

Partnership Strategy

2013

International Centre for Integrated Mountain Development

1. Background

Thirty years ago, the eight countries of the Hindu Kush-Himalayan region (Afghanistan, Bangladesh, Bhutan, China, India, Myanmar, Nepal, and Pakistan; ICIMOD's Regional Member Countries or RMCs) realized the importance of mountains and established the International Centre for Integrated Mountain Development (ICIMOD). With an eight-country charter, ICIMOD serves as a regional intergovernmental centre for cooperation on the sustainable development of the Hindu Kush-Himalayan region (HKH). ICIMOD believes in a future in which the region's mountain people can experience enhanced livelihoods, equity, and social and environmental security; in which they can adapt to environmental, socioeconomic, and climate change; and in which generations of mountain and downstream populations can enjoy the benefits and opportunities afforded by the region's natural endowment. ICIMOD foresees a future in which the role of the region as the water tower for more than a billion people, a cultural and spiritual hub, the home of global biodiversity hotspots, a significant ecological buffer zone, and a source of resources and services for mountain and lowland people, is upheld, valued, and recognized globally and regionally.

The mission of ICIMOD is to enable sustainable and resilient mountain development for improved and equitable livelihoods through knowledge and regional cooperation. It aims to serve the region through information and knowledge generation and sharing to find solutions to critical mountain problems. It connects science with policy and practice. It provides a regional platform where policymakers, experts, planners, and practitioners can exchange ideas and perspectives to foster sustainable mountain development. It facilitates knowledge exchange across the region; helps tailor international knowledge to the region's needs; and brings regional issues to the global stage. It sees knowledge-sharing initiatives as a source of inspiration, innovation, and questioning, helping in the design of present and future practices, policies, and strategies.

ICIMOD is governed by a Board comprised of eight members representing each of the regional member countries and seven independent members. The Board is supported by a donor coordinating group (the ICIMOD Support Group or ISG). ICIMOD is funded by its regional member countries and non-regional financial partners who support ICIMOD's objectives through core and long-term programme funding, which acts as a strong foundation for long-term operation and sustainability.

ICIMOD's work is expected to be measured by the results it has achieved in addressing six strategic goals: (1) widespread adoption of innovations developed by ICIMOD and partners to adapt to change that leads to positive impacts for women, men, and children; (2) significant advances in the generation and use of relevant data, knowledge, and analysis; (3) significant development of human and institutional capacity; (4) considerable influence of work by ICIMOD and its partners on policies and practices; (5) enhanced regional cooperation for sustainable mountain development; and (6) global recognition of the importance of mountains, and provision of global resources to mountain people to ensure improved and resilient livelihoods and ecosystems. ICIMOD's new strategic framework represents an evolution of ideas and regional programmes based on stakeholder feedback and needs (ICIMOD 2012). There is an increased demand to show the impacts of ICIMOD's activities and for high-quality research on mountain issues. Based on these rationales, the modified Strategic and Results Framework emphasizes 'regional programme' for integration and impacts, together with strategic 'thematic areas' that describe its core competencies and individual work areas. Emphasis is also placed on 'knowledge management and communication' to ensure that knowledge is shared; that evidence is useful and is used by practitioners and policy makers, and that

the general public is informed. This change in structure promotes a more interdisciplinary approach, improved quality of science, and more evidence-based change and impact.

ICIMOD works with and through partners in the region and globally. The partnership approach provides the foundation for fulfilling its mandate and achieving its goals, thus the partnership portfolio of ICIMOD needs to be designed in the provisions of its Strategy and Results Framework. Partnership supports the attainment of ICIMOD's goals through work in regional programmes, thematic areas, and knowledge management and communication with emphasis on the Centre's crosscutting themes of gender, governance, inclusive development, economic analysis, and poverty.

2. Partnership Strategy – The Rationale

2.1 Why Partnerships?

ICIMOD's mandate involves empowering the RMCs and their people through interventions from community to global levels. This implies cooperation with organizations in member countries and beyond.

Developing and implementing solutions for problems and issues faced by mountains and mountain communities require a diversified and wide range of skills and subject knowledge. Partner cooperation is necessary for sharing, exchanging, using, and scaling out and up of knowledge and knowledge products to meet ICIMOD's goals. Scientific results cannot be produced solely in-house; they require cooperation with a network of research partners. Improvement of science quality depends on regional and global scientific exchange. ICIMOD's knowledge products are developed and field tested in the RMCs with local stakeholders. Relevant impacts at the beneficiary level can only be achieved through scaling up and scaling out of results by actors in the RMCs. The mountain and climate change agendas have a global character and require global exchange and action.

The Centre has been working with and through an extended and diversified network of local, national, regional, and international partner organizations and individuals. Through this network of partners, it aims to better fulfil its mandate, enhance technical outreach, improve science quality, enhance impact, and build a regional constituency for mountain development.

2.2 Reflecting on the Partnership Portfolio

Does ICIMOD work with the right partners to achieve its goals? How should partners be identified? How should partner relationships be developed and managed?

In order to improve science quality; enhance outreach, information, and exchange; strengthen policy and societal impact; and, in brief, achieve ICIMOD's goals and better fulfil its mandate; the partner portfolio needs to be evaluated, re-conceptualized, and adapted in terms of the Strategy and Results Framework 2012.

ICIMOD should continually evaluate its partnership arrangements and refine strategies to meet new challenges and adapt to a changing context.

2.3 Objectives of Partnership Portfolio Development

The Partnership Strategy aims to provide much needed strategic orientation and direction for ICIMOD's partnership portfolio development and management. It helps to analyse the existing partner portfolio and further develop it taking into account the Centre's strategic needs. It provides criteria for partner identification and selection and outlines the process of partner relationship building. The objectives of the Partnership Strategy are to

- develop effective partnerships in order to achieve the mission and vision of ICIMOD;
- guide strategic partner identification and partner portfolio development for ICIMOD to achieve its goals and better fulfil its mandate;
- improve and institutionalize practices in ICIMOD in order to make the best use of partnerships;
- build effective and strong networks of partners for sustainable development of the mountain region; and
- improve the development relevance of ICIMOD's work in the region with improved capacities.

3. Challenges of Partnership Development – Situation Analysis

The present portfolio of partners that ICIMOD is working with has developed over ICIMOD's 30-year history. ICIMOD is proud of having good partners regionally and internationally and getting important support from RMC governments. However, the present partner portfolio may not be optimally suited to meet today's needs and challenges.

ICIMOD collaborates in various ways with over 200 organizations from within and outside the region; with the majority from the regional member countries. They comprise government and non-governmental organizations at national, regional, and global levels, including government departments, universities, and research institutes, NGOs, international organizations, and global players. Different organizations support different roles, including those who support scientific research, pilot project implementation, policy development, and regional exchange, and promote the global mountain and climate agenda. ICIMOD's mandate is changing, and the size of ICIMOD's activities is growing. ICIMOD needs to reflect on whether it has the right set of partners, whether new partners can be added, the level of engagement with various partners, and how we work together with partners.

The key challenges in the partnership portfolio that need to be addressed by ICIMOD and its partners are

- strategic orientation and relationships,
- commitment and ownership of joint programmes,
- long-term relationships and communication,
- partner identification and selection based on their roles,
- stakeholder landscape overview, and
- partner capacity.

In order to meet the challenges ICIMOD will focus on the following four areas:

- (1) review the existing partner portfolio and further develop it with a strategic rather than ad hoc orientation, select new partners and discontinue existing partnerships, if required, based

on ICIMOD's impact pathways and country-specific stakeholder mapping and analysis for ICIMOD's programmatic work;

(2) strengthen the process of partner identification and selection;

(3) build and maintain long-term institutional relationships with partners of strategic importance and cultivate communication channels; and

(4) strengthen subject matter and managerial capacities of selected partners.

4. Partnership Portfolio Requirements and Partner Types

Requirements with regard to the partner portfolio need to be derived from the needs, mandate, and goals of ICIMOD and from the specific needs of the regional programmes (RPs), the thematic areas (TAs), and knowledge management and communication (KMC). The complexity of ICIMOD's approach and work requires a diversity of partnerships around the basic pillars of science and development impact.

Thematic areas mostly require established science and research partners in the region and internationally to collaborate on the TA's research agenda in various subjects within the natural, economic, and social sciences. Capacity to support applied and action-oriented research is also needed.

Regional programmes are required to implement science and knowledge-based solutions in the RMCs. This includes piloting solutions, scaling them out for relevant outreach, and demonstrating means of scaling up for policy impact at country and regional levels. They therefore need to cooperate with community-based organizations (CBOs) and NGOs, the private sector, and government departments at local, state or provincial, and national levels in several member countries. Emphasis is placed on impact orientation and the capacity to transform results and solutions into policies and development strategies and to disseminate them for development at a larger scale. The complexity of the Regional programmes is reflected in a multiple partner structure.

Knowledge management and communication shares ICIMOD's knowledge products and lessons learned with specialized audiences as well as the general public by managing, packaging, and disseminating information. This requires knowledge partners and networks to share and communicate knowledge and information among network members as well as to the wider public.

These requirements result in multiple partnerships with different roles and functions. The four major types of partnerships that ICIMOD engages in are (1) strategic and policy partners, (2) implementation and operational partners, (3) network and knowledge partners, and (4) development partners. Some overlaps between the functions of the different partner types can occur. Annex 1 provides details of the types of partners who fall in these four categories and provides an idea of their roles in ICIMOD partnerships.

5. Strategy

5.1 Principles of Partnership

ICIMOD considers an organization a partner when both parties are committed to contribute to, and both benefit through, their collaboration. Partnerships can develop with both informal and formal arrangements. In formal partnership arrangements, mutual agreement is reached and formalized on a common agenda by both parties.

Broadly the principles of partnerships are (1) EQUITY, because it leads to RESPECT for the added value each party brings; (2) TRANSPARENCY because it leads to TRUST with partners willing to innovate more and take risks; and (3) MUTUAL BENEFIT because it leads to ENGAGEMENT which is more likely to sustain and build the relationship over time.

Partnerships are guided by the following principles.

- ICIMOD and its partners are engaged in commitments towards common or complementary goals and shared visions.
- The partnership functions as a change agent aimed at promoting the mountain or climate change agendas, carrying out related scientific research, influencing related policies, or promoting developmental impacts on the ground.
- The principles of gender equality and social inclusion are part of all partnership arrangements.
- The partnership is a mutually beneficial collaborative relationship furthering the joint purpose and catalysing synergies through complementarities. Complementarities provide opportunities for innovation.
- ICIMOD and partners have joint ownership of their collaborative projects. Objectives and expected outcomes of the partnership are developed and clearly defined.
- Partnerships are there to achieve impacts in the fields of cooperation, and collaboration is jointly planned towards efficient achievement of impacts.
- ICIMOD and partners engage in continued strategic dialogue and exchange to further develop the common cause and their partnership.
- Partnership is characterized by transparency of cooperation and mutual trust. The roles and responsibilities of the parties are clearly outlined and indicated. ICIMOD and partners are accountable for their actions and follow a zero tolerance policy towards corruption and fraud.

5.2 Relationship with Regional Member Countries

ICIMOD is an inter-governmental organization owned by the eight RMCs. ICIMOD will work with a range of stakeholders at the national, state/province, and local levels within RMCs. The Centre's work in the RMCs and partnership development will benefit from strengthening ICIMOD's presence in the member countries. The functions of such a representation include

- interacting with the focal ministries on ICIMOD governance issues, coordination in the respective RMCs, and facilitating the role of the focal ministry with other ministries;
- maintaining relationships with decision makers across various sectors;
- supporting implementation of ICIMOD's Partnership Strategy through effective in-country networking with institutions with different expertise and specializations;
- maintaining partner relationships through continued liaising and aligning of ICIMOD work with partners' institutional programmatic priorities;
- identifying new opportunities for ICIMOD's work; and
- providing coordination support.

Over time, different models have emerged that fulfil such functions more or less effectively:

- In China, the China ICIMOD Committee has been established by the Chinese Academy of Sciences in the Institute of Mountain Hazards and Environment, Chengdu.
- In India, the GB Pant Institute of Himalayan Environment and Development has been designated by the government as the nodal partner for ICIMOD.
- In Afghanistan and Pakistan, ICIMOD has established country offices.
- For each of the RMCs, one ICIMOD staff member is designated as the country focal person for promoting communication and partnerships.
- ICIMOD maintains cordial relationships and establishes contacts through regular interaction with all the RMC's embassies in Kathmandu, Nepal.

In most RMCs, ICIMOD does not have an institutional presence or semi-presence (i.e., there are no offices or staff except in two countries). Thus it relies on its focal ministry partners or a set of partners. Experience shows that each of the above models has its pros and cons; a fully satisfying solution for in-country representation of ICIMOD has not yet been found. ICIMOD will systematically evaluate the experiences made so far and further test approaches to ensure the presence and availability of a support structure, either through nodal partners or its own offices. An evaluation report will be provided to the June 2014 PAC meeting.

ICIMOD will develop a detailed partnership plan for each of its RMCs, including how it will work, and identification of core partners within each country.

ICIMOD is committed to work with the priorities of each RMC. For this, an extensive consultation process has been followed during development of the past two Medium Term Action Plans (MTAPs), which has been found to be very effective and should be followed in future. Recently, ICIMOD organized an ICIMOD day in each country for review, feedback, and improving communication with partners. ICIMOD will organize an ICIMOD Day in each RMC at intervals of 2–3 years. Finally, in annual planning ICIMOD will focus on each country's programmatic engagement.

5.3 Developing and Managing Partnerships for Implementation Partners

ICIMOD has four types of partners as mentioned in Section 4 and in Annex 1. Various levels of engagement are required for each type. For strategic and policy partners, and knowledge and network partners, communication and consultation and efforts to nurture the relationships need to be fostered. Development partners are more or less defined at the highest strategic and governance level of ICIMOD by the Director General and ICIMOD Support Group, and ICIMOD develops its own arrangements with each group.

The systematic approach for developing and managing partnerships described below is particularly concerned with implementation partners, where ICIMOD enters into contractual agreements. In developing and cultivating partnerships for implementation partners, ICIMOD will follow a systematic and transparent process as described by the flowchart shown in Figure 1. The flowchart explains the various steps in partnership development and management where review and evaluation are critical.

The partnership has four stages of activities (adapted from 'The Partnering Initiative' of AusAid), namely scoping and building, managing and maintaining, reviewing and revising, and sustaining outcome, which are described below:

SCOPING AND BUILDING

This first step in the partnership cycle relates to initiating the idea of partnering, making the case to key stakeholders, scoping the possibilities, energising and enthusing, early relationship building, managing expectations, initial planning, and helping partners to reach an agreement.

Scoping of the partner portfolio: ICIMOD will carry out a review of the existing partnership portfolio in order to take stock of its partnerships, and report intermittently to PAC. The portfolio will be evaluated in terms of the requirements to fulfil ICIMOD's mandate and to achieve the goals of the Strategy and Results Framework 2012. Conclusions will be drawn with regard to priorities for future partnership development and for discontinuing current partnerships if needed.

Financial subcontracting relationships are separated from partnerships in which partners and ICIMOD share goals and vision. A database of past and present ICIMOD partnerships with brief institutional profiles will be developed.

Stakeholder mapping and analysis: Partner identification and selection is based on country-wise mapping and analysis of the stakeholder landscape in terms of ICIMOD's impact pathways. Stakeholder analysis is thereby based on the overarching institutional needs of the regional programmes, thematic areas, and knowledge management and communication. The crosscutting themes of gender, governance, social inclusion, economic analysis, and poverty are particularly taken into account.

Both mapping and analysis are expected to strengthen the overview of the partner landscape to promote a systematic partner selection system.

MANAGING AND MAINTAINING

The second step in the partnership cycle relates to selection of partners following the criteria laid down in the strategy, securing of resource commitments, building governance arrangements, deepening organisational engagement, developing a communications plan, building more partnering capacity, constructive problem solving, and agreeing benchmarks for later evaluation.

Identification and pre-selection: Partner identification is based on communication with potential partners, and assessing shared agendas, goals, mutual interests, and expectations for the collaboration in terms of mutual benefits.

In the case of partnerships for project implementation, selection can be based on communication and due diligence as well as on formal tender processes.

Selection is guided by a set of detailed criteria comprising the following:

Strategic criteria

- Shared or complementary objectives
- Proven impact orientation and impacts
- Ownership demonstrated by willingness to contribute to the partnership/project from own resources
- Outreach
- Ability to influence the political agenda at national, regional, or global levels

Institutional criteria

- Reputation and credibility

- Track record of quality work in the respective fields
- Track record of a gender-sensitive and socially inclusive orientation
- Legal status
- Transparent governance and decision-making processes
- Sustainable funding
- Relationship with relevant public or private sector institutions

Capacity for cooperation

- Relevant areas of expertise
- Availability of human resources in relevant fields of cooperation
- Managerial, administrative, and financial management capacity
- Effectiveness and efficiency in reaching objectives.

These sets of criteria are guidelines which help structure the process. They cannot be applied uniformly in all situations and for all types of partnerships, and require some fine-tuning and adaptation for specific partner identification and selection processes.

Joint planning of cooperation: It is envisaged that joint planning of cooperation will strengthen the partnership programmatically. Joint planning of cooperation and the programme will be done based on general agreement about the partnership. The roles and expected contributions of both sides are clearly defined. Objectives should be specific and time-bound. In the case of programme implementation planning, log frames are developed with objectives, milestones, and indicators.

Contractual arrangements: Agreements reached are expressed in contracts, including Memoranda of Understanding (MoUs) and Letters of Agreement (LoAs), which form the contractual, legal basis of the partnership and document goals, intended activities, roles, and contributions of the partners.

Two-way communication: Partner communication is a continuous two-way process of cultivating and managing the partnership during all stages. It goes beyond the communication needs of project cycle management for individual projects. It includes continued exchange and knowledge sharing, strategic discussion, and planning for the future of the relationship.

Capacity development support: ICIMOD and partners contribute to each other's capacity development through exchange and knowledge and information sharing. ICIMOD's contributions to partner capacity development mostly come in the form of knowledge products, expertise, and training, and in providing platforms for regional linking of partners. Particular attention is paid to joint strategies ensuring sustainability of capacity development measures.

In the case of project implementation, ICIMOD provides capacity development support where needed in all fields related to project cycle management including project management, finance management and accounting for financial contributions, monitoring and evaluation, and reporting.

REVIEWING and REVISING

The third step in the partnership cycle relates to agreeing evaluation procedures, assessing impact, extracting and applying lessons, reviewing efficiency, reviewing added value to partners, brainstorming new ideas, and making any necessary changes to the partnering arrangements.

Partnership reviews and evaluation: ICIMOD and individual partners will periodically review and evaluate experiences made during the collaboration and draw conclusions for further strengthening or termination of the relationship.

ICIMOD will also periodically review its partner portfolio with a view to further strengthening the portfolio in terms of meeting the diverse requirements of its Strategy and Results Framework and of adequately contributing to fulfilment of ICIMOD's mandate and achieving its goals. If partnerships are found not to be working well, then termination of the relationship has to be supported by review and evaluation.

SUSTAINING OUTCOMES

The final step in the partnership cycle relates to discussions on 'moving on' choices, recognition and celebration of the partnership's achievements, agreeing information for the public domain, identification of further spheres of influence, ensuring that outcomes are sustained, and management of moving on procedures.

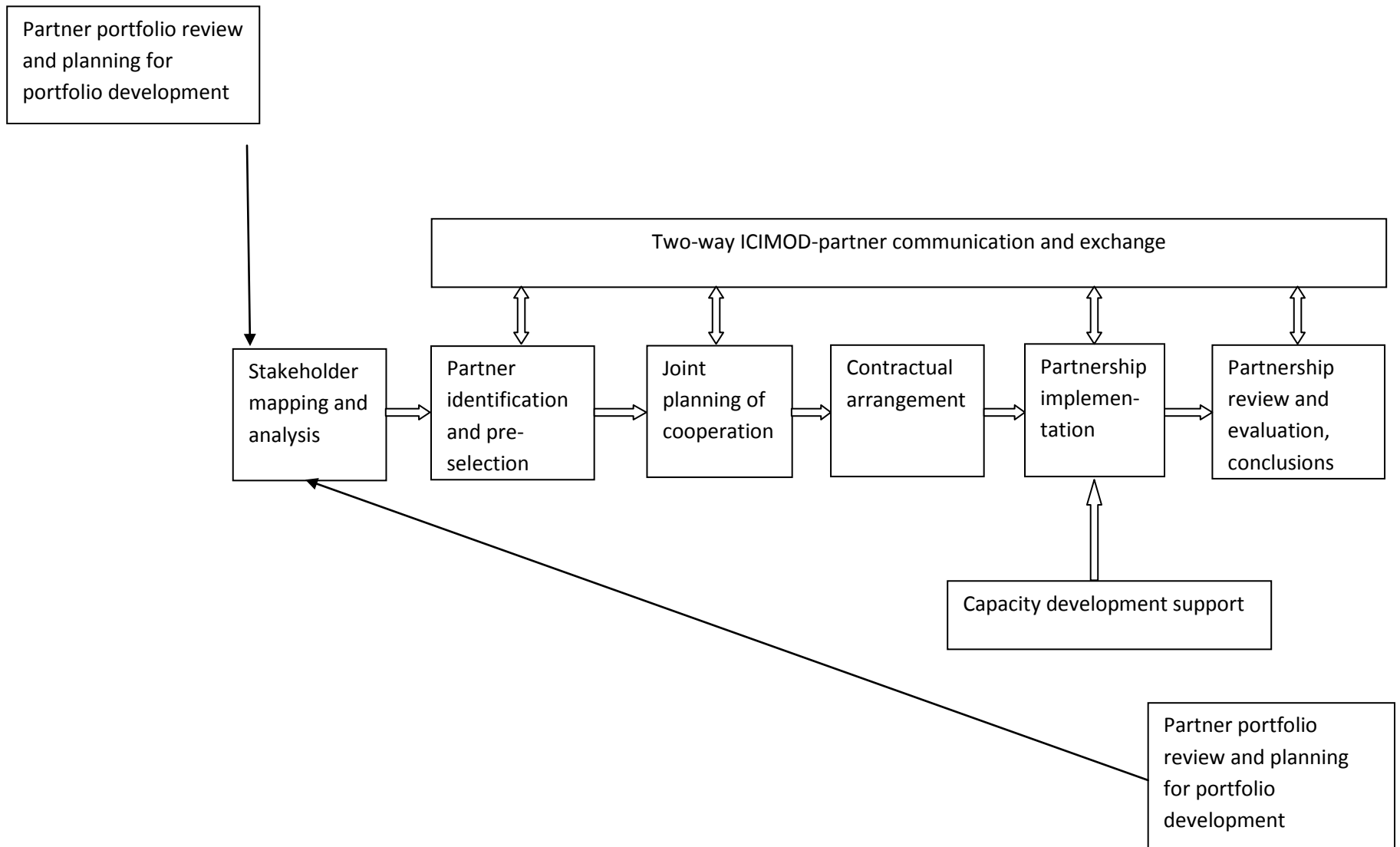
6. Institutional Mechanism for Partner Portfolio Development and Management

In order to strengthen ICIMOD's partner portfolio, to maintain long-term strategic and operational partner relations, and to ensure that processes and criteria defined by this Strategy are adhered to, ICIMOD will strengthen the internal mechanisms ensuring strategic overview and oversight of partnerships.

Such overview and oversight are the responsibility of the ICIMOD Senior Management Committee (SMC). The SMC is supported by a Partnership Manager or Programme Officer for Partnership Management/Relations reporting to the Director Programme Operations (DPO). Strategic Planning and Monitoring (SPM) will have a monitoring function and report to the SMC and the DG on issues that arise. The Partnership Manager is in charge of

- maintaining the partner portfolio;
- supervising the processes defined for partner portfolio development;
- liaising with partners and organizing ICIMOD-partner communication and exchange; and
- organizing reviews and evaluations of the partner portfolio.

Figure 1: Schematic diagram showing the systematic and transparent process for developing, cultivating, and managing partnerships, particularly for 'implementation partners' as specified in Annex 1.



Annex 1: Types of Partners and their Roles with Regard to the ICIMOD Results Chain

1. Strategic and Policy Partners

The strategic partnerships include focal ministries, national and regional institutions, and global partners.

RMC Focal Ministries: In all RMCs, focal ministries have been determined to facilitate ICIMOD's work in the respective countries. They are the entry points to the country. They function as strategic liaison institutions, liaising for ICIMOD in their countries. They represent their country on the Board of ICIMOD and thereby form part of ICIMOD's governance. RMC's financial contributions to ICIMOD come through the focal ministries. In some countries, such as Bhutan and Myanmar, they have also taken on operational roles. Focal ministries work to

- facilitate ICIMOD's activities within RMCs including cooperation with other ministries and departments;
- represent member countries at the Board of ICIMOD;
- contribute to ICIMOD's core funding and partners' ownership; and
- ensure policy uptake of research findings.

Policy partners for affecting strategic and policy influence in the region and globally include

- international development organizations;
- international NGOs;
- national government agencies and institutions;
- national policy development institutions;
- national focal ministries;
- national/federal, and provincial ministries and government departments;
- local level institutions and departments;
- private sector and non-profit organizations/foundations with mountain and climate-related agendas; and
- international organizations working on mountain and climate change agendas and policies.

Such strategic and policy partnerships serve to

- initiate and conduct policy reviews and assessments;
- catalyse scaling up of solutions to the policy level and shape policy agendas;
- support development and formulation of mountain-specific development strategies, policies, and legislation;
- catalyse increased investments into mountain states and provinces;
- facilitate a conducive environment for data sharing in the region and beyond;
- promote and support ICIMOD's regional activities;
- bring the Mountain Agenda to the global level; and
- support the shaping of ICIMOD's programmes.

International partners : ICIMOD's global/international partners for research, policy, and promotion of the Mountain Agenda include

- conventions;

- UN agencies;
- international research institutions/universities;
- network institutions; and
- international space agencies.

International partnerships serve to

- support global assessments and studies regarding mountain regions;
- customize global instruments for the region and make available research methodologies for mountain regions;
- strengthen advocacy for mountain people and issues;
- catalyse allocation of resources and investments for mountain regions; and
- organize joint events raising mountain issues and agendas at global forums.

2. Implementation Partners

Operational partners: The work of ICIMOD's operational partners covers a range from community to national and regional level operations. Operational partners include

- national, sub-national, and local government departments and public institutions;
- national research institutions;
- NGOs and CBOs;
- local and national INGO offices; and
- private sector organizations.

Within operational partnerships, partners

- conduct baseline surveys and stakeholder analyses;
- test and pilot concepts and knowledge products using participatory approaches and taking into account gender mainstreaming and inclusive development;
- conduct action research;
- monitor and evaluate results;
- scale out and scale up solutions for outreach and development impacts;
- build and strengthen capacity at the local level;
- account for their inputs and activities; and
- document and disseminate lessons learned and results.

Research partners: For science and research, ICIMOD works with

- universities, including the Himalayan University Consortium (HUC);
- national research institutions;
- non-governmental research organizations; and
- regional centres of international research organizations.

The role of these partnerships is to

- develop common research methodologies;
- implement research activities;
- share data and knowledge;
- conduct quick assessments and appraisals;
- conduct long-term environmental and socioeconomic monitoring;

- share data and knowledge;
- exchange staff and students;
- prepare position papers and joint publications;
- document evidence-based good practices; and
- build capacity on research.

3. Knowledge Partners and Networks

ICIMOD's network and knowledge partners for advocacy, outreach, knowledge exchange, and dissemination include

- media organizations and publication houses;
- thematic networks and portals;
- ICIMOD champions and ambassadors;
- ICIMOD alumni;
- national and regional networks;
- private sector organizations; and
- youth organizations and networks.

Knowledge partnerships and networks facilitate and implement

- partnership development through networking and contacts;
- advocacy for ICIMOD;
- the Centre's public relations;
- documentation and dissemination of knowledge products and results;
- packaging and sharing of ICIMOD knowledge through targeted knowledge products;
- documentation of experiences, success stories, and lessons learned;
- media coverage to raise awareness of ICIMOD's work and the Mountain Agenda among the general public;
- promotion of the Mountain Agenda through social media and alternative media sources;
- engagement of youth in promoting the Mountain Agenda;
- organization of events (e.g., at global forums); and
- organization of Knowledge Forums, Brown Bags, and Friday Forums as well as Knowledge Cafes.

4. Development Partners

ICIMOD is strongly supported by bilateral and multilateral international development funding partners in the frame of both financial and technical cooperation. Some have been long-term supporters; others provide short-term and project-based support. In line with its Strategy and Results Framework, ICIMOD invites project-based support only if projects contribute to the Centre's regional programmes. Longer-term development partners are part of the ICIMOD Support Group, the chair of which represents the ISG on ICIMOD's Board.

Actions Arising Out of the Partnership Strategy

- 1) Create a Partnership Manager or Partnership Officer, the position to be recruited by the first quarter of 2014.
- 2) Finalize Partnership Guidelines and put into use.
- 3) Provide a partnership evaluation report to the June 2014 PAC meeting. ICIMOD will carry out regular reviews to take stock of its partnerships, and report this to the PAC intermittently.
- 4) ICIMOD will develop a detailed partnership plan for each of its RMCs, including how it will work and identification of core partners within each country.
- 5) Steps as defined in the strategy will be followed for implementation partners.
- 6) An ICIMOD Day will be organized in each country intermittently including key partners.
- 7) Partners' capacity building workshops will be organized on a needs basis.
- 8) An ICIMOD partnership database will be developed and maintained.
- 9) A section on partnership will be included in the ICIMOD Annual Progress Report to the Board.
- 10) The ICIMOD Senior Management Committee will have a strategic overview and oversight of partnerships.