



## CGIAR System 3-Year Business Plan (2019-2021) Companion Document

### Implement a new country collaboration strategy

**Business Plan Action: 6.1 – Implement a new country collaboration strategy**

**Purpose:** This document sets out concrete steps to implement enhanced collaboration with national partners, strategic partnerships with other organizations working in those countries, and relevant coordination amongst CGIAR entities operating in the same countries

**Action Requested:** The System Council is requested to provide strategic input and guidance on the draft strategy, to inform its further development before submission to the System Management Board for approval and discussion on implementation actions at its 12<sup>th</sup> meeting in December 2018.

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**Document category: Working document of the System Council**

There is no restriction on the circulation of this document

**Prepared by:** CGIAR Science Leaders with input from a working group of Center Directors-General

## Broad vision

1. While CGIAR works towards providing global public goods, it does so from the context of working in countries around the world. Contribution of research, knowledge and, capacity is particularly important at the country level for the achievement of impact.
2. The countries in which CGIAR Centers and programs are present and operates have key priorities for their own development and a diverse set of actors working on activities to meet such goals. CGIAR is committed to contributing to national priorities and needs, and also to strong partnerships with national stakeholders. CGIAR Country Collaboration offers an important way of fostering further collaboration at the country level.
3. With CGIAR Research Programs representing an important form of collaboration and integration across the System, CGIAR Country Collaboration strives to enhance collaboration further across CGIAR entities present and operating in the same countries to bring together components of an agro-ecological system as well as key integrating elements all necessary for supporting necessary transformation.
4. With a vision of catalyzing the development of a collective CGIAR role to develop strategies and deliver programs directly aligned to key country priorities, CGIAR Country Collaboration efforts will start with activities during the first business plan cycle from which lessons can be learned and analysis undertaken of what should be actions in this area as part of the 2030 plan.
5. CGIAR Country Collaboration will be coordinated by enters to elaborate a plan, including options for financial mechanisms<sup>1</sup>, to respond to specific country priorities and establish strong partnerships with national agencies and stakeholders that could evolve into special projects to be submitted to Funders. The coordinating Center and the other Centers involved in each country will conduct the following activities:
  - a. **By the end of 2018:** In each country, the Coordinating Center organizes a meeting of CGIAR entities and programs to elaborate or update the center presence, projects, geographic focus and activities in the country using a simple inventory of projects<sup>2</sup>, activities by location, which in the future could evolve into an on-line map, and plan a wider consultation meeting involving key stakeholders both from within and beyond the traditional agriculture sector.

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<sup>1</sup> The financial mechanisms will depend on the reality of each country and the group of centers, it could include a fee that centers and CRPs could contribute for covering basic costs, convincing some donors to cover transactions costs, with the aim of evolving to multi-center proposals to be financed by donors.

<sup>2</sup> ICRISAT has already developed a dashboard to summarize CGIAR activities in India, which could be adapted to other countries (see: <https://app.powerbi.com/view?r=eyJrIjojY2ZlZWVhMzAtMjQyNC00OWE3LWZhZmQtMWYzYzQxNDJhZGMwliwidCI6IjZhZmEwZTAwLWZhMTQtNDBiNy04YTJlLTlyYTdmOGMzNTdkNSIsImMiOjh9>)

- b. **The first half of 2019:** Convening the wider consultation meeting with key stakeholders in each country, supported by Centers and CRPs including covering the costs of the meeting, in order to share CGIAR’s activities in the country and discuss priority areas of work from the stakeholders’ view point. The idea would be that these meetings generate the main elements for a concept note per country.
- c. **By the end of 2019:** Based on the meeting results, define a multi-institutional task force to elaborate a collaborative proposal for the country.

### Implementation approach

- 6. CGIAR Country Collaboration in the first business cycle will see efforts made in various countries with a host Center leading the efforts to move CGIAR Country Collaboration forward. Center leadership will continue to support collaborative actions in countries to materialize multi-stakeholder projects and make efforts to document and extract lessons from those experiences.
- 7. Recognizing different country contexts, CGIAR presence in those countries and the particular opportunities for collaboration, a collaboration maturity model considers various stages of CGIAR Country Collaboration which efforts in countries may be characterized as (see Annex 1).
- 8. While collaboration efforts are encouraged in all countries where CGIAR operates, the first Business cycle (2019-2021) will have a focus on<sup>3</sup>:

<b>Countries with strong center and CRP presence</b> , where the host center will coordinate and lead the effort to elaborate a plan (including options for financial mechanisms) to respond to country priorities that could evolve into projects to be submitted to Funders for financial support:	<b>Countries with narrower center presence</b> , where the host center will coordinate and lead the effort to elaborate a plan (including options for financial mechanisms*) to respond to country priorities that could evolve into projects to be submitted to Funders for financial support:
<ul style="list-style-type: none"> <li>• Egypt (ICARDA)</li> <li>• Ethiopia (ILRI)</li> <li>• Ghana (IWMI)</li> <li>• India (ICRISAT)</li> <li>• Kenya (ICRAF)</li> <li>• Morocco (ICARDA)</li> <li>• Nigeria (IITA)</li> <li>• Tanzania (IITA)</li> </ul>	<ul style="list-style-type: none"> <li>• Lebanon (ICARDA)</li> <li>• Mexico (CIMMYT)</li> <li>• Mozambique (CIP)</li> <li>• Peru (CIP)</li> <li>• Philippines (IRRI)</li> <li>• Senegal (AfricaRice)</li> <li>• Sri Lanka (IWMI)</li> <li>• Cote d’Ivoire (AfricaRice)</li> <li>• Indonesia (CIFOR)</li> </ul>

<sup>3</sup> This list of countries is a subset of the list initially agreed by the DG working group and includes some additional countries. The list is not exclusive and will continue evolving according to the development of the plan.

Countries with Mature stage of collaboration	Consultative, emerging or developing stage
<ul style="list-style-type: none"> <li>• Bangladesh (IRRI)</li> <li>• DR Congo (IITA)</li> <li>• Malawi (CIP)</li> <li>• Rwanda (IITA)</li> <li>• Turkey (ICARDA)</li> <li>• Uganda (Bioversity)</li> <li>• Vietnam (IRRI)</li> <li>• Zambia (IITA)</li> <li>• Zimbabwe (CIMMYT)</li> </ul>	<ul style="list-style-type: none"> <li>• Cambodia (WorldFish)</li> <li>• Iran (ICARDA)</li> <li>• Myanmar (IRRI)</li> <li>• Syria (ICARDA)</li> </ul>

9. The System Management Office will support the implementation of the approach through collecting key information on CGIAR Country Collaboration which can be shared with key groups including the System Management Board, the Funders, and other System stakeholders.
  
10. CGIAR Country Collaboration will also help to build 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 Organizations and International Financial Institutions (IFIs) such as, FAO and IFAD, and CGIAR through country level information being available for prioritization and development of targeted country programs.

# Annex 1: CGIAR Country Collaboration Maturity Model

