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# New Vision for Agriculture Country Partnership Guide (CPG) Toolkit Secretariat Structures

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*Prepared in collaboration with Deloitte Consulting LLP*

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## Secretariat Structures: Context and Objectives

*This Secretariat Toolkit is intended to supplement the **NVA Guide for Country-led Action** and provides a practical reference on how to build and strengthen a Secretariat, including best practices, tips and customizable templates.*

### Context

- In January 2016, the World Economic Forum's New Vision for Agriculture (NVA) launched the [Guide for Country-Led Action](#) which outlines a core set of guiding principles and an 8-step framework for Country Partnerships
- This toolkit is intended to supplement this guide, particularly when establishing and building out a country Secretariat. The Secretariat plays a vital role in coordinating stakeholder collaboration to achieve the goals of the partnership

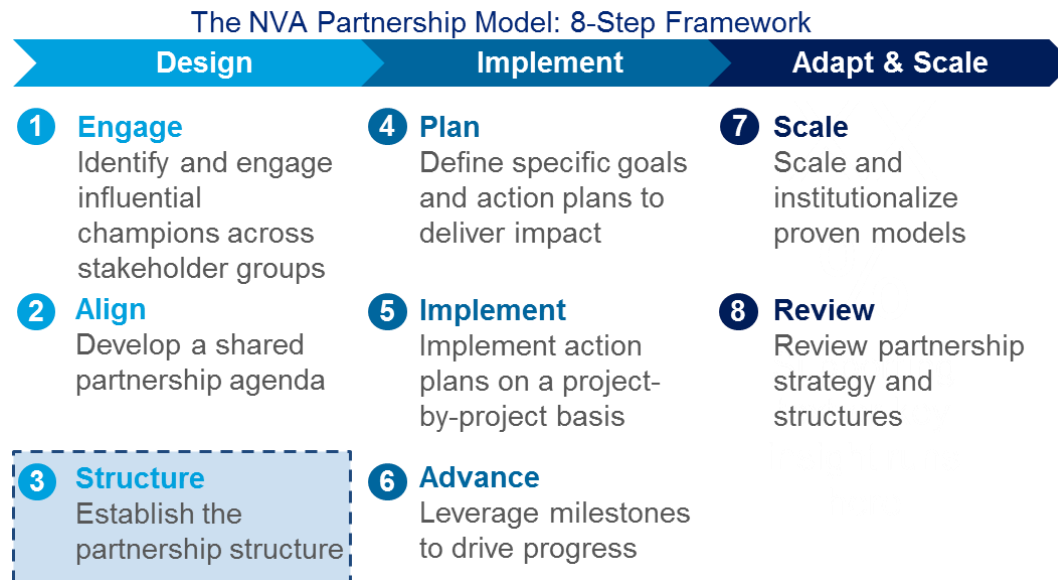


### Objectives

- To provide practical guidance on 'how to' build and strengthen a Secretariat, including best practices, tips and customizable templates
- To enable exchange of tips and best practices from different regions
- To offer tools for practitioners that are either involved in an existing Country Partnership and / or in the process of initiating a new Country Partnership

## Executive Summary (1/2)

The World Economic Forum's **New Vision for Agriculture (NVA)** has developed a [Guide for Country-Led Action](#) that has catalysed partnerships in 21 countries across Asia, Africa and Latin America. These efforts have mobilized significant private-sector investment and opportunities for millions of smallholder farmers. The NVA Guide outlines a core set of principles and an 8-step framework to guide its approach. Step 3 outlines **how to establish the partnership structure** to support and drive innovative collaboration among a diverse array of stakeholders.



Driving progress on a shared agenda across many organizations requires strong management and coordination. As a Country Partnership transitions into implementation, leaders often find a need to establish dedicated capacity to coordinate and support its activities. A **Secretariat** can play this vital role, and can take on a variety of identities and structures based on local needs.

The Secretariat can help coordinate the partnership's governance and implementation structures, which often include a senior-level *Direction-Setting Group* and practitioner-level *Working Groups*.

## Executive Summary (2/2)

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The Secretariat can be an essential element of a successful partnership and provides value in three ways:

- **Focus** – With a full-time staff handling coordination, other partners spend less time on administration and can focus on driving action towards goals
- **Commitment** – Contributing resources requires a sense of ownership to the partnership agenda, leading to stronger commitment and alignment among partners
- **Professionalism** – A professional staff, office and website can bring credibility to the partnership, which helps to mobilize new partners, and resources

The structure of the Secretariat can vary, presenting different advantages and considerations. This tool draws on lessons learned from country partnerships across Asia, Africa and Latin America supported by the NVA. Although the structure of a Secretariat can depend on the specific needs and context of each country, this tool serves as a resource for both new country partnerships to establish a Secretariat, or to inform existing partnerships as they grow and develop.

The Secretariat Structures tool Contents are organized in the following sections:

- **Institutional Identity** – A country Secretariat can take on different legal or institutional structures. This section explores 3 different types, and their advantages and considerations to inform what might be suitable for each country's unique environment.
- **Staffing** – There can be several roles and responsibilities in the staffing model of a country Secretariat. This section analyzes various types of roles and profiles to consider when establishing and/or expanding a country Secretariat.
- **Governance** – The governance structure is made up of processes that guide interaction and decision-making both within the country Secretariat and as it interacts with other stakeholders. The aim of this section is to offer examples of structures and best practices for how to coordinate and support the leadership groups.
- **Funding Models** – Who will fund the Secretariat is an important starting question for leaders. Funding can be mobilized from multiple sources. This section offers an overview of the different types of funding structures and their respective advantages and disadvantages.
- **Engagement Models** – The Secretariat is responsible for brokering collaboration across a variety of stakeholders. It is important to understand each stakeholder and their role in order to build a strong engagement strategy. This section offers value propositions for different types of stakeholders including companies, government, civil society and development partners.

## Introduction – Core Functions of the Secretariat

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*The Secretariat is essential to facilitate and coordinate partnership activities across all groups. The core functions of this coordinating team are outlined below.*

### Core Functions of the Secretariat

#### **Engaging and Coordinating Partners**

- Coordinating and strengthening activities through consistent communication with Working Groups, the Direction-Setting Group, new and existing partner organizations, and the government
- Building the business case and serving as a neutral facilitator (by bringing stakeholders together)

#### **Supporting Strategy Development**

- Raising significant issues or gaps to appropriate levels of partnership leadership

#### **Brokering Collaboration**

- Sharing lessons learned and best practices with the broader partnership and regional / global where applicable
- Developing knowledge management and communication, including online presence and media activity

#### **Convening and Organizing**

- Organizing partnership-related meetings and events to advance partnership activities
- Facilitating dialogue, problem-solving, and advancing decision-making with leadership

#### **Monitoring and Reporting**

- Developing and implementing reporting frameworks, preparing partnership-level reports for circulation to partners
- Collecting and synthesizing success stories and common gaps and challenges

#### **Supporting Partnership Leadership and Governance**

- Supporting partnership leaders with Board or Committee meetings or assisting with annual or financial reports
- Securing funding for specific projects and investments

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# Institutional Identity – Types and Characteristics

Three main types of legal structures have been observed as a means to establish a local country partnership Secretariat. The table below compares and contrasts the three types across four characteristics.

		1 Independent Entity	2 Hosted Entity	3 Government / Donor Entity
<b>Description</b>		New Independent entity is established for partnership coordination	Secretariat is established within an existing neutral host organization (e.g. university or international organization)	Specific government or donor units are designated to coordinate agriculture PPPs
<b>Characteristics</b>	<b>Legal</b>	<b>High</b> - There can be significant legal burden to initially establish a new legal entity.	<b>Low to Medium</b> - There is less legal burden when becoming a unit within an existing organization.	<b>Low to Medium</b> - There is less legal burden when becoming a unit within an existing government or donor.
	<b>Risk</b>	<b>Medium</b> - Setting up a new legal entity may require investment and financial risk.	<b>Low</b> - If partners don't want to take up legal risk of establishing a new legal entity, this may be a preferred model.	<b>Medium</b> - Leadership support may change following a political transition or new senior leadership.
	<b>Independence</b>	<b>High</b> - Establishing a separate legal entity allows for the most independent model.	<b>Medium</b> - Organization may influence staffing decisions and/or strategic direction; if not directly, indirectly it will likely impact perception	<b>Low</b> - Government or donor likely to control staffing decisions and/or strategic direction.
	<b>Cost</b>	<b>Medium</b> – Set-up costs to establish a new legal entity can be high initially but lower on an annual basis. Operating costs will vary based on team size.	<b>Low</b> – Set-up costs will be lower given existing infrastructure. Operating costs likely to be lower if host organization provides resources (e.g. existing office, seconded staff, support functions).	<b>Low</b> – Set-up costs will be lower given existing infrastructure. Operating costs likely to be lower if government or donor provides resources (e.g. existing office, seconded staff, support functions).



# Institutional Identity – Advantages and Disadvantages

*While each local structure offers advantages and disadvantages, the local environment and context are the most important factors when assessing different models.*

	1 Independent Entity	2 Hosted Entity	3 Government / Donor Entity
Advantages	<ul style="list-style-type: none"> <li>• <b>Higher autonomy:</b> offers greater freedom and independence to steer agenda</li> <li>• <b>Agility:</b> allows Secretariat to make decisions faster</li> <li>• <b>Clearer identity:</b> helps to develop a greater sense of organizational identity and brand</li> <li>• <b>Entrepreneurial mindset:</b> attracts and fosters entrepreneurial talent</li> <li>• <b>Flexibility:</b> allows for more flexible staffing models</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Existing infrastructure:</b> leverages the support of an established institution (e.g. existing office, seconded staff)</li> <li>• <b>Shorter time to get off the ground:</b> allows Secretariat to get started faster given host entity is already established</li> <li>• <b>Stronger credibility:</b> enables the new Secretariat to leverage the host's organization's existing standing and image to attract funding and talent</li> <li>• <b>Entrepreneurial mindset:</b> attracts and fosters entrepreneurial talent</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Existing infrastructure:</b> leverages the support of an established institution (e.g. existing office, seconded staff)</li> <li>• <b>Stronger government ties:</b> provides greater access to development partner support from that government and can help mobilize change (in some countries, this may be more or less important)</li> </ul>
Disadvantages	<ul style="list-style-type: none"> <li>• <b>Greater investment to set-up:</b> takes more time and money to initially set up; no existing infrastructure to build upon</li> <li>• <b>Financial risk:</b> Investors face greater financial risk with a new entity which is more vulnerable than within an established organization</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Less clear identity:</b> medium to high association to host organization who is likely to steer strategic direction and decisions of the Secretariat</li> <li>• <b>Complex operational structure:</b> established operations and structure can pose challenges to the pace of change and decision-making</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Less clear identity:</b> high association to the government or donor who is likely to steer strategic direction and decisions of the Secretariat</li> <li>• <b>Complex operational structure:</b> established operations and structure can pose challenges to the pace of change and decision-making</li> <li>• <b>Greater exposure to political transition risk:</b> government support may change following a political transition</li> </ul>

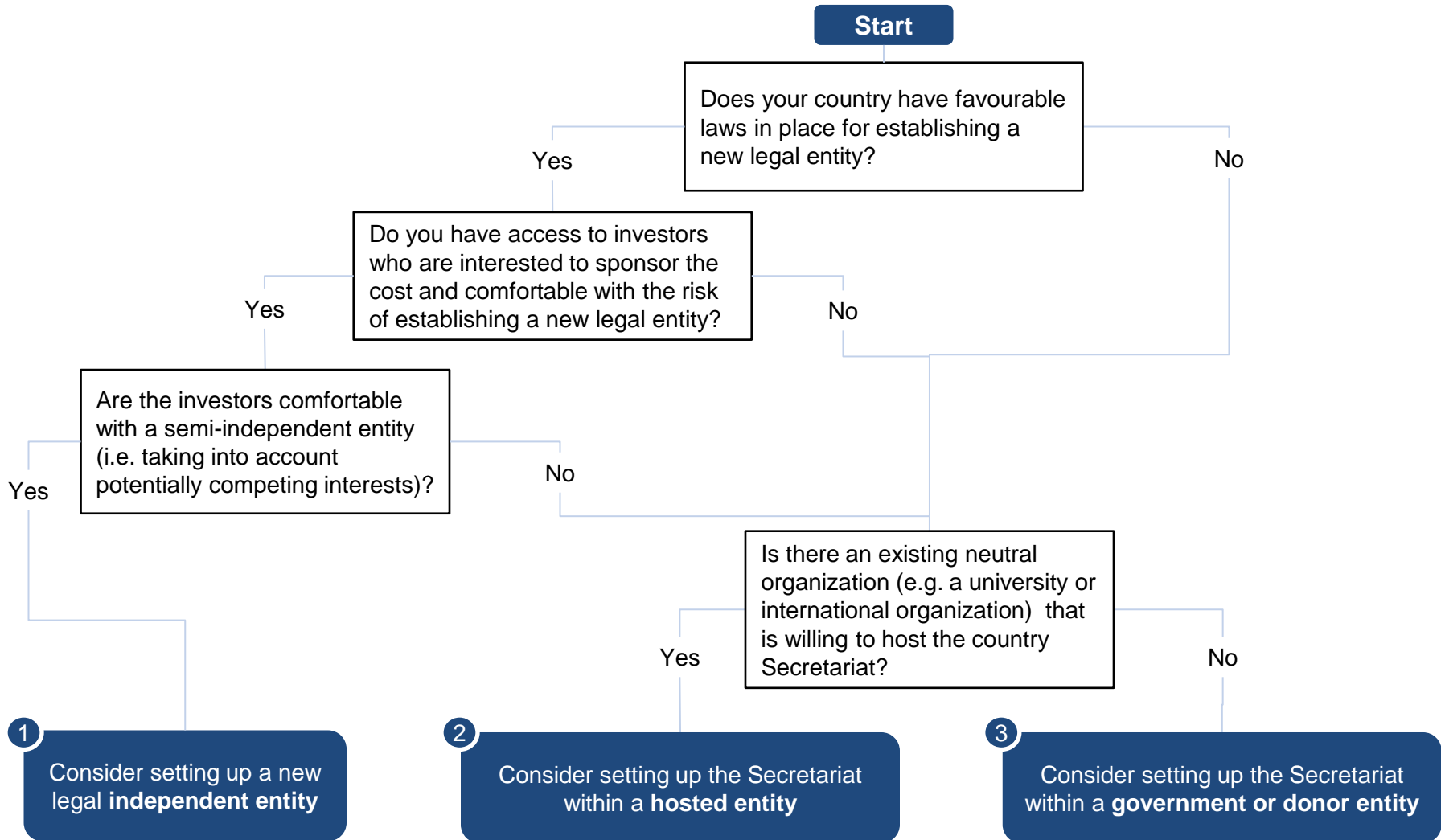
**Tip:** Consider an interim host organization to reduce delays in starting implementation

**Tip:** The neutrality of the host organization is important for both independence and optics. A neutral host can help reduce the risks of being associated to that organization

**Tip:** Institutionalizing public-private partnerships as vehicles to advance national ag sector goals can help embed this approach and avoid uncertainty in political transition

## Institutional Identity – Decision Tree

*A decision tree offers a recommendation of which institutional identity may be best suited based on a series of important questions that pertain to your local environment and context.*



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# Staffing – Types of Employees

*The Secretariat team may be composed of a mix of types of employees ranging from full-time staff to part-time consultants to temporary volunteers. Each type presents different pros and cons which are worth considering.*

	<b>Staff</b> Full-time or part-time personnel dedicated to the Secretariat	<b>Consultant</b> Temporary personnel or experts that may focus on building out specific content or help during periods of rapid growth or reorganization	<b>Secondee</b> Staff members that are employed by a partner company	<b>Intern or Volunteer</b> Junior staff members that work for a fixed duration
<b>Advantages</b>	<ul style="list-style-type: none"> <li>Fully dedicates time and attention to the Secretariat (especially important during times of high growth)</li> <li>Fosters sense of team culture and spirit</li> <li>Long-term relationship development</li> <li>Ability to gain deeper knowledge and to see the full picture</li> </ul>	<ul style="list-style-type: none"> <li>More flexible in terms of time and duration</li> <li>More visible contribution with clearly defined deliverables</li> <li>Easier to address any performance issues</li> </ul>	<ul style="list-style-type: none"> <li>Stronger ties to the partner company can help to engage that organization</li> <li>Brings industry or sector knowledge and professional experience</li> </ul>	<ul style="list-style-type: none"> <li>Cost advantageous</li> <li>Brings new and fresh ideas and often through an academic perspective</li> <li>Helps to build up future employee pipeline</li> </ul>
<b>Disadvantages</b>	<ul style="list-style-type: none"> <li>Higher contractual obligations can be challenging to get funder sign-off and/or have sufficient funds to commit to</li> </ul>	<ul style="list-style-type: none"> <li>Less continuity presents risk of gaps with knowledge transfer and may weaken relationships with key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Risk of competing interests from the partner company and that the partner company could have more control over the Country Partnership</li> <li>Loss of continuity based fixed or short-term duration</li> </ul>	<ul style="list-style-type: none"> <li>Limited professional experience</li> <li>Retention can be difficult due to limited compensation</li> </ul>

**Tip:** Ensure the full-time roles being paid enough. In many emerging economies, there is high demand for local talent therefore you are competing with compensation packages being offered by large MNCs


**Tip:** If strong local relationships have not yet been established, a consultant may not be the best choice due to lack of continuity

**Tip:** Review the secondees' skill set, relationships and capacity to ensure that they are correctly being utilized

**Tip:** Leverage connections to local universities to promote intern openings

# Staffing– Secretariat Roles

*When staffing the Secretariat, these roles have been commonly found to optimize division of responsibilities. The number of years of experience per role will vary depending on the size and maturity of the Secretariat.*

Core functions*	<h2>Executive Director</h2> <p><b>Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Providing leadership and developing strategy with Direction-Setting Group and other key stakeholders</li> <li>• Brokering collaboration and convening meetings</li> <li>• Communicating with a wide range of diverse and senior stakeholders</li> <li>• Representing the Country Partnership and cultivating strong relationships</li> </ul> <p><b>Background:</b></p> <ul style="list-style-type: none"> <li>• Social sciences, international relations, agriculture development, and/or business management [or may substitute with: law, economics or public administration especially if the government plays a larger role]</li> </ul>			
	<h2>M&amp;E Manager</h2> <p><b>Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Gathering and maintaining relevant data for tracking metrics</li> <li>• Demonstrating progress to the fee-paying members</li> </ul> <p><b>Background:</b></p> <ul style="list-style-type: none"> <li>• Economist, development professional and other</li> </ul>	<h2>Office Manager</h2> <p><b>Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Tracking budget expenses and the overall supply management</li> <li>• Overseeing HR activities, such as job announcements, payments and contracts</li> <li>• Maintaining office procedures and overseeing other administrative activities</li> </ul> <p><b>Background:</b></p> <ul style="list-style-type: none"> <li>• Finance, accounting, HR and other</li> </ul>	<h2>Communications and Events Manager</h2> <p><b>Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Developing communications and marketing to promote activities of the partnership and network</li> <li>• Coordinating key events and meetings</li> <li>• Keeping key stakeholders informed and maintain regular contact with them</li> </ul> <p><b>Background:</b></p> <ul style="list-style-type: none"> <li>• Communications, marketing, hospitality and/or public relations</li> </ul>	
	<hr/>			
Extended functions*	<h2>Relationship Manager</h2> <p><b>Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Establishing and driving relationships with participating organizations and/or members</li> </ul> <p><b>Background:</b></p> <ul style="list-style-type: none"> <li>• Private or public sector background to drive relationships that respective sector</li> </ul>		<h2>Technical Manager (or Field Agriculture Specialist)</h2> <p><b>Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Providing technical support on value chain design</li> <li>• Applying an in-depth understanding of how to make an impact on the value chain</li> </ul> <p><b>Background:</b></p> <ul style="list-style-type: none"> <li>• Agriculture knowledge and/or experience critical</li> </ul>	

**Tip:** Regularly monitor workloads to ensure roles have the right level of capacity. Some teams may merge roles or create new ones depending on the needs of the Secretariat. The six shown here exist in many variations.

**Tip:** Ensure that there is sufficient management capacity to lead the team. This may require adding a level of management if the team is growing in size and/or scope.

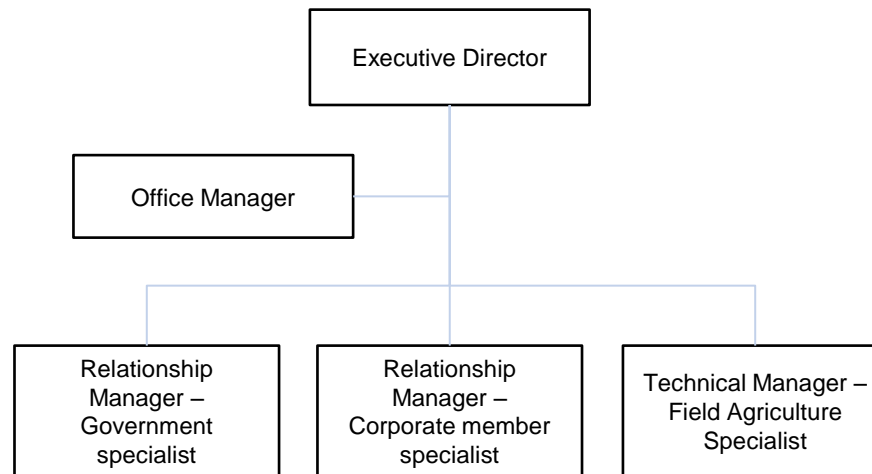
**Tip:** When reviewing the Secretariat staff budget, consider if there are additional funds to build capacity and/or cross-learning (e.g. to attend conferences, trainings).

\* **Note:** The core functions represent what are typically considered the essential Secretariat functions, however can be combined and modified per country needs. The extended functions are typically added as the Country Partnership grows and matures.

## Staffing – Secretariat Organizational Chart (1/2)

*The Secretariat team may start off as an informal, simple structure and then evolve into a more formalized, complex structure as it grows and matures. Below is an example of a simple Secretariat team organizational chart with 5 staff.*

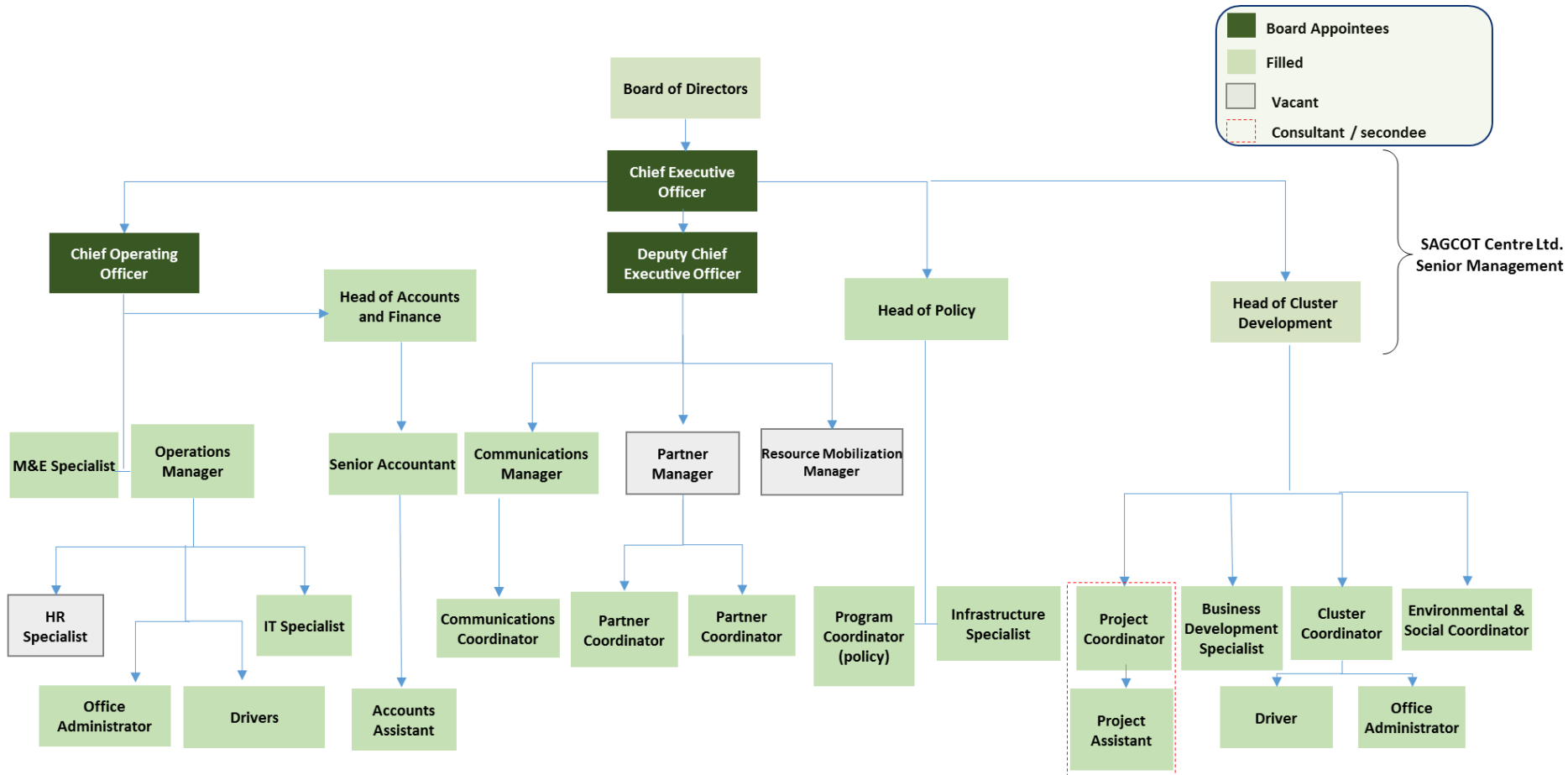
### Sample Secretariat Team Structure (5 staff)



# Staffing – Secretariat Organizational Chart (2/2)

Below is the Secretariat organization structure in place for SAGCOT, a partnership in Tanzania that was initiated in 2010 and that currently operates as a separate legal entity with a Secretariat staff of 25 resources.

## Sample Secretariat Team Structure (25 staff)



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## Governance – Leadership Groups

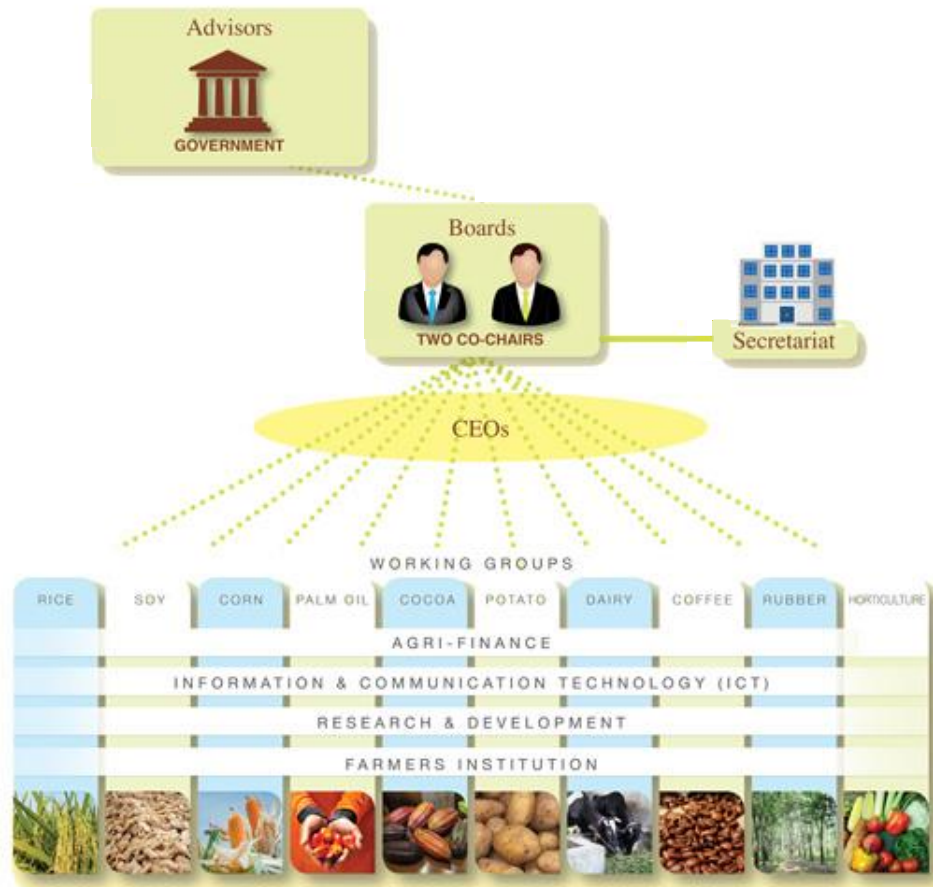
*While each Country Partnership has a unique governance structure depending on the stakeholders involved and the maturity and size of the Country Partnership, three levels of leadership are normally involved.*

Leadership Groups	Description
<b>Direction-Setting Group (Board or Committee)</b>	<ul style="list-style-type: none"> <li>• <b>A group of high-level, visionary decision-makers</b> that define and champion the vision and guide strategic decisions</li> </ul>
<b>Working Groups (WG)</b>	<ul style="list-style-type: none"> <li>• <b>All stakeholder groups across the food system</b> who collaborate with the partnership and are responsible for defining and implementing action plans and monitoring and sharing results</li> </ul>
<b>Secretariat</b>	<ul style="list-style-type: none"> <li>• <b>Neutral, independent coordinator</b> who facilitates interactions across the partnership by engaging partners and brokering collaboration among other coordinating activities</li> </ul>

## Governance – Country Partnership Governing Structures

*At the country level, the governance structure includes the reporting structure of the various stakeholder groups that make up the Country Partnership. Below is the Country Partnership organization structure in place for PISAgrO, a partnership in Indonesia with a full-time Secretariat that was established as a legal entity in June 2011.*

### Sample Country Partnership governing structure



## Governance – Meetings

*The Secretariat is responsible for convening meetings and supporting the governing bodies of the Country Partnership. The frequency and objective of meetings will vary depending on the maturity and size of the country partnership. Based on existing Country Partnerships, below is a sample meeting schedule.*

Leadership Groups	Frequency	Meeting objectives
Direction-Setting Group (Board or Committee)	Quarterly	The leaders of the Country Partnership should meet regularly to provide strategic guidance to the overall partnership.
Working Groups (WG)	Advised to meet every 4-6 weeks in the formation stage and then as needed after the project has been set up.	The WG partners are responsible for driving action on specific projects and should meet regularly to discuss project design, progress, resourcing, performance measurement, challenges and requirements.
General Partners Meeting	Quarterly	An open meeting for existing members and interested external parties. This is an opportunity for WGs to share progress and exchange lessons, and for invited speakers to present new ideas. It is also an opportunity to showcase work to government leaders.



### Best practices

#### Before the meeting:

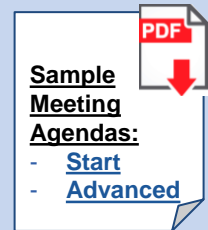
- **Prepare a meeting agenda:** The Secretariat should prepare a meeting agenda and share with the relevant stakeholders for input prior to the meeting.

#### During the meeting:

- **Meeting Summary:** The Secretariat should take minutes during these meetings to document updates and monitor progress.
- **Review and track action items:** It is good practice to begin meetings with the agreed actions from the previous meeting and conclude meetings with new action items that may have emerged and their assigned owners.

#### After the meeting:

- **Distribute Meeting Summary:** The Secretariat should circulate meeting minutes to the relevant stakeholders in a timely manner. Potential obstacles include leadership sign-off and/or translation time. In those cases, it is helpful to set up processes and assign specific people to these roles.



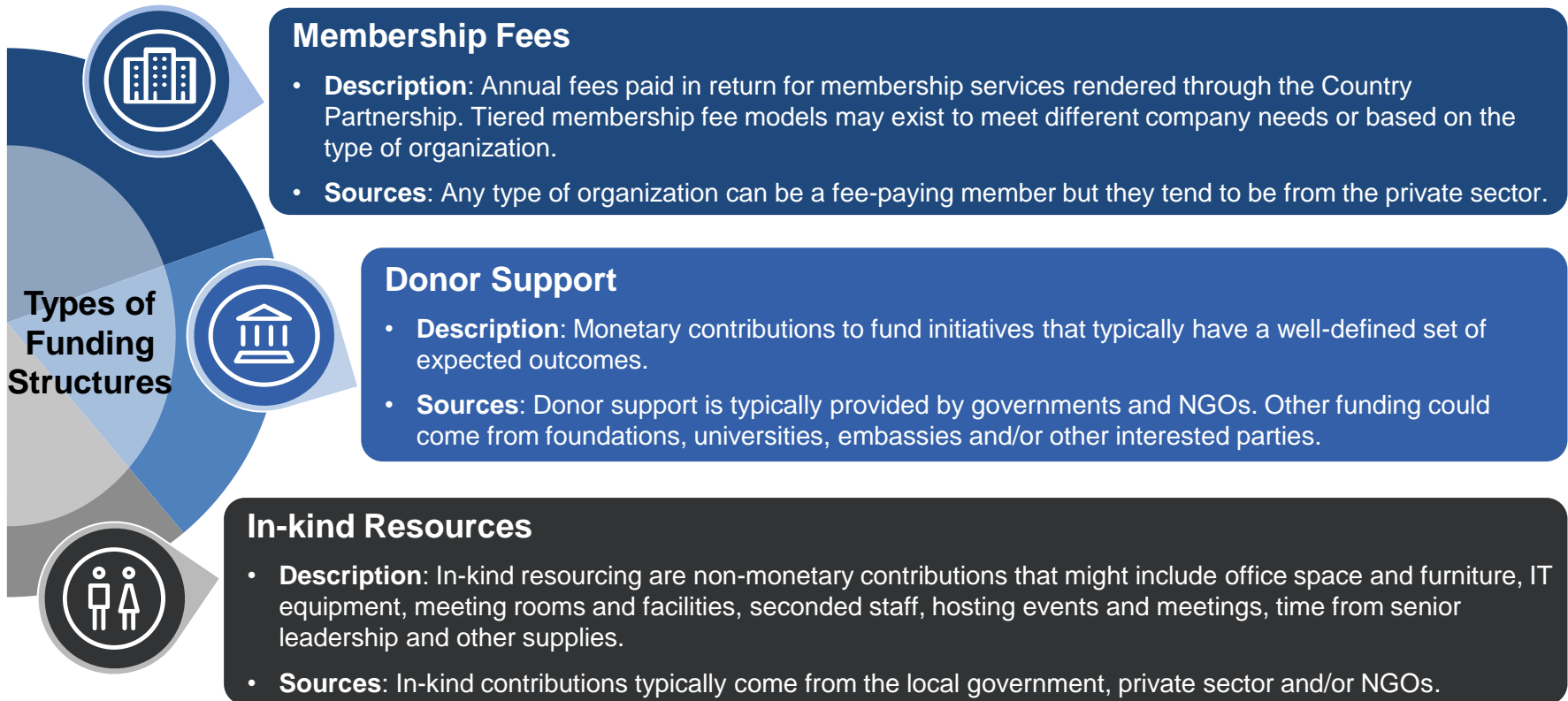
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## Funding Models – Types of Funding Structures

*The funding of a country partnership Secretariat can be mobilized from multiple sources and can include membership fees, donor support and/or in-kind resources. In some cases, one funding mechanism is sufficient and in others, a combination of two or all three are used to fund the Secretariat operations.*



Best practices

- **Develop a budget:** The Secretariat should develop a budget for expected operating expenses and the budget template can be used as a starting point to do so. The budget is helpful to plan for funding requirements throughout the year.
- **Review and track expenses against budget:** Budgeting is an iterative cycle that should be revised based on changes in estimated funding and / or operating expenses.



## Funding Models – Advantages and Disadvantages

*It is important to be aware of the trade-offs that the different types of funding structures present when conducting financial planning and deciding which combination is the best fit for your Secretariat.*

	Membership Fees	Donor Support	In-kind Resources
Advantages	<ul style="list-style-type: none"> <li>• <b>More sustainable:</b> Members that experience the benefits of working with the Country Partnership are more likely to invest longer-term.</li> <li>• <b>More scalable:</b> As the Country Partnership gets larger, so does its budget</li> <li>• <b>Offers stability:</b> Paying members can bring a level of stability for planning annual income</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Risk management and catalytic role:</b> Donor funding can offer a shared risk approach where other investors have the benefit of seeing initial value.</li> <li>• <b>Established credibility:</b> Government and/or large institutional support can bring a level of credibility to the Country Partnership.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>More helpful to get started:</b> In-kind contributions can help get the Secretariat off the ground (e.g. office space, staff).</li> <li>• <b>Lower operating expenses:</b> In-kind resources can help reduce the amount of funding required.</li> </ul>
Disadvantages	<ul style="list-style-type: none"> <li>• <b>Challenging to secure paying members:</b> Multistakeholder partnerships can be unique mechanisms and communicating the value proposition may prove difficult initially.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>More reporting and data:</b> Donor support may require extensive reporting which can burden the Secretariat.</li> <li>• <b>Less long-term sustainability:</b> Donor support may not be a sustainable long-term solution.</li> <li>• <b>Less independence:</b> Donors may influence strategic direction and/or priorities.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Less independence:</b> Contributors may influence strategic direction and/or priorities.</li> <li>• <b>Shorter-term solution:</b> In-kind contributions are mostly helpful on a short-term basis.</li> </ul>

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## Engagement Models – Communicating Stakeholder Contributions and Benefits

*The Secretariat is responsible for brokering collaboration across a variety of stakeholders Each stakeholder has an important role to play in a partnership, and each derives unique value from participation. An effective Secretariat leader will need to understand the unique competencies and value derived for each type of stakeholder.*

Stakeholder	Contributions to the Partnership	Benefits Derived from the Partnership
<b>Government</b>	<ul style="list-style-type: none"> <li>Set national goals and establish enabling policy environment</li> <li>Invest in public infrastructure &amp; services</li> <li>Create farmer/investor support mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Improved economic/social outcomes for citizens</li> <li>New private sector investment in agriculture complementing public investment</li> <li>Contributions to major initiatives or legacy</li> </ul>
<b>Private Sector</b>	<ul style="list-style-type: none"> <li>Invest in value chains</li> <li>Integrate partnership goals with business strategy</li> <li>Introduce new tech/business models</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability/stability of business in long term</li> <li>Access to new markets and opportunity to innovate with new customers or business models</li> <li>Alignment with strategic business initiatives</li> </ul>
<b>Farmers</b>	<ul style="list-style-type: none"> <li>Share farmer perspectives to shape partnership strategy</li> <li>Train farmers &amp; invest in improved practices</li> </ul>	<ul style="list-style-type: none"> <li>Access to new technologies, information, and markets</li> <li>Increased yields and income as a result of more sustainable production and greater access to markets</li> </ul>
<b>Civil Society</b>	<ul style="list-style-type: none"> <li>Design programs for environmental/social outcomes and help create accountability</li> <li>Provide technical assistance, funding, capacity building &amp; access to local networks</li> </ul>	<ul style="list-style-type: none"> <li>Improved development outcomes/higher return on investment (ROI)</li> <li>Opportunity to innovate with new impact models</li> <li>Opportunity to generate long-term impact through self-sustaining market-approach</li> </ul>
<b>Donors &amp; International Organizations</b>	<ul style="list-style-type: none"> <li>Fund initiatives and develop new vehicles</li> <li>Contribute advisory support and connect networks in relevant areas of expertise</li> <li>Convene multistakeholder gatherings</li> </ul>	<ul style="list-style-type: none"> <li>Improved development outcomes/higher ROI</li> <li>Opportunity to innovate with new impact models</li> <li>Opportunity to generate long-term impact through self-sustaining market-approach</li> </ul>
<b>Research &amp; Thought Leaders</b>	<ul style="list-style-type: none"> <li>Contribute knowledge, advisory support and networks in relevant areas of expertise</li> <li>Promote partnership in spheres of influence</li> </ul>	<ul style="list-style-type: none"> <li>Unique opportunity to develop, test and contribute new ideas</li> <li>Rich insights from “real world” applications</li> </ul>



## Engagement Models – Value Propositions

*A strong value proposition with short and long-term benefits is required to attract and maintain stakeholder engagement.*

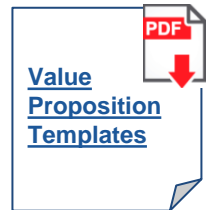
*The value proposition templates have been tailored for the following four types of stakeholders:*

- *Companies*
- *Governments*
- *Development Partners*
- *Civil Society*



### Best practices

- **Develop value propositions:** It is important to articulate the benefits and value-add of the Country Partnership in order to attract and engage stakeholders, including potential funders, partners and others. The value proposition templates available for download can be modified based on the Country Partnership and the different types of stakeholders.
- **Consider all the benefits:** The benefits should outline the unique and compelling value that the Country Partnership offers. It is important to customize these for your audience: ensure that they include what is most valuable and relevant for that particular stakeholder and that it is formulated in their jargon.
- **Develop strong buy-in and willingness to support metrics:** Metrics are an essential part of these discussions. Promoting results measurement and encouraging partners to collect and provide results from the beginning will help foster a stronger results-oriented commitment from all stakeholders.



## Engagement Models – Sample Value Proposition for Companies

*Our value proposition includes a unique set of benefits to our corporate members, including both global and local companies across the value chain, with achieving their business goals.*

### Benefits



***Innovative Business and Collaboration Models:*** development of innovative new business and collaboration models that deliver results



***Market Presence:*** opportunity for building regional and national presence in the market



***Sustainable Value Chains:*** the creation of sustainable agriculture and more stable sources of raw materials



***Performance Measurement, Reporting & Analytics:*** design and implementation of sound measurement and reporting practices



***Partnering for a Purpose:*** new partnerships and areas of expertise developed through the combined knowledge and experience of diverse stakeholders



***Sustainable Development:*** opportunity to strengthen your firm's portfolio and global brand value by investing environmental, social and/or talent initiatives

## Engagement Models – Sample Value Proposition for Governments

*Our value proposition includes a unique set of benefits to support our public sector officials with achieving their agendas at the national, state and local levels.*

### Benefits



**Sustainable Agriculture:** improved economic, social and environmental outcomes for local citizens, especially farmers



**Sustainable Development:** opportunity to contribute to the advancement of major global initiatives (e.g. UN Sustainable Development Goals) and to leave a legacy



**Sector Investment:** new private sector investment in agriculture, complementing public investment



**Partnering for a Purpose:** new partnerships and areas of expertise developed through the combined knowledge and experience of diverse stakeholders



**Innovative Business and Collaboration Models:** development of innovative new business and collaboration models that deliver results

## Engagement Models – Sample Value Proposition for Development Partners

*Our value proposition includes a unique set of benefits to support our donors with advancing their agendas.*

### Benefits



**Sustainable Agriculture:** improved economic, social and environmental outcomes in local agriculture – often at higher return on investment (ROI) than traditional development projects



**Sustainable Development:** opportunity to contribute to the advancement of major global initiatives (e.g. UN Sustainable Development Goals)



**Long-term Sustainable Impact:** opportunity to generate long-term, sustainable impact through market-based approaches that can become financially self-sustaining



**Partnering for a Purpose:** new partnerships and areas of expertise developed through the combined knowledge and experience of diverse stakeholders



**Monitoring and Evaluation:** design and implementation of sound measurement and reporting practices



**Innovative Business and Collaboration Models:** development of innovative new business and collaboration models that drive impact at scale

## Engagement Models – Sample Value Proposition for Civil Society

*Our value proposition includes a unique set of benefits to support civil society with advancing their agendas.*

### Benefits



***Sustainable Agriculture:*** improved economic, social and environmental outcomes in local agriculture – often at higher return on investment (ROI) than traditional development projects



***Monitoring and Evaluation:*** design and implementation of sound measurement and reporting practices



***Long-term Sustainable Impact:*** opportunity to generate long-term, sustainable impact through market-based approaches that can become financially self-sustaining



***Partnering for a Purpose:*** new partnerships and areas of expertise developed through the combined knowledge and experience of diverse stakeholders

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# Secretariat Toolkit – Templates to Download

The Secretariat Toolkit is intended to supplement the NVA Country Partnership Guide and provides a detailed reference on ‘how to’ build a Secretariat including user-friendly, customizable templates.

	Links	Description
Institutional Identity	<a href="#">Institutional Identity Decision Tree</a>	The decision tree offers a recommendation of which institutional identity may be best suited based on a series of important questions that pertain to the local environment and context.
Staffing	<a href="#">Executive Director Job Description Template</a>	This template has been drafted based on several job descriptions used across the network. It includes variations depending on the size and maturity of the Secretariat.
Governance	<a href="#">Sample Meeting Agendas: Forming Established</a>	These are sample meeting agendas that Secretariats have used for their meetings. They can serve as an example for duration and topics generally covered.
Funding Models	<a href="#">Budget Template</a>	This annual and monthly budget template is used by Country Partnerships in the Grow Asia network and is a helpful tool for a Secretariat to estimate its funding requirements.
Engagement Models	<a href="#">Value Proposition Templates</a>	The value proposition templates have been developed in response to input received that documenting and articulating the value add to stakeholders is fundamental to attracting and maintaining funders.