Reflect and discuss on the three main questions of the session:

1. What is the role of partnerships in facilitating agricultural development and market access?
2. What is the value of partnerships; how to measure effectiveness?
3. What are main challenges in effective partnership management?

**Ad 1. Role of partnerships in facilitating agricultural development and market access**
- Rationale for collaboration can be found in the failure of particular actors to facilitating effective agricultural development, in particular value chain development (VCD)

- New players, trends and perspectives on partnerships in agricultural development:
  - Private sector perspective: Partnerships as new business models to shift towards chain responsibility in international supply chain management.
  - Government perspective: Partnerships as a way to cut expenditures, share risks and innovation.
  - Civil society perspective: Partnerships as means to improved capacity development for small scale farmers.
  - Donor perspective: partnerships as a means to encourage new “actors in development” and stimulate local ownership.

- Cross-sector partnerships address coordination failures between actors. By making use of the complementarity of actors partnerships develop “collaborative advantage”

**Ad 2. Effectiveness of partnerships**
- Diversity of partnership approaches and design
  - Lesson learned: level of engagement of actors has an effect on the outcome of the partnership.

- Measuring added value of partnerships for agricultural development:
  - VC upgrading
Institution building

Main challenges in measuring effectiveness:

- Counterfactual argument (could the same have been achieved without a partnership?)
- Contingency (inst. environmental impacts on the performance and outcomes of the partnership)

Ad 3. Challenges of effective partnerships

- External challenges: Constraints and dynamics of institutional environment
- Internal challenges: strengthen relationships of actors and develop a shared working culture between partners with a different background
- Organizational “readiness” – capacity and capability to partner
- Individual ability – collaborative mindset and leadership

Critical success factors:

- Commitment
- Trust building
- Mutual understanding
- Clear roles and responsibilities