ASARECA
Transforming Agriculture for Improved Livelihoods

CAADP XP4 PROJECT

REPORT & IMPLEMENTATION PLAN

Regional Case Studies on Effective Partnerships for Innovation: Focus on Country-Level Status of AR4D Partnerships

European Union

IFAD

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Table of Contents

List of Tables and Figures

PART I

List of Tables

List of Figures

PART I

List of Tables

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Abbreviations/Acronyms

AFAAS	African Forum for Agricultural Advisory Services
ANAFE	African Network for Agriculture, Agroforestry and Natural Resources Education
AIS	Agricultural Innovation System
AR4D	Agricultural Research For Development
ASARECA	The Association for Strengthening Agricultural Research in Eastern and Central Africa
AU	African Union
CAADP	Comprehensive Africa Agricultural Development
CGIAR	Consultative Group for International Agricultural Research
CIAT	International Centre for Tropical Agriculture
CSA	Climate Smart Agriculture
COMESA	Common Market for Eastern and Southern Africa
CORAF	West Central African Council for Agricultural Research and Development
CCARDESA	Centre for Coordination of Agricultural Research and Development for Southern Africa
EC	European Commission
ECA	Eastern and Central Africa
FARA	Forum for Agricultural Research in Africa
GFAR	Global Forum for Agricultural Research
IAR4D	Integrated Agricultural Research for Development
ICRA	International Centre for Development Oriented Research in Agriculture
IFAD	International Fund for Agricultural Development
ILAC	Institutional Learning and Change
IP	Innovation Platform
KM	Knowledge Management
MEL	Monitoring, Evaluation and Learning
MoU	Memorandum of Understanding
NARES	National Agricultural Research and Extension System
NARIs	National Agricultural Research Institutes
NARO	National Agricultural Research Organisation, Uganda
NEPAD	New Partnership for Africa Development
NGO	Non-governmental Organisation
REC	Regional Economic Communities
RUFORUM	Regional Universities Forum for Capacity Building in Agriculture
SDG	Sustainable Development Goals
SROs	Sub-regional Organisations

Executive Summary

Introduction

The Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA), together with the African Forum for Agricultural Advisory Services (AFAAS), the Centre for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA), the West and Central African Council for Agricultural Research and Development (CORAF), and the Forum for Agriculture Research in Africa (FARA) havestarted the implementation of the Comprehensive Africa Agriculture Development Program - ex-Pillar 4 (CAADP-XP4) Program. The Program is funded by the European Commission (EC) over a period of four and half years (2019-2023) and is administered by the International Fund for Agricultural Development (IFAD).

The goal of CAADP-XP4 project is to contribute to the implementation of Agenda 2030. It will contribute to the progressive achievement of Sustainable Development Goal 2 (SDG 2 - zero hunger) and to the action to combat climate change and its impacts (SDG 13). It promotes progress towards ending poverty (SDG 1), gender equality (SDG 5), decent work and economic growth (SDG 8), and responsible consumption and production (SDG 12). The project will additionally contribute to Agenda 2063 and the Malabo Declaration of the African Union (AU).

ASARECA's Mandate and Strategy 2019-2028

ASARECA's new strategy and results framework 2019-2028 has rebranded and strategically repositioned ASARECA to perform a higher level facilitative, supportive, coordination, convening, partnership brokerage, communication and advocacy role to enhance participatory visioning and action for sustainable agricultural transformation in the ECA sub-region, and to deliver specific development outcomes and impact. This clearly summarizes the nature of role of ASARECA regarding member countries and organizations.

The four areas of focus of ASARECA are expressed as:

1. Transformative Capacity Strengthening and Integration: Strengthened and integrated capacities and competencies to support agricultural transformation in the ECA sub-region.

2. Agricultural Transformation Technologies and Innovations: Enhanced support for development and scaling up of agricultural transformation technologies, innovations, and management practices.

3. Enabling Policy Environment, Functional Markets and Transformative Institutions: Enhanced support and advocacy for establishment of enabling policy environment, functional markets and transformative institutions and institutional arrangements.

4. Knowledge and Information Management: Improved management and access to reliable and up-to-date knowledge and information for informed decision making and action.

Structure of the publication

This publication is divided into two parts;

Part I: Report: Regional Case Studies on Effective Partnerships for Innovation with Focus on Country-Level Status of AR4D Partnerships.

Part II: Interventions and Implementation Plans

Rationale for the study

The CAADP-XP4 project is supporting a science-led and climate-relevant agricultural transformation in Africa and aims at strengthening AR4D implementing organizations (AFAAS, ASARECA, CCARDESA, CORAF and FARA) to collectively support African countries implement relevant programmes of the Comprehensive Africa Agriculture Development Programme (CAADP) through inclusive regional and international partnerships; production and exchange of climate relevant agricultural knowledge; effective communication, monitoring and evaluation; promotion of systemic and effective use of science, knowledge and innovation; and representation of the sub regional and national organizations at continental level.

Considering the fact that ASARECA has championed agricultural development trajectory over the past decades through collaborative partnerships/engagements, and as one of the sub-regional organisations and AR4D implementing organisations in Africa, it was auspicious to update the types of partnerships and assess the effectiveness of the existing AR4D partnerships among its partners and member countries which necessitated the study.

Objectives

The overall objective of the study was to assess the effectiveness of the existing AR4D partnerships among the ASARECA partners and member countries in tackling AR4D challenges in the ECA sub-region.

The specific objectives of the assignment were to:

1. document the existing types of partnerships currently adopted for enhancing AR4D in ECA sub-region;
2. analyse the current institutional environment available for enhancing and/or hindering partnerships for promoting and sharing agricultural technologies;
3. identify best practices for ensuring sustainable AR4D partnerships; and
4. identify and document the current platforms/avenues used for generating and sharing of knowledge products as well as communication.

Approach/Methodology

A consultative and participatory approach was adopted in implementation of the study which entailed consultative discussions with the ASARECA staff and other stakeholders. For smooth and efficient delivery, the assignment was implemented in phases.

Inception (Phase 1)

During this phase, there were inception meetings and discussion on implementation of the assignment. The consultant also undertook desk review and planning for the overall implementation of the assignment. A comprehensive desk review of related documents on AR4D partnerships both at regional, continental and global levels was carried out. The Consultant reviewed the ASARECA Case Study Assessment Tool and adjusted it to cover all the objectives and especially the scope of the work to be carried out. Through participatory method, the draft case studies assessment tool was reviewed by the consultant and ASARECA team.

Study Area and Identification of Respondents (Phase 2)

The study was designed to cover all the 14 current ASARECA member countries in the ECA sub-region. These countries include: Burundi, Cameroon, Central Africa Republic, DR Congo, Eritrea, Ethiopia, Madagascar, Kenya, Republic of Congo, Rwanda, Sudan, South Sudan, Tanzania and Uganda. The target respondents were the key stakeholders of all the initiatives involved in the AR4D partnerships in each of the ASARECA member countries. The target organizations include; the Agricultural Research Institutions, Universities, Government Ministries, Agricultural Extension agencies, Development agencies, NGO agents, Private sector companies, Regional Economic Communities (RECs), Inter-Governmental Authority, East African Community (EAC), Donors, International Agricultural Research Centres.

Sampling and Data Collection (Phase 3)

The consultant liaised with the ASARECA staff to develop a list of key stakeholders in the AR4D landscape. This list was then used as a sampling frame from which stakeholders (respondents) were selected. Because of the need to identify individuals who are highly knowledgeable in AR4D to participate in the study, purposive sampling was used in the selection of the respondents who acted as the key informants. However, it was later realised that a person can represent an organisation/institution and therefore the sample frame was based on participating institutions/organisations.

Data Collection

Due to limited movements being experienced during this period as a result of COVID 19 Pandemic, virtual tools were used for data collection. The revised ASARECA Case Study Assessment Tool was used for data collection through Survey Monkey and Microsoft Word document attachment. Due to the fact that ECA is made up of both the English and French speaking countries, the assessment tool was translated into French language.

Data Analysis, Documentation and Report Production (Phase 4)

Data were analysed using the Statistical Package for Social Sciences (SPSS 16). The analysis was undertaken for both qualitative and quantitative variables to generate descriptive and summary statistics. The results were presented in form of frequencies, percentages, and means in tables, bar graphs and other charts.

FINDINGS

Types of Partnerships Available in the ECA Sub-region

Findings showed that 18 organisations/institutions from 10 countries out of the 14 ASARECA member countries participated in the survey. One significant observation in the result is that the participating organisations cover almost all the key stakeholders of AR4D in the sub-region with the exception of REC and NGOs. About 37% females participated in the survey.

It was obvious that most organisations participate more in Networking partnership followed by Project based and Strategic/institutional partnerships and the Contractual partnership. In addition to the four general types of partnerships, nine (9) other types of AR4D partnerships were found to exist in ECA sub-region. The most popular among them are the Agricultural research partnership (59.3%), Agricultural delivery partnership (55.6% and Capacity development and knowledge management partnership (55.6%).

Respondents Perception on the Level of Effectiveness of Existing Partnerships

Findings showed that all the partnership types were perceived to be effective. For the general partnerships, it is clear that the networking was perceived to be the most effective () which was followed by project based partnership.

Respondents' Perception of the Level of Achievement of the Partnerships' Objectives

A similar result to that of level of effectiveness of the partnerships was obtained for level of achievement of objectives. The result showed that most of the partnerships were perceived to have achieved their objectivesof which they were set up.

Thematic Domain of Activities/Initiatives of the AR4D Partnerships in which Organisations Participate

Findings showed clearly that stakeholders participate mostly in agricultural transformation technologies and innovations (55.6%) and closely followed by food security (51.9%) and Climate Smart Agriculture (48.1%).It was however noted that some thematic areas had low rating such as advocacy and communication (25.9%) and policy environment and functional markets (25.9%).

Organisations' Main Areas of Contribution in the Thematic Domain Activities/Initiatives in the AR4D Partnerships

Findings showed that stakeholders have primary contributions in almost all the thematic domain activities / initiatives. In the four areas of ASARECA thematic initiatives, primary contribution was most in Knowledge and Information Management (66.7%) which was closely followed by Transformative Capacity Strengthening and Integration (65%). However, stakeholders' contribution was less in Policy Environment, Functional Markets and Transformative Institutions (54.5%).

Organisations' Levels of Engagement Within the AR4D Partnerships

The result showed that each organisation operates within its scope of mandate. For example, NARO Uganda collaborates with the National Programs, the regional organisations and with global bodies. A similar example is the International Agricultural Research Centres such as CIAT which are not operating locally but definitely collaborate with national agricultural programs, regional and global organisations. Although NARES and universities operate locally and within the sub-region

Platforms/Avenues for Knowledge Sharing and Communication in AR4D Partnerships

Stakeholders' Platforms for Sharing Knowledge and Communication

Findings showed that stakeholders use many platforms for knowledge sharing and communication. However, most prominent were through innovation platform and workshops both of them (48.1%). Others were print media, capacity building platform, Internet and site visits all with 44.4%). It is surprising that the use of D-groups is still not popular in the ECA sub-region (14.8%).

Channels of Communication and Mode of Decision of the Partnerships with Policy Makers

The result clearly indicated that a combination of channels such as meetings, publications, letters and newsletter are the major channels of communication stakeholders of AR4D partnerships used with policy makers. As regards the mode of decision/recommendation to the policy makers, the consultative mode is mostly used.

Organisations' Website for Hosting Official Agricultural Statistics and Usage of Statistical Software and Related Tools

It was noted that about 22.2% of the organisations/institutions that responded to the survey did not have websites yet. The result also shows that stakeholders are used to the common software such as Microsoft Office, Statistical Package for Social Science (SPSS) but are notyet using some new software used to collect data in the field such as computer assisted personal interview (CAPI), computer assisted telephonic interview (CATI) and geographic information system (GIS).

Institutional Environment Enhancing and Hindering Sustainability of AR4D Partnerships

The SWOT analysis result showed that the stakeholders perceived capacity building and staff availability, sharing of information management, enabling environment and engagement in projects and implementation as key strengths in AR4D partnerships.

As for the weaknesses of AR4D partnerships, stakeholders perceived limited skilled human resource, infrastructure and communication, insufficient funds, inadequate engagement in projects and inadequate joint resource mobilization as major weaknesses that can affect the sustainability of AR4D partnerships.

Stakeholders perceived many factors as opportunities that can arise from institutional environment of AR4D which include capacity building (institutional, technical and infrastructure framework), modernization of agricultural practices and products and regional integration, continental and international policies, frameworks, and strategies among others.

The interesting result discovered in the threat to AR4D sustainability, was that some of the results obtained in weaknesses were also obtained as threats such as reduced funding for AR4D and the agriculture sector, poor monitoring, evaluation and leaning and poor policies and political instability. Other important threats are effects of climate change and vulnerability, emergence of COVID 19 Pandemic and sustainability of projects after the end of the project funding.

Form of Engagements that Organisations have with Development Partners

Findings showed that most organisations participate actively in many areas from resource mobilization, technological support, monitoring and evaluation, information dissemination and many others depending on the type of organisation in the AR4D landscape. The diverse roles played by partners include policy support, M&E, technology development, capacity development, management and governance, policy and advocacy.

The Degree of Formalization of Organizations in the AR4D Partnerships

The degree of formality of the relationship in a partnership is one of the major ingredients of successful partnership especially the AR4D partnerships. The result showed that most organisations in the ECA sub-region formalized their relationships with their partners especially almost all the institutions indicated that they signed memorandum of understanding (MoU) with partners in the AR4D partnerships. The same results were obtained for all the parameters for formalization of organisations in the AR4D partnerships.

Best Practices for Enhancement of AR4D Partnership Sustainability

Lessons learned and best practices are combined in this section. When lessons learned are reported in a positive form, they are regarded as good/best practices. Therefore, there were many best practices that could be derived from the lessons learned in AR4D partnerships in the sub-region. These include exchange of capacities and expertise, improvement of research, innovations generation and delivery. In addition, respondents also perceived that best practices in AR4D partnerships include effective multi-disciplinary team and communication skills, use of binding instrument like MoU, Linking farmers to value chains, and capacity development.

Assessment of Effective Partnership in Existing AR4D Partnerships

The stakeholders perceived the ASRECA thematic areas to be effective except some few sub-thematic areas especially under the knowledge and information management which were rated average. This means that the existing AR4D partnerships which ASARECA is coordinating has been found effective with attention to be given to knowledge and

information management. In addition to the rating of the effectiveness of these thematic areas, information were collected on what went well and what did not work well in each of the thematic areas which were also regarded as best practices in the existing AR4D partnerships while those that did not work well require attention.

Assessment of Capacity Building/Strengthening Initiatives for AR4D Partnerships

The study also considered specifically capacity building/strengthening in the existing AR4D partnerships especially focusing on some thematic areas. Findings showed that apart from risk and vulnerability which are rated good, stakeholders rated low their capacities in other thematic areas assessed. For example to mention an important issue like climate change, which is now a major threat to AR4D, areas where stakeholders' capacities are low include knowledge on how to mainstream climate change adaptation across different sectors, knowledge on gender aspects related to climate change in agriculture, knowledge on how to include agriculture adaptation to climate change activities in agriculture planning and realignment of investments to increase funding for interventions aimed at mitigating risk and vulnerability.

Stakeholders also indicated areas of their critical capacity needs. Findings showed that most of the areas indicated are monitoring, evaluation and learning, funds mobilization, policy issues are prominent critical areas of capacity needs.

Overall Assessment of the Effective Partnership in AR4D Partnerships

Findings showed that the overall assessment were perceived to be effective except on resource mobilization which was rated low. These results complements previous results on mobilization of funds which stakeholders also rated low.

Conclusions

1. The study showed that the four AR4D broad partnership types of project based, networking, Strategic / institutional and contractual are well known in ECA sub-region.
2. Stakeholders were also involved in nine other partnership types.
3. There are therefore 13 identified partnership types now existing in ECA for AR4D partnership activities.
4. Most of the partnerships have been found effective and have met their objectives of operations.
5. Some private organisations especially Seed Companies, are already very active in the AR4D partnerships in the ECA sub-region.
6. One significant observation in the study was that all the four ASARECA thematic domain activities/initiatives in the AR4D Partnerships are well known to partners and most organisations have primary contributions into those four strategic areas. They werealso found effective even though there are few areas that need attention.
7. Innovation platforms, workshops and capacity development fora were found to be important platforms or avenues used for knowledge sharing and communication in AR4D partnerships in the sub-region.
8. Many organisations are yet to establish websites for hosting official agricultural statistics in ECA sub-region.
9. Though most stakeholders/partners are using common statistical software packages such as SPSS and Office, there are new software packages especially for data collection such as Computer Assisted Personal Interview (CAPI) and many others that have low usage in the sub-region.
10. The insufficiency of funds for AR4D activities was obvious from the study and it is reflected as a major threat to the sustainability of AR4D partnership.
11. Although Capacity building (institutional, technical and infrastructure) and Staff availability was rated as strength for sustainability of AR4D partnerships, it was however, obvious that partners expressed low knowledge and capacities in monitoring, evaluation and leaning, advocacy and communication, policy

analysis, fund mobilization, use of statistical tools and climate change.

12. Binding instruments such as MoUs, to enhance effective coordination, establishment of effective multi-disciplinary team and communication skills, linking farmers to value chains, digitalization of information, access to products, public-private partnership consolidation and training and capacity building were found to be the best practices in AR4D partnerships.

13. The study showed that there is still minimal participation of the French speaking countries in the AR4D partnership activities in ECA sub-region.

Recommendations

Based on the findings of this study and the conclusions drawn from it, the following are recommended for actions:

1. With the number of partnership types increasing in the sub-region, there is a need for mobilization/interaction workshop to be attended by stakeholders which include research institutes, universities, policy makers, private sector, NGOs, Ministries of Agriculture, regional economic communities, international agricultural research organisations etc. This interaction workshop or round table discussion which should be facilitated by ASARECA will be specifically for the following:

    a. To improve the awareness of ASARECA's activities and strategies which can invariable lead to more effective AR4D partnerships in the sub-region.
    b. To sensitize stakeholders on the products of research (innovations and technologies) developed in the sub-region which may also lead to improvement in technology adoption among stakeholders and the farming communities.
    c. To serve as a discussion forum for ASARECA and stakeholders on the continuation of issues of technology, innovation and management practices (TIMPs) which ASARECA has started. This will also involvefurther discussion on policies on data sharing among countries and institutions within the sub-region.
    d. To discuss issues on signing of MoU with existing partners that have not signed and new stakeholders that want to partner with ASARECA.

2. The importance of data and information in the implementation of AR4D partnerships cannot be overemphasized and from the results of data management from this study, there is a need for the establishment of information sub-regional clearing house/hub to host data base, system models and supporting tools for the sub-region. This should be hosted by ASARECA so that all stakeholders can access information from there.

3. The environment in which AR4D partnerships operate is an important factor in partnership sustainability, this study has identified many areas where stakeholders need capacity to enhance the sustainability of AR4D partnerships. Therefore, there is urgent need for capacity development/strengthening in certain areas which include monitoring, evaluation and learning, policy analysis, resource mobilization/ fund proposal writing, AR4D partnership management, climate smart agriculture and gender mainstreaming into AR4D partnership. This capacity development should not be a one-off intervention but an interactive process of design-application-learning-adjustmentfor stakeholders to acquire both knowledge and skills.

4. Efforts should be made in the sub-region to identify data sharing policies and issue of intellectual property policies guiding ownership within the ASARECA member countries. This may likely have an impact on efforts to boost regional data sharing initiatives and benefits of sharing technologies and innovations developed either through joint research or publicly supported research of member countries. With this, a researcher can be acknowledged for his or her invention.

5. With the number of partnerships identified in the ECA sub-region and as it has been done by other sub-regional organization like CORAF, ASARECA is now in a better position to document the data base of experts in the sub-region around various disciplines. For example, policy practitioners, M&E, Biotechnology, crosscutting issues etc., this will help in setting up centres of excellence or clusters of experts based on discipline among the member countries that can be called upon when they are needed.

6. It is now a fact that market has become a major factor in agricultural value chains. Mgbenka and Mbah (2016) indicated that one of the most destructive factors that hinder productivity in smallholder farming is lack of market which impoverishes and discourages them from production. Therefore, the stakeholders and the consultant have found it necessary that ASARECA should commission a study that will look closely into issue of poor market linkage along the value chains in the ECA sub-region.

7. There is need for more integration of the French speaking countries into ASARECA programmes through translation of documents into French, visit and a workshop for Francophone partners for more awareness of the functions of ASARECA.

8. For effective communication and sustainability of AR4D partnership, there is an urgent need for organisations to establish their websites and provide the URL to ASARECA.

9. For success and sustainability of the AR4D partnerships, institutions/organisations should follow best practices such as having a binding MoU, establishing effective multi-disciplinary team, good relationship and trust, communication skills and training and capacity building.

PART I

Regional Case Studies on Effective Partnerships for Innovation with Focus on Country-Level Status of AR4D Partnerships

01 Introduction

1.1 Background

The Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA), together with the African Forum for Agricultural Advisory Services (AFAAS), the Centre for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA), the West and Central African Council for Agricultural Research and Development (CORAF), and the Forum for Agriculture Research in Africa (FARA) have started the implementation of the Comprehensive Africa Agriculture Development Program - ex-Pillar 4 (CAADP-XP4) Program. The Program is funded by the European Commission (EC) over a period of four and half years (2019-2023) and is administered by the International Fund for Agricultural Development (IFAD). The CAADP-XP4 Program falls under Pillar IV of EC Initiative "Development Smart Innovation through Research in Agriculture" (DeSIRA).

EC-DeSIRA aims at promoting science and innovation to achieve an inclusive, sustainable and climate relevant transformation of agriculture and related food systems in partner countries across the globe. DeSIRA embeds strategic and applied research in the wider context of development cooperation in agricultural innovation with a development lens. DeSIRA has four inter-related pillars, namely: Pillar I: innovation in agriculture, which ensures that bottlenecks are removed, and science and traditional knowledge are efficiently engaged in innovation to ensure that impact is taken through the last mile; Pillar II: Strengthening research infrastructure for innovation, aims at building the research and innovation capacities of African national agricultural research and extension systems; Pillar III: Disseminating knowledge and evidence to feed development policies; Pillar IV: Agricultural research, technology dissemination and adoption, ensuring sustained flow of technologies which are sustainable and adequately meet the challenges of agriculture. Under Pillar IV, the EC has allocated funds to finance the implementation of Science-led Climate Relevant Agricultural Transformation in Africa through support to CAADP-XP4 institutions.

1.1.1 CAADP-XP4 Project and Targeted Outputs

The goal of CAADP-XP4 project is to contribute to the implementation of Agenda 2030. It will contribute to the progressive achievement of Sustainable Development Goal 2 (SDG 2 - zero hunger) and to the action to combat climate change and its impacts (SDG 13). It promotes progress towards ending poverty (SDG 1), gender equality (SDG 5), decent work and economic growth (SDG 8), and responsible consumption and production (SDG 12). The project will additionally contribute to Agenda 2063 and the Malabo Declaration of the African Union (AU).

The objective is to enable agricultural research and innovation, including extension services, to contribute effectively to food and nutrition security, economic development and climate mitigation in Africa. This will be achieved by improving the capacity, effectiveness and positioning of the Regional and Sub Regional Agriculture research and extension organizations as well as National-Agriculture-Research-Systems, and by promoting collaboration and knowledge sharing among the organizations.

1.1.2 Target Groups

The direct target group comprises the national agricultural knowledge and innovation systems (NAKIS), Ministries of Agriculture (especially departments in charge of strategic planning and policy), the private sector, farmer organizations, extension and advisory services, universities, and NGOs in target countries as well as the Regional Economic Communities (RECs). The indirect target groups of the transformation of these agricultural knowledge and innovation systems comprise the rural poor comprising smallholder farmers, women and youth agripreneurs and pastoralists, as well as other marginalized communities.

1.1.3 Expected Outputs

Output 1: Capacities of ASARECA and partner organizations strengthened in competencies required for the successful implementation of the Project such as technical and organizational capacities in coordination, multi-stakeholder project management, resource mobilization, fiduciary processes, and monitoring, evaluation and learning (MEL).

Output 2: Multi-stakeholder partnerships for innovation established and in operation.

Output 3: Policies in support of climate-relevant agriculture and food systems transformation formulated, investments increased, advocacy and market linkages strengthened.

Output 4: Knowledge management (KM) and communication systems for decision-making and sharing of innovation and for advocacy related to climate-relevant agriculture transformation established.

Output 5: Planning, coordination, Monitoring, evaluation and learning (MEL) and reporting within ASARECA and the National Agricultural Research and Extension Systems (NARES) as well as within sub-regional organizations (SROs), AFAAS, FARA and other multi-stakeholder partners, thus minimizing existent weaknesses.

1.1.4 Expected Outcome

The expected outcome of the project is an effective African agricultural research knowledge and innovation system, demand-driven public policies on agricultural research and extension services, and enhanced knowledge sharing and technology development for climate change adaptation and mitigation in agriculture and food systems.For the above outputs and outcome to be achieved, partnering organizations have agreed that capacity strengthening, knowledge sharing, and South-South, South-North and South-South-North partnerships are necessary. To effectively undertake capacity strengthening, there is a need to assess the existing capacity gaps at individual, organizational and system levels.

1.1.5 ASARECA's Mandate and Strategy 2019-2028

ASARECA's new strategy and results framework 2019-2028 has rebranded and strategically repositioned ASARECA to perform a higher level facilitative, supportive, coordination, convening, partnership brokerage, communication and advocacy role to enhance participatory visioning and action for sustainable agricultural transformation in the ECA sub-region, and to deliver specific development outcomes and impact. This clearly summarizes the nature of role of ASARECA regarding member countries and organizations.

In the new strategy, ASARECA selected four areas of focus to which corresponded the flagship program CAADP-XP4 outputs, thus ensuring that organizational efforts are strengthened and focused in one direction. The four areas of focus of ASARECA are expressed as:

1. Transformative Capacity Strengthening and Integration: Strengthened and integrated capacities and competencies to support agricultural transformation in the ECA sub-region.
2. Agricultural Transformation Technologies and Innovations: Enhanced support for development and scaling up of agricultural transformation technologies, innovations, and management practices.
3. Enabling Policy Environment, Functional Markets and Transformative Institutions: Enhanced support and advocacy for establishment of enabling policy environment, functional markets and transformative institutions and institutional arrangements.
4. Knowledge and Information Management: Improved management and access to reliable and up-to-date knowledge and information for informed decision making and action.

1.1.6 Rationale for the study

The concept of Agricultural Research for Development (AR4D) represents recognition of the need to explore alternative ways of engaging for change based on the failure of the past methods. The core element of the AR4D concept is participation under which the change process is managed by multi-stakeholder constituency that equally contributes to its initiation as well as its evaluation. As a result of this, there was a creation of a broad-based improvement in agricultural productivity, competitiveness and markets by supporting Africa's sub-regional organizations in strengthening the capacity of the National Agricultural Research and Extension Systems (NARES) for agricultural innovation to support smallholder farmers in improving their productivity for food and nutrition security and poverty alleviation.

As part of this effort, the CAADP-XP4 project is supporting a science-led and climate-relevant agricultural transformation in Africa and aims at strengthening AR4D implementing organizations (AFAAS, ASARECA, CCARDESA, CORAF and FARA) to collectively support African countries implement relevant programmes of the Comprehensive Africa Agriculture Development Programme (CAADP) through inclusive regional and international partnerships; production and exchange of climate relevant agricultural knowledge; effective communication, monitoring and evaluation; promotion of systemic and effective use of science, knowledge and innovation; and representation of the sub regional and national organizations at continental level.

Considering the fact that ASARECA has championed agricultural development trajectory over the past decades through collaborative partnerships/engagements, and as one of the sub-regional organisations and AR4D implementing organisations in Africa, it was auspicious to update the types of partnerships and assess the effectiveness of the existing AR4D partnerships among its partners and member countries which necessitated this study.

1.2 Objectives

The overall objectivewasto assess the effectiveness of the existing AR4D partnerships among the ASARECA partners and member countries intacklingAR4D challenges in the ECA sub-region.

The specific objectives of the assignment were to:

1. document the existing types of partnerships currently adopted for enhancing AR4D in ECA sub-region
2. analyse the current institutional environment available for enhancing and/or hindering partnerships for promoting and sharing agricultural technologies
3. identify best practices for ensuring sustainable AR4D partnerships
4. identify and document the current platforms/avenues used for generating and sharing of knowledge products as well as communication.

1.3 Approach/Methodology

A consultative and participatory approach was adopted in implementation of the assignment which entailed consultative discussions with the ASARECA staff and other stakeholders. For smooth and efficient delivery, the assignment was implemented in 5 phases identified as follows: (i) Inception and planning (phase 1), (ii) identification of stakeholders/respondents to participate in the study (phase 2); (iii) sampling of respondents and data collection (phase 3), (iv) data analysis and report write up (phase 4); and (v) validation workshop (phase 5).

During this phase, the consultant undertook inception meetings and discussion with ASARECA on implementation of the assignment. The consultant also undertook desk review and planning for the overall implementation of the assignment. A comprehensive desk review of related documents on AR4D partnerships both at regional, continental and global levels was carried out. Some of the documents reviewed included (i) ASARECA Strategy and Results Framework (2019-2028), (ii) CAADP-XP4 Grant Document, (iii) ASARECA Internally Commissioned External Programme and Management Review report, (iv) FARA Reports and (v) Other documents from the internet and Sub Regional Organizations.

1.3.1 Study Area and Identification of Respondents (Phase 2)

The study covered all the 14 ASARECA member countries in the ECA sub-region. These countries include: Burundi, Cameroon, Central Africa Republic, DR Congo, Eritrea, Ethiopia, Madagascar, Kenya, Republic of Congo, Rwanda, Sudan, South Sudan, Tanzania and Uganda. The target respondents were the key stakeholders of all the initiatives involved in the AR4D partnerships in each of the ASARECA member countries. The target organizations include; the Agricultural Research Institutions, Universities, Government Ministries, Agricultural Extension agencies, Development agencies, NGO agents, Private sector companies, Regional Economic Communities (RECs), Inter-Governmental Authority, East African Community (EAC), Donors, International Agricultural Research Centres.

1.3.2 Sampling and Data collection (Phase 3)

i) Sampling

The consultant liaised with the ASARECA contact person to develop a list of key stakeholders in the AR4D landscape. This list was then used as a sampling frame from which stakeholders (respondents) were selected. Because of the need to identify individuals who are highly knowledgeable in AR4D to participate in the study, purposive sampling was used in the selection of the respondents who acted as the key informants. The selection of stakeholders (respondents) to participate in the study was done to make sure the sample was a good representative of the stakeholders' population from all the countries and different partnership initiatives in the sub-region.

ii) Data Collection

Due to limited movements being experienced during the assignment as a result of COVID 19 Pandemic, virtual tools were used for data collection. Data collection were collected from two sources, namely:

a. Secondary data were collected from a comprehensive desk review of relevant documents drawn from different sources on AR4D partnerships. This included: ASARECA reports, other relevant institutions' reports as well as information from the Internet.
b. The primary data were collected using the revised ASARECA assessment tool/questionnaire. The assessment tool was administered online. Clarifications on specific issues was done through email with relevant key informants by the consultant.

iii) Data Collection Instrument

The Consultant reviewed the ASARECA Case Study Assessment Tool and adjusted it to cover all the objectives and

especially the scope of the work to be carried out. Through participatory method, the draft case studies assessment tool was reviewed by the consultant and ASARECA team.

The Case Study Assessment Tool was deployed for data collection. The tool combined both structured and open-ended questions with some Likert-Scale measurements. The tool drew out insights / lessons, project / programme and partnership lens and it is in-depth all-round enquiry which addresses what works and what does not, also focuses on the 'why', 'how' and 'so what' and needs dissemination strategy to optimise use / benefits. The assessment tool was available in both English and French.

The assessment tool was divided into two sections. Section one contained a mapping/categorisation of the existing partners which represents the types of partnerships, the relationships between institutions and agencies in the AR4D partnerships. The second section containeda checklist which defines the key features of effective partnerships. The checklist is designed to provide feedbacks on the current status of the AR4D partnerships, best practices, lessons learnt and gaps in partnerships for urgent interventions.

Using the list of respondents purposively selected, the consultant administered the assessment tool by online via email/SurveyMonkeyand Microsoft Word document attachment for respondents to use any one they preferred. The consultant used the e-mail addresses of respondents to contact them with an e-mail follow-up after deadline.

1.3.3 Data Analysis, Documentation and Report Production (Phase 4)

Data were analysed using the Statistical Package for Social Sciences (SPSS 16). The analysis was undertaken for both qualitative and quantitative variables to generate descriptive and summary statistics. Some of the information from open ended questions were subjected to content analysis to draw further insights from existing AR4D partnerships on characterisation of AR4D partnerships. The results werepresented in form of frequencies, percentages, and means in tables, bar graphs and other charts.

The summary statistics generated were summarized to provide an understanding on, (i) the type of partnerships available in the region; (ii) their level of engagement at country and regional level; (iii) available platforms used by the stakeholders in enhancing partnerships; (iv) engagements of the targeted stakeholders with development partners; and (vi) current institutional environment available for enhancing and/or hindering partnerships for promoting and sharing agricultural technologies. The result of respondents' statements was also summarized in frequency counts to determine the current institutional environment available for enhancing and/or hindering partnerships for promoting and sharing agricultural technologies and the current platforms/avenues used for generating and sharing of knowledge products as well as communication.

The best practices were determined using the respondents' statements on what they regard as best practices in AR4D, and all the statements of what went well in the section 2 of the assessment tool. The compilation of the statements was summarized and grouped together to indicate case studies of best practices identified for enhancing sustainability of AR4D in the sub-region.

The gaps in AR4D partnerships were determined by computing the scores of the Likert scale for each theme and categorized as low and high deficiency areas. Similarly, the responses on "what did not go well" were summarized for each theme. The combination of the Likert-scale scores and frequency counts of what did not go well were used to determine areas of major deficiencies which invariably used to determine areas of interventions.

1.3.4 Stakeholders' Workshop for Validation (Phase 5)

In collaboration with ASARECA, the consultant held a stakeholders' validation workshop to validate the draft report. The Consultant facilitated the workshop virtually using Zoom to present the findings of the study. Based on feedbacks from stakeholders at the workshop, the Consultant reviewed the draft report. The consultant then developed a draft final report covering all the scope of the work and deliverables.

Consultant sent the draft final report for peer review by ASARECA and partners. The consultant reviewed the report based on the comments by stakeholders and prepared the final report.

02

Literature Review

2.1 ASARECA Value Addition to AR4D Partnerships in Eastern and Central Africa

ASARECA is a sub-regional, not-for-profit organization whose mission isto enhance regional collective action in agricultural research for development (AR4D), extension, training and educationto promote economic growth, fight poverty, eradicate hunger and enhance sustainable use of resources in Eastern and Central Africa (ECA) which now comprises of 14 countries.

According to ASARECA (2010), the formation of ASARECA was spurred by the need to address the challenges and opportunities in order to improve agriculture in the sub-region and the overriding need intention of the organisation was that the benefit of cost-effective utilization of the available resources to produce technologies, knowledge and innovation systems, which would form sub-regional public goods that could be shared freely by all member countries, and the formation of an intergovernmental association for agricultural research, extension and agricultural training and education in the sub-region, would complement the activities of the national, pan-African and international research institutions in delivering more responsive services to stakeholders in the sub-region.

ASARECA is expected to enhance utilization of agricultural research for development innovations in eastern and central Africa, by developing policies and programmes aimed at deepening co-operation in agricultural research and policy among its member countries for the mutual benefit of all the stakeholders in the agricultural sector.

However, the emergence of the agricultural innovation systems (AIS) has raised hopes for accelerating agricultural development to improve livelihoods and ensure environmental sustainability especially in developing countries.

As part of its activities to sustain AR4D in eastern and central Africa, ASARECA has committed itself to focus on four thematic areas that are well aligned to the major ongoing national, regional and continental initiatives, namely: (i) Transformative Capacity Strengthening and Integration; (ii) Agricultural Transformation Technologies and Innovations; (iii) Enabling Policy Environment, Functional Markets and Transformative Institutions; and (iv) Knowledge and Information Management. These thematic areas of focus are significantly different from the past themes and programmes as evidenced by: (i) What ASARECA has chosen to do under each thematic area of focus; (ii) How it will do it; and (iii) the Level at which it will do it in line with the principle of subsidiarity (ASARECA, 2018).

As a result, the agricultural research for development (AR4D) environment in which ASARECA was formed has changed dramatically over its 20-year existence. This is because ASARECA understands that agricultural transformation requires an integrated delivery approach across an ecosystem of partnerships. While various initiatives exist in the agricultural sector across the ECA sub region, there is limited integration and coordination of execution and investments by governments, development partners, private sector and implementing partners. According to ASARECA (2018), ASARECA 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 ECA sub region. The repositioning of ASARECA is in form of value addition to its activities. ASARECA will reposition itself as the sub regional "Go to Service Provider of Choice" for AR4D products and services.

In view of this, the ASARECA's driving Value Proposition is "Strengthening, catalyzing and coordinating the ECA sub regional agricultural research for development initiatives by strengthening and integrating capacities; supporting and coordinating development and scaling up of technologies and innovations; advocating for enabling environment, functional markets and institutions; and managing and communicating knowledge and information. It shall deliver on this driving Value Proposition by undertaking functions that add value to the conduct and outcome of regional AR4D initiatives in the ECA sub region (ASARECA, 2018).

However, according to ASARECA (2010), as regardsto relationship in AR4D partnerships, ASARECA serves as a forum for promoting regional agricultural research and strengthening relations between NARS, in ECA including the Consultative Group for International Agricultural Research (CGIAR). Aiming to strengthen NARS and link them regionally, ASARECA has expanded its initiatives and leadership in linking agricultural research to the political dialogue possible in the Common Market for Eastern and Southern Africa (COMESA), Forum for Agricultural Research in Africa (FARA) and African Union/NEPAD (AU/NEPAD). ASARECA monitors political and institutional change in the global research environment and provides to its member countries representation in such fora. ASARECA adds value to the work of NARS in the sub-region through:

- The identification of shared goals and the promotion of economies of scale and scope through collaboration, specialisation and sharing of results
- The identification of sub-regional public goods that would be under-produced in the absence of shared goals and a regional mechanism
- Sharing of knowledge and experiences with institutional innovation for more effective agricultural research for development (AR4D), extension and agricultural training and education. Central to the vision and mission of ASARECA is the recognition of the value of regional collaboration and the need for regional collective action among member countries and their partners. Also central to the organisation's vision and mission is the notion that agricultural research, convened and facilitated by ASARECA, furthers development aims such as broad-based economic growth, poverty eradication andimproved livelihood.

According to ASARECA (2010), in recognition of the importance of partnership as a major tool for enhancing AR4D in the ECA, ASARECA established a unit mainly for Partnership and Capacity Development. The Unit assists ASARECA to build strategic partnerships with key organisations and NARS in ECA (ASARECA, 2010). Through the unit, ASARECA also works with COMESA and FARA to strengthen its collaboration in the implementation of CAADP. The Unit is also found to be responsible for establishing partnerships, collaboration and joint activities with relevant organisations such as Regional Universities Forum for Capacity Building in Agriculture (RUFORUM), African Network for Agriculture, Agroforestry and Natural Resources Education (ANAFE) and Africa Forum for Agricultural Advisory Services (AFAAS).

In respect to formalization of the partnerships, modalities were spelt out in Memoranda of Understanding (MoU) between ASARECA and the respective organisations. In addition to fostering strategic partnerships for ASARECA, the Unit is responsible for the management of the ASARECA capacity-building initiatives on issues that cut across the seven research programmes, the various management units and NARS (ASARECA, 2010).

As regards to capacity development, Dusengemungu et al (2013), indicated that the Agricultural Innovation Systems (AIS) framework stresses the importance of including stakeholders and making organisations and policies

sensitive to stakeholder agendas and demands. As a result, ASARECA strives to build the capacities of NARIs through different initiatives, which include graduate training, short courses, building capacity in leadership and management, mentoring, infrastructural support and establishing IPs. Over 200 researchers and development stakeholders from the ASARECA countries have been trained in the AIS approach, while over 80% of ASARECA-supported projects have adopted AIS principles such as establishment of IPs in different countries and regular meetings to assess the progress (ASARECA 2010).

2.2 The Concept ofPartnershipas Related to AR4D

According to Adekunle *et al* (2013), partnerships have been seen as veritable tools that help deploy the crucial benefits of innovation in the development process, a point that has also been made severally by the World Bank (2007).

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.

Caplan et al (2007) indicated that the term partnership elicits much confusion. This is because it is often used to describe widely different constructs from loose networks and alliances to more institutionalised joint ventures. They refer to their voluntary nature, shared or pooling of resources, capitalising on synergies. Similarly, ISPC (2015) also indicated that there are overlapping and contradictory rationales and ambiguous and contrasting definitions emerging from different fields of practice and schools of research.However, Horton *et al* (2009) stated that studies of partnership and their definitions tend to reflect the concepts, methods and priority issues of their authors' disciplines.

Therefore, Horton *et al*. (2009) attempted a definition of partnership relevant to AR4D as "a sustained multi-organizational relationship with mutually agreed objectives and an exchange or sharing of resources or knowledge for the purpose of generating research outputs (new knowledge or technology) or fostering innovation, that is,use of new ideas or technology for practical ends".

To Caplan *et al* (2007), partnerships involve two or more organisations that enter into a collaborative arrangement based on:

1. synergistic goals and opportunities that address particular issues or deliver specified tasks that single organisations cannot accomplish on their own as effectively; and
2. situations where individual organisations cannot purchase the appropriate resources or competencies purely through a market transaction.

However,Picciotto (2004) stated that "partnership is a means to an end, a collaborative relationship toward mutually agreed objectives involving shared responsibility for outcomes, distinct accountabilities, and reciprocal obligations. Where there is no common vision of what the partnership is about, no mutual stake in the outcome, lack of clarity in task allocations, or imbalance in influence and unfairness in allocation of costs and benefits, the partnership is hollow."

According toSriramesh (2012), in organizational contexts, the term partnership usually means the legal/ contractual association between two or more entrepreneurs. To Sriramesh, the word "partner" originated from par centre a legal term meaning joint heir."However, it was reported that in the fourteenth century, the emphasis

on partner shifted away from this legal orientation because of the similarity to part (part of) Webster dictionary still puts the contractual relationship of the word partner first and only then mentions a cooperative relationship between people or groups who agree to share responsibility for achieving some specific goal. As a result of this, Sriramesh (2012) indicated that the non-legal definition is most useful for discussing partnerships in agriculture for development and the term partner refers to the various human elements involved in the long chain of agriculture for development. This however, helps in moving science closer to the common man.

To ILAC (2010), partnership has been defined in many ways and in different contexts. However, in AR4D, when people refer to a partnership, they are usually thinking of acollaborative relationship involving people from two or more organizations pursuing common objectives.

But in the context of ILAC (2010), partnership is seen as a collaborative relationship among individuals, groups or organizations who pursue mutually agreed objectives and exchange or share resources or knowledge for the purpose of generating research outputs which means new knowledge or technology or fostering innovation. This means in simple terms, the application of new ideas or technology for practical ends.

Furthermore, ILAC (2010) felt that this partnership definition is broad enough to cover many types of informal and formal arrangements that seek to promote the generation of knowledge and its practical application in AR4D, that is, ranging from loose knowledge-sharing to more integrated collaborative arrangements. This also includes public-private partnerships and those that involve individuals and organizations from only one sector (e.g., researchers in the public sector). However, it was pointed out thatthis does not include teamwork that does not cross organizational boundaries, as well as contract work or outsourcing where there is a strictly commercial exchange of resources, rather than a sharing of resources and knowledge.

In a similar vein, Picciotto (2004) indicated that despite this confusion over the definition of partnership, it is clear that Multi-Stakeholder Partnerships (MSPs) represent a specific form of partnership. This is because MSPs are structured alliances of stakeholders from public, private and civil society sectors which include companies, policy makers, researchers, a variety of forms of NGOs, development agencies, interest groups and stakeholders from local, national, regional and international governance regimes.

In an attempt to provide reasons why there should be partnerships, ILAC (2010) indicated that three reasons are commonly identified in literature on partnership. The first reason is to gain access to resources (including knowledge) that are not available within a single organization. The second reason is to improve knowledge management across the boundaries separating organizations that share similar long-term goals (e.g., sustainable poverty reduction) but traditionally work in isolation. Finally, thethird reason is to build the capacity to influence policies or economic activity by participating in social networks. However, from the experience of the Learning Laboratory Programmes, a fourth reason is established which is to create a safe and nurturing space for learning and innovation that is not present within one's own organisation.

ICRA (2009) indicated that there are at least six considerations that are important when forming partnerships which are objectives,partners, organization, management, funding and reflection and learning.

2.2.1 Types of Partnerships

Several types of partnerships have been reported in literature in relation to AR4D. ISPC (2015) reported four different types of partnerships which are:

a. "Agricultural research partnerships which usually involves collaboration between public research

organisations, including universities. Priorities framed by public policy imperatives or by private industry sponsored funding.

b. Agricultural innovation delivery partnerships: Agricultural research organisations collaborate in agricultural production and agribusiness innovation that delivers new products and services that create value for farmers and companies. Partnerships, platforms and alliances are used as a mechanism to organise collaboration among public agricultural research organisations and the private sector, NGOs, and farmers' groups. Priorities framed by the convergence of technology push from research, demand pull from farmers and markets, and by public policy imperatives.
c. National Agri-food systems Innovation Partnership: In this type of partnership, agricultural research organisations participate in the efforts of public policy and private sector to catalyse innovation in agri-food systems that creates social, economic, and environmental value in line with national development plans. Interlinked farm-to-policy multi-stakeholder processes and partnerships used to organise collaboration and participation of relevant stakeholders at multiple levels. Priorities framed by negotiation between public and private sectors and articulated in national development plans.
d. Global development innovation partnerships: Agricultural research organisations participate in efforts of national and global public and private sector stakeholders to catalyse innovation in economic and social systems to achieve social, economic, and environmental development targets set by the SDGs. Global architectures of MSP platforms used create coherence between global and local agendas and implementation strategies. Priorities framed by global negotiation and agreement in the SDGs."

ToGFAR and ILAC (2010), there are at least three types of AR4D partnerships which are:

a. "Scientific discoveries which focused on bringing together technical skills and knowledge bases to enhance R&D results. These partnerships view themselves accountable to the structures of the scientific method and the specific requirements of donors. These partnerships follow models consistent with R&D management. These tend to incentivize and reward discovery rather than development outcomes.
b. Coordination among development actorswhich involves mobilizing disparate actors to jointly address challenging development needs. These partnerships find it difficult to sort to whom and what they are accountable.
c. Advocacywhich involves bringing coalitions together to influence allocation of resources (focused particularly on financial) and public policies. Partnerships commit to adhere to joint communications and collaborative advocacy. In principle they are accountable to advancing the development interests."

However, ILAC (2010), indicated that there are four broad types of partnership in AR4D, categorized according to their overall objectives as follows:

a. "Research partnerships which aim to produce research outputs in the form of public goods. The members of the partnership are usually researchers in either public or private organizations. The degree of formality ranges from highly informal, in the case of professional communities, to highly formal, where the participating organizations sign letters of understanding that detail issues of budget and intellectual property rights.
b. Partnerships for capacity development and knowledge sharing whichaim to develop the capacity of partners to share and use new knowledge, rather than produce new knowledge per se. Such partnerships typically involve partners with distinct but complementary knowledge bases (e.g. the importance of boundary managementlearning alliances', or those with different levels of capacity (e.g., North-South partnerships).
c. Partnerships for market or value-chain development whichaim to strengthen market chains or their support systems (e.g., local governing councils or regulation bodies) in ways that benefit poor producers,

traders or consumers. Such partnerships tend to involve diverse members, all of whom have a stake in the development of the market or value chain in question. Typically, an R&D organization initiates this type of partnership to improve communication and mediation among market-chain actors in order to stimulate innovation within the market chain. Leadership might later be transferred to one or more of the participating market-chain actors and become institutionalized within the partnership itself. These partnerships are often thought of as 'innovation platforms'.

d. Advocacy partnerships whichaim to influence public opinion and policies. They involve diverse partners in order to improve communication among them and strengthen the capacity of researchers, CSOs and economic actors to influence public opinion and policy-making. Such partnerships often draw ideas and principles from networks and use a wide range of communication and networking strategies to achieve these goals."

2.2.2 Partnership Success Factors/Ingredients of good partnership

According to Sriramesh (2012), the major ingredient that helps to develop good partnership is the element of trust. This is because every good partnership is built on trust and when trust is lost, partners become suspicious to the point of being paranoid and that leads to a breakdown of the relationship. Transparency and open communication help to build trust.

However, there has been an argument about trust, that whether it is impossible to build and maintain trust without effective (two-way) communication among partners which shows importance of communication in partnership. Sriramesh (2012) also indicated that mutuality of control that is sharing control in the partnership is also another key ingredient of good partnership.

In their own contribution, some success factors for partnerships identified by ILAC (2010)arepassionate leadership, common vision and agenda, commitment of partners, adequate process facilitation, clearly defined roles and responsibility, appropriate communication, knowledge sharing and joint learning, individual and collective benefits and adequate change management.

However, ILAC (2010) went further to indicate that partnerships are complex and inherently unstable arrangements that can take unpredictable coursesin 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.

According to (Sriramesh, 2012), there are several elements that help in cultivating good partnerships which include:

a. Access: This occurs when partners share access to each other and their networks of information and influence and with this, there will be harmony in the partnership.
b. Disclosure and openness: This indicates that both partners must equally open
c. Shared mutual networks: good partners help one another integrate into individual networks, thereby enhancing one another outreach and influence.
d. Shared interests and shared tasks: Overlapping interests obviously bring partners closer together whether in personal or professional settings. Similarly, sharing similar tasks (and thereby goals and objectives) also leads to closer partnerships.
e. Continuing dialogue and frequent communication between partners is a sure way of building good partnerships. In addition, dialog helps to reduce tensions in partnerships before these become irreparable.

03

Findings of the Study

This chapter presents the findings of the survey covering all the objectives and the deliverables.

3.1 Characterisation of Existing AR4D Partnership in ECA

3.1.1 Types of Partnerships Available in the ECA Sub-region

Annex 1 shows the countries and institutions that participated in the survey. The table shows that 18 organisations/ institutions from 10 countries out of the 14 ASARECA member countries participated in the survey. One significant observation in the result is that the participating organisations cover almost all the key stakeholders of AR4D in the sub-region with the exception of REC and NGOs.

As regards gender participation, **Annex 2** shows that 37% of those who responded are females.

3.1.2 Types of Partnerships Available in the ECA Sub-region

Table 1 shows the participation in the broad partnership types. It was obvious that most organisations participate more in Networking followed by Project based and Strategic/institutional partnerships than Contractual partnership. The low participation in Contractual partnership is not unexpected because this type of partnership is less common in research implementation.

Table 1: Participation in General/ Broad Types of AR4D Partnerships

General/ Broad Types of AR4D Partnerships	Percentage %
Project Based	55.6
Strategic/Institutional	51.9
Networking	59.3
Contractual	29.6

The result of years the partnership and organizations are involved in the partnership is shown in Table 2. The result shows that Project based and Strategic/Institutional partnerships have been in existence since 1977 in ECA sub-region. Most of the key development partners such as USAID, IFAD, World Bank and FAO have also been involved in such partnerships. Although Contractual partnership is not popular in agricultural research implementation but it was found that it has been in existence since 1991 in the sub-region.

Table 2: Years and partners that are engaged in each General types of AR4D Partnerships

Partnership	Year started	Partner Organisations
Project based	1977 - 2019	AFRICA-RICE / FAO / PABRA / PRASAC / EU, CARBAP, PRASAC, JICA, CIAT-PABRA, EU, USAID, IFAD, World Bank, FARA, ASARECA, AGRA, SDC, EAC, FAO, GAFSP, FARA, AFAAS, CARDESSA, CORAF, FOFIFA, NARO, Mekele University, ARC Sudan, Eritrea, NARO and KALRO, KALRO, EARI, TARI, ICRISAT, CIAT, Bioversity, etc, NARI, NARO-Uganda; KARI-Kenya; RAB-Rwanda; Makerere University, Uganda; KEFRI-Kenya; ExcelHort; SUA_TanzaniaAK, World Bank, EU, OACPS, Research institutions, private sector Regional Organisations, RECS
Strategic/Institutional	1977 - 2019,	CIRAD, IITA, ICRAF, CIFOR, CORAF, IAEA, CEMAC, World Bank, African Development Bank (AfDB), French Development Agency (AFD), COMESA, MAEP / FAO / CORAF, NARI
Networking	1989 - 2019	AFRICA-RICE / FAO / PABRA / PRASAC / EU, CARBAP, PRASAC, JICA, CIAT-PABRA, EU, USAID, IFAD, World Bank, FARA, ASARECA, AGRA, SDC, EAC, FAO, GAFSP, FARA, AFAAS, CARDESSA, CORAF, FOFIFA, NARO, Mekele University, ARC Sudan, Eritrea, NARO and KALRO, KALRO, EARI, TARI, ICRISAT, CIAT, Bioversity, etc, NARI, World Bank, EU, OACPS, Research institutions, private sector Regional Organisations, RECS
Contractual	1991 - 2019	AFRICA-RICE / FAO / PABRA / PRASAC / EU, CARBAP, PRASAC, JICA, CIAT-PABRA, EU, USAID, IFAD, World Bank, FARA, ASARECA, AGRA, SDC, EAC, FAO, GAFSP, FARA, AFAAS, CARDESSA, CORAF, FOFIFA, NARO, Mekele University, ARC Sudan, Eritrea, NARO and KALRO, KALRO, EARI, TARI, ICRISAT, CIAT, Bioversity, etc, NARI, World Bank, EU, OACPS, Research institutions, private sector Regional Organisations, RECS

3.1.3 Other Types of Partnerships Existing in the Sub-region

Table 3 shows the other types of partnerships existing in the Eastern and Central Africa sub-region. It is interesting to note that there are other nine AR4D partnerships that stakeholders have been involved and aware in the sub-region in addition to the four broad partnerships that the ASARECA stakeholders have been used to. The most popular among them are the Agricultural research partnership (59.3%), Agricultural delivery partnership (55.6% and Capacity development and knowledge management partnership (55.6%).

Table 3: Other Existing Partnerships in ECA

Partnerships in AR4D	Involved	Aware
Agricultural research partnership	59.3	7.4
Agricultural delivery partnership	55.6	3.7
National Agricultural food systems innovation partnership	37	7.4
Global development innovation partnership	29.6	11.1
Capacity development and knowledge management partnership	55.6	7.4
Market or value chain development partnership	40.7	11.1
Advocacy partnership	29.6	11.1
Scientific enhancement discoveries partnership	29.6	11.1
Coordination among development partners	44.4	7.4

3.1.4 Respondents Perception on the Level of Effectiveness of Existing Partnerships.

Table 4 presents respondents' perception on level of effectiveness of existing partnerships. The result shows that all the partnership types wereperceived to be effective. For the general partnerships, it is clear that the networking was perceived to be most effective()which was followed by project based partnership (. As earlierreported under involvement of the partnerships, the contractual partnership is perceivedto be the least effective of the general types of partnerships.

However, for the other nine identified partnership types, market or value chain development partnership was rated as the most effective (which was closly followed by Agricultural research partnership (while advocacy partnership was perceived to bethe least effective (

Table 4: Respondents Perception of Level of Effectiveness of the Existing Partnerships

Partnerships	Highly effective	Partially effective	Not effective		S.D
Networking	12(44.4)	6(22.2)	-	2.67	0.49
Project based	11(40.7)	7(25.9)	-	2.61	0.50
Strategic/Institutional	8(29.6)	10(37)	-	2.44	0.51
Contractual	3(11.1)	7(25.9)	2(7.4)	2.08	0.67
Market or value chain development partnership	9(33.3)	4(14.8)	-	2.69	0.48
Agricultural research partnership	12(44.4)	6(22.2)	-	2.67	0.49
Coordination among development partners	7(25.9)	6(22.2)	-	2.54	0.52
Agricultural technology transfer/delivery partnership	9(33.3)	8(29.6)	-	2.53	0.51
Capacity development and knowledge management partnership	8(29.6)	8(29.6)	-	2.50	0.52
Scientific enhancement discoveries partnership	6(22.2)	4(14.8)	1(3.7)	2.45	0.69
National Agricultural food systems innovation partnership	5(18.5)	9(33.3)	-	2.36	0.50
Global development innovation partnership	3(11.1)	10(37)	1(3.7)	2.14	0.53
Advocacy partnership	3(11.1)	4(14.8)	2(7.4)	2.11	0.78

Effective Mean = 2.0

3.1.5 Respondents' Perception of the Level of Achievement of the Partnerships' Objectives

Table 5 shows the Respondents' Perception of the Level of Achievement of the Partnerships' objectives.A similar result to that of the effectiveness of the partnerships was obtained, most of the partnerships were perceived to have achieved their objectives. It was observed that both project based and strategic partnerships were rated first (as partnerships that met their objectives. However, in the other nine partnerships, Agricultural Research partnership was rated first (while Agricultural technology transfer/delivery partnership closely followed (among those partnerships that met their objectives.

Table 5: Respondents' Perception of the Level of Achievement of the Partnerships' Objectives

Partnerships	Highly effective	Partially effective	Not effective		S.D
Project based	8(29.6)	8(29.6)	2(7.4)	2.33	0.69
Strategic/Institutional	6(22.2)	8(29.6)	1(3.7)	2.33	0.62
Networking	5(18.5)	9(33.3)	1(3.7)	2.27	0.59
Contractual	3(11.1)	5(18.5)	1(3.7)	2.22	0.67
Agricultural research partnership	12(44.4)	5(18.5)	-	2.71	0.47
Agricultural technology transfer/delivery partnership	7(25.9)	8(29.6)	-	2.47	0.52
National Agricultural food systems innovation partnership	4(14.8)	10(37)	-	2.29	0.47
Global development innovation partnership	3(11.1)	10(37)	1(3.7)	2.14	0.53
Capacity development and knowledge management partnership	7(25.9)	6(22.2)	1(3.7)	2.43	0.65
Market or value chain development partnership	6(22.2)	7(25.9)	1(3.7)	2.36	0.63
Advocacy partnership	2(7.4)	5(18.5)	3(11.1)	1.90	0.74
Scientific enhancement discoveries partnership	3(11.1)	7(25.9)	-	2.30	0.48
Coordination among development partners	3(11.1)	8(29.6)	-	2.27	0.47

Effective Mean = 2.0

3.1.6 Thematic Domain of Activities/Initiatives of the AR4D Partnerships in which Organisations Participate

Shared interests and shared tasks, that is, overlapping interests obviously bring partners closer together whether in personal or professional settings. Similarly, sharing similar tasks also leads to closer partnerships and has been seen as one of the major elements of good partnership.

Figure 1 shows the thematic domain of activities or initiatives in which organisations in ECA participate. The result shows clearly that organisations participate most in agricultural transformation technologies and innovations (55.6%) and closely followed by food security (51.9%) and ClimateSmart Agriculture (48.1%). It was however noted that some thematic areas have low rating such advocacy and communication (25.9%) policy environment, functional markets (25,9%) and monitoring,evaluation and learning (37.0%)which might possibly be due to inadequate capacity of stakeholders in those areas and therefore limited participation.

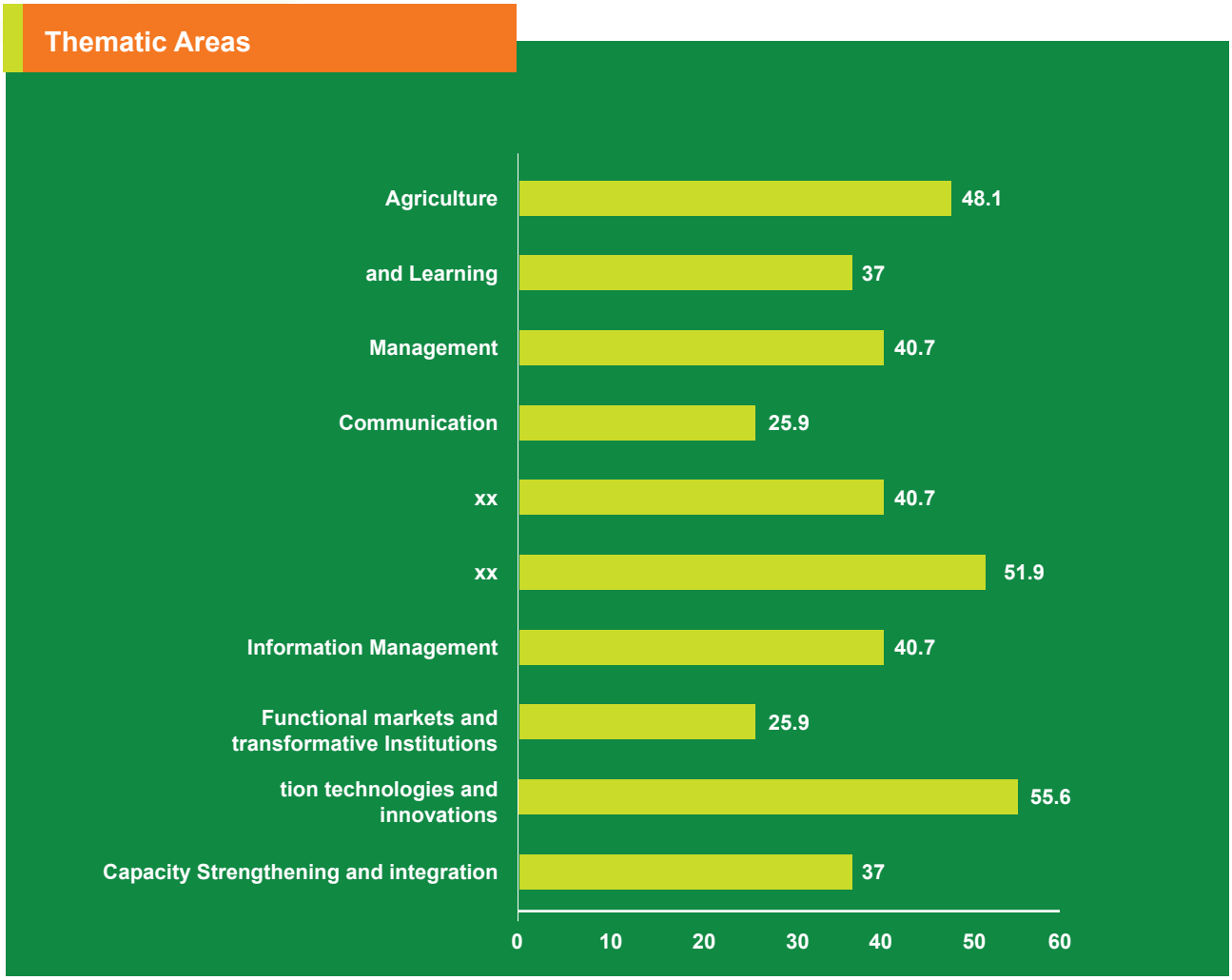

Figure 1: Thematic domain of activities or initiatives in which organisations in ECA sub-region participate.

3.1.7: Organisations' Main Areas of Contribution in the Thematic Domain Activities/ Initiatives in the AR4D Partnerships

Table 6 describes the main areas of contribution in the thematic domain activities/initiatives. The result shows that stakeholders have primary contributions in almost all the thematic domain activities /initiatives.In the four areas of ASARECA thematic initiatives, primary contribution was most in Knowledge and Information Management (66.7%) which was closely followed by Transformative Capacity Strengthening and Integration (65%). However, stakeholders' contribution was less in Policy Environment, Functional Markets and Transformative Institutions(54.5%).

It was also noted from the result that in thematic domain of Policy design, policy implementation, laws, advocacy and awareness, stakeholders' contribution was more of tertiary (41.7%) than primary (33.3%).

Table 6: Stakeholders' main areas of contribution in the thematic domain activities/ initiatives in the AR4D Partnerships

Outcome Area	Primary	Secondary	Tertiary
Transformative Capacity Strengthening and Integration			
Strengthening and integrating capacities and competencies for inclusive stakeholder engagement, strategic visioning and policy formulation.	69.2	7.7	23.1
Strengthening and integrating capacities and competencies for generation, access and utilization of agricultural knowledge and information.	64.3	14.3	21.4
Strengthening and integrating capacities and competencies for effective institutional development, management and performance monitoring and evaluation.	61.5	15.4	23.1
Mean	65		
Agricultural Transformation Technologies and Innovations			
Support and coordinate development and adaptation of gender responsive and climate-smart technologies, innovations and management practices.	71.4	14.3	14.3
Support and coordinate scaling up of gender responsive and climate-smart technologies, innovations and management practices.	69.2	15.4	15.4
Support and coordinate development and scaling up of gender responsive and youth focused regional value chains and agribusinesses.	53.8	23.1	23.1
Mean	64.8		
Policy Environment, Functional Markets and Transformative Institutions			
Support and advocate for establishment of transformative enabling policy and regulatory environment.	54.5	18.2	27.3
Support and advocate for establishment of functional and structured regional input and output markets.	54.5	18.2	27.3
Support and advocate for establishment of transformative regional institutions and institutional arrangements.	54.5	18.2	27.3
Mean	54.5		
Knowledge and information management			
The result Establish and manage regional technology and information clearing house.	66.7	16.7	16.7
Establish and manage regional data bases, system models and decision support tools.	66.7	16.7	16.7
Establish and manage functional platforms for communicating and exchanging knowledge and information	66.7	16.7	16.7
Mean	66.7		
Others			
Policy design, policy implementation, laws, advocacy and awareness	33.3	25	41.7
Increased participation/inclusiveness: priority given to women as well as to marginalized and vulnerable groups.	45.5	18.2	36.4
Capacity building, among partners, and beyond	54.5	18.2	27.3
Resource mobilisation and fund raising	81.8		18.2
Activities related to facilitating improved AR4D outcomes (e.g. extension services, to contribute effectively to food and nutrition security; economic development)	72.7	9.1	18.2

Outcome Area	Primary	Secondary	Tertiary
Monitoring, Evaluation & Learning	54.5	27.3	18.2
Food security	72.7	9.1	18.2
Advocacy and communication	60	10	30
Research Management	66.7	16.7	16.7
Climate Smart Agriculture	72.7	18.2	9.1

3.2 Institutions/Organisations' Levels of Engagement within the AR4D Partnerships

Table 7 shows the level of engagement in which organisations operate in the AR4D Partnerships. It is obvious from the result that each organisation operates within its scope of its mandate. For example, NARO, Ugandacollaborateswith the local organisations, national programs, the regional organisations and with global bodies as seen in the result. A similar example is the International Agricultural Research Centres such as CIAT that are not operating locally but definitely collaborate with national agricultural programs, regional and global organisations. However, National programs operates locally, nationally and regionally as shown by Kenyatta University in Table 7.

Table 7: Organisations' levels of engagement within the AR4D Partnerships

Institutions / Organisations	Local	National	Regional	Global
Alliance of Bioversity International and CIAT-Pan Africa Bean Research Alliance Kenya		√	√	√
ASARECA Uganda			√	√
Eastern Africa Farmers Federation (EAFF) Kenya			√	
IRAD Cameroon	√	√	√	√
Kenya Agricultural and Livestock Research	v	v	√	
National Agricultural Research Institute (NARI) Eritrea	√	√	√	
National Agricultural Research Organisation (NARO) Uganda		√	√	√
Rwanda Agriculture and Animal Resources Development Board (RAB)	v	v	√	v
KENYATTA UNIVERSITY Kenya	√	v	v	
Syova Seed (U) Ltd formerly East African Seed (U) Ltd Uganda	v	v	v	

3.3 Platforms/Avenues for Knowledge Sharing and Communication in AR4D Partnerships

3.3.1 Stakeholders' Platforms for Sharing Knowledge and Communication

According to Sriramesh (2012), continuing dialogue and frequent communication between partners is a sure way of building good partnerships. In addition, dialogue helps to reduce tensions in partnerships before these become irreparable. Similarly, partnerships need to set up effective and interactive communication systems in order to share relevant information, and must have in-built flexibility to allow for changes and necessary modifications (Smith, 2004).

Figure 2 shows the platforms or avenues used for knowledge sharing communication in AR4D partnerships. Knowledge sharing and communication are key ingredients to successful AR4D partnerships and therefore the platforms are also, therefore, important. The result shows that stakeholders use many platforms for knowledge sharing and for communication. However, most prominent are through innovation platform and workshops both of them (48.1%). Others are print media, capacity building platform, Internet and site visits all with 44.4%). It is important to mention that it is surprising that the use of D-groups is the lowest (14.8%). I think this needs attention as it is one of the new platforms for communication for multi-stakeholders' platform.

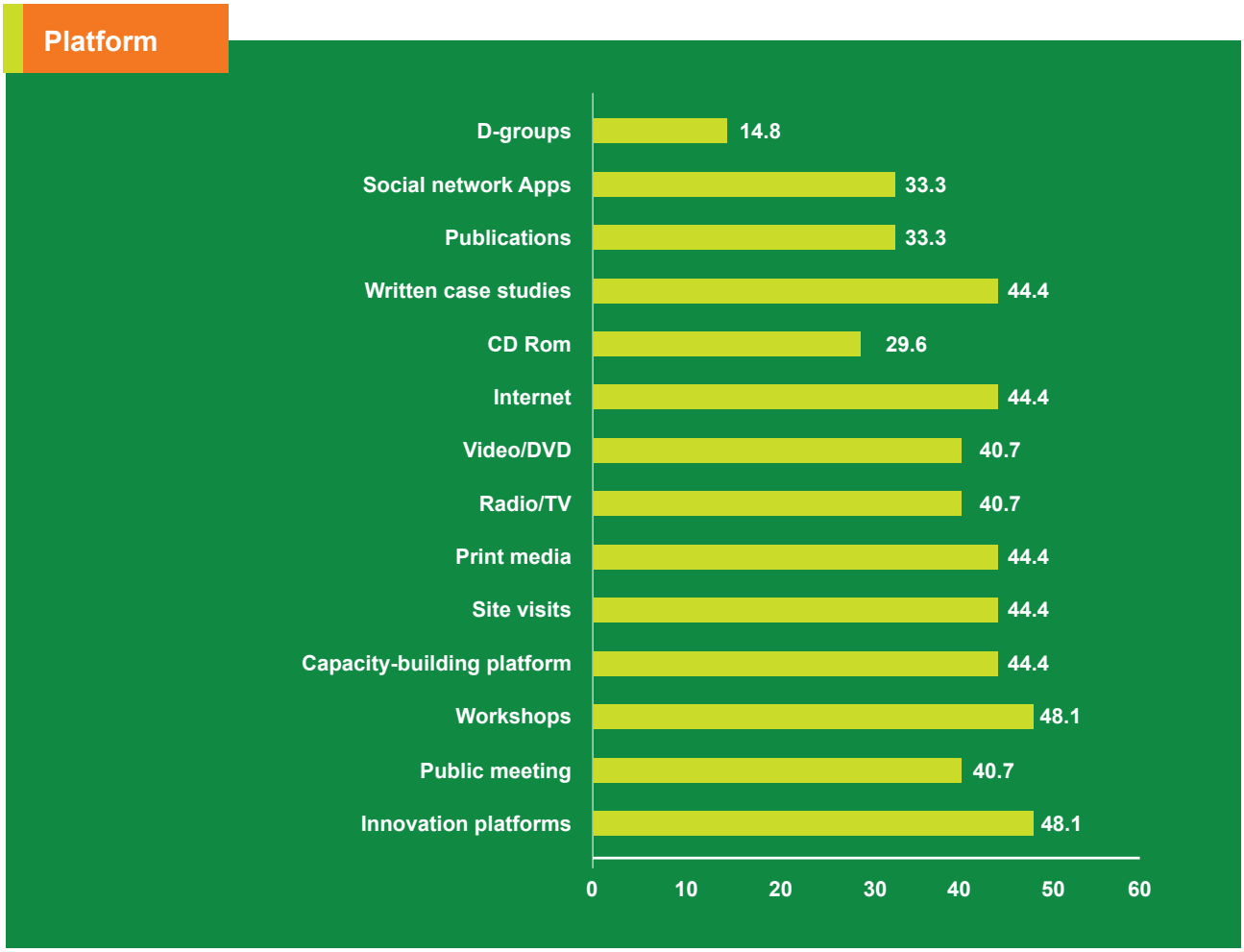

Figure 2: Platforms or avenues used for knowledge sharing communication in AR4D partnerships

3.3.2 Channels of Communication of the Partnership with Policy Makers

Figure 3 indicates the channels of communication of the partnership with policy makers. The result clearly indicates that a combination of meetings, publications, letters and newsletter are the major channels of communication stakeholders of AR4D partnerships used with policy makers which is regarded more useful than using only one platform. As regards the mode of decision/recommendation to the policy makers, the result in Figure 4shows that the consultative mode is mostly used.

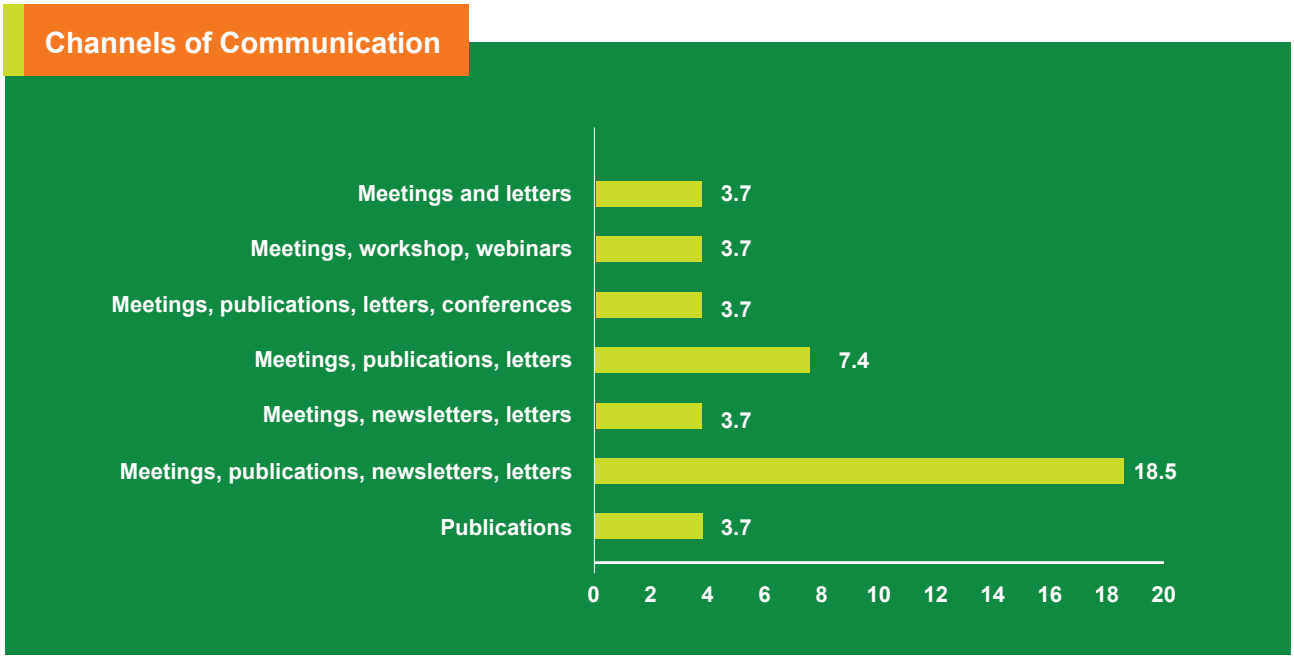

Figure 3: Channels of communication of the partnerships with policy makers

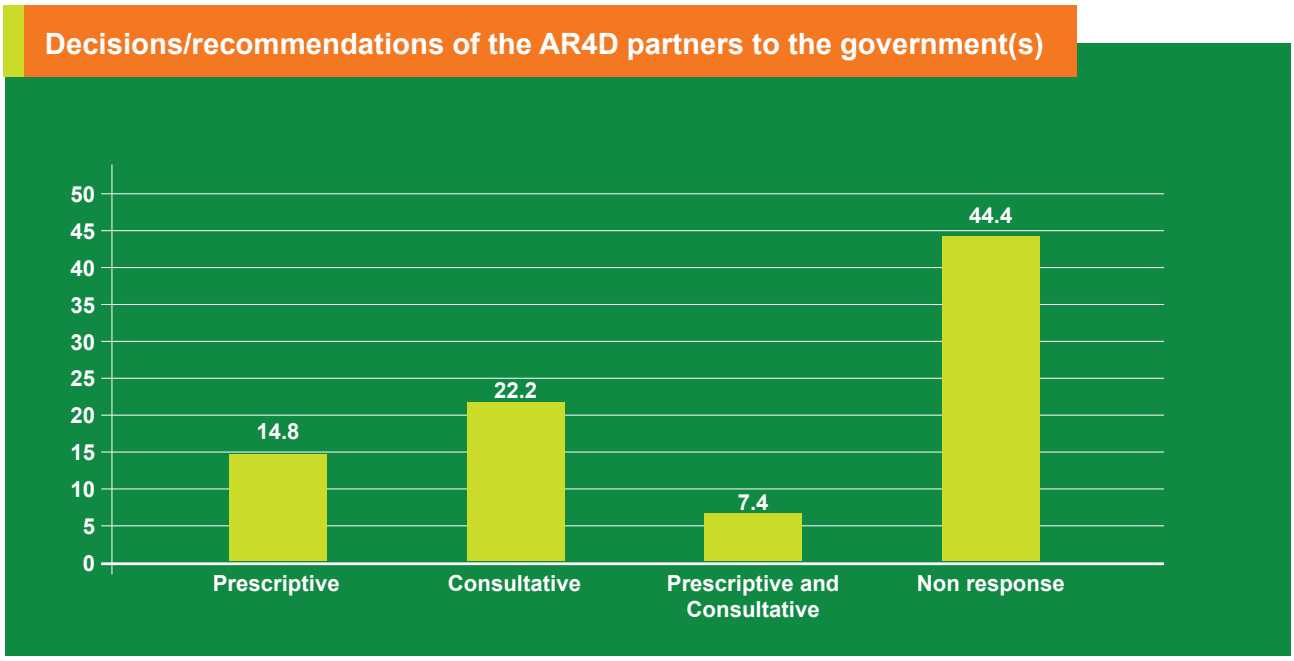

Figure 4: Mode of decisions/recommendations of the AR4D Partnership to the Government

3.3.3: Organisations' Website for Hosting Official Agricultural Statistics and Usage of Statistical Software and Related Tools

Table 8shows that only 29.6% of those that responded indicated having a website which is regarded as low especially when about 22.2% of those that responded did not have website. Figure 5 also shows the statistical software that stakeholders are using. The result shows that stakeholders are used to the common software such as Microsoft Office, Statistical Package for Social Science (SPSS). However, it was discovered from the result that stakeholders are not yet using some new software for data collect in the field such as computer assisted personal interview (CAPI), computer assisted telephonic interview (CATI) and geographic information system (GIS).

Table 8: Organisations' website for hosting official agricultural statistics

	Yes	No	No response
Does your organisation have a website for hosting official agricultural statistics?	29.6	22.2	48.2
Does the organization have any database for official statistics?	22.2	25.9	51.9
If Yes, is the database accessible to external users on internet?	14.8	11.1	74.1
Does there exist any database for official statistics?	37.0	14.8	48.2
If Yes, is the database accessible to external users on internet?	18.5	18.5	63

It was discovered that only few of the institutions have established their URL. Some of those that have established theirs arehttps: //www.kalro.org/information-resources,pabra-africa.org, www.rab.gov.rw, *www.eaffu.org, www.easeed.com, www.kalro.org*.

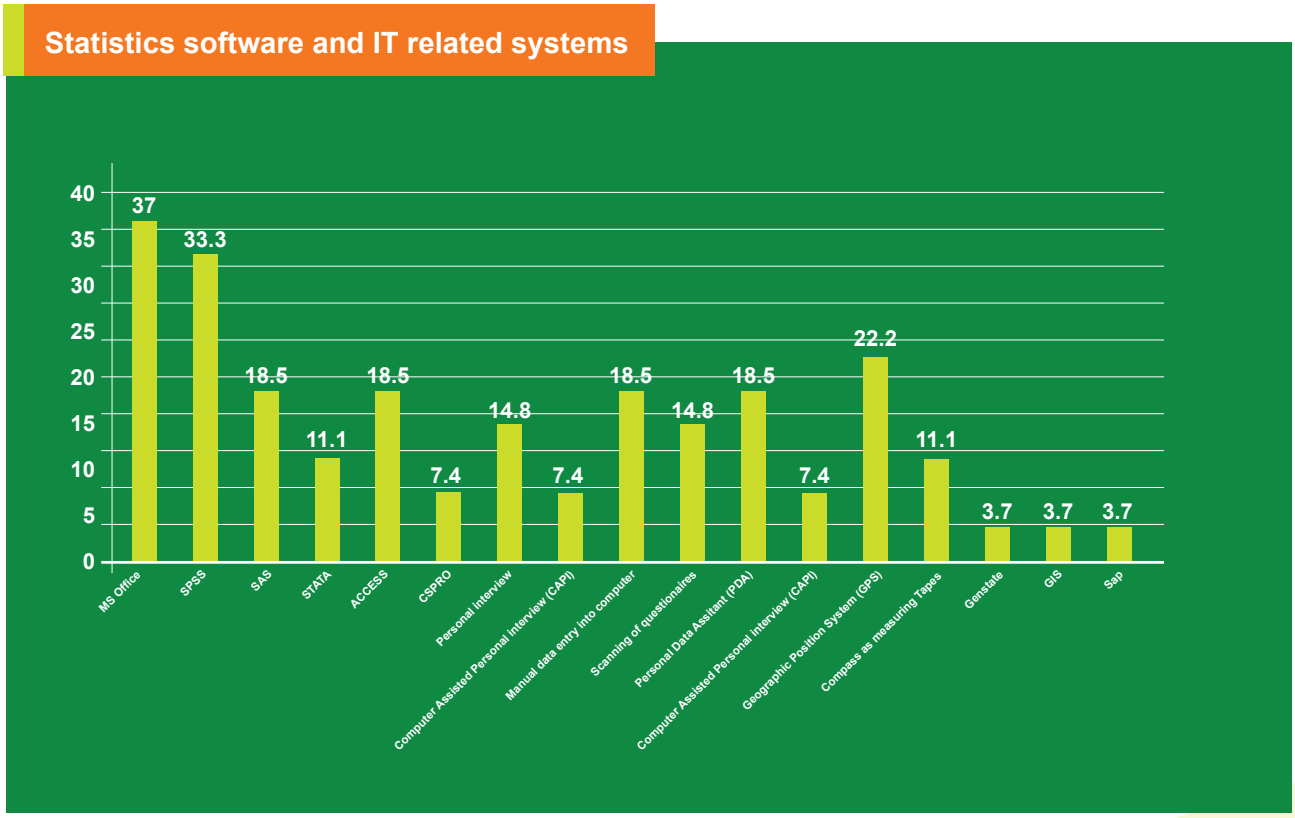

Figure 5: The Software and other IT related systems used in the Agricultural Statistics

3.4 Institutional Environment Enhancing and Hindering Sustainability of AR4D Partnerships

The environment in which partnerships operate can enhance and hinder the success and sustainability of partnerships. According to Caplan *et al* (2007), partnership environment could be looked into through the external environment (as reflected in financial, legal and institutional considerations) that shapes the scope and ambition of the partnership. Secondly, throughthe organisational environment (as reflected in each partner's scope, mission, strategy and capacity) that dictates the resources the partners put on the table, their analysis of the opportunity presented, and the level of risk they are willing to undertake.

Therefore, the strength, weakness, opportunities and threats analysis (SWOT) was used to assess the perception of stakeholders on effects of institutional environment on sustainability of AR4D partnerships.

Tables9, 10, 11, and 12 show the respondents' perception on the strength, weakness, opportunities and threats that can enhance and hinder the sustainability of AR4D in the sub-region. Stakeholders perceived capacity building and staff availability, sharing of information management, enabling environment and engagement in projects and implementation as key strengths in AR4D partnerships.

As for the weaknesses of AR4D partnerships, stakeholders perceived limited skilled human resource, infrastructure and communication, insufficient funds, inadequate engagement in projects and inadequate joint resource mobilizationas major weaknesses that can affect the sustainability of AR4D partnerships.

Stakeholders perceived many factors as opportunities that can arise from institutional environment of AR4D which include capacity building (institutional, technical and infrastructure framework), modernization of agricultural practices and products and regional Integration, continental and international policies, frameworks, and strategies among others.

The interesting result discovered in the threat to AR4D sustainability is that some of the results obtained in weaknesses were also indicated as threats such as reduced funding for AR4D & the agriculture sector, poor monitoring, evaluation and leaning and poor policies and political instability. Other important threats are effects of climate change and Vulnerability, emergence of COVID 19 Pandemic and sustainability of projects after the end of the project funding.

Figure 6 supports the results of the weaknesses and threats to AR4D in the sub-region as majority of stakeholders (83.3%) perceived that there was insufficient budget allocation for both implementation and sustainability of AR4D partnerships.

Table 9: Respondents Perception on Strengths Supporting AR4D Partnerships

Strengths supporting AR4D partnerships	Percent
An effective participatory planning approach	3.7
Capacity building (institutional, technical and infrastructure) and Staff availability	22.2
Complementarity	3.7
Country ownership	3.7
Emerging soft technology	3.7
Enabling environment, policies and political will	7.4
Engagement in projects and implementation	7.4
Established ECA region membership structure	3.7
Key Improvement of the living conditions of producers (case of the bean project in Bouenza	3.7
Increasing awareness of the need to pool resources in order for each to achieve objectives	3.7
Potential development partners	7.4
Sharing and information management	7.4
Stations based at different agro-ecological zones	7.4
Strong internal capacity, existing regional & international AR4D partners network	3.7
Strong partnership and technical arm of RECs	3.7
The need to avoid re-inventing the wheel; hence adapting existing technologies already available in different organizations'/institutions and countries	3.7
The need to solve common problems in given communities different organizations' serve in	3.7

Table 10: Respondents Perception on Weaknesses Challenging AR4D Partnerships

Weaknesses Challenging AR4D partnerships	Percent
Inadequate engagement in projects	7.4
Inadequate Joint resource mobilization	3.7
Insufficient Fund	11.1
Limited private sector and other Non-State Actors participation - especially at the planning stage	3.7
Limited public investments in bean value chain	3.7
Limited skilled human resource, infrastructure and communication	25.9
Limited support to private sector growth	3.7
Limited understanding on resource sharing in partnerships; some "partners" want to totally depend on others	3.7
Partnerships/programmes with short life spans - lacking continuity to fully address emerging issues	3.7
Weak and informal linkages with key sector service providers	3.7

Table 11: Respondents Perception on opportunities for AR4D Partnerships

Projected opportunities for AR4D partnerships	Percent
Affirmative interventions to support low capacity National Agricultural Research Systems	3.7
Building on results, experiences, synergies & Leverage on the different (past)programmes	3.7
Capacity building (institutional, technical and infrastructure framework)	11.1
Creation of markets for agricultural products	7.4
Enhanced participation of private sector & other Non-State Actors in planning & programme implementation	3.7
Existence of defined private sector and other Non-State Actors in the member countries	3.7
Existing and emerging business opportunities incentives for private sector & other Non-State Actors	3.7
Guaranteed employment for producers, women and youth, Food and nutrition security	7.4
Increased interest of private sector	3.7
Increased number of personnel aware of and/or knowledgeable about importance of AR4D	3.7
Linkage with CGIAR centres	3.7
Modernization of agricultural practices and products	11.1
Regional Integration, continental and international policies, frameworks, and strategies	11.1
Shared long-term vision	3.7
The agricultural production constraints continuing to emerge and supersede the solutions available	3.7

Table 12: Respondents Perception on threats for AR4D Partnerships

Projected threats for AR4D partnerships	Percent
Activities slowed down after the project	7.4
Effects of climate change and Vulnerability	14.8
Emerging/unexpected challenges – Covid, climate change etc	7.4
Increased competition for resources in AR4D	3.7
Low participation of some (low capacity) National Agricultural Research Systems from member countries	3.7
Poor M&E	7.4
Poor policies and political instability	7.4
Post-harvest technology	3.7
Reduced funding for AR4D & the agriculture sector	7.4

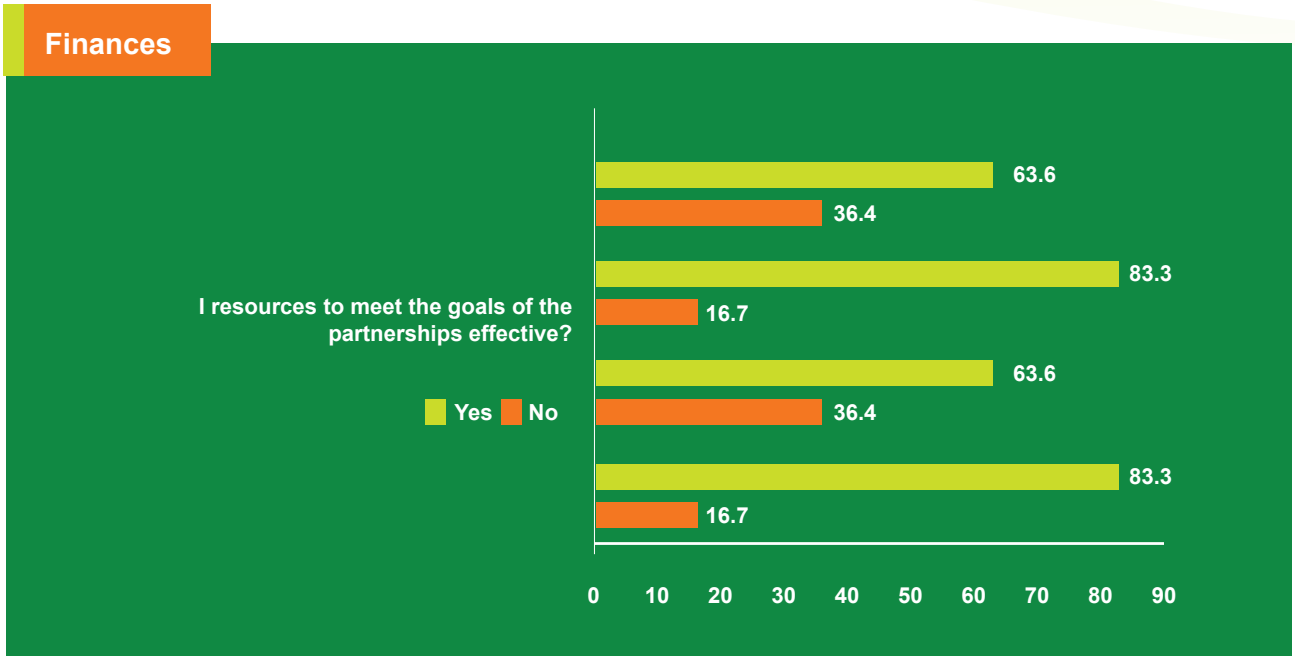

Figure 6: Respondents perception on finances of AR4D partnerships.

Table 13 presents some of the possible solutions to the major identified challenges and threats in AR4D partnerships by stakeholders.

Table 13: Identified Challenges and Threats in Partnerships and Possible Solutions

S/N	Challenges	Possible solutions
1	Inadequate Joint resource mobilization	Capacity building in grant proposal writing
2	Insufficient Fund	Capacity building in grant proposal writing
3	Limited private sector and other Non-State Actors participation - especially at the planning stage	Advocacy and adequate mobilization of stakeholders
4	Activities slowed down after project	Sustainability plans must be built into AR4D partnership before the end of the project such as writing of grant proposal to different donors.
5	Limited skilled human resource, infrastructure and communication	Capacity development for stakeholders in communication and institutional development
6	Limited support to private sector growth	Private-public partnership in funding AR4D will encourage private sector benefiting more from research products
7	Limited understanding on resource sharing in partnerships; some "partners" want to totally depend on others	Capacity development in partnership management will develop stakeholders to know their roles in partnership.
8	Effects of climate change and Vulnerability	More funding for climate smart agriculture research.
9	Poor M&E	Capacity building in monitoring, evaluation and learning for stakeholders of member countries
10	Poor policies and political instability	Effective advocacy and communication with policy makers will assist in reducing this challenge.

3.5 Form of Engagements that Organisations have with Development Partners

Different types of partners play different roles in partnership. In this context, Table 14 shows the form of engagements/ roles that AR4D stakeholders organisations have with development partners. This table indicates the engagements in which stakeholders collaborate with development partners. The result shows that most organisations participate actively in many areas such as resource mobilization, technological supports monitoring and evaluation, information dissemination and many others depending the type of organisation in the AR4D landscape. Other diverse roles played by partners include policy support, M&E, technology development, capacity development, management and governance, policy and advocacy.

Table 14: Form of engagements that organisations have with development partners

Institutions / Organisations	Resources mobilization	Financial provision	Technological support	Time contribution	Policy support	Monitoring, Evaluation and Learning	Transfer of knowledge/ Capacity Development	Information dissemination	Market linkage	Value addition	Product supply	Advocacy	Funding	Governance
Alliance of Bioversity International and CIAT-Pan Africa Bean Research Alliance Kenya	√	√	√	√	√	√	√	√	√	√	√	√	√	√
ASARECA Uganda	√													
Eastern Africa Farmers Federation (EAFF) Uganda	√	√	√	√	√	√	√	√	√	√	√	√	√	√
IRAD Cameroon	√	√	√	√	√	√	√	√	√	√	√	√	√	√
KALRO Kenya	√	√	√	√	√	√	√	√	√	√	√	√	√	√
Kenya Agricultural and Livestock Research	√	√	√	√	√		√	√					√	√
KENYATTA UNIVERSITY Kenya	√						√	√						
Ministry of Agriculture and Food Security (MAFS) South Sudan			√	√		√	√	√	√	√	√	√		
National Agricultural Research Institute (NARI) Eritrea	√	√	√	√	√	√	√	√	√	√	√	√	√	√
National Agricultural Research Organisation (NARO) Uganda	√	√	√	√	√								√	
National Institute of Agronomic Research Republic of Congo	√		√	√		√	√	√	√	√	√	√	√	√
Rwanda Agriculture and Animal Resources Development Board (RAB)	√	√	√										√	
Syova Seed (U) Ltd formerly East African Seed (U) Ltd Uganda	0		√	√	√		√	√	√	√	√	√		

3.6 The Degree of Formalization of Organization in the AR4D Partnerships

The degree of formalization of the relationship in a partnership is one of the major ingredients of successful partnership especially the AR4D partnerships. This is because how organisations or partners relates can enhance or hinder the success of the partnerships. Table 15 shows the degree of formalization of organisations in the AR4D partnerships in ECA sub-region. The results show that most organisations in the ECA sub-region formalized their relationship with their partners especially almost all the institutions indicated that they signed memorandum of understanding (MoU) with partners in the AR4D partnerships. The same results were obtained for all the parameters of ingredients for successful partnerships listed in Table 9.

Table 15: The degree of formalization of organization in the AR4D Partnerships

Institutions / Organisations	Formal institutional agreement of the partnership was established	Clear definition of roles and responsibilities was established	There was well-articulated MOU	Commitment and trust by partners was established	There was effective communications	There was good interpersonal relationship	Effective coordination and governance were established	There were regular planning and review meeting	Enabling environment established	There was effective sharing of information	There was regular support from partner institutions
Alliance of Bioversity International and CIAT-Pan Africa Bean Research Alliance Kenya	√	√	√	√	√	√	√	√	√	√	√
Eastern Africa Farmers Federation (EAFF) Kenya	√	√	√	√	√	√	√	√	√	√	√
IRAD Cameroon	√	√	√	√	√	√	√	√	√	√	√
KALRO Kenya	√	√	√	√	√	√	√	√	√	√	√
Kenya Agricultural and Livestock Research	√	√	√	√	√	√	√	√	√	√	√
Kenyatta University Kenya		√	√	√	√	√		√	√		√
Ministry of Agriculture and Food Security (MAFS) South Sudan	√	√	√	√	√	√	√	√	√	√	
National Agricultural Research Institute (NARI) Eritrea	√	√	√	√	√	√	√	√	√	√	√
National Agricultural Research Organisation (NARO) Uganda	√	√	√	√			√	√	√	√	√
National Institute of Agronomic Research Republic of Congo	√	√	√	√	√	√	√	√			
Rwanda Agriculture and Animal Resources Development Board (RAB)	√	√	√	√	√		√	√	√	√	√
Syova Seed (U) Ltd formerly East African Seed (U) Ltd Uganda	0	0	0			√					

3.7 Best/GoodPractices for Enhancement of AR4D Partnership Sustainability

The idea ofbest practices in partnerships is an important one to discuss and examine, although what constitutes "best" at any one period will depend on a number of unique and local contexts.

According to FAO (2005) glossary, **Good practices are "**Any collection of specific methods that produce results that are in harmony with the values of the proponents of those practices."Therefore, any practice in partnership that are either operational or prospective that are based on the positive evaluation by the stakeholders of the partnership arrangements implemented are regarded as best/good practices.

3.7.1 Lessons Learnt and Best practices in the AR4D Partnerships

Table 16 shows lessons learned in AR4D partnership implementation.When lessons learned are reported in a positive form, they are regarded as good/best practices. Therefore, there are many best practices that could be derived from the lessons learned in AR4D partnerships in the sub-region. These include exchange of capacities and expertise, improvement of research, innovations generation and delivery.

3.7.2: Best Practices in AR4D Partnerships

In addition to the positive lessons learned, respondents also perceived that best practices in AR4D partnerships include effective multi-disciplinary team and communication skills, use of binding instrument like MoUs, Linking farmers to value chains, and capacity development (Table 17).

Table 16: Respondents' Perception on Lessons learnt in the AR4D partnerships

Lessons learnt in the AR4D partnership	Percent
AR4D partnerships enable faster availability of technological solutions to agricultural production constraints, especially to developing countries that are not able to undertake cutting-edge research	3.7
Engaging in meaningful partnership which favour local small and medium enterprises and linking to support services	3.7
Ensure actors bring particular needed skills to the partnership and ensure activities are complementary, sharing knowledge, experience and advice	3.7
Exchange of capacities and expertise	25.9
Giving voice to the marginalised populations	3.7
Improvement of research, innovations generation and delivery	11.1
Organizations strengthening in working together when AR4D organizations engaged each other	3.7
Setting up platforms at multiple levels for scaling impacts	3.7
Strong involvement of the country's political sector is needed for the success of a project	3.7
Strong motivation of the partners within the framework of the project activities	3.7
Such partnership, if well embraced and handled, reduce costs of each participating organisation in achieving target outputs, outcomes and impact	3.7
The AR4D Partnerships can be used for resource mobilisation and effective communication skills	14.8

Table 17: Respondents' Perception on Best Practices in AR4D Partnerships

Best practices for sustainability of the AR4D partnership(s)	Percent
Associate producers in the drafting of the project and during the implementation of activities	3.7
Binding instruments such as MoUs, to enhance effective coordination	14.8
Establish effective multi-disciplinary team and communication skills	29.6
Linking farmers to value chains, Digitalize information and access to products	14.8
Need for a certain level of flexibility, in order to meet donor requirements	3.7
Public-private partnership consolidation	3.7
Training and capacity building	14.8

3.8 Assessment of Effective Partnership in Existing AR4D Partnerships

Table 18shows the result of the assessment of existing initiatives in AR4D partnerships especially the four ASARECA thematic domain outcome/output areas. The stakeholders perceived those thematic areas to be effective except some few sub-thematic areas especially under the knowledge and information management which were rated average. This means that the existing AR4D partnerships which ASARECA is coordinating has been found effective with attention to be given to knowledge and information management. In addition to the rating of the effectiveness of these thematic areas, information wasalso collected on what went well and what did not work well in each of the thematic areas, the result of which is presented in Table 19. It is important to note that all statements provided as what went well in a positive form are also regarded as good/best practices while those that did not work well are gaps in partnership that need to receive attention.

Table 18: Assessment of Initiatives for Enhancing AR4D Partnerships in ECA

Outcome Area	Poor	Fair	Good	Very Good	Excellent	Excellent	S.D
Transformative Capacity Strengthening and Integration							
Strengthening and integrating capacities and competencies for generation, access and utilization of agricultural knowledge and information.	-	3(11.1)	3(11.1)	4(14.8)	-	3.10	0.88
Strengthening and integrating capacities and competencies for effective institutional development, management and performance monitoring and evaluation.	-	2(7.4)	5(18.5)	3(11.1)	-	3.10	0.74
Strengthening and integrating capacities and competencies for inclusive stakeholder engagement, strategic visioning and policy formulation.	-	2(7.4)	6(22.2)	2(7.4)	-	3.00	0.67
Agricultural Transformation Technologies and Innovations							
Support and coordinate development and adaptation of gender responsive and climate-smart technologies, innovations and management practices.	-	3(11.1)	4(14.8)	4(14.8)	-	3.09	0.83
Support and coordinate scaling up of gender responsive and climate-smart technologies, innovations and management practices.	-	2(7.4)	6(22.2)	2(7.4)	-	3.00	0.67

Outcome Area	Poor	Fair	Good	Very Good	Excellent	Excellent	S.D
Support and coordinate development and scaling up of gender responsive and youth focused regional value chains and agribusinesses.	1(3.7)	1(3.7)	6(22.2)	2(7.4)	-	2.90	0.88
Policy Environment, Functional Markets and Transformative Institutions							
Support and advocate for establishment of transformative enabling policy and regulatory environment.	-	1(3.7)	4(14.8)	4(14.8)	-	3.33	0.71
Support and advocate for establishment of functional and structured regional input and output markets.	-	3(11.1)	4(14.8)	3(11.1)	-	3.00	0.82
Support and advocate for establishment of transformative regional institutions and institutional arrangements.	1(3.7)	1(3.7)	4(14.8)	3(11.1)	-	3.00	1.00
Knowledge and information management							
Establish and manage functional platforms for communicating and exchanging knowledge and information	1(3.7)	4(14.8)	3(11.1)	1(3.7)	-	2.44	0.88
Establish and manage regional technology and information clearing house.	1(3.7)	5(18.5)	2(7.4)	1(3.7)	-	2.33	0.87
Establish and manage regional data bases, system models and decision support tools.	2(7.4)	5(18.5)	1(3.7)	1(3.7)	-	2.11	0.93
Others							
Increased participation/inclusiveness: priority given to women as well as to marginalized and vulnerable groups.	-	2(7.4)	3(11.1)	2(7.4)	-	3.00	0.82
Capacity building, among the AR4D partners, and beyond	-	3(11.1)	3(11.1)	2(7.4)	-	2.88	0.83
Resource mobilisation and fund raising	-	2(7.4)	6(22.2)	-	-	2.75	0.46
Policy design, policy implementation, laws, advocacy and awareness	-	3(11.1)	3(11.1)	1(3.7)	-	2.71	0.76
Activities related to facilitating improved AR4D outcomes (e.g. extension services, to contribute effectively to food and nutrition security; economic development and climate mitigation)	-	4(14.8)	4(14.8)	-	-	2.50	0.53
Monitoring Evaluation & Learning	1(3.7)	4(14.8)	3(11.1)	-	-	2.25	0.71

Effective mean =3.0. This means score of the statement is greater than 3.00, the respondents are positive about the initiative and is effective. If the Mean score is less than 3.00, then respondents have a negative perception of the initiative and not effective.

Table 19: What went well and what did not work well in thematic output areas

Transformative Capacity Strengthening and Integration (Outcome Area 1)
What worked well
• Assessing capacity needs and coming up with a capacity strengthening plan for ASARECA Secretariat and ASARECA Partners, worked well. Consultative meetings with stakeholders so as to find out the status of each NARIs. Ability to consult with stakeholders and the fact that they are eagerly waiting to partner with ASARECA.
• Capacity of scientists and stakeholders has been enhanced due to general Government policy and opportunities from development partners
• Policy on variety improvement worked well, Evaluation of work accomplished using M& E
What did not work well
Capacity building did not work well, No knowledge sharing
• Communication and connectivity with francophone partners was a big issue while consulting with stakeholders. There is a challenge of lack of funds to support all the 14 ASARECA Countries.
• Research funds has decreased due COVID 19 and lack of incentives for research to mobilize more resources
Agricultural Transformation Technologies and Innovations (Outcome Area 2)
What worked well
• A multi-disciplinary team of researchers jointly came up and developed the Technology Information and Management Practices (TIMPS). There was mentorship in the partnership and there was sharing of technologies as a public good.
• Gender and youth engagement in agricultural activities due to policies that promote such mechanism
Innovation of technologies, New varieties developed and released
What did not work well
• Low backstopping provided to gender and youth young entrepreneur due to ineffective collaboration or integration in research and innovation system.
• there is no much work done value chain and agribusiness
Policy Environment, Functional Markets and Transformative Institutions (Outcome Area 3)
What worked well
• Available national and regional policies as well as international frameworks and strategies due to good governance
• Support and advocate for establishment of transformative enabling policy and regulatory environment has always been done in ASARECA's past projects and it is still being done well, in the current project, Support and advocate for establishment of functional and structured regional input and output markets was done to some extent, in the past projects
• There is support from the government to work more watershed management, Support of collaboration for technology development
• Insufficient support for research and innovations
• There is weak link with regional input and output market
Knowledge and information management (Outcome Area 4)
What worked well
• A number of functional platforms have already been established, for example, virtual meetings, newsletters, social media (face book and twitter), D- groups
What did not work well
• Knowledge and information management is still weak due low capacity in this area and low exchange of capacities
• Not much has been done in the establishment and management of regional technology and information clearing house but plans are in place to do this. Not much has been done in the establishment and management of regional data bases, system models and decision support tools but plans are in place to do this
Other Areas

What worked well
• Increased participation/inclusiveness Work with resource poor farmers in rural areas, including women headed households, Scaling up of improved varieties, work more stress tolerant varieties
• Some work has been done on Policy design, policy implementation, laws, advocacy and awareness but plans are in place to do more. Capacity building, among the AR4D partners, and beyond is the core in most AR4D partnerships. Activities related to facilitating improved AR4D outcomes and Monitoring Evaluation & Learning are also one of the core in AR4D partnerships
What did not work well
• Increased participation/inclusiveness has been done to but more concentration has been on women. A lot of resource mobilization activities have been going on but the opportunities of getting resources has been very low
• Limited work done on Policy design, policy implementation, laws, advocacy and awareness, Limited training was given in the area of higher education, There is no much fund allocated for capacity building, Limited knowhow on Monitoring Evaluation & Learning

3.9 Assessment of Capacity Building/Strengthening Initiatives for AR4D Partnerships

The study also considered specifically capacity building/strengthening in the existing AR4D partnerships especially focusing on some thematic areas. The result in Table 20shows clearly that apart from risk and vulnerability which are rated good, stakeholders rated low their capacities in other thematic areas assessed. For example to mention an important issuelike climate change, which is now a major threat to AR4D, areas where stakeholders' capacities are low include knowledge on how to mainstream climate change adaptation across different sectors (2.90), knowledge on gender aspects related to climate change in agriculture (2.80), knowledge on how to include agriculture adaptation to climate change activities in agriculture planning (2.70) and realignment of investments to increase funding for interventions aimed at mitigating risk and vulnerability (2.70).

Table 21 shows the perception of stakeholders in areas of their critical capacity needs. The results show that most of the areas indicated support the areas that have been obvious in many of the results. For example, areas such as monitoring, evaluation and learning, funds mobilization, policy issues are prominent critical areas of capacity needs.

Table 20: Assessment of Capacity Building/Strengthening Initiatives for AR4D Partnerships

Transformative Capacity Strengthening and Integration	Poor	Fair	Good	Very Good	Excellent		S.D
Risk and vulnerability							
1. Technical knowledge on agriculture adaptation to climate change	1(3.7)	-	5(18.5)	1(3.7)	1(3.7)	3.13	1.13
2. Sharing relevant information, technology, lessons and experiences	-	4(14.8)	3(11.1)	-	2(7.4)	3.00	1.22
3. Strengthening of African human and institutional capacities to assess risks and to develop mitigation and adaptation measures (early warning, response and recovery)	1(3.7)	1(3.7)	5(18.5)	1(3.7)	1(3.7)	3.00	1.12
4. Conceptual knowledge on agriculture adaptation to climate change	-	2(7.4)	7(25.9)	-	1(3.7)	3.00	0.82
5. Knowledge on how to mainstream climate change adaptation across different sectors	1(3.7)	2(7.4)	5(18.5)	1(3.7)	1(3.7)	2.90	1.10

Transformative Capacity Strengthening and Integration	Poor	Fair	Good	Very Good	Excellent		S.D
6. Knowledge on gender aspects related to climate change in agriculture	1(3.7)	3(11.1)	4(14.8)	1(3.7)	1(3.7)	2.80	1.14
7. Knowledge on how to include agriculture adaptation to climate change activities in agriculture planning	2(7.4)	2(7.4)	4(14.8)	1(3.7)	1(3.7)	2.70	1.25
8. Realignment of investments to increase funding for interventions aimed at mitigating risk and vulnerability.	2(7.4)	3(11.1)	4(14.8)	-	1(3.7)	2.50	1.18
Institutional and Policy dialogue:							
1. Government commitment: The Government is committed to innovative approaches to building the capacities of its extension service to meet farmers' needs.	-	3(11.1)	4(14.8)	2(7.4)	-	2.89	0.78
2. Appropriate pedagogical design of training: Training programmes for farmers and extension workers in cropping season, gaining practical experience and refining their analytical and decision-making skills.	-	3(11.1)	4(14.8)	2(7.4)	-	2.89	0.78
3. The community approach to group formation and empowerment,	-	2(7.4)	6(22.2)	1(3.7)	-	2.89	0.60
4. Stable/strategic allocation of resources: The government allocation funds to programmes of farmer training	-	2(7.4)	7(25.9)	-	-	2.78	0.44
5. Generating income and fostering socio-cultural activities. Interactions between different stakeholders;	-	3(11.1)	4(14.8)	1(3.7)	-	2.75	0.71
6. Interactions facilitated between scientific institutions, universities, and policy-makers at state and central level, creating effective partnerships for integrated strategies/ approaches	-	4(14.8)	3(11.1)	1(3.7)	-	2.63	0.74
7. Quality of technical inputs and monitoring: Appropriately proficient facilitators, committed to the new innovation approach and working closely with government officials	1(3.7)	3(11.1)	5(18.5)	1(3.7)	-	2.60	0.84
8. Strengthening of human and institutional capacities for policy analysis, evidence based advocacy and innovation systems approaches	-	4(14.8)	5(18.5)	-	-	2.56	0.53
9. Alignment of investments in rural development to agricultural priorities, e.g. transportation and water infrastructure	1(3.7)	2(7.4)	5(18.5)	-	-	2.50	0.76
10. Mix of modalities of intervention: A range of international meetings, workshops, and seminars as complementary instruments to sensitise policy-makers on the need to adopt educational programmes enhancing farmers' knowledge.	1(3.7)	3(11.1)	5(18.5)	-	-	2.44	0.73

Transformative Capacity Strengthening and Integration	Poor	Fair	Good	Very Good	Excellent		S.D
11. Formulation and enforcement of international conventions and protocols on land and water management	1(3.7)	4(14.8)	5(18.5)	()	-	2.40	0.70
12. Fair trade policies, e.g. removal of barriers to Africa's agricultural products	4(14.8)	1(3.7)	4(14.8)	-	-	2.00	1.00
Information, knowledge and innovation							
1. Supporting the exchange of innovations between Africa and the rest of the world	-	5(18.5)	4(14.8)	1(3.7)	-	2.60	0.70
2. Strengthening intellectual property rights regimes for AR4D	2(7.4)	3(11.1)	3(11.1)	1(3.7)	-	2.33	1.00
Coordination, partnership and networking							
1. Aligning interventions and support to existing frameworks notably CAADP, FAAP and national compacts	-	5(18.5)	2(7.4)	3(11.1)	-	2.80	0.92
2. Supporting platforms for inter-regional cooperation (south-south and north-south)	-	6(22.2)	3(11.1)	1(3.7)	-	2.50	0.71
Land and water management							
1. Strengthening the human and institutional capacities to address land and water management issues (soil fertility management, land degradation, forest management, land tenure and water rights). This includes sharing relevant technologies.	1(3.7)	3(11.1)	4(14.8)	2(7.4)	-	2.70	0.95
Monitoring and Impact Assessment					-		
1. Strengthening capacity for monitoring, evaluation and impact assessment for using the resulting information to enhance impact	-	4(14.8)	5(18.5)	1(3.7)	-	2.70	0.67
2. Developing and applying appropriate methodologies for assessing impact areas for Africa's engagement with the CGIAR	1(3.7)	4(14.8)	4(14.8)	1(3.7)		2.50	0.85
Food security							
1. Strengthening capacity for development and up-scaling of technologies, policies, markets for increasing food productivity, reducing post-harvest losses and increasing food quality (nutrition).	-	4(14.8)	4(14.8)	2(7.4)	-	2.80	0.79
2. Increasing investment in infrastructure and support for policy regimes that promote domestic and regional trade in food	-	3(11.1)	6(22.2)	1(3.7)	-	2.80	0.63

The criterion for capacity building/strengthening score stipulates that if the Mean of the statement is greater than 3.00, the respondents are positive about capacity building/strengthening in that area. If the Mean score is less than 3.00, then respondents have a negative perception of capacity building/strengthening.

Table 21: Respondents' perception on areas of critical capacity development for sustainability of AR4D

Areas of critical capacity development needs for sustainability of the AR4D partnerships	Percent
Development of the monitoring and evaluation systems	14.8
Engage and win the support from the policy makers	3.7
Engage private sector in the contribution of research	7.4
Enhanced and strengthen skills for facilitating AR4D approach	3.7
Established critical mass of AR4D approach knowledgeable personnel in the ASARECA NARIs and their potential partners	3.7
Human resource capacity, infrastructure and communication development	25.9
Put into account the real concerns of producers with training, the availability of agricultural seeds and the creation of markets	3.7
Resource mobilization	3.7
Strengthened competencies in various technical / disciplines of agricultural and social sciences that need to jointly/closely work together to solve community and national development problems	3.7
Technology and innovations generation and transfer	3.7
The Value chain aspect	3.7

Table 22: What worked well and what did not work well in capacity building in AR4D Partnerships

Risk and vulnerability
What worked well
• Information sharing on early warning worked much, Sharing information using internet works good, Sharing of information is helping to raise awareness, Support from CGIAR is supporting more and advice
• Strengthening of African human and institutional capacities to assess risks and to develop mitigation and adaptation measures (early warning, response and recovery). Sharing relevant information, technology, lessons and experiences. Conceptual knowledge on agriculture adaptation to climate change. Technical knowledge on agriculture adaptation to climate change. Knowledge on how to include agriculture adaptation to climate change activities in agriculture planning. Knowledge on how to mainstream climate change adaptation across different sectors. Knowledge on gender aspects related to climate change in agriculture
What did not work well
• Realignment of investments to increase funding for interventions aimed at mitigating risk and vulnerability
• Training of researchers and technicians on new agricultural production techniques Reception of equipment technical and Laboratory and improvement of the basic infrastructure of the center
Institutional and Policy dialogue:
What worked well
• Strengthening of human and institutional capacities for policy analysis, evidence based advocacy and innovation systems approaches. Priority setting, through conducting a virtual meeting on R&D priorities with the countries. Mix of modalities of intervention: A range of international meetings, workshops, and seminars as complementary instruments to sensitise policy-makers on the need to adopt educational programmes enhancing farmers' knowledge. Quality of technical inputs and monitoring: Appropriately proficient facilitators, committed to the new innovation approach and working closely with government officials. The community approach to group formation and empowerment. Generating income and fostering socio-cultural activities. Interactions between different stakeholders. Interactions facilitated between scientific institutions, universities, and policy-makers at state and central level, creating effective partnerships for integrated strategies/approaches

• Water conservation policy is working well, Farmers field school is good approach, Training given by senior staff in collaboration with Agricultural College, There is invitation from partners and participation is helpful for building capacity and sharing experiences, Farmers working on group or cluster form to act together, Working as a team to work and generate income, Working, planning and implementing with CGIAR Centres
What did not work well
• Fair trade policies, e.g. removal of barriers to Africa's agricultural products
• There is limited training on human and institutional capacities for policy analysis, evidence based advocacy and innovation systems approaches, The implementation process of Fair trade policies is not yet practiced, Capacity building on for extension workers is a priority but limited, There is limited knowhow on M&E
Information, knowledge and innovation
What worked well
• Supporting the exchange of innovations between Africa and the rest of the world is on-going, Plans to work on Strengthening intellectual property rights regimes for AR4D is on going
• Through projects, knowledge generated is shared with international partners
What did not work well
• Low formal agreement on the exchange of innovations between Africa and the rest of the world
• Supporting the exchange of innovations between Africa and the rest of the world is limited, All intellectual property rights regimes for AR4D are public goods
Coordination, partnership and networking
What worked well
• Aligning interventions and support to existing frameworks notably CAADP, FAAP and national compacts, Supporting platforms for inter-regional cooperation (south-south and north-south)
• Interventions are aligned to sector strategies and policies also aligned to regional and international frameworks
What did not work well
• Improved capacity of scientists and stakeholders to address issues related to water and land management. Available technologies developed in this aspect.
Land and water management
What worked well
• Strengthening the human and institutional capacities to address land and water management issues (soil fertility management, land degradation, forest management, land tenure and water rights). This includes sharing relevant technologies. Formulation and enforcement of international conventions and protocols on land and water management
What did not work well
• Low capacity of farmers to use the developed technologies for water and land management
Monitoring and Impact Assessment
What worked well
• Establishment of the Monitoring, Evaluation and Learning unit
• Strengthening capacity for monitoring, evaluation and impact assessment for using the resulting information to enhance impact. Developing and applying appropriate methodologies for assessing impact areas for Africa's engagement with the CGIAR
What did not work well
• Low knowledge on appropriate tools for Monitoring, Evaluation and Learning
• Need more training, short term does not work much, Developing and applying appropriate methodologies for assessing impact areas for Africa's engagement once worked with ICRISAT long time but did not continue
Food security
What worked well
• All ASARECA partnerships and activities are geared towards Strengthening capacity for development and up-scaling of technologies, policies, markets for increasing food productivity, reducing post-harvest losses and increasing food quality (nutrition). Increasing investment in infrastructure and support for policy regimes that promote domestic and regional trade in food

• Available policies and strategies that promote food security and improved capacity of actors for up-scaling appropriate technologies as well as infrastructure development
What did not work well
• Low knowledge of small scale farmers on the use of products
• Short term training on capacity for development and up scaling of technologies, policies, markets for increasing food productivity, reducing postharvest losses and increasing food quality (nutrition) is not helping much, There is no surplus products and if available it is only for domestic

Overall Assessment of the Effective Partnership in AR4D Partnerships

Table 23 shows the overall assessment of the effectiveness of AR4D partnerships. The result shows that all the areas of the overall assessment were perceived to be effective except on resource mobilization which was rated low. This results complements previous results on mobilization of funds which stakeholders also rated low.

Table 24 also presented worked well and what did no work well. As previously explained, what worked well are good/best practices in partnership management while what did not work well are gaps to be filled in partnership.

Table 23: Overall Assessment of the Effective Partnership in AR4D Partnerships

Criteria/Assessment	Low	Medium	High		S.D
Transparency/Access to Information (openness to public scrutiny, availability of information)	1(3.7)	6(22.2)	4(14.8)	2.27	0.65
Inclusiveness (the intention to include everyone affected by decisions, especially those who are routinely ignored)	1(3.7)	7(25.9)	3(11.1)	2.18	0.60
Efficiency (comparison between the use of resources with the potential benefits the partnership can generate, including intangible benefits)	1(3.7)	7(25.9)	3(11.1)	2.18	0.60
Reflexivity (capacity of a partnership to learn from mistakes, to assess long-term trends,and to react accordingly	1(3.7)	7(25.9)	3(11.1)	2.18	0.60
Effectiveness (assessment of the achievement o fMSP's objectives)	1(3.7)	7(25.9)	2(7.4)	2.10	0.57
Accountability (assigned responsibility that are presentative or a group acquires with the action of speaking or deciding on behalf of someone else)	2(7.4)	6(22.2)	3(11.1)	2.09	0.70
Impact (impact on AR4D in its four dimensions)	3(11.1)	5(18.5)	3(11.1)	2.00	0.77
Resource mobilization (raising of financial resources, and other enabling resources to improve AR4D)	3(11.1)	6(22.2)	1(3.7)	1.80	0.63

The criterion for overall assessment of effective partnership in AR4D partnerships score stipulates that if the Mean of the statement is greater than 2.00, then it is effective. If the Mean score is less than 2.00, then it is not effective.

Table 24: What worked well and what did not work well overall assessment of effective partnership in AR4D partnerships

Overall Assessment	Percent
What worked well	
Appropriation of the project by the producers and the issue of gender, being taken into account	3.7
Mainstream the inclusivity, Funds allocation is transparent, Open discussions, Review and reflexive meetings (digital or physical), It is good to diversify and complement the donor funding	3.7
Network is available down to village and station level, Work is done on participatory bases, Evaluation is done during meetings, Correction of mistakes is routing work, Evaluation of work at every step , Accomplish of work with limited resource, Participation of community	3.7
What did not work well	
Limited work done on impact assessment	3.7

04

Conclusions and Recommendations

4.1 Conclusions

1. The study showed that the four AR4D broad partnership types of project based, networking, Strategic / institutional and contractual are well known in ECA sub-region.
2. Stakeholders are also involved in nine other partnership types.

3. There are therefore 13 identified partnership types now existing in ECA for AR4D partnership activities.

4. Most of the partnerships have been found effective and have met their objectives of operations.

5. Some private organisations especially Seed Companies, are already very active in the AR4D partnerships in the ECA sub-region.

6. One significant observation in the study was that all the four ASARECA thematic domain activities/initiatives in the AR4D Partnerships are well known to partners and most organisations have primary contributions into those four strategic areas. They are also found effective even though there are few areas that need attention.

7. Innovation platforms, workshops and capacity development fora were found to be important platforms or avenues used for knowledge sharing and communication in AR4D partnerships in the sub-region.

8. Many organisations are yet to establish websites for hosting official agricultural statistics in ECA sub-region.

9. Though most stakeholders/partners are using common statistical software packages such as SPSS, Office and so on but there are new software packages especially for data collection such as Computer Assisted Personal Interview (CAPI) and many others that have low usage in the sub-region.

10. The insufficiency of funds for AR4D activities was obvious from the study and it is reflected as a major threat to the sustainability of AR4D partnership.

11. Although Capacity building (institutional, technical and infrastructure) and Staff availability was rated as strength for sustainability of AR4D partnerships, it was however, obvious that partners expressed low knowledge and capacities in monitoring, evaluation and leaning, advocacy and communication, policy analysis, fund mobilization, use of statistical tools and climate change.

12. Binding instruments such as MoUs, to enhance effective coordination, establishment of effective multi-disciplinary team and communication skills, linking farmers to value chains, digitalization of information, access to products, public-private partnership consolidation and training and capacity building were found to be the best practices in AR4D partnerships.

13. The study showed that there is still minimal participation of the French speaking countries in the AR4D partnership activities in ECA sub-region.

4.2 Recommendations

Based on the findings of this study and the conclusions drawn from it, the following are recommended for actions:

1. With the number of partnership types increasing in the sub-region, there is a need for mobilization/interaction workshop to be attended by stakeholders which include research institutes, universities, policy makers, private sector, NGOs, Ministries of Agriculture, regional economic communities, international agricultural research organisations etc. This interaction workshop or round table discussion which should be facilitated by ASARECA will be specifically for the following:
   a. To improve the awareness of ASARECA's activities and strategies which can invariable lead to more effective AR4D partnerships in the sub-region.
   b. To sensitize stakeholders on the products of research (innovations and technologies) developed in the sub-region which may also lead to improvement in technology adoption among stakeholders and the farming communities.
   c. To serve as a discussion forum for ASARECA and stakeholders on the continuation of issues of technology, innovation and management practices (TIMPs) which ASARECA has started. This will also involve further discussion on policies on data sharing among countries and institutions within the sub-region.
   d. To discuss issues on signing of MoU with existing partners that have not signed and new stakeholders that want to partner with ASARECA.

2. The importance of data and information in the implementation of AR4D partnerships cannot be overemphasized and from the results of data management from this study, there is a need for the establishment of information sub-regional clearing house/hub to host data base, system models and supporting tools for the sub-region. This should be hosted by ASARECA so that all stakeholders can access information from there.

3. The environment in which AR4D partnerships operate is an important factor in partnership sustainability, this study has identified many areas where stakeholders need capacity to enhance the sustainability of AR4D partnerships. Therefore, there is urgent need for capacity development/strengthening in certain areas which include monitoring, evaluation and learning, policy analysis, resource mobilization/ fund proposal writing, AR4D partnership management, climate smart agriculture and gender mainstreaming into AR4D partnership. This capacity development should not be a one-off intervention but an interactive process of design-application-learning-adjustmentfor stakeholders to acquire both knowledge and skills.

4. Efforts should be made in the sub-region to identify data sharing policies and issue of intellectual property policies guiding ownership within the ASARECA member countries. This may likely have an impact on efforts to boost regional data sharing initiatives and benefits of sharing technologies and innovations developed either through joint research or publicly supported research of member countries. With this a researcher can be acknowledged for his or her invention.

5. With the number of partnerships identified in the ECA sub-region and as it has been done by other sub-regional organization like CORAF, ASARECA is now in a better position to document the data base of experts in the sub-region around various disciplines. For example, policy practitioners, M&E, Biotechnology, crosscutting issues etc., this will help in setting up centres of excellence or clusters of experts based on discipline among the member countries that can be called upon when they are needed.

6. It is now a fact that market has become a major factor in agricultural value chains. Mgbenka and Mbah (2016) indicated that one of the most destructive factors that hinder productivity in smallholder farming is lack of market which impoverishes and discourages them from production. Therefore, the consultant and the stakeholders have found it necessary that ASARECA should commission a study that will look closely into issue of poor market linkage along the value chains in the ECA sub-region.

7. There is a need for more integration of the French speaking countries into ASARECA programmes through translation of documents into French, visit and a workshop for Francophone partners for more awareness of the functions of ASARECA.

8. For effective communication and sustainability of AR4D partnership, there is an urgent need for organisations to establish their websites and provide the URL to ASARECA.

9. For sustainability of the AR4D partnerships, institutions/organisations should follow best practices such as having a binding MoUs, establishing effective multi-disciplinary team, good relationship and thrust, communication skills and training and capacity building.

PART II

Interventions and Implementation Plans

Introduction

Multi-stakeholder partnerships are being widely promoted as mechanisms to deliver development goals such as Agricultural Research for Development (AR4D). Humans and organizations have to depend on others for optimal existence to work effectively to achieve their goals. Generally, enhanced partnerships depend on passionate leadership, common vision and agenda, commitment of partners, adequate process facilitation, clearly defined roles and responsibility, appropriate communication, knowledge sharing and joint learning, individual and collective benefits, and adequate change management. These partnership's enhancement parameters are very important because 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.

The findings of the regional case studies on effective partnerships for innovation, particularly focusing on country level status of AR4D partnerships confirm this inherent complexity that need to be addressed. This can be achieved by addressing assorted recommendations by stakeholders of AR4D in the sub-region. The following section highlights the implementation modalities for these recommendations.

1. Highlights of Major Intervention Areas

Following an interactive regional validation workshop, the proposed intervention areas include:

1. Convening of mobilisation, interaction and integration workshop for AR4D Stakeholders
2. Establishment of sub-regional Information Clearinghouse
3. Coordinating capacity development/strengthening on key initiatives
4. Facilitating study on market linkages along selected/priority value chains.

2. Details of Major Intervention Areas

2.1 Mobilisation, Interaction and Integration workshop

The anticipated categories of stakeholders of AR4D for engagement include:

- Ministries responsible for Agricultural Research and Development
- Associated ministries in thematic areas affecting agriculture and its value chains (especially Water, Fisheries, Environment, Forestry, Industry and Trade).
- National Agricultural Research Institutes (NARIs)
- Farmer Organizations (National, sub-regional and continental)
- Regional and national extension and advisory umbrella bodies
- National advisory forums relevant to AR4D
- Regional and national private sector umbrella bodies
- Individual national private sector organizations
- Regional and national individual value chain organizations and agribusinesses
- Regional higher education umbrella organization
- Associated higher education institutions in member countries (especially AR4D and associated value chains).
- The CGIAR Centres
- Development partners groupings

- Regional Economic Communities (RECs)
- Associated international, regional and local NGOs engaged in AR4D
- Regional and national youth umbrella organisations
- Regional and national women umbrella organisations
- Other research institutions engaged in AR4D.

To effectively implement this intervention, ASARECA will convene an interactive workshop (preferably for three days) for diverse stakeholders from ECA. Depending on the dynamism of the COVID-19 global pandemic, ASARECA will consider convening a physical meeting. Otherwise, a comprehensive zoom meeting will be considered in case travel restrictions persist. The proposed key activities include:

2.1.1 Strengthening the awareness of ASARECA's activities and strategies for enhanced AR4D partnerships in ECA

Given the extensive AR4D activities already coordinated by ASARECA in ECA, and also given that some of the partners might be unaware of these interventions, ASARECA anticipates strengthening its awareness activities to tap these opportunities. This awareness activity will target coordinating discussion around the potential activities and strategies that ASARECA and these partners can mutually benefit from. This awareness will be undertaken through the following approaches:

- Wider dissemination of existing knowledge products, especially by linking these partners to the ASARECA Knowledge and Information Hub (KI-Hub)
- Enhancing linkages and connection with these partners through assorted social media platforms, especially LinkedIn, Twitter, Facebook
- Facilitate active participation of targeted partners in ASARECA governance discourse and decision-making through the General Assembly.
- Define clearly the objectives of the initiatives ASARECA is facilitating
- Provide practical information to the needs of identified right target partners
- Ensuring effective communication through appropriate channels

2.1.2 Sensitizing stakeholders on existing research products (TIMPs) in ECA, including harmonizing TIMPs protocols

As aforementioned, ASARECA has coordinated the development of assorted research products that should be availed to the partners. To effectively coordinate this, ASARECA will convene a workshop to discuss modalities of improving adoption of TIMPs among stakeholders and targeted farming communities. Besides the workshop, further coordinated discussions will focus on data sharing among member countries. To enhance sharing of these research products, ASARECA will spearhead the development and implementation of regional intellectual property rights in ECA. The Secretariat anticipates convening at least bi-annual sessions for sharing priority research products.

2.1.3 Strengthening cooperation through the signing of MoU as well as strengthening collaboration among all member countries

Given that the Association currently operates within 14 countries (comprising Francophone and Anglophone countries), the Secretariat will continue to will create an opportunity for interactive participation. This will include discussion towards signing of relevant memoranda of understanding (MoU) with targeted partners/stakeholders. To enhance this, the Secretariat will identify these potential partners, and convene strategic meetings to discuss the content of the MoU, including relevant roles and responsibilities for each partner. As part of enhancing policy and legal framework of partnerships, the Secretariat will seek to coordinate discussion with member countries to determine: (i) their level of engagement in national and regional networks on AR4D; (ii) the type of involvement

the countries have; (iii) the existing policy commitment and accountability framework; and (iv) whether national authorities are interested in the establishment of the intended partnerships. The Secretariat will further discuss with stakeholders (either virtually or physically) on how to effectively engage with the French speaking countries.

2.2 Establishment of sub-regional information clearinghouse

ASARECA anticipates implementing this activity in two phases: (i) collective establishment of the regional information clearinghouse; and (ii) documentation of a database of experts in ECA.

2.2.1 Establishment of sub-regional information clearinghouse

ASARECA is currently building its knowledge and information hub. To operationalize this hub, the Secretariat will: (i) coordinate periodic data collection from different sources within the sub-region; (ii) organize these datasets into user-friendly packages; and (iii) identify accessible platforms for distribution and sharing of relevant and priority research products.

2.2.2 Documentation of database of experts

ASARECA shall, in the short run, consolidate the database of experts in the sub-region based on their areas of disciplines. This will help in setting up centres of excellence and clusters of experts based on disciplines among the member countries. This will further support partnerships among the scientists, as well as reduce time lost in looking for specialized support from experts within ECA.

2.3 Capacity Development/Strengthening

ASARECA appreciates the role of capacity development in enhancing operationalization of its refreshed mandate. The Secretariat will focus on enhancing the capacity and skills of the staff to perform better as well as to ensure sustainability of the AR4D partnerships. Based on the survey conducted to inform this Implementation Plan, strategic capacity gaps were identified. The priority areas that will require attention include:

- Partnership Management
- Monitoring, Evaluation and Learning
- Policy Analysis
- Resource Mobilization/Grant Proposal Writing
- Climate Smart Agriculture (Enhancing capacity of partners on sustainable food security, climate change adaptation and mitigation strategies, challenges, funding and climate change policy issues).
- Gender Mainstreaming

ASARECA anticipates that implementation of these tasks will require multi-day workshops. It is further proposed that the trainings shall be in form of Training of Trainers to allow for speedy multiplier effect in each country along each discipline. Where physical meetings will not be possible (due to the current situation of COVID-19 pandemic), the Secretariat will resort to virtual platforms, especially Zoom.

2.4 Study on Market Linkages along the Value Chains

ASARECA acknowledges the fact that value chain development involving smallholders' needs to be promoted as a mechanism for enhancing rural development, thereby harnessing market forces for improved livelihood of the poor. The Secretariat will focus on facilitating the already growing trend for agricultural development projects by seeking to incorporate market linkages. This will reduce the pitfalls of development efforts driven primarily by technology transfer, production increase or unsustainable institutions propped up by project structures. The sub-region as faced serious challenges in linking poor farmers to national and regional markets as well as in ensuring that the resulting changes retain a pro-poor orientation.

To address this, the Secretariat shall consider commissioning a consultant to carry out a study on the status of market linkages in agricultural value chains within ECA. The study will focus on value chain development and analysis, existing markets, available market opportunities, factors affecting the success of market linkages in the value chains, enabling environment such as policy and legal frameworks, institutional environment, infrastructure, interventions and exit strategies and scaling up.

3. Proposed Activity Schedule

In order to show the activities that ASARECA will be involved in the implementation of the interventions of enhancing coordination of AR4D partnerships in ECA, Table 1 presents the summary of implementation modalities, partners and the budget for the four key output areas in the short, medium, and long term.

Table 1: Proposed Activity Schedule- Implementation modalities, Partners and Budget

Intervention	Implementation Modality	Partners	2021	2022	2023	Budget ($)
Output 1: Mobilisation, Interaction and Integration workshop						
Activity 1: Strengthen awareness of ASARECA's activities and strategies that can invariably lead to more effective AR4D partnerships in the sub-region.	One-day workshop (Consultation and discussion)	All stakeholders in AR4D partnerships in ASARECA 14 member countries	April (1st day)			
Activity 2: Sensitize stakeholders on the products of research (innovations and technologies) developed in the sub-region and Harmonize protocols on technology, innovation and management.	One-day workshop (Consultation and discussion)	All stakeholders in AR4D partnerships in ASARECA 14 member countries	April (2nd Day)			
Activity 3: Strengthening cooperation through the signing of MoU and Strengthen the participation of a number of the Francophone countries	One-day workshop (Consultation and discussion)	All stakeholders in AR4D partnerships in ASARECA 14 member countries	April (3rd day)			
						6,300
Output 2: Establishment of sub-regional information clearing-house						
Activity 1: Establishment of sub-regional information clearing-house	Establishment of infrastructure and personnel to manage the hub	Development partners and some partner organisations	July -September			
Activity 2: Documentation of data base of experts	Collection of bio-data of experts and documentation	Scientists from universities, research institutes and organisations, RECs, etc.	March - June			
						65,000

Intervention	Implementation Modality	Partners	2021	2022	2023	Budget ($)
Output 3: Capacity development and strengthening						
Activity 1: Capacity development on partnership management	One-day Training workshop (Zoom)	Consultant and all stakeholders in AR4D partnerships in ASARECA 14 member countries and	May			
Activity 2: Capacity development on Resource Mobilization/Grant Proposal Writing	One Week Regional Training of trainers' workshop (Zoom)	ASARECA Staff and Selected officers from the 14 member countries	September			
Activity 3: Capacity development on Monitoring, Evaluation and Learning	One Week Regional Training of trainers' workshop (Zoom)	Consultant, ASARECA M&E Officer and M&E Officers from the 14 member countries		February		
Activity 4: Capacity development on Policy Analysis	One Week Regional Training of trainers' workshop (Zoom)	Consultant, ASARECA Policy Officer and Policy Officers from the 14 member countries		May		
Activity 5: Capacity development on Climate Smart Agriculture	One Week Regional Training of trainers' workshop. (Zoom)	Consultant, and Climate Officers from the 14 member countries		August		
Activity 6: Capacity development on gender mainstreaming in AR4D partnerships	One Week Regional Training of trainers' workshop. (Zoom)	Consultant, and Gender specialists from the 14 member countries		October		
						105,000
Output 4: Survey on Market Linkages along the Value Chains						
Activity 1: carrying out a study on identifying constraints to poor market linkages in agricultural value chains	Consultancy assignment	Consultant and stakeholders in the 14 member countries	October			17,000

4. Implementation Plan and Budget

This Implementation Plan unpacks the above Intervention Areas into implementable activities, including activity delivery timeframe, roles and responsibilities of specific individuals, and expected results. This Plan will enhance coordination of AR4D partnerships in ECA in the short, medium, and long term.

5. Monitoring and Evaluation

ASARECA appreciates the functions of an effective and affordable monitoring and evaluation (M&E) system. This system shall ensure that the interventions and proposed implementation plans are operationalized, and that the desired products are achieved. To achieve this, ASARECA will: (i) coordinate a comprehensive baseline survey to generate baseline data; (ii) develop user-friendly data collection tools, especially mobile-based data collection instruments; and (iii) coordinate periodic and systematic data collection on relevant indicators. Top on the list includes the establishment of baseline datasets for a minimum set of core / standard indicators.

Based on the importance of M&E in the implementation of interventions, ASARECA will need to monitor or check the level of progress made in the implementation of the interventions, Table 2 therefore presents the logical framework with verifiable/key performance indicators that can be used to ascertain this.

Table 2: Logical Framework/Policy Implementation Matrix

Intervention	Goal	Activity	Outcome	Output	Verifiable Indicator	Means of Verification	Risks/ Assumptions	Status
1. Mobilisation/ interaction/ integration workshop	a) Strengthen the awareness of ASARECA's activities and strategies which can invariably lead to more effective AR4D partnerships in the sub-region.	Organize a section of the workshop to focus on the activities and strategies of ASARECA that promote effective AR4D partnerships in ECA.	Increase in awareness of ASARECA programs that promote AR4D partnerships	Number of networks and strategic partnerships strengthened or formed	Number of specific alliances with clearly stated goals	Assessment survey before, during and after the workshop	All the stakeholders will actively participate and have sufficient understanding of the specific goals of the workshop	Short-term
	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.	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 b) Number of farmers who adopted the product of research	Number of products of research to be promoted by the stakeholders and plans for the dissemination of the technologies	In-workshop exercises and role-play	Stakeholder will be willing to promote and disseminate the products of research	Short-term
			b) Number of products promoted	c) Percentage positive effect on yield, income and poverty level.				
	Harmonise protocols on technology, innovation and management especially as it concerns data sharing and intellectual property rights.	Discussion and road map of protocol harmonisation during the workshop	Number of protocols worked on with distinct enumeration of benefits	Short, medium and long-term gains from sharing technology, innovation and best practices	Number of protocol documents fine-tuned and produced	Number of protocol document fine-tuned and produced	Openness and absence of conflict and bureaucratic bottlenecks	Short-term

Intervention	Goal	Activity	Outcome	Output	Verifiable Indicator	Means of Verification	Risks/ Assumptions	Status
	c) Strengthening cooperation through the signing of MoU and Strengthen the participation of Francophone countries	Workshop session for the review of the existing MoUs and call for new strategic partnerships	Number of partnerships strengthened and number of new partnerships formed (in terms of networking, strategic, contractual and other new types of partnerships to be formed)	a) Number of partnerships that met their objectives of operations. b) Number of benefits derivable from the partnerships in the short, medium and long term	Number of MoUs produced at the end of the workshop	Number of MoUs produced	Strategic stakeholders' willingness to cooperate and partner with ASARECA. The Francophone partners will actively participate in the workshop. Translation into French language will be a priority	Short-term
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 use of the database. Publications, innovations and patents	Survey Questionnaire	Willingness to utilise the database	Medium-term

Intervention	Goal	Activity	Outcome	Output	Verifiable Indicator	Means of Verification	Risks/ Assumptions	Status
Capacity development and strengthening	Strengthen capacity of partners for the sustainability of AR4D	Capacity workshop to be conducted on data collection and statistical packages, 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	Number of stakeholders whose capacities have been strengthened	Number of new data collection and statistical packages used. 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.	Number of new data collection and statistical packages used. 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.	Survey Questionnaire	Capacity of ASARECA as the facilitator to carry out the plethora of capacity strengthening activities	Short/ Medium-term

Intervention	Goal	Activity	Outcome	Output	Verifiable Indicator	Means of Verification	Risks/ Assumptions	Status
Study on market along the agricultural value chain	Promotion of inclusive value chain development	Conduct an assessment study into processes in farms and in the value chains in the ECA sub-region	Number of incentives and constraints faced by market actors along value chain identified	Number of mutually beneficial options for improving chain performance identified	Number of farming communities and value chains	Mixed methods survey	Need to narrow down to the priority value chains	Short-term
			Intervention for successful value chain development	Number of farming communities and markets addressed	Number of activities and interventions deployed	Reports	Need to narrow down to the priority value chains	Long-term
		Monitoring and evaluation	Number of market actor with increased income, more secure market linkages, access to new services for production, improved quality and flow of raw material and reduced transaction costs	Percent improvement in the welfare of the market participants	Impact assessment indicators	Impact evaluation assessment	Need to narrow down to the priority value chains	Long-term

For the implementation of these interventions, ASARECA will have to mobilize funds, Table 3 presents a budget estimate for the implementation of the interventions for the first two years but the budget will have to be revised especially for some activities that will go beyond the proposed 2022 using the experience of the first two years.

Table 3: Budget proposal for the Implementation

S/N	Items	Days	Units	Rates (US$)	Amount (US$)
A	Output 1: Mobilization Workshop				
1	Workshop interpretation	3	2	500	3,000.00
2	Zoom	3	1	1000	3,000.00
3	Internet at ASARECA	3	1	100	300.00
	Sub-total				6,300.00
B	Output 2: Establishment of data base and documentation of data base of experts				
1	Computers for data base establishment		10	1500	15,000.00
2	Tools and other materials				5000.00
3	Personnel to manage the hub		2	20000	40000.00
4	Maintenance			5000	5000.00
	Sub-total				65,000.00
C	Output 3. Capacity Development				
1	Training of trainers via Zoom (1 Day for partnership and 5 days each for 5 other trainings)	26		1000	26,000.00
2	Consultants/Experts for training courses	26	6	500	78,000.00
3	Internet				1000.00
	Sub-total				105,000.00
D	Output 4: Study on market linkages along agricultural value chains				
	Consultant's fees for the study	30	1	500	15000.00
	Advertisement, taxes and others				2,000.00
	Sub-total				17,000.00
	5% miscellaneous				9665.00
	Grand Total				202,965.00

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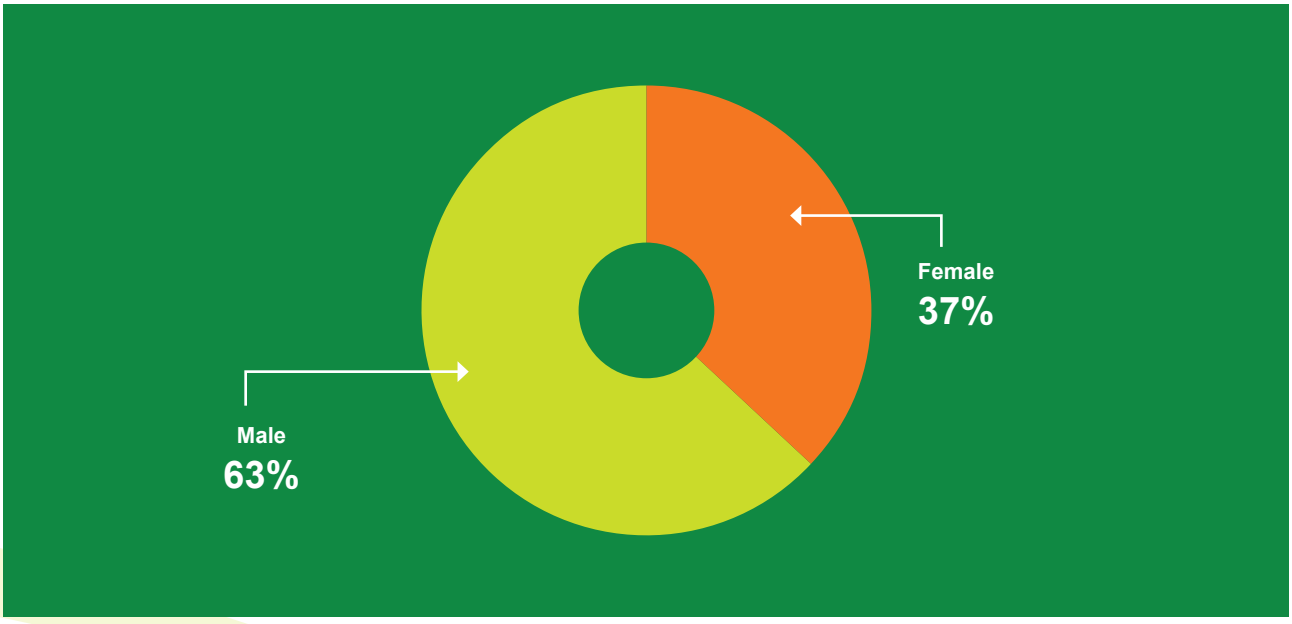
Annexes

Annex 1: Countries and Institutions that Participated in the Survey

	Country	Institution/Organisation	No of respondents
1	Cameroon	IRAD	1
2	Eritrea	National Agricultural Research Institute (NARI)	1
3	Ethiopia	Independent consultant	1
	Ethiopia	Jimma University	1
4	Kenya	Kenya Agricultural and Livestock Research (KALRO)	3
		Kenyatta University	1
		University of Nairobi	1
		Ministry of Agriculture	1
		Alliance of Biodiversity International and CIAT-Pan Africa Bean Research Alliance	1
5	Republic of Congo	National Institute of Agronomic Research	1
6	Rwanda	Rwanda Agriculture and Animal Resources Development Board (RAB)	1
7	South Sudan	Directorate of Research, Ministry of Agriculture and Food Security	1
		Ministry of Agriculture and Food Security (MAFS)	2
8	Sudan	Agricultural Research Corporation (ARC)	3
9	Tanzania	Agribusiness Development Company LTD	1
10	Uganda	National Agricultural Research Organisation (NARO)	3
		ASARECA	1
		Syova Seed (U) Ltd formerly East African Seed (U) Ltd	1
		Eastern Africa Farmers Federation (EAFF)	2
		TOTAL	27

Annex 2: Responds participation in the survey as regards gender



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