
Review of the Global Partnership Programmes (GPP)

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Executive Summary

Global Partnerships Programmes (GPPs) are a fundamental element of the approach of the Global Forum for Agricultural Research (GFAR) to address global challenges in research for agricultural development. GPPs are collaborative efforts involving a wide range of stakeholders committed to ensuring that the research they are engaged in has a strong developmental impact. GPPs are essentially research partnerships which stakeholders jointly develop and implement at an inter-regional level. GPPs promote better linkages among stakeholders and ensure cross-fertilization of experiences. They reduce duplication and overlaps in research agenda and programming.

The adequacy of GPPs as tools with which to effectively and efficiently address stakeholder concerns was raised during the GFAR 2003 conference in Dakar and later in Mexico in 2004. The GFAR Steering Committee also recommended that the Secretariat establish clear guidelines for the development and implementation of GPPs. This review was undertaken to address some of these doubts and questions.

The reviewers had access to secondary materials provided by the GFAR Secretariat as a starting point. An electronic survey was conducted, though the return rate was poor among two of the three clusters interviewed. However, GPP proponents were *all* represented, and they offered their own views on how the GPPs had performed, their continued relevance and the role of the GFAR Secretariat. Case-study analysis was undertaken on the five GPPs proposed by the Secretariat. The highlight of the data collection exercise was the GPP partner-review and assessment workshop conducted in January 2006. Current GPP proponents and resource persons developed a new definition for GPPs, arrived at a modified set of principles and agreed on a monitoring and evaluation framework and approval process for future GPPs.

The salient features of the review's findings are discussed below.

Continued relevance of the Global Partnership Programme

The original premises for the GPP's remain relevant, probably more than when GPP's were first conceived. The explicit and direct development orientation of GPP research sets it apart from most other research efforts. Regional priorities were factored into the design of the GPPs. This orientation highlights the somewhat distinct niche of GFAR. While the research community advocates the need for partnerships in research, there are surprisingly few efforts that demonstrate an effective internalization of the key elements of partnerships. Some GPPs have succeeded in engaging their respective stakeholders in a rather sophisticated range of consultative processes aimed at a jointly owned design and strategy. Partnerships are viewed by GPP stakeholders as an important way to maximize the comparative advantages of participants, which is especially relevant at a time when resources for agriculture research are becoming scarce. Like the reviewers, the GPP practitioners and stakeholders believe that the GPP partnerships are still valid today, possibly, even more so than in the past, especially, if the development orientation is to be enhanced.

Less than hoped for progress

While GPPs are a unique approach the original intentions of the GFAR founding fathers and early proponents of GPPs have not been fully achieved. The lack of an internal-assessment process and/or the absence of a deliberate attempt to draw lessons on the partnership-building process itself remain a major weakness of GPPs. As a result the opportunity to draw and synthesize lessons from within GPPs and across them has been missed. The Secretariat can however still initiate an effort to learn from its GPPs as well as from other partnership-based programs.

There also appears to be a failure on the part of the donor stakeholders. Their response has been unpredictable and the fund flow often erratic. The disillusionment, particularly after the commitments made at Dresden, is evident among GPP practitioners. Donors have not been proactive and forthcoming in their support for partnerships in research. After the strong rhetoric for research partnerships we could witness a shift towards top-down, rigid programming that does not deliver the developmental impact that GFAR emphasizes. There is an urgent need for the GFAR Secretariat to convene a meeting of prospective and current donors to revisit the relevance of GPPs in a world where agriculture research for development (ARD) is expected to make a more deliberate and measurable contribution to the MDGs, livelihoods and poverty alleviation.

A critical role for support mechanisms

Partnership-based programs require support systems and governance mechanisms at different levels. It is clear that champions are needed in the initial stages. Subsequently the designation of lead entities is crucial for the effective, early launching of a GPP. The GFAR Secretariat should accept its nurturing role. This invariably requires the provision of an enabling environment, the establishment of linkages with committed donors, the assurance that there is a clear champion and/or designated lead entity and the provision of start-up or seed resources. Besides, the Secretariat has a role to ensure that monitoring of GPPs is undertaken.

Cost benefits of partnerships

The review indicated that GPP practitioners (of GPPs that were *successfully* launched) were not unduly concerned about the amount of effort expended on getting GPPs into place. Like the reviewers they believed that partnership-based programs do entail time-commitments for theme verification, partner identification, consensus building, identification of complementarities, strategy formulation, evaluation etc. All of these activities serve to develop capacities and unintended benefits accrue, including informal networking and information exchanges.

Ownership by the Regional Fora

The issue ownership of GPPs by the regional and sub regional fora continues to be raised. However the reviewers believe that neither the GFAR Secretariat nor the Regional Fora can be effective direct-implementers of GPPs and so their roles should be limited to facilitating or nurturing GPPs and providing strategic support. Regional Fora can influence the agenda for GPPs and therefore should be consulted to ensure program-fit. The reviewers did conclude that there is no dissonance between the regional priorities and the themes of the selected GPPs and the GFAR Secretariat is commended for ensuring the relevance of the themes. As a matter of fact all the themes for the GPPs were well chosen and probably this is the result of the consultation

and negotiations that preceded the GPPs. Those GPPs that did not take off more likely failed due to their inability to attract a donor or from the lack of clear designation of champion or lead entity.

Elements for a successful GPP.

A review of GPPs suggest the following considerations are of the highest priority for GPP success: relevance of themes, clarity of strategies, clarity of roles, responsibilities and contributions of partner members, the presence of a lead (facilitating) unit, the assurance of start-up funding, a proactive support unit within the GFAR Secretariat as well as within the lead organization where the facilitating unit is located, frequent face-to-face meetings of partners to review progress and derive lessons and reporting at different levels to enhance the uptake of knowledge.

Monitoring and evaluation (M&E) of GPPs

With one exception, the emphasis on M&E is weak and surprisingly so for a partnership program which offers many opportunities for testing participatory monitoring and evaluation methods such as peer-based reviews, self assessments, etc. During the review, GPP partners themselves developed an M&E framework which can serve as a good basis for an operational plan which the Secretariat is urged to emphasize. A monitoring system for GPPs at different levels (within the GPPs and the Secretariat level) is urgently needed. Annual workshops should be organized for GPPs to take stock of success and draw lessons. This can be preceded by an internal review and self assessment as has already been done by one of the GPPs.

Raising the profile of GPPs

The ARD community is not sufficiently aware of the existence of GPPs and even less able to benefit from the lessons garnered by the research partnerships. The GFAR secretariat has to put into place learning events to draw lessons from the various GPPs and to share them more widely. A new definition of GPPs and a revised set of principles have been developed. These should be widely circulated so the ARD community is aware of this strategic contribution of GFAR. Too little is known about what it takes to launch successful partnerships and GFAR is urged to take advantage of the opportunity presented by the GPPs to address a burning issue within the ARD community: how to put into place research partnerships.

Preface

Background¹

Global Partnership Programmes (GPPs) are a fundamental component of the Global Forum's strategy for promoting and learning about research partnerships involving a range of stakeholders. The basis on which these programmes have been developed were set down in the first GFAR Conference held in Dresden in 2000 and then more concretely during a technical workshop on methodologies, organization and management of GPPs, sponsored by IFAD and held in October 2001.

The first generation GPPs was on-going activities on which the concept of a GPP was built. These included the Global Programme for *Musa* Improvement (PROMUSA) and the Global Coconut Research and Development Programme (PROCORD). A number of other ideas and initiatives have been proposed as potential GPP but these never reached the stage of being developed into full-fledged GPPs (e.g. Trypanosomosis, Rural Knowledge Systems and others). At the present time, four GPPs are considered as on-going: the Direct Sowing Mulch-based Systems and Conservation Agriculture (DMC), Promoting Local Innovation (PROLINNOVA), Underutilized Species (UUS) and Information and Communication Management for Agricultural Research for Development (ICM4ARD). Two further GPP are in the process of preparation. These are Linking Farmers to Markets (LFM) and the Non Timber Forest Products (NTFP).

The adequacy of GPPs as tools with which to effectively and efficiently address stakeholder concerns was raised during the GFAR 2003 Conference in Dakar. Some questions are being asked with regards to the time and effort required to launch a GPP. Some have used the term "high transaction costs" to describe these costs but others agree that their implementation also comes with many benefits. The GFAR Business Plan 2004-2006 therefore included as a key output for the period the need for a recommendation on the continued relevance and adequacy, or otherwise, of GPP as a tool for partnership building. In addition, the GFAR Steering Committee meeting held in Mexico City in October 2004 recommended that GFAR Secretariat establish clear guidelines for the development and implementation of GPP. Among the elements that the guidelines should address include: the involvement of regional fora in the development process, the issue of a Global Facilitating Units (GFU) for GPP and its relationship with GFAR Secretariat, and the monitoring and reporting processes for on-going GPP.

This brief review and report deals with this process for accomplishing these tasks: a) the evaluation of the GPP mechanism; and b) the development of clear guidelines for the development and implementation of GPP.

¹ Proposal for the process to undertake an evaluation of the Global Partnership Programmes. Presented for approval to the GFAR Steering Committee mid-term meeting. 7 June 2005, Entebbe, Uganda. Modified 30 June.

Methodology

The review used a range of methods to retrieve information from stakeholders connected with the Global Partnerships Program (GPP):

- Literature review
- Interviews of staff at the GFAR Secretariat
- Electronic survey (GFAR Steering Committee, donors, GPP partners, etc.)
- Review of websites of individual GPPs, EGFAR, etc.

The electronic survey provided representatives of all the Regional Fora and the GFAR Steering Committee to influence the review process. To improve the response rate the survey questionnaire was sent out three times.

- Visit to a selected number of GPP field sites
- Conduct of a review workshop in Rome for key stakeholder
- Case study analysis (5 cases)

The January 2006 workshop provided a special opportunity for the reviewers to obtain a closer “look” at each of the GPPs and to discuss cross-cutting themes that arose from these discussions. In addition, specific tasks were posed to groups of GPP stakeholders. This provided an opportunity for the reviewers to obtain direct inputs into the review process from the GPP proponents. This resulted in consensus on such matters as GPP definition, key principles, monitoring and evaluation approaches, approval processes, etc. all of which have been integrated into this report. These were developed jointly by the stakeholders and later revised and repackaged by the Secretariat and reviewers. A draft of the GPP guidelines appears in this report soon in Annex 3.

The following key questions were proposed to guide the Review Team:

1. *Has the process of developing and implementing past, present and pipeline GPP proved to be a cost-effective means of establishing partnerships that has appreciably increased the efficiency of the process of innovation in developing countries?*

To respond to this question, the Team was asked to make an in-depth analysis of the following GPPs: PROMUSA (mature), DMC, PROLINNOVA, and UUS (on-going) and ICM4ARD (in pipeline). The specific criteria that might be considered in this evaluation include:

- *The value-added that the GPP brings in terms of factors such as: knowledge generation and accumulation, technology development, innovation processes, rate of uptake and extent of adoption of innovations, etc.*
- *The present or potential impact of the GPP, centring principally on institutional and policy related impacts (changes in policies, changes in structures or ways of doing things, changes in attitudes and behaviour, empowerment of stakeholders, among others).*

2. *What makes the GPP concept different, or unique, from other mechanisms for promoting partnerships among agricultural research for development partners? The Review Team was expected to compare and contrast the GPP mechanism with other global research partnership mechanisms, such as the CGIAR Challenge and System-wide Programs.*
3. *Should GFAR continue to facilitate the generation of ideas for and the development of GPP in areas of common interest among its stakeholders? The Review Team was asked to consider whether (a) the underlying conditions that led to the GPP mechanism being adopted by GFAR are still relevant today, and if so, (b) whether the GFAR Secretariat has a comparative advantage to convene and facilitate their development.*
4. *If the response to point 3 above is affirmative and based on the information generated to respond to points 1 and 2, the Review Team was requested to (a) clearly and concisely formulate the GPP concept and the principles that should orient their development and implementation, and (b) develop guidelines for the process that should be followed for i) generating GPP ideas, ii) developing GPP ideas into proposals, and iii) the subsequent implementation of GPP, with special attention to the monitoring and evaluation activities that need to be incorporated at each stage.*

I. Introduction

The Global Forum on Agricultural Research (GFAR)

GFAR was officially established in October 1996 in Washington and became operational during the second half of 1998. The goal of this National Agricultural Research Systems (NARS) led initiative was to strengthen the collective voice of the NARS community in setting and implementing the research agenda. IFAD provided a special grant for set-up activities. A NARS Secretariat was established and funded (hosted at FAO). In May 2000, the GFAR Secretariat and NARS Secretariat were merged.

One of the roles of GFAR is to facilitate the creation of fora involving multiple stakeholders at different levels and to facilitate the creation of effective local, sub-regional, regional and global partnerships. GFAR therefore provides an added value “service” encouraging and testing innovative approaches, methodologies and spaces in which to build research partnerships.²

The GFAR concept revolves around three key issues all linked to the sustainable development paradigm. Firstly, that in order to respond effectively and efficiently to the triple demand of adequate quality food, good environmental stewardship and poverty alleviation placed on the agriculture-food sector, the sector would have to be integrated, knowledge-driven and innovative. Secondly, that no single research group, institution or individuals working alone and in isolation can generate, utilize or promote the effective utilization of the required knowledge-based and integrated approaches. Thirdly and as a corollary, that the activities, enquiries, innovation and research outputs required to drive this knowledge-based integrated agriculture can only be efficiently and effectively produced by stakeholders working together in strategic alliances and cost-effective partnerships, in order to benefit from the economies of scale that come from the pooling of knowledge, expertise and resources both human and financial. Researchers would need to work not only in pluri-disciplinary teams, but also across stakeholder groups inclusive of civil society organizations (CSOs) such as farmers’ groups, community-based organizations (CBOs), relevant non-governmental organizations (NGOs), private sector groups such as processors, commodity and input traders, etc.³

The priority areas of focus identified in the strategic document comprise four components or pillars and two cross cutting issues. The pillars are: inter-regional collaboration; collaborative research partnerships; advocacy, public awareness and strategic thinking; and Management Information Systems (MIS). Two issues, full and active involvement of CSOs and private sector engagement in GFAR’s activities were thought to be sufficiently important as to be reflected in all activities as cross cutting issues⁴.

² Thinking the Future, Emerging Global Partnership Program. January 2002.

³ GFAR Business Plan 2004-2006. May 2004.

⁴ Strategic Document (2004-2013). GFAR Business Plan 2004-2006. May 2004.

GFAR espouses a research *for* development orientation

GFAR's Business Plan also has a strong development orientation. GFAR has been explicit about its development bias. This is likely to contribute more directly to the millennium development goals than by advocating a more upstream-research orientation. There are obvious implications of this approach. Research for development places research in an application-oriented context where partnerships become especially relevant. The effective involvement of as many stakeholders helps to ensure social and technological innovations required for research to achieve its developmental objective. The number, types and roles of partners are dynamic throughout a research partnership⁵. Broadening the stakeholder base helps increase the developmental impact of a partnership. Hence the mission of GFAR is to mobilize and support the scientific community and all other stakeholders involved in agricultural research for development (ARD), in their efforts to alleviate poverty, increase food security and promote the sustainable utilization of natural resources in order to address this mission⁶. This explicit and "direct" development orientation of GPP sponsored research sets it apart from many other research efforts including that of the Challenge Programs of the CGIAR.

Partnerships within GFAR's overall plan

Since its establishment in 1996, GFAR has been explicit about its unique orientation, which emphasizes effective partnerships and strategic alliances. The Dresden 2000 meeting and the GFAR 2003 meetings helped crystallize this intention and helped bring about wider (global) attention within the research community to the value of partnerships. GFAR's Business Plan 2004-2006 continues to emphasize partnership-based approaches as a preferred tool to promote and implement productive research. "Collaborative research partnerships" along with "Inter-regional collaboration" are pillars of the business plan. Regional priorities are considered critically important and so the outcomes of the priority setting exercises continue to guide GFAR's work. This orientation clearly highlights the somewhat distinct niche and strategic contribution of GFAR.

The emphasis on inter-regional collaboration and a collaborative mode of doing work have created a special need for multi-stakeholder and partnership-based approaches. The Business Plan is unequivocal about such approaches. For example, it states: "...that the activities, enquiries, innovation and research outputs required to drive this knowledge-based integrated agriculture can only be efficiently and effectively produced by stakeholders working together in strategic alliances and cost-effective partnerships, in order to benefit from the economies of scale that come from the pooling of knowledge, expertise and resources both human and financial"⁷.

⁵ Technical Workshop on Methodologies, Organization and Management of Global Partnership Programmes, 9-10 October 2001, IFAD Headquarters, Rome, Italy.

⁶ GFAR Business Plan 2004-2006.

⁷ GFAR Business Plan 2004-2006.

II. Global Partnership Programmes

Global partnership program: Evolution of concept

The concept of “partnership programmes” has its roots from the time that GFAR became operational in 1998 and it has evolved progressively since then. Following the first GFAR conference (Dresden) on “Strengthening Partnerships”, the concept of “Global Framework Programmes” emerged. The document “*Some thoughts on the follow up to GFAR 2000 on research partnership*” helped define the new partnership programs (currently called Global Partnership Programmes). Table 1 traces a timeline of the major events that have shaped GPPs as they are understood today. The two most important events are described in the following two subsections of the report.

Table 1. Timeline of major events in the evolution of Global Partnership Programmes

Year	Event	Result
1999	GFAR Secretariat makes a call for innovative research partnership ideas.	Five partnership ideas prepared for the Dresden conference (DMC, PROLINNOVA, Trypanosomosis, PolicyNet in NRM, InterDev).
2000	1 st GFAR Conference, Dresden (May).	PROLINNOVA, DMC and UUS are endorsed as GPP.
2000	Establishment of Montpellier Facilitation Unit for Global Commodity Chain Programmes.	PROMUSA and PROCORD consolidated. Formulation of a global programme on cocoa. Contacts made with the coffee, rubber and cotton stakeholder communities without leading to programme formulation.
2001	GFAR-IFAD Technical Workshop on GPP (October).	Definition, principles and process for GPPs formalized.
2001	Regional Forums complete priority setting.	New GPP proposals/ideas can now be related directly to regional ARD priorities.
2002	Workshop on Commodity Chain Programs (June).	Experiences and lessons learned in the promotion of global programmes shared among practitioners.
2002-2004	GFAR Secretariat catalyses new GPP ideas and supports consultation phase.	Consultation undertaken for GPPs on rural SMEs (now Linking Farmers to Markets), Rural Knowledge Systems and Livestock-Agriculture Integration.
2003	2 nd GFAR Conference, Dakar (May).	Ideas for new GPPs identified (e.g. NTFP).
2004	GFAR Business Plan Retreat (February).	Evaluation of GPP mechanism scheduled for 2006.
2006	GPP Learning and Review Workshop (January).	Good practice shared among practitioners and definition, principles and guidelines reviewed.

A. *The shaping up of the global partnerships program (or GPP) after the Dresden May 2000 conference*

Following the first GFAR conference (Dresden) on “Strengthening Partnerships” the concept of “Global Framework Programmes” emerged. The document “*Some thoughts on the follow up to GFAR 2000 on research partnership*” helped define the new partnership programs (currently called Global Partnership Programmes).

By March 2001 following on the decisions at the Dresden meeting, five main characteristics were identified for GFAR’s global program initiative⁸:

- Address agricultural *products*, production *factors* or strategic *issues* that are *critical to the mission of GFAR*.
- Build on on-going activities carried out at the different levels, from local to global, following the *principle of subsidiarity*.
- Promote an innovative mode of collaborative research based on an “*open nucleus*” *principle* in which partners are invited to join at any time in the process.
- Facilitate the gathering of a *critical mass of researchers* and of a research capacity in key areas of strategic importance, bringing together researchers and main users from IARCs, NARS, universities, ARIs, NGOs, farmers’ organizations or the private sector.
- Promote the development of *action-oriented R&D networks or working groups* that bring together researchers, practitioners (development agents) and end-users, generating:
 - *Synergism and economies of scale* through the complementary and concerted efforts that are carried out by the various partners, each one having an important comparative advantage or a specific role that it can bring to the global programme.
 - *Learning processes* through the interaction among these key actors of rural development (these networks are not limited only to researchers).

These five characteristics constitute the *value-added* that an initiative that may evolve into a GP can bring to a given research area. In short, the GPs build on the existing research capacities, seeking to provide a “framework for concerted action” among the potential partners in the topic/commodity/issue that is being addressed.

⁸ Towards the Formulation and Implementation of Global Programs, March 2001.

B. GFAR/IFAD Technical Workshop: A milestone event in the GPP development

At the Durban, South Africa meeting May 2001, a suggestion was made by the GFAR Steering Committee for a technical workshop to take stock of the progress made in building GPPs and to understand better the process of developing partnerships in ARD. The technical workshop on Methodologies, Organization and Management of Global Partnership Programmes henceforth referred to as the 2001 Technical Workshop was held in Rome on October 2001 with IFAD support.

This workshop was designed around two key themes: (i) stakeholders' involvement in GPP; and (ii) process and mechanisms to formulate and manage GPPs, together with the underlying questions of funding strategies and complementarity with other global initiatives, in particular the Challenge Programmes (CPs) launched by the CGIAR. Case studies were identified to illustrate different types and levels of partnership on different research themes. Detailed guidelines for the authors helped them to focus their presentation on lessons to be drawn in terms of processes rather than products. Likewise, there was a session devoted to some of the emerging GFAR-facilitated GPPs and how their further development can benefit from the lessons learned from the cases presented. Initial discussions on possible mechanisms to finance these GPPs were also discussed. The constitution of a small Technical Advisory Group, which met before, during and after the workshop, was highly beneficial, since it allowed a dynamic process of adjusting the agenda of the meeting on the basis of the ongoing dialogue among stakeholders, making it very participatory.⁹

The October 2001 technical workshop concluded that for an initiative to evolve into a GP, it had to have the following characteristics, further complementing the five main characteristics arrived at in March 2001 (presented in the earlier section):

- Favour the emergence of a *Global Framework Programme* for agricultural products, production factors or strategic issues that are critical to the mission of GFAR.
- Promote an innovative mode of collaborative research based on an “*open nucleus*” principle in which partners are invited to join at any time in the process (this is different from e.g. the “consortium” principle in which partners are chosen once for good at the beginning of the process).
- Develop *synergisms and economies of scale* through the complementary and concerted efforts that are carried out by the various partners, each one having an important comparative advantage or a specific role that it can bring to the global programme.
- Facilitate the development of a *critical mass of researchers* and of a research capacity in key areas of strategic importance, bringing together researchers and main users from IARCs, NARS, universities, ARIs, NGOs or the private sector.

⁹ Technical Workshop on Methodologies, Organization and Management of Global Partnership Programmes, 9-10 October 2001, IFAD Headquarters, Rome, Italy.

- Promote the development of *action-oriented R&D networks* that bring together researchers, practitioners (development agents) and end-users, generating *learning processes* through the interaction among these key actors of rural development (they are not networks of only researchers).
- Build on on-going activities carried out at the different levels, from local to global, following the *principle of subsidiarity*.

Small group workshops discussed and reaffirmed and revised some of basic characteristics of GPPs. Suggestions were made about the importance of widening the stakeholder base and involvement. Specific recommendations were also made for the formulation and management of GPPs. The workshop also discussed the differences between Challenge Programs and Global Partnership Programs as cooperation mechanisms. The meeting confirmed the complementation of these two efforts and proposed ideas for maintaining information flows and related links. Specific funding possibilities were discussed. A number of follow-up actions were identified.

Three follow-up actions were discussed at the workshop and they were further spelled out in the meeting of the Technical Advisory Group that took place the following day. These follow-up actions are: (a) continue and deepen the learning process of how to build stakeholder-led GPPs; (b) further develop and launch the concrete GPPs that were discussed at the workshop; and (c) strengthen the collaboration between the GPPs and other global initiatives, such as the Challenge Programmes of the CGIAR. These three points coincide with the three expected outputs that had been envisaged for the workshop, which were thus fully achieved.¹⁰ Characteristics were identified for a GPP initiative (initially called Global Framework Program or GFP).

The current reviewers remain surprised how relevant these conclusions are even today. It is unfortunate that the valuable lessons generated from the 2001 technical workshop remain under-utilised. Stakeholders may have viewed the conclusions merely as the outputs of a (useful) workshop. These should have been repackaged into guidelines or principles and promoted as such in a more deliberate and formal manner. The Secretariat is urged to develop a briefing note (to accompany the guidelines), which integrates the five characteristics, arrived at in the May 2000 Dresden meeting and the five characteristics developed during the October 2001 workshop. Together these form a strong conceptual basis for the GPP program but, unfortunately these valuable products of consultations remain under-utilised.

Nevertheless this workshop was an important step in the learning process on how to build global cooperation mechanisms within the system, a process that the GFAR stakeholders had started developing together five years earlier. It clearly re-affirmed the four priority themes around which the GFAR Business Plan is articulated and the need to build the

¹⁰ Technical Workshop on Methodologies, Organization and Management of Global Partnership Programmes, 9-10 October 2001, IFAD Headquarters, Rome, Italy.

research agenda “from the local to the global”, seeking to involve the different stakeholders as well as to strengthen the sub-regional and regional mechanisms.

Those stakeholders surveyed for the GPP review believe that the GPP concept is still valid today. Partnerships are viewed as an important way of tapping into the larger potential of global agricultural research and particularly so at a time when resources for research are becoming scarcer. The diversity and complexity of the ARD agenda appeared to justify the need for multiple stakeholders. As holistic approaches to research are emphasized, partners with different expertise and know-how are required. Stakeholders interviewed felt that collaborative programs help exploit the comparative advantages of participating stakeholders. In a scenario where funds are limited, complementation is to be pursued where the use of human and financial resources is maximized. Partnerships are needed more than ever before and sometimes seen as the only reasonable alternative.

The present status of GPPs

Since the conception of the GPP mechanism, 11 GPP ideas have been proposed. Today, the original model, *PROMUSA* is operational. Four others are on going and two are in the preparation phase. Table 2 provides information on these seven GPP in terms of the time that it took to develop the idea, the start up year and their present situation. Over the same period a further four ideas have been proposed as potential GPP but for one reason or another have never been developed into full proposals. Table 3 provides information on these ideas, their origin and the reasons for not progressing to GPP status.

The Review Team was requested to look in more depth at five of the seven on going and pipeline GPP. A brief summary of these GPP is provided in the section on Case Studies together with the reviewers’ commentary and recommendations on each one.

Table 2. Present situation of on going and pipeline Global Partnership Programmes

GPP	Gestation period	Year initiated	Coordinating institution	Situation
<i>PROMUSA</i>	~1 year	1997	INIBAP	Operational as a research platform.
<i>PROLINNOVA</i>	3 years	2003	ETC	Expanding the number of participating countries.
<i>DMC</i>	2 years	2002	CIRAD	Undergoing a process of reflection, consultation and reformulation as a GPP.
<i>UUS</i>	2 years	2003	IPGRI	Entered second phase in 2005.
<i>ICM4ARD</i>	2 years +	2005	GFAR Secretariat	In establishment phase.
<i>LFM</i>	~5 years	(2007)	To be determined	Scheduled to present GPP concept note to GFAR-PC in Sept 06
<i>NFTP</i>	~3 years	(2007)	INBAR	Scheduled to present GPP concept note to GFAR-PC in Sept 06

Years in brackets denote the year that it is expected that these GPP will initiate.

It would be useful for the readers to also be aware of the GPPs that did not take off. A discussion follows (based on interviews with GFAR Secretariat staff).

Table 3. Global Partnership Programme ideas that did not progress to the development of full proposals.

Global Partnership Programme ideas	Origin of the idea and proponents	Reasons for non-development
<p>a) Organisational partnerships for agricultural research</p>	<p>The idea to develop a GPP on this topic emerged as preparations for the GFAR 2003 conference were underway. The focus of one of the sub-pleenary sessions was in fact “Organizational Partnerships for Agricultural Research.”</p> <p>The main proponent was ISNAR. The underlying assumption was the need to both understand and identify factors responsible for producing more productive and effective partnerships and also to think strategically about how to enhance existing partnerships and forge new ones, especially involving new or less vocal stakeholders.</p> <p>ISNAR proposed to develop a framework for cataloguing partnerships, analysing reasons for their success or failure, and developing guidelines for the future.</p>	<p>The discussions on the topic took place during GFAR 2003 Conference in Dakar. There was an agreement to conduct studies on partnerships, reviewing the choice of investment, risks, transaction costs and cost-benefit analysis and reflecting on how partnerships go beyond information and knowledge sharing to development of new products. The idea was for such studies to lead to the development of a GPP on the topic. Subsequent to the Dakar there was no further action taken.</p> <p>Recently, the GFAR Secretariat presented a concept note to IFAD that retakes some of aspects mentioned above including the development of an appropriate partnership quality monitoring and evaluation methodology for GPP type arrangements.</p>
<p>b) Rural knowledge systems</p>	<p>In May 2002, a concept note on Putting Knowledge to Work (PKW), initially prepared by the Commonwealth Agricultural Bureau International (CABI), which was then joined by the International Center for Tropical Agriculture, was presented and discussed in a meeting organized by GFAR in Rome. An e-discussion involving several persons/organizations interested in the topic or who were putting up similar initiatives preceded this meeting.</p> <p>In October 2003, a revised CN/proposal was presented and discussed in a side event during the CGIAR AGM and GFAR meetings in Manila. In November 2003, IFAD expressed interest in including RKS in its funding pipeline. Discussion among the organizations involved, now including ISNAR and ICRA, took place until February 2003. This culminated in a small group meeting in 13-14 March 2003 in Rome to brainstorm on how to develop the concept note into a proposal. The revised proposal was presented to a wider set of</p>	<p>A full proposal on GPP-PKW was presented in December 2003 to IFAD Board for financing considerations but was not considered favourably for funding. Subsequently, the proponents decided not to pursue the idea further.</p>

Global Partnership Programme ideas	Origin of the idea and proponents	Reasons for non-development
	stakeholders during the GFAR 2003 Conference in Dakar.	
c) Innovative policy directions for sustainable development	Innovative Policy Directions and Approaches for Sustainable Agricultural Development was a sub-theme topic of the GFAR 2003 conference. FAO, CIRAD and IFPRI were among the resource persons in this session where key research issues were put forward.	The session concluded with the recommendation that the GFAR Secretariat play a proactive role in developing a concrete plan of action to move the recommendations forward and develop these into a GPP. This has not been done.
d) Trypanosomosis	The Global Initiative on Trypanosomosis control was being discussed between FAO-AGAH and GFAR. A joint FAO/AGAH-GFAR satellite meeting in conjunction with the PAAT Advisory Group Co-ordinators meeting was held in Nairobi in September 2002. Several dialogues with interested stakeholders followed this facilitated by GFAR to develop a common strategy and GPP formulation for donors' consideration. CIRAD, ILRI, FAO/AGAH and GFAR were the prime movers of this initiative.	The concept note was presented in various meetings in order to gauge interest of donors and other partners including the GFAR 2003 Conference in Dakar but has failed to attract funding. There were discussions of merging this topic within the broader context of a GPP on Agriculture and Livestock Integration.

The reviewers are of the opinion that, in the future, the GFAR Secretariat re-studies the proposal for the Partnerships GPP - numeral a) in Table 3 - and the Policy GPP, numeral b), as these remain relevant and might need broadening of the core group to explore what the GPPs should feature. Explorations with IFPRI, ODI, IDS-Sussex, UPWARD (CIP), ICRAF may be considered.

III. Issues arising from the GPP experience to date

GPP definitions: Past and proposed

GPPs are a fundamental component of GFAR's strategy for promoting and learning about research partnerships among different stakeholders. GFAR continues to use GPPs as a preferred tool to promote and implement productive research. These GPPs are viewed as collaborative programmes, projects or activities initiated, developed and implemented by recognized GFAR stakeholder groups, which remain open to participation by other stakeholders as and when they find a suitable niche. They exploit the comparative advantages of participating stakeholders and are implemented at the most effective level – local, regional or global.

The *working definition* of global partnerships program used until recently is as follows: ***“GPPs are a mode of collaborative programs that are based on shared research efforts aimed at addressing challenges of global interest and on close interaction among all ARD***

stakeholders, and are closely related to the regional priority setting processes that are being carried out by the regional/sub-regional fora”¹¹.

GPPs are built on decentralized initiatives but they are more than a mere aggregation of such initiatives as they facilitate inter-regional linkages, cross-fertilization of experiences and more rapid spread of research results as well as avoiding unnecessary duplication and overlaps in research agenda.¹²

Revisiting the GPP definition and principles

As part of the GPP review process, a workshop on the review of GPPs was organized in January 2006. The workshop objectives were as follows: (i) to exchange information and learn from each other’s experience in the development and implementation of Global Partnership Programmes (the pathway from conception to implementation); (ii) to identify good practice in the development and implementation of GPP; and (iii) to fill gaps in the information previously gathered by the Review Team through their key resource person interviews, questionnaires, and review of the available documents. This provided an opportunity to revisit the definition of the GPPs, to exchange experience and learn from the implementation of existing GPPs and to provide some “guide” in the development of emerging GPPs. The reviewers provided the participants with a listing of key principles culled out from the literature. These were deliberated upon, revised and improved upon.

The revised definition was first derived by a small group and then subsequently presented in the open forum during the workshop for further revision. After considerable discussion, participants agreed at the following GPP definition:

GPPs are collaborative efforts addressing strategic ARD issues of global relevance jointly developed, carried out and owned by a set of diverse stakeholders.

Proposed key principles of GPPs¹³

The participants at the January 2006 meeting also arrived at a basic list of key principles. It was agreed indeed that the GPP development follows the GFAR key principles. The following are either elements that need to be taken into account in the development and implementation of GPPs and/or explanation of the principles.

- 1. Partnerships of different kinds are nurtured (N-S, S-S, PPP) and at different levels including conventional and non-conventional actors creating effective local, sub-regional, regional and global partnerships.***

¹¹ Thinking the future: Emerging global partnership program. January 2002.

¹² idem.

¹³ The reviewers took the liberty of merging some of the proposed key principles from the original list of 14 principles.

2. *Effective involvement by a suitable range and diversity of stakeholders is needed to link social and technological innovations required for research to achieve its development objectives. GPPs integrate the social, institutional and political dimensions of the themes they cover and increase the likelihood that the knowledge they generate is actually used.*
3. *GPPs should build on existing activities and perceived additional opportunities for interaction. GPPs foster synergisms and economies of scale through the complementary and concerted efforts of various partners, each one having an important comparative advantage or a specific role that it brings to the global program.*
4. *GPP themes should take account of the priorities of at least two regions.*
5. *While building on decentralized initiatives GPPs but should amount to more than a mere aggregation of such initiatives.*
6. *GPPs should acknowledge the value of capacity building and knowledge sharing and accordingly include relevant activities.*
7. *A champion or leader in a catalytic role may be needed in the early stages of GPP development.*
8. *Governance and responsibilities should be shared fairly between the partners.*
9. *Funding strategies should build on the specific strengths of stakeholder-led initiatives and on the added value they can bring to ARD. GPPs should aim for a mosaic of funding from different sources with a large component of cost sharing.*
10. *GPPs should monitor and evaluate their activities, and arrange for independent impact assessment, in ways that involve qualitative as well as quantitative criteria, and that include social, economic and environmental as well as biophysical dimensions.*

However, participants recognized the importance, relevance and value of ensuring that the five GFAR overarching principles (complementarity, subsidiarity, partnership, value-addition, stakeholder involvement) are also adhered to. It was agreed indeed that the GPP development follows the GFAR key principles. The following are either elements that need to be taken into account in the development and implementation of GPPs and/or explanation of the principles. For example, #6 elaborates on the principle of value-addition, #8 deals with subsidiarity, etc. (please refer to the draft proposed guidelines).

The following principles have been integrated with GFAR broad principles and these are reflected in a single document entitled “Draft guidelines for the development and implementation of the GFAR Global Partnership Programs” appearing in this report as Annex 3 and endorsed to

the GFAR Steering Committee for possible immediate approval. The integrated list also appears in the following section.

Integrated set of GFAR – (new) GPP Principles

1. *Complementarity*

GFAR strives to promote a global agricultural research system that draws on the complementary strengths of all stakeholders involved. A GPP is the manifestation of this principle at the different levels - national, regional and inter-regional - at which the GPP operates.

- *GPPs foster synergisms and economies of scale through the complementary and concerted efforts of various partners, each one having an important comparative advantage or a specific role that it brings to the global program.*
- *Funding strategies should build on the specific strengths of stakeholder-led initiatives and on the added value they can bring to ARD.*

2. *Partnership*

GPPs are a means by which national and regional agricultural research institutions and forums can participate in and learn about multi-stakeholder partnerships as means of more effectively achieving their goals.

- *Partnerships of different kinds are nurtured (N-S, S-S, PPP) and at different levels including conventional and non-conventional actors creating effective local, sub-regional, regional and global partnerships*
- *GPP themes should take account of the priorities of at least two regions*
- *GPPs should aim for a mosaic of funding from different sources with a large component of cost sharing*

3. *Value addition*

GPPs aim specifically to add value to what each stakeholder is able to do on its own.

- *GPPs facilitate and improve dialogue among stakeholders, resulting in a cross-fertilization of experiences and more rapid spread of research results*
- *As stakeholder-led initiatives, GPPs integrate the social, institutional and political dimensions of the themes they cover and increase the likelihood that the knowledge they generate is actually used*
- *GPPs should build on existing activities and perceived additional opportunities for interaction*
- *While building on decentralized initiatives GPPs but should amount to more than a mere aggregation of such initiatives*

4. *Involvement of all stakeholders*

GPPs endeavour to operate with the involvement of all stakeholders and should mobilize them in the planning and execution of the program's activities.

- *Effective involvement by a suitable range and diversity of stakeholders is needed to link social and technological innovations required for research to achieve its development objectives*
- *Governance and responsibilities should be shared fairly between the partners*

5. *Subsidiarity*

GPPs are planned and managed at the lowest level at which they can be effectively executed. GPPs are expected to include activities that will enable them to show measurable impact on the ground.

- *GPPs should monitor and evaluate their activities, and arrange for independent impact assessment, in ways that involve qualitative as well as quantitative criteria, and that include social, economic and environmental as well as biophysical dimensions*

The definition and principles of GPPs proposed by the participants at the January 2006 workshop are consistent with the basic philosophical orientation of the GPPs as conceived five years ago (at the technical workshop). While changes have been suggested (and already reflected in the list above), these are not major deviations from what have been previously agreed. GFAR is therefore urged to get this definition and list of principles immediately endorsed and that immediate action be taken to disseminate these widely to GFAR's stakeholders. There is need for GFAR stakeholders and GPP proponents and current implementers to obtain a quick reconfirmation that the GPP concept remains relevant and that GFAR is still committed to the basic original premises and, is only now, on the basis of experiences, streamlining the program.

These key principles should serve as guidelines to new proponents of GPPs. They can also be used by the current GPPs to review the current and ongoing GPPs in efforts to re-strategize their own respective GPPs. Such a list of principles can also be used for establishing indicators, in performance and progress reviews and internal self-assessments.

Uniqueness of GPPs

As part of this review, respondents were asked to comment on whether the GPPs were unique and if they did in fact contribute to innovative partnerships. Out of a total of 16 respondents, 12 were sure that innovative partnerships were fostered, 2 said No and the rest were not sure. They were also asked to comment on the contributions of research partnerships in GPPs. The results are presented below:

Q. Research partnerships within GPPs lead to:	Yes	No	Unsure	No answer
• More focused research effort	[6]	[1]	[7]	[2]
• Improved quality of research	[5]	[1]	[8]	[2]
• Empowerment of all partners	[11]	[3]	[2]	[]
• Improved exchanges and mutual learning	[13]	[]	[2]	[1]
• Easier access of local communities to research outputs	[6]	[3]	[5]	[2]
• Easier access of policy makers to research outputs	[4]	[3]	[7]	[2]
• Promotes complementarities of expertise	[5]	[7]	[2]	[2]
• Provision of a mutual learning platform	[5]	[7]	[3]	[1]
• Building of research capacities	[9]	[]	[5]	[2]
• Improved scaled up impact	[5]	[2]	[7]	[2]
• Enhancement of partners research capacities	[9]	[]	[5]	[2]
• Increase N-S partnership	[12]	[]	[2]	[2]

In response to other questions in the survey, participants reiterated that the development orientation of the GPPs made it different from some of the other efforts of the global research establishment. In fact, the partnership orientation is the core value espoused by GFAR. A bigger role is provided to development practitioners in the design of R and D efforts and the fact that GPPs are not dominated by the scientific establishment increase the development potential of the research. The synergy and complementarity of efforts were the value added features of a GPP. Overall participants reiterated most of the factors reported above in response to the questions about partnerships and multi-stakeholder approaches.

Timelines: Need to invest time in nurturing GPPs (transaction costs)

Questions have been posed to GFAR Secretariat with regards to the question of “high” transaction costs” associated with GPPs by some of its stakeholders as well as members of the GFAR steering committee. However, when the GPP proponents themselves were asked to comment on this matter, the majority of them were not unduly concerned about the time and effort that went into the development of new initiatives. These views are presented in the survey results in the Annex 4, question 14. Interestingly, most participants felt that research capacities are built, mutual learning and exchanges are fostered and partners are empowered thereby justifying the costs! These are very interesting survey results indeed and especially so because they originate from members of a *research* community. Most of the costs are associated with the starting up of the activities in achieving consensus on program thrusts and approaches and in fundraising efforts.

The charts in Annex 1 vividly portray and document the extent of efforts put in by GPP partners in launching their initiatives. GPPs need to be incubated and nurtured. The consultations help ensure that stakeholder perspectives are given attention. Interestingly many stakeholders hold the view shared by these two reviewers that some of the so-called transaction should be viewed as *capacity development* and should not be considered a *cost*. The following GPPs have achieved a lot by way of capacity development (in the sense just discussed): PROLINNOVA, the Global Post Harvest Initiative (GPhI) – Linking Farmers to Markets, the Non Timber Forest Program (NTFP), the Under-utilised Species Program (UUS), the Direct Sowing Mulch-based Systems and Conservation Agriculture (DMC) Program and the ICM4ARD all have demonstrated significant achievements in the area of capacity development of their stakeholders as well as multi-stakeholder dialogue and exchanges leading to increased mutual learning (something that does happen enough in the early stages of R and D efforts).

Interestingly these achievements (as in the case of DMC and Global Post-harvest initiatives) do not ensure the success in fund raising. There might be other issues to be addressed and some of these are structural. And it is possible that the *lack of distinct champions* or the *lack of clear designation of lead entities* undermine the achievements of partnerships and mutual learning. Equally important is the *failure of fund raising efforts*. This might suggest the need for the GFAR Secretariat to take on a more proactive support role in the nurturing and incubation of all GPPs.

The lengthy gestation period of the GPhI-Linking Farmers to Markets GPP (now 5 years since the process initiated with consultations on post-harvest technology) illustrates the time consuming nature of global consultation processes. In addition, it appears that there was uncertainty of how to move from the broadly defined ‘strategic framework’, which resulted from the regional consultation process, to a well focused inter-regional global partnership programme. FAO played a strategic role and made huge financial investments in the consultation phase and took the lead in coordinating the global initiative. This, however, should not preclude the possibility that an institution other than FAO convenes the GPP that eventually emanates from these efforts. FAO as a multilateral agency with a broad agenda portfolio responsible to its member governments may not be the most appropriate lead institution for a GPP type mechanism. The GPP is likely to represent only one part of what might constitute the Global Post-harvest Initiative.

The delay of these two major GPPs to take off (conceptually very sound, relevant and well thought out programs) could be responsible for the view that transactions costs of GPPs are high. Promoting partnerships imply the use of certain approaches and generally there is a growing sense that after Dresden the donor community needed to do more. The reviewers feel that the research establishment has to consider a future where partnerships are increasingly featured and such investments in time and effort should be considered as legitimate and necessary.

Partnership-based approaches do have considerably higher commitments in time for theme-verification, partner identification, strategy formulation and consensus building in general, all of which invariably serve to strengthen individual partners, building capacities that are essential in the way business is done in these times. Many GPPs have done extremely well in realizing the

value of investing time. Unintended benefits accrue and informal networking opportunities are maximized (please refer to Annex 1).

Managing multiple stakeholder approaches

One important characteristic of the GPP approach is its multiple stakeholder orientation. The survey conducted as part of this review, reconfirmed the value of this approach (and the premises on which the GPP was founded in the first place). Those surveyed valued the wider range of perspectives and the multi-dimensional viewpoints based on diverse objectives. The advantage of a wider ownership was also emphasized. However, it was underlined that engaging stakeholders should be based on the relevance of their involvement (not token engagement!!). It was also pointed out that there are higher negotiation costs initially but in the long run such approaches were more effective. Finally, GPP stakeholders felt that such approaches provided greater accountability and transparency as well as more relevant research with greater impact. Nearly ALL the respondents affirmed that this key GPP characteristic of having a multi-stakeholder orientation as still being relevant.

The examples in Annex 2 illustrate vividly the view of the reviewers that *most* of the GPP partners (mentioned above) are adhering well to the partnership principles espoused by GFAR in its business plan.

The range of stakeholders featured in GPPs and their composition changes over time. While not attempting to discuss these charts in detail the point the reviewers want to make is that GPPs typically do involve a range of stakeholders at different stages of a project's evolution and the composition of the stakeholders does change depending on the stage, priorities, etc. Managing a multi-stakeholder initiative is time consuming and must be planned for adequately.

Engaging multiple stakeholders is a complex task

Today most development or research efforts promote the need to engage a diverse range of stakeholders. The NTFP program is among the newer programs and has succeeded well to engage a diverse range of stakeholders unlike some of the very early GPPs (see diagram on opposite page). The Under-utilised Species GPP also has been very sensitive about the need for engaging a diverse range of partners.



Global Partnership Programme on *Non-Timber Forest Products* (GPP NTFP) for Livelihood Development of Rural Communities

Why

the NTFPs have not received the kind of institutional and financial investments that food and timber resources have had through the CGIAR system and forestry institutions, despite their vital importance. The several projects on NTFPs have not denied the situation because these have been scattered and largely short term; INBAR being the only exception for bamboo and rattan

NTFP

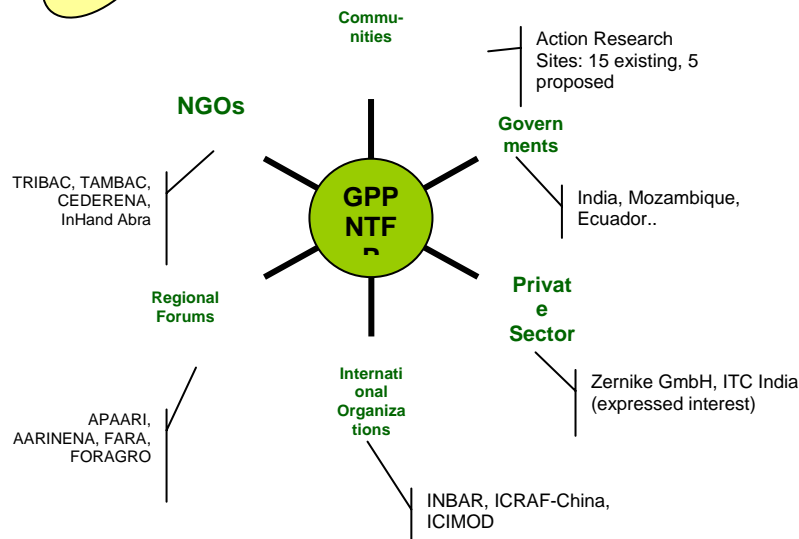
NTFPs are plant resources that underwrite the survival of the poorest of the rural poor, perhaps the most valuable of all plant resources for our present and future security for health, food, fuel, income security and traditional knowledge

Goal

To develop socially and environmentally sustainable economic solutions in partnership with rural communities, governments and private partners by establishing a global institutional system. This would also result in the enhanced Institutional capacity building of INBAR

Who

Initiating Partners



Timeline & Results

- March 2004** INBAR – GFAR agreement
- August 2004** Meeting INBAR, GFAR, FAO - Concept developed, initial electronic polling to test interest
- October 2004** Proposal presented at GFAR steering Comm. (Mexico City) – Support from APAARI and FARA
- December 2004** Presentation at APAARI-Bangkok, AARINENA-Marrakech Received support
- April 2005** Presentation at FORAGRO-Panama Received support
- June 2005** Presentation at FARA. Support
- October 2005** Drafting of TORs for NTFP Partnership Secretariat – MOUs with partners
- November 2005** Definition of Technical Working Groups
- December 2005** **Global Partnership Launch Meeting** – Marrakech (prior to GFAR/CGIAR meeting)
Presentation of Status Report to **GFAR Steering Committee, endorsed**

aromatic plants mushrooms dive plants charcoal honey bamboo fuel wood medicinal plants *and more*



This and the previous sub-section dealt with the issue of multi-stakeholder approaches using two examples of GPPs, which have had extensive consultations and engagement of a diverse range of actors. This is characteristic of partnership-based approaches and anyone wanting to become engaged in such approaches must be aware that there are no short-cuts but that the provision of an enabling environment, the establishment of linkages with committed donors and the assurance of champions as well as lead entities are critical components implying a strong role for GFAR Secretariat and Facilitating Units.

Engaging partners at lower levels through the use of site-based action research sites

The NTFP GPP has emphasized multi-location action research sites with working groups established at each of these locations. The value of such approaches cannot be underestimated (most of the evidence to back up this claim comes from the work of the IDRC in its community-based natural resource management (CBNRM) work in Asia. The relevance of testing/adapting approaches to unique needs (countries) cannot be underestimated. The PROLINNOVA GPP illustrates very well that having country specific action research sites in no way compromised upon the generation of regional or even global public goods (see mid-term review report, PROLINNOVA, May 2006). Such approaches can also enhance fundraising opportunities for research.

Ownership of GPPs

Ownership of GPPs continues to be raised as an issue. That's typical of any partnership program. At the January 2006 workshop, participants identified the importance of the following factors: developing a shared vision, revisiting/reviewing roles and responsibilities of each stakeholder, mutual recognition of contributions, sharing costs and benefits, and communication. Ownership is to be developed at the idea level, in program definition, in strategic planning, implementation, monitoring and evaluation.

The issue of ownership of GPPs by the regional and sub-regional fora continues to be raised. The GFAR Secretariat might consider exploring the idea of working groups that link with regional fora and strengthen linkages, build ownership, ensure relevance, etc., during the conceptualisation and design stages of the GPP. These working groups could be a temporary feature and could be disassembled when formal structures such as facilitating units and steering committees are in place. Working groups could play that critical role at the lower levels to nurture and catalyse partnerships; something that the GFAR Secretariat based in Rome could not do as effectively from a distance.

The GFAR Secretariat has done a good job of ensuring that the profile of GPPs kept high among the GFAR Steering Committee members by ensuring regular reporting on GPPs and by arranging for GPP presentations at these steering committee meeting. The Secretariat needs to be commended for these efforts. However, the fact that similar reporting is not adequately featured at regional fora level might contribute to the prevailing view (among some) that there is limited ownership at the regional fora level.

The reviewers also do not believe that regional fora can (as an entity) be effective implementers of a GPP, but they need to be able to contribute to the shaping of the agenda to ensure program fit (incidentally the reviewers saw no dissonance between regional priorities at the GPP thematic foci). Regional fora can, however be effective users of the knowledge generated by GPPs and so should receive timely and appropriately packaged GPP findings.

Issues relating to the links between GPPs and other global initiatives

It was considered very important to assure a proper coordination with other global initiatives in agricultural research for development, notably with the CGIAR and the development of Challenge Programmes (CPs). It was pointed out that the GFAR Secretariat should strengthen its interaction with the CGIAR Secretariat, with the Center Directors Committee (CDC)/Committee of Board Chairs (CBC), and with the TAC/Science Council.

To ensure collaboration and coordination the following points were emphasized.

- (1) The need to exchange information between CPs and GPPs in order to achieve the two objectives previously mentioned.
- (2) GFAR should continue to collaborate with the CGIAR centers and with the Technical Advisory Committee (TAC)/Science Council in further advancing the process of regional priority setting in order to promote/facilitate a closer interaction between regional priorities and Challenge Programmes (CPs).
- (3) The link between regional priorities and GPPs is a very close one.
- (4) Some GPPs could contribute to achieving the development aims of the CPs that the CGIAR is considering, given the orientation of the GPPs to strong social, (check if the paper comparing CPs and GPPs was done in response to this)

The reviewers noted very limited interaction between the Secretariat's responsible for the Challenge Programs and the GPPs. However, it would be unfair to consider the establishment of linkages to be the responsibility of GFAR Secretariat alone. The survey also indicated that there are very limited exchanges between CP and GPPs. This needs to be improved, but at this point, it might be fair to say that there is little or no evidence of duplication of efforts or overlap. What is more important is to note the relatively limited pro-active role of donors in GPPs (especially after Dresden where donors urged the stakeholders to become engaged in precisely the kind of principles and network-based or partnership-based initiatives such as those exemplified by the current range of GPPs. There is an urgent need for GFAR to convene a meeting of prospective, current donors to "revisit" the relevance of GPPs. The reviewers did contact donors via the survey and of those that responded there is a strong reaffirmation of the relevance of GPPs. There is a need to re-launch GPPs within the donor community after a substantial effort is made to package the GPP concept, achievements, etc. However, the identity of GPPs is closely linked with the identity of GFAR itself. It was very apparent at the January 2006 workshop that many of the issues raised about the relevance, ownership and sustainability of GPPs are associated or/and linked with the issues related to GFAR's own identity and role which also appears to be re-

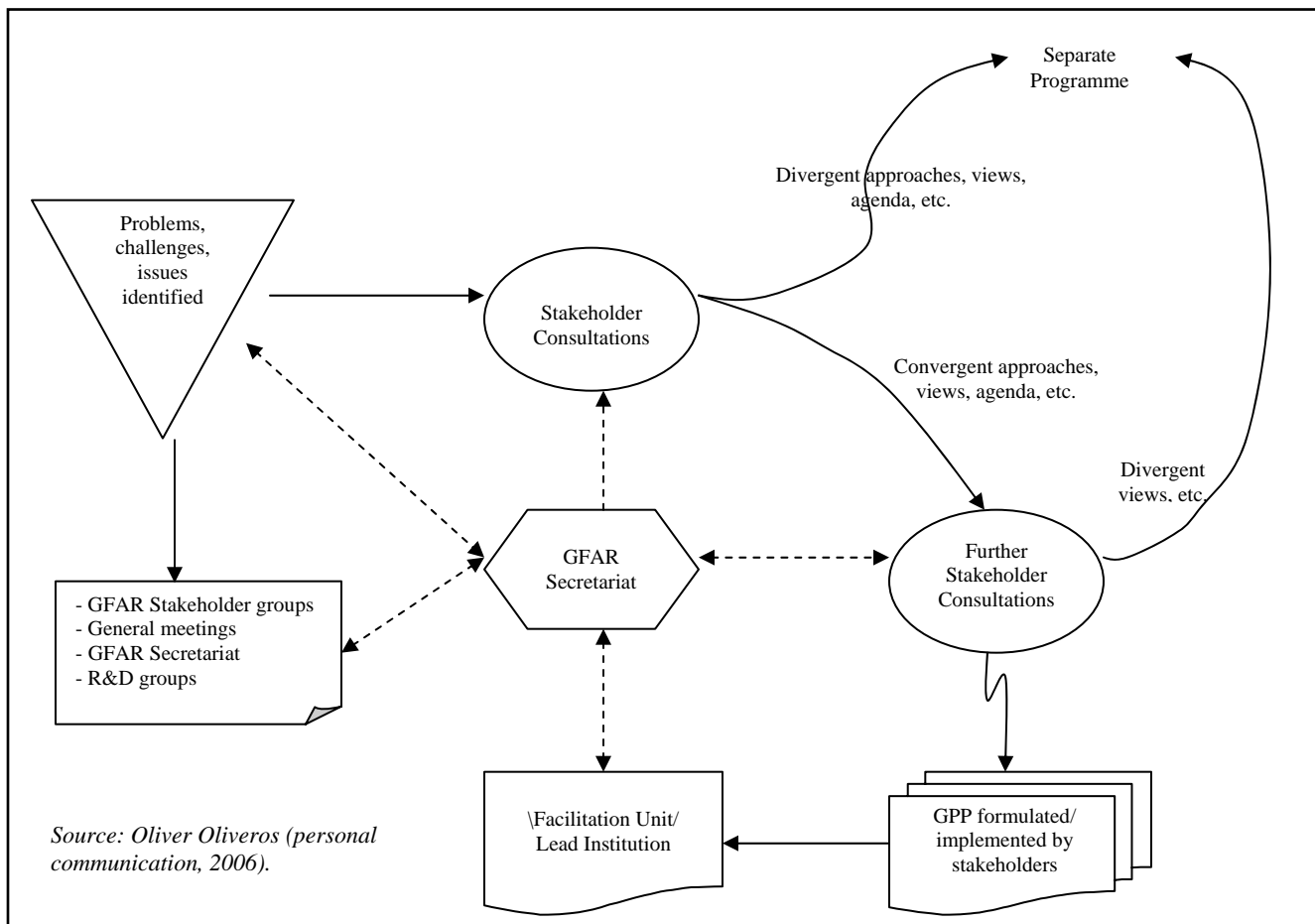
clarified (particularly in the light of the CPs which appear to be competing for donor, regional fora, NARI attention too) taking space away from GPPs/GFAR. Thematically CPs deal with issues more closely linked to a stronger science agenda.

The development and implementation process of a GPP

The reviewers were able to locate the following process outline prepared by a staff of the GFAR Secretariat, which it would like to endorse for continued use to portray the negotiation process involved in launching GPPs (Figure 1).

As can be gleaned from the diagram, the process usually starts when stakeholders identified an issue or a problem of importance to them. Stakeholders will then hold consultations and present these issues in various meetings and face-to-face interaction with the idea of generating further views and ideas as well as exploring the possibility of fostering research partnerships to contribute to addressing these issues. When there are convergent approaches or views, stakeholder proceed with further consultation until such time that a full concept note on the issue they intend to address is developed. The concept note is then translated into a full proposal, further elaborated in consultation with stakeholders either electronically or through face-to-face interactions. Once a proposal is developed, resources are mobilized and a GPP is launched. In all these stages, GFAR Secretariat, at the request of the stakeholders, facilitates the process.

Figure 1: Flow chart for the development and implementation of a GPP



The approval process

The reviewers noted from the survey and from the deliberations at the January 2006 meeting that there is a need for refining and clarifying the proposal identification and approval process. A range of different approaches have been used with the different GPPs but that in itself is not bad as it has allowed for some flexibility. In some cases, donors associated with one or more of the proponents were themselves proactive (as in the case of the UUS GPP but not in others (e.g., DMC). In other cases, GFAR itself invested more of its own funds and resources and possibly time and staff resources (ICM4ARD). While these are healthy signs of the kind of approaches needed in partnership-based programs some GPPs received sporadic support for lack of donor champions. As for the approval process there has always been a strong role for the GFAR steering committee in the process but what should be done is to clarify and streamline the process of approval in the earlier stages. So the reviewers decide to pose this question to the GPP stakeholders and they were asked during the workshop to come up with ideas. These were discussed and critiqued and the following process was arrived at, which the reviewers would like to strongly endorse to the secretariat for presentation to the GFAR Steering Committee for approval (Figure 2).

1. Stakeholders interested to develop a Global Partnership Programme (GPP) can be guided by a set of Principles and Guidelines in elaborating their idea and in translating it into a GPP Concept Note (CN). The CN should be prepared and submitted to the GFAR Secretariat following the GPP CN format provided by the GFAR Secretariat.
2. Initial feedback will be provided by the GFAR Secretariat to the initiators of the GPP idea for their consideration and appropriate action. The revised GPP CN is to be re-submitted to the GFAR Secretariat, which will then be referred to the NARS Programme Committee (NARS-PC) for review¹⁴. In addition to the set of “Approval Criteria” will be applied in reviewing the GPP CN, the NARS-PC will specifically look into the relevance and potential benefits as well as value-added of the proposed GPP at the (inter-) regional level. The GFAR Steering Committee (GFAR-SC) will make final decision¹⁵.

¹⁴ Within the GFAR, the NARS-PC is responsible for strengthening the participation of national agricultural research systems (NARS) and their regional/sub regional fora in the ARD process through inter-regional collaboration (both South-South and South-North), among others. It is tasked to oversee planning, execution, monitoring and evaluation of agreed GFAR programs at global, regional and/or sub-regional level.

¹⁵ The GFAR-SC is the governing body of the Global Forum on Agricultural Research (GFAR). Its members are made up of the following 7 categories. farmers’ organizations (1 seat); non-governmental organizations (1 seat); international agricultural research centres (1 seat); private sector (1 seat); donor community (1 seat); and 7 regional fora (1 seat each for Asia Pacific, Central Asia and the Caucasus, Europe, Latin America and the Caribbean, North America, Sub-Saharan Africa, and West Asia & North Africa.

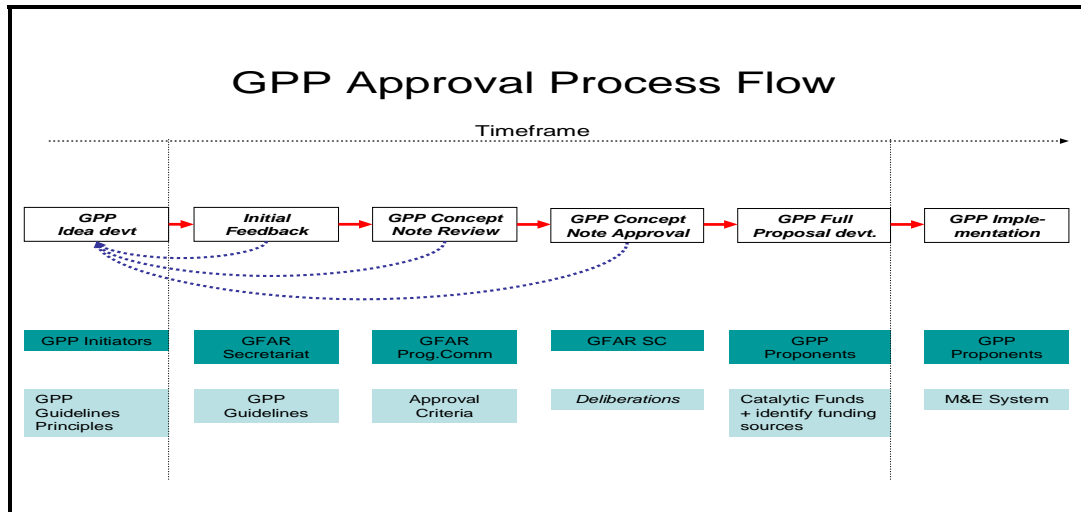


Figure 2: GPP Approval Process Flow

3. Approved GPP Concept Notes will receive catalytic funds, which will be used by the GPP proponents in developing their full GPP proposal. The GFAR Secretariat will assist in identifying possible sources of financing for the approved GPP. A portfolio of GPPs will also be provided to the GFAR Donor Support Group (DSG) for their consideration.
4. Once funding is obtained, GPP proponents are expected to regularly report the progress of GPP implementation. The partnership quality of all GPP are expected to be monitored and evaluated using an agreed Monitoring and Evaluation (M&E) framework.

The concept note previously developed by the GFAR Secretariat remains essentially relevant. However, the reviewers revised it in order to simplify and draw more attention to certain dimensions. The revised version appears in Annex 3. The GFAR Steering Committee is urged to circulate this more widely.

Monitoring and evaluation of GPPs

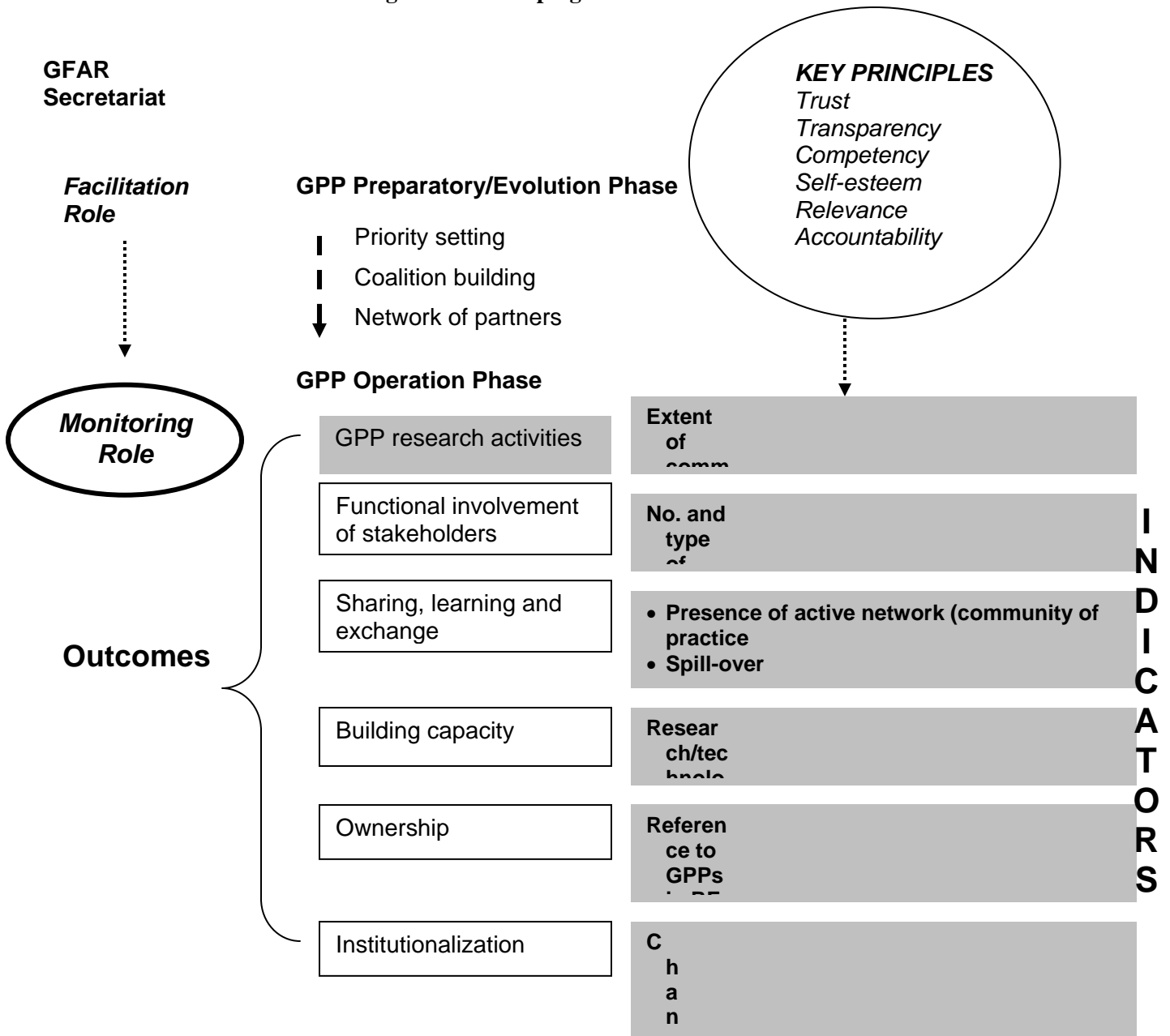
At the October 2001 technical meeting in Rome, particular concern was expressed about monitoring and evaluation (M&E) of research partnership programmes. It was stressed then that the M and E systems should involve both qualitative and quantitative criteria, going beyond biophysical aspects, to include social, economic and political dimensions.

The reviewers found that since October 2001, very little progress had been made by the Secretariat in establishing a GPP M and E. However, in early years an attempt was made by the Secretariat to subject the reports submitted by the individual GPPs to cross analysis. This effort was not continued. The Secretariat has very small role in monitoring and evaluating GPPs as well as in ensuring that this responsibility has been undertaken by each of the GPPs.

At the January 2006 workshop the reviewers decided to consult the GPP stakeholders themselves about the desired process for M and E. The reviewers provided participants with a checklist of principles and process indicators. The participants came up with some draft framework for GPP

M and E and some elements for GPP Approval criteria. A set of indicators needs to be developed for monitoring GPP progress and performance.

Figure 3. Developing a framework for M&E



This framework can serve as a basis for a M&E components for the GPPs. It also understood that the guiding principles proposed by the participants and endorsed by the reviewers will also serve as the basis for deriving monitoring criteria.

The reviewers consider it the responsibility of the GFAR Secretariat to ensure that a M and E plan is place by each GPP. The Secretariat has to ensure that the criteria are not just used at the time of selection but also as a monitoring checklist. Creating a shared ownership of the M and E system is considered important in making the system work and having the GPP proponents themselves arrive at a plan at the January 2006 workshop might be a step in that direction. The GFAR Secretariat must attempt to get a directive out to all the GPPs, encouraging them to initiate M and E efforts.

The PROLINNOVA GPP has the most impressive approach of engaging its stakeholders at different levels (from country programs to international level) in the process of identifying performance indicators, and in the process of country-based self-assessments and review exercises. The PROLINNOVA M&E efforts can serve as a model for other GPPs. The Secretariat is urged to organize a workshop on M&E to elaborate upon the M&E framework developed at the January 2006 workshop. Indicators need to be developed. The PROLINNOVA GPP can be highlighted at this workshop, which can be held back-to-back with regular GPP meetings such as those hosted alongside GFAR Steering Committee meetings.

The Commission for Research Partnerships with Developing Countries (KFPE) based in Berne, Switzerland, through its IAS Group, has suggested the following main impact areas that should be tracked in partnerships: (1) improved and increased knowledge; (2) changed attitudes of researchers; (3) policy relevant research; (4) applicable and user relevant research results; and (5) increased individual and institutional research capacity. In a future workshop, the GFAR Secretariat should encourage its individual GPPs to track impact around some of these dimensions. GFAR is also advised to seek the engagement of KFPE in assisting the Secretariat in coming up with generic evaluation frameworks for the GPPs. Mid-term assessments and peer-based internal reviews (as done by PROLINNOVA) should be made an integral feature of all GPPs.

The role of the Secretariat¹⁶

“The primary role of the Secretariat is to facilitate the implementation of the BP by stakeholders. To this end, the Secretariat will facilitate the development and implementation of a number of GPPs in the pipeline using a combination of appropriate tools and approaches including e-discussion, face to face brainstorming sessions and focused workshops for participating stakeholders. It will also support efforts to fund these GPPs as well as for second generation GPPs that require funding for a second phase.

In addition to these catalytic functions, the Secretariat also has the mandate to play a proactive or lead role to ensure implementation of a number of other activities. Firstly, the Secretariat will lead efforts to develop, update and establish EGFAR as a medium of information exchange and knowledge sharing amongst GFAR stakeholders. Secondly, it will also drive initiatives designed to identify critical and emerging issues that shape and affect agricultural research for development, and organize activities that will shed some light on such critical issues leading to better informed and updated stakeholders. Thirdly, it will drive efforts designed to encourage a

¹⁶ GFAR Business Plan 2004-2006. May 2004.

balanced representation of stakeholders within RF, and to support capacity building efforts directed at organized civil society groups.

The Secretariat will continue to serve as the glue that binds all of the different stakeholders together, ensuring they function as one whole, planning and implementing statutory meetings to ensure the governance structure functions, and facilitating the implementation of planned evaluations for lessons learned and system improvement.

There are a number of GPPs at different stages of development in the system. Some are on going, others are still being developed, while yet others are in the idea stage. Activities that the Secretariat will carry out under this pillar during the triennium will vary according to the stage of development of this instrument used to foster research activities.”

The above information on the role of the GFAR Secretariat has been culled from official GFAR documentation such as the GFAR Business Plan. It is apparent from what has just been presented, that the Secretariat was given a major responsibility for nurturing and sustaining partnerships and expectations are high. The two reviewers were impressed with how carefully the role of Secretariat was outlined, but they feel that the Secretariat did not have the assured level of resources it needed to fulfil these expectations. Moreover from mid-2002 to end of 2003, there was an operational funding crisis. The departure of the Executive Secretary of GFAR immediately after the 2001 workshop could have resulted in confusion as to the exact role of Secretariat vis-a-vis the GPPs. Only in 2005 some significant steps were made to increase the numbers of staff as the chart below will indicate. The length of tenure has also varied considerably from staff to staff. This is explained partly by the fact that many of the staff have been seconded. While this is not in itself a bad arrangement, GFAR should have been able to insist on a fixed minimal contract of 3 years. There is a perception that GFAR has to have a lean contingent of staff and the term “lean secretariat” is often used in GFAR documentation. This is unfortunate, as GFAR is not managing a network but a major program with strong operational components across the globe. Partnership-based programs are complex and the *facilitating role* is often sometimes erroneously understood as implying primarily a communication role. A strong support role is required for nurturing, monitoring and sustaining GPPs. The Secretariat’s role is significant in the early stages and actually implies a donor-brokering role, too. The Secretariat cannot rely entirely on the members of a GPP network to break a stalemate, should it arise from a lack of clarity on which is the lead institution (an essential factor for ensuring the success of a GPP). One of the most neglected functions of the Secretariat is its role in monitoring and in the derivation of lessons from the field. The January 2006 meeting organized by the Secretariat at the request of the reviewers was the *second* such opportunity for all the GPP to meet face to face to share results and insights. An initial effort in October 2002 in Manila was not sustained. Monitoring of the program by the Secretariat has suffered greatly. Some of the earlier programs such as PROLINNOVA and the UUS received attention from the Secretariat. However, as more GPPs were added and staff resources were reduced, the role of Secretariat remained limited. There is also no clarity as to the absorptive capacity for GPPs. The reviewers feel that at the current time, the GFAR is managing an adequate number of GPPs (including pipeline) but it should also assume adding, on an annual basis, two new GPPs. The assumption is that older GPPs (e.g., PROLINNOVA, PROMUSA, UUS) are already fully operational requiring only monitoring support and related facilitation and networking support. At any point of time, GFAR

should manage around 4-6 active GPPs with others being mature and on their own. The GFAR Steering Committee must quickly respond to the need for ensuring that the Secretariat has an adequate level of resources. As suggested earlier, the facilitating role of the secretariat should be understood to include strong support function as well as monitoring roles.

Table 5: Staffing according to the profiles established in the 2004-2006 GFAR Business Plan

Position	Functions	Comments	2004	2005	2006
Executive Secretary	Providing leadership and overall coordination and management of the Secretariat team, liaison with donors, representation of GFAR, and secretary to GFAR governing structures.		■	■	■
Senior Programme Specialist	Liaison between GPP coordinating units and Secretariat, facilitate development of GPPs, facilitate development and implementation of private sector engagement pillar of BP	Seconded to the Secretariat by CIAT, on a cost-sharing basis since Sept.2004.			
Senior Information Communication Specialist	Liaison between RAIS coordinators and Secretariat, facilitate the implementation of MIS component of BP, develop and implement a communication publication programme for the Secretariat		■	■	
Senior NARS Expert	To serve as liaison between NARS through their RF/SRF and the Secretariat, to facilitate implementation of Inter-regional collaboration and the involvement of CSO components of the BP	Currently the NARS expert is covering both these and the IC functions (above)			■
Policy Analyst	Liaison between IARCS, ARIS and international initiatives such as MDG, WSSD and SARD, facilitate implementation of advocacy and strategic thinking components of BP	Position not filled			
Web master and ICM junior officer	To maintain EGFAR, and provide support to Senior Information Communication Specialist	Since Feb. 2005 this position is filled only by a Web master	■	■	■
Junior Professional Officer	To support Senior NARS expert with a focus on support to CSOs, work as a team member of the Secretariat.	The position was filled on intermittent basis by a consultant position up to June 2005.	■	■	■
Junior Professional Officer	To provide support to Senior Programme Specialist, work as a team member of the Secretariat.	The position was filled on intermittent basis by a consultant position up to June 2005.	■	■	■
Senior Secretary	Administrative support to Executive Secretary and professional officers			■	■
Secretary	Administrative support to professional officers, work as a team member of the Secretariat.		■	■	■

■ During this time this position was filled by consultants

Table 6: Staff job descriptions

Staff	Job Description
<i>Professional</i>	
O. Smith	Executive Secretary
F. Chaparro	Executive Secretary
<i>Senior Officers</i>	
C. Hoste	NARS Senior Advisor seconded by ISNAR, later by CIRAD.
J.F. Giovannetti	The liaison between RAIS coordinators and Secretariat, to facilitate the implementation of MIS component of GFAR. He also served as Interim Executive Secretary in 2002.
R. Best	Liaison between GPP coordinating units and Secretariat, to facilitate development of GPPs, and to facilitate the development and implementation of the private sector engagement pillar of BP
A. Maru	Liaison between NARS through their RF/SRF and the Secretariat, to facilitate implementation of Inter-regional collaboration and the involvement of CSO components of the BP. Ajit is also serving as “interim” Communication Officer.
S. Bruce-Oliver	Acted as NARS Officer mainly maintaining relations with the Regional for a. Principally involved with the organization of the 2003 GFAR Conference
F. Ambrosini	A as a consultant was involved in the first stages of the GIPh and followed the livestock agenda
<i>Junior officers</i>	
O. Oliveros	When based in the Secretariat in Rome acted as focal point on NGO/CSO issues and partnership programmes particularly those on natural resources management (NRM) as well as on innovation and knowledge management focus. Oliver was also involved in CGIAR issues (e.g. GCP stakeholder committee, regional priority setting, et.) and GFAR-management related issues. He is still associated with GFAR but acting now as coordinator of the DURAS project based in France, since April 2004.
A.Schiavone	Joined as a research fellow from the Italian Ministry of Foreign Affairs was also a Consultant. Mainly associated with the Partnership Programmes agenda of GFAR has undertaken since July 2005 the Junior Programme Officer position to support the Senior Programme Specialist
N. Abdi	Joined as a consultant supported by the Canadian Farmers Association (CFA) to follow the GFAR farmers agenda. Has undertaken since July 2005 the Junior NARS Officer position to support the senior NARS expert with a focus on CSOs
F. Bonaiuti	Provided support to Senior Information Communication Specialist and maintained EGFAR
A. Braun	Associate Professional Officer on ICM.
<i>Volunteers/short term consultants</i>	
S. McHattie	Was seconded by the by the Canadian Farmers Association (CFA), and was working on the farmers agenda mainly in collaboration with Oliver
V. Pesce	Web master for EGFAR and working closely with the Communication Officer and the other Secretariat staff.
S. Crittenden	Seconded as a volunteer by the Canadian Farmers Association (CFA), he is supporting the activities of the Programme Officers and mostly involved in the GPP Review Process
L. Trenouth	Was seconded by the Canadian Farmers Association (CFA), and was working on the farmers’ agenda mainly in collaboration with Oliver Oliveros
<i>Support staff</i>	
G. de Cesare	Administrative support to Executive Secretary and professional officers
L. Bowers	Administrative support to professional officers, work as a team member of the Secretariat
M.C. Esuperanzi	Administrative support to professional officers, work as a team member of the Secretariat
G. Lorient	Administrative support to professional officers, work as a team member of the Secretariat
C. Gaury	Administrative support to Executive Secretary and professional officers

Governance

In keeping with the espoused principles of letting each GPP arrive at its own governance mechanisms, GPPs have had facilitating units, steering committees and oversight groups. Governance structures are critically important in partnership-based approaches. A facilitating unit is recommended for all GPPs. Within the facilitating unit, a leader needs to be clearly identified to ensure decisions can be made. DMC (lack of tenure, frequent changes) and the Post-harvest Initiative – Linking Farmers to Markets have suffered greatly due to the absence of this.

The reviewers found that PROLINNOVA is one of the GPP that is well organized. This GPP has the most best organized governance structure. The governance structure is called the **PROLINNOVA Oversight Group (POG)** and the facilitation Unit is called the "**International Support Team**" (IST).

The **POG** is in charge of the overall guidance on main issues and directions. The **POG** also ensures that advocacy activities are conducted effectively at international level. The **POG** is composed of the representatives of the Country Programmes (Ethiopia, Sudan, South Africa), NGO (IIRR, PCARRD, ETC), WB et UNEP/GEF. It was agreed that the NARS representative to its POG could also wear the GFAR hat.

On behalf the **Country Programmes (CPs)** and the **IST**, the POG develops programme strategy, policies and principles, arbitrates in conflicts between CPs and IST, ensure that adequate M&E is being applied.

The **IST** is composed of four organizations that operate at international level in order to facilitate and enable country programme to benefit from each other's experiences. These are: ETC (Netherlands), IIRR (Philippines), CDS/VU (Netherlands) and LBL (Swiss Centre for Agricultural Extension).

The IST is responsible for backstopping country programmes, helping in fund raising, elaborating and maintaining the website and its interactive communication and learning tools, organizing international events, coordinating advocacy activities at international level, and stimulating reflection and analysis by partners in order to generate more widely applicable lessons.

In each **CP**, several government and non-government organization concerned with agricultural and NRM development/extension, research and education are involved in the **Steering Committee** and/or **Core Team** at national level and/or regional/provincial level.

The local NGO functions as secretariat for a **National Steering Committee (NSC)** made up of representatives from the government organizations of research, extension and education, others NGOs and –in some cases- farmer organizations and International agricultural research Centres.

The NSC jointly defines the **Country Programmes (CP)** activities, which range from field-level experimentation with farmers to national level advocacy. It provides policy and technical guidance to the CPs and play a key role in mobilizing resources. It is the apex structure for accountability at country level.

In each CP a **Core Team** composed with the representative of the stakeholders is in charged to manage the programme with the **Executive Secretariat** of the CP.

There are three modalities of funding in relation to PROLINNOVA:

- Programme-wide funding: funds channelled through organization at international level that aim at funding the programme as a whole, without "earmarking";
- "Country-level funding": funds designated to support country-level programmes and international-level activities that directly relate to them;
- "Funding for specific activities/components": funds used to finance one specific activity or group of activities involving all or a selection of countries.

GPP COMPARISON

Situation of the different GPP

Based on the PROLINNOVA example, this table shows the different GPP and their governance structures at international, regional and national level:

Table 7. GPP and their governance structures

LEVEL	PROMUSA	PROLINNOVA	UUS	DMC	ICM	GPhI	NTFP
International/ global Governing level	SC WG	POG - IST	SC GFU Facilitator	SC? Facilitator	Facilitator ?	Yet to be deter- mined	yet to be deter- mined
Regional Consultative level	-	-	-	-	RF Exec. Sec.	-	-
National Implementation level	-	NSC Core team Coordinator	-	-		-	

Based on its governance structure and its effectiveness at country level, the reviewers recommend PROLINNOVA governance structure as model for the future GPP.

IV. Global Partnership Programmes: The Five Case Studies

Promoting Local Innovation in Ecologically Oriented Agriculture and Natural Resource Management (PROLINNOVA)

I. Background history

PROLINNOVA was conceived in December 1999, when Southern and Northern NGOs – with support from GFAR, the Non-Governmental Organisations Committee (NGOC) of the Consultative Group on International Agricultural Research (CGIAR) and the French Ministry of Foreign Affairs – met in Rambouillet, France, to consider how existing approaches to participatory R&D in agriculture and NRM could be scaled up. At this meeting, ETC Ecoculture, a Netherlands-based NGO, was asked to facilitate the launching of a PROLINNOVA programme built from the bottom up. PROLINNOVA is also the result of the call for proposals for GPPs that were made in the occasion of the 2000 GFAR Conference in Dresden, Germany.

II. Goals, objectives, purpose

PROLINNOVA's main focus is on recognising the dynamics of indigenous knowledge (IK) and learning how to strengthen the capacities of farmers (including peasant/family farmers, forest dwellers, pastoralists and artisanal fisher folk) to adjust to changing conditions – to develop and adapt their own site-appropriate systems and institutions of resource management in order to gain food security, sustain their livelihoods and safeguard the environment. The long-term aim is to institutionalise PROLINNOVA approaches within national programmes of research, development and education.

More specific objectives over the next five years include:

- to establish effective PROLINNOVA R&D partnership programmes in several countries/sub-regions;
- to synthesise lessons from these new initiatives, as well as from past and existing experiences with PROLINNOVA approaches, and to document and spread the lessons;
- to establish mechanisms for sustained linkages between these initiatives for continued analysis of and learning from PROLINNOVA experiences and for mutual support; and
- to encourage the wider application and institutionalisation of PROLINNOVA approaches.

III. Organizational structure

At country level the local NGO functions as secretariat for a *National Steering Committee (NSC)* made up of representatives from government research, extension and education, other NGOs and – in the case of Cambodia – farmer organisations. The NSC defines the Country Programme (CP) activities, ranging from farmer-led experimentation to national-level advocacy. It gives the CP policy and technical guidance and plays a key role in mobilising resources. It is the apex structure for accountability at country level. A smaller core team is responsible for day-to-day implementation of the CP.

At the international level, the *International Support Team (IST)* – made up of the International Institute of Rural Reconstruction (IIRR), Philippines; Centre for International Cooperation of the Vrije Universiteit Amsterdam (CIS/VUA), ETC EcoCulture, Netherlands and AGRIDEA, Switzerland – supports the country-level activities in terms of international coordination, capacity building, networking, web-based knowledge management, documentation, publishing and advocacy.

Also at international level, the PROLINNOVA Oversight Group (POG) was established as a governance mechanism to ensure accountability of the Global Partnership Programme (GPP) to the CPs, their constituencies and the donors. The POG is composed by the representatives of three CP (Ethiopia, Sudan, South Africa), one NGO from the IST (IIRR) and three external persons, namely: a representative from the World Bank, one from UNEP/GEF and one from a national agricultural research organisation working in a Regional Forum (APAARI), who also represents GFAR. ETC EcoCulture serves as secretariat (*ex-officio* member).

IV. Achievements

PROLINNOVA is now being implemented in nine countries: Cambodia, Ethiopia, Ghana, Nepal, Niger, South Africa, Sudan, Tanzania and Uganda. In each country, a local NGO convenes the major stakeholders in R&D in agriculture and NRM. Organisations in additional countries in Africa, Asia and Latin America are starting up similar initiatives.

The main achievements of PROLINNOVA are:

- Ownership and commitment at country level. The governing structure allows for direct participation (for example in the NSC) at decision-making level. The bottom-up concept on which the GPP is based generates a sense that needs and priorities at local level are actually being addressed.
- Setting a governing body at international level taking responsibility for setting policies and guidelines (M&E). At international level, both the ISC and the POG are taking care of advocacy activities, ensuring in this way a higher visibility of the GPP. They also undertake fundraising activities for both the CPs and the international structures.
- Website. PROLINNOVA has managed to set up an excellent information system particularly through the development of the website where all relevant documentation and updated news can be accessed.
- Country-to-country mentoring and backstopping of CPs facilitated by the IST.

V. Reviewers' comments, recommendations and future challenges

PROLINNOVA the only NGO led GPP. It is well organized at different levels, through a strong and pluralistic governing structure; it is producing concrete outputs and is gaining increasing visibility. It is truly multi-stakeholder in nature and therefore is responding to the specification of a GPP.

It is recommended to endure more collaboration with GFAR's Regional Forums, as the latter can gain positive examples of good practices for the benefit of future partnership programmes development in the regions. This can be done for example by integrating the approach at NARS programme planning level.

Some key challenges for the future are:

- How can the PROLINNOVA good practices, experience and approaches be integrated at NARS level for other partnership initiatives
- Delivery mechanism of innovations from the local innovator to other users at local level including better links with local administration units
- The management of a multi-stakeholders partnership. Multi-stakeholder partnerships are difficult to manage because of the differences in visions, needs and culture of each stakeholder group.
- Funding of countries programmes and the better definition of the role of GFAR.
- Process documentation on how these partnerships are managed is urgently needed.
- International level support has been critically important in launching country-level initiatives (where all the important action is) and an assumption has to be made that country-level programs will be able to sustain their own operations in future.

The Global Programme for Musa Improvement (PROMUSA)

I. Background history

The first steps towards the establishment of PROMUSA were taken in 1996 with the aim of bringing together, at the global level, all the major efforts in the area of banana and plantain improvement. Building on existing networks, such as INIBAP's Breeders' Network and the World Bank Banana Improvement Project funded by the Common Fund for Commodities, extensive consultation with the various partners and stakeholders was carried out by INIBAP to prepare a draft proposal for a global programme for *Musa* improvement. The draft was widely circulated as a means to stimulate discussion and to elicit further input into the proposal. During this period of consultation, the document was distributed to over 50 individuals and institutes, the majority of who provided feedback for incorporation into the document.

This participative approach led to the production of a final proposal which represented the common views of, who strongly endorsed the creation of a Global Programme for *Musa* improvement, and agreed and developed the program structure, *modus operandi* and medium-term plan.

PROMUSA constituted an example for GFAR. In 1999 in Beijing, China, the Steering Committee suggested to assist its stakeholders in developing partnership programmes following and adapting the PROMUSA model

II. Goals, objectives, purpose

The objectives are to increase the productivity of bananas and plantain for home consumption and local and exports markets in an environmentally sustainable manner.

The aim of PROMUSA was to advance the efforts to improve *Musa* varieties through the development and application of conventional and biotechnological breeding approaches, incorporating resistance to pests and diseases to increase productivity and reduce pesticide use, mainly by fostering collaborative partnerships and close interactions between institutes and scientists covering all geographical areas and relevant disciplines.

III. Organizational structure

The programme operates as a series of interlinked thematic working groups coordinated by an Executive Secretariat. The programme is directed by a Steering Committee and operates under a Programme Support Group. The Programme Support Group is composed of major donors and stakeholders and thus comprises representatives from donor agencies, representatives of advanced research institutes, international agricultural research centres and other relevant organizations.

The Steering Committee is composed of representatives from national and international research organizations through the elected Conveners of the Working Groups. This committee is responsible for proposing direction and oversight to the programme. It sets priorities based on technical advice from the working groups compiled by the Executive Secretariat and

advises donors on the allocation of resources to the programme. The Steering Committee also approves the programme strategy, medium term plan and annual work plan.

PROMUSA operates as a network between research institute and laboratories and relies on a range of different funding mechanisms. Partners in the programme are expected to contribute in-kind to their own research.

IV. Achievements

Major achievements of PROMUSA are:

a) Through partnerships:

- Obtained a more focused research effort
- Reasonably good representation of northern and southern partners
- Improved exchanges and mutual learning
- Promote complementarities of expertise between labs
- Building research capacity and mutual learning platforms
- Easier access of local communities to research outputs
- The importance of working group approaches

b) In the technical domain:

- Protocols for evaluating Musa germplasm for resistance to major pests and diseases
- Sensory evaluation studies on East African Highland bananas
- Cryo preservation protocols
- Transformation procedures
- Characterization of the B genome diversity and germplasm collection missions
- Release of promising improved varieties.

V. Reviewers' comment, recommendations and future challenges

PROMUSA served as an important example for the development of the GPP concept and has in fact established a working collaborative research network. However, it cannot be considered in line with the new definition of GPP made during the January 2006 workshop held in Rome. PROMUSA needs to enlarge its membership to other stakeholder group representation such as farmer's organization and NGOs at countries or Regional level organizations. Also, INIBAP operates in different countries at global level, which might be interested in participating in the network. Stronger ties with the Regional Fora could help in expanding the initiative and the network to other Countries. PROMUSA's modalities of work, especially the working group approach could be analysed, documented and shared for possible use in country-level research partnerships (as an approach).

Some challenges for the future include:

- Explore "soft" technologies associated with research processes
- Sharing lessons of the partnership modalities with the CGIAR
- Need to balance the high quality information materials on technical aspects with information on research collaboration mechanisms, networking, etc.
- Decentralization of the activities at the regional and country level
- Access to core funding for the coordination units

- Improving access to consumer groups
- How to deal with a missed opportunity to effectively engage civil society stakeholders (NGO, consumer groups, farmer organizations)
- Sharing lessons on collaboration mechanisms

Direct Sowing Mulch-based Systems and Conservation Agriculture (DMC)

I. Background history

The idea of a Global Partnership Program on conservation agriculture was first raised in late 1999, as a direct response to the GFAR request for proposals in the occasion of the 2000 GFAR Conference. The initial investigators of a potential DMC GPP were CIRAD staff members who perceived an opportunity to simultaneously pursue two institutional priorities: Conservation Agriculture and GFAR itself. The first step was to call a stakeholder meeting in January 2000 at Paris. The meeting was well attended with good representation from various stakeholder groups (NARS, NGO, IARCs, Regional Fora). It was decided to launch a DMC program within the framework of GFAR. Subsequently, a proposal to GFAR was prepared and presented during GFAR 2000 meeting at Dresden.

Early facilitators of the process were representatives of CIRAD and CIMMYT who both invested considerably in DMC activities, each one maintaining their respective DMC networks in operation.

In March 2002, a full-time coordinator was identified and activities started for the establishment of a DMC Facilitation Unit based in CIRAD in Montpellier, France. Unfortunately at this date, delays were encountered in appointing a full time DMC facilitator mainly due to difficulties in attracting sufficient funds to sustain the facilitation unit. For these reasons since the end of 2003, together with the departure of the facilitator the DMC program has been put on a stand-by mode.

II. Goals, objectives, purpose

DMC's goal is to help improve food security and alleviate poverty, while conserving natural resources and encouraging more sustainable forms of agriculture, by fostering broader use of sound agro-ecosystem management practices, especially those centered on direct sowing, mulched-based systems and conservation tillage.

The objective is to strengthen the capacity of key stakeholders to develop suitable DMC systems and to accelerate their wide adoption. Specific objectives:

- develop a framework for comparing experiences
- synthesize lessons learned
- Identify gaps and encourage stakeholders to fill them
- Provide support and feedback to decentralized initiatives
- Foster the multiplication of successful experiences

III. Organizational structure

A Governance structure has not been established. However it was envisaged to create, together with the Facilitation Unit, a Steering Committee to be composed of representatives of major CA networks/partners. Potential members identified include:

- CIRAD
- ACT

- RWC
- CAAPAS
- FAO-CA WG
- NARS representative from SE Asia (Vietnam), Central Asia (Kazakhstan), and West Africa (Ghana)
- Farmers' organization
- Private sector

IV. Achievements

Apart from a web site, giving the slow development of the initiative no major accomplishments can be mentioned in relation to the stated objectives.

V. Reviewers' comments and recommendations

Though a concept that remains relevant and needed even today, the DMC GPP appears to have never effectively started. Leadership has been a major concern (continuity, clarity, etc.). One other issue has been the poor involvement of other stakeholders in the building process, in fact, it is still perceived as a "CIRAD Project" rather than a partnership-based collaborative research effort. To reinvigorate the process new consultations need to be undertaken at different levels, Regional and International and Regional Fora need to be engaged from the initial phases. This could help also in achieving a mapping of different similar and complementary initiatives ongoing in the regions, in order to build on these in full alignment with the GPP principle. To facilitate this process CIRAD and CIMMYT are asked to remain active, interested but initially to assume lower profiles in order to bring in other players. The recently formalized proposal involving FAO, ACT, RELMA, and CIRAD is certainly a first step in the right direction. How the GFAR Secretariat must provide more proactive support to DMC. As an example the following guideline principles could be followed:

- DMC original goals and objectives remain relevant and it would be unfortunate if this GPP does not eventually take off. However, there is a need for the GFAR Secretariat to ensure that a lead unit with distinct responsibilities and terms of reference be provided to ensure that leadership and territoriality issues of the past can be overcome;
- a stronger "bottom-up" approach to the establishment of the network, in order to identify and enrol all members actively, in this way providing concrete services based on a formal assessment of their needs;
- Identify reliable sources of funding for DMC for at least 3 years. GFAR, IFAD and CIRAD should consider putting in core funds initially and then only seek complementary funding;
- A gradual growth, building on previous successes and on additional resources made available to the program;
- Seriously consider changing the title of the GPP, which emphasizes a specific approach (direct mulching) to a more general title reflecting the conservation agriculture orientation of the DMC. This will help market the proposal better.

More suggestions could be:

International level

- establish an oversight group with CIRAD, CIMMYT, FAO, ACT, RELMA.
- set an international support staff backstopping the country programme (ICRAF, ACT, CIRAD)
- GFAR Secretariat to take on a proactive role to nurture and incubate the process with an emphasis on leadership identification, establishment of governance mechanisms and the leveraging of financial resources

National level

- establish working group approaches in selected countries where interest in DMC issues is high (and needs are great)

Underutilized Species (UUS)

I. Background history

During the first Conference of GFAR in Dresden, Germany, in May 2000 a working group recommended that GFAR address under-utilised species in order to increase the visibility and valorise the work already done in this area and stimulate further activities at the regional level. The group also recommended the establishment of a global Facilitation Mechanism. In two follow-up meetings, an informal group consisting of representatives of FAO, IFAD, IPGRI, the International Centre for Underutilised Crops (ICUC) and BMZ developed this idea further. BMZ provided funds for the establishment of a Facilitation Unit and IPGRI offered to host it. In July 2002 a Steering Committee, composed of representatives of the above-mentioned institutions, was appointed to give overall guidance and support to the Facilitation Unit.

It was expected that the lifespan of the Unit would be of approximately 3 years and that with time, individual stakeholders would take over special tasks from the Unit. This would constitute the first step towards the development of a self-sustaining mechanism. In May 2004, an external review of the Unit was carried out and a phase 2 was proposed.

II. Goals, objectives, purpose

The Unit aims to support and strengthen organizations and networks working on different aspects of under-utilised species through:

- providing improved access to information and financial resources
- increasing public awareness on the role of under-utilised species for improving livelihoods
- giving advice to policy makers on how to create an enabling policy environment for the deployment of under-utilized species

III. Organizational structure

The governing structure is composed of a Steering Committee (SC) composed of representatives of FAO, IFAD, ICUC, IPGRI, GFAR and BMZ. The coordinator of the Global Facilitation Unit acts as a secretary to the SC. The SC may co-opt additional members. Members will serve on their institutional capacity for a period of 3 years or the duration of the project.

The Steering Committee meets at least once a year and provides a record of its meetings to the GFAR SC which will include a report from the Unit Coordinator. Its main tasks are to:

- Provide overall guidance on the program of the Global Facilitation Unit and the implementation of the project
- Assist the Global Facilitation Unit to link with regional and national stakeholders
- Advise the Global Facilitation Unit on scientific and regional matters related to the identification, assessment, improvement, development, sustainable use and marketing of under-utilised species and assist in identifying additional sources of information
- Approve work plan of the Global Facilitation Unit and support its efforts to mobilize additional resources

- Review and assess the progress made by the Global Facilitation Unit and make recommendations for future work
- Provide progress reports to the GFAR Steering Committee.

IV. Achievements

The Unit is supporting and facilitating the work on different aspects of under-utilised species at different levels. Some major achievements have been:

- A well developed information system in the form of a web portal as a gateway to information on underutilized species for a large and diverse clientele.
- The generation of a very useful range of information and public awareness materials.
- An advocacy group set by the GFU to influence an amendment of the EU Novel Food Regulation to ease access of underutilized species products to the EU market.
- 3 international workshops were organized to bring stakeholders together. Important outcomes of these workshops have been the development of key decision steps for stakeholders involved in planning and implementation of projects with regards to the promotion of underutilized plants. These decision steps are useful in the identification of appropriate working approaches, establishing sound objectives, intervention areas, activities and strategic partnerships. Another output has been recommendations to policymakers and international agencies on how the MDGs can be achieved through a better deployment of underutilized species.
- A training course on marketing biodiversity with a focus on underutilized species has been included in the annual training programme of Wageningen International.

V. Reviewers' opinions, recommendation and future challenges

To comply with the new definition on GPP the UUS needs to achieve a stronger multi-stakeholder representation, principally through its Steering Committee where key players such as NGOs, RFs and farmer organizations should be represented. In this way the GFU, together with other stakeholder groups representatives, could expand and evolve to form an Oversight Group for UUS following the positive PROLINNOVA example. This process could be facilitated by the GFAR Secretariat.

Information and Communication Management for Agricultural Research for Development (ICM4ARD)

I. Background history

In 1999, GFAR organized a Global Consultation in Rome on improving access to agricultural information globally. At the same time and during the following years up to 2001 each of the Regional Fora took steps towards developing their own information and communications platforms for their Regional Agricultural Information Systems (RAIS).

Based on the concern that information and communications management for agricultural research and development (ICM4ARD) was not improving at the rapid pace required to meet the challenges of an emerging knowledge intensive agriculture, GFAR, through its Secretariat, organized a side event during the GFAR Triennial Conference at Dakar to consider the setting up of a global agenda for ICM4ARD. Key ICM practitioners in agricultural research for development presented highlights and innovative aspects of ongoing ICM activities with the objective of presenting new ideas to improve ICM4ARD globally. During two years 2004-2005 the GLOBAL.RAIS alliance project conducted wide-ranging consultations with GFAR stakeholders through regional organizations on the setting up of a global agenda for ICM4ARD. The consultations resulted in the identification of 4 main issues for intervention to enable greater equity in access to agricultural information globally:

- The need to strengthen the capacity of NARS leaders to **advocate**, articulate appropriate policies and strategies, attract more resources and greater investment for further development of ICT enabled NAIS and lead further development of agricultural information systems (AIS);
- **Capacity development**, in terms of infrastructure, institutions and human skills, among stakeholders to ARD to create, manage, share, exchange and use scientific and technical information, technology related information, research and research management information, extension, outreach and market information etc. for agricultural innovation and development;
- Greater **integration of national and regional agricultural information systems** and easier access to them, especially websites, through a GLOBAL.RAIS Web Ring and cohesive activities for improved management and more seamless sharing and exchange of information, experience and knowledge in agricultural information management through a Knowledge Network;
- The need to establish appropriate **governance structures** such as task forces and steering committees for global, regional and sub-regional AIS of GFAR, AARINENA, APAARI, CACAARI, FARA, ASARECA, CORAF, SADC and FORAGRO to promote and support more equitable access, sharing and exchange of agricultural information through ICT enabled AIS.

On the basis of these intervention issues, a proposal for a Global Partnership Programme on ICM4ARD was developed following an Inter-regional Workshop in Rome during June 2004.

II. Goals, objectives, purpose

The Goal is to strengthen national, regional and global agricultural information systems to satisfy the needs of an emerging, more knowledge intensive agriculture that now needs information on a wider range of topics and beyond that available within local communities. The purpose is to enable more equitable access to agricultural information globally for ARD stakeholders through improved ICM and more efficient use of ICT in national, regional and global agricultural information systems.

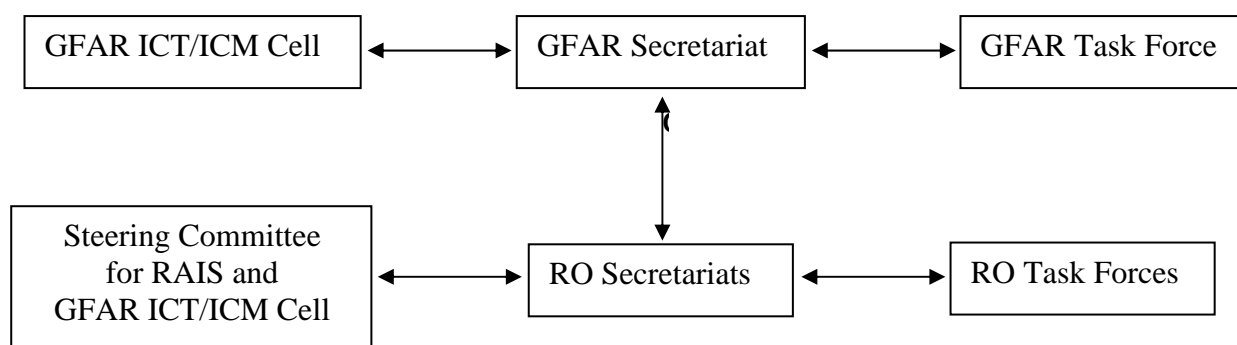
III. Organizational structure

The ICM4ARD GPP is still in its early phase. The GFAR Steering Committee is establishing appropriate procedures and a committee for independent project monitoring, midterm review and final evaluation of the project at completion. The planned governing structure (see also Figure 1) will be composed of:

1. The GFAR ICT/ICM Cell, which will be part of the GFAR Secretariat and report to GFAR Executive Secretary. The officer in charge of the GFAR ICT/ICM Cell will be the ex-officio Secretary to GFAR ICT/ICM Task Force.
2. The GFAR ICT/ICM Task Force, which will review the technical progress of the project every 6 months and report to the GFAR Steering Committee its progress annually.

The RO/SRO RAIS Steering committees: The RAIS Steering Committee will oversee the project execution at the regional level. The ROs will establish the ICT/ICM Cell for managing the Project and its RAIS.

Figure 1: Governance structure



IV. Achievements

So far the development of this initiative has contributed greatly to the advance of ICM systems at regional level. Specifically:

- The ICM4ARD GPP has substantially (positively) influenced regional fora attitudes towards information and communication management. All regional fora except CACAARI now have governance structures for ICM embedded in their organizations. APAARI has held regular NARS leaders' level expert consultations on the development of ICT and AIS at national and regional levels since 1999. Similarly, AARINENA, FORAGRO and FARA have been having consultations with NARS in the region since

2003. CACAARI is now establishing its ICM governance structure. All the regional organizations have established their RAIS. FARA has established an agricultural information and learning system enlarging the envelope for the RAIS to be emulated by other ROs.

- Very strong and effective linkages and collaboration with FAO, CGIAR, CTA and other stakeholders and actors in the area.
- The Caribbean Agricultural Research and Development Institute (CARDI), through the regional Caribbean Agricultural Information Service (CAIS), has also been supporting the development of NAIS in the Caribbean.
- In Africa, ASARECA has achieved success in developing a Regional Agricultural Information Network (RAIN), which plays an advocacy role towards the development of ICT enabled information system. CORAF and SADC are in the process of developing and supporting similar ICT enabled information systems.

Along with other stakeholders and actors, the ICM4ARD GPP has resulted in the strengthening of EGFAR, the electronic platform of GFAR and the formation of the “New AGRIS Initiative” which is a global alliance to improve the management of agricultural science and technology information globally through collaborative action.

V. Reviewers’ comments and recommendations and future challenges

The GFAR Charter assigns an important proactive role to the GFAR Secretariat in facilitating the development of activities and partnerships in the area of ICM. For this reason, the ICM4ARD is a crucial initiative for GFAR. The development of the initiative through the regional and international multi-stakeholder consultations has ensured that the demands made by GFAR stakeholders are being addressed. A stronger collaboration is in place between GFAR and FAO that has much potential for expansion including providing services at lower levels (e.g. NARS) and in forging increased inter-regional exchanges.

ICM4ARD appears to be acting as a service to RFs. For this reason and giving the importance of such services for GFAR’s mandate it is believed that ICM4ARD should remain a “service” as opposed to a GPP. Some key challenges for the future:

- Establishment of an efficient funding system for information technology for ARD
- Increase ownership at the national level
- From service to GPP. Better clarification on the nature of these activities. Are they a service or in fact a GPP?
- Coalition and commitment of the individual and their institutions
- Explore how electronic means of information technology and communication can help meet the capacity development needs of NARS

Improved partnerships with CTA similar to that achieved with FAO

V. Recommendations

General recommendations

1. GFAR should continue to retain its strong and explicit development orientation bias. This orientation of an ARD institution sets it apart from other research entities.
2. The original premises for GPPs remain more relevant today than when GPPs were first conceived and GFAR's involvement in GPP should be viewed as a knowledge-generating and sharing function and not as an implementer, which is a narrow view of GPPs possibly the result of poor communication on what GPPs are and what they attempt to achieve.
3. GPPs are a unique approach and, for a host of reasons, the original intentions of the founding fathers were not achieved. The GFAR and donor community and regional fora have a relatively bigger responsibility for this situation than the implementing members some of whom have shown an extra-ordinary amount of commitment and dedication to the program. Failure on the part of the donors to appreciate the value of true partnership in ARD will threaten the validity of partnership programs and result in a shift towards more top-down, blueprint, rigid programming that does not deliver on the needs of the poor and less favoured areas. There is an urgent need for GFAR to convene a meeting of prospective and current donors to "revisit" the relevance of GPPs in a world where ARD is expected to make more deliberate and measurable contributions to the MDGs, livelihoods and poverty alleviation.

GPP definition and principles

4. The following new definition of a GPP, proposed by GFAR stakeholders, should be discussed and approved with minimal delay by the GFAR Steering Committee: "GPPs are collaborative efforts addressing strategic ARD issues of global relevance jointly development, carried out and owned by a set of diverse stakeholders".
5. GFAR is therefore urged to get this definition and list of principles endorsed and that immediate action is taken to disseminate these widely to GFAR's stakeholders. There is need for GFAR stakeholders and GPP proponents and current implementers to obtain a quick reconfirmation that the GPP concept remains relevant and that GFAR is committed to the basic original premises and, is only now, on the basis of experiences, streamlining the program.
6. The Secretariat is urged to develop a briefing note (to accompany the new GPP definition and the GPP guidelines), which integrates the five characteristics, arrived at the March 2001 Dresden meeting and the five characteristics generated at the May 2001 meeting. Together they form a strong conceptual basis for the GPP program.

Cost-benefit of partnerships

7. Partnership-based approaches do have considerably higher commitments in time for theme verification, partner identification, consensus building, identification of complementarities, strategy formulation, self-assessments, evaluation, etc. All of these

activities serve to develop capacities and unintended benefits accrue including informal networking and information exchanges.

8. Special efforts should be made by the GFAR Secretariat and the Steering Committee to recognize and appreciate that the negotiation, consultations, agenda refinement and consensus building/conflict resolution are not unnecessary costs (often referred to as high transaction costs). These often contribute greatly to capacity development and are likely to be how effective business is done in the future. Such investment in time and effort should be considered legitimate and necessary.
9. For cost-effectiveness studies of GPPs, a better monitoring and evaluation must be put into place. GFAR is urged to organize an M&E workshop for GPPs building upon the outputs of the January 2005 workshop.

Monitoring and evaluation and impact assessment

10. The reviewers consider it the responsibility of the GFAR Secretariat to ensure that a M&E plan is place for each GPP. The Secretariat has to ensure that the criteria are not just used at the time of selection but also as a monitoring checklist. Creating a shared ownership of M&E is considered important in making the system work and having the GPP proponents themselves arrive at a plan, which was initiated at the January 2006 workshop, might be a step in that direction.
11. A monitoring system for all GPPs (at different levels) is urgently required with the emphasis being on the synthesis of experiences, extraction of lessons and assessment of impact/contributions. Staffing at GFAR Secretariat levels is needed to ensure that adequate attention is given to M&E. On an annual basis, a two-day workshop should be organized back-to-back with GFAR events. Special efforts should be made to invite donors, CG, universities to these meetings.
12. In a future workshop, the GFAR Secretariat should encourage its individual GPPs to keep track of impact. GFAR is also advised to seek the engagement of PROLINNOVA and KFPE in assisting the Secretariat in coming up with generic evaluation frameworks for the GPPs. Mid-term assessments and peer-based internal reviews (as done by PROLINNOVA) should be made an integral feature of all GPPs.
13. Annual meeting of all GPPs should be a regular feature. However, to maximize the use of these workshops as learning events, an adequate emphasis on synthesis (not just reporting) is suggested.

Ownership and the Regional Fora

14. The issue of ownership of GPPs by the regional and sub-regional fora continues to be raised. The GFAR Secretariat might consider exploring the idea of working groups that link with regional fora and strengthen linkages, build ownership, ensure relevance, etc., during the conceptualisation and design stages of the GPP. These working groups could be a temporary feature and could be disassembled when formal structures such as facilitating units and steering committees are in place. Working groups could play that critical role at the lower levels to nurture and catalyse partnerships at the local and regional levels, something that the GFAR Secretariat based in Rome could not do as

effectively from a distance. The GFAR is urged to explore the role for working group mechanisms for implementing AR&D.

15. The reviewers also do not believe that regional fora can (as entities) be effective implementers of a GPP, but they need to be able to contribute to the shaping of the agenda to ensure program fit (incidentally the reviewers saw no dissonance between regional priorities at the GPP thematic foci). Regional fora can, however be effective users of the knowledge generated by GPPs and so should receive timely and appropriately packaged GPP findings. The GFAR Secretariat and the Steering Committee is urged to undertake an awareness building drive of the most effective contributions of the regional fora to the GPPs.

Role of GFAR and its Secretariat

16. In partnership-based approaches, the provision of an enabling environment, the establishment of linkages with committed donors and the assurance of champions as well as lead entities are critical components implying a strong role for GFAR Secretariat. The GFAR Steering Committee and donors are urged to recognize the importance of ensuring that the Secretariat is adequately staffed and funding resources assured.
17. A strong support role is required for nurturing monitoring and sustaining GPPs. The Secretariat's role is significant in the early stages and actually implies a donor-brokering role, too.
18. Better packaging and easier access must be provided to GPP support materials. The GFAR Secretariat should repackage materials previously generated in support of GPP efforts. These materials as well as those from the January 2006 workshop can become the basis for an attractive GPP folder for distribution to current and prospective project holders.
19. For the next year, GFAR is advised to put a special focus on getting the NTFP, DMC and Linking Farmers to Markets GPP up and running as they are really very timely/promising themes. The leadership, management and fundraising dimensions require special attention/support by the GFAR.

Annexes

Timelines: GPP development

Non-Timber Forest Product (NTFP) GPP Origins

GFAR Conference in Dakar in 2003 recommended activities in the area of Forestry and Forest Ecosystems

Process

- Agreement between GFAR and INBAR to go ahead with the GPP development process
- Concept developed and discussed between GFAR Secretariat, FAO and INBAR at meeting in Rome
- Limited electronic polling in Asia to determine interest in such a GPP of various partners – strong interest
- Presentation of proposal at the GFAR Steering Committee meeting in Mexico 2004
- Supported by APAARI and FARA
- AARINENA wanted more information, and FORAGRO asked for globalization and not starting only in Asia

Regional Consultations

Two principal questions to be addressed in the context of the GPP NTFP proposal presented to GFAR 2004

- Interest in a GPP around the NTFP theme
- Global relevance – because GPPs are global

Process: consultations with the Regional Fora that are the principal constituents of GFAR (Process supported entirely by INBAR budget)

- APAARI: Presentation made to APAARI General Meeting in Bangkok (December 2004). APAARI welcomed the GPP on NTFPs
- AARINENA: Presentation made to Executive Committee Meeting in Marrakech (December 2004). AARINENA supports the GPP. Medicinal and Herbal Plants Research Network is interested.
- FORAGRO (April 2005): Presentation made to the International Meeting in Panama in April 2004. Supported as a necessary initiative.
- PROCIANDINA and PROCITROPICOS interested.
- FARA (June 2005): Side-event and plenary intervention, no objections.

Evolution of the Global Facilitation Unit for Underutilized Species

The idea: 2000

- Recommendation at 1st GFAR Conference 2000
- Task force established by GFAR Secretariat
- Members: FAO, ICUC, IFAD, BMZ, IPGRI
- ToR developed
- Objective: Providing a platform for discussion of concepts, strategies and policies, to mobilize support and to facilitate work of other stakeholders under the umbrella of GFAR
- Donor identified (BMZ)
- Host organization identified (IPGRI)
- Steering committee established

Phase 1: 2003-2005

- Global inclusive survey => who does what, comparative advantages, tool for stakeholders
- Workshop with InWent and GTZ => broad stakeholder consultation, clarity on strategic areas for promotion of underutilized species, required actions and best actors, expectations regarding GFU, core group of collaborators and donors
- Follow-up workshop with IPGRI and University of Macerata
- Case studies "social, economic and environmental impacts of promoting underutilized species" with PROINPA and UNIDO
- Start of policy work with GTZ, CIP (IPGRI) in relation to EU Novel Food Regulation
- GFAR Executive Secretary became SC member
- Donor commissioned progress review (participation of SC's organizations and key stakeholders)

Inception phase: 2002

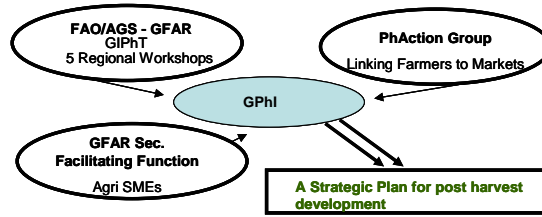
- GTZ commissioned to implement the project
- Coordinator recruited
- Logical framework and work plan developed by the coordinator and approved by the SC
- NARS survey to identify needs
- Mock-up of web portal presented to GFAR SC
- IPGRI facilitated contact to many international and national research organizations and helped getting known to the stakeholder community

Phase 2: 2005-2007

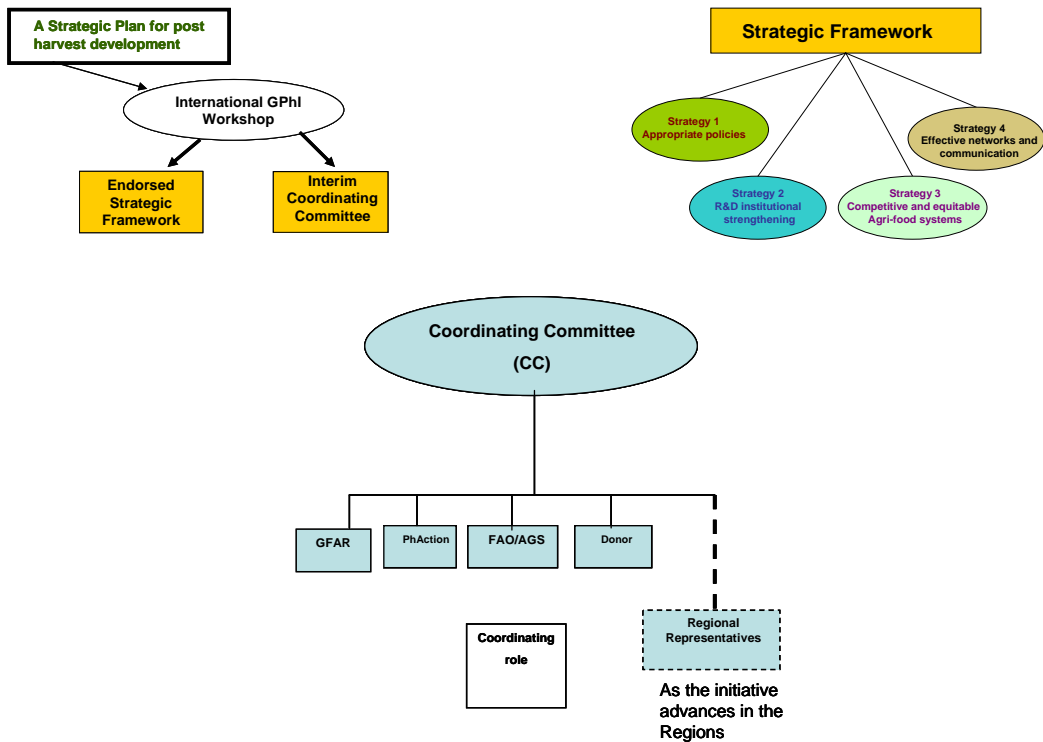
- 3 key areas of activities (PA, policies, information/doc.)
- Change of implementing organization
- Partnership for EU NFR amendment extended to UNCTAD and CBI
- Development of concept notes for case studies on marketing with CIAT, IFPRI, IPGRI and IAC
- Major public awareness/policy event organized with MSSRF and IPGRI
- New survey to improve information portal
- Development of a training course with IAC and IPGRI on biodiversity marketing/underutilized species
- Trustful partnership with ICUC and clearly defined roles

History and Development of Global Post-harvest Initiative (GPhI)

Stage 1: Consultation and exploration of synergies



Stage 2: The Strategic Framework

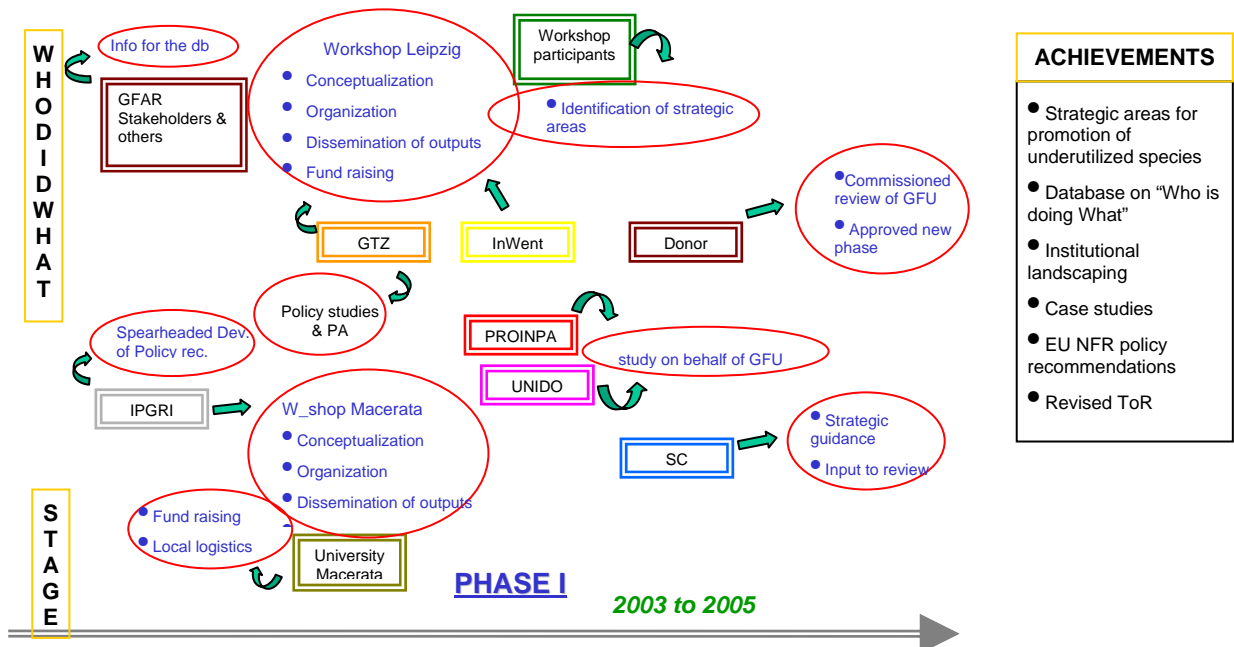
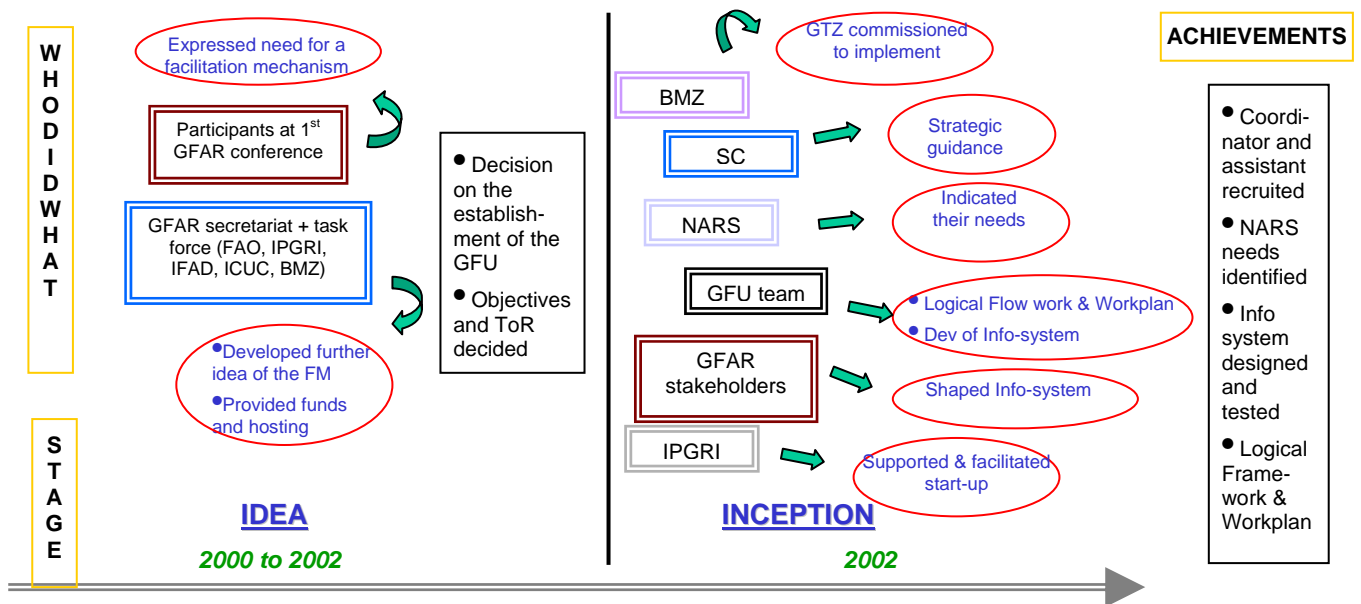


Stage 3: Towards project formulation and "back to the regions"

Main Activities

- FAO country representatives meeting, Nov 2004
 - APAARI December 2004
 - AARINENA April 2005
 - FARA June 2005

GPP and their composition



Proposed draft guidelines for the development and implementation of the GFAR Global Partnership Programmes

The Global Partnership Programmes (GPPs)

Global Partnership Programmes (GPP) are a mechanism used by the Global Forum on Agricultural Research (GFAR) to foster the development of collaborative efforts addressing strategic ARD issues of global relevance that are jointly developed, carried out and owned by a set of diverse stakeholders.

The purpose of a GPP is to facilitate agricultural research for development (ARD) stakeholders to set up collaborative initiatives where they feel there is an advantage to do so. These stakeholder-driven forms of collaboration are an integral part of the global science agenda and should build on what stakeholders are already doing individually. These are therefore intended to mobilize and commit participating stakeholders around a common agenda. GPPs emerge from themes identified through regional priority setting processes, where the added value in working together is evident and where partners can gain from participating in processes of co-innovation, and the sharing of experiences and research results. A GPP is inter-regional in nature, and addresses an issue important to two or more developing country regions.

GPP's guiding principles

The guiding principles of Global Partnerships Programmes are the same as those espoused by GFAR. These are:

1. Complementarity

GFAR strives to promote a global agricultural research system that draws on the complementary strengths of all stakeholders involved. A GPP is the manifestation of this principle at the different levels - national, regional and inter-regional - at which the GPP operates.

Key principles:

- *GPPs foster synergisms and economies of scale through the complementary and concerted efforts of various partners, each one having an important comparative advantage or a specific role that it brings to the global program.*
- *Funding strategies should build on the specific strengths of stakeholder-led initiatives and on the added value they can bring to ARD.*

2. Partnership.

GPPs are a means by which national and regional agricultural research institutions and forums can participate in and learn about multi-stakeholder partnerships as means of more effectively achieving their goals.

Key principles:

- *Partnerships of different kinds are nurtured (N-S, S-S, PPP) and at different levels including conventional and non-conventional actors creating effective local, sub-regional, regional and global partnerships*
- *GPP themes should take account of the priorities of at least two regions*
- *GPPs should aim for a mosaic of funding from different sources with a large component of cost sharing*

3. Value addition.

GPPs aim specifically to add value to what each stakeholder is able to do on its own.

Key principles:

- *GPPs facilitate and improve dialogue among stakeholders, resulting in a cross-fertilization of experiences and more rapid spread of research results*
- *As stakeholder-led initiatives, GPPs integrate the social, institutional and political dimensions of the themes they cover and increase the likelihood that the knowledge they generate is actually used*
- *GPPs should build on existing activities and perceived additional opportunities for interaction*
- *While building on decentralized initiatives GPPs but should amount to more than a mere aggregation of such initiatives*

4. Involvement of all stakeholders.

GPPs endeavour to operate with the involvement of all stakeholders and should mobilize them in the planning and execution of the program's activities.

Key principles:

- *Effective involvement by a suitable range and diversity of stakeholders is needed to link social and technological innovations required for research to achieve its development objectives*
- *Governance and responsibilities should be shared fairly between the partners*

5. Subsidiarity.

GPPs are planned and managed at the lowest level at which they can be effectively executed. GPPs are expected to include activities that will enable them to show measurable impact on the ground.

Key principles:

- *GPPs should monitor and evaluate their activities, and arrange for independent impact assessment, in ways that involve qualitative as well as quantitative criteria, and that include social, economic and environmental as well as biophysical dimensions*

Development and approval path of GPPs

In the following table describes the development of a GPP idea into a full-fledged GPP. The role of the GFAR Secretariat is defined together with the approval path.

Phase	Description	GPP Governance	GFAR Secretariat Role
<u>Phase 1: GPP Development</u>			
Conception	Stakeholders interested in developing a Global Partnership Programme (GPP) are guided by a set of ‘GPP Principles and Guidelines’ and the priorities established by Regional and Sub-regional Forums to translate an idea into a preliminary GPP Concept Note (CN). See Annex 1 for the CN format.	The “originators” of the idea. They convene and consult with other interested stakeholders	The GFAR Secretariat provides the CN template and also offers additional information on possible stakeholders that can be involved
1st Screening	The CN is submitted to the GFAR Secretariat		The GFAR Secretariat will provide preliminary feedback the originators of the GPP idea for their consideration and appropriate action
Regional Consultations	Consultations with Regional and Sub-regional Forums are undertaken to ensure that the GPP meets the specific needs and demands of their respective stakeholders and to foster a sense of ownership. Initial contacts with donors are established to gauge their interest in supporting the proposed GPP. This preparatory phase will lead to the development of a full GPP Proposal.	The originators will form with other stakeholders the most appropriate Coordinating Mechanism (CM) to oversee the consultation process for the development of a full GPP proposal	The GFAR Secretariat will provide assistance to link the CM to initial funds to support the consultation activities. Depending on the circumstances, the GFAR Secretariat can provide targeted support. It should also provide some guidance on the process and as appropriate may be part of the CM.
GPP Proposal	A full GPP proposal is developed based on the consultations and principles/guidelines for GPPs. The definitive GPP Proposal is re-submitted to the GFAR Secretariat		The GFAR Secretariat may provide guidance and assistance to the development of the GPP proposal in order to ensure full alignment with the principles and guidelines for the GPPs

Phase	Description	GPP Governance	GFAR Secretariat Role
2nd Screening	The GFAR's Programme Committee (GFAR-PC) screens the GPP Proposal ²⁰ . In addition to the set of approval criteria (see Annex 2), the GFAR-PC will specifically look at the relevance, potential benefits and the value-added of the proposal at an inter-regional level. As a result the GFAR-PC will forward the GPP Proposal to the GFAR Steering Committee (SC) ²¹ with a recommendation as to its approval or otherwise.		The GFAR Secretariat forwards the proposal to the GFAR-PC for review, and if necessary facilitates the presentation of the initiative to the GFAR-PC.
Approval	The GPP proposal is approved by the GFAR Steering Committee (SC).		The GFAR Secretariat officially communicates the Steering Committee decision to the CM members
<u>Phase 2: Implementation</u>			
Constitution of the governing mechanism of the GPP	The GPP approved by the GFAR-SC begins its implementation phase by constituting its governing bodies.	The main governing mechanism are established ²²	As the governing bodies are constituted the GFAR Secretariat disengages. The Secretariat can provide some catalytic funds to help in this process if needed.
Resource mobilization	The GPP governing bodies will start resource mobilization to support the activities provided by the GPP. The GPPs should aim for a mosaic of funding from different sources with a large component of cost sharing.		Initially the GFAR Secretariat will assist in identifying financing for the approved GPP, facilitating contacts with donors.
Implementation	GPP activities are implemented		
Monitoring & evaluation	GPP coordinators report the progress of implementation to the GFAR-PC annually. An outline of parameters and indicators for the monitoring and evaluation of partnership quality are presented in Annex 3.		The GFAR Secretariat will support the GPP in monitoring and evaluating partnership quality. It will also facilitate the reporting to the GFAR-PC and foster information sharing among GPPs.

²⁰ The GFAR Programme Committee has the function of overseeing the planning, execution, monitoring and evaluation of agreed GFAR programmes at global, regional and/or sub-regional level.

²¹ The Steering Committee is GFAR's governing body, made up representatives of its seven stakeholder groups: farmer organizations, non-governmental organizations, international agricultural research centres, the private sector, donors, the five developing country regional forums and two developed country regional forums.

²² The governing bodies of a GPP could come in the form of Facilitation Units, international Oversight groups, Steering Committees et. It is important that the principle of multi-stakeholder representation is respected and that responsibilities should be shared fairly between the partners

Section 1. GPP Concept Notes

A. General Description

1. Title

- Full Title:

- Short Title:

- Acronym (if any):

2. Goal and objectives

- Goal:

- Specific Objectives:
 - a)
 - b)
 - c)

3. Thematic Area		4. Geographical Coverage	
Genetic Resources Management		Global	
Natural Resources Management/Agroecology		Asia-Pacific Region	
Uniqueness of Proposed Partnership		Central Asia & Caucasus Region	
Commodity Chain/Under-utilized Crops		Latin America & Caribbean Region	
Policy Development Management		Sub-Saharan Africa Region	
Institutional Development (improvements of research processes and systems)		West Asia & North Africa Region	
Information & Communication		European Region	
		Eastern & Central European Region	
		North America	

N.B. Tick one or several boxes

B. Stakeholders

1. Proposing Stakeholder(s) with name and address of a contact person

Proposing Stakeholder			
Category	Corporate Name	Name of contact person	E-mail address

N.B. Category: NARS, ARI, IARC, NGO, FO, PS, Donor, CB (Commodity Body)

2. Other proposed partners involved with name and address of a contact person

Other Stakeholders			
Category	Corporate Name	Name of contact person	E-mail address

N.B. Category: NARS, ARI, IARC, NGO, FO, PS, Donor, CB (Commodity Body)

3. Expected added value of the partnership (in terms of research results, dissemination of results and impact)

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C. Proposed Governance and Organization

1. Mechanism(s) put in place or envisaged for:

a) the design of the GP	
b) the launching of the GP	
c) the implementation of the GP	
d) the monitoring & evaluation of the GP	

D. On-going and Related Activities upon which the new initiative will be built up

Activity 1	
Activity 2	
Activity 3	
Activity 4	
Activity 5	

N.B. When the initiative is endorsed by the GFAR-SC, a logframe will have to be developed

E. Proposed Fundraising Strategies (approaches, donor possibilities, partner contributions)

Step	Description	Timeframe
1		
2		
3		
4		
5		

F. Expected Results and Impact of the Proposed GPP

1. Main expected results (technological, socio-economic, environmental improvements, policy, institutional)

--

2. Monitoring (approaches, mechanisms, broad indicators)

--

3. Dissemination of the results (different modes and how the results will reach the different beneficiaries)

--

4. Proposed impact assessment methodology (quantitative and qualitative criteria)

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G. Reporting (what levels of reporting – to whom and how often)

--

H. Expected Role(s) of the GFAR Secretariat at Different Stages

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Section 2. Criteria for the approval of GPP Concept Notes.

The criteria against which a GPP Concept Note will be reviewed include:

Partnership

- Multi-stakeholders
- Inclusive partnership
 - Relevance to the issue
 - Complementary
 - Competent
 - Sufficient to address the issue
- Give a voice to everybody, especially the weakest
- Commitment of partners (on-going initiatives)
- Leader (legitimate, commitment +, minimum capacity)

Objectives

- Relevant with GFAR Objectives
- Addressing GFAR priorities
 - Links with Regional Forums priorities and/or needs
- Development oriented
 - Problem solving and knowledge generating
- Adding value/addressing gaps
- Global dimension of issues address

Outputs

- Tangible and intangible outputs
- Feasibility
- Timeliness
- Expected impacts

Design

- Multidimensional approach
- Explicit delivery mechanism/strategy
- Explicit governance mechanism
- Explicit capacity building
- Building on on-going initiatives
- Participatory monitoring and evaluation

Section 3. Elements for Monitoring and Evaluation of GPP

GPP should monitor and evaluate the technical progress of the programme and the process of partnership building. The determinants of quality of partnership relations include:

- Levels of trust
- Degree of transparency
- Increases in competency of participants
- Increased self-esteem of participants
- Relevance of actions
- Accountability to stakeholders and shareholders

These may be manifested in the following positive outcomes with corresponding indicators.

Desired outcomes of GPP	Measurable indicators
Functional involvement of stakeholder groups	<ul style="list-style-type: none"> • Number and type of stakeholders involved • Role of stakeholders
Sharing, learning and exchange of information	<ul style="list-style-type: none"> • Presence of active network (community of practice, etc.) • Spill-over
Building capacity of participants and institutions	<ul style="list-style-type: none"> • Research/technology/innovation uptake • Infrastructure available
Ownership by stakeholders	<ul style="list-style-type: none"> • Reference to GPPs in RF reports/publications • Counter-parting (funds, skills, time, information)
Institutionalisation of methods, tools and policies	<ul style="list-style-type: none"> • Change in policies of institutions involved • Change in behaviour and attitudes of partners • Change in performance evaluation of personnel

Results of electronic survey

Key contacts for the GPP review

Summary matrix*

(Extended deadline for all questionnaires: November 24, 2005)*

*Update as of 13 January 2006

Categories	No. of persons that questionnaires were sent to	No. of responses received	Returned mails/email address not valid
Institutional memory	3	2	0
GFAR steering committee	14	3	3
Donors/friends of GFAR/stakeholders	31	4	1
Regional forums	5	2	1
GPP	34	10 (persons responded) 6 (questionnaires filled up)	3
TOTAL	87	26	8

Please note most of the responses in the survey-result tabulation came from the GPP proponents. Questionnaires were sent out three times over a five-week period to improve the response rate.

* Follow up message was sent 8 November 2005 only to those who have not responded at all to the first deadline.

Review of the Global Partnerships Program of GFAR
Stakeholder views (based on a survey of 16 respondents)

As of 12 January 2006

(N = 16)

1. Do you think the GPP concept is still valid? Yes [16] No []

2. Why is the GPP still valid?

- *To foster collaborative programs, projects and activities and to exploit comparative advantages of participating stakeholders.*
- *Proactive efforts need to be made to promote real participation and partnership of actors perceiving each other as equals.*
- *Much more can be done to make it more responsive to current concerns.*
- *It provides an opportunity for stakeholders to learn consciously about how to collaborate better.*
- *Partnerships are needed now more than ever before.*
- *In times of globalization, scarce resources and increasingly global problems GPP programmes are the only reasonable alternative.*
- *Cost-effective and responsive research can be pursued through research partnership. For as long as we have not "perfected" the craft of establishing a functional and sustainable research partnership, GPP will continue to be a valid concept.*
- *GPP can be seen as multi-stakeholder research partnership in action.*
- *Stakeholder partnership is critical for achieving better success and acceptability of technologies so generated.*
- *To put together people dealing (willing to deal) with issues of global interest.*
- *We need more and more partnerships between different stakeholders groups to address the global ARD agenda.*
- *It is one way to bring global information, knowledge and skills together to solve a problem related to Global Public Goods to which a set of stakeholders, including donors, jointly and in partnership contribute.*
- *Resources for agricultural research are also becoming scarcer. R&D partnerships are the most logical way of making progress in the present environment.*
- *It provides an opportunity for stakeholders to learn consciously about how to collaborate better.*
- *Partnerships, either GFAR facilitated or not, will remain crucial to tap into the larger potential of global agricultural research.*
- *The magnitude of the research problems cannot be solved by one actor. Since we look more and more at holistic research, partners with different expertise and know-how are required. Donors prefer research*

partnerships to increase likelihood of dissemination of research results. Synergies are an output of teamwork.

- *Multiple stakeholder partnerships responding to priorities evolving from the bottom up are necessarily one way to do business.*

3. What makes the GPP concept different or unique from other mechanisms to doing research?

- *It does not give a lot of difference to other research mechanisms in place in terms of creating partnership or effective use of resources. Most of it functions as a network based on thematic objectives.*
- *GPPs should create its own mechanism of identifying or selecting, monitoring and evaluation and impact assessment (like the CPs). It has its own unique advantage of having regional fora as its main client, therefore it has direct linkage to the end-users i.e. NARS.*
- *I think it's because it is more inclusive than most mechanisms (some of which are exploitative).*
- *Multiple partnership scheme is quite unique with GPP.*
- *It gives a stronger role to development practitioners in designing the R&D partnerships and has the potential to make a greater contribution to development.*
- *It is based on the principles of subsidiarity and partnerships among equal partners. It also aims to bring together different categories of stakeholders that often do not collaborate.*
- *You see problems from different perspectives and therefore you can draw on a wider range of solutions.*
- *Research nowadays is developed in a multi-stakeholder fashion. What makes the GPP unique is the centrality of partnership, the multi-stakeholder nature of this partnership and the importance accorded to the "process" dimension of research.*
- *It does not carry out research but rather create networks on a global basis.*
- *It is on "partnership building" mobilizing all stakeholders and using a cost-sharing model.*
- *The GPP mechanism is different from donor/public supported research projects and competitive grant mechanisms as it sets the research agenda of the program through collaboration with a range of stakeholder/partners.*
- *Funding of these projects can be through a multiple of donors.*
- *Where previously isolated/independent researchers can see that the work they are doing at a national level has significance beyond their own borders. The chance to interact with international colleagues on problems of global significance is an enriching and rewarding experience for many NARS scientists.*
- *It gives a stronger role to development practitioners in designing the R&D partnerships.*
- *Not so dominated by formal scientific research as other mechanisms are and has the potential to make a greater contribution to development.*
- *The multi stakeholder concept facilitates adoption of research results / technologies, as well as improves the relevance of research.*

- *Today any research for public goods is done in partnership. Some GPPs have a pure facilitation function; this is different from other research mechanisms.*

4. What are the added values of partnership-oriented research compared to non-collaborative research?

- *Partnership-oriented research is the main purpose why we have GFAR, the regional fora and networks that is to increase the impact of research in the economic development.*
- *It has several added values such as, effective use of resources, avoid duplication, more responsive and accountable research system and greater impact to the livelihoods of the rural poor.*
- *Greater relevance and do-ability, better identification of true priorities and understanding of explicit and implicit needs.*
- *Complementation of expertise and knowledge and mobilization of multiple assets and resources.*
- *The outcome is more likely to be a useful.*
- *The knowledge systems of different actors complement each other and create synergy, producing something that no one of the partners could have accomplished on their own.*
- *The problems are identified in a participatory mode and therefore research better addresses the real needs.*
- *Wider range of views and a wider applicability of the results.*
- *It is not easy and that there are a lot to learn such as "how to work together" and how to leverage one's comparative advantage.*
- *The value-added lies in the huge potential for synergy and complementarity of efforts in implementing ARD initiatives.*
- *Ownership, greater impact in knowledge transfer.*
- *The research agenda of the project has a greater possibility of being demand driven unlike in non collaborative research where the agenda can be set by the donor or be supply driven. The implementation of the program can be distributed in a GPP allowing greater flexibility.*
- *The research outputs are enriched by global inputs and because of this are usually better suited for local adoption.*
- *Partnerships also bring cross-cultural awareness and an appreciation of the complexities.*
- *By the same token, there are those that find partnerships frustrating and a little daunting. GPPs may not be for everyone.*
- *The knowledge systems of different actors complement each other and create synergy, producing something that no one of the partners could have accomplished on their own.*
- *Synergies, complementary efforts, research relevance, applicability of research outputs, strategic research, access to different sources of funding. Including delivery of research results, which however, according to some, is not part of the GFAR mandate, but clearly should be.*

- *Holistic approach to a problem, making use of additional expertise, faster results, greater ownership of the research and its results, greater spill-off effects, probably easier access to funds.*
- *A broader research agenda, that takes better into account is more responsive to the needs of the end users.*

5. Are GPPs really able to foster “innovative” partnerships?

Yes [12] No [2] No answer [4]

6. How do GPPs foster innovative partnership?

- *If designed to respond to regional priorities and problems of the regional fora, GPPs could form innovative partnership where the needs of its clients are immediately analyzed and discussed for possible solutions by the GFAR stakeholders themselves.*
- *GPP has a big advantage of having the actors and its clients in close partnership. It refrain from the linear approach of research but more on the innovation systems approach where partners could gather and take responsibilities based on their comparative advantage.*
- *By giving more opportunity to non-conventional partners to be involved.*
- *They make a conscious effort to involve different stakeholders.*
- *The “success factor” at the end of the day may not be the GPP per se (since it is merely a vehicle to promote innovative partnerships) but the people working in organizations who have accepted the challenge to work in collaboration with others.*
- *By putting together partners from various regions.*
- *By bringing new actors on board.*
- *By giving more opportunity to non-conventional partners to be involved.*
- *By including non-traditional research partners.*

7. Please comment: research partnerships within GPPs lead to:

	Yes	No	Unsure	No Answer
• More focused research effort	[6]	[1]	[7]	[2]
• Improved quality of research	[5]	[1]	[8]	[2]
• Empowerment of all partners	[11]	[3]	[2]	[]
• Improved exchanges and mutual learning	[13]	[]	[2]	[1]
• Easier access of local communities to research outputs	[6]	[3]	[5]	[2]
• Easier access of policy makers to research outputs	[4]	[3]	[7]	[2]
• Promotes complementarities of expertise	[5]	[7]	[2]	[2]
• Provision of a mutual learning platform	[5]	[7]	[3]	[1]
• Building of research capacities	[9]	[]	[5]	[2]
• Improved scaled up impact	[5]	[2]	[7]	[2]
• Enhancement of partners research capacities	[9]	[]	[5]	[2]
• Increase N-S partnership	[12]	[]	[2]	[2]

8. Ownership is an important dimension of research. Are there some specific principles and techniques that a GPP should prioritise to enhance ownership in the different stages of a partnership?

- *To achieve full ownership by the stakeholders, i.e. regional fora and CSO, they should be involved at the initial stage of program formulation to implementation, monitoring and evaluation and up to impact assessment. Governance and management of each GPP should be transparent and with full participation of all stakeholders.*
- *Give financial control to the target groups i.e. farmers.*
- *Accountability of results, particularly the impact to rural poor communities and families.*
- *Sufficient time and funds should be given to the initial stages of "feeling each other out", to come to shared understanding and vision and to develop plans together in which roles and responsibilities are delineated.*
- *Participatory M&E, which includes reflecting on these roles and responsibilities and how they have changed and should be changed over time.*
- *Involvement of all stakeholders from the very beginning is important.*
- *Ownership should be understood as a group-ownership; this is particularly important in partnership work.*
- *Participation is an essential principle in developing GPPs. To the extent possible, relevant stakeholders should be involved and their comparative advantage tapped.*
- *Consultation with stakeholders should be genuine and not merely by organizing "consultation meetings" which are designed to only "inform" participants but not to seriously take their views and considerations into account.*
- *Participatory impact evaluation I think is necessary to gauge, more or less, the impact, or at least the intermediate benefits, of implementing a GPP. The process should be participatory as various stakeholder put different premium on different learnings and project benefits.*
- *Look for the involvement of end users from the inception and over the programme implementation.*
- *Mobilisation at the earliest stage possible in the design of the GPP.*
- *At all stages of program development and management, partnership in letter and spirit must be observed. Trust must be developed.*
- *Ownership starts from the planning stages. Potential members of a GPP need to be invited to contribute to its formation and development.*
- *Sufficient time and funds should be given to the initial stages of "feeling each other out", to come to shared understanding and vision and to develop plans together in which roles and responsibilities are delineated.*
- *Participatory M&E, which includes reflecting on these roles and responsibilities and how they have changed and should be changed over time.*
- - *Transparency*
 - *Debate*
 - *Leadership*
 - *Delegation/division of responsibilities*

- Clear definition of roles
- Selection of the "right" partners
- Recognition of partners' contributions, achievements

- *Clarity of membership and standing. Governance structure reflecting membership. Member fees as a source of financial support.*
- *Clear agenda for action with resources to back it up.*
- *Strong psychological, institutional and other kinds of support from convening institutions.*
- *Initial emphasis on creating a sense of shared ownership is key to long-term appropriation & commitments. In that respect, GFAR should play a key role by involving regional foras and the various stakeholder groups in GPP launch & implementation.*
- *Involve all stakeholders and partners in setting the GPP agenda, planning, monitoring, evaluation and its impact assessment.*

9. GPP have emphasized multiple stakeholders. What are the advantages of engaging a wide diversity of stakeholders?

- *Greater impact, more relevant research, increase accountability and transparency; avoid duplication and increase efficiency of research.*
- *Multi-dimensional viewpoints based on diverse objectives and incentive systems.*
- *Co-learning and cost-effectiveness in the long run, although it may be costly in the beginning.*
- *The broad range of perspectives that they bring to the table; The better sense of ownership of beneficiaries.*
- *Different points of views and diverse solutions, hence wider applicability of results.*
- *Ownership leads to greater stakeholder "buy in".*
- *Engaging a wide diversity of stakeholder provides various perspectives and knowledge systems.*
- *Stakeholder involvement should not be a token involvement but rather should be based on relevance of their involvement.*
- *Should also be defined on the basis of their comparative advantage (i.e., competence, expertise, experience).*
- *Mobilize different types of expertise, facilitate knowledge transfer and increase the impact in the field.*
- *There are multiple stakeholders to any research/innovation/development need. Involving only one set of stakeholders will create lop-sided development and conflict among those who have to benefit from development.*
- *A greater diversity of ideas and concepts and wider ownership are obvious advantages.*
- *Greater ownership, ensuring that research is demand driven, greater recognition and relevance of the results.*
- *There are also many difficulties high transaction costs, low pace of appropriation, etc.*

10. Do you feel that the guidelines for developing GPPs are adequate?

- *I have no knowledge of the guidelines. (Most are not aware of their existence.)*
- *What guidelines?*
- *Don't know.*
- *No.*
- *A bit sketchy.*
- *I admit not being fully aware.*
- *The ones announced in preparation for the Dresden meeting? They were far too specific and theoretical.*
- *I was never aware of nor given any guidelines, even when I explained to GFAR I wanted to revive DMC.*
- *I am not aware of any guidelines.*
- *Etc., etc.*

11. Can you suggest areas for improving the guidelines for identification, development and implementation of GPPs?

- i. Study and analysis of regional priorities for added value of a global partnership; careful analysis should be made if it is really more advantageous that the program is handled at the global level rather than regional, sub-regional and/or national.
 - ii. Consultation with key stakeholders i.e. not just traditional researchers but also civil society, we note that innovations could also come from farmers and extension workers.
 - iii. Study and analysis of similar programs for lessons learnt and added value; if the CGIAR have the Challenge programs, it should be clearly stated why GPPs are needed or developed by GFAR.
 - iv. Full participation of stakeholders from start to end of each GPPs to ensure full ownership and commitment by all stakeholders.
 - v. Relevance to GFAR program and mandate i.e. linkages and coherence of overall GPP should be clearly stated and avoid disintegrated programs with possible conflicts to regional programs or projects.
- *Implementation of GPPs should be made at the most effective level, not necessarily at the global level. If regional fora have greater advantage and added value, it should be given the chance to handle it but the principles of GPPs kept.*
 - *The most important aspect is ownership, proper coordination and transparency.*
 - *(a) Publish a "guide" in developing a GPP. The guide should by no means be prescriptive but more of a "basket of ideas" of how a GPP can be developed.*
- (b) For an initiative to qualify as a GPP, perhaps, there should be some minimum requirements such as:*
- i. *A GPP should involve at least 3 types of stakeholders groups and one of which should either be an NGO or a FO.*
 - ii. *All GPP ideas should be submitted to GFAR Secretariat and reviewed by the NARS Program Committee (to see if the idea is responsive to regional priorities). The Program Committee gives its "seal of approval" that such initiative can be labeled as a GPP.*

- iii. *GFAR Secretariat may wish to consider investing support to entice proponents to develop GPP.*
 - iv. *Full GPP proposal can then be sent back to NARS Programme Committee for review. Those proposals found meritorious can be included in a GFAR portfolio of GPP ideas which can be submitted to prospective donors.*
- *The steps below are inspired from the process observed in determining which projects will receive DURAS Competitive Grants support.*
 - (a) Involve as many stakeholder categories as possible in setting the research agenda, plan of work, monitoring and evaluation; (b) involve all stakeholders in impact assessment; and (c) involve multiple donors.*
 - *Establish a vision and let the participants develop models.*
 - *While the implementation of GPPs would usually be very contextual and therefore requiring flexibility, identification and development could benefit from broad guidelines regarding the fundamental GPP “values”, i.e., what constitutes a GPP, what is the timeline, process (consultation), what can be expected from the Secretariat during (i) development and (ii) after approval?*
 - *(a) Stress viable partnerships not development of the GPP document; (b) build partnership skills among stakeholders; (c) build project development and management skills among those proposing the GPP; (d) build advocacy capacity among GPP stakeholders and leaders; and (e) provide adequate funding for consultation and collaborative actions during program development, implementation and evaluation.*

12. How was the fundraising for the GPP undertaken? Could fundraising have been done differently?

- *We have managed to access small amounts of money from numerous donors, but the considerable time invested in acquiring these funds is often out of proportion to the amount of funds raised. On the other hand, approaching several donors for contributions makes a larger number of donors aware of the programme and the approach and gives them a feeling of “ownership”. (Prolinnova)*
- *We are fortunate to have received longer-term (4-year) funding from at least one major donor.*
- *The members of the Oversight Group from donor organisations have also been helpful in raising funds. (Prolinnova)*
- *We have a donor that offered to fund staff and basic activities of a facilitation unit as a contribution to global work on underutilized species. (UUS)*
- *The fundraising for individual activities binds lots of staff's time and non-approval of requested funds jeopardizes the work plans. It would be better to have a consortium of donors with long-term commitment to provide better planning security. (UUS)*
- *Fund-raising requires resources and staff time commitment. This was simply not available. I think that GFAR should have provided matching funds for financial resources generated by the GPP – after first having provided seed money for launch. (DMC)*
- *No big donor was ever approached, and no serious proposal able to attract big donors was developed from 2000 until today. There were no specific funds for DMC during 2002-2003. For the Website activities, funds were provided by CIRAD by assigning part of the Webmaster's time from one specific project to DMC. For the 2003 case studies, funds were provided by partner institutions only. The weakness of these arrangements were that DMC was regarded always as a second priority. (DMC)*

- *Through approach to donors by the coordinator.*
Yes,
 1. *Allowing each research/development actor to approach donors independently without diluting the GPP in any way.*
 2. *Placing the GPP as a basket of fundable activities to donors*
 3. *Enabling the creation of a consortium of donors to fund the GPP*

13. What can be done to improve the pace of developing and implementing GPPs?

- *Effective communication and strict follow-up of timeframes.*
- *If GPPs can show their worth and their impact they would generate more interest and resources which presumably would translate into pace and extent of implementation.*
- *Preventing too many partners in a GPP.*
- *More support from donors to inception processes.*
- *GFAR and donors giving GPPs a higher profile as promising examples of innovative research partnerships that are aimed directly at Development, rather than Science with a capital S.*
- *GPPs should emerge as a result of real needs. I don't think there should be a particular pace for developing GPPs.*
- *Researchers tend to isolate in the research world. The gap between research and action (extension) is still wide and probably further widening. More efforts should be spent not into creating new knowledge, but into implementing it in reality (not only publicizing, but actually doing). Scientists can play an active part in this.*
- *Provide a "guide" in developing a GPP. Need to put in place a light mechanism to screen GPP ideas.*
- *Have a strong, effective and respected GFAR that can promote widely these ideas. Therefore an adequate team should be put together again at GFAR HQ.*
- *Wider dissemination of the GPP concept and stronger mobilization of the regional and sub-regional stakeholders.*
- *(a) Provide adequate funding for electronic and face-to-face interactions such as Meetings and Workshops; (b) provide quality facilitation at various levels of program development and implementation; and (c) develop partnership skills among all those involved in the GPP.*
- *More support from donors to inception processes. GFAR and donors giving GPPs a higher profile as promising examples of innovative research partnerships that are aimed directly at Development, rather than Science with a capital S.*
- *Pro-active partnership facilitation by the Secretariat; Clear, streamlined procedures for the consultation process; and Financial support through the Secretariat to the GPP development process.*
- *The development of partnerships, building mutual trust requires time and more time the more stakeholders are involved. This process cannot be accelerated and should not be done. It eases work process later.*
- *Much better follow-up from GFAR secretariat, strong linkages with regional foras, good initial funding and help with selling GPP to big donors.*

14. Comments have been made that transaction costs are higher in GPP-type program. Do you think the benefits outweigh the costs?

- *Yes, but maybe cost calculations should be revised to take into account the value addition of innovative partnerships, more accountable research programs, full ownership of stakeholders and most of all effective use of limited resources.*
- *People always blame transaction costs when they don't want to do something – you need to factor in the cost of NOT doing something – so my answer is – very probably yes benefits outweigh costs.*
- *The cost-benefit must be shown by existing GPPs, an evaluation of these programmes should be done.*
- *Yes – as long as the transactions are focused on creating development impact.*
- *This deserves an analysis after some time. However, I am convinced that in most cases the benefits far outweigh the costs.*
- *In the long term certainly – it will be difficult to actually calculate the benefit in economic terms, while the costs are easy to see.*
- *One of the “downside” of GPP perhaps is the high transaction cost associated with building a multi-stakeholder partnership. Whether the benefits and outweigh the costs is difficult to answer since it will be difficult to put quantitative value on having a common understanding on what is expected for each collaborator in a partnership programme.*
- *Definitively. Just look at the transaction costs of the “Challenge Programmes” to do “only research” when GPPs are building partnerships for research!*
- *A very difficult question. One size will not fit all. Need to examine the nature and scale of the problem and the countries involved in finding solutions.*
- *Yes, the benefits outweigh the costs as long as the transactions are focused on creating development impact. The GPPs and the CPs could complement each other, but there is not much sign of that happening thus far. There might be even greater possibilities of complementarity with ecoregional programmes (ERPs).*
- *Benefits outweigh the costs only in the long-term, and only if appropriation takes place.*

15. How well does the GFAR Secretariat service GPPs?

Very well [] Well [4] Could be improved [9]

16. What can be done to improve the GFAR Secretariat’s capacity to convene and facilitate the development of GPPs?

- *Assign a senior officer that could coordinate and facilitate activities among the different GPPs to improve linkages among each other. Communication and exchange of lessons learnt, monitoring and evaluation are crucial for a dynamic GPP.*
- *I feel the secretariat doesn't have enough human resources to fulfil what should be a high profile role.*
- *More active in initiating and investing on interaction among and across GPP stakeholders/holders.*
- *More staff members with experience in and/or enthusiasm for building multi-stakeholder partnerships. The Secretariat is trying hard but is understaffed.*

- *I think that GFAR has a role to play in fostering and facilitating GPPs. I am not sure the role should include convening GPPs.*
- *The answer to this is probably a question of resources – even in a digital world, there are still humans needed to do these tasks.*
- *GFAR Secretariat should be more systematic in the process of accompanying the development of GPP. It should clearly communicate what a GPP is not (and what it is not) and consider providing some incentives to stimulate stakeholders to develop GPP.*
- *GFAR Secretariat should be capable of also providing operational and technical support in developing, planning, monitoring and evaluation of GPPs. At the moment it is too thin to provide this support. It lacks the technical expertise and the necessary experience to support many of the GPPs it currently fosters.*
- *More staff members with experience in and/or enthusiasm for building multi-stakeholder partnerships. The Secretariat is trying hard but is understaffed.*
- *Get secretariat really interested in what GPP are actually trying to do, help linkages with regional foras, stakeholder groups and donors.*

17. What other contributions should the GFAR Secretariat be making (that it currently isn't doing or isn't doing well enough)?

- *The GFAR Secretariat could give somewhat more guidance in how to approach different donors. It could also do a better job of keeping it directly to the PROLINNOVA website.*

18. Do you think GPPs and CP (challenge programs) complement each other, duplicate or overlap?

- *The biggest advantage of GPP over CP is that it is independent and works directly with regional fora and NARS.*
- *It takes advantage of being able to tap the developed world's resources as well as respond to the immediate needs of the developing countries.*
- *If handled well, GPPs is owned by the regional fora, while the CPs are very much a CGIAR initiative.*
- *I see them complementing each other.*
- *They could complement each other, but there is not much sign of that happening thus far.*
- *They are different ways to foster collaboration with different specific objectives.*
- *I do not think there is overlap.*
- *There is an element of all three.*
- *I could not see any overlap. GPPs and CPs complement each other.*
- *GPPs should initiate and drive CPs, which has not happen yet.*
- *They should complement each other, the GPPs assisting to define the research areas of the CPs.*

19. GFAR identified the following thematic areas for possible GPPs:

- a) Genetic resources management and biotechnology (GRM&B);
- b) Natural resource management and agro-ecology (NRM&AE);
- c) Commodity chains/under-utilised species (CC); and
- d) Policies management and institutional development (PM&ID).

Are these still relevant? Why?

- *Responses suggest that themes still remain relevant but they need to be problem-based sub-themes – more focused and their relevance to regional for a priorities should be assured.*

20. Are there some priority new themes for GPPs for the future that currently is not in place (current/pipeline)?

21. GFAR has emphasized the importance of ensuring that agriculture development activities should include crops, livestock, forestry and fisheries sectors. Does the GPP have an adequate “balance” in this regard?

- *I don't know but it should have.*
- *Hard to judge, not being fully aware of what the different GPPs cover, but fisheries is probably not receiving balanced attention, possibly also livestock, whereas crops are probably receiving too much attention.*
- *One has to be somewhat opportunistic. I do not believe that a perfect balance is possible.*
- *Most of the GPPs are in the NRM and crops sector. There are no GPPs in other sub-sectors so far.*
- *Still very crop oriented.*
- *This is not so important.*

22. What dissemination, adoption and impact pathways are being used in GPP-led research? Are there some dissemination and adoption pathways that need to be prioritized in future?

- *Primarily via the website and via publications in journals.*
- *More efforts probably need to be made to present the process and results of GPP activities at formal research meetings, as formal researchers are the most difficult stakeholder group to bring into the partnerships.*
- *Action research, training events, distance education, internet based platforms, etc. [ALL PLANNED]*
- *We disseminate mainly through our web portal but also through regular workshops that we organize for targeted stakeholders.*
- *Attendance to meetings and events are pathways.*
- *At the moment, establishing EGFAR Web ring, GFAR Task Force and Regional Forums.*

23. What are the main strengths of your GPP (approach)?

- *ProMusa can draw on the skills and knowledge of a large group of Musa researchers and, through this network, have access to the most up-to-date tools for increasing our understanding.*
- *Coordinated by strong and credible NGOs involved in NRM & AE development work on the ground.*
- *Intensive interaction between NGO/CSO and government organisation actors in each country, leading to strong semi-institutionalised partnerships (National Steering Committees, Core Groups).*
- *Decentralised structure: several semi-autonomous CPs that seek support from each other and/or from International Support Team or Secretariat only when they feel the necessity.*
- *Inception phase for participatory (multi-stakeholder) design of GPPs based on the experience and identified needs in each country; flexible design of GPPs tailored to local conditions.*
- *International activities defined from the bottom up by CPs to reinforce their efforts in their respective countries.*
- *Relevant focus on local innovation and creativity as a first step in people-led development approach.*
- *Combination of practice, capacity building and policy dialogue.*
- *International Oversight Group as governance structure with members elected by the GPP partners.*
- *Variety of donors supporting different parts of the GPP complemented by substantial own contributions of all involved.*
- *Too early to say as the GPP is pipeline; we like to think that its strengths include: Innovative approach; global network of action research sites and partners, impact oriented.*
- *Clearly structured design with four main pillars: governance structure; information / knowledge / learning / awareness function for mutual learning and community access; action research sites; supply chain development.*
- *Global mandate, not limited to a particular group of stakeholders, stakeholders are in most cases also global players, global relevance of the outcomes.
The multi-institutional nature of our GPP gives us access to a multitude of other players and hopefully gives us a neutral connotation in the eyes of our stakeholders.*
- *The clear necessity and importance of the job the GPP aimed to undertake – provide among other things a global synthesis and a resource/ “help desk” on the topic of conservation agriculture.*
- *DMC has been a hot topic in international area in the past few years and would benefit from a GPP answering to priority needs of CA community not presently addressed.*

24. What are the main weaknesses of your GPP?

- *The diversity of the groups and the lack of communication within and between groups have made it difficult to maintain interest and critical mass in the absence of targeted, funded projects.*
- *Unrealistic or unfulfilled expectations have also contributed to a decline in participation.*
- *CPs have drawn up ambitious agendas but have difficulty raising enough funds to do what they have planned.*

- *CPs still rely heavily on Secretariat to raise funds.*
- *Slowness in developing and implementing policy advocacy activities (because: 1st priority of CPs is work on the ground, limited human resources and funds, new topic for most partners).*
- *Implementation of M&E at country and programme level is not focused on information requested by DGIS, currently the major donor. (Prolinnova)*
- *Limited spread within the partner organisations from very enthusiastic individuals to others within their own organisations (institutionalisation).*
- *Some countries slow in going beyond identification of local innovation to engaging in participatory innovation development (joint farmer-led research) involving several stakeholder groups, therefore limited impact thus far on alleviating poverty and enhancing Natural Resource Management and Agro-Ecology (NRM&AE).*
- *Relatively little interest of formal research organisations to support keen development-oriented partners.*
- *Although a few women innovators have been identified, there is much room for improvement in gender balance and in gender analysis within the process of assessing innovations and engaging in participatory innovation development.*
- *As a facilitation unit we do not implement projects with national partners; we work on cross-cutting issues that might presently not be seen as important by a particular stakeholder; results of our work are not visible in short time, but have long-term impact.*
- *Our mandate is to provide a conducive environment for others that are involved in project implementation. We are not a funding mechanism, but many stakeholders understand "facilitation" equivalent to "funding".*
- *Although this GPP has been initiated by several important institutions, these institutions have not assumed much ownership and responsibility. Therefore we did not manage to take full advantage of their individual strengths.*
- *Since our host organization is our strongest supporter we are often perceived as part of this institution, even by the host institution itself, which leads to a loss of our identity.*

25. Indicate three (3) major areas for improvement of performance/impact of your GPP:

- *(a) Core funding is needed to support the most important facilitation aspects of ProMusa, including targeted workshops and group facilitation meetings, communication activities and support to the Executive Secretariat; (b) Formation of clearly targeted project areas with emphasis given to proposals that: 1) create international public goods, 2) facilitates collaboration, 3) involves interaction between strategic research and applied research, 4) combine at least two disciplines and 5) gives priority to proposals involving co-financing; (c) Essential to foster a spirit of collaboration among members and to facilitate dynamic interaction first through workshops and to then to follow up with regular communication. It will be important to respond in a timely manner to all requests made by project partners. This was a weakness in the latter phases of the GPP.*
- *(a) More decentralised funding managed by CPs and multi-country groups carrying out specific projects under the umbrella of the GPP; (b) Finding ways to bring the perspectives of resource-poor farmers more strongly into the design of the CPs; (c) Better integration of the GPP activities into institutions of education and training (from farmer to university level).*
- *(a) Mainstreaming 'Underutilized Species' in international and national research and development agendas; (b) ICT – the GFU web portal could be more interlinked with other information systems so to gain higher visibility and reach out to a higher number of potential interested parties; (c) Making the GFU and its*

usefulness known to the vast range of stakeholders. GFU SC members could lobby for the GFU in a stronger way;

- For the most part, no funding was available, even to stimulate stakeholder interest and buy-in.
- (a) Adequate funding; (b) greater capacity, in term of technical and operational, especially program management, skills among partners; and (c) greater participation of all representative stakeholders especially farmer, entrepreneur, NGOs and CSOs.

26. List down what you think are the major outcomes or long-term impacts of your GPP?

- (1) Improved access to globally available agriculture related information; (2) greater sharing of skills, tools and techniques related to agricultural information and communications management; (3) greater integration of agricultural information systems globally; (4) lowering of costs associated with agricultural information management; and (5) increase in national and local (community level) capacities in managing and using effectively agricultural information.

27. How was the GPP designed and how were the plans prepared (process)? Could it have been done differently?

28. What are the distinct roles of the lead organization vis a vis the other main partners?

- International coordination, communication with some but not all donors (some donors communicate directly with coordinators of CPs or coordinators of projects under the facilitation of networking/communication and information exchange electronically and in face-to-face workshops; seeking and circulating information about funding possibilities; support in formulating proposals; capacity building (training, coaching, backstopping) in managing multi-stakeholder partnerships, identifying local innovation, facilitating participatory innovation development, and process documentation; facilitating participatory M&E; web-based knowledge management; documentation; editing and publishing. (Prolinnova)
- Leadership in designing the governance model (i.e., sites, technical and thematic working groups, oversight); Carrying out the consultative process with the GFAR Secretariat and the regional for a; Getting more partners into the initiative (however, other partners do that too).
- The lead organization is often the GFU as the initiator of an activity.
- Provide coordination, support the program operationally and technically, provide financial administration of the project and look for donor support to the GPP.

29. Who are typically the recipients of information sent out by GPPs?

30. Please list the organizations in the partnership (your specific GPP) and the nature of the engagement (what they do or what they bring to the partnership).

31. Does your GPP received information from Challenge programs?

Yes [1] No [5]

32. Does your GPP send information out to CPs?

Yes [1] No [4] Not yet [1]

Survey Questions

Review of the Global Partnerships Program of GFAR

Survey Questions for GPP Coordinators, Team and Primary Stakeholders

CLUSTER A (specific to your GPP)

1. Please list the organizations in the partnership (your specific GPP) and the nature of the engagement (what they do or what they bring to the partnership).
2. What are the distinct roles of the lead organization vis a vis the other main partners?
3. What are the main strengths of your GPP (approach)?
4. What are the main weaknesses of your GPP?
5. Indicate three (3) major areas for improvement of performance/impact of your GPP:
 - a.
 - b.
 - c.
6. List down what you think are the major outcomes or long-term impacts of your GPP?
7. How was the GPP designed and how were the plans prepared (process)? Could it have been done differently?
8. Ownership is an important dimension of research. Are there some specific principles and techniques that a GPP should prioritize to enhance ownership in the different stages of a partnership?
9. How was the fundraising for the GPP undertaken? Could fundraising have been done differently?
10. Do you feel that the guidelines for developing GPPs are adequate?
11. Can you suggest areas for improving the guidelines for identification, development and implementation of GPPs?
12. Who are typically the recipients of information sent out by GPPs?

13. Does your GPP received information from Challenge programs? Yes [] No []
14. Does your GPP send information out to CPs? Yes [] No []
15. What dissemination, adoption and impact pathways are being used in GPP-led research? Are there some dissemination and adoption pathways that need to be prioritized in future?
16. What role has the GFAR *Secretariat* played in the design, implementation, and evaluation of the GPP?
17. What other contributions should the GFAR *Secretariat* be making (that it currently isn't doing or isn't doing well enough)?
18. Please comment: research partnerships within your GPP has led to:
- | | Yes | No | Unsure |
|--|-----|-----|--------|
| • More focused research effort | [] | [] | [] |
| • Improved quality of research | [] | [] | [] |
| • Empowerment of all partners | [] | [] | [] |
| • Improved exchanges and mutual learning | [] | [] | [] |
| • Easier access of local communities to research outputs | [] | [] | [] |
| • Easier access of policy makers to research outputs | [] | [] | [] |
| • Promotes complementarities of expertise | [] | [] | [] |
| • Provision of a mutual learning platform | [] | [] | [] |
| • Building of research capacities | [] | [] | [] |
| • Improved scaled up impact | [] | [] | [] |
| • Enhancement of partners research capacities | [] | [] | [] |
| • Increase N-S partnership | [] | [] | [] |

CLUSTER B (general to all GPPs)

19. Do you think the GPP concept is still valid? Yes [] No []
Why is it still valid?
20. What makes the GPP concept different or unique from other mechanisms to doing research?
21. What are the added values of partnership-oriented research compared to non-collaborative research?
22. Are GPPs really able to foster “innovative” partnerships? Yes [] No []
How? Why?
23. GFAR identified the following thematic areas for possible GPPs:
- Genetic resources management and biotechnology (GRM&B);
 - Natural resource management and agro-ecology (NRM&AE);
 - Commodity chains/underutilized species (CC); and
 - Policies management and institutional development (PM&ID).

Are these still relevant? Why?

24. Are there some priority new themes for GPPs for the future that currently is not in place (current/pipeline)?
25. GPP have emphasized multiple stakeholders. What are the advantages of engaging a wide diversity of stakeholders?
26. What can be done to improve the pace of developing and implementing GPPs?
27. Comments have been made that transaction costs are higher in GPP-type program. Do you think the benefits outweigh the costs? Do you think GPPs and CP (challenge programs) complement each other, duplicate or overlap?
28. How well does the GFAR Secretariat service GPPs?
Very well [] Well [] Could be improved []
29. What can be done to improve the GFAR Secretariat's capacity to convene and facilitate the development of GPPs?

Name: _____
Agency: _____
GPP you are connected with: _____
Email: _____
Date: _____

Thank you for your time!

Review of the Global Partnerships Program of GFAR

Survey Questions for Donors/Support Groups

CLUSTER C

30. Do you think the GPP concept is still valid? Yes [] No []
If yes, why is it still valid?
31. What makes the GPP concept different or unique from other mechanisms to doing research?
32. What are the added values of partnership-oriented research compared to non-collaborative research?
33. Are GPPs really able to foster “innovative” partnerships? Yes [] No []
How? Why?
34. Please comment: research partnerships within GPPs lead to:
- | | Yes | No | Unsure |
|--|-----|-----|--------|
| • More focused research effort | [] | [] | [] |
| • Improved quality of research | [] | [] | [] |
| • Empowerment of all partners | [] | [] | [] |
| • Improved exchanges and mutual learning | [] | [] | [] |
| • Easier access of local communities to research outputs | [] | [] | [] |
| • Easier access of policy makers to research outputs | [] | [] | [] |
| • Promotes complementarities of expertise | [] | [] | [] |
| • Provision of a mutual learning platform | [] | [] | [] |
| • Building of research capacities | [] | [] | [] |
| • Improved scaled up impact | [] | [] | [] |
| • Enhancement of partners research capacities | [] | [] | [] |
| • Increase N-S partnership | [] | [] | [] |
35. Ownership is an important dimension of research. Are there some specific principles and techniques that a GPP should prioritize to enhance ownership in the different stages of a partnership?
36. GFAR identified the following thematic areas for possible GPPs:
- Genetic resources management and biotechnology (GRM&B);
 - Natural resource management and agro-ecology (NRM&AE);
 - Commodity chains/underutilized species (CC); and
 - Policies management and institutional development (PM&ID).
- Are these still relevant? Why?
37. Are there some priority new themes for GPPs for the future that currently is not in place (current/pipeline)?
38. GFAR has emphasized the importance of ensuring that agriculture development activities should include crops, livestock, forestry and fisheries sectors. Does the GPP have an adequate “balance” in this regard?

39. GPPs have emphasized multiple stakeholders. What are the advantages of engaging a wide diversity of stakeholders?
40. Do you feel that the guidelines for developing GPPs are adequate?
41. Can you suggest areas for improving the guidelines for identification, development and implementation of GPPs?
42. What can be done to improve the pace of developing and implementing GPPs?
43. Comments have been made that transaction costs are higher in GPP-type program. Do you think the benefits outweigh the costs?
44. Do you think GPPs and CP (challenge programs) complement each other, duplicate or overlap?
45. How well does the GFAR Secretariat service GPPs?
Very well [] Well [] Could be improved []
46. What can be done to improve the GFAR Secretariat's capacity to convene and facilitate the development of GPPs?

Name: _____
Agency: _____
Email: _____
Date: _____

Thank you for your time!

Review of the Global Partnership Program of GFAR

Survey Questions – List of Respondents

As of 13 January 2006

Global Partnership Program Respondents

23

CLUSTER A (Specific to your GPP)

1. GPP: GFU for Underutilized Species
Irmgard Hoeschle-Zeledon
IPGRI
2. GPP: DMC
Larry Harrington
ex-CIMMYT
Email: carlarsan@hotmail.com
Bernard Triomphe
CIRAD
Em: Bernard.triomphe@cirad.fr
Fatima Ribeiro
IAPAR
Em: Fatima_ribeiro@iapar.br
3. GPP: ProInnova
Ann Waters-Bayer
Email: ann.waters-bayer@etcnl.nl
Jean-Marie Diop
ETC Ecoculture
Mariana Wongtschowski
Email: m.wongts@etcnl.nl
Laurens van Veldhuizen
4. GPP: ProMusa
Mike Smith
International Network for the Improvement of Banana and Plantain
ProMusa
Email: m.smith@cgiar.org
5. GPP: NTFPs
Ralf Kwaschik
INBAR
Email: rkwaschik@inbar.int
6. GPP: ICM4ARD
Ajit Maru
GFAR

²³ Note: Please note that 3 respondents completed the questionnaire for DMC and 4 respondents responded to the questionnaire sent by ProInnova. Each of the five GPPs had submitted at least one single response.

Two of the Regional Fora representatives responded to the survey.

In effect the total sample size is 16 plus 5 for a total of 21 respondents (accomplishing 16 survey instruments).

Only 4 GFAR steering committee members responded to the survey.

Four respondents replied on behalf of donor related organizations.

Respondents to CLUSTER A were also the same respondents to CLUSTER B questionnaire- except for one who only filled up CLUSTER A (because he responded to CLUSTER C which contains the same questions).

Three reminders were sent to all those receiving survey instruments.

Email: amaru_in@yahoo.com

CLUSTER C

- I. Institutional Memory/Donors/Support Groups
 1. Ann Waters-Bayer
Agrecol Association
Email: waters-bayer@web.de; waters-bayer@agrecol.de
 2. Emile Frison
IPIGRI
Email: e.frison@cgiar.org
 3. Theodor Friedrich
FAO
Email: Theodor.Friedrich@fao.org
 4. Christian Hoste
European Forum on ARD
Email: Christian.Hoste@cirad.fr
 5. Philippe Vialatte
European Commission – DG Research
Email: Philippi.Vialatte@cec.eu.int
 6. J. Wadsworth
DFID
Email: j-wadsworth@dfid.gov.uk
 7. Oliver Oliveros
DURAS Project
Email: oliveros@agropolis.fr
 8. Ajit Maru
GFAR Secretariat
Email: amaru_in@yahoo.com
- II. GFAR Programme and Steering Committee
 1. Dr. Raj Paroda
CGIAR Eco-regional Program for Central Asia and the Caucasus
Email: R.Paroda@cgiar.org
 2. Monty Jones
FARA
Email: mjones@fara-africa.org
 3. Eduardo Sabio
Heifer International Philippines
Email: esabio@heiferphils.org

Global Forum on Agricultural Research

Learning and Review Workshop on Global Partnership Programmes

25-27 January 2006

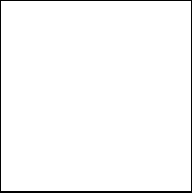
Programme

Wednesday 25 January

08.45	Welcome to the workshop	Ola Smith
09.00	Introductions and expectations of the participants	
09.30	Background and desired outputs of the meeting	Rupert Best
10.00	Coffee break	
10.30	Welcome to IPGRI	Emile Frison
10.45	GPP presentations and discussions	
	10.45-11.15: PPROMUSA	Mike Smith
	11.15-12.00: Under-utilised species	Irmgard Hoeschle-Zeledon
12.30	Lunch	
13.30	GPP presentations and discussions (cont.)	
	13.30-14.15: Direct sowing mulch-based systems and conservation agriculture	Larry Harrington
	14.15-15.00: Prolinnova	Laurens van Veldhuizen and Loek Sothea
15.00	Coffee break	
15.30	GPP presentations and discussions (cont.)	
	15.30-15.45 Information and Communication Management for ARD	Ajit Maru
	15.45-16.30 Global post-harvest initiative: linking farmers to markets	Antonio Schiavone and Rosa Rolle
	16.30-17.15 Non-timber forest products	Ralf Kwaschik
17.15	Overview of day's work	
17.30	Close	
19.30	Dinner at restaurant in Testaccio.	

Thursday 26 January

08.45	Rapporteurs of individual GPP discussions present major issues, followed by discussion	
09.45	Cross-GPP lessons and issues arising presented by synthesis group	
10.30	Coffee break	
11.00	Initial appreciations from a literature review of research partnerships, followed by discussion	Steve Crittenden and Antonio Schiavone
11.30	Results from stakeholder survey	Julian Gonsalves and Oumar Niangado
12.15	Organisation of focus/working group sessions.	
	a) GPP definition and principles	
	b) Monitoring and Evaluation of research partnerships – appropriate indicators	
	d) Governance mechanisms and the GFAR Secretariat role	
	e) GPP selection criteria and GPP ownership	
12.30	Lunch	
13.30	Focus/working groups	
17.30	Close	
Evening:	Brainstorming on DMC and LFM GPP	



Friday 27 January

- 09.00 Report back by rapporteurs of focus/working groups and discussion
- 10.30 Coffee break
- 11.00 Report back by rapporteurs of focus/working groups and discussion
- 12.30 Lunch
- 13.30 Presentation and discussion of GPP approval process
- 15.00 Coffee break
- 16.00 Card exercise on perceived impact of GPPs
- 17.15 Workshop wrap up and evaluation
- 17.30 Close