Strengthening partnership and networks in agricultural research for development

a learning module

(Version 1.0)
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Session 10: Challenges for research partnerships and best practices

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Trainer’s guide

Session 10: Challenges for research partnerships and best practices

Purpose
To enhance the capacity of the agricultural researchers to forge effective and efficient partnerships with other relevant stakeholders in the agricultural innovation system for achieving greater impacts.

Objectives
At the end of this session participants will be able to understand the:
- summary issues that enhance and hinder research partnership

Resources
- Flipcharts
- White board
- Blank transparencies
- Flipchart and white board markers
- Copies of handouts 10.1, 10.2, 10.3 and 10.4 for each participant
- Computer and LCD projector
- Overhead projector

Time needed
One hour and 30 minutes

Method of facilitation

<table>
<thead>
<tr>
<th>Activity</th>
<th>Time</th>
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<tbody>
<tr>
<td><strong>Presentation</strong></td>
<td><strong>30 minutes</strong></td>
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<tr>
<td>Distribute handout 10.1 (Presentation slides) before you start your presentation</td>
<td>30 minutes</td>
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<tr>
<td>Give a presentation on challenges for research partnerships and best practices</td>
<td>30 minutes</td>
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<td>Allow some time for questions to make sure that participants understand what is presented.</td>
<td>30 minutes</td>
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<tr>
<td>Distribute handout 10.2 (presentation text) to supplement your presentation</td>
<td>30 minutes</td>
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<tr>
<td><strong>Exercise</strong></td>
<td><strong>55 min</strong></td>
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<tr>
<td>Distribute handouts 10.3 and 10.4 for exercise 10 Reflecting on challenges of partnership and improvement options</td>
<td>55 minutes</td>
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<tr>
<td>Ask a volunteer to read the exercise</td>
<td>55 minutes</td>
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<tr>
<td>Ask participants to answers the questions in pairs.</td>
<td>55 minutes</td>
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<tr>
<td>Remind them the time allotted to the exercise</td>
<td>55 minutes</td>
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<tr>
<td><strong>Transition</strong></td>
<td><strong>5 minutes</strong></td>
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<tr>
<td>Make closing remarks and transit to the next session</td>
<td>5 minutes</td>
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</table>
Session 10: Challenges for research partnerships and best practices: Summary of overheads

10.1 Challenges for research partnerships and good practices

10.2 Session objective

• Summarize issues that enhance and hinder effectiveness of research partnerships

10.3 Key challenges

• Changing mindset
• Competition to collaboration
• Resources crunch
• Communication
  • Geographical dispersion, cultural differences
  • Internal and external
• Intellectual property
• ‘Big Brother Syndrome’
• High staff turnover
• Personalities, institutional and cultural differences
• Coping with high expectations
• Transaction costs
• Challenges of PPP
• Low/inadequate emphasis on process outcomes
10.4 Key elements of a research partnership

- Foundation elements
  - Compelling vision
  - Strong participatory leadership
  - Shared problem definition and approach
  - Power equity
  - Interdependence and complementarity
  - Mutual accountability

10.5 Elements of capacity strengthening of innovation partnerships

Strengthening the capacity of partnerships

Measures leading to the creation of partnerships

Measures that improve the functioning of partnerships

Strengthening the capacity to partner

Improving the macro framework for partnering

Strengthening the actual partnerships

10.6 Sustaining elements

- Attention to process
- Communications linkages (nurturing interpersonal relationships)
- Explicit decision making process
- Trust, respect and commitment
- Credit and recognition
### Good practices

- Positive results or progress and documenting success
- Effective communication
- Resources, including maintaining technical expertise and sustained funding
- Effective/good working relationships and
- Mutual interest, common goals and sound management

### 8 I’s that create successful we’s

- **Individual excellence**—All partners are strong, have something of value to contribute, and possess positive motives to collaborate
- **Importance**—The relationship fits major strategic objectives of the partners, therefore they want to make it work
- **Interdependence**—The partners need each other. They have complementary assets and skills. Neither can accomplish alone what both can together
- **Investment**—The partners show tangible signs of commitment by devoting financial and other resources to the relationship

### 8 I’s that create successful we’s

- **Information**—The partners share information to make the partnership work
- **Integration**—The partners develop linkages and shared ways of operating so that they can work together
- **Institutionalization**—The relationship is given a formal status with clear responsibilities and decision processes. It extends beyond the particular people who formed it
- **Integrity**—The partners behave toward each other in honourable ways that justify and enhance mutual trust
Lessons learned

- Partnership are not a panacea for all development challenges
- Can create valuable synergies, knowledge sharing, joint venturing, scale economies, resource pooling and risk sharing
- Critical weakness is its vulnerability—planning for sustainability

Lessons learned (cont’d)

- Partnership often narrowly conceptualized
- Gathering organizational and institutional context right is more demanding
- Co-ordination matters
- Stronger governance is important
- Capacity building is challenging

To conclude

- There is no blue print for partnership
- It is a process and there is a great diversity of arrangements which are related to historical and location specific context
- The factors that trigger the need for partnership may also vary
- Instead of developing models, we should aim to develop principles and good practices for designing and implementing partnerships
- Then look for ‘best fit’
Thank you!
Session 10: Challenges for research partnerships and best practices: Summary of presentation

10.1 Introduction

In a changing world, partnership is no longer a choice but a must if organizations and individuals have to meet their goals and aspirations. There is now a growing recognition that R&D organizations must pay attention to how partnerships can be formed and managed to achieve collaborative advantage and to identify and nurture the critical factors that contribute to effective partnerships (CGIAR 2005).

10.2 Key challenges

Although partnerships and networks are expected to enhance the effectiveness, efficiency and impacts of R&D, there are also a number of challenges. Every attempt should be made during the planning and implementation to address these potential challenges in a meaningful way.

- **Changing mindset**
  In partnership management, often institutes must move from competitive modes of operation to those of a more collaborative nature. Many organizations find this mindset change difficult.

- **Resources**
  Managing networks and partnerships take a great deal of management time and resources. Given the diminishing resources in many organizations, individuals are expected to accomplish more tasks with limited and/or declining resources. Some could find any demands beyond those of their own organizations difficult to meet, thus compromising on the commitments made for the partnership.

- **Communication**
  Many partnerships (is the case with many CGIAR centres) include partners who are geographically dispersed and whose cultures differ. If they are geographically dispersed, it may be difficult to hold frequent face-to-face meeting. As a result, one has to use other means of communication (especially IT) but all partners may not have access to these tools. It is also important that staff working on partnerships communicate and advocate for that partnership within their own organization.

One of the key requirements for successful partnership and conflict management is effective communication. Communication should occur at all levels (both horizontal and vertical). It is important for partners to communicate in productive, efficient and timely ways as often as possible.

- **Intellectual property**
  One of the primary concerns of research organizations is the ownership of intellectual property. This is seen as a challenge because dealing with element of partnerships tend to require extra attention. The property right issues include: trade mark protection, residual interests, license arrangements, intellectual property right ownership, copy right and patent rights. Patent rights have been elicited as the most critical concern to resolve in partnerships. Most important in resolving these issues is the ability to negotiate a reasonable compromise among partners. Successful partnerships have the personal commitment to build trust among those involved with the partnership. Therefore, hurdles such as intellectual property rights can be worked out amicably.
• Big brother syndrome
Another issue often noticed in the partnership formation and management is the big brother syndrome. In many instances, the partner who is making the financial contribution often influences the decisions made during the partnership process. The more one partner contributes to the partnership, relative to other partners, the more that partner may expect to benefit from its outcomes. When assessing how much one partner has contributed relative to the other(s), every form of inputs/resources (both cash and kind) should be taken into account. Thus, the challenge is how to avoid this ‘big brother’ syndrome in the partnership process.

• High rate of turnover of staff
This has a considerable negative effect on the implementation of the project. This is especially true with the NARES partners. It was also argued that this may be an indicator of success of the approach and may give prospects for scaling out to other organizations. A related problem is the over commitment of staff who are often assigned several responsibilities and a wider coverage area.

• Issues of personalities, institutional and cultural differences
Although in many cases the success to partnership has been sustained by individual relationships and high level of social capital (trust, networking, co-operation and exchange), there have also been several cases where differences of individual personalities, behaviours, attitudes, and internal conflicts within organizations have had negative effects on partnerships. In many development-oriented partnerships, the differences among partners, organizations and their institutional cultures were initially reinforced by perceptions of the divide and imbalance between research and development, between government services and NGOs, between international and national staff.

• Coping with high expectations
With the shrinking resources for agricultural research, the need to engage with new stakeholders and building partnerships has become critical for obtaining funding both in terms of donor requirements and as productive way of achieving more efficient use of scarce resources.

Adequate funding was found to be the most recurring theme (up to 62%) contributing to partnership formation (Leach and Pelkey 2000).

In many instances, access to financial and material resources was the key motivation for partnering, and the instigating partner was seen to be dominant. Organizations that entered into partnership because of financial resource put too much dependence on other partners, and tended to create unrealistic expectations (Gormley 2001). Sometimes people get over excited and as a result overstate the possible outcomes and results.

• Transaction costs
The issue of transaction cost was a recurrent theme in the challenge of sustaining multistakeholder partnerships. Working with multiple partners was perceived as expensive as partnerships require more time, meetings and considerable efforts to make partnership arrangements work satisfactorily. The costs include travel and communication costs; organizational overheads, as well as transaction and opportunity costs of meetings and workshops, particularly senior and middle managers that reduce available resources for operations and project implementation.

It is generally considered that partnerships inherently result in high transaction costs, and are inherently time and resource consuming (Huxham 1996). However, there is no empirical
evidence on the real costs of different types and stages of partnerships compared to their benefits, which are often non-tangible and therefore difficult to measure.

Documenting the real cost and benefits of partnerships is still an important gap that needs rigorous research to assess whether tangible and non-tangible benefits of partnerships outweigh their costs. Increased transaction cost may not be a useful indicator to assess the efficiency of the partnerships. The key test is whether the extra benefits that come from working in a partnership mode are greater than the costs involved in doing so.

- **Challenges of public–private partnerships**
  - Given the nature of the organizations, private sector can engage in research that will produce short-term results and products that appeal to paying consumers, while the public sector R&D organizations are mainly concerned with research that address the needs of poor small-scale farmers with poor market access. Most private sector companies will prefer contracting mode of partnership than true partnerships.
  - For the private sector, multistakeholder partnership also involves enormous transaction and opportunity costs for attending meetings, field visits, and workshops. Learning how to build a successful relationship between small farmers and the private sector is still a key challenge. Partnerships with the private sector need to go beyond contracting or buyer–seller relationships to include co-financing, provision of extension services and field visits.

- **Low/inadequate emphasis on process outcomes**
  - Castello and Zumla (2001) caution that current practices of partnerships in research for development may emphasize the outputs and products (technology impact, adoption and income) and ignore process outcomes such as ownership, sustainability and development of national and local research capacity. The key measure of success for many partnerships is the extent to which they bring about changes in partners’ behaviours, policies, attitudes and practices. These are mainly process outcomes and can include getting research, development, extension and government departments to work together; strengthening farmers’ organizations; creating local ownership, and building human and social capital.

To sum up, simply having common goal does not lead to formation of successful partnership. To be effective, partnerships need considerable investment in time and resources in the formation stage for building a shared vision and a common agenda to ensure organizational commitments. It is also important to build the necessary human and social capital to create alignment with the partnership principles.

Many of the challenges related to the formation of successful partnership require creative strategies for coping with over commitment/unrealistic expectation and turnover of trained personnel; dealing with different and sometimes conflicting personalities; institutional and organizational cultures; dealing with perceptions and unspoken expectations; and potentially high transaction and opportunity costs necessary to make multistakeholder partnerships work. Developing and sustaining effective partnerships with the private sector is still an important challenge in marginal, resource poor small scale farming conditions.

Gormley (2001) has identified the five common difficulties/obstacle encountered by the CGIAR systems in effective partnership design and management. These include: overcommitted partner staff, insufficient support for partnership; communication challenges; lack of attention to the process of building partnerships and trust; and lack of partnership and alliance competencies. The common obstacles and suggested coping strategies are summarized in Table 1.
<table>
<thead>
<tr>
<th>Obstacle</th>
<th>Steps to take</th>
</tr>
</thead>
</table>
| Overcommitted partner staff; uncompleted work or missed deadlines | • Make extra efforts to do realistic resource planning and budgeting   
• Have work-planning conversations with key staff to help them determine if they can really do the extra work. Avoid applying pressure to get them to say yes because otherwise they may make promises they cannot keep  
• Give plenty of time for the work to be done so staff can fit it into their work schedules. Avoid unrealistic deadlines  
• Keep in touch with people doing the work; stay connected with them  
• Do not over commit yourself  
• Build a sense of teamwork and mutual accountability by having periodic meetings and teleconferences |
| Not enough support for partnership            | • Involve a member of centre senior management in the formation of the partnership  
• Report progress faithfully  
• Create mini communications campaigns to keep your senior management aware of your partnership and what it contributes to the greater good of the centre  
• Be cautious about committing to partnerships in lukewarm  
• Directly ask for senior support. Tell them what you need and why  
• Join with other partnership champions, and work with senior leadership to help them make the centre policies and procedures ‘partnership friendly’ |
| Communication challenges                     | • Have project start-up meetings at which all partners are present and work together in the planning  
• Hold progress-review meetings at least annually  
• Work with key staff to agree on communication protocols. Keep the communication commitments reasonable. Monitor their use. Make adjustments if the protocols aren’t working  
• Be a communications role model yourself. Find motivating ways to share information. Communicate successes. Look for small wins and tell that story  
• If communications weakens, do something (positive) about it. Don’t just let it happen—it will only get worse  
• Try to find ways to make electronic communication available to all partner staff.  
• Budget for communications expense; it is an essential cost  
• Be purposeful about designing a partnership that provides hospitable environments for all partners  
• Openly discuss potential barriers to the partnership and establish specific behavioural norms for working together  
• Beware and concerned about the impact of how power is used  
• Decide together how decisions will get made. Be prepared to share decision-making and control  
• Be transparent. Put all issues on the table.  
• Avoid even the appearance of withholding information  
• Make fairness and equity a principle. Get all partners to contribute to making this principle a vital part of the way business is conducted  
• Never, ever try to negotiate the best deal for yourself. Do not engage in self-serving behaviours. Don’t let others do it either  
• Ask for input from all partners. Listen. Use their suggestions. Don’t dominate  
• Be flexible, willing to do things in different ways. Stay patient  
• Do what you agreed to do  
• Get all partners to share what they need and want. Listen. Try to accommodate  
• Share credit and recognition  
• Confront conflicts quickly and directly  
• Clarify roles and responsibilities so each partner understands and agrees on what is expected from them  
• Be humble  
• Spend time building social capital |
| Lack of attention to the process of building the partnership and trust |
10.3 Key elements of a research partnership

Gormley (2001) grouped the key elements of a partnership under ten broader categories. The foundation elements that should be addressed during the partnership formation and the sustaining elements that should be addressed during the implementation that help to reduce tensions, smooth out interactions, build trust, enhance effectiveness and contribute to sustainability. The foundation elements include: compelling vision, strong participatory leadership, shared problem definition and approach, power equity, interdependence and complementarity, and mutual accountability. The sustaining elements include attention to process; communication linkages; explicit decision-making processes; trust, respect and commitment; and credit and recognition. The key issues to be addressed in each of the elements are summarized in Table 2.

10.4 Capacity strengthening for managing partnerships

Capacity can be defined as the ability of individuals, organizations and societies to define and perform functions effectively, efficiently and sustainably. This definition has three key traits: it indicates that capacity is not passive but part of a continuing process, it ensures that human resources and the way in which they are utilized are central to capacity development, and it requires that the overall context within which organizations undertake their functions will also be a key consideration in strategies for capacity development (UNDP 1995). The contemporary view of capacity strengthening emphasizes an overall system, environment or context within which individuals, organizations and societies operate, interact, and absorb new knowledge and skills. The United Nations Development Program (UNDP) defines capacity strengthening as ‘the process by which individuals, organizations, institutions and societies develop abilities (individually and collectively) to perform functions, solve problems and set and achieve objectives’ (UNDP 1997). In addition, it is increasingly recognized that capacity strengthening is an endogenous process, that it is context specific and has to be driven by local needs (Schacter 2001). In the context of partnership building, capacity strengthening is closely linked to the notion of social capital. Social capital can be defined as networks, partnerships, norms and trust which facilitates co-operation for mutual benefits (Giffell and Vidal 1998). Seen in an innovation systems context, capacity strengthening to build partnerships can be targeted at three different levels — the partners, their relationships or the overall network or systems (Hartwich et al. 2007). Figure 1 illustrates a framework for strengthening capacity in innovation partnership.
<table>
<thead>
<tr>
<th>Key elements addressed during partnership formation</th>
<th>Components</th>
<th>Key issues to be addressed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundation elements addressed during partnership formation</td>
<td>Compelling vision</td>
<td>• Defines the problems or change opportunities to be addressed and strategies to be used</td>
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<td></td>
<td></td>
<td>• Defines strong sense of purpose, scope of work and clarifies boundaries</td>
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<td></td>
<td>Strong participatory Leadership</td>
<td>• Demonstrated willingness, commitment and shared ownership</td>
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<td></td>
<td></td>
<td>• Leaders should</td>
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<td></td>
<td></td>
<td>• Involve others</td>
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<td></td>
<td></td>
<td>• Use the input or opinion of others, give them credit</td>
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<td></td>
<td></td>
<td>• Be willing to exchange ideas, entertain new ideas</td>
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<td></td>
<td></td>
<td>• Exhibit cultural and emotions sensitivity</td>
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<td></td>
<td>Shared problem definition and approach</td>
<td>• Agree on the shared definition of the problem, analytical frameworks to be used, appropriate actions and strategies to be implemented</td>
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<td></td>
<td>Power equity</td>
<td>• Respect the other partner and value their contribution</td>
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<td></td>
<td>• Important behavioural factors to be considered in power equity include</td>
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<td></td>
<td></td>
<td>• Full participation in decision-making</td>
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<td></td>
<td></td>
<td>• Frequent information sharing</td>
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<td></td>
<td>• Negotiated priorities</td>
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<td></td>
<td></td>
<td>• Clear assignment of roles and responsibilities</td>
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<td></td>
<td></td>
<td>• Fair and transparent distribution of funds and other resources.</td>
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<td>• win–win negotiation approach</td>
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<td></td>
<td></td>
<td>• Concern for all partners’ interests, needs, and concerns during planning and decision-making</td>
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<td></td>
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<td>• Explicit discussion on why they join and what do they expect to gain</td>
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<td></td>
<td>Interdependence and complementarity</td>
<td>• Recognize interdependence</td>
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<tr>
<td></td>
<td></td>
<td>• Skills, knowledge and resources each partner contributes</td>
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<td></td>
<td></td>
<td>• New value created, that partners could not do on their own</td>
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<tr>
<td></td>
<td></td>
<td>• Unique contribution of each partner should be recognized</td>
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<td></td>
<td>Mutual accountability</td>
<td>• Fulfilling each partners’ responsibilities and commitments in a timely fashion</td>
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<td></td>
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<td>• Shared ownership and personal stake in the outcome</td>
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<td>• Agreed upon norms and sanctions, with enough power and authority to exercise sanctions.</td>
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<td></td>
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<td>• Other actions to enhance accountability</td>
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<td></td>
<td></td>
<td>• Establishing milestones, time frames</td>
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<td></td>
<td>• Setting quality standards</td>
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<td>• Identifying benefits</td>
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<td>• Monitoring for results</td>
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<td></td>
<td></td>
<td>• Celebrating success</td>
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<td></td>
<td></td>
<td>• Recognition and credit</td>
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</tbody>
</table>
Sustaining elements
These are ‘process’ elements that help to reduce tensions, smooth out interactions, build trust, enhance effectiveness that sustain the relationship

- Attention to process
  - This includes
    - Communication among members
    - Decision-making
    - Agreement upon approaches
    - Cross cultural non-verbal communications
    - Conflict resolution
    - Power differentials
    - Feedback (both giving and receiving)

- Communication linkages (nurturing interpersonal relationships)
  - Creating a climate for:
    - Frequent and in-depth information sharing, (regular contacts)
    - Improved understanding of the scope of talent and skills of each partner
    - Exploring other opportunities for future collaboration
    - Discover new value creation
    - Partners keeping home organization informed

- Explicit decision-making process
  - Agreement on the way partners will make decisions
  - Active participation and consensus building
  - Pay attention to real or perceived power imbalances
  - Pay attention to decision-making practices and authorities of partners home organizations

- Trust, respect and commitment
  - Actions that could lead to the development of commitment and trust include
    - Doing what they promised
    - Understanding and protecting interest of all members
    - Active listening
    - Being honest about contribution
    - Sharing success, taking responsibility for mistakes
    - Shared set of values around expected output and processes

- Credit and recognition
  - Acknowledging and rewarding people for successful efforts
  - Early agreement about visibility authorship and IPR


Thus to be effective, capacity strengthening activities for efficient management of partnerships should simultaneously focus at four levels — individual level, the entity/organizations level, at the level of relationships, and the overall systems level including the context. Capacity strengthening initiatives should be based on five main principles namely:

- Broad-based participation and locally driven agenda
- Building on local capabilities
- Ongoing learning and adaptation,
- Long-term investments and
- Integration of activities at various levels to address complex problems

Strengthening the capacity of partners to design, implement and nurture partnership can have significant positive effects on the functioning and performance of partnership.

Capacity strengthening for partnership building goes beyond training to include horizontal learning among partners and is a continuous process. The necessary skills to partner and collaborate are not always developed or well understood. Designing and implementing successful partnership initiatives require a number of soft skills which are not normally taught in the tertiary institutes. The core capacities
in building partnerships typically relate to the ability of the individual partners to interact with their counterparts despite different organizational cultures, to negotiate commitments, understand the counterparts’ interests and circumstances, communicate and share information, build trust, plan joint activities, effectively carry out common operations, share risks and eventually share benefits. One of the key considerations in capacity building is sustainability.

Source: Hartwich et al. (2007).

Figure 1 Elements of capacity strengthening of innovation partnerships.

Therefore, in addition to the disciplinary skills, the partners require skills in joint project development, business planning, negotiations, governance and administration, legal issues, leadership, resources mobilization and management, conflict resolution, facilitation, effective communication, monitoring, evaluation and impact assessment to name a few. Many of the partnerships fail due to lack of skills among partnering agents and efforts to strengthen these skills.

10.5 Good practices in sustaining effective partnership

A survey conducted by NCHRP (2001) identified the following as the critical elements in sustaining a research partnership:

- Positive results or progress and documenting success
- Effective communication
- Resources, including maintaining technical expertise and sustained funding
- Effective/good working relationships and
- Mutual interest, mutual respect, common goals and sound management.

Broadly speaking 8 ‘Is’ are needed to create a successful ‘We’. These practices that are needed to make a partnership to work and sustainable are summarized below in Box 1.

Based on past experiences, the following are identified on good practices to establish, nurture and sustain research partnerships.
Box 1: 8 I’s that create successful we’s

- Individual excellence—all partners are strong, have something of value to contribute, and possess positive motives to collaborate.
- Importance—The relationship fits major strategic objectives of the partners, therefore they want to make it work.
- Interdependence—The partners need each other. They have complementary assets and skills. Neither can accomplish alone what both can together.
- Investment—the partners show tangible signs of commitment by devoting financial and other resources to the relationship.
- Information—the partners share information to make the partnership work.
- Integration—The partners develop linkages and shared ways of operating so that they can work together.
- Institutionalization—The relationship is given a formal status with clear responsibilities and decision processes. It extends beyond the particular people who formed it.
- Integrity—The partners behave toward each other in honourable ways that justify and enhance mutual trust.

Source: Kenter (1994).

Partners should establish mutual respect and compatible working relationship reasonably early in the project. During the early stage of the project, time and effort needs to be invested in building such relationship and greater inter institute exchange.

Management of partnership projects is a very demanding task, time consuming and require multiple skills. A system of sharing of project management and reporting tasks among all partners is essential for more equitable and responsible partnership.

Clear articulation of intended impacts of research partnerships

In assessing benefit, it is important to pay attention to individuals, organizations as well as the society. As a result of the partnership process, the individual may get promotion, additional responsibilities, public recognition, consultancy services etc. At the organizational level, important benefits may include evidence of farm level impacts; increased visibility and recognition, expanding partnership opportunities, leverage of additional resource etc. At the societal level, benefits include the contribution to the developmental goals. An important aspect of organizational benefit has been credit sharing and recognition of partners; contributions in all public presentations, visits, publications or production of any materials, which result from partnership. It is important to weave the process of creating impact into the process of conducting research.

Once the intended impacts are outlined, then the category of people who could be instrumental in bringing about the different impacts need to be involved in the implantation process.

Ensure that the research findings and recommendation reach those who influence policy—researchers, NGOs, communities and those who lead advocacy. It is important to realize that those who influence policy have little time to read and absorb, hence research results need to be communicated to them in the form of short briefs and not as long reports.

End user impact should be clearly identified and necessary resources should be provided as an integral part of the project for this to become possible.

Keeping written records at the time of project formulation is very essential to avoid misunderstanding and conflicts. Much care is needed in documenting intellectual property and commercialization of knowledge/technology which are discussed and agreed upon.
will need to be reached on how the results of the partnership will be formally identified; commercially protected (and who will be responsible?); commercially exploited (and how will any benefits be shared?); and published and communicated (when and by whom?).

- **Joint resource mobilization**

  Although initially the resources will come from donor agencies the sustainability and continuity largely depends on the commitment of resource by the local partners. Co-financing and joint resource mobilization (including increased contribution), helping some partners to raise funds through proposal development has been a successful strategy in reducing financial burden and has increased partners; stake and commitment.

- **A good research partnership culture positively influences the empowerment of all partners.** It includes regular face-to-face meetings at each partner location and mutual respect, where all involved partners have equal voice and there is no dominating or paternalistic expert mentality; which eventually induces an inferiority complex in the weaker partner resulting in negative impact.

- **Sharing of management tasks such as ensuring local co-ordination by local partners gives credibility and confidence to all parties thus positively enhancing the impacts of partnerships.** Where the necessary managerial skills and experience are missing, appropriate training and support has to be provided as part of the project implementation.

- **Personnel empathy enhances mutual trust and greatly contributes to the success of a research partnership, particularly with regards to end-user benefits thus enhancing impact of partnership.**

There is no blue print for partnership. It is a process and there is a great diversity of arrangements which are related to historical and location specific context. The factors that trigger the need for partnership may also vary. Thus, instead of developing models, we should aim to develop principles and best practices for designing and implementing partnerships.

**Key references**


Session 10:  Exercise: Reflecting on challenges of partnership and improvement options

(Group exercise)

Group work (30 minutes)

1. Divide into four groups and have each group elect a rapporteur. (5 minutes)

2. Brainstorm and answer the following questions in your groups:
   • What are the key challenges you are facing in the implementation of the partnership project that you are currently involved?
   • Based on the lesson learned during the workshop, what do you want to suggest/recommend to address these challenges?

Reporting and discussion (30 minutes)

3. Rapporteurs present the group responses (20 minutes).
4. Facilitator asks feedback on this exercise and closes the session (10 minutes).
Session 10: Exercise 10. Worksheet

(Group responses)

1. What are the key challenges you are facing in the implementation of the partnership project that you are currently involved?

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2. Based on the lesson learned during the workshop what do you want to suggest/recommend to address these challenges?

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