Supported by the EU-funded project

# TROPICAL AGRICULTURE PLATFORM
# and
# CAPACITY FOR CHANGE

## Common Framework on Capacity Development for Agricultural Innovation Systems (CD for AIS)

**On behalf of TAP & CDAIS Partners**

**Christian Hoste, Chair**

**Tropical Agriculture Platform facilitated by FAO**

Facilitating capacity development in agricultural innovation in the tropics - a G20 initiative - www.tropagplatform.org

# Capacity needs in the Tropics: the G20 establishes TAP

➢ Low and lower-middle income countries, which are mainly located in the tropics, often **lack capacities to support agricultural innovation**;

➢ To address this gap, the G20 launched the Tropical Agriculture Platform;

➢ **With more than 40 partners, TAP is a multilateral facilitation mechanism to promote greater coherence and impact of CD for AIS;**

➢ The **TAP Action Plan** is based on **regional needs assessments** (CIAT, FARA, SEARCA) carried out in 2013;

➢ Since 2015, the TAP Action Plan is supported by the EU-funded Capacity Development for Agricultural Innovation Systems project for global and country results.

# TAP major milestones

**2012**
- Informal Stakeholder Consultation, Rome
- TAP launched at G20 MACS, Mexico
- TAP partners meeting, GCARD, Uruguay

**2013**
- Regional needs assessments
- TAP Inception Workshop & TAP Partners Assembly (PA), China

**2014**
- EU funds mobilized (CDAIS by Agrinatura & FAO)
- TAP Global Task Force & CD Expert Group launched
- Virtual TAP PA

**2015**
- CDAIS project launched to support implementing TAP Action Plan
- Common Framework (CF) for Capacity Development developed
- Design of TAPipedia in progress

**2016**
- TAP PA & CDAIS meeting & approval of TAP CF
- TAP CF at GCARD3, G20 MACS
- IARC adopted CF
- TAPipedia α-version
- E-conference & symposium

Facilitating capacity development in agricultural innovation in the tropics - a G20 initiative - www.tropagplatform.org

# The Problems at stake

The **regional needs assessments** (CIAT, FARA, SEARCA) carried out in 2013, confirmed that interventions that aim to fill gaps in capacity in agricultural innovation in tropical areas are confronted with a broad set of problems:

| | Situation | Major constraints | Resulting problems |
|---|---|---|---|
| **Planning phase** | **Lack of planning tools** | **Inadequate analysis of** capacity development (**CD) needs** | **Do not match** the CD **needs** |
| **Implementation** | High number of **donor-led** initiatives | **Small scale interventions** mostly focus on individual training | **Little impact** on AIS capacities |
| **Governance** | **Lack of coordination mechanism** | **Insufficient alignment** with other interventions & policies | Current initiatives are **poorly coordinated** |

# Global coherence of CD approaches for AIS

**Advocacy and policy dialogue**
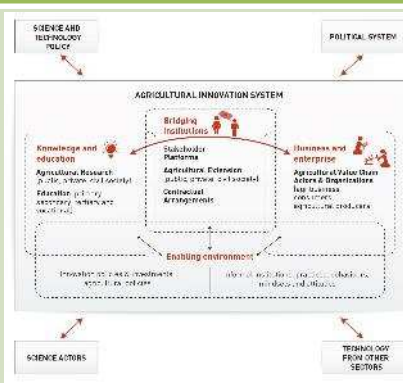
**Common Framework on CD for AIS**

**TAPipedia knowledge hub**

# http://www.**tapipedia**.org/

TAPipedia knowledge hub:

➤ allows Partners and other stakeholders to share their CD for AIS resources and initiatives;

➤ presents, explains and promotes the TAP Framework, including learning modules.

# The TAP Common Framework

**Framework Products**

1. Review Report: Review of existing resources on CD for AIS

2. Conceptual Background: Theory, concepts, principles, definitions

3. Synthesis: Summary of Conceptual Background

4. Guidance Note on Operationalization: Approach and tools
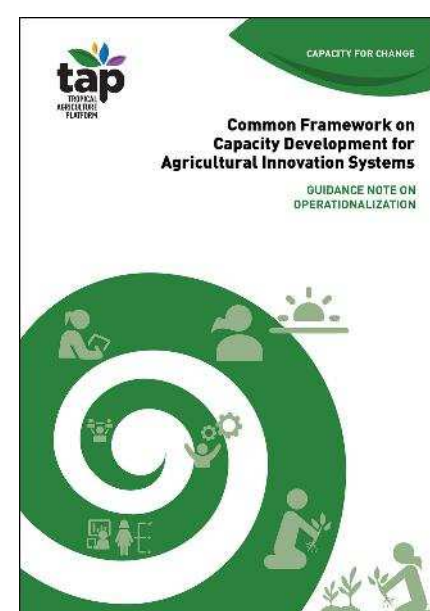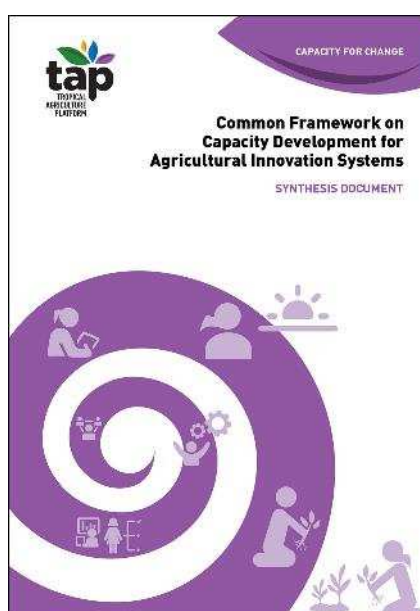
# Agricultural Innovation System (AIS)
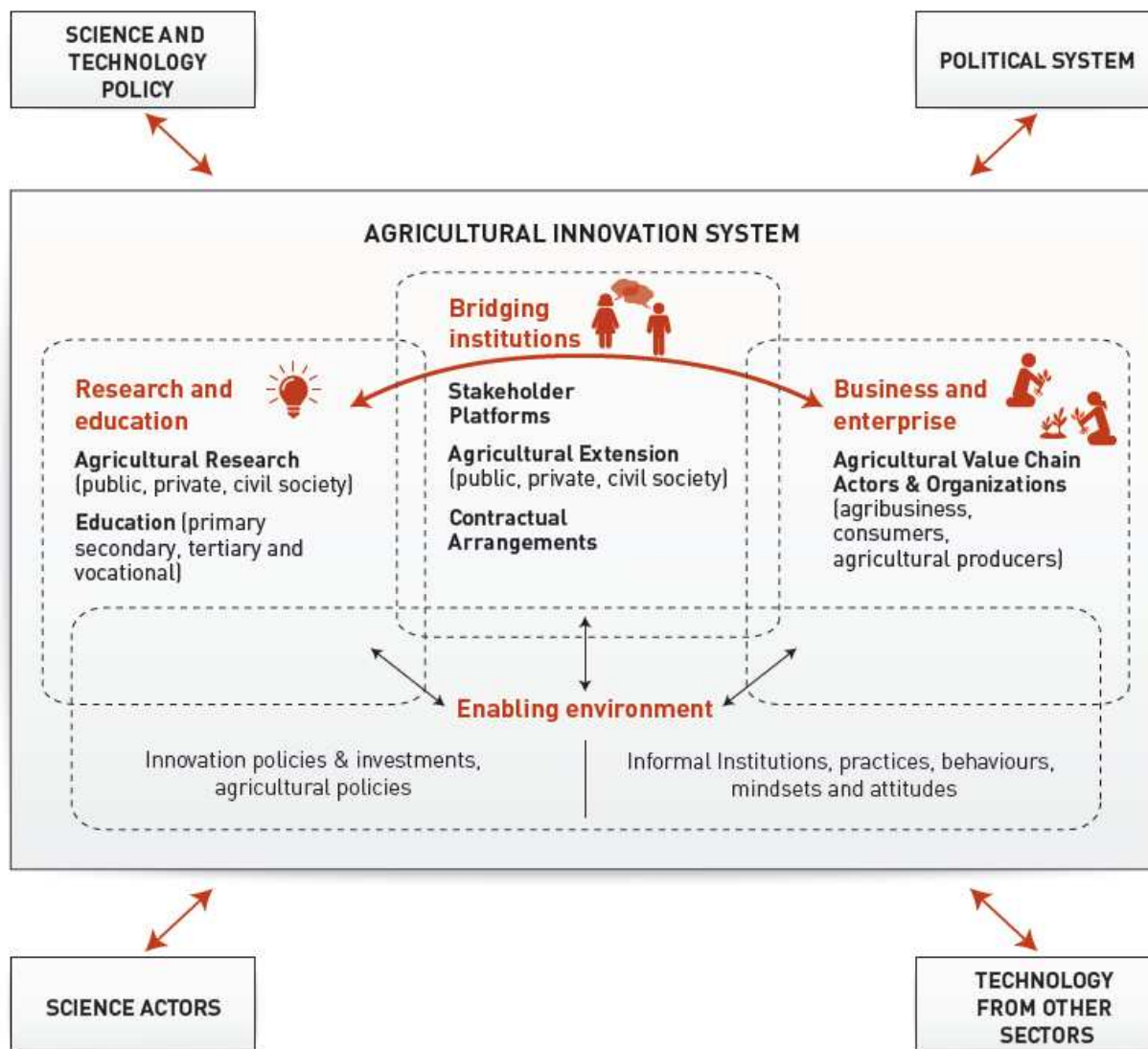


The Common Framework promotes a **system perspective** on agricultural innovation, since agriculture increasingly involves complex interactions among stakeholders at multiple levels.

# Dimensions of Capacity Development

The Framework recognizes **3 CD DIMENSIONS**
*(individuals, organizations, enabling environment)*
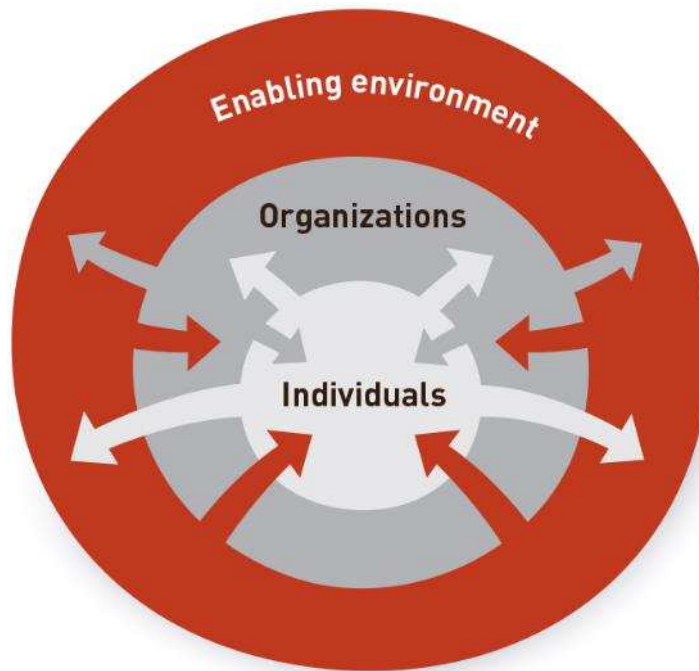


The CD dimensions are interdependent and must be addressed together. The Framework pays special attention to the **enabling environment.**

# Functional capacities

The Common Framework identifies **4 + 1 key capacities** for AIS to perform effectively. These apply to all three dimensions of CD.
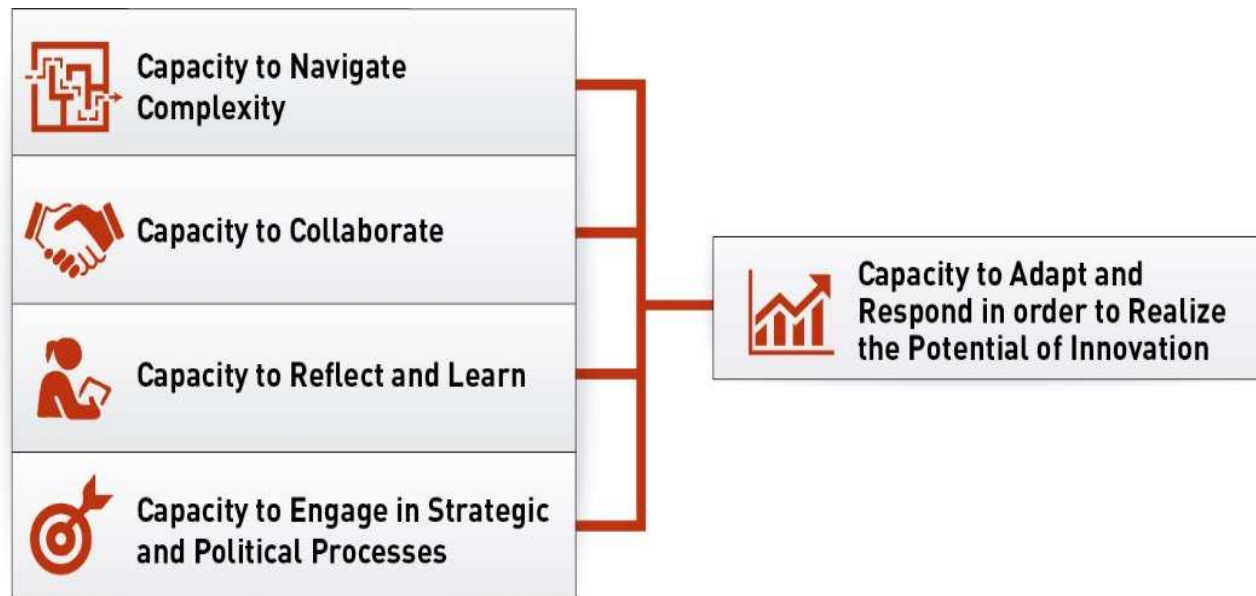


The 4 capacities on the left are the core of an overarching capacity to **adapt and respond in order to realize the potential of innovation**.

# Functional capacities

| The key capacities in detail | | | |
|---|---|---|---|
| **Navigate Complexity** | **Collaboration** | **Reflect & Learn** | **Engage in Strat. & Polit. Process.** |
| System thinking<br><br>Multi-stakeholder analysis<br><br>Gender & diversity<br><br>Nutrition<br><br>Learning from past experiences | Team building<br><br>Conflict resolution<br><br>Incentives for collaboration, networking, partnerships<br><br>Create enthusiasm & shared responsibility | Tracking change processes<br><br>Encouragement to reflect and learn jointly and to try new approaches<br><br>Use participatory M&E processes | Understanding political & decision making processes<br><br>Building partnerships across organizations<br><br>Influencing decision-making processes |

# Dual pathway

The Common Framework proposes a dual pathway approach to CD for AIS. This conceptual approach includes two aggregated processes: at **system level** and at **innovation niche level.**
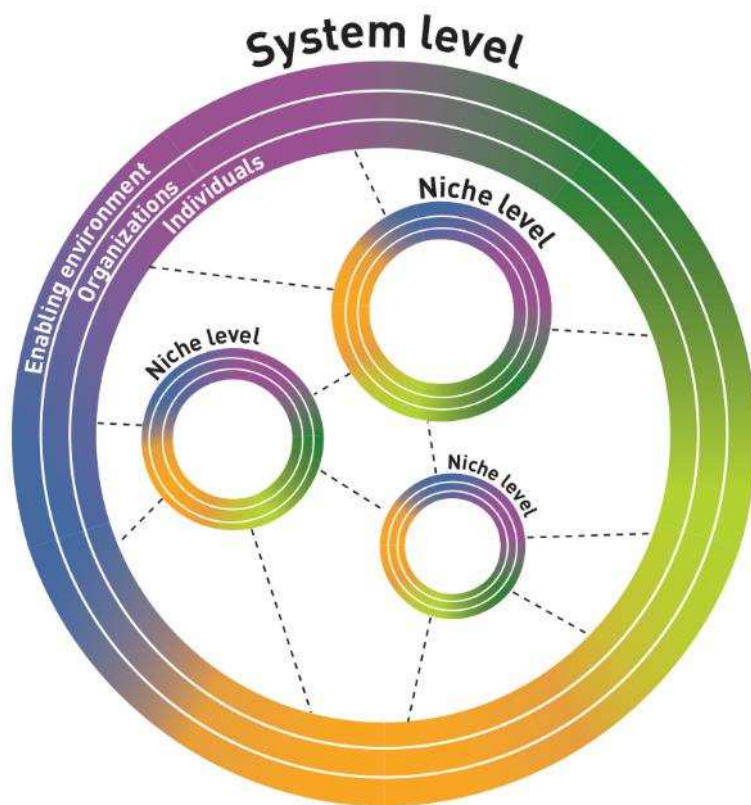


**System level**: the focus is on the functionalities and performance of the system as a whole.

**Innovation niche level**: CD takes place around specific innovation agendas, in which actors of all types allocate time and resources to achieve change.

# The CD for AIS Cycle
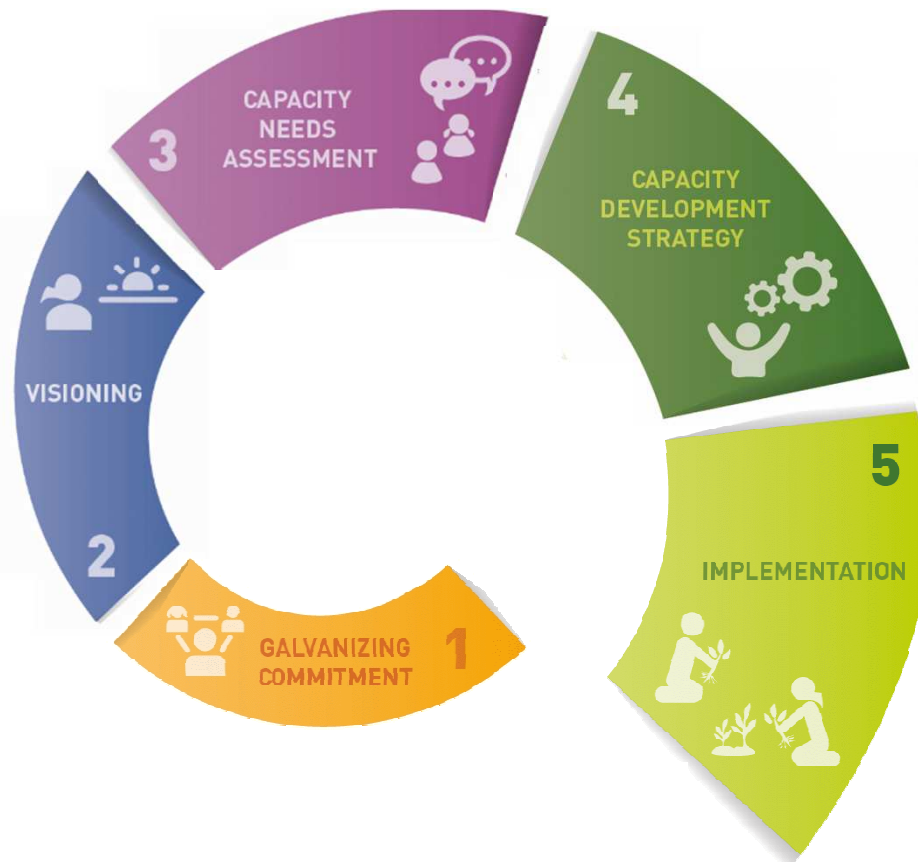


- ➤ The Framework proposes a **CD CYCLE** in **5 STAGES** for the operationalization of CD interventions in AIS.
- ➤ The CD cycle stimulates learning and interactions between the 3 CD dimensions.
- ➤ Key elements:
  - ❖ Facilitation
  - ❖ Reflection, Learning and Documentation
  - ❖ Monitoring and Evaluation

# Applying the Common Framework in countries

Through the EU-funded project on Capacity Development for Agricultural Innovation Systems (CDAIS) implemented by Agrinatura and FAO in close collaboration with national organizations from 2015-2018.



**Africa:**
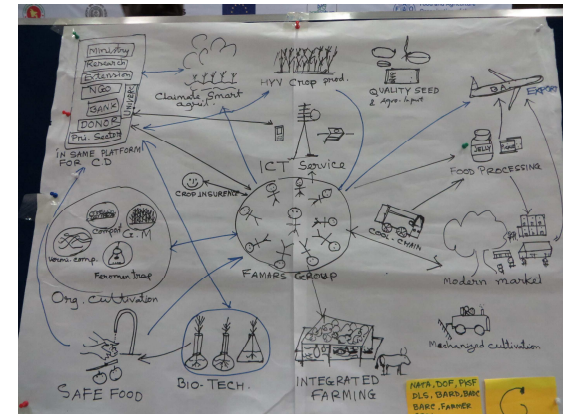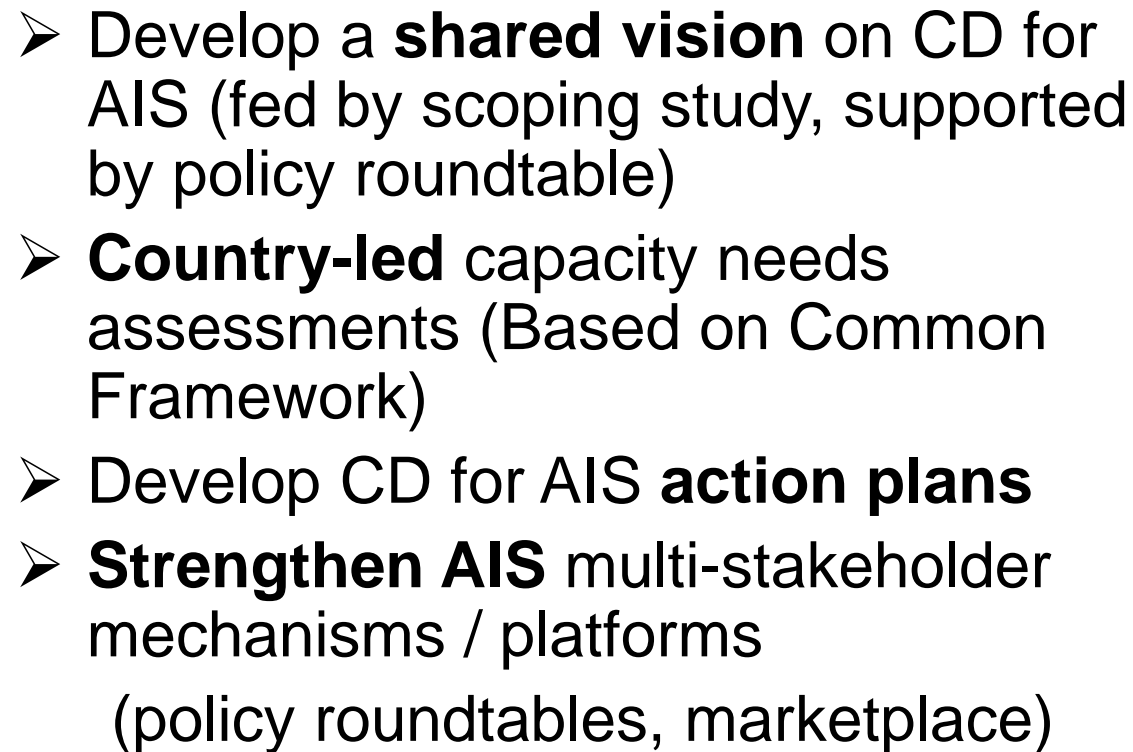**Angola, Ethiopia, Burkina Faso, Rwanda**
**Asia:**
**Bangladesh, Laos**
**Central America:**
**Guatemala, Honduras**

Facilitating capacity development in agricultural innovation in the tropics - a G20 initiative - www.tropagplatform.org

1. **CD needs** for strengthening AIS in 8 pilot countries are **defined accurately.**

2. **CD interventions** in AIS within 8 pilot countries and around priority themes and selected value chains are **demand-driven and efficient**.

# Country level activities

➢ Develop a **shared vision** on CD for AIS (fed by scoping study, supported by policy roundtable)

➢ **Country-led** capacity needs assessments (Based on Common Framework)

➢ Develop CD for AIS **action plans**

➢ **Strengthen AIS** multi-stakeholder mechanisms / platforms

   (policy roundtables, marketplace)

# Inception workshops in Africa
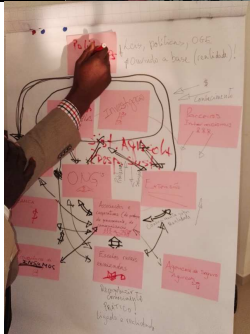
30 niches identified

10 niches pre-selected

5 niches selected

17 niches identified

# Influencing Policies

National Policy Dialogues/ Platform

National Agriculture Sector Working Group & other bodies

National Agricultural Innovation System Platform

Innovation Partnerships / Niches

Facilitating capacity development in agricultural innovation in the tropics - a G20 initiative - www.tropagplatform.org
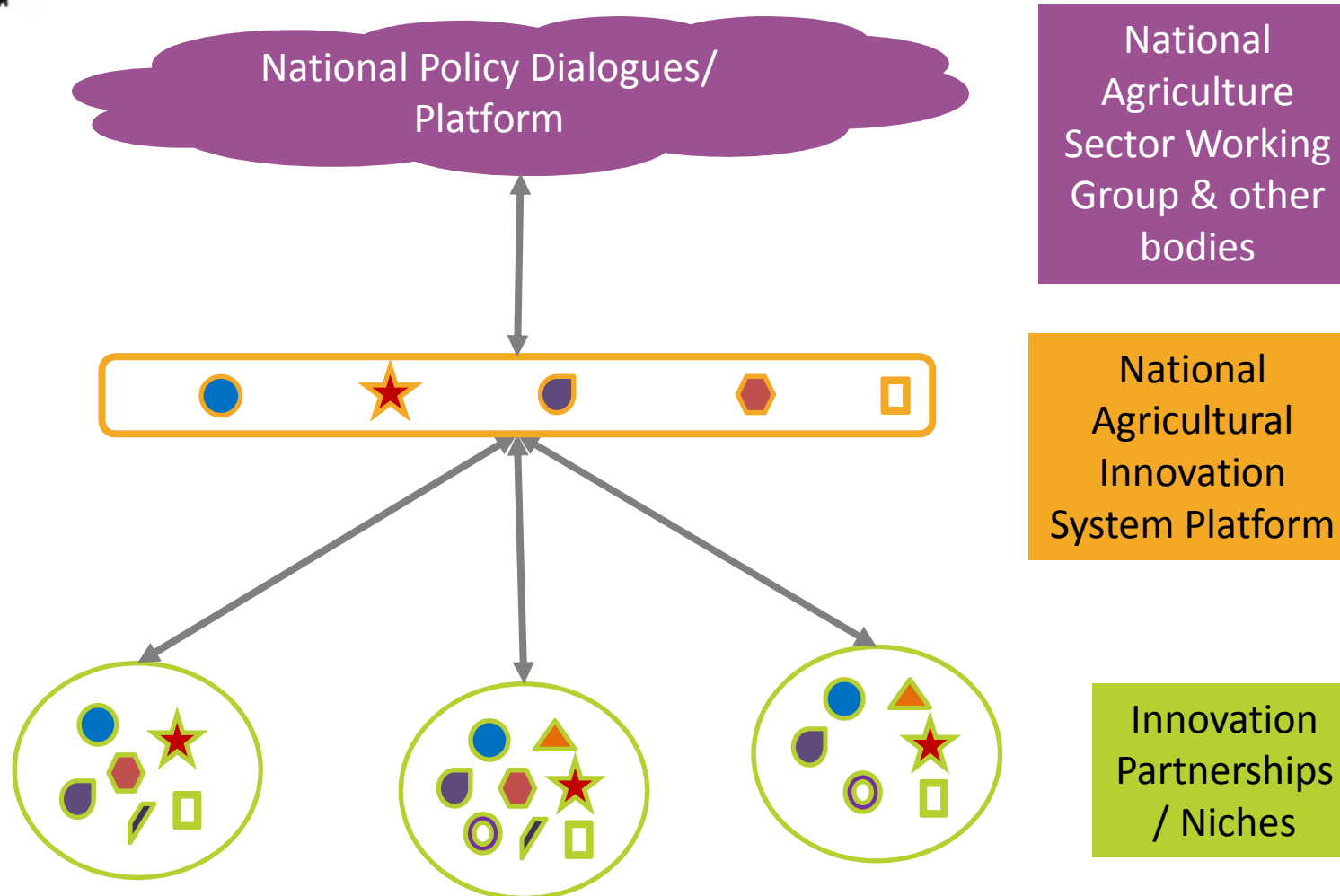
# Assessment of Capacity Development Needs

**Pilot of Needs Assessment Methodology**

**Farmers' Group in Xanakham district, Lao PDR**

# Thank you!