



RESEARCH  
PROGRAM ON  
Dryland Systems

**April 2015**

CGIAR Research Program on Dryland Systems  
**Governance & Management Structure**

Food security and better livelihoods  
for rural dryland communities

**V2**




The CGIAR Research Program on Dryland Systems aims to improve the lives of 1.6 billion people and mitigate land and resource degradation in 3 billion hectares covering the world's dry areas. Dryland Systems engages in integrated agricultural systems research to address key socioeconomic and biophysical constraints that affect food security, equitable and sustainable land and natural resource management, and the livelihoods of poor and marginalized dryland communities. The program unifies eight CGIAR Centres and uses unique partnership platforms to bind together scientific research results with the skills and capacities of national agricultural research systems (NARS), advanced research institutes (ARIs), non-governmental and civil society organizations, the private sector, and other actors to test and develop practical innovative solutions for rural dryland communities. The program is led by the International Centre for Agricultural Research in the Dry Areas (ICARDA), a member of the CGIAR Consortium. CGIAR is a global agriculture research partnership for a food secure future.

For more information please visit:

[drylandsystems.org](http://drylandsystems.org)



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1	Governance & Management Structure	01-02-2015	Enrico Bonaiuti	Research Management Committee	Richard Thomas
2	1 <sup>st</sup> review	10-04-2015			Independent Steering Committee

## List of Acronyms

AL	Activity Leader
ARI	Advance Research Institutes
ASC	Action Site Coordinator
BOT	Lead Center Board of Trustees
CB	Consortium Board
CC	Center Coordinator
CCEE	CRP Commissioned External Evaluation
CD	Capacity Development
CDWG	Capacity Development Working Group
CFP	Center Focal Point
CKSG	Communication and Knowledge Sharing Group
CO	Consortium Office
CoP	Community of Practice
CRP-DS	The CGIAR Research Program on Dryland Systems
DM	Data Management
DMWG	Data Management Working Group
FC	Fund Council
FC	Flagship Coordinator
FP	Flagship Projects
GAP	Gender in Agriculture Partnership
GFP	Gender Focal Points
IDO	Intermediate Development Outcome
IEA	Independent Evaluation Arrangement
IRT	Interdisciplinary Research Team
ISAMG	Integrated Systems Analysis and Modelling Group
ISC	Independent Steering Committee (2015-2016)
ITU-SD	Information and Technology Unit – Software Development
LC	Lead Center
NARS	National Agricultural Research Systems
NGO	Non-Governmental Organization
OCS	One Corporate System
PC	Partner Center
PMU	Program Management Unit
POWB	Plan of Work and Budget
PP	Program Participants
PPA	Program Participant Agreement
RMC	Research Management Committee
S&IM	Science and Implementation Meeting
SC	Steering Committee (2012-2014)
SRF	Strategic Results Framework
TF	Task Force

## Agricultural research to make a difference

Sustainable agricultural development requires research across agricultural science, natural resource management, and policy. The CGIAR [Strategy and Results Framework](#) is our road map to sustainable agricultural development.

This Framework sets out how, by working together, 15 [Research Centers](#) and their partners will contribute to:

- Less rural poverty;
- Better food security;
- Better nutrition and health; and
- Sustainably managed resources.

It has been recognized for more than a decade that the ever more complex issues facing agricultural research for development require an innovative approach to research. No single research institution working alone can address the critically important issues of global climate change, agriculture, and food security and rural poverty. Our ambitious CGIAR Research Programs tackle the cross-cutting issues in agricultural development across the globe.

## Tackling complex issues with collaborative research

CGIAR Research Programs align the research of 15 [Research Centers](#) and their partners into efficient, coherent, multidisciplinary programs. These realize the full potential of collaborative research for tackling complex development issues.

## Managing for results

Our Strategy and Results Framework sets out how we ‘manage for results’. It guides us in defining what we want to achieve, organizing ourselves to deliver accordingly, keep checking that we are on track, and vigilantly measuring what actually happened as the result of what we did.

Guided by the Framework, Centers work with partners to plan [CGIAR Research Programs](#). The new understanding and technologies developed by this research are then put into practice by Centers, [partners](#) and users—often as novel packages of technologies, institutional arrangements and management practices. Scaled up and applied widely by public and private development partners the innovations make a difference to rural poverty, food security, nutrition and health, and natural resource management.

## CGIAR Research Program on Dryland Systems

[The CGIAR Research Program on Dryland Systems](#) (CRP-DS) is a \$35 million per year research program that represents the first application of an integrated, agro-ecosystem approach at a global scale that can deliver simultaneously on economic, social and environmental benefits needed to achieve viable livelihoods in Dryland areas.

Through [innovative science and cross-cutting partnerships](#), the Program is working to develop resilient, diversified, and more productive combinations of crop, livestock,

vegetables, trees, water, rangeland and policies that increase incomes, reduce hunger and malnutrition, and improve quality of life among the rural poor whilst conserving natural resources. It targets two main groups; 1) the land user to intensify and diversify production and 2) the policy environment to strengthen institutions and governance.

The CRP-DS operates in five target region named Flagship Projects (FP), within each of which two Target Areas are addressed: one focusing on resilience and reducing vulnerability and the other on diversification and sustainable intensification. The actual work on the ground within each Target Area will be done in Action Sites and within those in field sites. Both Flagships and Action Sites are managed by key staff members named “coordinators” as explained in the respective ToR below. They ensure that the program is properly planned and implemented in accordance with the program mission and vision.

In each Flagship Project the research is organized around five agricultural livelihood systems (ALS) that are predominant in Drylands: [Pastoral](#), [Agro-pastoral](#), [Rainfed](#), [Irrigated](#), and [Tree-based](#) systems. The Program aims to deliver on packages of technical, market, governance and policy options that can sustainably improve livelihoods in these systems.

Applying a systems approach the CRP will supersede the piecemeal approach that has dominated drylands research up to now by embracing both horizontal and vertical systems integration across sectors and scales.

In the policy arena the CRP strengthens the science-policy interface that has prevented governments and international bodies from delivering changes on the ground to rural people. A fully integrated systems approach is necessary to identify opportunities for the agricultural sector in concert with development of water and renewable energy resources, in the context of a new generation of national development plans that can reverse the chronic lack of investment in dryland areas.

### How does it operate?

The Program tests and validates demand-driven interventions in 13 action sites, selected as representative livelihood systems across five regions: [West Africa Sahel and the Dry Savannas](#); [North Africa and West Asia](#); [East and Southern Africa](#); [Central Asia](#) and [South Asia](#).

[Systems innovation platforms](#) are being formed, currently 45, that add to value chains by encouraging diversification and local income generation by harnessing local and ‘scientific’ knowledge that, when combined with responsible private sector investment, will result in local clusters of economic activity incorporating other livelihood options such as renewable energy, ecotourism, artisanal goods and biodiversity for pharmaceuticals. Through participatory approaches involving farmers, traders, food processors, researchers, government officials and NGOs, ownership is created that brings lasting change.

Research activities are linked to development projects in order to directly improve the effectiveness of development spending at local scales, at the same time as producing generalizable knowledge, and forging new partnerships, that will impact development of livelihood systems across the global drylands.

## Governance and management

The program developed specific governance and management documents applying the wider CGIAR principles/strategies to ensure compliance with the consortium.

The effective governance of the CRP-DS Program is achieved through 2 main bodies a Research Management Committee (RMC) and an Independent Steering Committee (ISC).

The RMC reviews the Plan of Work and Budget (POWB) to ensure consistency, and integration at the program level. It also endorses the budget allocation that is then reviewed by the ISC before final approval by the Lead Center Board of Trustees (BOT). The RMC is chaired by the CRP-DS Director, and is comprised by the 8 Partner Centers and 5 Flagship Coordinators. The coordinators of cross-cutting issues from the [Program Management Unit](#) (PMU) are invited to each RMC meeting. The RMC is supported by technical working groups to promote strategic research. Currently the program has formed 5 working groups: the Gender Working Group, the Data Management Working Group, the Capacity Development Working Group, The Communications and Knowledge Sharing Group and the integrated System analysis and modelling group. The working groups allocate the budget under the overarching program and submit their recommendations to the RMC via their Chair.

The ISC was formed in 2015 as requested by the Consortium Office (CO) on July 2014 merging the former Steering Committee and an Independent Science Advisory Committee to be merged. The composition of the ISC has been defined in the minutes of the 4<sup>th</sup> SC. The members are appointed jointly by the CRP-DS Director, BOT Chair and Lead Center DG and are published on the [website](#). The membership comprises: 4 individuals elected on the basis of their relevant technical expertise, 4 on the basis of non-CGIAR institutional partnerships, and 2 CG partner centers (on a rotational basis every 3 year) with voting rights. The CRP-DS Director, the BOT member and the Lead Center DG are ex-officio members. TF, PMU and Overarching Program Coordinators are invited as observers.

The ISC ToR have been endorsed in December 2014 by the former SC. The ISC ToR stipulates that the Lead Center Board of Trustees (BOT) is the body to approve the POWB given its role for the fiduciary responsibility for the program.

Both bodies are supported by the CRP-DS PMU.

At the flagship program level (regions), the planning and implementation body is the Interdisciplinary Research Team (IRT). This body is chaired by the Flagship Coordinator (FC) appointed by the center coordinating the flagship and it has as members the Center Focal Points (CFP), which are the representatives appointed by each center at flagship level. In addition, IRT members are the Action Site Coordinators (ASC) and local stakeholders (NARS, NGO, Private Sectors). This body identify the constraints and defines the needs at flagship level: drafting the POWB for the upcoming year and monitoring the implementation. All bodies at program level and regional level have defined ToRs with responsibilities and accountabilities approved during the 4<sup>th</sup> meeting of the former Steering Committee (SC) in December 2014.

During the 4<sup>th</sup> SC, the new [M&E platform](#) to monitor the program results was presented to the RMC and SC. The SC members have requested the creation of a smaller number of

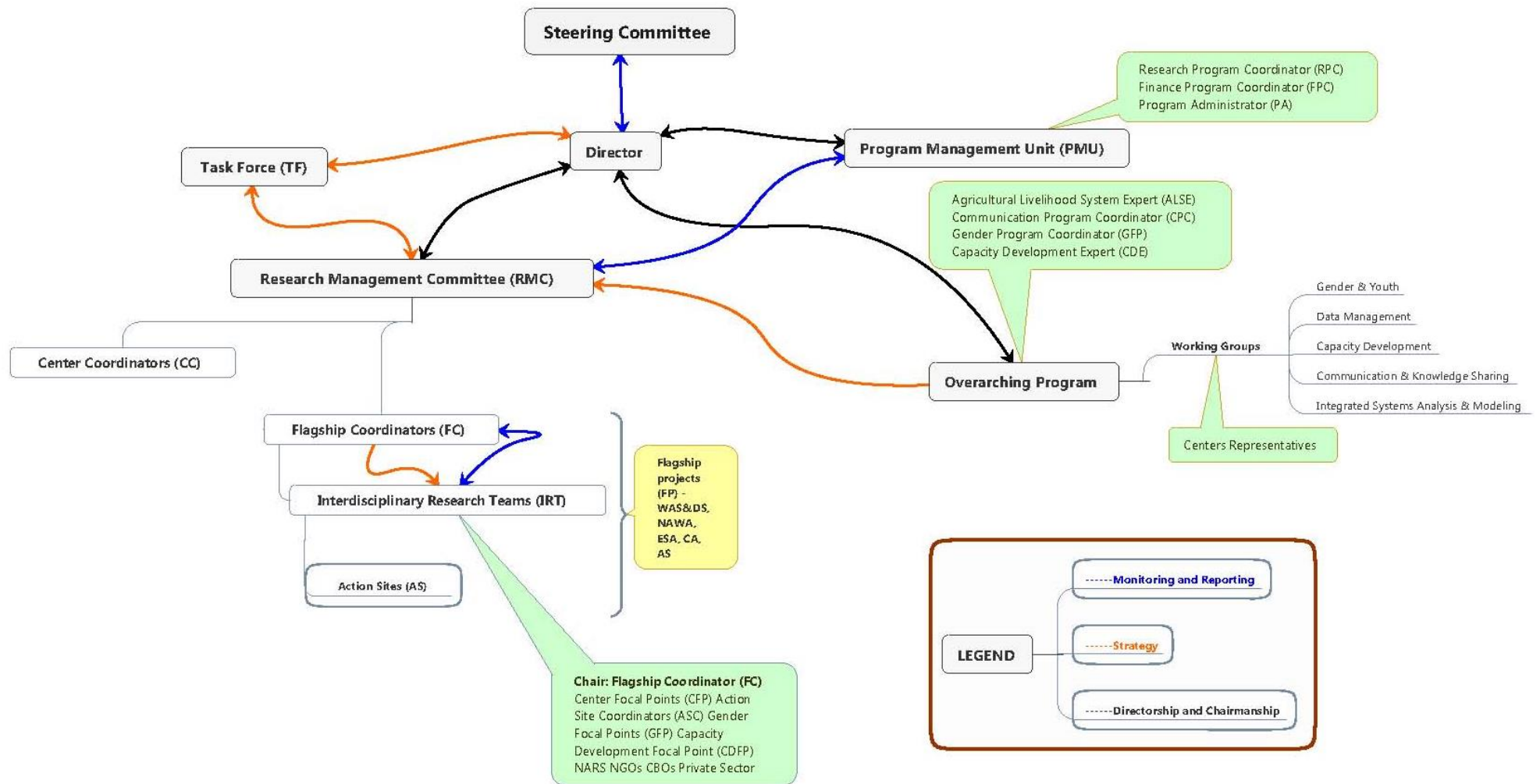


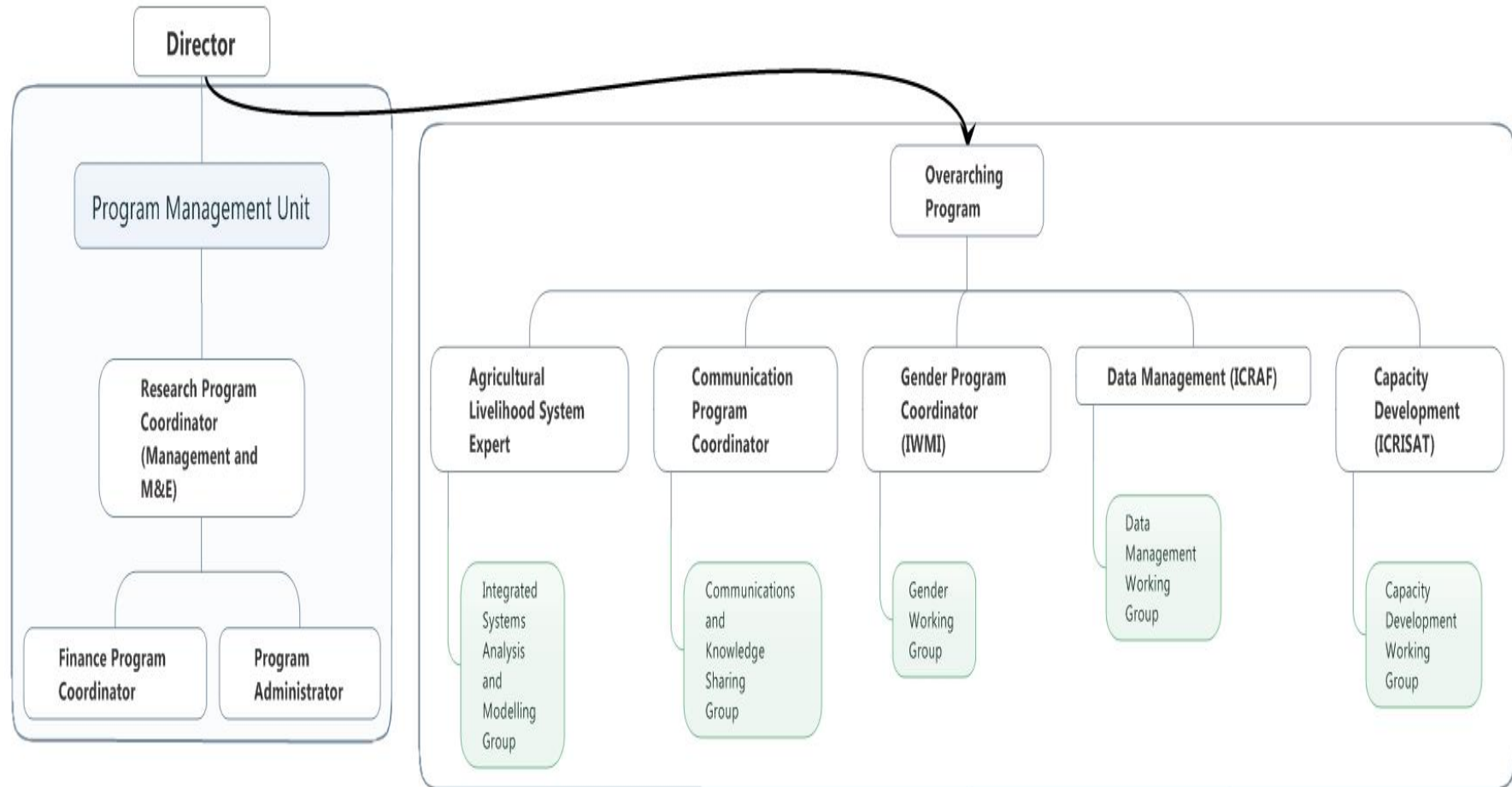
indicators in comparison with the 34 used by the CO in order to optimize the analyses on the performance of the program. For compliances with the CO, the system will use the original 34 indicators and will cluster them into a reduced number to prepare a 6 month report and 12 month analysis. The platform does not include financial monitoring yet and this should be harmonized in 2015 once the One Corporate System (OCS)<sup>1</sup> system becomes operational.

In addition to the M&E the program has defined a [risk management plan](#) that will be updated twice a year.

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<sup>1</sup> [OCS is a center-led initiative](#), and provides opportunities for efficiency gains in managing projects, finances and human resources. It is adopted by the Consortium Office along with nine Research Centers. OCS aims to create more automated and more efficient processes, thus saving personnel time. It also is designed to meet not only the information needs of the Research Centers and CGIAR Research Programs but also to provide a tool for aggregating system-wide information. OCS is a model for cross-organization collaboration and cost savings.





## The Task Force

The CO requested the program to form a Task Force (TF) to support the program in the Extension Period (2015-2016) in order to prepare a compelling case for the continuation of the CRP. This will facilitate the preparation of a new proposal for the 2<sup>nd</sup> cycle of CRPs funding (2017). The TF is intended as a temporary body, but also as an opportunity to establish new partnership with Advance Research Institutes (ARI).

The program [announced the call](#) to seek the services of dryland experts from outside the CGIAR to constitute a CRP-Commissioned Task Force to help develop a global 'research in development' program that will become one of the largest groupings of researchers focusing on the challenges of achieving sustainable livelihoods for dryland populations that depend on agriculture. The call ended on 30<sup>th</sup> October 2014. The CRP-DS Director has prepared an evaluation matrix to support the RMC and SC in providing recommendations to the BOT and the CO. However the CRP-Director suggested to the CO that the Task Force should also include those CRP members that participated actively in recommendations to establish a system approach to research at [the first Science and Implementation meeting held in June/July 2014](#) and who were not actively engaged in the preparation of the extension proposal. This suggestion was endorsed by the BOT Representative, [Margret Thalwitz](#) who emphasized the need to continue the momentum generated at the Science & Implementation meeting.

The RMC and SC met in December 2014 and supported the candidates mentioned below. The RMC and SC recommended also including internal candidates.

### External:

- Bernard Faye (CIRAD)
- Lindsay Stringer (Leeds University)
- Luuk Fleskens (Leeds University)
- Mark Reed (Birmingham City University)

### Internal:

- [Jan De Leeuw](#) (ICRAF)
- Lance Robinson (ILRI)
- [Everisto Mapedza](#) (IWMI)
- [Anthony Whitbread](#) (ICRISAT)
- Katherine Snyder (CIAT)

The TF met with the CRP-DS Director on March 24<sup>th</sup> -25<sup>th</sup> 2015 (Leeds University) and attended to the meetings of RMC, ISC and 2<sup>nd</sup> S&IM on April 6<sup>th</sup> – 10<sup>th</sup> April 2015 (ICRISAT HQ).

The updated timeline is reported below.

Phase	Period	Main output	Responsibility
Phase 1: Inception phase	March 2015	Consultants mobilized; Work flow established; Team meeting; Documents distributed to prepare inception report including desk studies	TF, CRP-DS Director, PMU
Phase 2: Collection and analysis of information	April-June 2015	Inception Report structure and methodology completed; Conduct of interviews; Surveys; Country visits; Desk reviews; Various reports as defined in the inception report produced	TF Team Leader in close collaboration with CRP-DS Director. Team members to do desk reviews
Phase 3: Report drafting and final consultation with stakeholders	July-August 2015	Draft report submitted; Response from PMU; Amendments included; Final report submitted;	TF Team Leader in close collaboration with CRP-DS Director; PMU.
Phase 4: CRP-DS POWB2016	September- November 2015	Workshop completed; action plan prepared.	TF Team Leader in close collaboration with CRP-DS Director and Partner Centers.
Phase 5: CRP-DS 2 <sup>nd</sup> Call preparation	This phase will be adapted once the CO will notify the final 2 <sup>nd</sup> Call timeline.	Workshop completed; 2 <sup>nd</sup> Call proposal prepared.	TF Team Leader in close collaboration with CRP-DS Director and Partner Centers.

## The CRP Audit

On April 25<sup>th</sup> 2014 the CGIAR [Internal Audit Unit](#) (IAU) notified the Lead Center that IAU will be undertaking an internal audit of the CRP-DS program as part of the CG Consortium approved IAU workplan for 2014. The internal audit encompassed a review of the following five broad areas of CRP functioning:

- Governance, Management and Compliance
- Project Management
- Financial Management
- Partner and Subcontract Management
- Monitoring and Evaluation

The audit reviewed the operational functioning of the Program at ICARDA, as well as at participating partner centers. The work consisted in document review of ICARDA and CRP-DS guidelines, policies, procedures, contractual/partner agreements, and other legal agreements; interviews with selected staff playing key roles in the financial, operational, and technical management of the Program; review of financial and program documentation, submission of charges incurred, and outputs produced.

The process started in late May 2014 and ended in October 2014.

The audit report was sent as a draft to the Lead Center and CRP-DS Director on October 31<sup>st</sup> 2014. The PMU provided detailed responses to the draft Audit report in the month of November. [The final report](#) was transmitted to the CRP-DS Director on March 5<sup>th</sup> 2015.

A progress list against the draft document is reported briefly below:

- The program manager of the PMU developed criteria for mapping bilateral projects within CRP-DS.
- Revised ToRs for the Steering Committee were approved during the 4<sup>th</sup> SC meeting. The revised TORs have already been endorsed by the CO Chief Science Officer and the CEO.
- The RMC ToR was finalized on July 2, 2014 and approved during the 4<sup>th</sup> SC meeting.
- All PMU Coordinators attended the RMC and SC meetings.
- The PMU ToR and operational guidelines are now established and approved by the 4<sup>th</sup> SC.
- PMU established a list of all Partner Centers staff.
- ICARDA appointed a Financial Coordinator who has reporting responsibility to the Director of Finance of the Lead Center.
- The Program established the CRP financial management policies/principles and procedures to ensure that decisions remain with the CRP management, so long as these are consistent with ICARDA's own Board approved financial management policies.
- ICARDA is currently working on implementing a system to maintain oversight over the flow of CRP W1&2 funds.

- PMU reviewed and monitored the overhead rates charged to CRP-DS, and reported to the 4th SC meeting, the Lead Center Board and the Consortium.
- ICARDA's IP & Legal Officer finalized a [conflict of interest policy](#) which was approved during the 4th SC meeting.
- The M&E plan was drafted. It is currently under review in order to be adopted by the on-line M&E platform that has been launched.
- The PMU developed in consultation with the RMC a [risk management plan with a risk register and risk owner](#). This was approved during the 4th SC meeting.
- The PMU is currently establishing a process to monitor adherence to legal contracts by the CG and outside partners and to highlight potential and real breaches.
- The IRTs are functioning bodies at the regional level since 2013. Final TORs have been prepared and approved during the 4th SC meeting. All IRTs decided on the budget allocation in each region with a bottom-up participatory approach testified by the POWB2015 that has been approved.
- One overarching flagship program has been approved to bring coherence to the CRP FP's and activities. Activities include data synthesis and management, geo-informatics, capacity development, gender and youth, knowledge synthesis and communications, systems analysis and modeling.
- The communication program coordinator started Nov 1, 2014.
- The Agricultural Livelihood Systems Expert started Jan 11th 2015.
- The Gender Program Coordinator started Jan 11th 2015.
- Working groups and communities of practice are being formed to decide on the activities and budget allocations for the overarching activities. A meeting of the working group of gender has already met, chosen a chair from the gender focal points and agreed to cover the chair's costs for one month per year. The chair of the WG will be on rotational basis amongst focal points.

## The CRP Commissioned External Evaluation

The Fund Council (FC), in agreement with the CO has requested the program to conduct [an external evaluation](#). Despite the budget cut, the 4<sup>th</sup> SC advised the CRP-DS Director not to delay the CCEE process and to proceed to hire the consultants to undertake this evaluation. Some CCEE members could then participate in the TF process. In addition, the findings of the audit on the CRP-DS can be included in the CCEE with noted responses and confirmations that the CRP has responded to the recommendations of the audit. Although this complicates the oversight process, we believe this is a more efficient use of limited resources. The PMU called for candidates for the CCEE on November 30<sup>th</sup> 2014 thus screened the CVs received on December 10<sup>th</sup> 2014 and requested [Independent Evaluation Arrangement](#) (IEA) feedback on the best three to be contracted (one as team leader) on 23<sup>rd</sup> December 2014. The contracts have been issued on February 9<sup>th</sup> 2015 and the selected consultants met with the CRP-DS Director on March 26<sup>th</sup> 2015 (Leeds University). The CCEE plan has been presented to the meetings of RMC, ISC and S&IM on April 6<sup>th</sup> – 10<sup>th</sup> April 2015 (ICRISAT HQ).

The CCEE Members are:

1. Douglas J. Merrey (USA)
2. Ross Stewart Mcleod (Australia)
3. Judit Szonyi (Hungarian)

The oversight Committee for the CCEE process is:

1. Jan De Leeuw (ICRAF Center Coordinator and Research Management Committee Member) – Chair
2. Paul Vlek (ICARDA Center Coordinator and Research Management Committee Member)
3. Anthony Whitbread (ICRISAT Center Coordinator and Research Management Committee Member)
4. Richard Thomas (CRP-DS Director and Research Management Committee Chair)
5. Enrico Bonaiuti (CRP-DS Director and CCEE Manager)

The timeline is reported below.

Phase	Period	Main output	Responsibility
Phase 1: Inception phase	March-April 2015	Work flow established; Team meeting; Documents distributed to prepare inception report including desk studies; inception report completed.	CCEE Team, CRP-DS Director, CCEE Manager
Phase 2: Collection and analysis of information	May-June 2015	Conduct of interviews; Surveys; Country visits; Desk reviews; Various reports as defined in the inception report produced	CCEE Team Leader in close collaboration with CCEE manager. Team members to do desk reviews
Phase 3: Report drafting and final consultation with stakeholders	June-July 2015	Draft evaluation report submitted; Response from PMU; Amendments included; Final evaluation report submitted;	CCEE Team Leader and team; PMU.
Phase 4: Management response; Dissemination event and Action Plan	July - August 2015	Management Response finalized; Workshop completed; action plan prepared.	Team Leader and PMU



## The Independent Steering Committee

The ISC will provide strategic oversight and be responsible for the overall direction, monitoring, and resource allocation across the program. After the Consortium Board (CB) and the BOT, the ISC is the highest authority in making collective decisions, including those on strategic oversight, approval of workplans, budget allocations, and the future directions, excellence and emphasis of the program. It recommends annual workplans and budget allocations to the BOT. As such the ISC is accountable to BOT which has the fiduciary responsibility of the CRP-DS. The ISC may:

- Request the RMC to develop and propose medium-term and the POWB and other planning tools for review and approval;
- Consult with the Lead Center (LC) and CRP-DS Director on the term appointments of TF and RMC;
- Receive reports and advice from the temporary TF on the relevance and quality of proposed and ongoing research. Ensure that any recommendations are implemented.
- Monitor and guide Intermediate Development Outcomes (IDOs) of the CRP-DS;
- Provide scientific direction, monitor science quality and determine feasibility of proposed approaches to the BOT and the RMC;
- Provide direction on partnership and uptake/impact strategies;
- Provide oversight and advice on gender, youth and capacity-building issues;
- Establish guidelines for membership of new Program Participants (PP) as the CRP-DS evolves;
- Facilitate collective agreement on equitable mechanisms, processes and decision criteria for funding allocations;
- Recommend work plans and budget allocations between PP to the BOT;
- Recommend the BOT to suspend or terminate Program Participant Agreement (PPA), or amend the POWB on the basis of its evaluation of a PP's performance; changes in strategic direction or priority within the CRP; additional funds brought in by a PP or the reports submitted by such PP;
- Organize ISC meetings twice a year, preferably back-to-back with a periodic annual CRP-DS Science and Implementation Meeting (first 4 months of the year) to which ISC members are invited. ISC meeting should be organized at the end of each year to approve the POWB for next year (December) and after 6 months (July) to review the previous year annual report and the 6-months reporting). ISC meetings should be organized in PP HQs and Target Regions on rotating basis;
- ISC meetings should be set to occur prior to BOT meeting having the ISC Chair to report to in order for the BOT to approve issues related to the governance of the CRP;
- Final meeting minutes are posted online to provide broad dissemination among program stakeholders.
- Resolve any disputes among partners or with external parties that cannot be resolved by the RMC and that fall under the domain of institutional and legal responsibilities. Disputes will be resolved according to the principles of the CGIAR Constitution;

- Define policies and procedures for the functioning of ISC for approval by the BOT.

The structure and functioning of ISC can evolve as the CRP-DS moves forward, including membership. Its structure as described in the proposal follows:

The ISC will be chaired by an independent elected member of the ISC other than members of the CGIAR Centers. Other members will include, on a three year rotational basis, institutional representation and two three-year terms for the four members selected based on their expertise in dryland system:

- 4 members on the basis of their expertise in dryland systems and in cross-cutting issues.
- 4 members on the basis of their institutional membership.
- 2 CG partner center Director Generals ex officio.
- The Lead Center Director General ex officio
- The Lead Center BoT Representative, ex officio.
- The CRP-DS Director, ex officio.

In case of institutional representation, ISC members designate their alternate to deputize for them at ISC meetings, but designates must be free of all conflicts of interest<sup>2</sup> with regard to governance. Thus, members of the TF and RMC cannot be designated to represent ISC members. ISC membership may be modified by the ISC members.

The BOT nominated the new ISC by Jan 15<sup>th</sup>. The new ISC will govern the program for the period Jan/2015-Jan/2018.

ISC meetings are open to BOT members and CGIAR CO (or his/her designate). The PMU staff (Research, Finance, Gender, System and Communication) is invited to each ISC meeting.

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<sup>2</sup> The ISC member will undersign the present clause when accepting his mandate: *She/he agrees that there are no contracts, restrictions or other matters which would interfere with her/his ability to discharge her/his obligations under this ToR. If, while performing her/his duties and responsibilities under this ToR, the ISC member becomes aware of any potential or actual conflict between her/his interests and those of CRP-DS, then she/he shall immediately inform the ISC through its Chair. Where ISC forms the view that such a conflict does or could exist, it may direct the member to take action(s) to resolve that conflict, and the member shall comply with that instruction.*

## The Research Management Committee

The CRP-DS seeks to address improving livelihoods in the dry areas using an integrated agro-ecosystems approach. It operates in five target region Flagship Projects (FP), within each of which two Target Areas are addressed: one focusing on resilience and reducing vulnerability and the other on diversification and sustainable intensification. The actual work on the ground within each Target Area will be done in Action Sites and within those in field sites.

**Members and chair:** The RMC will have as members the CRP Director (chair), the five FC and the CG Center Coordinators (CC) participating in the CRP-DS.

**Responsibility:** The RMC will have direct responsibility to ensure effective implementation of the CRP DS and science quality. It will be responsible for overall coordination and management of implementation of the research of the CRP-DS. This collective responsibility is to be implemented in synergy with the responsibility of the CCs, individual FCs, CFPs and IRTs in each FP which is to manage the implementation of research including finances and administration of program activities for their FP.

**Activities and deliverables:** The RMC will manage CRP implementation through the following activities and deliverables:

- Develop a draft medium-term plan based on the partner contributions to be presented by the CRP Director for consideration and approval by the ISC;
- Develop draft POWB based upon the partner contributions to be presented by the CRP Director for consideration and approval by the ISC;
- Provide elements for the annual report based on clear terms of reference to include the results and outputs of the research and capacity development activities carried out in the five FPs, in collaboration with the ASC;
- Establish procedure for budget allocation to FPs and Action Sites.

**Mode of operation:** To achieve the above deliverables the RMC will operate as follows:

- Needs to state frequency of meetings, who organizes and budgets available;
- Consult and coordinate with the IRT in each FP;
- The RMC members will be in close, regular contact among themselves, the CRP Director and the Center coordinating the CRP activities with the various partners in each of the FPs;
- Needs to decide on how binding decisions are made (consensus, majority, etc.);
- Needs to decide on criteria for possible additional members.

## The Program Management Unit

**Director:** *Provide overall leadership to the CRP on Dryland Systems.*

The Director is appointed by the LC Director General committee in accordance of the Human Resources Policies of the LC. He/She reports administratively to the Director General of the LC and functionally to the Independent Steering Committee.

### Role and key tasks

- Review annual reports, POWBs, and in addition respond to any other requests from the CO.
- Ensure scientific excellence and global influence of DS.
- Ensure effective partnerships with research and development partners including other CRPs.
- Report to Director General and BOT of the LC.
- Report to DS Steering Committee.
- Lead resource mobilization efforts in coordination with the RMC and partner coordinating Centers.
- Chairs the RMC, oversees minutes and reporting.
- Implement strategic and tactical actions with the RMC and FCs.
- Approve all communication related products such as strategic communication and advocacy, information management, knowledge sharing and learning, marketing communication and website.
- Represent the Program globally to ensure high visibility and to create positive views on investors, stakeholders, and the public.
- Raise the profile of the DS in international arenas such as UN bodies.
- Ensure gender-mainstreaming into the research programmes with an additional focus on youth employment.
- Encourages the implementation of system approaches with partners.
- Supervises the work of the PMU, leads recruitment procedures.

### **Research Program Coordinator:** *Ensure effective research implementation*

The RPC is appointed by the CRP Director as Chair of the related section committee in accordance of the Human Resources Policies of the LC. He/she reports to the CRP Director. He/she is part of the PMU and will liaise with other personnel of the overarching flagship program and relevant staff housed in ICARDA office.

#### **Role and key tasks**

- Coordinate CO reporting from among project partners for annual reports, workplans and specific donor requests (research-related information).
- Coordinate reporting/submission of technical reports for Window 1(W1) and Window 2 (W2), and liaise with Project Development & Grant Management Unit (PDGMU) for Window (W3) and bilateral restricted projects.
- Respond to any other requests from CO that requires research-related inputs (e.g. Extension Proposal, 2nd Call).
- Communicate/instill project management attitude and skills in others.
- Liaise with Partner Centers and other participants, to collate and update all Program research-related information.
- Liaise with Finance Program Coordinator to monitor budget burn rates.
- Retrieve research information from both files and databases to resolve queries.
- Undertake analysis of program research-related information, as and when requested.
- Liaise with Partner Centers M&E Specialists to harmonize M&E plans.
- Establish a system to monitor delivery of research milestones, outputs and outcomes, performing field visits to monitor results and to train partners.
- Create and facilitate an M&E group (research-related components) at FP level in collaboration with FPC.
- Establish and manage web platform for M&E (research-related components) data collection in collaboration with the Finance Program Coordinator.
- Facilitate the work of partners with respect to their successful research implementation, technical reporting, by establishing solid routines.
- Define activity indicators and IDO indicators with Partner Centers.
- Ensure complementary and proper reporting with other CRPs in close collaboration with FPC.
- Liaise with overarching program members to establish/monitor workplans, timelines and deliverables for their specific components.

### **Finance Program Coordinator:** *Ensure effective financial compliance*

The FPC is appointed by the CRP Director as Chair of the related section committee in accordance of the Human Resources Policies of the LC. He/she reports to the CRP Director. He/she is part of the PMU and will liaise with other personnel of the Overarching Program and relevant staff housed in ICARDA office.

#### **Role and key tasks**

- Carry out budget preparation for the program.
- Liaise with Lead Center Finance Office on the preparation of financial reporting requirements to the CO ensuring compliance with CGIAR standards.
- Respond to any other requests from CO that requires financial inputs (e.g. Extension Proposal, 2nd Call).
- Liaise with PDGMU on development of PCs PPAs.
- Liaise with PCs on budgeting and financial reporting of program activities.
- Liaise with PCs on alignment of project mapping to CRP-DS.
- Liaise with PC Finance Focal Points to maintain and update documentation of payments.
- Liaise with Lead Center Finance Office to assist with partner payment approvals.
- Assist scientists in monitoring compliance of partner sub-contract agreements and support needed adjustments, and timely complete reporting under those agreements.
- Liaise with the Finance Office to monitor budget and support needed adjustments.
- Undertake analysis of program financial information, as and when requested.
- Liaise and communicate with Lead Center focal points for other CRPs in order to strengthen knowledge sharing and lessons learned in terms of CRP management.
- Map CRP-DS and Other CRPs through OCS in order to ensure complementarity and proper reporting in close communication with RMC.
- Liaise with Information and Technology Unit – Software Development (ITU-SD) as the key business user in implementing and applying CGIAR OCS, mainly for the program Financial Management.
- Create and facilitate an M&E group (finance-related components) at FP level in collaboration with the RPC.
- Establish and manage web platform for M&E (finance-related components) data collection in collaboration with the RPC.

**Program Administrator:** *Ensure effective administration*

The PA is appointed by the CRP Director as Chair of the related section committee in accordance of the Human Resources Policies of the LC. He/she reports to the CRP Director. He/she is part of the PMU and will liaise with other personnel of the Overarching Program and relevant staff housed in ICARDA office.

**Role and key tasks**

- Provides support to the Director for compiling and finalizing of reports and preparation of official documents required by the CO.
- Work with the Research Program Coordinator on developing processes for Monitoring and Evaluation of the program.
- Keep records of all communications exchanged with the CO.
- Maintain online database on the Lead Center Intranet of all materials officially submitted to CO.
- Maintain updated records of contacts for the ISC, RMC and PMU.
- Organize and keep track of all administrative correspondence.
- Maintain electronic filing system for all program documents and events on the Lead Center Intranet, and making it accessible to PMU staff.
- Manage online administrative program applications (e.g. e-services, procurement).
- Keep track of all online appointments and milestones related to the CRP Director and PMU staff.
- Provide briefs of substantive appointments, meetings, mission folders, etc.
- Monitor Program reporting commitments and ensure timely submission of reports and other documentation.
- Liaise with other Partner Centers administrative staff and other personnel, and other stakeholders on follow-up requests.
- Responsible for preparation and coordination of PMU-related travel authorization, leave requests and expenses.
- Organize meetings and act as principal administrative liaison in the PMU.
- Assist in typesetting and revision of administrative working documents in the PMU.

**Communications Program Coordinator:** *Ensure effective communications and knowledge sharing - To manage day-to-day communications and knowledge sharing activities for the CGIAR Dryland Systems Research Program.*

The CPC is appointed by the CRP Director as Chair of the related section committee in accordance of the Human Resources Policies of the LC. He/She reports to the CRP Director. He/She is part of the overarching flagship program and will liaise with other personnel of the PMU and relevant staff housed in ICARDA office.

#### **Role and key tasks**

- Develop and execute the program's communication and knowledge sharing strategy and workplan in coordination with the Program Director, ICARDA's Head of Communications and Communication Focal Points at each partner center.
- Prepare and manage the annual communications budget in coordination with the Program Director, Research Coordinator and Finance Manager.
- Develop, promote and implement Dryland Systems branding guidelines and ensure Dryland Systems is appropriately acknowledged in all research and communications outputs funded by and/or mapped to the program; Provide branding guidance, advice and input to partners, regions and action sites for their communications and knowledge sharing activities.
- Establish and coordinate the work of the Communication and Knowledge Sharing Group (CKSG) with member representatives appointed by each Partner Center (PC);
- Develop and oversee process of Dryland Systems publications policy in collaboration with partner centers;
- Develop and/or oversee production and dissemination of communication materials needed by the program (promotional materials, media information, reports and background documents, newsletters, videos, etc.).
- Oversee and/or contribute to the content development strategy for the Dryland Systems website, ensuring regular updates on program activities and achievements take place on a continuous basis and in close collaboration with lead and partner centers.
- Manage external communication consultants in order to help develop global messages and content for Dryland Systems;
- Promote Dryland Systems communications and knowledge sharing tools and encourage and support scientist to use them;
- Collect and promote results and stories of progress of from target regions, action sites and partners to publicize their work.



**Gender Program Coordinator:** *Ensure gender strategy implementation, including mainstreaming gender and conducting strategic gender research*

The GPC is appointed by the CRP Director as Chair of the related section committee in accordance of the Human Resources Policies of the LC. He/She reports to the CRP Director. He/She is part of the overarching flagship program and will liaise with other personnel of the PMU and relevant staff housed in ICARDA office. The GPC will lead the Strategic Gender POWB for 3-year (2014-6) phase of implementing the Dryland Systems Gender Strategy.

Currently the position is filled on a temporary consultancy contract who coordinates the work of the Participating Centers who have their own gender specialists and awaits further funding to enable the appointment of a full time position.

### **Role and key tasks**

- Catalyze/facilitate the development of annual work plan that mainstream gender within the Target Region(s) of work and within the 6 IDOs, supporting and engaging directly where appropriate in their implementation. This will involve coordination among CGIAR and non-CGIAR partners within the CRP-DS and other CRPs that are complementary to the Program.
- Design and undertake strategic research (with partners within and outside the CGIAR system) on gender issues under IDO5.
- Mainstreaming gender within 2-3 important technologies within each of the CRP's 5 Flagships, with a focus on 1- incorporating gender into the ex-ante diagnostic phase and 2- integrative/systems framework.
- Generate both context-specific and comparative knowledge and learning to inform policy and future research design out of 2-3 strategic gender research programs across Flagships.
- Work in close consultation with Gender Focal Points (GFPs) in each of the DS CRP's 8 participating CGIAR Centers.
- Develop and share a matrix of the distribution/multiple roles of the GFPs among the CRP participating centers and partners.
- Develop tools and methods for incorporating gender issues into interdisciplinary R4D, and provide/organize awareness-raising and training/guidance in their use.
- Work with the Research Program Coordinator on developing systems processes for data collection and analysis.
- Disseminate findings and strengthen networking/collaboration with gender researchers in partner organizations in collaboration with the CPC.
- Participate in the CGIAR Gender and Agriculture Research Network, and the multi-stakeholder Gender in Agriculture Partnership (GAP) that is facilitated by GFAR.
- Collect semi-annual and annual reports on progresses.
- Develop criteria for assessing analytical work, indicators and methods for quality ex ante and ex post impact assessment and the M&E of the gender CRP-wide activities.
- Engage with the diverse range of community, government and private sector stakeholders in pursuit of development impacts from dryland systems research.

- Produce research publications, including high journal impact factor ISI journals, on integrated gender.

**Agricultural livelihood Systems expert:** *Provide overall leadership in the implementation of agricultural systems research and modelling*

The ALS Expert is appointed by the CRP Director as Chair of the related section committee in accordance of the Human Resources Policies of the LC. He/she reports to the CRP Director. He/she is part of the overarching flagship program and will liaise with other personnel of the PMU and relevant staff housed in ICARDA offices.

#### **Role and key tasks**

- Provide scientific and strategic leadership in the development and implementation of agro-ecosystems research within the program.
- Advise on systems-related research for development issues.
- Work with the Research Program Coordinator on developing systems processes for data collection and analysis.
- Establish and maintain close contact with strategic research theme leaders to ensure a holistic approach is taken that considers biophysical, social, economic and policy and institutional interactions of farm-level decision making.
- Develop scenarios for land use improvement and/or change and management that can be presented in formats for policy consideration and making.
- Engage with the diverse range of community, government and private sector stakeholders in pursuit of development impacts from dryland systems research.
- Produce research publications, including high journal impact factor ISI journals, on integrated agro-eco-systems, in addition to data collection and warehousing for open access.
- Ensure the circulation to the CO of news, successes and aspects of the system approaches taken by the CRP.

### **Capacity Development Expert:** *Ensure effective capacity development*

The CD Expert is appointed by the CRP Director as Chair of the related section committee in accordance of the Human Resources Policies of the LC. He/she reports to the CRP Director. He is part of the overarching flagship program and will liaise with other PMU personnel and relevant staff housed in ICARDA office. He/she can be appointed among other Partner Centre CD Focal Points.

#### **Role and key tasks**

- Develop and update the CRP-DS [Capacity Development \(CD\) strategy](#), results framework, and POWB.
- Work with the Research Program Coordinator on developing processes for M&E Develop a mechanism for coordination/collaboration with partners, and framework for M&E of the Program performance against the CD Strategy and action plan in collaboration with RPC.
- Update the web platform for M&E (CD component) based on high quality data collection.
- Facilitate work of partners with respect to technical reporting (CD component), by establishing solid routines.
- Represent DS with CGIAR and with the CD Community of Practice (CoP) and coordinate related activities and inputs.
- Contribute to meetings and to CGIAR CD materials, documents and presentations.
- Conduct capacity assessment for potential beneficiaries both internal/external and individual/organization, with focus on gender and youth, and identify CD needs to guide the implementation of the DS CD strategy.
- Plan CD interventions and activities, based on assessed needs.
- Integrate CD into all program plans and activities.
- Work with the Research Program Coordinator on developing processes for M&E Develop a mechanism for coordination/collaboration with partners, and framework for M&E of the Program performance against the CD Strategy and action plan in collaboration with RPC.
- Update the web platform for M&E (CD component) based on high quality data collection.
- Facilitate work of partners with respect to technical reporting (CD component), by establishing solid routines.
- Liaise with CPC to ensure that CD activities are adequately supported by strategic communication and advocacy, information management, knowledge sharing and learning, marketing communication and website.

## The Center Coordinator

The CC is appointed by the coordinating Center in consultation with the CRP Director. The CC reports to the CRP Director, although direct supervision is provided through his/her home center. The main responsibility of the CC is to contribute to planning, facilitating and overseeing center implementation and out-scaling of activities among the target countries and Action Sites to ensure that the CRP-DS objectives and vision are implemented. Responsibilities for quantity and quality of research activities lie with the CG Center Research Programs, who oversee the center research agendas. Names and profile of CCs as member of the RMC are published [in the CRP website](#).

### Specific responsibilities include:

- Develop a gender-mainstreamed long-term vision and strategy for CRP center activities across the regions and themes in which the center is active, in consultation with the Center's Research Program Directors and staff, the FCs, and the CRP Director.
- Ensure center workplans are developed in accordance with guidance from the PMU, including appropriate attention to partners and gender.
- Interact with the FCs, the ASCs, the CFPs and scientists to facilitate the exchange of CRP-relevant information to successfully realize agreed activities and outputs.
- Advise center staff during the planning process on budget considerations to support the agreed activities.
- Ensure that CRP budget assigned to the center is allocated to coordinate the Flagships and related Action Sites that the Center leads.
- Ensure that of the CRP budget assigned to the center appropriate allocations are made to the cross-cutting themes as requested by the Consortium Office (10% gender, 10% capacity development, 2% on M&E and Risk Management).
- Ensure timely and adequate financial and technical reporting to the CRP Director as required by the PPA and amendments.
- Ensure that W3 and bilateral projects mapped to the CRP follow the guidelines, and that mapped project managers report to the DS activity leaders.
- Contribute to the M&E of the implementation of activities in the Action Sites.
- Identify new funding opportunities for the CRP within the individual center as well as through collaboration with other partners and centers, including other CRPs.
- Ensure that new projects under CRP include appropriate gender-sensitive capacity development for NARS and Center staff.
- Support the CRP Director in preparing the POWB and the Annual Report.
- Support the CRP Director in preparing any other program reports.
- Communicate the aims and objectives of the CRP within his/ her home center.
- Represent Dryland Systems as needed and with recommendation from the FC and the CRP Director.

## The Flagship Coordinator

The FC is appointed by the respective coordinating center in consultation with the CC and the CRP DS Director. The FC reports to the CRP Director (while remaining a full-employee of the respective coordinating center). He/she chairs the IRT in his/her FP. The main responsibility of the FC is to contribute to planning, facilitating and overseeing regional implementation and out-scaling of activities among the target countries and Action Sites to ensure that the CRP-DS objectives and vision are implemented. Responsibilities for quantity and quality of research activities lie with the CG Center Research Programs in collaboration with research partners, which oversee the implementation of the activity leaders' research agenda.

### **Specific responsibilities include:**

- Develop a long-term vision and strategy for CRP regional activities in the FP, with the CRP DS Director, and the CC in consultation with the IRT.
- Coordinate and identify with relevant regional and international partners and IRT members the roles and responsibilities in implementing the collective CRP work plan in the FP, including specific deliverables and timing.
- Advise partners during the planning process on budget considerations to support the agreed FP activities.
- Work with the IRT to develop partnerships at the regional level, and develop multi-stakeholders platforms.
- Develop in cooperation with CCs, IRT and others partners new project proposals and new funding opportunities.
- Organize regional communication processes, including research platforms, regional meetings, etc. in cooperation with the CC.
- Develop strategic partnerships and research collaborations between the FP and potential external partners to enhance research outputs.
- Implement strategies to cross-fertilize knowledge/information among the different Action Sites in the FP and contribute to achieving CRP level synthesis, in communication with the CC and the CRP DS Director.
- Facilitate the implementation of the CRP-wide communication and knowledge management strategies within the FP, in a FP communication plan developed with Communication Program Coordinator (CPC), in coordination with the communication units of the other centers involved.
- Support the CRP-DS Director in preparing program reports and annual work plans.
- Ensure gender-sensitive approaches in the above responsibilities.

## The Interdisciplinary Research Team

**Members and chair:** The IRT is chaired by the FC, and has as members the ASCs, the CFPs, the scientists in different disciplines from the PCs, including the gender focal point, and representatives from a mix of constituencies covering policy, public research, development, NGOs, CSOs, and community-based organizations, land users, and the private sector. Because of the high cost of physically gathering such a group, regular meetings will be supplemented with teleconferences, email, electronic surveys, and other electronic modes of communication. Names and profile of IRT members are published on [the CRP website](#).

**Responsibility:** The IRT will be responsible for overall coordination and management of implementation of the research of the CRP in the FP. This collective responsibility is to be implemented in synergy with the responsibilities of the CCs, CFPs in each FP, and the ASCs.

**Activities and deliverables:** The IRT will manage CRP-DS implementation in the respective FP through the following activities and deliverables:

- Develop a gender-mainstreamed long-term vision and strategy for CRP regional activities in the FP under the direction of the FC and the CC. This vision and strategy is submitted by the FC to the RMC for consideration and modification, and then the RMC submits it to the ISC for approval.
- Support the FC to develop the FP POWB and any reports requested by the RMC.
- Provide to the FC the elements for the Annual Report based on the POWB for the respective year, including the results and outputs of the research and capacity development activities carried out in the FP and specifically in the Action Sites.
- Support the FC in preparing any other program reports.
- Ensure that the ASCs submit a quarterly report to the IRT, RMC and PMU using the agreed format.
- Under the direction of the FC define the budget allocation and budget distribution procedure to coordinate the activities in the FP.
- Under the direction of the FC, advise partners during the planning process on budget considerations to support the agreed FP activities.
- Enhance science quality and make sure that new science is included in the workplans, harmonized tools and methodologies are used and integrative activities are developed and implemented.
- Contribute in developing multi-stakeholders platforms, strategic partnerships at regional level, and research collaborations between the FP and potential partners to enhance research outputs, including other CRPs in collaboration with the FC.
- Under the direction of the FC, identify with relevant regional and international partners the roles and responsibilities in implementing the collective CRP work plan in the FP, including specific deliverables and timing.
- Under the direction of the FC, develop in cooperation with CCs, and others partners new project proposals and new funding opportunities.
- Facilitate the implementation of the CRP-wide communication and knowledge management strategies within the FP, in a FP communication plan developed with

the PMU CPC, in coordination with the communication units of the other centers involved.

- Facilitate the implementation of the CRP Gender and Youth strategies within the FP, in collaboration with the PMU Gender Program Coordinator (GPC), in coordination with the Gender Focal Points of the other centers involved.
- Contribute to web blogs, news and stories with a quarterly update to be sent to the CPC.
- Support the FC in organizing regional communication processes, including research platforms, regional meetings, etc. in cooperation with the CCs.
- Communicate the aims and objectives of the CRP within his/ her home center.
- Under the direction of the FC, implement strategies to cross-fertilize knowledge/information among the different Action Sites in the FP and contribute to achieving CRP level synthesis, in communication with the CC.

**Mode of operation:** To achieve the above deliverables the IRT will operate as follows:

- Needs to state frequency of meetings, who organizes and budgets available.
- The FC will organize the IRT recording the minutes and proving a copy to the RMC.
- The IRT members will be in close, regular contact among themselves, the FC and the Center coordinating the CRP activities with the various partners in the FP.
- Needs to decide on how binding decisions are made (consensus, majority, etc.).
- Needs to decide on criteria for membership.



## The Action Site Coordinator

Each Action Site will be coordinated by an ASC. The ASC is appointed by the coordinating center in consultation with the coordinating center CC, the FC and the CRP DS Director. The ASC reports to his/her normal line supervisor and the FC. The main responsibility of the ASC is to guide the CRP's engagement within the selected Action Site, ensuring that type and timing of CRP activities are following an integrated systems approach, and are effectively advancing its agenda in achieving the CRP's objectives as defined in the CRP proposal.

### Responsibility

#### PLAN

- Develop a long-term vision and strategy for CRP activities in the Action Site, Target Area and Target Region together with the FC, CCs, and the IRT.
- Advice, based on the above strategy, on the appropriate types and timing of the participants' activities tailored to the specific context of the Action Site, both over the medium-term and within the more detailed rolling 3-year CRP work plan and budget.
- Interact with the relevant local, regional and international participants during their planning to coordinate their roles in implementing the collective annual CRP work plan in the Action Site, including specific deliverables and their timing.
- Advise participants during the planning process on budget considerations to support the agreed activities.
- Contribute to identifying out- and up-scaling options from the Action Site in coordination with FC, CCs and the other IRT members.

#### FACILITATE

- Facilitate strategic partnerships and research collaborations among participants to make their work more effective, fostering collaboration and synergies to achieve the agreed outputs and outcomes.
- Facilitate a gender-mainstreamed implementation of research activities on-the-ground by liaising with activity leaders, organizing meetings of various actors, and acquiring needed support and buy-in from local and national governments and institutions.
- Lead in prioritizing context-specific activities and follow-up on their implementations, in coordination with the FC and CCs.
- In charge of facilitating gender-sensitive community consultation, innovation platforms, (including preparation of TORs for the innovation platform and organizing meetings), in coordination with the CPC.
- Lead the development of sub-agreements and budgets to partners for the Action Site and ensure proper technical and financial feedback from participants, in coordination with the FC, the CFP in the Flagship and the Activity Leaders.
- Identify new funding priorities in consultation with the FC and IRT, develop a funding concept note for consideration by the RMC, and support backstopping for fundraising efforts.

## IMPLEMENT

- Oversee the creation and testing of packages and reports on potential and conditions for scaling up in an inclusive manner.
- Contribute scientific and technical inputs to specific components of the Action Site research, according to competency and experience.
- Be responsible for implementing standards and strategies to cross-fertilize knowledge/information across the different Action Sites, and contribute to achieving CRP level synthesis, in communication with the FC.
- Implement Action Site-wide communication and knowledge management strategies, in coordination with the FC and CPC.
- Supervise gender-mainstreamed capacity building activities.
- Synthesize and share learning in a systematic way with partners.

## MONITOR, EVALUATE AND REPORT

- Implement the M&E strategy designed by the PMU by developing action site specific workplans.
- Engage in monitoring and evaluating progress against gender-mainstreamed project milestones, agreed outputs and impact indicators in the Action Site, together with the FC, and the Activity Leaders.
- Prepare annual progress reports using an agreed format, in coordination with the FC and the CRP Director.
- Represent Dryland Systems as needed and with recommendation from the FC and the CRP Director.
- Contribute to related publications.

## The Center Focal Point

The CFP is appointed by the respective coordinating center in consultation with the FC, the CC and the CRP DS Director. The CFP reports to the FC, while remaining a full-employee of the respective coordinating center. The CFP represent his/her center in the IRT. The main responsibility of the CFP is to contribute to planning, to facilitate and to oversee regional implementation, to up and out-scale activities among action sites, target countries and FPs, and to ensure that the CRP-DS objectives and vision are implemented. Responsibilities for quantity and quality of research activities lie with the CG Center Research Program Directors in collaboration with research partners, which oversee the implementation of the activity leaders' research agenda.

### Specific responsibilities include:

- Work with the IRT to develop a long-term vision and strategy for CRP regional activities in the FP, with the CRP DS Director, and CC.
- Work with the FC to identify with relevant regional and international partners the roles and responsibilities in implementing the collective CRP work plan in the FP, including specific deliverables and timing.
- Support the FC to develop the FP POWB and any reports requested by the RMC.
- Support the FC for the preparation of the annual report based on the POWB for the respective year, including the results and outputs of the research and capacity development activities carried out in the FP with his/her Center.
- Provide detailed information to the FC and the IRT on the bilateral projects that his/her center implements or will initiate in the FP.
- Support the ASC to prepare the quarterly report to be presented to the IRT.
- Develop the budget allocation for his/her center with a participatory process together with Local Partners and IRT members.
- Advise partners during the planning process on budget considerations to support the agreed FP activities related to his/her center in coordination with the FC and the others CFPs.
- Work with the FC to develop strategic partnerships and research collaborations within the FP to enhance research outputs.
- Develop in cooperation with the FC, IRT and others partners new project proposals and identify new funding opportunities.
- Facilitate the implementation of the CRP-wide communication and knowledge management strategies within the FP, in a FP communication plan developed with the CPC in coordination with his/her Center Communication Department and the Flagship Communication Officer.
- Contribute to web blogs, news and stories with a quarterly update to be sent to the CPC.
- Support the FC to organize regional communication processes, including research platforms, regional meetings, etc.
- Communicate the aims and objectives of the CRP within his/her home center.
- Ensure gender-mainstreaming in the above responsibilities.

## The Activity Leader

The Activity Leader (AL) is appointed by the respective coordinating center in consultation with the CC, all members of the IRT, the ASCs, and the FC. The AL reports to the ASC while remaining a full-employee of the respective coordinating center. The main responsibility of the AL is to contribute to planning, to implement her/his activity, to facilitate the up and out-scaling of his/her activities by other partners in target countries within and outside the FP, and to ensure that the CRP-DS objectives and vision are implemented. Responsibilities for quantity and quality of research activities lie with the CG Center Research Program Directors in collaboration with research partners, which oversee the implementation of the activity leaders' research agenda.

### Specific responsibilities include:

- Work with the IRT to develop a long-term vision and strategy for CRP regional activities in the FP, with the CFPs and CC.
- Work with the IRT to identify with relevant regional and international partners the roles and responsibilities in implementing the collective CRP work plan in the FP, including specific deliverables and timing.
- Develop the gender-mainstreamed POWB for the activity that she/he is leading and any reports requested by the ASC, FC and CC.
- Promote innovative science through his/her activity(is) with a systems approach ensuring gender-mainstreamed elements and interactions.
- Support the FC for the preparation of the annual report based on the POWB for the respective year, including the results and outputs of the research and capacity development activities carried out within her/his activity (ies).
- Provide detailed information to the FC and the IRT on his/her bilateral projects that she/he implements or will be initiated in the FP.
- Work with the ASCs to prepare the quarterly report to be presented to the IRT.
- Develop the budget allocation for his/her activity with a participatory process together with Local Partners and the ASC.
- Advise partners during the planning process on budget considerations to support his/her agreed activities related to his/her in coordination with the FC, ASC and the other CFPs.
- Work with the CFP and the ASC, FC to develop strategic partnerships and research collaborations within the FP to enhance research outputs.
- Develop in cooperation with FC, CFPs, IRT, ASCs, other ALs, and others partners new project proposals and identify new funding opportunities.
- Contribute to the implementation of the CRP-wide communication and knowledge management strategies within the FP, in a FP communication plan developed with the CPC, in coordination with his/her Center Communication Department and the Communication Officer in the Flagship.
- Contribute to web blogs, news and stories with a quarterly update to be sent to the CPC.
- Support the FC to organize regional communication processes, including research platforms, regional meetings, etc. that is related her/his activity

- Communicate the aims and objectives of the CRP within his/her home center.
- Actively contribute to the implementation of the gender strategy through facilitating strategic gender research and gender-mainstreaming of research projects, as well as through enduring communications and reporting in a gender-mainstreamed manner and on gender related issues.

## The Gender Working Group

As of March 2014, the CRP-DS [Gender Strategy](#), supported unanimously by all 8 PCs of CRP-DS, has been approved by the CO. As first step, PCs implement the new strategy and develop a workplan on gender initiatives across the five FPs. To kick start the process for the CRP-DS, a [Gender Workshop](#) was held in Amman on May 2014 and two Strategic Gender Initiatives have been launched in NAWA (Saiss –Morocco action site), WAS&DS (Kano-Katsina-Maradi Transect -Nigeria and Niger). The GWG is now finalized and constituted by members such as social scientists and other associated disciplines representative from PCs. The GWG aims at supporting the implementation of the CRP-DS Gender Strategy for strategic gender research and enhancing gender integration in the PCs research activities.

**Members and chair:** The GWG is chaired by the IWMI representative<sup>3</sup> and co-chair by the CRP-DS Gender Program Coordinator. The members are the GFPs from each PC. This group consists of members holding the following skills:

- extensive experience in gender mainstreaming in complex agricultural programs;
- proven expertise in gender context, ideally in a research or development setting;
- experience in coordinating research on the gender aspects of agricultural systems research for development;
- able to facilitate and support capacity building in social science research, including gender mainstreaming in all program activities.

Generally, two nominees may be approved by each PC through their CCs. A primary scientist is identified and an alternate contact is appointed to support the primary scientist. Each PC will ensure that each appointed staff will have the required time and resources as part of the POWB. Names and profile of GWG members are published on the [CRP-DS website](#).

**Responsibility:** The GWG will be responsible to serve the CRP DS [RMC](#) as advisory body for matters related with its objectives. It provides leadership to the design and implementation of social science research, as detailed in the gender strategy. This collective approach is to be implemented in synergy with the responsibilities of each GFP in its center. The GWG is the CRP-DS Gender CoP and its chair and co-chair represent the Program in the annual CG gender network meeting.

The GWG will also be expected to:

- Participate in designing, implementing, monitoring and evaluating research activities that promote social inclusion as well as gender equality and local community empowerment.
- Build effective collaboration with partners, in order to maximize potential synergies.
- Internalize effectively lessons learnt from past programs/experiences, and disseminate evidence for influencing policy and practice.

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<sup>3</sup> The IWMI representative will Chair the GWG for one year starting from Jan 2015. The GWG is chaired on a rotating basis, a new chair will be elected after one year.

- Facilitate cross-regional exchange of knowledge and documentation of tested and new approaches with potential for up-scaling in the area of social science research and gender integration in agricultural research.
- Participate in fund-raising activities to support social science research and strengthen the Center's contribution to the CGIAR research programs.

**Activities and deliverables:** The GWG will manage CRP-DS Gender issues through the following activities and deliverables:

- To meet once a year in-person for specific actions of the annual CRP-DS POWB as per Gender Strategy, and hold virtual consultations, if and when needed;
- To update the Gender Strategy and its action plan, as required by the CO and CRP-DS PMU.
- To facilitate collecting CRP-DS gender publications from 2011 to 2014, in order to establish one comprehensive publications database;
- To facilitated the preparation of a comprehensive annual report of all the gender research conducted in the 5 FPs;
- To facilitate collecting all CRP-DS gender related surveys and datasets from 2011 to 2014.
- To prepare an annual plan of workshops in each FP, in order to promote gender mainstreaming among third partners engaged in CRP-DS activities (NARS, NGOs, Academia, Private Sector, etc).
- To review 2015 workplan for gender related activities in the 14 action sites and draft the recommendations for each action site.
- To assess and advise on capacity building needs for gender integration for both the PCs and third partners;
- To provide information related to gender initiatives to the Communication Program Coordinator and PC communication focal points.

## The Data Management Working Group

As of October 2013 the [CGIAR Open Access and Data Management Policy](#), supported unanimously by all 15 members of the [CGIAR Consortium](#), has been approved. As a first step towards implementation of the new policy the CO requested Centers and CRPs to develop an open access Data Management (DM) action plan, which includes the launch/adaptation of the existing open access repositories and meta-data schemes by 15th December 2014. To kick start the process for the CRP-DS, a Data Management (Open Access) Workshop was held from September 29-30 at Dubai. This document sets the ToRand formation of the working group.

To support the implementation of [the CGIAR Open Access and Data Management Policy](#) for research data a working group is proposed to consist of Data Managers (Data archiving and database specialists), data analysts (statisticians, biometricians, and other associated disciplines) and scientists.

**Members and chair:** The DMWG is chaired by the ICRAF Representative and co-chaired by the ICARDA representative. The members would comprise research planners, data collectors, curators, managers and database developers from PC as per Table 1 and one representative from the University of Reading, as technical partner of CRP-DS. This group normally would consist of staff in roles of a statistician, biometrician, database specialist, spatial data specialist, socio-economist and the project scientist. Generally two nominees may be approved by each PC through their CCs: one responsible for data acquisition (project scientist) and the other responsible for the other aspects of data management. Each PC will ensure that each appointed staff will have time and resources available as part of POWB. The CRP-DS PMU staff will be invited to the meeting as observer. Names and profile of DMWG members are published under the [CRP website](#).

**Responsibility:** The DMWG will be responsible to advise both the PCs and the [RMC](#) on overall coordination and management of data produced by the PCs in each FP. This responsibility relies on the DMWG at CRP-DS level and on its members in relation to their respective centers.

**Activities and deliverables:** The DMWG will manage the development and implementation of the CRP-DS data management strategy through the following activities and deliverables:

- To develop a research data management strategy for CRP-DS to guide the implementation of research quality management systems to ensure that all CRP-DS research activities are producing high quality data relevant to CRP-DS agenda and to the Strategic Results Framework (SRF) of the CGIAR. High Quality means error free, well documented and curated, while relevance means that data collection designs generate data which support the CRP-DS Theory of Change and Impact Pathways;
- To serve as an advisory body to the [RMC](#) for matters related with its objectives;
- To assess and advice on the workflow for curation of data of various types including spatial, field/lab experiments and survey data for PCs and NARS;
- To assess and advice on capacity building needs for research data method support both for PCs and NARS;



- To meet once a year in-person for specific actions of CRP-DS program implementation as per the research data strategy in item A, and to hold virtual consultations as and when needed;
- The nominee(s) of the PC will be responsible for coordination to enhance the research and data quality, and data acquisition in their respective Center and Led-Flagships;
- The nominee(s) will ensure that PCs scientists will develop and provide meta-data for CRP-DS projects and harmonize them at CRP-DS program level.
- The nominee(s) for data management will be responsible for providing Open Access (OA) to the planned-metadata.
- The nominee(s) will suggest to the RMC and to each PC to include training opportunities for data quality management, in order to enhance the competency of the scientists to deliver against expectations defined by the DMWG.
- The nominee(s) will perform consistency checks of the data, data curation, database management and archiving of all the data.

Table1. CRP DS DMWG members

#	Institution	Participant	Position	Email
1	ICRAF	Anja Gassner (CRP-DS and ICRAF representative to the CO DMTF)	Chair	a.gassner@cgiar.org
2	ICARDA	Chandrashekhar Biradar (Geo-Informatics Unit – ICARDA Representative to the CO DMTF)	Co-Chair	C.Biradar@cgiar.org
3	Univ. of Reading	Carlos Barahona	Member	c.e.barahona@reading.ac.uk
4	ICRAF	Patrice Savadogo (Data and Information Manager for the WAS&DS flagship)	Member	P.Savadogo@cgiar.org
5	ICRISAT	Abhishek Rathore	Member	a.rathore@cgiar.org
6	IWMI	Salman Asif Siddiqui (Senior Manager - GIS, RS & Data Management Unit)	Member	S.Siddiqui@cgiar.org
7	Bioversity	Mauricio Bellon (Center Coordinator)	Member	m.bellon@cgiar.org
8	ICARDA	Jack Durrell (Communication unit and ICARDA member to the OAWG)	Member	J.Durrell@cgiar.org
9	ICRAF	Idrissa Kamara (Data management Technician for the Sahel)	Member	I.Kamara@cgiar.org
10	ICARDA	Murari Singh (Biometrics and Statistics Section)	Member	M.Singh@cgiar.org
11	CIAT	Leroy Kaboi Mwanzia (CIAT CRP-DS focal point for Data Management Action plan)	Member	L.Mwanzia@cgiar.org
12	ILRI	Carlos Quiros (ILRI data management representative to the CO DMTF)	Member	cquiros@qlands.com
13	CIP	Reinhard Simon (Head of Research Informatics Unit, Research Support Units)	Member	R.Simon@cgiar.org

## The Capacity Development Working Group

As of February 2015, the CRP-DS [Capacity Development \(CD\) Strategy](#), supported unanimously by all 8 PCs of CRP-DS, has been approved. As first step, PCs implement the new strategy and develop a workplan on CD initiatives across the five FPs. To kick start the process for the CRP-DS, CD preparatory activities will begin in March 2015 (with a meeting in India at ICRISAT-HQ) followed by Workshop will be held in India (ICRISAT HQ) in April 2015. The CD Working Group (CDWG) is now finalized and constituted by members such as the CD representative from PCs. The CDWG aims at supporting the implementation of the CRP-DS CD Strategy for strategic research and enhancing CD integration in the PCs research activities.

**Members and chair:** The CDWG is chaired by the ICRISAT representative<sup>4</sup> and co-chair by the ICARDA representative. The members are the CD Representative from each PC. This group consists of members holding the following skills:

- extensive experience in CD in complex agricultural programs;
- proven expertise in CD context, ideally in a research or development setting;
- experience in coordinating CD interventions on aspects of agricultural systems research for development;
- able to facilitate and support capacity development and also introduce novel approaches of capacity development in social science research, including gender mainstreaming in all program activities.

Generally, two nominees may be approved by each PC through their CCs. A primary contact is identified and an alternate contact is appointed to support the primary representative. Each PC will ensure that each appointed staff will have the required time and resources as part of the POWB. Names and profile of CDWG members are published on the [CRP-DS website](#).

**Responsibility:** The CDWG will be responsible to serve the CRP DS [RMC](#) as advisory body for matters related with its objectives. It provides leadership to the design and implementation of CD interventions, as detailed in the CD strategy. This collective approach is to be implemented in synergy with the responsibilities of each CD representative in its center. The CDWG is the CRP-DS CD CoP and its chair and co-chair represent the Program in the annual CG CD network meeting.

The CDWG will also be expected to:

- Participate in designing, implementing, monitoring and evaluating integrated, gendered systems research activities that promote CD.
- Build effective collaboration with partners, in order to maximize potential synergies.
- Internalize effectively lessons learnt from past programs/experiences regarding integrated agricultural systems research and the integration of gender and youth, and disseminate evidence for influencing policy and practice.

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<sup>4</sup> The CD representative will Chair the CDWG for one year starting from Jan 2015. The CDWG is chaired on a rotating basis; a new chair will be elected after one year.

- Facilitate cross-regional exchange of knowledge and documentation of tested and new inclusive systems approaches with potential for up-scaling in the area of agricultural research.
- Participate in fund-raising activities to support CD and strengthen the Center’s contribution to the CGIAR systems research programs.

**Activities and deliverables:** The CDWG will manage CRP-DS CD issues through the following activities and deliverables:

- To meet once a year in-person for specific actions of the annual CRP-DS POWB as per CD Strategy, and hold virtual consultations, if and when needed;
- To update the CD Strategy and its action plan, as required by the CO and CRP-DS PMU.
- To facilitate collecting CRP-DS CD publications from 2011 to 2015, in order to establish one comprehensive publications database;
- To facilitated the preparation of a comprehensive annual report of all the CD activities conducted in the 5 FPs;
- To facilitate collecting and assembling all CRP-DS CD related surveys and datasets from 2011 to 2015.
- To prepare an annual plan of workshops in each FP, in order to promote CD among third partners engaged in CRP-DS activities (NARS, NGOs, Academia, Private Sector, etc).
- To review 2015 workplan for CD related activities in the 13 action sites and draft the recommendations for each action site.
- To assess and advise on CD needs in integrated, gendered systems approaches for both the PCs and third partners;
- To provide information related to CD initiatives to the Communication Program Coordinator and PC communication focal points.

## Members

Institution	Representative	Position
ICRISAT	Guntuku Dileepkumar	Chair
ICARDA	Charles Kleinermann	Co-Chair
ICRISAT	Rosana Mula	Member
ICRAF	Mehmood Hassan	Member
ILRI	Iddo Dror	Member
Bioversity	Per Rudebjer	Member
CIAT	Juliet Braslow	Member
CIP	Jorge Andrade	Member
IWMI	Nicole Lefore	Member
GFAR	Harry Palmier	Member

## The Communications and Knowledge Sharing Group

In November 2014, Dryland Systems established a Communication and Knowledge Sharing Group (CKSG) with member representatives appointed by each Partner Center (PC). In February 2015, the CKSG met to conduct a situational analysis and outline the key elements of a Communications and Knowledge Sharing Strategy (CKS Strategy), unanimously supported by all 8 Partner Centers. As first step, Partner Centers will implement the new strategy and develop a work plan of communications and knowledge sharing activities across the five FPs. The CKSG aims to support the implementation of the CKS Strategy in order to ensure communication and knowledge sharing are mainstreamed throughout all Drylands Systems research activities and integrated amongst all partner centers.

**Co-chairs and Members:** The CKSG is jointly co-chaired by Dryland Systems Communications Program Coordinator and one of the partner center communications focal points<sup>5</sup> elected by the group on the basis of the share of research portfolio and experience with the CGIAR. Group members are Heads of Communications Departments and/or communications/knowledge management specialists from each center, with:

- extensive experience in communication and knowledge sharing for complex agricultural programs, ideally in a research and/or development context;
- experience in coordinating and implementing communications and knowledge sharing activities on aspects of agricultural systems research for development;
- ability to facilitate and support capacity development for communications and knowledge sharing activities, as well as introduce novel approaches of capacity development in social science research, including gender mainstreaming in all program activities.

Generally, two nominees may be approved by each partner center. A primary contact is identified and an alternate contact is appointed to support the primary representative. Each partner center will ensure that the appointed staff will have the required time and resources as part of their center's annual POWB for Dryland Systems. The names and profile of CKSG members are published on the [Dryland Systems website](#).

**Responsibilities:** The CKSG will be responsible to serve the Dryland Systems Program Director, Research Management Committee and Steering Committee as advisory body for matters related with its objectives. It provides leadership to the design and implementation of communications and knowledge sharing activities, as detailed in the CKS strategy. This collective approach is to be implemented in synergy with the responsibilities of each CD representative in its center. The CKSG co-chairs will represent the Program in the annual CG Communications meeting.

The CKSG will also be expected to:

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<sup>5</sup>. The CDWG is chaired on a rotating basis; chairing will be either a six or 12-month term

- Facilitate cross-regional exchange of communication, knowledge and documentation of tested and new approaches that will help in the uptake and out-scaling of Dryland Systems research and innovations.
- Internalize effectively lessons learnt in communications and knowledge sharing in order to disseminate evidence for influencing policy and practice in Dryland Systems and beyond.
- Participate in designing, implementing, monitoring and evaluating Dryland Systems communications and knowledge sharing activities.
- Build effective collaboration with Partner centers and third parties in order to maximize potential synergies.
- Participate in fund-raising activities to support communications and knowledge sharing and strengthen the Center's contribution to Dryland Systems.

**Activities and deliverables:** The CKSG will manage CRP-DS CKS issues through the following activities and deliverables:

- To meet once a year in-person for specific actions of relating to the effective implementation of the CKS Strategy, and hold virtual consultations, if and when needed;
- To update the CKS Strategy and revise it related annual communications budget and action plan;
- To promote and implement Dryland Systems branding guidelines and ensure Dryland Systems is appropriately acknowledged in all research and communications outputs funded by and/or mapped to the program;
- To assist in sourcing content and/or contribute to monthly updates, stories, and other communications product and activities to promote and share Dryland Systems research outputs (publications, briefs, reports, activities) and outcomes;
- To facilitate the preparation of an annual plan of communications and knowledge sharing activities and deliverables for each Flagship Project led by the relevant PC.
- To review annual research work-plans of partner centers in order to identify opportunities for developing communication and knowledge sharing related activities in the 13 Dryland Systems action sites (current numbers) and draft recommendations accordingly.
- To participate and actively contribute in the annual POWB process of Dryland Systems research at center and/or flagship level to help scientists identify, plan and budget appropriately for strategic communications and knowledge sharing products and activities;
- To facilitate the integration of center's communications and knowledge sharing tools with those of Dryland Systems (RSS feeds, use of Dryland Systems metadata to tag information, etc.)
- To facilitate collection and documentation of all Dryland Systems research and communications outputs from 2011 to 2015 in order to reflect these in the Dryland Systems website and knowledge repositories;

- To facilitate the preparation of the Dryland Systems Annual Performance Monitoring Report to the Consortium, as well as its Annual Report Publication for donors and stakeholders through the collection of stories highlighting research outputs and outcomes in the 5 FPs;
- To build and maintain close collaboration with Dryland Systems researchers who are interested in contributing to the Dryland Systems blog and news stories and support them as necessary to effectively communicate their research results;
- To actively communicate and share research knowledge outputs and outcomes with Dryland Systems Overarching Program and partner center's science and communication focal points.
- To determine criteria for innovative communications and knowledge sharing proposals and take decisions on funding those through the establishment of a **Research Outcomes Fund** to encourage inter-center collaboration between researchers and communications and knowledge sharing specialists to develop innovative and bespoke communications/knowledge sharing products/projects that capture and disseminate research outcomes to a wide variety of target audiences.

## The Integrated Systems Analysis and Modelling Group

The Integrated Systems Analysis and Modelling Group (iSAMG) of the Drylands is being established. The preparation of the group formulation is underway by the [Agricultural Livelihood Systems Expert](#) who has been appointed by the CRP Dryland Systems on January 11th 2015 in iterations with the Program Management Unit, Action Sites coordinators and scientists from PC who are conducting or are knowledgeable of systems research. The preparation includes the drafting of the [Generic Impact Pathway](#) driven by integrated systems research, a strategy paper on integrated systems analysis and modelling for supporting sustainable transitions of agricultural livelihood systems (on-going), and the structure and functions (via the term of references) of the iSAM working group across research regions and partner Centers of CRP-DS.

### Group structure and members

The group is structured to engage (1) PC and (2) National Agricultural Research Systems (NARS) on the integrated systems research mainstream of CRP-DS through the related research activities on (3) CRP-DS's research sites/transects. Thus, these three domains should have representatives in the ISAMG. The iSAMG includes three types of members:

- ISAM focal point members from partner NARS (preferable from action sites but also depending on availabilities)
- ISAM focal point members from PCs
- Primary researchers who are leading and/or operating integrated systems research activities in selected sites of CRP-DS

In addition, the [Unit Head of Geo-informatics at the Overarching Program](#) is also a member as he, together with the [Agricultural Livelihood Systems Expert](#), will coordinate the geo-database development of extrapolation domain, options-by-context, modeling tools and use cases across global dryland.

Each PC will ensure that each appointed staff will have the required time and resources as part of the POWB. Names and profiles of iSAMG members will be published on the CRP Dryland System website once approved by the RMC.

The iSAMG will be connected to a wider network of scientists in other CRPs and outside CGIAR who are active and interested in co-learning on integrated systems research for enhancing systems research capacity at global scale. This DS's network of external partners is being formulated and will be updated to this ToR.

The members should have the following knowledge, skills and attitudes:

- Extensive knowledge in systems research mainstreaming in agriculture and natural resources management, or
- Extensive expertise in the development or use of systems methods or tools - which can be for narrative/conceptual or quantitative systems analysis/ modeling/ assessment/ synthesis - ideally in a research-in-development setting, or



- Experience in coordinating, supervising integrated systems research projects in agriculture or natural resources management;  
AND
- Motivated to engage in innovative integrated systems research to find solutions to *inter alia*, food insecurity, land degradation, gender inequities
- Interested in contributing to co-learning process to *build capacities in integrated systems research in both PCs and in NARS*.

### Co-chairs

To ensure the strategic coherency at CRP level and the equal-footing of PCs and NARS partners, the ISAMG will be co-chaired by the Agricultural Livelihood Systems Expert at the CRP-DS's Overarching Program, elected representatives from PCs (1 person) and partner NARS (1 person).

### Functions/responsibilities

The ISAMG will work as an *open community of development and practices* in its science field. *Co-learning* and research progresses of ISAMG members mean those of CRP-DS. Meanwhile, the working group as-the-whole will serve as an advisory body for the CRP-DS [RMC](#). The functions of ISAMG include:

- Providing scientific and strategic advises on in the development and implementation of integrated systems research within the CRP-DS.
- Encouraging the engagement of disciplinary (biophysical, economic and social) scientists into integrated systems research thereby *enhancing interdisciplinarity*.
- Sharing experiences, tools, and findings across sites and would help ensure synergies and cross-site comparison within the CRP on integrated systems analysis, assessments (ex-ante and/or ex-post, considering trade-offs/synergies driven from interventions), synthesis, scaling out and up towards achieving the CRP's IDOs.
- Assisting system-based participatory/transdisciplinary research processes towards enhancing co-learning on integrative actions to improving productivity, efficiency, adaptability and equity of agricultural livelihood systems and minimize their environmental externalities in CRP-DS target areas.
- Circulating news, successes and aspects of the integrated systems approaches taken by the CRP-DS within PC and partner NARS, between CRP-DS and other CRPs (especially systems CRP) and from CRP-DS to CO.
- Exchanging experiences, findings in ISAM with other systems CRPs.
- Advising the CRP-DS coordinator on developing systems-related criteria and indicators for effective monitoring and evaluation to pursue efficiency, effectiveness and sustainability of CRP DS.
- Establishing and maintaining close contacts with other strategic/cross-cutting theme leaders (i.e. Gender, Capacity Development, Communication, Monitoring and Evaluation) to ensure the holistic, systems-based approach is taken coherently.



- Producing collective publications as grey literature and ISI papers on integrated systems research (e.g., concept/method/tool development, applications, reviews and result-based synthesis).
- In collaboration with the 'Geospatial Unit', serving as a repository for the data, tools and protocols besides enhancing the capacity of all partners in use and application of system analysis models and tools.
- Carrying periodic evaluation of progress on systems research and the achievement of impacts based on which updates the protocol, procedures as well as the impact pathways.

### Activities and deliverables

The ISAMG will manage CRP-DS's integrated systems research through the following activities and deliverables:

- Meet once a year in-person for specific actions of the annual CRP-DS POWB as Integrated Systems Research Strategy, and hold virtual consultations, if and when needed;
- Systematically update the Integrated Systems Research Strategy and its action plan, as required by the CO and CRP-DS PMU.
- Jointly develop *framework and templates for result-based synthesis* of ALS analysis and modeling across CRP-DS action sites.
- Facilitate collecting CRP-DS Integrated Systems Research publications from 2011 to 2014, in order to establish one comprehensive publications and related databases;
- Facilitate the preparation of a comprehensive annual report of all integrated systems research conducted in the 5 FPs;
- Produce and exchange systems methods and tools for ex-ante analysis of proposed interventions, extrapolating the site specific results to the target areas.
- Facilitate the assembling of all CRP-DS integrated systems research surveys and datasets from its starting year (2012), including options-by-context databases.
- Review annual CRP-DS work plans for integrated system research activities in CRP's action sites and draft the recommendations for each action site.
- Assess and advise on capacity building needs for integrated systems research for both PCs and third partners.

List of *current* ISAMG members (continued to be updated)

Members	Institution	Regional Focus
<b>Overarching Program</b>		
Quang Bao Le (ALS Expert) - Chair <sup>1</sup>	CRP-DS	
Chandrashekhar Biradar (Geo-informatics Unit Head)	ICARDA	
<b>Partner Centers Focal Points</b>		
Yigezu Yigezu	ICARDA	NAWA&CA
Thiagarajah Ramilan	ICRISAT	SA
Patrice Savadogo	ICRAF	WAS
Lance Robinson	ILRI	ESA
Lulseged Desta Tamene	CIAT	ESA
Cecilia Turin	CIP	SA
Fed Atieno	Bioversity	
To be determined	IWMI	
<b>Regional Members<sup>2</sup></b>		
<b>WAS</b>		
Augustine Ayantunde	ILRI	WAS
<b>NAWA</b>		
Aymen Frija	ICARDA	NAWA
Mohamed Mekki	University of Sousse, Tunisia	NAWA
<b>ESA</b>		
Sikhalazo Dube	ILRI	ESA
Mohammed Said	ILRI	ESA
<b>CA</b>		
Benli Bogachan	ICARDA	CA
Botir Dosov	ICARDA	CA
Akmal Akramkhanov	ICARDA	CA
<b>SA</b>		
Kumar Shalander	ICRISAT	SA

<sup>1</sup> Co-chair from PCs and NARS will be identified during 2015.<sup>2</sup> Additional NARS representatives will be identified by ASC during 2015.

## The Governance and Management Events

(2015)

<b>1st IRT - NAWA Meeting, 24-26 March, Hammamet, Tunisia</b>
<b>1st IRT – East Africa (Marsabit-Yabello-East Shewa Transect) Meeting, 16-17 February, Addis Abba, Ethiopia, ILRI Campus</b>
<b>1st IRT – South Africa (Chinyanja Triangle (Changara-Ntcheu/Dedza) Transect) Meeting, 19-21 February, Lilongwe, Malawi</b>
<b>1st IRT –Central Asia Meeting, 12-14 May, Tashkent, Uzbekistan</b>
<b>1st IRT –South Asia Meeting, 16-17 February, Dubai</b>
<b>1st IRT –West African Sahel and Dry Savannas Meeting, 13-14 March Ouagadougou-Burkina Faso</b>
<b>CRP-DS Research Management Committee 6<sup>th</sup> April – ICRISAT HQ, India</b>
<b>CRP-DS Science and Implementation Meeting 7<sup>th</sup> – 10<sup>th</sup> April – ICRISAT HQ, India</b>
<b>CRP-DS Steering Committee 10<sup>th</sup> April – ICRISAT HQ, India</b>
<b>CRP-DS Annual Gender Working Group Meeting 10<sup>th</sup> April – ICRISAT HQ, India</b>
<b>CRP-Annual Capacity Development Working Group Meeting 10<sup>th</sup> April – ICRISAT HQ, India</b>
<b>CRP-DS Action Site Coordinators Meeting (System Integration) 10<sup>th</sup> April – ICRISAT HQ, India</b>
<b>2nd IRT - CA Meeting, 12-16 May, Tashkent, Uzbekistan</b>
<b>2nd IRT - NAWA Meeting, 9-14 August, Amman, Jordan</b>
<b>2nd IRT – East and Southern Africa Meeting, 9-14 August, ILRI Campus</b>
<b>3rd IRT –Central Asia Meeting, 17-19 August, Tashkent, Uzbekistan</b>
<b>2nd IRT –South Asia Meeting, 10-12 August, Patancheru, India</b>
<b>2nd IRT –West African Sahel and Dry Savannas Meeting, 10-16 August, Bamako, Mali</b>

## The Program Strategic Events

(2015)

<b>International Conference on Integrated Systems Research, 3-5 March, Ibadan, Nigeria - Humidtropics, IITA</b>
<b>3rd UNCCD Scientific Conference on Combating Desertification, Land Degradation and Droughts for Poverty Reduction and Sustainable Development, 9-12 March, Cancun, Mexico - UNCCD</b>
<b>3rd Global Soil Week, 19-23 April, Berlin, Germany - IASS Postdam</b>
<b>5th International Symposium for Farming Systems Design: Multi-functional Farming Systems in a Changing World, 7-10 September, Montpellier, France - ESA, Agropolis</b>



RESEARCH  
PROGRAM ON  
Dryland Systems

The CGIAR Research Program on Dryland Systems aims to improve the lives of 1.6 billion people and mitigate land and resource degradation in 3 billion hectares covering the world's dry areas.

Dryland Systems engages in integrated agricultural systems research to address key socioeconomic and biophysical constraints that affect food security, equitable and sustainable land and natural resource management, and the livelihoods of poor and marginalized dryland communities. The program unifies eight CGIAR Centers and uses unique partnership platforms to bind together scientific research results with the skills and capacities of national agricultural research systems (NARS), advanced research institutes (ARIs), non-governmental and civil society organizations, the private sector, and other actors to test and develop practical innovative solutions for rural dryland communities.

The program is led by the International Center for Agricultural Research in the Dry Areas (ICARDA), a member of the CGIAR Consortium. CGIAR is a global agriculture research partnership for a food secure future.

For more information, please visit  
[drylandsystems.cgiar.org](http://drylandsystems.cgiar.org)

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