

Version: 16 March 2017

Considering the proposed design and plan for improved implementation of CGIAR Country Collaboration

Purpose

This document sets out a proposed design and plan for improving the implementation of CGIAR Country Collaboration as recommended by the Board's ad hoc Working Group 5 on CGIAR Country Collaboration (formerly known as site integration).

Action Required

The System Management Board is asked to provide any inputs to strengthen the proposed design and plan for improving implementation of CGIAR Country Collaboration, and endorse it as appropriate.

Distribution Notice:

This document may be distributed without limitation.

Prepared by: Working Group 5 on CGIAR Country Collaboration

The composition of the Working Group was as follows:

- Chair: Matthew Morell
- Members: Barbara Wells, Tony Simons, David Bergvinson, Ylva Hillbur
- Additional Resources: Siboniso Moyo (ILRI) and Tom Randolph (Livestock)
- Supported by: Nadia Manning-Thomas (System Management Office)

Proposed design and plan for CGIAR Country Collaboration

1. The Working Group recommends the use of **CGIAR Country Collaboration** to more clearly communicate the strategic intent of the approach.
2. **A proposed vision and Intent for CGIAR Country Collaboration should now focus on:**
“CGIAR, through a Country Collaboration approach, will catalyze the development of a collective CGIAR role and impact scenario in countries in which the CGIAR has a significant presence based on meaningful synergies across CGIAR entities, national Governments, NARES, and other partners to develop strategies and deliver programs directly aligned to key country priorities.”
3. CGIAR Country Collaboration will achieve this by:
 - a. Building on Center investment and the programmatic focus of the CGIAR Research Programs to provide a mechanism for realizing the additional value of a collective CGIAR contribution at country level.
 - b. Facilitating the Centers working together to find opportunities for synergy and alignment in a country where many of them operate, without losing their own individual identity, opportunities and relationships in that country.
 - c. Encouraging CGIAR staff, as an important part of their job, to ensure that CGIAR is the preferred go-to partner for agricultural research for development in countries.
4. In carrying out CGIAR Country Collaboration efforts, the objectives should be:
 - a. To be more accountable to and aligned with host country governments and institutions
 - b. To encourage programmatic synergy (esp. around IDOs and SDGs)
 - c. To improve efficiency in collective operations (incl. co-location, co-design, co-reporting)
 - d. To harness new resource mobilization opportunities
 - e. To enable sharper narratives and more compelling picture to investors of System level achievements at country and global levels
5. With regards to Country Selection the Working Group recommends that, rather than a prescriptive list, the **Countries considered as part of CGIAR Country Collaboration effort be inclusive of efforts by CGIAR entities, in any countries in which the CGIAR has a multi-entity presence, towards collaboration with each other and with the actors of that country.**
6. To better understand where CGIAR Country Collaboration activities may already be underway or places which would be feasible for such efforts, it is proposed that the Working Group undertake a revised survey like the one that was carried out at the start of the initiative. This effort would be recommended to give a refreshed set of data on where CGIAR Centers and Research Programs are investing and where there is potential ‘demand’ for Country Collaboration from Countries themselves and donors.

7. Recognizing that there are **various models of CGIAR Country Collaboration in different countries**, the Working Group recommends that, using the results of the survey as well as a review of current efforts, that a set of categories of CGIAR Country Collaboration be established and used to understand, communicate on and arrange reporting.
8. The Working Group recommends that a two-tiered approach to funding be considered:
 - a. **Tier 1: baseline coordination activities amongst CGIAR entities and National actors funded by CGIAR entities** involved in those activities in each Country through arrangements decided by those groupings of CRPs and Centers
 - b. **Tier 2: intentional, additional programs of collaborative work amongst CGIAR entities and National actors** that have come about from a need or demand and for which collective resource mobilization is undertaken.
9. In reviewing the existing roles and responsibilities, the Working Group recommends that the following roles be recognized and mandated through clear Terms of Reference which outline their purpose, functions, membership and mode of operation:
 - a. A **Community of Practice on CGIAR Country Collaboration**, comprised of Center Country Leads and CRP Country Focal Points, to carry out implementation
 - b. Depending on the decisions of the SMB on the extent of the CGIAR Country Collaboration initiative, a proportionately sized **secretariat function in the System Management Office** will be required to handle reporting and information management.
 - c. Periodic reporting to **the System Management Board**
10. The Working Group recommends that the line of accountability for CGIAR Country Collaboration be firstly to the System Management Board and then to the System Council.
11. Accountability will need to be supported through a form of reporting (details to be developed) which should make use of existing or planned reporting arrangements within a Country and for the CGIAR System, such as planned annual work program and annual report submissions by CRPs. A complementary reporting line for Centers remains a topic under examination by the Working Group. Matching the categorization suggested with appropriate reporting opportunities will be key.
12. Noting that a further decision point on the future of the Working Group past its 31 March 2017 term end will be tabled in Agenda Item 8.3, a table outlining activities to further support the implementation of the proposed design and plan for CGIAR Country Collaboration is available in the document SMB5-08B which can be discussed in that item.