



Analysis Partnerships aimed at System Change



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Content

Abbreviations	4
1. Introduction and methodology	5
2. Partnerships	8
2.1 - Selected projects	8
2.2 - PPP level	9
2.3 - Type of partnership	10
2.4 - Success factors of partnerships	11
2.5 - Findings on partnerships	13
2.5.1 - Benefits of Partnerships	13
2.5.2 - Critical success factors partnerships	13
3. System change	17
3.1 - Definition of system change	17
3.2 - Conditions for system change	18
3.3 - Impact of system change	20
3.4 - Findings on system change	21
4. Validation	31
4.1 - Usability of data collected	31
4.2 - Findings from analysis	33
4.2.1 - No guarantee for impact	33
4.2.2 - Strong partnerships lead to system change	33
4.2.3 - System change conditions lead to system change	35
4.2.4 - Potential for development on partnership factors	35
4.2.5 - Potential for development on system change conditions	36
4.2.6 - Private partnerships score low on system change conditions	37
4.2.7 --Towards a system change approach	37
4.2.8 - The big four for system change	38
4.2.9 - System change conditions are interrelated and mutually reinforcing	39
5. Conclusion	40
Annexes	41

Abbreviations

CSO	Civil Society Organization
DSO	Social Development Department
EU-CORD	European Christian Organisations for Relief and Development
FDW	Fonds Duurzaam Water
FDOV	Facility for Sustainable Entrepreneurship and Food Security
IF	Institutional Funding
IRC	International Resource Center
MoFA	Ministry of Foreign Affairs (The Netherlands)
MSP	Multi-Sector Partnership
NEA	Netherlands Enterprise Agency
NGO	Non Governmental Organizations
NORAD	Norwegian Agency for Development Cooperation
PMEL	Planning Monitoring Evaluation Learning
PPP	Public Private Partnership
RVO	Rijksdienst voor Ondernemend Nederland
SDGP	Sustainable Development Goals Partnership
ToC	Theory of Change



1. Introduction and methodology

Before you is the report of a comprehensive analysis into partnerships aimed at system change. The report is the outcome of a long journey which started in the autumn of 2021. This chapter discusses why Woord en Daad wanted to conduct this analysis and how it was carried out.

Why?

Since 2015, Woord en Daad increasingly worked in more complex partnerships, both in Public Private Partnerships (PPPs) and in PPP-like structures with different types of partners.

In 2016, Woord en Daad changed its organisational model in which the entire structure became dedicated to project-based work. Together with the fact that Woord en Daad has no country offices of its own but collaborated through local partners and international partnerships based on added value, this organisational model provided an excellent basis for working together in consortia with an open attitude to the context. Increasingly, cooperation with public-private and civil society actors emerged, working together towards the same ambition. The partnerships were often institutionally funded and focused on sustainable change with a growing vision for system change.

After having worked this way for several years Woord en Daad still had insufficient insight into successful partnership strategies. Until today, Woord en Daad doesn't know sufficiently what the partnership's influence is on achieving system change, and to what extent the partnership is facilitated by funding partners in applying adaptive programming and management (based on the assumption that adaptive management is important for achieving system change), and - the other way round - what is needed from the perspective of context, partnerships and positioning to achieve system change.

As learning and continuously improving are important guiding principles, in September 2021 Woord en Daad decided to start this analysis.

How?

Whereas an evaluation focuses on looking at and valuing an outcome according to its goals, this study has chosen to analyse. Woord en Daad wants to gain a better understanding of how the world of partnerships interacts with the world of system change.

Common sense suggests that a well-constituted partnership is important to get results. But what if that result is a long-term impact that requires systemic elements to change? And what are we actually talking about when we talk about system change? System change is all too often a buzz word that circles around everywhere but has rarely been reduced to concrete workable proportions.

To move beyond anecdotal narratives on how partnerships and system change influence each other, Woord en Daad chose to take a closer look at a number of partnerships and subject them to a systematic analysis. To this end, Woord en Daad started developing a framework based on desk research into important factors for partnerships and conditions for system change.

We want to emphasise that this analysis is not a theoretical and explanatory study of how exactly partnerships and system change work. An explicit choice was made not to conduct a high-over study but rather to aim for a combination of conceptual as well as practical outcomes and recommendations for our colleagues and partners.

The above does not mean that the analysis is unrelated to theory and conceptual studies. On the contrary, extensive time was taken during the desk research phase to capture previously published

knowledge as well as the wisdom of practitioners. The bibliography provides an overview of sources investigated.

After the key question and research questions were formulated and project scope was determined at the end of 2021, a one-pager was sent in January 2022 to all involved funding partners, southern partnership representatives and internal project leaders to inform them about the upcoming analysis and to ask for their cooperation. The one-pager was also sent to a wider circle of interested parties such as Partos, EU-CORD, IRC and MoFA/DSO.

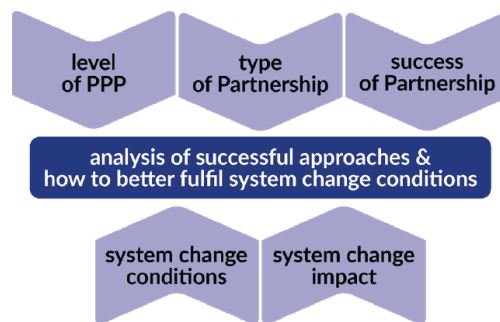
The key question of this analysis was formulated as follows:

What characterizes successful partnership strategies and what is required from a context, partnership and positioning perspective to achieve system change?

The underlying research questions are the following:

1. What partnerships and strategies can be identified and what qualifies them for success?
2. What are the determining factors in achieving system change?
3. How can these factors be better deployed?

In terms of methodology, both qualitative and quantitative approaches were used. Desk research based on the already mentioned literature review was used to set parameters and a framework for the analysis of projects and partnerships and to draft questionnaires for interviews. The framework consists of a partnership part (upper part) and a system change part (lower part) and will be explained in more detail in chapter 2 and 3:



The framework was translated to a framework table with definitions and a score scale given, to be filled in by project leaders and southern partnerships representatives as a preparation on semi-structured interviews (see Annex 4 for the completed framework table).

In addition, these interviewees were also asked to complete (in advance) an approach table. The approach table indicates on some 18 aspects where the project is in the movement from project approach to system change approach (on a ten-step scale). This table functioned as a detection window for formulating questions for the interviews and for formulating hypotheses for later qualitative analyses (see chapter 4). See Annex 5 for an example of the approach table. After quantitative translation, the data were also used as triangulation data (compared to data from the framework table) in the qualitative analysis.

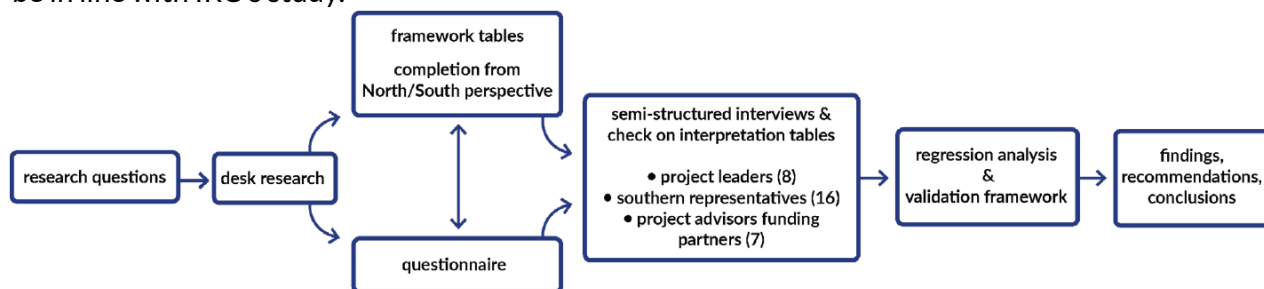
Semi-structured interviews were held with representatives from three perspectives: interviews with eight project leaders, interviews with sixteen southern partnership representatives and interviews with seven funding partners. In this way, perspectives from project management, from first-hand information and interpretation, and from conditional parties were captured.

The developed questionnaire consisted of in total 73 questions; green highlighted questions allowed for further explanation of the framework table, others were non-project specific and not directly related to the framework.

Every interview with project leaders and southern partnership representatives started with an explanation and check on interpretation of the completed framework table. Depending on what was discussed already, a selection of the remaining questions was used in a semi-structured interview that took on average one up to two hours. Interviews were also conducted with two PMEL experts. A full list of all interviews held is included in Annex 2.

After the completed tables were checked for interpretation during the interview, the data were used for analysis. The data were translated per factor or condition from qualitative to quantitative (not at all =0, partly=25%, largely=75%, fully=100%). The data variables were then combined, both single variables and multiple variables, and assessed for correlation and significance. For this purpose, data regression was used and scatter diagrams were created. Initial analyses focused on data consistency by comparing framework table and approach tables (triangulation). The analysis started at a high aggregation level: first by comparing the clusters PPP level, partnership benefits, partnership success factors and system change level for consistency, correlation and possible patterns. Then the elements within the cluster were compared and then specific elements from different clusters were compared. Several hypotheses were tested in the analyses.

In July 2022, the Sustainable Water Fund published its report for project implementors with reflections through a partnership lens. The report came with a typology which helps to understand the characteristics and dynamics of FDW PPPs. Although the typology did not appear to apply well to Woord en Daad's broader portfolio (e.g. in the area of inclusive agribusiness), the report provided many reference points e.g. in the area of scaling, funding mechanisms and partnership indicators. This report can be seen as an analytical elaboration on the Woord en Daad projects portfolio (but also adding the system change lens). Its findings, as presented in the conclusions section, appear often to be in line with IRC's study.



In this report, the first two research questions are answered in chapters 2 and 3. The chapters elaborate on the definitions used, describe the determining factors and conditions (being the framework) and describe how these factors and conditions were applied in practice (from interview findings). The recommendations (in response to the third research question) are also described directly in chapters 2 and 3 so that the connection between findings and recommendations remains clearly recognisable. Chapter 4 describes how the project portfolio relates to the developed framework through a quantitative analysis by analysing partnerships factors with system change conditions; it gives information on the validity of the framework. The analysis also gives the opportunity to discover patterns in the data of 16 projects, based on various cross-sections.



2. Partnerships

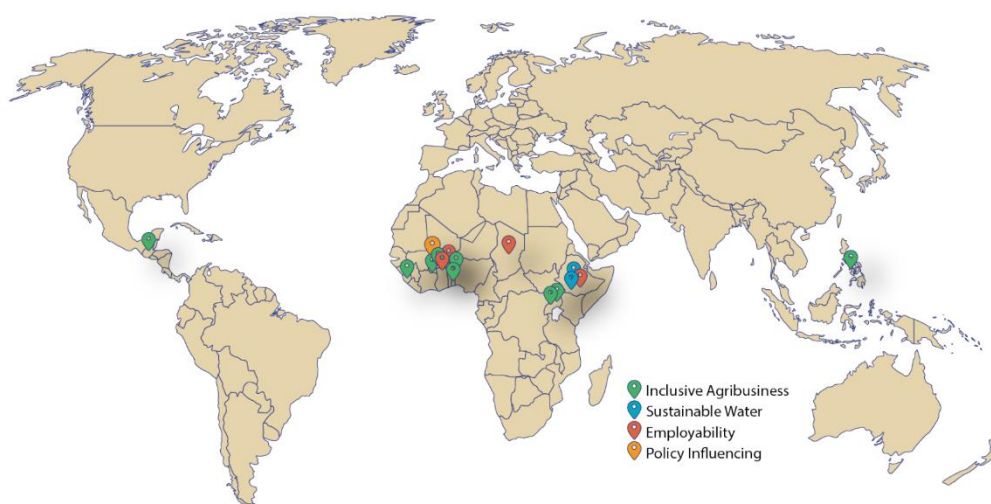
This chapter focuses on the first research question: “What partnerships and strategies can be identified and what qualifies them for success?”. To answer this question, the upper part of the framework was examined, successively the level of PPPs, the type of partnerships and the success factors of partnerships (including the main benefits of partnerships). The outcomes are a result of desk research and interviews. The chapter ends with a paragraph containing findings and recommendations based on questions from interviews around benefits and success factors of partnerships.

2.1 - Selected projects

For this analysis, 16 administrative projects were selected, almost all of which were or are institutionally funded. We explicitly refer to administrative projects here because partnerships can also be mentioned. But because the administrative recording is project-related we speak of projects. The following projects were selected:

Project	Country	Programme	Duration
FDOV Guatemala Vegetables	Guatemala	Inclusive Agribusiness	2015-2022
FDOV Burkina Cashew	Burkina Faso	Inclusive Agribusiness	2015-2022
FDOV Benin Cashew	Benin	Inclusive Agribusiness	2015-2022
FDW Burkina Faso Drops4Crops	Burkina Faso	Inclusive Agribusiness	2017-2024
FDW Ethiopia WaterPricing	Ethiopia	Sustainable Water	2018-2024
FDW Benin Drops4Crops	Benin	Inclusive Agribusiness	2018-2025
SDGP Chad Agri-JobBooster	Chad	Employability	2020-2025
SDGP Philippines Abaca	Philippines	Inclusive Agribusiness	2020-2025
Job Booster Burkina Faso	Burkina Faso	Employability	2018-2022
Bee a Champion Uganda	Uganda	Inclusive Agribusiness	2019-2021
Cashing in on cashew Sierra Leone	Sierra Leone	Inclusive Agribusiness	2020-2022
iWET Ethiopia	Ethiopia	Sustainable Water	2017-2023
EYE Ethiopia	Ethiopia	Employability	2016-2021
Trees & Bees Uganda	Uganda	Inclusive Agribusiness	2020-2023
Job Booster SEC Burkina Faso	Burkina Faso	Employability	2020-2023
Benkadi	West-Africa	Policy Influencing	2021-2025

The project portfolio represents a total multi-year budget of € 76,100,000.



2.2 - PPP level

Originally, the idea was to examine PPPs, but as time went on, more and more projects were added to the research scope. In order to be able to discern the level of PPP content (also with a view to later analysis and being able to discover patterns and characteristics), the extent to which the projects met the five criteria for PPPs was investigated. These criteria emerge from an IOB Study (systematic literature review, April 2013) about meaning of a PPP in 18 case studies.

Literature suggests that PPPs potentially provide greater efficiencies, better quality and improved outcomes: in effect, value for money. The Netherlands Policy and Operation Evaluation Department (IOB) developed five criteria for developmental PPPs; the argument being that 1) to be a partnership, the relationship has to meet these criteria and 2) if a partnership meets these criteria, it will potentially provide improved outcomes and added value, in comparison to when parties work separately. Most studied PPP projects fulfill the majority of “the five criteria of developmental PPPs”.

The criteria are:

1. Cooperation between public- and private party in consortium
2. Clear agreement on goal between consortium partners
3. Combination of public- and private funding
4. Agreement on sharing of resources and tasks
5. Distribution of risks between the public and the private sector

As the final selected projects consisted of a variety of projects, one discovers the real PPP level of the projects. The following table summarises the PPP level, with scores based on a four-point scoring scale (not at all=0, partly=25%, largely=75%, fully=100%) divided by five criteria and sourced from project leaders (as these data were the most accurate and complete):

	1. Cooperation between public- and private party in consortium	2. Clear agreement on goal between consortium partners	3. Combination of public- and private funding	4. Agreement on sharing of resources and tasks	5. Distribution of risks between the public and the private sector	PPP level
FDOV Burkina Cashew	5%	0%	0%	0%	0%	5%
FDOV Benin Cashew	5%	0%	0%	0%	0%	5%
Job Booster Burkina Faso	0%	15%	0%	0%	0%	15%
Job Booster SEC Burkina Faso	0%	15%	0%	0%	0%	15%
Bee a Champion Uganda	0%	15%	0%	5%	0%	20%
Benkadi	0%	20%	0%	0%	0%	20%
FDOV Guatemala Vegetables	5%	15%	0%	5%	5%	30%
iWET Ethiopia	5%	15%	0%	5%	5%	30%
FDW Burkina Faso Drops4Crops	5%	20%	0%	15%	0%	40%
Trees & Bees Uganda	0%	20%	0%	20%	0%	40%
Cashing in on cashew Sierra Leone	5%	20%	0%	20%	5%	50%
EYE Ethiopia	20%	15%	15%	5%	5%	60%
SDGP Philippines Abaca	15%	15%	20%	15%	5%	70%
SDGP Chad Agri-JobBooster	15%	20%	20%	15%	15%	85%
FDW Benin Drops4Crops	20%	20%	20%	20%	15%	95%
FDW Ethiopia WaterPricing	20%	20%	20%	20%	20%	100%

As can be seen from the table, the PPP level varies considerably and it is actually only possible to talk about one or two pure PPP projects. That in itself does not say much about the success of the project, but it definitely says something about the character and type of cooperation within the project.

2.3 - Type of partnership

To come to an analysis of partnerships and strategies, the next step was to discover the type of partnership. First, an attempt was made to align with the IRC type of partnerships (FDW PPP reflections). This study distinguishes three partnership categories:

1. Policy influencing (i.e., reshaping the rules),
2. Institution building (i.e., reinforcing Public Institutions), or
3. Product and service delivery at the local level (i.e., responding to a public need with market solutions).

It proved to be very difficult to allocate a particular category of the IRC type of partnership; in fact it was impossible to do because the inclusive agribusiness partnerships did not fit the typology (focused on sustainable water) very well.

Based on financial contribution and share of actual budget another typology was found which seemed more practical and also a logical next step after detecting the PPP level:

	Financial contribution in %				Actual budget in %			Type of partnership based on financial contribution
	Public	Private	Rest (WD, NGOs/CSOs)	IF donors	Public	Private	Rest (WD, NGOs/CSOs)	
Bee a Champion Uganda	0%	0%	54%	46%	0%	0%	100%	NGO/CSO
iWET Ethiopia	0%	0%	0%	100%	0%	100%	0%	Private*
Job Booster SEC Burkina Faso	0%	0%	17%	83%	0%	0%	100%	NGO/CSO
Benkadi	0%	0%	0%	100%	0%	0%	100%	NGO/CSO
Job Booster Burkina Faso	0%	1%	26%	73%	0%	0%	100%	NGO/CSO
Trees & Bees Uganda	0%	7%	47%	46%	0%	29%	71%	Private
Cashing in on cashew Sierra Leone	0%	11%	5%	84%	0%	66%	34%	Private
FDW Burkina Faso Drops4Crops	0%	20%	21%	59%	0%	49%	51%	Private
FDOV Guatemala Vegetables	0%	29%	23%	48%	0%	81%	19%	Private
FDOV Burkina Cashew	0%	42%	22%	35%	0%	74%	27%	Private
FDOV Benin Cashew	0%	42%	22%	35%	0%	74%	27%	Private
EYE Ethiopia	1%	3%	24%	72%	2%	8%	90%	PPP
SDGP Chad Agri-JobBooster	5%	25%	21%	49%	7%	25%	68%	PPP
FDW Ethiopia WaterPricing	5%	10%	20%	65%	15%	45%	40%	PPP
SDGP Philippines Abaca	11%	25%	14%	50%	11%	73%	16%	PPP
FDW Benin Drops4Crops	16%	18%	19%	48%	19%	15%	66%	PPP

* The iWET project was the only exception in terms of outcome of the calculation method as it is in practise a private partnership based on established companies (with servicing teams in 22 districts).

Three clear types of partnerships emerge. A partnership consisting of a consortium of NGOs and CSOs (including Woord en Daad). A partnership that is financially supported by private consortium partners (but including Woord en Daad). And a partnership in which both private and public consortium partners (but including Woord en Daad) contribute financially. This is not to say that contributions in knowledge, in kind or in network capital are not important; rather that a clearly distinguishable criterion has been chosen that provides a strong incentive for partnering. These partnership types are used in further analysis.

2.4 - Success factors of partnerships

Certain benefits will have to be present that make it attractive to join a partnership. In this sense, benefits already implicitly indicate the success of a partnership. R. Batley distinguishes six benefits of a public-private relationship in service provision:

1. Sharing key expertise and resources that otherwise would not be available,
2. Additional investments, beyond on what was planned,
3. Increased innovation (ideas and solutions),
4. Improved risk allocation,
5. Improved cooperation and coordination,
6. Reduced transaction costs.

Jamali takes it a step further. In the opinion of IOB (study April 2013), Jamali (2004) presents the most comprehensive overview of critical success factors of partnerships:

1. Permanent government involvement,
2. A sound regulatory framework,
3. Fulfillment of key formation requirements,
4. Partner selection based on compatibility, commitment, capability and control,
5. A common vision and trusty relationship between partners.

These criteria have large resemblance with the four key building blocks of the SDG Partnership Guidebook 2020 (page 45) which is a helpful guide to setting up partnerships. The building blocks are distilled from the success factors for partnership highlighted by multiple organisations over many years:

1. Fundamentals (the basis for a partnership in the first place),
2. Partnership relationship,
3. Structuring and set-up,
4. Management (see page 45 for more detailed aspects of building blocks).

Because of the overlap with the SDG Partnership Guidebook 2020 but also with other sources (such as Building Partnerships PPP Lab 02 and the Paper Partnerships2030)¹, Jamali's five criteria were chosen, supplemented by two criteria based on experience of Woord en Daad (no 6) and a criterion consistently reflected in various literature (no 7). The full list of seven criteria for successful partnerships which is used in this analysis then becomes:

1. Permanent government involvement,
2. A sound regulatory framework,
3. Fulfillment of key formation requirements,
4. Partner selection based on compatibility, commitment, capability and control,
5. A common vision and trusty relationship between partners,
6. Each other's public/private/ civil contribution is indispensable to make partnership a success,
7. Multiple interests of key participants are skillfully negotiated and packaged.



permanent
government
involvement



sound regulatory
framework



fulfillment
key formation
requirements



careful partner
selection



common vision
and trusty
relationships



indispensable
contribution of
everybody



interests
skillfully negotiated
and packaged

¹ www.partnerships2030.org

Project leaders and southern partnership representatives were asked to complement these criteria, as part of the framework table, based on the four-point scoring scale (not at all=0, partly=25%, largely=75%, fully=100%). In completing the scores correctly and consistently by different respondents, it is important that everyone has the same interpretation of the criteria. To ensure this, additional explanations were given for criteria 1 to 5 and the scores were discussed one by one with the researcher prior to the interview.

Additional explanations:

1. Important because the public sector should continue to set standards and monitor product safety, efficacy and quality and establish systems whereby citizens have adequate access to the products and services they need.
2. Including protection from expropriation, arbitration of commercial disputes, respect for contract agreements, and legitimate recovery of costs and profit proportional to the risks undertaken (gives assurance to private partner).
3. Resource dependency, commitment symmetry, common goal symmetry, intensive communication, alignment of cooperation learning capability, and converging working cultures
4. Particularly important are the notions of compatibility, which entails identifying complementary strengths and weaknesses, and commitment as reflected in the formalized commitment of necessary time energy and resources.
5. Amongst others cultural differences between private and public partners could show up.

During the interviews, all project leaders and southern representatives were asked if they could describe in one sentence what made the partnership a success in their project. The responses can be found in Annex 3: What makes this partnership a success?

The table below gives the scores on success factors of partnerships:

	Type of partnership	PPP level	1. Permanent government involvement	2. A sound regulatory framework	3. Fulfillment of key formation requirements	4. Partner selection based on compatibility, commitment, capability and control	5. A common vision and trusty relationship between partners	6. Each other's public/private/ civil contribution is indispensable to make partnership a success	7. Multiple interests of key participants are skillfully negotiated and packaged	Success factors in partnership
FDOV Burkina Cashew	Private	5%	0%	0%	0%	25%	0%	0%	0%	4%
FDOV Benin Cashew	Private	5%	0%	25%	0%	25%	0%	0%	0%	7%
Cashing in on cashew Sierra Leone	Private	50%	0%	0%	25%	25%	25%	0%	0%	11%
Job Booster Burkina Faso	NGO/CSO	15%	0%	0%	0%	75%	25%	0%	25%	18%
Job Booster SEC Burkina Faso	NGO/CSO	15%	0%	0%	0%	75%	25%	0%	25%	18%
FDOV Guatemala Vegetables	Private	30%	75%	25%	25%	25%	75%	75%	75%	54%
Benkadi	NGO/CSO	20%	0%	25%	75%	100%	100%	0%	75%	54%
Trees & Bees Uganda	Private	40%	0%	25%	25%	100%	100%	75%	75%	57%
FDW Burkina Faso Drops4Crops	Private	40%	0%	0%	25%	100%	100%	100%	75%	57%
iWET Ethiopia	Private	30%	25%	75%	75%	100%	75%	100%	25%	68%
Bee a Champion Uganda	NGO/CSO	20%	75%	25%	25%	100%	100%	75%	75%	68%
EYE Ethiopia	PPP	60%	75%	75%	75%	100%	75%	75%	25%	71%
SDGP Philippines Abaca	PPP	70%	100%	75%	25%	75%	75%	75%	75%	71%
SDGP Chad Agri-JobBooster	PPP	85%	100%	75%	25%	75%	75%	100%	75%	75%
FDW Ethiopia WaterPricing	PPP	100%	100%	25%	25%	100%	75%	100%	100%	75%
FDW Benin Drops4Crops	PPP	95%	100%	25%	75%	100%	75%	100%	75%	79%

Chapter 4 will draw conclusions based on analysis of the different tables which also makes the connection between level, type and success of partnerships and system change.

2.5 - Findings on partnerships

The above benefits and success factors for partnerships are part of the overall framework; the currently still missing system change part is discussed in the next chapter. The benefits and success factors for partnerships were used for interviews with project leaders, southern partnership representatives and funding partners whose findings are presented in this section.

2.5.1 - Benefits of Partnerships

- Risk sharing is broader than only financial and it is difficult to talk about a bias with a certain partner. Private entities should stay persistent enough until the business model starts to generate enough income to sustain their living. They have higher risks (also financially) which is logical but could make equal partnerships more complicated. The public sector often commits non-financial resources and takes the risk of losing the status quo where it plays significant role in the old system. NGOs risks are in terms of organizational values and reputation.
- Expertise and experience of the partners on different aspects should have added value and the base for task allocation. In the paper Southern Leadership, prepared by Woord en Daad in 2022, the following is written about this topic: "*The challenge we see for southern organisations: Access, align and complement existing resources in the system, including knowledge, legitimacy, networks, value base and money – and including local fundraising*". A follow-up question could be then who manages access and distribution of resources.
- Funding facilities through RVO are not meant for innovation but mainly to achieve impact and scale. Interventions must exist and be proven. Nonetheless, innovation is part of projects (otherwise the projects would have been created automatically). It is necessary to match the type of project (pilot, scale-up, roll-out) with funding opportunities (innovative funding, scaling investment, official loans). Additional risks in system change initiatives remain difficult to finance but can be discussed more with funding partners. Clear risk management is important here.

2.5.2 - Critical success factors partnerships

General

- Sometimes it can be advisable to start small and pre-fund. And then take a follow-up step, make use of relationships from previous calls or projects, and then move on and scale up. The trust built during previous partnerships can be used to implement projects with higher risks but also higher impact. Building on the emerging dialogue with sector actors and broadening the platform to include other partners is an opportunity for continuation. Likewise building on lessons learned and reaching new niches. It is important to build upon previous partnerships. Woord en Daad already has experience with building upon previous partnerships using the same corridor, networks, contacts, data management tools, staff etc in new projects, even beyond borders (CMS).
- After having some experiences in the sector and building a network, also a strategic move can be made by again identifying key stakeholders, for instance by issuing a teaser or statement and getting actors to participate for a round table discussion. Then engage and further inspire the dialogue.

Permanent government involvement

- In only one project the public partners are playing their role of institutionalizing the changed system. In others projects, the government is often directly (in the partnership itself) or indirectly (to provide an enabling environment) involved.

- Whether or not a public partner should be part of the partnership depends on the context, sector, theme, etc. Some funding facilities make public partnering compulsory, but it can become a routine (co-sign the partner management agreement in view of the enabling environment). Above all, it is important to look at the situation, the added value and the right moment to involve a public partner (keeping the momentum). Capacity and commitment of public partners remains difficult (turnover, expertise, elections).
- In general, it is needed to be more intentional about involving public partners. There is a big potential for public partnership. Reflection from the South is that generally the government will be in support of the development agendas of non governmental organizations.
- The importance of public partnering for system change depends on the sector. In inclusive agribusiness, the government is not directly involved and mainly the market model is determining (all be it for value chain projects too that processes proceed faster if they function in an institutional context, e.g. faster declaration of land rights (i.e. access to loans), licensing of fishermen, removal of export barriers, etc.). This also applies to a lesser extent to employment projects, although there the enabling environment to be created by the government probably plays a bigger role. Cooperation with public partners in education and sustainable water on system level is evident, although a healthy eye must be kept for the right proportions, with Woord en Daad not stepping into the government's responsibility.
- Public partners do not always have to be in the consortium. For instance, representatives of the ministry of agriculture participate in the steering committee of project Bee a Champion and are given a respected and valued place.
- It must also be said that public partnering is not easy. Apart from election dynamics and consequences for re-establishing relationships, budget negotiations require a lot of energy and time and dependence on higher levels of government hinders quick decision-making at lower levels of government. Therefore, ministerial contacts are very important. By the way, it is not true that if the government falls and government officials are replaced, it was all for nothing because policies are often fixed for a longer period of time.

Partner selection based on compatibility, commitment, capability and control

- Strengthening the existing and exploring for additional partnership with system stakeholders is an ongoing process. Partner exploration takes place in various ways. Sometimes there are already a number of existing relationships and further exploration is done on consortium partner relationships. Other project leaders directly adopt a sector approach and organise adaptive planning sessions or round table meetings with sector actors to share ideas and see what the response is. Or relationships with system stakeholders are developed by organizing advocacy workshops for system actors and utilization of personal acquaintances.
- In order to get familiar with vision of scaling and for the decision were to concentrate resources, it is essential to assess the capacity of potential partners in depth in the design phase (as part of the system change canvas) but also annually as part of a system change assessment program. Accordingly, decisions can be made as to where the following year's focus should be.
- Making a deliberate choice for system change with the partners has to do with selecting partners. However, an issue is easily overlooked which results in some partners pursuing a different direction and tending to be less systemic, e.g. because the system boundary was a bit wider at the beginning. Than it is important to bring them onboard.
- To get the right system stakeholders in the picture takes time which seems to be in conflict with deadlines for submission of proposals. The fact is that partner analysis is crucial but must be

funded from unrestricted funding from partners (as Woord en Daad) themselves. Subsequently, the commitment of partners (via signed document) is often requested as early as the concept note. In practice, the partnership has then already been formed and work starts on elaborating the proposal, while the partnership can still be changed, but this often no longer happens. The partnership can still be changed via project amendments and that certainly occurs, but it slows down project progress.

Recommendation:

- Start small (in scale and cooperation) for completely new partnerships in order to work on trust and best practices for a follow-up project. Once the project is ongoing, it is still important to seek discussion with key sector actors (MSP); this can be funded by defining a work package for enabling environment.

A common vision and trusty relationship between partners

- To begin with, the problem of involving grassroots in the design phase is the limited time for a call for proposal, so it is important to create networks and collaborations beforehand. In the design and inception phase grassroots input is limited and indirect through round tables, surveys, consultation and market study but not direct (which is also difficult because it has to be at strategic level). In other words, consortium partners still tend to think for the target group. It is also desirable to gain more insight into grassroots participation (it does happen, but could be better and more intended). Contact with grassroots should ideally be built into the design, e.g. service providers receiving and using frequent feedback or community-based service providers. This would be in line with Woord en Daad's ambition: *"Prioritise to represent the poor, unreached and voiceless at the tables where strategy is developed, and decisions are made. In the area of partnership practices, emerging issues on grassroots level and end-user feedback need better and more structural space"* (Paper Southern Leadership). Grassroot involvement should not disappear into the background when formulating projects and forming partnerships.
- The ideal partnership should be anchored on the common goal and vision for change; individual partner strengths should be identified in contributing towards it. Furthermore: have or capitalize on similar values and understandings on the failed system that the partnership intends to mend, have a clear understanding of workable system boundaries and actors, flexibility in project implementation, and have a clear feedback mechanism and accountability channels. Partners' financial contribution plays a key role but should not be the basis of not engaging with other partners who are financially incapacitated. This calls for working with both implementing and strategic partners.
- It helps when there is a history of implementing joint projects and thus having developed trust in each other over time. Transparency, clear roles and responsibilities, open communication and consensus-based decision making help strengthen this trust. Continuous building and maintenance of trust will be needed e.g. because of deteriorating interests and commitments from some partners due to political and social instability, but also due to diverging interests of private, public and other partners.
- The main challenge is to define a common sector vision and shared dream in order to achieve deep collaboration, think and act for the common good striving for maximal impact. This needs continuous exchange of ideas in the co-creation phase. Barriers to come to the same level could be discussion about financial contribution, the level of partners (strategic or operational) and diverging interests of public and private partners. But even when a common sector vision has been developed, own vested interests of system actors, political instability, occurrence of natural

and man-made crisis etc may weaken commitment to the vision. So the vision bucket has to be constantly replenished so as not to slowly leak away.

Each other's public/private/civil contribution is indispensable to make partnership a success

- Contribution to the project depends on situation and character of the project. When working with partners for the first time, it may be a good idea to have everyone contribute financially, while (when a relationship has been established) in follow-up projects this is not strictly necessary. Processing private partners in value chain projects have a major interest in the success of the business and naturally contribute financially to a large extent, while in service-providing projects the expertise and hardware supplying partners have a different and smaller interest (and often the 10% obligatory financial contribution is hardly achieved). From a southern perspective, it is indicated that not allowing a financial contribution to be made should not be accepted too easily. For example, public partners may do contribute but this must be included in their annual plan (and thus financial means/budgets) in advance. In conclusion, financial contribution is not better than in kind contribution. Some partners (e.g. local NGOs) do not have financial capacity, but have expertise. Let financial contribution not be a limitation. Bottom line is that there should be resource sharing which has a strong correlation with ownership. The contribution should cost (financial or non-financial) all participating partners something.

Multiple interests of key participants are skillfully negotiated and packaged

- What was experienced as difficult is the time required to bring vested interests of various stakeholders into one common goal (but doable at the end).
- Building an ecosystem for cooperation with public partners (e.g. in exchange of data, build capacities, develop funding models, promote collaboration, co-create or adopt successful innovations) is important for aligning interests and added value.
- Private partnerships tend to skip the phase of building a shared ecosystem for cooperation and often start from the perspective of the main private partner with the risk of creating imbalance, lack of vision and discomfort at public partner side.
- Type of public partner is an important factor in succesful partnering, collaborating with the public partner (on national, regional and/or local level) that matches best with their own mandate and core tasks. This partner discovery can be done by using the system change canvas and power analysis.
- Recognizing and harmonizing individual organizational and personal interests is important in order to prevent failure by one partner (which could result in failure for all). It helps to build trust among partners.



3. System change

This chapter focuses on the second research question: “What are the determining factors in achieving system change?”. To answer this question, the lower part of the framework was examined, successively the system change conditions and the system change impact. Again, the outcomes are a result of desk research and interviews. The chapter ends with a paragraph containing findings and recommendations based on questions from interviews around conditions for and impact of system change.

3.1 - Definition of system change

First, it is important to explain which definitions have been used. A closer look at literature and references reveals that a variety of definitions are used.

Many publications on system change refer to Donella Meadows, an environmental scientist who was one of the first to introduce the term systems change. She defined systems change as *a set of elements or parts that is coherently organized and interconnected in a pattern or structure that produces a characteristic set of behaviors, often classified as its “function” or “purpose.”* To change a system, the interventions need to affect the way the parts interact with each other. And they need to be able to withstand the pushback they will inevitably encounter.

The New Allies report takes a step further. They argue that systems change captures the idea of addressing the causes, rather than the symptoms, of a societal issue by taking a holistic (or ‘systemic’) view. Systemic change is generally understood to require adjustments or transformations in policies, practices, power dynamics, social norms or mindsets that underlie the societal issue at stake. It often involves collaboration of a diverse set of players and can take place on a local, national or global level.

There are different levels at which systemic change can take place: ‘deeper’ changes tend to result in greater impact, but less-dramatic shifts can pave the way towards these deeper changes. The levels mentioned are incremental change (e.g. training blind women to detect breast cancer more accurately than doctors), structural change (moving from a centralised energy system based on fossil fuels to a decentralised one based on renewable energy sources), and transformational change (shifting mindsets to see women as full citizens with equal rights and material access to civil liberties).

The Rockefeller Philanthropy Advisors refers to shifting systems, “commonly called system change”. In the publication “*Scaling solutions towards shifting systems: approaches for impact, approaches for learning*”² a more detailed definition of system change is given.

What is striking is that even the notation differs in the extended publications: systems change, system change, systemic change, systematic change. Even within Woord en Daad, different terms are sometimes used interchangeably without a clear definition. One of the reasons for using other words is the scale of system change. Some systems are simple, and others are complex. Some systems are small, others are big.

When defining system change, the term *systemic change* was previously used within Woord en Daad to indicate the own modest position in it but literature does not seem to make this distinction for smaller scale.

Within this analysis, the broad definition of systems change in line with the New Allies report is adhered to. In what follows, we will consistently refer to system change (without s) as it was previously introduced within Woord en Daad.

² <https://www.rockpa.org/wp-content/uploads/2018/10/10-20-RockPA-Scaling-Solutions-02-WEB-1.pdf>

It is good to realize that a system is the outcome of what you put into it (stakeholders, interests, mindsets, relationships and dynamics, structures, cultures etc), it is subsequential. System change is only possible if the inputs and/or interaction between the parts change.

The movement towards system change involves a change of perspective: from the constraint (from project-based working and administrative recording in projects) to working within project boundaries to doing everything possible to achieve wider impact (for the sector, system, etc.).

3.2 - Conditions for system change

In the search for important conditions for system change, several sources were used. The Annex 1 gives an overview of all sources used. Important sources to arrive at conditions for system change were publications by Catalyst2030, Learnadapt, the International Development Innovation Alliance (IDIA), the International Fund for Agricultural Development (IFAD), The Rockefeller Philanthropy Advisors, Overseas Development Institute (ODI) but also our own knowledge and experiences as recorded in Woord en Daad Academy sessions and the original one-pager for this analysis.

After extensive study, a number of elements kept showing up. These elements were reframed (with input from the desk research) into seven common denominators or conditions. It should be emphasised that we do not pretend to have found the exclusive conditions for system change. Therefore, we prefer to talk about the important conditions. Undoubtedly other researchers will come up with different or additional conditions, and possibly the results of this study may even lead to adjustment of the set of conditions.

These are the seven important conditions for system change:

1. Continuous context mapping and analysis,
2. Equal partnership and strategic positioning,
3. Investigation of scaling (strategy and conditions),
4. Understanding and application of adaptive management,
5. Orchestrating and collaborative leadership,
6. System change focused governance,
7. Favourable funding mechanisms.

Project leaders and southern partnership representatives were asked to complement these conditions, as part of the framework table, based on the four-point scoring scale (not at all=0, partly=25%, largely=75%, fully=100%). To ensure more explanation and correct interpretation of these conditions, a brief description has been provided to the different respondents. The numbers between brackets refer to the questions in the questionnaires (and sources) behind. After complementing the framework tables beforehand, the scores were discussed one by one with the researcher prior to the interview.

1. Continuous context mapping and analysis

Continuous and sufficient knowledge of broad context with use of system mapping and power analysis. Continuous context mapping and analysis starts with naming the problem (e.g. youth unemployment in certain area). The problem is the result of a (not optimally functioning) system. So diagnosis (system change context analysis) is needed first: how is the system put together and what are the boundaries? (17-20).

2. Equal partnership and strategic positioning

Equal partnership with main system stakeholders, built on trust and long-term commitment between partners (29), based on complementarity/ compatability/ capability (23), and using collaborative approaches. Positioning as strategic partnership towards system stakeholders with a long (10+y) horizon (25), working from a common sector vision, shared dream (22/30) and periodically renewed

strategic intent (26), using potential and mandate of public partners that work on supportive ecosystems (e.g. in exchange of data, build capacities, develop funding models, promote collaboration, and co-create or adopt successful innovations) (24).

3. Investigation of scaling (strategy and conditions)

Examine the relevance and potential to scale-up proven approaches (34/37), investigate the ability and capacity of partners for scaling up (40/43) (including public partners with a view to institutionalising successful innovations (41)), investigate past scaling-up attempts (42), and investigate the conditions for scaling (funder roles, partnerships, support, measurement impact) (44). This is all needed before drafting the scaling-up vision, strategy and plan (36).

4. Understanding and application of adaptive management

Respond to complexity, uncertainty and changing contexts with an intentional approach to test and learn from different initiatives and interventions (58) and adapt with use of adaptive approaches (46/56/59). Produce and use evidence-based learnings (54) and steering information based on thoughtful/responsive practices (52) in order to make adjustments to strategies, collaborations and activities.

5. Orchestrating and collaborative leadership

Having an orchestrator to identify relevant actors, help to establish new partnerships, balance interests with obligations of partners, manage and synchronise interventions by different actors in the ecosystem, and initiate activities across ecosystems (64). Having collaborative leaders who are accountable to the collaborative's purpose, and can balance a range of competing institutional and sometimes individual interests.

6. System change focused governance

Reflection of reciprocity, equality (69) and accountability for learning (70) in the governance structure.

7. Favourable funding mechanisms

Funding that is able to absorb risks, which does not focus on quick fixes and minimal risk, is paired with both flexibility and less-demanding reporting requirements, and provides opportunities to explore new opportunities beyond system boundaries (71). This also includes mobilizing and seeking complementarity among resources in the system (72).

The table below gives scores on conditions for system change:

	Type of partnership	i. Continuous context mapping and analysis	ii. Equal partnership and strategic positioning	iii. Investigation of scaling (strategy and conditions)	iv. Understanding and application of adaptive mgt	v. Orchestrating and collaborative leadership	vi. System change focused governance	vii. Favourable funding mechanisms of IF donor	System change level
FDOV Burkina Cashew	Private	25%	0%	0%	25%	0%	0%	0%	7%
FDOV Benin Cashew	Private	25%	0%	0%	25%	0%	0%	0%	7%
Cashing in on cashew Sierra Leone	Private	25%	25%	0%	0%	0%	0%	25%	11%
Job Booster Burkina Faso	NGO/CSO	75%	25%	0%	25%	25%	25%	25%	29%
Trees & Bees Uganda	Private	25%	75%	25%	0%	25%	25%	25%	29%
FDOV Guatemala Vegetables	Private	75%	75%	25%	25%	25%	0%	25%	36%
FDW Benin Drops4Crops	PPP	75%	25%	25%	25%	25%	25%	75%	39%
Job Booster SEC Burkina Faso	NGO/CSO	75%	25%	25%	75%	25%	25%	75%	46%
FDW Burkina Faso Drops4Crops	Private	75%	75%	25%	75%	25%	25%	75%	54%
SDGP Chad Agri-JobBooster	PPP	75%	75%	25%	100%	25%	75%	75%	64%
SDGP Philippines Abaca	PPP	75%	75%	75%	75%	75%	25%	75%	68%
Benkadi	NGO/CSO	75%	100%	25%	100%	75%	75%	75%	75%
EYE Ethiopia	PPP	75%	75%	75%	75%	75%	75%	75%	75%
Bee a Champion Uganda	NGO/CSO	100%	75%	100%	100%	75%	25%	75%	79%
iWET Ethiopia	Private	100%	75%	100%	100%	25%	100%	75%	82%
FDW Ethiopia WaterPricing	PPP	100%	75%	75%	75%	75%	100%	100%	86%

Chapter 4 will draw conclusions based on analysis of the different tables which also makes the connection between level, type and success of partnerships and system change.

3.3 - Impact of system change

An analysis of partnerships aimed at system change without mentioning the system change impact suggests that the impact does not matter. This while the ultimate aim of the analysis is (via insight into the functioning of successful partnerships and whether or not they meet system change conditions) to achieve system change. But what can we claim about system change impact when there is a big question regarding attribution and most projects are not yet completed? To further complicate matters, impact is also linked to very difficult to measure aspects such as scalability and public engagement.

To deal with this issue, a pragmatic and simple approach was adopted by asking the interviewees whether the indication towards the long-term impact was greater, equal or lower compared to what was planned.

This approach generated the following results:

Project	Programme	Duration	Type of partnership	Indicated impact
FDOV Guatemala Vegetables	Inclusive Agribusiness	2015-2022	Private	equal to planned
FDOV Burkina Cashew	Inclusive Agribusiness	2015-2022	Private	above planned
FDOV Benin Cashew	Inclusive Agribusiness	2015-2022	Private	above planned
FDW Burkina Faso Drops4Crops	Inclusive Agribusiness	2017-2024	Private	equal to planned
FDW Ethiopia WaterPricing	Sustainable Water	2018-2024	PPP	below planned
FDW Benin Drops4Crops	Inclusive Agribusiness	2018-2025	PPP	equal to planned
SDGP Chad Agri-JobBooster	Employability	2020-2025	PPP	equal to planned
SDGP Philippines Abaca	Inclusive Agribusiness	2020-2025	PPP	above planned
Job Booster Burkina Faso	Employability	2018-2022	NGO/CSO	above planned
Bee a Champion Uganda	Inclusive Agribusiness	2019-2021	NGO/CSO	above planned
Cashing in on cashew Sierra Leone	Inclusive Agribusiness	2020-2022	Private	below planned
iWET Ethiopia	Sustainable Water	2017-2023	Private	below planned
EYE Ethiopia	Employability	2016-2021	PPP	above planned
Trees & Bees Uganda	Inclusive Agribusiness	2020-2023	Private	equal to planned
Job Booster SEC Burkina Faso	Employability	2020-2023	NGO/CSO	equal to planned
Benkadi	Policy Influencing	2021-2025	NGO/CSO	equal to planned

Chapter 4 elaborates on the extent to which a correlation can be found with partnership success factors and with meeting the conditions for system change.

3.4 - Findings on system change

The above conditions for system change are part of the overall framework and were used for interviews with project leaders, southern partnership representatives and funding partners. The findings, based on experiences within the selected 16 projects, are presented in this section.

General

- Particularity in inclusive agribusiness projects (in value chain projects with a processing private partner) private partners often have a stronger position in partnerships (particularly in field operations) and the attitude of the private partner is determining. It is important to have open communication and a consensus-based decision making process. And also: the business interest of the private partner should not push aside the interest of the target group. That is why Woorden Daad decided to have a value dialogue in advance during business development.

Continuous context mapping and analysis

- In most projects there is sufficient knowledge of the context as a result of regular diagnosis and analysis. This context supports formulation of interventions and helps to choose the right stakeholders to work with. However, with (for example) an active war or conflicts in the region, things change quickly beyond control of the project. The projects are forced to continuously change with the context and should try not to lose the bigger picture of the system change process. For that continuous assessment of the context is required. In more stable conditions an annual system change assessment could suffice.
- Continuous context mapping and analysis was/is done in different ways. Some projects did not use formal tools but context analysis was a combination of desk research, consultation with partners, data gathering and analysis, follow-up by participatory assessment of progress and context update. Other projects used a more structured approach with system assessments by consultants and joint context analysis (with system mapping, power analysis and system change

canvas analysis) in the presence of all implementing partners with periodic updates and annual system change assessment reports.

Recommendation:

- Improvement of continuous context mapping and analysis is possible by including the public and the private sector in actual context analysis sessions, integrating a gender analysis, and involvement of the target groups.

Equal partnership and strategic positioning

- Complementarity, compatability and capability between partners is generally established by exchange of information in track record, mandate, plans and strategies among the partners. Roles and responsibilities are agreed upon based on this. The variation between project components and individual partner's technical competency and legal responsibilities are usually the basis for complementarity. Work culture and values seem to play significant role in terms of compatibility that it demonstrates itself in the course of implementation. Capability of partners usually is established from partner's previous experiences but it could be important to revisit assumptions and agree on shifting of roles for the benefit of program success.
- Partnering with the public sector is a must when it concerns a public service related to a basic human right. It is seen as vital that the public sector takes the leading role and ownership with an indispensable role in regulating an enabling environment. Pushing public partners too much is experienced in some projects as working contra-productive (instead of a more natural pull towards the partnership by themselves).
- In case of private partnerships, government line agencies often have specific mandates, e.g. to develop a specific industry. To accomplish that mandate, they have to work with industry players and other stakeholders. Government partnering with industry stakeholders is therefore considered a best practice.
- The strategic positioning differs from project to project, e.g.:
 - Building a sustainable business relationship between producers and processor whereby sequential projects build up contribution [Cashew value chain Burkina Faso/Benin]
 - Gradually building a value chain by stapling projects, by partnering with the sectoral network organisation with many members and a wide reach [Bee projects Uganda]
 - Knowledge sharing, scaling up or replication by delivering a proof of concept and demonstrating that corporations working directly with farmers and their organization can deliver both development and commercial objectives [Abaca Philipines]
 - Acting as a facilitator, crucial resources contributor and demonstrator of a system that works better [Sustainable access to drinking and production water Ethiopia]
- It is necessary to keep awareness on broad participation and sequential and iterative processes of further defining and periodically renewing the strategic intent with partners.
- Once started, a number of Woord en Daad project leaders indicate that they are working very consciously working on inspiring partners and stakeholders, helping them see value in alternative solutions, encouraging them to broaden their horizons. The chosen envisioning role of Woord en Daad depends on the actor. It can be empowering those with big visions, influencing actors to move, or helping those on the front lines to work together with efficacy and efficiency. The orchestrating role aimed at creating synergy and using each other's strength fits Woord en Daad well.

- Besides, Woord en Daad takes the role of broker, facilitator and advocate, as described in the Paper Southern Leadership:
 - *“Play a broker role towards broad partnerships, linking the global and the local. As an external party above local stakes, drawing stakeholders in for a joint vision and strategy to tackle key societal challenges. But careful not to occupy the southern seat in agenda setting.*
 - *Facilitate shared decision-making with our partners in business development and implementation. In the vertically organised development chain have a ‘bias for the South’, create space for partners to develop southern vision and strategy and listen intently.*
 - *Advocate for southern stakes in the international agenda’s among Northern policymakers and donors. Using policy analysis, creating space for southern voices and drawing attention for more explicit financing strategies that can facilitate system change.”*

Recommendation:

- Partnering with sectoral network organisations (with many members and wide reach) could be an effective strategy to achieve system change, not only in IA projects but also in other programmes.

Scaling

- Scaling is important but can be applied in different ways and forms, either within or beyond project boundaries, either vertical or horizontal. Scaling can take form from manual to digital, by replication in a new project, by additional focus on a specific target group (PwD, women). Scaling venues can be via public mandate of public partners (institutional policy, decision-making) or via private partners (business growth, market dynamics). In principle, the market scales automatically. However, in the beginning an acceleration strategy can be followed by creating viable business in combination with reaching the poor (after which the market continues or expands, ideally without donor funding).
- Within the Woord en Daad projects it was/is not always clear whether a predefined scaling strategy (or endgame) was followed (e.g. policy adoption, approach adoption, replication, power redistribution, contracting³) and what the scaling vision was, and thus what it should mean for the role of partners. In some projects the initial scaling strategy was designed in advance but is open to change during the journey/interventions. It is admitted that having some level of clarity about scalability strategy is important from the very beginning.
- As projects are time-bound with a maximum duration of 7-8 years, scaling needs to be thought about as early as the first or second year. In practice, this still happens insufficiently, for instance due to budget limitations, existing RWF or project boundaries. Within limited project boundaries, scaling is difficult as it requires adaptability and flexibility (from the funding partner as well). Lessons learned and experiences can sometimes be close to scaling up or a prelude to scaling up, e.g. the start of a sector platform and dialogue between public and private partners (cashew sector Burkina Faso/Benin). In staple projects (e.g. value chain development in bee sector Uganda), scaling mainly takes place in successive projects.
- Scaling with funds from donors is not the only option; also scaling with funds from public partners (institutional) and private partners (business model) are quite possible and depend on the scaling strategy.
- Business case monitoring is used in different ways in private partnerships and PPPs. It is generally seen as a guiding tool to observe income growth and efficiency. Yet the interviews reveal a diverse picture about its application and importance. Within a number of IA projects, business case monitoring is left to the processing private partners (where the interest for efficiency and

³ See pathways to institutionalisation on page 55 of https://catalyst2030.net/wp-content/uploads/2021_New-Allies_How-governments-can-unlock-the-potential-of-social-entrepreneurs-for-the-common-good_vpublish.pdf

viability also was located). There, the business case was not used to reflect on the impact for farmers (although a complementary tool had been developed by Woord en Daad for cost benefit analysis for the project as a whole) because farmers' incomes were not measured during the project. Business case monitoring is sometimes used to occasionally check assumptions. Some projects work with several small private companies, in which case business case monitoring is a means to demonstrate sustainability. Interestingly, a business case is only used if the project is funded by the RVO (with a few exceptions). In the other projects, business case monitoring has become a synonym for budget monitoring and in that way seen as a valuable tool to manage the *financial* performance of the project. But all projects have difficulty (or are not yet in the phase) to say something about the examination and proven success of the initiative/approach.

- Funding partner RVO reviews scaling proposals before the start of the project. How to scale is up to consortium partners, but in any case partners have to propose in advance how they will scale and how they will publish about it. In most cases, scaling is done after the project, as project deadlines are often short for scaling within the project. During implementation, the scaling possibilities are discussed in a dialogue between funding partner and lead partner (business case monitoring is important for this reason). According to RVO policy, a project must be scaled up and financially viable within two years of project end (i.e. not yet during the project) which is not monitored.
- Scaling up needs an understanding of the country's context, as well as what has worked in the past. Although some projects have examined previous scale-up attempts and how they turned out (e.g. biogas for households was studied before iWET), more effort could be invested in this area.
- Good practices for scaling innovation have a common denominator: investigation. Understanding the problem and options for impact, defining a vision of scale, choosing a scaling pathway, assessing scalability and sustainability, identifying appropriate funder instruments and roles, exploring partnerships for scale, sequencing different kinds of support for scaling, measuring the impact and progress of scaling. Within most Woord en Daad projects, not much investigation has been done on scaling strategy and conditions. This is definitely a development point for the projects (in 4 projects it is absent, in 7 projects it is partly done, in 3 largely and in 2 fully).

Recommendations:

- It is good to better reflect on the desire and need⁴ of scaling (within project boundaries or outside), conditions for scaling, and scaling vision and strategies.
- In order to scale based on proven concepts, Woord en Daad should work more on building evidence-based approaches which is more than a basic track record with a summary of main indicators. More focus is needed (besides the satisfaction surveys) on active factors and their success, although it is a challenge to do that mid-term for projects with a short scope. Business case monitoring could be a valuable way to collect and build evidence-based practices.
- Examine previous scale-up attempts and how they turned out, e.g. as part of the system change canvas analysis.
- Investigate scaling strategies and conditions.

Understanding and application of adaptive management

- The general understanding of interviewees about adaptive management is that adjustments are made to the project based on a changing environment. The extent to which that environment is

⁴ E.g. with use of the scalability assessment tool, <https://www.scalingcommunityofpractice.com/scaling-toolkit-for-practitioners-new-2021-edition-available-now/>

specifically defined varies considerably. Mentioned are, amongst others, system, macro developments, institutional changes, lessons and context. Some say adaptive management should be based on measurable data in order to make evidence-based decisions.

- While targeting data has improved over the years, especially in those projects where there is local ownership of data (often not at farmer level but at intermediary level), these data are only a starting point for adaptive management. A system change monitoring tool (based on outcome mapping) is being used within iWET, but experiences with adaptive approaches are limited in other projects. Exclusion Risk Assessments are applied and adjustments are made in response to activity reflection and mid-term reviews but it is still basic or limited to collection and validation of results.
- Taking risks is part of system change as long as it is not at the expense of the target group. Risk-taking leads to a higher learning curve as innovation is born from doing many things wrong. Funding partners assume a controlled environment and make agreements based on outputs and outcomes, not on system change; ultimately, the funding partner asks whether reporting is done as agreed (somewhat understandable because they are accountable to citizens/parliament). This remains a paradox.
- The degree of facilitation in applying adaptive programming and management differs per funding partner. At RVO, increasing support can be observed. The same can be said about NORAD and EKN. In constructions where the funding partner engages an external agency for guidance, there is minimal room for adaptive management and the accountability framework is strictly followed. There is also a strong emphasis on accountability in EU projects which is valued in the base but doesn't provide much space for responsiveness to changes.
- In the field of COVID-19 and conflicts, there were many examples of funding partners moving along with the project. After an open dialogue between funding partner and lead on the necessity and feasibility of the modified plan, often a change request can be submitted. However, funding partners' systems operate slowly so it is important to have a good relation with the project advisor of the funding partner to be able to react quickly to opportunities, threats and changes in the project environment.
- There is awareness among the funding partners that funding facilities should be set up more adaptively.
- In order to build empathy for one another's needs and to allow quick decisions to be made in the moment it could be an idea to invite the funding partner to the project meetings particularly if deviation to the original project design is being proposed. But because of the many projects of project advisors of the funding partners this is not feasible. Another complication is that the budget authority is often laid down at a higher level so that discussion and approval will be necessary (which takes time). Apart from that there should always be sensitivity because of different roles (donor versus client).
- Although there are examples of experimenting with and testing of different initiatives and approaches (evaluation of job booster curriculum, or testing of different payment systems for potable water), deliberate testing and investigation of what works well and what did not is not yet done enough. Initiatives to investigate and document how best to achieve impact take place at Woord en Daad programme level rather than at project level.
- There is still little experience of deliberately defining, analysing and valuing leverage points. Also, the term leverage point is often not yet explicitly defined or used although leverage points can be named if asked. It is important that leverage points are defined in the design phase as part of

system change canvas analysis so that the leverage points can be directly translated into a funding strategy. Within WaterPricing a leverage point defining workshop was held.

- Adaptation is more than being responsive to changing contexts but an intentional approach to test, learn and adapt to this learning. While project teams may know what outcomes they want to achieve, they do not know (beforehand) what will work. Current projects rely on the working of RFW indicators with evidence-based results but they do not capture the success of the approach. The working (most effective way to achieve system change impact) is derived from discussions with consortium partners, learnings in reports to governments and donors, and evaluations but is rarely documented.
- There are some examples of listening to local voice and respond to it, e.g. quarterly assessment meetings involving farmers and representatives of the consortium members and an annual system change assessments addressing community perceptions through a questionnaire. In order to get known what works also feedback at grassroots level is very important.
- Although outcome tools help to interpret change and to discover working parameters, the actual outcome often only turns up in the final evaluation. The ToC is not always reflected on, or aligned on changes, or used to explore and discover the change path during the project period. There seems to be a hesitant movement under way towards measurement of and reflection on leverage points rather than using the ToC as a valuable vehicle in the pursuit of system change.
- Evidence is central to effective and rigorous adaptive management. It should be ensured that the basis of adaptive management decisions is sound, transparent and documented (in annual plans, system change assessment reports, minutes of steering committee and management team meetings).
- One of the lessons of evidence-led adaptive programming is that data collection should be oriented more to the needs of implementing staff than to the reporting requirements of funders. The challenge is to draft an RFW in such a way that both requirements of the funding partner are respected and also the desired management information is obtained. Project specific indicators should be used by the partnership to obtain the needed project data so that adjustments can be made by implementing staff. In practice, project staff are still too much occupied by the reporting requirements of the funding partner. Steps are being taken in a more analytical and reflective approach, but there is still room for improvement. This should go hand in hand with providing more (budgetary) space for justifying reflective activities.
- Within one of the projects (Trees & Bees) there is a initiative to develop a knowledge management plan and strategy on data management which could be useful for other projects.
- Within Woord en Daad Data Use Cases have started but that is just a start on the road to system change and discovery of adaptive approaches like short term proxy signals (being different from standard indicators for the predefined results), learning indicators and sprint reports (active learning), sentinel indicators and outcome harvesting (contribution to meaningful change), and strategy testing (fitness for purpose by reflecting on ToC and logframe to see if there is progress, what's changing in environment, what's working or not)?
- Woord en Daad is less focused on measuring and monitoring learning data on individual initiatives. Important for Woord en Daad is the monitoring on operational processes with an annual context update (across project boundaries, discovering opportunities) at strategic level. If better practices are discovered in the second part of the project period, it is more logical to apply them in follow-up projects; this also takes into account that the funding partner must agree to a change at the end of the project.

- Within system change approach higher risk taking should be counterbalanced by a better and continued system change analysis and a higher level of adaptive management (respond to complexity, uncertainty and changing contexts).
- Working adaptively in a complex and changing context requires a different kind of enabling environment compared to executing a known plan in a static context. Teams must work together to learn and adapt as they go along, using their own judgement, alongside emerging evidence. This requires a high level of trust, and arguably a climate of 'psychological safety', in which people feel free to express themselves without fear of being penalised. In practise, it is difficult to create an enabling environment for adaptive management (high level of trust and a climate of psychological safety) as partners are also bound to the interests and control environment of their own organisation. Trust is very important as a bedding for being frank and asking why choices are made and what challenges exist. Creating an enabling environment for adaptive management should be discussed at consortium level but that was not always done in all projects during the past years. In one case, there was tension in the consortium which is far from conducive to an enabling environment.

Recommendations:

- Examples of adaptive approaches worth exploring in more detail are sense-making, strategy testing, PDIA (problem driven iterative adaption), scenario-planning, ToC, outcome mapping and harvesting, agile sprints, and lean startup.
- Ideally, in an up to 5-year project you should be able to take a turn after 1 or 2 years and after a thorough evaluation (working with project phases and agreeing on a new goal and funding for each phase based on a long-term commitment from the funding partner). Currently, this is not yet the case.
- Formulate a learning question for each project, mobilizing the project team in capturing best practices or generate ideas that they think is worth testing, and to be explicit in role and responsibility description of project expert and PMEL expert in testing, experimenting and validation. Impact can be investigated by drafting a system change assessment report.
- Explicitly define leverage points in the design phase and discover if they really work, e.g. by using the strategy testing method.
- Enter into dialogue with (funding) partners and system actors based on a clear documented narrative about what works. The latter is necessary anyway when drawing up business development plans (with evidence-based best practices).
- Continued attention is needed to better hear and act on the voice of community and target group as a community based dialogue in partnerships will lead to more responsive practices.
- Define a clear methodology to track impact and consider to make use of the ToC to better define and adjust the assumptions, to see if necessary conditions are fulfilled, and to get a clear picture of the change path.
- Woord en Daad has the ability to allocate additional budget and take higher risks based on a healthy funding mix. This is a powerful way of working where the funding partner might follow and if not, at least goodwill is created.
- Creating an enabling environment for adaptive management should be discussed at consortium level.

Orchestrating and collaborative leadership

- An appointed orchestrator identifies relevant actors within the partnership, helps to establish new partnerships, initiates activities across systems, and manages and synchronises the interventions by different actors. Leadership of the partnership is therefore a success factor. This role is not explicitly discussed in projects but seen as a logical role for the lead partner or the local project manager.
- Although southern partners often see orchestrating leadership as being in the hands of Woord en Daad (or even expect it from the north, as is said by southern representatives), Woord en Daad wants to support more and more southern 'drivers at the steering wheel'. Complementarity, added value, mandate and resource sharing should be leading in the question of southern leadership. Equity, openness and joint decision-making offer enabling conditions to discuss southern leadership. Woord en Daad also sees a complementary role for southern organisations to provide thought leadership. A thought leader could be an organisation (or an individual) that is exceptionally experienced and successful within its given marketplace or sector, and offers strategic sector guidance (see paper Southern Leadership).
- Identifying knowledge & leadership on the one hand and power & influence on the other is very important because they are two separate things. The one who has the knowledge is often not the one who makes the decisions. This will also have to be dealt with within southern leadership, amongst others by better specifying the roles and responsibilities of different consortium partners.
- The role being a leader demands much from the individual holding it: deference but not obeisance to those with funding; insights as to what constitutes system change, and the confidence and room to push back on funders, if needed; sufficient organizational skills to manage a complex strategy; and working collaboratively, adaptively, and in a trusting way with the organizations receiving funding. All these skills and insights are seen as important.
- It needs skills to bring the need for system change in a very practical and down-to-earth way to non IF backdonors. Also with IF funding partners it is good to realize that a project is part of a long-term investment and Woord en Daad thus wants to continue the relationship with such IF funding partners after the closure of a single project.

Recommendation:

- Discuss the appointment and roles of an orchestrator within the consortium.

System change focused governance

- There is no particular design of governance structure that is crucial. However, the structure is an important prerequisite. Often the governance and management structure is formalized through a Partnership Management Agreement. Although the governing structure should comply with national law, mostly there is at the top level a Steering Committee composed of the top management representative of each consortium member. This committee decides on over-all project strategy and meets mostly twice a year. Those steering committees can be used as bi-annual consultations; a round table where you can talk in freedom and openness. Below it is the Project Management Committee composed of middle managers from the consortium members. This committee meets e.g. every quarter and decides on tactical issues, major activities and budget as well as compliance of the consortiums to the agreement with the donor. At the field level is the Project Implementation Team composed of field staff of all consortium members. This group meets at least once a month to discuss detailed plans and activities as well as coordination issues. Members of this team have direct contact with the farmers and other stakeholders on the ground.

- Good communication and relationships are important factors for an effective governance structure. Important aspects are (appointments about) effective and timely communication, mutual respect, respecting deadlines, sharing experiences, and availability during (steering committee) meetings. Frequency of meetings depend amongst others on type of project (e.g. when there are sourcing seasons frequency should higher). Consortium meetings should preferably take place physically (i.e. not on-line). A local coordinator is very helpful for governance and progress.
- If government is not part of the consortium, it is an idea to invite the commissioner of the ministry to participate in the steering committee. This brings respect towards the government, importance to the project and secures information exchange. Nevertheless, there is still limited influence towards public partners.
- The governance model is often focused on project-bound interventions. But if you want to achieve system change, you need to broaden your view to the sector. You want to be asked at high-level consultations (ministries etc) when thinking through strategies.
- From the beginning it should be clear and agreed to all major stakeholders including funding partner what is meant with system change and (southern) partnership leadership. Important governance aspects to organize and elaborate in a partnership focussed on system change are sincere and frank collaboration, open and reciprocal communication between actors, intercultural adaptation, shared information system and resources, functioning of (learning) platforms on strategic and regional level, participation of all technical and financial members, and consultative and consensus-based decision making in open meetings. Roles and responsibilities of all involved on these above-mentioned aspects should be clear and agreed upon before the start.
- Grassroot level is almost never represented in the formal governance structure (and thus no direct influence on decision making).
- Reciprocity and equality in the partnership starts with understanding of the common goal and to equally strive to meet that goal with clear and distinctive measurable roles among partners.
- Governance acts as a mechanism to drive the learning cycle. One best practise how to organize it in the governance structure comes from the iWET project where individual partners, front-line staff, cluster coordinators, senior experts and team leaders are expected to generate performance reports and learnings to their respective immediate supervisors. The MEAL expert who is in charge of coordinating the project reporting, consolidating system change results and areas for learning syntheses and incorporates it in to the reports as learning notes. This is shared to all relevant project management personnel for review and reflection and communication to the funding partner.

Recommendations:

- Think externally and sector-wide: where do you want to be at the table? Stakeholder management focused on meetings to share news with wider actors (e.g. dinner with governor or embassy), formally (maintain a line of communication with, send reports etc) and informally, with existing and new parties.
- Let grassroot level be represented in the formal governance structure, to start with on operational level. For example, involve a grassroot organisation as part of the consortium, e.g. youth association, to have the grassroots insight one step lower than local NGOs, a perspective which is often missing. Or a local NGO could incorporate grassroot level in its own decision making and collaboration in order to deliver the right input on operational level.

Unfavourable funding mechanisms IF donor

- Financial room is needed to play the partnership role well and to detect new opportunities. From funding partners, there is also a desire to link different programmes or initiatives. Funding partners are also willing to roll out projects more widely, but in practice funding options are limited (e.g. in the form of an additional project assignment of up to € 25,000). The funding partner is bound by the ministry's funding arrangement or tenders. The funding partners think along within their possibilities, e.g. through budget-neutral reallocation or to have activities implemented on a specific theme (circular economy, gender etc). A research & development fund could be helpful or the introduction of cost-sharing agreements.
- Within Woord en Daad, the possibility is given to fund hours for detecting new opportunities via business proposals. Partner budgets can also be used, if these are drafted with that intention in the design phase.
- Among funding partners, there is a need to make system change more specific (currently it is experienced as being too abstract). In general, there is a will to respond to developments and changes (but administrative fixation in a project will probably remain and thus a barrier to stepping outside the project boundaries within the project). It is still very much a journey to make the move towards system change.

Recommendations:

- More flexible budgets (approved by the funding partner) and/or development budgets would be of great value as they would allow for quick responses to new developments.
- Engage with funding partners and jointly create the right conditions to work on system change.



4. Validation

This chapter describes how the project portfolio relates to the developed framework through a quantitative analysis of partnerships factors and system change conditions; it gives information on the validity of the framework. The analysis also gives the opportunity to discover patterns in the data of 16 projects, based on various cross-sections.

4.1 - Usability of data collected

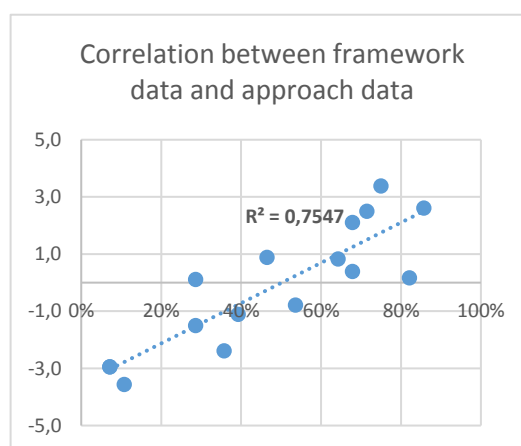
The methodology to analyse the data from the tables has already been discussed in the introduction and methodology chapter. In addition, it is relevant to note that system change conditions have not been given a specific weight beforehand. Based on the abundant literature, one might expect the condition of adaptive management to be more important than other conditions. At the same time, adaptive management is such a broad concept that it overlaps with other aspects, making it almost impossible to determine its weight.

To recall, two important data tables were built during this study. First, a framework table with scores on benefits and success factors of partnerships and system change conditions. Second, an approach table with an indication on some 18 aspects where the project is in the movement from project approach to system change approach. Both tables were completed by project leaders and southern partnerships representatives.

Regression analysis revealed high correlation and significance between system change level (framework table) and system change approach (approach table).

System change level was defined as the average score on the seven system change conditions, expressed as a percentage from 0 to 100%. System change approach was calculated as the mean score on 18 aspects, expressed on a scale of minimum -5 (project approach) to maximum 5 (system change approach).

The high correlation and significance on data means that the data was consistently completed by project leaders and that the data set can be used in further regression analysis (and thus successful triangulation).



Unfortunately, approach data from southern representatives were not usable due to limited correlation and missing significance. This is probably due to the fact that southern representatives had more difficulty completing the *approach table* (despite repeated explanations). There are too many differences in the interpretation of terms when completing this table. This is evidenced by the fact that the average scores on items in the approach table do not follow the same pattern and are regularly contradictory. Comparison of benefits and success factors of partnerships and system change level shows that, fortunately, the *framework table* is completed consistently; there is correlation and significance (but correlation is lower than for project leader data).

The data from the approach table are visualised for all projects and provide the following overview:

Project/Partnership	Focus		Business development			Strategy		
	Focus on objective vs. systems change	Focus on outputs vs. influence	Traditional context analysis vs. system change canvas analysis	Response to the problem definition vs. systems change ambition	Discussion about challenges and bottlenecks vs. dreams, long-term, big scale	Island of success vs. influencing the system behavior	Objectives and targets first vs. support (co-created) objectives and targets of stakeholders	Pre-formulated concept vs. local led development with thought leadership
Cashing in on cashew Sierra Leone								
FDOV Burkina Cashew								
FDOV Benin Cashew								
FDOV Guatemala Vegetables								
Trees & Bees Uganda								
FDW Benin Drops4Crops								
FDW Burkina Faso Drops4Crops								
Job Booster Burkina Faso								
iWET Ethiopia								
EYE Ethiopia								
SDGP Chad Agri-JobBooster								
Job Booster SEC Burkina Faso								
SDGP Philippines Abaca								
Bee a Champion Uganda								
FDW Ethiopia WaterPricing								
Benkadi								

	Implementation						Roles and tasks				
Project/Partnership	Consortium with focus on project implementation vs. broad partner-ship with focus on systems change	Project-based (3-6 y) vs. strategic partnership (>10 y)	Activities based on project strategy vs. sector strategy	Achievement of project targets vs. adaptive management	Allocation + efficient use of project budget vs. mobilizing and seeking complemen-tarity among resources	Data collection and analysis acc. to PMEL cycle vs. combination of system and project data	Developing project management skills vs. building relationships of system stakeholders	Bring 'control' in project environment vs. embrace complexity	Consortium meetings and do field visits vs. include sector stakeholders	WD role: steering and facilitation of implementation and PMEL vs. broker and catalyst among system stakeholders	Average (visual)
Cashing in on cashew Sierra Leone	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
FDOV Burkina Cashew	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
FDOV Benin Cashew	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
FDOV Guatemala Vegetables	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
Trees & Bees Uganda	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
FDW Benin Drops4Crops	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
FDW Burkina Faso Drops4Crops	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
Job Booster Burkina Faso	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
iWET Ethiopia	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
EYE Ethiopia	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
SDGP Chad Agri-JobBooster	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
Job Booster SEC Burkina Faso	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
SDGP Philippines Abaca	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
Bee a Champion Uganda	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
FDW Ethiopia WaterPricing	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
Benkadi	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>

The data from the approach table provide interesting insights on their own. The table acted as a detection window and helped in further analysis to test various hypotheses.

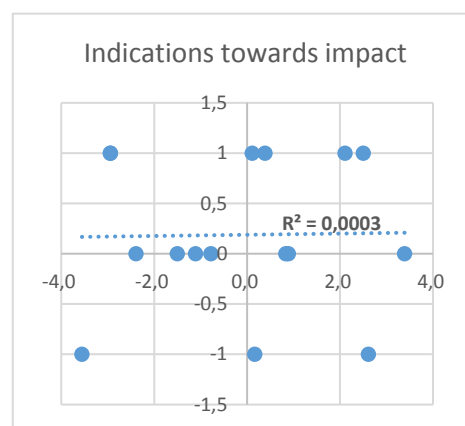
4.2 - Findings from analysis

4.2.1 - No guarantee for impact

In chapter 3.3 was mentioned that this chapter will examine the extent to which a link can be found with partnership success factors and meeting the conditions for system change.

Regression analysis shows that between 'emphasis of the approach' (approach table) and 'indications towards impact' (framework table) there is no/nearly any correlation; this is not surprising as external factors can significantly influence impact. Ditto for the relationship between 'success factors in partnership' and 'system change level' on the one hand (table 1) and 'indications towards impact' on the other.

We must therefore conclude first of all, also on the basis of regression analysis, that a successful partnership, a system change approach, or a high system change level are no guarantee for impact. External factors play a decisive role! This is evident, for example, in the iWET project in which the conflict in Ethiopia had a tremendous effect on the impact.



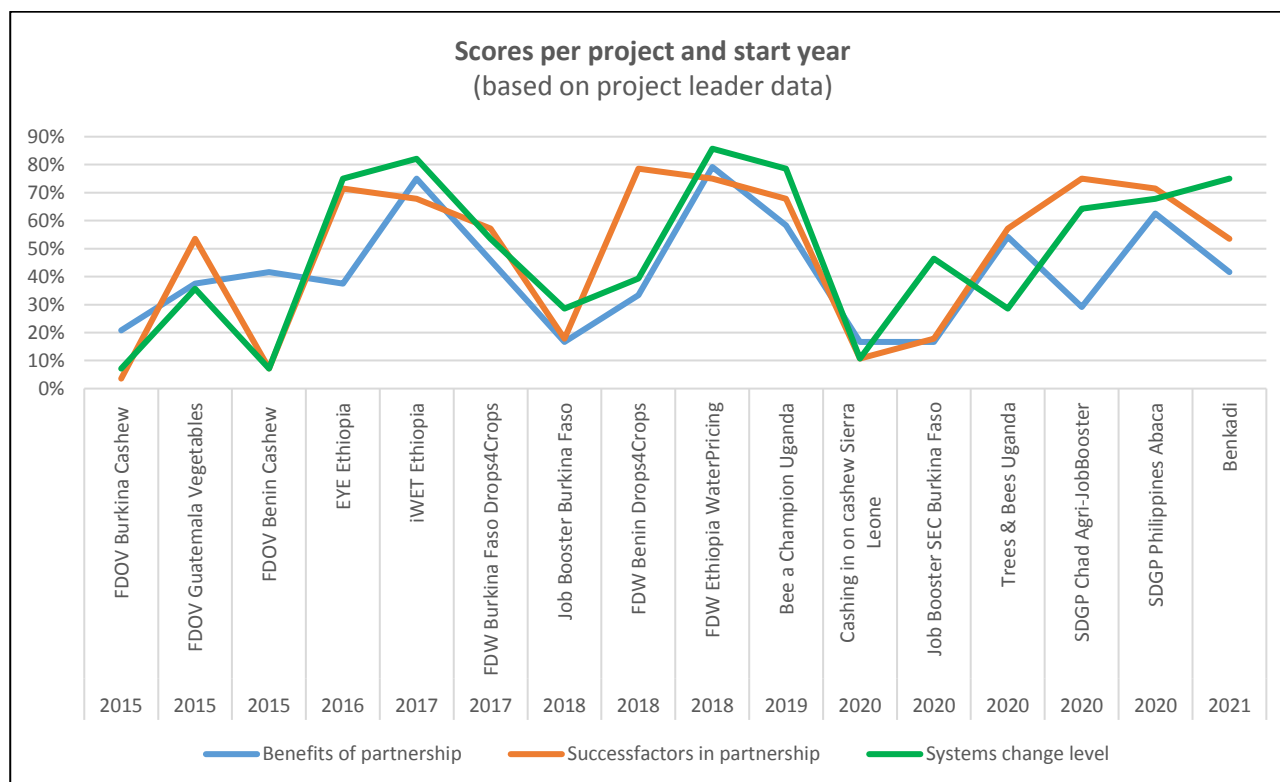
4.2.2 - Strong partnerships lead to system change

Regression analysis shows that strong partnerships have a positive impact on system change (compared both with system change level and with system change approach, and both as a multivariable set of success factors and per individual success factor). Again, this finding is not surprising, but is now established based on data. This is the case even when 'equal partnership and strategic positioning' and 'orchestrating and collaborative leadership' are removed from the system change level because of potentially inherent characteristics of partnership.

	Type of partnership based on financial contribution	Successful partnerships (7 CSFs + 2 partnership like SC conditions)	i. Continuous context mapping and analysis	iii. Investigation of scaling (strategy and conditions)	iv. Understanding and application of adaptive mgt	vi. System change focused governance	vii. Favourable funding mechanisms of IF donor	Emphasis of the approach	Emphasis of the approach	System change level based on 5 conditions (excl partnership)
FDOV Burkina Cashew	Private	3%	25%	0%	25%	0%	0%	-2,9	project	10%
FDOV Benin Cashew	Private	6%	25%	0%	25%	0%	0%	-2,9	project	10%
Cashing in on cashew Sierra Leone	Private	11%	25%	0%	0%	0%	25%	-3,6	project	10%
Trees & Bees Uganda	Private	56%	25%	25%	0%	25%	25%	-1,5	project	20%
Job Booster Burkina Faso	NGO/CSO	19%	75%	0%	25%	25%	25%	0,1	mixed	30%
FDOV Guatemala Vegetables	Private	53%	75%	25%	25%	0%	25%	-2,4	project	30%
FDW Benin Drops4Crops	PPP	67%	75%	25%	25%	25%	75%	-1,1	project	45%
Job Booster SEC Burkina Faso	NGO/CSO	19%	75%	25%	75%	25%	75%	0,9	mixed	55%
FDW Burkina Faso Drops4Crops	Private	56%	75%	25%	75%	25%	75%	-0,8	mixed	55%
SDGP Philippines Abaca	PPP	72%	75%	75%	75%	25%	75%	2,1	system change	65%
Benkadi	NGO/CSO	61%	75%	25%	100%	75%	75%	3,4	system change	70%
SDGP Chad Agri-JobBooster	PPP	69%	75%	25%	100%	75%	75%	0,8	mixed	70%
EYE Ethiopia	PPP	72%	75%	75%	75%	75%	75%	0,4	mixed	75%
Bee a Champion Uganda	NGO/CSO	69%	100%	100%	100%	25%	75%	2,5	system change	80%
FDW Ethiopia WaterPricing	PPP	75%	100%	75%	75%	100%	100%	2,6	system change	90%
iWET Ethiopia	Private	64%	100%	100%	100%	100%	75%	0,2	mixed	95%

The strongest effect (very high correlation of 91%) occurs with PPPs (and also significant: 0,0311). Private partnerships are highly correlated (75%) and just not significant (0,0544). NGO/CSO partnerships are highly correlated (88%) and not significant (0,1203).

The scores (of project leaders and southern representatives) of benefits, success factors and system change level follow the same pattern for each project, indicating the correlation already observed earlier.



The pattern among southern representatives is a little more varied than among project leaders.

When comparing scores on partnership success factors with system change conditions, correlation can be visually observed (i.e. higher scores) with increasing system change level.

	1. Permanent government involvement	2. A sound regulatory framework	3. Fulfillment of key formation requirements	4. Partner selection based on compatibility, commitment, capability and control	5. A common vision and trusty relationship between partners	6. Each other's public/private/civil contribution indispensable to make partnership a success	7. Multiple interests of key participants are skillfully negotiated and packaged	Successfactors in partnership	i. Continuous context mapping and analysis	ii. Equal partnership and strategic positioning	iii. Investigation of scaling (strategy and conditions)	iv. Understanding and application of adaptive mgt	v. Orchestrating and collaborative leadership	vi. System change focused governance	vii. Favourable funding mechanisms of IF donor	System change level
FDOV Burkina Cashew	0%	0%	0%	25%	0%	0%	0%	4%	25%	0%	0%	25%	0%	0%	0%	7%
FDOV Benin Cashew	0%	25%	0%	25%	0%	0%	0%	7%	25%	0%	0%	25%	0%	0%	0%	7%
Cashing in on cashew Sierra Leone	0%	0%	25%	25%	25%	0%	0%	11%	25%	25%	0%	0%	0%	0%	25%	11%
Job Booster Burkina Faso	0%	0%	0%	75%	25%	0%	25%	18%	75%	25%	0%	25%	25%	25%	25%	29%
Trees & Bees Uganda	0%	25%	25%	100%	100%	75%	75%	57%	25%	75%	25%	0%	25%	25%	25%	29%
FDOV Guatemala Vegetables	75%	25%	25%	25%	75%	75%	75%	54%	75%	75%	25%	25%	25%	0%	25%	36%
FDW Benin Drops4Crops	100%	25%	75%	100%	75%	100%	75%	79%	75%	25%	25%	25%	25%	25%	75%	39%
Job Booster SEC Burkina Faso	0%	0%	0%	75%	25%	0%	25%	18%	75%	25%	25%	75%	25%	25%	75%	46%
FDW Burkina Faso Drops4Crops	0%	0%	25%	100%	100%	100%	75%	57%	75%	75%	25%	75%	25%	25%	75%	54%
SDGP Chad Agri-JobBooster	100%	75%	25%	75%	75%	100%	75%	75%	75%	75%	25%	100%	25%	75%	75%	64%
SDGP Philippines Abaca	100%	75%	25%	75%	75%	75%	75%	71%	75%	75%	75%	75%	75%	25%	75%	68%
Benkadi	0%	25%	75%	100%	100%	0%	75%	54%	75%	100%	25%	100%	75%	75%	75%	75%
EYE Ethiopia	75%	75%	75%	100%	75%	75%	25%	71%	75%	75%	75%	75%	75%	75%	75%	75%
Bee a Champion Uganda	75%	25%	25%	100%	100%	75%	75%	68%	100%	75%	100%	100%	75%	25%	75%	79%
iWET Ethiopia	25%	75%	75%	100%	75%	100%	25%	68%	100%	75%	100%	100%	25%	100%	75%	82%
FDW Ethiopia WaterPricing	100%	25%	25%	100%	75%	100%	100%	75%	100%	75%	75%	75%	75%	100%	100%	86%

4.2.3 - System change conditions lead to system change

Regression analysis shows that the conditions for system change lead to system change. There are differences per condition, but all conditions correlate and are significant.

Orchestrating and collaborative leadership, understanding and application of adaptive management and favourable IF donor funding mechanisms have a high correlation with the system change approach!

This means that, for example, unfavorable funding mechanisms give a movement towards project approach rather than system change approach. The same is true when the conditions of leadership and adaptive management are not in place.

When considering the effects by partnership, it appears that only in private partnerships the conditions are significant and also have the highest correlation.

	i. Continuous context mapping and analysis	ii. Equal partnership and strategic positioning	iii. Investigation of scaling (strategy and conditions)	iv. Understanding and application of adapt. mgt	v. Orchestrating and collaborative leadership	vi. System change focused governance	vii. Favourable funding mechanisms of IF donor
For all projects:							
Correlation	76%	64%	62%	81%	87%	66%	80%
Significance	0.0007	0.0073	0.0097	0.0001	1E-05	0.005	0.0002
Per type:							
PPP (not significant)	62%	79%	69%	62%	69%	44%	62%
Private (significant)	78%	75%	87%	82%	81%	88%	86%
NGO/CSO (not significant)	35%	98%	51%	90%	95%	75%	72%

4.2.4 - Potential for development on partnership factors

What becomes clear from an analysis of the scores on partnership factors is that there is still potential for improvement. There is particular room for improvement on sound regulatory framework and fulfilment of key formation requirements. Partner selection is already well managed.

	Type of partnership	Emphasis of the approach	1. Permanent government involvement	2. A sound regulatory framework	3. Fulfilment of key formation requirements	4. Partner selection based on compatibility, commitment, capability and control	5. A common vision and trusty relationship between partners	6. Each other's public/private/civil contribution is indispensable to make	7. Multiple interests of key participants are skillfully negotiated and packaged	Successfactors in partnership
FDOV Burkina Cashew	Private	project	0%	0%	0%	25%	0%	0%	0%	4%
FDOV Benin Cashew	Private	project	0%	25%	0%	25%	0%	0%	0%	7%
Cashing in on cashew Sierra Leone	Private	project	0%	0%	25%	25%	25%	0%	0%	11%
Job Booster Burkina Faso	NGO/CSO	mixed	0%	0%	0%	75%	25%	0%	25%	18%
Job Booster SEC Burkina Faso	NGO/CSO	mixed	0%	0%	0%	75%	25%	0%	25%	18%
FDOV Guatemala Vegetables	Private	project	75%	25%	25%	25%	75%	75%	75%	54%
Benkadi	NGO/CSO	system change	0%	25%	75%	100%	100%	0%	75%	54%
Trees & Bees Uganda	Private	project	0%	25%	25%	100%	100%	75%	75%	57%
FDW Burkina Faso Drops4Crops	Private	mixed	0%	0%	25%	100%	100%	100%	75%	57%
iWET Ethiopia	Private	mixed	25%	75%	75%	100%	75%	100%	25%	68%
Bee a Champion Uganda	NGO/CSO	system change	75%	25%	25%	100%	100%	75%	75%	68%
EYE Ethiopia	PPP	mixed	75%	75%	75%	100%	75%	75%	25%	71%
SDGP Philippines Abaca	PPP	system change	100%	75%	25%	75%	75%	75%	75%	71%
SDGP Chad Agri-JobBooster	PPP	mixed	100%	75%	25%	75%	75%	100%	75%	75%
FDW Ethiopia WaterPricing	PPP	system change	100%	25%	25%	100%	75%	100%	100%	75%
FDW Benin Drops4Crops	PPP	project	100%	25%	75%	100%	75%	100%	75%	79%

Average	41%	30%	31%	75%	63%	55%	50%
Median	13%	25%	25%	88%	75%	75%	75%

What further strikes is that all private cashew partnerships score low on success factors in partnership. For the FDOV projects, it is worth noting that these were the first consortium projects (started in 2015) in which a lot still needed to be learnt, including on partnering. For the Sierra Leone

project, shared vision and ownership were lacking from the start and partners too much followed their own path. Also the job booster project score low on success factors in partnership.

The PPPs, on the other hand, score relatively high on success factors in partnerships. These are all RVO projects with the exception of the EYE project. When FDOV projects (learning projects for Woord en Daad) are excluded, RVO projects even have an average score of 71%.

Comparing scores between programmes, it is notable that the Sustainable Water projects iWET Ethiopia and FDW Ethiopia WaterPricing meet many criteria for good partnership. Within the Inclusive Agribusiness projects there is much more variation.

4.2.5 - Potential for development on system change conditions

The average scores of the conditions for system change indicate that there is room for improvement on all conditions. Conditions for system change need particularly improvement on leadership, governance and scaling, but also on context, partnership, adaptive management and funding mechanisms:

	Type of partnership	Emphasis of the approach	i. Continuous context mapping and analysis	ii. Equal partnership and strategic positioning	iii. Investigation of scaling (strategy and conditions)	iv. Understanding and application of adaptive mgt	v. Orchestrating and collaborative leadership	vi. System change focused governance	vii. Favourable funding mechanisms of IF donor	System change level
FDOV Burkina Cashew	Private	project	25%	0%	0%	25%	0%	0%	0%	7%
FDOV Benin Cashew	Private	project	25%	0%	0%	25%	0%	0%	0%	7%
Cashing in on cashew Sierra Leone	Private	project	25%	25%	0%	0%	0%	0%	25%	11%
Job Booster Burkina Faso	NGO/CSO	mixed	75%	25%	0%	25%	25%	25%	25%	29%
Trees & Bees Uganda	Private	project	25%	75%	25%	0%	25%	25%	25%	29%
FDOV Guatemala Vegetables	Private	project	75%	75%	25%	25%	25%	0%	25%	36%
FDW Benin Drops4Crops	PPP	project	75%	25%	25%	25%	25%	25%	75%	39%
Job Booster SEC Burkina Faso	NGO/CSO	mixed	75%	25%	25%	75%	25%	25%	75%	46%
FDW Burkina Faso Drops4Crops	Private	mixed	75%	75%	25%	75%	25%	25%	75%	54%
SDGP Chad Agri-JobBooster	PPP	mixed	75%	75%	25%	100%	25%	75%	75%	64%
SDGP Philippines Abaca	PPP	system change	75%	75%	75%	75%	75%	25%	75%	68%
Benkadi	NGO/CSO	system change	75%	100%	25%	100%	75%	75%	75%	75%
EYE Ethiopia	PPP	mixed	75%	75%	75%	75%	75%	75%	75%	75%
Bee a Champion Uganda	NGO/CSO	system change	100%	75%	100%	100%	75%	25%	75%	79%
iWET Ethiopia	Private	mixed	100%	75%	100%	100%	25%	100%	75%	82%
FDW Ethiopia WaterPricing	PPP	system change	100%	75%	75%	75%	75%	100%	100%	86%

Average	67%	55%	38%	56%	36%	38%	55%
Median	75%	75%	25%	75%	25%	25%	75%

For success factors for partnerships, it was already obvious that PPPs and Sustainable Water projects scored higher than other types of partnerships and programmes. The same pattern is also visible for conditions for system change: PPPs score above average on system change conditions, and the Sustainable Water projects iWET Ethiopia and FDW Ethiopia WaterPricing meet many criteria for system change; within the nine Inclusive Agribusiness projects there is much more variation. The tentative conclusion is that a PPP seems more effective for achieving impact on system change compared to private and NGO/CSO partnerships.

The table also shows the (negative) effect of third-party-owned fund management (when scores on partnership success factors are compared with conditions for system change) on system change level.

4.2.6 - Private partnerships score low on system change conditions

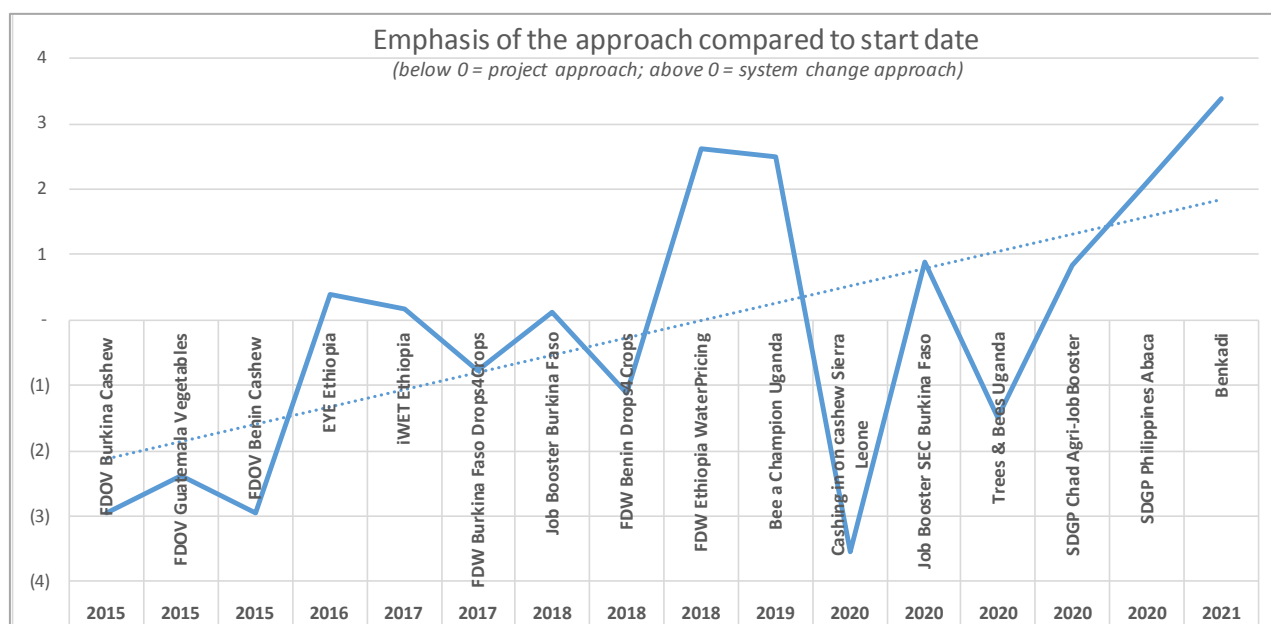
Can there be equality in the partnership when one partner has so much interest and input in terms of funding and implementation? This is a question that can be asked in private partnerships. The answer to this question could well depend on the vision and values of the private partner. For example, in the Every bean project, consortium partner Fair Fruit focuses on sustainable agriculture, value addition and employment for farmers (common good), while in other private partner's cases, much more focus is on own interests (own good).

Analysis reveals that private partnerships (except iWET project) score low on conditions for system change. Lower scores on orchestrating leadership and favourable funding mechanisms might be expected, in contrast to low scores on scaling, context and adaptive management. One explanation may be due to the fact that private partnerships predominantly follow a project approach. Lower scores are also partly explained by a number of partnerships that started early (2015), and (as a consequence or at least with a higher probability) many staff changes.

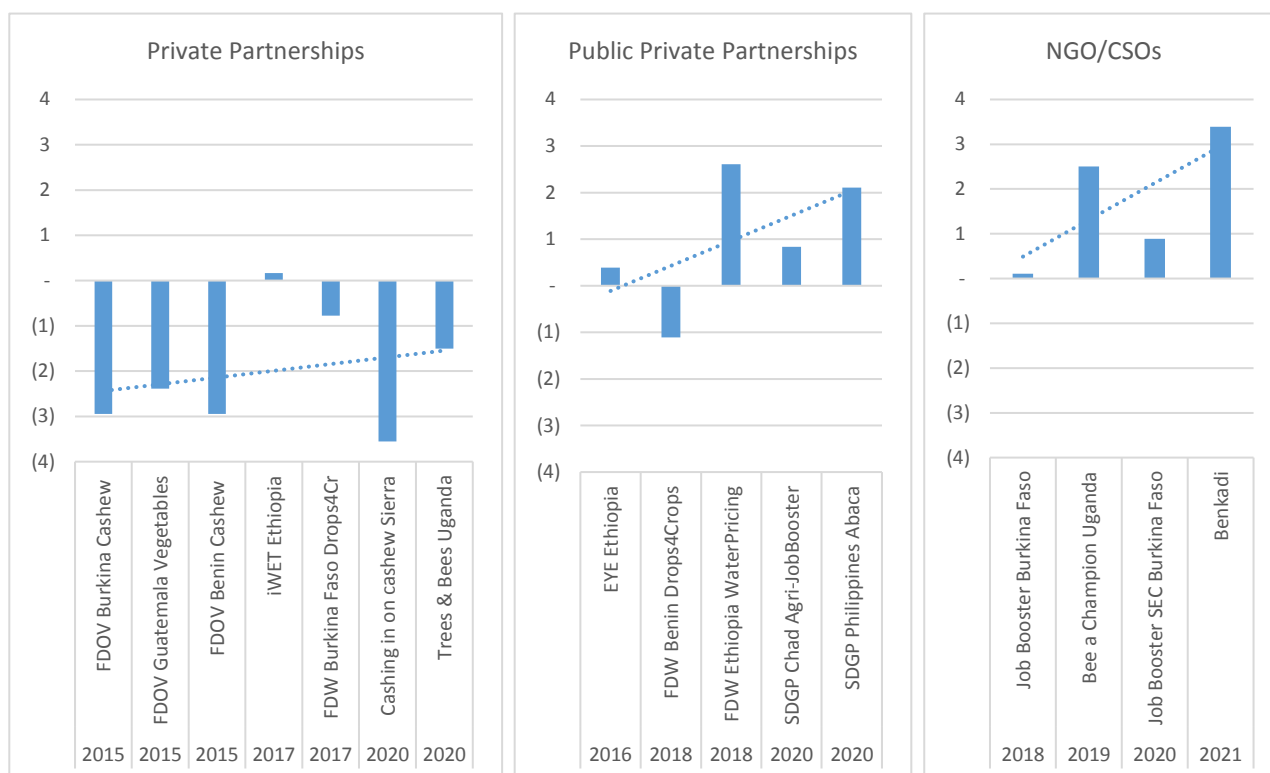
	Type of partnership based on financial contribution	Start year	Emphasis of the approach	i. Continuous context mapping and analysis	ii. Equal partnership and strategic positioning	iii. Investigation of scaling (strategy and conditions)	iv. Understanding and application of adaptive mgt	v. Orchestrating and collaborative leadership	vi. System change focused governance	vii. Favourable funding mechanisms of IF donor	System change level
FDOV Benin Cashew	Private	2015	project	25%	0%	0%	25%	0%	0%	0%	7%
FDOV Burkina Cashew	Private	2015	project	25%	0%	0%	25%	0%	0%	0%	7%
Cashing in on cashew Sierra Leone	Private	2020	project	25%	25%	0%	0%	0%	0%	25%	11%
Trees & Bees Uganda	Private	2020	project	25%	75%	25%	0%	25%	25%	25%	29%
FDOV Guatemala Vegetables	Private	2015	project	75%	75%	25%	25%	25%	0%	25%	36%
FDW Burkina Faso Drops4Crops	Private	2017	mixed	75%	75%	25%	75%	25%	25%	75%	54%
iWET Ethiopia	Private	2017	mixed	100%	75%	100%	100%	25%	100%	75%	82%

4.2.7 - Towards a system change approach

An analysis of the project portfolio shows that a system change approach is increasingly being followed from 2018 onwards:



Further analysis by partnership type shows that private partnerships generally tend to follow a project approach:



On the one hand, this may be caused by the two exception projects. On the other hand, it should be observed that the PPPs and NGO/CSO partnerships started later and may therefore be more aligned with the thinking of system change. In any case, it is found (see 4.2.6) that private partnerships (apart from the iWET project) score low on the conditions for system change so there is also a substantive reason why private partnerships do not sufficiently perform in a system change approach.

4.2.8 - The big four for system change

Chapter 4.2.3 has already noted that orchestrating and collaborative leadership, understanding and application of adaptive management, favourable IF donor funding mechanisms and orchestrating and collaborative leadership have a high correlation *with* the system change approach.

If within the system change conditions the correlation *between* them is analysed, it can be found that there is a strong correlation and significance between favorable funding mechanisms of IF donor and understanding and application of adaptive management. Also, there is a strong and significant correlation between favorable funding mechanisms of the IF donor and continuous context mapping and analysis. In addition, there is strong correlation and significance between continuous context mapping and analysis and understanding and application of adaptive management. This is also the case for orchestrating and collaborative leadership in relation with the just mentioned conditions albeit to a slightly lesser extent.

System change conditie 1	System change conditie 2	Correlatie	Significantie
i. Continuous context mapping and analysis	vii. Favourable funding mechanisms of IF donor	82%	0,0001
iv. Understanding and application of adaptive mgt	vii. Favourable funding mechanisms of IF donor	78%	0,0003
i. Continuous context mapping and analysis	iv. Understanding and application of adaptive mgt	76%	0,0006
v. Orchestrating and collaborative leadership	vii. Favourable funding mechanisms of IF donor	71%	0,002
iv. Understanding and application of adaptive mgt	v. Orchestrating and collaborative leadership	63%	0,008
i. Continuous context mapping and analysis	v. Orchestrating and collaborative leadership	67%	0,009

Based on these findings one can say that unfavorable funding mechanisms are limiting for the understanding and application of adaptive management and continuous context mapping and analysis.

Another finding is that continuous context mapping and analysis is helpful in the understanding and application of adaptive management.

In short, the most correlating (both among themselves and with system change approach) and significant conditions for system change are:

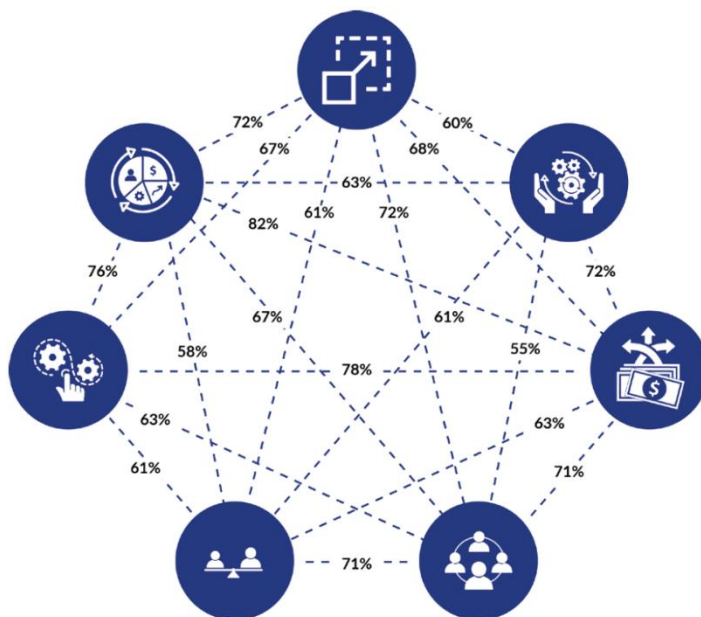
1. Continuous context mapping and analysis,
2. Understanding and application of adaptive management,
3. Favorable IF donor funding mechanisms,
4. Orchestrating and cooperative leadership.

When one of these conditions is less present it gives a movement towards project approach rather than system change approach.

4.2.9 - System change conditions are interrelated and mutually reinforcing

All conditions for system change are interrelated and mutually reinforcing. This is confirmed several times in the interviews conducted.

Fortunately there is no multicollinearity. Multicollinearity exists whenever an independent variable is highly correlated with one or more of the other independent variables in a multiple regression equation. Multicollinearity is a problem because it undermines the statistical significance of an independent variable. The variance inflation factor (VIF), a quantity used to check whether multicollinearity is present between two or more of the explanatory variables in a regression analysis, is smaller than 4, which means that there is no multicollinearity.



5. Conclusion

Given that partnerships and system change are such big catchwords or even buzz words (speaking about system change) that required further investigation, interpretation and specification, and given the fact that many projects and interviewees were involved, this analysis yielded many findings and recommendations. It is not easy to nominate the most important findings and recommendations and to come to a conclusion because what is written down in this report is often already an aggregation and summary of the most important. Therefore, the conclusion is not very specific and detailed but will mainly answer the research questions as described in the introduction.

The research questions as mentioned in the introduction were the following:

1. What partnerships and strategies can be identified and what qualifies them for success?
2. What are the determining factors in achieving system change?
3. How can these factors be better deployed?

The following conclusions are drawn:

First, regression analysis showed that the developed framework of seven success factors for partnership and seven conditions for system change proved to be valid. Consequently, this answered the first two research questions.

Secondly, Woord en Daad will have to go the extra mile to ensure that the success factors for partnership and conditions for system change are optimally in place. The recommendations from chapters 2 and 3 can be helpful in this regard with a special focus on the so-called big 4 (continuous context mapping and analysis, understanding and application of adaptive management, favorable IF donor funding mechanisms, and orchestrating leadership and cooperative). Consequently, this answered the third research question.

Thirdly, Woord en Daad has a role to also work at partnership level to create success factors for partnership and conditions for system change, both with funding partners and consortium partners and, if possible, system actors.

The movement towards system change involves a change of perspective: from the constraint to work within project boundaries (from project-based working and administrative recording in projects with adhered governance, funding, interventions and results) to doing everything possible to achieve wider impact requiring external and sector-wide thinking.

As a system change approach takes at least 10 years which is too long for public partners (e.g. maximum term of minister is 5 years), a phase-based approach can be an interesting alternative to keep public partners committed and performing for a longer period of time on the one hand (with each phase [2-3 years] working on intermediate results that are evaluated before the start of a follow-up phase) and to work on long-term system change on the other hand. It also requires a long-term commitment from the funding partner.

This analysis has defined a framework for working in partnerships aimed at system change. The framework will undoubtedly change again in the future; everyone is encouraged to improve and adapt the framework. For the near future, the framework can help Woord en Daad and its partners to discuss and apply CSFs and system change conditions in future projects in advance. This includes explicitly discussing facilities, requirements and expectations towards system change with funding partners in advance.

Annexes

Annex 1 - Documents and sources used

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- Doing development differently: who we are, what we're doing and what we're learning, by Leni Wild, Matt Andrews, David Booth, Craig Valters, Helen Dempster, 16 December 2016 (<https://odi.org/en/publications/doing-development-differently-who-we-are-what-we-re-doing-and-what-we-re-learning/>)
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- Lean Impact, Ann-Mei Chang (<https://leanstartup.co/social-good/>)
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- 5 Lessons on creating systems change, Michael Radke (<https://www.thnk.org/blog/five-lessons-creating-system-change/>)
- Systems Innovation Blog Series; Part Three: Systems Innovation, Some Lessons, Some More Caution, by Benjamin Kumpf (OECD), Nina Strandberg (SIDCA) and Robbie Barkell (UK Foreign, Commonwealth and Development Office) (<https://www.idiainnovation.org/resources/part-three-systems-innovation>)
- Systems Innovation Blog Series, Part Four: Systems Innovation, Building Blocks, by Benjamin Kumpf (OECD), Nina Strandberg (SIDCA) and Robbie Barkell (UK Foreign, Commonwealth and Development Office) (<https://www.idiainnovation.org/resources/part-four-systems-innovation>)
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- The Sustainable Water Fund: Analysis of the Portfolio through a Partnership Lens, Netherlands Enterprise Agency, Report for project implementors RVO and Policy brief - July 2022 (<https://www.government.nl/documents/reports/2020/04/30/evaluation-of-projects-co-financed-by-the-sustainable-water-fund-fdw>)
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- Being the Change, 12 Ways Foundations Are Transforming Themselves to Transform Their Impact, Abigail Stevenson and Valerie Bockstette with Andria Seneviratne, Miya Cain, and Tracy Foster, April 2018

Annex 2 - Interviews

Project	Partner	Contactpersoon	Position	Date
Job Booster Burkina Faso 2017-2022	NORAD	Gerd Hanne Fosen	Acting Head of Section Dept. Human Dev.	11-okt
Burkina-Benin Cashew 2015-2022	RVO	Jan van Saane	Project Advisor Global Public Goods	27-okt
FDW Burkina Faso Drops4Crops 2017-2024	RVO	Jan van Saane	Project Advisor Global Public Goods	27-okt
Benin Drops4Crops 2018-2025	RVO	Jan van Saane	Project Advisor Global Public Goods	27-okt
SDGP Philippines Abaca 2020-2025	RVO	Eline Minneboo	Project Advisor Global Public Goods	27-okt
Ethiopia WaterPricing 2018-2024	RVO	Ella Lammers	Senior advisor Public Global Goods	27-okt
Chad Agri-JobBooster 2020-2022	RVO	Anne Dorst	Advisor Knowledge Management	28-okt
Bee a Champion Uganda 2019-2021	NORAD	Silje Maria Hanstad	Senior Adviser Dept. Climate & Environm.	2-nov
Cashing in on cashew Sierra L. 2020-2022	EU SL	Andrew Edward Tucker	Head of Rural Dev./Gov./Account. NAO	2-nov
Benkadi 2021-2025	WD	Lourens van Brughem	Project Leader	6-sep 19-sep
FDW Burkina Faso Drops4Crops 2017-2024	WD	Lourens van Brughem	Project Leader	6-sep 19-sep
Benin Drops4Crops 2018-2025	WD	Lourens van Brughem	Project Leader	6-sep 19-sep
Job Booster SEC Burkina Faso 2020-2023	WD	Cees Oosterhuis	Project Leader	15-sep
Chad Agri-JobBooster 2020-2022	WD	Cees Oosterhuis	Project Leader	15-sep
Job Booster Burkina Faso 2017-2022	WD	Cees Oosterhuis	Project Leader	15-sep
Trees & Bees Uganda 2020-2023	WD	Arnout de Visser	Project Leader	15-sep 20-sep
Bee a Champion Uganda 2019-2021	WD	Arnout de Visser	Project Leader	15-sep 20-sep
Cashing in on cashew Sierra L. 2020-2022	WD	Wim Boogaard	Project Leader	19-sep
Burkina-Benin Cashew 2015-2022	WD	Henk Broere/Wim Simonse	Project Leader	22-sep
Ethiopia WaterPricing 2018-2024	WD	Jacob Jan Vreugdenhil	Project Leader	29-sep 10-okt
iWET (geen officiële PPP)	WD	Jacob Jan Vreugdenhil	Project Leader	29-sep 10-okt
Guatemala Vegetables 2015-2022	WD	Antonie Treuren	Project Leader	11-okt
SDGP Philippines Abaca 2020-2025	WD	Antonie Treuren	Project Leader	11-okt
Trees & Bees Uganda 2020-2023	WD	Harriet Mbabazi	Project Manager	20-sep
Job Booster Burkina Faso 2017-2022	JB Office	Barthélemy Kaboret	JBBF project manager	20-sep
Job Booster SEC Burkina Faso 2020-2023	WD	Romarc Tarpa	Project Manager	22-sep
Bee a Champion Uganda 2019-2021	Tunado	Biryomumaisho Dickson	Executive Director	23-sep
Benkadi 2021-2025	SPONG	Sylvestre Tiemtoré	Regional Director Benkadi	29-sep
Cashing in on cashew Sierra L. 2020-2022	CTF	Alimamy Bangura	Teamlead	30-sep
Burkina Cashew 2015-2022	FMS	Briard MATHIEU	Director FMS West-Africa	6-okt
Ethiopia WaterPricing 2018-2024	WD	Tegenu Zerfu Tsige	Project Manager	6-okt
Coordination WaterAkkoord	BDA	Getachew Gizaw	Former deputy general of BDA	6-okt
EYE 2016-2021	WD	Ephrem Shiferaw	Country Repres. & Senior Progr. Adv.	7-okt
FDW Burkina Faso Drops4Crops 2017-2024	ODE	Ousseini Werme	Coordinator	7-okt
SDGP Philippines Abaca 2020-2025	WD	Arnelo Astillero	Project Manager	13-okt
Guatemala Vegetables 2015-2022	Durabilis	Wietse Vroom	Chief Innovation Officer	27-okt
Benin Cashew 2015-2022	DEDRAS	Emmanuel Awe Alabi	Project Director	email
Chad Agri-JobBooster 2020-2022	WD	Hal Souakar Ambra	Project Manager	email
iWET	SNV	Yemane Gebree'gziabher	iWET project manager	email
Not project-related	WD	Nelline Roest-Boers	PMEL expert	6-okt
Not project-related	WD	Bertine Vermeer	PMEL expert	20-sep
Not project-related	Partos	Alexander Medik	Manager Learning, Innovation, Quality	25-okt

Annex 3 - What makes this partnership a success

During the interviews, all project leaders and southern representatives were asked if they could describe in one sentence what made the partnership a success in their project. These were the responses:

FDOV Guatemala Vegetables

"Consortium partners want to achieve the same goals together. Both sector impact and agreed outcomes have been achieved. Trust and feedback (heart of collaboration) have been built." - project leader

"Sufficiently long project time to allow for new insights and adjustments to project activities with a capable coordinating consortium lead partner. Relevance for a commercial/economic context with harmony between economic drivers and project goals." - southern representative

FDOV Burkina Cashew

"Synchronisation between partners FMS and Anatrans was a success factor. Private partners were given a platform. The processing factory played a decisive role and determined e.g. how was dealt with farmers." - project leader

"Long term project gives opportunities to get confidential, build trust, understand market, develop cashew related networks. Private partner was cooperative in how decisions were made. Space for creativity and flexibility within boundaries (according to needs on the ground)." - southern representative

SDGP Chad Agri-JobBooster

"Partners go for the same goal from their specific roles and responsibilities. The project is well defined, described and understood." - project leader

"There is willingness of the members of the partnership to achieve the results that are in line with their common objectives." - southern representative

SDGP Philippines Abaca

"There is balance in taking up everyone's role with a lot of entrepreneurship among the consortium partners. The cooperation is participative with good communication and holding each other to account. Momentum is being caught, allowing targets to be adjusted upwards." - project leader

"Partners are complementary in terms of capacities and they are mandated and committed to the developed industry. Resources are available." - southern representative

Job Booster Burkina Faso

"Not all partners were in the right position in the consortium but the implementing partners can save the project results despite lesser cooperation in the consortium." - project leader

"The project leadership and project team was crucial for the success in which it was key to understand how to support implementing partners. At end the consortium partners understood the principles and idea." - southern representative

Bee a Champion Uganda

"Partners deliver results within budget, are proactive, there is equality and they participate in the round table. The adaptive way of working helps to achieve impact. There is a match with all three focal policy themes of WD." - project leader

"Partners bring in the right expertise, use reflection meetings, and work with a multi stakeholder platform. The lead partner has the ability to listen and being flexible (humanity and respect is felt which is motivational)." - southern representative

Cashing in on cashew Sierra Leone

"It is difficult to speak about a success. There was no kick off and the partner choice was based on loyalty resulting in weak partners. Weak performance on field presence and communication." - project leader

"It was thought beforehand that with training and sourcing, a way out could be found for Melo, but numbers were not met. Turning point in project was search for relevant actors on the basis of a reflection on lessons learned." - southern representative

iWET Ethiopia

"The intensive dialogue with the public regulator and the design of a successful grassroots model led to a workable and scalable project. There was a true partnership and collaboration that was not limited to policy influence but involved a truly systemic approach." - Project leader

"The partnership is formed around the critical need of the beneficiary communities and the public sector, the partners have joined mutually exclusive area of excellences, flexibility of donor fund and adaptability of the project management." - southern representative

Trees & Bees Uganda

"Good design of partnership and match on focal policy themes. Partners deliver results within budget, are proactive, there is equality and they participate in the round table. But guidance by funding partner inhibits progress because the requirements have become a straitjacket without room to manoeuvre." - project leader

"Business mindset with strong commitment of trusted consortium partners. Good design of RTCs as off takers and buyers of bee products. Deliberations of multi stakeholder platform are used to adapt plans and influence policy." - southern representative

Job Booster SEC Burkina Faso

"Not all consortium partners have taken their strategic role (some are too much operational) without link to wider context of the system." - project leader

"Largely a common vision of consortium partners about what to achieve. There is good adaptive management. Public partners involvement is not sufficient." - southern representative

FDW Ethiopia WaterPricing

"It combines expertise, investment and mandates to cover a societal challenge where key requirements are met." - project leader

"There is good relation and trust between committed consortium partners despite all challenges. Focus on influencing the system with good knowledge about the situation, being demand-driven and use of solution makers in team." - southern representative

WCFA Wateragreement

"WCFA Water agreement is aligned with priorities of public partners, ministry and national mandates which makes its accepted, and it is based on shared resources." - southern representative

FDOV Benin Cashew

"Private partners have been given a platform. Cooperation between partners within Benin was less succesful as they operated on islands." - project leader

FDW Burkina Faso Drops4Crops

"Very good collaboration, teamwork and sincere communication between the members with constructive work meetings, perseverance at work and the concern to achieve good results." - southern representative

Benkadi

"The combination of southern leadership (gives also pressure on shoulders) with a flexible funder resulted, amongst others, within two years to amazing results per country." - southern representative

EYE Ethiopia

"Basis for success was a joint design, shared responsibilities, adaptive management, proactive partnership management and engagement in a multi stakeholder platform. It led to change of policy (led to policy reform), systems, and mindsets (of youth, partners, government)." - project leader

Annex 4 - Framework table

Project/Partnership	Criteria for (PP)Partnerships (IOB Study)					Partnerships					Critical Success Factors for Partnerships, Jamali							Systems Change						Indications towards Impact (compared to what was planned)			
	1. Cooperation between public and private party/Institution	2. Clear agreement on goal between consortium partners	3. Combination of public and private funding	4. Agreement on sharing of responsibilities and tasks	5. Distribution of risks between the public and the private sector	1. Sharing key expertise and resources that otherwise did not become available	2. Additional investments, beyond on what was planned	3. Increased innovation (ideas and solutions)	4. Improved risk allocation	5. Improved cooperation and coordination	6. Reduced transaction costs	1. Permanent government involvement	2. A sound regulatory framework	3. Fulfillment of key formation requirements	4. Partner selection based on compatibility, complementarity, ability and control	5. A common vision and trustful relationship between partners	6. Each other's public/private/civil contribution is indispensable to make a successful partnership	7. Multiple interests of key participants are skillfully negotiated and packaged	1. Continuous context mapping and analysis	2. Equal partnership and strategic positioning	3. Investigation of scaling (strategy and conditions)	4. Understanding and application of adaptive mgt	5. Orchestrating and collaborative leadership		6. System change focused governance	7. Favourable funding mechanisms of if donor	
FDVW Guatemala Vegetables	PL: partly	largely	not at all	partly	partly	largely	partly	partly	partly	largely	not at all	largely	partly	partly	partly	partly	largely	largely	partly	partly	partly	partly	partly	partly	partly	partly	Equal to what was planned
FDVW Burkina Cashew	SR: partly	largely	not at all	largely	partly	partly	partly	not at all	not at all	partly	not at all	not at all	not at all	partly	partly	partly	partly	partly	partly	partly	not at all	partly	partly	partly	partly	partly	Equal to what was planned
FDVW Burkina Cashew	PL: partly	not at all	not at all	largely	not at all	largely	partly	not at all	not at all	largely	not at all	not at all	not at all	largely	fully	partly	not at all	not at all	partly	partly	not at all	partly	not at all	partly	partly	partly	Above what was planned
FDVW Benin Cashew	PL: partly	not at all	not at all	not at all	not at all	partly	not at all	largely	not at all	largely	largely	not at all	not at all	partly	partly	partly	not at all	not at all	partly	partly	not at all	partly	not at all	partly	partly	partly	Above what was planned
FDVW Burkina Faso Drops4Crops	SR: largely	fully	partly	largely	partly	largely	fully	fully	partly	largely	largely	fully	partly	partly	partly	partly	fully	largely	fully	partly	not at all	partly	largely	largely	largely	largely	Above what was planned
FDVW Ethiopia WaterPricing	PL: fully	fully	fully	fully	fully	fully	fully	fully	partly	largely	partly	fully	partly	partly	partly	fully	fully	fully	fully	fully	largely	largely	largely	fully	fully	fully	Equal to what was planned
WCFCA Water agreement	SR: fully	not at all	not at all	partly	not at all	fully	fully	fully	not at all	largely	partly	fully	partly	partly	partly	partly	fully	fully	fully	fully	partly	largely	fully	fully	fully	fully	Below what was planned
FDVW Benin Drops4Crops	SR: not at all	largely	not at all	largely	not at all	fully	fully	fully	not at all	largely	partly	fully	partly	partly	partly	partly	fully	largely	largely	partly	partly	partly	partly	partly	partly	partly	Equal to what was planned
FDVW Benin Drops4Crops	PL: fully	fully	fully	fully	largely	fully	partly	partly	partly	partly	partly	fully	partly	partly	partly	partly	fully	largely	largely	partly	partly	partly	partly	partly	partly	partly	Equal to what was planned
SR:																											
PL:	largely	fully	fully	largely	largely	largely	not at all	partly	partly	partly	partly	fully	largely	partly	partly	partly	fully	largely	largely	partly	partly	partly	partly	partly	partly	partly	Equal to what was planned
SR:	partly	largely	fully	largely	partly	largely	not at all	partly	partly	partly	not at all	fully	partly	partly	partly	partly	fully	largely	largely	partly	partly	partly	partly	partly	partly	partly	Below what was planned
PL:	largely	largely	fully	largely	partly	largely	partly	fully	partly	partly	not at all	fully	partly	partly	partly	partly	fully	largely	largely	partly	partly	partly	partly	partly	partly	partly	Equal to what was planned
SR:	partly	largely	fully	largely	partly	largely	partly	partly	partly	partly	not at all	fully	partly	partly	partly	partly	fully	largely	largely	partly	partly	partly	partly	partly	partly	partly	Below what was planned
PL:	not at all	largely	not at all	not at all	not at all	partly	not at all	partly	partly	partly	not at all	partly	partly	not at all	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Equal to what was planned
SR:	not at all	partly	not at all	not at all	not at all	partly	partly	largely	partly	partly	not at all	partly	partly	partly	partly	partly	fully	largely	largely	partly	not at all	partly	partly	partly	partly	partly	Below what was planned
PL:	not at all	largely	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Equal to what was planned
SR:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	not at all	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Below what was planned
PL:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Equal to what was planned
SR:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Below what was planned
PL:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Equal to what was planned
SR:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Below what was planned
PL:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Equal to what was planned
SR:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Below what was planned
PL:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Equal to what was planned
SR:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Below what was planned
PL:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Equal to what was planned
SR:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Below what was planned
PL:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Equal to what was planned
SR:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Below what was planned
PL:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Equal to what was planned
SR:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Below what was planned
PL:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Equal to what was planned
SR:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Below what was planned
PL:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Equal to what was planned
SR:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Below what was planned
PL:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Equal to what was planned
SR:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Below what was planned
PL:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Equal to what was planned
SR:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Below what was planned
PL:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Equal to what was planned
SR:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Below what was planned
PL:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Equal to what was planned
SR:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Below what was planned
PL:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Equal to what was planned
SR:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Below what was planned
PL:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Equal to what was planned
SR:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Below what was planned
PL:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Equal to what was planned
SR:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Below what was planned
PL:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Equal to what was planned
SR:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Below what was planned
PL:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Equal to what was planned
SR:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Below what was planned
PL:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Equal to what was planned
SR:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Below what was planned
PL:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Equal to what was planned
SR:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly	partly	partly	partly	partly	partly	partly	fully	largely	largely	partly	partly	not at all	partly	partly	partly	partly	Below what was planned
PL:	not at all	partly	not at all	partly	not at all	partly	partly	largely	partly	partly																	

Annex 5 - Approach table

Where you are in the process of moving from projects to system change?

Indicate with one X in the grey accumulated row where you are on that aspect

To be filled by WD Project Leaders
and Southern Representatives

Project name:

	Project approach <i>Primary focus is project progress, how can stakeholders contribute to it?</i>	Systems change approach <i>Primary focus is system behavior, how can the project contribute to systems change?</i>
Focus	<p>Boundary conditions are in place for achieving the project objective</p> <p>Manage for outputs</p>	<p>The project strategy is optimally supporting system change</p> <p>Advocate for influence</p>
Business development	<p>Context analysis (sometimes with use of problem tree analysis) and problem definition.</p> <p>Project is formulated as a direct response to the problem definition.</p> <p>Discussion centers around intermediate challenges and bottlenecks</p>	<p>System change canvas analysis: includes a context analysis, but is broader (context analysis on multiple levels, power analysis, inventory of system resources etc.). A system analysis phase takes time, analyze before you leap!</p> <p>A system change ambition is the reference point for which leverage points are formulated. These become central in formulation of intervention.</p> <p>Dialogue centers around dreams, the ideal perspective, long-term and big scale</p>
Strategy	<p>Working towards an island of success in a sea of malfunctioning</p> <p>Drawing stakeholders in behind the objectives and targets of the project. A strong focus on outputs.</p> <p>Working with a contextualized, pre-formulated concept</p>	<p>Influencing the system behavior towards opportunities for targeted groups</p> <p>Supporting (co-created) objectives and targets of stakeholders and facilitate these with the project. More focus on system behavior and foreseen impact of interventions.</p> <p>Facilitate thought leadership by southern stakeholders, local-led development</p>
Implementation	<p>Consortium with partners (most NGOs) focused on project implementation</p> <p>Usually collaboration project-based on 3-6y collaboration</p> <p>Activities based on project strategy and plan (torch)</p> <p>Managing towards achievement of project targets</p> <p>Allocation and efficient use of project budget</p> <p>Data collection and analysis follows project PMEL cycle. Data remain within consortium and for accountability to donors</p>	<p>Broad partnership with stakeholders focused on systemic changes</p> <p>Positioning as strategic partnership towards system stakeholders with a long (10+y) horizon. In this partnership multiple (parallel or sequential) projects build up contributions to the system change ambition</p> <p>Activities steered by sector strategy (helicopter view)</p> <p>Adaptive management, making adjustments based on changes in the system</p> <p>Mobilizing and seeking complementarity among resources in the system (all stakeholders)</p> <p>Data collection from wider system, combined with project data. Analysis results are shared with system stakeholders</p>
Roles and tasks	<p>Developing your project management skills, building teams for effective</p> <p>Bringing 'control' in your project environment</p> <p>Visiting program: hold project / consortium meetings and do field visits</p> <p>Your role (WD): steering and facilitation of implementation and PMEL</p>	<p>Developing relationships with system stakeholders, building a 'coalition of the</p> <p>Embracing complexity in the system</p> <p>Visiting program: include meetings with sector stakeholders, grow your relation- and knowledge base</p> <p>Your role (WD): broker and catalyst among system stakeholders</p>

Annex 6 - Example of Questionnaire

Research questions	Desk research	Literature/Source	Whom?	Questions	Category
2e. What role does adaptive programming and (data) management play and what are the right preconditions?	Collaboratives united by geography or supporting specific population groups are characterized by thoughtful, responsive practices that can serve as models to be adopted more widely. These collaboratives emphasize communitybased dialogue (local voice), listening, and deep conversations between funders, grantees, and communities. But any collaborative can build these strengths with intentionality	chrome-extension://efaidnbmnnnibpcajpcqlc lefindmkai/https://www.rockpa.org/wp-content/uploads/2018/10/10-20-RockPA-Scaling-Solutions-02-WEB-1.pdf	Project leader, Southern contact	52 Is there a community-based dialogue (local voice) in the PPP? With listening, and deep conversations between funders, grantees, and communities? How organized? Does it lead to a responsive practices? In what way?	Adaptive management
2e. What role does adaptive programming and (data) management play and what are the right preconditions?	Aligning on theory of change (TOC) and embracing the complexity of systems change	chrome-extension://efaidnbmnnnibpcajpcqlc lefindmkai/https://www.rockpa.org/wp-content/uploads/2018/10/10-20-RockPA-Scaling-Solutions-02-WEB-1.pdf	Project leader, Southern contact, PMEL expert	53 ToC remains a valuable vehicle in the pursuit of systems change. How is ToC used in the partnership (alignment)? different ToCs?, exploring and discovering the change path, reflecting on ToC along the way?	Adaptive management
2e. What role does adaptive programming and (data) management play and what are the right preconditions?	Evidence is central to effective and rigorous adaptive management. Ensure that the basis of adaptive management decisions is sound, transparent and documented.	chrome-extension://efaidnbmnnnibpcajpcqlc lefindmkai/https://cdn.odi.org/media/documents/12985.pdf	Project leader, Southern contact	54 Do you document adaptive management decisions with evidence?	Adaptive management
2e. What role does adaptive programming and (data) management play and what are the right preconditions?	Evidence-led adaptive management approach has two fundamental features. One, data collection and analysis are synchronised with set cycles for learning and adapting projects. Two, data collection is oriented more to the needs of implementing staff than to the reporting requirements of funders. Monitoring, evaluation and learning (MEL) systems are designed to prioritise actionable learning.	chrome-extension://efaidnbmnnnibpcajpcqlc lefindmkai/https://cdn.odi.org/media/documents/Evidence-led-adaptive-programming-lessons-from-muva_v2.pdf	Project leader, Southern contact, PMEL experts, Funding Partner	55 One of the lessons of evidence-led adaptive programming is that data collection should be oriented more to the needs of implementing staff than to the reporting requirements of funders. Do you already have experience with this way of working and what would be your attitude?	Adaptive management

