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Nutrition
and Health**

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Agriculture for Nutrition and Health

Strategies and principles for
transformative partnerships

DRAFT

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Agriculture for Nutrition and Health: Strategies and principles for transformative partnerships

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FOREWORD

The Consultative Group on International Agricultural Research (CGIAR) seeks to ensure that its agricultural research better and more directly serves the needs of the poor. In its new vision (CGIAR SRF 2010), the CGIAR commits to reduce poverty and hunger, improve human health and nutrition, and enhance ecosystem resilience through high-quality international agricultural research, partnership, and leadership. The adoption of a system-level outcome to improve human health and nutrition is new for the CGIAR, and the Agriculture for Nutrition and Health (A4NH) research program has been developed to directly and strategically address this new CGIAR commitment.

The starting point for A4NH is that agricultural practices, interventions, and policies can be better adapted and redesigned to improve health and nutrition benefits and to reduce health risks. Agriculture will need to develop and expand to meet the food needs of a growing population from a finite resource base. How agriculture develops to meet this need will have real consequences on the health and nutrition of people. Thus, this research program will work at the interface of the agriculture, nutrition, and health sectors.

Moreover, the emphasis placed in the CGIAR's vision that research should contribute more effectively to development outcomes and impacts has prompted the proposal of three impact pathways – value chains, programs, and policies – through which agricultural research can contribute to improved nutrition and health outcomes and impacts. In accepting this impact pathway approach, the A4NH program recognizes that fundamental changes in partnerships and capacity development will be required. As a first draft, this document aims to lay out the strategies and principles necessary for successful engagement in partnerships that will lead to enhanced impact on the ground.

During the development of the A4NH research proposal, stakeholder inputs were important in guiding the vision and scope of the research program. Now, as we move forward into planning and implementing A4NH, we are again asking for the inputs of stakeholders. In this draft partnership strategy, we have proposed ideas across essential stages of the partnering process. As an important next step, we are circulating widely this initial draft for the purpose of receiving constructive advice and comments that will contribute to the development of a comprehensive strategy for the development and maintenance of effective A4NH partnerships.

Innovative partnership practices will be imperative if this new agricultural research program is to contribute usefully to improving health and nutrition for the poor. We look forward to your advice and guidance on how these partnerships can make a difference and be truly transformative.

John McDermott

Director, CGIAR Research Program – Agriculture for Nutrition and Health (A4NH)

1. Introduction

Hunger, malnutrition, and poor health are persistent development challenges that form the focus of the CGIAR research program *Agriculture for Nutrition and Health (A4NH)*. While agriculture has made remarkable advances in the past decades, progress in improving the nutrition and health of poor farmers and consumers in developing countries continues to lag behind. Thus the CGIAR introduced a new system-level outcome of improving nutrition and health to its long-standing outcomes of reducing poverty, improving food security and the sustainable use of natural resources. A4NH is the research program in the CGIAR research portfolio that is specifically designed to address this new CGIAR system-level outcome.

In taking on this new challenge, the A4NH program recognizes that transformative partnerships will be central for success. Transformative change is required to:

- Forge cooperation between agriculture, nutrition, and health sectors so they work together in new ways, understanding the contributions that each sector can make and how they can work together to achieve more;
- Strengthen the capacity of national research organizations and scientists in these sectors to provide knowledge, evidence, and direction to country, regional and global development goals; and
- Build new relationships between researchers and development implementers and enablers for faster progress in achieving development outcomes and impacts.

The problems of poor nutrition and health are urgent. Contributions to improve nutrition and health in different contexts will be varied and need to be captured from a range of possible sources. For agriculture, the principle premise is that agricultural practices, interventions, and policies can be adapted and redesigned to maximize health and nutrition benefits and reduce health risks.

For the A4NH program, one of its most important formative tasks is to engage with key partners around a common partnership strategy and according to a set of partnership principles. Our assumption is that better nutrition and health outcomes and impacts cannot be achieved without transforming current partnership approaches. That will include working in partnerships from the inception of an idea all the way to the implementation of research findings. Yet partnership development requires the right set of skills. The existing research that comes together under the A4NH program already works with an extensive network of partners, which will be adapted where needed. Some of the partnerships that exist are excellent but some may benefit from improvement. There remain great opportunities for many national research and development partners to expand their roles and responsibilities across the spectrum of agriculture, nutrition, and health research for development.

The A4NH proposal used stakeholder inputs in guiding its vision and scope. However, as we start to plan and implement the program it is critical that we engage our partners in a systematic and specific process of defining a partnership strategy and agreeing on partnership principles. The strategy needs to incorporate strategic thinking, clear objectives and impact pathways, and systematic processes. Principles need to consider capacity, equity, performance, and new behaviors. This strategy and principles document begins by briefly describing the research program and its components. It then addresses the principles for partnerships around this program and some key steps for moving forward in the planning, development, and management of transformative partnerships.

2. The A4NH research program

The starting point for A4NH is that agricultural practices, interventions, and policies can be better adapted and redesigned to maximize health and nutrition benefits and reduce health risks. The primary focus of A4NH will be to contribute to improving human nutrition and health. To achieve this goal, A4NH will bring together research and development professionals across the agriculture, nutrition, and health (ANH) sectors to jointly tackle key challenges and design joint solutions.

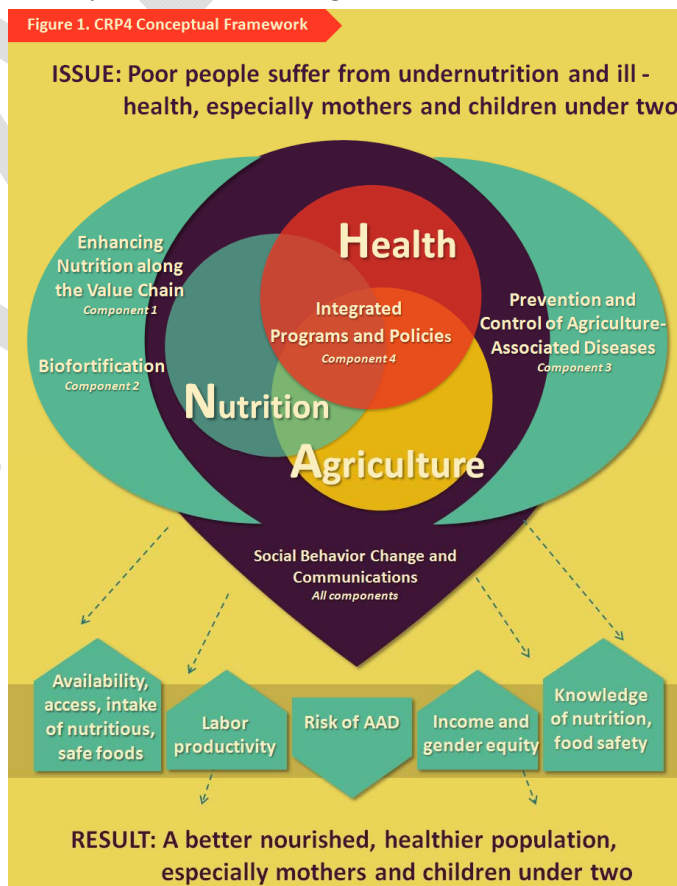
A4NH Strategic Goal

A4NH is a research program that will **work to accelerate progress in improving the nutrition and health of poor people** by exploiting and enhancing the synergies between agriculture, nutrition, and health through four key research components: value chains, biofortification, control of agriculture-associated diseases, and integrated agriculture, nutrition, and health-related programs and policies.

A4NH Strategic Framework and Research Components

The key development challenges that the program will address are the stubborn problems of undernutrition and ill health that affect millions of poor people in developing countries. A4NH will leverage agriculture to improve the nutrition and health of the poor through four research components (see Figure 1). Component 1 focuses on opportunities to improve nutrition along value chains to increase the poor's access to nutritious foods. Component 2 aims to improve the availability, access, and intake of nutrient-rich, biofortified staple foods for the poor. Component 3 addresses food safety issues along the value chain, including the control of zoonotic diseases and the better management of agricultural systems to reduce the risk of human diseases. Component 4 addresses the need for integration among the agriculture, nutrition, and health sectors, at both the program and policy levels.

These four components were selected based on discussions and brainstorming with representatives from 12 CGIAR centers and a wide range of partners who participated in the A4NH planning meeting in July 2010. Their selection arises from the recognition and consensus that poor diet quality and related micronutrient deficiencies are now the most pressing nutritional problems affecting the poor. Similarly, the severe disease burden from food-borne infections and zoonotic diseases is associated with changes in agricultural practice and policy, and therefore requires agricultural solutions. As agriculture is the main livelihood strategy for the poor, it is they who are disproportionately affected by these health and nutrition problems. For A4NH to adequately tackle these challenges, the program team carefully as-



sessed the opportunities that exist within the current (and future) research portfolio of the CGIAR and its partners to leverage agriculture, to improve nutrition and health, and to exploit their potentially powerful synergies to achieve the common goal of improving the nutrition and health of the poor.

Research Objectives

The A4NH research objectives across the different components are as follows:

1. Generate knowledge and technologies to improve the nutritional quality and safety of foods along value chains (Components 1, 2, and 3).
2. Develop, test, and release a variety of biofortified foods, as well as other nutrient-rich foods that are affordable for and accessible to the poor (Components 1 and 2).
3. Generate knowledge and technologies for the control of zoonotic, food-borne, water-borne, and occupational diseases (Component 3).
4. Develop methods and tools to improve the effectiveness, efficiency, and timeliness of surveillance and monitoring systems and to permit meaningful evaluation of complex multi-sectoral programs and policies (Components 1-4).
5. Produce evidence of nutritional and health burdens and benefits and of the returns to different interventions in different sectors (Components 1-4).
6. Assess and document changes in dietary and nutritional patterns and risks of agriculture-associated diseases among poor people in intensifying systems, and identify and test agricultural options to enhance nutrition and health benefits and mitigate risks of agriculture intensification in these populations (Components 1 and 3).

3. Overview of the research components

Component 1: Value Chains for Enhanced Nutrition—will focus on increasing the demand for nutritious foods among poor rural and peri-urban households, and on identifying leverage points along the value chain where innovative nutrition interventions can be incorporated to stimulate both the supply and the demand for nutritious foods. It will build on work on value chains carried out by the CGIAR and other partners on nutritious (usually high-value) foods. Specifically, it will:

- develop innovative approaches and tools to analyze the value chain, using a “nutrition lens” combined with a consumer focus.
- implement research to identify leverage entry points to enhance the nutritional value of select nutrient-rich foods along the value chain.
- develop tools to assess and correct information asymmetries regarding nutrition among different value-chain actors, including consumers.

This component’s impact will result from (i) enhanced nutritional knowledge and awareness created among value chain actors, including consumers, and (ii) the greater selection of safe and affordable nutrient-rich foods available and accessible to the poor through informal and formal markets.

Component 2: Biofortification—will develop and test biofortified, nutrient-dense staple crops and make these novel crops available to the poor and undernourished. This component incorporates the HarvestPlus Program which has developed a range of staple crop varieties with increased micronutrient levels and assessed their adoption and nutritional efficacy. The future focus will be on mainstreaming nutrient improvement into crop breeding programs and accelerating the delivery of micronutrient-rich crops through a variety of agri-food chains. This program plans to have a profound impact in lowering the prevalence of iron, zinc, and vitamin A deficiencies over the next six years.

Component 3: Prevention and Control of Agriculture-Associated Diseases—will enhance the health of poor communities by assessing, preventing, and mitigating agriculture-associated health risks through research for improved food and water safety; control of pathogens that can be transmitted from animals to humans (zoonoses); and management of agroecosystems for better health. This component will find and develop solutions and innovations to reduce the risks of agriculture-associated diseases; understand and support appropriate institutions and incentives that will make these efforts sustainable; assess the impact of interventions; and develop communications, advocacy, and influence strategies that will enable the uptake and use of those interventions.

Component 4: Integrated Agriculture, Nutrition, and Health Programs and Policies—will exploit and enhance the synergies between agriculture, nutrition, and health through operational and policy research that permits (i) more effective integrated community-level programming, and (ii) the cultivation and strengthening of an enabling policy and institutional environment to support relevant action. This component will harness both the synergy of integrated programming and the potential for sustained policy commitment to best realize the benefits of agriculture, nutrition, and health.

4. Impact pathway proposition

Perhaps the most fundamental goal of the reform of the CGIAR is to change its research to more effectively support development outcomes and impacts. This is a central part of the A4NH proposal, which highlights three distinct impact pathways. An overview of the proposed impact pathways is provided in Figure 2.

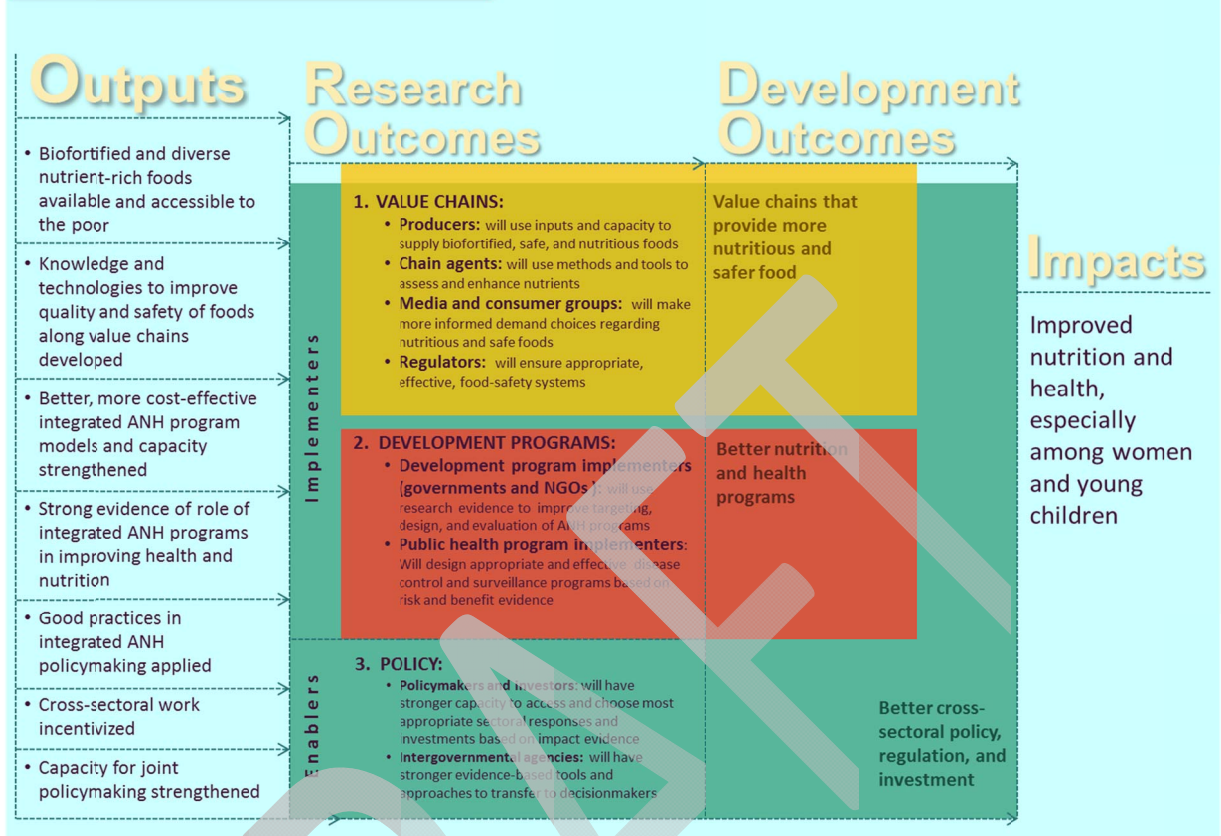
Value-chain Impact Pathways

The research program will add value to existing research by bringing focused attention to the quality and safety of foods as they pass through value chains to consumers. A4NH research will contribute to value chains through four principal ways by:

1. **Providing food producers with opportunities to supply** safer and more nutritious foods.
2. **Enhancing or protecting the nutritional value and safety of foods along the value chain**, from production to postharvest handling and storage, and on through processing and distribution to consumers.
3. **Providing information and knowledge to consumers** to positively influence behavior in seeking more nutritious and safer foods.
4. **Helping policymakers assess and manage nutrition and safety risks** at different points along food value chains.

There are several points of entry along the value chain where outputs of this research program will be used by different value-chain actors. This research program will support the ability of poor producers to participate in new market opportunities and to ensure that nutritious and safe foods are available, accessible, and affordable to poor consumers. At the policy level, evidence from nutrition- and food

Figure 2. CRP4 Program Impact Pathways



safety-focused value-chains research will inform policymakers, regulators, and public and private investors on the nutritional, health, income, and other benefits and risks to be considered in any decision making on value chains.

Development Program Impact Pathway

Research outputs from this research program will provide important inputs for integration into current and future programs through evaluation activities by development partners. Enhanced monitoring, evaluation, and learning by development partners will include testing and adapting and scaling-up some of the research findings of other program components. This will include the provision of inputs at critical stages in the program design, targeting, planning, implementation, evaluation, scale-up, and assessment cycle. Outputs from the research program are expected to contribute to other, more specific agriculture-nutrition and agriculture-health programs implemented by development partners. For example, research will be integrated into the development of country-owned and country-managed programs as part of broader alliances such as the Ending Child Hunger and Undernutrition (REACH) partnership, the Global Alliance for Improved Nutrition (GAIN), and Scaling up Nutrition (SUN).

Policy Impact Pathway

The evidence base, knowledge, tools, and technical inputs developed by this research program are designed to help decision makers make better investments and policy choices. In particular, better

approaches for data collection, analysis, and metrics to assess cross-sectoral outcomes are needed. Researchers will collaborate with universities, other advanced research institutes, and key developing country research institutions in this area. The ability of the research program to engage policymakers and national governments in evidence-based processes will be critical to the program's initial success.

While better evidence for decision-making is necessary, it is far from sufficient to achieve policy impacts; evidence needs to be communicated effectively so that it is useful to decision makers. This research program will bring the cross-sectoral ANH knowledge and tools into broader policy processes, in close partnership with other research programs of the CGIAR. There is increasing scope for doing this in Africa through the AU-NEPAD CAADP process, which links broader continental and regional policy processes to specific policies and implementation plans at the national level. IFPRI – with its strong links with policymaking processes and economic research institutions in Africa and Asia – is well placed to ensure that evidence-based information reaches decision makers. At the same time, a concerted effort needs to be made to strengthen the capacity in national governments for analysis, planning, program design, and evaluation of cross-sectoral agriculture, nutrition, and health. This can build on existing efforts to develop a coalition of research and capacity training partners for this purpose.

5. Agriculture for nutrition and health – change will require smart and transformational partnerships

The A4NH partnership challenge flows from the goals, objectives, impact pathways and research scope.

The motivation behind the A4NH program is that there is great urgency in drastically reducing undernutrition and health problems in low and middle income countries and that agriculture can do much more in contributing to better nutrition and health. The program is committed to working so that its research can have greater impact through supporting key development actors and building the capacity of research and development institutions and actors in low-income countries. A4NH also recognizes that it and other partners will need to work in new ways to forge performing partnerships between the agriculture, nutrition, and health sectors in a way that has not been done previously.

The leaders of the A4NH program are committed to a partnership process that incorporates strategic thinking, systematic processes with partners, innovative behaviors and resources, and implementation of best partnership performance practices. There will be different types of partnerships for different purposes. Though research plays an essential and catalytic role in the achievement of nutrition and health development outcome and impacts, it must partner with and support others effectively for progress to be achieved.

Partnerships for impact: To achieve improved nutrition and health in low-income countries, different partners in those countries must have the capacity to lead, adapt, and drive the change. Just as the A4NH partnership strategy is based on contributions to the three impact pathways described above, A4NH partnerships must focus on achieving nutrition and health outcomes through these three pathways. The role of partners in these processes will depend on what value they can add to achieving impact. The value addition and comparative advantage of partners will also determine the nature of the various A4NH partnerships.

Cross-sectoral partnerships: A unique partnership feature of A4NH is the need to forge new cross-sectoral partnerships. Better partnerships among ANH sectors are critical, and since these sectors do not need to work on every issue together, strategic analysis is required to determine where the sectors need to align along the impact pathways and more specifically, which actions necessitate collaboration. When more joint actions are required, it will be important to understand the value added by each sector as well as the sectors' respective roles and responsibilities. There is little doubt that agriculture, nutrition, and health sectors can improve their partnership performance to reduce undernutrition and improve health.

"[W]e need partnerships and innovative alliances...We needed to tear down the silos that prevented us from working creatively and smartly together." (Hillary Rodham Clinton, April 26, Global Impact Economy Forum)

As some interesting cross-sectoral, nutrition-related partnerships already exist, it may be worthwhile to explore these models for some potential lessons learned. Table 1 presents four such partnership approaches that are based on extensive collaboration with a broad network of partners.

Table 1: Approaches to Achieving Transformative Change in Nutrition Initiatives (source: McLachlan and Garrett, 2008)

Name	Mission	Strategy	Structure	Activities
Global Alliance for Improved Nutrition	Build momentum to end vitamin and mineral deficiency through fortification by mobilizing government and private sector involvement. Transformative change potential implicit	Brokering - drawing on resources in each sector, facilitating operational partnerships, building government and business capacity and consumer demand	National Fortification Alliances provide opportunity for equal participation, Business Alliance for Food Fortification promotes business involvement	Alliance activities at global and national levels have potential to generate deeper commitment to nutrition goals in all three sectors
HarvestPlus (Bio-fortification part of A4NH)	Harness the power of plant breeding to end vitamin and mineral deficiencies, broaden focus of plant breeding to include health factors. Transformative change potential implicit	Adopts an integrated food- systems approach; involves all relevant stakeholders at various levels in the system; builds local capacity for multi-sectoral work	Expert-led interdisciplinary, global alliance, involving developed and developing country partners; business, NGO, government and research institutions	Systems approach helps to shift perspectives on nutrition and how to address it among agriculturalists and health personnel
Partnership for Child Nutrition	Aims to facilitate breakthrough solutions to persistent nutrition problems. Creates conditions to facilitate new understanding of problems at local, national and global levels and generate innovative solutions	Promoting cross-sectoral collaboration - involves and creates conditions for collaboration across sectoral boundaries, in problem understanding, solution generation and implementation. Explicit emphasis on participants' personal commitment and openness to change	Multi-stakeholder partnership formed through consultation to ensure it represents the system, 'champions' from government, business and civil society provide overall legitimacy to project. 'Lab team' serves as microcosm of the nutrition system and takes responsibility for modeling and disseminating a 'new way of solving problems'	Problem analysis, reflection and action involves microcosm of whole system; prototypes model 'new reality'
RENEWAL	Implicit, to support new ways of understanding the linkages between HIV/AIDS and food and nutrition insecurity; build capacity and improve communication	Explicitly adopts multidisciplinary and multi-sectoral approach, involving representatives of health and agricultural ministries, research organizations, national AIDS commissions, NGO, and people directly affected by HIV/ AIDS and food and nutrition insecurity	Regional networks of food- and nutrition-oriented organizations (involving government, business and civil society) with partners in HIV/AIDS and public health. Seeks to improve impact through locally prioritized action research, combined with improved capacity and communication	Expert-led situation analysis, followed by multi-stakeholder consultations which set priorities for action research and make recommendations on local network governance. Studies contracted, then discussed in local, national and regional forums

6. Partnership principles

The **key principles** to guide partnerships in this research program will include:

- Agreement of all partners on key goals and objectives;
- Commitment to engage in an inclusive, transparent, and trustworthy manner;
- Commitment to ensure that the partnership adds value to A4NH impact pathways;
- Identification of clear, mutual benefits for each partner;
- Adherence to mutual accountability and respect;
- Acknowledgement that roles and expectations are clearly understood among all partners; and
- Practice that shows that value addition matters, not seniority and hierarchy.

We view partnerships as:

long-term, sustainable collaborative relationships with shared responsibility, mutual respect, and clear accountability in which different parties join together to achieve a common goal while contributing to each institution's mandate that would not be possible for either partner to achieve alone in a cost-effective or time-efficient way.

Given the cross-sectoral nature of A4NH and its strong focus on impact pathways, A4NH partnerships will be diverse - not only across academic backgrounds (nutrition, health, agriculture, gender), but also along the spectrum of actors involved in the impact pathways. Additionally, it is expected that partnership relationships will change over time as agriculture, nutrition, and health become more entwined, new research areas evolve, capacity needs are identified, and the program moves forward in its implementation.

7. Nature of partnerships

Depending on their roles, partners are classified into four broad categories: **enablers, development implementers, value chain partners, and research partners**. Some partners can be classified into different roles at the same time. **Enablers** include policy and decision makers as well as investors who are all involved in the creation of implementation enabling environments at different national, regional, international, and global levels. **Development implementers** include government departments and ministries, the United Nations, and other global initiatives, NGOs, civil society organizations, and farmers' groups that all play critical roles in development programming. **Value chain partners (actors and representatives)** include private-sector companies, public-private initiatives, associations, and groups that focus on the quality and safety of foods in value chains. **Research partners** include both advanced and developing-country research institutes and academic institutions at the national and international level that are involved in ANH.

It is important to realize that within the categories mentioned above, the research program already has diverse relations with a multitude of organizations ranging from pure transactional relationships to full partnerships. The table and charts presented in this section result from an initial baseline assessment of the nature and status of A4NH partnerships. The matrix presented in Table 2 gives an overview of the various types of partners that are included in the research program. Though the status of the partners is dynamic and the table should be considered as an approximation of the current A4HN partners, it does show that the research program is very well embedded in research partnerships and that more effort will be needed to strengthen partnerships with, for example, the private sector.

Table 2: Overview of Current Partnerships in A4NH

Type of partner	Geographic level	Nares	University	Research Institute	Government Organization	NGO	Development Agency	Farmers' Organization	Private Sector	TOTAL
Enabler	International	0	0	0	0	0	2	0	0	3
	Regional	0	0	0	1	0	0	0	0	
	National	0	0	0	0	0	0	0	0	
Development Implementer	International	0	0	0	2	8	3	0	3	58
	Regional	0	0	1	1	3	0	0	0	
	National	2	0	0	22	9	1	3	0	
Value Chain	International	0	0	0	0	0	0	0	0	11
	Regional	0	0	0	0	0	0	0	0	
	National	1	0	0	2	1	1	5	1	
Research	International	0	11	18*	2	0	1	0	1	126
	Regional	1	0	5	0	1	0	0	0	
	National	17	43	16	4	4	0	0	2	
TOTAL		21	54	40	34	26	8	8	7	198

***Note:** 11 of these 18 international research institutes are CGIAR centers

Figure 3: Current A4NH Partnerships by Program Component

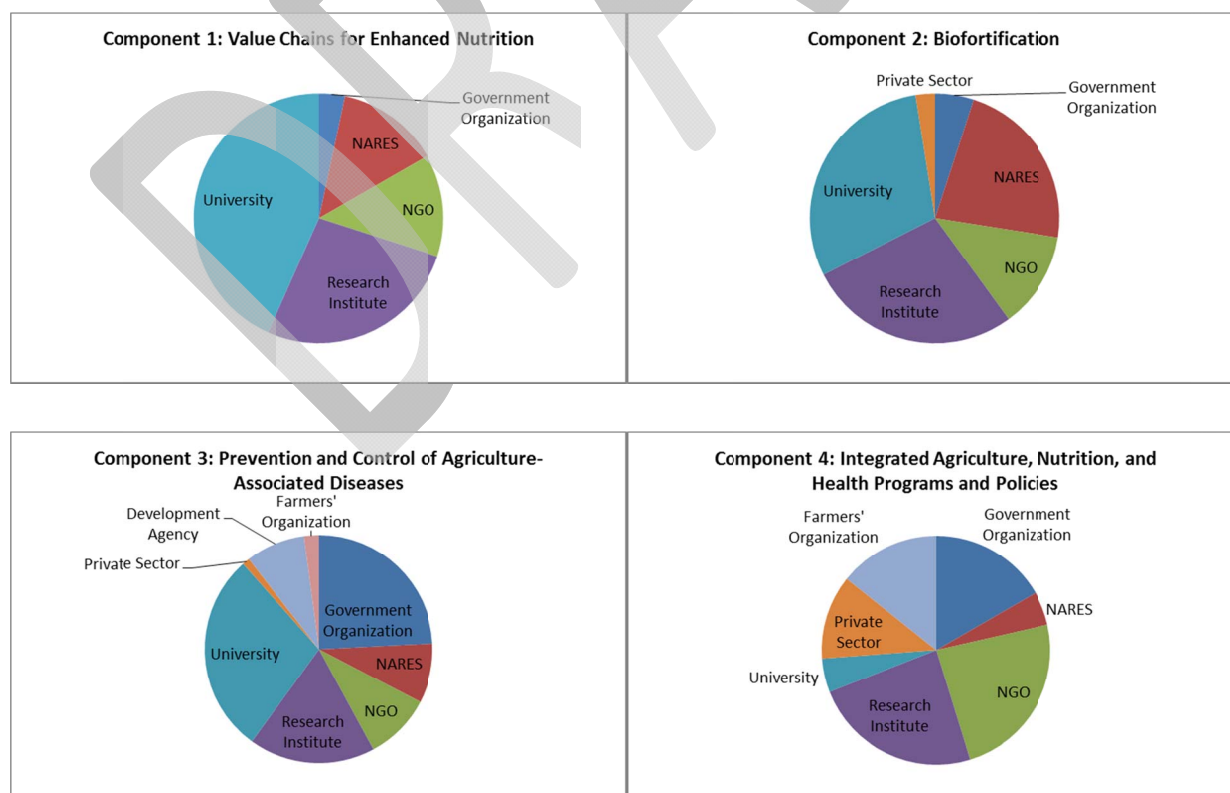


Figure 3 shows the current partners per component. While further analysis will be required, the graphs do give indications where perhaps partnerships could be further strengthened. For example the component on value chains currently does not have any private sector partnerships. Figure 4 shows the geographical spread of the partners.

Figure 4: Partners Involved in A4NH



8. Framework for Smart Partnership Identification (SPI)

Selecting the right partners at the right time will be essential to optimize the performance of A4NH partnerships. This is a dialogue process between the partners that recognizes mutual contributions, benefits and incentives. From the A4NH perspective, we describe how we see partnerships can be developed to enhance impact, taking into consideration impact pathways, geographical factors, and thematic considerations. To achieve this, an appropriate set of ingredients will be needed, namely a **well-defined vision, the right set of skills, incentives, resources, and a clear plan**. If any one of these ingredients is missing, then working in partnership will not achieve the intended objectives.

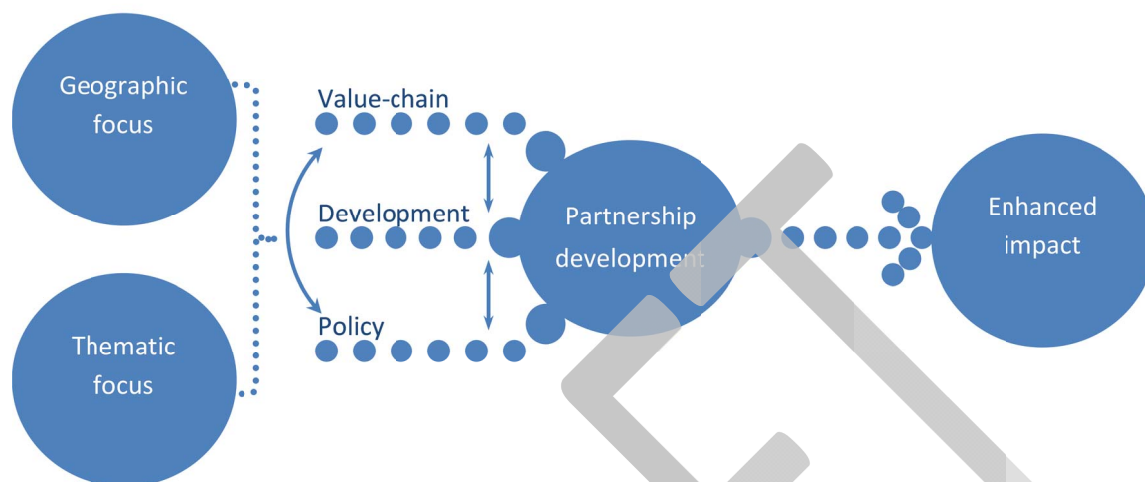
In working to accelerate progress in improving the nutrition and health of poor people, the research program is expected to enhance the contribution of agriculture research outputs that support the performance of key actions through three major impact pathways:

1. **value chains** that make more nutritious and safer foods accessible to the poor;
2. stronger and more effective **development programs** that successfully integrate agriculture, nutrition, and health; and
3. **policies** that promote a supportive and enabling cross-sector policymaking process and investment environment.

Given the program's broad geographical reach as well as research scope, partnership opportunities will be developed around appropriate themes and geographic groups (regions, countries) within the impact pathways. It is foreseeable and desired that partnerships within the separate thematic and geographic

groups will overlap so that the geographical context is integrated in the research discussion. Figure 5 shows the overall framework that will be followed in developing partnerships.

Figure 5: Framework to Develop Smart Impact Enhancing Partnerships



Geographic Approach

Geographical partnerships will be developed at three levels: global, regional, and national. At the global level, the emphasis will be on how global public goods can influence broader inter-governmental and investor outcomes at scale. There will also be an emphasis on research into partnerships for learning new approaches, cross-sectoral metrics, and methods for sharing evidence and advocacy.

At the regional level, approaches for identifying and working with partners will differ across the major regions in which A4NH works. In sub-Saharan Africa, at the continental and regional level, the program will align with the Comprehensive African Agriculture Development Program (CAADP) process and work in close collaboration with the African Union/ NEPAD and the regional economic communities (RECs). CAADP provides an effective framework for interaction at the continental and regional scale, particularly around Pillar 3 (Food Security and Hunger) and Pillar 4 (Research and Extension). In individual countries, A4NH will rely on linking with partnerships largely coordinated by others and on testing promising research options with partners in hope of learning lessons for broader application. Research in support of nutritionally sensitive value chains will link with value chains supported by other CRPs in specific focal countries for biofortified foods and with other partners such as the Global Alliance for Improved Nutrition (GAIN). Research on agricultural-associated diseases will engage in partnerships in key regions devoted to specific activities. Research support to integrated programs will link to partnerships driven by partner development implementers. For the policy impact pathway, A4NH will rely on linkages to broader policy support processes, particularly IFPRI's Country Strategy Support Programs (CSSP) in specific countries.

For South Asia, the program will focus initially on Bangladesh and specific states in India and look for opportunities to engage other countries. In Bangladesh, A4NH will build on the strong existing partnerships of CGIAR centers. The critical partner in almost all partnerships in Bangladesh is BRAC. For

India, there are already key partnerships for better understanding how agricultural investments and improved economic growth enhance nutrition and health outcomes among the poor. Research on agricultural-associated diseases will build on work to support state governments and civil society in poor states in the east of the country such as Assam and Nagaland.

In Latin America and the Caribbean, the A4NH research focus will be on food systems and bio-fortification. A4NH will work with a focal point from EMBRAPA who will assist in coordinating the partners in the region. The country focus will be on poorer countries in Central America.

In all three regions, a strong emphasis is placed on creating country ownership and capacity through the impact pathways. While sub-Saharan Africa and South Asia will remain the program's focal regions, A4NH will look to share experiences and lessons in other regions. For example, given its dynamic value chains, south-east Asia is a critical region for better understanding food safety research and capacity issues in rapidly evolving value chains and diseases associated with agricultural intensification.

Thematic Approach

Many partnerships will be developed within specific research areas given the complexity and breadth of A4NH. The goal will be to support functional, fit-for-purpose partnerships that integrate agriculture, nutrition, and health across an important research-for-development domain.

One example of a research area that might have a smaller cross-CRP scientific team is the assessment and control of aflatoxins. The scientific group would combine work done for pre-harvest and post-harvest control in maize and groundnut value chains, improving diagnostic and surveillance methods to estimate risk, targeting high-risk groups, evaluating control interventions, and understanding the economics of control in the agriculture and health sectors. Another example would be in forging a partnership among different research groups and development implementers around the development and use of cross-sectoral metrics for agriculture, health, and nutrition outcomes and impacts.

As program research evolves, the research partnerships built around them will similarly evolve in order to pursue cutting-edge research, guidance, and implementation for improved nutrition and health. This thematic approach together with the geographic approach described above represent the starting point for developing smart impact enhancing partnerships. These approaches will help identify potential partnerships that can add value along the three main A4NH impact pathways. Partnerships will then be developed with the express intent of enhancing impact and with the explicit understanding that they will be guided by the partnership principles set forth in this strategy.

9. Moving forward – how to plan, develop and nurture more effective partnerships

A4NH builds on an existing base of research and partnerships. However, A4NH brings a greater commitment to research contributing to outcomes and impacts. This complements many global, national and regional efforts in agriculture, nutrition and health that are emphasizing partnership, country ownership and capacity development. This offers new opportunities to refresh current partnership thinking and practice and align these with nutrition and health outcomes and impacts. Where gaps currently exist or are anticipated, discussions can be initiated with new partners.

Beyond strategy, more careful attention to the planning, practice and evaluation of partnerships is needed. A systematic process, learning from the past and recognizing new imperatives of country ownership and leadership and the changing importance of different actors such as the private sector

and civil society is required. A systematic assessment of partnerships, taking into account **leadership, management systems, people, and culture** is planned.

Clearly partnerships exist so that the partners can achieve more than they would by working alone. Given the high priority for country-owned and led partnerships in agriculture for nutrition and health, long-term and sustaining partnerships with national partners are critical. In these partnerships, it is imperative that the capacities for country teams are supported.

1. Development of a Strategic Partnership Plan

It is especially important to relatively quickly discuss and agree upon a more detailed and coherent partnership plan from a partnership perspective. This partnership plan will start with the current status and look forward to a vision of 10 years. Progress can be reviewed and adjustments to the plan made every 2-3 years. For the first three years of the program, the partnership plan will need to be aligned with the approved A4NH proposal and use the SPI Framework described above.

A planning process, applying a systematic tool summarized in Table 3 is envisaged. The plan starts with establishing **key issues** and from these, a set of **desired outcomes** will be identified. To achieve these desired outcomes, a set of **activities** will need to be carried out. This is where current and future partners will be identified, taking into account the SPI framework outlined above. Clearly, **resources** will be needed and this also has to be mapped. Whereas the SPI framework guides an overall and ongoing process of partnership identification and development, the partnership master plan will more systematically review the individual roles of partners and how individual partner and overall partnership performance can be enhanced.

Table 3: The Partnership Planning Tool

1. Key issues	Outline activity	3. Activities						4. Evidence of success
		Current partners			New partners			
		1	2	3	4	5	6	
	A	X	X					
	B		X	X	X			
	C			X		X		
	D	X	X	X	X	X	X	
	E					X	X	
2. Desired outcomes	F						X	
	5. Resources							

Source: Adapted from “The Partnering Initiative”

Action: A Partnership Plan will be developed by mid-2013 in discussion with partners and leading thinkers in the field of agriculture for improved nutrition and health.

2. Partnership building and maintenance

For all new partnerships, partnership building and maintenance along the “partnership cycle” will be followed (Table 4). Phase 1 will include the **scoping and building** of a partnership. It is during this phase that the roles, responsibilities and capacities of partners will be jointly assessed. Once new or renewed partnerships are identified, a partnership agreement will be developed that is based on mutually agreed objectives and principles. The **management and maintaining** phase will entail careful structuring, the mobilization of internal and external resources, and the delivery of what was planned. The monitoring and evaluation of partnerships – which is discussed further on in more detail – will be carried out in the **reviewing and revising** phase. Finally, in the **sustaining outcomes** phase of the partnership cycle, partners discuss how the partnership has progressed and whether the partnership should be sustained, evolved or completed.

Table 4: The Partnership Cycle

Phase	Activities
Scoping and building	Scoping Identifying Building Planning
→ Partnership Agreement	
Managing and maintaining	Structuring Mobilizing Delivering
Reviewing and revising	Measuring Reviewing Revising
Sustaining outcomes	Scaling Moving on

Action: In discussion with partners, we can consider if we need and want to assess current partnerships according to the partnership cycle.

3. Agriculture for Nutrition and Health Partnership Platforms

Partnership Platforms can be developed for different purposes and at different levels (national, regional, and international) depending on partner objectives and interests. They can provide a space for a number of partners with similar interests or ambitions to exchange information, determine priorities, and plan joint actions. For research and capacity development at the international level, A4NH already partners with the Agri-Health university network. It is anticipated that other partnership platforms at the regional and national level will be identified or may arise. Most of these will be organized and managed by others, but which can have a productive partnership with A4NH.

Action: A4NH will explore the establishment of different partnership platforms based on mutual interests. The potential to develop partnership platforms in different regions and countries will be discussed during regional and national consultations as the partnership strategy is implemented. For example, a number of countries have or are developing joint zoonotic disease platforms across Ministries and Institutes of Health and Agriculture.

4. Partnership with the private sector

The private sector is increasingly an important, and in some cases, main player in agricultural production, health delivery and food systems. The private sector is increasingly interested in promoting nutrition and health through agriculture. Currently, the main linkages between the private sector and A4NH are through broader public-private platforms such as GAIN and the World Economic Forum (WEF). There are a smaller number of private companies involved in other specific activities, such as the engagement of the private sector in scaling-up seed systems for bio-fortified staple crops. It is envisaged that linkages with private sector companies will be developed as the value chain impact pathways to enhance nutritional quality and food safety are further elaborated. A4NH will explore and develop public-private partnerships to bring together the power of research innovation with business and social innovations.

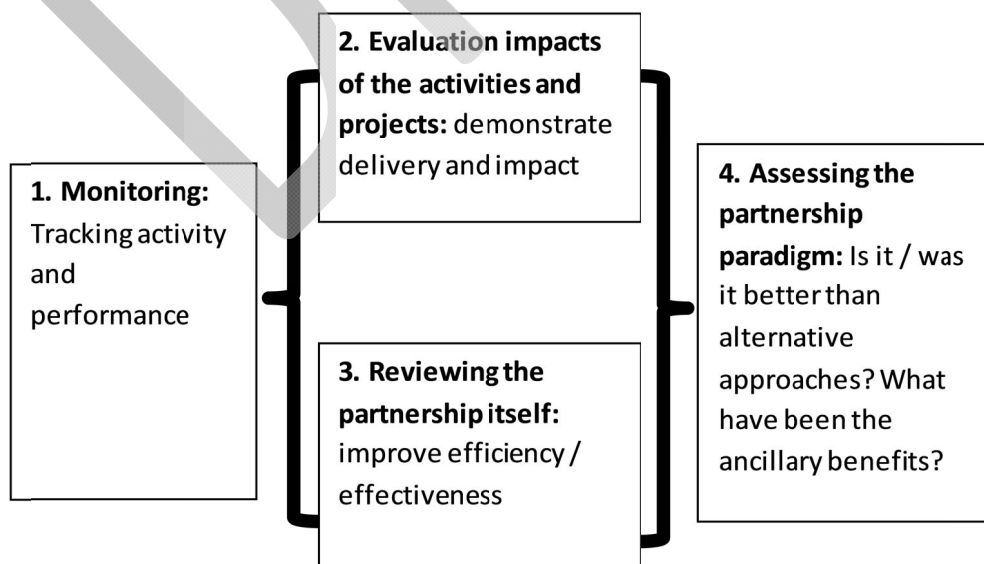
Action: The A4NH partnerships with GAIN and WEF will be further developed and further opportunities for appropriate public-private partnerships to link research with business and social innovations will be actively explored.

5. Monitoring and evaluation (M&E)

An important element in the planning and practice of partnerships requires agreement on how the partnership will be monitored, evaluated and evolve. The monitoring and evaluation of partnerships should not only focus on tracking the activities and performance, but should also give periodic consideration to alternative arrangements and practice (see Figure 6).

Within the CGIAR, the Consortium Office will develop an overall process of seeking partners' perspectives and evaluating CGIAR partners. As this process develops, A4NH will monitor and evaluate more specific elements of its partnerships, given their importance to outcomes and impacts and the unique cross-sectoral nature of the partnerships needed.

Figure 6: A Model for Monitoring and Evaluation (Source: The Partnering Initiative, 2012)



The partnership evaluation framework will have two levels of focus. At the **individual partnership level**, the evaluation will look at the costs and benefits as well as the opportunity costs and organizational aspects of the partnership. The **partnership as a whole** will also need to be evaluated on a wide range of factors, including an analysis of the partnership itself, the partnership approach, and the impact. A whole range of partnership agreements are already in place, as a first step to ensure that the various partnerships are aligned with impact pathways for improving nutrition and health. In this regard, a review of partnerships could use a Partnering Agreement Scorecard, containing key partnership dimensions.

As mentioned, the M&E of partnerships goes beyond looking at the extent to which deliverables were achieved. Determining the value added of a partnership is not something that can easily be done in a quantitative manner and therefore will depend on a range of qualitative factors. To guide these discussions, Michael Warner and the Partnership Initiative suggest the following formula:

$$AV = (OP + AQ + AB) - (R + T) - A$$

Where:

AV = Added value of the partnership

OP = Outcomes of the partnership (extra to what would have happened anyway)

AQ = Added quality of the solution

AB = Auxiliary benefits (including social capital, etc.)

R = Resources contributed

T = Transaction costs (facilitation, brokering, etc.)

A = Net benefit of the most likely alternative

We expect that more rigorous monitoring and evaluation of partnerships will highlight a number of areas for research into partnerships about what works and does not work. For example, frameworks for understanding public-private partnerships may not be suitable for NGO or cross-sector partnerships. Likewise, the approach to partnerships in Asia might not necessarily be the right approach for Africa and vice versa. We envisage that with time, specific research topics will arise that can be discussed and followed-up by A4NH and its partners.

We propose that a regular (every 3 years) external review of partnerships be undertaken. This will provide an overview of, as well as advice on specific partnerships. In establishing this process, we will consider how baseline data can be obtained (in consultation with the Consortium Office and partners) and what indicators are needed for useful evaluation by external parties.

Action: A regular (every 3 year) external review of partnerships is proposed, aligned with Consortium and partner processes.

6. Diplomacy in Partnerships

Partnerships are about relationships and plans; agreements and evaluation tools are useful in managing and improving them. However, it is also important that less tangible elements of equity and diversity are acknowledged and affirmed. Together with the Coordinator of Partnerships in IFPRI, A4NH will actively work on best diplomatic practice in its partnerships.

10. Next steps –

The challenges outlined for agriculture, nutrition and health require urgent action. As we have highlighted they must be done in partnership. This document seeks to provide a first draft of the partnership strategies, principles and practices of the CGIAR's A4NH program. It is grounded in A4NH's agreed proposal, but will live based on the quality, passion and ambition of its transformative partnerships.

We will be discussing these with partners at the GCARD meeting in Uruguay in late October and then in a series of regional consultations thereafter. We look forward to your thoughts. Please send to John McDermott (j.mcdermott@ccgiar.org) and Tigist Defabachew (t.defabachew@ccgiar.org). Further details of the A4NH program can be found at www.a4nh.cgiar.org.

Key partnership resources:

<http://thepartneringinitiative.org/>

<http://thepartneringinitiative.org.s109685.gridserver.com/w/wp-content/uploads/2011/11/Partnering-Toolbook-en-20113.pdf>

http://www.unglobalcompact.org/docs/issues_doc/un_business_partnerships/UNPSFP_Meeting2010/UNPSFP_2010_TPI_Harrison.pdf

http://www.odi.org.uk/work/projects/98-02-bpd-natural-resources-cluster/html/pub_working.html

<http://www.odi.org.uk/work/projects/98-02-bpd-natural-resources-cluster/media/pdf/working/wp1ba.pdf>

<http://www.odi.org.uk/work/projects/98-02-bpd-natural-resources-cluster/media/pdf/working/wp13a.pdf>

Other resources:

Croplife International. 2010. *Facts and Figures – The Status of Global Agriculture*. Brussels: Croplife International.

Fan, S., C. Ringler, E. Nkonya, and A. Stein. 2012. *Ensuring Food and Nutrition Security in a Green Economy*. IFPRI Policy Brief 21. Washington, DC: International Food Policy Research Institute.

UN (United Nations). 2011. *World Population Prospects: The 2010 Revision, Highlights and Advance Tables*. Working Paper ESA 220. New York: United Nations.