



PAEPARD



Capitalizing on PAEPARD experience of multi-stakeholder partnerships in agricultural research for development



POLICY BRIEF

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Lesson-generic recommendations

Partnership building & brokerage

> Multi-Stakeholder Partnerships (MSP)

should continue to capitalize on existing farmer networks and relationships to engage stakeholders (research, industry, civil society, policy makers) with similar development agendas, aiding the sustainability of, and commitment to, the partnership.

> **The strategic selection** of stakeholders with diverse capacities is recommended to enhance the skills of MSP actors at the ground level, and to facilitate consortia to achieve project objectives.

> **Partner roles and responsibilities** must be clearly defined during the conception of MSP, to mitigate conflict and ensure a coordinated approach towards achieving impact in the field.

> **Resources** need to be made available to encourage regular, face-to-face interaction of partners to build trust and commitment, and for the analysis and evolution of project processes.

> **Project objectives** should continue to respond to the needs of stakeholders - particularly end-users, who should be facilitated to take part in the design of research innovations - to give them a sense of ownership over the consortium activities, as well as sustain their commitment and interest.

> **Consortium partners** consider inception workshops and write shops critical to consolidating and building their partnerships, these incentive instruments should therefore be continued with more flexibility in future MSP development.

Communication & advocacy

> **The expectations** of MSP actors should be communicated at the beginning of a partnership and managed effectively to ensure partners are contributing to a shared vision that has been jointly created.

> **Human and financial resources** should be allocated to the development of a widely accessible and inclusive communication strategy that capitalizes on information and communication technologies (including social media), to engage actors at all levels, particularly the youth, and spread enthusiasm for MSP as well as document the achievements of PAEPARD consortia in a knowledge management system.

> **To increase PAEPARD** visibility in the ARD arena and attract project funding, consortia should take full advantage of the publication taskforce to transform their research experience into scientific papers and opinion features, and target the dissemination of research outcomes and innovation processes towards donors and policymakers.

Project management & coordination

> **Flexibility** within program strategies is required to allow for the evolution and adaptation of research/development agendas so that resources can be channelled into areas benefiting end-user engagement.

> **Implementing** a multiplicity of project objectives, such as research dissemination and sensitization of target groups, requires a holistic approach in order to achieve a change in attitudes among ARD actors, and increase the uptake of research outputs at the ground level.

> **In order for consortia** to avoid overspending and fund request rejection,

comprehensive cost breakdowns of project activities should be developed and agreed upon by all partners.

> **To avoid errors** in financial reporting submissions and subsequent fund dispatch delays, consortia finance officers, at all levels, should continue to receive ongoing financial training and support.

> **Monitoring & Evaluation** tools need to be developed to track project achievements and unintended outcomes, as well as to ensure project target indicators align with those at the FARA/PAEPARD level.

Capacity building & sustainability

> **The CRF-IF** mechanism should be continued but with much more flexibility and capacity building of facilitators, coordinators and youth (for the latter, this could be through the training and support of MSc/PhD students).

> **The MSP** should contribute to a public-private funding mechanism to ensure project sustainability and long term financial security. It is recommended that consortia design effective business models to attract private sector investment alongside their research agendas to secure public funding.

> **PAEPARD** should rethink the role of external AIF within the ULP as overall, they were not considered useful or reliable. The use of internal facilitators may be more sustainable and create capacity building opportunities within consortia.

> **Current ULP projects** with strong involvement of the private and public sectors and market linkages should be scaled-up.

> **The institutionalization** of PAEPARD as a core program under the African and European Unions guidance would ensure its future.



Introduction

PAEPARD background

The Platform for African European Partnership in Agricultural Research for Development (PAEPARD) was launched in April 2007, with the initial aim to build an African-European platform for mutual learning and knowledge sharing.

At the end of this initial phase, in September 2008, it was indicated that the existing partnerships were driven by the European partners, while the contribution of African partners was limited. Based on this lesson, PAEPARD II was established in December 2009 with the specific objective to foster “enhanced, more equitable, more demand-driven and mutually beneficial collaboration between Africa and Europe for agricultural research for development (ARD) with the aim of attaining the Millennium Development Goals,” now the Sustainable Development Goals (SDG).

Through this objective, PAEPARD II seeks to better identify users’ needs to drive the research agenda and nurture more balanced African-European multi-stakeholder partnerships (MSP), involving non-research actors, such as farmer organizations (FO), non-governmental organizations (NGO) and the private sector.

Coordinated by the Forum for Agricultural Research in Africa (FARA) and sponsored by the European Commission, PAEPARD entire structure is built on African-European partnership.

In addition to FARA, the African partners include the Regional Universities Forum for Capacity Building in Agriculture (RUFORUM) based in Kampala, Uganda, as well as the Pan-African Farmers’ Organization (PAFO) and its members: the Eastern Africa Farmers Federation (EAFB) based in Nairobi, Kenya; the *Réseau des Organisations Paysannes et des Producteurs de l’Afrique de l’Ouest* (ROPPA) based in Ouagadougou, Burkina Faso; the *Plateforme Régionale des Organisations Paysannes de l’Afrique Centrale* (PROPAC) based in Yaoundé, Cameroon; and the Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN) – a regional network of organizations charged with mobilizing African stakeholders in southern Africa – based in Pretoria, South Africa.

The European partners are coordinated by AGRINATURA – an alliance of 32 ARD institutions in 18 European countries – and include the Europe-Africa-Caribbean-Pacific Liaison Committee (COLEACP), which represents the private sector in Europe; *Collectif Stratégies Alimentaires* (CSA), representing European NGO; ICRA, an organization specialized in capacity building of MSP for ARD; and the Technical Centre for Agricultural and Rural Cooperation (CTA).

The users-led process (ULP)

In 2011, PAEPARD launched the concept of users-led process (ULP) to better articulate the end-users’ needs in multi-stakeholder research and innovation partnerships. The ULP comprises of six critical steps, which engage end-users from the start:

1. The identification of a federating theme
2. A desk review
3. An introduction workshop
4. A multi-stakeholder research question inception workshop (MSHRQ)
5. Development of the concept note
6. Full proposal development

The three objectives of the ULP are to: promote research based on users’ needs and challenges; improve existing MSP; and promote user-led ARD dialogue at national and regional level.

Competitive research fund & incentive fund

Another mechanism launched by PAEPARD to support consortia is the competitive research fund (CRF) and incentive fund (IF). Created in 2013, the CRF-IF mechanism aims to strengthen the capacity of promising PAEPARD consortia to improve and implement impact-oriented, demand-driven ARD projects. The CRF has provided seed funding to four consortia with the aim of helping the teams identify alternative sources of funding and increasing their sustainability.

The IF mechanism was created to support the consortia in the development of concept notes through inception workshops, write-shops and exchange visits between partners.



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Capitalization of PAEPARD activities

The lessons and recommendations outlined in this paper were captured at a PAEPARD Capitalization Workshop with all partners, held in Cotonou, Benin, on 2-6 October 2017.

The workshop was key to the overall evaluation of PAEPARD II, as it encouraged participants to analyse and reflect on their experiences of the African-European MSP for ARD processes facilitated by PAEPARD over the last 7 years.

During discussions, the partners reflected on the way forward for PAEPARD activities and the sustainability of its achievements, with recommendations for a potential 'new era' and promoting the MSP structure at both policy and ground levels.

The main objective of the workshop was to draw specific lessons (both successes and failures) from the ULP, CRF-IF and consortia, which are outlined below.

Regional ULP:

- The extensive livestock value chain consortium in Kenya and Uganda, led by EAFF, promotes innovative aflatoxin control strategies to make grain and animal feed safer;
- The urban horticulture value chain consortium in Central Africa (Cameroon, Congo Brazzaville and the Democratic Republic of Congo) led by PROPAC;
- The rice value chain consortium in Benin, Burkina

Faso and Mali led by ROPPA;

- The value addition for mango waste consortium in West Africa (Burkina-Faso, Cote d'Ivoire, Senegal) led by COLEACP;
- The stemming aflatoxin contamination in the groundnut value chain (GnVC) consortium in Southern Africa (Malawi, South Africa and Zambia) led by FANRPAN.

CRF:

- The *Trichoderma* sp. biofertilizer consortium in Burkina Faso, involving private sector companies BIOPROTECT and BIOPHYTECH, as well as the NGO *Association pour la Recherche et la Formation en Agroécologie* (ARFA);
- The soybean consortium in Benin, led by the NGO SOJAGNON which has been supporting the processing of soybean-derived products such as milk and *Dadonu* (a local taste enhancer);
- The African indigenous fruit and vegetables (AIFV) consortium in Uganda, which focuses on innovative processes for extending the shelf life of AIFV without degrading their nutritive qualities;
- The GnVC consortium also received CRF for a project in Malawi-Zambia led by the National Association of Smallholder Farmers (NASFAM).

Consortia:

- The hot pepper consortium in Togo, which supports the exchange of improved seed varieties of hot pepper from Brazil;
- The citrus consortium in Ghana, which aims to overcome the fungal Angular Leaf Spot disease and improve postharvest management of citrus fruit;
- The poultry feed consortium in Nigeria, addresses the issue of high cost, poor quality poultry feeds in Nigeria with alternative feed ingredients;
- The potato seed consortium in Burundi, which aims to strengthen the informal potato seed system to improve seed quality.

This paper aims to synthesize the lessons learned from these consortia, as well as PAEPARD working packages (partnerships, communication and advocacy, capacities, and management and coordination), and provide evidence that the MSP approach is appropriate to address ARD challenges in Africa by mobilizing and sharing knowledge, expertise, technologies and financial resources. The report will also provide recommendations for a future program based on the lessons and experiences of the partnerships.



Charcoal cooler for vegetable storage experimented in Uganda, AIFV consortium.

Lessons learned

Partnership building & brokerage

Strategic selection of partners & clarity of their different roles

Consortium partners were strategically selected according to their complementary interests and relevant experience to ensure their long-term commitment, as well as to build a diverse range of capacities to facilitate the consortium different activities. In the AIFV project, the partners each fulfilled different functions in the partnership, for example, Makerere University provided capacity building training for the research team in chromatography, while the local government facilitated the team access to international germplasm. The support of both partners has since enabled the team to establish a germplasm and conservation centre at the Ugandan Christian University, and vegetables with good postharvest traits that meet consumer preferences have been identified.

When the roles and responsibilities of the different partners are clear, MSP are more likely to achieve their objectives. In the *Trichoderma*-enriched compost project in Burkina Faso, the research institutions (INERA and IRD) fulfilled their role in testing the optimum substrate and local strains of *Trichoderma* for vegetable composting, the NGO (e.g. ARFA) met their responsibility to facilitate the extension of research to farmers, and the private sector (BIOPROTECT and BIOPHYTECH) invested in the commercial products, enabling the project to become economically sustainable. This coordinated approach has had proven benefits for the end-users with participating farmers increasing their tomato yields by 24%.

Lesson-specific recommendations

- > The diverse institutional and personal capacities of partners can help increase the ability of the consortium to respond to the different demands of the project.
- > It is important to find partners that have a clear passion for all of the partnership objectives, not just an interest in the research area.
- > PAEPARD should facilitate more collaboration between consortia to share relevant ARD innovations.

Consortia should capitalize on the networks of the different partners involved. In the potato project in Burundi, the network of *Confédération des Associations des Producteurs Agricoles pour le Développement* (CAPAD) du Burundi helped establish a good working relationship with the research partners – *Institut des Sciences Agronomiques du Burundi* (ISABU) and Wageningen University and Research Center (WUR) in the Netherlands. CAPAD network of farmers' organization was also useful in the dissemination of research outputs among farmers and increasing uptake of the improved seed materials. Looking forward, there is potential to harness the PAEPARD network of different consortia to share research outcomes and collaborate in the extension of technologies and market upscaling. For example, the Cameroon urban horticulture consortium could benefit from the positive selection process for improved seed used by the Burundi potato consortium.

Brokerage & creation of a shared vision

Partners need to meet regularly to build trust and long-term commitment, as well as ensure that they are all working towards the same goal. PAEPARD-consortium partners originally aimed to meet quarterly, but this target was amended to more frequent and flexible meetings to ensure functional partnerships and allow for regular evaluation of the brokerage mechanism. The maintenance of monthly meetings has not been realized, due to insufficient resources, including time and travel costs.

Despite this, PAEPARD has often been successful in fulfilling its brokerage role. For instance, it played a key role in linking Plant Research International (at WUR) to the Burundi potato consortium and creating a solid partnership. Having this European partner with extensive knowledge of the region on board was a great asset. The strong relationship between partners of the Burundi potato consortium provides a lasting and solid platform from which to expand activities and build new partners; other crop seeds have already been developed by the consortium, including tomato.

However, the mobilization of European partners has proven difficult in some cases, which has been partly attributed to the need to strengthen PAEPARD brokerage mechanism to enhance the facilitation of African-European partnerships. For example, the coordinating body of the European partners, AGRINATURA, was unsuccessful in securing a German partner for the Togo pepper consortium with a call



by the German Ministry (BLE) – which limited the consortium funding network and potential to up-scale activities to an international level. Similarly, the consortium addressing aflatoxin contamination in the GnVC consortium in Malawi-Zambia encountered difficulties related to the commitment and contribution of certain partners, namely the Southern African Confederation of Agricultural Unions (SACAU) and the European partner – the Natural Resources Institute (NRI, UK). This was primarily due to disparities in the research agendas of different partners and the roles they were expected to fill. To avoid this situation, the assumptions and expectations of the different actors needed to be articulated from the beginning through face-to-face meetings.

Lesson-specific recommendations

- > Partnership building is an activity in itself and it is important to allocate sufficient human and monetary resources to build a well-functioning MSP.
- > When the partners work together the consortium is stronger and better able to build a marketable project.
- > Facilitators need to help consortia build a shared vision via regular meetings so that all partners have a sense of ownership and commitment to the project goals.

ULP

The success of PAEPARD partnerships built using the ULP is due to the process unique focus on prioritizing end-users' needs in the formation of the research agenda. For example, in Burundi, despite the availability of improved potato seed varieties, farmers continue to suffer low yields due to their use of poor quality seed. By engaging farmers from the start of the project using the ULP, the Burundi potato consortium was able to base its research on end-users' demands and thereby increase uptake of the improved seeds where other ARD projects had failed. Precisely 580 on-farm plots have seen yield increases of 20% using the project quality guaranteed seed; these results have been posted on flyers to reach the farmers who did not participate in the project.

Similarly, the ULP approach has enabled the Malawi-Zambia GnVC consortium to not only respond to the interests of researchers through the increased knowledge on aflatoxin in groundnuts, but also to meet the needs of farmers by increasing their productivity, reducing pre- and post-harvest losses, and facilitating their access to markets through the

improved quality of their practices and produce. These outcomes also benefit policymakers by increasing groundnut exports, and thereby supporting economic growth and employment.

Communication & advocacy

Internal communication

Originally, consortia were left to manage their own communication, but this led to a failure to publish relevant information and a lack of effective internal communication. Most consortium partners had no proper communication training and capacities. Therefore, PAEPARD reassessed its communication strategy and looked more deeply into the communication needs of the consortia. As a solution, the Online System to Improve Relationships by Information Sharing (OSIRIS) was developed in 2015, which gathers information from all the consortia and feeds it into the website. This decentralized tool allows the consortia autonomy over their communication outputs, and ensures PAEPARD external communication is well coordinated. However, there was still relatively low usage of OSIRIS by the consortia as PAEPARD communication strategy was not clearly stated from the outset and consortium members were not immediately trained in communication.

Lesson-specific recommendations

- > To reach all consortia stakeholders with research outputs and project information, an accessible and inclusive communication strategy, designed through an initiating workshop involving all stakeholders, is necessary.
- > It is important to integrate communication training and resources into this communication strategy.
- > There is a need to establish a mechanism to allow farmers who cannot read or do not have online access to receive information, using video or aural communication, for example.

An accessible and inclusive communication strategy to disseminate research and project information is also needed to reach all consortium actors along the value chain. For the citrus project in Ghana, a 'WhatsApp' group was created to share issues concerning the citrus industry and citrus production among all key stakeholders, and to disseminate pertinent information to the related consortia. However, without access to smartphones, smallholder

farmers – the intended beneficiaries of the research – were unable to receive this information. To address this problem, extension officers that were well positioned to spread the messages to farmers were included in the 'WhatsApp' group. The 'WhatsApp' technology has helped fast-track networking of citrus farmers with NGOs, research institutions, agro-input dealers and policymakers, and enhance information sharing along the citrus value chain.

External communication

Dissemination of consortium outcomes on the ground level can motivate other users to work with research projects and give the MSP increased credibility, for example, the proven success of the soybean consortium in Benin has encouraged other innovations in the processing of soybean, including production of soya soap and soya 'skewer' by other farmer groups. Additional support from PAEPARD for large-scale dissemination of research outputs helps up-scale consortium activities. Explaining in simple words how the Trichoderma-enriched compost consortium has successfully achieved its objective to secure and improve the income of vegetable farmers through the development of biofertilizers, has raised the interest of many more communities currently being reached that could benefit from this innovation.

Presenting information through different channels increases its dissemination, as shown by the many end-users using social media to access information, which is the reason why PAEPARD established a presence on 'Facebook' and 'Twitter' (e.g. during the European Development Days 2017). Additionally, analysis of the reach of online outputs can help further the dissemination of research outcomes; announcements about PAEPARD upcoming events and funding opportunities receive a lot of attention online (about 1 000 hits per hour), PAEPARD capitalizes on this interest by including other information that it wants to disseminate in these announcements, targeting the youth in particular.

Lesson-specific recommendations

- > Widespread dissemination of consortium research outcomes, through a variety of different channels, both on the ground level and at the policy level is necessary to up-scale the projects.
- > Evaluation and impact assessments of different communication outputs is recommended for determining the efficacy of different channels and improving knowledge sharing.



Cost-effective poultry feed production from processed cassava products, consortium to improve the productivity of small-scale farmers in Nigeria.

Project management & coordination

Strategy building

Consortia using a well-planned strategy ensure research provides the right technology at the right time. In the case of the soybean consortium in Benin, the project sought to fill the gaps in development by building on the women's pre-existing knowledge and capacities, as well as the work of several projects. By consulting the women on their needs, the researchers were better able to identify the remaining problems in the soybean value chain. Once the short shelf life of soya milk was identified as one of the most limiting constraints, researchers were soon able to offer a solution.

As a result, the women producers are now able to stabilize their milk so that it lasts for up to 3 months (against 8 hours before). Uptake of this innovation was immediate as it directly responded to the needs identified by the end-users.

Achieving the ambitious objectives of a project requires a holistic approach, particularly when addressing a global challenge such as stemming aflatoxin contamination in food. In the GnVC consortium in Malawi-Zambia, the project is not only seeking to disseminate research findings, but is also exploring mechanisms to change the attitudes of the actors along the groundnut value chain to better understand the health risks related to aflatoxin. Such mechanisms ensure end-users are committed to the



partnership vision, as well as increase uptake of the research outputs on the ground level.

This research agenda has evolved over time – the initial stages simply focused on information sharing, but as the partnership progressed, more emphasis was placed on engagement of end-users and the commitment of resources and policies to changing the attitudes of farmers towards aflatoxin. The program strategy needed to be flexible to adapt to this evolution and take into account the addition of new value chain actors to the partnership, sub-regional organizations in particular.

Lesson-specific recommendations

> A thoroughly planned, yet flexible strategy needs to be established through the involvement of all stakeholders in the consortium.

Data and knowledge management

Regular and coordinated documentation of consortia data and outputs, as well as efficient knowledge management, are essential for MSP functioning. Otherwise, when a key stakeholder is lost from a partnership, unforeseen complications can arise. This was seen in the Uganda AIFV project when the partner in charge of data management sadly passed away and the consortium data could not be fully recovered. In addition to internal documentation and knowledge sharing, to produce external publications of consortium outcomes increases visibility and promotes the benefits of the consortium.

Until 2014, PAEPARD did not produce a strategy for its project publications and there were no pamphlets or flyers to give visibility or explain the platform's activities during this time.

To respond to this shortfall, a publication taskforce directly related to the management of PAEPARD was created. Since 2015, the dedicated graphic charter and publication guidelines of PAEPARD gave visibility to each of its releases, with some potential impact particularly among policymakers, although it could still be improved to support the up-scaling

Lesson-specific recommendations

> Data should be stored within an independent database established at the beginning of the project and made accessible to all members of the research team.

> Those at management level should work on the publication strategy and ensure research knowledge is transformed into publications.

of activities. For example, for 2 years, the European Union (EU) has called for interventions related to aflatoxin contamination in Africa; improved documentation and publication of PAEPARD consortium achievements in this area could help mobilize EU support.

Resource management

The development of detailed work plans with budget breakdowns before MSP activities began was essential to avoid overspending.

During PAEPARD first 5 years, big budgets were shared with consortia without a breakdown of spending for different activities. This process has since been amended to ensure the cost-efficient distribution of funds. Since 2014, PAEPARD has encouraged consortia to work within their budgets by refusing any funding requests from partners that have spent above their budgets or that have not delivered according to the work plan.

During evaluation of consortia budgeting and funding, PAEPARD management emphasised the importance of all stakeholders being on the same page regarding available resources and the budget, from the start of the partnership, to manage expectations and further avoid overspending. The importance of thoroughly reviewing financial contracts and ensuring that the terms are accepted by all partners before agreements are signed was also evident in this evaluation.

Some consortia encountered problems due to grant agreements being signed off by financial officers without being read properly, which led to confusion relating to the timing and amount of funds to be received from management.

Lesson-specific recommendations

> A clear and detailed budget breakdown needs to be agreed with all stakeholders in the consortium to ensure efficient distribution of resources.

> A straight-forward 'partner-friendly' approach to financial reporting needs to be clearly outlined for each consortium.

> Financial officers should receive training and capacity support to carry out their responsibilities in the initial stages of partnership development and throughout.

Consortia partners have also reported frustrations with the changing of PAEPARD financial reporting formats without updates being adequately circulated internally.

In addition to better communication of these



Trichoderma technology transfer from France to Burkina Faso to improve soil fertility and productivity of small-scale vegetable farms.

format changes, which should aim to make financial reporting more 'partnership-friendly', training and capacity support should have been provided to financial officers at all levels to avoid errors and delays in report submissions and contract agreements.

Monitoring and evaluation (M&E)

As part of an M&E analysis into how intended outcomes are tracked across projects, it was found that target indicators at the project level had not been compared with those at the FARA/PAEPARD level. Indicator alignment is therefore necessary to ensure the same parameters are being tracked at project and management levels. The PAEPARD theory of change (ToC) was suggested as a useful model to track intended project achievements and the objectives that were not met. However, this conventional method was not agreed upon by PAEPARD partners when tested previously (2015) and was found to be too theoretical and inconvenient. The lessons from this experience should be analyzed so that the approach can be adapted to suit the M&E needs of MSP.

PAEPARD also needs to ensure its M&E incorporates continued evaluation of project impacts on the ground level, and design tools for capturing research implementation processes, long and short-term outcomes, and unintended results, which can point to impact in the field.

Lesson-specific recommendations

> Target indicators at project and management level need to be distinguished and linked to see how they align.

> M&E of MSP must include an impact assessment on the ground level, as well as a broader evaluation of the partnership processes.

Capacity building & sustainability

Public-private partnerships and funding

In the interest of sustainability, it is important for consortia to identify future sources of funding before current funding ends, and try to establish self-funding solutions from the beginning of the partnership. For example, the citrus consortium in Ghana has been able to secure funding from one of its key public partners, the University of Ghana, for a soil fertility project before its funding from FARA run out.

Starting a consortium with small funding offers the opportunity to test the strength of partnerships and the motivation to go for a bigger project. The *Trichoderma* consortium won several small grants under 10 000 € before the PAEPARD-CRF of 300 000 €.

The seed money effect of CRF has proved effective with the soybean consortium in Benin which has won two additional funding from the Netherlands (NWO-WOTRO) applied research funds.

Lesson-specific recommendations

> Attracting private sector partners to join consortia is important for them to become economically self-sufficient and sustain, or even expand, ARD activities.

Farmer-public-private involvement from the start of a partnership ensured the integration of research themes in local research agendas; funding of research using local resources; and adoption of and investment in research outputs by companies.

The seed money provided by CRF helped achieve the current outcomes of the soybean consortium, and a sustainable business model has been elaborated



Biopesticide treatments organized to control a severe Citrus disease in Ghana thanks to a MSP consortium.



One of the dedicated potato seed storage of the consortium in Burundi.

to support up-scaling of the project including. This should include better marketing of the soya milk to consumers, drawing on its unique selling points (i.e. the extended shelf life and nutritional benefits), and increased investment from the private sector through a diversification of the activities (new project on Kersting's groundnut funded by the Netherlands). Economic self-sufficiency allows the partnership to pursue ARD in other fields, with other partners, in other regions.

Agricultural innovation facilitators (AIF)

PAEPARD anticipated that external, neutral agricultural innovation facilitators (AIF) would work better with teams than internal AIF from within partner organizations. However, feedback from participants is that the external AIF did not have relevant, technical knowledge on the subject matter, and did not demonstrate the same commitment to achieving partnership goals as internal AIF. Internal facilitators are part of the success of the sustainable consortia of PAEPARD, time being a key factor for building trust in partnership.

When external AIF were not paid by PAEPARD and consortia were either reluctant or unable to take on this extra cost, they disappeared from the process,

Lesson-specific recommendations

> Further evaluation of the comparative strengths and weaknesses of internal and external AIF needs to be carried out to assess which, if either, are most suitable for each consortia as PAEPARD involvement comes to an end.

demonstrating their low sustainability. However, the preference for internal AIF was debated and some consortia reported the involvement of external AIF as critical to success.

One such consortium to express appreciation for the external AIF was the COLEACP-ULP mango waste consortium, which highlighted the important role of the facilitators in helping the consortium progress along the various ULP steps. The AIF were selected by consortium members and were highly valued for their expertise and experience in the mango industry, as well as their capacity to facilitate meetings and assist the core group in the development of the concept note. The AIF had planned to support consortium organization and brokerage processes as well, but due to limited budgets at both the PAEPARD and consortium level, their role within the COLEACP-ULP was prematurely brought to an end.

Capacity building of farmers & youth

Capacity building of youth and farmers' participation in consortia activities both ensure sustained impact of the program after PAEPARD involvement will cease. For example, the involvement of young people at the research level of the soybean consortium has taught them new skills in terms of fund raising and project management. Building the capacity of youth in these areas will facilitate and encourage them to create their own ARD projects.

Lesson-specific recommendations

- > There is a need to enable more young people to develop skills in MSP management so that they can create their own networks.
- > Farmers should not be treated as passive recipients of research innovations, but active participants in their extension to create sustainable impact.

Additionally, through the AIFV Uganda consortium, farmers have been trained to take part in participatory research methods and public speaking to improve their engagement in the project and give them confidence to promote and share their experiences at events to a multi-stakeholder floor. Farmers have also been trained in good practices for vegetable production and postharvest, with some taught to become trainers themselves in these practices, and others facilitated to establish their own seed business. Strengthening farmers' capacities in all of these areas contributes to the sustainability and continued expansion of the consortium activities.

Looking forward

Through the use of ARD frameworks and brokerage and facilitation processes, PAEPARD II has achieved its goal to create African-European MSP for mutual learning and knowledge sharing.

Benefits of the MSP approach within ARD can be seen at all consortia levels, particularly in relation to capacity building and the ability to respond to end-users' demands. The MSP have captured a wealth of research knowledge, and in a new phase of PAEPARD, there is potential to harness the network of consortia to share experiences and increase collaboration between them to extend the reach of ARD innovations and technologies.

PAEPARD unique ULP mechanism has shifted the agricultural innovation approach from linear and 'top down', to a broad and inclusive framework, where end-users have a central position in the design of the research agenda.

The dialogue built between researchers and other actors using the ULP is a legacy that will endure. Participants at the Capitalization Workshop agreed

that PAEPARD has played an active role in brokering ULP partnerships, but in future, more emphasis needs to be placed on mobilizing European partners. Looking forward, particular attention should also be paid to the training of internal facilitators to support MSP in the ULP steps, and to integrate capacity building within consortia.

The CRF-IF mechanism has been positively received by partners and has unlocked the potential of some consortia to generate impactful results, such as improving the socio-economic conditions of the end-users involved.

PAEPARD has carried out extensive facilitation to bring partners together based upon shared objectives, but has experienced both successes and failures in securing European partners. The CRF-IF mechanism should be carried through to a next phase, but strengthened and adapted to factor in the costs associated with acquiring a European partner in order for projects to take their activities to an international scale and increase project longevity.

In the absence of PAEPARD, the ARD arena would be missing a coordinated approach to African-European partnership brokerage, which is so valuable for the capacity strengthening of agricultural value chain actors, and the growth of promising agricultural innovation projects.



Soya milk prepared according to the improved process of the soybean consortium in Benin and promoted at international events.



PAEPARD



The Platform for Africa-Europe Partnership in Agricultural Research for Development (**PAEPARD**) is a 8-year project sponsored by the European Commission (80%) and partners' own contribution (20%).

It is coordinated by the Forum for Agricultural Research in Africa (**FARA**) since December 2009, and extended until end of 2017.

It aims at building joint African-European multi-stakeholder partnerships in agricultural research for development (**ARD**) contributing to achieving the Millennium Development Goals. On the European side, the partners are **AGRINATURA** (The European Alliance on Agriculture Knowledge for Development, coordinating the European partners), **COLEACP** (representing the private sector), **CSA** (representing the NGOs), **ICRA**, specialized in capacity building in ARD, and the Technical Centre for Agricultural and Rural Cooperation (**CTA**). On the African side and in addition to FARA, the partners are the Pan-African Farmers Organization (**PAFO**), the Regional Universities Forum for Capacity Building in Agriculture (**RUFORUM**) based in Kampala, and the Food, Agriculture and Natural Resources Policy Analysis Network (**FANRPAN**) based in Pretoria. PAFO involves its members that are the Eastern Africa Farmers Federation (**EAFF**) based in Nairobi, the Réseaux des Organisations Paysannes et des Producteurs d'Afrique de l'Ouest (**ROPPA**) based in Ouagadougou, and the Plate-forme Régionale des Organisations Paysannes d'Afrique Centrale (**PROPAC**) based in Yaoundé. The Southern African Confederation of Agricultural Unions (**SACAU**) is an associate partner of **PAEPARD**.



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