

Multi-stakeholder partnership assessment



Tool factsheet

IMPLEMENTING THE COMMON FRAMEWORK ON CAPACITY DEVELOPMENT (CD) FOR AGRICULTURAL INNOVATION SYSTEMS (AIS)

This factsheet is part of a series outlining tools and approaches to promote more effective capacity development for Agricultural Innovation Systems (AIS). These tools and approaches put to use the principles of the Common Framework of the Tropical Agriculture Platform (TAP), a G20 initiative. Some of these tools are applied through the Capacity Development for Agricultural Innovation Systems (CDAIS) project, funded by the EU and jointly implemented by Agrinatura and FAO in collaboration with national partners in Angola, Bangladesh, Burkina Faso, Ethiopia, Guatemala, Honduras, Laos, Rwanda. New tools are proposed to be used at different stages of the CD for AIS cycle in similar CD for AIS projects. Since 2018 FAO implements a Capacity Development for AIS project in El Salvador, funded by the Italian Government.

Background

In the agricultural innovation system (AIS) context, a single organization or actor often cannot achieve complex development goals and it might need to engage in 'innovation partnerships'. Within these innovation partnerships, groups of actors collaborate to achieve a common goal and through a learning process, work together to reach certain capacity development objectives.

Partnerships between different actors working on the same value chain or innovation are established when actors in each sector recognize that they share a common interest or a common vision and see the benefit of working in a partnership (refer to Stage 2 of the CD for AIS cycle: [Visioning](#)).

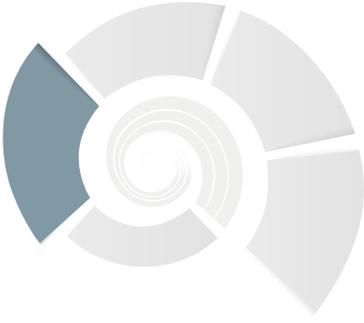
The benefits of partnering result from each partner's contribution and from the synergy generated by the collaboration as a whole. For a partnership to be successful, these should be greater than the benefits that would be obtained if the activities were carried out individually.

Working together, the participants determine, through a visioning exercise, which organizations and institutions are best suited to be linked to the proposed partnership.

Purpose of the tool

The multi-stakeholders partnership assessment tool enables the different actors creating a partnership to ask systematic questions to a potential partner to ensure a good fit with the goal, vision and needs of the partnership. This tool can be used at the development/starting point phase of the partnership to explore a potential relationship.

It can also be used later on, after the assessment of capacity strengths and gaps is done, to assess how new organizations or institutions can be integrated into the innova-



tion partnership and provide innovation support services which are relevant to the needs of the partnership.

The new organizations in question may contribute to the innovation partnerships in a broad range of modalities agreed during the capacity needs assessment and aimed at strengthening technical or functional capacities of the innovation partnership. These interventions could be addressing the individual CD dimension such as formal training, mentoring and coaching, organizing study tours, knowledge exchange, delivery of leadership programmes and advocacy, the organizational dimension such as optimizing organizational structures, improving coordination of the groups and linkages with other stakeholders, strengthening multi-stakeholder innovation platforms (other CD interventions as well as the policy and enabling environment level policy dialogue, awareness raising and synthetization to policy makers are presented in the [CD interventions tool](#)).

How to use the tool

This form includes questions to be used by the actors of the partnership, supported by facilitators to evaluate the prospective partner to raise the understanding of the type of institution/actor and its suitability to be engaged with the innovation partnership.

The following questions should NOT be asked directly to the representative of the concerned organization but should be used by the facilitators of the innovation partnership or the project team to reflect on the strenghts and weaknesses of the prospective partner and to take an informed decision on which partner to engage with. Usually a series of meetings are organized with the management of the concerned organization. After those interactions, the following form should be filled in.



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STEP 1

Does the prospective partner have:

QUESTIONS	CURRENT STATUS (0=NONE; 1= MEDIUM/ AVERAGE; 2= GOOD)	COMMENTS/NOTES
Track record on the partner/organization's past performance	0*	e.g. No written information on its history
Standing/respect from other players	1	e.g. Some members of the partnership think that the organization is valid
Contacts/ network	0	
Access to relevant information	0	
Complimentary skills and competencies	2	e.g. very competent on business development
Management and sound structures	1	
Record of financial stability	2	
Experienced and reliable staff in the development of projects	0	e.g. No much experience on proposal writing and design
Staff successful at mobilizing and managing resources	2	e.g. The director showed experience in fund raising and project development
Good communicators	2	
Team players	2	

* These scores are inserted as examples

STEP 2

Future actions- for those questions in which the score was 0 (none):

ISSUES	FURTHER ACTIONS REQUIRED (EXAMPLES)
Track record	Getting information
Standing/respect from other players	Enquire with other organizations
Contacts/ network	
Access to relevant information	
Complimentary skills and competencies	Conduct capacity assessments
Management and sound structures	
Record of financial stability	

The steps above are repeated for each of the prospective partner with whom the innovation partnership is planning to engage.



For more information and resources, see www.tapipedia.org

Analysis

The information reported in the steps 1-2 are analysed by the facilitators or the project team and follow-up questions to the representative of the organization might be needed, such as:

- Request for submitting further information, documentation and certifications
- More details on the contacts and which networks they are connected to
- Request for more information about some past projects/activities implemented.

For example from the analysis one particular partner might appear to have very strong business management skills, accounting and financial management compared to others, and this had appeared to be one of the weaknesses of the specific innovation partnership.

The information collected through this exercise is used to assess a potential partner and made a selection of the most suitable ones.

Matching with the Action Plan of the innovation partnership

From the Action Plan developed during (or just after) the capacity needs assessment, a set of activities were planned. Based on the results of the partners assessment, for each of the activity mentioned in the action plan a corresponding partner needs to be inserted.



Actions	EXPECTED OUTCOME			RESOURCES REQUIRED			
	Who is the lead?	With which partners?	By when?	Indicator of completion	Time inputs (person days)	Equipment	Funding
Formal training							
Policy support and dialogue							
Role plays							
On job training							
Coaching							
External advisory and technical assistance							
Study visits and exchange							
Optimizing organizational structures							
Improving coordination of the groups and linkages with other stakeholders							
Awareness raising and synthetization to policy makers							

For further information

Tropical Agriculture Platform (TAP):

<http://www.fao.org/in-action/tropical-agriculture-platform/en>

Email: Tropagplatform@fao.org

TAPipedia: <http://tapipedia.org>

Email: info@tapipedia.org

Capacity Development for Agricultural Innovation

Systems Project (CDAIS): <http://cdais.net>

Email: info@cdais.net

Common Framework products:



*Conceptual
Background*



*Guidance Note on
Operationalization*



*Synthesis
Document*

The implementation of the TAP Action Plan is supported by the EU-funded project Capacity Development for Agricultural Innovation Systems (CDAIS).

The Common Framework documents are also available in French and Spanish on the Common Framework pages of TAPipedia.



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