

One CGIAR:

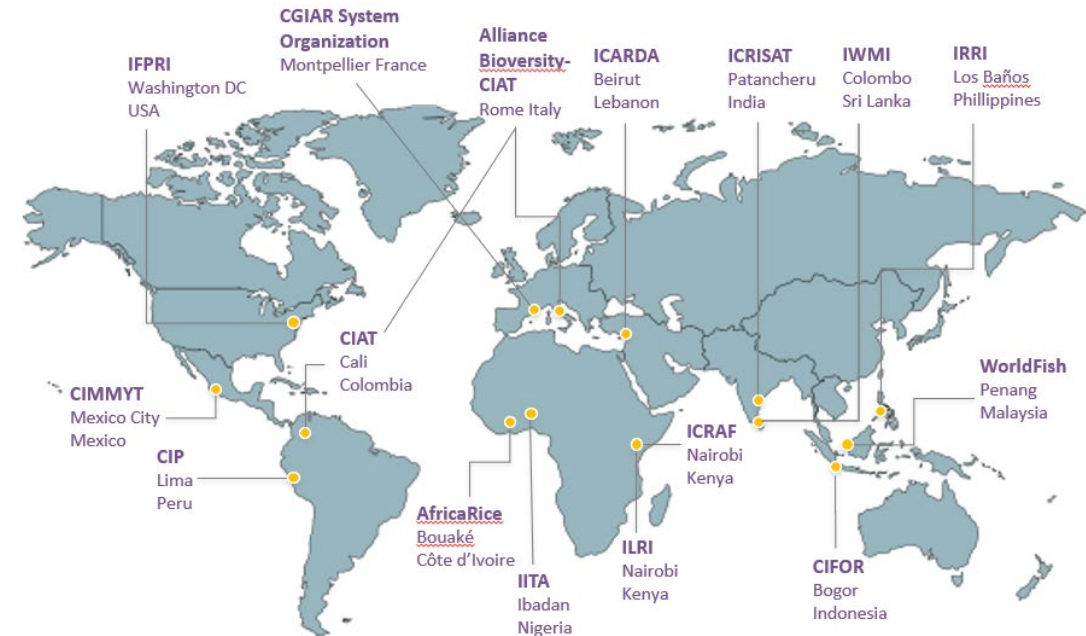
Engagement model in Regions and Countries

December 2021

How CGIAR benefited from host and partners countries?

Over the past 50+ years, host countries have been providing:

- Host countries offer the legal framework for CGIAR entities to exist and operate
- Financial support through the funding of national project and sometimes contribution to CGIAR pool funding
- Operational support and premises, campuses and experimental field trial
- Scientific collaboration. Countries are often technical partners in innovation



It is necessary, in the context of the transition, manage / foster/ maintain strategic relationships with these very important partners

WHAT: An overall 'framework' for engagement*



Steps

Creating the enabling environment

Developing the strategy

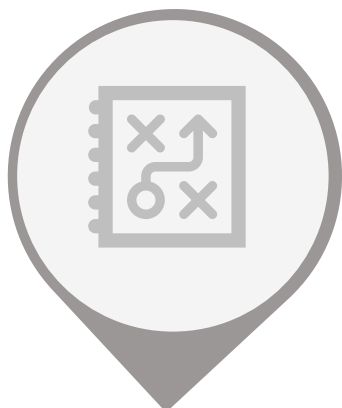
Implementing
engagement
strategy

Monitoring engagement
in a coordinated way

Conditions for
effective
engagement



Institutionalization



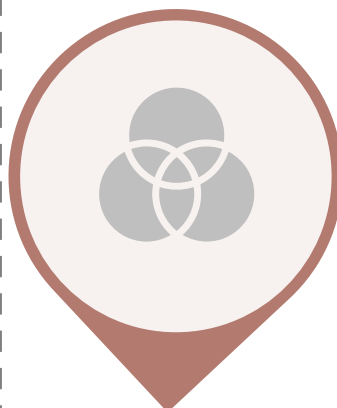
Establishing
mandate, purpose
and governance &
leadership for
engagement

Resourcing



Putting in place the
right mechanisms to
provide coordination,
capacity/skill sets and
funding to support
effective and
sustained
engagement

Alignment



Finding the right
focus through
triangulation of the
parameters of
demand-supply-
feasibility in dialogue
with key
stakeholders

Co-Design



Developing plans
for research and
delivery activities,
and ongoing
engagement,
together with
stakeholders

Collaboration



Activating and
sustaining diverse and
robust mechanisms
for research and co-
delivery of innovation,
capacity development
and policy change
with partners

Contribution



Focusing monitoring,
measurement and
reporting of
contribution back
into activities,
recognizing various
contributions

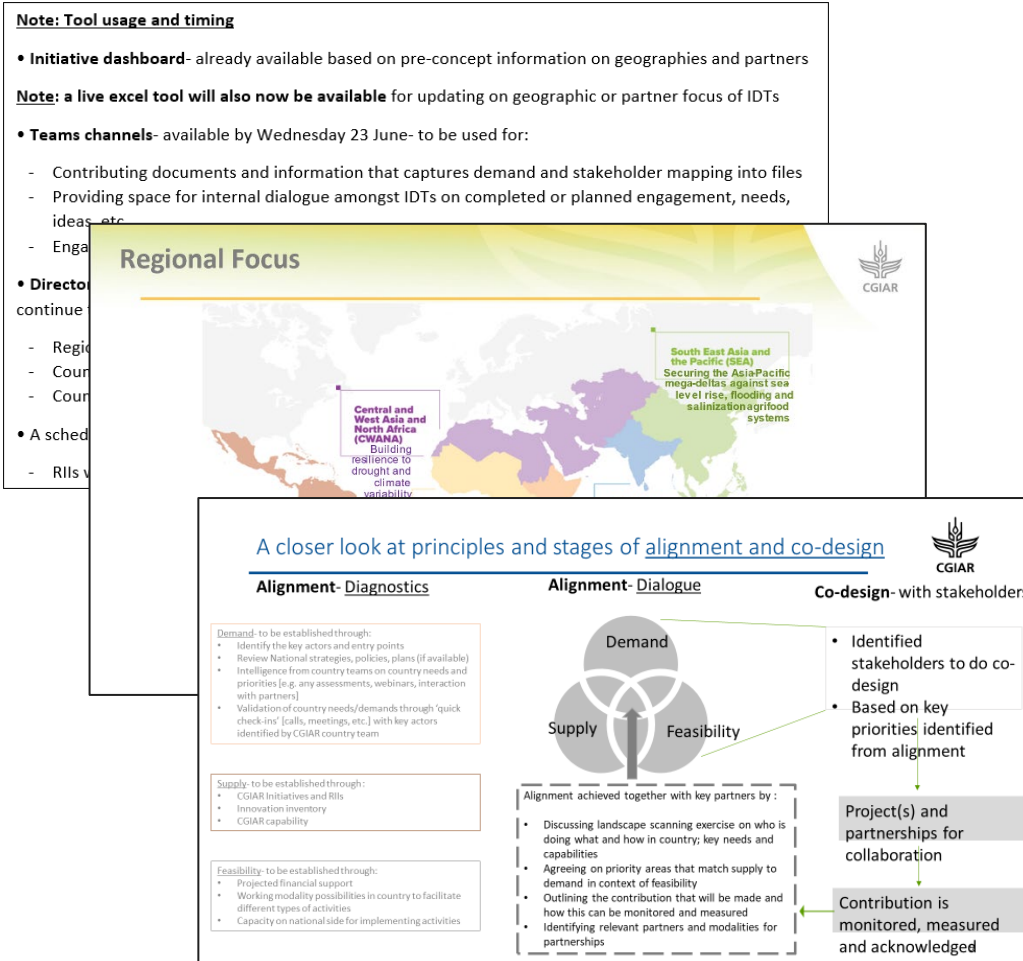
* Making use of outcome of TAG5 process

HOW: RII consultations

Response to regional demand

Institutionalization
Alignment
Collaboration

Diagnostics
Dialogue
Co-designed
Action Plan



Alignment achieved together with key partners by :

- Discussing landscape scanning exercise on who is doing what and how in country; key needs and capabilities
- Agreeing on priority areas that match supply to demand in context of feasibility
- Outlining the contribution that will be made and how this can be monitored and measured
- Identifying relevant partners and modalities for partnerships

RII presented to regional/national partners during national/regional consultation

Revised after consultation to align with partners' demand

Regional Directors coordinate regional/national engagement, as part of RII validation process

HOW: CWANA Dialogue - 07 July 2021

Introduce ONE CGIAR and Kick-off technical collaboration



Agenda

One CGIAR in CWANA:

| Time | Item | Lead |
|---------|---|--|
| 10 mins | Welcome to CWANA Stakeholders and Introduction | Aly Abousabaa, DG of ICARDA and RD CWANA |
| 10 mins | Introduction to NARS Stakeholders | Kundhavi Kadiresan, Managing Director, Global Engagement and Innovation |
| 10 mins | 2030 Research and Innovation Strategy | Claudia Sadoff, Managing Director, Research Delivery & Impact (represented by Sonja Vermeulen Director – Programs) |
| 10 mins | The One CGIAR transformation | Elwyn Grainger-Jones, Managing Director, Institutional Strategy & Systems |
| 10 mins | Global Engagement & Innovation | Kundhavi Kadiresan, Managing Director, Global Engagement and Innovation |
| 40 mins | NARS Interventions | Aly Abousabaa, DG of ICARDA and RD CWANA |
| 10 mins | BREAK | |
| 5 mins | Welcome to CWANA Technical Kick-Off Meeting | Aly Abousabaa, DG of ICARDA and RD CWANA |
| 15 mins | Introduction to Initiatives and process Introduction to Resilient Agrifood Systems | Martin Kropff, DG of CIMMYT, Global Director Resilient Agrifood Systems |
| 15 mins | Regional Integrated Initiative – CWANA Pan-CGIAR Initiatives in CWANA | Michael Baum, Acting Deputy Director General – Research of ICARDA and Lead of CWANA Initiative |
| 40 mins | NARS Feedback on Initiatives and approach | Aly Abousabaa, DG of ICARDA and RD CWANA |
| 5 mins | Close | Aly Abousabaa, DG of ICARDA and RD CWANA |

Contextualized
engagement

Institutionalization
Alignment

TO CGIAR Country Managers

To: CGIAR Country Managers in CWANA

Cc: Relevant Support Teams

BCC: EMT, IAG ref

Subject: CGIAR CWANA Consultation - July 7, 2pm-5pm CET - Country/Region Rep request for NARS contacts

Colleagues,

On behalf of the One CGIAR, it will be my pleasure as CWANA Regional Director to hold a cross-Region NARS partner consultation on **July 7, 2pm-5pm CET**.

This meeting will provide an opportunity to share:

- One CGIAR value proposition
- Structure of One CGIAR and how that will complement ongoing relationship-building
- Their partnership as a way forward for success in agricultural research for development in the Region
- An opportunity for feedback from countries in the region about engaging with the CGIAR
- Presentations of what Initiatives are already in development in countries in CWANA

The EMT will also attend the meeting to provide their insight and guidance on the first few points, while our colleagues leading Initiative development will be asked to make a presentation of the development of these important pieces of work to date. As a part of the EMT portion we are also anticipating direct feedback from countries participating.

Lessons learnt: Have a detailed established process!

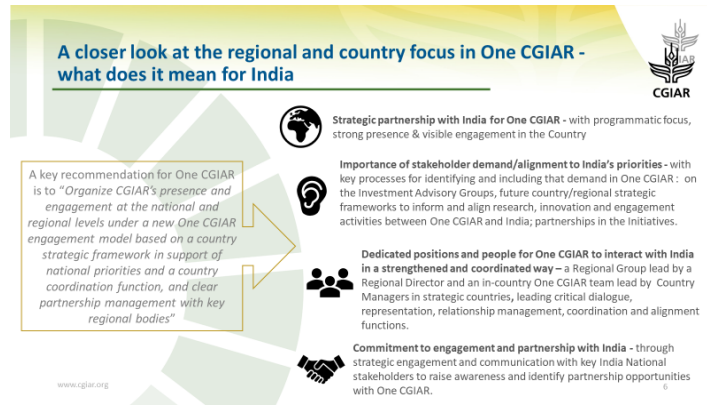
- Invitee's list:
 - Critical to have our own basic list to build event list
 - CMs from across CGIAR supported well with their contribution which was critical for the invitees list
 - Breaking down roles for building list and then finalizing – eg person responsible for aggregating list, person to review, person to make a final decision on invitees
- Agenda preparation:
 - Ready in enough time for sending with invitations
 - Include outline of main outputs very clearly
- Preparation of presentation:
 - Starting its development earlier
 - Sharing with speakers earlier on for feedback
- Event itself:
 - Slide deck should arrive earlier so it's online
 - -Have “translation” slide as first slide
 - Slides arrived too late
 - Having one person dedicated for admitting people to the event
 - Assign someone to share questions from Zoom chat
 - Transcription of dialogue to support note-taking

HOW: Renewing the CGIAR to support food, land and water systems transformation in India – 08 September 2021

MARD – CGIAR 3rd Coordination Meeting – 10 December 2021



Contextualized engagement approach



Co-design

India and CGIAR - future

- Understanding that there is no SDG agenda without India – for India and for the world

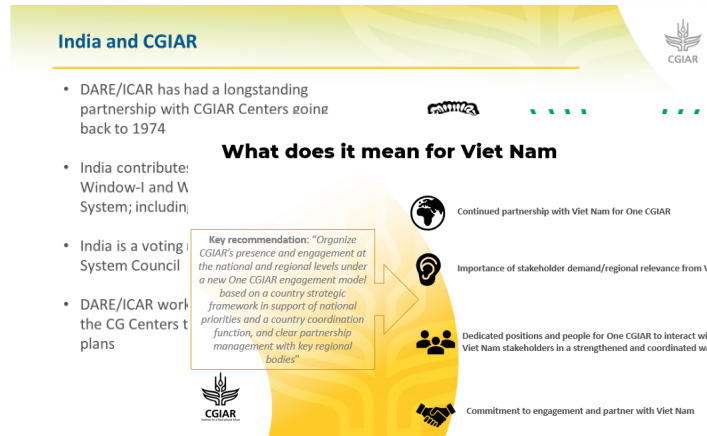
2 ZERO HUNGER

Matching partnerships to specific challenges



- Specific demands** of regions, countries and landscapes will shape partnerships
- Greater **diversity in the range of partners** — beyond the agriculture sector
- As a trusted independent party, CGIAR provides a **single point of entry**
- Solutions from **coordinated action** across sectors
- CGIAR will **work with partners** to:
 - Co-identify challenges** and research foci
 - Co-generate evidence** and awareness
 - Co-deliver** innovations

Collaboration



Lessons learnt:

- Involve key partners in the preparation of the dialogue
- Co-signed minutes of the meeting and agree on next steps

To engage host country separately to the regional process is paramount.

HOW: ESA regional stakeholder consultation – 16 September 2021

Still in the making

Diagnostics + Dialogue for alignment

Contextualized engagement approach



1st One CGIAR East and Southern Africa (ESA) Regional Stakeholder Consultation

16th September 2021

Concept Note

MEETING OBJECTIVES AND EXPECTED OUTPUTS

The purpose of this first ESA Regional Consultation is to consult with key stakeholders in the ESA region on the **relevance of the One CGIAR transformation in line with the ESA region's needs, priorities, and circumstances**. Further regional consultations will be organized to deep dive into specific issues raised by stakeholders for more clarification. The outcome of this first ESA stakeholder consultation and from other regional consultations, will provide the basis for country consultations, which will focus more on in-country engagement of stakeholders in the ESA region with One CGIAR, using the ESA Regional Integrated Initiative as a precursor, to address food, land, and waters systems challenges in the ESA region.

Expected outputs

Key stakeholders of the ESA region are more knowledgeable about One CGIAR approach to overcoming challenges of the food, land and water systems in a climate crisis in the ESA region.

Key stakeholders of the ESA region provide recommendations to One CGIAR on how to engage with countries and regions based on their needs, priorities and circumstances, to implement the One CGIAR research and innovation agenda.

Key stakeholders of the ESA region endorse the engagement approach presented by One CGIAR to craft an inclusive and shared plan of action to address food, land and waters system challenges in the ESA region.

PARTICIPANTS

These will include a range of key stakeholders in the Agricultural Research and Innovation landscape (key national public and private sector agencies). **The meeting will be held virtually.**

How do we ensure business continuity (now) and sustainability (later)?

The Five core functions of a Regional Director/ Country Manager



Regional Directors and Country Managers deliver five key functions

| | |
|--|--|
| Representation and Relationship Management: | Elevating CGIAR regionally/nationally, leading unified regional/country engagement, facilitating dialogue and collaboration to align with local partners and engaging with regional bodies |
| Strategic Presence and Coordinated Action: | Shaping the design of One CGIAR's strategic presence within the region; Coordinating across all teams in the geography to promote internal coordination and a coherent 'One CGIAR' engagement w/ external stakeholders |
| Intelligence and Knowledge Sharing: | |
| Aligning with Demand: | |
| Resource Mobilization, Communications: | |

Country Convenor: A bespoke interim solution to country representation



Country Convenor selection process

- WHO to select for country convenor**
 - When the HQ of a center is localised in a country, the DG of that center retains the OneCG representative function
 - Otherwise, when the CGIAR entity with the strongest presence in a country is clear, that Country manager / rep / liaison (official title or de facto title) for that entity is selected
 - At last, in the case where either (i) the candidate shows no interest or is not suitable for the country convenor role or (ii) there is not clear "CGIAR entity with strongest presence", we register interest among the community of Country managers / reps / liaison within the country across entities and set up a small selection panel

Priority countries for immediate engagement

| Country | Relationship | Legal entities | Planned Initiatives | Comments |
|---------------|-------------------------|--|---------------------|--|
| Colombia | HCA | Alliance of Bioversity International and CIAT, CIMMYT, CIP | 10 | |
| Mexico | HQ | Alliance of Bioversity International and CIAT, CIMMYT, IFPRI | 5 | Security and commitment of partnership |
| Peru | HQ, HCA | Alliance of Bioversity International and CIAT, CIMMYT, CIP, IFPRI | 8 | |
| Lebanon | HQ | ICARDA, IWMI | 1 | HQ Country but no pressing issue to be resolved currently and few initiatives. Therefore could also be in prio group 2 |
| Cote d'Ivoire | HQ, HCA | Africa Rice, Alliance, IFPRI, IITA, ILRI | 3 | Same as Lebanon. Could also be in prio group 2 |
| Ghana | HCA (2x) | Alliance of Bioversity International and CIAT, CIMMYT, CIP, IFPRI, IITA, ILRI, IWMI, WorldFish | 11 | |
| Nigeria | HQ | Alliance of Bioversity International and CIAT, Africa Rice, CIMMYT, CIP, IFPRI, IITA, ILRI, WorldFish | 8 | |
| Ethiopia | HQ, HCA, LoA | Alliance of Bioversity International and CIAT, CIP, CIMMYT, ICARDA, IFPRI, IIRRI, ILRI, IWMI | 15 | |
| Kenya | HCA (3x) | Alliance of Bioversity International and CIAT, CIMMYT, CIP, IFPRI, IITA, IWMI, ILRI, IIRRI, WorldFish | 17 | |
| Tanzania | HCA, MoU | Africa Rice, Alliance of Bioversity International and CIAT, CIMMYT, CIP, IFPRI, IITA, ILRI, IIRRI, WorldFish | 9 | |
| Uganda | HCA, LoA (2x), MoU (2x) | Africa Rice, Alliance of Bioversity International and CIAT, CIMMYT, CIP, IFPRI, IIRRI, IWMI, WorldFish, IITA | 7 | |

List of countries * Host countries

| Latin America & the Caribbean (LAC) | Central and West Asia and North Africa (CWANA) | West & Central Africa (WCA) | East and Southern Africa (ESA) | South Asia (SA) | South East Asia and the Pacific (SEA) |
|-------------------------------------|--|-----------------------------|--------------------------------|-----------------|---------------------------------------|
| Argentina | Afghanistan | Benin | Angola | Bangladesh | Cambodia |
| Belize | Algeria | Burkina Faso | Botswana | Bhutan | China |
| Bolivia | Bahrain | Burundi | Comoros | India* | Indonesia |
| Brazil | Djibouti | Cabo Verde | Eritrea | Maldives | Korea |
| Chile | Egypt* | Chad | Eswatini | Nepal | Lao PDR |
| Colombia * | Iran | Cameroon | Ethiopia* | Pakistan | Malaysia* |
| Costa Rica | Iraq | | | | |
| Ecuador | Israel | | | | |
| El Salvador | Jordan | | | | |
| French Guiana | Kazakhstan | | | | |
| Guatemala | Kuwait | | | | |
| Guyana | Kyrgyzstan | | | | |
| Haiti | Lebanon | | | | |
| Honduras | Libya | | | | |
| Mexico* | Mauritania | | | | |
| Nicaragua | Morocco | | | | |
| Panama | Oman | | | | |
| Paraguay | Qatar | | | | |
| Peru* | Saudi Arabia | | | | |
| Suriname | Sudan | | | | |
| Uruguay | Syria | | | | |
| Venezuela | Tajikistan | | | | |
| Caribbean Islands (various) | Tunisia | | | | |
| | Turkey | | | | |
| | Turkmenistan | | | | |
| | United Arab | | | | |
| | Uzbekistan | | | | |
| | West Bank and | | | | |
| | Western Sah | | | | |
| | Yemen | | | | |



Dear YYY –

Receive my warmest greetings on behalf of the leadership and staff of CGIAR.

I am writing to share with you a brief update on the ongoing transition toward *One CGIAR*, which is the most ambitious reform CGIAR has undertaken since its beginnings some 50 years ago.

This reform has been driven by our commitment to make CGIAR more efficient and impactful in the face of the most pressing challenges of our time, including climate change, biodiversity loss, malnutrition, and most recently the COVID-19 pandemic. Equally as important, we have embarked on this journey to ensure that we are more relevant and responsive to global and regional challenges, and to partners' needs, priorities, and circumstances in the regions and countries where our research and innovation contributions are needed the most, in a progressive approach that integrates the fast modernization in science and the development and sustainability-oriented confluences. We are building on a remarkable 50-year track record of working with partners, such as the institution or country that you represent, to translate ground-breaking research into tangible development outcomes on the ground.

Our collective mission under *One CGIAR* is "to deliver science and innovation that advance the transformation of food, land and water systems in a climate crisis", in alignment with the Sustainable Development Goals (SDGs), in particular SDG2 – Zero Hunger. Our end vision is "a world with sustainable and resilient food, land and water systems that deliver diverse, healthy, safe, sufficient and affordable diets, and ensure improved livelihoods and greater social equality, within planetary and regional environmental boundaries. We will not be able to deliver on our mission and vision alone. We are keenly aware that working together with our partners in the regions and countries will be crucial in addressing the threats that are inextricably linked with unsustainable food systems, and which pose immediate risks to our ability to end hunger and achieve or safeguard key development outcomes.

The combined activities around country engagement guarantee business continuity and establishes the basis for renewed and strengthened CGIAR/Host Countries relations.