the GCARD process. The first GCARD was held in Montpellier, France in March 2010 and the second in Punta del Este, Uruguay in October and November 2012. The third and most recent conference took place in Johannesburg, South Africa in April 2016, co-hosted by the Agricultural Research Council (ARC) of South Africa, and is the principle subject of this report's assessment.

The evolution of GCARD

In addition to sharing the above overarching goals, all of the conferences have been preceded by intensive consultation processes, engaging a broad range of stakeholders at both national and regional levels through both face-to-face and online formats. The outputs of these consultations were then used to shape the content and structure of each subsequent conference.

The three conferences also all share:

- A commitment to practical actions and outcomes
- An understanding that this process is a journey and will continue to evolve as it progresses
- The prominent significance accorded to partnership-building, both within and across nations, regions and continents

Despite these similarities, the three conferences nonetheless sought to address quite different questions. GCARD1 addressed the overall theme of 'Enhancing Development Impact from Research' and focused on the following key questions:

- What are the development needs where agricultural research can play its best role?
- How best do we turn research into development impact at scale?
- How can more effective pathways be developed to create impact for the poor?

- What investments, institutions, policies and capacities are necessary?

GCARD1 resulted in the 'GCARD Road Map: Transforming AR4D Systems for Global Impact,' a six-point plan to advance inclusive priority setting, equal partnerships, increased investment, improved capacities and better communication of achievements.

GCARD2 moved on from initial investigations into '**Why'** investment in agricultural research and innovation is important for development to dig deeper into '**How'** to do this and '**What'** difference it is expected to make. The conference centred on the theme of 'Foresight and Partnership for Innovation and Impact on Small-holder Livelihoods' and focused on addressing the core question of 'How do we reshape research together so that it better answers the needs of resource poor smallholder farmers and fosters rapid rural development?'

The Conference provided an opportunity for all sectors and regions to report their activities since 2010 and to agree on collective actions and next steps in implementing the GCARD Road Map and the CGIAR Strategy and Results Framework (SRF). The SRF lays out CGIAR's strategy towards the development of their second-generation portfolio of Research Programs (CRPs), commencing in 2017.

Finally GCARD3 took this process 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 overall theme for the conference was '**No One Left Behind**'.

GCARD3
GCARD 3 took place from 6th-8th of April 2016. GCARD3 thematic sessions were held on 6th and 8th of April and 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

On 7th of April, participants held a one-day research symposium at the ARC's Roodeplaat Campus, in commemoration of the 25th anniversary of the host institution. The programme included plenary and thematic discussions, as well as visits to field trial sites and the ARC Biotechnology Platform located at the Onderstepoort Veterinary Institute campus.

GCARD3 was designed differently from the previous GCARD events and involved a 12-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 organising 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 Organising 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.

- GFAR took primary responsibility for organising and funding the regional consultations through utilising networks and partnerships with their regional fora. They also funded the cost of attendance to the main conference for those attendees unable to fund their own travel and fees.
- The CGIAR took lead responsibility for arranging and funding the national consultations through Country teams made up of representatives of Centres and CRPs led by one Centre in each country.
- The South African ARC was responsible for arranging and funding all of the logistical aspects of the conference itself such as the venue, refreshments, facilities, entertainment, travel etc. The overall financial contribution to the running of the process including the global event from GFAR and CGIAR combined was approximately $350,000USD with more than double that figure contributed in addition by the South African government.

Landscape view of the System in the run up to the GCARD 3

A number of important contextual factors surrounding the conference are useful to raise at this point. These factors not only add colour to the landscape in which the conference took place but also deepen understanding of the points raised by some parties later in this report. Combined with the uncertainty in a newly reforming system, some discontinuities between different schedules of system entities and a lack of coordination across the system will have negatively impacted the GCARD3 process and global event. Whilst the authors of this report cannot quantify this, the levels of anxiety among all participants of the GCARD3 were palpable, including not least the donors.

Dr. Cooke Analysis Report

The first of these contextual factors is the analysis report carried out by Dr. Rodney Cooke following GCARDs 1 and 2. This report "A Review of the Global Conference on Agricultural Research for Development (GCARD): An analysis of the way forward" was published in March 2013 based on discussions with and e-survey responses from over 200 (10%) participants who attended GCARD2.

The report identified that there was much positive feedback following the GCARD2 conference. In particular, 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.

Major concerns were also expressed in Dr Cooke's report on the GCARD 2 that required attention moving forwards. Concerns of various natures were cited in his report; including the focus of the 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

GCARD could become more focused in the future, effective and efficient to deliver results for national and international partners in AR4D. Clearly his thoughtful and rigorous report accepted by the Fund Council and reflected in detail upon by the GFAR Secretariat have led to considerable improvements in the conceptualisation, planning and organisation of the subsequent GCARD3 conference.

Dr Cooke's recommendations emanating from GCARD2 are included below with **evidence for the refinements put forward to address these in the preparation and organisation of GCARD3**:

Recommendation 1 - The GCARD partnership theme should focus to a greater extent than in GCARD 2 on research uptake pathways: Partnership with the agricultural development community.

In response to this recommendation, GCARD 3 was conceptualised, planned and organised by a joint Organising Committee with equal representation between CGIAR and GFAR[4]. The key areas extracted from the Minutes of the GCARD Organising Committee (11th September 2015) include the following:

> *"Taking advantage of the GCARD 3 national and regional consultations towards site integration and the strengthening of national research and innovation systems, the GCARD3 Global event should emphasize innovation and partnerships on a bigger scale, with the CGIAR and other research actors as part of that bigger picture. For the CGIAR, the GCARD Global Event will not focus specifically on CRPs, nor be the purpose of informing decision on the final CRP proposals (as these will have already been submitted) but will lead towards the integration of these with other actions and actions towards impact in each area. As the CGIAR is in the middle of its strategic renewal, and there are other large processing going on (e.g. CAADP, NEPAD) the Committee felt that the focus should be on the contribution of agri-food systems research and innovation to development (as done by different stakeholders e.g. ARC, CGIAR, other research for development institutions and systems working together)…*
>
> *The outcomes of the GCARD3 Global Event should provide an injection to larger processes and articulate clearly and boldly how agricultural research and innovation respond to the Sustainable Development Goals"*

Recommendation 2 - The reformed and smaller GCARD Organizing Committee should draw more directly on the on-going national and regional programmes in designing the Conference. That Committee also needs to oversee the changed balance of participation comprising Recommendation 5, below.

In response to this recommendation, The GCARD Organising Committee was reformed to ensure equal participation by the CGIAR and GFAR. Frank Rijsberman and Mark Holderness were appointed Co-Chairs. 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. Gender balance was also established in the selection of Speakers, Chairs and participants.

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[4] The representatives of the committee included CGIAR: Frank Rijsberman (GCIAR CEO), Kwesi Atta-Krah (CRP Humid Tropics Leader) and Tom Randolph (CRP Leader Livestock and Fish).

Furthermore the national dialogues, new to the process were consciously constructed to bring greater integration of the CRPs and greater coordination of CGIAR efforts to address national priorities.

The regional events were drawn around regional priority actions determined by regional organisations and engaging the CRP leaders and stakeholders to see the implications of their work. As requested by the Fund Council, GCARD dimensions were added to these events to ensure effective resource use.

Recommendation 3 - The GCARD focus should include providing an accountability mechanism for CGIAR SRF and CRPs to stakeholders.

The response to this recommendation was that the CRP leaders and Centres talked with their defined partners at national levels to formulate the CRP proposals. However the site integration process championed by the Consortium was a major step forward to produce a nationally led and driven review of how the CGIAR can add value to national development plans and processes. The Minutes of the Organising Committee (6th July, 2015) indicate:

"3. Planning of GCARD3 consultations related to CGIAR Research Programs (CRPs) Tom Randolph updated the Organizing Committee on the CRPScience Leaders meeting held in 1-5 June in Montpellier…. He reported that there had been buy-in for the concept of site integration, although the term itself was still under debate. The discussions at the science leaders meeting echoed the discussions of the Organizing Committee in better understanding what will be objectives and timing of the national consultations. The outcome of the Science Leaders meeting was clarification on implementing site integration. On one hand there will be Site Integration+ where efforts for site integration will be focused on those countries where there is significant CGIAR presence in terms of Centres and multiple CRPs being active. It was noted that some of the CRP Science Leaders would like to consider additional criteria (e.g. the strategic value of working in a country). An exercise is being taken by the CRPs and CGIAR Centres to confirm which countries have significant CGIAR presence in terms of investment, staff and infrastructure. Notwithstanding additional criteria and based on earlier information, the Site Integration+ is expected to involve 15-20 countries. The exercise will confirm which countries will be expected to have site implementation plans and for these countries, the CRPs and the Centres will agree on a country specific, suitable coordination mechanism. In a few – possibly three to five countries where there is particularly intensive involvement of a large number of CRPs and Centre, there are plans for Country Integration ++. The modalities will be similar to the Site Integration+, but with the added direct involvement of the Consortium Office to facilitate higher-level engagement with stakeholders and resource mobilization. It is these 3-5 Site Integration ++ countries that will be target for the GCARD3 national consultations in 2015.

Additional work by the Consortium Office and the CRPs is being done to develop a template for site integration that may also be used in developing an agenda and process for the national consultations. As noted by the Science Leaders, site integration as a label has raised some concerns. While arriving at an appropriate terminology in the exercise there is common acceptance that consultations are going to be crucial and the intent is real, improved coordination. As noted by the FARA member of the OC, site integration should link to activities/actions outside of the CRPs as

well. The Farmer Organizations member on the OC added that site integration would be welcomed by smallholder farmers but wonder how this might be extended to neighbouring countries… …It was reiterated that to engage meaningfully with farmers and farmer organizations would require face-to-face dialogue. There was agreement that site integration (or whatever term is used) will come at two scales. One scale will be among sites in a country e.g. CRPs that are working on different sites in the same country to find ways to harmonize their activities. The other scale will be at the national level e.g. improved coordination with partners and better alignment to national level demands. Results of the CRP exercise should be available during the week of 13-17 July. When the countries are identified a coordination committee for national consultations will be established. It is expected that there will be modest contributions from CRPS and that hopefully this will grow as the CRPs recognize the efficiency gains of doing these collective consultations rather than individual consultations. A final point raised in regards to this, was to ensure that the national consultations are multi-stakeholder."

Recommendation 4 - The GCARD joint venture between GFAR and CGIAR should organize this two-year process more effectively, embodying this in the forthcoming SRF Action Plan and the GFAR MTP, in order to have a more focused, effective and efficient GCARD Conference

In response to this recommendation, as identified in the above responses the Organising Committee was reformulated and the SRF Action Plan and GFAR MTPs ensured alignment with the outcomes.

Recommendation 5 - The GCARD Conference should involve a larger proportion of rural development practitioners in a smaller more efficient meeting, which articulates with the two year preparatory processes described above.

The GCARD3 event was supported at half the original level of financial support by the Fund Council in previous years and this reduced financial support inadvertently worked against the recommendation to include more rural development practitioners. At 400 participants, the GCARD3 event was deliberately aimed (as requested by the Fund Council) at being a consciously smaller event than GCARD 1 (1,000 participants) or GCARD 2 (658).

Recommendation 6 - The GCARD Organizing Committee to adopt the principles demanded in section III involving longer term planning and organization in the 6 month period prior to the Conference, and the design of an interactive 3-day Conference which alternates half day sessions on national/regional priorities and reports with half day sessions on CGIAR SRF/CRP perspectives and reports. This would set the context for the Funders Forum and the interaction between the CGIAR and its investors.

In response to this recommendation, the reader should note that the CGIAR Fund Council removed the Funders Forum. It was recognized by the GCARD Organising Committee that the Fund Council Secretariat's decision, made after the planning process was well underway, to hold the FC meeting one month after the GCARD3, in Rome, and the Fund Council's decision to support the separately convened mechanism of the ISPC's Science Forum in Ethiopia drew both participants and resources away from the GCARD3 and created potential cost duplications. In the case of CGIAR donors, several expressed privately that they could not justify travelling twice within such a short space of time.

Recommendation 7 - The GCARD be organized in a lesser-developed country capital, and that in the interests of efficiency, participants be charged a registration fee to cover the costs of lunches and airport and field trip transport.

In response to this recommendation, an open tender process was organised across Sub-Saharan Africa and South Africa was selected from among the three national bids received. A registration fee was charged to non-sponsored participants and was recovered by South Africa, offset against their committed support for the event.

Reviews of the CGIAR System in 2008 triggered a reform process, which, from 2011, eventuated in new structures, new policies, a Strategic Results Framework (SRF) and a set of 15 CGIAR Research Programs (CRPs). These pronounced and contemporaneous changes, however, led to various suboptimal issues in the set of CRPs. Notwithstanding the significant progress made to date in the CRPs, the important lessons learned in the first cycle of CRPs include:

1. CRPs being developed largely before the SRF was finalized leading to some lack of focus and direction;
2. Asynchronous approval of the CRPs leading to differing scales, construction, modalities and operation;
3. Isolated and individual development of CRPs leading to little interaction and synergy;
4. Inadequate attention paid to the articulation of the International Public Good (IPG) nature of the CRP work, and its relevance to national priorities;
5. Retro-fitting of poorly-aligned legacy projects into a new structure leading to unclear priorities; Excessive transaction costs leading to substantial inefficiencies and frustrations.
6. Based on various analyses since June 2014, in Feb 2015, the Centres proposed to the Consortium Board and Fund Council that they be given an opportunity to address these past concerns in formulating a new coherent portfolio. It was felt that a targeted call was more likely to deliver an integrated portfolio than an open call. This request was subsequently approved at CB19 and FC13 meetings with various caveats and guidance[5].

New CGIAR Strategy and Results Framework (SRF) and 2nd phase CRP portfolio
As part of the development of CGIAR's new Strategy and Results Framework (SRF)[6], 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. The process helped refine regional and global agricultural research priorities by different stakeholder groups and representatives in each region in an inclusive way.

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[5] http://library.cgiar.org/bitstream/handle/10947/3871/Delivering on CGIAR Strategy Portfolio Version 19.pdf
[6] http://library.cgiar.org/bitstream/handle/10947/4069/CGIAR SRF Overview WEB.pdf

CGIAR's Strategy and Results Framework 2016–2030 defines our aspirations and strategic actions to deliver on our mission. It outlines how CGIAR will build on past successes and investments and find new and creative solutions to overcome barriers to success and defines how we will harness new opportunities.

We have three goals, or System Level Outcomes (SLOs), through which we aim to:

REDUCE POVERTY

IMPROVE FOOD AND NUTRITION SECURITY FOR HEALTH

IMPROVE NATURAL RESOURCES AND ECOSYSTEM SERVICES

CROSS-CUTTING ISSUES

Climate change
All research and development activities will build in resilience to climate shocks and a focus on adaptation to and mitigation of climate change. CGIAR is committed to devoting at least 60% of its research to those issues.

Gender and youth
Research is gender-sensitive and promotes gender equity – especially adapted to the needs of poor women. Prioritize food sector entrepreneurship along agri-food supply chains to provide opportunities for youth employment.

Policies and institutions
Research provides evidence for reforming agri-food policies and institutions to make them more conducive to pro-poor development, to improved nutrition and the sustainable management of natural resources.

Capacity development
Enhance innovation throughout the agri-food system, especially in new technologies, landscape analysis and climate-smart agriculture, for the research community, farmers and other groups along the value chain.

CGIAR Transition

To maximize the effectiveness and efficiency of the CGIAR and strengthen its governance structures and decision-making processes, the Fund Council decided in April 2015 (at FC13) to establish a CGIAR System Organization consisting of a CGIAR System Council and a CGIAR System Office, to be established in Montpellier, France.

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. 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. At a Meeting of CGIAR Centres and Funders on the CGIAR System in Washington, D.C. on June 6-8, 2016 entailed the refinement of the CGIAR System framework.

> *"Decisions taken by CGIAR donors in 2015 that bring the CGIAR system under one unified governance structure provide the framework, incentives and conditions through which CGIAR, its Centres and CRPs, can deliver results. Implementation of the governance reforms over 2016 – 2017 will deliver improved coordination, accountability and transparency in decision making throughout the CGIAR system as a whole."*
>
> *CGIAR SRF*

Timing

As stated earlier, the CGIAR operates through a portfolio of CGIAR Research programs (CRPs). As per the SRF, proposals for CRPs were expected to be developed in close collaboration with National and Regional partners, aiming for alignment on all aspects of the proposal from contributing research to determining outcomes.

The second of this portfolio is due 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 African regional consultation took place after the first-draft Phase II proposal submissions 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.[7]

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."

In addition, stakeholders were also able to refine proposals following the first Independent Science and Partnership Council (ISPC) review and prior to the finalisation of the CRPs selected in September 2016. This has provided a further opportunity for proposals to be updated to reflect the activities of the GCARD3 Global Event and wider consultation process. The outcomes from the five themes are also part of the GFAR MTP and resulted in concrete alliances carrying the names of these 5 themes and have stimulated collective actions among partners. GFAR had also held its Partner Assembly concurrent with the GCARD3 Global Event.

Monitoring and Evaluation

The Agricultural Learning and Impacts Network (ALINe) was contracted as the official monitoring and evaluation (M&E) partner for the GCARD3 global event and had some access to the process information prior to this event. ALINe is committed to proving the capacity for evidence-based learning and impact across a global network of partnerships in the agricultural sector. Its team have extensive experience working with stakeholders from across the spectrum of ARD including universities, NAOs, governments, NGOs, farmers' organisations and scientists. ALINe is committed to enabling the voices of these varied stakeholders to be heard through its work. ALINe also has extensive experience of a very broad range of both qualitative and quantitative M&E approaches and has carried out M&E assessments of many events and initiatives in the ARD space over the past 10 years.

Following the review process presented by Rodney Cooke on GCARD 1 and 2 to the Fund Council, monitoring and evaluation continue to remain very important for the GCARD Process itself and tracking the outcomes sought from the conference. One of the core pillars of the GCARD process is continuous improvement and the tools were developed to identify what worked, well and what

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[7]http://library.cgiar.org/bitstream/handle/10947/3871/Delivering%20on%20CGIAR%20Strategy%20Portfolio%20Version%2019.pdf

worked less well and how any gaps could in future contribute to a more joined-up-process by the different entities in the system rather than what could be managed by the CGIAR and GFAR in a context of uncertainty around the governance and structure for the system, its funding continuity, and a new set of Phase II CRP proposals. Furthermore the impact on the CRPs themselves can only be assessed once they have had an opportunity to roll out over a minimum period of the next 6-12 months of 2017.

Tools Employed (See Annex 1 for Details)

Throughout GCARD3, a variety of methods and mechanisms were employed to monitor and evaluate the different elements of the process. 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 report and should not be considered to be**. In addition, in order to ensure independence the assessment of the GCARD3 process was not endorsed or mandated by any one organisation. Therefore, participation in the feedback process relied upon the goodwill of participants – at the Global Conference as well as before and after the event. Participants were regularly chased for non-responses to surveys and evaluation forms for a period not least than 5-6 months before the analysis was finalised.

The M&E tools utilised in this work included (in order of usage):

1. A perceptual feedback questionnaire issued to attendees of national and regional consultations (with 87 responses – 54 from attendees of national consultations, 20 from regional consultations, and 13 who attended both a regional and national consultation)
2. Face-to-face interviews with attendees of the GCARD3 conference (a total of 34 interviews)
3. Evaluation forms issued to attendees of theme workshops at GCARD3 (131 respondents)A perceptual feedback questionnaire issued to attendees of the GCARD3 conference (with 104 responses)Analysis of data relating to the social media activity carried out around the conference
4. A review of the publically-available literature surrounding the GCARD process
5. A review of sources of information from Organising Committee Meeting Minutes and Fund Council Minutes that are in the public domain.

Furthermore impartial views were taken of the organisation of the conference in the run up to the GCARD3 event through the solicitation via interviews with attendees. 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. For a summary of the nature and number of these tools and techniques as well as a copy of the full tools please see Annex 1.It is important to note that the views conveyed in this report are derived from independent voices and that the response rate to the various tools used, was variable. Where possible these have been indicated in the text that follows.

GCARD3-Consultations

As part of GCARD3, 20 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 of countries and regions where consultations took place please see Annex 2).

The national consultations were led by CGIAR Centres, with direct support from GFAR. The regional consultations were organised by both organisations based on the region of the consultation, and also leveraged other regional events to ensure cost effectiveness. 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 consultations

National consultations

According to the perceptual feedback survey carried out with consultation attendees:
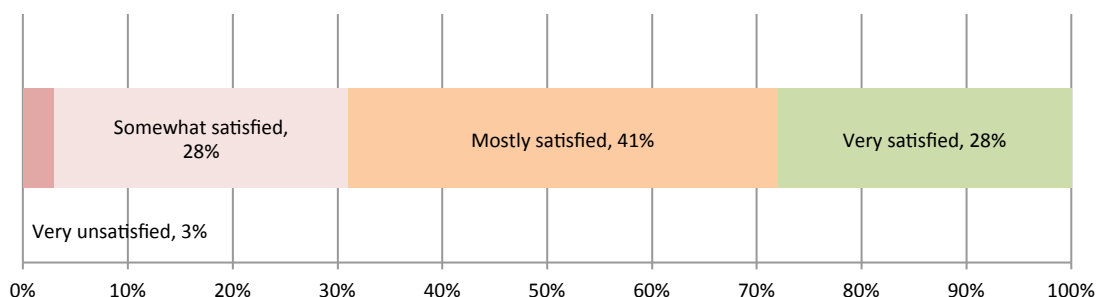
- **92%** stated that the issues addressed during the consultation were either "Mostly" (51%) or "Very" (41%) relevant to their priorities
- **82%** of respondents rated the consultation either "very well organised" (36%) or "mostly well organised" (46%)

"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

- **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"

How satisfied were attendees of national consultations with national consultation outputs?

Very unsatisfied, 3% | Somewhat satisfied, 28% | Mostly satisfied, 41% | Very satisfied, 28%

Details of the national and regional consultations can be found in Annex 2.

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.
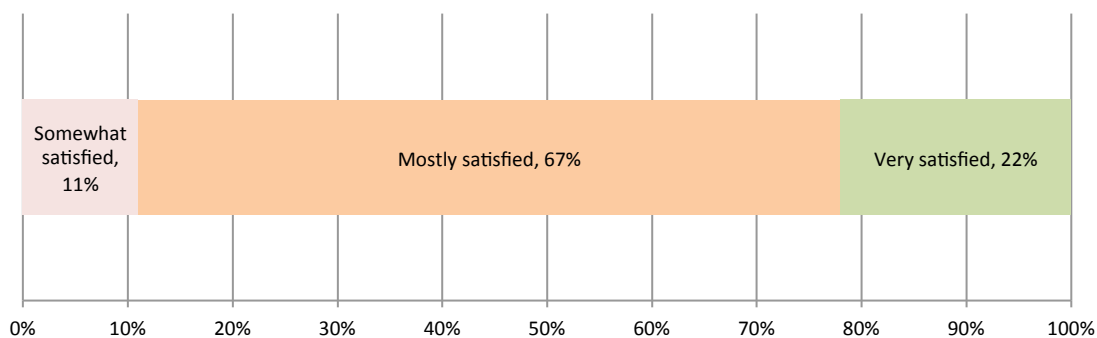
In terms of things that could have been improved, 11% of respondents suggested that the consultation would have benefitted from having been organised with **more time allocated for interaction**. 5% of respondents suggested the consultations should last two days or more. Separately, 11% of respondents expressed concerns about a lack of clear next steps or actions following-on form the consultation.

Regional consultations

According to the perceptual feedback survey carried out with consultation attendees **[please note that only 9 of the respondents to the survey stated that they had attended a regional consultation- please see below section on awareness about the consultations]**:

- **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"

How satisfied were attendees with <u>regional</u> consultation outputs?

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 benefitted from being slightly **longer**.

"For such important discussion the consultation needed at least another day, the parallel sessions did not allow full attendance so that overall understanding of the various topics and their relationship left gaps"   *NGO Consortium*

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. Attendee survey respondents were made up of individuals from a broad range of institutions. 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.

Recommendations

Overall the feedback from respondents who had attended a regional or national consultation was positive regarding both organisation and content. However there are some clear areas where improvements can be made that will enhance their capacity to contribute positively to the GCARD process:

- **Allow more time:** many respondents reported that more time was needed to enable all participants to contribute fully. In many cases it was suggested that extending all the consultations over 2 days would have been beneficial. In addition, adequate time should be given to informal discussion and debate, not only to more formal presentations.
- **Preparation:** ensure that any background information is supplied to participants well ahead of time to allow them to prepare. This will also help to make sure that time at the consultation is spent more efficiently; in discussing items rather than describing/presenting them.
- **Participation and awareness:** the relatively low levels of awareness about the consultations amongst conference attendees indicate that publicity around the consultations could have been higher and could have integrated a wider group of stakeholders.
- **Timing:** feedback from respondents involved in organising the consultations suggested that they were carried out too close to the conference for their insights and outputs to be fully integrated. It is recommended to organise consultations with sufficient time for their insights to meaningfully shape the structure, content and organisation of the conference they precede.
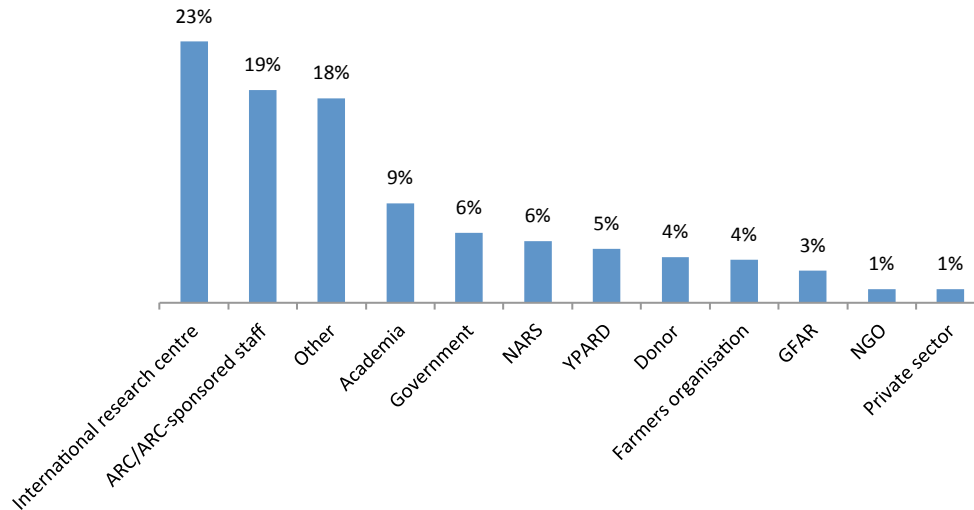
[8]GCARD3- Motivations for attending

The 414 registered attendees came from many countries and types of background to GCARD3. In terms of organisational background, 23% of attendees came from international research centres (incl. CGIAR), 19% came from the South African ARC, 9% from academia, 6% from government and

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[8] These respondents did not specify their institutional affiliations

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 other.

Overview of attendee organisations
(n=414)

In terms of background, of the 316 attendees who registered their home country, the largest proportion of attendees (50%) came from sub-Saharan Africa. The most common countries of origin within this region were South Africa and Kenya. The next most common region represented was Europe (20%), followed by Asia-Pacific (10%), North America (8%), Latin America and the Caribbean (7%) and finally Middle East and North Africa (3%) and Central Asia and the Caucasus (2%). 105 attendees did not complete this section of their registration.

Breakdown of conference attendees, excluding those who did not specify region (n=316)

There were a number of potential motivations driving or pulling these diverse attendees to the conference. Through interviews with attendees, evaluation forms and perceptual feedback questionnaires, respondents shared their motivations for attending the conference. The options provided to respondents were:

1. Technical content
2. Networking
3. Speakers
4. Personal growth and development
5. Policy-making
6. Developing partnerships
7. Planning
8. Meeting donors
9. Presenting work
10. Representing my organisation
11. Other (please specify)

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

"I think it's very useful, to meet with people from different countries and to learn from different areas of the world. For example, the session I just came out of was bringing experiences from Caribbean countries. Those things will give me more perspectives to enable me to look at this global issue in perspective."

CGIAR Centre

With regards to motivations for attending the theme workshops, here the emphasis shifted more towards the **technical content** of the sessions, which represented **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.

Recommendations

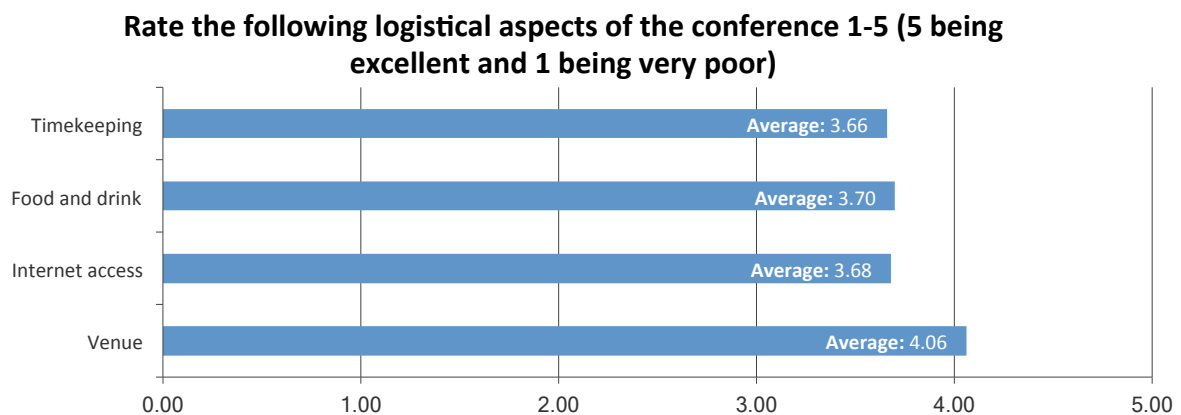- **Embrace further networking-** Take on an even stronger role in facilitating networking and partnership building. For example through dedicated partnership-building workshops focused around topics/areas suggested by attendees or through more coordinated social events. In addition, make sure that participant lists are made easily available so that everyone is aware of whom they can potentially connect with.

GCARD3- 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 "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, were 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

Rate the following logistical aspects of the conference 1-5 (5 being excellent and 1 being very poor)

Aspect	Average
Timekeeping	Average: 3.66
Food and drink	Average: 3.70
Internet access	Average: 3.68
Venue	Average: 4.06

(scale: 0.00 – 1.00 – 2.00 – 3.00 – 4.00 – 5.00)

Some areas were identified as in need of improvement:

- **Internet access**- Several respondents reported a lack of access in their rooms or across the conference space which impeded their ability to work
- **Timekeeping**- It was noted that sessions regularly did not run to the original timeframe
- **Organisation prior to the event**- Respondents perceived this process to have been rushed and as placing significant pressure on presenters and chairs. Judging by this feedback, respondents did not access, or recall accessing, online materials about the conference and programme.

"I would have liked to have known about the themes, what they are aiming to achieve and what the conference wants to achieve when I registered. This would have enabled us all to be more focused and hit the ground running more when we got here. It also would have been useful to share the names of the theme chairs so that they could be contacted beforehand."

- **Visas and registration-** Several respondents reported either having issues gaining visas to enable them to travel to South Africa or having difficulties registering for the event
- **Physical published materials-** As mentioned above, many respondents were surprised and frustrated by the lack of physical, published copies of the full list of participants at the conference. Such a list was argued by many attendees to be critical in facilitating effective networking and partnership building. Similar points were made regarding the lack of a physical programme. Although younger attendees liked the conference app, many other attendees stated that they preferred to have a physical copy and did not use the mobile application

Recommendations

- Ensure that **visa considerations** are a top priority when arranging any future event or conferences and that adequate time and support is provided to assist attendees in the acquisition of visas
- Ensure that the conference running order, topics and presenters are all confirmed in **adequate time** for this information to be shared with attendees before their arrival and printed into physical copies to be distributed
- Be clear with plenary presenters about time limits and appoint a chair for every session to **keep the schedule running to time**

GCARD3- 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

Rate the following content aspects of the conference 1-5 (5 being excellent and 1 being very poor)

Content of the closing presentations	Average: 4.00
Content of the ARC day	Average: 4.49
Content of the theme workshops	Average: 3.83
Content of the plenary sessions	Average: 3.66

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

97% of evaluation form respondents stated 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

- **More time required**- especially for interactive and collaborative discussion elements. Respondents reported that they only had time to scratch the surface of issues before it was time to move on.
- **Lack of coherence**- it was perceived that presentations often did not link together or form a coherent narrative and instead existed in isolation to the presentations/discussions that preceded them or followed them. It was also pointed out that some presentations did not seem to link in with the title of the theme. Respondents in these cases had the impression that presenters had not been given adequate guidance and had instead been allowed to design their presentations on whatever topic they preferred. Feedback from organisers highlighted that multiple layers of governance – including the Organising Committee, the Programme Task Force and session chairs – may have also complicated programming efforts.

"While individual presentations were good, there was no logical link between some of them and the overall theme. Could this be because the event content was put together very quickly and in an unstructured/unplanned way?"

Organisation not given

- **Need for more specifics**- respondents reported a lack of specific case studies, examples and data to demonstrate whether things do or do not work, tool performance, failures, scaling up, etc.
- **Include parallel conversations-** Several respondents expressed the view that issues critical to the future of ARD such as land planning and environmental issues were not given sufficient emphasis and that the organisations involved in these concerns were not included in the dialogue

"We didn't integrate water resource management and land planning and use in the themes. We need to be focussing on these. Coming up with useable technologies for smallholder farmers - ones that they can use and that are appropriate- is a priority. On land use, we have lots of land conflicts - one of the big reasons is we don't have land use planning. We need people to understand how to coordinate with land. In the CGIAR Framework for 2016-2020, it doesn't have land use or water use. It talks about climate change, but you can't tackle climate change without understanding land or water use."

NGO

Recommendations

- **Provide more guidance and support to presenters-** Provide all presenters with a clear synopsis of the intended objectives of the overall conference as well as the segment/theme/workshop to which they are contributing. In addition, it may also be useful to provide guidance regarding how their presentation is anticipated to contribute to these broader goals. These steps should help to ensure a coherent and logical narrative to presentations that builds incrementally towards the intended outcomes. In addition, it may also be useful to share previous respondent feedback with presenters so that this can be incorporated- for example through the use of case studies or data to demonstrate points.

- **Include an even broader array of topics relating to ARD-** Although the GCARD process already focuses on the collaboration and integration of efforts, it should also extend this approach outside of the immediate ARD community. Many other conversations that directly influence the future of agriculture are on going and should be included in the ARD dialogue.

GCARD3- Communication

The objectives of the communications activities promoting the GCARD3 event were to:

1. **Build awareness** among target audiences of GCARD3 and the global event as a significant opportunity to reshape the future of global agriculture for development
1. **Engage and mobilize** constituents to actively participate in the process by providing timely, relevant, accessible information.
2. **Inform** target audiences of key outcomes and commitments and any follow-up events/activities

A multi-pronged approach was used to realise these objectives including social media outreach and other web-based communications, sector/stakeholder communications and news media relations.

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

Sector/Stakeholder coverage: (IISD)

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.

News Media Relations

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 (see media tracker in Annex 3). 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 weakest, with only 55% of respondents rating this experience either a 4 or a 5 and 13% rating it a 1.

	1 (Very poor)	2	3	4	5 (Excellent)	Cannot say
Communication before the event	13%	17%	15%	28%	28%	0%
Communication during the event	6%	9%	15%	36%	34%	0%
Communication after the event	11%	11%	11%	47%	19%	2%

The main concern voiced by respondents regarding communication before the event regarded timing. 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 pre-meeting communication, especially on both the content and logistical part, was terrible. Despite registering early for the event, I only received an invitation letter last minute (before my travel), having to request it a few times. The content also wasn't finalized until the last minute, which made it a bit difficult to refine our organization's presentation so that it would better fit the theme context."*
>
> *Organisation not specified*

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.

Communications activities were also carried out around the Asia Pacific and Central Asia/Caucasus regional consultations. This involved the production of Twitter outputs, blogs and slide shares.

Recommendations

- **Strengthen pre-event communication-** Tying in with previous recommendations regarding timing and preparation, it is key to share information regarding both content and logistical aspects well ahead of time.

Diversity

As has been mentioned earlier in this report, and as befits a global conference, attendees and contributors to the conference process (including consultations) came from a great diversity of geographical locations and organisational backgrounds. 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

The groups that were most commonly mentioned as being either absent or underrepresented were:

Smallholder farmers

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 some farmer representative groups were at the conference it was often argued that such representative voices lacked the richness of real experience:

> *"We should have given them [smallholder farmers] a chance to explain the challenges they are facing on this grand platform- lots of people don't really know what it is actually like for them on a day-to-day basis. This understanding would have given researchers extra motivation and direction."*
>
> *NGO*

> *"When I was thinking of attending, I thought real smallholder farmers would be here. Not representatives...Next time we need a day for smallholder farmers to showcase this. We had this at the ARC day with farmers there. We need smallholders here - their points, their views will be so much more comprehensive than their representatives."*
>
> *NGO*

Some respondents questioned whether smallholder farmers were indeed present at the conference but were not perhaps being provided with an appropriate platform for participation:

> *"Our language and approach is also often not very accessible to farmers"*
>
> *Farmers' Organisation*

> *"Farmers are missing, the real farmers. For me I would have liked to have seen that. The conference is too academic - it's ok for me, but not for farmers. I think we need to involve the voice of the farmers."*
>
> *University*

One respondent acknowledged the broader challenges of engaging such groups meaningfully:

"The farmers we have here are very unrepresentative - someone with a 200ha dairy farm isn't representative. I understand that we don't want to be tokenistic and just bring a smallholder for the sake of it. At these conferences you'll never really get representation from these groups because of the expensive hotel etc. you'll get the elite, and involving them can be a bit 'show village-y' but I think it's important not to forget about them, so we're not distorting who really are the farmers in Africa."

CGIAR Research Centre

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 did not contain any or 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

"I was positively surprised how the youth was treated - with respect, enthusiasm and equal status."

Organisation not specified

However, several respondents raised concerns about whether young people's actual involvement in the conference was really diverse. Such respondents expressed the view 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.

Others

Some respondents also expressed the view that voices from the national and regional consultations, the private sector, donor bodies, academic institutions; national research institutions, policy-making bodies and non-African origins were inadequately heard. It was emphasised that diversity was required, not only in attendance, but also in actual participation.

"There are lots of people here but not all voices are heard equally- there are lots of people here who don't talk because it is not in their culture to talk e.g. farmers, consumers. I am hearing the usual voices because they are the convenors and the panellists. The participants are diverse but the participation is not always equal."

CGIAR Research Centre

Recommendations

- **Ensure all key stakeholder groups are present-** Make additional efforts to ensure that the full range of stakeholder groups can attend. In addition, as much as possible guarantee that stakeholders represent themselves and are not simply represented by other bodies.
- **Adapt conference practices and environment to facilitate meaningful participation from all participants-** This may mean guaranteeing that traditionally underrepresented groups such as women and young researchers are not just present at the conference but that they play an equal role in panels, speaking positions and organisational roles. It is also important to make sure that the language, environment and format of the conference does not overly privilege certain groups over others. An array of formats of dialogue and types of environment should be provided to suit the needs of different communication methods.
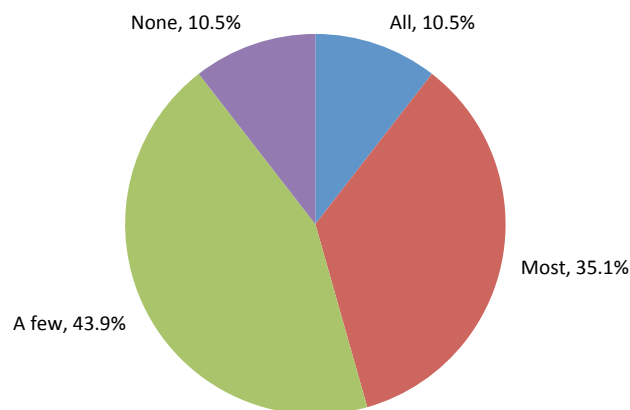
GCARD3- Legacy

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.

Q: Of the new connections you made at the conference how many of them have you contacted since the conference?

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.

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 and 74% of interview respondents agreed that they would not have come across these new ideas if they had not attended the conference
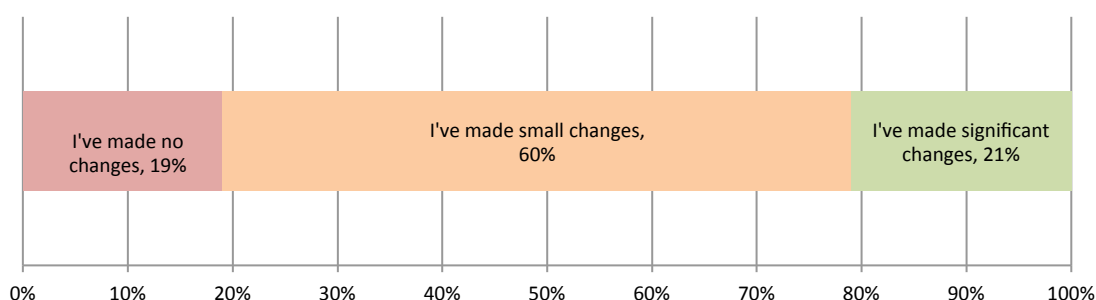
(interview respondents were not given the option to respond that they may have encountered the idea but that it would have taken much longer).

In terms of the types of ideas encountered, the majority related to opportunities for collaboration although ideas around methodological approaches and end-user needs were also frequently mentioned.

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.

Have you made changes to the way you work as a result of the conference?

The most common ways in which this change is manifesting in actual practices is through greater sharing and partnership with other people or organisations:

Q: If yes or some, which of these best describes the nature of the change in your work (tick all that apply)?

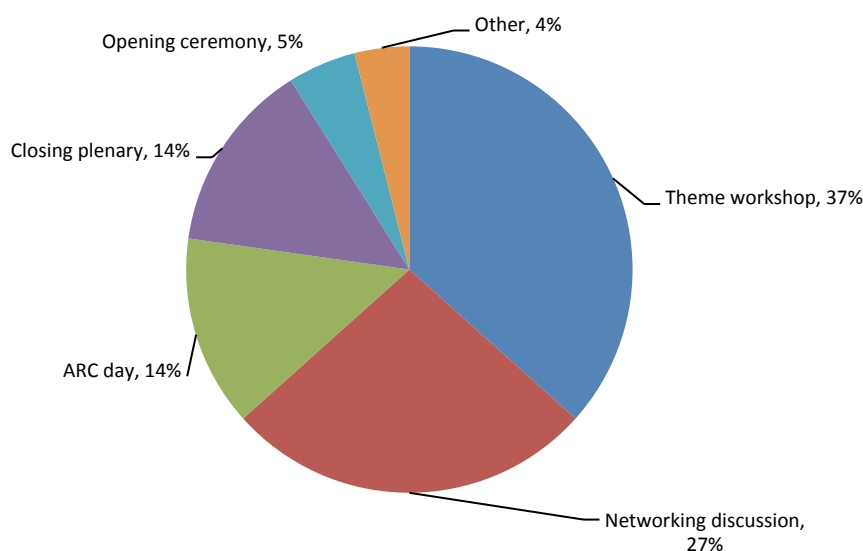| Answer Options	Response Per cent
Shared information/funding/resources with another organisation	25%
Started a partnership with another person/organisation	18%
Involved new people/organisations in our conversations	17%
Received information/funding/resources from another organisation	13%

Adapted methodology/approach of my work	13%
Started new piece of work	11%
Other (please specify)	3%

Developing concrete action plans

- 83% of survey respondents reported that they left the conference with specific actions for either themselves or their organisation

The nature of these actions varied considerably, from "Learning the Foresight skills and applying them in my work with rural communities" and "Leading the GCARD3 proposal on investment" to "Developing a joint project proposal on agricultural education training at University level". In terms of where these actions were identified, the most common format through which definite actions were identified were the theme workshops:

Q: If yes to previous question, please specify where action(s) were identified.

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% of stated that when they left the conference, they felt "very positive" about their experience and 85% felt either "very positive" or "positive"

The reasons for this positive feeling were varied but common factors cited included the opportunities to speak with different bodies and actors from different parts of the ARD community and the world, the focus on developing clear and specific outcomes and the smooth experience at the conference itself.

"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 committee, 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

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.

"I am happy with the conference outcome statement because it concretely communicates requisite building blocks towards realisation of the vision to increase and grow contribution agriculture sector to economic development and growth in Africa and other development regions of the world."   *NARS*

Concerns preventing those from expressing even greater satisfaction largely related to a perceived lack of pre-conference organisation, a desire to have more time in thematic discussion and less in plenary sessions, a perceived lack of diversity in meaningful participation and a scepticism about whether defined actions would actually be followed-through.

"The lack of momentum after the GCARD3 (in getting the conference report and Declaration out, and the Collective Actions drafted) is very disappointing as the Conference itself generated a lot of enthusiasm and good partnerships among people wanting to take things forward for a real future impact, to do things differently."

Organisation not specified

Conclusions and Recommendations

The GCARD3 global conference 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 400+plus international delegates that attended. 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. 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. 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).

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. 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.

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 and means that the true value of activities such as the consultations could not be fully realised, denying attendees perhaps an even more positive experience. This is additionally concerning when we consider 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.

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. Furthermore there was uneven involvement of CRP leaders in different regions, for example the MENA dialogues included CRP leaders or senior figures for wheat, maize, PIM, CCAFS and dry land systems as well as Centres active in the region. Others were less effective, notable those that were confined to virtual platforms only, where the wider contest was not so apparent to participants, confirming that effective engagement must be highly visible, well publicised and considered transparent and objective whilst being responsive to stakeholder needs.

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. The heavy process of committee design may have been less efficient that expected during a period of multiple moving parts and uncertainty. In future this aspect requires dedication from the key actors to a fully-fledged, structured timetable to which agreement has been given in

adequate time to hold and make consistent the consultations by representatives by 15 different sectors and sub-sectors.

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, fears were regularly raised about whether the format and style of the conference were in fact supportive of it. The lack of farmers perceived to be present and meaningfully participating in conference activities, as is the perception that the style of the conference was perhaps not in keeping with its goals:

> *"I thought it was rather grand with a certain paradox that a significant amount of money was spent on a network trying to reduce poverty among other things."*

Although it is understood that conferences must be attractive to a wide range of attendees, it is essential that the conference venue, language, style and ethos reflect its core values and priorities and place the needs of its core beneficiaries at its heart. The GCARD3 organisers note that the South African Government provided all meeting facilities as part of their wider celebration of ARC, and perhaps this could have been highlighted further during the conference to assuage concerns similar to the above.

The final area for consideration unites each of the previous points mentioned and concerns the **use of analysis 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 CGIAR SRF action plan and its relationship to national and regional priorities" within the conference schedule were simply not adopted and in many other cases concerns that were raised by participants in the past can be heard again in this report, for example views are raised in both reports questioning the value of plenary sessions and the preference for break-out sessions. If GCARD is to continue to meet its objectives (below), it must retain the resilience to reflect critically on both its strengths and its weaknesses as a collective and take decisive action to address these weaknesses by various members of the collective. Coordination, a common and convincing narrative must be sought to enable research to fulfil the needs of the poor and the evolution of this commitment must be nimble and rewarding with sufficient incentives of financial support to underpin the requirements.

- 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

Response from the organisers

ALINe submitted this report, following analysis of survey data and wider information, at the end of August 2016. Feedback on the report from the organisers was in two tranches - one from the CGIAR System Organisation in mid-September and a second from GFAR in late-November. The two sets of feedback were broadly aligned between the two organisations.

This section has been included to provide space for the organisers' reflections on the GCARD3 process and reflective findings. Substantive feedback focused on:

1. **Clarifying that GCARD3 is a consultation process:** GCARD3 comprised of a global consultation event and a series of national and regional consultations (alongside online consultations). This marked a shift from previous GCARD processes. Similarly, the national, regional and online consultations were not designed to feed-in to the global consultation event but were part of a wider consultation process. This multi-layered consultation process aimed to align with the reality that much progress in ARD is achieved at the national and regional levels.

2. **Describing the context behind GCARD3 more accurately** chronological order, this included noting that the organisers met the Cooke report recommendations as best as possible within the circumstances. Beyond this, the organisers highlighted that GCARD3 was envisioned to enable CGIAR, GFAR and other stakeholders to engage with the realities, concerns and priorities in the ARD sector during the development of a new SRF and a new portfolio of research programs.

3. **Assumptions made during the course of the evaluation:** The organisers highlighted several points whereby the evaluators sought to explain conclusions based on the survey and evaluation data (and without necessarily drawing on the 'complete set of facts'). One such example concerned the diversity of participants in GCARD3, where stakeholder feedback noted that several voices appeared to be missing from the process. Feedback from the organisers noted that significant efforts were made to sponsor attendees, but this was difficult due to the reduced sponsorship funds available from the Fund Council compared to GCARD1 and 2. This impact could have been exacerbated by the higher proportion of participants able to attend events using their own resources

More widely, the organisers provided clarification around language usage, terminology and phrasing to improve comprehension and understanding.

Annex 1 - Summary of Monitoring and Evaluation Tools

Tool type	Respondent group	Core objective	When delivered	Number completed	Respondent gender split	Other notes on respondent diversity
Perceptual feedback questionnaire	Attendees of national and regional consultations	Understand respondent experiences of the *consultations*	2nd April – 27th May 2016	45	10 female 35 male	71% of respondents had contributed to a national consultation, 13% to a regional consultation and 16% to both.
Interviews	GCARD3 attendees	Understand respondent experiences of the *conference*	6th-8th April 2016	34	13 female 21 male	Included representatives from: academia, international research institutions, NARS, farmers organisations, NGOs, private sector, CGIAR institutes
Evaluation forms	GCARD3 attendees	Understand respondent experiences of *the five theme sessions within the conference*	6th-8th April 2016	131	48 female, 81 male 2 unspecified	Included representatives from: international research institutions, NARS, farmers organisations, NGOs, private sector, CGIAR centres, sub-regional organisations Respondents came from 6 continents but the majority were from the African continent (54%) Respondents came from each of the 5 themes
Perceptual feedback questionnaire	GCARD3 attendees	Understand respondent experiences of the	31st May - 14th June 2016	104	47 female 55 male 2 unspecified	Included representatives from: CGIAR centres, NGOs, NARS, Sub-Regional organisations, National extension organisations, the private sector, Farmer organisations, Donors, International research centres

		conference				Respondents spanned each of the 5 themes

Perceptual feedback questionnaire: Attendees of national and regional consultations

1. Was the consultation you participated in a national consultation or a regional consultation? National, Regional, I contributed to both a national and regional consultation
2. Which National consultation have you been involved in? Bangladesh, Burkina Faso, Cameroon, DRC, Ethiopia, Ghana, India, Kenya, Malawi, Mali, Mozambique, Nepal, Nicaragua, Niger, Nigeria, Rwanda, Tanzania, Uganda, Vietnam, Zambia
3. Which Regional consultation have you been involved in? Middle East and North Africa, Central Asia and the Caucuses, Asia-Pacific, Latin America, Africa
4. What best describes the type of organisation that you work in? CGIAR centre/Non-CGIAR organisation
5. What is your gender? Male/Female
6. How have you been involved in the consultation? Organiser, Participant, Presenter, Support function, Other (please specify)
7. Please give three highlights/key messages/lessons from the consultation that you were involved in.
    a. Please explain your answer
8. Do you feel that the issues addressed during the consultation were relevant to your priorities? Not relevant at all/Somewhat relevant/Mostly relevant/ Very relevant
    b. Please explain your answer
9. Do you feel that the consultation was well organised? Not well organised at all/Somewhat well organised/Mostly well organised/Very well organised
    c. Please explain your answer
10. Do you feel that the consultation provided adequate opportunities for you to contribute and participate in decision-making? No opportunities at all/Very few opportunities/Some opportunities, but limited/Adequate opportunities
    d. Please explain your answer
11. How satisfied do you feel about the outputs of the consultation? Very unsatisfied/Somewhat satisfied/Mostly satisfied/Very satisfied
    e. Please explain your answer

12. Did the consultation provide you with a clear understanding of priorities and activities for future CGIAR activities? Not at all clear/Somewhat clear/Mostly clear/Very clear

13. What worked well in this consultation?

14. What worked less well in this consultation?

15. What could/should be done differently in future consultations or engagement activities? Your experience of the regional consultation that you were involved in

Interviews: GCARD3 attendees

1. What is your name and what category best describes your organisation: [NARS, Academia, Government, Private sector, Farmer Organisation, Donor, International Research Institution, Other]?

2. If other, how would you describe your organisation?

3. Did you attend any of the national consultations? If so, which one(s)? [Yes/No]

4. Why did you attend the national consultation?

5. Would you say the national consultation you attended was Very successful/Successful/Unsuccessful/Very unsuccessful

6. Why? (Probe- what did you find most useful/helpful; and how did you apply it? What could have been improved/done differently? If answering unsuccessful/very unsuccessful – what would have made it successful for you?)

7. Did you attend any of the regional consultations? [Yes/No]

8. If yes, which one(s)?

9. Why did you attend the regional consultation?

10. Would you say the regional consultation you attended was Very successful/Successful/Unsuccessful/Very unsuccessful

11. Why? (Probe- what did you find most useful/helpful; and how did you apply it? What could have been improved/done differently? If answering unsuccessful/very unsuccessful – what would have made it successful for you?)

12. What would you say is the key objective of this GCARD3 Global Conference (Prompt- networking, content, partnership, planning, meeting donors, presenting work, representing their organisation, other)?

13. What is the main thing you hope to learn/take away from this global consultation, both for you, and for your organisation?

14. Have you connected with any organisations/individuals at this consultation who you would like to partner with in your work? If so, who? (Probe- would you have made these connections if you hadn't attended the conference?) [Yes/No]

15. Have you come across any new ideas at the consultation that will be helpful in your work? (Probe- would you have come across these new ideas if you didn't attend? If so, where would you have found them/would it have taken you longer/how long? How do you intend to use them?) [Yes/No]

16. Do you think that any key voices have been missing from the consultation dialogue? [Yes/No]
17. If yes, who and what would that voice/group have contributed?
18. Do you feel that this global consultation has been Very well organised/Well organised/Poorly organised/Very poorly organised?
19. Why? (Prompt- communication ahead of the event, logistical support, communication during the event, smoothness of scheduling, other)
20. Thank you again for your time. Just to wrap-up, I want to quickly get a sense of what you've thought about the conference more widely. Just tell me if the conference has met any of these requirements, if it hasn't, or if some of these aren't relevant to you or your work:
    a. Well-run (Yes/to some extent/no/N/A)
    b. Diverse participation (Yes/to some extent/no/N/A)
    c. Growing integration of ideas into national programs (Yes/to some extent/no/N/A)
    d. Facilitating partnerships (Yes/to some extent/no/N/A)
    e. Raising awareness for additional investment (Yes/to some extent/no/N/A)
    f. Site integration efforts between national and international partners (Yes/to some extent/no/N/A)
    g. Creating partnership for work plans in AR4D (Yes/to some extent/no/N/A)
21. Would you be willing to share your email address with us, should we need to follow up with you?

Evaluation forms: GCARD3 attendees

1. Please circle the theme or pathway that you are attending today: 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/Animal production for food security/Crop production for food security/Sustainable use of natural resources/Agricultural technologies for market access among smallholder and commercial farmers
2. Please circle the session that you are attending today [all session titles listed]
3. Please specify your main reason for attending this session: Technical content/Networking/Speakers/Personal growth and development/Policymaking/Other (please specify)
4. Which best describes the type of organization that you work in? CGIAR centre/NGO/National Agricultural Research System/Sub-regional organisation/National extension organisation/Private sector/Farmer organisation/Donor/International research organisation/Other (please specify)
5. What is your nationality?
6. What is your gender?
7. Did this session fulfil your reason for attending? Yes/To some extent/No
8. What was the most beneficial aspect of the session?

9. What did you feel was missing?
10. What do you feel could have been improved?
11. How do you intend to use the information that you gained in this session? Applying new ideas/Researching the topic further/New collaboration/New funding opportunity/Integrating research between national and international organisations
12. If you met participants that could be potential partners for you in the future, what type of organisation are they? CGIAR centre/NGO/National Agricultural Research System/Sub-regional organisation/National extension organisation/Private sector/Farmer organisation/Donor/International research organisation/Other (please specify)
13. Beyond this session, please circle the main reason for you attending the GCARD3 conference: Technical content, Networking, Speakers, Personal growth and development, Policymaking, Other (please specify):

Perceptual feedback questionnaire: GCARD3 attendees
1. Gender: Female/Male/Prefer not to say
2. Nationality
3. What category best describes the organisation you represented at GCARD3 conference? CGIAR centre/NGO/NARS/Sub-Regional organisation/National extension organisation/Private sector/Farmer organisation/Donor/International research centre/Other (please specify)
4. Why did you attend GCARD3 (tick all that apply)? Networking/Content/Partnership/Planning/Meeting donors/Presenting work/Representing my organisation/Other (please specify)
5. When you left the conference, how did you feel about your experience? Very positive/Positive/Neutral/Negative/Very negative
   a. Why did you feel this way?
6. Rate the following communication aspects of the conference 1-5 (5 being excellent and 1 being very poor): Communication before the event, Communication during the event, Communication after the event
   a. Please add any comments you have on the above
7. Rate the following logistical aspects of the conference 1-5 (5 being excellent and 1 being very poor): Venue, Internet access, Food and drink, Timekeeping
   a. Please add any comments you have on the above
8. Rate the following content aspects of the conference 1-5 (5 being excellent and 1 being very poor): Content of the plenary sessions, Content of the theme workshops, Content of the ARC day, Content of the closing presentations
   a. Please add any comments you have on the above

9. Do you feel that the issues addressed during the conference were relevant to your priorities? Not relevant at all/Somewhat relevant/Mostly relevant/Very relevant.
    a. Please explain your answer
10. Do you think that any key voices were missing from the consultation dialogue or were too quiet? Yes/No
    b. If yes, who? Please add any comments
11. Do you feel that the conference provided adequate opportunities for you to contribute and participate in decision-making? No opportunities at all/Very few opportunities/Some opportunities, but limited/Adequate opportunities
12. How well organised do you think the conference was? Very well-organised/Well organised/Poorly organised/Very poorly organised
    a. Why did you feel this way?
13. Do you think the conference achieved the following goals Yes/To some extent/No:
14. Growing integration of ideas into national programs, Raising awareness for additional investment, Integrating efforts between national and international programmes, developing actual work plans for next steps
14. What is the main thing you took away from the GCARD3 conference?
    a. Please explain your answer
15. How satisfied do you feel about the outputs of the conference? Very unsatisfied/Somewhat satisfied/Mostly satisfied/Very satisfied
16. Has attending GCARD3 made it easier to engage with the CGIAR? Yes/To some extent/No
17. Has attending GCARD3 made it easier to engage with GFAR? Yes/To some extent/No
18. Did you leave the conference with any specific actions for yourself or your organisation? Yes/No
    b. If yes, please specify the nature of this action.
19. If yes to previous question, please specify where action(s) were identified: Opening ceremony, Theme workshop, ARC day, Closing plenary, Networking discussion, Other (please specify)
20. Did you connect with any organisations/individuals at the conference who might be helpful to you in your work? Yes/No
21. If so, what kind of organisations/individuals from organisations? CGIAR centre, NGO, NARS, Sub-Regional organisation, National extension organisation, Private sector, Farmer organisation, Donor, International research centre, Other (please specify)
22. Would you have made these connections if you hadn't attended the conference? Yes/Maybe, but it would have taken much longer/No
23. Of the new connections you made at the conference how many of them have you contacted since the conference? All/Most/A few/None
24. Did you come across any ideas at the conference that may be useful for you in your work? Yes/No
25. If so, what kind of ideas? Methodological, Funding, End-user needs, Collaboration opportunity, New market, Other (please specify)
26. Would you have come across these ideas if you hadn't attended the conference? Yes/Maybe, but it would have taken much longer/No

27. Have you been able to integrate these new ideas into your work since the conference? No- not discussed since the conference/Partially- shared the idea with some others and discussed possibilities/Yes- made steps to incorporate the idea into my work

28. Have you changed the way you have been working as a result of the ideas/people you encountered at the conference? Yes, significant changes/Some small changes/No change at all

29. If yes or some, which of these best describes the nature of the change in your work (tick all that apply)? Involved new people/organisations in our conversations, Shared information/funding/resources with another organisation, Received information/funding/resources from another organisation, Adapted methodology/approach of my work, Started new piece of work, Started a partnership with another person/organisation, Other (please specify)

30. Would you recommend the conference to friends or colleagues? Yes/No
    c. Why/why not?

31. How could the conference have been improved?

32. Which theme(s) did you participate in during the conference (tick all that apply)? Theme 1 Scaling up: from research to impact, Theme 2 Showcasing results and demonstrating impact, Theme 3 Keeping science relevant and future-focused, Theme 4 Sustaining the business of farming, Theme 5 Ensuring better rural futures

33. Did you attend the ARC day? Yes/No
    d. If no, why not?

34. Were you a speaker/presenter at any stage of the conference? Yes No Consultation process
    e. If yes, please explain the role you played

35. There were a series of national and regional consultations leading up to GCARD3. Were you aware of these consultations before you attended the conference? Yes/No

36. Were you invited to any of the national consultations? Yes/No

37. If so, which one(s)? Bangladesh, Ethiopia, Nicaragua, Nigeria, Tanzania, Vietnam, Ghana, Mozambique, Rwanda, Burkina Faso, India, Nepal, Cameroon, Kenya, Uganda, DRC, Malawi, Niger, Mali, Zambia

38. Did you attend any of the regional consultations? Yes/No

39. If so, which one(s)? Africa, Latin America, Central Asia and the Caucuses, Asia-Pacific, Middle East and North Africa

40. How do you think the consultation process could be improved?

41. Did you attend GCARD1? Yes/No

42. Did you attend GCARD2? Yes/No

Annex 2- National and regional consultations

National/Regional	Nation/Region	Location	Date
Regional	Central Asia and the Caucuses http://gcard3.cgiar.org/central-asia-and-the-caucases-regional-consultation/	Bishkek, Kyrgyz Republic	29 February - 2 March 2016
Regional	Asia-Pacific http://gcard3.cgiar.org/asia-regional-consultation/	Bangkok, Thailand	8-9 December 2015
Regional	Middle East and North Africa http://gcard3.cgiar.org/north-africa-and-the-middle-east-regional-consultation/	Milan, Italy	5 October 2015
Regional	Latin America and the Caribbean http://gcard3.cgiar.org/latin-america/	On-line survey	19 February-18 March 2016
Regional	Africa http://gcard3.cgiar.org/africa-regional-consultation/	E-consultation	28-29 April 2016
National	Bangladesh http://gcard3.cgiar.org/national-consultations/bangladesh/	Dhaka	20 Dec. 2015
National	Ethiopia http://gcard3.cgiar.org/ethiopia/	Addis Ababa	11 Dec. 2015
National	Nicaragua http://gcard3.cgiar.org/nicaragua/	17-18 Nov. 2015	Managua
National	Nigeria http://gcard3.cgiar.org/nigeria/	Abuja	16-17 Nov. 2015
National	Tanzania	Dar es Salaam	3-4 Dec. 2015

	http://gcard3.cgiar.org/tanzania/		
National	Vietnam http://gcard3.cgiar.org/vietnam/	Hanoi	14-15 Dec. 2015
National	Burkina Faso http://gcard3.cgiar.org/burkina-faso/		2 Mar. 2016
National	Cameroon http://gcard3.cgiar.org/cameroon/		2 Mar. 2016
National	DRC http://gcard3.cgiar.org/drc/	Kinshasa	15-16 Feb. 2016
National	Ghana http://gcard3.cgiar.org/ghana/	Accra	2-3 Mar. 2016
National	India http://gcard3.cgiar.org/india/	New Delhi	22 Mar. 2016
National	Kenya http://gcard3.cgiar.org/kenya/	Nairobi	10-11 Mar. 2016
National	Malawi http://gcard3.cgiar.org/malawi/	Lilongwe	18-19 Feb. 2016
National	Mali http://gcard3.cgiar.org/mali/	Bamako	1-2 Mar. 2016
National	Mozambique http://gcard3.cgiar.org/mozambique/	Maputo	22-23 Mar. 2016
National	Nepal http://gcard3.cgiar.org/nepal/	Kathmandu	11 Jan. 2016
National	Niger http://gcard3.cgiar.org/niger/	Niamey	15 Mar. 2016
National	Rwanda	Kigali	5 Apr. 2016

	http://gcard3.cgiar.org/rwanda/		
National	Uganda http://gcard3.cgiar.org/uganda/	Kampala	9 Mar. 2016
National	Zambia http://gcard3.cgiar.org/zambia/	Lusaka	9-10 Feb. 2016

Annex 3- Media tracker

Media Outlet		Date	Headline	Link
Television/online	Channel Africa (SABC)	7/4/16	African Dialogue: Interview with ILRI, GFAR and CIAT	Broadcast
	BBC Focus on Africa	TBC	Interview with Nono Sekhoto to be filmed in coming weeks	Broadcast
	CNBC Africa	9/4/16	Live interview with Kwesi Atta-Krah on youth in agribusiness	Link
	CNBC Africa	5/4/16	Live Interview with Dr Shadrack Ralekeno Moephuli, ARC	Link
	CNBC Breakfast	7/4/16	Live Interview with Dr Mark Holderness, GFAR	Link
Web/online	Yahoo News	9/4/16	Getting the research response to hunger right: is it our last shot?	Link
	Huffington Post	8/4/16	Getting the research response to hunger right: is it our last shot?	Link
	The Marketing Site	31/3/16	Social Media Boot Camp aims to open up agricultural conference	Link
	Agribusiness news	1/4/16	Social media opens agriculture conference to global audience	Link
Academic	Food and Ag Policy	9/4/16	Getting the research response to hunger right: is it our last shot?	Link
	Meridian Institute	9/4/16	Getting the research response to hunger right: is it our last shot?	Link
Wire/agency service	Inter Press Service	11/4/16	Focusing on Future of Food: What's Next for Global Agricultural Research?	Link
Press/online	FT: This is Africa	19/4/16	Op-ed by Kwesi Atta Krah	Link
	Christian Science	19/4/16	Interview with Bruce Campbell, held at	Pending

	Monitor		GCARD3		
	The Green Times	12/4/16	Climate change and malnutrition biggest global challenges		Link
	Farmers' Weekly	6/4/16	Climate change in the spotlight		Link
		7/4/16	Investment in agriculture must increase		Link
	New Age	11/4/16	Agriculture Urged as a Choice		Link
Radio	PowerFM987		Interview with NonoSekhoto		Link
	UNISA radio		Interview with Peter Casier		Link
	IONO FM		Interview with Peter Casier		Link

Annex 4 - Specifics on FC perspectives on GCARD from FC meetings Summary

_____

A) Fund Council expectations from GCARD:

- ✓ Contribution to CGIAR priority setting (SRF and CGIAR Portfolio/CRPs)
- ✓ Providing an accountability mechanism for the CGIAR
- ✓ Forum for strengthening partnerships with other stakeholders and help assessing CGIAR impact

CGIAR Fund Council Inaugural Meeting February 23, 2010 Brussels, Belgium (FC1)

Page 6

Funders Forum

Key points/issues raised by the FC members:

- As originally conceptualized, the Funders Forum is an event that provides the funders an opportunity to consider and discuss the Strategy and Results Framework (SRF). The ultimate objective is an endorsement of the SRF by the funders. The key question is whether or not the SRF will be ready by April 1 for the funders to review and endorse.

Decisions:

- FC decided to use the time to hold an informal donors' consultation aimed at providing input to the draft SRF and MP portfolio (or fast tracking MPs and the Platforms) following its discussion in GCARD 2010.

CGIAR Fund Council July 14 & 16, 2010 Rome, Italy (FC2)

Page 5

Conclusions and decisions:

- A specific and concise statement on GCARD will be provided by GFAR for inclusion in the chapeau or Governance Framework.

Page 11

Conclusions and decisions

- Fund Council agreed that an external expert review of GCARD be conducted to help facilitate decision making by Fund Council. The review should especially assess the GCARD contribution to CGIAR priority setting.

CGIAR Fund Council Nov 1-2, 2010 Washington, D.C. (FC3)

Page 12 – 13

Agenda Item 8. Update on GCARD 2012

Discussion:

• There was consensus on the importance and the relevance of GCARD for the CGIAR. GCARD is recognized in the Maputo declaration and co-funding of GCARD is included in the CGIAR system cost, showing the accepted importance of the event. The Consortium Board Chair noted also the following benefits for the CGIAR of GCARD I: strengthened the concept of impact, partnerships, and promoted CGIAR to other stakeholders.

• GCARD II could provide an opportunity to evaluate the CGIAR reform process, with the full range of CRPs expected to be in the inception or initial implementation phase.

• In addition to helping the CGIAR in developing the SRF and the CRPs, GCARD was conceptualized as an accountability mechanism for the CGIAR; this objective should not be lost.

CGIAR PRINCIPLES As adopted by the Fund Council on November 2, 2010

Page 3

The Parties agreed to:

iii) Work with the Centres and other CGIAR Doers to develop the SRF, with civil society And regional input through the GCARD process and scientific input from the ISPC.

Page 4

6. Other features of the CGIAR that are expected to support the efforts of the Fund Council and Consortium include:

• The biennial Funders Forum, which, as a forum for the exchange of views about CGIAR, endorses approaches to minimizing and sharing of System Costs, provides feedback to the CGIAR Funders on the implementation of the SRF, reviews shortfalls and imbalances in resources available for CRPs and approves the SRF proposed by the Consortium;

• GCARD, the biennial Global Conference on Agricultural Research for Development, which provides a forum to engage stakeholders in the SRF and CRPs so the CGIAR can avail itself of GCARD recommendations, including the identification of opportunities for partnerships and demand-driven research for development;

CGIAR Fund Council April 5-6, 2011 Montpellier, France (FC4)

Page 7

• On the query of wide-ranging list of activities that does not reflect priority setting, it was clarified that priorities for the CRP are demand driven, i.e. derived from challenges and opportunities facing policies, institutions and markets. Priorities were derived from the SRF taking into consideration the comparative advantage of the CGIAR Centres, and the new priorities were derived from the wide consultation with partners and policy experts. Linkages with this network in particular GFAR and GCARD roadmap should be maintained.

CGIAR Fund Council March 7-8, 2012 BMGF, Seattle, Washington (FC 7)

Agenda Item 3. Consortium Report

Page 3-4

Discussion:

• Members inquired whether ==the Action Plan of the SRF==, promised in Montpellier in 2010, would be presented at Uruguay and wished to know how the Action Plan will be derived. The CB Chair informed that work is underway on the Action Plan, which ==will be presented at GCARD2== and at the Funders Forum. Between now and June 2012, the ISPC will collaborate in this work, specifically on foresight studies, better links between SLOs (System Level Objectives) and CRPs, and prioritization across CRPs. ==A first draft is expected by June, primarily for circulation to GFAR to enable them to hold regional consultations before the Action Plan is finalized.==

• On the question of when the FC agreed that the Fund would provide resources for GCARD2 and whether the funding would be from Window 1 and 2 or from alternative sources, it was clarified that ==GCARD was always considered a part of the structure of the 2 pillar system and there was always the expectation to fund it as discussed at FC6==. The CSP amount would defray what was considered the appropriate share of CGIAR costs.

Page 29

• Both the Consortium Board and the Fund Council are committed to ensure that individuals funded with the additional $100,000 are highly relevant and will participate actively in GCARD2, giving accurate feedback to the Centres and the Consortium. ==It was also agreed that at GCARD2, the FC would think on how it engages as a System with the different constituencies and stakeholders on an on-going basis.==

CGIAR Fund Council October 31 and November 1, 2012 Punta del Este, Uruguay (FC8)

Page 17

• ==GFAR and Regional Fora will continue to serve as FC members, thus maintaining the North-South balance in the Council.==

Page 18

Agenda item 8. GCARD: The Way Forward

• ==FC members commented that the link between GCARD and the CGIAR is not clear==. The GCARD is too large to provide feedback on systems and processes that could feed CRP research into national programs.

• ==FC members commented that the general perception, including that expressed at GCARD2 is that the CRPs are not adequately engaged with the national agricultural research systems and do not appreciate the benefits of partnering with them.==

GFAR Chair, Monty Jones responded to FC member comments.

==He pointed out that the GCARD Organizing Committee had two members from the CGIAR mandated to ensure CGIAR focus in GCARD2 and to strike the right balance between the CGIAR and the other stakeholders. He also noted that as requested by the CGIAR representatives in the Organizing Committee, the GCARD2 Conference, and its preparatory sessions, directly involved leaders of the 13 active CRPs as central to discussion on partnerships required to impact, while the foresight sessions directly responded to the strong request for more attention to this area, in order to strengthen the value of the SRF action plan. Twelve of the breakout session chairs or facilitators came from the CGIAR.==

CGIAR Fund Council April 25 and 26, 2013 New Delhi, India (FC9)

Page 23-24

Agenda Item 15. Revisiting GCARD

The Consortium informed the Fund Council that GCARD is being discussed by the Consortium and its members. The Consortium attributes a high degree of importance to the conference because it offers a good opportunity for all stakeholders involved in agricultural research for development to react to the work of the CGIAR. The Consortium also believes that rather than inventing a different form of interaction, it would be best to maintain this current mechanism and adjust it to fit the needs of the CGIAR. The Consortium agreed with the position of the GCARD Review Report that GCARD3 should be organized as a joint venture between GFAR and the CGIAR Consortium, with a stronger involvement of CGIAR than in GCARD2 (where, for example, CGIAR had 2 representatives in the organizing committee with 13 from other stakeholder sectors). It expressed its willingness to partner with GFAR to jointly organize GCARD3.

Discussion

• Members welcomed the GCARD Review Report and felt that it was fair and objective and were ready to contribute to the common position as advocated by the Governance Committee.

• Some members reminded the FC that the chart, which was distributed previously to illustrate the relationship of the system entities, showed GCARD being a prominent aspect of the structure. It was felt that the opportunity that GCARD provides to stakeholders needs to be preserved, and the voice of the stakeholders needs to be translated into actions.

• Some members pointed out that in discussions with Rodney Cooke, the consultant who prepared the GCARD Review Report, it was mentioned that the intention of the report was to recommend a change in the way GCARD did business. The idea was to have a smaller and more focused GCARD, involving stronger representation of members of the development community and with development and uptake pathways as the principal focus. This shift in the balance of participation from the research community and from the development community would mean a downward adjustment in the representation from the CGIAR and other research organizations. Members requested that the FC make a note of it in the meeting and reflect it in the summary.

• GFAR noted that if the decision on the next GCARD was delayed to November 2013, it would be very difficult to organize GCARD3 in 2014, and the event would have to be postponed to 2015. A virtual decision in relation to the CRP process and GCARD3 would be very helpful for planning purposes.

Page 29

Annex 2: Aide Mémoire (April 25-26, 2013) I. Role of the Fund Council and the Consortium II. Diagram of the Reformed CGIAR Structure

[GCARD providing the overarching link between the Consortium Pillar and the Fund Pillar]

CGIAR Fund Council November 6 - 7, 2013 Nairobi, Kenya (FC10)

Page 14-15

(b) GCARD3 Proposal

The Executive Secretary framed the discussion by reminding members that the FC had tasked the FCGC with reviewing the recommendations from the assessment of GCARD2, as well as members' comments and feedback, and preparing a brief paper on recommendations on future GCARDs. This task has not yet been completed. A joint GFAR-Consortium proposal is on the table for consideration in the amount of $750,000 for a three-day GCARD conference, with a stakeholder consultation process leading up to that. The Executive Secretary asked members if they were prepared to have a discussion on the proposal in the absence of the requested analysis from the FCGC.

Discussion

a) Some members expressed support for the current GCARD3 proposal, noting that the GCARD meeting will provide a platform for better understanding on progress of the CRPs. While supporting they suggested some refinements, including a smaller, more focused conference with greater involvement of policymakers.

c) Members emphasized that the Fund Council should not fund proposals that are vague in terms of: what they will deliver, how they will enhance accountability, how they bring about change, and how change will be measured. The FC should not set bad precedents. Members expressed the importance of enhancing accountability and focusing on the demand side. Thus members need clarification regarding GCARD 3 costs and suggested a more careful analysis of how GCARD3 fits with other important processes, such as the second round of CRP proposals.

Response to discussion points

viii. CEO emphasized that GFAR and the Consortium have agreed to work closely together and that the CO will take on increased accountability for the event.

CGIAR Fund Council May 7-8, 2014 Mexico City, Mexico (FC11)

Page 34-35

Agenda Item 13: GCARD3: Fund Council Governance Committee's Guidance Note

At FC10, the Fund Council Governance Committee (FCGC) was asked to (i) review the Rodney Cooke assessment report on GCARD2; (ii) review the FC's comments on GCARD, including the decisions of the FC from FC8; and (iii) prepare a brief on how to proceed with GCARD3. Prior to FC11, the FCGC provided the Consortium and GFAR with a Guidance Note laying out a vision for the role and design of GCARD3. The objective was to provide a useful path for the preparation of the GCARD proposal and to elicit Consortium and GFAR views and "buy-in" before FC11. The Consortium and GFAR discussed the Guidance Note's recommendations during the GFAR Steering Committee meeting at the CGIAR Consortium Office in April. The Consortium and GFAR endorsed the FCGC Guidance Note and provided a response to the ideas presented after a discussion with the FCGC just before FC11.
………….

The FC Chair invited the FCGC Convener to frame to the discussion and introduce the Guidance Note, which outlines the functions of GCARD as follows: establish demand for future research, facilitate the exchange of knowledge, and provide a forum for CGIAR accountability. Based on these functions, the FCGC proposed special design considerations to encourage GCARD3 to aim for realistic deliverables and facilitate very high-level discussions to enable effective debate. This approach suggests a restricted set of objectives for GCARD3, a smaller event and fewer participants than GCARD2, and a lower budget.

The FCGC Convener gave the floor to the GFAR representative, who in turn gave the floor to the Consortium CEO to provide the Consortium's response to the FCGC's Guidance Note. The CEO expressed appreciation from both GFAR and the Consortium for the guidance provided by the FCGC, including the discussion in the FCGC meeting on May 5, and noted that GFAR and the Consortium plan to develop a GCARD3 proposal built around the following elements: (i) a kick-off event for GCARD3 in November which would be a one-day event on the SRF, linked to FC12, and budgeted at $100K; (ii) a consultation process in 2015 around new CRP proposals in key countries and regions to be funded through the CRPs; (iii) an on-line platform to collect and synthesize the results of the consultations, budgeted at $150K; and (iv) a global event in November 2015 to bring together feedback and consultation, budgeted for $200K. The full proposal would be submitted for FC approval by end of June 2014.

Response to Discussion Points:

ii. The GFAR representative indicated that the private sector is already well represented in its constituencies and emphasized that appropriate balance would be sought to avoid overrepresentation of any given group, and to involve, but not be driven by, big private-sector interests.

v. The Fund Council Executive Secretary advised against a GCARD3 kick-off event in November 2014 alongside the FC12 and Funders Forum due to congestion from a full calendar of activities that week.

CGIAR Fund Council Meeting November 4-5, 2014 Brussels, Belgium (FC12)

SRF Discussion

Page 34

d) A member expressed concern about the scale and timeline of the consultation process, as well as possible response from overwhelmed stakeholders, suggesting that it might be most effective to focus first on the intermediate development outcomes (IDOs) before getting into the sub-IDOs, and then develop a process whereby work at the sub-IDO and CRP level could lead into the GCARD process.

CGIAR Fund Council Meeting April 28-30, 2015 Bogor (FC13)

Guidance for the 2d Call

Page 13

g) A member expressed concern that the regional layer has been lost, noting that regional consultations are of critical importance, proposed that the time allotted for national consultations, to be conducted along with the GCARD3 process, is too short to devise a credible and open process, suggested that the pre-proposal process is too linear and Centre-driven and recommended a process for third parties to engage in the process.

Page 14

Response to discussion:

Consortium CEO

i.   Regarding external consultations, noted GFAR's role in progressing the GCARD3 process and that given the somewhat compressed timeline, there will be national consultations in a handful of countries during the pre-proposal stage, along with regional workshops, to be followed by a full round of national consultations during the full-proposal process.

Page 15

Response to Discussion:
Consortium CEO:

i. Agreed to include a short description of the GCARD3 process in the guidance document.

Fund Council Meeting, November 3-5, 2015, Washington, DC (FC14)

Agenda Item 2: CRP Pre-Proposals (For Discussion) and Agenda Item 3: CRP Pre-Proposals (For Decision)

Page 7

Representative of the Centre Directors General

viii. Suggested that the FC take a decision and endorse the pre-proposals, while indicating what else the portfolio should include, how it could be organized differently, etc., taking into account ISPC and FC feedback, so that Centres have the elements to start consultations as part of the GCARD.

CGIAR Fund Council Meeting May 5-6, 2016 Rome, Italy (FC 15)

Page 9

Agenda Item 5: The New CRP Portfolio

Fund Council members' comments included the following points:

j) Offered GFAR's help in terms of country profiling and supporting an enabling environment for research to deliver outcomes, particularly in terms of capitalizing on the networks that are mobilized through GFAR to match CGIAR's supply with demand for development impact.

k) Noted that GCARD process included country studies, and suggested the need for more in-depth discussions around national strategies, associated actions (e.g., FAO's Country Program Frameworks), country agencies' commitments related to priority issues, and farmers' desired outcomes, as well as technologies and inputs that are needed to achieve them.

B) Recognizing that GCARD is not only about the CGIAR.

CGIAR Fund Council November 8-9, 2011 IFAD, Rome, Italy (FC6)

Page 20-21

CGIAR Funding for GCARD2 requested by the Consortium Board Chair

• ==FC was reminded that the G-20 meeting in Montpellier had discussed GCARD in the context of increasing support for agricultural research generally and that GCARD has a broader significance in nesting CGIAR Research into the broader reform of agricultural research for development.== Thus it should be seen from the standpoint of what the requirements are to make GCARD a success rather than whether it fits into the 2% CSP threshold.

CGIAR Fund Council March 7-8, 2012 BMGF, Seattle, Washington (FC 7)

Agenda Item 3. Consortium Report

Page 29

e) GCARD 2 Budget

• ==Some Members emphasized that there is a bigger objective in funding GCARD 2. Part of the reason for funding GCARD is to look at agriculture research development overall, of which CGIAR is a major component and to determine the best possible way of making the involvement of the different stakeholder groups most effective. The decision therefore needs to reflect the broader picture of how international agricultural research for development can be reformed and made more efficient and demand driven;==