



RESEARCH PROGRAM ON  
**Climate Change,  
Agriculture and  
Food Security**



## **CCAFS Phase II Partnership strategy**

The CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS) works with a wide range of institutions in research, government, civil society and the private sector, to find realistic strategies to deal with climate change as it affects and is affected by agriculture and food security. The program includes 41 strategic partners and over 700 partners worldwide.

### **(i) Who and what type of partners**

In expectation that the national level remains the key route to impact, CCAFS will invest most in working directly with national governments and national agricultural research extension systems (NARES), facilitating science-policy platforms in target countries. Other key partners will be agencies implementing climate-related food security and agricultural development programs (e.g. national meteorological services, farmers' organizations, NGOs). CCAFS expects to work in this way with several hundred partners at sub-national, national and regional levels, coordinating wherever possible with other CGIAR Research Programs (CRP) and CGIAR entities under Site Integration plans.

A set of 41 Strategic Partners, largely at global and regional levels, will contribute to the governance of CCAFS, as outlined in the management and governance section of the CCAFS Phase II proposal, while also co-investing in shared impact pathways, working together at discovery, proof-of-concept and scaling levels. All 15 CGIAR Centres are Strategic Partners, as climate change is regarded as crucial to their mandates.

CCAFS also views alliances and networks as key to achieving outcome targets and SLOs. Among these, the Global Alliance for Climate-Smart Agriculture (GACSA) is a key partnership to link research into emerging large investments, while membership and facilitation of science-policy platforms around the United Nations Framework Convention on Climate Change (UNFCCC) processes, such as African Group of Negotiators Expert Support (AGNES) provides important opportunities to improve agricultural outcomes from climate change policies and programs.

The full range of CCAFS partners includes:

- a. Research partners:** There are 12 strategic research partners: The Tropical Agricultural Research and Higher Education Center (CATIE), French Agricultural Research Centre for International Development (CIRAD), The Commonwealth Scientific and Industrial Research Organisation (CSIRO), Future Earth, Global Research Alliance on Agricultural Greenhouse Gases (GRA), Indian Council of Agricultural Research (ICAR), International Research Institute for Climate and Society (IRI), National University of Ireland, Galway (NUI Galway), Universities of Leeds, Oxford, Vermont, Wageningen. Future Earth represents the Global Change research community. Other key research partners at global level include CIRAD, the International Institute for Applied Systems Analysis (IIASA) and University of Reading. Key partners for research in the regions include the West and Central African Council for Agricultural Research and Development (CORAF/WECARD), Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA), the African Climate Policy Centre (ACPC), CATIE, ICAR and Asia Pacific Association of Agricultural Research Institutions (APAARI).

- b. Public sector, inter-governmental and policy partners:** Governments and government agencies in all focal countries are the primary CCAFS partners for translating research into outcomes at scale. Through its impact pathways, capacity development strategy and strong investments in partnership at all stages of the research cycle, CCAFS will build on successful experiences in Phase I in working with national governments across countries such as Cambodia, Colombia, Honduras, Kenya, Mali, Nicaragua, Nigeria, Uganda and Vietnam. Inter-governmental and policy partners at global level will also be critical. Strategic Partners in this group are Food and Agriculture Organization of the United Nations (FAO), International Fund for Agricultural Development (IFAD), Inter-American Institute for Cooperation on Agriculture (IICA), New Partnership for Africa's Development (NEPAD), the Southeast Asian Regional Center for Graduate Study and Research in Agriculture (SEARCA) and World Bank. All of these are committed to shared actions with CCAFS on bringing climate-smart agriculture to scale.
- c. Non-governmental development partners:** Non-governmental development partners include international organizations, NGOs and farmers' organizations that deliver food security and agriculture programs at multiple levels. CCAFS will work directly with key programs and organizations at the national level, for example with the producer organization the Central Association of Northern Coffee Cooperatives (CECOCAFEN) in Nicaragua and the NGO Cercle de Sauvegarde des Ressources Naturelles in Benin, to deliver outcomes. Strategic Partners in this group are CARE, Technical Centre for Agricultural and Rural Cooperation (CTA), the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), International Institute of Rural Reconstruction (IIRR), the Pan African Farmers' Organization (PAFO), Women in Global Science and Technology (WISAT) and World Vision – all of which have substantial co-commitments with CCAFS in Phase II.
- d. Private sector partners:** During the extension phase, private sector partnerships have been pivotal to several large-scale outcomes (e.g. work with National Insurance Company of India, IFFCO Kisan Sanchar Limited (IKSL), Root Capital, Green Mountain). CCAFS anticipates greater research emphasis during Phase II on investment and implementation, as recently formulated Climate-Smart Agriculture (CSA) plans are rolled out. Therefore the partnership strategy for Phase II increases engagement with the private sector. At the global level, the strategy will focus on multi-company initiatives, to maximize impact across the agri-food sector e.g. World Business Council For Sustainable Development (WBCSD), a Strategic Partner. At regional and national levels, the focus will be on partnerships with individual companies with a track record of improving outcomes for smallholder farmers.

## **(ii) Roles of partners**

Strategic partners will be involved in all phases of CCAFS research and implementation, from discovery, proof of concept and to scaling-up phases along the impact pathways. Partners will be represented in the CCAFS ISC through a Future Earth steering committee member and a DG from a CGIAR Centre. Six CGIAR and non-CGIAR partners will be represented on the Program Management Committee. Strategic Partners will all be members of the Partnership Advisory Committee (PAC), which will meet once per year to assess CCAFS partnerships and strategies, reporting to into the ISC through ex officio representatives. At regional and national levels, Regional Program Leaders will be tasked with developing and maintaining partnership arrangements. Depending on the context, this includes various kinds of national or regional stakeholder groups that give input into the program.

### (iii) Partnership modalities

As far as possible, CCAFS aims to include partners at all stages of the research cycle and impact pathway. This will entail similar modalities regardless of whether partners are research or development partners. Proven mechanisms from Phase I that will be continued into Phase II are:

- **Joint calls** for research with partners e.g. with regional NARS membership bodies such as CORAF and via open competitive calls under the IFAD-CCAFS Learning Alliance
- **Co-leadership of initiatives** e.g. co-leadership of WBCSD Action Area on improving businesses' ability to trace, measure and monitor CSA progress and co-leadership of Future Earth's Water-Energy-Food Nexus Knowledge-Action Network
- **Co-hosting staff** e.g. with CCAFS staff placements at CATIE, IRI, World Bank and University of Vermont
- **Joint research agendas and questions** e.g. with NARS such as INERA in Burkina Faso, Council for Scientific and Industrial Research (CSIR) in Ghana and BRAC in Bangladesh
- **Joint policy agendas** e.g. working with Global Gender and Climate Alliance to highlight gender issues in agriculture under climate change and with multiple agencies on implementation of international policies and laws on use of genetic resources
- **Shared methodology development and application** e.g. a gender toolkit with CARE and FAO, crop yield modeling with ICAR, and knowledge and methods to tailor historic and seasonal climate information to agricultural needs with IRI and West African agencies
- **Direct support to partners' needs** e.g. responding to calls from USAID's Feed the Future program for assistance on investment options, metrics for food security under climate change, and continuous field-based learning
- **Shared strategy, planning and review** e.g. via regional workshops conducted to populate planning and reporting protocols and design impact pathways in a standard way in all projects and regions, generating strong co-ownership of targets and activities among partners
- **Data sharing agreements** e.g. with the Global Research Alliance on Agricultural Greenhouse Gases (GRA)
- **Shared studentships and degree courses** e.g. a set of PhD studentships with University of Leeds and NUI-Galway and an MSc CCAFS Masters course at NUI Galway
- **Monitoring and evaluation** of the quality of partnerships through annual indicators (e.g. proportion of CCAFS papers authored by NARES authors) and formal reviews at Flagship and CRP levels

### (iv) Strategic partnership activities

- Ongoing engagement, dialogue and review:** CCAFS has built a comprehensive and relevant range of strategic partnerships for key functions (research, capacity building, knowledge management, action on practices, policy and institutional change, and management and governance). Regular review will be essential to improving influence on policy processes. CCAFS partners have been selected during Phase I and the Extension Phase through iterative processes of stakeholder analysis, workshops at global, regional and national levels, and pilot work together. The most effective of these partnerships carry forward into Phase II. CCAFS will also work with Global Forum on Agricultural Research (GFAR) during the third Global Conference on Agricultural Research for Development (GCARD3) to engage with a wealth of development partners to ratify and refine the CRP's strategy for research and impact. CCAFS regularly reflects on partnerships through internal learning. For example, at the global level, CCAFS has reviewed its role in two key areas of partnership for policy influence ([Kalfagianni and Duyck 2015](#)), ([Okner 2014](#)).
- Regional initiatives:** CCAFS will continue close alignment with key regional initiatives on improving climate change responses in agriculture. During the Extension Phase CCAFS has

worked in Africa with the Comprehensive Africa Agriculture Development Programme (CAADP) both to provide direct inputs to countries' CSA plans (under the NAIP framework) and to provide scientific backstopping to the Alliance for CSA in Africa. CCAFS also plans to continue its close partnership with the Africa Group of Negotiators, building on several years of scientific inputs that have helped African countries to improve the quality of their contributions to various fora and processes within the UNFCCC. CCAFS has established relationships and projects with regional bodies in the target regions [e.g. Economic Community of West African States (ECOWAS), the Common Market for Eastern and Southern Africa (COMESA), Association of Southeast Asian Nations Climate Resilience Network (ASEAN CRN), SECAC] as well as with farmers' organizations [e.g. CECOCAFEN, La Federación Nacional de Arroceros (FEDEARROZ), the National Federation of Cereal and Legume Producers (FENALCE), Eastern Africa Farmers Federation (EAFF), Southern African Confederation of Agricultural Unions (SACAU), PAFO, the World Farmers' Organization (WFO)] and will work further with these agencies to scale up action.

#### **(v) Sustaining partnerships**

The most important factors that CCAFS envisages to sustain and contribute to the success of partnerships are described as partnership modalities above. These include co-hosted staff, co-leadership of initiatives, joint research agendas and methodologies, and joint agendas for policies and outcomes.

One principle that underpins CCAFS partnership strategy ([Vermeulen & Campbell 2015](#)) is that common agendas need to entail participation in partners' initiatives and goals. Hence in building Phase II CCAFS has not only invited partners to co-define outcome targets and impact pathways (via a series of regional workshops; [Schuetz et al. 2014](#)) but has also volunteered to deliver on partners' agendas. Examples include CCAFS participation in the NEPAD-led Alliance for Climate Smart Agriculture in Africa, the ECOWAS Climate Smart Agriculture initiative, the IFAD Learning Alliance for Adaptation in Smallholder Agriculture, the Future Earth Water-Energy-Food Nexus KAN, and the WBCSD Low Carbon Partnership Initiative. CCAFS also cements and sustains partnerships with NARS through working together on multiple projects that link across Flagship Programs (FP), for example with the Indian Council of Agricultural Research, the National Agriculture and Forestry Research Institute in Laos, the Institut d'Economie Rural in Mali and the Nepal Agricultural Research Council.

Clear lines of communication and responsibility are also critical to sustaining partnerships. CCAFS maintains named lead contact persons in CCAFS and in the partner organization. Under Phase I the CCAFS Director has circulated quarterly partners' newsletters, which will continue into Phase II. Coordination and administrative support should not be underestimated as a tool for sustaining partnerships. CCAFS strives to provide transparent sub-contracts and reporting procedures for partners that receive budget from the program, and memoranda of understanding or other assurances on a flexible basis when required by partners.

#### **(vi) Partnering capacity**

CCAFS' principles on CRP behaviours that promote impact ([Vermeulen & Campbell 2015](#)) include strong investment in the financial and staffing capacity for partnership. In Phase II CCAFS will make partnering capacity more explicit through a Learning Platform (LP) entitled Partnerships and Capacity for Scaling CSA. Five Regional Program Leaders and one Global Research Leader for Scaling CSA, all senior staff with substantial experience and specialized in partnership, will devote 50-100% of their time to this LP – a LP that will deliver key research products and link them closely with outcome opportunities. Moreover, CCAFS will offer this LP capacity to the wider CGIAR to provide a mechanism for all CRPs' climate change teams to participate in, or contribute research findings to, partnerships that maximize outcomes from research.

CCAFS will also use multiple mechanisms to maintain and enhance capacity for partnership. Firstly, the CRP will act on the advice of partners given at annual Partnership Advisory Committee meetings. At a more operational level, CCAFS will ensure participation of partners in all key strategy, planning and review events at regional level. The online planning and reporting system will include partnerships needs analysis and performance analysis as compulsory modules. Partnership administration will entail training in – and improvement of processes for – partner sub-contracting, process management and reporting. Finally, CCAFS will provide technical and financial support to networks, platforms and events that are shared with partners.

**Link to list of strategic partners**

<https://ccafs.cgiar.org/strategic-partners>

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