

Info Note

A Strategic Approach to Collaborative Resource Mobilization for Climate Change, Agriculture and Food Security Research

Findings from MScCCAFS research project involving CCAFS Strategic Research Partners

Christine Costelloe, David Styles, Peter C. McKeown, Anette Engelund Friis, Bruce Campbell, Charles Spillane

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Key messages

- CCAFS has a unique strategic partnership approach to address climate-related challenges facing agriculture in developing countries.
- CCAFS achieves impact and outcomes through its work with 42 Strategic Partners, 13 of which are CCAFS Strategic Research Partners.
- Additional financial resources are needed for CCAFS to achieve the impact and outcomes in its Phase II Full Proposal 2017–2022.
- Interviews with CCAFS Strategic Research Partners show that opportunities exist to further the co-creation of CCAFS knowledge and co-mobilization of funding and resources for CCAFS' 2017–2022 research priorities by forming a more effective Community of Practice of CCAFS Strategic Research Partners.
- Combining resource mobilization capacity and objectives of CCAFS Strategic Research Partners can benefit both CCAFS and CCAFS Strategic Research Partners.
- Regular communication and planning are key attributes of an effective Community of Practice, which can be applied to engagement between CCAFS and its CCAFS Strategic Research Partners and between CCAFS Strategic Research Partners.
- Research shows that implementation of a funding roadmap and weekly planner could provide elements of a pathway for collaborative resource mobilization activities.

CCAFS Partnership Model to Support Theory of Change

The CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS) works with 42 Strategic Partners, comprised of the 15 CGIAR Centers, 13 non-CGIAR research partners (also known as CCAFS Strategic Research Partners) and 14 Development Partners. CCAFS Strategic Partners consist of public sector/inter-governmental and policy development partners, as well as non-governmental development partners and private sector partners.

CCAFS applies a partnership model to support its theory of change (Figure 1), co-create knowledge and achieve greater impact through its work. CCAFS outlines collaboration with partners in its Phase II Full Proposal 2017–2022 (e.g., Partnership Strategy, Partnership Advisory Committee (PAC)) and its Fundraising Strategy (e.g., collaboration on proposal development and targeting sources of funding).



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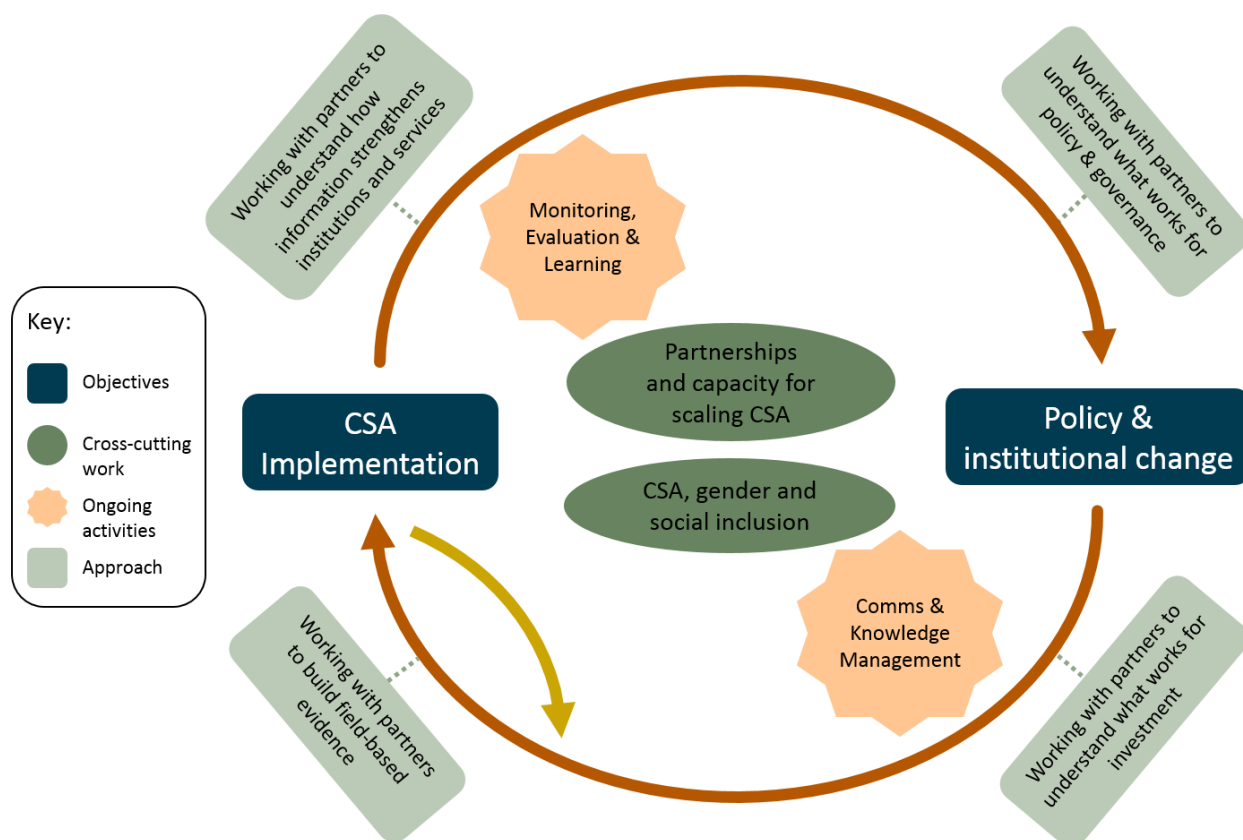


Figure 1. CCAFS theory of change and the crucial role of partnerships.

CCAFS Strategic Research Partners

CCAFS' 13 Strategic Research Partners (Figure 2) are: Centro Agronómico Tropical de Investigación y Enseñanza (Tropical Agricultural Research and Higher Education Center) (CATIE, Costa Rica); Centre de Coopération Internationale en Recherche Agronomique pour le Développement (Agricultural Research for Development) (CIRAD, France); Commonwealth Scientific and Industrial Research Organisation (CSIRO,

Australia); Future Earth (located in several global hubs); Global Research Alliance on Agricultural Greenhouse Gases (GRA, Secretariat located in New Zealand); Indian Council of Agricultural Research (ICAR, India); International Research Institute for Climate and Society, Columbia University (IRI, United States); National University of Ireland Galway (NUI Galway, Ireland); University of Leeds (United Kingdom); University of Oxford (United Kingdom); University of Vermont (United States); Utrecht University (the Netherlands); and Wageningen University & Research (WUR, the Netherlands).

CCAFS Research and Financing

CCAFS research is aligned to the CGIAR's 2020 targets through CGIAR-defined System Level Outcomes (SLOs), where the financing needed to deliver on its contribution is US\$120,338,000. CCAFS research feeds into research outcomes, which influence development trajectories that deliver impact. The overall financing needed for CCAFS to execute its CCAFS Phase II Full Proposal 2017–2022 is US\$388,229,373. Figure 3 outlines the financing needed to deliver on each CCAFS' Research Flagship.



Figure 2. CCAFS Strategic Research Partners.

Results indicated that CCAFS Strategic Research Partners had primarily collaborated with CCAFS on research projects. Key benefits of being a CCAFS Strategic Research Partner identified included research, funding, linkages to the CGIAR system, education and global impact (Figure 4).

Most CCAFS Strategic Research Partners identified that having regular meetings with their CCAFS Point of Contact to plan and advance a shared work agenda, followed by developing a collaborative fundraising roadmap, could generate opportunities for greater collaboration (Figure 5).

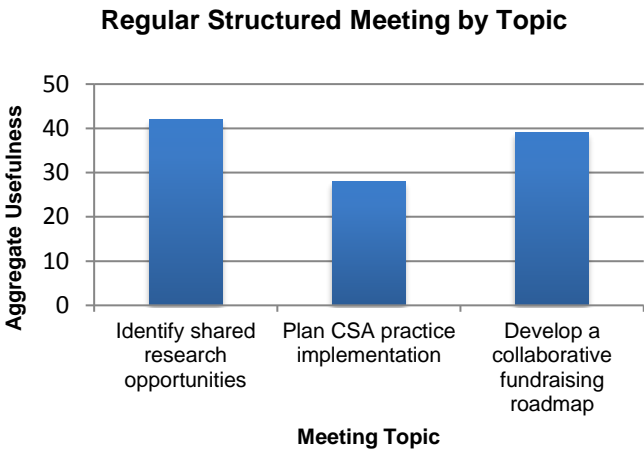


Figure 5. The Usefulness of a Regular Structured Meeting with CCAFS Point of Contact by Topic.

The current level of interest of CCAFS Strategic Research Partners in each of the CCAFS 2017–2022 research priorities was assessed. The most complementarities existed around Climate Smart Technologies and Practices (FP2), followed by Low Emissions Development (LED) (FP3) (Figure 6).

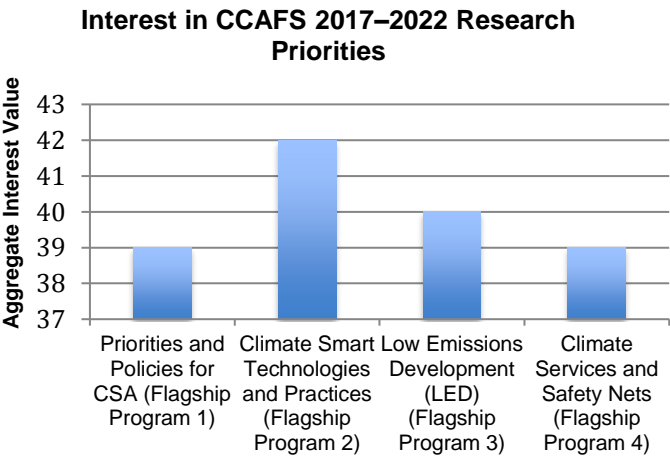


Figure 6. Research complementarities with CCAFS 2017–2022 priority research areas.

CAAFS Strategic Research Partners have had limited collaboration between each other on CCAFS-related work. However, there have been collaborations among

CAAFS Strategic Research Partners that are unrelated to CCAFS. Through the interviews, an opportunity has emerged to leverage these existing relationship networks by focusing them towards increased collaborations on CCAFS-related activities.

Overall, there is a desire for increased collaboration (Figure 7) on resource mobilization for CCAFS-aligned research funding among the CCAFS Strategic Research Partners, particularly where clear research complementarities and opportunities are identified.

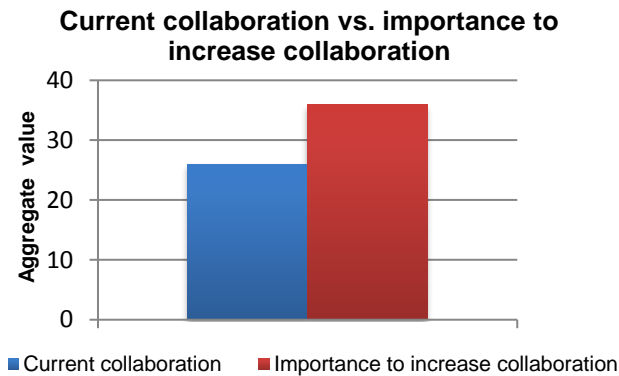


Figure 7. CCAFS Strategic Research Partners’ perception of collaboration.

To facilitate collaboration among CCAFS Strategic Research Partners, some interest was expressed in utilizing a shared online work platform (ideally an existing system or tool) containing specific functional features, including an ability to communicate with one another (e.g., discussion forums, chat/video), to see funding opportunities and plan and edit concept notes and proposals with the help of shared calendar, folders and templates. Resources permitting, it was suggested that there could be a dedicated person to facilitate working with and interactions between CCAFS Strategic Research Partners.

CAAFS Strategic Research Partners identified resource mobilization activities where additional support would be appreciated. Those with the highest responses included:

- Identification/research of prospective funders (highest, 89% of respondents identified as helpful)
- Preparation of a funding roadmap for advanced planning (56% identified as helpful)
- Preparation of technical description of proposed research (56% identified as helpful)
- Solicitation of funding (56% identified as helpful)

Effective Communities of Practice

Communities of practice (CoPs) are groups of people who come together to share and learn from one another, either face-to-face or virtually, and are held together by a

common interest in a body of knowledge and are driven by a desire and need to share problems, experiences, insights, templates, tools, and best practices (World Bank 2003). CoPs can leverage existing communities in a strategic context (Saint-Onge and Wallace 2012).

Some of the benefits of CoPs are that members build trusted connections for knowledge sharing, put what they are learning directly into practice, and collect data or compile knowledge together rather than duplicating efforts, which can augment a centralized information base (National Council of Nonprofits 2018).

Several good practices of CoPs are relevant to how CCAFS and CCAFS Strategic Research Partners could become a more effective CoP (Probst and Borzillo 2008, Ardichvili 2008, Saint-Onge and Wallace 2012).

- Maintain focus on strategic objectives since setting clear and measurable objectives provides CoP members with a concrete direction to follow.
- Maintain the CoP as a hierarchy-free, learning zone as group discussions on how to solve practice-related problems and develop practices. CoPs can flourish when there is no hierarchy-related pressure.
- Ensure a substantial core group of members (ideally, representative of all members) is actively engaged in the CoPs activities (e.g., regularly participating in meetings, contributing to new opportunities and ideas, posting questions on online community boards, engaging in live chats or video conferencing discussion sessions, providing answers and feedback in discussion threads).
- Encourage regular one-to-one and networking interaction between members (e.g., face-to-face, video, telephone, email) to build trust, share practices and help one another solve common problems.
- Link the success of each member to the success of the group as a whole and acknowledge their contribution to building organizational capability.

Collaborative Resource Mobilization Best Practices

Common characteristics for successful collaborative resource mobilization include trust built on shared values and principles, significant depth to the joint work, defined leadership, shared approach to donor cultivation and stewardship, and clear fundraising roles and responsibilities for each partner (Heyman 2011, Lee 2017, Proulx et al. 2014, Dodge et al. 2013).

Assessing needs in major fundraising areas and identifying which are the most important for future fundraising will help to clarify what capacities are needed in an alliance (Campbell 2001). Time and resource

constraints for scaling fundraising both at an individual organization level and at multi-organization consortium level are common challenges typically faced by coalition members. Solutions include decisions to allocate time and resources for fundraising, which could involve recruiting additional group members who are specifically focused on raising money for the coalition (Klein 2011).

Large funding opportunities can create the space for partnerships to be forged or strengthened by bringing together a diverse group of organizations that would not typically convene. An effective way to initiate a collaborative fundraising partnership is through a pilot or a complex funding opportunity (Crowley 2018).

The following are a range of steps recommended to improve collaborative resource mobilization among multiple partners that can ensure that the experience is beneficial to all involved (Dodge et al. 2013, Clarke 2009).

- Agree on the scope of the collaborative fundraising.
- Clearly delegate responsibility and make expectations explicit.
- Establish a clear mechanism for decision-making.
- Confirm that the process is considered fair by all collaborators.
- Ensure that each organization is given credit for their contributions, both among collaborators as well as externally.
- Develop a memorandum of understanding or collaboration agreement, which could be included as part of the grant proposal planning process and application package sent to funders.

Conclusions and Opportunities

Results from surveys and interviews indicated that there has already been a high level of collaboration between CCAFS Strategic Research Partners and CCAFS on research projects, with the greatest current alignment between CCAFS Strategic Research Partner research interests and CCAFS 2017–2022 priority research areas is Climate Smart Technologies and Practices (Flagship Program 2). There is an opportunity and desire on the part of CCAFS Strategic Research Partners for greater collaboration with CCAFS, which could be accomplished through more regular meetings with their CCAFS Point of Contact to plan and advance a shared work agenda and funding roadmap.

Collaboration among CCAFS Strategic Research Partners on CCAFS-related work has been limited. However, there have been collaborations among CCAFS Strategic Research Partners that are unrelated to CCAFS. The interviews showed that there is an opportunity to leverage these existing relationship

networks by focusing them towards collaborations on CCAFS-related activities.

Overall, there is a desire for increased collaboration on resource mobilization for CCAFS-aligned research funding among the CCAFS Strategic Research Partners and particularly where clear research complementarities are identified. The resource mobilization activities where CCAFS Strategic Research Partners indicated additional support would be helpful to pursue further collaboration were prospective funder identification/research, as well as funding roadmap and proposal preparation and funding solicitation.

Based on the research, there is an opportunity for CCAFS to work with existing CCAFS Strategic Research Partners to develop a funding roadmap to 2022 for co-leverage of funds and resources aligned with CCAFS 2017–2022 research priorities.

An annual workshop meeting of the CCAFS Strategic Research Partners to identify grant opportunities and review funding roadmap progress could lead to a more joined up approach to resource mobilization between CCAFS Strategic Research Partners and CCAFS in the period to 2022. The funding roadmap and activity template developed through this research project could be utilized as implementation tools.

The qualities and best practices of CoPs and collaborative resource mobilization outlined above reflects the results of the research study and encouragingly provides a framework that can be utilized to form an effective CoP of CCAFS Strategic Research Partners for collaboration around resource mobilization towards CCAFS 2017–2022 research priorities.

A key challenge for CCAFS and its Strategic Research Partners is how best to lever and dedicate their collective resources—in particular staff time and resource mobilization staff and capabilities—towards mutually beneficial resource mobilization in support of the CCAFS 2017–2022 research priorities.

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This briefing summarizes the key findings of a Master's degree in Climate Change, Agriculture and Food Security (MScCCAFS) research project of Christine Costelloe, conducted between NUI Galway & CCAFS. The research on "Resource mobilization for climate change, agriculture and food security through collaborative partnerships" was conducted between April and September 2018. The MScCCAFS project focused on analyzing the potential for collaborative resource mobilization among CCAFS Strategic Research Partners for contributing to the CCAFS Phase II Full Proposal 2017–2022.

Christine Costelloe (ccostelloe@outlook.com) advises environmental organizations on fundraising and is a Certified Fund Raising Executive (CFRE).

David Styles (david.styles@nuigalway.ie) is a member of the Program Committee of MScCCAFS and lecturer at Ryan Institute, NUI Galway.

Peter C. McKeown (peter.mckeown@nuigalway.ie) is the coordinator of MScCCAFS and lecturer at Ryan Institute, NUI Galway.

Anette Engelund Friis is CCAFS Head of Partnerships and Outreach based at Wageningen University & Research (WUR).

Bruce Campbell is Program Director of CCAFS based at the International Centre for Tropical Agriculture (CIAT) and Wageningen University and Research.

Charles Spillane (charles.spillane@nuigalway.ie) is the Program Director of MScCCAFS, the Director of the Ryan Institute and Professor (Chair) of Plant Science at NUI Galway.

About CCAFS Info Notes

The CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS) is led by the International Center for Tropical Agriculture (CIAT). CCAFS brings together some of the world's best researchers in agricultural science, development research, climate science and Earth System science, to identify and address the most important interactions, synergies and tradeoffs between climate change, agriculture and food security. Visit us online at <https://ccafs.cgiar.org>.

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