



GFAR

The Global Forum on Agricultural Research

المنتدى العالمي للبحوث الزراعية

全球农业研究论坛

Forum Mondial de la Recherche Agricole

Foro Global de Investigación Agropecuaria

Глобальный форум по
сельскохозяйственным исследованиям

SHAPING THE FUTURE TOGETHER

Transforming agricultural research, extension,
education and enterprise in development

MEDIUM TERM PLAN

2013-2016

The Global Forum on Agricultural Research

29 April 2013

TABLE OF CONTENTS

1.	BACKGROUND	3
	1.1 Context	3
	1.2 Agricultural Research is essential, but not itself sufficient for development impact	3
	1.3 Agricultural Research in Development contexts	4
2.	APPROACH	5
	2.1 The Role of the Global Forum	5
	2.2 Stakeholders and target beneficiaries	6
	2.3 Towards outcome-focused agricultural research for development systems	7
	2.4 The role of the Global Conference on Agricultural Research for Development	9
3.	PROGRAMME FRAMEWORK	10
	3.1 Our Theory of Change	10
	3.2 Key pillars of GFAR's work according to the Theory of Change – as developed by thousands of participants in the GCARD 2010	10
	3.3 How GFAR works – Programme Strategy	12
4.	MANAGEMENT ARRANGEMENTS, MONITORING AND FUNDING	14
	4.1 Management Arrangements	14
	4.2 Monitoring and Evaluation	15
	4.3 Gender Strategy	16
	4.4 Funding Sources	16
	4.5 Communication & visibility	17
5.	OUTLINE OF THE PROGRAMME	
	5.1 Areas of work, intended outcomes and rationales	18
	Appendix 1: LOGICAL FRAMEWORK (Outcome to Output level)	27
	LOGICAL FRAMEWORK (Activities differentiated between Stakeholders and Secretariat)	39
	Appendix 2: Process developing monitoring and evaluation systems for GFAR's work	55

The Global Forum on Agricultural Research

Medium Term Plan 2013-2016

1. BACKGROUND

1.1 Context

The world faces unprecedented and complex challenges, including rising food demand, lingering food insecurity, malnutrition, obesity and rural poverty, all in a context of rapidly changing climates, dynamic trade flows, protracted crises and the need for better governance to address agricultural complexities.

Agricultural research has delivered great change in feeding a growing population, but huge challenges remain, particularly in Sub-Saharan Africa and South Asia, which together account for over half the world's 870 million hungry people. Research is required to find out how to feed an estimated world population of nine billion by 2050, but this is no longer a question of production alone, but of poverty and equal access to adequate nutrition, in particular maternal and child nutrition.

The global trend shows that Sub-Saharan Africa, the Caribbean and Pacific lag behind in total factor productivity growth. South Asia has performed better through the green revolution, but this is offset by population growth and there are concerns now that yield increases of some crops such as wheat are reaching a plateau. There is an urgent need to better harness agricultural research and knowledge to help eradicate hunger and malnutrition, alleviate poverty and ensure sustainable productive environments.

International bodies, in particular the FAO and CGIAR, have recognized these chronic needs and have set ambitious targets in their new strategic objectives for delivering tangible outcomes in each of these areas. Addressing these objectives requires the actions and interactions of multiple partners at many levels, towards mutually-owned outcomes that benefit the poor - in particular the 500 million resource-poor smallholder farming families of this world.

1.2 Agricultural Research is essential, but not itself sufficient for development impact

A number of major challenges remain if agricultural innovation systems¹ (agricultural research-for-development systems) are to achieve what is demanded and required of them. The AR4D community around the world must address the reasons why apparently effective knowledge & technologies have not been adopted by the poor and yield gaps remain so large, explore how knowledge and innovation can more directly target the poor, improve the linkage between international public goods and meeting national demands and linking with and strengthening national capabilities.

To achieve real change, we need to better value and embed agricultural innovation within wider rural development processes that too often ignore its importance or treat it as a separate function and we must build more collective actions towards large scale development impacts. Put together, these indicate a very strong need to move towards innovation systems geared towards achieving

¹ See definition p.12 in

http://siteresources.worldbank.org/INTARD/825826-1111044795683/23131301/WB_AIS_Sourcebook_Overview_web_final.pdf

agreed and desired development outcomes in poverty reduction, eliminating hunger, sustaining environments etc.

1.3 Agricultural Research in Development contexts

There are a number of clear areas in which the need for a major rethink of **agricultural research for development** is already seen:

- **500 million smallholders around the world feed 2 billion of the world's population, an enormous contribution yet** smallholder producers themselves form a very large proportion of the **world's poor and hungry**.
- A focus on eliminating hunger and enabling economic growth from poverty requires smallholder producers to be a central focus of attention
- **Nearly half of all** those actively involved in smallholder production work are now **women** - yet often they **are** not even recognized as farmers
- Farmers **are themselves innovators**, with growing awareness of rights, and with strong awareness of associated risks in changing practices
- **Agricultural trade** has become as big a political issue as agricultural production
- **Rural Youth** see little future in agricultural careers – the alternative attraction of urban drift results in many social problems
- Research has traditionally focused on yield gain potential, yet without recognizing that poor farmers are last to benefit from most interventions. Our ability to measure yields also skews thinking and focus compared to the challenges of measuring **environmental and social change**
- 17 countries are now in **protracted crises** in Sub-Saharan Africa, resulting in agricultural research, extension and education systems that are weak or collapsed
- A 4°C global temperature rise now seems inevitable, with enormous consequences in needs for **agricultural mitigation and adaptation**
- Only **4/24 African Poverty Reduction Strategy Plans** mention agricultural research
- We live in times of a changing global economic order. The emergence of the **BRICS** and other fast growing economies is rapidly changing the old pathways that assumed that countries of the North were the prime source of agricultural innovations
- The low hanging fruit of the green revolution have already been harvested– complex innovation pathways require us to build **the jigsaws of associated actions required to deliver change in a more complex world than ever**

In putting the smallholder farmer at the centre of innovation and seeking change in their lives, 'business as usual' is clearly not an option. We need to thoroughly re-examine how we can eliminate food & nutrition insecurities and increase farmer incomes, while ensuring the needs of

resource-poor smallholders & householders are met and sustainably managing environmental resources. All this **and** develop innovation systems and policies capable of meeting these challenges.

2. APPROACH

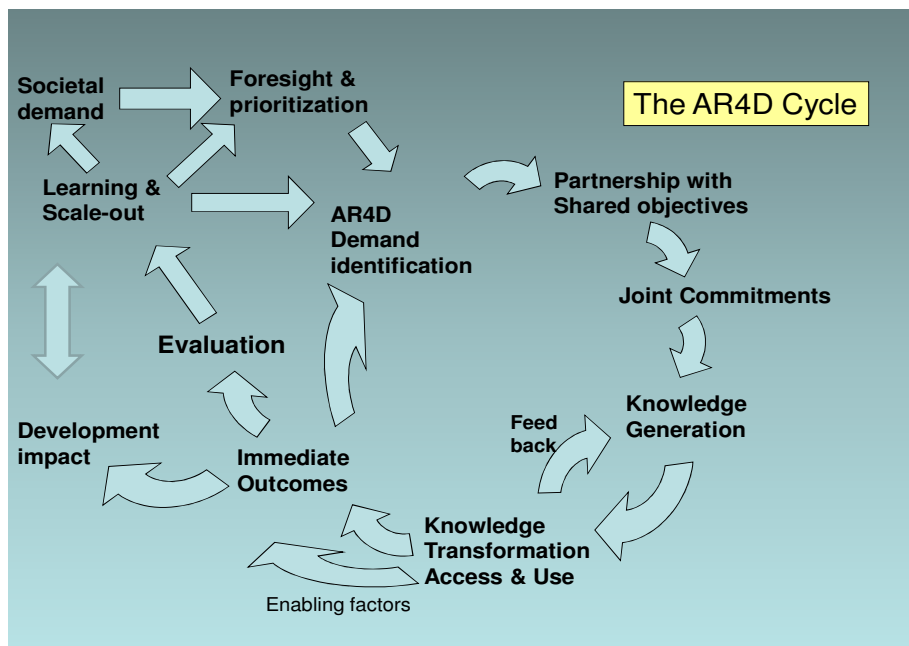
2.1 The Role of the Global Forum

The Global Forum on Agricultural Research (GFAR) was established initially by the World Bank, IFAD, FAO, ISNAR and SDC in 1996, triggered by a major shift in thinking about development during that period. This entailed a new recognition of the need to include all development stakeholders in development processes, to make them more effective, owned by the intended beneficiary countries and communities, self-driven and resilient.

Recognizing this shift, the United Nations inter-governmental agriculture and food-related development organizations FAO (which hosts GFAR), IFAD, the CGIAR partnership of 15 International Agricultural Research Institutes, the national agricultural research and development systems of countries from South and North through their regional bodies and representatives of civil society, the private sector and farmer organizations, came together to establish the Global Forum.

GFAR was established to mobilize the global scientific community and all stakeholders in their collective efforts to alleviate poverty, increase food and nutrition security and promote the sustainable use of natural resources. Together, GFAR Stakeholders have fostered this open, multi-stakeholder forum, owned by all, to enable equitable participation in dialogue, and build partnerships for action on critical issues related to agricultural research for development (AR4D).

Today, GFAR provides a unique global forum, a catalyst for change, enabling expression of demand for knowledge and innovation from all stakeholders in agricultural and rural development and facilitating collaboration, partnerships and sharing of objectives along the complex pathways from research through to development outcomes, in particular for poor rural households:



Through the **GCARD** process, GFAR, with the CGIAR, is catalyzing new ways of working and interaction that build towards achieving large scale development outcomes through equitable partnership and shared objectives among the many and diverse stakeholders active between research outputs and national development impacts, with mutual accountability in these processes.

2.2 Stakeholders and target beneficiaries

GFAR brings together all sectors participating in agricultural research for development systems globally (also termed agricultural innovation systems). Reflecting this, our governance directly includes representatives of international institutions (FAO, CGIAR, IFAD), of Regional Fora of national research systems (AARINENA, APAARI, CACAARI, EFARD, FARA, & FORAGRO) and of international networks of other key stakeholders: International farmer's organizations, donor organizations (GDPRD network), NGO networks, private sector networks, education (GCHERA), advisory services (GFRAS) & youth (YPARD).

GFAR works across agricultural sectors of all kinds, with a particular focus on resource-poor smallholder producers as the intended ultimate beneficiaries of the outcomes of GFAR's work. The Forum works through actions agreed among a wide range of implementing partners to influence and support changes and development at national level and through regional sharing of knowledge and practices. Programmes are led and implemented by stakeholders from all sectors and regions, with required partnerships advocated, facilitated and catalyzed through the Secretariat, with co-financing of actions provided where available. In particular, GFAR actions work and bring understanding between different stakeholder sectors addressing common agendas and draw across learning and experiences between countries facing similar challenges, yet in different regions. In so doing, GFAR contributes directly to **more effective delivery** of outcomes for the poor and **improving the governance** of agricultural research and development systems globally so that institutions can better deliver the promise of agricultural knowledge through into changes in people's lives and livelihoods.

Constituencies of the Global Forum address the collective **Goals** expressed by FAO member countries and share the common objectives expressed by IFAD and the CGIAR:

- The eradication of hunger, food insecurity and malnutrition, progressively ensuring a world in which people at all times have sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life;
- Elimination of poverty and driving forward economic and social progress for all, with increased food production, enhanced rural development and sustainable livelihoods
- Sustainable management and use of natural resources, including land, water, air climate and genetic resources for the benefit of present and future generations

Strategic objectives addressed by the Forum's constituencies provide collective focus towards development outcomes, as expressed by member countries of FAO and reflected throughout the GCARD process:

- Contributing to the eradication of hunger, food insecurity and malnutrition,
- Increasing and improving provision of goods and services from agriculture, forestry and fisheries in a sustainable manner.
- Reducing rural poverty, in particular among the resource-poor smallholder producers
- Enabling more inclusive and efficient agricultural and food systems at local, national and international levels
- Increasing the resilience of livelihoods to threats and crises
- Addressing gender inequities and empowering women in agriculture and rural development
- Improving system governance for more equitable, integrated and effective operations and impacts

Meeting these needs is not a simple process. These challenges do not stand-alone, but interact in many and complex ways; achieving desired outcomes requires the effective actions and interactions of many actors, in science *and* society. Successful solutions must that take full account of the social and cultural environments and the beliefs and interactions of different sectors involved, often with radically diverse starting points on any given agenda. Moreover, different actors have vastly different capabilities and resources for effective engagement with others. GFAR addresses these challenges as a unique mechanism, recognizing the value of all forms of knowledge and innovation and the need for effective networks for dialogue and collective actions in generating and using agricultural knowledge and innovation, whether at global, regional or national scales.

2.3 Towards outcome-focused agricultural research for development systems

GFAR's **focus** is on the role of agricultural knowledge and innovation in achieving development impacts. This relates directly to ensuring **the effective governance and operation of systems of agricultural research for development (agricultural innovation)** globally. The evidence gathered for GCARD 1 demonstrates that these systems require transformation and strengthening at all levels if they are to deliver at the scale required for their intended goals.

In the **G8 L'Aquila Joint Statement on Global Food Security**, the G8 expressed support for the **fundamental reform processes** underway in the FAO, the Committee on World Food Security, the Consultative Group on International Agricultural Research **and the global agricultural research system through the Global Forum on Agricultural Research**.

GFAR is mandated by its global constituencies to provide the open and inclusive space required for **fostering dialogue, establishing and agreeing priorities and catalyzing collective, multi-stakeholder actions** among and owned by all those involved in agricultural research for development, from farmers to researchers and government bodies. GFAR works via four core functions that together contribute to improved operation and governance of AR4D systems globally:

- i) Collective Advocacy: enable dialogue among all sectors to identify key current and future priorities in agricultural research, innovation and rural development and advocate for key needs to be addressed.**
- ii) Partnership Development: help build effective and equitable partnerships among diverse actors to address the complex issues along innovation pathways to impacts,**
- iii) Transforming Institutions: catalyze collective actions developing the capabilities and creating the transformative changes required in institutions to enable greater impacts for those they serve and**
- iv) Sharing & Using Knowledge: mobilize the access, availability and use of agricultural knowledge and technologies into development purposes.**

To do so requires re-imagining our systems of agricultural innovation, considering the multiple interactions involved in the complex innovation pathways to impact, centred on thinking about the particular needs of smallholder farmers and what needs to be true in system operation for their needs to be effectively met.

As the Global Forum of all sectors, it is essential that we strengthen and transform currently fragmented systems of agricultural innovation and knowledge use, if agricultural research and knowledge are to deliver effectively towards the pressing current and future challenges we face: changing climates, diminishing natural resources, urbanization, changing consumption patterns, etc and in particular if smallholder farmers are to have a viable future and not become the disaffected urban slum dwellers of tomorrow.

'How change happens' has been intriguing researchers and evaluators for many years. In development over the last few years the recognition of major failures in the development cooperation environment has led to two broad, divergent trends: The first tends towards reductionism and focuses on relatively simple, 'passive' interventions that are more likely to yield relatively quick and visible results (e.g. vaccines). These can be readily quantified, but are also externalized interventions. The other leans towards engagement with more holistic notions of change that try to understand and engage with the complex, non-linear nature of change as affected by societies.

In addressing change in the lives of smallholder farmers, and agriculture within a societal context, one must consider both the impact of new knowledge and the equity around its availability, access and use. The second is especially important when dealing with some of the most challenging issues, such as human development, institutional capacity strengthening, governance, markets in bottom of the pyramid contexts, and systems improvement in rapidly changing nations. These are areas that this multi-stakeholder forum, through the GCARD Roadmap and wider linkage of research to development outcomes is directly addressing.

To reach desired development outcomes it is no longer good enough to think of a technology pipeline with 'someone else's job' to turn innovations into field impacts and an outcome of take up by those with best advantages that can further disadvantage the poorest. We must consider how the complex actions and interactions that enable innovations to be generated, accessed and used can be brought together with the enabling environments and inputs required (credit, crop inputs etc) and with innovation policies that promote agricultural development for smallholders. We must also be able to **demonstrate and measure agricultural change** in ways that go beyond productivity alone, which also means much greater linkage of biological science and social science.

A fundamental role for all involved in GFAR is to challenge and break down the institutional divides, the walls that prevent effective collaboration and partnership towards shared goals.

Doing so requires:

- Development-centred thinking with the needs of poor farmers and consumers at the centre of thinking and as the outcome focus of inclusive partnership in AR4D systems
- Innovative knowledge access & transformation systems
- Stakeholders learning & innovating together, managing benefits & risks
- Institutional reorientation & changed attitudes/values
- Convergence of R&D, education and business policies and resources

GFAR and the CGIAR

THE CGIAR is an intrinsic stakeholder in the Global Forum and GFAR has a seat on the CGIAR Fund Council, creating a symmetry of relationship where each helps shape the work of the other. The need for these changes is also recognized in the recent **reform of the CGIAR**. The international agricultural research system has made a tremendous contribution over the years, most notably in the green revolution. However, decades of global complacency about agriculture, stagnant funding and perceived problems in the system's fragmented operation and reporting needs, together with the emergence of new providers, notably in the private sector and BRICS countries, brought into question the value of the CGIAR mechanism. The resultant reform process, to which GFAR has contributed greatly, has revitalized investment and purpose in the international system and aims to bring coherent work towards achieving identified large-scale outcomes. Despite its challenges, the reform is already having major impact in developing collective actions among centres and their partners, aiming to achieve intermediate development outcomes in agreed areas.

Over half the aid flows in agricultural research to Africa currently go via the CGIAR (EIARD, 2012). Complementary investments and transformational changes are urgently required in national systems around the world (whether public private or civil actors) if international investments are to impact in national development outcomes. GFAR and its constituencies have vital roles to play in identifying national demands and innovation pathways with which the CGIAR will need to engage to achieve the desired impacts and in creating space for equitable dialogue and collective action on these.

Addressing the underlying causes of poverty and hunger requires more than technological solutions to one part of the problem. The 'bottom-up' networks fostered through GFAR, building collective actions among diverse actors, enable uptake pathways to be explored and understood and critical blockages in policies, processes or capacities to be identified and effectively addressed.

2.4 The role of the Global Conference on Agricultural Research for Development

The Global Conference on Agricultural Research for Development, a process organized jointly by the Global Forum on Agricultural Research and the CGIAR, combines the processes of GFAR in establishing priorities and catalyzing programmes, and partnerships for action and the reform of the CGIAR towards an outcome-focused basis that requires partnership, consultation and shared accountability for outcomes. The GCARD establishes an outcome-focused process and milestone conferences for transforming and strengthening agricultural research for development around the world. This is particularly important in providing a unique opportunity to publicly set out, discuss and help ensure public accountability of the impact and value of the CGIAR reform in practice.

The GCARD conference events provide a sequential means of public awareness and accountability, based on expressed demands and establishing how system changes are working in practice. This regularized process therefore contributes to improving governance of agricultural research for development systems globally. Cycles of learning, reported publicly through the GCARD Conferences, allow stakeholders from all sectors to mobilize and bring together their own commitments to progressive change.

The GCARD process began with extensive regional consultations on what the stakeholders in each region regard as priorities in agricultural research for development systems. These analyses were brought together with those of other key reports, including the WDR, IAASTD, a directly commissioned review of the global state of agricultural research for development systems and the strategy and results framework of the CGIAR. Together these formed a multifaceted analysis of key needs in transforming and strengthening these systems if they are to achieve their required impact in development terms- whether on poverty, food and nutrition security or in environmental sustainability and system resilience.

The GCARD process has had marked impact in shaping the direction of the international research system and its links with national systems. **80% of GCARD2 participants stated that they would change the design or implementation of their work** as a result of the GCARD processes. This leads also towards a coherent alignment of CGIAR research priorities with national and regional priorities and investment plans. It is also recognized that it is nowadays difficult for funding agencies to support conference costs: the recent GCARD review is recommending a process, outlined in the work

plan below, that cycles between actions on the ground in national systems, with regional learning, and sharing this learning internationally through a smaller global gathering of representatives from different regions.

3. PROGRAMME FRAMEWORK

3.1 Our Theory of Change

GFAR stakeholders recognize that, while agricultural research is essential, it is not in itself sufficient to achieve large-scale development impacts and must be embedded in wider partnerships, processes and systems of innovation to reach, and impact for, the desired beneficiaries. GFAR provides a unique and truly multistakeholder mechanism, bringing together all actors involved in agricultural research, extension, education and enterprise at the global level and helping to stimulate and trigger regional and national actions delivering on the ground towards commonly agreed aims. GFAR operates through voluntary commitment towards a shared vision, building complementarity between diverse actors in establishing effective policies, pathways and practices towards desired outcomes.

To do so requires 1) addressing institutional barriers and individual habits and attitudes that determine the power relationships between science, the holders of new knowledge, and the communities they serve and 2. developing new institutional arrangements, capabilities and behaviours to effectively deliver these changes.

3.2 Key pillars of GFAR's work according to the Theory of Change – as developed by thousands of participants in the GCARD 2010

Together, GCARD participants identified six strategic elements required of well-functioning agricultural research for development systems, so that they can achieve greater development impact around the world. These were expressed in the [GCARD Roadmap](#)² and agreed among all sectors involved. The six strategic elements of the Roadmap and the intended outcomes of GFAR's work associated with each are:

1. Inclusively define research and innovation **priorities** and actions, driven by development needs.

Outcome 1: farmers and national stakeholders empowered and informed to better negotiate their own agricultural futures

² <http://www.egfar.org/documents/gcard-road-map-transforming-agricultural-research-development-systems-global-impact>

2. Develop and foster equitable **partnerships** among all stakeholders
Outcome 2: Equitable and effective demand-driven partnerships that transform agricultural research and innovation into meaningful impacts at scale
3. Achieve increased **investments** required to meet development needs
Outcome 3: Transformative investments stimulated to provide tangible opportunities for the world's poor
4. Develop essential human and institutional **capacities** to meet the needs of today and the future
Outcome 4: Collective initiatives fostered to improve capacity in AR4D
5. Embed **innovation in development** programmes and policies
Outcome 5: Agricultural research and knowledge is embedded into rural development agendas
6. Include and involve stakeholders, in particular smallholder farmers, in the **accountability and value** of systems used
Outcome 6: Accountability, transformational change and development impacts in AR4D systems increased through greater and more transparent stakeholder involvement

The transformative changes proposed in the Road Map have laid the path for collective actions, **catalyzed** through the mechanism of the Global Forum and **delivered** into practice by the many networks and institutions it brings together.

Actions to date were recently summarized and discussed at the GCARD2, in Punta Del Este, Uruguay, a meeting attracting strong participation both in Uruguay and, through the internet, around the world. Implementation of the Road Map into practical actions is already now moving rapidly ahead and forms the basis of this Medium Term Plan.

Agriculture Ministers of the G20 formally welcomed the Road-map coming from the first Global Conference on Agricultural Research for Development of 2010 (GCARD)
[G20 Ministerial Declaration, 2011.](#)

3.3 How GFAR Works - Programme Strategy

The Global Forum provides a unique, open and inclusive space forum for action in transforming and strengthening agricultural research for development systems around the world. GFAR works through key principles of partnership, inclusiveness, value-addition, complementarity and subsidiarity, with international agendas being the product of demands expressed in different local, national and regional contexts.

The Global Forum addresses the key elements agreed in the GCARD Roadmap, fostering, catalyzing and enabling collective outcome-oriented actions among all stakeholders in agricultural research for

development systems, from farmers to researchers. In so doing, the Global Forum provides the space for institutions of all forms to express demand for agricultural knowledge, skills, technology and triggers for innovation, build active and mutually accountable partnerships and work together to deliver the changes agreed by all through the GCARD Roadmap, to ensure that agricultural innovation systems, whether expressed through research, extension, education or enterprise result in desired development outcomes at all levels.

As such, GFAR contributes to the global orientation and governance of agricultural research and innovation for development, ensuring transparency, accountability and commitment. The activities of the Global Forum support the collective prioritization, generation, availability, access and effective use of agricultural knowledge and its transformation into innovation and development outcomes around the world. GFAR provides the 'oil' enabling diverse partners to work effectively together between diverse institutions and sectors, breaking down institutionalized barriers to effective partnership and the 'glue' bringing together diverse actors, through their own commitments, towards achieving common purposes together.

Work formulated through consultative processes of the Forum is fostered and in some cases co-financed through the GFAR Secretariat, but is **delivered through the organizations concerned themselves**. Internationally this occurs through the CGIAR and FAO, IFAD and other multilateral agencies and via global partnerships for action, nationally through the diverse actors involved in national systems of agricultural innovation.

Coordinated national actions and regional initiatives are fostered, and learning shared across similar systems, via Regional Fora, The Regional Fora are self-managed and self-driven and are themselves evolving from regional associations of research institutions into multi-stakeholder Fora, processes that GFAR is actively helping to foster. They play important roles in identifying common practices across countries with similar cultures and agro-ecosystems, mobilizing partnerships and networked actions and sharing the learning from agricultural research through to its users in rural communities.

GFAR catalyzes the transformation and strengthening of AR4D systems around the world, to create greater efficiencies and impacts in meeting development needs. This MTP elaborates specific actions addressing the 6 key areas of transformational change outlined in the GCARD Roadmap and is proposed for the period 2013-2016. The Plan draws on the comparative advantages of a global forum and differentiates the executive and supporting role of the Secretariat and accountability of use of GFAR funds from the responsibilities and implementing roles and accountabilities of the many agencies involved, of which over 200 have already set out their commitments at the GCARD 2.

Piloting innovative partnership initiatives with a wide range of partners is seen as an important area of focus, to identify and address key blockages preventing agricultural innovation from reaching and benefiting its intended users. Such work will have local importance in its immediate relevance, but a significance and potential scalability that goes wider than the countr(ies) concerned.

Actions of the Global Forum also contribute directly towards the new Strategic Objectives of FAO and are aligned with the Strategic Objectives of the CGIAR. GFAR operates through subsidiarity, so needs and demands expressed by stakeholders at national level help shape actions at the regional and global levels. A key role of the Forum is fostering interactions between diverse organizations within the context concerned. We aim to help transform and strengthen the regionally-managed Regional

Fora to play this role more effectively among diverse stakeholders, as is seen for example in the interaction between international research and national actors.

Programmatic areas for GFAR in 2013-2016 are delivered through the four roles of the Global Forum, across the 6 themes of the GCARD Roadmap:

	Collective Advocacy	Partnership development	Transforming institutions	Sharing & using knowledge
Foresight and future needs				
Partnerships for impact				
Transformative Investments				
Capacity Development				
Research in development contexts				
Accountability, governance & Stakeholder involvement				

4. MANAGEMENT ARRANGEMENTS, MONITORING AND FUNDING

4.1 Management Arrangements

Actions of the Forum and Secretariat are managed by a multi-stakeholder Steering Committee, comprising senior representatives of the UN Agencies (FAO and IFAD, the CGIAR Consortium, the Regional Fora (bringing together leaders of national agricultural research & development institutions and other AR4D stakeholders from each region), as well as international farmers organizations, NGOs, private sector networks, advisory service networks and education institutions.

GFAR thus provides an apex mechanism for the interaction between the large and diverse constituencies and networks of stakeholders and institutions in AR4D. The Regional Fora provide space and opportunity for the interaction, needs identification and cross-learning among heads of national research & development systems and with their partners,

The GFAR Secretariat supports the actions and interactions of these partners through a subsidiarity principle and provides direct catalysis and management of specific actions and events, technical support to delivery by partners where requested and helps leverage funds to support multi-stakeholder actions of inter-regional significance. Many actions address the sphere of influence of GFAR, rather than bringing direct accountability for field outcomes, e.g. in advocating and contributing to change and new attitudes, behaviours and approaches in the work of major implementing institutions themselves, in line with the GCARD Roadmap Theory of Change. Specific actions are brought forward and prioritized through a Programme Committee of practitioners and approved by the Steering Committee.

To maintain a light and flexible structure, GFAR does not have a separate legal identity. Actions are administered via the legal entity and established procedures and international accounting basis of FAO. Some donors have preferred to support GFAR via their existing funding arrangements with CGIAR. Here a separate account is maintained by ICARDA for this purpose and administered under similar arrangements to those with FAO.

GFAR's commissioning of actions by external parties is contracted through formal and binding agreements (Letters of Agreement) with a wide range of implementing agencies, through direct commissioning of organizations and established networks for specific tasks (e.g. pilot studies, reviews, meetings), for which there is direct accountability, or through the Regional Fora for collective support, providing co-financing for a range of GCARD Roadmap-relevant actions as requested from the region concerned and agreed by the Steering Committee (here outcomes are in affecting the sphere of influence of the stakeholders coming together in the regional body). Actions here provide a dual purpose of delivery and of strengthening civil society participation in the respective Forum and are undertaken as a contribution to the total cost alongside the commitments of the regional forum itself and its stakeholders. Reporting and delivery requirements sit with the contracted party, and are reported to the Secretariat.

4.2 Monitoring and Evaluation

The MTP is aligned with the GFAR Theory of Change and associated development of the GCARD Roadmap and its associated actions and responsibilities. These require linkage to indicators of performance and measurement to demonstrate that the theory of change is playing out as anticipated and delivering substantive change. Measures required relate to the effectiveness of action through networks, influence on policy and practices and the empowerment of stakeholders, all of which are essential intermediary steps to change in the lives of poor farmers and householders.

With the GCARD Roadmap now established as the overriding theory of change in transforming and strengthening Agricultural Research for Development, as articulated by thousands of stakeholders, GFAR-facilitated and supported actions now need to show how changes delivered in line with the Roadmap objectives can be measured and highlighted. This requires understanding of how change happens if GFAR stakeholders are to achieve – and appropriately determine – development impact.

This requires designing and testing descriptions of possible causal pathways that move towards a dynamic and ongoing evaluation and learning process, via feedback loops, and towards the development and use of logic models that describe the underlying theories of change in each theme.

The Forum operates through networks, which are a critical, yet often undervalued area for planning and evaluation, given that we live in a networked world, where conventional structures have been replaced by individual and organizational networks that cut across boundaries and borders. Other organizations with similar challenges are also now beginning to link their M&E systems directly to the theory of change.

Great emphasis is placed on capturing lessons from implementation and providing information in support of evidence-based decision making. Building monitoring and evaluation (M&E) capacity of networks supported through GFAR regionally and globally is also essential to success. M&E will play two roles:

1. Keeping GFAR on track by providing the means of taking corrective action in a timely fashion
2. Providing the evidence of impact that justifies future investments and feeds back into the learning and messages GFAR produces as global public goods.

GFAR requires a direct M&E system that builds from the theories of change contained in the Roadmap and its underlying thinking and so itself aligns with expectations of the diverse constituencies brought together in GFAR for tangible change. The GFAR MTP is aligned around the GCARD Roadmap actions. As this becomes further developed to show specific accountabilities of the GFAR Secretariat and commitments of the various GFAR constituencies, these M&E elements and associated responsibilities will be directly linked to specific indicators at each level.

To facilitate this evolution, GFAR is now working with an expert consultant to assist the GFAR secretariat in a cohesive and robust common vision around the development of a Theory of Change for the network, through a multi-stakeholder consultation process, the design and roll out of a Monitoring and Evaluation Framework, the development of a timely scheduled plan for the implementation of the M&E system and the implementation of the plan including systems and processes.

This is being currently developed through a step-wise process. This work is divided into successive components, developed with the GFAR Secretariat and Constituencies and building with contracted parties as they report on progress (the process is described in detail in Annex 1).

GFAR is continually working to improve governance and representation arrangements at all levels. These form a specific work element of the Medium Term Plan itself. Moreover, an independent external Governance Review has been commissioned in 2012, which reported in early 2013. The findings of that review point to various measures to strengthen the role of non-research actors in the governance and decision making in the Forum, as well as steps to improve governance and oversight arrangements in the operation of the Forum's various committees and further clarify the roles of implementing parties *vis-a-vis* the Secretariat. Entities represented in the GFAR Steering Committee are presently considering their responses to the Review's findings.

The GCARD process is presently being externally reviewed by an independent consultant, reporting to GFAR and in turn the CGIAR Fund Council on ways to further improve the effectiveness and value for money for the GCARD process for both GFAR and the CGIAR reform process.

An external review of GFAR is proposed for the end of 2013/early 2014.

4.3 Gender Strategy

A 2000 study of developing countries by the International Food Policy Research Institute³ found that as much as 55 percent of the reduction in hunger from 1970 to 1995 could be attributed to improvements in women's status in society. Gender is a social construct. GFAR has placed great emphasis on addressing the woefully neglected needs and realities of women farmers, who comprise nearly half of the world's smallholder producers, yet for whom AR4D systems are often gender blind or, or discriminatory, in many cases not even recognizing their needs as farmers.

As a response, GFAR catalyzed the Gender in Agriculture partnership, which already brings together over 150 institutions, including UN Women, FAO, WFP & IFAD, the CGIAR, Regional Fora and a host of public private and civil actors around the world. This is now creating a dynamic of its own and bringing collective actions around the world. Actions outlined in the attached framework are explicitly directed to empowering women and bringing gender equity into AR4D systems and institutions of all forms. GAP is a central pillar of GFAR's work and gender-equity thinking impacts also into all other programmes. It directly addresses issues raised in the State of Food & Agriculture report on Women in Agriculture – Closing the Gender Gap (2011) and indeed many of the actions have been triggered by gender experts in the UN agencies and the CGIAR, who have sought linkages that go beyond their institutions through the open and inclusive mechanism of GFAR.

Gender considerations inform all actions of the forum and with the GAP and requests for participation quotas in processes such as GCARD, GFAR is making gender equality a central pillar of practical operations.

4.4 Funding Sources

GFAR operates as a multi-donor Trust Fund within FAO, primarily by funding agencies supporting core actions, with outputs and contributions to outcomes reported against the GFAR Medium Term Plan.

The composition of donors supporting GFAR has changed progressively over recent years, with recent annual levels of received income ranging from USD 2-6.3 million, depending on whether a GCARD has occurred in that year (GCARD 2 total conference cost was around USD 1.6 million).

Current and recent agencies providing direct support to GFAR are:

Agropolis Foundation, Asian Development Bank, Bill & Melinda Gates Foundation, CGIAR Fund (for GCARD), CIDA, CTA, DFID, DGIS (Netherlands), European Commission, FAO, French Foreign Ministry,

³ <http://www.ifpri.org/publication/overcoming-child-malnutrition-developing-countries>

IFAD, IRD, Irish Aid, Italian Foreign Ministry, SDC, World Bank (for GCARD1). Recent annual income totals received have been heavily determined by the GCARD events, so are difficult to annualize:

2010: Total USD 6,263,017

2011: Total USD 1,993,719

2012: Total USD 2,712,097

Over the 3 years concerned, GFAR total income = USD 10,968,833, annual mean = USD 3.65mn

Programme actions expressed in the MTP are written in direct response to demands expressed from stakeholders via the GFAR Steering Committee and the GCARD2 processes. Actions are intentionally scalable, according to available resources and changing environments and the extent to which GFAR stakeholders wish to see the forum develop more of a fund disbursement role to more directly support transformational processes.

4.5 Communication and visibility

GFAR communications and outreach have increased markedly in recent years and are reaching many more people than before. GFAR communication tools include EGFAR, an electronic platform that uses a variety of Internet based tools and applications including a website, e-discussion lists, social media and a document repository to inform ARD stakeholders and facilitate communications and sharing of information among themselves. The website has recently been enhanced:

(<http://www.egfar.org>). For GCARD2, EGFAR, in addition to enabling the logistics of the Conference and informing all stakeholders about it, provided the platform for over 1,000 people to be directly engaged in conference events electronically through online blogs and many thousands more through various blog spaces, Twitter, Flickr, YouTube and other social media.

The GCARD2 reached out through a wide range of [formal and social media](#)⁴ For example, the GCARD2 resulted in 63 mainstream media articles, the background briefing documents were accessed 3,500 times, the website was visited by 14,719 different people from 181 countries, the conference blog was visited 16,000 times and Twitter comments reached 353.623 people. In the 3 years ahead we will build on these successes through both formal and social media to ensure a wide community is reached across all sectors.

GFAR also distributes regular information items through its e-news, through the GFAR Updates newsletter and has a joint endeavour to publicize successful research-into-use stories with the New Agriculturist. It also publishes reviews and articles in both formal and non-formal journals. Moreover, in functioning as a network of networks, GFAR materials are re-posted and circulated very widely among key constituencies of the Global Forum through their own websites and information services. Public usage of the GFAR website has increased markedly, with 52,500 visitors in the year 2012-13, compared with 17,400 in the previous year. Much of this increase was linked to interest in the GCARD2, but even without this factor, average levels of accession away from this peak are still twice those of the previous year. In addition, GFAR produces regular public reports to the GFAR Steering

⁴ http://www.egfar.org/sites/default/files/files/delivering_the_change_together_-_reflections_on_gcard2_0.pdf

Committee on activities undertaken through the Secretariat and public Update newsletters are sent out to all stakeholder addresses on actions undertaken through the GFAR mechanism. An Annual Report is produced for each year

GFAR's work to promote the access and use of published information is extremely effective and has now enabled open access to millions of published papers in countries including Thailand and China. GFAR support to the development of the AGRI-VIVO database with Cornell University is now opening up a new means of professional networking.

5. OUTLINE OF THE PROGRAMME

5.1: Areas of work, intended outcomes and rationales:

Outcome 1: Farmers and national stakeholders empowered and informed to better negotiate their own agricultural futures

Rationale: The Global Foresight Hub, which already includes over 40 different foresight approaches, focuses many lenses on our agricultural futures, combining projections & scenarios. This collective foresight approach recognizes that different assumptions underlie different projections and scenarios, the diversity of rationales together bringing new thinking for deciding what kind of world we would like to see in future, in particular to better understand the future for smallholder farming under different scenarios, recognizing that Smallholders must have a say in envisioning their own futures.

This Global Foresight Hub has now been endorsed by the G20 Agriculture Ministers and collectively asks some key questions on the future of smallholder farming, of the how to achieve sustainable production via sustainable consumption and the implications of land use changes for small farmers. Together they seek to envision the agricultural futures we wish to see, and the implications of alternative possible futures, so that research works towards delivering desired aims and informs policy choices at any level. This has particular current relevance in regard to shaping the post-2015 agenda

Intended Outputs:

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

Output 1.2: Regional Foresight capabilities enhanced for greater self-determination.

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

Outcome 2: Equitable and effective demand-driven partnerships to transform agricultural research and innovation into meaningful impacts at scale

Rationale: Partnership has become a key mantra of the changes underway in agricultural research for development systems, a core area promoted by GFAR since its formation. GFAR works in two key areas here: supporting the collective formulation of international agendas and addressing the linkages between international research and national impacts. By its nature and inclusion of research systems of all countries and stakeholders from across all constituencies, GFAR provides a direct bridge between processes of demand identification, whether from advanced science or from government policies, and fostering the implementation of collective actions among multiple partners.

Research towards development outcomes involves complex innovation pathways and interactions among many stakeholders to identify needs and enable collective actions towards the desired impacts. GFAR works to create and foster these enabling environments, bringing diverse partners together through equitable mechanisms, catalyzing their connection and coordination through multi-stakeholder global partnership programmes: open and inclusive innovation platforms enabling collective actions on key themes such as gender or agro-biodiversity.

In each case, GFAR, either directly or regionally via Regional Fora, provides the open and inclusive space for open and effective dialogue among diverse partners along intended innovation pathways, to enable the underlying political economies of these relationships to be understood and help overcome blockages and barriers (access, investments, policies, etc) to progress and achieving impacts for the poor.

GFAR also directly fosters partnership programmes, building from constituencies upwards, e.g. in agro-biodiversity, where GFAR has catalyzed and brought together a wide range of practical actions around the issues of sustainable use of plant genetic resources and associated issues of reconciling farmers rights and plant variety rights. This Diversity for Development initiative has involved cross linkages with the International Treaty on Plant Genetic Resources in Food and Agriculture, the CGRFA, CGIAR, Regional Fora and many other bodies from civil society, public and private institutions involved in these issues.

GCARD2 also brought together food security and nutritional needs- including the diverse approaches to meeting nutritional needs taken in supplement feeding, bio-fortification and diet diversity, each of these has advocates, but for the first time GCARD brought together those aims towards developing a common research agenda with room for all dimensions involved.

The international research systems' new focus on contributing to development outcomes requires effective partnership and complementary actions from partners of all kinds, if research outputs are to be transformed into innovation products and impacts relevant to resource-poor smallholders. The CGIAR Research Programmes bring new forms of integrated research between the Centers, and with their partners. The underlying assumption is that the CGIAR is responsible for its international research outputs, but has a shared responsibility in supporting national partners to ensure these are translated into development impacts.

Intended Outputs:

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

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

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

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

Outcome 3: Transformative AR4D investments stimulated to provide tangible opportunities for the world's poor

Rationale: Strengthening agricultural research and development requires increased investment – IFPRI estimate **a tripling of investment** is required by 2025. Over the last decade, some countries such as China and India have increased their national investments considerably. However, the poorest countries, such as those in much of francophone West Africa, have failed to match this growth and in some cases have reduced their investments, resulting in their falling further behind in the development and use of agricultural innovations. A more integrated system for understanding the scale and value of investments and basis for investment approaches in the sector was demanded in GCARD1 and actions below are already beginning to deliver towards these aims.

In real terms, investment growth is driven by a few countries, such as China, while others such as sub-Saharan Africa have shown little change over the last 20 years. It is important to increase advocacy and national demand in this regard. GCARD 2 showed that national investments can be extremely effective: Uruguayan research has given a return on investment of \$17-20 per dollar invested. The reform of the CGIAR has progressively increased donor confidence and investment in the system and funding has doubled over the last 6 years. Matched increases in investments in national AR4D constituencies are now required if international research products are to be carried through to impacts

From the demand side, financial empowerment of communities to demand research relevant to their needs has been explored by GFAR and others through programmes such as DURAS and Prolinnova and alternative approaches will be further developed and evaluated in partnership with innovative fund providers.

A further key dimension in investments to improve the livelihoods of smallholder producers is their ability to access markets and grow their incomes. GFAR has been actively working through programmes led by farmer organizations to mobilize actions around a range of farmer-driven models and new funding systems - cooperatives, producer companies, large-small enterprise partnerships, innovation platforms etc that can enable innovation products to generate new value-added products, open out market chains and enable more equitable access. Both this and local innovation offer great

potential for new forms of funding to be explored via GFAR through funds with multi-stakeholder governance systems

Intended Outputs:

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

Output 3.2 Investments and returns in national AR4D systems better determined through new global monitoring system among key actors

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

Outcome 4: Collective initiatives fostered to improve capacity in AR4D

Rationale: It is not enough just to strengthen and create new forms of partnerships, the scale of the challenges we face also require the development of capacities throughout the AR4D system, from farmers to research, recognizing that we are combining two forms of knowledge and innovation – that from science which is reductionist, trusted and validated by its method and that of farmers own innovation and take up of new ideas, which is holistic and trusted and validated by experience. To succeed in reaching the poor, we need to value both approaches; linking and reconciling these knowledge and trust bases.

One major challenge is the many barriers constraining information from becoming transformed into innovation. It is clear that research itself is highly fragmented, with very little cross referencing in practice between agricultural researchers and social science.

There is now a wealth of information available, yet farmers are starved of knowledge. There are many new forms of advisory services yet the sector is grossly under-resourced. However, the use of ICTs is opening out entirely new ways of sharing knowledge to reach through to farmers in usable forms. To do so also requires new ways of making data inter-operable between different forms and accessible through to farm level. To this end, GFAR has been central to initiating and fostering a number of global actions each addressing a key part of the AR4D capacity development need:

Intended Outputs:

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

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

Output 4.3: Advocate and facilitate processes for opening of access to information systems for sharing, transforming and using agricultural knowledge among national systems, with self-sustaining network established for sharing information on research organizations, expertise, research programs/projects and their outputs.

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

Outcome 5: Agricultural research and knowledge is embedded into rural development agendas

Rationale: There is a major need to rethink the central premise of agricultural research in terms of the actual farmers of today and address the realities of farmer livelihoods and the wider external factors that affect them.

Smallholder farmers now include a high proportion of women farmers; in some countries they are the majority. Yet despite this, research is still focused on needs articulated by men, such as input provision and productivity, rather than those voiced by women, such as labour saving measures, post-harvest value addition or child nutrition. This has led to a major collective action fostered through GFAR, the Gender in Agriculture Partnership (GAP). The GAP now brings together all the major agencies involved in agricultural development and is developing as a collective voice across institutions to address the pressing need for gender equity in agriculture.

Actions have included the Global Conference on Women in Agriculture, organized by ICAR and APAARI with GFAR support, which brought together a major collective voice for women and leveraged further commitments from a number of governments including that of India. In research terms, the GAP is reframing agricultural research and innovation needs to address issues that women farmers care most about – a transformative approach that creates a very different view of needs from those put forward by men.

Viable career opportunities in agriculture are also vital for the future. In many countries, young people are struggling to obtain a living in rural areas and are moving to cities to find a viable livelihood. An ageing farmer population and lack of skilled support services create major concerns for the future. Attention must be paid to career opportunity related to value chains and the need to draw young people back into agricultural professions. To these ends, attention is also being strongly focused now on curriculum reform and creating attractive opportunities for young people in agriculture.

It is also vital to consider agricultural knowledge and innovation in the realities of major development disruptions. There are now 22 States in protracted crises worldwide, of which 17 are in Africa. Agriculture provides an invaluable means of resilience for such communities and for enabling growth out of crises. To this end, GFAR in 2012 fostered the Kigali Movement, joint actions setting out lessons learned from previous crises, towards a more collective ability to avoid earlier mistakes and support farmers in need.

Intended Outputs:

Output 5.1: Coordination and management support to establishment of the Gender in Agriculture global Partnership (GAP) as a collective, self-driven global movement, delivering, through the actions

of its partners and supported by GFAR, greater gender equity across many institutional and functional contexts

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

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

Outcome 6: Accountability, transformational change and development impacts in AR4D systems increased through more effective governance and greater and more transparent stakeholder involvement

Rationale: GFAR plays a key role in helping to develop effective mechanisms for dialogue and common approaches that deliver towards national commitments and link policy with practice, among the many stakeholders brought together through the Forum and its constituent entities.

It is essential to link research priorities with wider development commitments of governments, so that research is embedded within a wider enabling environment of policies, credit access, advisory support etc. This is particularly seen in Africa, where a series of steps initially catalyzed through the GCARD discussions have now led to the CGIAR aligning its work with the Comprehensive African Agricultural Development Plan and the country compacts developed through CAADP, the research elements of which are mobilized through FARA. Other Fora are now seeking to follow suit.

GFAR Steering Committee recently commissioned an external governance review to explore how best to strengthen the Forum's governance to be more transparently inclusive of all stakeholders. As well as a series of measures proposed for direct reflection on this representation and sectoral responsibilities, this review has also highlighted the need for similar discussions at regional level, towards creating truly multi-stakeholder fora.

The subsidiarity principle requires stronger and more inclusive and self-sustained Regional Fora . AT present the Regional Fora are of highly varied composition and operational scale. GFAR will be undertaking a series of measures , carried out through programmatic partnerships, to help support and strengthen the operation and inclusivity of the Regional Fora, so that each becomes a more effective agent of national change and regional collective actions. This will be carried out by supporting and co-financing specific actions of the Fora that directly strengthen multi-stakeholder participation in AR4D issues and in particular those that lead progressively towards transformational change and strengthening of national systems in the region concerned.

This also include the need to directly strengthen stakeholder groups themselves – farmers, civil society, SME networks, advisory services, youth, women producers etc, in order that they may better mobilize and participate in collective actions and more transparently mobilize and scale-out measures and successes from elsewhere.

The transformational changes underway also require effective metrics and GFAR Secretariat is promoting the active monitoring and evaluation of transformative change through a range of innovative measures, including changes in attitude and behaviour as a result of supported interventions. This goes well beyond the quantification of participation to include progressive measurement of changes resulting from what people have learnt and taken on as a result of their participation in supported activities. Similarly, new metrics need to be piloted to understand impact beyond yields alone and include new measures of social impact, empowerment etc.

The GCARD process itself creates a mechanism of mutual accountability, feedback and learning among the many partners involved in AR4D systems. The GCARD each 2 years provides a core reference point for the CGIAR CRPs and their partnership with national actors of different forms as to whether they are addressing the right issues, with sufficient value add for national systems.

Collective agendas are determined through a range of processes and networks but at the political level intergovernmental actions of FAO and the CFS are particularly relevant as are the interactions of advanced capabilities with those of less developed countries such as those fostered via the G20, via Europe-Africa links or via S-S partnerships involving the fast-growing economies (China, India, Brazil etc). Strengthening linkages and mutual commitments between FAO and the CGIAR are a particular focus where GFAR, as the inclusive forum for both, has a key role to play in helping to forge effective linkages.

Intended Outputs:

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

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

Output 6.3: GFAR roles in supporting to international policy processes and strengthening coordination of bilateral and multilateral systems leads to greater inter-regional connection and improved governance of global agricultural research towards development goals

Appendix 1: Explanatory note to the GFAR Logical Framework

The GFAR Logical Framework provides the underlying basis for delivery of the changes as described above. The logframe derives from the GFAR Theory of Change and is expressed against the different GCARD Roadmap elements as defined by the inputs of thousands of participants in GCARD1. Its construction has drawn directly on the expressed commitments of each Forum and Sector involved, as expressed through the GFAR 2012 Programme and Steering Committee meetings in Accra and Punta Del Este and the many institutional commitments to collective actions and transformational change that were laid out during the GCARD2 process in the session briefing papers and conference session conclusions.

Desired Outcomes are described against each area of the GCARD Roadmap. Outputs contribute towards these in thematic areas set out by AR4D stakeholders across the continuum of processes of agricultural knowledge generation, access transformation and use.

Activities are built from the bottom-up, bringing together the commitments and actions of diverse stakeholders, each contributing towards the desired outputs and higher level outcomes. The logframe enables these actions to all be expressed in scalable form, depending on the extent of resources available as generated by the organizations involved in the activity, supplemented where feasible by contributions made and obtained through the GFAR Secretariat. These actions are set out as aligned with international commitments of the multilateral system.

The Forum operates through fostering shared beliefs in common purposes and needs, creating and working through partnerships with shared objectives and ideals, finding common ground or action even where partners may have come from widely diverse perspectives (i.e. largely operating by 'soft power'⁵). By the converse case, GFAR acts as the collective vehicle for expression of stakeholder perspectives into global discussion and actions such as those of multilateral processes and international research actors.

GFAR does not itself implement actions through to field level. Rather, GFAR Secretariat and the resources mobilized through GFAR facilitate, contribute to and help support programmes and collective actions that are led and delivered by others and for which other organizations are themselves directly responsible and accountable.

The roles of the GFAR Secretariat and financial resources mobilized directly through GFAR in advocating, facilitating, coordinating and helping to enable effective action-based partnerships are distinguished from the roles of GFAR stakeholders in the attached activity framework. In all areas, GFAR support is based on actions that align with the desired outputs and outcomes articulated here and which promote collective multistakeholder actions embedding research in the wider frame of actions required for development impacts. GFAR Secretariat staff inputs are now articulated and costed against each area of activity.

⁵ Term coined by Joseph Nye, Harvard University, to describe the ability to deliver change through building shared desired outcomes that attract actions

Appendix 1: Logical Framework - Intended Objectives, Outcomes & Outputs (Activity level is shown separately below, differentiating Secretariat roles from those of GFAR Stakeholders)

	Narrative Summary	Overall Objectives	Means of Verification
Impact level	<p>Super Goal: To reduce food insecurity and poverty through sustainable pro-poor agricultural development</p> <p>(in terms of increased food security, improved nutrition, increased rural incomes, empowerment of rural women, increased resilience to shocks, and an improved environment)</p>	<p>Indicators linked to the Millennium Development Goals for poverty, food security, environment, women’s rights and child health and post-2015 Sustainable Development Goals</p> <p>e.g. Measures of livelihood improvement among the rural poor</p> <p>Measures of increases in agricultural production for priority crops, livestock, agroforestry and fisheries for priority groups, per unit of input</p> <p>Measures of more sustainable systems and lower depletion of Natural resources</p> <p>Increased competitiveness for smallholder producers, based on % of products conforming to specific national/regional standards</p> <p>Productivity gains from women farmers</p> <p>Improved child nutrition reflected in changed child growth rates</p>	<p>Reports of UN agencies and other development organizations</p> <p>National statistics and indices of agricultural development</p>
Goal: Innovation system level	<p>Outcome: Transform and strengthen agricultural innovation systems (research, extension, education and enterprise) to be more responsive to the needs and opportunities of the poor and for more effective</p>	<p>Assure relevance and value of plans and actions by involving all stakeholders into GFAR-supported actions in agricultural research & innovation systems and identification of priority needs</p>	<p>Stakeholder feedback on inclusivity & value of process</p> <p>Reports documenting change in national, regional &</p>

generation and uptake of innovations towards achieving desired development outcomes

Pro-poor agricultural and rural innovation promoted through the delivery and uptake of global and regional public goods derived from agricultural research. Demand-driven innovation outputs out-scaled into use and transformed into opportunity and enterprise to achieve desired development aims

Regional and inter-regional sharing of research, knowledge and actions creates synergies and spill-over benefits between countries and between regions with common problems, through sectoral, regional and international public goods

Advanced and appropriate research processes, technologies and methodologies better mobilized through international actions in support of national institutions and development objectives, meeting the specific needs of the rural poor

Women farmers priorities placed central to agricultural systems and institutions, with women producers enabled to obtain inputs to same extent as men

international AR4D systems

Attribution and linkage to stakeholder involvement in GFAR and GFAR-supported processes through implementation of GFAR M&E strategy

Outcome 1: Farmers and national stakeholders empowered and informed to better negotiate their own agricultural futures (FAO SO1)

Outputs	Indicators	Baseline	Target deliverables by 2016	Means of verification	Assumptions
Output 1.1 Operational forward thinking platform addressing key challenges for the future and related research priorities	Number of global Forward Thinking Platform established into self-determined practice as a multi-faceted think tank with at least 30% of practitioners involved from developing countries	30 practitioners brought together so far, but largely from developed countries	1 self-governed Forward Thinking Global platform established, involvement of foresight approaches in shaping & refining post-2015 agenda	Meetings, review of efficacy of collective process	Willingness of different foresight entities to work together and commit own resources and capabilities
Output 1.2 Regional foresight capabilities enhanced for greater self-determination	Number of Regional Foresight Academies established to create skills and capacities and extent of training provided	No operational academy	2 Academies established in 2 regions and 3 capacitating foresight studies undertaken	Review of reports and outcomes of Academies: Number of capacitating foresight studies undertaken	National and regional commitments to rethinking agricultural futures
Output 1.3 Key future agriculture questions addressed, leading to national and regional options for research and policy priorities	Number and quality of multi-stakeholder policy dialogue platform(s) with an explicit foresight dimension per year leading to research and policy prioritization options and exploration of the implications of each at regional and national levels	GCARD in 2010, preconference foresight session and GCARD2 with full conference foresight sessions	At least 1 multi-stakeholder policy dialogue platform per year from 2014	Platform reports. Survey of participants	Commitment of diverse individual organizations to working equitably and with greater coordination of efforts

Outcome 2: Equitable and effective demand-driven partnerships enabled to transform agricultural research and innovation into impacts at scale (FAO SO1 & SO2)

Outputs	Indicators	Baseline	Target deliverables by 2016	Means of verification	Assumptions
----------------	-------------------	-----------------	------------------------------------	------------------------------	--------------------

Output 2.1 International research processes aligned to national needs and commitments through creation of equitable processes and dialogue around CGIAR CRP themes that link actors, funding commitments and sectoral aims along innovation pathways to desired impacts	Number and quality of multi-stakeholder dialogues facilitated by GFAR & Regional Fora in national/sub-regional contexts. Number and quality of actions identified and mobilized to help address critical blockages in uptake pathways. Extent of changes in CRP plans to address these needs. Extent of scale-out of CRP products and associated investments triggered in other actors into similar agro-ecosystems, beyond immediate reach of CRPs	SRF Action Plan, ISPC- IDOs, CRPs approved and now underway, RF engaged but little coherent use of RF mechanism	At least 5 CRP themes addressed, in 3 regions. Outcomes as evidenced by CRP action plans and changes in national partner commitments.	CRP reports, reports of national partners & Regional Fora. Extent of buy-in and financial and resource input commitment made by national partners (public/private/civil). Determinants of changes and commitments in CRP implementation and national adoption of research products	CRPs willing to take on shared responsibilities beyond their areas of direct control & influence in support of national development. CGIAR FC retains commitment to development outcomes. National partners committed to CRPs & willing to engage beyond role as programme research partners.
Output 2.2 Collective advocacy and concerted global partnership actions mobilized in addressing global nutrition agenda in agriculture & health sectors and new metrics explored for promoting nutritive production & access	Scale & reach of linkages & collective actions and advocacy strengthened through GFAR actions across different sectors active in agriculture, nutrition & health, with new metrics developed and evaluated	Existence of SUN Movement, nutrition being rapidly taken up into global policies (e.g. G8, EC), CRPs/CPs, FAO/CFS, WFP, World Bank, NGOs, RF, GFRAS actions, pharmaceutical companies etc, and in health sector but with different approaches.	GFAR support helps link, map and enable collective multi-agency programmes into operation & the sharing of experiences across at least 2 regions New metrics for access to nutritious food piloted by nutrition partners in at least 3 countries to determine key lessons & experience	Reports of diverse agencies & organizations concerned Extent of new collaborations and initiatives fostered Reports of new metrics pilots and evaluations in the field	Willingness of major agencies to collaborate effectively and to address nutrition more holistically than to date
Output 2.3 Foster global partnerships for sustainable	Diversity for Development (D4D) initiative fostered through GFAR and established into collective	D4D first meeting and collective review paper prepared	D4D fully established and self-governed leading to the effective use of agrobiodiversity	Reports of national, regional and international programmes including	Importance of agrobiodiversity for economic, environmental

intensification of agriculture that build on and enhance agro-biodiversity and recognize its value to communities.	practice in at least 2 regions with increased investment and increased number of collective actions in the sector Number of national and international policies taking up farmers rights		for sustainable intensification in agricultural research programmes in at least 3 regional networks. Farmers' rights incorporated into international research practice and into at least 1 national system.	ITPGRFA, CGRFA, GIAHS and others. Multilateral, NGO and Research Institution reports on the state of agrobiodiversity Legislation/policies amended	and social sustainability, and small farmers income generation, better understood. Common ground found for reconciling production, environmental and social objectives for agriculture and landscapes
Output 2.4 International research actions on climate change and agriculture strengthened and made more coherent and apparent	Extent of recognition of agriculture's vital role in climate change adaptation and mitigation in national and international fora and media Extent to which new inter-regional Partnerships and common international agendas are developed	Joint actions highlighting agricultural mitigation and adaptation and mobilizing collective actions UNFCC/ Rio+ 20, ARDD - Landscapes Day Regional Strategies for tackling Climate Change (e.g. Tsukuba Declaration 2008, Kuwait Declaration 2012)	GFAR continues to be a partner in ARDD/Landscapes Day collective processes advocacy processes. Forum provided for equitable interaction of major climate change initiatives (CAAFS, WMO- CAgM, GRA-AGG, ASAP etc) with inter-regional actions in the implementation of regional and national frameworks for action on climate change adaptation, fostering collaboration, multi-stakeholder actions and knowledge sharing.	Reports of Major Organizations: WMO, CGIAR, ASAP etc Regional and GFAR reports Collective advocacy materials reached through Landscape Day processes & similar processes	International community agreeing on recent scientific analyses and the need for vigorous new actions for mitigating and adapting to current trends (4° C increase by 2100) and delivering on adaptation investment commitments

Outcome 3: Transformative investments in AR4D systems stimulated to better meet the needs and opportunities of the resource-poor (FAO SO3)

Outputs	Indicators	Baseline	Target deliverables by 2016	Means of verification	Assumptions
Output 3.1 Smallholder producer entrepreneurship stimulated and new forms of public-private investments explored to enable new income and market opportunities from agricultural innovation products.	New funding modalities determined for use of research products into entrepreneurship for women and youth in at least one region and pilot funds established/tailored to meet these needs. Mechanism/platform enabled for linking farmers into markets in at least one region and inter-regionally, based on agreed requirements and knowledge sharing	Separate actions: PanAAC platform, New Alliance established. ESFIM project phase 2 complete, GFAR LFM framework, existing national programmes, cooperatives, producer company experiences etc	Farmer-driven entrepreneurial programme scaled up in 1 region with inter-regional learning and sharing of experiences 2 examples of innovative public-private financial mechanisms for smallholder women/youth entrepreneurs documented with models shared and tested in at least 2 countries	Case studies and reports on initiatives Examples of new and improved and accessible financial instruments established Smallholder, investor & market participant feedback Policy and regulatory changes	Connections established to banking and financial sectors for support to smallholders and resource poor rural entrepreneurs with particular focus on women Agreement on shared public private objectives
Output 3.2 Investments and returns in national AR4D systems better determined through new global monitoring system among key actors	Integrated and regularized international system fostered between key actors, demonstrably compiling data on agricultural research investments, sectors and returns. Strategic gaps and needs identified in existing AR4D funding systems (e.g. on coherence of climate change investments)	GFAR Berlin workshop & GCARD2, evidence from AFSI, ASTI, OECD, G8/G20, ISPC-SPIA, Regional Fora, NGOs, GFRAS etc	Pilot national systems in 10 countries maintain own records of investments & returns, facilitated by relevant agencies and Regional Fora. More comprehensive databases established on investments and returns, with agreement among key agencies to cross-relate data	ASTI, OECD, G8/G20 databases, SPIA analyses Ground-truthing of data where appropriate Oxfam and other NGO reports Case studies of returns	Countries involved agree to self-report and devote own resources, in addition to bilateral and multilateral contributions

Output 3.3 New funding mechanisms fostered in national systems to directly empower end-users in shaping and determining agricultural research & advisory processes	Number and scale of new mechanisms fostered that directly empower farmers & CSOs in funding of AR4D and learning from different contexts	Pilot studies exist e.g. GFAR-DURAS, IIED sponsored regional farmers' research networks, Uganda NAADS, ProInnova, Cash Crop ARD systems, PNGNARI	2 farmer-driven AR4D innovation funding platforms established and supported by funding agencies concerned (and renewed), funding actions cross-linked with GDPRD agenda.	Smallholder-led research programme reports Records of funds delivered through new funding mechanisms and governance arrangements	Constraints previously encountered for sustainability of farmer-driven initiatives are addressed Funding agencies commit to exploring new models
--	--	--	--	---	---

Outcome 4: Collective initiatives fostered to generate new capacities in transforming AR4D systems (FAO SO2)

Outputs	Indicators	Baseline	Target deliverables by 2016	Means of verification	Assumptions
Output 4.1 Contribute to delivery of more coherent global action to strengthen capacities to support innovation system development in line with GCARD Roadmap	Number of Policy-dialogues towards better national policies, marketplace brokering demands and offers and global information system for innovation outputs, success stories, lessons learned and impact analyses facilitated by the Tropical Agriculture Platform with clear GFAR involvement	TAP established at MACS G20 and developed in GCARD2	GFAR involvement helps enable TAP to be networked and operationalized among diverse stakeholders and between regions. Demonstrably increased scale-out of coordination between capacity development initiatives in different regions as a result of GFAR's involvement in the TAP mechanism.	Evidence of the recognition of GFAR roles in these delivery actions through survey, reports, mail exchange etc Objectives delivered and reported in line with agreed plans	Commitment of the TAP partners to enhanced actions between institutions and to sharing knowledge and resources
Output 4.2 Transformative changes facilitated in	Extent and scale of involvement in international network for	GCHERA launched at GCARD2, GAFSR now	Change processes fostered in at least two countries	Reports from each network and other	Political and institutional willingness to implement

function, relevance and curricula quality of formal agricultural education and informal learning	fostering innovative training, cross- linked with research, advisory and enterprise sectors and mobilizing support to national change processes for more knowledge-intensive agriculture.	established, existing national regional education networks, Specific university examples e.g. Earth Univ., WUR	and internationally via support to new networks for action (one international, one regional), new curricula pilot s and evaluation and scaling-out demonstrated success of AWARD into another regional context GFRAS EAS curricula review, inventory guide/framework, roster of experts, proposal for pilots	sources of information showing GFAR's contribution and facilitation role Policy changes reflected in national systems and university curricula and reward systems, GCHERA and regional university networks established into Global and Regional Fora	desired reforms and work collectively
Output 4.3 Processes delivered for opening of access to information systems for sharing, transforming and using agricultural knowledge among national systems, with self-sustaining network established for sharing information on research organizations, expertise, research programs/projects and their outputs.	Extent and scale of further actions catalyzed in the CIARD network and CIARD -RING among BRICS, OECD and developing countries, new processes adopted by 6 national level information systems across 3 regions, with AgriVIVO establishing self-sustaining professional contact networks	GFAR ICM4ARD and CIARD have fostered a considerable range of capacity development actions, VIVO database exists for medical science	CIARD partnerships increased to 600 world wide CIARD.RING Sources increased to 1000 information services CIARD.RING provides access to agricultural research data services with access to 8 million records and 1.5 million full text documents and information objects AgriVIVO operational with 15,000 records of	CIARD membership data Numbers of records in open access systems CIARD RING with registered research data services Number of participants and usage of AgriVIVO Reports and Case Studies from National level Systems	Other factors do not constrain take up of CIARD, CIARD.RING, AgriVIVO and Opening of Information Systems to policy makers, research managers, information managers, researchers and user communities. Increased investment in Information and Communications Management in National Systems, creates new, increased and improved capacities to manage more open data and information systems. Improved Governance of National Information Systems

			individuals, organizations and their events, projects and project output information		
Output 4.4 Fostering of GFRAS mechanism to reform processes in the advisory service & extension sector through capacity development & collective learning	Extent and scale of GFRAS Actions and impacts /uptake of new practices into strengthening advisory services as a result of GFAR support & interventions	GFRAS established with GFAR technical & financial support, 2010. Networked actions with other stakeholders, e.g. Regional Fora, through role in GFAR governance	GFRAS role and linkage into GFAR consolidated after first phase. GFRAS core operation supported and strengthened and engaged with other regional AR4D stakeholders. Programme of innovative measures for strengthening Advisory services discussed and developed Contributes policy studies to shape regional & national change agendas. Links directly to networked actions in this frame with other stakeholders, e.g. Regional Fora GFRAS EAS curricula review, inventory, guide/framework, roster of experts, pilot proposals	GFRAS reports, MTR and external reviews, publications Documented usage of policy studies Case studies of impact of New Extensionist approach and alignment of public/private services. Downloads/mentions in other documents New curricula developed	Investment environment for advisory systems Willingness of sectors to engage jointly

Outcome 5: Agricultural research and knowledge embedded into rural development agendas and better meeting societal needs (FAO SO 1,3 & 5)

Outputs	Indicators	Baseline	Target deliverables by 2016	Means of verification	Assumptions
Output 5.1 Coordination and management support to establishment of the Gender in Agriculture global Partnership (GAP) as a collective, self-driven global movement, delivering, through the actions of its partners and supported by GFAR, greater gender equity across many institutional and functional contexts	Number of organizations involved in the initiative and articulating collective opinions and actions. Major AR4D programmes in at least 3 countries engendering their innovation approaches as a result of collective GAP inputs and inter-institutional actions	6 countries of EERW programme identified Gender policies and programmes exist in CGIAR, FAO, IFAD and other institutions GAP formally launched at GCWA 2012 and further discussed in GCARD2	Documented involvement of at least 2 UN agencies and the CGIAR, with more than 200 organizations directly partnering in GAP. GAP collective actions implemented in at least 2 regions/ countries per year with GFAR support, bringing together diverse capabilities GCWA2 held and regional meetings share new knowledge and experience before end 2016	Innovation platform established on web site and actions documented Reports of GAP and its members including GCWA2 proceedings (2015) Documentation of High level advocacy, then established into practice, at national, regional or global levels	Continuing commitment of diverse institutions to work together above institutional self-interest Wider cultural factors allow acceptance of gender equity in national systems
Output 5.2 Self-reliant YPARD platform enabled to increase in size and scope, further enabling young people to participate in and contribute to global AR4D reforms	Number of major international and regional events/processes giving full recognition to the voice and perspectives of youth in their organization and content (related to shaping agricultural futures and educational reforms)	YPARD established, hosted & supported by GFAR	YPARD provides diversified voice of youth into at least 1 major international or regional AR4D relevant event per year and via social media Number of young people involved in YPARD increases by 50% by 2016 YPARD brings voice of youth into international education reform processes	Extent of YPARD funding and regional dimensions. Proceedings, reports and monitoring of follow-up of events showing changed attitudes to agricultural education and work for young people and incorporation of the perspectives of youth in AR4D reforms	Receptivity of academic hierarchy to youth, institutional regeneration and evocation of youth needs

Output 5.3 GFAR fosters action network on roles of knowledge management and innovation in growing out of protracted crises to create practical multi-stakeholder support mechanisms and country to country transfer of expertise for use in current and future crises	Number and scale of involvement in collective actions established with effective knowledge sharing systems and put into practice among concerned major UN agencies, CGIAR, Regional Fora and actors and stakeholders from diverse sectors	Kigali Movement established 2012 Many relevant actions underway e.g. of ICARDA, WFP, FAO, NGOs in countries under protracted crises	GFAR-catalyzed collective actions applied in 2 regions in support of at least one AR4D system in a protracted crisis country in each	Reviews of agency actions, common innovation platform, national plans Case study reports	Governments and other actors in protracted crisis countries priorities and allocate resources to re-establish AR4D capacity
---	---	--	--	---	---

Outcome 6: Accountability, transformational change and development impacts in AR4D systems increased through greater strategic coherence and more transparent stakeholder involvement (FAO SO6)

Outputs	Indicators	Baseline	Target deliverables by 2016	Means of verification	Assumptions
Output 6.1. Mutual public accountability and learning on transformative processes fostered & tracked among AR4D stakeholders via GCARD processes	Scale of national, regional and global commitment to collective actions and public accountability of systems. Regularized GCARD events and associated national, regional and international processes of collective action organized effectively, enabling coherent participation and commitments of diverse stakeholders to Roadmap implementation and shaping evolution of the GCARD agenda.	Groups of agricultural research and development partners, strong focus on productivity measures at present, but moving towards wider role of AR4D.	GCARD 3 processes organized successfully by 2014-5 to format agreed with CGIAR. Multi-stakeholder processes foster renewed AR4D approaches, with evidence of transformational changes seen in 3 countries	Changes in operation of multi-stakeholder platforms at national, regional and global levels Changes in National research plans Proceedings of stakeholder meetings and constitution of platforms. Mutual accountability mechanisms identified among diverse partners	National authorities establish multistakeholder approaches with respective roles negotiated and agreed Mutual trust and open dialogue to build the platforms and engage in collective actions

<p>Output 6.2 More effective governance of agricultural research for development priority setting and implementation through enabling multi-stakeholder participation in fora in each region and at Global level, with demonstrable changes in institutional behaviour</p>	<p>Extent and scale of multistakeholder involvement in governance and actions and alignment with national government commitments. Implementation processes strengthened, with M&E systems established showing changed behaviours and delivery towards desired outcomes.</p>	<p>Number of NGO, farmers organization and private sector networks in Regional Fora and GFAR CAADP process sets national & regional commitments in Africa Existing Charters and governance mechanisms of Regional Fora and GFAR</p>	<p>Governance and focus of Regional and Global Fora improved through processes of strategic planning and actions directly including civil and private sector partners. Coherent strategies implemented, aligned with national commitments and regional processes and actively engaging in transformative actions, processes and decisions Delivery of inter-regional learning and outcome-sharing in AR4D, through GFAR</p>	<p>Charters/ Constitutions revised to reflect agreed GCARD Roadmap Objectives and GFAR &GCARD aspirations Direct inclusion of representative partners and AR4D stakeholders Annual and 5 year reports with details of vision, mission, strategies, activities, outcomes and financial status Minutes of Statutory Meetings</p>	<p>Decision taken to establish and implement systemic representation and partnerships in programmes of NGOs, farmer organization and private sector in fora</p>
<p>Output 6.3 GFAR support international policy processes and strengthen coordination of bilateral and multilateral systems leading to greater inter-regional connection and improved governance of global agricultural research and development goals</p>	<p>GFAR recognized and involved in intergovernmental actions and expressed multistakeholder perspectives influencing actions Number and scale of international innovative platforms and partnership programmes international, regional and international actions themes</p>	<p>G20 AR4D conference; MPL 2012 Mexico 2012 North-South: PAEPARD, EIARD & Initiatives, USAID/Feed The Future LABEX South-South: Africa/ Brazil and Brazil/LAC Marketplaces</p>	<p>GFAR engagement with intergovernmental processes of UN agencies, G8 & G20 linking these with actions of CGIAR national research-for-development institutions, fosters greater strategic coordination and inclusion of AR4D stakeholders. GFAR effectively brings perspective non-donor stakeholders into in CGIAR Council Linkage of South-South and N-S projects with GFAR/GCARD engages stakeholders emerging economies directly as new providers of agricultural knowledge helping to shape policies priorities and international AR4D partnerships</p>	<p>Reports from diverse actors behavioural changes, increased linkages and outputs as result of collective actions. Collective policy papers, Reports from meetings and field activities made possible through these connections Resource commitments from partners concerned</p>	<p>Organizations involved prepared put common interests and implement above institutional interests. Willingness to invest time and resources in true partnership Successive G8 and G20 Presidents confirm commitments to Food Security and AR4D investments</p>

Core Activity (Heading)	2013	2014	2015	2016
Outcome 1: Farmers and national stakeholders empowered and informed to better negotiate their own agricultural futures				
<i>Output 1.1 Operational forward thinking platform addressing key challenges for the future and related research priorities</i>				
Provision of foresight advices to various stakeholders on their foresight projects and initiatives	FTP Contribution to CGIAR SRF action plan, PROCISUR foresight; Oxfam 'Future of agriculture'	FTP technical foresight advices to stakeholders on their foresight projects and initiatives	FTP technical foresight advices to stakeholders on their foresight projects and initiatives	FTP technical foresight advices to stakeholders on their foresight projects and initiatives
	Technical support to FOs/CSOs grassroots foresight by the FTP	Technical support to FOs/CSOs grassroots foresight by the FTP		
Secretariat catalytic actions	Facilitation of collective action undertaken by the GFH Forward Thinking Platform	Facilitation of collective action undertaken by the GFH Forward Thinking Platform	Facilitation of collective action undertaken by the GFH Forward Thinking Platform	Facilitation of collective action undertaken by the GFH Forward Thinking Platform
	Mobilization of resources for a sustained Global Foresight Hub and FTP	Mobilization of resources for a sustained Global Foresight Hub and FTP	Mobilization of resources for a sustained Global Foresight Hub and FTP	Mobilization of resources for a sustained Global Foresight Hub and FTP
<i>Output 1.2 Regional foresight capabilities enhanced for greater self-determination</i>				
Development of regional chapters of the foresight academy	High level advocacy for support and funding of the African chapter of the Academy and support of its Secretariat catalytic actions by FARA	Initiation of the first African foresight study through the African chapter of the Foresight Academy;	Facilitation of an African foresight study and foresight capacity development process by FARA	Facilitation of foresight studies and foresight capacity development in Africa
	Initiation of awareness and promotion of foresight within the AR4D constituencies of the CAC region by CACAARI	Establishment of the principles of a regional chapter of the foresight academy for CAC by CACAARI	High level advocacy for support and funding of the CAC chapter of the Foresight Academy and support of its Secretariat catalytic actions by CACAARI	Initiation of the first foresight study through the CAC chapter of the Foresight Academy
	Establishment of the principles of a regional chapter of the foresight academy for LAC by FORAGRO and IICA	High level advocacy for support and funding of the LAC chapter of the Academy and support of its Secretariat catalytic actions by FORAGRO and IICA	Initiation of the first foresight study of the Academy in LAC by FORAGRO and IICA	Facilitation of foresight studies and foresight capacity development in Africa and LAC
			Establishment of the principles of a regional chapter of the foresight academy for NENA by AARINENA	High level advocacy for support and funding of the NENA chapter of the Academy and support of its Secretariat catalytic actions by AARINENA

Core Activity (Heading)	2013	2014	2015	2016
Secretariat catalytic actions	Technical support to the Regional Fora for the development of their regional chapters of the Foresight Academy	Technical support to the Regional Fora for the development of their regional chapters of the Foresight Academy	Technical support to the Regional Fora for the development of their regional chapters of the Foresight Academy	Technical support to the Regional Fora for the development of their regional chapters of the Foresight Academy
Development of improved foresight through regional and international processes around agreed key issues	"Grassroots Foresight" on family farming initiated by FOs and NGOs for scaling up and out Development of CGIAR foresight capacities and bringing a dynamic foresight element into the 2013 Management Update of the CGIAR SRF by CGIAR Consortium Office	Finalization and sharing of a grassroots foresight by FOs and NGOs Development of CGIAR foresight capacities by the CGIAR Consortium Office	Development of CGIAR foresight capacities by the CGIAR Consortium Office	Development of CGIAR foresight capacities by the CGIAR Consortium Office
Secretariat catalytic actions	Contribution to the development of improved foresight through support to the grassroots foresight process and the CGIAR process	Contribution to the development of improved foresight through support to the grassroots foresight process and the CGIAR process	Contribution to the development of improved foresight through support to the CGIAR process	Contribution to the development of improved foresight through support to the CGIAR process
<i>Output 1.3 Key future agriculture questions addressed, leading to national and regional options for research and policy priorities</i>				
Convene multistakeholder policy dialogues leading into GCARDs to consider key themes of international significance building from multilevel analyses	Organization of a foresight component in the session on "Innovations to improve productivity and resilience" the Africa Agriculture Science Week	Organization of a foresight component focusing on family farming in the GCARD3 by a multi-stakeholder organizing committee	Organization of a foresight multi-stakeholder policy dialogue on implication for AR4D by the FTP	Organization of a foresight component in the GCARD4 by a multi-stakeholder organizing committee
Secretariat catalytic actions	Facilitation of the FTP participation to the Africa Agriculture Science Week	Technical support to the organization of the GCARD3 foresight component	Technical support to the organization of multi-stakeholder policy dialogue	Technical support to the organization of the GCARD4 foresight component
Develop reference and forward thinking advances for improved foresight	Production of glossary, guidelines and reference on foresight method by the FT	Publication of foresight advanced documents on the future challenges for agriculture and rural development and implications for agricultural	Publication of foresight advanced documents on the future challenges for agriculture and rural development	Publication of foresight advanced documents on the future challenges for agriculture and rural development and implications for agricultural

Core Activity (Heading)	2013	2014	2015	2016
		research and contribution to the GCARD3		research and contribution to the GCARD4
Secretariat catalytic actions	Further development of a common-internet based platform for policy dialogue and exchange on foresight	Further development of a common-internet based platform for policy dialogue and exchange on foresight	Further development of a common-internet based platform for policy dialogue and exchange on foresight	Further development of a common-internet based platform for policy dialogue and exchange on foresight
Outcome 2: Equitable and effective demand-driven partnerships enabled to transform agricultural research and innovation into impacts at scale				
<i>Output 2.1 International research processes aligned to national needs and commitments</i>				
Create open space for structured interactions and alignment of CGIAR-CRPs with national development objectives & programmes in selected countries/sub-regions	CGIAR-CRPs develop structured approach (guidelines & tools) to strengthen partnerships between research and development actors, and action-research and innovation platforms to strengthen future AR4D partnerships and move innovations to scale	CGIAR with its partners identifies funding and initiates programmes to apply guidelines and tools and mainstreams skills to strengthen partnerships between research and development actors	Document evidence of use of guidelines and tools for partnerships between research and development actors, as well as evidence of impact on Intermediate Development outcomes – Reporting at GCARD3	Assess impacts and results of use of guidelines and standards between research and development actors and achievement of Intermediate Development Outcomes
Secretariat catalytic actions	Help establish demand-driven pathways to CRP objectives in “system” (AAS, RTB, Dryland etc.) and commodity-based (GRiSP, GMP etc.) CRPs. Work with Regional Fora, civil society & private sector stakeholders in selected countries, to foster user feedback loops & identify & address key blockages in innovation pathways. SSA as a priority	Facilitate CRPs interactions with RFs and other GFAR stakeholders: initiating in one region (Asia/APAARI or SSA/FARA) regional/national dialogues to explore co-funding of CRPs partners for scaling out key technologies. Support NGOs and FOs participation in these Dialogues	Facilitation of CRPs interactions with RFs and other GFAR stakeholders extended to two other regions with regional/national dialogues to explore co-funding of CRPs partners for scaling out key technologies. Support NGOs and FOs participation via feedback loops	Assist in two other regions/countries in regional/national dialogues with “system” and Commodity-based CRP to explore co-funding of CRPs partners for scaling out key technologies. Support NGOs and FOs participation in these Dialogues
Facilitate sub-region-centred actions for CGIAR CRP interaction and collaboration with uptake pathway stakeholders. Develop user-feedback mechanisms in	Facilitate CRPs interactions with RFs, SROs, other GFAR stakeholders and Users in selected regions/countries in SSA	Initiate regional/national dialogues to explore co-funding of CRPs partners for scaling out key technologies	Help demonstrate multi-stakeholder participation in CGIAR Strategy, the SRF and CRPs through participation in governing bodies and joint activities	Catalyze “system” CRPs and Commodity-based CRPs reporting on achievements (Intermediate Development Outcomes) obtained through regional/national dialogues and

Core Activity (Heading)	2013	2014	2015	2016
selected sub-regions/countries				co-funding of CRPs partners for scaling out key technologies
Secretariat catalytic actions	Facilitation and technical support to Regional Fora and sub-regional organizations, and CRPs in identifying pilot regions/countries of intervention & feedback loops	Technical support to Regional Fora, Sub-regional organizations and CRPs in engaging in and conducting these interactions	Contribute to documenting greater involvement of NARS and development actors as well as evidence of impact from these collaborations	Contribute to assessing impacts and outcomes of these new partnerships between research and development actors
<i>Output 2.2 Collective advocacy and concerted global partnership actions mobilized in addressing global nutrition agenda in agriculture & health sectors and new metrics explored for promoting nutritive production & access</i>				
Co-generate evidence-based advocacy on the importance and impact of addressing household nutrition security	International initiatives (SUN, FAO, HLPFS...) develop collaborative efforts to muster evidence on the importance and impact of Household Nutrition Security: sharing of data, methods, indicators, M&E, communities of practice	Evidence sharing on Household Nutrition Security with implications drawn for policy making at regional and national level	Demonstrate impact of Household Nutrition Security data gathering and sharing on policy and actions in selected country cases	Assess impact of Household Nutrition Security data gathering and sharing on policy and actions in selected country with a view to improve indicators, data quality, methodology and M&E
Secretariat catalytic actions	Facilitate Multi-stakeholder collaborative effort to implement GCARD2 recommendations on building collaborative programs around Nutrition Security: sharing of data, methods, indicators, M&E, including support to Scaling Up Nutrition Movement (SUN) and contribution to ISPC in organizing CGIAR Science Forum, in September 2013	Contribute to Evidence sharing on Household Nutrition Security with implications drawn for policy making at regional and national level	Support to Scaling Up Nutrition (SUN) partners - including FAO, IFAD, WFP - and CGIAR/N4H advocating for using nutrition metrics in agricultural production and documenting access to nutrition. Co-organize regional/national forum for sharing and leveraging outcomes from partnership initiatives aligning nutrition-specific interventions and approaches to development	Contribute to Demonstrating impact of Household Nutrition Security data gathering and sharing on policy and actions in selected country cases

Core Activity (Heading)	2013	2014	2015	2016
<i>Output 2.3 Foster global partnerships for sustainable intensification of agriculture that build on and enhance agro-biodiversity and recognize its value to communities</i>				
Develop and foster a self-sustaining multi-stakeholder partnership programme on agrobiodiversity and its sustainable use	Diversity for Development partners as Communities of practice focus on sentinel landscapes and <i>in situ</i> agrobiodiversity lessons learned. ITPGRFA, Bioversity/CGIAR, AIRCA and CGRFA/FAO strengthen partnerships for bio-diverse, public genetic resources management	Communities of practice foster metrics on landscapes and share <i>in situ</i> examples to impact policy and AR4D	Stakeholders produce landscape successes publication; CGIAR-GFAR develop global <i>in situ</i> , on-farm strategy	Communities of practice produce best practice guidelines for landscapes; CGIAR and others initiate implementation of <i>in situ</i> , on-farm strategy
Secretariat catalytic actions	Support to stakeholder partnerships; facilitate sharing of national and regional lessons learned Develop genetic resources partnership programme for multistakeholder Treaty implementation	Facilitate and coordinate sharing lessons, building alliances and up-scaling practices. Inception partnerships through national on farm initiatives in 3 regions	Support publication preparation; participate in joint CGIAR strategy with multistakeholder inputs	Facilitate multistakeholder guidelines development; ensure farmer engagement in strategy implementation
Use international experiences and instruments to inform farmers rights policies in selected countries and in international research, in partnership with ITPGRFA and other relevant bodies	ITPGRFA, CGIAR and national governments foster farmers rights in practical application for international and national systems	CGIAR CRPs and Farmers' Organizations develop collaborative programme for on farm genetic resources conservation, management and effective returns to farmers; engage in wider implications of rights issues as required	Partners monitor and document family farmer genetic resources management at country level	Partners scale up and expand family farmer participation in programme from country level through regional bodies Linked to farmer-driven research fund in Output 3.3)
Secretariat catalytic actions	Take farmers rights agenda forward by expert advice & negotiation with CGIAR and address requests of national systems in LAC & Africa	Foster active discussion of the issues in International Treaty and national applications; expand principles to balance other rights issues for smallholder farmers	Based on lessons learned, develop multistakeholder strategy for management balancing farmer and breeder rights	Assist in strategy adoption through collaborative agreements emphasizing small farmers at country level

Core Activity (Heading)	2013	2014	2015	2016
<i>Output 2.4 International research actions on climate change and agriculture strengthened and made more coherent and apparent</i>				
Foster collective advocacy and action on climate change adaptation & mitigation through support to Global/Regional/Inter-regional and National networks and initiatives	Reinforce collaboration between global networks (WMO, GRA for Agricultural Greenhouse Gases), CCAFS, Regional Fora and NARS in promoting Climate Change actions identified in their respective agendas and partnership activities	Contribute to international and regional advocacy for increased recognition of agriculture's role in Climate change adaptation and mitigation, ensuring regional/national participation (primarily of small producers and NGOs) in UNFCC meetings/ CGIAR-organized Landscapes and Livelihoods Day	Document collaboration between global networks (WMO, GRA-AGG), CCAFS, Regional Fora and NARS in promoting Climate Change actions in their respective agenda and partnership activities	Assess collaboration between CCAFS, Regional Fora and NARS in promoting Climate Change actions in their respective agenda and partnership activities
Secretariat catalytic actions	Support international advocacy addressing agriculture's role in Climate change adaptation and mitigation, ensuring effective participation of civil society, extn & private sector in inclusive AARINENA platform. Input to UNFCC/WMO meetings & CGIAR-organized Landscapes and Livelihoods Day	Help catalyzing advocacy for agriculture role in Climate Change, and collaboration between global networks (WMO, GRA-AGG), CCAFS and NARS, promoting Climate Change actions	Support the assessment of impact of international and regional advocacy on the recognition of agriculture's role in Climate change adaptation and mitigation, at international (UNFCC / CGIAR) regional and national level	Contribute to new avenues for advocacy on agricultural research role in adaptation and mitigation of Climate Change guided by impact assessment of AR4D engagement in a decade of international (UNFCC / CGIAR) and regional debates on Climate change
Outcome 3: Transformative investments in AR4D systems stimulated to better meet the needs and opportunities of the resource-poor				
<i>Output 3.1 Smallholder producer entrepreneurship stimulated and new forms of public-private investments explored to enable new income and market opportunities from agricultural innovation products</i>				
Generate funding synergies and collective actions promoting value chain approaches	SME networks, PanAAC, private sector associations, AGRA, FAO, IFAD and RFs build new partnerships with CGIAR CRPs on value chains	Platform partners with CCGIAR CRPs initiate an agro-entrepreneur SME support fund	Partners collaborate on better SME integration across value chain with fund for country led SME initiatives	Partners promote regional scaling up best practices at country level through an independent SME fund, influencing policy changes and enabling environments
Secretariat catalytic actions	Technical & financial support to first meeting on entrepreneurial opportunities from innovation for women & youth SMEs, led by PanAAC, FARA, AU etc	Convene Farmers, Women and other Organizations to collaborate on approach and explore potential of new enterprise funds	Document country level experiences of smallholder-based SMEs capturing increased value from production to market	Support RFs and other regionalised mechanisms working with national partners on SME initiatives

Core Activity (Heading)	2013	2014	2015	2016
Enhance farmer-to-market linkages through mechanisms such as ESFIM3 and support to smallholder entrepreneurial SMEs developed in country-level pilots	Farmer Organizations and ESFIM3 partners capitalize on collective evidence to influence policies and institutions	ESFIM3, SFOAP and linked initiatives extend programmes to other national farmer groups	Partners apply models for investment and smallholder entrepreneurship at country level in policy and planning	Partners assess impact models for scaling up and out at national and regional levels
Secretariat catalytic actions	Support initiation ESFIM3 and facilitate communication with Farmer Organizations	Capitalize on Farmer Organizations in GFAR to extend reach and multiply impacts	Document and share experience with GFAR stakeholders through RFs and other regional mechanisms	Support to drawing lessons learned and follow on to ESFIM3, SFOAP and other initiatives
<i>Output 3.2 Investments and returns in national AR4D systems better determined through new global monitoring system among key actors</i>				
Foster integrated and regularized international system for tracking agricultural research investments and returns among key actors	G8-AFSI members, OECD-DAC, ASTI/IFPRI, and Regional Fora track public and private investments to: a) summarize information on levels and impacts by country and sector, b) identify priority areas and potential research gaps to inform G-20 (MACS), other policy venues and Regional Fora	Support selected case-study research to identify key triggers for research impact and structural transformation in the more advanced developing countries and facilitate South-South learning on implications for future investment allocation	Continue and assess tracking public and private investments to: a) summarize information on levels and impacts by country and sector, b) identify priority areas and potential research gaps to inform G-20 (MACS), other policy venues and Regional Fora	Track public and private investments to: a) summarize information on levels and impacts by country and sector, b) identify priority areas and potential research gaps to inform G-20 (MACS), other policy venues and Regional Fora
Secretariat catalytic actions	Advocacy with Regional Fora and ASTI/IFPRI for including specific indicators on AR4D in G8-AFSI members, OECD-DAC efforts tracking investments in Food Security	Continued support to G8-AFSI members, OECD-DAC, ASTI/IFPRI, and Regional Fora activities in tracking investments in AR4D	Facilitate reporting by G8-AFSI members, OECD-DAC, ASTI/IFPRI, and Regional Fora on achievements in tracking investments in AR4D at GCARD3	Support G8-AFSI members, OECD-DAC, ASTI/IFPRI, and Regional Fora in evaluating efforts and achievements in tracking investments in AR4D

Core Activity (Heading)	2013	2014	2015	2016
<i>Output 3.3 New funding mechanisms fostered in national systems to directly empower end-users in shaping and determining agricultural research & advisory processes</i>				
Foster and share experiences from funding mechanisms directly empowering farmers and scaling out their innovation in AR4D	PROLINNOVA, IIED, RFs, Farmers Organizations and other partners share practice and results of experiences.	Funding agencies build on experience to enhance farmer-driven platforms for AR4D innovations	Farmers Organizations establish 2 new farmer-driven AR4D initiatives in 2 regions	Funding agencies apply lessons learned in support of scaling up farmer-driven AR4D innovation mechanisms
Secretariat catalytic actions	Facilitate sharing & civil society engagement via GFAR member networks and information platforms. Co-financing of APAARI local innovation meeting on Indian needs	Explore new direct funding mechanisms for farmers & stakeholders to directly commission research	Assist in development of proposals and launching of initiatives building on best practice	Document lessons learned for GFAR members to influence global, regional and national practices
Provide a voice and mechanism for inputs of farmers, civil society and national institutions into decision making processes of the CGIAR Fund and donor networks	CGIAR Fund Council, GDPRD and other donor networks take stock of stakeholder participation in decisions	CGIAR Fund Council opens to farmer and other representation in meetings and deliberations, new fund opportunities explored with national systems	Farmers and other stakeholders participate in donor decision making processes to influence resource allocation	Donor bodies amend charters and procedures to include other stakeholders in deliberation and decision making processes
Secretariat catalytic actions	Convene stakeholders within GFAR processes, input to Fund Council meetings and decisions	Catalyze contacts between funding agencies and farmer platforms on AR4D	Facilitate engagement at global and regionalised level through GFAR, RF and other associations' governing bodies	Share and capitalise on individual experiences to align rules and procedures across donors
Outcome 4: Collective initiatives fostered to generate new capacities in transforming AR4D systems				
<i>Output 4.1 More coherent global action delivered to strengthen capacities to support innovation system development in line with GCARD Roadmap</i>				
Contribute to international coherence and knowledge sharing in capacity development through support to the Tropical Agriculture Platform and international collective actions	TAP partners initiate policy-dialogue space, marketplace and TAPipedia service areas and complete 3 regionalised assessments	TAP service areas operational and platform extended into at least 2 regions	TAP membership expanded with regional coverage for LDCs ensured progress	TAP operates at global and regional level with support available to LDC smallholders
Secretariat catalytic actions	Assist platform development through GFAR, notably including non-research stakeholders	Facilitate regionalization with RFs and reporting into RCARDS	Foster knowledge sharing among regions and reporting at GCARD3	Facilitate TAP direct partnership with smallholder farmers and SME actors, in regions & countries

Core Activity (Heading)	2013	2014	2015	2016
<i>Output 4.2 Transformative changes facilitated in function, relevance and curricula quality of formal agricultural education and informal learning</i>				
Contribute to reform of national agricultural education through support to operationalization of GCHERA and education networks, national/regional pilot actions and global sharing of outcomes	Assessing collaboration and partnerships in exchange of learning in educational reform fostered between major initiatives in agricultural education sector e.g. GCHERA, TEAM, GAFSR, UniBrain	Enabling collaboration and partnerships in exchange of learning in educational reform fostered between major initiatives in agricultural education sector	Global GCARD 2015 assembly demonstrates change, learning and progress in educational reform	Enabling collaboration and partnerships in exchange of learning in educational reform fostered between major initiatives in agricultural education sector based on GCARD 2015 learning
Secretariat catalytic actions	Support in assessing collaboration and partnerships in exchange of learning in educational reform fostered between major initiatives in agricultural education sector	Support processes of reform among major networks through support in case studies in at least 2 countries	GFAR Secretariat catalytic actions organizes global GCARD 2015 assembly examining progress	Support collaboration and partnerships in exchange of learning in educational reform in major initiatives in agricultural education sector
<i>Output 4.3 Processes delivered for opening of access to information systems for sharing, transforming and using agricultural knowledge among national systems, with self-sustaining network established for sharing information on research organizations, expertise, research programs/projects and their outputs</i>				
Strengthen national and regional agricultural information systems through assessment of needs, advocacy of actions and fostering relevant capacities	Assessing needs using CIARD framework for strengthening effective sharing of data and information within and across National Agricultural Information Systems	Strengthening of National and Regional agricultural information systems through advocacy of investment, new processes and capacity development for effective sharing and exchange of data and information	Global GCARD 2015 assembly demonstrates change, learning and progress in strengthening agricultural information systems for effective sharing and exchange of data and information and refines CIARD framework for sharing of data and information	Strengthen National, Regional and Global agricultural information systems for effective sharing and exchange of data and information through advocacy of investment, new processes and capacity development based on approaches in refined CIARD Framework
Secretariat catalytic actions	Support and enabling collaboration and sharing of knowledge and skills for assessment in improving and strengthening agricultural information systems.	Support and Advocacy for Increased investment and capacities in National and Regional Agricultural Information Systems.	GFAR Secretariat catalytic actions organizes global GCARD 2015 assembly examining progress in improving agricultural information systems and refines CIARD framework	Support and facilitation for Advocacy for Increased investment and capacities development in National and Regional Agricultural Information Systems.

Core Activity (Heading)	2013	2014	2015	2016
Catalyze region-based actions supporting the development of capacities for effective use of agricultural information in national innovation systems	Assessing Selected National and Regional Agricultural Information Systems for their enabling effective use of information in agricultural communities using ICTs	improving effective use of agricultural information in agricultural communities using ICTs in National and Regional Systems through Advocacy and Capacity development	Global GCARD 2015 assembly demonstrates change, learning and progress in improving effective use of agricultural information using ICTs	Improving effective use of agricultural information using ICTs through advocacy and Capacity development in National and Regional Agricultural Information Systems
Secretariat catalytic actions	Support and where feasible co-financing for assessment of use of agricultural information using ICTs in APAARI and selected National and regional Systems.	Support and facilitation for Advocacy and Capacity Development in selected National and regional Systems for enabling effective use.	GFAR Secretariat catalytic action in organizing global GCARD assembly examining progress and learning for improving effective use of agricultural information using ICTs.	Support and facilitate Advocacy and Capacity Development in National and Regional Agricultural Information Systems for improving effective use of agricultural information using ICTs..
Support assessment, advocacy and capacity development initiatives in opening access to agricultural data and information	Assessing Selected National Agricultural Information Systems for Open access to agricultural data and information	Advocacy and Capacity development for improving Open access to agricultural information in National Systems	Global GCARD assembly demonstrates change, progress and learning in opening access to agricultural information	Advocacy and Capacity development for improving Open access to agricultural information
Secretariat catalytic actions	Technical support for assessment in selected National and regional Systems for opening access through CIARD.RING and AgriVIVO.	Technical Support and facilitation for Advocacy and Capacity Development through CIARD.RING and AgriVIVO.	Organize global GCARD assembly examining progress against benchmarks previously established in opening access to agricultural data and information and learning.	Technical Support and facilitation for Advocacy and Capacity Development for opening access through CIARD.RING and AgriVIVO.
<i>Output 4.4 Fostering of GFRAS mechanism to reform processes in the advisory service & extension sector through capacity development & collective learning</i>				
Contribute to reform of national agricultural advisory systems through support to operationalization of GFRAS and advisory networks, national/regional pilot actions and sharing of outcomes among advisory sector globally	Consolidation of GFRAS through external Mid Term Review (relevance, appropriateness and effectiveness). Contribution to evidencing the role of Advisory Services in AR4D (evaluation initiative), and finalization of the “New Extensionist”.	GFRAS regional networks and partners use the “New Extensionist” to advocate for strengthening knowledge and advisory services, and catalyze priorities and implement recommendations, reaching grass roots, women and youth and adapting ICT as key	Assessment of learning and effective use of Agricultural Information in the context of new ICTs in selected communities in 3 regions strengthening RAS actors through facilitating interaction and networking	Evaluation of GFRAS impact in: a) improving the delivery of extension and Advisory Services, b) providing a voice for advisory services within global policy dialogues and promoting improved investment in RAS, c) supporting the development and synthesis of evidence-based

Core Activity (Heading)	2013	2014	2015	2016
		elements		approaches and policies for improving the effectiveness of RAS
Secretariat catalytic actions	Participation in GFRAS Governance and functions. Support to collaboration in Regional Fora and extension and AS networks	Participation in GFRAS Governance and functions. Support to collaboration in Regional Fora and extension and AS networks – Advocate the “New Extensionist” - Support Evaluation Initiative.	Support the “New Extensionist” Approach to enable effective use of agricultural information in the context of new ICTs by all sectors at national regional and global levels – Reporting to GCARD3	Technical support to the evaluation of GFRAS, strengthening RAS actors through facilitating interaction and networking
Outcome 5: Agricultural research and knowledge embedded into rural development agendas and better meeting societal needs				
<i>Output 5.1 Coordination and management support to establishment of the Gender in Agriculture global Partnership (GAP) as a collective, self-driven global movement, delivering, through the actions of its partners and supported by GFAR, greater gender equity across many institutional and functional contexts</i>				
Support further development and involvement in the Gender in Agriculture Partnership as a collective movement for gender equity with partners mobilized in actions in at least 2 countries per year	Gender catalysts from diverse institutions take forward collective actions to advocate and act for gender equity in agricultural systems. Review gender based needs via FORAGRO and AARINENA	Regional gender-based advocacy and actions reported into Regional GCARD processes, with specific support focus on 2 countries	Regional gender-based advocacy and actions reported into Regional GCARD processes, with specific support focus on 2 countries	Regional gender-based advocacy and actions reported into Regional GCARD processes, with specific support focus on 2 countries
Secretariat catalytic actions	Facilitate interaction of agencies involved in GAP and global level and help trigger GAP actions at national level and regional learning from these	Facilitate interaction of agencies involved in GAP and global level and help trigger GAP actions at national level and regional learning from these,	Facilitate interaction of agencies involved in GAP and global level and help trigger GAP actions at national level and regional learning from these, with specific support focus on 2 countries	Facilitate interaction of agencies involved in GAP and global level and help trigger GAP actions at national level and regional learning from these, with specific support focus on 2 countries
Generate evidence-based advocacy, share knowledge and foster pathways to further actions promoting gender equity in agriculture	GAP partners share knowledge and develop actions jointly through GAP connections	Expansion of use of communication media develops common advocacy into major events	Expansion of use of communication media develops common advocacy into major events and cross learning through GCARD3	Further round of programme development and engagement

Core Activity (Heading)	2013	2014	2015	2016
Secretariat catalytic actions	Establish common web platform, linked with UN Women, for learning and interactions around gender issues in agriculture	Help foster specific GAP actions in at least two countries, reported into regional GCARDs	Help foster specific GAP actions in at least two countries, reported back to global GCARD3	Help foster specific actions in at least two countries
<i>Output 5.2 Self-reliant YPARD platform enabled to increase in size and scope, further enabling young people to participate in and contribute to global AR4D reforms</i>				
Support and host YPARD and foster its effectiveness and self-reliance as a voice of youth	Put into practice youth outcomes of GCARD2 YPARD participates in at least one international/regional event each year	YPARD participates in at least one international/regional event each year	YPARD participates in at least one international/regional event each year	YPARD participates in at least one international/regional event each year
Secretariat catalytic actions	Provide space, support, mentorship and opportunities for growth of YPARD movement	Provide space, support, mentorship and opportunities for growth of YPARD movement and consideration of regional dimensions	Provide opportunity through GCARD for voices of youth to be heard around global issues	Review progress under YPARD anmd
<i>Output 5.3 GFAR fosters action network on roles of knowledge management and innovation in growing out of protracted crises to create practical multi-stakeholder support mechanisms and country to country transfer of expertise for use in current and future crises</i>				
Establish collective learning platform and help support network of institutions and practitioners to build AR4D capacity in protracted crisis and post conflict countries, taking forward Kigali movement into practice	ICARDA, FARA, AARINENA and other Kigali Movement members consolidate network and promote actions for expertise and infrastructure sharing	Partners hold second Kigali Movement meeting in WANA to promote intra-regional collective actions and establish learning platform	Kigali Movement members scale up sharing of expertise and infrastructure for protracted crisis countries In 3 regions country	Partners consolidate learning platform at global level capitalising on initial experiences; Movement institutionalized or integrated into regional bodies and IAR
Secretariat catalytic actions	Support RFs and other partners to develop AR4D actions for protracted crisis countries	Support Kigali Movement meeting hosted by ICARDA and AARINENA in a WANA country	Facilitate extension to additional partners, notably farmers and rural groups to get to local level needs	Document and share experience acquired and implications for policy and investment

Core Activity (Heading)	2013	2014	2015	2016
Outcome 6: Accountability, transformational change and development impacts in AR4D systems increased through greater strategic coherence and more transparent stakeholder involvement				
<i>Output 6.1. Mutual public accountability and learning on transformative processes fostered & tracked among AR4D stakeholders via GCARD processes</i>				
Galvanize regional and global GCARD Assemblies to ensure public accountability of national and international AR4D	Regional Fora of national systems take up transformative Roadmap actions into practice through their own priorities	Regionalized GCARD meetings track progress against Roadmap and CRP IDOs	Global GCARD assembly demonstrates change and progress against global partnership areas and in CRP IDOs	Regional Fora of national systems take up transformative Roadmap actions
Secretariat catalytic actions	Processes supported by Secretariat catalytic actions through technical and, where available, financial co-support	GFAR Secretariat catalytic actions helps Regional Fora to mobilize national and regional consultations in line with GCARD process objectives	GFAR Secretariat catalytic actions organizes global GCARD assembly examining progress against CGIAR SRF and regional/national progress against GCARD Roadmap objectives	Processes supported by Secretariat catalytic actions through technical and where available financial co-support
Support strategic initiatives of the GFAR Regional Fora to foster and demonstrate transformational changes at national level in line with the GCARD RoadMap	AARINENA, APAARI, CACAARI, EFARD, FARA, FORAGRO and SROs take forward own actions in line with GCARD Roadmap, in multistakeholder processes of measurable change across the 6 Roadmap principles	AARINENA, APAARI, CACAARI, EFARD, FARA, FORAGRO and SROs take forward own actions in line with GCARD Roadmap, in multistakeholder processes of measurable change across the 6 Roadmap principles	AARINENA, APAARI, CACAARI, EFARD, FARA, FORAGRO and SROs take forward own actions in line with GCARD Roadmap, in multistakeholder processes of measurable change across the 6 Roadmap principles	AARINENA, APAARI, CACAARI, EFARD, FARA, FORAGRO and SROs take forward own actions in line with GCARD Roadmap, in multistakeholder processes of measurable change across the 6 Roadmap principles
Secretariat catalytic actions	Support where feasible to civil society & other stakeholder involvement in RF processes triggering transformational changes in national systems in line with Roadmap elements	Support where feasible to RF processes triggering transformational changes in national systems in line with Roadmap elements, changes demonstrated in regional GCARDs	Support where feasible to RF processes triggering transformational changes in national systems in line with Roadmap elements. Changes demonstrated in Global GCARD process	Support where feasible to new round of RF processes triggering transformational changes in national systems in line with Roadmap elements

Core Activity (Heading)	2013	2014	2015	2016
<i>Output 6.2 More effective governance of agricultural research for development priority setting and implementation through enabling multi-stakeholder participation in fora in each region and at Global level, with demonstrable changes in institutional behaviour</i>				
Strengthening GFAR Communications and EGFAR as platform for interaction	GFAR stakeholders recognize & communicate involvement in GFAR in their work, strengthen their communication systems to reflect Roadmap changes, with consistent messaging and sharing knowledge of all GFAR-relevant actions to trigger wider changes	GFAR stakeholders specifically map their actions to GCARD Roadmap deliverables and build awareness of collective actions through actions and regional GCARD comms	GFAR stakeholders communicate changes & collective actions through to and around global GCARD	GFAR stakeholders advocate for further change and collective actions
Secretariat catalytic actions	Help support & propagate communication of work of GFAR stakeholders and advocate for wider awareness of each, including as requested specific support to comms efforts (e.g. EFARD, CSOs) and to mobilization of young social reporters into various contexts	Maintain and expand reach & impact of GFAR communications and increased awareness & track impacts of GFAR & GCARD processes	Disseminate awareness of changes via GFAR stakeholders and collective actions via global GCARD and its comms	Disseminate awareness of changes and delivery towards innovation impacts and intermediate development outcomes across multiple stakeholders
M&E systems introduced and implemented across all GFAR-supported actions to demonstrate and evaluate delivery of transformational changes	GFAR constituencies take up M&E processes into their own systems enabling determination of baselines for changes, strategic shifts and outcomes resulting from their actions	GFAR constituencies undertake own M&E processes determining impact of their processes	GFAR constituencies report back to global GCARD on their achievements and impacts towards implementing Roadmap principles in practical thematic actions	Appropriate measures developed and applied for new cycle of innovation & learning
Secretariat catalytic actions	M&E processes introduced to establish baselines for all GFAR-supported actions. Capacity development support provided in skill sets for regions & stakeholders as requested	M&E processes implemented across all actions, including follow-up of impacts from GFAR-support/co-supported actions	M&E across actions used to demonstrate outcomes and impacts of Roadmap and CGIAR CRPs into global GCARD	Processes co-supported by GFAR Secretariat catalytic actions
	GFAR External review advises on process improvements required	Take up of Review outcomes as appropriate	Changes in place in programmes in light of external review	

Core Activity (Heading)	2013	2014	2015	2016
Implement robust and equitable representation of all AR4D stakeholders in GFAR's strategies, global governance and programmes and improve governance arrangements and Charter as required	Governance review proposals considered and accepted as considered appropriate by the GFAR Steering Committee, with follow on process of consultation among all stakeholder sectors	Governance changes implemented, Charter reviewed and amended in line with desire changes. New representative groups & mechanisms fostered	Governance changes implemented, new representative groups & mechanisms fostered	Evaluation of success of reforms in increasing effective representation of all GFAR Stakeholders
Secretariat catalytic actions	Follow guidance of Steering Committee in implementing desired changes in GFAR Governance. Establish working Groups as may be required	Develop new Charter proposals for SC consideration. Help foster strengthening of GFAR constituencies & Fora/SROs	Foster involvement of groups in new structure	Commission external evaluation of representation
Foster robust and equitable representation and involvement of AR4D stakeholders alongside research in governance, strategies and programmes of the Regional Fora	Regional Fora organize governance reviews and develop processes for greater involvement of sectors beyond public research in their processes, towards equitable voices for all	Regional Fora act on previous Governance Reviews to strengthen constituencies and broaden perspectives mobilized among national partners	Regional Fora programmes led and driven by all forms of stakeholders, M&E processes demonstrate responsiveness to stakeholder needs	Regional Fora programmes led and driven by all forms of stakeholders, M&E processes demonstrate responsiveness to stakeholder needs
Secretariat catalytic actions	GFAR Secretariat catalytic actions provide technical and where feasible co-finance support to FORAGRO & CACAARI regional governance reviews and to ensuring voices of non research stakeholders are effectively articulated and heard in regional processes e.g. APAARI biotech safety	Secretariat catalytic actions promotes and where feasible co-sponsors active involvement of non-research stakeholders in national transformative actions and regional processes	GFAR Secretariat catalytic actions and stakeholders able to demonstrate broad & representative stakeholder base in global GCARD meeting resulting from strengthened regional processes	GFAR Sect catalyzes, supports and co-supports multi-stakeholder processes where feasible

Core Activity (Heading)	2013	2014	2015	2016
<i>Output 6.3 GFAR support to international policy processes and strengthening coordination of bilateral and multilateral systems leads to greater inter-regional connection and improved governance of global agricultural research towards development goals</i>				
Enable GFAR stakeholders perspectives to be effectively represented into G8, G20, CFS and other processes	Global constituencies with representative processes advocate GFAR constituency perspectives into G8 nutrition	Partnership with FAO and others on international year of family farming events and processes	GFAR constituencies take forward collective views of AR4D stakeholders into policy level processes	FAO, IFAD and CGIAR continue to lead processes and engage other sectors through GFAR
	Support linkage with G8 processes and nutrition sector			
	Link processes with CFS HLPE as required	Support & advocate processes of IYFF		
Secretariat catalytic actions	Catalyze discussion of issues of global significance, feeding into above processes. Foster linkage of FAO & CGIAR actions in line with GCARD Roadmap & AR4D stakeholder commitments	Take up of actions into G20 to foster MACS and BRICS perspectives into the G20 Australia-led discussions	Support international policy level multistakeholder advocacy & actions	Support international policy level multistakeholder advocacy & actions

Appendix 2: Process developing monitoring and evaluation systems for GFAR's work

Phase 1: developing the Theory of Change, M&E framework, M&E plan and indicators, methods and tools with clarity on roles and responsibilities for data collection: Duration is likely to be 3-4 months

1. Consult GFAR stakeholders;
 - a. Regional Fora, stakeholder entities, farmer organizations
 - b. International and national organizations on alignment with their current M&E systems

On the GFAR MTP and overall theory of change (from multiple theories of change within roadmap), the types of activities in which they are engaged and monitoring expectations of their stakeholders and funders.

2. Develop the theory of change, scope the information systems requirements for data captured through a potential M&E system
3. Identify the indicators, methods and appropriate tools to measure progress towards programme objectives.
4. Prepare M&E framework, and M&E Plan including the calendar/schedule Clarify reasonable outcomes and overall GCARD Roadmap objectives of work commissioned or supported through GFAR Secretariat,

Phase II: (3-4 Months to test all tools and roll out baselines)

5. Developing benchmarks and data collection tools principally for the baseline roll out, formats and evaluation instruments, in accordance with best standards for evaluating the effectiveness of networks and umbrella bodies;
6. Determine appropriate ways to evaluate the outcomes achieved by actions supported by GFAR following the initial support provided e.g. in the case of an international meeting or process.
7. Establish close and collaborative working relationship to cross-link activities with the GFAR governance review to ensure effective fit of M&E processes with recommendations and outcomes of the review.
8. Report and plans for implementing M&E submitted to the GFAR Steering Committee for endorsement

Phase III: (8-12 months)

1. Establishment and use of mechanisms for collecting and storing data needed to track the execution of all activities as part of the GFAR Secretariat Management Information System;
2. Establishment and implementation of processes for monitoring progress in achieving planned outputs, short-term and long-term outcomes, and intended end results;
3. Establish processes supporting external evaluation of the outcomes and impact of GFAR programmes and activities relative to its overall programme objectives (on a 3-4 year basis).