

# **Engagement Framework for Partnerships & Advocacy**

**and**

# **Partnerships Strategy**

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# Engagement Framework 2.0

# CGIAR Engagement Framework (EF)



- **Imperative for collective action:** Pivotal instrument for driving healthy, equitable partnerships built on mutual trust, respect and purpose.
- **Purpose and Vision:**
  - harness the collective strength and diversity of global, regional, national, and local partnerships.
  - build a robust network of resources, expertise, and innovative capabilities for the co-creation and effective scaling of research innovations toward greater impact.

**TOWARD GREATER COLLECTIVE IMPACT:**  
A CGIAR Engagement Framework for  
Partnerships & Advocacy

Version 2.0  
TBD 2023

Partnerships & Advocacy Global Group  
Regions & Partnerships Division

The true **value of the EF will be fully realized as it is translated into action** and reflected in CGIAR culture and practice

# EF: principles and typology

**Engagement principles:** drawn from best practice in the field and aligns to the Universal Declaration of Human Rights and the Busan Partnership for Effective Development Co-operation

1. Shared ownership
2. Impact focus
3. Results orientation
4. Transparency
5. Integrity
6. Calculated risk-taking
7. Fostering a learning culture

**Partner typology:** categorizes partners based on their roles and contributions at different phases of the intervention process, which is crucial for recognizing and harnessing the unique value each partner brings to the table.

# EF: Strategic priority approaches



## ➤ Capacity Sharing for Research and Development (CapSha)

A collaborative, coordinated, comprehensive, and long-term effort to develop, strengthen, adapt, and maintain the capacities of individuals, organizations, and systems including those of partners and CGIAR, working toward common goals in partner countries.

## ➤ Private sector engagement

Brings focus on market needs, expertise on the development and largescale introduction of science-based innovations, including in key value chains, financial and human resources, capacities, and networks, that – in synergy with the CGIAR contributions – benefit people and the planet at scale.

## ➤ Purposeful advocacy

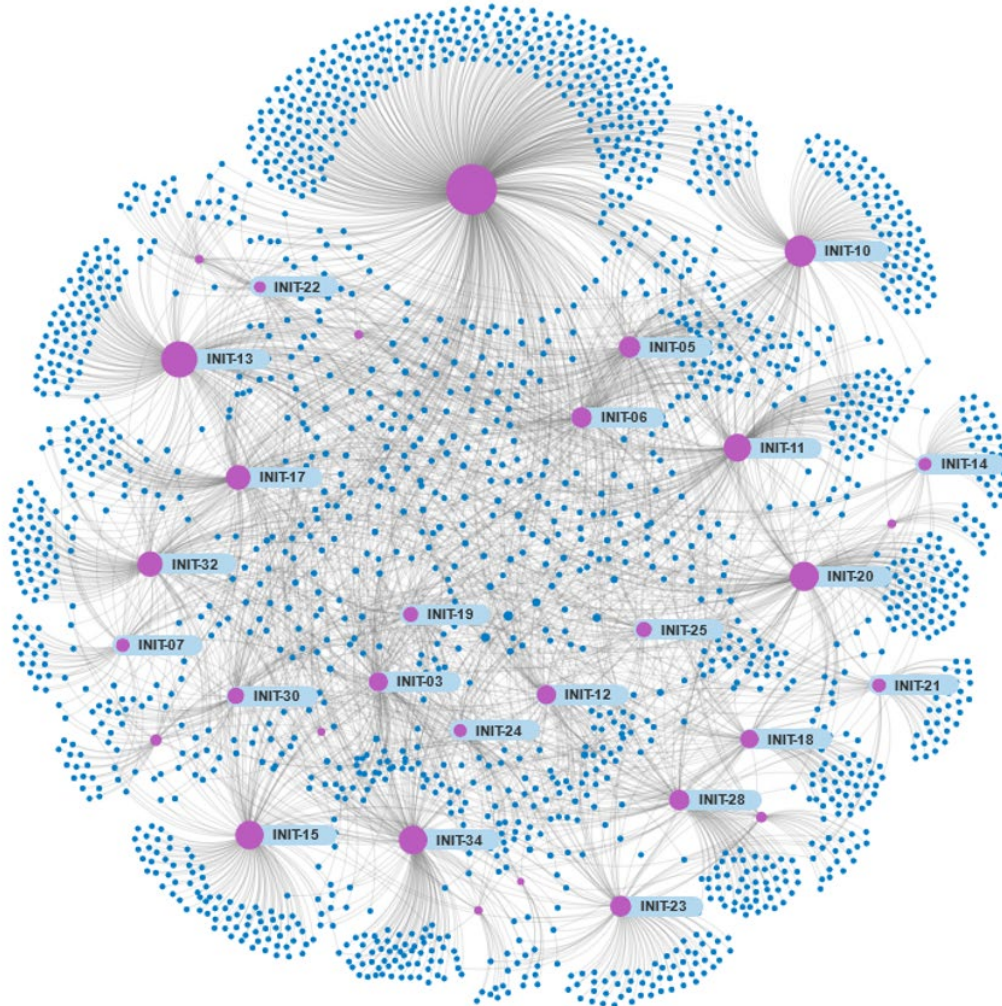
Informs and influences policy, investment, and practices through the synthesis of evidence and the dissemination of knowledge. It seeks to inform the decisions of private and public sector stakeholders at national, regional, and international levels.

# Partnerships Strategy

# CGIAR: A Partnering Organization



**Node Type**  
● Initiative  
● Partner



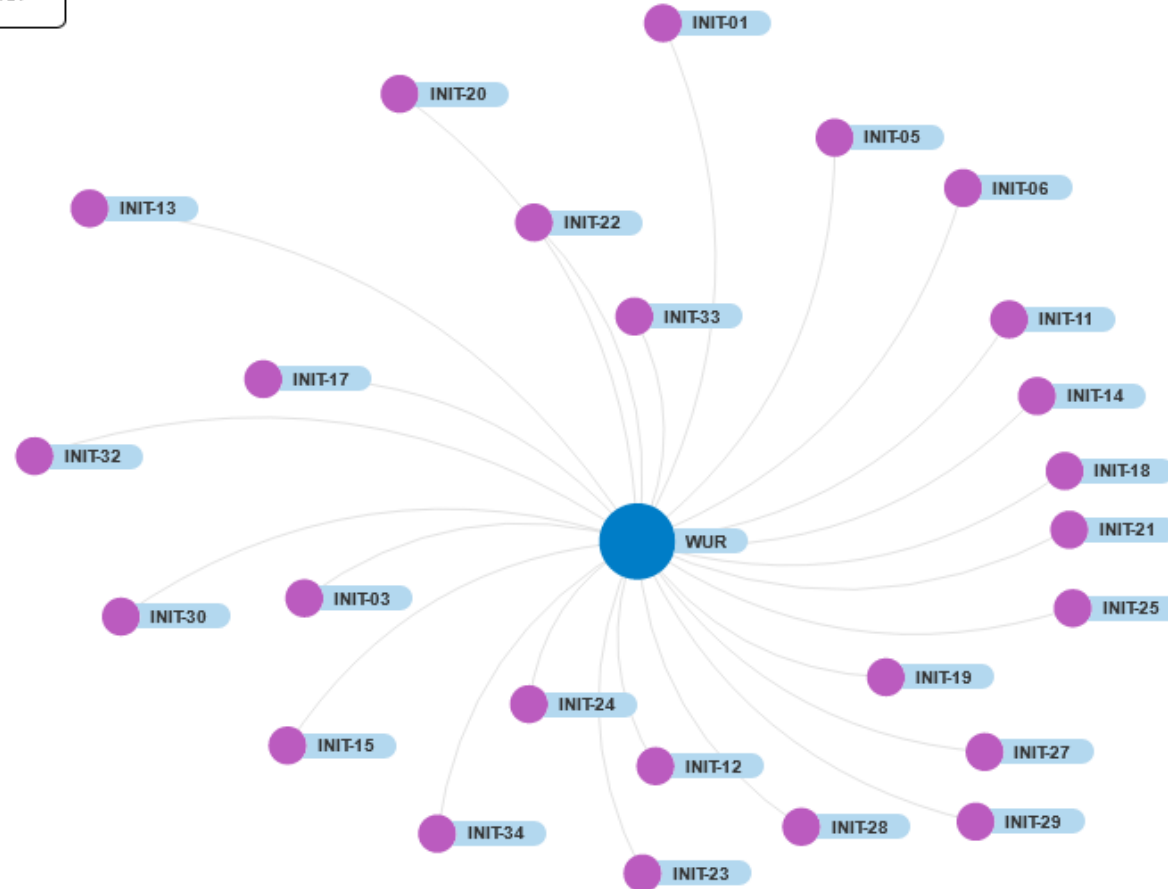
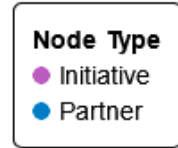
**1959 Individual Partners**

**6636 Partnerships**

\*2022 – CGIAR Portfolio Performance Unit



# CGIAR Research Portfolio and WUR



## 25 Research Initiatives work with WUR

\*2022 – CGIAR Portfolio Performance Unit



# Partnerships Strategy (PS)



## High-Level Advisory Panel (HLAP), Recommendation 1.2:

CGIAR should prepare a **new partnership strategy with proactive, transparent, and effective consultation and dialogue with partners** and stakeholders established as critical conditions. This **partnership strategy should be strongly linked to the Engagement Framework**, both conceptually and operationally, using an innovative tracking mechanism to ensure continuous alignment and progress.

### Scope and objectives

- Maximize the value, reach and impact of its existing partnerships
- Establish mechanisms to strategically improve its network
- Optimize models for partnering that lead to greater success
- Create means to monitor partnerships health and learn from these
- Ensure that internally, the organization is fit for purpose to partner with others
- Finetune the vision, priorities, goals and objectives for partnerships for advocacy of CGIAR.

# What are Partnerships Strategies?

Typically contain the following elements:

- Set overall direction and level of ambition for an organisation's partnerships as a critical way to deliver goals
- Create common language and systematic approach for an organisation's approach to partnership: including overall definition of partnership, identification of partnership types (current and aspirational) and explanation of partnership value-added
- Set parameters for continuous improvement in organizational capacity to partner
- Identify an organisation's partnership functions and the resources required to fulfil them
- Provide high-level metrics on partnership performance (e.g. value being created by partnerships; organisational partnering capacity)

## Typical format and status of partnering strategies:

- Living documents, regularly reviewed, aligned with organisational strategy, accompanied by implementation guides
- Usually captured in an internal document first, then later published
- An overarching, organisation-wide approach first, usually accompanied by national / regional approaches and / or specific stakeholder types (eg private sector, civil society)

# WHY CREATE A PARTNERSHIP STRATEGY FOR CGIAR?

## MOTIVATION FOR PARTNERSHIP STRATEGY

System Board and System Council

HLAP recommendations

External pressure

Untapped value of current partnerships

## GOAL OF PARTNERSHIP STRATEGY

**Maximise partnership value to CGIAR MP Portfolio 25** via measurable contribution to CGIAR's five impact areas



WORK IN PROGRESS

as at March 20

# WHAT WILL THE PARTNERSHIP STRATEGY DO?

## SET PARAMETERS

1. Define what is in scope and what is not in scope of strategy, driven by a clear shared definition of partnership

### STRATEGIC ENABLERS (cross-cutting)

Build on existing CGIAR partnering experience + CGIAR comparative advantage

Create and continually strengthen partnerships intelligence function

Listen to partner feedback e.g. from P25 Listening Sessions and adjust accordingly

## IDENTIFY VALUE-ADDED AND PURPOSE

1. Articulate aspired partnership value-added to impact areas: 1) value to CGIAR; 2) value to partners; 3) broader value-added

2. Continuously refine partnership value-added at different levels (system level; country level; programme level)

3. Identify purpose(s) of partnership (eg Research; CapSha; Advocacy)

## BUILD FITNESS FOR PURPOSE

1. Identify (existing and new) partnership types required to maximise value-added

2. Prioritise most active 20-25 partners with the highest potential to deliver high-value partnerships.

3. Create systematic approach (including common language, tools, templates and processes) in order to design and deliver desired partnership types.

4. Continuously strengthen institute-level and staff-level capacities to design and deliver partnership types

## DEMONSTRATE VALUE AND LEARN

1. Assess whether partnerships are achieving aspired value; continuously learn and improve

2. Create and apply partnership performance metrics (e.g. system-level; individual partnership level)

3. Incentivise and support partnership performance

# Overview of full project: outputs and timing

## Phase 1: *with The Partnering Initiative*

- Design a roadmap for the development of a CGIAR partnership strategy
- Conduct partnership stocktake

## Phase 2:

- Deliver roadmap, including: strategy development, implementation, capacity building, institutional strengthening, MEL

Project to be completed by end 2024, feeding into P25.

Note: The timing is very ambitious and requires a whole-of-organization effort

**THANK YOU!**