Towards a global research and learning agenda

WORKSHOP REPORT

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On March 7&8 2017 some 35 experienced practitioners came together in Brighton, UK to consider how to learn more effectively from the wealth of work being done on inclusive agribusiness, and key points for a global research and learning agenda. By the end six **collaborative action** priorities for taking the inclusive agribusiness agenda forward were agreed on. These actions will capitalise on work being done and both inform and stimulate responsible and worthwhile investments in time, energy and money in future inclusive agribusiness.

1. **Synthesis and meta-analysis** of research done
   The most urgent need, as there is too little harvesting from all that is happening to reveal emerging insights and trends.

2. The **business case** of inclusive agribusiness cases
   Cost-benefit analysis of many cases is the most urgent synthesis priority.

3. A **big data** approach to link and analyse relevant databases
   Setting up a longer-term structure to share data, and make on-going synthesis and analysis possible

4. Supporting those who induce **system change** in inclusive agrimarkets
   Inclusive agribusiness is about changing the way business is done, which requires more deliberate targeting of change-makers.

5. **More precise policy advice**
   An essential requirement for desired system change.

6. **Better multi-stakeholder collaborations**
   Inclusive agribusiness is always a joint effort, what are best ways of working together.

All agreed this is **substantive work** that would greatly benefit efforts of individual businesses, farmer organisations, knowledge institutions and public actors. Such substance also requires **real resources** to make it possible for pro-active action on priorities agreed. It is an illusion to imagine that *ad hoc* connections of committed parties will lead to people working out these priorities in the margins of their on-going, very full workloads.

When thinking **how to make the agenda work** everyone agreed on the irreplaceable value of well-prepared and structured face-to-face work with the right people on the right topics. It was acknowledged that some kind of proactive networking is necessary to synthesize content and connect users to findings. At the same time there was a clear hesitancy to mandate a collective network; past experience with new platforms, alliances, etc. makes people wary of time-costly collaboration that does not add value to individual work. How best to work together structurally needs more thought.

Overall the workshop laid bare the wealth of work going on in this space, and the lack of capitalising collectively on that work. In direct follow-up Seas of Change have teamed up with the Practitioner Hub for Inclusive Business to curate a series on 'What's new in inclusive agribusiness?', leading to a two-part blog series. Individual and joint follow-up opportunities are being scoped in the coming months on the priority areas.

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1 WHY A GLOBAL AGENDA FOR INCLUSIVE AGRIBUSINESS

THE WORKSHOP "IN NUMBERS"

WHEN	March 7–8, 2017
WHERE	Institute of Development Studies, Brighton, UK
PARTICIPANTS	35 senior practitioners
ORGANISERS	Seas of Change, BEAM Exchange, Global Donor Platform for Rural Development, Wageningen University & Research, UK AID

Over the past 10 years many agribusiness initiatives and agricultural value chain initiatives have emerged that aim to combine business opportunities with deliberate greater opportunities for low-income groups, generating a social impact from the local to the global levels. While there is massive investment in implementing initiatives and new ventures, there is little investment in synthesised evidence gathering and knowledge sharing. As a result, the evidence base on the scale of impact on poverty or on benefits for business is fragmented and weak on general analysis and conclusions. There is also poor use made of the experiences gained in hundreds of initiatives, leading to many good yet isolated inclusive agribusiness ventures with little systemic change. Investors, both public and private, are increasingly questioning where to spend their money to ensure that both public and private values are being generated through new business models.

Over the past years individual *ad hoc* collaborative research efforts has led to a growing number of loose connections between knowledge institutes, companies, donors, investors, NGOs and producer organisations. Individual relationships have led to increasing interest to work together more structurally. However, there is no shared agenda around which to structure joint work.

One of the two purposes of the workshop was therefore to identify **shared priorities** for a global research and learning agenda. Participants focussed on identifying priorities that would build on individual work being undertaken, and not replace it. This means joint priorities that:

- Make people's work easier, for example by identifying best resources.
- Add depth to individual work, for example by comparing with (unknown) work of others.
- Broaden the impact of individual work, by getting it out faster to a dedicated group of potentially interested users.
- Sharpen the focus, by providing a larger puzzle that helps frame individual work.

2 COLLECTIVE PRIORITIES

To get the conversation going at the right level, the workshop organisers put various propositions to the group on possible priorities for collective content. A process of building longlists of questions, choosing what is most important priorities and working out coherent set of questions led to the following six main areas of work needing collaborative action.

1. Synthesis and meta-analysis of research done
This was by far the most urgent need voiced by all. "If only someone would pull together what's going in and figure out what can be said from all that work". People are very curious about what others are doing and how that might be relevant for their own work. There is too little harvesting from all that is happening to reveal emerging insights and trends.

2. The real business case of inclusive business
Cost-benefit analysis of inclusive business cases is the first area that synthesis and comparison of findings needs to focus on. There is too little evidence for the social and commercial 'business case' of inclusive agri-business in general. Those who want to invest and support more don't know what to focus on to make sure that initiatives can really become self-propelling commercial propositions, with targeted public value objectives. This evidence base is urgent, to unlock investments.

3. A big data approach to link and analyse relevant databases
Setting up a longer-term structure to share data, and make on-going synthesis and analysis possible, is the longer-term logical follow-up of points 1 and 2. There are many databases of investments, projects and programs that churn out valuable individual findings. How, then, to create a structure and incentive for sharing that in a structural manner and generating valuable insights out of large amounts of data? A GALI for inclusive business, for example.

4. Supporting those who induce system change in inclusive agrimarkets
Inclusive agribusiness is about changing the way business is done and the eco-system within it which operates. Looking at this as an evolutionary system, it is possible to identify, which requires more deliberate targeting of change-makers. Information, analysis, stories and evidence needs to meet their needs so they can influence desired change more effectively.

5. More precise policy advice
An essential requirement for desired system change. By now it is possible to be increasingly specific about policies that stimulate greater inclusiveness, while also making targeted inclusive agribusiness investments more commercially viable. There are national and business policy examples to be drawn on to identify generic recommendations, as well as what needs to be contextualised.

6. Better multi-stakeholder collaborations
Inclusive agribusiness is always a joint effort, as it inherently combines the inclusive public with the commercial agribusiness dimensions. A plethora of more and less formal platforms, partnerships, alliances, etc. are emerging in response. We need to figure out what is necessary when.

In the time available participants sketched out four topics briefly as outlined below; time did not permit detailed planning. They are inspirational and indicative of overall goals, and can act as a starting point for finding traction in the months following the workshop. Importantly, they can count on shared interest among participating organisations.

Developing more precise policy advice did lead to an extensive list of questions and issues that need substantial work (see Appendix 3 on page 16). Time constraints combined with where this group of participants had its stronger expertise, did not allow more detailed working out of this topic. This needs a dedicated process to work out this multi-faceted topic.

In exploring work on multi-stakeholder partnerships and platforms that focus on inclusive business, it became clear that there is plenty happening within various platform setups and donor programs. Topics that would be worth taking on collectively did not become immediately apparent, apart from informal sharing of findings.

1.   Synthesis and meta-analysis of existing studies

Collaborative focus	To draw reasonable conclusions and recommendations in a structured way from existing large body of fragmented work. To create a sound evidence base for public and private investments in time, effort and money.
What to implement	**Create sensible analytical frameworks** against which to compare existing work. **Pull together existing** research that can include information on dimensions such as success/failure rates, time to scale, reach – broken down by sector, geography, access to grants, women involvement, stage of businesses, partnership engagement, etc. **Do comparative analysis** in as far as possible. **Next steps** 1. Identification of existing data and accessibility 2. Look at possible comparability 3. Develop frameworks 4. Draw out trends and patterns 5. Create good communication products for use as reference and workshop material
What would this lead to	Analysis of current trends and patterns of inclusive agribusiness, relevant to public/private investors. "Known knowns": making explicit reasonable conclusions on key dimensions of IaB: — what is working in what contexts, what is not — impacts at level of household, value chains, sectors, regions — conducive policies — business relevance. Precise identification of the real unknowns in this sector.
What is needed, who might be involved	**Needed** — Research leadership — Expertise and analytical capacity — Good communications on findings — Access to data and reports **Funding** — Research grants — Long-term revenue models to be explored, unlikely **Who** CIAT, Endeva, Wageningen UR, other research organisations

2. The business case of inclusive agribusiness

Collaborative focus	Measure the business performance of inclusive business models and cases through classic cost-benefit analysis across as many cases as possible. Apply to business categories: lead firm, SMEs, informal markets. Include specific public goods in benefits assessed, next to commercial returns on investment.
What to implement	**Large-scale analysis** with large businesses that get data out of the supply chain of their own company and assess what works at the grass root level. **Meta-analysis** on different case studies, e.g. aggregation of 20 case study examples. **Next steps** 1. Propositional note for companies and research funding 2. Finding possible implementing and funding partners
What would this lead to	Structured quantitative and qualitative data on costs and benefits of IaB ventures. Create a performance assessment system on inclusive agribusiness for large businesses. Develop a common framework for comparative analysis across cases.
What is needed, who might be involved	**Needed** Companies interested in joint research Sufficient case studies with sufficient data to allow for C-B analysis comparison **Funding** Research engaging with businesses and business models **Who** IDH Initiative for Smallholder Finance Sustainable Food Lab Seas of Change

3. Using big data to assess business effectiveness of IAB

Collaborative focus	To create larger scale data sharing systems related to inclusive agribusiness. To build reliable large data sources and application processes to drive better, agile decision making.
What to implement	**A pilot based on farmer cashbooks.** These provide data recorded by smallholders themselves. In their cashbooks smallholders record their monthly expenses and incomes to measure profits, losses, household income, and cash flows. Initial experiences in several countries show good uptake by farmers as it is a valuable resource for farmers. **Working out how cashbooks** can be made accessible to other chain actors, while honouring integrity of farmer data ownership. **Building larger cashbook data sets** over multiple locations. Next steps 1. Convene cashbook providers to create a detailed proposition 2. Test the proposition with clients such as donors or companies 3. Apply it in pioneering ventures/initiatives 4. Roll-out across several countries
What would this lead to	— Household economic analytics for smallholders — Analytic for companies such as off-takers, input providers, and financial service providers — Analytics for public good and impact for partnerships, return on investment for different themes, national statistics, academic research, and policy — Capacity development of quantitative data building and analytical systems
What is needed, who might be involved	Needed Data and reports from: — farmers — investors — challenge funds — partnerships — donors — businesses Consistent data collection systems Proposal development Funding options — Public sector for start-up funding (e.g. cashbooks in Ethiopia are only €4 per farmer) — Data gathering funded by companies that are willing to pay a service fee and receive data in return — Data gathering and sharing can be introduced as a mandate for partnerships under umbrella initiatives such as CAADP, GIIN and Grow Africa Who Food & Business Knowledge Platform Wasafari Consulting IDS RIMISP Grow Africa

4. Support those inducing system change in inclusive agrimarkets

Collaborative focus	A paradigm shift in focus and methods towards a systemic approach for inclusive agri-business, based on evolutionary system change. Appropriate support for system change-makers, in particular relevant stories, evidence and leadership support.
What to implement	Organize **forums** to convene champions in person, to both provide input and identify needs. Arrange **national networks** and brokers. **Experiment** and learn who are the change-makers and what support makes allows them to be influential. Produce relevant materials for change-makers to influence the systems they work in.
What would this lead to	Global network of change-makers who can inform and support each other. These are people who are take new ideas into the agrifood system. There are only a few hundred of them in the world, facilitating them would make a big difference. Includes: — Policy entrepreneurs — Business intrapreneurs — Evaluators — Trainers, mentors, coaches — Managers of backbone organizations Targeted supporting material and gatherings
What is needed, who might be involved	**Needed** — Evidence of benefits — Stories and examples — Contextualised to the big agendas such as climate, jobs, migration — Use of different materials as videos — Know-who as opposed to know-how **Who** BEAM Exchange IDS Wageningen UR FAO

3 KEY QUESTIONS PER THEME

The six areas of work detailed above built on six themes which, going into the workshop, were identified as important to the domain of inclusive agribusiness. These are:

A. Inclusive business models
B. Access to finance
C. Beyond women's economic empowerment
D. Multi-stakeholder collaboration
E. Enabling policy
F. Systemic approaches to scale and sustainability

Three questions per theme were agreed as being most important to focus future work on. These were distilled from more extensive lists of research questions per theme, to be found in Appendix 3: Long list of focus questions per starting theme on .

A. Inclusive business models
1. What are the incentives for different actors to invest in and engage with inclusive business models?
2. What governance structures support inclusive business models for different markets (formal, informal) and lead to scaling and greater adoption of inclusive business initiatives?
3. What are the capacities needed to initiate or work on inclusive business initiatives?

B. Access to finance
1. What are the risk/cost profiles of different inclusive business models involving finance?
2. What are requirements in the capital markets to release funding targeting greater access to finance of inclusive business related models?
3. How can emerging partnership models change value chain dynamics and improve access to the right farmers?

C. Beyond women's economic empowerment
1. How can we collect evidence of women's impact on agri-business, with synthesis and analysis?
2. Is there a business case for different levels (international, domestic), for different commodities, or for different markets (domestic, export)?
3. What are leverage point for different actors to work on gender equality and women's empowerment (GEWE) in agribusiness?

D. Multi-stakeholder collaboration
1. Are collaborative actions contributing increased smallholder income in a plausible manner?
2. What does an effective, efficient, impactful MS platform look like?
3. Do MS Platforms have clear commercial benefit for business and other players?

E. Enabling policy
1. What policies enable greater inclusiveness at different points in the value chain?
2. How to foster the thought leadership and institutional change needed for better policies?
3. How to support better business policy dialogue and trust at a national level?

F. Systemic approaches to scale and sustainability
1. What do we know about successes and failures about sector-wide partnerships and constitutions historically, and how can we evaluate them?
2. What key design principles can be found (e.g. power, evidence/results measurement, ownership, legal frameworks, context-specifics, engagement, and focus) and how do you embed these principles in emerging initiatives?
3. What needs to be avoided?

4 BUILDING BETTER COLLABORATION

The second purpose of the workshop was to figure out what kind of **collaboration is needed** to implement a shared agenda. It is an illusion to imagine that *ad hoc* connections of committed parties will lead to people working out these priorities in the margins of their on-going, very full workloads. Working on the agreed priorities is **substantive work** that would greatly benefit from efforts of individual businesses, farmer organisations, knowledge institutions and public actors. Such substance also requires **real resources** to make it possible for pro-active action on priorities agreed.

Notable examples of collaborative work on individual topics demonstrate the value of such connection, synthesis and active sharing. IDH's smallholder working group and the Sustainable Food Lab led Performance Measurement community are just two examples.

A short thought paper on "Building Collaboration for learning in inclusive agribusiness" outlined a number of considerations to bear in mind when considering how to build this. The discussions during the workshop focused on key functions that people would value. Possibly the most important thing to focus on is to be **service-oriented** to those working with some kind of collaborative structure.

When thinking **how to make the agenda work** everyone agreed on the irreplaceable value of well-prepared and structured face-to-face work with the right people on the right topics. It was acknowledged that some kind of proactive networking is necessary to synthesize content and connect users to findings. At the same time there was a clear hesitancy to mandate a collective network; past experience with new platforms, alliances, etc. makes people wary of time-costly collaboration that does not add value to individual work. The way forward on how to work together form needs further thought.

Do's/Don'ts for more deliberate collaboration

It is one thing to point to the content that needs to be worked on and shared, it is another to think how to get that done. Participants worked out 'what they want' and 'what they don't want' in a more deliberate way of collaborating. Generally, these *"do's and don'ts"* imply valuing well-structured face-to-face work with the right people on the right topics on the one hand, and resistance to 'another alliance' on the other hand. The way out is to ensure that some kind of network focuses on delivering outputs that users want, and does not come together for the sake of networking.

The full list of do's and don'ts is listed in Appendix 4: Do's and don'ts for better collaboration on .

Do	Don't
— Focus on services for members of a possible innovation network — Build learning loops that work at the pace that change takes place — Facilitate sense-making, synthesis and building a common picture — Target meta-analysis across studies — Enable sharing and integration of data-sets — Work on common frameworks for knowledge management	— Create a duplicate platform — Overload other stakeholders with time intensive processes — Create stand-alone initiatives, developed by people in the north which are not applicable at a local level — Generate scientific evidence for evidence sake

5 NEXT STEPS

Three immediate follow-up actions were agreed on.

1. **Developing brief concept notes and seeking collaboration opportunities**

For each of the priority themes, a brief concept note will be written with interested parties based on the outcomes of the workshop and opportunities to implement them will be chased. The intention is to start working on specific initiatives in the coming half year.

2. **In April 2017, the Practitioner Hub for Inclusive Business is running a theme month on inclusive agribusiness.** The theme is 'Did you know how much is happening on inclusive agribusiness?'

This month Seas of Change have teamed up with the Practitioner Hub for Inclusive Business to curate a series on 'What's new in inclusive agribusiness?'. It includes:

- A series of blogs, in two parts, on the innovative projects, businesses and approaches emerging in the sector. Part one is available here. Part two is available here.
- Six new theme papers exploring some of the key topics in inclusive agribusiness in 2017. Based on extensive experience, each paper aims to trigger thinking on what could be done through collective action.
- Updated listings of over 450 inclusive agribusinesses publications on SearchInclusiveBusiness.org.

The Practitioner Hub for Inclusive Business is an online platform of 5,000+ members providing information and good practice insights to the practitioners and facilitators of inclusive business. Every month the Hub team curates a series of resources centred around a specific theme in inclusive business. Each series selectively draws together blogs, publications and interviews on the relevant theme from IB practitioners, facilitators, field experts, donors, consultancies etc. The series goes to the 5,000+ members, disseminations across social media and is available on the site as a PDF. Here you can find a list of all previous themes.

The Hub also runs SearchInclusiveBusiness.org, an online database of over 1,500 publications specifically on inclusive business.

3. **Monthly sharing of information will be organized during a 3-month trial**

Following the April theme month a monthly update will be send to all participants of the workshop with news, tools, videos, or other materials to share. The participants can also send request for topics or questions that they would like to be included or send what they would like to share.

APPENDIX 1 PARTICIPANTS

Name	Organisation
Nicholas Obare	AGRA
Mike Albu	BEAM Exchange
Mark Lundy	CIAT
Vincent Langdon Morris	DFID
Chris Penrose-Buckley	DFID
Christian Pirzer	Endeva
Matthew Brooke	European Commission
Wadzanai Katsande	FAO
Judith Jacobs	Food & Business Knowledge Platform
Alessandra Fiedler	GIZ
Frank Bertelmann	GIZ
Christian Mersmann	Global Donor Platform for Rural Development
Romy Sato	Global Donor Platform for Rural Development
Ian Randall	Grow Africa
Carla Romeo	IDH
Jim Woodhill	IDS
Jodie Thorpe	IDS
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Anna Swaithes	Independent consultant
Christina Archer	Independent consultant
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Matt Shakhovskoy	Initiative for Smallholder Finance
Ulrike Joras	Oxfam GB
Sachin Gupta	Palladium Group
Alison Griffith	Practical Action
Caroline Ashley	Practitioner Hub for Inclusive Business
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Jennifer Chow	USAID
Daniella Maor	USAID
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Alex Rees	Wasafari Consulting
Maulud Tafida-Isa	Wasafari Consulting
Domenico Dentoni	WUR
Joost Guijt	WUR
Anne Rappoldt	WUR

APPENDIX 2 SUGGESTIONS FOR SIX PRIORITY AREAS

These cards give more suggestions from participants for the agreed priority areas.

1. Structures for sharing and synthesizing data

Synthesis of evidence that supports the case for actors to engage in inclusiveness

How to provide dynamic agile impact assessment to drive better decision making?

Creating service delivery models for learning systems

Big data: blended public private performance tracking service

A'Gali' for IAB (gather data + meta-analysis)

Pooling + synthesis of data to generate evidence, starting with how IAB models perform

2. The business case of inclusive agribusiness

Inclusive business models: what works, why, how, cost-benefit (incentives), structure?
- Concrete cases: extract best practice principles
- Must be value add for biz farmers involved: performance data

What are incentives for different actors to contribute to greater inclusiveness?

The factors underpinning the private investment decision

Business case: how do we make the business case for IAB for public and private sector actors?

Academia: Economics of inclusion in agri-business ➝ cost-benefit analysis + incentives

Understanding value of investing public money in IAB

Women's Economic Empowerment: evidence and impact – differentiation by commodity needed (food security + nutrition)

Public-Private Analysis: attractiveness of agri-business for youth ➝ economic and societal conditions

3. Methodology for understanding impacts

Link IAB to SDGs/poverty ➝ how to assess?

Comparable common indicator framework to pool + benchmark data (+ share back individual + aggregate data)

Provide clear methodologies how to measure impact of the IAB at all levels (HH income, ROI, etc.)

4. Big picture/system approach

Design principles for inclusive food systems

Systemic shared value generated by IAB

Applying systems lens to inclusive agribusiness that:
1. Codifies types of local/national food systems
2. Defines leverage points + principles about how to apply
3. Opportunities to develop new collaborations in key geographies.

Nature of IAB models to support transformation SR + LR

Provide **tools** for system analysis and more concrete topics such as inter-sectorial dialogue

5. Enabling policy
Driving policy change: how to foster institutional change to support IAB policies?   ▪ Frameworks   ▪ Tools   ▪ Dialogue
Public services: Determining public factors   ▪ Governance   ▪ Legal provisions/policies   ▪ Strategies + programs

6. Multi-stakeholder collaboration
Multi-stakeholder collaboration: how to make MSPs most effective for IAB?
How much 'partnership' is needed to engage with system transformation?
Shift focus from firms to industries: What works? What has worked? (i.e. what does quality, efficient MSPs look like?)
Multi-stakeholder alliances: what makes them effective? Incentives, define 'effective' / quality
How to harness for global, network learning agenda?

Other ideas
What is a possible alliance's client-oriented + scalable business model?
Mechanisms for implementing organisations to engage business on inclusive models (modes of collaboration, minimum standards, safe guards)

Inclusive business models

1. What are the incentives to invest in and engage with inclusive business models for different actors?
2. How can we collect evidence that greater inclusiveness in business relationships leads to better business cases?
3. What are the costs and benefits of different inclusive business models across different contexts?
4. What governance structures support inclusive business models for different levels (formal, informal) and lead to scaling and greater adoption of inclusive business initiatives?
5. What are criteria for successful inclusive business models? What are we sharing?
6. What are the capacities needed to initiate or work on inclusive business initiatives of businesses or other ecosystem actors?
7. How transformative are stable inclusive business relationships?

Access to finance

1. What are the risk/cost profiles of different inclusive business models involving finance?
2. How can we decrease subsidy reliance?
3. How can we innovate our finance portfolio with a stronger view on 'smart subsidy'?
4. What are requirements in the capital markets to release funding for access to finance related models?
5. How can emerging partnership models change value chain dynamics and improve access to the right farmers?
6. What is the role of technology as a driver of new possibilities in access to finance?
7. How can government engagement contribute to improved access to finance?
8. How can we use customer centric product design or farmer profiling in improving access to finance?

Beyond women's economic empowerment

1. How can we collect evidence of women's impact on agri-business providing synthesis at different levels of analysis?
2. Is there a business case for different levels (international, domestic), for different commodities, or for different markets (domestic, export)?
3. What are leverage point for different actors for gender equality and women empowerment (GEWE) in agribusiness?

Multi-stakeholder collaboration

1. Are collaborative actions delivering increased smallholder income? (Addressed via service model to initiatives with aggregated data).
2. What does a quality, efficient, impactful MSP look like? What works and why?
3. Do MSPs deliver commercially for business and other players?
4. If we assume system transformation is needed, what role does partnership play in that? How much partnership is needed for system transformation?
5. What are the system dynamics to facilitate MSPs?

Enabling policy

1. What policies enable greater inclusiveness at different points in the value chain?
2. How to foster the thought leadership and institutional change for better policies?
3. How to support better business policy dialogue and trust at a national level?
4. What are incentives for different actors for policy change?
5. What tools can be used for intersectoral dialogue?
6. How to assess impact of support for policy influence?
7. When are the conditions right in a country?

Systemic approaches to scale and sustainability
1. What do we know about successes and failures about sector wide partnerships and constitutions historically and how to evaluate them?
2. What key design principles can be found (e.g. power, evidence/results measurement, ownership, legal frameworks, context-specifics, engagement, and focus)?
3. What needs to be avoided?
4. How to evaluate them?
5. How do you embed these principals in emerging partnerships/initiatives that are emerging?

On big data
1. What data can be harvested and is it useful?
2. What framework can we use to pool data across sectors and hundreds of initiatives to benchmarks?
3. How can a public/private performance tracking support service help business, initiatives, and MSPs with aggregation?

What do we want from a collaborative structure

Understanding needs	Goals and purpose
— Understanding challenges and opportunities, value additions at different skills — Comprehensive and coherent — System needs across boundaries, intermediation — Understand real needs for evidence (what constitutes evidence) — What are the enabling conditions in terms of governance and policies	— Define function and goals e.g. policy recommendations, change in corporate practice, improve enabling environment, direct donor $ — Donors being more explicit about expectations for implementers — Justifying public investment — Need to focus on the real clients (agri-business/smallholders) — Feed/link to program design — Technical enquiry services (personal) — How do you build 'goodwill' in a community/portal Function: trust — Systems tools for facilitation partnerships and building on what exists

Audiences	
— Primary audience: local brokers of alliances, change agents, knowledge intermediaries — Relevant to business (almost always missed)	

Data, analysis and content	Collaboration and structure
— Creating frameworks for knowledge management on existing data/information — Meta-analysis across studies on inclusive agribusiness — Comparable frameworks — Synthesis of findings (collectively and consistency) — Well curated, focused content — Integration of data sets — More comparative analysis — Sharing data (how would this work?) — Key indicators — Chap model for research	— Building a common picture — How does this fit in the whole picture? — Quick and dirty list of current platforms — Agreement on big questions — Connections with peers and competitors (safe space/trust) — Bring together different groups (decision makers, researchers, practitioners) grounded. Linked to specific investments/projects — Effective engagement across public/private sectors — Create space, time structure for face-to-face sense making — Offering a structure and proves to networking — Work informally and flexibly

What we don't want from a collaborative structure

Location	Function	Duplication
— Not applicable at a local level — Not people talking in rooms in the north	— Not a knowledge portal — Formal approaches — Carrying out primary research on new topics — Stand-alone global initiatives — No scientific evidence for evidence sake	— Duplicative knowledge platforms/COP — Not time intensive — Not another network that duplicate — Lack of mandate — Overloading business invitations to meetings

The workshop was co-organised by the Global Donor Platform for Rural Development and the Wageningen Centre for Development Innovation on behalf of the Seas of Change community. Facilitation was carried out by Jim Woodhill, Joost Guijt and Caroline Ashley.

To kickstart discussions the workshop started with propositions for a possible agenda, as well as for aspects of more deliberate collaboration. Subsequent testing of the propositions led to increasing prioritisation of shared needs as well as indications of the resources needed to implement the priorities. The outcomes were recognized by the participants as valid priorities for which there would be both willing collaborators in carrying out the work, as well as audiences eager to work with any outcomes.

Day 1			
PROPOSITIONAL BASELINE	**PROPOSITION CHECK: CONTENT**	**PROPOSITION CHECK: FUNCTION AND FORM**	**DEEP DIVE CONTENT**
Proposition for a shared agenda and collaboration	What are the needs and opportunities for strengthening evidence and learning on inclusive agribusiness? Who needs to know what?	What processes, mechanisms or networks could strengthen evidence and learning for inclusive agribusiness? What is already in place and what is missing?	Identify a longlist of collaborative research and learning priorities per theme
Day 2			
DEEP DIVE COLLABORATIONS	**PRIORITIZE CONTENT THEMES**	**RESOURCES NEEDED**	**PULLING IT TOGETHER**
Identify collaborative functions, activities, outputs and preferred structure.	Narrowing down the longlists to several shared priorities for future work by individual organisations or some kind of alliance.	What resources are needed to support the evidence and learning agenda and how could these be mobilised? E.g. expertise, human, financial, and institutional resource needs	Formulation of a proposal for taking forward the evidence and learning agenda and next steps