

Overview **Stage 5: Implementation**



IMPLEMENTING THE COMMON FRAMEWORK ON CAPACITY DEVELOPMENT (CD) FOR AGRICULTURAL INNOVATION SYSTEMS (AIS)

This factsheet is part of a series outlining tools and approaches to promote capacity development projects for agricultural innovation systems (AIS). The tools described in these pages are designed with a view to the practical implementation of the principles of the Common Framework of the Tropical Agriculture Platform (TAP), a G20 initiative. They have been applied in the Capacity Development for Agricultural Innovation Systems (CDAIS) project, funded by the EU and jointly implemented by Agrinatura and FAO in collaboration with national partners in Angola, Bangladesh, Burkina Faso, Ethiopia, Guatemala, Honduras, Laos and Rwanda.

Background

Implementation is the final stage of the CD for AIS cycle. It builds on the previous realization of a CD strategy, including an action plan, based on the results of a capacity needs assessment.

Implementation cannot move forward until the individuals or organizations in charge of the activities assigned to them have worked out their respective sub-strategies and action plans, and have clearly stated their objectives, expected outcomes and planned activities.

At this stage, it is important to apply a learning architecture to ensure system-wide learning, to change mindsets and attitudes, and to inform the enabling environment.

Who to involve

Implementation of the CD plan will be the responsibility of those actors or organizations to which the CD action plan/strategy has assigned responsibility for a given CD activity. The process leadership group should maintain its coordinating function throughout the implementation phase so that the activities are properly documented and the agreed learning mechanisms are adhered to.



Approach

An integral part of the implementation process is the cycle of learning and reflection, which is important because it offers an opportunity to reassess any interventions or actions that turn out not to be entirely appropriate. For the learning to be effective, the process of change must be documented, and the lessons learned must be based on the monitoring and evaluation system embedded in the action plan drawn up at the capacity-development stage.

Capacity development will be stronger if the learning community takes part in the monitoring and evaluation work, and if communication is transparent.

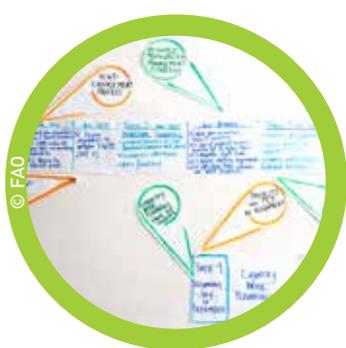
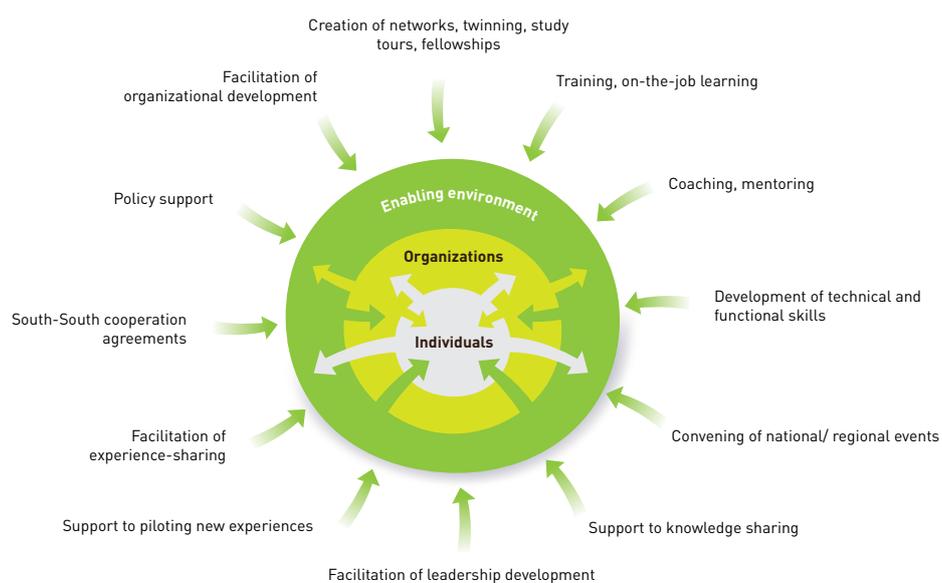
Useful tools:

- Timeline;
- Outcome Mapping.

Examples of capacity-development interventions

- Policy support and dialogue;
- Creation of multi-stakeholder processes;
- On-the-job learning (including leadership coaching);
- Exposure/study visits (e.g. from one farmers' organization to another);
- Technical advisory support;
- Coaching and mentoring of trainers and formalization of training in national institutes;
- Coaching plan implementation;
- Training on business planning and management.

Capacity development activities



Source:
FAO Capacity Development

Tracking and documenting progress

The leader group and stakeholders also need to address the following questions:

- Do the monitoring arrangements in place provide adequate and timely information on the progress of the implementation phase relative to plans?
- Does the information gathered from the periodic monitoring confirm that the envisioned learning outcomes are being attained?
- Do the interventions and activities need to be revisited?

The expected outputs at this stage are

- The outputs envisaged in the CD Strategy;
- The formation of new partnerships and networks, and the emergence of innovative approaches;
- The tracking and documenting of the progress of the diverse CD activities.

Factors contributing to the success of CD activities*

Stakeholder commitment – commitment at all levels, from the field level to national authorities. The more directly organizations and stakeholders are involved in all aspects of the design, implementation and monitoring of the CD project, the better the chances of perpetuating commitment and ensuring project sustainability.

Leadership and good management – a good leader or management team endowed with a sound understanding of the context and with a solid ability to communicate, form alliances, address and rapidly resolve problems, and inspire high performance.

Design – a comprehensive but realistic action plan that has been previously worked out with the relevant stakeholders and organizations.

Flexibility – clear procedures built into the CD strategy so that it can evolve and keep pace with changes of circumstances at all levels, such as shifts in government policy, movements in the prices of inputs that are crucial for project delivery, or changes in local institutions.

Transparency and accountability – involvement of all principal stakeholders in monitoring, and progress reports in the form of discussions and review meetings. While mechanisms for multi-stakeholder accountability should be put in place for every stage and level of implementation, they should preferably not entail the creation of new institutions, but should, rather, refer to existing multi-stakeholder committees and/or dialogue processes.

Good communication – a sufficient flow of information that keeps all the relevant institutions engaged. Well-chosen and effectively presented data will avoid information overload and guarantee relevance, while feedback mechanisms will both enhance stakeholder commitment during implementation and lay the groundwork for future sustainability.

Piloting – whenever possible, a piloting phase should be included. The set of identified actions/activities should be tested with a smaller group of target actors/stakeholders, so that the results may be used when the activities are being rolled out with the full complement of actors.



* Re-elaborated from the
FAO Investment Learning
Platform (ILP)

For further information

Tropical Agriculture Platform (TAP): <http://www.fao.org/in-action/tropical-agriculture-platform/en>

Email: Tropagplatform@fao.org

TAPipedia: <http://tapipedia.org> • **Email:** info@tapipedia.org

Capacity Development for Agricultural Innovation Systems Project (CDAIS): <http://cdais.net> • **Email:** info@cdais.net



Common Framework products:



*Conceptual
Background*



*Guidance Note on
Operationalization*



*Synthesis
Document*

*The implementation of the TAP Action Plan is supported by the EU-funded project
Capacity Development for Agricultural Innovation Systems (CDAIS).*

*The Common Framework documents are also available in French and Spanish
on the Common Framework pages of TAPipedia.*



**Food and Agriculture
Organization of the
United Nations**



This document has been produced with the financial assistance of the European Union.

The views expressed herein can in no way be taken to reflect the official opinion of the European Union.