



# Progress Report Open Course Programme Wageningen UR, 2011

Subsidie rapportage

Regeling Praktijkleren en Groene plus

Verplichting nummer 140008726

Wouter Hijweege  
Marianne van Dorp  
Peter Voskuil  
Willem van Winden

## Project Report



Wageningen UR Centre for Development Innovation (CDI) works on processes of innovation and change in the areas of secure and healthy food, adaptive agriculture, sustainable markets and ecosystem governance. It is an interdisciplinary and internationally focused unit of Wageningen University & Research centre within the Social Sciences Group.

Through facilitating innovation, brokering knowledge and supporting capacity development, our group of 60 staff help to link Wageningen UR's expertise to the global challenges of sustainable and equitable development. CDI works to inspire new forms of learning and collaboration between citizens, governments, businesses, NGOs and the scientific community.

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19 June 2012  
Report number CDI-12-013  
Wageningen UR Centre for Development Innovation

## **Progress Report Open Course Programme**

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Verplichting nummer 140008726

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19 June 2012

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Annually, the Wageningen UR open course programme for mid-career professionals provides some six hundred individuals with the opportunity to update their competencies and insights. EL&I co-finances this course programme with the aim to maintain close linkages with international policy priorities and to support course innovation and development. This report provides an overview of the outputs over 2011 in relation to the commitment number 140008726. Due to a budget reduction in the Netherlands Fellowship Programme total participant numbers were lower compared to previous years. Yet the demand driven programme was highly successful with approximately four hundred and fifty participants from some 23 courses. Individual course developments are indicated, giving specific attention to the four new courses and the annex provides the conclusions of a study exploring new course models and partnership development with our Southern partner organisations.

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# 1 Introduction

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The Wageningen UR international course programme for mid-career professionals provides some six hundred individuals the opportunity to update their competencies and insights. The courses provide an intensive 2 to 4 weeks programme with a mix of up to date scientific concepts, reflection and exchange of experiences. The course topics are chosen on the basis of policy relevance and market demand.

The current report provides an overview of developments and progress in achieving the aimed for results as formulated in the workplan 2011-2012 (dated 30/4/2011).

The on-going policy reforms in the field of International Developments as well as in the areas of green knowledge management and policy support do have serious implications for the international course programme.

1. The introduction of the Topsector policies resulted in a 'opleg notitie' (see annex 1) indicating opportunities to align the course programme with private sector demands for professional competencies in the selected priority sectors. These were further included in the revised workplan for 2012.
2. The formation of the new ministry for Economic Affairs, Agriculture and Innovation and the consequent major re-organisation is effecting the existing linkages between the course programme and the EL&I champions. For 2012 this requires specific attention in view of the various personnel changes in the ministry.

For 2011-12 the agreed priorities for the Wageningen UR international courses programme focus on three major concerns:

- *The maintenance of the policy linkages.* This is undertaken on the one hand by maintaining close working relations and active involvement of EL&I contact persons (champions) from relevant departments within EL&I and on the other hand by on linkages with relevant EL&I policies and programmes such as BOCI, KB1 and more recently the Topsector policy and Human Capital Agenda. Such involvement varied from participation of EL&I staff in course openings/closures and seminars (e.g. the Market Access course), to taking part as resource person. Generally the existing contacts between the relevant EL&I staff and course programmes consolidated. Details are provided in table 1 below.
- *The updating and innovation of the course programme.* As EL&I is co-funding the open course programme, its innovative character, together with its policy linkages require up to date programmes and the development of new courses on upcoming issues taking into account NUFFIC co-funding conditions as well actual market demands. The output specified in the 2011-12 workplan specified the implementation of four new course programmes and their curriculum development with partner organisations taking into account new target groups in private sector
- *Investment in updating the business model for the short course programme and the role partnerships and course delivery require adjustments.* Besides a feasibility study into partnership development models and stronger linkages with alumni several supportive measures have been initiated to improve the web presence, and prepare two experiments in franchising course.

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<sup>1</sup> BOCI stands for "international research and capacity development programme on policy support" to the ministry. KB stands for the Wageningen UR strategic knowledge development (Kennis basis) programme.

Some examples are provided in the box below as illustrations of course linkages with research, policy and practice.

The course on *Integrated Pest Management* evolves round the EU policy on pesticides, food safety and IPM and the implications for developing countries. During the fieldwork IPM implementation in the Netherlands is evaluated. EL&I is involved in the feedback of these field studies.

The *Climate Change Adaptation course* has been developed as output of two BO projects (BO-10-009-003 & BO-10-009-107) and has evolved over the last couple of years. The approach of the BO research, a triple win framework, is a major component of the course. Participants hot spots are analysed with the framework and form part of the BO research.

The topic of *Community Biodiversity Management* (CBM) and empowerment became an integrated part of the India based course on Plant genetic resources and seeds. Experiences and outcomes from the recently completed DGIS-Wageningen UR partnership programme, the “Global study on CBM and empowerment” have been actively used in this course. The partner organisation, the Indian MS Swaminathan Research Foundation (MSSRF) was partner in both the research and the course delivery. The work of MSSRF in Jeypore (India), which we studied in the field during the training, is an excellent case to understand and work with community organizations, agrobiodiversity, in situ conservation and empowerment.

The course on “*Governance for forests, nature and people*” linked with agricultural attaché in Indonesia, and EL&I The Hague through Rob Hendriks, member of the Global Partnership on Forest Landscape Restoration. As a result, a new research activity on landscape governance has been started with Tropenbos International (Indonesia) was initiated, results of which will be integrated into the 2012 course programme.

Several courses developed course material and cases to cater more specifically to participants from the private sector and paid specific attention to private sector players role in economic development. For example this year’s Market Access course included course elements on business planning and the financing of chain actors. The Seed potato technology, certification and supply systems course has built a strong collaboration with NIVAP (the Netherlands Potato Consultative Foundation) and used case studies to give explicit attention to public private partnerships. The course Contemporary approaches to genetic resource conservation and use included elements of seed business development, based on the experiences of the ongoing project on integrated seed sector development and local seed business development with EKN Ethiopia under the umbrella of the EL&I-OS agenda.

## 2 Course Developments & Innovations

The international course programme addresses course innovation in two ways: a) Course updating and policy alignment and b) New course initiatives

### Course updating and policy alignment

**Table 1 Course Developments Overview**

Project title	EL&I Budget 2011 (K€)	Developments & Policy alignment	Participants	EL&I involvement
Market access & sustainable development	0	Chain wide learning methodology introduced as framework for learning linking theory and practice. Specific attention to gender and private sector led economic development in agri-food transitions.  Based on strong market demand for this course, the EL&I budget was phased out in 2011.	30	Mr. Tjeerd de Vries presented EL&I during a visit to the ministry.
Food & Nutrition Security	90	The 'Right to Food' course was completely new. The Monitoring and Evaluation of Food and Nutrition programmes course organised a seminar on Agriculture-Nutrition linkages in collaboration with EL&I.  Under a partnership with the Ethiopian Health and Nutrition Research Institute (EHNRI) and the Embassy of the Netherlands a course on Agricultural-Nutrition Linkages is under development.  For 2012 we are preparing a seminar in close collaboration with the Amsterdam Initiative against Malnutrition (representatives of DSM, Unilever, AKZO-NOBEL, Ministry of Foreign Affairs, Global Alliance for Improved Nutrition (GAIN), ICCO and Wageningen UR) on nutrition-sensitive programming for food security.	50	Teddy Muffels was involved in organising the seminar.
Governance of food safety in international food chains	40	Close collaboration with AHOLD resulted in participation of two members of staff from a Madagascar partner organisation as part of CSR policy. Field trip to AHOLD.  Experiences of BO projects on food safety inspections in Indonesia were used and vice versa.	19	Ludo Vischer participated in the course (role WTO & SPS/Codex Alimentaris Committee) VWA experts (Frits v Vugt, Ron Dwinger and Sjaak Blaak) participated on issues on food safety policy and implementation of EU policy.
Conservation & sustainable use of plant genetic resources in agriculture	100	The specific focus on integrated seed sector development and seed business development was enhanced through the new topic on empowerment based on Wageningen UR-DGIS project experiences <sup>1</sup> .	26	Close cooperation with Geert Westenbrink EKN Addis to link the course with the ongoing EL&I-OS seeds programme.  Staff of the Local Seed Business Development project and regional partners in the EL&I OS funded project participated in the

<sup>1</sup> This Wageningen UR-DGIS project completed a global study on Community Biodiversity Management and empowerment.

Project title	EL&I Budget 2011 (K€)	Developments & Policy alignment	Participants	EL&I involvement
		<p>The Wageningen training module united professionals working in plant and animal genetic resources.</p> <p>New in the programme in India was the organization of a seminar, open for the course participants as well as other interested professionals and partners in the global CBM empowerment study. The seminar addressed farmer rights addressing the linkages between international agreements, national policy and local practice.</p>		training.
Agriculture Water productivity	0	The course was cancelled due to insufficient applicants (see details below)		Mathieu Pinkers
Training of trainers on wetland management	40	<p>The course is organized in in close collaboration with the Secretariat of the Ramsar Convention. Ramsar also embraces the development towards a Water Stewardship Training.</p> <p>Involvement of the business sector (ING bank) in the presentation of participants' cases and their elaboration of ideas to 'manage' their wetland case was new this year.</p> <p>Next year's focus on water stewardship rather than wetland management will create more opportunities for connection with the topsector policy Water.</p>	18	Gerard van Dijk and Mathieu Pinkers were actively involved in the course programme, as well as taking part in opening and closing of the course (and giving feedback on participants' action plans).
Adaptive management for Natural Resources Management	15	<p>Most emphasis for innovation was addressing the closer involvement of the KNUST partners. The Adaptive Management course is gradually handed over to regional partner in Ghana.</p> <p>EL&amp;I support is phasing out in 2012.</p>	10	Poor communication limited EL&I involvement in this regional course programme.
Governance for forest, nature and people	35	Ample attention to Payment for Environmental Services, REDD, and FLEGT, further integration into CIFOR research activities.	15	Link with agricultural attaché in Indonesia, link with LNV The Hague through Rob Hendriks, member of the Global Partnership on Forest Landscape Restoration. As a result, a small research activity on landscape governance has been started with Tropenbos Indonesia, results of which will be integrated into the 2012 course programme.
Participatory fisheries management	70	course had an input on Marine Stewardship Council certification plus a 3.5 days period of fieldwork in which part of the theory of ecosystem approach was applied in practice to the fishery for brown shrimp in the Wadden Sea.	23	<p>Besides Wageningen staff , FAO fisheries staff and EL&amp;I staff from Directie Noord were involved.</p> <p>Reinder Schaap and Leo Hagendoorn were involved in course preparations.</p>
Multi-stakeholder ecosystems management	35	<p>Two one week workshops on issues regarding community forestry practices and on forest governance were conducted in close collaboration with Tropenbos International.</p> <p>The strong focus on linking policy with practice</p>	67	<p>Rob Bussink was kept informed.</p> <p>EL&amp;I support for this course will be phased out in 2012.</p>

Project title	EL&I Budget 2011 (K€)	Developments & Policy alignment	Participants	EL&I involvement
		was extremely useful for both practitioners and policy makers in the group. Demand for these courses in this remote province of a 'fragile state' was overwhelming.		
Transition to sustainable livestock systems	36	The course used new materials on the implications of climate change for genetic resources. A successful field trip was included. A special success for part of the participants was the optional work on scenario analysis.  A discussion on the future handing over of the course are ongoing with the partner, the University of Los Banos.	20	In other years we had good contact with the agricultural attaché in Kuala Lumpur and his assistant at the Dutch Embassy in Manila. Due to closure of the agricultural office that is not possible anymore, even if we did manage to consult the former 'assistant' who now resides in Brussels.  One of the involved partner organisations is the AgsPart 2020 foundation which is a spin off from the BOCI supported livestock expertise centre Philippines projects.
Landscape functions and people	35	This course was postponed due to flooding problems in Bangkok.  Course closely linked with learning network on forest landscape restoration.  <a href="http://www.forestlandscaperestoration.org/">http://www.forestlandscaperestoration.org/</a> and <a href="http://forestlandscaperestoration.ning.com/">http://forestlandscaperestoration.ning.com/</a>	13	Through the global partnership on forest landscape restoration and EL&I's involvement (Rob Hendriks).
Integrated pest management and food safety	35	New course elements included: - The process of pesticide registration through involvement of the Ctgb; - Involvement of CABI on Plant Clinics; - The Global GAP presentation was done by private industry.	19	Several contributions were made by staff from the nVWA (Jeuring, Edens) en the Ctgb (van Eekelen).
Improving the performance of rural people's organizations	35	The key focus of this course was further sharpened and can be summarised as "organised farmers as partners in agri business".  Material development benefitted from BO projects in Kenya (Equator Kenya) and the Agri-ProFocus work in Rwanda on promoting rural entrepreneurship.  The course is developed in close collaboration with Agriterro and Agri-ProFocus.  Number of applicants for 2012, when NFP fellowships are available, is considerably higher.	9	Nicolette Koopman (EL&I) and Aaltje de Roos (DGIS) were kept informed about the course.  Proposed 'brown bag' meeting of one hour in the Hague did not materialize.
Competing claims in land use for food, fibres and biofuels	35	The course content drew from a variety of sources including the KBI programme and cases including the Wageningen UR-DGIS programme on competing claims (Southern Africa) and illegal logging (Ghana).  A Wageningen UR wide web portal on competing claims, is to be further developed in 2012.	21	Content development in coordination with Hayo Haanstra who also opened the course and delivered a key note address The course was linked with the BO programme on competing claims.

Project title	EL&I Budget 2011 (K€)	Developments & Policy alignment	Participants	EL&I involvement
Seed Potato technology, certification and supply systems	40	<p>The private sector through NAO/NIVAP (the Netherlands Potato Consultative Foundation) has been supportive throughout the course preparations.</p> <p>The phytosanitary issues and policy matters are covered by presentations of NAK. These presentations very much represent the EL&amp;I policy line.</p> <p>Increasing emphasis on private sector driven development of seed potato supply systems. can be illustrated by successful cases such as the fast track seed potato project in Kenya.</p>	19	Mr. H Bonthuis, until recently with EL&I and currently with NAK presented on variety protection and use. BOCI project experiences are used through inputs of Wageningen UR colleagues.
Coping with Climate change	70	<p>In Ethiopia it was the third time that the course was held but in Uganda the course had to be set up from scratch. A network of relevant people connected to the topic of the course had to be developed and contributors needed instructions on the training methodology.</p> <p>The seminar, the 'hot spot approach', and the involvement of NGO's in various discussions were highly appreciated.</p> <p>A new course module on Climate Change Governance was conducted in Wageningen. For details see below.</p>	42	DLG (Boone) contributed to the course at both Uganda & Ethiopia. EL&I (Haanstra) contributed to the course in Uganda and participated in the seminar. In Ethiopia the agricultural councillor (Westenbrink) attended the seminar, in Uganda the Ambassador (Verheul) opened the seminar with a speech on food security and climate change.
Agriculture in Transition	35	See details below	14	
Agri-Business innovation and local economic development	50	See details below	17	The course has been organized in South Africa with the support of EL&I. Due to illness, the foreseen contribution by the local EKN staff did not materialize.

## New course initiatives

Four new course initiatives were planned for 2011.

### *Agricultural Water Productivity in water scarce regions:*

This course aimed to demonstrate that economical and environmentally sound irrigation practices and use of rainfall often entail that the agricultural water productivity is increased. The conceptual framework of water productivity was to be elaborated, as well as the limitations and difficulties of using water productivity as criterion for water allocation. Despite serious marketing efforts the number of applicants for this course remained well below the set target of 12 participants. As a consequence the course was cancelled. A budget re-allocation was approved to engage into a feasibility study for developing new business models for the international courses (see below).

### *Agriculture in Transition:*

A diverse group of participants subscribed to this course. The programme offered 'a cafeteria of lectures' which catered well to the different backgrounds and interests. The facilitators during the excursions

managed to make the link between their particular subject in the Netherlands and the situation in the South. We feel that the extensive preparation of these excursions has paid off. The sessions on Rural Development in the Netherlands and Endogenous Development were very much appreciated by almost all participants. The facilitator really knows how to take the situation of participants as starting point for discussions, and to make the link between the concept of transition in agriculture to practical ways of making agriculture more sustainable in development contexts. The seminar on ICT attracted a good number of external students & professionals from the Netherlands, but course participants did not rate this session very highly.

Transition to more sustainable agriculture is a key element of EL&I policy. Case material was used from a variety of EL&I supported projects, e.g. an excursion (including lecture) was made to the "Rondeel" in Barneveld, that resulted from the Wageningen Livestock Research project "Houden van Hennen" Unfortunately, EL&I staff were unable to attend the course opening or facilitate in one of the case presentations.

#### *Climate Change Governance:*

This new course aimed to address mitigation and adaptation in the context of climate change governance. The course built on experience of the Dutch government with climate change adaptation and mitigation. Dutch policies on climate related issues were shared and experiences and lessons learned during implementation of the Dutch 'Climate changes Spatial Planning Programme' and the 'Knowledge for Climate Research Programme' were embedded in the course. These coping strategies to climate change help build capacity of professionals to play an active role in the policy dialogue in their respective countries. Visits were made a.o. to the province of Groningen (LTO Noord). EL&I was involved through Hayo Haanstra who participated in the final day of the course as expert in the governance panel, providing feedback to the climate change strategies that were made and presented by the participants.

#### *Agri-Business innovation and local economic development:*

This new course is not yet eligible for the NFP fellowship program, yet the number of applicants was very encouraging. The partner, Tshwane University of Technology (TUT) will integrate the course's curriculum into its education and research programs. The course itself will become part of TUT's outreach portfolio. This trajectory and Wageningen UR Centre for Development Innovation's involvement will be discussed and agreed upon in the course of 2012. The course has been organized in South Africa with the support of the Agricultural Councillor. Unfortunately, due to illness his planned contribution did not materialize.

The course functions also as a platform of knowledge sharing. A good number of existing projects and research programs deliver up to date content to the course's curriculum. The KBI TRIO project is closely related to the course curriculum through the integration of the findings and outcomes of the South-African case developments.

#### ***Business model development***

By letter 253056 of 23 January, approval was given for a budget neutral extension of the course programme and the reallocation of 35k€ for the exploration of new business models for the open course programme. A study of the envisaged partnership strategies for Asia and Africa was commissioned and the conclusions and recommendations of the research report can be found in annex 3. The study confirmed the interest in developing more clearly defined partnership strategies around the joint delivery of short courses. However the franchise model in which Wageningen UR Centre for Development Innovation's role is more restricted to development and quality control was questioned by our current Asian partners. The dialogue with Asian partners on the potential for developing joint degree courses has been stalled as it became clear that legal regulations, Wageningen UR policy priorities and the complicated accreditation process made this an unlikely success route for now. Instead, discussions with VHL were initiated and have resulted in some initial areas of collaboration in developing course materials.

The options to develop a professional masters programme, jointly with VHL and international partners will come back in a follow up discussion. Some first indications on client perceptions of the professional masters programme title are not favourable however.

In the drive for new business models we are currently in discussion with RABO Development on the linking of a networked training facility to a new agricultural investment fund. Although in a very early stage these discussions have opened up new models of operating with involvement of current partners and our alumni network.

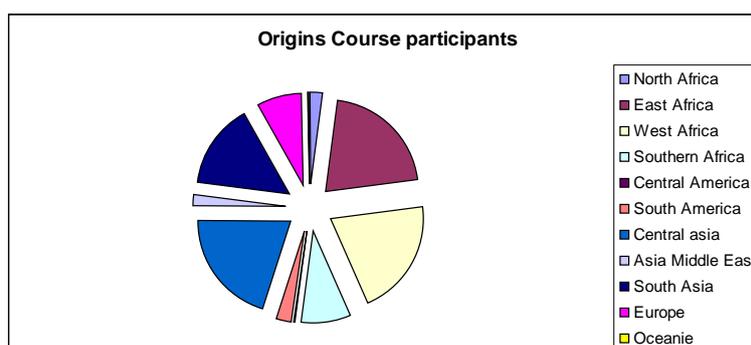
### 3 Management of the Open Courses Programme

As in the previous year, two coordination meetings were held with representatives from EL&I-DKI Education, the Wageningen UR programme coordinators and the EL&I BOCI cluster management as chair. Up till September, the Wageningen UR BO Cluster International management representative (Niels Louwaars) was “agenda lid” to these meetings. This allowed for the monitoring of progress and the necessary linkages between the BO Cluster International theme priorities and developments in the open course programme. By the end of the year new EL&I staff (Peter Voskuil & Willem van Winden) took over the portfolio and in the meantime new contact persons have been agreed upon to accommodate the recent staff changes in the Ministry. (see annex 2)

The course programme was implemented according to plan without major changes except for the cancellation of one of the new courses and the postponement of two others. With a total of 468 course participants to the overall programme<sup>1</sup> we noted a considerable reduction (25%) compared to previous years. Considering the 30% budget reduction in the NFP programme this reduction is acceptable, especially taking into consideration the introduction of new on-line registration systems at both NUFFIC and Wageningen UR Centre for Development Innovation itself.

#### Participation

Course participants draw from a variety of academic, government and civil society organisations, proportions vary with the course subjects. The regional origin of course participants is influenced by the criteria for NFP fellowships which require at least 50% of



fellowships to be allocated to African participants. The gradual increase in fee-paying participants ( see table 2) is a direct consequence of renewed marketing efforts. The programme’s 2011-2012 work plan outlined a.o. how priorities for private sector involvement have been integrated in recent new courses and how to approach this new target group in terms of course marketing. On the latter we are pleased to mention some initial results in increased funding from employers (e.g. seed potato sector) and through CSR funds<sup>2</sup> for international participants.

**Table 2 Number of course programme participants 2006-2011**

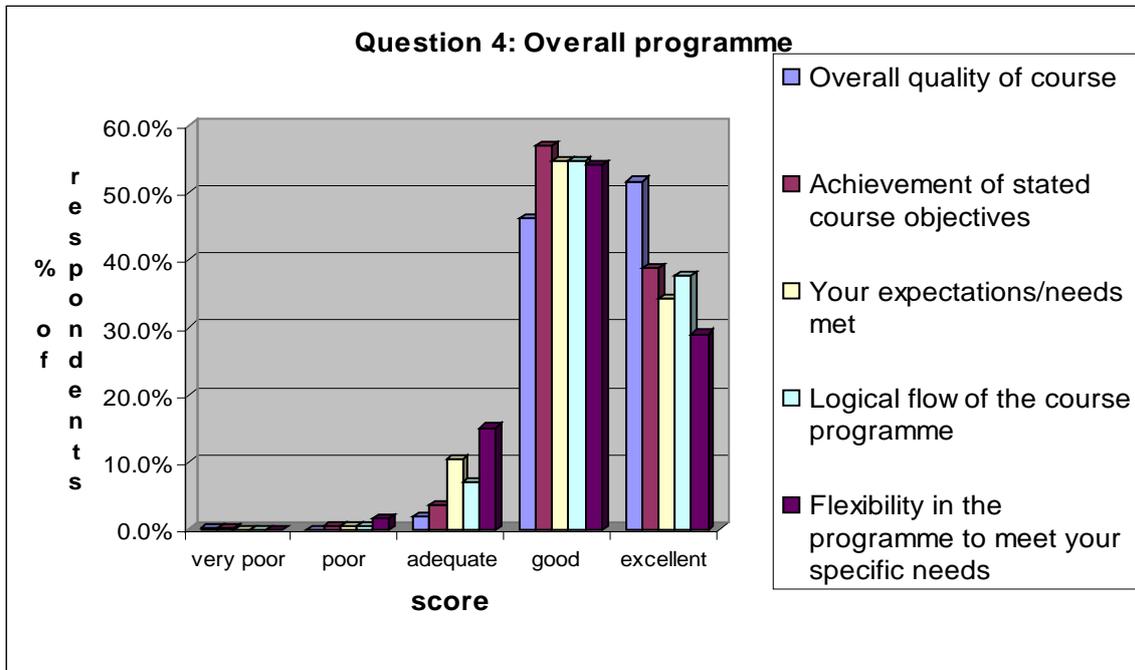
	2006	2007	2008	2009	2010	2011
<b>nfp</b>	172	255	323	478	533	361
<b>self financing</b>	121	120	124	68	98	107
<b>contract</b>	115	150	145	140	80	20
<b>totals</b>	408	525	592	686	711	468

<sup>1</sup> Out of this total LNV supported courses addressed just over 520 participants.

<sup>2</sup> Albert Heijn CSR funding for Madagascar participants in fisheries governance course.

## Feedback and quality issues

The overall level of satisfaction of course participants regarding the courses remains very positive with well over 90% of respondents rating the course good to excellent for most questions (see graph below). Feedback from University lecturers indicate a high level of satisfaction as well, specifically mentioning the balance between theory and practice.



# Annex 1

## Strategy Update (dd 1/8/2011)

### *Wageningen UR International Short course programme's role in the proposed Top Sector policy on Agro & Food and Horticulture & Seed Supply*

In June 2011, ten top teams, consisting of representatives from private sector, government and knowledge institutes, presented their policy advice. With high ambitions to address sustainability, innovation and leadership in these sectors, a framework for future collaboration in the (green) golden triangle is presented.

For many years, the Wageningen UR International short course programme has been aligned with strategic priorities for international collaboration. The programme's 2011-2012 work plan outlined a.o. how priorities for private sector involvement have been integrated in recent new courses and how several new initiatives are to be developed. On the latter we are pleased to mention first initial results in increased funding from employers (e.g. seed potato sector) and through CSR funds<sup>1</sup> for international participants. The top sector papers emphasise the need for demand driven training and research with a clear input from private sector, stimulation of innovation in support of resource efficiency, sustainability and secure and healthy food.

The following initiatives will be included in the 2012 work plan to further align the course programme with the relevant top sector framework:

- The top sector platform will be approached for closer collaboration on a) specific-course curriculum elements to be included to make these short courses better suited for private sector employees, b) broader marketing initiatives to raise awareness among private sector players on possibilities for staff involvement or tailor made training initiatives. The latter initiative will build further on existing partnerships such as with Agriterre and Agri-ProFocus
- Many courses include a one or two day open seminar with sector involvement on topical issues with a broader relevance to a variety of sector players. More specific attention to private sector actors and the involvement of HBO/MBO organisations will open new networking opportunities for linking policy and practice. Strategic planning will be coordinated with the AOC raad. A more active PR approach, before and after the event (publication of conclusions, policy briefs, conference posters), should contribute to a higher profile among a wider group of professionals and the general public.
- The linking of Agricultural councillors in the selected OS countries with research and system innovation in agro-food and horticulture-seed top-sectors will explore new ways to effectively use the Wageningen UR alumni network. This can contribute to addressing the felt need for qualified staff in the region as mentioned in the top sector analysis. In Ethiopia, Ghana and Rwanda alumni events will be organised with a mixed objective of networking, course marketing and demand articulation. Where relevant match making could be part of such events as well.
- Sustainability will form a specific element in the various course curricula, specifically on market and chain development oriented course programmes. Several new courses have been proposed, and build on specific experiences in the golden triangle. The course on agri-business cluster development in Ethiopia is a case in point where private sector and national knowledge institutions will be closely involved. The sustainability of these kind of partnership initiatives will receive attention from the start in developing clear business models for local partners' role in capacity development.

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<sup>1</sup> Albert Heijn CSR funding for Madagascar participants in fisheries governance course.

## Annex 2

### Overview of course contact persons as per end of 2011

Course title	Budget 2011 k€	EL&I Contact person	Tel. no.	Wageningen UR course coordinator	Partner organisation	Country of Implementation
Market Access & sustainable Development	0			Jan Helder <a href="mailto:Jan.helder@wur.nl">Jan.helder@wur.nl</a> 481401		NL
Food & Nutrition Security	90	Jeroen Rijniers; Mireille Boshuizen	070-7573813 070-3786008	Fannie de Boer <a href="mailto:Fannie.deboer@wur.nl">Fannie.deboer@wur.nl</a> 481404		NL
Governance and food safety in international food chains	40	Niek Schelling; Roeland Bosch	070-3784426 070-3785244	Camiel Aalberts <a href="mailto:Camiel.aalberts@wur.nl">Camiel.aalberts@wur.nl</a> 481410		NL
Conservation & sustainable use of genetic resources in agriculture	100	Leontine Crisson	070-3784837	Marja Thijssen <a href="mailto:Marja.thijssen@wur.nl">Marja.thijssen@wur.nl</a> 486865		NL
Training of trainers on wetland management	40	Matieu Pinkers	070-3785009	Ingrid Gevers <a href="mailto:ingrid.Gevers@wur.nl">ingrid.Gevers@wur.nl</a> 486868	RAMSAR	NL
Adaptive management for NRM	15	Rob Busink	070-3784911	Nico Rozemeijer <a href="mailto:Nico.Rozemeijer@wur.nl">Nico.Rozemeijer@wur.nl</a> 481389	Univ. of Science & Technology Kumasi Ghana	Ghana
Competing Claims in rural development	35	Hayo Haanstra; Rob Bussink		Nico Rozemeijer <a href="mailto:Nico.Rozemeijer@wur.nl">Nico.Rozemeijer@wur.nl</a> 481389		NL
Governance for forest, nature and people	35	Rob Busink	070-3784911	Cora van Oosten <a href="mailto:Cora.vanOosten@wur.nl">Cora.vanOosten@wur.nl</a> 481397	CIFOR	Indonesia

Course title	Budget 2011 k€	EL&I Contact person	Tel. no.	Wageningen UR course coordinator	Partner organisation	Country of Implementation
Participatory fisheries management	70	Lianne Kersbergen	070-3784154	Peter van der Heijden Peter.vanderHeijden@wur.nl 481394		NL
Multistakeholder ecosystems management	35	Rob Busink	070-3784911	Arend Jan van Bodegom ArendJan.vanBodegom@wur.nl 486864	COMIFAC/ GTZ/Cooperation Francaise	Central Africa
Transition to sustainable livestock systems	36	Niek Schelling	070-3784426	Jan van der Lee Jan.vanderlee@wur.nl 481348	UPLB-SESAM, UPLB-ADSC	Philippines
Landscape functions and people	35	Rob Busink ; Wouter Verheij	070-3784911 070-378	Cora van Oosten cora.vanoosten@wur.nl 481397	Regional Community Forestry Training Centre (RECOFTC)	Thailand
Integrated pest management and food safety	35	Jaap Satter	070-3786519	Huub Stoetzer Huub.Stoetzer@wur.nl 481396		NL
Improving the performance of rural people's organizations	35	Sjoerd Croqué	070-7573110  070-7573110	Ted Schrader <a href="mailto:Ted.schrader@wur.nl">Ted.schrader@wur.nl</a>	Agrierra	E. Africa
Coping with Climate change	70	Hayo Haanstra	070-3784905	Irene Koomen irene.koomen@wur.nl 482986	IUCN	Ethiopia & Uganda

Course title	Budget 2011 kE	EL&I Contact person	Tel. no.	Wageningen UR course coordinator	Partner organisation	Country of Implementation
Seed potato technology, certification and supply systems	40	Jaap Satter	070-3786519	Siert Wiersema siert.wiersema@wur.nl 0317 486870	NIVAP	NL
Agriculture in Transition	35	Gijs Zeestraten; Sicco Stortelder	070-3784991 070-3784386	Jan van der Lee		NL
Agri business cluster and local economic development	50	Niek van Dijk Jeroen Kelderhuis	070-3784746 070-3787176	Jan Helder; Monika Sopov	Tswane University	South Africa
Business model Development	35			Wouter Hijweege	NA	NL
	831					

## Annex 3

### Conclusions and recommendations Study Report CDI partnership Approach

In response to a changing market environment, the Wageningen UR Centre for Development Innovation (CDI) has commissioned this research to determine whether demand exists for a scenario in which regional partners involved in hosting short courses for mid-career professionals develop the capacity to become the primary agent in the development and delivery of these courses, representing an evolution of current partnership arrangements. The proposed strategy would see CDI relocate to a supporting role of knowledge brokerage and quality assurance. To satisfy this objective, three research trajectories involving key stakeholders were enacted; an on-line survey of participants, a series of semi-structured interviews with partner organisations and a series of semi-structured interviews with selected CDI course coordinators.

The following conclusions can be drawn:

#### ***Demand for evolved partnerships exists***

Across all three trajectories, a clear message arises that demand exists for the evolution of partnerships. CDI coordinators view it as a positive step, alumni recognize the benefits of such a strategy and partners support the concept. In reference to the three differing modalities mentioned in the NKUST example, it is clear that the partnership modality is preferred by all over the logistical support and service modalities.

#### ***Impact of evolved partnerships on course attractiveness to participants***

The results of the alumni survey and follow-up clarification indicate that once the high quality of courses, facilities/accommodation, interesting and attractive international locations and the presence of the Wageningen UR/CDI brand can be assured, then the evolution of course partnerships will have no negative impact on the attractiveness of the courses.

#### ***The importance of garnering institutional support***

From the discussions with partners and coordinators, it is abundantly clear that for the evolution of partnerships which sees the partner organisation become the lead agent in course development and delivery to be successful, the courses need to be institutionalised, with support from necessary staff and departments to ensure the sustainability of the course. In some cases, this can be achieved by modifying the course to align it with the core business or curricula of the partner organisation, while in other cases no solution has yet been found.

#### ***Uncertainty remains regarding CDI's quality assurance role***

Perhaps due to an insufficient definition of the concept, there are still some doubts regarding this role. African partners welcomed the concept, but Asian partners and some CDI coordinators expressed doubts as to its application and indeed what CDI is capable of providing to already competent partners.

#### ***Evolved partnerships not appropriate for all***

Alumni and CDI coordinators expressed that the concept will not work in all cases. There is an agreement that the partner organisation must have not only institutional demand, but an openness to develop the necessary capacities to lead course development and delivery.

#### ***Courses branded as equal collaborations***

Courses should be branded as equal collaborations between CDI and its partners. Doing so promotes the partner organisation's name as a deliverer of reputable courses, but also as a partner of an internationally reputable organisation of Wageningen UR/CDI.

#### ***Partner organisations need to develop the capacity to attract sufficient participants***

The results of the partner and CDI coordinator interviews demonstrate a common understanding that partners cannot currently attract sufficient fee-paying participants. This could in part be due to the lack of

pressure to do so, as a result of the fellowship programme. However, as the context of this research is a re-evaluation of business strategy due in part to a changing funding environment, this competence is deemed important to increase the sustainability of courses.

### *Institutional support within CDI*

The very fact that this research has been commissioned serves as an indication of management support for evolving partnerships. This support is for the most part matched by the interviewed course coordinators, although it can be concluded that this support will remain only on the basis that aforementioned issues of availability of facilitation time and uncertainty over the quality assurance role are addressed.

## **Recommendations**

### *Proceed with developing course partnerships*

There is now clear empirical evidence demonstrating demand for CDI to move forward with the strategy. Therefore, I recommend that CDI initiate and continue (in relevant cases) communication with partners so as to plan and proceed with developing partnerships.

### *Formalise and institutionalise partnership development processes*

As stated previously, ensuring institutional support for evolved partnerships is a critical success factor. I therefore recommend that in any proposed partnership development process, a clear, written commitment should be recorded not only from individual partner representatives, but from management hierarchy and all necessary departments. Within that commitment, a clear understanding of the expectations, roles and responsibilities and financial divisions should be detailed.

In cases where there is a persistent lack of institutional support, I recommend ending the partnership and investigating possibilities for other appropriate partners.<sup>1</sup>

### *Formulate clear criteria to evaluate partner appropriateness for evolved partnerships*

Based on the common conclusion that the strategy may not be successful for all partnerships, I recommend that CDI internally discuss and formulate set criteria with which to judge whether it is beneficial to CDI and the partner alike, to proceed with evolving the partnership. As a precursor to that discussion, I recommend paying particular attention to the following aspects:

- Whether there is measurable institutional support towards the partner developing the capacity to lead course development and delivery
- Whether the relevant CDI course coordinator feels the partner organisation will be able to fulfil its lead role in a manner which maintains the current high level of quality and makes the process worthwhile.

### *Discuss with partners their stated need to develop marketing capacities*

CDI has been successful in developing its capacity to successfully market courses and attain sufficient, relevant participants. I recommend that CDI discuss this point individually with partners and investigate how best to transfer the knowledge and competences needed to improve this capacity.

### *Formulate a clear definition and implementation strategy for CDI's quality assurance role*

I firstly recommend that CDI management bring CDI coordinators together to discuss and formulate a concrete definition of this role, discuss their concerns regarding their own course situation and to gain a common understanding of how CDI could apply this role in practice. I also recommend further

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<sup>1</sup> Jan Helder has informed me that he is currently already exploring this option, as there is no sign of any interest from the business development unit of Tshwane University.

communication with RECOFTC and UPLB regarding the issue. Their insights and concerns can help CDI to shape an agreeable process for assuring the quality of courses.

***Further research: cost/benefit analysis***

The scope of this research did not incorporate a cost/benefit analysis. I recommend that this be conducted, so as to determine whether or not the preconception that courses held in regional locations, led by regional partners will actually be found to be true to a point which makes the process worthwhile.

Annually, the Wageningen UR open course programme for mid-career professionals provides some six hundred individuals with the opportunity to update their competencies and insights. EL&I co-finances this course programme with the aim to maintain close linkages with international policy priorities and to support course innovation and development. This report provides an overview of the outputs over 2011 in relation to the commitment number 140008726. Due to a budget reduction in the Netherlands Fellowship Programme total participant numbers were lower compared to previous years. Yet the demand driven programme was highly successful with approximately four hundred and fifty participants from some 23 courses. Individual course developments are indicated, giving specific attention to the four new courses and the annex provides the conclusions of a study exploring new course models and partnership development with our Southern partner organisations.

**More information:** [www.cdi.wur.nl](http://www.cdi.wur.nl)

