



STRATEGY REPORT

ON

DEVELOPMENT OF EFFECTIVE PARTNERSHIPS FOR INNOVATION STRATEGY AND ACTION PLAN

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Executive Summary

Introduction

The Centre for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA) is a sub-regional not-for-profit intergovernmental organization comprising 16 member countries, namely Angola, Botswana, Comoros, the Democratic Republic of Congo, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Tanzania, Zambia and Zimbabwe. The organization brings together researchers from the national agricultural research, extension and education institutions, the private sector, and other strategic partners to generate, share and promote knowledge, technologies and innovations to solve common challenges facing agriculture in the sub-region.

CCARDESA's Capability to Deliver Value to National, Regional and Global Stakeholders

CCARDESA is an African led institution with a regional mandate to strengthen, catalyse and coordinate agricultural research for development in the SADC region. Some of the partners are direct beneficiaries of the CCARDESA activities while others are indirect beneficiaries. The main collaborators and direct beneficiaries at national level are the NARES who consist of a wide range of individual institutions such as agricultural research institutions, extension institutions, Universities, NGOs and farmers. There are also international research organisations operating at country level, private sector organisations, farmer organisations and other non-state actors.

CCARDESA has a unique structure built on partnership with national, regional and international research, extension, and training organizations; public and private sector actors; farmer organizations; nongovernmental organizations; and development agencies.

Why does CCARDESA need Partnership Strategy?

According to ILAC (2010), partnerships are complex and inherently unstable arrangements that can take unpredictable courses in which sometimes external or internal shocks can occur at any point, requiring adjustments in activities or strategies, or even transitions to new institutional arrangements.

A change in partners' involvement happens relatively frequently, as the participation of each of the organisations involved depends to some extent on the personal commitment of their representatives and on how such representatives fulfil their roles and functions.

Furthermore, the study on effective partnership for innovation identified some gaps and also weaknesses and threats which affect effective AR4D partnerships. Based on these findings, CCARDESA needs to develop an effective and efficient strategy for stakeholder institutions working synergistically to advance agricultural research for development.

Strategy Goals and Objectives

Rationale

The agricultural research for development (AR4D) environment in which CCARDESA was formed has changed dramatically over its 10-year existence. This is because CCARDESA understands that agricultural transformation requires an integrated delivery approach across an ecosystem of partnerships. While various initiatives exist in the agricultural sector across the SADC region, there is limited integration and coordination of execution and investments by governments, development partners, private sector and implementing partners.

Therefore, CCARDESA should leverage on regional and international approaches in addressing partnership challenges with the following vision, goal and objectives.

Vision

Build effective strategic multi-stakeholder alliances and cost-effective partnerships for innovation that focus on climate change in agriculture and food systems.

Goal:

Promote effective partnerships to pursue and attain the CAADP-XP4 project objectives and the organisation's broader role in driving agricultural innovation in the SADC region.

The general objective shall be to mobilise international expertise, facilitate exchange and collaboration with international organizations to strengthen capacities of the targeted organisations in the regional countries to realize the outputs of the CAADP-XP4 program.

The specific objectives shall be to:

- 1 strengthen the existing partnerships
- 2 improve the operational value and ensuring that each partnership is making worthy contributions to the achievement's outputs of CCARDESA.
- 3 establish new partnerships
- 4 facilitate learning among the stakeholders
- 5 ensure that responsibility for actions is delegated to the partners best placed to play specific role.

Strategic Direction

The vision of CCARDESA is to see the various stakeholders involved in agricultural research for development, build strategic alliances and cost-effective partnerships around issues of common concern in order to find long lasting and effective solutions.

On the basis of the findings of the study that has just been carried out on effective partnership for innovation and the strategic goals and objectives indicated before, the new strategy direction for CCARDESA is to establish a **“Partnerships and Capacity Development**

Unit’ to systematize, streamline and improve effectiveness, efficiency, capacity development of stakeholders and staff and coordination of AR4D Partnership activities.

This strategy makes partnering a part and parcel of CCARDESA’s structure and way of doing business. This shall be consistent with global best practice that partnering is a necessity rather than ‘an optional extra’ engagement.

Priorities

To effectively carry out this strategy, the Partnership Unit will put specific emphasis on the following:

- Guide agreements and Memorandum of Understanding (MOU)/Letters of Agreement (LoA)
- Directly manage global-level partnerships
- Maintain records and database of partnerships agreements
- Monitor contact with institutional partners
- Convene strategic partnership meetings
- Secure legal advice (where applicable)
- Backstop and facilitate synchrony and synergy among partnerships
- Advise CCARDESA Management on global-level partnerships
- Rationalize the collection of information for reporting purposes.
- Design a database system global
- Maintain an CCARDESA wide partnerships database
- Support mobilization of resources for partnering by writing funding proposal
- Monitor and evaluate the impact of partnerships on CCARDESA’s productivity.

Effective implementation of this partnership strategy will enable CCARDESA to achieve many outcomes as highlighted in the main report.

Guiding principles

The Strategy should leverage on certain principles which include vision, leadership, partners, commitment, process facilitation, roles and responsibilities, communication and knowledge sharing, external socio-economic and political environment, capacity development, monitoring and evaluation and resource mobilization.

Implementation

There is no doubt that, it is imperative that CCARDESA maintains a system on managing partnerships so that in addition to achieving its common goals, it does so efficiently and in a measurable way. The Partnerships and Capacity Development Unit will assist staff to achieve the implementation of the CCARDESA goals and objectives using the implementation plan in the short, medium and long terms as presented in Table 1 of the main report. The implementation plan is expected to be monitored and evaluated using the Logical Framework as presented in Table 2 of the main report.

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1.0

Introduction

The Centre for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA) is a sub-regional not-for-profit intergovernmental organization comprising 16 member countries, namely Angola, Botswana, Comoros, the Democratic Republic of Congo, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Tanzania, Zambia and Zimbabwe. The organization brings together researchers from the national agricultural research, extension and education institutions, the private sector, and other strategic partners to generate, share and promote knowledge, technologies and innovations to solve common challenges facing agriculture in the sub-region. CCARDESA was founded by SADC member states to harmonise the implementation of agricultural research and development (R&D) in the SADC region. CCARDESA intends to address agricultural research and design issues in the SADC region through the following interventions:

- Coordinating implementation of regional agricultural R&D programmes
- Facilitating collaboration among stakeholders of the national agricultural research systems (NARS)
- Promoting public – private partnerships in regional agricultural R&D
- Improving agricultural technology generation, dissemination and adoption in the region through collective efforts, training and capacity building

Multi-stakeholder partnerships are being widely promoted as mechanisms to deliver development goals such as Agricultural Research for Development (AR4D). In IITA's contribution to AR4D partnerships, it was stated that humans and organizations have to depend on others for optimal existence to work effectively to achieve their goals. However, the significance of such interdependencies is often overlooked because of the tendency to take for granted partnerships, relationships, and communication in the organizational context. These key areas are often ignored, being labelled as soft science.

2.0 CCARDESA's Capability to Deliver Value to National, Regional and Global Stakeholders

CCARDESA is an African led institution with a regional mandate to strengthen, catalyse and coordinate agricultural research for development in the SADC region. Some of the partners are direct beneficiaries of the CCARDESA activities while others are indirect beneficiaries. The main collaborators and direct beneficiaries at national level are the NARES who consist of a wide range of individual institutions such as agricultural research institutions, extension institutions, Universities, NGOs and farmers. There are also international research organisations operating at country level, private sector organisations, farmer organisations and other non-state actors. In this regard, CCARDESA has a comparative advantage and proven capability, build over the years, to add value and to significantly improve value for money in the delivery of high quality demand driven regional research results to support the attainment of inclusive and sustainable agricultural transformation outcomes and impact. It has over a decade experience of combining efforts and resources to produce cost effective technologies, innovations, knowledge and best practices for sharing among SADC member States as regional public goods.

CCARDESA has a unique structure built on partnership with national, regional and international research, extension, and training organizations; public and private sector actors; farmer organizations; nongovernmental organizations; and development agencies. Therefore, CCARDESA has capacity to carry out the following:

- i Facilitating the convening of regional platforms on topical issues and documentation of the proceedings;
- ii Coordinating regional multi-country research agenda and projects to address regional priority agricultural development issues;
- iii Supporting the generation and dissemination of technologies and approaches to improve the farming systems of small-scale farmers;
- iv Provide the services of a 'regional information broker' through generation, collation and curate of information and knowledge products in forms that can be of use by different categories of stakeholders;
- v Facilitation of capacity development for the NARES at all levels, with a special focus on the youth, women and vulnerable groups;
- vi Support NARES institutions in resource mobilisation at national and international levels, including improving access to global targeted financing sources; and,

- vii Provide technical and socio-economic evidence based on quality science, to support policy and programme development at national and regional levels.

At continental level, CCARDESA is expected to continue to forge partnerships with various organisations such as African Forum for Agricultural Advisory Services (AFAAS), Association for Strengthening Agricultural Research in East and Central Africa (ASARECA), West and Central African Council for Agricultural Research and Development (CORAF) and Forum for Agricultural Research in Africa (FARA). In the first 7 years of operation, CCARDESA forged strong partnerships with these organisations operating in different geographical regions of Africa. The collaboration with these organizations will be strengthened for enhanced sharing of information, collaborative development and implementation of programmes as well as learning.

New partnerships with relevant organisations operating at regional and continental levels will be established. Similarly, CCARDESA will maintain, strengthen and establish partnerships with a range of relevant global organisations. This will include organisations dealing with global agricultural research, agricultural advisory services, climate change, policy analysis etc. In this regard, efforts will be made to also establish new South-South and North-South partnerships.

2.1 Why does CCARDESA need Partnership Strategy?

According to ILAC (2010), partnerships are complex and inherently unstable arrangements that can take unpredictable courses in which sometimes external or internal shocks can occur at any point, requiring adjustments in activities or strategies, or even transitions to new institutional arrangements. Furthermore, it was indicated that sometimes, partnership priorities may likely evolve with the activities and output evolve as well. For example, a partnership that initially focused on research might later need to engage in capacity building or other development-related activities.

Secondly, partnership is usually designed to bring together all relevant actors within a region that can contribute to improving a given situation on an equal basis. This seemingly simple principle actually raises a number of different issues. Firstly, to bring together all relevant actors is not an easy task as this implies having around one table not only different government institutions (usually of different levels), many of which are traditionally competing with or ignoring each other but also social partners, entrepreneurs, NGOs, the education and scientific sector, representatives of the civil society and many more. The interests of such partners, and therefore their approach to certain problems will usually be rather different.

A change in partners' involvement happens relatively frequently, as the participation of each of the organisations involved depends to some extent on the personal commitment of their

representatives and on how such representatives fulfill their roles and functions. Partnerships are organised as networks, and when members of the network change, the networks can change. This variable can be reduced by formal contractual co-operation agreements, so that organisations and institutions are committed as bodies rather than as individuals. Nonetheless, the variable exists, and should not be overlooked.

The study on effective partnership for innovation identified some gaps which affect effective partnerships. These include unawareness of most commonly known AR4D partnerships, unclear structure (typology/nomenclature) and hierarchy of partnership agreements, low rating by partners of binding instrument such as MoU, limited number of platforms for communicating and sharing knowledge, the insufficiency of funds for AR4D partnership activities, capacity development gaps in AR4D partnership in the region and the minimal participation of some member countries in AR4D Partnership activities.

The study also showed the weaknesses and threats to effective AR4D partnerships which include administrative complexities, inadequate Joint resource mobilization, reduced funding for AR4D & the agriculture sector, competition for visibility among stakeholders, challenging macro-economic environment, level of commitment by some partners, limited understanding on resource sharing in partnerships, effects of climate change and vulnerability, increased competition for resources in AR4D, emerging/unexpected challenges – COVID 19 and change in donor priorities.

Based on these findings, CCARDESA needs to develop an effective and efficient strategy for stakeholder institutions working synergistically to advance agricultural research for development.

3.0

Strategy Goals and Objectives

3.1 Rationale

The agricultural research for development (AR4D) environment in which CCARDESA was formed has changed dramatically over its 10-year existence. This is because CCARDESA understands that agricultural transformation requires an integrated delivery approach across an ecosystem of partnerships. While various initiatives exist in the agricultural sector across the SADC region, there is limited integration and coordination of execution and investments by governments, development partners, private sector and implementing partners. According to CCARDESA (2019), CCARDESA has strategically repositioned to perform a higher level facilitative, supportive, coordination and advocacy role to enhance sustainable agricultural transformation, sustained economic growth and inclusive development in the SADC region. The repositioning of CCARDESA is in form of value addition to its activities. CCARDESA will reposition itself as the SADC regional “Go to Service Provider of Choice” for AR4D products and services.

A partnership is usually designed to bring together all relevant actors within a region that can contribute to improving a given situation on an equal basis. This seemingly simple principle actually raises a number of different issues. Firstly, to bring together all relevant actors is not an easy task as this implies having around one table not only different government institutions (usually of different levels) many of which are traditionally competing with or ignoring each other but also social partners, entrepreneurs, NGOs, the education and scientific sector, representatives of the civil society and many more. The interests of such partners, and therefore their approach to certain problems will usually be rather different.

As regards to relationship in AR4D partnerships, CCARDESA serves as a forum for promoting regional agricultural research and strengthening relations between NARES, in SADC region including the Consultative Group for International Agricultural Research (CGIAR).

Networking and collaborations constitute major approaches to the work culture of CCARDESA in the region. Formal relations have been developed with strategic partners through signing of memoranda of understanding (MoU). A total of 10 MoUs have been signed, signifying the existence of formal partnerships. Institutions with which CCARDESA has signed MoUs include: Crops for the Future Research Centre, Regional Agricultural and Environmental Initiative Network-Africa (RAEIN-AFRICA), Common Market for Eastern and Southern Africa (COMESA), Chinese Academy of Agricultural Sciences, the French Agricultural Research Centre for International Development (CIRAD) and the Regional University for Capacity building in Agriculture (RUFORUM). CCARDESA has also forged and maintained several important collaborative links with the NARES and various organisations operating at national, regional and continental levels. These include the other Sub-regional organisations operating in the Eastern and Western Africa regions. The

partnerships established by CCARDESA are very critical in the implementation of its programme, in resource mobilisation and in being kept informed about the new developments in the agricultural sector. Therefore, CCARDESA should leverage on regional and international approaches in addressing partnership challenges with the following vision, goal and objectives.

Vision

Build effective strategic multi-stakeholder alliances and cost-effective partnerships for innovation that focus on climate change in agriculture and food systems.

Goal:

Promote effective partnerships to pursue and attain the CAADP-XP4 project objectives and the organisation’s broader role in driving agricultural innovation in the SADC region.

3.2 Objectives

The general objective shall be to mobilise international expertise, facilitate exchange and collaboration with international organizations to strengthen capacities of the targeted organisations in the regional countries to realize the outputs of the CAADP-XP4 program. This will also entail supporting demand-driven innovation through South–South, and North-South- cooperation. CCARDESA is expected to bring together national, regional and European organisations to jointly plan, execute, evaluate and report the activities and outputs of the CAADP-XP4 Program.

Specific Objectives: The specific objectives shall be to:

- 1 strengthen the existing partnerships
- 2 improve the operational value and ensuring that each partnership is making worthy contributions to the achievement’s outputs of CCARDESA.
- 3 establish new partnerships
- 4 facilitate learning among the stakeholders
- 5 ensure that responsibility for actions is delegated to the partners best placed to play specific role

To deliver on this role, CCARDESA is now repositioned as the regional Provider of Choice for AR4D coordination, convening, partnership brokerage, process facilitation, and communication products and services. These services are designed to deliver targeted high priority inclusive and sustainable agricultural transformation and development outcomes and impact in the SADC region.

4.0

Strategic Direction

4.1 Effective Strategy

The vision of CCARDESA is to see the various stakeholders involved in agricultural research for development, build strategic alliances and cost-effective partnerships around issues of common concern in order to find long lasting and effective solutions.

On the basis of the findings of the study that has just been carried out on effective partnership for innovation and the strategic goals and objectives indicated before, the new strategy direction for CCARDESA is to establish a **“Partnerships and Capacity Development Unit’ to systematize, streamline and improve effectiveness, efficiency, capacity development of stakeholders and staff and coordination of AR4D Partnership activities.**

This strategy makes partnering a part and parcel of CCARDESA’s structure and way of doing business. This shall be consistent with global best practice that partnering is a necessity rather than ‘an optional extra’ engagement.

4.2 The Unit Strategic Approach

The partnership Unit’s strategy should rely on an approach that is:

- **Geopolitical:** To generate a truly global synergy in AR4D, CCARDESA will seek the greatest possible geographical memberships, across national, regional and global arena.
- **Activity-based:** As open data is generated, used and benefits entities whose activities differ in purpose and methods, CCARDESA’s approach needs to be adapted to different categories of audience

Priorities

To action this strategy, the Partnership Unit will put specific emphasis on the following:

- Guide agreements and Memorandum of Understanding (MOU)/Letters of Agreement (LoA)
- Directly manage global-level partnerships
- Maintain records and database of partnerships agreements
- Monitor contact with institutional partners
- Convene strategic partnership meetings

- Secure legal advice (where applicable)
- Backstop and facilitate synchrony and synergy among partnerships
- Advise CCARDESA Management on global-level partnerships
- Rationalize the collection of information for reporting purposes.
- Design a database system global
- Maintain an CCARDESA wide partnerships database
- Support mobilization of resources for partnering by writing funding proposal
- Monitor and evaluate the impact of partnerships on CCARDESA's productivity

4.3 Outcomes of the Strategy

Effective implementation of this partnership strategy will enable CCARDESA to:

- achieve critical mass in relevant areas where the AR4D agenda can contribute to food security, poverty alleviation and environmental sustainability;
- improve the relevance of CCARDESA's research and development activities and strategies
- complete the chain from analysis of research needs through technology development, testing, adoption and implementation of innovations; with effective links to scaling up systems and organizations that can help to leverage impact;
- incorporate the active participation of local institutions in advancing natural resource management science and practice, thereby incorporating indigenous knowledge and expertise into CCARDESA's work;
- contribute to policy and institutional transformations as appropriate to create conditions and practices that transform livelihoods and landscapes;
- achieve mutually beneficial alignment of our research with partner research agenda; and
- attain a meaningful division of labour among different players in the AR4D continuum.

4.3.1 Specific outcomes

- Successful delivery of the strategy requires the CCARDESA Secretariat to strengthen partnerships, first with the SADC Secretariat through the FANR Directorate, then with bilateral and multilateral development partners, private sector organisations, appropriate UN agencies, the CGIAR institutions, commodity networks, agri-business associations, regional NGOs, regional and continental farmers' organisations and continental and Sub-regional Research Organisations (SROs) promoting AR4D. This is because the partnership with SADC Secretariat is necessary for policy guidance, technical support, joint planning and collaborative initiatives for resource mobilisation. This partnership also ensures the smooth flow of information and support in either direction.
- The partnership with development partners and private sector organisations investing in agriculture is essential for technical support, linkages with complementary initiatives in the region and CCARDESA's financial sustainability. Through the partnership with development partners, the CCARDESA Secretariat will remain informed about pipeline resources and projects that it can tap into to support its work.
- The partnership with global technical assistance institutions, UN agencies and the CGIAR system is crucial for access to new technologies and innovations, and cutting-edge approaches in AR4D, including socio-economic impact evaluation of new technologies and innovations. Such partnerships will facilitate linkages between CCARDESA and national AR4D institutions in the SADC region, on the one hand, and global players in agricultural innovation and technology generation. CCARDESA and national AR4D institutions will have the chance of benefiting from knowledge and skills transfer by accessing intellectual property on new technologies and innovations.
- Collaborating with continental institutions such as AFAAS, ASARECA, CORAF and FARA is necessary for sharing information and lessons learnt and for joint planning for dealing with common issues of interest such as climate change. In addition, this level of partnership will be used to develop joint project proposals, mobilise resources and implement the projects jointly.
- Strengthening of strategic partnerships with organisations within the mandate countries of CCARDESA provides a favourable platform for promoting joint delivery with national AR4D institutions, the private sector, farmer organisations, commodity networks, NGOs and any other organisations within the agricultural sectors of SADC countries.

- The impact of CCARDESA will be visible at national level, where the organisation will be strengthening the capacities of AR4D institutions to deliver services to the final target groups: farmers, input suppliers, marketing agents, processors, and other actors in the targeted agricultural value-chains. This partnership is crucial for dialogue, strategic planning, establishment of priority needs and the actual implementation of projects and programmes of CCARDESA. National AR4D institutions that have been identified as Centres of Excellence/Leadership will be important in extending capacity building support to their weaker counterparts.
- Joint tracking and review of progress will be done with relevant partners. In addition, CCARDESA will facilitate learning among the stakeholders.
- In forging the partnerships, CCARDESA will be able to ensure that responsibility for actions is delegated to the partners best placed to play this role. CCARDESA's role will remain within the areas and at levels of its competitive advantage.

4.4 Guiding principles

The Strategy should premise on the following principles:

- **Vision and goals:** A common vision and agenda need to be followed based on shared interests and goals. It is important to recognize that each partner comes to the table with distinct interests, priorities and agendas that need to be understood and respected.
- **Leadership:** Partnerships imply a shared leadership among respected individuals, recognized and empowered by their own organizations to build consensus and resolve conflicts. Often one organization takes the lead on managing the process.
- **Partners' commitment:** Forming an effective partnership involves 'knowing your partner' and attracting partners (both organizations and individuals) who not only have the resources and capacities needed to achieve the partnership goals, but who are also strongly committed to the partnership and its goals.
- **Process facilitation:** Process facilitation is needed to stimulate and channel dialogue, prevent conflicts, build trust and balance competing interests in a partnership. As dialogue and joint decision-making are central to partnering, it is important that leaders be active listeners who ensure that all interests are heard and taken into consideration.
- **Roles and responsibilities:** An effective partnership should have recognisable and autonomous structure to help establish its identity. The roles and responsibilities of

individuals in a partnership need to be clearly defined and based on an understanding of and respect for individual interests and capabilities.

- **Communication and knowledge sharing:** Never leave your partner behind, always keep them informed and engaged. If the organisational structure of a partnership is the glue that holds it together, then communication is the grease which allows it to operate smoothly.
- **Partner organizations' culture, policies and procedures:** The ways that partnerships operate and the results they produce are strongly influenced by the culture, policies and operating procedures that prevail within the partner organizations.
- **External socio-economic and political environment:** Partnerships operate in a macro context affected by political and socio-economic currents. In some cases, these favour the partnership mode, in others they do not. When establishing and managing a partnership, it is important to be sensitive to shifting currents in the macro context that can affect the partnership. Where partnerships cross national boundaries, they need to be aware of national issues and trends that influence individual partners' priorities and room for manoeuvre.
- **Capacity development for partnership management:** Working in partnership requires a wider range of skills and abilities than is usually in place in agricultural research organizations. In addition to technical competencies, professionals working in partnership require new skills in management, knowledge sharing, communication, mediation, facilitation of group decision making, and policy influence.
- **Monitoring and Evaluation of partnership processes and results:** Improved M&E is needed in two main spheres: the evaluation of partnering processes and the evaluation of the results of partnering (the value added by partnering, both for the individual partners and for society in general). The partners and external stakeholders would also like to have better ways of gauging the benefits or 'value added' of partnering (the net benefits of partnering compared with other ways of working).
- **Resource mobilization:** Nevertheless, coordination, no matter how effective will not keep partnerships dynamic and long lasting, because resources for carrying out concrete agreed upon activities in a timely manner would be equally important. Such resources need to be managed and shared in a transparent and equitable manner to maintain commitment to the cause.

5.0

Implementation

5.1 Introduction

There is no doubt that it is imperative that CCARDESA maintains a system on managing partnerships so that in addition to achieving its common goals, it does so efficiently and in a measurable way. The Partnerships and Capacity Development Unit will assist staff to achieve this. Thus, the following partnership management elements should be implemented by the CCARDESA's staff at all levels:

- a) Collect as much relevant information as possible about the partner/s, and share with the Partnerships Unit if additional assistance is required.
- b) Agreements should be scrutinized and submitted for legal advice from CCARDESA Legal Unit where appropriate.
- c) Identify the individuals and administrative units directly working with CCARDESA, and where necessary, collect and share with Partnerships Unit the curricula vitae of the scientists involved.
- d) For joint research, joint publishing should be the preferred way of sharing credit. This applies to all types of publication, including proceedings of workshops, manuals, policy briefs, etc. Joint work with national partners is encouraged and should be part of CCARDESA's performance indicators.
- e) Regular communication is a very effective way of ensuring that partnerships remain alive. CCARDESA's staff is expected to share information with partners regularly. There will be a column in the Transformations bulletin dedicated for information on partners. However, the Partnerships should know if anyone would like to highlight a given partnership.
- f) Where the partnership includes capacity building activities it is very crucial that the process of selecting beneficiaries is transparent and competitive.
- g) Agree on frequency of meeting among the persons involved to establish the partnership. The recommended period is every six months. Large partnerships (especially those involving several institutions) may meet once a year. Such meetings can be linked to other planned technical or scientific meetings to reduce costs. The Partnerships Unit will develop and update a brief instrument to assess the state of partnerships.

- h) MoUs and LoAs should be observed strictly. At least three months before they expire, where a decision is needed on whether or not they should be amended, extended or allowed to terminate. Early communication with the Partnerships Unit will enable timely initiation of the appropriate processes to ensure smooth transition or termination.
- i) A stitch in time saves nine! Any signs of conflict or disagreement should be shared early so resolutions can be found, using the appropriate measures and offices.
- k) The greatest challenge in partnerships is the high transaction costs especially associated with consensus building meetings (on methods, tools, finances etc.). CCARDESA can minimize such costs by investing in the right partners from the start. As part of implementation, Annex 1 presents important elements to be put into agreements.

5.2 Implementation Plan

Table 1: Proposed Strategic Activity Schedule- Implementation modalities and Partners

Intervention	Implementation Modality	Partners	Period
Major Strategy: Establishment of Partnership and Capacity Development Unit	<i>CCARDESA Board Approval</i>	<i>CCARDESA Board</i>	<i>Short term</i>
<i>Mobilization, Interaction and Integration workshop</i>			
<i>Activity/Strategy 1: Create awareness of CCARDESA's activities and strategies that can invariably lead to more effective AR4D partnerships in the sub-region.</i>	Mobilizing of partners through advertisement in the media.	<i>All stakeholders in AR4D partnerships in CCARDESA 16 member countries and beyond</i>	<i>Short term</i>
<i>Activity/Strategy 2: Sensitize stakeholders on the products of research (innovations and technologies) developed in the sub-region and Strengthening cooperation through the signing of MoU</i>	<i>One-day workshop (Consultation and discussion)</i>	<i>All stakeholders in AR4D partnerships in CCARDESA 16 member countries and beyond</i>	<i>Short term</i>
<i>Activity 3: Strengthening the participation of Francophone and Lusophone countries</i>	<i>One-day workshop (Consultation and discussion)</i>	<i>All stakeholders in AR4D partnerships in French and Portuguese speaking countries</i>	<i>Short term</i>
<i>Establishment of sub-regional information clearing house</i>			
<i>Activity/Strategy 1: Establishment of sub-regional information hub</i>	<i>Establishment of infrastructure for the data base</i>	<i>Development partners and some partner organizations</i>	<i>Medium term</i>
<i>Activity/Strategy 2: Documentation of data base of experts</i>	<i>Collection of bio-data of experts and documentation</i>	<i>Scientists from universities, research institutes and organizations, RECs, etc.</i>	<i>Short term</i>
<i>Capacity development and strengthening</i>			
<i>Activity/Strategy 1: Capacity development on partnership management</i>	<i>One-day Training workshop (Physical or by Zoom)</i>	<i>Consultant and CCARDESA Staff</i>	<i>Short term</i>
<i>Activity/Strategy 2: Capacity development on Resource Mobilization/Grant Proposal Writing</i>	<i>One Week Regional Training of trainers' workshop (Zoom)</i>	<i>CCARDESA Staff and Selected officers from the 16 member countries</i>	<i>Medium term</i>
<i>Activity/Strategy 3: Capacity development on Monitoring, Evaluation and Learning</i>	<i>One Week Regional Training of trainers' workshop (Zoom)</i>	<i>Consultant, CCARDESA M&E Officer and M&E Officers from the 16 member countries</i>	<i>Medium term</i>
<i>Activity/Strategy 4: Capacity development on Policy Analysis</i>	<i>One Week Regional Training of trainers' workshop (Physical or by Zoom)</i>	<i>Consultant, CCARDESA Policy Officer and Policy Officers from the 14 member countries</i>	<i>Long term</i>
<i>Activity/Strategy 5: Capacity development on Climate Smart Agriculture</i>	<i>One Week Regional Training of trainers' workshop. (Physical or by Zoom)</i>	<i>Consultant, and Climate Officers from the 16 member countries</i>	<i>Short term</i>
<i>Activity/Strategy 6: Capacity development on gender mainstreaming in AR4D partnerships</i>	<i>One Week Regional Training of trainers' workshop. (Physical or by Zoom)</i>	<i>Consultant, and Gender specialists from the 16 member countries</i>	<i>Medium term</i>

Table 2: Implementation Logical Framework

No.	Intervention	Goal	Activity	Outcome	Output	Verifiable Indicator	Means of Verification	Risks/ Assumptions
1	Mobilization/interaction/integration workshop	a) Strengthen the awareness of CCARDESA's activities and strategies which can invariably lead to more effective AR4D partnerships in the sub-region.	Advertisement to invite organizations to join CCARDESA as partners	Increase in awareness of CCARDESA programs that promote AR4D partnerships	Number of networks and strategic partnerships strengthened or formed	Number of specific alliances with clearly stated goals	Number of partnerships formed	All the stakeholders will actively participate and have sufficient understanding of partnership with CCARDESA.
		b) Sensitize stakeholders on the products of research (innovations and technologies) developed in the sub-region which can also lead to improvement in technology adoption among stakeholders and the farming communities. Signing of MoU.	Exhibitions and showcases of innovations and technologies during the workshops	a) Number of stakeholders willing to promote the adoption of the products of research among their target communities	a) Number of technologies and innovations adopted by the farmers	Number of products of research to be promoted by the stakeholders and plans for the dissemination of the technologies	Assessment survey before, during and after the workshop	Stakeholder will be willing to promote and disseminate the products of research
				B More partners to sign MoU with CCARDESA	b) Number of farmers who adopted the product of research	c) Number of MoU signed.		
c) Strengthen the participation of Francophone and Lusophone countries	Workshop session for the review of the existing MoU and call for new strategic partnerships	Number of partnerships strengthened and number of new partnerships formed	Number of benefits derivable from partnerships in the short, medium and long term	Number of MoUs produced at the end of the workshop	Number of MoUs produced	The Francophone and Lusophone partners will actively participate in the workshop. Translation into French language will be a priority		
2	Establishment of sub-regional information clearing-house	Establish database of expert and information hub for various discipline. Boost data sharing initiatives. Facilitate the establishment of centres of excellence or clusters of experts	Data warehousing. Hosting of system models and supporting tools. Establishment of centres of excellence.	Information hub established. Number of centres of excellence established. Number of partners and their target communities utilising the database for AR4D	Number of products of research generated from the use of the database and from the centres of excellence	Ranking of the ease of access of the database. Publications, innovations and patents	Survey Questionnaire	Willingness to utilise the database

<i>No.</i>	<i>Intervention</i>	<i>Goal</i>	<i>Activity</i>	<i>Outcome</i>	<i>Output</i>	<i>Verifiable Indicator</i>	<i>Means of Verification</i>	<i>Risks/ Assumptions</i>
3	<i>Capacity development and strengthening</i>	<i>Strengthen capacity of partners for the sustainability of AR4D</i>	<i>Capacity workshop to be conducted M&E learning platforms, policy analysis Resource mobilization/fund, Proposal writing, AR4D partnership management, effective multi-disciplinary team, effective communication between within and among partners, CSA, gender mainstreaming</i>	<i>Number of stakeholders whose capacities have been strengthened</i>	<i>Number of times M&E learning platforms are applied. Number of times resource mobilisation and proposal writing are successful. Number of projects where CSA and gender issues are mainstreamed.</i>	<i>Number of times M&E learning platforms are applied. Number of times resource mobilisation and proposal writing are successful. Number of projects where CSA and gender issues are mainstreamed.</i>	<i>Survey Questionnaire</i>	<i>Capacity of CCARDESA as the facilitator to carry out the plethora of capacity strengthening activities</i>

Annex 1

Table 3: Important Elements to be included into Agreements

S/N	Title	Explanatory notes
1	Introduction or Background	A brief narrative of the conditions which may have made partnering and the agreement necessary (100 words)
2	Institutional profiles	Very brief statement of the mandates of the partners and relevance to the agreement being made (maximum 150 words for each institution)
3	Preamble	Articulates the convergence of interest and therefore the need for the partnership. Policy support for the partnership may be referred to here. Add the Addresses of the partners involved – usually headquarter addresses
4	Definition of terms	Defines any unusual words (usually legal terms or phrases) included in the agreement
5	Objectives	State what the partners intend to achieve together
6	Key activities	List all key activities. Usually this can be covered under several ‘Articles’. If the list is long, it may be annexed
7	Roles and responsibilities	Clear identification of the roles of each partner and the attendant responsibilities
8	Confidentiality	A statement on how partners have to manage confidential information on each other and build trust
9	Intellectual property rights (IPR)	A statement clearly indicating the ownership (if joint or otherwise) of IPR emanating from joint work. This includes publications and attributions of credit.
10	Settlement of disputes	A clause that addresses dispute resolution and if required a mechanism to resolve crises, usually by arbitration.
11	Monitoring and evaluation	A commitment to monitor the performance of the partnership on a regular basis. It is best if this is linked to key milestones in project implementation
12	Commencement amendments and termination	Indicate dates or conditions under which the agreement will become operational, require amendment, extension or termination
13	Authorised representatives	The persons or positions to whom/which any issues regarding the agreement shall be referred to
14	Non-Binding relationship of the parties and Signatures, titles and dates	Statement to the effect that the MoU is not a binding relationship with respect to funding. The persons signing must be indicated by names and titles. Dates of signing must also be indicated

Source: World Agroforestry Centre, 2008.

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