



9 November 2005

GENERATION CHALLENGE PROGRAMME Delivery Strategy

The GCP represents a new approach to research-for-development by bringing the fruits of the genomics revolution to bear on the agricultural constraints of farmers in the world's poorest countries. Critical to this approach is ensuring that the products of GCP research can and will be adopted, adapted, and applied for the ultimate benefit of resource-poor farmers.

The GCP aims to catalyse interactions between the various players that are needed to bridge the gap between strategic research in advanced labs and user communities. The effectiveness of every link in the value chain to deliver useful outputs to other links will affect the overall success of GCP research. An integrated, well-funded, and well-supported delivery strategy is thus essential to achieving the objectives of the GCP and must be a consideration at the overall programme, subprogramme, and project levels.

The delivery strategy of the GCP is predicated on the principles that all GCP products must be delivered to users (see below for definition of products and users) and, therefore, the GCP must prioritize which user needs it can and should meet. Thus, if all GCP research products must be delivered to users, then projects must be anchored in a set of priorities so that objectives can be identified, accomplished, and measured.

A **product** in the GCP is defined as any output from any research stage, designed to meet the demands of an identified set of users and actually be put into use by that set of users. Those users in turn will use the product they received to produce another product, which is designed for another set of users, all the way through the value chain to farmers and consumers. For every end product that will go into the hands of farmers or consumers, there are three stages of development: early, intermediate, and final. By virtue of its research mandate, the GCP works almost solely in the early and intermediate stages of development. Every research product of the GCP must be delivered to a user, but the GCP will also invest in looking down the value chain to demonstrate that these early and intermediate products really can and will be developed into final products that make impacts on farmer livelihoods. The GCP envisions itself as a part of this value chain of users and producers, which necessitates that every producer work to meet the demands of a set of users—real people, programs, and/or institutions—who will use the product (information, tool, or technique) that the producer makes.

A **user** in the context of the GCP is anyone who uses a product developed by the GCP. Because there is an array of products resulting from GCP research, there is a corresponding array of users of those products at different levels of the value chain of users and producers. The GCP itself may not develop products directly for many of the user groups along the value chain—including farmers—but by subscribing to a delivery philosophy of creating useful products for real users, no matter where they are

along that value chain, the GCP takes an important step to ensure that its products contribute to and result in end products for farmers.

The GCP believes that users must be incorporated in product development and that a two-way flow of communication is activated from users to producers to ensure that products meet real needs.

Product Delivery Plans

Delivery systems to farmers are complex and tend to be highly local, and while the GCP does not invest in building those systems, it can play an oversight role by ensuring that its products are inserted into existing delivery systems. Thus, for every product intended, a strategy must be envisioned early on for its delivery to users, and how future products derived from it will eventually reach farmers.

To this end, the GCP will require delivery plans for every project proposal submitted and approved. The delivery plans should engage the appropriate range of partners for the user(s) of any product developed. The principles that will govern the delivery of GCP products to users, and the product delivery plans, are:

- The GCP holds itself accountable for developing and delivering appropriate products that contribute to improved livelihoods among resource-poor farmers and consumers; thus partners, users, and appropriate actors in the value chain should be identified and engaged early on in the development of research projects.
- In the presentation of project proposals, product delivery plan should be envisioned and prepared for products for their delivery to the primary users and their further stages of development as far as possible.
- Products should be developed in cooperation with appropriate partners and in coordination with users to ensure that the products meet the demand for innovation.

Henceforth, research proposals submitted to the GCP will be required to include a product delivery plan, and the project work plan must include tasks to ensure delivery. The overall intent of the inclusion of product delivery plans is to encourage scientists to explicitly explain how their products will be useful to intended users and how they will result in future products further along the value chain. The GCP will provide financial support and expert guidance to facilitate the development of the delivery plans.

Capacity-building will be an integral component of ensuring that the appropriate partners are engaged in GCP research projects and the user groups can up-take the products that result from those projects. Therefore a major objective of training and other capacity building efforts in the GCP is to help meet intra-project capacity needs and ensure product delivery.

In addition to a clear plan for delivery of its products, the GCP has also taken steps to develop systems for monitoring and evaluation as well as impact assessment for its research projects and as a program as a whole. An important companion to this document is the Delivery Strategy Implementation document, which details how the product delivery plans will be developed and executed to ensure final impacts on resource-poor farmers, criteria for selecting partners and incorporating users in research projects, and feedback mechanisms for effective two-way communication from users to producers.

Demand and product flowchart:

