

**Center for Development and Capacity
Building (CDCB)
Profile and Achievements**

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CDCB

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1. Background Information About CDCB

1.1 Introduction

Centre for Development and Capacity Building (CDCB) is a civil society think-tank established in May 2012 by a group of practitioners, leaders of civil society organizations and academia with the objective of working in partnership with regional states and local governments. The prime objective of CDCB is to support regional states and their respective local governments through independent and external professional inputs in scientific research, expertise advisory services and tailor-made capacity building trainings. It organizes forums for (Government, private sector, academia, civil society) and implements innovative projects to be scaled up by government and development partners particularly in Oromia Regional State.

CDCB has a clear vision and objectives described in its 2015-2020 five year Strategic Plan. The strategic plan of the Center is prepared based on regional priorities, opinion of various community groups, academia and opinion leaders. Later the draft strategic plan was endorsed by the Oromia Regional Government officials and senior experts, academia, civil society leaders, and members of the private sector. CDCB has been working since 2015 and has achieved promising results.

1.2 Establishment

Having insight about the situation in Oromia Region and the challenges faced and the need for an organization that could address them, the idea of establishing CDCB was first conceived by an individual, Mr. Amanuel Adinew. After communicating the idea to various individuals, he was able to develop a concept that was submitted to the regional government and to key stakeholders. Following the good gesture from the regional government's senior officials, potential practitioners, academia and civil society leaders were contacted to discuss the realization of concept, which is the establishment of CDCB. A team of volunteer practitioners, academia and civil society leaders met to discuss what organization to establish, means of registration and draft of the organization's memorandum of association. After

three round consultative meetings on aforementioned issues, they decided to establish and legally register as non- profit civic society think tank organization.



Workshop held to launch CDCB in August 2013

Following CDCB's registration, the organization's vision and objectives and what it planned to do were presented to Oromia Regional State Executive Council on April 26, 2013. At the end of the deliberation, the council acknowledged the importance of establishing the organization and decided to work with CDCB and support its activities and recommended to organize a launching workshop and enter into action soon. To this end, launching workshop was held on 2nd August, 2013 in the presence of regional government officials (including vice president of Oromia Regional State and bureau heads), presidents of four universities, senior professors, civil society leaders, senior experts and private company managers. Advisory body comprising of 14 members was elected from the participants with the mandate of supporting in setting CDCB's strategic objectives and designing its implementation strategies vis-à-vis developing the strategic plan at the end of the workshop.



State and non-state actors consultative workshop

In 2014, series of activities such as establishing office, developing financial and human resource manuals and preparing the organization's five year strategic plan in addition to forming partnership with government and non-government organizations was implemented. Regional consultative workshop was conducted on 3rd August, 2014 with the participation of regional government officials (President of Oromia Regional State and bureau heads), private company managers, representatives of civil society organizations and academia to discuss on the draft five years strategic plan, cooperation modalities, roles and responsibilities of the stake holders.



Public enterprise capacity development training

Finally, the participants, who are CDCB's key stakeholders agreed on the draft strategic plan's intervention areas and implementation strategies with the commitment to discharge their responsibilities and further suggested the strategic plan document to be presented to regional government, respective bureaus planning departments to deepen further the implementation strategies.

1.3 Vision and Objective of CDCB

Vision

To be a leading Center that has the capacity to contribute to the creation of democratic, peaceful and economically prosperous regional states where the dignity of human beings is respected and the people can meet their basic human needs in the year 2030.

Objective

The strategic objective of the Center is to serve regional states being a resource center and think-tank for public discourse and forums. The Center has the following specific objectives:

- Support regional states and local governments in their efforts to realize good governance and attain sustainable peace and development;
- Support regional and local government officials by building their capacity through tailor-made and short-term trainings, seminars and forums;
- Support regional states in promoting decentralization and democratization through training, and research;
- Undertake studies on key challenges to development and provide suggestions on remedial actions;
- Organize forum for the public discourse on regional development issues and development potentials of the region;
- Serves as a catalyst for development in the country in general and Oromia Regional State in particular, through networking different academic, research institutions;
- To serve as a think-tank for public discourse among academics, policymakers and citizens and as a pathway towards creation of

democratic culture, peace and stability and thereby ensure the development of the regional states and the country.

1.4 Intervention Areas

CDCB has various intervention areas. The following are its key strategic areas of intervention:

Strategic Area 1: Enhancing institutional capacity of CDCB

Strategic Area 2: Supporting institutions and leadership of the Oromia Region through capacity building training and strategic advisory services

Strategic Area 3: Undertaking researches on the potentials and challenges of Regional Development

Strategic Area 4: Undertaking action researches that are relevant to the region's institutions

Strategic Area 5: Improving the link between development research and public policy

Strategic Area 6: Strengthening the integration of cultural resources and indigenous knowledge into federal and regional public policy

Strategic Area 7: Introducing innovative development projects/programs

1.5 Implementation Strategies

The activities of CDCB are diverse and multifaceted and they demand the engagement of various stakeholders and the concerted efforts of multi-disciplinary professionals. Hence, its implementation strategy needs different approaches and platforms of involving the stakeholders including mainly:

1.5.1 Networking and Partnership

There are different institutions that could positively contribute to the development endeavors of the region if their outputs are properly and efficiently used. Accordingly, CDCB would play the networking role between these knowledge centers and regional government institutions. In this regard, creating opportunities for the regional government and universities found in Oromia in particular and in the country in general to regularly meet is very

important. Hence, CDCB works towards identifying areas and agendas where the two parties work together and design modalities of engagement so that the research outputs of the universities could be applied by the regional institutions and leadership. Furthermore, the platform could help universities and research centers identify regional research priorities include them in their research plans.

1.5.2 Forums and Platforms

One of the major objectives of CDCB is to serve as a catalyst for government, academia, private and civil societies to discuss on various socio economic and political issues that could enhance sustainable peace and development. Therefore, organizing various forums and platforms for these stakeholders is crucial to generate policy inputs, to provide evidences for its advisory services, and to design innovative projects to be implemented. The proceedings of the forums and platforms would be used as policy briefing documents, for policy analysis, and to make new policies.

1.5.3 Research

Research is one of CDCB's major areas of intervention. Nevertheless, identifying research priority and research gaps is very important. Hence, before engaging into the research undertakings it's apparent that there is a need to conduct research inventory to identify gaps and priorities. Therefore, CDCB undertook inventory of researches. In addition to this, CDCB initiates research projects of regional importance together with respective institutions' of the region and organizes university-government platform as means to address regional research demands.

1.5.4 Training

One of CDCB's capacity development interventions is provision of various trainings, which include organizing trainings based on research findings, regional priorities/demands, and sectorial context. As indicated in strategic intervention areas, the major training categories of CDCB could be categorized into three: organizing trainings for strategic leadership, designing trainings for local government/leadership and designing tailor-made trainings per the regional/sectorial interests.

2. Achievements

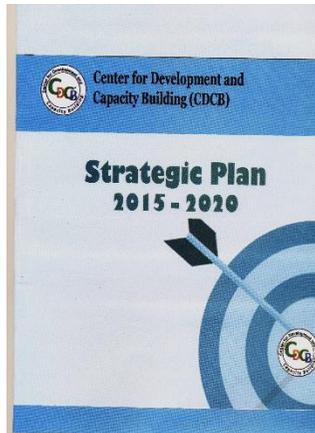
Since its establishment CDCB has achieved a lot despite various challenges. This publication only focuses on the major achievements of the organization so far with special emphasis on those initiatives demanding due attention in the future plan of action.

2.1 Strategic Plan Development

When the idea of CDCB was communicated to Oromia Regional State Executive Council and got the council's support, the council recommended the need to organize a workshop to clearly define areas of intervention and modalities of intervention. Eventually, the workshop was conducted in August, 2013. During the workshop participants suggested the importance of having a strategic plan that clearly states major areas of intervention and role of stakeholders.

Pursuant to this, the Organization's five years strategic plan was prepared by a team of experts through assessments conducted to identify major areas of priority, implementation strategies, and possible organizational structure to effectively and efficiently execute and realize CDCB's vision. Accordingly, senior regional and federal government officials, academia, opinion makers, private sectors and civil society leaders were interviewed using well-structured interview guides.

The draft document was presented to the major stakeholders of CDCB namely the regional government leadership (including the regional president), federal government officials, university presidents, university dons, private company owners/managers, civic society leaders and opinion makers to enrich the draft document. Following the comments of CDCB's stakeholders regional respective sectors planning department heads were invited to discuss on the draft to design modalities of implementation. Subsequently, the final draft was presented to the organization's board of directors and was endorsed for implementation. The five year strategic plan identified six major thematic areas and its implementation strategies which are under implementation since January, 2015.



CDCB five years Strategic Plan

2.2 CDCB's Institutional Capacity Built

Most of the activities were carried out simultaneously by CDCB's volunteers. However, for the purpose of this document, efforts made to strengthen the institutional capacity of the center will be discussed hereunder. Before operation, the organization's human resource policy and financial policy and organization's website was developed and approved by board of directors. Subsequently, the organization's office was secured and fairly furnished. The Executive Director, who is also the founder of the organization, along with volunteers played a key role in preparation of the manuals. Based on the organization's five years strategic plan, interim action plan was designed. At its inception period, CDCB secured resources from the Oromia regional government and the British Council Civil Society Support Program (CSSP) to organize workshops and develop the organization's five year strategic plan.

2.3 CDCB's Technical Team Established

The ultimate objective of CDCB is to create a platform for individuals interested to voluntarily contribute their skill, knowledge and experiences to the development of their community and country. In this regard, designing appropriate intervention mechanisms and areas of intervention was very important. Hence, the CDCB identified thematic areas of intervention and priority areas under each thematic area and modalities of engagement for volunteers to contribute their knowledge, skill and expertise. Accordingly, core technical teams comprising senior experts were established under each

thematic area (Leadership and Governance, Economic Development sector, Environment and Natural Resources, Social sector, Culture and Urbanization and Urban Development).

Each core team developed a concept note on their areas of expertise and where their professional support is needed based on CDCB's strategic plan, a consultative workshop was held. The participants were government officials, intellectuals, private sector and civil society leaders. The concept note was then presented to the regional president and his advisory team; and they reached an agreement that it was the regional government's areas of priority and where expertise support was needed. Following a discussion with them, consensus was reached that the technical teams should further develop the concept note into proposal through consulting other experts in the area. Then modalities of implementation would be developed and the regional government would organize a platform where respective institutions of the region in the presence of the regional president would discuss on how to incorporate the modalities in their plans and allocate necessary budget for their implementation.

Each team organized various consultative meetings of experts to further develop the concept note into proposal and design means of implementation. After a series of consultative workshops and meetings, the proposals and modalities of implementation were designed. Eventually, CDCB informed this to the regional president. And while planning to present these proposals to the regional government's officials and respective institutions, unprecedented conflict erupted in the region in 2016, and the proposals could not be presented. The initiative was communicated to the current leadership for consideration.

2.4 CDCB's Research Programs

One of CDCB's main areas of intervention is undertaking research to generate evidences for informed decisions and as input for policies and strategies to enhance socioeconomic development and sustainable peace. Before engaging into any research activity, CDCB attempted to identify the regional research gaps and priorities and learned that the major problem is mostly related to shelving the research outputs than research gaps. Furthermore, it could

understand that commissioning new researches needs huge financial and human resources. Hence, CDCB decided to do inventory of researches with highest regional importance and priorities while conducting some urgent new researches. Under its research program, the center conducted some new researches, while mainly focusing on doing inventories of researches so as to identify research gaps and priorities. This initiative aimed at promoting the idea of using researches as a means for informed decision making and institutional efficacy among the regional leadership.

2.5 Research Inventory

Studies and public opinions show that the problem related to research in the country in general and in Oromia in particular is related to weakness to properly utilize research outputs of various researches and knowledge centers. We also noticed this fact during our early period of intervention while trying to identify research gaps and priorities of the region. Therefore, conducting inventories and carrying our researches on key areas on Oromia is believed to be one of the most important responsibilities of CDCB. After conducting the research inventory 150 study documents of 14 major sectors were collected and communication project was initiated. The documents were digitized and compiled for further reviews. Forty five research documents of 8 sectors were reviewed by 15 senior professionals and the reviews were prepared in a way that they could be used for the current situation.

2.6 Oromia Tourism Potential Reviewed

Center for Development and Capacity Building in collaboration with the Oromia Region Tourism Bureau reviewed various volumes of studies collected through its research inventory project of the region's tourism potentials, challenges faced to utilize the existing potentials and strategies that need to be implemented to utilize the existing potentials. Five volumes of study documents were reviewed namely: Wildlife and Ecotourism, Historical and Cultural Resources, Tourism Marketing, Human Resources and Institutional framework and Tourism Facilities and Infrastructure.

The documents were reviewed by a team of professionals drawn from universities, CDCB and Oromia Tourism Bureau to evaluate its relevance to

current realities. After intensive review and analysis, the documents were reviewed and implementation strategy was designed. The findings of the review were presented to the bureau's management team and eventually to relevant sector officials and senior professionals in the field of culture and tourism.

2.7 Oromia Investment Potential and Its Challenges Reviewed

Investment activities have multi-faceted contributions to socio-economic development. The role of government is to minimize challenges and encourage investors and maximize the opportunities for investments. This demands efficient institutional framework, appropriate legal and regulatory framework that helps to realize the intended policy objectives of investment (local employment creation, revenue generation, technology transfer and socially and environmentally friendly development).

Following, consecutive consultation meetings between CDCB and the commission's management, the two parties reached a consensus on agenda for higher level leadership discussion to address the problems. Consequently, a team drawn from CDCB, universities and Investment Commission was established to facilitate and prepare agenda for the workshop. The team identified points through review of policy and legal documents, studied documents and the commission's relevant documents like (reports, Plans (GTP-I review and GTP-II), etc. The assessment of the team proposed the need to review legal issues related to investment; and two rigorous studies on (a) Oromia Investment Profile, (b) The Challenges and Constraints of Investment in Oromia including institutional capacity gaps.

The proposal was presented to the management of the commission and was endorsed. It was presented at a consultation workshop for key stakeholders (officials of the region, professionals in the area, and other institutions having strong connection with the commission) for further discussion.

2.8 New Researches Conducted

Research inventory was considered to be the first approach in the CDCB's research program. However, some urgent research projects were carried out

based on the demand from our partners. These Research projects were: Buffer Zone Development and Management around Hydroelectric Dams, Water Reservoirs, and Selected Lakes in Oromia, Institutional Capacity Assessment of the four public enterprises in Oromia, Urban Agricultural Potential in Oromia Special Zone Surrounding Finfinne, An Assessment on the Gaps, Challenges and Opportunities in the Quality Services of Reproductive Health/Family Planning in Oromia and Factors Hindering Access to and Utilization of Quality Reproductive Health-Family Planning Services in Oromia were conducted.

2.8.1 Forest Ecosystem

The study CDCB conducted in 2013, based on the request of Oromia Forest and Wildlife Enterprise was aimed at assessing buffer zone development and management around hydroelectric dams, water reservoirs, and selected lakes in Oromia through integration of buffer zone development with ongoing watershed management in the regional state. Because of the pioneering nature of the study, it has got support from the Ministry of Water, Irrigation and Energy. The findings of the study helped to initiate various projects and interventions.

2.8.2 Institutional Capacity Assessments

CDCB has conducted Institutional Capacity Assessment of four public enterprises in Oromia, namely: Oromia Forest and Wildlife Enterprise, Oromia Water Works and Design Enterprise, Oromia Road Construction Enterprise, and Oromia Agriculture Output Marketing Enterprise. The purpose of the study was to identify institutional capacity gap of the enterprises and design institutional capacity development interventions. The final report has been submitted to management of the four enterprises and the Oromia Public Enterprises' Supervising Authority.

2.8.3 Urban Agriculture Potential Assessments

A systematic assessment of urban agriculture potentials of Oromia Special Zone Surrounding Finfinne in general and Sandafa Bake District in particular was conducted. The objective of the assessment was to identify urban

agriculture potentials in the area and to implement innovative urban agriculture in the peri-urban setting for the rural community facing the negative effect of urban expansion and eviction due to investment projects. The one year project was financed by British Council Civil Society Support Program (CSSP).

2.9 CDCB's Forums and Consultative Meetings

One of the major objectives of CDCB is to organize different forums to come up with innovative projects and provide advisory services. In light of this, CDCB organized a number of forums and consultative meetings that brought together its major stakeholders. Nevertheless, this document only focuses on the major ones conducted. The technical subgroups conducted large number of consultative forums and workshops in generating, enriching and developing proposals that were submitted to the regional government (the President and his advisory team in 2015).



One of the consultation workshops organized by CDCB

In addition to those workshops and forums, CDCB professional teams have made discussions and analysis on issues concerning the region vis-à-vis the

country. Some of the outputs of these forums were developed into concept notes and proposals to be communicated further for implementation while some of them were prepared in the form of analysis for policy makers (regional officials) for consideration.

No.	Forums/Consultative Workshops	Output
1	Technical Team Formation	Six teams established
2	Crop and Coffee Team	Advisory input to the regional government
3	Economic Growth and Development	Advisory input to the regional government
4	Livestock Production	Advisory input to the regional government
5	Environment and Natural Resource Development	Advisory input to the regional government
6	Governance and Leadership Urbanization.	Advisory input to the regional government
7	Health Sector Development	Advisory input to the regional government
8	Challenges on Investment in Oromia	Area studies identified for further research
9	Oromia Tourism Master Plan	Implementation strategy developed
10	Employment and wealth creation	Concept note developed
11	Industrial Park Development	Analysis and advisory input
12	Bilito Farm alternative feasibility study	Analysis and advisory input

2.10 CDCB's Innovative Project

The urban agriculture innovative project is being implemented by the Center in Sandafa Bake District. The project was aimed at improving the livelihood of the displaced farmers due to investment and urban expansion in the area. The ultimate objective of the project was to create a model urban agriculture practicing community in Oromia Special Zone Surrounding Finfinne.

The long-term impact of the project is:

- Using the project as case study to draw lessons which could be used to inform policy makers;
- Supporting the regional government to acquire practical insights so as to own the project and scale it up to other parts of the region;

CDCB started the project by training 65 beneficiaries and providing necessary inputs in 2015. The evaluation so far shows, a remarkable change of the community in their attitude towards urban agriculture. This positively influenced the surrounding community members to start the same activity on their own. To further expand the project to develop it to the level of a model community, CDCB constructed chicken food processing plant and furnished it with the necessary machineries with the financial support of Oxfam America. The beneficiaries have also been motivated by CDCB's support and formed their own cooperative to strengthen their market access and to strengthen their bargaining power.

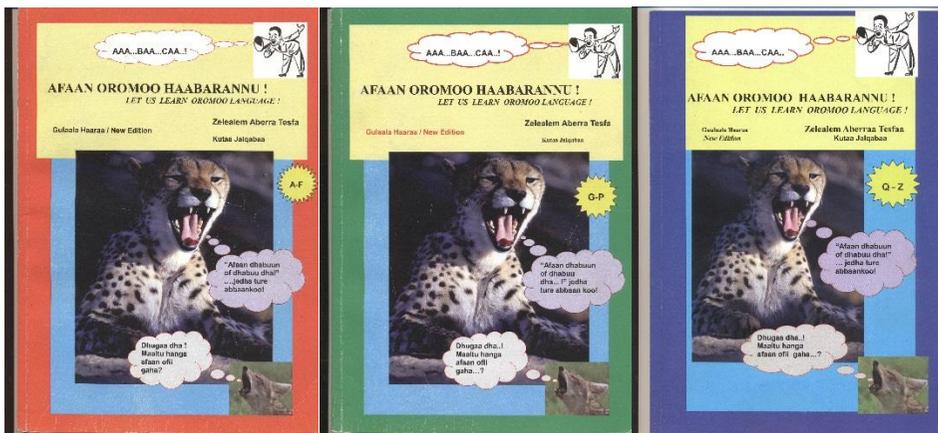


CDCB's model innovative urban agriculture projects

The center is planning to seek for more funds to work on shortcomings of the specific project to make it a model for the district, zone and even the region as well in the near future.

2.11 CDCB's Contribution to Education

In Addition to the recommendations made by technical team to the regional government on how to improve quality of education in Oromia, CDCB has identified a book entitled *Afaan Oromo Haabarannu*, which was believed to be important reference for beginner Elementary school students in Oromia Region. After communication with the author, CDCB reached a consensus to publish and distribute the book to schools in the region. Consequently, CDCB thoroughly evaluated the book through its advisory and technical team and communicated to the regional officials for its utilization.



The three parts of the book identified and recommended by CDCB

2.12 Partnership with CCRDA and Oromia Health Bureau

2.12.1 CDCB-CCRDA/PAI RH/FP Project CDCB in cooperation with CCRDA had conducted a study entitled 'An assessment on the Gaps, Challenges and Opportunities in the Quality Services of Reproductive Health/Family Planning in Oromia Regional State' financed by Population Action International (PAI). The output of the study was submitted for publication by PAI.

2.12.2 CDCB-CCRDA/PACKARD FOUNDATION RH/FP Project

CDCB is working on promoting Reproductive Health in Oromia in cooperation with CCRDA to enhance political and financial support for quality family planning and reproductive health services in Oromia. The project is financed by Packard Foundation.

3. Challenges Faced by CDCB So Far

- Limited Financial Resource;
- Procrastination in responses from government officials;
- Outbreak of protest in the regions
- Limited logistics

4. Lessons Learned So Far

- Availability of large number of volunteers and possibility to mobilize their skills and expertise to the betterment of the society,
- Interest from the regional government to work with professionals,
- The critical problem of the region is not lack of research rather failure in utilizing research outputs,;
- There is huge potential for domestic resource mobilization if coordinated efforts were made. Yet expectation from external sources has become a hurdle in exploiting it;
- Urban agriculture is an overlooked huge opportunity in Ethiopia in general and Oromia in particular.

5. Future Priority Areas

CDCB has been implementing its five years strategic Plan management (SPM) since 2015. In the course of implementation the organization achieved some promising results and acquired a number of lessons that could help to shape its future plan of action. Therefore, the future priority areas put-across in this document mainly focus on its five years strategic

plan and some other additional demands will be sorted out in the course of implementing the strategic plan.

5.1 Strengthening CDCB's Organizational Capacity

The experiences so far show that financial limitations adversely affected efficiency and delivery of the organization while there are overlooked potential for domestic resources to be mobilized. Having understood this reality, the center developed resource mobilization strategy that could help mobilize resource mainly from domestic sources with various strategies to strengthen the financial and institutional capacity of the organization. The strategy is also designed in a way to increase membership and volunteerism with the ultimate objective of augmenting the human resource capacity of the organization. Therefore, proper implementation of the resource mobilization strategy will strengthen CDCB's institutional capacity.

5.2 Strengthening CDCB's Technical Team

Creating a platform for individuals interested to voluntarily contribute to the development of their community is one of the main objectives of CDCB. In this regard, remarkable achievements have been made and we realized that there are huge opportunities to mobilize human resource through this networking. The increasing demand and interest of the regional government is also creating conducive environment to look for more volunteers. Therefore, strengthening the ongoing technical team platform through organizing regular forums with the regional government, increasing the number of technical team to further develop various proposals and new agendas as per the demand of the regional government will further strengthen the contribution of the technical team to realize the intended objective of enhancing the socio-economic development and sustainable peace of the region.

5.3 Strengthening Private, Government and Academia Platform

Organizing continuous and regular platforms for private, government and academia is one of the strategic areas of the center. Realizing this, CDCB organized high level consultative workshop in 2014 that brought together major stakeholders of the organization. During the deliberation the need for

continuous and regular session of that type were highly recommended, but due to financial limitation the same platform was not organized. Given the current regional demand and interests from private sector and academia, strengthening the platform and planning for regular and continuous engagement among the stakeholders is very important. The new resource mobilization strategy of CDCB also underlines the importance for this type of platform since it is useful for all parties. Hence, in order to make the platform more effective, identifying agendas for the platforms in consultation with the stakeholders and organizing regular and ad hoc platforms in the future will be one of CDCB's priority areas.

5.4 Revisiting and Developing CDCB's Strategic Plan

The five years strategic plan of the organization properly defines major areas of intervention and anticipated the possibility of responding to social dynamism so that the center has relative flexibility to deal with emerging demands. The experience so far also portrays emerging demands that need due attention and consideration furthermore, given the prevailing situation responsiveness and timely action is vital. Hence, for CDCB to realize its vision considering new demands and having acceleration plan of its strategic plan management (SPM) ought to be one of its future priority area.

5.5 Strengthening CDCB, the Regional Government and Universities Platform

One of the major objectives of CDCB is to serve as a catalyst, by networking different academic and research institutions, community based organizations and national and international organizations. Hence, working in partnership with universities and research centers in the country in general and universities in Oromia in particular is very important in this regard. CDCB identifies areas where the regional government can benefit from research outputs of universities and research centers by organizing forums and workshops regularly.

