

10. Partnership and capacity building strategies

The key to CRP5's success is working in new ways with partners. In addition, it is making sure all partners involved, including CGIAR centers, NARES, partner NGOs, governments and end users have the capacity to succeed. The partnership and capacity building strategies of CRP5 outline the approach that will be taken to engage, interact and learn through the program.

10.1. Partnership Strategy

Good partnerships are the major way that CRP5 can add scientific weight to its work, ensure uptake of results, and learn what is working and what is not. Effective partnerships need to be nurtured, and they can bring both benefits and transaction costs. CRP5 will leverage the wide experience it has to maximize the former. Partnerships bring benefit by exposing people to new ideas, ways of thinking and resources. CRP5 will draw on these to stimulate innovation. Using research to solve real problems involves strengthening and adding to existing partnerships. CRP5 will seek partners who can contribute across the entire research-to-impact pathway.

However, the different functions in this pathway require different sets of partners. In fact, we recognize several different partnership roles and we are differentiating partners according to program functions and needs (see Table 10.1). Similarly, the geographic scale of our activities, as demonstrated in Chapter 2, also needs consideration in terms of partner selection. Thus we see the need for the following types of partnership:

Core research partners: to assist in conducting the research. These will include ARIs, NARES and the private sector.

Core research partners will:

- Commit to engage intellectually and financially in the program and share common goals
- Have a track record of successful research and development in the overall program area and with the SRPs
- Have a demonstrated capability to assist in fundraising to facilitate achievement of the program's goals and objectives
- Have a demonstrated commitment to development principles including gender and equity, knowledge and data sharing, and capacity building.

Examples of current and potential core partners include FAO, Centre de coopération Internationale en Recherche Agronomique pour le Développement (CIRAD), Institut de Recherche pour le Développement (IRD), the Indian Council of Agricultural Research (ICAR), the Commonwealth Scientific and Industrial Research Organisation (CSIRO Australia), ISRIC (The Netherlands) and numerous universities in developing and developed countries. Private sector partners who are prepared to support the above principles will also be core partners. We expect to build on current work undertaken with Water Watch, Nestlé, the Sir Ratan Tata Trust and Jain Irrigation under CRP5. We also expect to build on existing partnerships with specific NGOs (e.g. Stockholm Environment Institute, Stockholm International Water Institute, and IDE International) as core partners, where they have a capability to contribute to the core research agenda. Links with the Soil Health Program of the Bill & Melinda Gates Foundation and the

Alliance for a Green Revolution in Africa will be pivotal in raising agricultural productivity in sub-Saharan Africa.

FAO has already agreed to be a partner in CRP5. Specific activities will include integration of CRP5 and FAO information products on water, soil and biodiversity, so that these can be better targeted at users and benefit from FAO's strong regional and global networks. FAO envisage an in-kind contribution of US\$10m per year through these joint activities. Discussions are underway as to how CIRAD and IRD can link their programs through specific activities with CRP5 in a number of regions including Southeast Asia, West Africa, and the Middle East and North Africa. Discussions have been held with the Indian Council for Agricultural Research to facilitate improved interaction in India.

Implementing partners: to assist in delivering policy reform and on-the-ground change. These will include government agencies, river basin authorities, development banks, NGOs and some private sector agencies. The private sector is becoming increasingly concerned with improved management of the natural resource base for long-term farm and environmental sustainability. We will develop partnerships with the fertilizer, irrigation, food and beverage industries, and other rural service providers that enhance the flow of information to farmers via private-sector networks and, at the same time, introduce efficiency concepts and waste management technologies to rural agricultural production facilities, including dairies and food processing plants.

Implementing partners will need to be engaged from the outset of the program to help shape the outputs. Their role will be to assist in promoting the uptake of the changes to policies and land and water management practices developed by the program core partners. This role is critical in terms of impact. They will need to demonstrate:

- Intellectual capacity to contribute to project design
- Demonstrated capability to initiate policy change at government level
- On-ground capacity and capability to roll out innovation and new practices
- Commitment to development principles including gender and equity, knowledge and data sharing, and capacity building.

Implementing partners include:

- Multilateral/International organizations
- Regional and subregional organizations
- International and regional development banks and major bilateral investors
- Bilateral donors and foundations
- National governments and local government
- Civil society organizations (policy, advocacy).

Specific examples are the NARES in all the proposed regions: the Mekong River Commission, the Volta Basin Authority, (Scientific Information Center of International Water Commission (SIC-IWC) in Central Asia and similar agencies elsewhere. At this level we see emerging and strengthening relationships with regional research organizations including CONDESAN, Central Asia and the Caucasus Association of Agricultural Research Institutions (CACAARI), Association for Strengthening Agricultural

Research in Eastern and Central Africa (ASARECA), Asia-Pacific Association of Agricultural Research Institutes (APAARI) and agencies like the Alliance for a Green Revolution in Africa (AGRA), who will provide direct linkages with the Global Conferences on Agricultural Research for Development (GCARD) community in terms of the two-way process of priority setting and information transfer to farmers. Equally important at this level are the government ministries that implement agricultural, water, soils and environmental policies and that control land and water management practices, including irrigation. Finally, many NGOs and civil-society organizations (CSOs) will also be engaged at this level, given their ability to assist in scaling up research outcomes.

Influence and outreach partners: to assist in creating an environment in which change can be implemented. Partners in this category include:

- global, regional and local networks such as Improved Management of Agricultural Water in Eastern and Southern Africa (IMAWESA)
- UN Conventions and professional associations, such as International Water Association (IWA)
- the educational sector
- stakeholder platforms at different scales
- some specific NGOs and CSOs.

Specific examples include treaty organizations including the United Nations conventions on desertification and land degradation (UNCCD), biodiversity (UNCBD), climate change (UNFCCC), The Ramsar Convention on Wetlands, international agencies like FAO and the UN Educational, Scientific and Cultural Organization (UNESCO) and influential NGOs such as the World Wildlife Fund (WWF). We will also build stronger linkages with the UNESCO HELP (Hydrology, for Environment, Life and Policy) program in terms of on-ground research and global outreach. CRP5 will also interact with groups such as the Water Footprint Network and the International Water Stewardship Network to assist them in improving their strategies, as well as to explore additional ways that our outputs can be used and incorporated into standards and international agreements.

Influencing and Outreach Partners must demonstrate a commitment to the goals and objectives of the program, as well as an ability to integrate program outcomes into their global and regional environmental best practice strategies and policies. They must also have an understanding of the importance of agriculture in development and the fact that achieving improved harmonization of agriculture and the environment will require integrative R&D and complex trade-offs.

Clearly, however, there can be overlap between these functional partnership levels in some organizations that have broad mandates. Further detail is given in the text on individual SRPs.

Figure 2.2 (page 55) also deals with scale issues and partnership to some extent. As indicated in Figure 2.1 (page 26) as we move to smaller scales (i.e. larger areas) partnerships will need to focus on national and international institutions. In contrast at larger scales (i.e. smaller river basins, landscape components and local districts), partnerships will be with the groups and agencies focusing on similar areas. Given that some partners operate across scale, it is hard to

be specific, but implicit in Table 10.1 is the concept that as you go down the rows, there is a tendency to move from the specific and local to the more general and regional to global.

Table 10.1. CRP5 partnership levels and collaborative roles

Partnership objective	Type of partners	Area of collaboration	Examples of partners
Core Research			
Hypothesis testing Methodology development	ARIs National universities Private companies	Remote sensing analytical solutions, improving hydrological measurement and modeling, economic modeling, etc.	University departments; CSIRO Australia; ITC Delft; IRD and CIRAD; Water Watch
On-ground research	<ul style="list-style-type: none"> NARES Regional research organizations, e.g. CONDESAN, ASARECA, APAARI 	Studies of nature and extent of nutrient decline and land and water degradation, field trials	<ul style="list-style-type: none"> ICAR (India) NAFRI (Laos) CSIR (Ghana)
Implementation			
Changing on-ground management practices	NARES; private sector; FAO		Jain Irrigation; Nestle; R. Tata Foundation; WWF
Changing policy at government level	Ministries of Water, Natural Resources, and Agriculture	Developing policy options	All major countries in which we are operating
Changing river basin policy and management	River basin organizations	Water accounting, allocation, biodiversity and environmental flow assessment, water economics	Mekong River Commission Volta Basin Authority Nile Basin Authority SIC (Uzbekistan)
Up-scaling management practices	NARES; NGOs; FAO; private sector; World Bank; Asian Development Bank; African Development Bank; Islamic Bank	Roll-out of new technology and innovation	ISRIC; FAO; IDE International; Care
Influence and Outreach			
<ul style="list-style-type: none"> International treaties and conventions Global and regional networks 	<ul style="list-style-type: none"> International conventions FAO Transboundary water agreements 	<ul style="list-style-type: none"> International public goods relating to wetland and habitat protection Regional synthesis and map products 	RAMSAR; UNCBD; UNCCD; FAO; UNESCO; IMAWESA

10.2. Partnership funding

CRP5 will build on the model used by IWMI and the CPWF that encourages the development of strong regional and global partnerships. Approximately 25% of current funding to these organizations goes to partners for a range of activities included in the categories outlined above

and in Table 10.1. Other CGIAR partners have similar levels of partner funding. Our challenge in this area is both to increase the total quantum of funding from traditional sources via better focused, well-planned integrated projects, but also to seek new sources of funding to support partners.

Under the implementation phase of CRP5 we will increase our focus at regional and basin levels and develop new proposals for bilateral funding that will maintain and potentially increase funds for partners. We will also develop strategies at country level that assist the implementation partners leverage new sources of funding such as the Global Food Security Trust for project implementation. We are also seeking to leverage private sector investment in the CRP. To date, Jain Irrigation has indicated a five-year contribution of approximately US\$1.5 million.

Significant efforts are also underway to interest non-traditional CGIAR partners in the water treatment sector to contribute to the Resource Recovery and Reuse SRP. It is likely that the business models being developed within this SRP will provide attractive investment opportunities for private sector companies.

Specific details of partnerships are outlined for each SRP.

10.3. Capacity building strategy

Capacity building is the development of abilities in participants to critically evaluate and contribute to development options and outcomes. This includes capacity in terms of resources, technical skills, knowledge content and institutional ability. CRP5's approach is to play a catalytic role in capacity building by working with local capacity-building institutions, designing and disseminating training materials in appropriate formats, and most importantly, leveraging investments in capacity building. Our approach is to target capacity building within the following areas:

Learning through research-for-development

CRP5 will promote an inclusive, learning approach to research. Essentially, all partners, including CGIAR centers, will learn from the research-for-development exercise, a process which will change their knowledge, attitudes and skills. This process will be documented, shared and fed back into research design by the M&E and Impact Assessment unit.

Learning alliances and partnerships

Promote learning alliances. A learning alliance is a process undertaken jointly by research organizations, donor and development agencies, policymakers and private businesses. The process involves identifying innovators and sharing good practices in research and development in specific contexts. These practices can then be used to strengthen capacities, generate and document outcomes, identify future research needs or areas for collaboration, and inform public- and private-sector policy decisions. Learning alliances also help to broker key relationships between different groups such as farmers, policymakers and researchers. CIAT, IWMI, the CPWF and several other CGIAR centers and programs have been experimenting with various models of learning alliance, with good results.

Technical skills, training and mentoring

CRP5 will focus on developing capacity in a range of technical areas, including using remote sensing technology to model changes in resource use over time and implementing on-farm practices for better soil and water management. Specific capacity building initiatives will be developed through each of the SRPs. CRP5 will engage training institutions to manage, coordinate and deliver training programs and try to leverage funding for technical skill building. Where there is a gap, the CRP5 partnership will develop and implement specialized training programs. IWMI and IRRI are already well into the development of planning for an agricultural water management course that will initially be rolled out in several Asian countries and potentially into Africa and Latin America. CRP5 will also engage with and mentor university and post-graduate students in research that directly contributes to the CRP research-for-development agenda.

Institutional and organizational capacity

Institutional capacity is often a critical aspect needed to solve problems. We recognize that capacities for crafting and implementing policies, managing changes and reform, and delivering services require investment into training, leadership and technical skills. Where there is a need for developing institutional and/or human capacity, CRP5 will work with existing organizations and strengthen networks to leverage development funds for increasing capacity-building opportunities.

We envisage CRP5 investments in capacity building growing rapidly in the first years. In addition, we would like to influence major investments in capacity building to use the material and carry out recommendations generated by CRP5. Each of the SRPs will define specific capacity building strategies based on the problem set and the country contexts they operate in.