



## **AGRINATURA WORK PLAN 2013-2015**

The present Work Plan 2013-2015, as the previous one 2010-2012, combines the work of both the AGRINATURA Association and the AGRINATURA-EEIG and comprises a rolling, forward looking work planning for three years. In this work plan, detailed attention is placed on activities in 2013; longer-term activities for the period 2014-2015 are planned in more general terms and will be specified in more detail in the next version of the rolling 3-year work plan.

### **1. VISION AND STRATEGIC OBJECTIVES**

AGRINATURA is a grouping of European universities and research organizations with a common interest in supporting agricultural development in a sustainable manner in order to improve people's lives. Agriculture will continue to be the largest sector in many developing countries for the foreseeable future and will remain a key determinant of wider economic growth, poverty reduction and food security. Agricultural research and education will underpin the innovations needed to increase production and productivity to feed rapidly expanding populations and help protect the natural resource base for future generations.

Member organizations in AGRINATURA are actively contributing to the development and dissemination of new knowledge that drives innovation. The Pan-European dimension of the grouping enables it to draw on a wide range of multi- and inter-disciplinary expertise and experiences both in Europe and elsewhere. AGRINATURA is a member of the European Forum of Agricultural Research for Development and implements selected programmes on its behalf. It works through strategic partnerships with agricultural research and development organizations and is especially active in sub-Saharan Africa where development needs are most evident. However, AGRINATURA recognizes the global nature of emerging agricultural issues, which affect Europe as well as other continents. Many of these issues are complex, such as the links between food and energy security, and require multi-sectoral solutions and inter-continental cooperation.

AGRINATURA brings its collective resources to address these challenges in partnership with its international collaborators. It seeks to nurture scientific excellence through joint research, educational and training programmes and projects. It also continues to advocate for greater support for agricultural research and educational programmes that contribute to the achievement of the Millennium Development Goals and the new agenda of Sustainable Development Goals. AGRINATURA envisages a world in which women are empowered to fulfil their potential and where innovation generates economic opportunities for young people to engage in agriculture and help to create sustainable rural communities.

### **Strategic objectives**

The strategic objectives have been defined through a highly participative process, involving a vast number of Members, and building on lessons learned during the first three years of existence. These are:

1. To play a pro-active policy advocacy role for agricultural research and education for development in Europe and worldwide.
2. To develop, strengthen and encourage strategic alliances, partnerships and networks with and between the different stakeholders (institutions, organisations and individuals) in development, both in the North and in the South.
3. To organise, facilitate and implement joint participation in European and international programmes and projects.
4. To provide support and advice for evidence-based policy making, in particular at the European level.

## **2. OUTCOMES, OUTPUTS AND ACTIVITIES**

For each strategic objective, the expected outcomes, outputs and activities are presented.

### ***1 To play a pro-active policy advocacy role for agricultural research and education for development in Europe and worldwide***

#### Outcomes

Improved contribution of agricultural research and education in developing countries and in Europe to the MDGs and SDGs.

#### Outputs

MDG oriented ARD more effectively advocated, in terms of quality and quantity of funding mechanisms.

#### Activities

##### *1.1 Global*

- Interact with the FAO CFS (Committee on World Food Security). AGRINATURA has been officially recognised as an observer and will be officially represented during the CFS week in October 2013.
- Interact with the Global Forum on Agricultural Research for Development (GFAR)

##### *1.2 European Union, European Commission and Member States*

- Contribute to the strategic discussion on the future of ARD in Europe and its links with the more Europe-centred agricultural research agenda. This will be done in particular through the participation of AGRINATURA members in the SCAR Strategic Working Group on IAR-ARD.
- Interact with EIARD, advocating for a more effective and efficient contribution of European research and academic organisations to the IAR-ARD agenda.
- Contribute to the initiative on Article 185, in order to be part of the implementation mechanism as from 2013.
- Liaise and interact with the relevant Directorates (DG-RTD, DG-EDUC, DG-DEVCO and DG-AGRI in particular) of the European Commission with regard to European policy formulation on economic development and the role of agricultural research and education therein.
- Interact with EFARD as representative of European research organisations and universities. Individual AGRINATURA Members will be involved in defining the new mandate and new roles for EFARD.

*1.3 Universities and research organisations*

- Lobby with and within the various European organisations of universities, such as ICA, GCHERA, IROICA, for a fair recognition of ARD as a major issue for capacity strengthening in agriculture and related sciences.
- Contribute, through active participation in meetings and projects, to developing quality assurance systems for research and education that can integrate international partnerships with developing countries.
- Liaise and interact with regional networks in Africa, notably RUFORUM and ANAFE and in Asia (SEARCA); coordinate advocacy strategies and work plans and cooperate through joint workshops and conferences.
- Collaborate with RUFORUM to organise jointly an ACP Conference in Brussels
- Provide active support to developing links and joint projects between AGRINATURA Association and Universities with an interest in ARD in other OECD countries. Establish direct links with APLU in this regard.

**2. To develop, strengthen and encourage strategic alliances, partnerships and networks with and between the different stakeholders (institutions, organisations and individuals) in development, both in the North and in the South**

Outcomes:

Improved collaborations between European organisations on agricultural knowledge with other organisations, stakeholder groups and with other regions of the World.

Outputs

Collaborations on research and capacity building with other organisations and stakeholders through bi-lateral relationships and participation in fora/platforms: EFARD; ICA and EUA (through ICA); Regional and Sub-Regional Organisations in Africa (FARA), Asia and Latin America; international organisations such as GFAR, CGIAR, FAO, IFAD, World Farmers Organisations.

Activities

*2.1 Global*

- Collaborate with the GFAR Secretariat to contribute to the GCARD process. Explore possibilities with GFAR to ensure a follow-up to the ESFIM project
- Collaboration with the CGIAR Consortium and with individual CG Centres:
  - in 2013-2014 continue to mobilise the European expertise to contribute to the formulation and implementation of the CGIAR CRPs;
  - valorise the results of the 2012 evaluation in the CGIAR community and to collaborate with the consortium office on the M&E system to be designed for the CRPs.
- Collaborate with TAP. An AGRINATURA representative will participate in the TAP Inception workshop and Partner Assembly (4-6 September 2013, PR China, Haikou, Hainan)
- Finalise a Memorandum of Understanding between AGRINATURA and FAO. The MoU will determine main fields of collaboration between both entities and will be the basis for their partnership
- In 2013 explore with the World Farmers Organisation the possibility of joint activities on topics of common interest

*2.1 European*

- Strengthening collaboration with other EU networks and institutions. Specifically for 2013 this includes:

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- Organising, together with ICA, a number of events. Participating in other ICA led initiatives to ensure visibility of capacity building in agriculture for development.
- Invite relevant research organisations and universities to become members in AGRINATURA, do so within existing geographical coverage and in Eastern Europe.

### **2.2 Regional**

- Africa
  - Explore funding opportunities to support the development of quality assurance system for regional postgraduate courses (PhD and MSc courses) in Africa, responding to the requests from RUFORUM and ANAFE.
  - Use the RUFORUM-AGRINATURA Association partnership agreement as a framework for developing bilateral relations between AGRINATURA Association members and RUFORUM members.
  - Continue to implement, jointly with FARA, and other partners (CSA, COLEACP, ICRA, RUFORUM, PAFO, FANRPAN), the new phase of PAEPARD (Platform for African-European Partnerships on ARD).
- Other Regions

Identify opportunities for collaboration with other regional/continental fora such as AARINENA (Near East-North Africa), APAARI (Asia-Pacific), CACAARI (Central Asia and Caucasus) and FORAGRO (the Americas) to identify opportunities for collaboration. Attention will be given in 2013 to consolidate AGRINATURA activities in the Mediterranean region with the objective to develop a medium-term specific partnership programme (e.g. through focus on preparation of a Euro-MED article 185, to ensure that Agricultural research is included in this programme)

### **3. To organise, facilitate and implement joint participation in European and international programmes and projects: academic partnerships and Business Opportunities**

#### Outcomes

More effective and impact oriented contribution of European agricultural knowledge organisations to MDGs and SDGs.

#### Outputs

Increased business opportunities for Agrinatura members. Increased financial sustainability for Agrinatura

#### Activities

- Extension to 3 or 4 of the number of Joint Masters and PhDs in which AGRINATURA is an associated partner (Institutional economics; Food Security; Innovation in agriculture; Water management; Horticulture, etc.).
- Launch the TIMUR project (Erasmus Mundus 2 project with Uzbekistan) to which AGRINATURA is an associated partner, and extend the number of similar projects with a wider diversity of members involved before the end of the Erasmus Mundus programme.
- Launching and supporting the three Edulink projects conceptualised in 2012 and funded in 2013:
  - *Strengthening Human Resource Capacity to Foster Agricultural and Rural Innovation in Eastern Africa* (Makerere with U Copenhagen, Wageningen, Agreenium and AGRINATURA)
  - *Strengthening University capacity to enhance competitiveness of Agribusiness in East and West Africa* (Egerton with U Copenhagen)
  - *Establishing and Piloting Postgraduate Programmes for Supporting Agricultural Development in Post Conflict Countries of Central and Eastern Africa* (Ruforum with Ghent and Agreenium)

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- Launching and supporting the intra ACP project on mobility: *Sharing Capacity to Build Capacity for Quality Graduate Training in Agriculture in African Universities* (AGRINATURA Associated partner).
- Launching and supporting the ASK Asia project (Erasmus Mundus action 3): *Agriculture, Skills, Knowledge in Asia: competences and employability of Erasmus Mundus Graduates in Agriculture on the Asian Professional Market* (CULS, Boku, Ghent & AGRINATURA).
- Encourage efforts to increase the number of cooperation projects involving several Agrinatura members with a special attention to the involvement of members who are not familiar with such projects.
- Annual Monitoring of EU-financed CGIAR Programmes, sub-contracted through IFAD.
- PAEPARD – A Grant agreement for a third phase 2014-2017 under preparation to be signed in 2013
- FARMAF – Agricultural risk management for smallholder family farmers in Africa
- ESFIM – Empowering smallholder farmers in markets – to be concluded in 2013
- Indonesian Loan. Expression of interest submitted to WB. Waiting for final validation.
- Women and Youth Empowerment: two proposals under development in collaboration with Eastern Africa Farmers Federation.
- Agricultural Biotechnologies – Concept note - contacts with potential donors, e.g. IFAD, Australian Center for International Agricultural Research ACIAR, Bill & Melinda Gates Foundation.

#### **4. To provide support and advice for evidence-based policy making, in particular at the European level**

##### Outcomes

Improved visibility of AGRINATURA and improved positioning as a major European think-tank operator in ARD and, consequently, as a privileged partner of the European Institutions in ARD.

##### Outputs

Studies, briefs, position papers on major topics related to agriculture, food security and rural development.

##### Activities

In 2013 organise 1 lunch event in Brussels in cooperation with the EC on a selected topic (e.g. on Risk Management, Capacity Development, etc.).

#### **5. Cross cutting activities**

##### Outcomes

Increased visibility and profile of AGRINATURA. Increased active participation of AGRINATURA members in corporate activities.

##### Outputs

AGRINATURA corporate documents published and made available (e.g. AGRINATURA Offer, Communication Strategy, etc.), organisation and participation in events, AGRINATURA thematic working groups up and running.

##### Activities

Develop a document on the ‘AGRINATURA offer’, and to link it to the AGRINATURA communication strategy and the communication toolkit (see section above). The ambition is to present AGRINATURA in

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general terms as well as in terms of its potential to contribute to different global agricultural and environmental challenges including food security.

Special efforts will be made to release information about concrete results achieved in the various projects in education and research in which AGRINATURA is involved.

Elaborate an AGRINATURA pro-active research agenda. In 2013, after the conclusion of the strategic re-orientation process, the members will set-up 2-3 working groups on selected topics in order to elaborate a pro-active agenda. Two topics were indicatively identified, namely on Partnerships and on Capacity Development. These will have to be further elaborated and the working groups launched.

Formulate an AGRINATURA communication strategy during the first quarter of 2014 for endorsement by the members. Brochures, flyers, specific posters, capability statements, partnership statements etc. will be produced in the course of 2014 and beyond, targeting specific international events in which AGRINATURA will participate. These will be updated regularly as needed. Between End 2013 and Early 2014, the Secretariat, jointly with the members will compile an AGRINATURA 'communication toolkit' that provides access to standard AGRINATURA communication items, brochures, flyers, etc. (logo's and power point formats have been already harmonised by the Joint Secretariat as per AGRINATURA's general presentations).

Formulate corporate design standards and develop harmonise templates for letters, presentations, etc. Regularly update the AGRINATURA website. The website will be serviced and updated regularly and its content expanded based on outcome of working groups on the thematic priorities. An AGRINATURA intranet facility will be launched for information sharing among the members.

Explore the opportunity to develop new information and communication tools, such as for example, a Face Book page, institutional video, etc.

Represent AGRINATURA in major international events (European, regional and global) related to agricultural research for development, as deemed appropriate.

Support annually the International Student Conference 'TROPENTAG' (International Conference on Research for Development in Agriculture and Forestry, Food and Natural Resource Management) organized by German Universities ([www.tropentag.de](http://www.tropentag.de)). AGRINATURA Association will continue to support this event. TROPENTAG 2014 will be held on September 17-19, 2014, in Prague. AGRINATURA will increase its visibility in that event and will encourage members and partners to organise specific meetings before, after or in parallel wil the Tropentag 2014.

## **3. AGRINATURA MANAGEMENT**

### ***Expected outcomes***

Improved efficiency and effectiveness of the Joint Secretariat in implementing the corporate strategy and agenda. Improved members contribution to AGRINATURA activities

### ***Expected outputs***

Consolidated arrangements for the AGRINATURA Governance system, Joint Secretariat, with an improved division of labour between the EEIG and the Association.

Activities

- Facilitate and support increasing active involvement of AGRINATURA members in its corporate activities: through exchange of information, promoting the setting-up of working groups on specific topics, facilitating networking and collaboration among its members.
- Further harmonise organisational structure of AGRINATURA – EEIG and Association. Define roles and responsibilities for a joint EEIG / Association president and two Vice Presidents (overseeing the EEIG and the Association respectively). Launch and call / head hunt for two vice-presidents.
- Develop a format for joint AGRINATURA (EEIG + Association) General Assemblies + European AR4D Day back-to-back with the joint GA; align roles and responsibilities for MAC/BDM and MAM/GA.
- Revise the Terms of Reference for the joint AGRINATURA Secretariat, including Terms of Reference for the various positions in the Secretariat: EEIG Director, Business Manager, Information and Communication Officer, Secretary General of AGRINATURA Association, Secretary/Management Assistant
- Revise ToR of the EEIG Management Advisory Committee, specifying the roles and responsibilities of the Joint Secretariat and Members’ representatives. AGRINATURA-EEIG members continue to commit themselves to allocate time and travel budgets for their representatives (‘Advisers’) to (i) interact, on behalf of AGRINATURA-EEIG, with staff in their respective institutions, (ii) assist the AGRINATURA-EEIG Director and secretariat in their regular duties and (iii) attend AGRINATURA-EEIG meetings, specifically the Management Advisory Committee and Members Assembly Meetings. As to these inputs, an indicative figure of 2 days per month prevails. Management Advisory Committee meetings will continue to be held according to the new harmonised structure.
- Recruit a new Director (AGRINATURA-EEIG) to be concluded as soon as possible for starting date on 1<sup>st</sup> May 2014.
- Harmonise budget sheets and financial reports.
- Develop and publish AGRINATURA quality assurance system for “AGRINATURA label”, applies to research and training projects.
- Facilitate the AGRINATURA thematic working groups.
- AGRINATURA Association members continue to commit themselves to allocate time and travel budgets for their representatives to (i) interact, on behalf of AGRINATURA Association, with staff in their respective institutions, (ii) assist the AGRINATURA Association President, Vice President and Board of Directors and Secretary-General in their regular duties and (iii) attend AGRINATURA Association meetings, specifically the Board of Directors meetings and General Assembly meetings, according to the new harmonised structure.