CGIAR Country Collaboration:
Way Forward

Purpose

This note provides a proposed way forward for the implementation of CGIAR Country Collaboration, organized in the following two sections:

    A. Background on the Working Group on CGIAR Country Collaboration, its recommendations and outputs (with reference to two Annexes)

    B. **Proposal for the next stage of implementation of CGIAR Country Collaboration facilitated by the System Management Office, building on the work of the Working Group**.

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Prepared by: CGIAR System Management Office

A.   Background

1.   A Working Group on CGIAR Country Collaboration was established by the System Management Board with the purpose to review and make a proposal for improving the implementation of the site/ country integration process.

2.   The Working Group comprised the following membership and roles:
     a.   **Chair:** Matthew Morell
     b.   **Members:** Barbara Wells, Tony Simons, David Bergvinson, Ylva Hillbur
     c.   **Additional Resources:** Siboniso Moyo (ILRI) and Tom Randolph (Livestock)
     d.   **Secretariat:** Nadia Manning-Thomas (System Management Office)

3.   An initial set of recommendations were presented to the System Management Board at its fifth meeting (SMB5-08B) including:
     a.   A change in nomenclature to CGIAR Country Collaboration to more clearly communicate the strategic intent of the approach.
     b.   A more focused vision and intent for CGIAR Country Collaboration based on "*catalyzing the development of a collective CGIAR role to develop strategies and deliver programs directly aligned to key country priorities.*"
     c.   Five clear objectives for CGIAR Country Collaboration efforts
     d.   New thinking on Country involvement in CGIAR Country Collaboration
     e.   A recommendation of a two-tiered approach to funding
     f.   Laying out roles and responsibilities for supporting the approach
     g.   Ideas around accountability and possible reporting arrangements.

4.   The Working Group presented more refined recommendations on implementing CGIAR Country Collaboration to the Board at its 7th meeting (SMB7-08) including a framework for CGIAR Country Collaboration which would allow various models of collaboration to be understood and mapped out across Countries, forming a basis for organizing efforts and providing direction for a strategy for CGIAR Country Collaboration in each Country.

5.   A survey undertaken with the fifteen Centers during the extension of the Working Group's term during 2017 provided data which enabled the Working Group to:
     a.   Compile a directory of all the Countries where CGIAR Centers are present and/or operating, including through their leading or participation in CGIAR Research Programs (CRPs);
     b.   Generate a catalogue of all Countries where collaboration efforts are taking place;
     c.   Showcase a maturity model of CGIAR Country Collaboration models across Countries around the world, an example of which can be seen in Annex II.

6.   The results of the survey were shared with key groups across CGIAR to explore the potential value and use for such an approach and resulting data, including with:

a. The General Assembly of Centers comprised of Center Board Chairs and Directors General at the second meeting in Rabat, Morocco in January 2018
b. The CGIAR Resource Mobilization Community of Practice in February 2018
c. The Corporate Services Executive in February 2018.

B.   Way Forward for CGIAR Country Collaboration

7. The Working Group on CGIAR Country Collaboration provided strong guidance to bring the initiative more in line with current goals and context of CGIAR. The next stage is to apply this guidance in supporting implementation of CGIAR Country Collaboration.

8. **The Working Group proposes that the System Management Office now be tasked with supporting the implementation of the approach**, particularly given its roles of:

a. Secretariat to the System Management Board where continued guidance can be sought on optimal implementation and appropriate alignment with other initiatives;
b. Providing support to the General Assembly of the Centers where ideas can be explored together with Centers on implementation opportunities;
c. Engaging with the CGIAR Science Leaders (including CGIAR Research Program and Platform Leaders and the Deputy Directors General for Research) through ongoing consultations and the annual Science Leaders' meeting which provides opportunities for discussions and planning on key aspects of the Portfolio;
d. Coordinating program performance management including results reporting, the Annual CGIAR Performance Report where data and stories from CGIAR Country Collaboration efforts and experiences could be shared, and the opportunity to work with SPIA on baseline and impact assessment dimensions;
e. Co-Chairing the Resource Mobilization Community of Practice (RM CoP) which would be well positioned to leverage country collaboration for partnership and financial resourcing activities. Additionally, this group which could be well-placed to operate, on an annual basis, the survey on CGIAR presence and collaboration which provides useful information on CGIAR activities, ongoing collaboration, donor priority countries and details of CGIAR presence in countries;
f. Working closely with the Corporate Services Executive (CSE) which are interested to use synthesized data from an annual survey on CGIAR presence and collaboration to support exploration of key efficiencies across the System;
g. Secretariat to the System Council which offers opportunities to understand key funder and developing country constituency priorities and opportunities that may be useful in shaping the implementation of CGIAR Country Collaboration;
h. Building important external engagement opportunities where Country level efforts and the information coming out of such initiatives will be important instruments to support key partnerships. An example of this is supporting strengthened interactions between International Financial Institutes (IFIs) such as, FAO and IFAD, and CGIAR through country level information being available for prioritization and development of targeted country programs.

Annex I- Summarized recommendations of the Working Group on CGIAR Country Collaboration

- Recommendation 1: Distributed "Bottom Up" approach to drive where CGIAR Country Collaboration takes place;

- Recommendation 2: Organizing CGIAR Country Collaboration based on the Centers involved in each Country and through relevant Directors General;

- Recommendation 3: Funding of CGIAR Country Collaboration to be organized in a way appropriate to the model or stage of collaboration;

- Recommendation 4: Reporting on and communication of CGIAR Country Collaboration through existing channels;

- Recommendation 5: Roles and responsibility of CGIAR Country Collaboration to be based on the collective responsibility of Centers, CRPs and the System Organization; and

- Recommendation 6: Future development of CGIAR Country Collaboration to be reviewed on an ongoing basis by the System Management Board.

Annex II- Possible CGIAR Country Collaboration 'Maturity' Model approach

Possible CGIAR Country Collaboration 'Maturity' Model approach

CGIAR
Science for a food-secure future

Value and impact

No CCC — Individual oriented
Senegal
Uzbekistan
Zimbabwe
Cambodia
Costa Rica
Cote d'Ivoire
Egypt
Laos PDR
Nepal

Countries in which CGIAR entities operate essentially independently with few drivers for enhanced collaboration (for example they work in different agrifood systems, different agro-climatic zones, or with little potential programmatic interface or synergy).

Consultative CCC
Benin
Burkina Faso
Burundi
China
Colombia
DR Congo
India
Indonesia
Mali
Myanmar
Nicaragua
Pakistan
Peru
The Philippines
Rwanda
Uganda
Vietnam
Zambia

CGIAR entities meet with Government representatives, national institutions and other actors on a yearly (or occasionally more regular) basis to provide updates on activities and strategies ensuring there is clear information flow, visibility on respective activities and the opportunity to explore synergies or collaboration on a bilateral or multilateral basis.

Established CCC
Bangladesh
Cameroon
Ghana
Kenya
Mozambique
Nigeria
Tanzania
Ethiopia

CGIAR entities, representatives of Government and national institutions and other aligned actors establish a formal and regular collaboration convening process, generally an oversight committee, with a Chair and communication and consultation processes to actively explore and develop concerted collaborative programs in addition to the basis consultation functionality typical of a Consultative CCC effort. The group will develop concepts for aligning existing investments but will also explore avenues for attracting additional investment given the programmatic synergies against national priorities (typically aligned to one or more SDGs) articulated by that country.

Intensive CCC — Collaboration focused
Malawi

The CCC program within a country has attracted strong investor support and is now a vehicle for active alignment of research for development programs, drawing additional investment on the basis of impact at scale that can be generated through the collective action of parties who bring different but synergistic capacities to address key objectives of the country.