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CGIAR Site Integration: Site Integration Plans – next steps

Prepared by CGIAR Consortium Office
For Science Leaders meeting, Montpellier, June 2016

Session(s) on Site Integration – suggested parts

Mon.
(45')

- Overview of process to date and arising issues
- Share views and perspectives

Tues.
part 1
(90')

- Collect experience in the room Challenges and Opportunities
- Unpack the elements of site integration

Tues.
part 2
(120')

- How to make it work in working groups
- Reporting back; decide if more work needed before Friday

Fri.
(20')

- Agree next steps

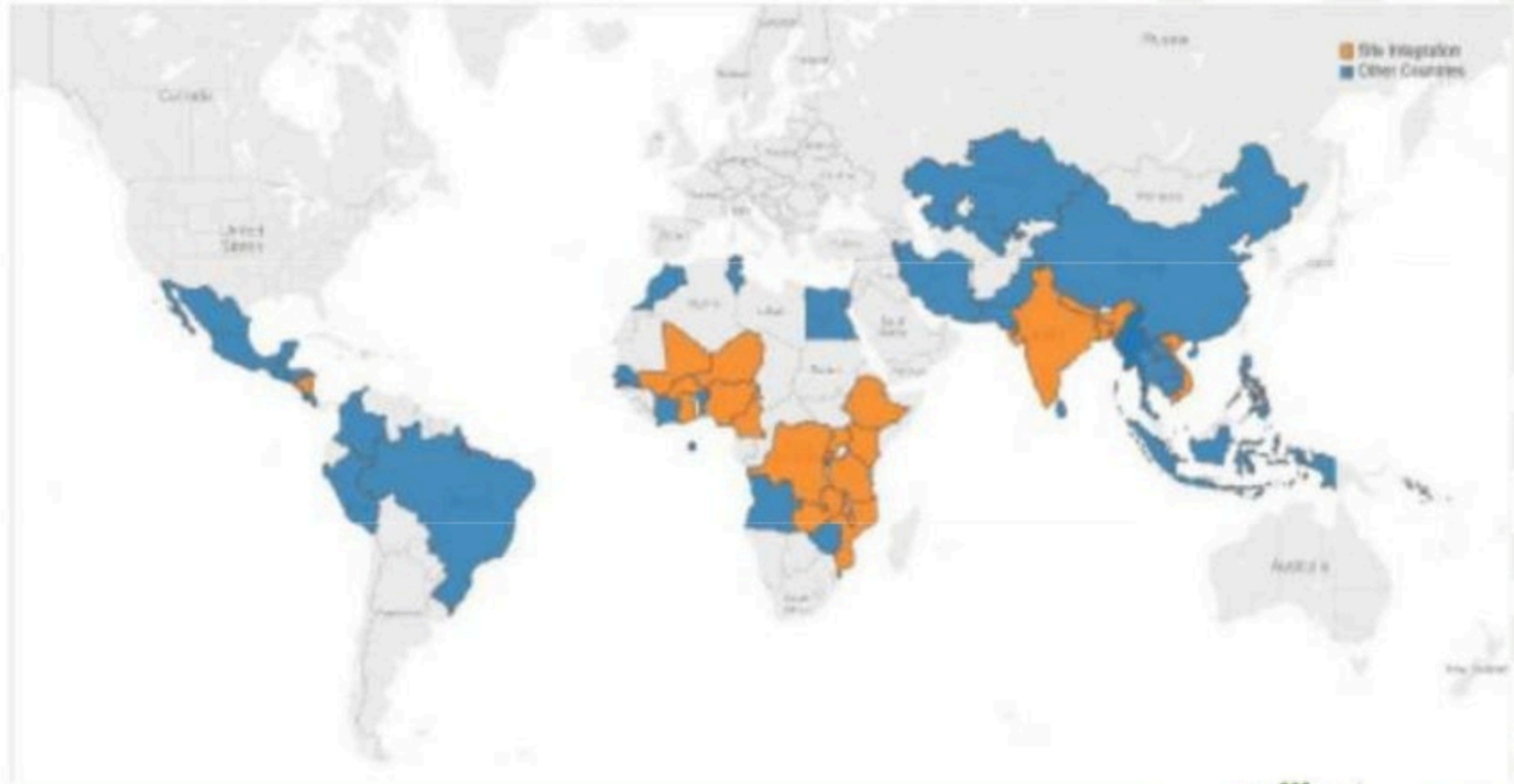
Background

- Idea developed by Consortium Office
- Espoused by Centre DGs as key feature of 2nd Phase CRP Portfolio concept
- Combined with GCARD3 process
- Incorporated in CRP proposal process
- Strong donor interest

Design & Leadership

- DGs task DDGs/CRP directors to formulate
- Taken forward by CO with 2 CRP directors
- Focus on:
 - Identifying focus countries and country leadership
 - Organizing national consultations
 - Initiating development of country work plans
- 6 Site Integration++ and 14 Site Integration+ countries selected where CGIAR has the most investment & presence
- Centres taking lead at country level, CO provides guidance
- Country level CGIAR coordination established
- Initial national consultations completed

Site Integration and other countries targeted for impact in CRP Phase 2 proposals

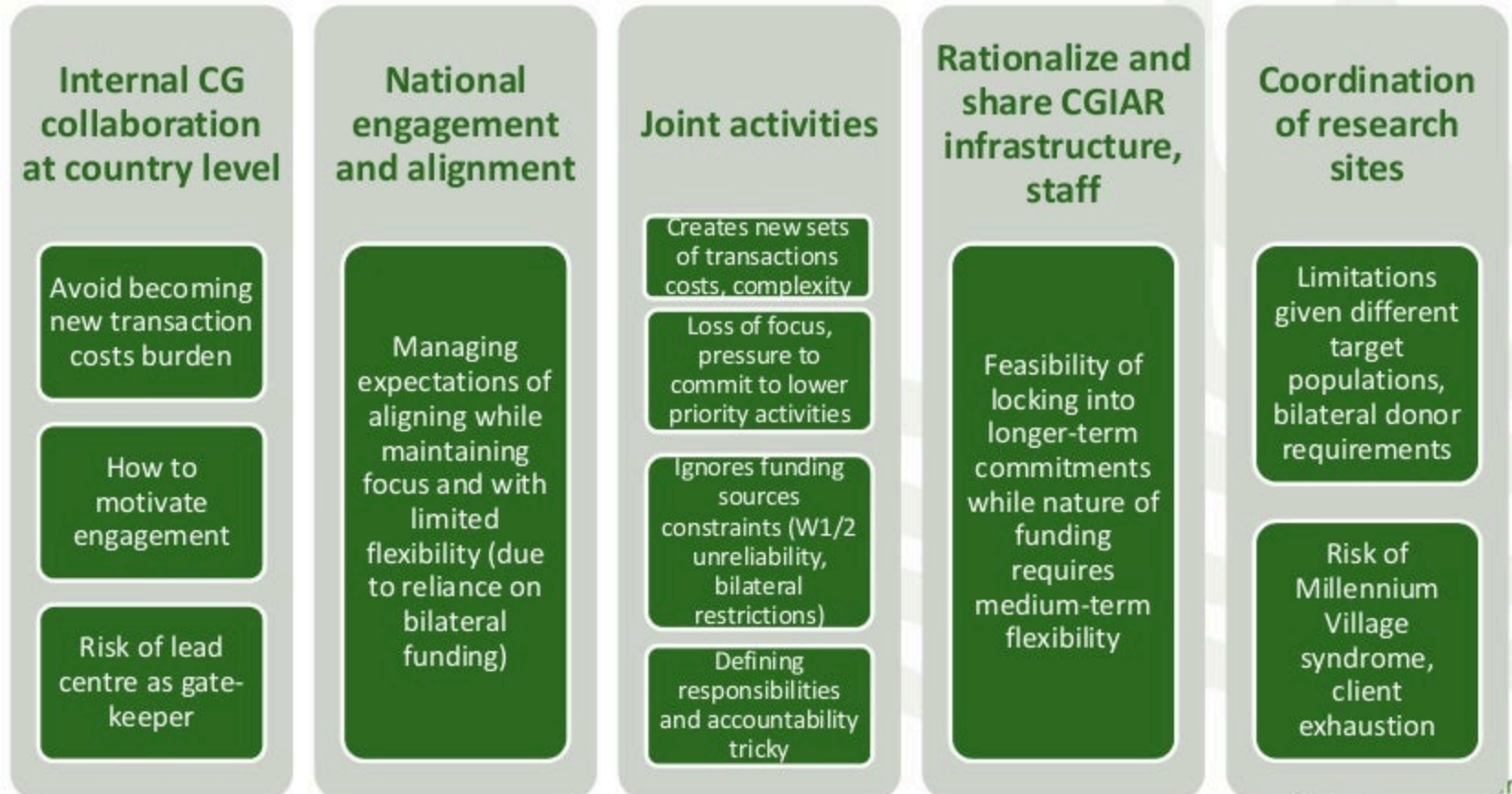


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Delivering on the Main Elements

General support for the need for and spirit of each objective, but major concerns about implementation



Tensions

- Who is leading and whose vision: DG commitment but CO providing guidance creates ownership issues
- Fear of new burden of transactions costs, but how to ensure steady progress?
- How funded??? Requiring significant cost
- Scope too wide – multiple objectives as one process
- Bottom-up approaches specific to each country versus top down imposed template process
- Expectations for immediate results vs space for thoughtful, careful development
- Accountability structure does not address centres' role

Key messages from the rapid qualitative assessment of the site integration plans

- National consultation workshops were conducted within the planned timeframe in all 20 site integration countries.
- Until today, 16 site integration plans have been developed and submitted consolidating the status quo, plans and potentials.
- The process of site integration is more progressed in some countries than in others and we have the great opportunity to destil enabling factors and build on experience and lessons:
- Understanding of the 10 elements varies and could be an entry point for further discussions
- Depends a lot on people and their social skills and capacity.

	++ countries										+ countries									
	Bangladesh	Zimbabwe	Mozambique	Malawi	Tanzania	DRC	Ghana	India	Kenya	Nigeria	Malawi	Guatemala	DRC	Malawi	Uganda	Zambia				
green = plan and already there, ready for 2017; orange = still needs some doing yellow = not mentioned and/or needs to be clarified																				
sustained mechanism for CGIAR collaboration																				
engagement with partners, stakeholders & align with nat. priorities																				
collective meeting targets of the SRF																				
aligning research activities																				
joint research outputs & public goods																				
common set of research sites																				
sharing CGIAR facilities																				
use of CGIAR staff																				
greater delivery & scaling of CGIAR research																				
streamlining policy engagement																				
stage																				
perceived attitude																				
funding/ budget																				

Going forward

Emerging consensus:

- Need to involve DDGs in leading design and implementation
- Err to the side of a light touch rather than regimented, heavy approach – but keep pressure on
- Allow space for design phase in the form of feasibility assessments, options
- Manage expectations as joint centre/ CRP/ CO effort

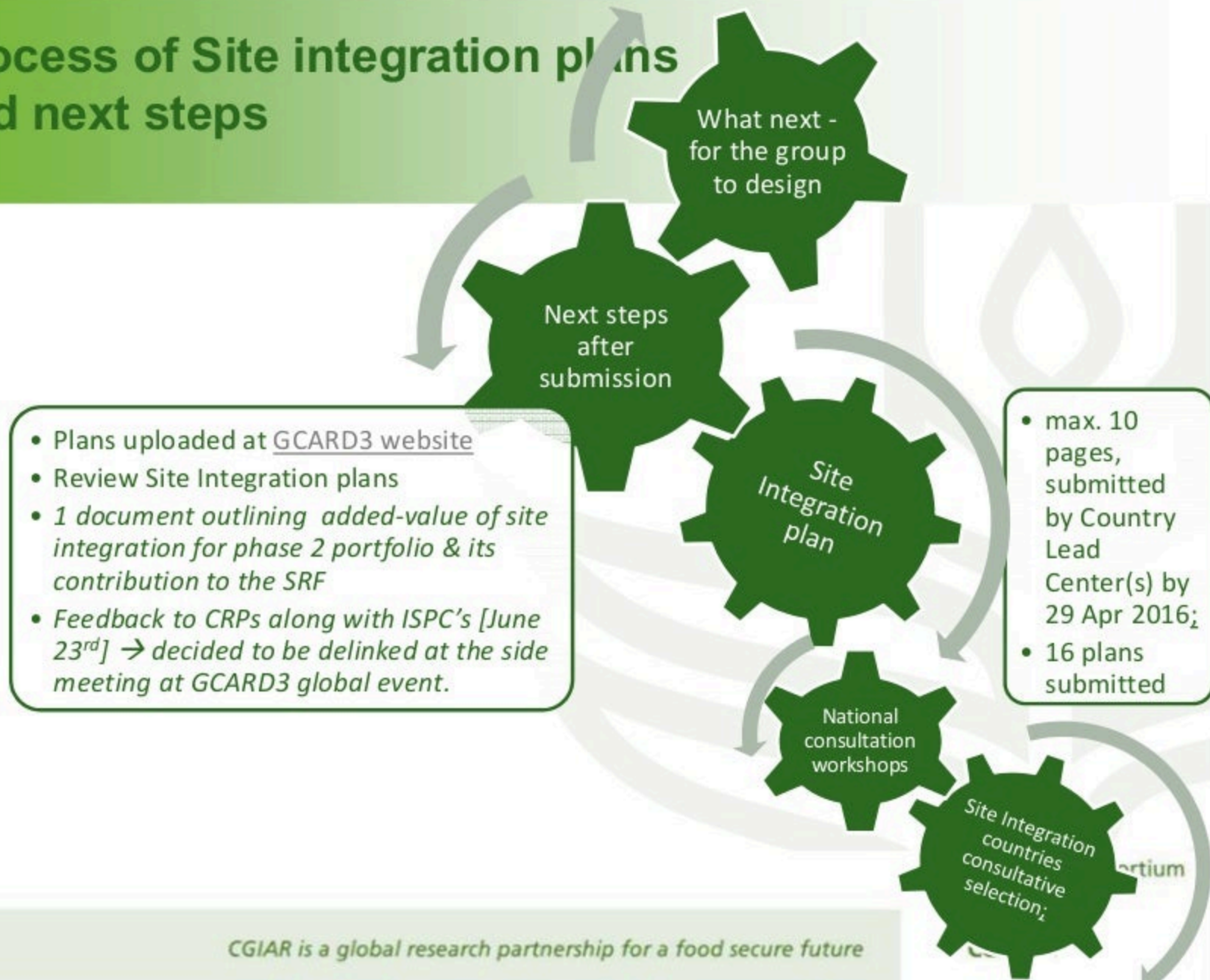
Tuesday – Strategize for delivering on opportunities

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Process of Site integration plans and next steps



Site Integration Plans should be formulated based on ten elements covering alignment of research, delivery and operations:

1. Establishing a **sustained mechanism for collaboration** amongst CGIAR entities
2. Carrying out ongoing **dialogue and engagement with partners and stakeholders** to understand and **align with the national priorities and actions** and to establish and maintain partnerships
3. Collectively **meeting the goals & targets of the SRF** related to the particular country
4. **Aligning research activities** (also consider combined systems work ; gender and inclusive growth)
5. Producing **joint research outputs and public goods** including knowledge, technologies, tools, methods, evidence, processes and platforms.
6. Making use of a **common set of research sites**
7. **Sharing CGIAR facilities**, infrastructure and equipment
8. Making effective and efficient **use of CGIAR staff**
9. **Achieving greater delivery and scaling** of CGIAR research (consider key instruments of communication, capdev, etc)
10. Streamlining **policy engagement**

Rapid qualitative assessment of submitted site integration plans

Review criteria

- along the 10 elements (see next slide/handout) and
- three additional:
 - stage of the site integration process
 - perceived attitude towards site integration
 - resources

'Rating' with a few brief comments and a complementary light summary for each site integration plan:

- Green = plan and integration already happening, ready for 2017;
- Orange = plan in place and still needs some doing
- Yellow = needs some clarifications or more consideration

Site integration plans - rapid qualitative assessment

- Some good experiences and plans in place

	++ countries							+ countries												
	Bangladesh	Ethiopia	Nicaragua	Nigeria	Tanzania	Vietnam	Burkina	Cameroon	DRC	Ghana	India	Kenya	Malawi	Mali	Mozambique	Nepal	Niger	Rwanda	Uganda	Zambia
green = plan and already there, ready for 2017; orange = still needs some doing; yellow = not mentioned and/or needs to be clarified																				
sustained mechanism for CGIAR collaboration	green	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange
engagement with partners, stakeholders & align with nat. priorities	orange	green	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange
collective meeting targets of the SRF	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange
aligning research activities	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange
joint research outputs & public goods	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange
common set of research sites	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange
sharing CGIAR facilities	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange
use of CGIAR staff	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange
greater delivery & scaling of CGIAR research	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange
streamlining policy engagement	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange
stage	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange
perceived attitude	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange
funding/budget	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange	orange

Some conclusions from site integration plans

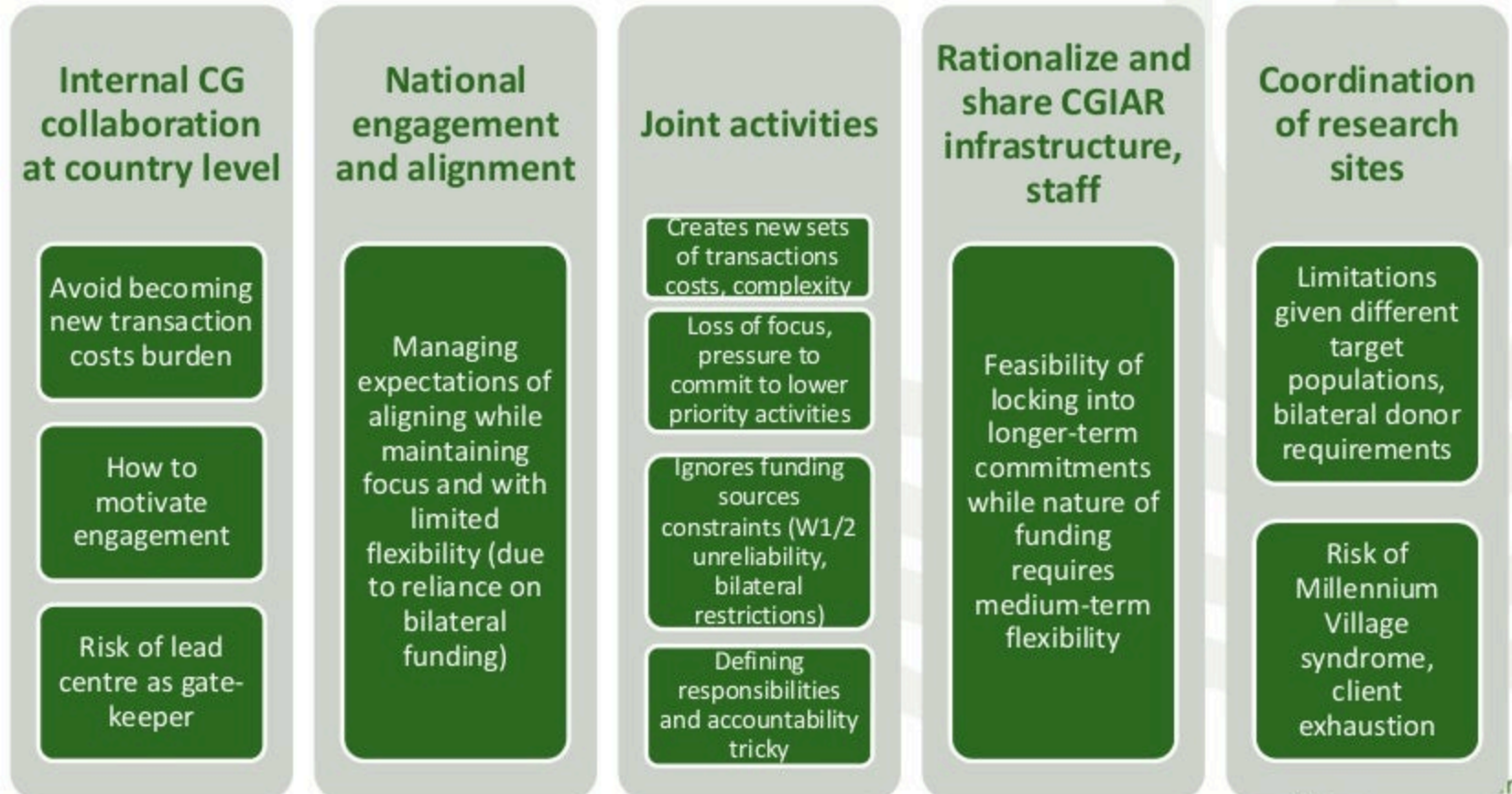
- Requires a collaborative spirit, transparent communication, mutual trust and interest in ensuring that we collectively as CGIAR entities deliver the SRF outcome targets and when it is not about power and budgetary ambitions.
- Funding is crucial, while some of the activities are part of the current mandates of CGIAR centers and CRPs' work in backing up our outcome delivery targets.
- It requires recognition of importance that the two dimensions Center and CRPs need to be balanced, working complementary and not in competition.
- Striving for physical co-location of trials and demonstrations only where logical and possible, significantly more important is the systematic sharing of results and information from dispersed CGIAR activities.
- Engagement and communication will be key for success of site integration.

Insights from the review

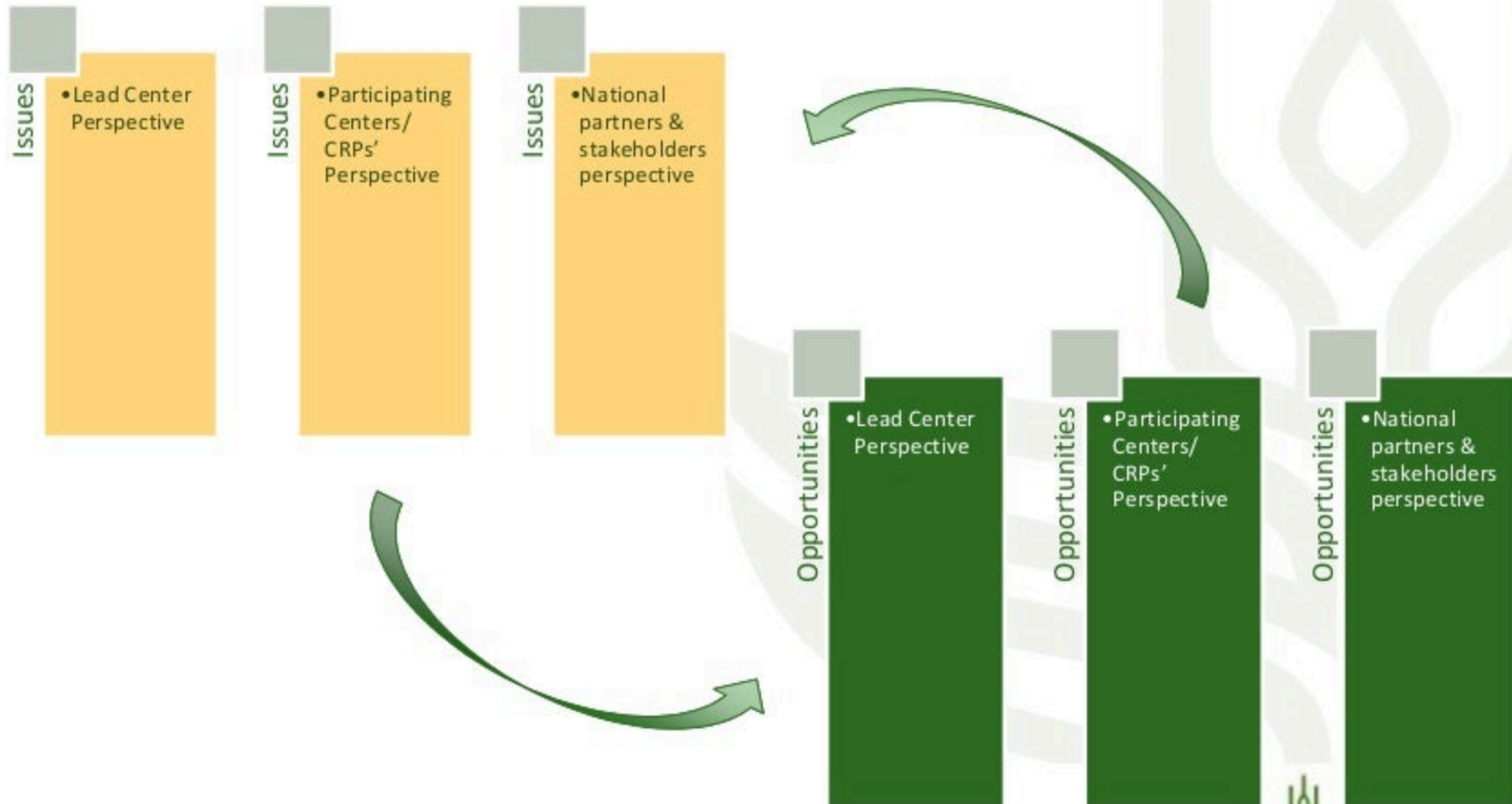
- Proposals building on national consultations, SI plans consolidating full proposals and update was not consistently done.
- Several sources for capturing numbers of Centers and CRPs work in site integration countries: survey 2014, consultation workshop reports, full proposals, SI plans
- Need to consider our CGIAR internal capacities and competencies to guide and shape site integration – profiles requirements of such a contact person.
- We have a lead center and contact person – not for CRPs and centers.
- It is in some cases difficult to identify what would need to happen to strengthen the plans over the course of 2016, address gaps and capacity needs and what opportunities – text reads well in the plans.

Delivering on the Main Elements

General support for the need for and spirit of each objective, but major concerns about implementation



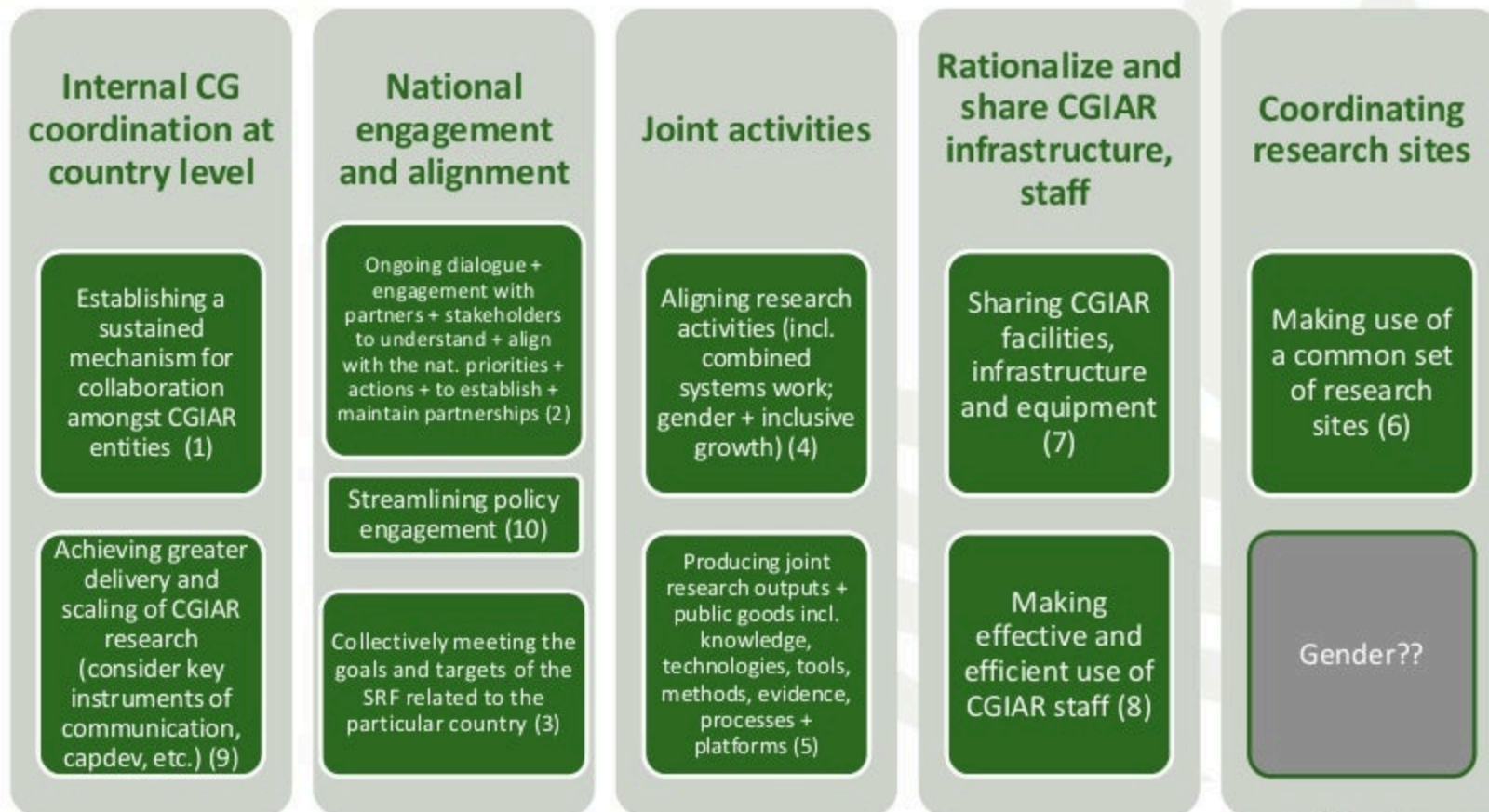
Tuesday – Strategize for delivering on opportunities



Putting a plan for each element together

Group works

10 Elements (collapsed into 5)



Putting a plan for each element together - structure

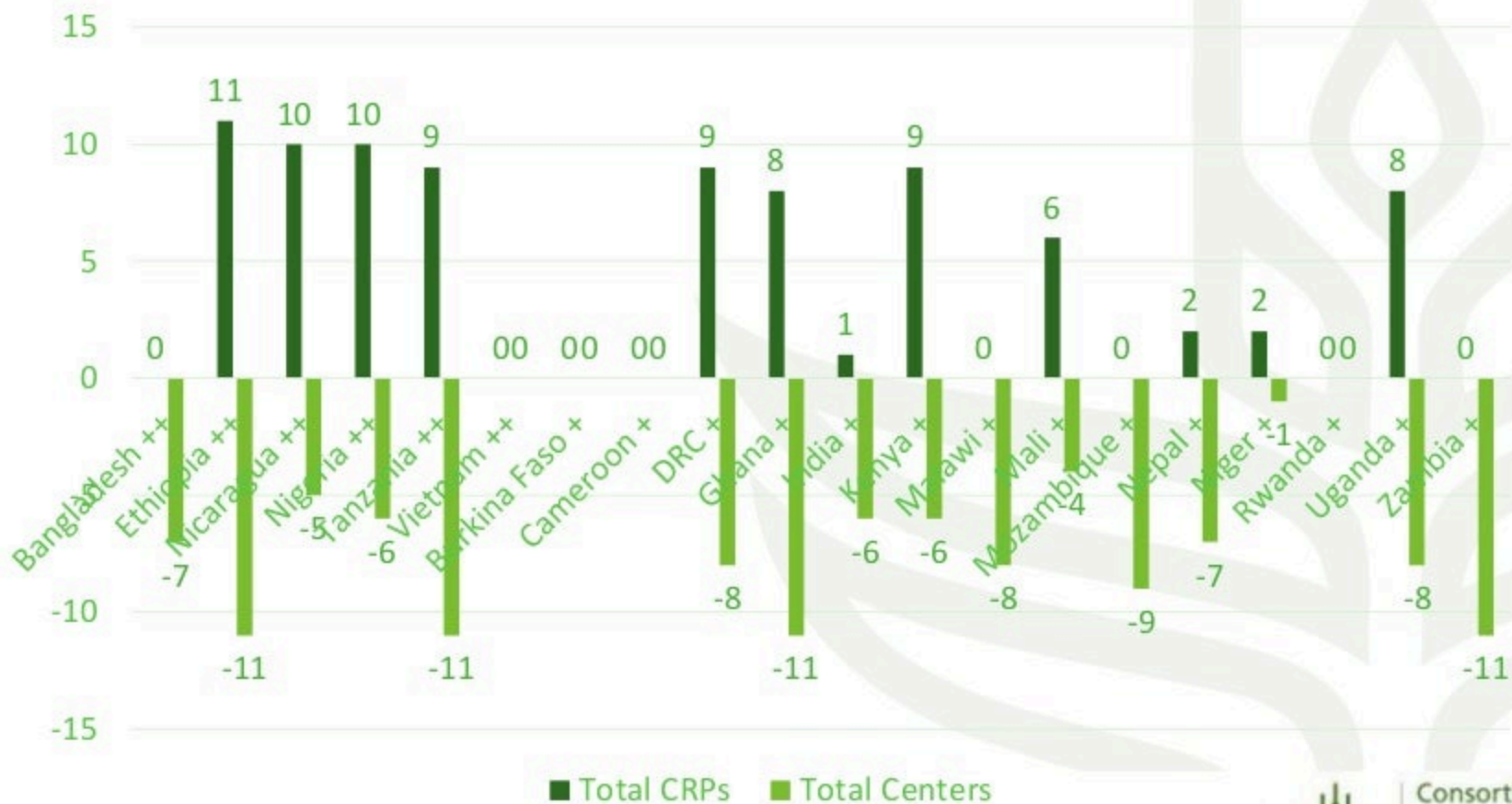
Element:

1. Vision and objectives
2. Types of activities (including feasibility assessment) and timeline/milestones -
What has worked and why in specific countries (collection of different approaches/ options)
3. Roles and responsibilities for implementation
4. What are the capacities and competencies needed to implement this element successfully?
5. How to ensure accountability?
6. Budgeting/ incentives (any non-monetary, e.g. capacity development)
7. Mitigate risks and challenges
8. Proposed next steps

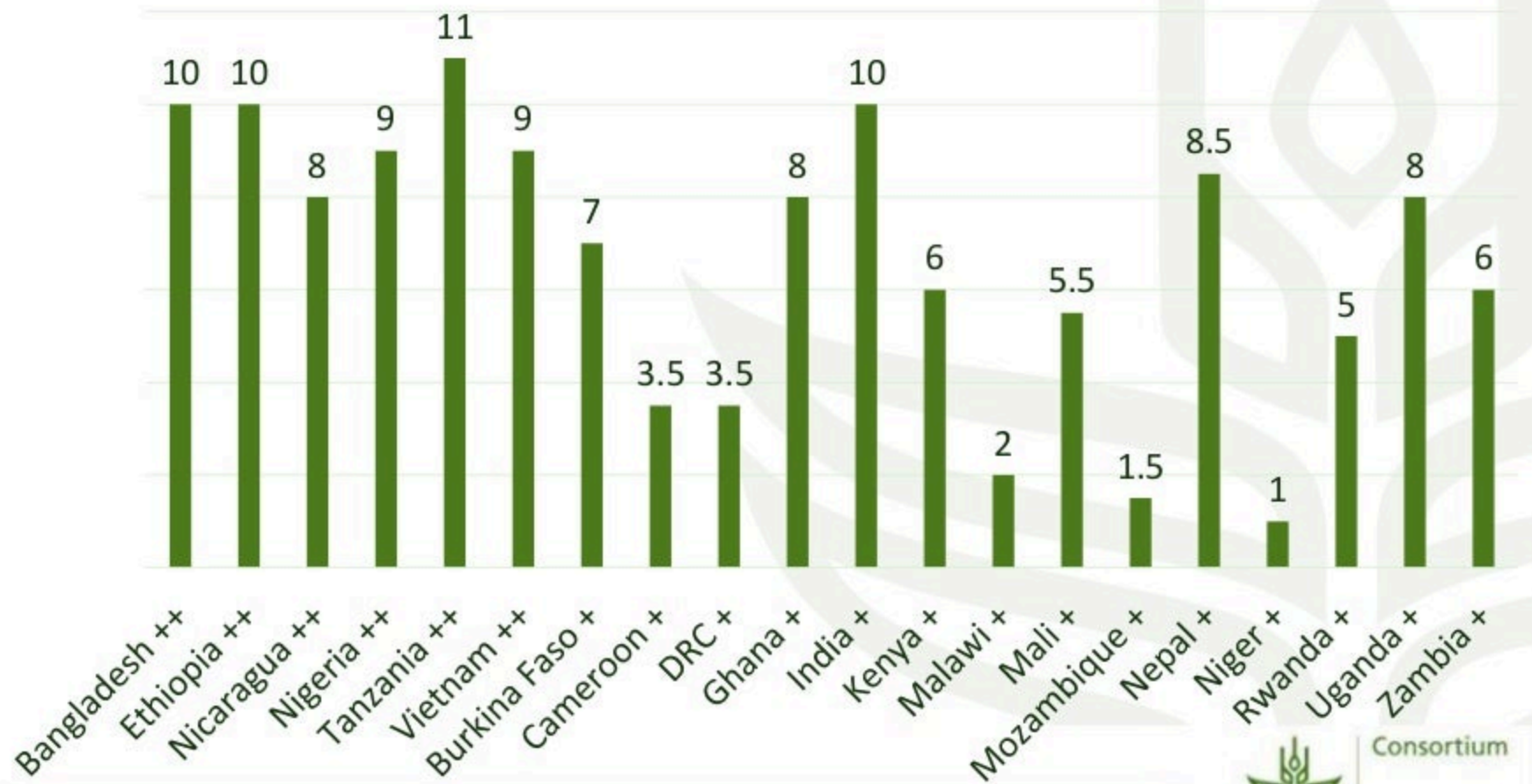
Site integration elements and targets

	10 Elements	Target description
1	Establishing a sustained mechanism for collaboration amongst CGIAR entities	<ul style="list-style-type: none"> - Site Integration Steering Committee involving all CGIAR entities operating in the country plus the Consortium established and managing site integration activities through appropriate assigned roles, frequency of meetings and confirmed decision-making process.
2	Carrying out ongoing dialogue and engagement with partners and stakeholders to understand and align with the national priorities and actions and to establish and maintain partnerships	<ul style="list-style-type: none"> - GCARD3 National Consultation to be carried out in 2015/Q1 2016 - Established mechanism for regular dialogue and engagement with key partners and stakeholders to maintain relationships - Joint partnership strategy for CGIAR entities in that country
3	Collectively meeting the goals and targets of the SRF related to the particular country	<ul style="list-style-type: none"> - A set of common sub-DOs with indicators, targets and metrics developed and used - A single monitoring, evaluation and measurement system in place
4	Aligning research activities (also consider combined systems work; gender and inclusive growth)	<ul style="list-style-type: none"> - A clear set of joint research activities developed and implemented
5	Producing joint research outputs and public goods including knowledge, technologies, tools, methods, evidence, processes and platforms.	<ul style="list-style-type: none"> - A key number of research outputs and processes jointly produced.
6	Making use of a common set of research sites	<ul style="list-style-type: none"> - More than 50% of the research sites in the country are used by the collective CGIAR presence
7	Sharing CGIAR facilities, infrastructure and equipment	<ul style="list-style-type: none"> - Implementation of a shared service model to provide a suite of shared services to achieve efficiency and effectiveness by 2019 - Reduction to a single CGIAR office by 2022
8	Making effective and efficient use of CGIAR staff	<ul style="list-style-type: none"> - Examples of shared staffing arrangements by 2019 - X% research staff and y% non-research staff are shared between CGIAR entities
9	Achieving greater delivery and scaling of CGIAR research (consider key instruments of communication, capdev, etc)	<ul style="list-style-type: none"> - Initially a few examples of collective efforts towards delivery and scaling - Later 1-2 key case studies of successful delivery and scaling up through joint CGIAR activities
10	Streamlining policy engagement	<ul style="list-style-type: none"> - An established mechanism and process for 'one voice' and engagement with government and policy bodies

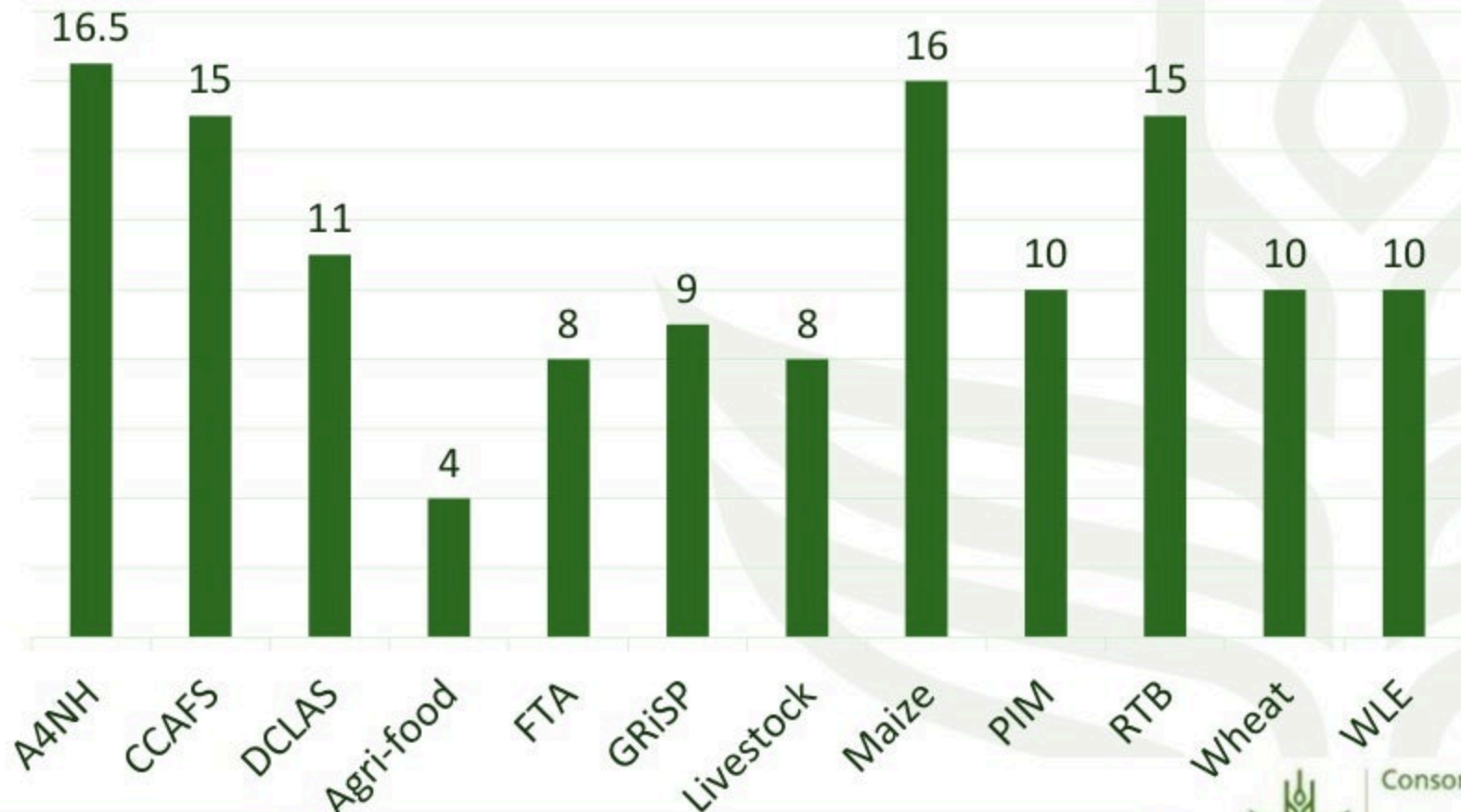
No. of Centers and CRPs per site integration country (from site integration plans)



No. of CRPs per site integration country (from proposals as per annexes table 2b)



Total no. of selected site integration countries in which CRPs work (from proposals from table 2b)



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Some insights from site integration process

- *Fundamentals of the idea are good, i.e. to engage as a system – challenge is how to operationalize this efficiently and effectively*
- *CRP angle can be confusing for the external partners/ stakeholders/ authorities – better focused on centers who then can feedback into our CRP framework*
- *Good internal mechanisms need to be established/invigorated across centers*
- *Burden on focal center is big – need to resources if this is not a one-off engagement or seen as an add-on*

Source: Stephan Weise from touching base with people involved in 3 site integration efforts.

Some insights from site integration process

- *One of the biggest lessons from the Collective Action work was that no funds but a lot of interest can deliver surprisingly good results, whereas a lot of funds and little thinking can give us big headaches ... for many of which we are still reaching for the aspirin.*
- *Let's be both realistic and pragmatic. Let's use the lack of funds as a virtue and focus on things that people really want to do, proof of which comes from the fact that people are willing to take action. Once this momentum builds it can bring in more funding – the initiative will be convincing. In the meanwhile if someone comes up with a lot of money ... then welcome!*
- *It would not make much sense to go shopping for a Ferrari when the only 'road' is a mule trail!*

Source: Ravi Prabhu

Some insights from site integration process

- *Integration should occur when there is clear added value for stakeholders, not because of the sake of showing integration. A number of research results have shown that integration is facilitated when most stakeholders have something tangible to win. If this is not the case, there is no point in forcing integration.*
- *Integration into on-going and complex agricultural innovation systems needs careful planning for identifying suitable entry points, assess quality of interactions and outcomes. The idea of showing a sound plan with right M&E and participatory assessment of progress in fewer countries (<21).*

Source: Oscar Ortiz

ISSUES AND OPPORTUNITIES BUS STOPS

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ISSUES

NAT. PARTNER + STAKEHOLDERS

Total confusion, Centers - CRPs -
projects - site integration

No clear MO for integration / Contribution
of CRPs into National Agric Investment
Policies / programs.

Why is my country not on the 20th List?
we even host a CG center!

I'm not ready for this + CGIAR
actors should know that (e.g. see
HDI Index, other country rankings on
governance, etc.)

If you're gate crashing my Party, don't
forget to bring your own bottle/drinks!

Will there be clarity on a
CG system "PROGRAM"?

ISSUES

NAT. PARTNER + STAKEHOLDERS

- PARTICIPATION BEYOND AG SECTOR
→ ENVIR. / FORESTRY / HEALTH / EDUC /
COMMERCE
- Why should we care?
- Frustration with inadequate
coordination.
- Why do we have to deal with 27 acronyms, 27
consultation workshops + 27 fundraiser visits? CGIAR
is too confusing + demanding - let's ignore them.
- Frustration of non-site integration
Countries of not being in SI list - political
risk!
- Would national partners want focus in specific
areas or more general impact over a greater area from
different centers or CRPs?
- WHY DOES CGIAR IGNORE
MY MINISTRY'S PRIORITIES?
- PARTICIPATION OF PRIVATE SECTOR

ISSUES - LEAD CENTER

TRANSACTION COSTS

COORDINATING CENTER NOT
LEAD CENTER

DIFFICULT POLITICAL SITUATION
(Nicaragua)

Sustainability - long-term
(beyond natl. consultation)

IF A 'HOSTING CENTRE' CHALLENGE
OF BALANCING COORDINATION +
HOSTING OBLIGATIONS / RESPONSIBILITIES

How to incentivise and recognize staff
time/effort on coordination/info-exchange w
staff working in other CRPs + projects

ISSUES - LEAD CENTER

1. No / Inadequate money → but huge expectations!
(Suggestion: Lower Expectations 😊)
2. LARGE VARIATION IN EXPECTATIONS / LEVEL OF EFFORT ACROSS COUNTRIES
3. Unclear instructions and limited understanding on the "leading" role.
4. In some countries, too many players with diverse interests → Alignment is a major challenge.
5. Lead center is ^{held} accountable for actions of other centres / CRPs in country
6. Lack of enthusiasm from participating center focal points.

ISSUES - PARTICIPATING CENTERS/CRPs

staying engaged when we don't have staff in that country to join meetings ^(...) *Indicate which (...)

Adequacy of representation of center/crs/consortium

- "EQUITY" of EXPOSURE/LINK to NAT. AUTHORITIES
- COSTS / TRANSACTION
- CENTER RESPONSIBILITY TO LINK BACK TO CRPs
- NEED CLARITY ON ROLE OF LEAD CENTERS
- DEFINE/LIMIT SCOPE OF PROGRAM
- CLEAR ROLES/RESPONSIBILITIES
- INCENTIVE MECHANISMS
- AGRI-FOOD SYSTEM CRPs HAVE MORE SCOPE FOR GEOGRAPHIC INTEGRATION BUT IS THIS CAPTURED IN S.I.?

ISSUES - PARTICIPATING CENTER/CRP

1) INAPPROPRIATE INFORMATION FOR LEAD CENTER *Indicate which (...)

2) COSTS

3) Unclear definition of roles

4) What is the added value of participating?

5) How does SI relate to amount of cross CRP collaboration and linked to Cs?

6) CRPs are already a major mechanism for collaboration and SI, undervalued and insufficiently 'marketed'

7) Selected site(s) do not fit Centre priorities

8) We created a lot of expectations with donors, but ~~are~~ they are not so interested in HI/S which can cover its cost.

OPPORTUNITIES -

NAT. PARTNER /
STAKEHOLDER

- GREATER CLARITY ON WHO TO WORK WITH ON WHAT
- CLARITY ON EXPECTATIONS AT NAT. DECISION LEVEL
- LINK TO/FROM ~~THE~~ ^{COUNTRY} DONOR GROUPS
- Light touch communication & coordination
Representation at major donor/partner
convenings
Monthly one page newsletter on events
- Be part of an international
network and contribute to /
benefit from international research.
- Gain more integrated advice / research inputs
addressing national food sec. / nutrition policy
challenges.
- Greater synergies / impacts for your dollar investment

OPPORTUNITIES

NAT. PARTNER
+ STAKEHOLDER

Bring together R4D + Scaling-out funders/
partners/planners (e.g. IFAD, WFP)

Help me maintain up-to-date overview
of most/all R4D activities in my country

(MoA)
Help me engage other ministries, govt
players, actors incl. private sector for
more/better ARD

I want answers/assistance with real policy
issues that cut across multiple CGIAR domains.
e.g. ag growth + value chain development, nutrition,
land use planning + tenure, URFCC positions +
reporting, seed systems, animal health, ...

Annual planning & coordination meeting

Support for decisions/prios in
ag.

OPPORTUNITIES

LEAD CENTER

- Increase image/positioning as a convening organization beyond its mandate.
- Identify opportunities for further bilaterally funded research that builds on new connections emerging through SI.
- Develop staff capabilities to broker innovation beyond mandate CRP/CRP

OPPORTUNITIES

LEAD CENTER

- make use of modular approaches ^{methods tools} to manage/sustain 'site integration' processes of different kinds, scopes... including knowing how much it costs = ^{resourcing} budget needs
- clear roles + responsibilities for Lead Centres, participating Centers' staff + for funding + coord. mechanisms (e.g. CRPs w W1+2; bilateral projects + their donors)
- Possibility to address a major issue affecting a specific country in a more integrated and coherent way (than at present)

OPPORTUNITIES

PARTICIPATING
CENTERS / CRPS

* Identify
which (...)

GIP-CRPS COLLATE +
SYNTHESIZE ACROSS INTEGRATED
SITES (ADD VALUE)

Knowledge sharing / learning.

Identify entry points for
crops, which may not emerge
clearly from other processes.

Access channels to engage in policy
 fora with lower time inputs + costs

Leverage more effectively existing infrastructure / resources
 for tackling issues of common interest

Expansion of partnerships - improved coordination / exchanges

OPPORTUNITIES

PARTICIPATING
CENTERS / CRPS

* Identify which
(...)

- ABILITY TO TACKLE PROBLEMS
 BEYOND THE SCOPE OF INDIVIDUAL
 CENTERS / CRPS

Explicit demonstration of value-added through
 improved partnerships.

Creation of a "community of practice" of
 lead center focal points to coordinate
 and share lessons on integration.

STRENGTHEN GEOGRAPHIC CROSS CENTER / PARTNER
 AND CROP COLLABORATION IMPLICIT IN NEW AFS
 CONSTRUCT.

Lessons to learn or pass move in
 developing integrated regional approaches
 (Genebanks)



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Friday – Feedback on next steps

Site integration: suggested next steps

Emerging from group discussion

ACTIONS	Scenario 1 - no budget (centers' investment)
1. Strengthen TORs for staff in charge of coordinating site integration at country level	<ul style="list-style-type: none"> • Create venues for exchanges of information • Coordinate discussions on the mapping of geographical presence • Establish flexible mechanism to facilitate/improve cross-center/CRP coordination, depending on resources available (the idea is to show progress in coordination among CG centers). • Effective representation of collective CRP/center presence in the country. • Identify opportunities for resource mobilization towards integration • Identify trends and provide feedback for adjustment of CRP/center research strategies • Monitor improvements in collaboration and efficiencies

Scenario 2 Vision aspirational - with additional resources (earmarked from CRPs or other funding sources)
<ul style="list-style-type: none"> • Effective formulation of plans to ensure alignment of inter-CRP/platform/Center strategies with national priorities

ACTIONS	Scenario 1 - no budget (centers' investment)
2. Monitoring mechanism for accountability	<ul style="list-style-type: none"> • Simple progress report (Note, the 20 countries are not the only countries for integration) • Identify clearly measurable milestones towards integration leading to a ToC
3. Mapping physical and thematic research activities, geographical presence and infrastructure	<ul style="list-style-type: none"> • Coordinate gathering information of CGIAR presence in the country • Including partners already working with the CGIAR • Connect with available GIS facilities to elaborate maps

Scenario 2 Vision aspirational - with additional resources (earmarked from CRPs or other funding sources)

- Include other national and regional initiatives in the mapping exercise

ACTIONS**Scenario 1 - no budget (centers' investment)**

4. Identify suitable national fora and inventory of other major initiatives to build on	<ul style="list-style-type: none">• Identify relevant national fora to be linked with• Identify national, regional investments that could represent opportunities for alignment
5. Communication aspects	<ul style="list-style-type: none">• Maps of overlapping geographical sites where centers/CRP work available in web page of lead center• Minutes of meetings available.
6. Funding	<ul style="list-style-type: none">• It requires identifying staff time to be committed.

Scenario 2 Vision aspirational - with additional resources (earmarked from CRPs or other funding sources)

- More formal communication mechanisms established among stakeholders
- Pooled investment by CRPs
- Need for a standard (embedded with the TORs) what resources it should have within a year (staff time, annual national meeting)

Principles that we can agree?

1. Keep it **pragmatic**, so emphasis on planning, defining roles, team building
 2. Even the light touch has costs: **CRPs need to reserve funding** that can be pooled together – \$5k per CRP focus country?
 3. View 'site integration' as a **culture change process** rather than an incremental activity: CRP/centre staff contribute to site integration as part of their job description
 4. Lead centre has convening, coordinating role and others expected to engage fully; **consensus** decision making and sharing of responsibilities
 5. Shift emphasis of SI++ to mean those countries that get additional coaching, lesson capturing and progress monitored; otherwise site integration to be the **expectation everywhere**
- Work in progress, a draft plan for continuation of site integration to be shared with input from the meeting

Thank you!