

BUSINESS DEVELOPMENT PORTFOLIO

Opportunities to invest in
research and innovation



GLOBAL FORUM ON AGRICULTURAL
RESEARCH AND INNOVATION



Funded by the European Union

OPPORTUNITIES FOR INVESTMENT

GFAR is pleased to present this Business Development Portfolio with the purpose of describing its programme priorities and inviting resource partners to participate, support and improve their investment in research and innovation to contribute achieving the Sustainable Development Goals (SDGs).

Why invest in GFAR

Global investment gap in research and innovation for sustainable agri-food systems

The Commission on Sustainable Agriculture Intensification (CoSAI) commissioned a range of studies to analyse the current investments in agricultural innovation in the Global South by governments and private business. The findings show the scale of the investment gap is significant compared to what is required to meeting the SDGs and the current efforts are failing to benefit the poorest people.

Impact, outreach and beneficiaries

GFAR is a unique global multi-stakeholder platform operating in the agricultural Research and Innovation (R&I) system and driven by 900+ Members from 13 constituencies. GFAR is the apex global forum of the six regional fora of R&I institutions, including thematic networks. This allow GFAR to have an impact on a huge potential number of direct and indirect beneficiaries and different key thematic areas.

In addition to its inclusive nature rooted in the regions, GFAR is supported and involved by the main international organizations (FAO, IFAD, CGIAR), which provides great visibility to its work and ensures complementary of action with existing programmes, thus exploiting synergies, scaling-up results at local level and avoiding duplications.

Bottom-up approach

The selection of priorities presented is a result of a process involving wide stakeholder's consultations with local, regional and thematic Members, focusing on the needs of small-scale farmers.

Contribution to SDGs

GFAR contributes to the long-term impact of strengthening agri-food and innovation systems towards achieving SDGs (directly SDG 2 – Zero Hunger and SDG 17 – Partnerships for the Goals but also SDG 1 – No Poverty, SDG 13 – Climate Action, and SDG 15 – Life on Land).



How to invest in GFAR

Resource partners can provide different types of support:

- **Financial:** contributing to GFAR trust funds.
- **Technical:** provision of technical staff or other technical support.
- **In-kind:** provision of logistics, venues, publications, etc.

Support can be provided to the GFAR Secretariat, channeled through it for local actions or provided directly to our members.

GFAR invites you to browse the portfolio and engage in strategic discussion on what we can do together.

The portfolio is organized into different priority initiatives, mainly GRAR's Collective Actions (CAs), and it is updated according to new needs identified by our Members during dedicated consultations.

GFAR programmes



Collective Action on Forgotten Foods



Collective Action on Inclusive Digital Agriculture



Collective Action on Family Farming



Collective Action on Transformation Learning
and Higher Education Transformation



Image/FAO

COLLECTIVE ACTION ON FORGOTTEN FOODS

The issue

The proponents of the Global Manifesto on Forgotten Foods are concerned about the challenges posed by conventional modern agriculture. They include: 1) a climate crisis, to which agriculture contributes for about 30% of GHG emissions; 2) a nutritional crisis that is the direct consequence of the very poor diets we are consuming today due to reliance on very few crops. About 50% of the global population is within one of these categories, while about 25% of children in developing world are undernourished, due to insufficient intake of fundamental nutrients; 3) a degradation crisis: 25% of the land is today degraded, due to unsustainable agricultural practices. This is predicted to rise to 90% by 2050. This nutritional crisis has three dimensions: malnutrition, undernutrition and overnutrition. This, combined with climate change, is having a serious impact on food and nutritional security and biodiversity. Not only policies and incentives are supporting a system that threatens the biosphere, but the research investment is largely directed to few crops, so that the majority of them remain neglected.

The action

The proponents of the Global Manifesto are convinced that the custodians of this diversity (smallholder farmers and indigenous people) are also the custodians of comprehensive solutions to address these challenges. Yet, rather than being recognized they remained excluded from the political and economic spaces of food systems. Their traditional crops are not marketed, promoted or supported through policy incentives. Often, they are actually made at the verge of legality and pushed to shift to industrial agriculture. This creates a vicious circle that makes those crops more and more neglected and forgotten and less and less utilized. Yet, a large part of the smallholder farmers still use and value them, they grow and manage multi-crop farms which are rarely seen as an entry point for innovation in agricultural research. While they have not being rewarded for such efforts and they are actually among the poorest people in the planet, they are the people with whom one needs to work for a renaissance of forgotten foods, so that their value can be fully appreciated and they can contribute to create new jobs, reduce poverty, make production systems more resilient and sustainable, halt deforestation, improve

The issue at a glance

Just 3 crops

(corn, wheat and rice) provide over half of world's plant-based nutrition

Less than 150

edible plants are cultivate, out of 30,000 available

95%

of the world's caloric intake comes from 30 species

75%

of the world's food comes from just 12 plants and 5 animal species

Impact, beneficiaries and targets

570M smallholder farmers, indigenous people and associated actors

as potential beneficiaries empowered to engage in forgotten food value chains to increase their incomes, resilience and availability of food crops

35 crops and 29 forages

indicated by ITPGRA as the most important for food security, on which countries were independent

7,000

Crops and species that could contribute to human nutrition but currently neglected by research system

Programme features

Budget	USD 400 000
Duration	2 years
Scope	Multi-country

COLLECTIVE ACTION ON FORGOTTEN FOODS

nutrition and reduce GHG emission. It is therefore important not only to recognize what these communities and indigenous people did and are doing to maintain the biodiversity but also to engage them as equal partners in research so that some of the approaches and innovations from those communities can contribute to long term solutions to nature positive agriculture.

Expected results

This Collective Action aims at empowering smallholder farmers and their organizations to engage fully in the governance of research and particularly in favour of the development of forgotten food value chains to increase their incomes, resilience of their farms and availability of agroecologically-produced food crops. Thus, direct impacts to communities and family farmers include increased farm's agro-biodiversity, increased availability and use of nutritionally-dense forgotten crops reflected in diversity of diets, and last but not least increased recognition of farmers' knowledge and ingenuity.

Immediate Results /Outcomes:

Farming households have year-round access to forgotten crops; farmers are earning from growing forgotten crops and hence increase their income opportunities; the wider public become aware of forgotten crops but also policy and decision makers increase their understanding of the value of forgotten foods also for the transformation of food systems; farmers have access to basic agricultural inputs to produce forgotten crops; farmers can produce forgotten crops in an agroecological manner; farmers can engage in action research projects to increase forgotten crops productivity and value, and forgotten food are included in the research agenda of governments, while national programmes can increasingly rely on their own food systems.

The geographic focus

Regional and National initiatives.
Global coordination ensures mutual learning, shared knowledge, duplication and extension of activities, evaluation and experience capitalization.

In partnership with

This initiative was developed as part of the GFAR collective actions to Empower Farmers, particularly small holders, at the Center of Innovation, developed by a coalition of Regional Research Organizations and their partners, in particular: the Association of Agricultural Research Institutions in the Near East and North Africa (AARINENA), Asia-Pacific Association of Agricultural Research Institutions (APAARI), the Forum for Agricultural Research in Africa (FARA); and supported by the Alliance of Bioversity International and the International Center of Tropical Agriculture (CIAT) and Crops for the Future (CFF).

It is the result of a consultation process that involved thousands of actors from many countries in Africa, Asia, Middle East, and North Africa, including large NGOs such as Swaminathan Foundation and farmer associations such Asian Farmer Federation (AFA) which involved several grass root players.

SDG contribution



The case of India

Two efforts are being undertaken to advance the CA in Asia-Pacific. The first is the formation of the Community of Practice (CoP), much alike the on-going dynamics in North Africa, Near East and Sub-Saharan Africa, which is composed of regional and national agricultural research institutions, farmers' organizations, and NGOs. The second is to start national-level actions led by farmer organizations demonstrate evidence of a new way of designing and piloting research projects and outcomes of CAs.

Why invest?

Diversifying crops and food systems is not only a way to make them more nutritious and resilient in the face of the crisis we are witnessing, but by leveraging local farmers' capacities, experimentations and innovations, the support to forgotten foods is also an entry door for ensuring small holders' empowerment in the research and innovation systems, hence contributing to their pro-poor transformation.

In addition, there is no duplication with other programmes since the Global Manifesto framing the action is much more comprehensive than other initiatives, and the real value added is at the level of the transformed governance more than at the technical level (ie putting farmers first).

Cross-cutting issues considered by the action: gender equality, investment in youth, indigenous people, malnutrition, biodiversity and climate change, global partnerships.

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COLLECTIVE ACTION ON INCLUSIVE DIGITAL AGRICULTURE

Image/FAO

The issue

Digital Agriculture (DA) is expected to increase agricultural production, help adapt to and mitigate the effects of climate change, bring about more efficient use of natural resources, reduce risk and improve resilience in farming, and make agri-food value chains much more efficient. However, digital solutions for these purposes have been demonstrated in advantaged and homogeneous contexts, primarily large-scale agriculture and research projects.

Small-scale farmers, who produce between 35% (FAO) and 70% (GRAIN, ETC Group) of the world's food, either use them minimally or don't use them at all. Which means that not only are small farmers not harnessing the benefits of the ongoing and accelerating digital transformation, but that these solutions are not used diffusely enough to deliver at the scale that is needed.

On the one hand (farmers' perspective), only well-resourced farmers really thrive on advanced digital technologies, thus widening the rural divide and exacerbating already existing power imbalances; on the other hand (society's perspective), the promise of more sustainable production and that of transparent "farm to fork" systems rely on the assumption that all actors participate in the agricultural data value chain, and without convinced and informed participation of small-scale farmers these promises will never be realized.

The action

Partners in GFAR, and primarily the partners involved in this Collective Action (CA) on Inclusive Digital Agriculture, recognize that the key driver towards the full realization of the benefits of the digital transformation of agriculture is the inclusion of small-scale producers in the design and governance of digital solutions, and in the negotiation of related data practices and business models.

The CA aims at empowering small-scale producers to co-develop good practices and negotiate business models that work for them, and at making all other actors in the DA value chain more open to new inclusive practices and business models.

The action takes a bottom-up staged approach, and can be conducted at different stages in different regions, harmonizing efforts and maintaining coordination through the Inter-regional Task Force on Inclusive Digital Agriculture. Typical phases in the staged approach, in which each phase builds on the participatory results of the previous one, are: a) surveys for a farmer-centric needs/concerns assessment;

The issue at a glance

35% - 70%

Is the portion of world's food produced by smallholder farmers

40%

In LMIC, rural populations are 40% less likely to use mobile internet than urban populations (GSMA)

53 -> 713

Number of active digital agriculture services in LMIC respectively in 2009 and 2019 (GSMA)

Impact, beneficiaries and targets

570M smallholder farmers, indigenous people and associated actors

as potential beneficiaries enabled as key actors and co-innovators of DA technologies, data and infrastructures

3 Regional Fora and 2 regional farmers associations

Put at the center in a leading role

30 national/local Small Scale Farmers organizations in 18 countries across 3 continents

Voicing their needs and more aware of inclusive practices for digital solutions and able to negotiate

Programme features

Budget	USD 250 000
Duration	2 years
Scope	Multi-country

COLLECTIVE ACTION ON INCLUSIVE DIGITAL AGRICULTURE

b) multi-stakeholder consultations for co-designing farmer-fair business models and best practices for digital transformation; c) capacity development tools and events; d) input for launching pilot implementations; e) advocacy for policies.

Expected results

Objective

Enabling farmers as key actors and co-innovators in the design, governance and benefit sharing of Digital Agriculture technologies, data and infrastructures, as well as the promotion and support of pertinent policies and best practices, so that solutions are inclusive, context-specific and fit to help them increase productivity and income, reduce risk, use natural resources sustainably and mitigate/adapt to climate change.

Outcomes

- Small-scale producers are empowered to develop business models and negotiate practices that make them benefit from DA.
- All actors in the DA value chain are more open to practices and business models that work for small producers.
- Thanks to a more farmer-fair DA value chain (technology, money, data, knowledge), farmers embrace DA technologies with full awareness of benefits and challenges, and capacities to negotiate.

The needs identified and the models and best practices devised during the Action will be the basis for capacity development, pilots and advocacy. All findings and material produced or used in the Action as well as other relevant publicly available resources will be adapted and organized in an Online Resource Kit for Inclusive Digital Agriculture co-designed with the partners representing small-scale producers.

The geographic focus

This CA has covered so far the Regions of Latin America and the Caribbean, Asia Pacific and Near East & North Africa. However, its scope is Global and it can be developed in other regions.

Global coordination ensures mutual learning, shared knowledge, replication and extension of activities, evaluation and experience capitalization.

In partnership with

The first phase was launched in August 2021 in Latin America and the Caribbean, led by the Forum of the Americas for Agricultural Research and Technology Development (FORAGRO) and in partnership with the Confederation of Family Producers Organizations of the Expanded Mercosur (COPROFAM), the Global Open Data for Agriculture and Nutrition (GODAN) initiative, and the AgGateway consortium of digital agriculture solution providers.

A regional phase in Asia Pacific started in July 2022, coordinated by the Asia-Pacific Association of Agricultural Research Institutions (APAARI) in partnership with the Asian Farmers' Association (AFA).

Some activities started in the NENA region in September 2022.

In December 2021, an Inter-regional Task Force was established under the auspices of the Forum for Agricultural Research in Africa (FARA) and with participation from all the GFAR Regional Fora and regional members of the Global Forum for Rural Advisory Services (GFRAS).

SDG contribution



Latin America and the Caribbean

An analysis of **24 experiences in 14 countries** identified 14 good practices for the successful integration of digital technologies in small-scale agriculture, grouped in 5 broad categories: communications based on technological tools accessible to family farmers; inclusive development and co-design with the involvement of family farmers; collaboration, associative processes and multi-stakeholder partnerships; transformation of technical assistance with the intensive use of data and digital tools; empowering family farmers and their organizations with a focus on appropriate technology. Two stories that exemplify the good practices are that of family farmer Wagner Canal in Brazil, managing a YouTube channel to share solutions, and that of the Escuela Agrícola Panamericana, a non-profit providing low-cost sensors and farmer-friendly co-designed software to 70,000 small farmers in 3 countries.

Why invest?

In addition to the general reasons for investing in increased adoption of digital technologies in agriculture (more transparency and trust in agri-food systems, better support and monitoring of sustainable practices, increased farmers' resilience), investment in this CA has the added value of promoting a truly inclusive approach aiming to make small-scale producers co-designers of solutions, encouraging their participation in the digital revolution from their own perspective, making technology use a bottom-up choice, with better chances of being profitable, context-specific and sustainable over time.

Cross-cutting issues considered by the action: gender equality, investment in youth, biodiversity and climate change, global partnerships.

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COLLECTIVE ACTION ON FAMILY FARMING

Image/FAO

The issue

There are more than 500 million family farms in the world. Their organizations and specific management rely on a close link between the domestic sphere and the productive sphere and mainly depend on family labour. Family Farming is constituted of smallholder to medium-scale farmers, including peasants, indigenous peoples, traditional communities, fisher folks, mountain dwellers, pastoralists and many other groups representing every region and biome in the world. They produce more than 60% of the world's food in value terms, demonstrating the central importance of family farming for food security both now and for future generations. 500 million family operations of which 95% cover fewer than 5 hectares.

Their farming systems are fundamental to sustaining environmental quality and landscapes as well as ensuring diverse, healthy diets focused on "forgotten foods" and local food ways developed over generations, -system including the whole actors of food circuits at a local scale.

The action

Due to its critical relevance, the United Nations General Assembly has unanimously adopted the Decade of Family Farming 2019-2028. The official adoption creates a great opportunity to promote the role of family farmers, including their role in the research and innovation processes.

This Collective Action seeks equal share of the outcomes achieved during the "International Encounters on Family Farming and Research" organized by GFAR, CGIAR, Agropolis International and WRF in Montpellier, France, in June 2014, and aims to give practical form to joint activities between members. The WRF, as the representative of civil society organizations in the GFAR Steering Committee and COPROFAM as the representative of regional farming organizations in the Steering Committee, along with other partners in GFAR, the World Rural Forum (WRF), as the representative of the constituency of civil society organizations on the GFAR Steering Committee, is proposing with other Partners in GFAR and their constituencies a collective action to promote participatory research and innovation processes involving family farming organizations, rural communities and research institutes, as proposed and initiated at the GFAR Steering

The issue at a glance

60%
Is the portion of world's food in terms of value produced by Family Farming

95%
Of the 500 million family operations cover fewer than 5 hectares

50%
Of farm labour is provided by women but they only hold 15% of farmland

2019-2028
Is the Decade of Family Farming adopted by the UN General Assembly

Impact, beneficiaries and targets

45 National Committees of Family Farming (NCF)
around the world will be supported through collaborative frameworks towards improving the impact of research and engagement of family farmers

More than 1,750
Among Farmers' Organizations (FOs), NGOs, public institutions, research centres, cooperation agencies are members of the NCFs. FOs are at least 925

100
National Action Plans on Family Farming that this CA will contribute to developing

Programme features

Budget	USD 500 000
Duration	3 years
Scope	Multi-country

COLLECTIVE ACTION ON FAMILY FARMING

Committee meeting in June 2017. The challenge lies in finding ways that agricultural research and the support of innovation address and respond to the priorities and realities of family farmers (whether men or women) and rural communities responding to economic, social, and environmental challenges.

Expected results

The overall objective of the proposed CA is to promote collaborative frameworks among research institutions, public entities, governments and family farmers' organizations towards improving the impact of research and the engagement of family farmers in the entire cycle of researches towards addressing family farming challenges from a holistic perspective and contributing to public policies frameworks.

This CA will contribute to the transformation of the current governance models of agricultural research focusing in the meaningful participation of farmers and rural communities themselves in the research agenda, recognized and valued agents and ensuring wider implementation of research in family farmer's arena. This will contribute to promote the development of family farmers' targeted pluralistic and inclusive agriculture advisory and research.

The general strategy is to create a cross-sectional collective action with regard to the experiences of the actors working in family farming, mobilizing all types of new and existing resources and advocating for their availability. Three lines of action will be prioritized: (1) the advancement of equal participation processes; (2) the promotion of public research and innovation based on co-creation, co-responsibility; (3) the strengthening of capacities.

This CA has 4 Components: 1) Governance; 2) Knowledge management; 3) Capacity building; 4) Articulation.

The geographic focus

The CA strategy consists of acting on governance at three different levels: global, regional, and local; and in the medium and long term, demonstrating the role and potential of family farming to resolve economic, social, and climatic challenges and their potential towards transforming food systems.

Global coordination ensures mutual learning, shared knowledge, duplication and extension of activities, evaluation and experience capitalization.

In partnership with

Global:

GFAR, CGIAR, Agropolis International, WRF

Regional:

The regions are representing the regional agricultural organizations in the coordinating group: Asia, Pacific Islands, expanded Mercosur, Central Africa and West Africa.

National: National Committees of Family Farming (NCF) in 45 countries in Central Africa, West Africa, Expanded Mercosur, Pacific Islands, Asia.

Throughout the implementation period and with the agreement of the coordinating group, other regions and actors may join the CA.

SDG contribution



Report on the implementation of the UN Decade on Family Farming

The Report on the implementation of the United Nations Decade of Family Farming (2019–2028) introduced by the UNDF, shows achievements against expected results in 2019 – 2020. It reflects the key developments and policy processes at international, regional and country levels with an assessment of the implementation against the indicators identified in the Global Action Plan of the UNDF. They recognize (item 97) the critical role played by the National Committees of Family Farming (NCF) in the promotion and development of an enabling policy environment in support of family farming.

GFAR provides the methodological framework and the partner facilitation to target the transformation of agricultural research and innovation systems through participatory research led by family farmers.

Why invest?

Diversifying crops and food systems is not only Family Farming produce most of the world's food in value terms, demonstrating the central importance of family farming for food security both now and for future generations.

The adoption by the UN General Assembly of the Decade of Family Farming 2019-2028 creates a great opportunity to promote the role of family farming, including their role in the research and innovation process. This CA can exploit synergies with complementary actions carried out.

Cross-cutting issues considered by the action: gender equality, investment in youth, indigenous people, malnutrition, biodiversity and climate change, global partnerships.

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Image/FAO

COLLECTIVE ACTION ON TRANSFORMATIONAL LEARNING AND HIGHER EDUCATION TRANSFORMATION

The issue

Agricultural and life science universities and departments around the world are keen to continuously review their programmes to adapt to changes in their dynamic environments. Still, a gap exists in producing the right caliber of university graduates that fits the existing market and societal demands. New graduates face challenges in integrating into their professional and decision making environment, and in finding channels to impact the change processes of their societies and the world. They also may feel unprepared to venture into uncharted territory to start their own agricultural enterprises.

The action

The Collective Action builds upon previous consultations where knowledge, skills and attitudes of the future graduates were identified along with a redefinition of the role of the instructor, of the pedagogical practices and of the purpose of the universities, encompassing transformed learning processes. These latter go beyond incorporating in the course new technical areas related to the whole value chain development or entrepreneurship capacity building in order to make the students' profile better match what the market and the business world demands and hence improve their chances of employment.

What is fundamental is to rethink the role played by higher education in society, empowering students to become agents of change. This goes beyond curricula change to envisage a holistic education model.

The key words of the new Collective Action we are targeting are:

- Promoting Soft/Life/Relational/Transdisciplinary skills of students to engage into co-research and co-innovation, as a collective modality of generating knowledge for pro-poor and by-poor development; Engaging into Participatory Curricula Development, involving key actors of society; support student learning experiences, beyond the university walls, to enhance their problem-solving, critical thinking and dialogue / relational / communication capacities.
- Transformation of formal higher education set-ups and contents need to match the new skills required for conducting the type of

The issue at a glance

- 16%**
Of the world population is young (between 15-24)
- 47%**
Of young people (15-24 age) are in education but out of labour force, 25% is in education is unemployed
- 16%**
Is the global youth unemployment rate in 2021, more than three times the adult rate
- 75 million**
Young people around the world are unemployed, 408 are in employment and 732 are out of the labour force.

Impact, beneficiaries and targets

- 747 Universities**
Are represented by the Partners of this CA: more than 600 from GCHERA (Global Confederation of Higher Education Associations for the Agricultural and Life Science) and 147 from RUFORUM (the Regional University Forum for Capacity Building in Agriculture)
- 114 Higher Education institutions**
Are the current GFAR Members representing this constituency that can be selected and involved
- 4 aspects of learning**
That this CA will consider: methodological, epistemological, transversal, contextual

Programme features

- Budget** USD 300 000
- Duration** 3 years
- Scope** Multi-country

COLLECTIVE ACTION ON TRANSFORMATIONAL LEARNING AND HIGHER EDUCATION TRANSFORMATION

transdisciplinary work which is implied by co-research and co-innovation processes combining different knowledge systems in the co-generation of more adapted and widely adoptable solutions to respond to the challenges faced by agri-food systems.

Expected results

The double purpose the Collective Action is to develop collectively new modules and to institutionalize these more appropriate curricula contents and experiential learning methods in the academic world. GFAR can provide assistance in preparing together with its partners, a Collective Action aiming at incorporating in the training modules of voluntary academic institutions the relevant themes to build those soft/life/functional skills which are needed, in addition to the conventional technical abilities.

New course contents can be developed and introduced in pilot academic institutions departing from the classical top-down model of curriculum development mostly led by “experts”. We need to take a participatory approach, where curricula are viewed as subjective and the emphasis is put on a collectively agreed learning process. In this case, the content and method would be developed together with the vast array of actors that collaborate in the co-innovation process, including the students, and addressing the new demands to which they need to respond in the changing environment of research which is no more linear but circular/collaborative.

The geographic focus

Global, Regional and National.

Global coordination ensures mutual learning, shared knowledge, duplication and extension of activities, evaluation and experience capitalization.

In partnership with

This GFAR Collective Action was launched in September 2017 at a meeting held at the University of Nairobi, in partnership with RUFORUM, the University of Nairobi, and the Forum for Agricultural Research in Africa (FARA). A representative number of universities in Africa have also partnered, as well as Partners in GFAR from the private sector in Africa, civil society, farmer organizations, local rural youth and women associations and agricultural students associations.

Among other partners: Inter-University Consortium (IUC), GCHERA, GFRAS, YPARD, WRF, CGIAR, Agrinatura, Association of Arab Universities (AAU), Zewail City of Science and Technology, Arab Organization for Admissions, Registration and Student Affairs (ARABACRA), CAAS/China, AARINENA, APAARI and others in this Collective Action.

SDG contribution



Collaborative management of innovation

This CA uses this approach, which includes, inter alia, the capacity to understand diversity of cultures, innovation logics, processes and models; to support approaches of co-experimentation and co-validation of innovation among diverse actors; to manage multi-actor innovation processes/team work leading to partnerships, including achieving community engagement and consensus on the common challenge and the desired future situation; the capacity to build trust among actors; to promote joint ownership of the innovation process; to level the playing field between actors with unequal power; to manage conflicts; to set shared goals and objectives; to define joint strategies and support joint planning, helping define complementary roles and responsibilities; to support the co-construction of technological, social, organizational and policy innovations; to monitor the process and learn from the collaborative experience.

Why invest?

The fundamental aim of the CA is to constitute a new model of “universities without walls” to inspire, guide and equip the students with the knowledge, skills and attitudes to meet their aspirations, access resources and grow into qualified, skilled and knowledgeable graduates capable of reaching their individual targeted future based on physical, mental, emotional, spiritual and professional development.

Cross-cutting issues considered by the action: gender equality, investment in youth, indigenous people, global partnerships.

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