



CGIAR Site Integration: Update and Guidance

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Background and expectations

Why site integration?

The Consortium of CGIAR centres is proposing a second phase of CGIAR Research Programs (CRPs) that designs the CRPs as a portfolio of integrated research agendas to more effectively contribute to the objectives and targets set by a Strategy and Results Framework (SRF). A key dimension in the SRF and the second phase portfolio is increased integration across the CRPs and a strengthened ability to work with a wide range of partners and stakeholders in achieving key development goals. To realize this there will be a focus on improving coordination and collaboration, particularly through a process termed 'site integration', starting in a select set of geographies.

Some references to site integration in the SRF indicate that:

"We will develop Site Integration Plans to bring together the work of CGIAR Centers and programs in key countries, where CGIAR innovations are expected to reach millions of people."

"To devise plans for assessing impact, the CRPs will consult with representatives of partners and beneficiary groups in key countries where they aim to deliver outcomes at scale, including governments, NGOs, farmer organizations, processors and others along the value chain, and, ultimately, consumers. The CRPs will also coordinate with each other to ensure that, in key geographies, their activities are aligned for maximum impact. The CRPs' collective, coordinated commitments in these geographies will be summarized in site integration plans to enable transparent interaction with local stakeholders. The consultation process will be pursued through the GCARD."

What are site integration plans?

A site integration plan is the result of a process of planning and the necessary documentation of how the CRPs, supported by the CGIAR Centers, will be working together in countries in which they operate; working together in a way that is informed by and aligned to priorities and processes in those particular geographies. These plans, to be developed initially in the twenty identified countries for site integration, will provide a baseline of what CRPs and Centers are currently doing in countries and importantly will outline a vision of a future situation of site integration and map out the steps that will be taken to reach that future vision.

Site integration plans should cover the **key elements of site integration which include:**

1. A sustained mechanism for collaboration
2. Ongoing dialogue and engagement with partners and stakeholders
3. Collective meeting of the goals and targets of the SRF and clear country outcomes
4. Alignment of CGIAR research activities
5. Joint research outputs and public goods
6. Use of a common set of research sites
7. Shared CGIAR facilities and equipment
8. Effective and efficient use of CGIAR staff
9. Greater delivery and scaling of CGIAR research
10. Streamlining policy engagement

How should site integration be carried out?

The following points provide the major steps expected in carrying out site integration work:

- I. Identification of a number of priority countries for the implementation of Site Integration
- II. For each selected country, a CGIAR Center (or some other identified mechanism) to be identified as Facilitator or Focal Point for Site Integration.
- III. A Steering Committee to be set up for site integration in each of the countries. The role of this SC is to enable joint planning of site integration and promote openness and transparency. It will also work out mechanisms for monitoring progress in collaboration and site integration.
- IV. Engagement and involvement of the CGIAR staff across the relevant CRPs/Centres to have common understanding on the purpose and objectives of Site Integration
- V. For each selected country, identification of CRP/Center current activities and facilities and plans for the future, and looking for areas where integration could take place
- VI. Planning and conducting National Consultations, bringing together the CRPs and the national actors and partners to share information and experiences, and strengthen processes of collaboration, coordination and alignment. The National Consultations are not expected to design or work on the site integration plans themselves but to provide valuable information on priorities and initiatives within the country that CGIAR can align with and support, especially as a collective through their site integration plans. Note- the 6 site integration++ countries will have their national consultation before the end of 2015, while the 14 other site integration+ countries will plan national consultations within the first quarter of 2016. For more information and guidance on GCARD3 National Consultations please see Annex I
- VII. Developing **site integration plans** which outline how the CRPs, supported by the CGIAR Centers, will be working together in countries in which they operate, following the important elements of site integration outlined above
- VIII. **Maintaining sustained collaboration** in carrying out site integration plans
- IX. **Monitoring and reporting** on site integration implementation towards key targets

Resourcing of site integration: Site integration planning (including the necessary National Consultations and meetings) should be resourced by CRPs and CGIAR Centers. Site integration should result in greater cost-effectiveness and savings but any resourcing necessary to implement the steps and activities to get to the planned site integration should be included in the plan and budgeted through CRP proposals.

Current work on site integration

Defining site integration and planning where it will take place

Since the Guidance Note and call for 2nd generation of CRPIIs were launched there have been some advancements in thinking and planning around site integration. During the Science Leaders meeting in Montpellier, the science leaders discussed what site integration means and how this can be best implemented, devising a set of steps to start the planning. Two levels of site integration were proposed:

1. Site Integration+
2. Site Integration++

Activities and targets towards site integration will take place in an accelerated timeline in the site integration++ countries starting with national consultations to be held in 2015. Additional efforts may be undertaken in site integration++ countries to be able to showcase the efforts and results of site integration which may provide valuable lessons for site integration+ countries and other countries that may implement site integration into the future as well. Note- the 6 site integration++ countries will have national consultation before the end of 2015, while the 14 other site integration+ countries will plan national consultations within the first quarter of 2016.

A process was designed and undertaken amongst all CRPs and Centers to start initial planning for site integration. A three-step process, using surveys, resulted in the selection of 20 countries based on three criteria:

- Criteria 1: Significant CGIAR presence based on significant planned investment (>\$1million), staff based in country and major infrastructure in country
- Criteria 2: Combined weighting of rating countries as High, Medium or Low in terms of impact potential, government interest, donor focus, and existing coordination mechanisms
- Criteria 3: Selection by CGIAR entities of countries they felt important to be included as part of the site integration initiative

From this list of 20 countries, 6 countries were identified as site integration++ countries- see above for description.

Proposed list of countries for Site Integration++:

Bangladesh	Ethiopia	Nicaragua	Nigeria	Tanzania	Vietnam
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Proposed list of countries for Site Integration+:

Bangladesh	Ghana	Mozambique	Rwanda
Burkina Faso	India	Nepal	Tanzania
Cameroon	Kenya	Nicaragua	Uganda
DRC	Malawi	Niger	Vietnam
Ethiopia	Mali	Nigeria	Zambia

It is necessary to point out that this list is what is being proposed by CGIAR but will be presented to other stakeholders to get consensus, as explained below, and will also be reviewed as part of the CRP pre-proposal process.

Consulting with others

While the process undertaken amongst CGIAR entities to identify the countries for site integration was a great display of collaboration, it was also necessary to be true to the intention of the GCARD by continuing to seek feedback and guidance from stakeholders and partners. As such the following activities were done to socialize the process and its results, and to allow for feedback:

- A report on the process and results was shared with GCARD3 Organising Committee made up of CGIAR and non-CGIAR organisation representatives for their feedback

- The proposed list of countries was shared with AU and FARA colleagues at the AUC-CGIAR MoU Steering Committee meeting in Addis Ababa, Ethiopia in July 2015 [Note that 5 of the 6 Science Agenda for Africa focus countries are included in the list of 20 proposed countries]
- A consultation on the proposed site integration countries and suggested name change was developed to reach out to our many partners and stakeholders, to make sure various perspectives beyond the CGIAR internal system are taken into account. A summary document can be found [here](#) and stakeholders were invited to give feedback via email (to partnerships@cgiar.org or through a public forum (at <http://gcard3.cgiar.org/online-consultation-proposed-site-integration-countries/>)

Site Integration leadership in countries

CGIAR entities-both Centers and CRPs- have been deciding on appropriate leadership for site integration in the selected countries based on the results of the nominations and voting exercises done during the surveys. For some countries there was a majority or clear indication of a particular entity to take on the leadership, while in others there were a few entities that were put forward as possible leaders. Discussions are being undertaken to decide on appropriate leadership, and in some cases responsibility may be shared by more than one entity at the same time or on a rolling basis.

	Countries	CGIAR lead	Focal point
Site Integration ++	Bangladesh	IRRI/WorldFish	Paul Fox (IRRI) Craig Meisner (WorldFish)
	Ethiopia	ILRI	Boni Moyo (ILRI)
	Nicaragua	CIAT	Elcio Guimaraes, Regional Director, Latin America (CIAT)
	Nigeria	IITA	Alfred Dixon (IITA)
	Tanzania	IITA	Regina Kapinga (IITA)
	Vietnam	CIAT (ICRAF as co-lead)	Dindo Campilan, Regional Director Asia (CIAT)
Site Integration +	Burkina Faso	CIFOR	TBD
	Cameroon	TBD	--
	DRC	IITA	Nzola Mahungu (IITA)
	Ghana	IITA and IWMI	Funke Cofie (IWMI)
	India	ICRISAT	Peter Carberry (ICRISAT)
	Kenya	ICRAF	Ravi Prabhu (ICRAF)
	Malawi	TBD	--
	Mali	ICRISAT	Ramadjita Tabo, Regional Director / Country Representative for WCA / Mali (ICRISAT)
	Mozambique	CIP	- Adiel Mbabu, Regional Director for the SSA Region (CIP) - Maria Andrade Regional Sweetpotato Breeder for SSA and Asia, based in Mozambique (CIP)

	Nepal	TBD	--
	Niger	ICRISAT	Malick Ba, Country Representative (ICRISAT)
	Rwanda	TBD	--
	Uganda	CIP and Bioversity have agreed with the principle of establishing a light Steering Committee with a chair rotating every 2 years. Bioversity will be the first chair followed by CIP	--

Next steps

Site integration is a process which will require planning all the way through to implementation and will take place from now and continue through the next phase of CGIAR Research Programs. The next steps for site integration should include:

- ✓ **Setting up a mechanism for working together** with other CGIAR entities in each of the countries- such as a **Site Integration Steering Committee**- to plan and carry out the necessary activities towards site integration. Efforts should be made to discuss and agree on how this mechanism will work e.g membership, meeting schedules, roles and responsibilities.
- ✓ **Planning and carrying out National Consultations** in each of the countries, as part of GCARD3, to engage with national actors and stakeholders to understand the national priorities and actions and to explore how this can be aligned with particularly by the collective/joint work of CRPs in that country. Note- the 6 site integration++ countries will have national consultation before the end of 2015, while the 14 other site integration+ countries will plan national consultations within the first quarter of 2016. The expectation is that the National Consultations will be planned and implemented, including costs covered, by the CRPs and other CGIAR entities involved. Support on design, participation and strategy is available from the CO Strategic Partnerships Team and from GFAR and its network of regional fora and organisations. See Annex I below for more Guidance on the National Consultations.
- ✓ **Designing a process for discussing site integration and developing a site integration plan.** In each country the Site Integration Steering Committee- or equivalent mechanism- should understand the requirements for site integration and the expectations of developing a site integration plan and decide on a process for developing such a plan and the necessary information gathering and decision-making that this will entail. The lead Center for the country will need to submit the site integration plan as part of the submission process for CRP full proposals. CRP will be expected to outline their involvement in site integration planning (including National Consultations) and their commitment and contribution to the site integration plans developed and submitted.

✓ **Developing site integration plans**

Site integration plans should be developed in a collaborative manner through the established mechanism and process. They should indicate how the CRPs, supported by the CGIAR Centers, will be working together in countries in which they operate. The plans are expected to provide a baseline of what CRPs and Centers are currently doing in countries and importantly to outline a vision of a future situation of site integration and map out the steps that will be taken to reach that future vision. Site integration is expected to be undertaken along the following lines:

1. A sustained **mechanism for collaboration** amongst CGIAR entities in the country
2. **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. **Collective goals and targets from the SRF** related to the particular country, including identification of key goals and targets of the SRF and the way in which these will be worked towards by collective CGIAR presence and identification of clear country outcomes
4. **Alignment of CGIAR research activities** (also considering combined systems work ; gender and inclusive growth)
5. Production of **joint research outputs and public goods** including knowledge, technologies, tools, methods, evidence, processes and platforms.
6. Use of a **common set of research sites**
7. **Sharing of 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**-so that there is a collective process towards engaging with policymakers and policy process, including aggregation of data and knowledge, joint messaging, and 'one voice'

Annex I: GCARD3: Guidance Note

Why GCARD3?

Principles

Some of the ideals CGIAR should have as we move forward to improve the agricultural research-for-development work the CGIAR does include:

**Engaging and partnering with a wide range of stakeholders as necessary ingredients to plan and implement research that is meaningful and to take it to scale to have the impacts it can and should have.*

**Finding synergies and ways to better coordinate the research activities of the CGIAR Research Programs in their common geographies which will lead to more efficient and effective activities*

**Learning about priorities and activities in agriculture, development and other related sectors in the countries, regions and even on a global level will help to align the contribution of CGIAR activities towards important development goals, and to ensure that partners in countries and regions contribute to establish the enabling environment that will ensure research impact*

...and the process of engagement envisioned in the range of activities being planned as part of the third global conference on agricultural research and development (GCARD3) offers an opportunity to work towards these ideals.

- As we plan our strategy (SRF) and research programs (CRP 2nd generation) into the next ten years it is good practice to engage the many stakeholders in agricultural research for development and beyond in planning effective mechanisms for reaching important goals
- The CGIAR needs to learn more about activities and priorities in countries, regions and across the globe to coordinate with and support through our work
- With numerous CRPs working on selected geographies it is important to reflect on and plan how to better coordinate and integrate activities to minimize needless duplication and enhance synergies and to work towards more impactful presence in those geographies, but also to ensure an impact-enabling environment involving partners is in place, *namely through site integration plans.*

What will GCARD3 involve?

Over the approximately 18 months of GCARD3, a number of activities and events will be part of this longer term process of engagement and planning. Some activities will be planned specifically by the GCARD3 Organising Committee and implementing team, but many other relevant activities and events will help to contribute building blocks to this process.

1. Online Consultations (e.g on SRF)	Cutting across all GCARD3 activities will also be:
2. National consultations	
3. Regional consultations	
4. Global level conference event	
5. Other related events	
	A. communication around all the activities, results and lessons
	B. knowledge sharing and management of the documents and documentation of all activities
	C. monitoring and learning from all the various engagement processes



GCARD 3 is being jointly implemented by GFAR and the CGIAR Consortium. It will be guided by an organising committee consisting of: Frank Rijsberman (CGIAR Consortium), Mark Holderness (GFAR), Tom Randolph (CRP Livestock and Fish), Kwesi Atta-Krah (CRP Humidtropics), Irene Annor-Frempong (Regional Fora seat:FARA), Ester Penunia (Asian Farmers Association), Sigismundo Bialoskorski Neto (SME private sector), Alain Vidal (CGIAR Consortium Office), and Fiona Chandler (GFAR Secretariat)

Support in the planning and implementation of GCARD3 activities is being handled by the Partnerships teams of both the GFAR Secretariat and the CGIAR Consortium Office.

National Consultations

What:

- National consultations with a wide range of partners and stakeholders will take place in set of key geographies focused on learning about and exploring how to align with and support national activities and priorities, and where necessary to develop additional partnerships and partnership modalities

When:

- National consultations for the 6 site integration++ countries (Bangladesh, Ethiopia, Nicaragua, Nigeria, Tanzania, Vietnam) will take place in 2015
 - National consultations in the site integration+ countries (14) will take place within the first quarter of 2016
 - Each national consultation can take place at a time convenient and appropriate in that particular geography.
- [Note: consultations may happen at the same time in different geographies]**

Who:

- These are to be organised jointly by CRP and Center representatives operating in the selected countries and key relevant country partner organizations.
- The costs will be covered by the CGIAR entities involved in site integration in each country
- Organizational support will be provided by GFAR and CO

How:

A. Organising the consultations

- These should be organised at least in the 20 countries identified
- The Site Integration Steering Committee established in each of the countries identified for site integration may itself organise and implement the National Consultation or may decide on an alternative/additional mechanism to organise the National Consultation, including 1-2 partner/stakeholder representatives
- Once the SC or alternative mechanism is established, it should:
 - Identify **date** for consultation (could be part of or tacked on to another big event)
 - Establish a **budget** for the event-and how the costs will be covered by all CRPs and Centers involved (some contributions may be things like providing a meeting space, admin services etc). Budget may need to include providing support for some key stakeholder groups to attend that cannot support themselves
 - Discuss **roles and responsibilities** of the various CRPs/Centers in organising the consultation (including invitations, communications, reporting etc)
 - Develop a **participants list** and how stakeholders will be invited (and encouraged).

Note: GFAR will provide support in identifying, inviting and encouraging a wide range of relevant stakeholders to attend the consultation

Note: it is important that a wider and more relevant set of participants is sought than usual e.g inviting Ministry of Finance in addition to Ministry of Agriculture; inviting Private sector actors, etc)

- Discuss the **objectives, agenda and activities** to be part of the workshop as well as what contributions should be made in the workshop and by who [Note 1-some ideas about how the consultations could be organised can be found below] [Note 2: Consultation should contribute to development of site integration plans-see the expectations for these in the main document]
- Decide on a **plan for implementing** the consultation
 - ✓ Design the consultation to be interactive using a good set of approaches. consider using a facilitator. The GCARD3 implementing team can provide support on designing the consultation (and see some principles/good practices below)
 - ✓ Share consultation agenda, participants list, background information etc with CO to be put on the GCARD3 website (www.gcard3.cgiar.org)

B. Running the consultation

- The objectives of the National Consultations should drive the events- including:
 - share and learn about what is going on, what is planned, development needs and priorities in the country/geography
 - identify how CRPs that will be operating in that country can address those needs and priorities
 - finds ways for better CRP coordination in that geography, that will contribute to development of site integration plans
- The event may be one or more days depending on the particular context of the country
- Have good information available to the participants
- Include communication specialists to capture and share what is going on the consultation
- Consultation should be documented-both content and process. Innovative methods such as using slides, videos, audio etc can be used. Communication and documentation materials should be shared with the CO to be put on the GCARD3 website (www.gcard3.cgiar.org)

Suggestion of how the consultation could be run:

- activities to learn about what is happening, planned, development needs and priorities of the country (could include presentations, marketplace, card exercise, etc)
- collectively looking at priorities for the country from different groups and reviewing current alignment and exploring any further possibly alignment and how various groups will contribute to priorities for the country
- exploring what research for development /CapDev / etc is needed or would contribute to impact in the country
- mapping activity to showcase who is doing or can be doing what: CGIAR entities, National entities, Private sector, NGOs etc)