

Co-creation for impact

Donors and Knowledge Institutions (SDG17)



31 August 2018 | SDG Conference

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1. Introduction and Context

The SDG conference was conceived with the aim of providing a strong platform from which to take a step towards our common goal: the realization of the SDGs. Opinions on how to make a significant contribution to achieving these vary considerably amongst the different stakeholder groups. How do we leverage resources for enhanced impact in tackling the challenges related to Sustainable Food Systems, Healthy Oceans, Climate Change and Migration? How do we improve coordination and collaboration to effectively use the resources that we have? What role does scientific research play in this, since science is often still depicted as entrenched in its ivory tower when private and institutional donors are moving quickly and seeking concrete measurable and communicable impact?

In a world café setting with both researchers and donors we set out to address several questions related to the overarching question **'What is your strategy for delivering impact on your chosen SDG(s)?'**. Specific attention was given to the critical success factors and the role of knowledge institutions in this. How can we build successful partnerships that work effectively and deliver more? How can science be optimally connected with philanthropy to achieve impact? How can we together maximize our contribution to the SDGs?

2. Introductory Presentation:

Louise Fresco, President WUR Executive Board

Professor Fresco began by noting that “the room is full, which reflects a change in mind-set”. During her own studies, she did not come into contact with donors and hardly knew anything about them. However, she was now able to say that she recognizes donors as being very important. She went on to make a number of important points: building a long-term, healthy relationship and sharing impactful knowledge are vital aspects of a partnership; and science has to come out of its ‘ivory tower’. Risk-taking research, such as research that tackles the non-obvious topics or research projects without guaranteed results, is of importance for the future.

Professor Fresco asked the audience (focussing on the philanthropic donors) to “walk with WUR along the way” in terms of building a real relationship (not solely giving money and meeting once a year). Development is a process that needs guidance, she said, and “If your ideas are good, relationship makes the difference”. She emphasised that money is not her greatest worry (although it is important), but she is more interested in establishing effective and long-term relationships. In conclusion she invited the audience to “think together about the path we'll follow”.

3. Guest Speakers Presentations: the donors' perspective

To set the tone and introduce the discussion topic through their lens, three speakers representing different types of donor organisations were then asked to give their perspective on collaboration between scientific organisations and donor institutions to achieve the SDGs.

Philanthropic Foundation – Devon Klatell, Global Food Strategy & Senior Associate Director, The Rockefeller Foundation

Devon Klatell began with a reminder that John D. Rockefeller and his advisors were forerunners when 100 years ago they had already coined the term “scientific philanthropy” to describe a “new kind of philanthropy that looked beyond direct giving to individuals, and sought to use a systematic, evidence-based approach to address the ‘root causes’ of society's ills.” She went on to make an important observation about the current landscape and, whilst we live in a time where science in the food system is needed more than ever, we must also evolve in an environment that has dramatically changed and in which “there is increasing noise and negativity about the role that science plays in the food system and at large”. Devon Klatell explained that foundations expect the scientific community to continue to push the frontiers of science and that the current crises urge us to make progress faster than our predecessors. Donors and public sector actors need unbiased expert advice and the independent knowledge that is produced should be for everybody to benefit especially in recent times where there is a global shift around R&D and IP. Finally, she invited the scientific community to communicate what they need from foundations (besides funding of course). “We need to hear from you about the obstacles you're facing, the risks you see as science moves to application, and what the rest of us

– policy makers, funders, public and private institutions – can do to create an enabling environment that will secure our collective success”, she said, and emphasised their wish to work together “to build a collaborative science platform able to solve increasingly complex challenges”. She concluded with the feeling of being “a true believer in the power of science and scientists to help fix our food system.”

Multilateral initiative – Nichola Dyer, Program Manager at the Global Agriculture and Food Security Program, The World Bank Group

With 25 years of experience at the World Bank Group, Nichola Dyer brought her expertise about how different stakeholders can and should work together and her practice of linking donors and knowledge for impact. She is leading the Global Agriculture & Food Security Program (GAFSP), a financial intermediary fund administered by the World Bank, which is dedicated to fight hunger, malnutrition and poverty. Launched in 2010, the GAFSP represents a transformative approach to development aid that pools donor funds to make lasting improvements by supporting technically sound, country-led plans and sustainable, inclusive small- and medium-sized enterprises. Nichola Dyer began by reminding the audience of the definition of co-creation, “a way of working together where people from different backgrounds are invited to jointly produce a product or service that will benefit all of them” and went on to illustrate a pathway towards co-creation and partnership (see PowerPoint in Annex 2).

On the role that knowledge institutions have in contributing to achieving the SDGs, she mentioned that “scientists act as knowledge brokers between different stakeholders and sectors and that “achieving the SDGs requires research that takes into account social, economic and environmental factors.” Knowledge institutions can play a valuable role at different levels: “At programme level, they can help develop new metrics, improve monitoring and strengthen evaluation mechanisms. At project level, they can help provide independent assessments of project proposals and enhance the designs of projects.” She concluded on the importance of connecting donors, practitioners and knowledge institutions : “Field visits by donors and their interaction with knowledge institutions facilitate donor understanding of projects and provide valuable opportunities for cross-fertilization of knowledge and experience”.

Bilateral Aid Agency – Melle Leenstra, Knowledge Policy Advisor, Food & Agriculture Cluster, Directorate-General for International Cooperation (DGIS), Dutch Ministry of Foreign Affairs

Melle Leenstra opened his intervention by suggesting that instead of being qualified as ‘donors’, bilateral aid agencies and other research funders for development could be labelled as ‘investors’ as they are investing public funds to leverage other investments, whether they are private sector investments, multilateral funds or/and public investments by African governments. The reason for this relabelling being that they expect to see some sort of return on investment in the form of a sustainable development impact in the countries where they implement development policies. He went on to emphasise the crucial need for co-creation, as it is “key to the effectiveness of their interventions and a way to connect demand and supply or rather policy aspirations and what can be done in reality”.

On the specific role of knowledge institutes, he remarked that “through knowledge and expertise generated by researchers, they can have a strong comparative advantage to funders, both through their technical knowledge and their knowledge of the local context gained by their field work” and went on to give an example of good practice where involving research organisations lead to stronger programmes. He concluded that he sees a great benefit in co-creation providing that “researchers also connect to the reality of DGIS and critically and constructively reflect on their work and work with other development professionals”

4. Description / Overarching question

A World Café/Carousel method was used with researchers and donors in order to address several questions related to the overarching question: **‘What is your strategy for delivering impact on your chosen SDG(s)?’**.

5. Specific Questions: Critical Success factors

The following questions provided the basis for the workshop. Each group of participants had an opportunity to contribute to each question and the results therefore represent their combined input to the question. They also prepared three ‘Key Findings’ that were fed back to the plenary at the conclusion of the session and which are listed below. The full results from the World Café Session are given in the Annex. In the text below selected quotes or statements from the participants are given in order to provide a flavour for the overall discussion (which was indeed rich).

1. What are the critical success factors for:

a. identifying your ideal partner(s)

Whilst the overarching question focusses on knowledge institutions, the general characteristics of “ideal partners” were also revealed here. The **Key Findings**, specifically in relation to knowledge partners were:

1. **Trust:** between partners, linked to the need for a personal “click” between individuals.
2. **Proven knowledge and expertise:** based on track record but also useful if this is endorsed by the partners
3. **Willingness (and ability) to know and understand the local context and the funders/donors context:** an important issue linked to the ‘empathy’, interpersonal and communication skills of the knowledge partner, but relevant to all partners.
4. **A focus on co-creation:** in relation to most aspects of project and process delivery: Co-create: with partners; objectives; approach; and impact.

Many other strong and related points were made in an active discussion. The ideal partner should be acquainted with the context of the research project, for example by having affinity with local policy. Preferably, locals should be consulted and/or the researcher is a local herself (Melle Leenstra, DGIS). It was stated that foundations “appreciate a pragmatic approach/attitude” (William Moore, Eleanor Crook Foundation) and others emphasised that “We put people science before nature science” (Willem Ferwerda, Commonland). This implies that the partner/scientist shows high commitment to the local community. For example by increasing knowledge of locals and having a long-term vision for a certain region.

Other characteristics for a knowledge partner listed by the participants included being a proven knowledge expert, willing to know local context/society, inclusiveness and diversity. A shared approach should be valued by the partner. For co-creation, a donor and knowledge partner (who might preferably be drawn from more than one institution) are preferred. The end user and private partner should also be taken into account.

b. sustainable partnerships

Assuming a partnership/consortium has been formed, the aim of this question was to explore what characteristics make the partnership sustainable and allow it to run effectively and efficiently. The results reveal the general characteristics of sustainable partnerships, but also provide insights to specific requirements/issues in relation to working with knowledge institutions. The **Key Findings**, specifically in relation to knowledge partners were:

1. **Trust:** as for question 1a, trust between partners creates a powerful working relationship.
2. **Both shared and separate benefits:** there should be (clearly identified) benefits from the partnership (including, but not exclusively, the project outcomes/outputs) for the partnership collectively but also for individual organisations.
3. **Management – leadership:** two essential components in a sustainable partnership; a clear leader/lead individual and/or organisation that is able to deliver effective and sensitive management of the process (and the partners)

Many other strong and related points were made in an active discussion. Participants were urged to read the book *'The art of leading collectively - Co-Creating a Sustainable, Socially Just Future'* by Petra Kuenkel, which provides many insights to the questions and dialogues focused by the workshop (John Loudon, COMON Foundation). It was pointed out that every actor should be open to each other and try to survive the hard times together (Petra Hans, IKEA Foundation) and that "earned trust forms the basis of a good relationship" (Nichola Dyer, GAFSP).

Furthermore, it was stated that task division should be clearly defined at the start of the collaboration and it is important to get to know each other on a more personal level, in order to provide room for every perspective and to make decisions in a democratic way. For a sustainable partnership, social interactions are key. In these interactions, trust, patience and continuation are considered important characteristics. Individuals have to be conscious about the benefits for, and skills of their own organisation. Both shared and individual benefits should be communicated transparently. Good management of interest risks and conflicts is important for maintaining an effective partnership.

c. successful projects

This question explored the components/characteristics of a successful project. In doing so the general characteristics of successful partnerships were revealed as well as specific aspects related to the involvement of knowledge institutions. The **Key Findings**, specifically in relation to knowledge partners were:

1. **Work with local people from the start:** the key to ensuring ownership for goals and objectives and to achieving sustainability of outcomes and outputs is to involve local people – ideally from the start of any project, with a clear, shared vision.
2. **Donor-investors-researcher relationship:** needs to be strong and, in particular, based on TRUST.
3. **Research, design and implementation:** needs to be iterative in order to respond to changing circumstances and should be sensitive to the scale of the project delivery.

Points made by the participants included that the results of a collaboration should be presented as a result of a joint effort of all partners, not just as a result of the knowledge institute (Inge Brouwer, WUR researcher). A strong point was made in relation to institutional governance being a key factor: a project benefits from a good management team (Nichola Dyer, GAFSP). A project should ideally not only benefit a specific sector, but it should contribute to the country/other fields. A link to national goals of that specific country should therefore be clearly visible. Each partner should focus on both the common goals as well as its own goals. The presence of clear incentives for each actor/partner in a project can often determine whether or not a project succeeds.

A shared vision with involvement of locals (taking their needs into account) results in trust and benefits for both the partnership as well as the locals. A successful project includes continuous communication so that partners can get a good understanding of each other. Project design and implementation should be iterative, even though this is more complex in terms of budgets and set targets. Approaches may have to be changed based on the suggestions of locals – and partners should be open and flexible to these needs.

d. Co-creation and synergy with knowledge institutions

It is clear that many foundations consider co-creation to be a vital component in developing projects and programmes. This is the process where donor-partners-knowledge institutions come together to 'co-create' a project based on an initial idea that may have come from any/all of the partners. The question had two elements: 1) the factors that initiate co-creation and then 2) allow it to be a successful process. The **Key Findings**, specifically in relation to knowledge partners were:

1. **Dream:** don't be constrained, think outside the box when setting project goals.
2. **Differ:** in healthy partnerships it is good to have different stakeholder backgrounds for creativity and inclusion; end users, knowledge institutes, artists and so on..
3. **Do:** co-creation is trial and error. It is a new way of doing things and requires an environment for collaboration and creativity.

Point made in a rich discussion included: "Agree on the nightmares before you start to dream" and also evaluate which parties are part of the collaboration and which external parties have to be contacted in addition (Ernst van den Ende, WUR). It is important to understand that the difference between the stakeholders (and in essence people) improves creativity within the partnership. "We have noticed that often the 'different people' do not join meetings, for example economists or artists; we are in favour of introducing them in meetings" (William Moore, Eleanore Crook Foundation). Beware of 'meeting fatigue', "we have tried to involve the private sector, but they often get less motivated to co-create because of the high frequency of meetings. They get bored and stop attending the meetings (Melle Leenstra, DGIS). The wishes and demands of end users should also be taken into account during the co-creation process (Petra Hans, IKEA Foundation).

Important factors also include having a common dream, listening to each other and being aware of differences within the partnership. To stimulate creativity, many different types of people should be involved: for example introducing an artist in a meeting. While doing: learn from each other, embrace trial & error, reach the project goals and accept that not all knowledge is present within the partnership or within a knowledge institute. The following question was raised: how independent are scientists? What role do they play?

2. What sort of role do you see for knowledge institutions?

This question is specific to the role of knowledge institutions. Aspects can include their role in co-creation (see 1d above), project delivery, provision of specialist knowledge and expertise, process management/moderation, as a partner/consortium member, etc. The Key Findings, specifically in relation to knowledge partners were:

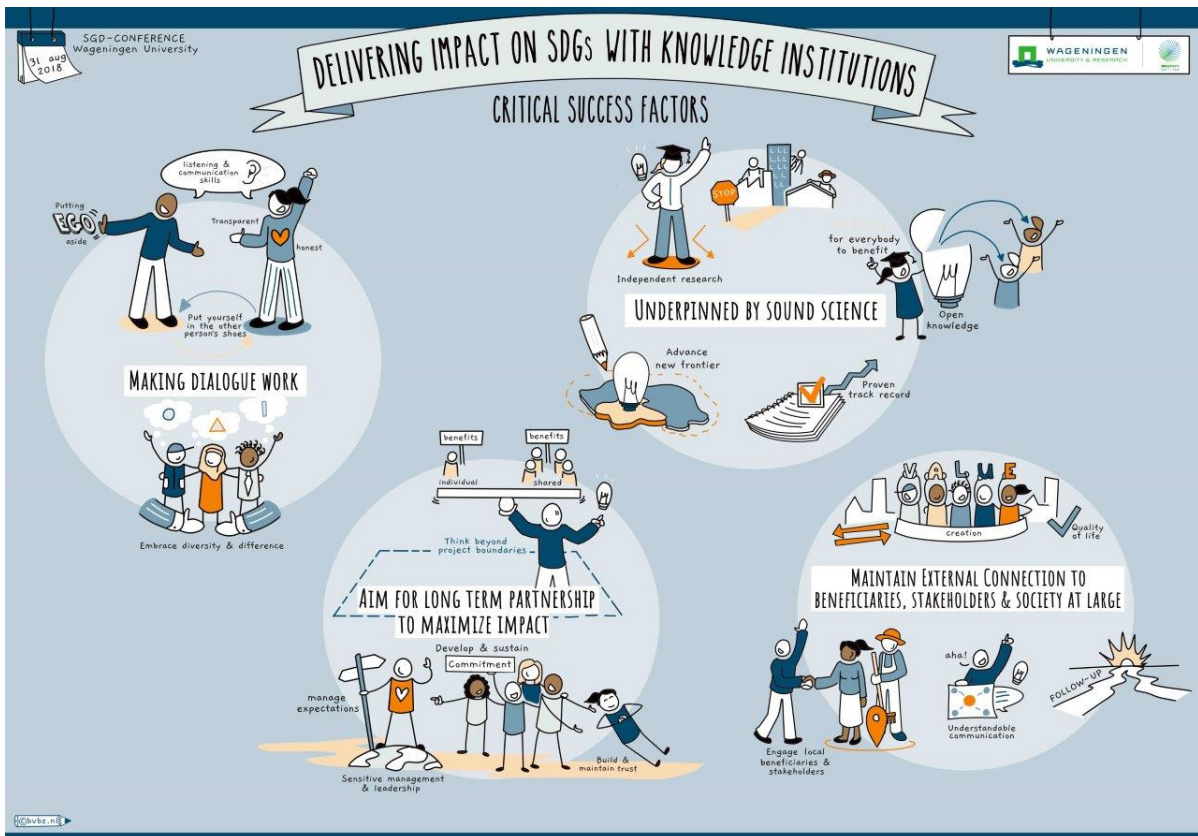
1. **Enable evidence:** knowledge partners should bring a scientifically informed evidence-based approach; they should be unbiased (although it was questioned whether this is genuinely possible – so they should be "as far as possible unbiased"?), and multidisciplinary. Crucially they should be "Without ego" and step out of their silos – as this is essential to effective working in partnerships.
2. **Partnership building:** partnerships should be multi-sectoral and knowledge partners should understand such an approach; they should use their knowledge to help to build a common agenda and they should also strive to be/become a knowledge broker for the partnership.
3. **Impact Evaluation:** should be carried out with scientific integrity, should be based on a synthesis of the various impacts and should be a genuine assessment of the effects.
4. **Output/knowledge:** should be used for informing policy and practice, capacity building, agenda setting and should be fed back into the local situation for improving livelihoods and wellbeing.

The point was raised about "How unbiased can you be with co-creation?" (Inge Brouwer, WUR researcher). However, universities were seen to have an inspiring role and should provide the partnership with new knowledge. Knowledge institutes should ensure that they strengthen the local capacity (for example by improving knowledge) (Daniel Danial, WUR researcher). Knowledge institutes should also enable evidence (scientifically informed, be unbiased in co-creation and without ego's). The issue of "ego's" was the subject of some discussion, particularly as a factor getting in the way of successful partnerships and projects and often determining partner selection by foundations.

The question was raised (again) as to whether it is possible to be unbiased in co-creation. Institutes should invest in partnership building: multisector partnerships with a common agenda were suggested. Within these partnerships the knowledge institute can take the role of 'knowledge broker'. Next to this, knowledge institutes should perform impact evaluations, since the methods for evaluations are known and present within these institutes. They are known for their integrity.

Lastly, knowledge institutions should provide output by, amongst others, agenda setting, capacity building and sharing information about policies and practices.

6. Most important findings combined in a drawing



Annex 1: Full Results from the World Café Workshop Session

1. What are the critical success factors for:

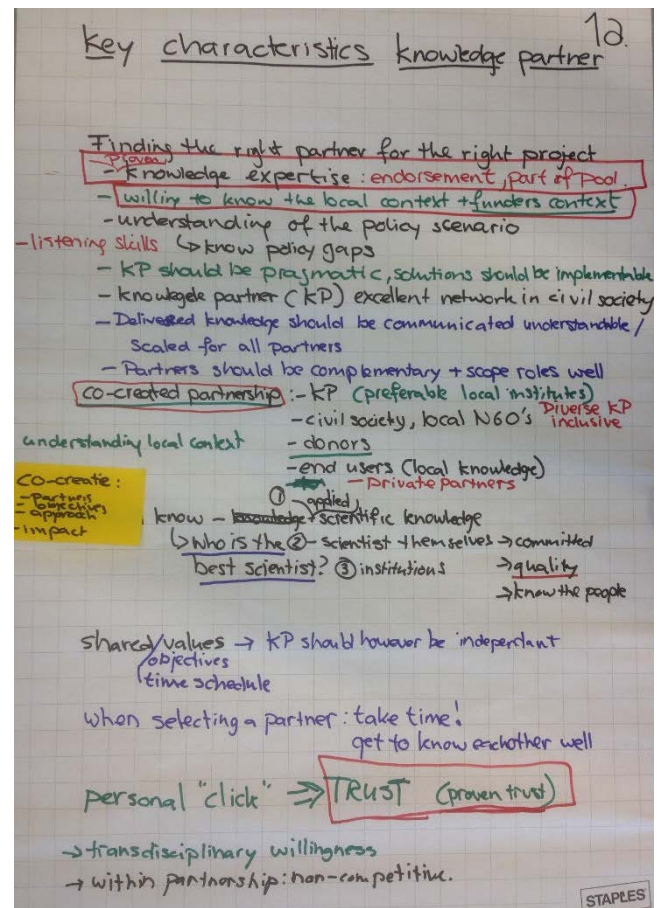
a. Identifying your ideal partner(s). Facilitator: Saskia Keesstra

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4. **A focus on co-creation:** in relation to most aspects of project and process delivery: Co-create: with partners; objectives; approach; and impact.

Flipchart Results

- Finding the right partner for the right project
- Proven knowledge expertise: endorsement, part of pool
- Willing to know the local context and funders context
- Understanding of what (know policy gaps)
- Listening skills
- Knowledge partner pragmatic, solutions,
- Knowledge partner should have excellent network in civil society
- Deliver knowledge be communicated understandably/scaled for all partners
- Partners should be complimentary and scope roles well
- Co-created partnership: knowledge partner (preferably local institutes)
 - civil society, local NGOs
 - diverse knowledge partner inclusive
 - understanding the local context
 - donors
 - end users (local knowledge)
 - private partners
- (Post IT note) Co-create:
 - partners
 - objectives
 - approach
 - impact
- Should know who is the best scientist
 1. Applied scientific knowledge
 2. Scientist themselves: committed; quality; know the people
 3. Institutions
- Shared values/objectives/time schedule: knowledge partner should however be independent
- When selecting a five! Get to know each other well
- Personal "click" leads to TRUST (proven trust)
- Transdisciplinary willingness
- Within partnership: non-competitive



b. Sustainable partnerships. Facilitator: Eveliene Steingrover

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Flipchart Results

Theory

- Theory of change - you share!
- Successful partnerships?
- All must read: 'The art of leading collectively' by Petra Keunkel

Funding

- Funding
- Funding relationships

Trust

- Trust > individuals, partners equals relationship
- Transparency
- Critical dialogue, both sides
- Accountability
- Getting through difficult times
- Patience
- Celebrate milestones
- Interaction
- Continuation of individuals involved in the partnership

Process/communication

- Shared expectations about process
- Communication at the start of expectations of outcomes
- Lessons learned from the past
- Re-evaluate path from time to time

Both shared and separate benefits

- Common goals
- Mutual benefits
- Visions
- Transparent goals and visions
- Shared long-term interests
- Partners have to believe the goal is achievable and that they will gain by sticking to it
- Consent on impact
- Acknowledge credits/'s shared successes
- Consideration of culture and contextual issues to the problem
- Shared and separate outcomes

Management: leadership

- Identify and manage conflict of interest risks
- Clear roles of partners
- Human resources
- Detach yourself from your own organisation once in a joint steering committee

- Diversity in the partnership > working culture

Stakeholders

- Stakeholder engagement from the outset

Time

- Time and commitment
- Time > long term timeframe that goes further than projects > also funders commitment

Follow-up

- Monitoring follow-up



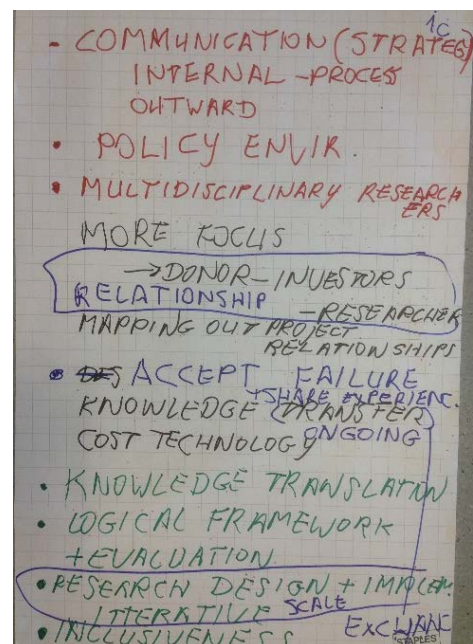
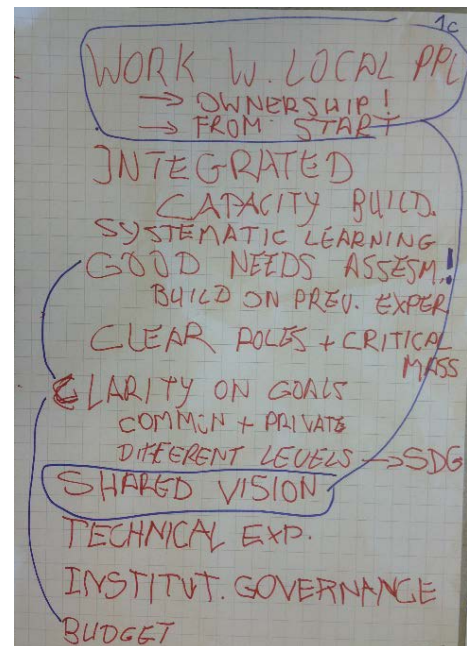
c. Successful projects. Facilitator: Theo van der Sluis

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Flipchart Results

- Work with local people
 - ownership!
 - From start
- Develop a shared vision
- Good needs assessment
- Clarity on goals, both shared and individual
- Systematic learning
- Integrated capacity building
- Knowledge transfer; an ongoing exchange, two-way process
- Build on previous experience
- Clear roles and critical mass of stakeholders
- Different levels, from local > SDG
- Technical expertise available
- Institutional governance to manage project
- Budget
- Communication strategy
 - internal regarding process
 - outward
- Knowledge translation, for different levels
- Supportive Policy environment
- Multidisciplinary researchers
- More focus on: Donor-investors-researcher relationship
- Mapping out project relationships, roles and responsibilities, from the start
- Accept failure and share experience
- Costs of chosen technology
- Logical framework and evaluation
- Research design and implementation, an iterative process
- Inclusiveness



d. Co-creation and synergy with knowledge institutions. Facilitator: Judith Westerink

It is clear that many foundations consider co-creation to be vital component in developing projects and programmes. This is the process where donor-partners-knowledge institutions come together to 'co-create' a project based on an initial idea that may have come from any/all of the partners. The question had two elements: 1) the factors that initiate co-creation and then 2) allow it to be a successful process. The **Key Findings**, specifically in relation to knowledge partners were:

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Flipchart Results

1. Dream (goals)

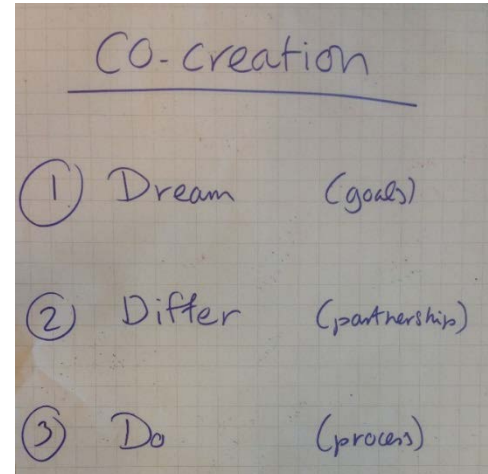
- Same goal
- Joint interest
- Sense of urgency
- Local and global

2. Differ (partnership)

- Identify partners
- Key stakeholders
- Effectiveness (work in smaller groups/ key partners)
- All relevant and usual suspects (including artists)
- End users
- Include scientists
- Many stakeholders-difference-creativity
- Willingness to take the other perspective
- Empathy
- Empowerment
- Inclusiveness
- Our partners willing/able to cocreate?
- Consultative approach
- Good relationships with leadership (of knowledge institutes)
- Evolution of partnership
- Trust-needs to be built and earned
- Clear roles
- Coordination (including funding)
- Independence (?)

3 Do (process)

- It is a new process
- Design and discuss
- Secure inspiration
- Long-term
- Available technology
- Environment for creativity
- Monitoring and Evaluation
- Co-evolution (through evaluation)
- Trial and error
- Learn and adjust
- We don't know everything
- Celebrate success
- Willingness to tolerate messiness
- Immediate action
- Enabling people
- Professional people and experience
- Secure euros for process



2. What sort of role do you see for knowledge institutions? Facilitator: Annemieke Smit

This question is specific to the role of knowledge institutions. Aspects can include their role in co-creation (see 1d above), project delivery, provision of specialist knowledge and expertise, process management/moderation, as a partner/consortium member, etc. The **Key Findings**, specifically in relation to knowledge partners were:

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Flipchart Results

Enable evidence

- Scientifically informed
- Unbiased (is it possible?)
- Multidisciplinary
- (Without ego) out of silos
- Evidence
- Provide evidence
- Generate scientifically sound knowledge
- Bring scientific evidence to extension programs
- Research itself: test various approaches to achieve defined goals or outcomes
- Publish your mistakes too
- Bring science to the project
- Unbiased evaluation of solutions/findings for “decision-makers”
- Independent critical reflection
- How unbiased can you be in co-creation

Partnership building

- Multi-sectorial
- Use knowledge to build common agenda
- Become knowledge broker
- Challenge received wisdom
- Integrity to earn trust
- To ask the “right” questions and answer them
- Strengthening capacity of partners/stakeholders
- Technical back stopping
- Joint coordination
- Involve local scientists and knowledge
- Recognise and integrate local knowledge/knowledge from practice (non-academic)
- Provide insight and options
- Help to balance the trade-offs
- Advancing new frontiers in science that for equitable access to nutrition/food

Impact evaluation

- Integrity
- Synthesis
- Assessment of effects
- Trans-disciplines
- Involve other scientists from other domains of knowledge
- Integrate information from many different sources/stakeholders
- Aggregate and synthesise data
- Repository of knowledge and synthesis
- Help set up an M and E toolkit
- Using holistic approach
- Assessment of project impact measurement
- Provide (knowledge on) evidence of impact
- Effectiveness of problems scientifically

Output/knowledge for:

- Informing policy and practice
- Capacity building
- Agenda setting
- Improved livelihood
- Obligation for data sharing (in a well-coordinated way)
- Distil evidence and set the ball/priorities
- Value creation
- Actionable knowledge
- Link to implementation
- Disseminate results, together, credibility/busted findings
- Public debate
- Explore different ways of communication/4 different audiences
- Training and education
- Mentorship



The Global Agriculture and Food Security Program (GAFSP):

Linking donors and knowledge for impact

For presentation at Wageningen University & Research
SDG-Conference 'Towards Zero Hunger: Partnerships for Impact'
Session: *Co-creation for impact: donors and knowledge institutions*

Nichola Dyer, GAFSP Program Manager
August 31, 2018

GAFSP:

Dedicated to fighting hunger, malnutrition, and poverty by supporting resilient and sustainable agriculture in developing countries

- G8, G20 initiative out of food price crisis
- Country-led & -driven investment program
- Inclusive governance
- Comprehensive approach to agriculture and food security
- Targeted investments
- Competitive funding allocations
- Aligned with SDGs
- Pooled grant funds
- Harmonized M&E
- Innovative and transparent

1.4 billion \$ donor funding allocated for 100+ projects

9.2 million people already reached

12 million people expected to benefit by 2023

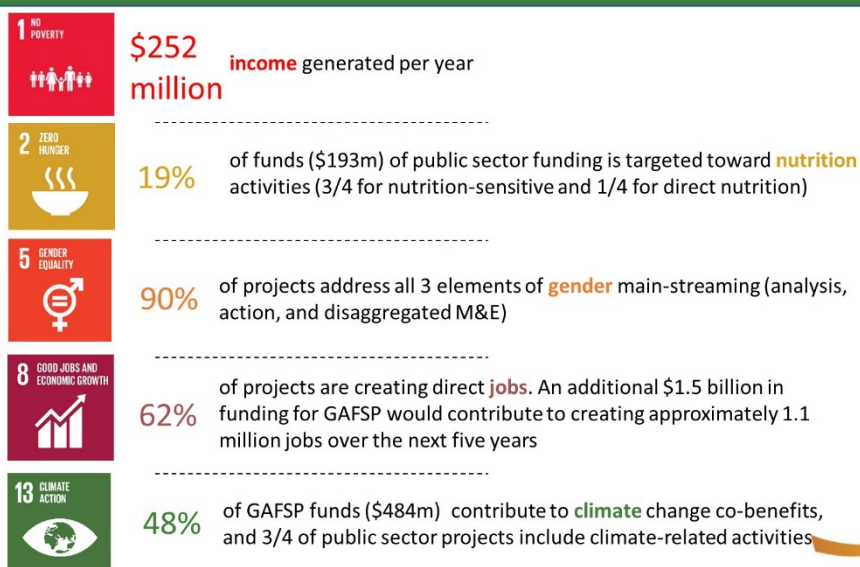
252 million \$ income generated per year

Co-Creation and Partnership



*Transparent, inclusive, flexible, results oriented pathways

Outcome Focus: GAFSP and the SDGs



GAFSP: Connecting donors, practitioners, knowledge institutions Upstream

Program level

- developing new **metrics**
- designing and strengthening **M&E mechanisms**

Project level

- **designs** enhanced via partnerships with knowledge institutions and by stakeholder expertise
- Globally-renowned experts provide **independent assessments** of project proposals



GAFSP: Connecting donors, practitioners, knowledge institutions Implementation

Knowledge Forum

- brings together team leaders from all implementing partners
 - Sharing tacit knowledge
 - Exchanges with potential knowledge partners

Sharing experiences **on the ground**

South-South and Triangular cooperation



Lessons learned

- Drawn from experience of all projects

Impact evaluations

- 30 percent of projects
- Rigorous: experimental or quasi-experimental methods



THANK YOU!



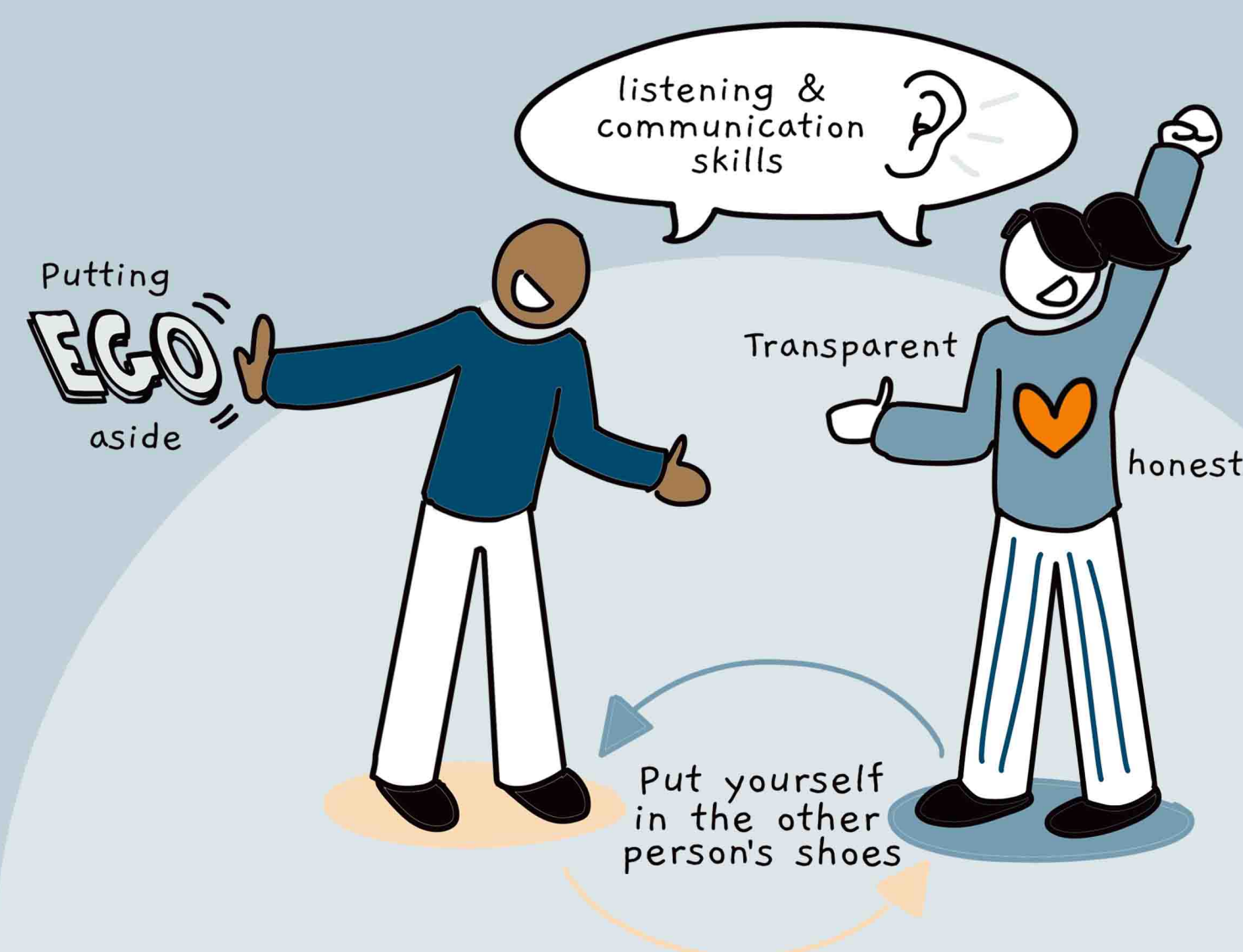
University Fund Wageningen
Postbus 9101
6700 HB Wageningen
T 0317 48 40 54
E ufw@wur.nl

The mission of University Fund Wageningen (UFW) is "to connect for quality of life". UFW connects people, ideas and funds to contribute to the prosperity of the university. That is why the fund invests in the strengthening of the contacts between WUR and her alumni, businesses and relevant social organisations.

UFW contributes to the rewarding and stimulation of excellent education and research in Wageningen, is committed to the scientific and cultural heritage of the university and passes down knowledge through events. Furthermore, UFW sponsors the development of students and facilitates scholarships for international students.

DELIVERING IMPACT ON SDGs WITH KNOWLEDGE INSTITUTIONS

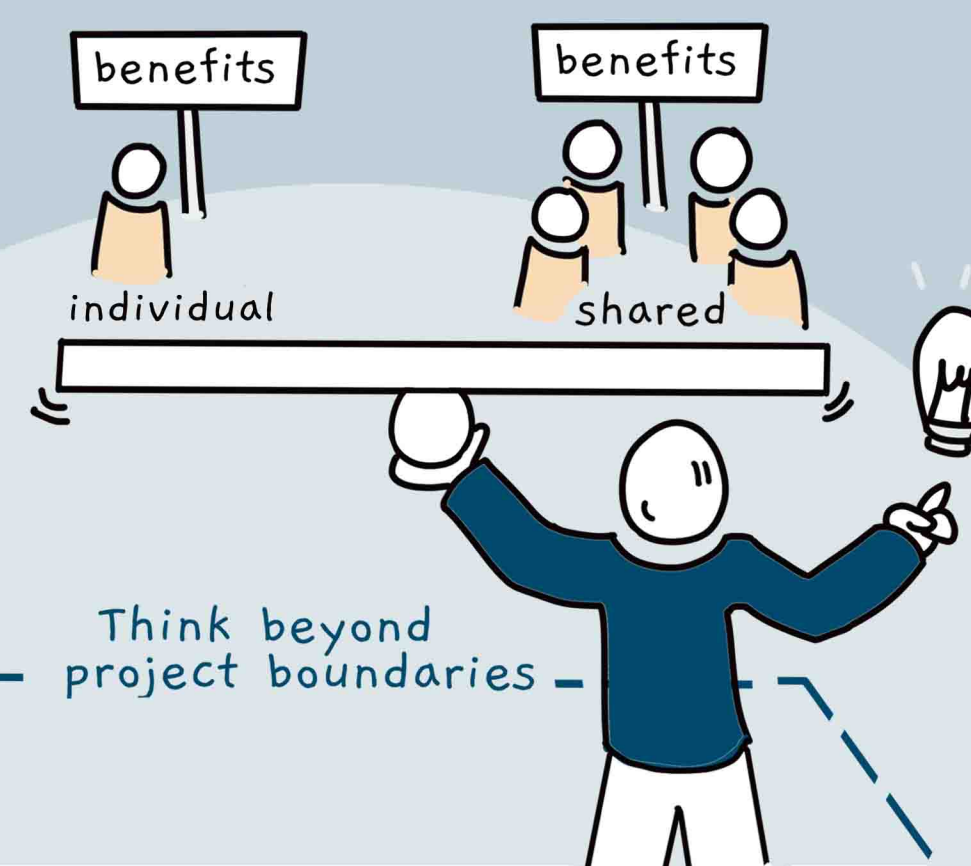
CRITICAL SUCCESS FACTORS



MAKING DIALOGUE WORK



Embrace diversity & difference

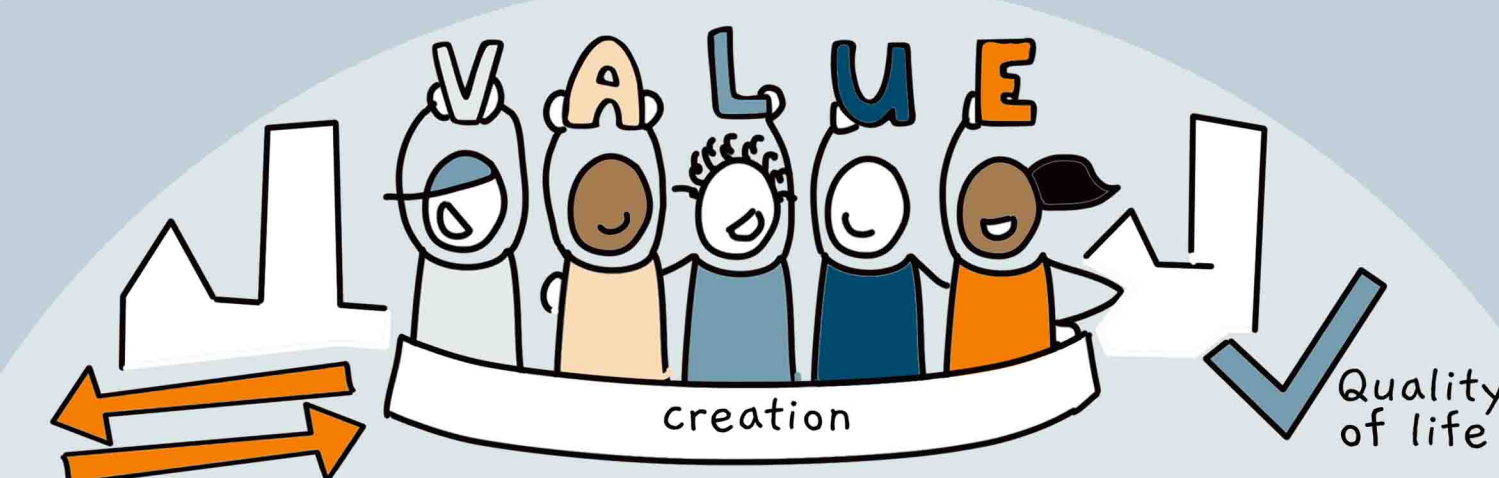
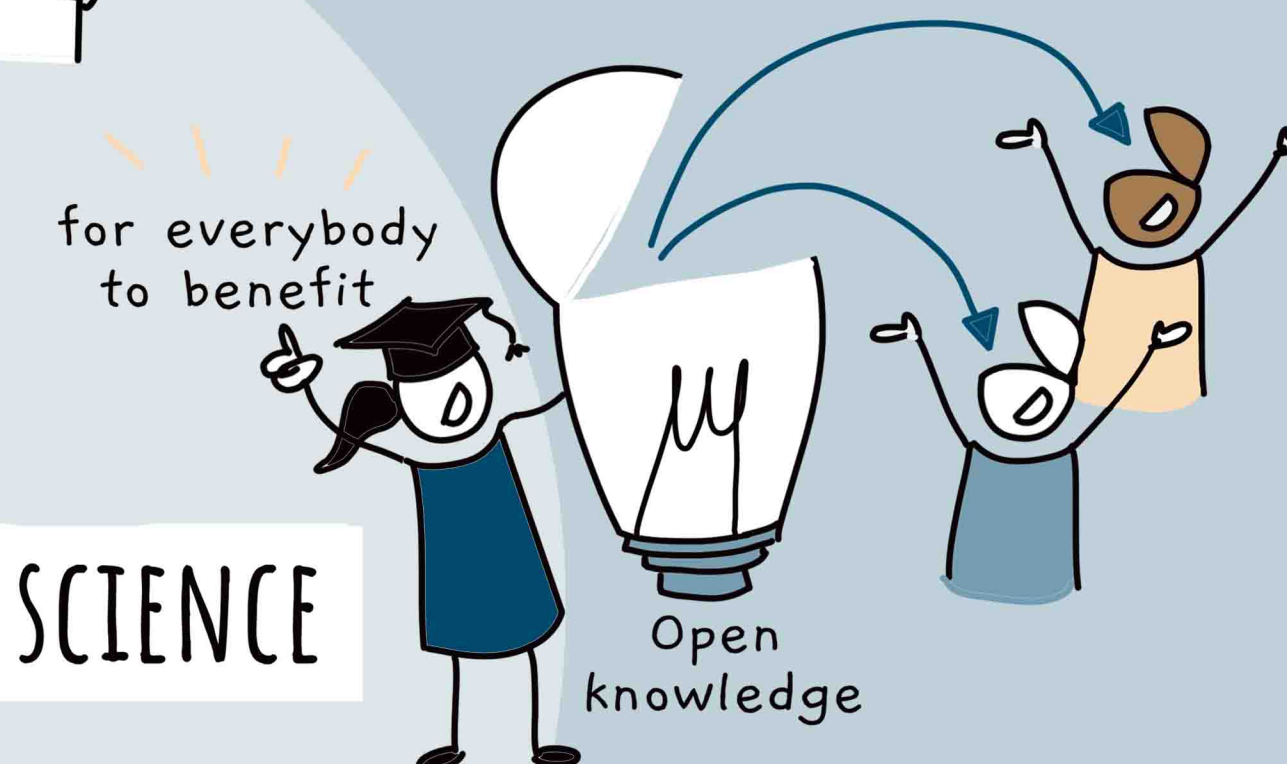
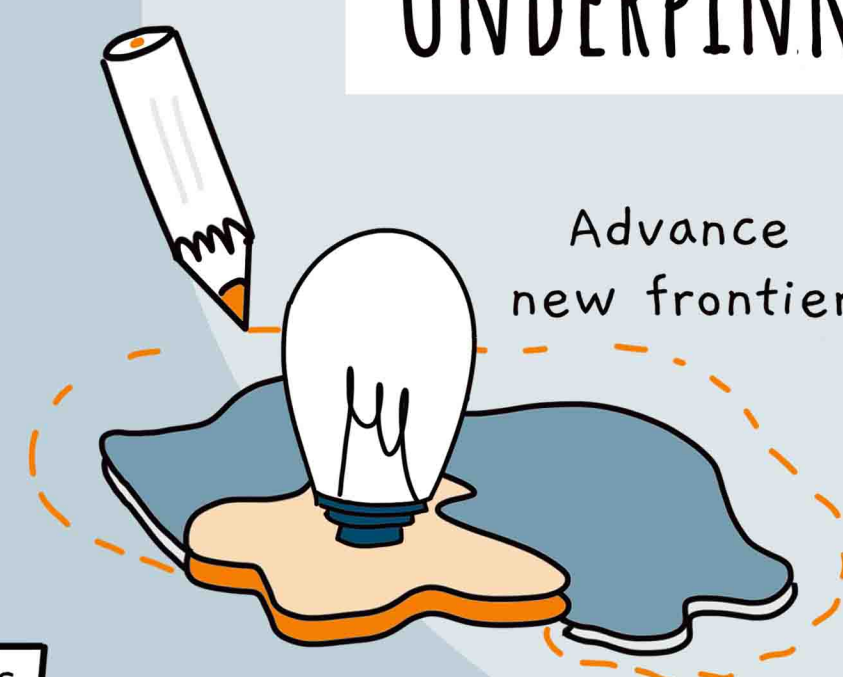


Think beyond project boundaries

AIM FOR LONG TERM PARTNERSHIP TO MAXIMIZE IMPACT



UNDERPINNED BY SOUND SCIENCE



MAINTAIN EXTERNAL CONNECTION TO BENEFICIARIES, STAKEHOLDERS & SOCIETY AT LARGE

