

APAARI Resource Mobilization Strategy



Prepared by

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Asia-Pacific Association of Agricultural Research Institutions (APAARI)

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Left: Participatory varietal selection in Bangladesh: Isagani Serrano/IRRI

Top right: Participants of the Regional Expert Consultation on Agricultural Biotechnology/APAARI

Below left: Participants of the Regional Conference on Role of Soil and Plant Health Towards Achieving Sustainable Development Goals in Asia-Pacific/APAARI

Below right: Scientists studying mung bean in the Seed Research and Development Center in Phitsanulok, Thailand/APAARI

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Abbreviations and Acronyms¹

ACIAR	Australia Centre for International Agricultural Research
ADB	Asian Development Bank
AFRIS	Agri-Food Research and Innovation System
AFS	Agri-Food Systems
AIRCA	Association of International Research and Development Centers for Agriculture
ALiSEA	Agro-ecology Learning Alliance in South East Asia
APCoAB	Asia-Pacific Consortium of Agricultural Biotechnology and Bio-resources
APR	Asia-Pacific Region
APAARI	Asia-Pacific Association of Agricultural Research Institutions
APIRAS	Asia-Pacific Islands Rural Advisory Services Network
ASEAN	Association of Southeast Asian Nations
ASTI	Agricultural Science and Technology Indicators
BMGF	Bill and Melinda Gates Foundation
CARDI	Cambodian Agricultural Research and Development Institute
CD for AIS	Capacity Development for Agricultural Innovation Systems
CDE	Centre for Development and Environment
CGIAR	Consultative Group on International Agricultural Research
CIAT	International Center for Tropical Agriculture
COA	Council of Agriculture, Taiwan
CoP	Community of Practice
CORAF	West and Central African Council for Agricultural Research and Development
CSA	Climate-Smart Agriculture
CSO	Civil Society Organization
DG DEVCO	Directorate-General for International Development Cooperation
DOA	Department of Agriculture, Thailand
EC	European Commission
ECM	Executive Committee Meeting of APAARI
ES	Executive Secretary of APAARI
EU	European Union
FANRPAN	Food Agriculture and Natural Resources Policy Analysis Network
FARA	Forum for Agricultural Research in Africa
FAO	Food and Agriculture Organization of the United Nations
FAO-RAP	Food and Agriculture Organization of the United Nations - Regional Office for Asia and the Pacific
FO	Farmers' Organization
GA	General Assembly of APAARI
GAM	General Assembly Meeting

¹ This section covers abbreviations appearing in the main text, as well as annexes

GCHERA	Global Confederation of Higher Education Associations for Agricultural and Life Sciences
GFAR	Global Forum on Agricultural Research and Innovation
HEIs	Higher Education Institutions
HR	Human Resources
IAARD	Indonesia Agency for Agricultural Research and Development
IARC	International Agricultural Research Centre
ICDF	Taiwan International Cooperation and Development Fund
ICGEB	International Center for Genetic Engineering and Biotechnology
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
IRD	Institut de recherche pour le développement
ITC	Institute of Technology of Cambodia
ITPGRFA	International Treaty on Plant Genetic Resources for Food and Agriculture
KM	Knowledge Management
MALI	Ministry of Agriculture, Livestock and Irrigation, Myanmar
MARDI	Malaysian Agricultural Research and Development Institute
MOA	Ministry of Agriculture, Fiji
MERL	Monitoring, Evaluation, Reporting and Learning
NAFRI	National Agriculture and Forestry Research Institute, Lao PDR
NARC	National Agricultural Research Council
NARI	National Agricultural Research Institution, Papua New Guinea
NARO	National Agricultural Research Organization
NGO	Non-Government Organization
PCAARRD	Philippine Council for Agriculture, Aquatic and Natural Resources Research and Development
PNG	Papua New Guinea
R&D	Research and Development
RU	Rutgers University
SAC	South Asian Association for Regional Cooperation (SAARC) Agricultural Centre
SDGs	Sustainable Development Goals
SEARCA	Southeast Asian Regional Center for Graduate Study and Research in Agriculture
SEI	Stockholm Environmental Institute
SPC	Pacific Community
SPS	Sanitary and Phytosanitary (requirements)
STDF	Standards and Trade Development Facility
TAP	Tropical Agriculture Platform
TNAU	Tamil Nadu Agricultural University
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNIDO	United Nations Industrial Development Organization
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
VAAS	Vietnam Academy of Agricultural Sciences
WTO	World Trade Organization

Executive Summary

APAARI is an apolitical, regional organization established in 1990 at the initiative of the Food and Agriculture Organization of the United Nations (FAO). Guided by the APAARI Vision 2030 and Strategic Plan 2017-2022, while aligned with the Sustainable Development Goals (SDGs), APAARI works with over 80 members and numerous partners and other stakeholders to strengthen research and innovations for sustainable agricultural development in Asia-Pacific. APAARI's key added value lies in supporting its members and partners in addressing key thematic areas of high importance to Asia-Pacific, including management of natural resources, and risks and uncertainties, value chain development, and policy support. It is addressing these areas through knowledge management (KM), partnership, networking, capacity development and advocacy, to assist these stakeholders in facilitation of agricultural transformation in the face of current and future challenges that the region's agri-food system is facing.

To better understand its members, partners and other stakeholders, APAARI conducted a stakeholder and donor mapping. These two continuous exercises enable to identify thematic and country agri-food research and development priorities of potential new members and donors of APAARI, and define specific strategies for their engagement. The APAARI Secretariat also intensified its engagement with some new donors, such as the European Union (EU) during 2019, envisioned to lead to inclusion of APAARI in EU-supported regional and global programmes, or global funding.

To respond to the evolving agri-food landscape and meet the needs of its members and NARS, it has revised and amended its Constitution, refined its priorities at the national, sub-regional and regional levels, and diversified its activities to fulfill its mandate. However, despite these achievements, a significant human resource capacity and funding shortfall in all the areas of the Secretariat's work to address its key thematic and cross-cutting areas through APAARI programmes and activities, jeopardizes effective implementation of its Strategic Plan.

The overall objective of the APAARI Resource Mobilization Strategy is therefore to ensure a systematic and coordinated approach to guide the Association in securing new and additional resources, making better use of, and maximizing existing resources to achieve institutional, financial and programmatic sustainability. Furthermore, the Strategy is envisioned to develop and improve relations and dialogue between APAARI and sub-regional and global stakeholders and platforms to create new ways of delivering support to national agri-food research and innovation systems and facilitate collective actions in appropriate synergies.

APAARI will pursue a Resource Mobilization Strategy that is consistent with its Vision, Mission and Goal, as stipulated in its Strategic Plan 2017-2022 and in line with the SDGs. It is also in line with the Membership Strategy. The following guiding principles will be applied: creating an enabling environment for resource mobilization; meeting the needs

of the Members; considering the needs of target donors and new partners; and results-based implementation.

The focus of the Resource Mobilization Strategy consists of two key processes. Firstly, the Association will focus on mobilizing funding for ongoing and new activities and projects implemented in partnership with members and key partners. Secondly, the Association will follow a systematic approach to engage its members and relevant policy bodies in a dialogue that will contribute to policy influence as a way to promote sustainable financing and investments into agri-food research and innovation in the region. APAARI considers diversification of its funding portfolios crucial to ensure protection in the face of a risk of 'drying up' one source, and long-term sustainability of the Association. It therefore focuses on mobilizing five types of resources to achieve a mix of funding. This includes membership fees, grants, technical cooperation, and in-kind contributions.

APAARI's unique regional position and well-established network of government and non-government Members, programme/project and implementing partners, presents opportunities for meeting and identifying potential donors at international, regional and sub-regional levels. The key approaches that APAARI will use to attract funding are as follows: (i) improvement of communication, knowledge and information products and flow (through donor mapping, donor profiles, strengthened Community of Practice (CoP) on KM and communication, strengthened communication with external audiences, enriched website and efficient contact management); (ii) response to calls for proposals and engagement with resource partners; and (iii) dialogue with and participation of members.

APAARI recognizes three key areas of donor requirements that it is currently addressing through financial and administrative reforms. These include: legibility (ongoing process of obtaining a legal status in Thailand), transparency (ongoing financial reform and open communication with stakeholders), and accountability (implementation of a monitoring, evaluation, reporting and learning system - MERL). APAARI is ensuring that it meets the required criteria as much as possible through the development of more efficient and effective administration of the APAARI Secretariat and improved management structures, systems and processes through reforms, while developing and utilizing the Secretariat's competencies and skills.

APAARI needs a Strategy for Resource Mobilization both for its sustenance and growth in terms of projects, members and funding. Building the Association's reputation requires a strong focus on delivering positive results, building relationships that make a difference to the members, and implementing processes that are transparent and accountable to stakeholders. Building this positive image is a key to building confidence of current and potential donors.

About APAARI

APAARI is an apolitical, regional organization established in 1990 at the initiative of the Food and Agriculture Organization of the United Nations (FAO) and Governments of China, Fiji, India, Iran, Malaysia, New Zealand, Pakistan, Papua New Guinea, Philippines, Republic of Korea, Sri Lanka, Thailand and Western Samoa.

It is working as a vibrant network of 80 members and numerous partners from Asia-Pacific national agricultural research systems (NARS), international agricultural research centres – Consultative Group on International Agricultural Research (CGIAR) and Association of International Research and Development Centers for Agriculture (AIRCA), higher education, civil society – farmer and women organizations, non-governmental organizations (NGOs), and the private sector.

Guided by the APAARI Vision 2030 and Strategic Plan 2017-2022, while aligned with the Sustainable Development Goals (SDGs), APAARI works with its members and partners to address the following priority thematic areas to benefit small farmers and entrepreneurs, and achieve more sustainable agri-food systems in Asia-Pacific: (i) mobilization, management and use of natural resources; (ii) management of risks and uncertainties; (iii) inclusive development and integration of value chains; and (iv) analysis, strengthening and formulation of public policies and overarching regulatory frameworks. APAARI addresses these priority areas through the following key programmes and activities: knowledge management; partnership and networking; capacity development; advocacy; women and youth; foresight and visioning; and governance.

The value that APAARI adds to Asia-Pacific agri-food research and innovation systems is by supporting its members and partners specifically in knowledge and information management, networking, capacity development and policy dialogue to enable them to better facilitate agricultural transformation in the face of current and future challenges that the region's agri-food system is facing.

Legal Status

Following endorsement by a number of regional conferences and expert consultations of the Food and Agriculture Organization of the United Nations (FAO) in the 1980s, APAARI was established in 1990 at the initiative and under sponsorship of FAO Regional Asia-Pacific (RAP) Office. Though APAARI has enjoyed the patronage and privileges of FAO since its inception, FAO has recently taken a decision of discontinuing its support to the Association (as for other such entities established under the auspices of FAO-RAP). FAO thus requested APAARI to seek its own legal status in Thailand while providing support to APAARI regarding documents needed for submission to the Ministry of Foreign Affairs (MOFA), Thailand. To ensure a smooth process for obtaining the legal status in Thailand, APAARI communicates and works closely with MOFA and the Department of Agriculture (DOA), Thailand – one of APAARI's core country members and partners contributing towards APAARI's growth since the Association's establishment. Once

APAARI is detached from FAO, the independent legal status will become crucial for its future funding.

Members, Partners and other Donors

In 2017, APAARI conducted a stakeholder mapping exercise to: (i) determine and assess key stakeholders within agri-food research and innovation systems of Asia-Pacific; (ii) define their concerns and issues; (iii) understand their needs and priority operational areas to enable identification of synergies with APAARI; (iv) target and prioritize these stakeholders for future membership and partnership (e.g. projects, resource mobilization, capacity development, online and face-to-face interactions); (v) assess members' level of commitment and interest in APAARI based on their current engagement within the APAARI Community; (vi) identify gaps within membership; and (vii) recommend strategies for their (re)engagement.

The current membership base of APAARI consists of:

- NARS – national agricultural research organizations and institutes (NARIs and NAROs)
- international agricultural research centres (CGIAR and AIRCA centres)
- higher education institutions (HEIs)
- civil society – farmer and women organizations, and NGOs
- private sector

New potential members and partners have been identified as part of the ongoing mapping exercise. This includes donor mapping, with potential donors being listed in Annex 1. Various levels of engagement with identified 'priority' organizations are being recorded and monitored by APAARI's technical staff.

By being members of APAARI, organizations can benefit from the following:

- Enhanced scope for networking, knowledge sharing, collaboration and partnership by synergizing efforts and creating opportunities for the members to participate in discussions and policy dialogue
- Increased dissemination of research outputs of the members and their integration in regional and global knowledge base
- Improved visibility of the members and their activities through knowledge management and advocacy at regional and global levels
- Provided incentives to the members for enhancing APAARI's activities and opportunities to influence its governance
- Inclusive participation of the members in capacity development to strengthen their technical and functional capacities (soft skills)
- Key APAARI partners are considered organizations working in Asia-Pacific and include donors, implementation partners and/or local project and programme partners that are either members of APAARI or international organizations that the APAARI Constitution excludes from the Association's membership entitlement e.g. the United Nations. As of 4 May 2020, APAARI works in direct partnership with the donors, as well as implementing and programme/project partners, listed in Annex 1.

Current Status of APAARI

Since its establishment, APAARI became a dynamic institution in a fast-changing agri-food environment while pursuing its vision, goals, and objectives. To respond to the evolving agri-food landscape and meet the needs of NARS, it has revised and amended its Constitution, refined its priorities at the national, sub-regional and regional levels,

and diversified its activities to fulfill its mandate. This has only been possible due to close collaboration with its members, donors, project/programme and implementing partners, and other stakeholders. However, despite these achievements, a significant human resource capacity and funding shortfall in all the areas of the Secretariat's work to address its key thematic and cross-cutting areas through APAARI programmes and activities, jeopardizes effective implementation of its Strategic Plan (2017-2022).

As of January 2020, APAARI has a core set of staff that are part of its Secretariat in Bangkok, Thailand, to carry out the Association's management and operations for the benefit of its members/stakeholders. The Executive Secretary (ES) is supported by: (i) three technical coordinators (KM, Asia-Pacific Consortium of Agricultural Biotechnology and Bio-resources – APCoAB, and Agricultural Science and Technology Indicators – ASTI); (ii) one finance coordinator; (iii) two technical assistants (APCoAB and ASTI); (iv) two KM/IT-related support staff; and (v) two administrative assistants. Consultants are occasionally recruited to provide technical support to projects and governance matters. The number of staff has increased over the years as the activities have grown and new projects have been secured and initiated. However, to manage the increasing number of activities and projects, APAARI needs additional staff for which it requires additional resources.

Objectives of the Resource Mobilization Strategy

The overall objective of the APAARI Resource Mobilization Strategy is to ensure a systematic and coordinated approach to guide the Association in securing new and additional resources, making better use of, and maximizing existing resources. Specifically, it aims to support:

- 1. Institutional Sustainability** by strengthening its structure and governance to allow the Association to better respond to changing priorities of its members and the region, and better fulfill new responsibilities towards them.
- 2. Financial Sustainability** by drawing on various sources of revenue and project funding to implement its Strategic Plan 2017-2022, continue current activities and undertake new initiatives.
- 3. Programmatic Sustainability** by responding to the evolving needs of small farmers and their rural communities, as well as research, extension and innovation and development of APAARI members and partners.

Furthermore, the Strategy is envisioned to develop and improve relations and dialogue between APAARI and sub-regional and global stakeholders and platforms to create new ways of delivering support to national agri-food research and innovation systems and facilitate collective actions in appropriate synergies.

Guiding Principles

APAARI will pursue a resource mobilization strategy that is consistent with its Vision, Mission and Goal, as stipulated in its strategic plan 2017-2022 and in line with the SDGs. The guiding principles of the Resource Mobilization Strategy are as follows:

Principle 1: Creating an Enabling Environment for Resource Mobilization—

APAARI's ability to identify, mobilize, spend, monitor and report back on resources received will be supported by its governance structures and other influencing factors e.g. General Assembly, Executive Committee, managerial and operational systems and practices, and human resources (HR) structures of the Secretariat. For example, resource mobilization

It is not just about mobilizing funds, but a management process that involves identifying people and institutions, who share the same values as APAARI and taking the steps to manage those relationships.

Vision: “Strengthened research and innovations for sustainable agricultural development in Asia and the Pacific”.

Mission: Promoting, coordinating and strengthening agriculture and agri-food research and innovation systems through partnerships and collaboration, capacity development and advocacy for sustainable agricultural development in Asia and the Pacific.

Goal: The Asia-Pacific region benefits from and values APAARI's leadership and contribution to developing agriculture and agri-food research and innovation systems.

will be integrated in the Terms of Reference of all staff, duty travel requirements, and internal capacity development plans considering the team efforts to mobilize resources.

Principle 2: Meeting the Evolving needs of Members – All resource mobilization efforts will align with APAARI's core mandate and role i.e. supporting its members. This will be done through joint scoping for funding especially with national governments, development of joint proposals for national and international donors, and building their capacity in proposal writing, presentation, negotiation and other functional capacities.

Principle 3: Considering the Needs of Target Donors and New Partners – The needs and priorities of donors and new potential member and partner organizations of APAARI will continue to be mapped through the Stakeholder Mapping tool, the use of which will be reinforced among all APAARI staff.

Our performance today impacts our ability to generate resources tomorrow

Principle 4: Result-based Implementation – To remain relevant in the increasingly competitive landscape for resources in Asia-Pacific, APAARI has adopted a Monitoring, Evaluation, Reporting and Learning (MERL) framework to deliver high quality services and assistance in a timely and appropriate manner and ensure its accountability for results. The Framework is based on: the 'Impact Pathway Analysis' for investments and interventions; identification of users of monitored and evaluated information and its likely use in learning and reporting actions; identification of what needs to be measured; and application of quantitative and qualitative methods needed to measure indicators on progress towards thematic outcomes. Resource mobilization efforts are integrated in the MERL to allow timely quantitative and qualitative reporting.

Framework for Resource Mobilization

The focus of the Resource Mobilization Strategy will consist of two key processes. Firstly, the Association will focus on mobilizing funding for ongoing and new activities and projects implemented in partnership with members and key partners. Secondly, the Association will systematically engage its members and relevant policy bodies in a dialogue that will lead to policy influence as a way of promoting sustainable financing and investments for agri-food research and innovation in their countries and region.

APAARI considers diversification of its funding sources crucial to ensure protection in the face of a risk of 'drying up' one source, and long-term sustainability of the Association. It will therefore focus on mobilizing five types of resources to achieve a mix of funding:

1. **Membership Fees** – Fees from USD 1,000 to USD 10,000 per year paid by APAARI members depending on their membership category and agreement.
2. **Project Grants** – Time-bound restricted money received for specific project proposals as a result of successful response to calls for proposals or direct relationship with donors that can lead to medium- or long-term funding.
3. **Technical Cooperation** – Provision of technical support related to KM, capacity development, conference resources, experts, field trips, and joint research, which can lead to long-term funding.
4. **In-kind Support** – Provision of meeting and training facilities, conference packages, local expertise and hospitality particularly through local partners.

Strategic Approaches to Resource Mobilization

APAARI's unique regional position and well-established network of government and non-government Members, programme/project and implementing partners, presents opportunities for meeting and identifying potential donors at international, regional and sub-regional levels. This blend and nature of its identity can make APAARI attract resources from different sources. The main efforts for resource mobilization are described in this section on the various approaches that APAARI will use to attract funding.

1. Improvement of communication, knowledge and information products and flow

APAARI has developed an information package that includes its Capability Statement, general and membership flyer, and newsletter to help inform its stakeholders about the Association's existence, activities and results. This package with a specially designed paper folder reflecting the APAARI identity is given to potential donors and new stakeholders at every opportunity of the Secretariat. Stakeholder mapping has been used as the main APAARI tool to monitor key stakeholders, including donors, and the Association's engagement with them. However, more needs to be done and this Strategy calls for improved communication, knowledge and information products and flow in the following ways:

Donor Mapping – The mapping of donors needs to be specifically highlighted and elaborated in the general Stakeholder Mapping tool, indicating specific communication strategies to approach key donors. As a living document, this map will be continuously updated to provide a valuable guide for APAARI's resource mobilization efforts complementary to this Strategy.

Donor Profiles – Donors need to be specifically highlighted on the APAARI website in the form of creating donor profiles to provide key information about their organization, type, and level of their funding support to the Association. This website section should include APAARI's and Member's resource mobilization strategies, proposal templates, and modules on proposal writing.

Strengthened CoP on KM and Communication – The APAARI-established CoP includes KM and communication focal points from Member organizations. It is being consulted on various upcoming events and preparation of communication products e.g. success stories and newsletters. The group met for the first time on 18-19 October 2018 when APAARI organized a KM training. However, APAARI needs to strengthen the group through more regular communication, particularly to identify synergies between the KM and communication efforts of its Members and the APAARI Secretariat. Regular meetings and capacity development activities of the group also need to be organized in collaboration with the Members to allow better identification and representation of their needs and priorities in this area.

Strengthened Communication with External Audiences – Two regular communication products are currently being developed by APAARI – six-monthly newsletter and bi-monthly APAARI Network Highlights. However, both products require significant revisions in their communication strategies to ensure their timely production and dissemination to target audience by providing improved guidelines to members on the types and length of collected articles. Factsheets about ongoing projects and programmes need to be prepared and included in the information package for donors to inform them about ongoing APAARI activities and their results.

Enriched Website – The APAARI website is the Association’s primary vehicle for communicating to external audiences, including potential donors. As such, it needs to provide services and tools to facilitate donor decision-making e.g. updated information about the development and results of APAARI’s ongoing programmes and projects, contact details of project staff, and an interactive area including Members’ comments, feedback on project implementation, and other inputs into online discussions.

Contact Management – APAARI’s contacts are the heart of its KM and Resource Mobilization Strategy since these are the persons that help APAARI grow and improve, and on the other hand, APAARI provides value to. A strong and user-friendly contact management database will create a foundation for implementation of APAARI strategies. It will help APAARI staff stay productive by accessing and managing contacts in one place, while delivering targeted communication more effectively and efficiently.

2. Response to Calls for Proposals and Engagement with Resource Partners

Taking initiatives and actively engaging with resource partners is key to APAARI’s success in resource mobilization. This requires regular scoping, monitoring and responding to calls for proposals, as well as maintaining dialogues and engagement with partners and potential partners in the areas that require a joint approach to donors. APAARI needs to regularly search for calls for proposals on donor websites and identify concrete opportunities relevant and important to the Association. Once these opportunities are identified, APAARI needs to share them with all Members seeking their interest based on their needs and added value, to develop a Consortium and jointly design a project proposal. Since developing a well-written project proposal, which responds to the needs of both donors and participating organizations, is a timely activity, preliminary discussions with interested Members and partners are important to assess the worth of the call topic, and their commitment for joint implementation, co-funding or in-kind contributions before efforts are put into the design.

Fund raising comes as a result of ‘friend raising’, not as the goal in itself.

Scoping for funding requires relationship building and strengthening not only with donors, but also with programme/project and implementing partners, as well as potential partners. Donors normally give money to organizations to which they have personal affiliation. Once donors are identified, APAARI will aim to get closer to them through maintaining regular communication and interactions through all partner events in which APAARI will participate, and inviting the donors to APAARI events. Part of the scoping for new funding is getting to know these donors once face-to-face opportunities arise, making efforts to raise APAARI’s visibility and profile, thereby raising their interest in the Association. As the relationship deepens, the chances of donors providing financial support increases with time. Initiating new relationships, nurturing existing ones, and building an expanding APAARI network of committed members and partners is ongoing activities will become one of the core functions of APAARI. This requires patience, dedication of APAARI staff and its EC members to build strong relationships.

3. Dialogue with and Participation of Members

Resource mobilization focal points within the APAARI members, including NARS, HEIs and international research organizations, will be identified to refine their existing or initiate the process of preparing new country-specific resource mobilization strategies. This will be done by collecting necessary funding information at the national level,

including the use of complementary data collected through the APAARI-implemented ASTI project. APAARI will provide technical backstopping with the refinement/ formulation of these members' strategies to ensure synergies with the APAARI Vision, Strategic Plan, and the regional resource mobilization approach of the Association.

To facilitate the involvement of APAARI members, appropriate consultative arrangements will be made in the context of APAARI's Executive Committee Meetings. APAARI will communicate information on the joint efforts of the resource mobilization process within the ECM to promote understanding, ownership and engagement.

Initial drafts of the Members' strategies will be sent for comments to their national stakeholders, including respective government agencies and policy-making bodies to take their views and interests into consideration. When necessary and feasible, meetings at the national levels will be organized by members to finalize their resource mobilization strategies, with participation of all key stakeholders.

A review and discussions of implementation of country resource mobilization strategies will take place every two years at the regional level during APAARI's meetings. Based on the outcomes of review, country resource mobilization strategies may be revised or updated to take into account any new developments, opportunities, experiences and lessons learned. Resource mobilization strategies will be made available widely to facilitate exchange of information with donors and partner countries.

The APAARI Secretariat will provide regional technical support to the development and implementation of Members' resource mobilization strategies by: (i) re-initiating the dialogue on investment in agricultural research as a follow up to the High Level Policy Dialogue on Investment in Agricultural Research that took place on 8-9 December 2015; (ii) facilitating sharing of information and experiences of different Members in resource mobilization efforts; (iii) providing technical assistance to Members to assist their efforts in refining and developing their resource mobilization strategies; (iv) convening regional or sub-regional capacity development and awareness raising workshops; (v) promoting collaboration among existing Members' resource mobilization efforts; (vi) undertaking analysis of the identified needs of Members for resource mobilization and utilization.

Potential Donors to be considered for APAARI's Future Programmes and Projects

As part of its donor mapping exercise, APAARI prepared a tentative list of potential donors to be considered for APAARI's future programmes and projects. These donors have been listed in Annex 2. They are organized according to: (i) international organizations; (ii) government organizations (bilateral donors); and (iii) foundations, corporations and civil society providing innovative financing mechanisms. Annex 2 also provides a summary of key areas of focus of these organizations and their priority countries, including the identified synergies with APAARI's strategic priorities in terms of its thematic and programme areas. In 2019, APAARI intensified its dialogue with the European Union (EU) to improve the Association's visibility of ongoing actions and capability, with the objective to promote APAARI's inclusion in regional and global EU-funded programmes or develop access to direct funding. A case study of the EU potential support and relationship is included in Annex 3.

APAARI Governance and Development

APAARI's strong governance structure in the form of the Executive Committee is in place to support the Association's resource mobilization efforts. The Committee is composed of three officers, namely, Chairman, Vice-Chairman, Executive Secretary, and members. The Chairman, Vice-Chairman and EC members are elected by the General Assembly

from among the member institutions at the biennial meeting. They hold office until the next biennial session and are not eligible for immediate re-election to the same office for more than two terms. A single country is not allowed to have more than one representative on the Executive Committee. The Executive Secretary is appointed among ex officio members of the Executive Committee.

Evidence shows that most donors require three characteristics to consider funding of an organization². These are as follows:

- **Legitimacy** – Legal existence and operations of organizations depend on different countries' terms and requirements for recognizing legal status. Only those that have been established according to their host country's civil laws and traditions are considered to be legitimate.
- **Transparency** – Open communication with internal and external stakeholders regarding an organization's financial and management health is key to getting donor support. This includes disclosed information about programmes, projects, activities and even financial transactions and investments. This is highly regarded by prospective donors and partners as transparency assures them of an organization's trustworthiness and commitment to its constituents.
- **Accountability** – Obligation on an organization to account for its activities, accept responsibility for them, disclose the results regarding the use of donated funds in a transparent manner, and be guided by sound organizational management and financial principles.

APAARI will ensure that it meets all three criteria through the development of more efficient and effective administration of the APAARI Secretariat and improved management structures, systems and processes through reforms, while developing and utilizing the Secretariat's competencies and skills.

Resource mobilization has become part of APAARI's annual performance framework with annual targets and indicators of success. Furthermore, the Secretariat will include resource mobilization as one of its key internal functions in the job description of managers and coordinators. The task will be included in staff performance framework and terms of reference for duty travel. All APAARI's professional staff and consultants (technical, cross-cutting and administration) will be responsible for approaching donors during their participation in events and duty travel. Regular annual reviews of the implementation of the Strategy will be undertaken by the Secretariat to systematically monitor progress and keep track of resource mobilization efforts.

Sustainability

APAARI needs a Strategy for Resource Mobilization both for its sustenance and growth in terms of projects, members and funding. Building the Association's reputation requires a strong focus on delivering positive results, building relationships that make a difference to the members, and implementing processes that are transparent and accountable to stakeholders. Building this positive image is a key to building confidence of current and potential donors of the Association about their support to APAARI. Effectiveness of APAARI programmes and projects, its technical and managerial expertise, credibility of staff and the Executive Committee, as well as relationship with the members, partners, donors and other stakeholders, will demonstrate the Association's value to agri-food research and innovation systems, and contribute to its more sustainable funding and functioning.

² IDRC (2019) *Resource Mobilization: A Practical Guide for Research and Community-Based Organizations 2nd edition*.
<https://www.idrc.ca/sites/default/files/sp/Documents%20EN/Donor-Partnership-guide.pdf> (last accessed on 4 May 2020).

Annexures

Annex 1: APAARI's Donors, Implementing Partners and Programme/ Project Partners

(as of 4 May 2020)

Donors	Implementing partners	Programme/project partners
Agence Française de Développement (AFD)	- Centre de coopération internationale en recherche agronomique pour le développement (CIRAD), and - Groupe de recherche et d'échange technologique (GRET)	- International Center for Tropical Agriculture (CIAT) - Centre for Development and Environment (CDE) - Swisscontact - University of Florence, Stockholm Environmental Institute (SEI) - University of Hohenheim - Media Seed - Institut de recherche pour le développement (IRD) - Food and Agriculture Organisation of the United Nations (FAO) - United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) - Institute of Technology of Cambodia (ITC) - Université catholique de Louvain - ECLOSIO/University of Liège - Agro-ecology Learning Alliance in South East Asia (ALiSEA) National Secretariats - national research and academic institutions in Cambodia, Lao PDR, Myanmar and Vietnam
Australia Centre for International Agricultural Research (ACIAR)	International Food Policy Research Institute (IFPRI)	- Pacific Community (SPC) - Cambodian Agricultural Research and Development Institute (CARDI) - Ministry of Agriculture (MOA), Fiji - Indonesia Agency for Agricultural Research and Development (IAARD) - National Agriculture and Forestry Research Institute (NAFRI), Lao PDR - Malaysian Agricultural Research and Development Institute (MARDI) - Ministry of Agriculture, Livestock and Irrigation (MALI), Myanmar - National Agricultural Research Institute (NARI), Papua New Guinea (PNG) - Philippine Council for Agriculture, Aquatic and Natural Resources Research and Development (PCAARRD) - Department of Agriculture (DOA), Thailand - Vietnam Academy of Agricultural Sciences (VAAS)

Donors	Implementing partners	Programme/project partners
Council of Agriculture (COA), Taiwan	All APAARI NARS members	All APAARI NARS members
European Union (EU)	- Food and Agriculture Organization of the United Nations (FAO) - CIRAD	- Tamil Nadu Agricultural University (TNAU) - Global Confederation of Higher Education Associations for Agricultural and Life Sciences (GCHERA) - All partners stated under AFD collaboration above - Asia-Pacific Islands Rural Advisory Services Network (APIRAS)
FSII	n.a.	n.a.
World Trade Organization (WTO)	Standards and Trade Development Facility (STDF)	- Rutgers University - United States Department of Agriculture (USDA) - Country partners (TBD) in Bangladesh, Lao PDR, Malaysia, Nepal, Pakistan, Sri Lanka, Thailand and Vietnam
International Fund for Agricultural Development (IFAD)	South Asian Association for Regional Cooperation (SAARC) Agricultural Centre (SAC)	IFPRI
Sehgal Foundation	International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)	- Forum for Agricultural Research in Africa (FARA) - Food Agriculture and Natural Resources Policy Analysis Network (FANRPAN) - West and Central African Council for Agricultural Research and Development (CORAF)

The main thematic focus of the partnership of APAARI with the above-mentioned donors, in line with the Association's Strategic Plan 2017-2022 is the following:

Donor	Thematic focus in APAARI-implemented activities	Alignment with the thematic areas of APAARI Strategic Plan 2017-2022
ACIAR	Knowledge management, agricultural data on investment	Theme 4. Analysis, strengthening and formulation of public policies and overarching regulatory frameworks to support the transformation and development of AFS (4.1)
AFD	Agroecology and safe food systems	Theme 1. Mobilization, management and use of natural resources for sustainability of AFS (1.1) Theme 2. Management of risks and uncertainties in the AFS (2.3)
COA	Biotechnology and bioresources	Theme 1. Mobilization, management and use of natural resources for sustainability of AFS (1.4)
EU	Capacity development for agricultural innovation systems (CD for AIS) Agroecology and safe food systems	Cross-cutting Theme 1 and 2 as mentioned under AFD above
FSII	Gene editing	
WTO	Compliance with international sanitary and phytosanitary (SPS) requirements	Theme 2. Management of risks and uncertainties in the AFS (2.3)
ASEAN	Higher education	Theme 4. Analysis, strengthening and formulation of public policies and overarching regulatory frameworks to support the transformation and development of AFS (4.1)
IFAD	Climate-smart agriculture (CSA)	Theme 2. Management of risks and uncertainties in the AFS (2.2)

Annex 2: Potential Donors, Priorities and Alignment with APAARI's Strategic Plan 2017-2022

Donors	Areas of collaboration and Asia-Pacific countries covered	APAARI Strategic Areas	
		Thematic (Note 1)	Programme (Note 2)
International organizations			
Association of Southeast Asian Nations (ASEAN)	Higher education, food security, value chains (Indonesia, Malaysia, Philippines, Singapore, Thailand)	T3	KM, CD
Asia-Pacific Network for Global Change Research	Climate change (Bangladesh, Bhutan, Cambodia, Fiji, India, Laos, Malaysia, Myanmar, Nepal, Pakistan, Philippines, PNG, Sri Lanka, Thailand, Vietnam)	T2	KM, A, PN
Asian Development Bank (ADB)	Climate resilience, food safety, water (Afghanistan, Bangladesh, Bhutan, Cambodia, Fiji, India, Laos, Malaysia, Nepal, Pakistan, PNG, Philippines, Sri Lanka, Thailand, Vietnam)	T2	KM, A, PN
Common Fund for Commodities	Agriculture, fisheries, forestry (Afghanistan, Bangladesh, Bhutan, India, Laos, Malaysia, Myanmar, Nepal, Pakistan, PNG, Philippines, Sri Lanka, Thailand)	T1, T3	KM, CD, A, PN
Commonwealth Foundation	Agriculture, energy, environment, natural resources (Bangladesh, India, Malaysia, Pakistan, Sri Lanka, Papua New Guinea – PNG)	T1, T2	KM, CD, PN
CGIAR	Agriculture, fisheries, forestry (all developing countries)	T1, T3	KM, CD, PN
European Commission – Development and Cooperation	Agriculture, energy, environment, natural resources (all developing countries)	T1, T3, T4	KM, CD, PN, A
European Commission – Research and Innovation	Agriculture, fisheries, forestry; energy, environment; natural resources; gender; thematic networks focusing on farmers’ needs (Horizon 2020) (eligibility depends on country categories, most APAARI member countries are covered)	T1, T2, T3, T4	KM, CD, PN, A
FAO	Agriculture, fisheries, forestry (all developing countries)	T1, T3, T4	KM, CD, PN, A
Green Climate Fund	Climate change (all developing countries)	T2	KM, CD, A, PN
International Center for Genetic Engineering and Biotechnology (ICGEB)	Agriculture, fisheries, forestry (all developing countries)	T1, T2	KM, CD, A, PN
IFAD	Agriculture, fisheries, forestry, climate-smart agriculture (all developing countries)	T1, T2	KM, CD, PN
International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGRFA)/FAO	Agriculture, fisheries, forestry (Afghanistan, Bangladesh, Bhutan, Cambodia, Fiji, India, Iran, Laos, Malaysia, Myanmar, Nepal, Pakistan, PNG, Philippines, Sri Lanka)	T1	KM, CD, PN
International Tropical Timber Organization	Agriculture, fisheries, forestry (Cambodia, Fiji, India, Malaysia, Myanmar, PNG, Philippines)	T1	KM, CD, PN
Nordic Climate Facility	Climate change (Bangladesh, Cambodia, Laos, Nepal, Sri Lanka, Vietnam)	T2	KM, CD, PN, A
OPEC Fund for International Development	Agriculture, energy, environment, natural resources (all developing countries)	T1, T2	KM, CD, PN

Donors	Areas of collaboration and Asia-Pacific countries covered	APAARI Strategic Areas	
		Thematic (Note 1)	Programme (Note 2)
Southeast Asian Regional Center for Graduate Study and Research in Agriculture (SEARCA)	Agriculture, fisheries, forestry (Cambodia, Laos, Malaysia, Myanmar, Philippines, Thailand, Vietnam)	T1, T4	KM, PN, A
United Nations Development Programme (UNDP)	Agriculture, energy, environment, natural resources (all developing countries)	T1, T2	KM, CD, PN, A
United Nations Educational, Scientific and Cultural Organization (UNESCO)	Biodiversity, conservation (all developing countries)	T1, T2	KM, CD, PN, A
United Nations Environment Programme (UNEP)	Agriculture, energy, environment, natural resources (all developing countries)	T2	KM, CD, PN, A
United Nations Framework Convention on Climate Change (UNFCCC)	Climate change (Afghanistan, Bangladesh, Bhutan, Cambodia, Fiji, Iran, India, Laos, Malaysia, Myanmar, Nepal, Pakistan, PNG, Philippines, Sri Lanka, Thailand, Vietnam)	T2	KM, PN, A
United Nations Industrial Development Organization (UNIDO)	Climate change (Afghanistan, Bangladesh, Bhutan, Cambodia, Fiji, Iran, India, Laos, Malaysia, Myanmar, Nepal, Pakistan, PNG, Philippines, Sri Lanka, Thailand, Vietnam)	T2	KM, PN, A
World Bank	Agriculture, energy, environment, natural resources (all developing countries); scaling up climate-smart agriculture (Bangladesh, Bhutan, Nepal, Pakistan, Sri Lanka, Philippines, Vietnam)	T1, T2	KM, CD, PN, A
Government organizations			
ACIAR	Agriculture, fisheries, forestry; environment, natural resources (biodiversity and conservation), climate change (all developing countries)	T1, T2, T4	KM, CD, A, PN
Austrian Development Agency	Agriculture, energy, environment, natural resources (Bhutan, all developing countries)	T1, T2	KM, CD, PN, A
Canada – Department of Foreign Affairs, Trade and Development	Agriculture, energy, environment, natural resources (Afghanistan, Bangladesh, Myanmar, Pakistan, Philippines, Sri Lanka, Vietnam)	T1, T2	KM, CD, PN, A
Canada – International Development Research Center	Agriculture, energy, environment, natural resources (Cambodia, Laos, Malaysia, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Thailand, Vietnam)	T1, T2	KM, CD, PN, A
Czech Development Agency	Agriculture, energy, environment, natural resources (Afghanistan, Cambodia, Vietnam)	T1, T2	KM, CD, PN, A
Denmark – Ministry of Foreign Affairs	Agriculture, energy, environment, natural resources (Afghanistan, Bangladesh, Myanmar, Pakistan)	T1, T2	KM, CD, PN, A
European Commission	Cross-cutting (all Asia-Pacific)	T1-T4	KM, CD, PN
Finland – Ministry of Foreign Affairs	Agriculture, energy, environment, natural resources (Afghanistan, Myanmar, Nepal, Vietnam)	T1, T2	KM, CD, PN, A
France – French Development Agency (AFD)	Agriculture, energy, environment, natural resources (Bangladesh, Cambodia, India, Laos, Myanmar, Sri Lanka, Thailand, Vietnam)	T1, T2	KM, CD, PN, A

Donors	Areas of collaboration and Asia-Pacific countries covered	APAARI Strategic Areas	
		Thematic (Note 1)	Programme (Note 2)
France – French Research Institute for Development	Agriculture, energy, environment, natural resources (Bangladesh, Cambodia, Fiji, India, Laos, Myanmar, Nepal, PNG, Philippines, Thailand, Vietnam)	T1, T2	KM, CD, PN, A
Germany – German Federal Ministry for Economic Cooperation and Development	Agriculture, energy, environment, natural resources (Bangladesh, Cambodia, India, Laos, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Vietnam)	T1, T2	KM, CD, PN, A
India – Indian Technical and Economic Cooperation Programme	Agriculture, energy, environment, natural resources (Afghanistan, Bangladesh, Bhutan, Cambodia, Fiji, Laos, Malaysia, Myanmar, Nepal, PNG, Philippines, Thailand, Sri Lanka, Vietnam)	T1, T2	KM, CD, PN, A
Japan – Japan International Cooperation Agency	Agriculture, energy, environment, natural resources (Afghanistan, Bangladesh, Bhutan, Cambodia, Fiji, India, Iran, Laos, Malaysia, Myanmar, Nepal, Pakistan, PNG, Philippines, Sri Lanka, Thailand, Vietnam)	T1, T2	KM, CD, PN, A
Netherlands – Ministry of Foreign Affairs	Agriculture, energy, environment, natural resources (Afghanistan, Bangladesh)	T1, T2	KM, CD, PN, A
New Zealand – New Zealand Aid	Agriculture, energy, environment, natural resources (Fiji, Myanmar, PNG)	T1, T2	KM, CD, PN, A
New Zealand – Pacific Development and Conservation Trust	Biodiversity, conservation (Pacific)	T1	KM, PN, A
Norway – Norwegian Agency for Development Cooperation	Agriculture, energy, environment, natural resources (Afghanistan, Bangladesh, India, Myanmar, Nepal, Pakistan, Sri Lanka, Vietnam)	T1, T2	KM, CD, PN, A
South Korea – Korea International Cooperation Agency	Agriculture, energy, environment, natural resources (Bangladesh, Cambodia, Laos, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Vietnam)	T1, T2	KM, CD, PN, A
Switzerland – Swiss Agency for Development and Cooperation	Agriculture, energy, environment, natural resources (Afghanistan, Bangladesh, Cambodia, Laos, Myanmar, Nepal, Vietnam)	T1, T2	KM, CD, PN, A
Taiwan – Taiwan International Cooperation and Development Fund (ICDF)	Agriculture, energy, environment, natural resources (Fiji, India, Nepal, Pakistan, PNG, Philippines, Thailand, Vietnam); opportunity for APAARI: Data collection and analysis on investment, agri-biotechnology and bioresources, agricultural education, strengthening APAARI's governance, centre of excellence on value chains	T1, T2, T4	KM, CD, PN, A
Turkey – Turkish International Cooperation and Development Agency	Agriculture, energy, environment, natural resources (Bangladesh, Pakistan, Myanmar, Philippines)	T1, T2	KM, CD, PN, A
United Kingdom – Darwin Initiative	Biodiversity, conservation (all developing countries)	T1	KM, PN, A
United Kingdom – Department for International Development	Agriculture, energy, environment, natural resources (Bangladesh, India, Myanmar, Nepal, Pakistan)	T1, T2	KM, CD, PN, A

Donors	Areas of collaboration and Asia-Pacific countries covered	APAARI Strategic Areas	
		Thematic (Note 1)	Programme (Note 2)
United Kingdom – Newton Fund	Agriculture, energy, environment, natural resources (India, Malaysia, Philippines, Thailand, Vietnam)	T1, T2	KM, CD, PN, A
United States Agency for International Development (USAID) – Feed the Future	Agriculture, fisheries, forestry (all developing countries)	T1, T3	KM, CD, PN, A
USDA	Agriculture, fisheries, forestry; biodiversity, conservation (all developing countries)	T1, T3	KM, CD, PN, A
Foundations, corporations, civil society			
Aga Khan Foundation	Agriculture, energy, environment, natural resources (Afghanistan, Bangladesh, India, Pakistan)	T1, T2	KM, CD, PN, A
Alstom Foundation	Agriculture, energy, environment, natural resources (Afghanistan, Bangladesh, Bhutan, Cambodia, India, Laos, Nepal, Philippines, Thailand, Vietnam)	T1, T2	KM, CD, PN, A
Bill and Melinda Gates Foundation (BMGF)	Agriculture, energy, environment, natural resources (South Asia countries)	T1, T2	KM, CD, PN, A
Cargill	Agriculture, fisheries, forestry (India, Malaysia, Pakistan, Philippines, Sri Lanka, Thailand, Vietnam)	T1, T3	KM, CD, PN, A
Climate and Development Knowledge Network	Climate change (Bangladesh, Cambodia, India, Myanmar, Nepal, Pakistan, Sri Lanka Thailand)	T2	KM, PN, A
Ekhaga Foundation	Agriculture, fisheries, forestry (all developing countries)	T1, T2	KM, CD, PN, A
Erbacher Foundation	Agriculture, energy, environment, natural resources (India)	T1, T2	KM, CD, PN, A
FEMSA Foundation	Water	T1	KM, PN, A
Ford Foundation	Agriculture, energy, environment, natural resources (all South, Southeast Asia, and the Pacific)	T1, T2	KM, CD, PN, A
Global Development Network	Agriculture, energy, environment, natural resources (all developing countries)	T1, T2	KM, CD, PN, A
Google dot com	Agriculture, energy, environment, natural resources (all developing countries – in-kind support in technologies)	T1, T2	KM, CD, PN, A
Interchurch Organization for Development Cooperation	Agriculture, energy, environment, natural resources (Bangladesh, Cambodia, India, Myanmar, Nepal, Pakistan, Philippines, PNG, Vietnam)	T1, T2	KM, CD, PN, A
International Foundation for Science	Agriculture, energy, environment, natural resources (Afghanistan, Bangladesh, Bhutan, Cambodia, Fiji, Laos, Myanmar, Nepal, Pakistan, PNG, Philippines, Sri Lanka, Vietnam)	T1, T2	KM, CD, PN, A
Keidanren Nature Conservation Fund	Biodiversity, conservation (South, Southeast Asia, Pacific)	T1	KM, PN, A
Kurita Water and Environment Foundation	Water (Cambodia, Laos, Malaysia, Myanmar, Philippines, Singapore)	T1	KM, PN, A
La Caixa Foundation	Agriculture, energy, environment, natural resources (all South, southeast Asia, and the Pacific)	T1, T2	KM, CD, PN, A

Donors	Areas of collaboration and Asia-Pacific countries covered	APAARI Strategic Areas	
		Thematic (Note 1)	Programme (Note 2)
Minor Foundation for Major Challenges	Climate change (all developing countries)	T2	KM, PN, A
Mitsubishi Corporation	Biodiversity, conservation (all developing countries)	T1	KM, PN, A
Monsanto Fund	Agriculture, energy, environment, natural resources – education (India, Philippines, Vietnam)	T1, T2	KM, CD, PN
Nestlé Foundation	Agriculture, fisheries, forestry (all developing countries)	T1, T3	KM, CD, PN, A
Pro Natura Fund	Biodiversity, conservation (all developing countries)	T1	KM, PN, A
South Asian Network for Development and Environmental Economics	Agriculture, energy, environment, natural resources (Bangladesh, Bhutan, India, Nepal, Pakistan and Sri Lanka)	T1, T2	KM, CD, PN, A
Stockholm Resilience Center	Agriculture, energy, environment, natural resources (all developing countries)	T1, T2	KM, CD, PN, A
System for Analysis, Research, and Training	Climate change (all developing countries)	T2	KM, PN, A
Total Foundation	Biodiversity, conservation (all developing countries)	T1	KM, PN, A
World Conservation Union	Biodiversity, conservation (all developing countries)	T1	KM, PN, A

Note: T1: Mobilization, management and use of natural resources for sustainability of agri-food systems; T2: Management of risks and uncertainties in agri-food systems; T3: Inclusive development and integration of value chains targeted at benefiting smallholders; T4: Analysis, strengthening and formulation of public policies and overarching regulatory frameworks
Knowledge Management (KM), Capacity Development (CD), Partnership and Networking (PN) and Advocacy (A)

Annex 3: Relations with the European Union

During 2018-2019, APAARI made efforts to re-engage with the European Union (EU), particularly in the context of its long-term partnership with the Tropical Agriculture Platform (TAP) hosted by FAO on CD for AIS. As a non-European organization, APAARI explored its participation in: (i) the Horizon 2020 fund, provided it meets specific eligibility criteria of the EU Work Programme given for each call; and (ii) the DeSIRA fund.

Horizon 2020 is the biggest EU Research and Innovation programme ever with nearly €80 billion of funding available over seven years (2014 to 2020). Seen as a means to secure Europe's global competitiveness by driving economic growth and creating jobs, Horizon 2020 has the political backing of Europe's leaders and the Members of the European Parliament. They agreed that research is an investment in our future and so put it at the heart of the EU's blueprint for smart, sustainable and inclusive growth and jobs. By coupling research and innovation, Horizon 2020 is helping to achieve this with its emphasis on excellent science, industrial leadership and tackling societal challenges. The goal is to ensure Europe produces world-class science, removes barriers to innovation and makes it easier for the public and private sectors to work together in delivering innovation. Horizon 2020 is open to everyone with project ideas and concepts that support knowledge creation and sharing, research and innovation, and are in line with its Programme of Work and European interests. APAARI's exploration of Horizon 2020 and the contacts made with the EU in this respect, provided a basis for strengthening the APAARI-EU relations for the coming years.

DeSIRA is a recently-established funding mechanism under the Directorate-General for International Development Cooperation (DG DEVCO), for a new vision of research for development. It is an initiative from the European Commission (EC), which spends 1 Billion Euros a year for agriculture and food security. The aim is to accelerate development, with innovations that are science-based: development of smart innovations through research in agriculture, as well as embedded research in national development agendas. The program kick started with 90 million Euros per year over three years. Resources from the Commission might be topped-up by resources of other interested member states, as well as development organizations and foundations, such as BMGF. The facility is not a call for proposals. DG DEVCO works with and consults development practitioners, including agencies, fora, bilateral and international organizations on issues related to the demand for research in the countries, and inclusion of more science in the development portfolio.

The implication for APAARI is that it needs to take every opportunity for a dialogue with DG DEVCO, particularly through the existing partnership with FAO-TAP. This includes meetings in major regional and global events where DG DEVCO participates. The Directorate also hosts a number of Working Groups related to agriculture and online meetings with partners. APAARI needs to explore ways of being included in the direct dialogue with the EU regarding the joint conceptualizing and planning of DeSIRA projects. One concrete opportunity is the post- Africa-Europe Partnership project (PAEPARD) implemented in Africa, around which discussions are taking place for bringing lessons learned and focus on Asia-Pacific. The Commission's three main financing mechanisms to APAARI to start in 2020 will include collaboration with FAO-TAP, Global Forum for Agricultural Research (GFAR), and CIRAD that will work as umbrella institutions through which APAARI will receive funding.

It is also critical for APAARI to engage with EU Delegations in APAARI member countries to identify in-country synergies, highlight APAARI's work and added value in the region, and mobilize financial support for joint activities with its members. Meetings with EU delegations need to become part of the Terms of Reference for each travel of APAARI coordinators.

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