



UNIVERSIDAD NACIONAL AGRARIA LA MOLINA  
**HERBARIO GÉNOVA**  
Construido con apoyo de  
Darwin Initiative - UK

# Understanding and Measuring Effective Partnerships

Feedback from the Host Country  
Partners

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# Darwin Regional Workshops

- First opportunity to gather representatives from ‘host country institutions’ on a regional scale within the Darwin Initiative.
- Defra keen to understand the role of partnerships in Darwin Initiative projects
  - Are they effective?
  - Are they equal and balanced?
  - Are the current reporting requirements sufficient in measuring their success?

Arusha, Tanzania November 2008

Teresopolis, Brazil November 2009

# Current Approaches to understanding DI partnerships

- **Annual reports**
  - Largely indicator based
  - Reluctance to report issues?
- **Final reports**
  - Largely indicator based
  - Reluctance to report issues?
- **Mid-Term reviews**
  - Face-to-face discussions
  - Mid-funding so some reluctance to report issues?
- **Evaluations of Closed Projects**
  - Face-to-face discussions
  - For those no longer involved discussions very frank
  - For those still involved there may be some reluctance to report issues



# African Perspective

- Largely happy with UK partners BUT
  - Distinct reluctance to criticise UK partners
  - Issues with financial control of project contributions
  - Support with 'match-making' sought



# America's Perspective

- Largely happy with UK partners BUT
  - Very much more vocal on issues
  - Find financial decision making very much a one-sided affair
  - Those working within new partnerships felt there was some inequality in decision making.



# Guidance Developed for Effective Partnerships

A group of people, likely from a Latin American region, are sitting on a cobblestone path. They are wearing traditional wide-brimmed hats and colorful, patterned clothing. The scene is outdoors, with a bright light source in the background, possibly the sun, creating a strong glow. The people are arranged in a loose circle, suggesting a community gathering or a meeting.

- Important to note this has been developed by the host country partners
- Published on the Darwin website in January 2010
- Hoped to be a resource for future Darwin collaborations

# Pre-Application



1. Establish a mutually beneficial collaboration;
2. Scoping visits are useful to cement relationships and project ideas;
3. Problem identification should be driven by the host country;
4. Roles and responsibilities of institutions involved should be clear, and balanced;
5. Roles and responsibilities of the individuals should be clear, and where possible, balanced;
6. Time taken to clarify the above should not be underestimated;

# Project Delivery



7. An inception period is useful to revisit and adapt plans;
8. Adaptive Management is essential, particularly in those countries where Darwin projects operate;
9. Milestone meetings are useful to review and evaluate progress towards project goals;
10. Capacity Building should be integral to project delivery.



# After the Darwin Initiative?

11. Post-projects there is an opportunity for role reversals

12. Fellowships can create a strong legacy



# Conclusions?

- **Recognise there are challenges to working with partners in host countries**
  - Cultural barriers
  - Language barriers
  - Finance barriers
  - Others?
- **Measuring success in project partnerships allows us to understand the full effectiveness of the Darwin Initiative & Goal 11 of the 2010 targets**

