



RESEARCH
PROGRAM ON
Dryland Systems



CGIAR Research Program on Dryland Systems
Capacity Development Strategy
and Action Plan
2015-2016

Prepared by: Dryland Systems Capacity Development Working Group
Approved by: Independent Steering Committee

*Food security and better livelihoods
for rural dryland communities*

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



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Revision record					
Version	Description	Date	Originator	Checked	Approved
1	Capacity Development & Implementation Plan 2015-2016	10-12-2014	Iman Kaffass	Capacity Development Working Group	Richard Thomas
2	1 st review	10-04-2015			Independent Steering Committee

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List of Acronyms

CCAFS	Climate Change, Agriculture and Food Security
CD	Capacity Development
CIHEAM	Centre International de Hautes Etudes Agronomiques Méditerranéennes
CoP	Community of Practice
CGDD	CGIAR Development Dialogues
CGIAR	Consortium Group for International Agricultural Research
CIAT	International Center for Tropical Agriculture
CIP	International Potato Center
CRPs	CGIAR Research Programs
Dryland Systems	CGIAR Research Program on Dryland Systems
FTA	Forests, Trees and Agroforestry
GAP	Gender in Agriculture Platform
GCARD	Global Conference for Agricultural Research for Development
GCHERA	Global Confederation of Higher Education and Research Associations
GFAR	Global Forum of Agricultural Research
GIZ	German Federal Enterprise for International Cooperation
ICRAF	World Agroforestry Center
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
IDOs	Intermediate Development Outcomes
ILAC	Institutional Learning and Change Initiative
ILRI	International Livestock Research Institute
IPR	Intellectual Property Rights
IWMI	International Water Management Institute
M&E	Monitoring and Evaluation
MOOCs	Massive Open Online Courses
NARS	National Agricultural Research Systems
PIM	Policies, Institutions and Markets
RMC	Research Management Committee
RTB	Roots, Tubers and Bananas
SRF	CGIAR Strategic Research Framework
TAP	Tropical Agriculture Platform
WLE	Water, Land and Ecosystems
YPARD	Young Professionals for Agricultural Development

Part I

1. Executive Summary

Capacity Development (CD) is one of the key pathways that drive impact for the CGIAR Research Program (CRP) on Dryland Systems (hereinafter referred to as Dryland Systems), if well executed, and one of the key performance indicators for the program's success. The international trend in agricultural research and innovation fora is to strengthen the focus on CD as necessary for realizing impact on the ground. As stated by Mark Holderness, Executive Secretary of GFAR:

“Agricultural research and innovation processes need to shift emphasis from filling bellies alone, to nurture dignity among the poor, empowering them with knowledge and the confidence to grow out of poverty and equipping them with the skills, tools, capacities and enabling environment to do so¹. ”

In the same way, the Food and Agriculture Organization of the United Nations (FAO) sees CD at the heart of its mandate with a vision of strengthening the national capacities of its Member Countries to achieve their own goals in the areas of food security and agricultural development². The International Fund for Agricultural Development (IFAD) in its turn considers the development of capacities of societal institutions and organizations as the core of any development project and necessary for the success and sustainability of development efforts³.

The eight CG partner centres in Dryland Systems' have a long history of CD interventions that enhanced capacities of partners and national agricultural research systems, extension and farmers. With the Dryland Systems uniting and coordinating the efforts of the involved Centers, emerged the need for a CD Strategy that frames the interventions into a comprehensive, holistic, integrated and all-inclusive systems approach to CD ensuring that the interventions are demand-driven and at the same time support the achievement of Dryland Systems IDOs. This strategy reflects CGIAR's understanding of CD as a necessary component of the research programs and pre-requisite for sustainable development.

The development of the strategy took into consideration multiple elements including: analysis of the status quo and of the strengths, weaknesses, opportunities and threats of current CD interventions in Dryland Systems Centers and sites, existing CD partnership initiatives as well as potential ones, analysis of CD needs and expectations of the local stakeholders and of Dryland Systems teams, a review of innovative practices and examples from agricultural and non-agricultural sectors especially universities and international CD institutions, the aspirations of Dryland Systems management, the advice of the expert consultant and the pathways and expected outcomes of Dryland Systems. These elements informed the development of what can be described as cutting-edge strategy for the Program.

The Strategy strongly advocates that Program's management takes the leadership in defining and adopting innovative approaches to CD that have been proven successful in other sectors and that may not be widely practiced by CGIAR and its close partners. Examples of these approaches are online education through Massive Open Online Courses (MOOCs) which are largely used by international institutions of higher education, distance education through satellite broadcasting which is used by international education and adult learning providers to reach poor-internet connectivity regions, meaningful engagement with leading private sector CD organizations to maximize use of expertise and resources and networking with international CD networks such as GCHERA, CIHEAM, GFAR/TAP, GAP and YPARD, among others.

¹ GFAR Governance document, 2014

² http://www.fao.org/fileadmin/user_upload/newsroom/docs/Summary_Strategy_PR_E.pdf

³ http://www.ifad.org/english/institutions/synthesis/synthesis_report_web.pdf

The Strategy adopts a comprehensive definition of **capacity development** that includes:

all efforts, interventions, activities, and interactions aiming at developing the capacity of female and male individuals, institutions, organizations and systems to enable them to perform certain tasks leading to achieving defined goals.

In this respect, the definition of CD goes beyond the traditional training workshops to include:

Communications and media, mentoring, coaching, development, governance restructuring, equipment supply, infrastructure development, partnership mediation, strategy development and a variety of around 60 types and modes of interventions that strengthen the capacities of individuals, organizations and systems and provide enabling environment for development.

The broad categories of the Dryland Systems partners and stakeholders that are targeted by this CD strategy are:

- **Rural dryland farming communities, in particular women and young people**
- **Civil society actors and organizations**
- **National agricultural research systems**
- **Extension systems/agents**
- **Advanced research institutions**
- **Regional and sub-regional organizations**
- **Private sector**
- **Eight partner CGIAR centres**

As a complex intervention, capacity development encompasses multiple levels and actors, power relationships and linkages. Promoting capacity development implies to address change requirements at different levels, ranging from the individual or group (team) to community or organizational (networks of organizations) and institutional (regulatory, policy or legal framework) or society level. In a broad sense, the CD strategy involves national, regional and municipal levels, local organizations and institutions, as well as people organized by the state, by private or public organizations, and in their civil roles.

Therefore, Dryland Systems CD vision is that main stakeholders, partners and teams will have in place human resources, institutions and systems capable of effectively working collaboratively as integrated systems while successfully carrying out their defined roles in Dryland Systems, leading to the achievement of IDOs and supporting food and nutrition security, poverty reduction, efficient natural resource management and improved livelihoods in the targeted regions.

The mission is to ensure the development and successful implementation of a strategic, holistic, inclusive, results-oriented, internationally competitive and sustainable approach to CD that is fully integrated into the Dryland Systems IDOs and impact pathways and that leads to the development of capacities of participating actors and innovation systems as a means to support them in effectively achieving the targeted development outcomes.

Out of the vision and mission were developed three goals that match the goals outlined by international CD networks and which mainly focus on developing the capacities of core individuals focusing on the poor in the rural areas, organizations and systems, maximizing impact and reach through partnering with international, regional and local organizations, private sector and civil society and ensuring sustainability of CD efforts through innovative resource mobilization. The three goals have six expected outcomes that in turn have thirty-five indicators to ensure progress in implementation. The Strategy is supplemented with an Action Plan and

Results Framework detailing expected completion dates together with lead activities and outputs. Most of the activities of the Strategy are planned to take place within 2015 and 2016.

In addition to outlining the definitions of individual, organizational and institutional development as agreed upon internationally and within CGIAR, the Strategy provides basic principles for Dryland Systems CD function together with requirements for Strategy success and the main potential constraints. The Strategy concludes with an emphasis on the necessity of collaboration from all internal and external parties to ensure the success of CD efforts in realizing impact on the ground.

2. Introduction and Background

Dryland Systems brings together a wide range of partners, including research and development organizations, national agricultural research systems, civil society, farmers and the private sector to develop holistic systems strategy and *systemic*, yet practical solutions for better food security and livelihoods for the rural communities living in the world's dry and marginal areas. The goal of Dryland Systems is to identify and develop resilient, diversified and more productive combinations of crop, livestock, rangeland, aquatic and agroforestry systems that increase productivity, reduce hunger and malnutrition, and improve quality of life among the rural poor. Systems research teams – in partnership with rural communities and countries – are working to validate technological, institutional, governance and policy options targeted to agro-ecosystems in drylands, and to promote their scaling-out and -up in dryland regions of West Africa Sahel & Dry Savannas; North Africa & West Asia; East & Southern Africa; Central Asia; and South Asia. The Program is led by ICARDA with seven participating CGIAR centers: ICRISAT, Bioversity, CIAT, CIP, ICRAF, ILRI and IWMI.

Dryland Systems combines knowledge from basic, strategic, applied and adaptive research using the latest innovation system approaches, communication and knowledge sharing strategies and tools. The program's new thinking and findings will be harnessed to create measurable sustainable and large-scale impacts on rural livelihoods. The total budget allocated for research activities associated with the four components listed above is US\$ 178.6 million over three years (2013-2015)⁴.

Dryland Systems and CD – CD has strategic value for Dryland Systems and its partners due to its role in supporting the integrated agro-ecosystems approach through developing the capacities of individuals, organizations/institutions and systems participating in different Regions and related communities (Research/Action Sites) and along Dryland Systems impact pathways. As stated, CD is one of the key pathways that drive impact for Dryland Systems and one of the key performance indicators for the program's success. The CD strategy ensures that CD of Dryland Systems follows the systems approach and that its interventions are designed and implemented in a way that contributes to the IDOs and impact pathways.

CGIAR and CD - CD is recognized by CGIAR as having strategic value for the CGIAR Portfolio and its partners, enabling the conduct of world-class, results-based agricultural research for development, crossing the gap between research and development and supporting the achievement of CGIAR developmental goals. According to the CGIAR CD CoP, CD is not limited to training but is a holistic systems approach targeting the development of institutional, organizational, individual and systems capacity to achieve agreed upon goals all along the impact pathways using a variety of approaches and tools.

CGIAR supported the formation of the CGIAR CD CoP in October 2013 in order to plan and coordinate work on CD across centers and CRPs, to exchange experience and good practices and to initiate collaborative programs. Since its formation, the CoP developed numerous materials on CD, has been active virtually on e-discussion platforms on multiple subjects, integrated CD into

⁴ http://drylandsystems.cgiar.org/sites/default/files/CRP1-1_Dryland_Systems_Proposal%20%281%29_0.pdf

CGIAR Strategic Research Framework (SRF), drafted the CD Guidelines (Attachment 1), secured input of stakeholders on the guidelines through GFAR and started communicating with CRPs regarding the adoption of the guidelines. The guidelines are based on the following nine elements of capacity development:

- a. Designing a CD needs assessment and CD intervention strategy based on systems approach to transform smallholder livelihoods.
- b. Designing innovative learning materials and approaches in support of the strategy.
- c. Developing the capacity of CGIAR Programs and Centers to partner effectively.
- d. Supporting the young male and female research and development leaders of the future through fellowships.
- e. Incorporating gender-sensitive approaches into CD.
- f. Improving the institutional environment for delivery of outcomes through facilitating partnerships, policy change, and dialogue.
- g. Developing organizational capacity to conduct and manage research for development.
- h. CD Monitoring and Evaluation (M&E) and impact assessment.
- i. Conducting research on CD i.e. Tracer Studies for enhancing learning outcomes; emerging trends; and next generation approaches in CD.

3. Strategy Development Approach

The approach and methodology followed included gathering essential data for the development of the strategy, combined with interviews, surveys, observation and note taking during meetings, document review and analysis and surveying international trends in CD. The main elements of the process are outlined in (Attachment 2).

Part II. The Strategy

Based on the diagnosis of the status quo and analysis of views and recommendations of surveyed CRP-team members and pertinent partners, and on surveying the international trends in CD as well as aspiration of program management and advice of the consultant to engage in cutting-edge CD, the capacity development strategy has been developed along the following lines and observing the below listed basic principles:

1. Basic Principles of Dryland Systems CD Strategy

1. CD includes all efforts, interventions, activities, and interactions aiming at developing the capacity of female and male individuals, institutions, organizations and systems to enable them to perform certain tasks leading to achieving defined goals. CD is not limited to the traditional training workshops but goes far beyond that to include communications, information dissemination, mentoring, coaching, apprenticeships, internships, fellowships, degree and non-degree research, policy development and governance review and other activities aimed at enhancing knowledge and skills, changing attitudes as well as strengthening of institutions and systems in a way that serves the achievement of goals.
2. CD planning should occur within a strategic holistic integrated and all-inclusive results-oriented, internationally competitive and sustainable approach that fits into the Dryland Systems' systems research approach, and not in ad hoc and fragmented ("piecemeal") manner or as a one-off activity.
3. CD should be integrated into CRPs' IDOs & impact pathways, and also into the Flagships impact pathways and theories of change to early-detect and meet the special needs of every regions.
4. A main pillar of Dryland Systems CD is the creation of a 'learning organization' within the Dryland Systems applying the cycle of "learning, reflection, documenting learning and sharing" together while integrating the learning process into the project cycle and work approaches using different means including creating thematic learning groups.
5. Internal (Dryland Systems) and external (partners and stakeholders) CD needs to take place to support outcomes achievement. CD covers technical as well as management, coordination, policy recommendation and ICT aspects.
6. Priorities and approaches to CD should be decided through continued dialogues, innovation platforms and participatory decision making to meet the needs of both the stakeholders and the Dryland Systems.
7. Up-to-date instructional design and material need to be available together with diversified delivery tools including ICT-based to meet the needs of the beneficiaries.
8. CGIAR Open Access and IPR policies are applied especially with the use of material and innovative mechanisms and approaches to capacity development.
9. Partnerships with international educational and capacity development institutions, private sector, civil societies and international, regional and local NGOs and farmer, youth and women associations are key in effective CD within Dryland Systems.
10. M&E for impact, quality assurance and follow up are essential to ensure effective results-oriented CD.
11. Innovative resource mobilization is crucial to ensure the quality and sustainability of CD.
12. Continued research on CD, its tools, approaches and modalities ensures meeting stakeholders needs, achieving international competitiveness and reaching the targeted outcomes of Dryland Systems.
13. We should first envisage the capacity that is needed and then go backward to plan its happening.

2. CD Strategy Target Beneficiaries

The broad categories of the Dryland Systems partners and stakeholders that are targeted by this CD strategy are:

- **Rural dryland farming communities, in particular women and young people**
- **Civil society actors and organizations**
- **National agricultural research systems**
- **Extension systems/agents**
- **Advanced research institutions**
- **Regional and sub-regional organizations**
- **Private sector**
- **Eight partner CGIAR centres**

As a complex intervention, capacity development encompasses multiple levels and actors, power relationships and linkages. Promoting capacity development implies to address change requirements at different levels, ranging from the individual or group (team) to community or organizational (networks of organizations) and institutional (regulatory, policy or legal framework) or society level. In a broad sense, the CD strategy involves national, regional and municipal levels, local organizations and institutions, as well as people organized by the state, by private or public organizations, and in their civil roles. The capacity of individuals is commonly strengthened through human resource development to improve knowledge, skills and attitudes. Organizations as processing systems that change individual and system capacities into organizational results, are supported through restructuring of management systems to improve the performance of specific tasks and functions. Institutional reforms address changes in institutions (policy instruments) and the macro-structure of the enabling environment.

3. Statement of the Vision and Mission

Following a comprehensive review of available documentation, extensive interviews and surveying of Dryland Systems representatives and outside partners, together with multiple meetings and taking into consideration the direction of program management and consultant's experience in strategy development, as well as international trends and announced goals of international agricultural sectors such as FAO, IFAD, GFAR and GCHERA and non-agricultural sectors including UNDP, international universities and the private sector, a clear and focused vision and mission have been developed to guide the decisions on priority goals, facilitate the development of strategic approaches to reaching those goals, and provide adequately detailed expectations of results. The vision and mission of the strategy have been developed as follows:

Vision: Dryland Systems, partners and stakeholders will have in place human resources, institutions and systems capable of working collaboratively as an integrated system and effectively carrying out their defined roles in Dryland Systems, leading to the achievement of IDOs and supporting food and nutrition security, poverty reduction, efficient natural resource management and improved livelihoods in the targeted regions.

Mission: To design and implement an strategic, holistic, inclusive, results-oriented, internationally competitive and sustainable approach to CD that is fully integrated into the Dryland Systems IDOs and impact pathways and that develops the capacities of participating actors and innovation systems and enables them to effectively achieve the targeted outcomes.

4. Strategic Goals and Outcomes

Goal 1:

Develop the capacities of core individuals, organizations and systems participating in Dryland Systems through the dissemination and exchange of the most up to date relevant quality knowledge and skills following systematic needs assessment, using internal and external expertise and diversified tailored CD modalities and delivery mechanisms while applying quality assurance and monitoring and evaluation throughout the process.

Outcome 1:

Local stakeholders in each site including small-holder men and women farmers possess the needed knowledge, skills and attitudes that enable them to better discuss and decide their own agricultural futures with their research and policy making counterparts and shape Dryland Systems pathways to achieve impact on the ground.

Indicators:

1. Individual, institutional and organizational capacities needed by agricultural innovation systems/female and male local stakeholders participating in Dryland Systems are identified, prioritized and classified through applying specific surveys.
2. Tailored approaches, interventions and content multi-lingual material, which meet the identified needs, are designed within innovation pathways and rural development contexts. Different modalities are used to reach-out to beneficiaries including innovation platforms and ICT mediated CD approaches: MOOCs, social media, portals, webinars and Satellite broadcasting.
3. A system for effective, gender-sensitive identification and selection of CD beneficiaries is put in place that is based on the ability to benefit from CD interventions in changing realities on the ground. This system will focus on training the trainer to allow for trickle-down effect.
4. Local stakeholders' - including farmers, women and youth - capacity is increased in negotiating their futures, in lobbying, applying political pressures for priorities, foresight and innovation in technology, with focus on sustainable intensification and agro-biodiversity, nutrition and health and sustainable natural resources management.
5. Stakeholders' capacity developed to facilitate and participate in multi-stakeholder dialogue and foresight platforms, including using a common Internet based platform for policy dialogue and exchange on foresight.
6. Stakeholders' capacity developed to access information systems for sharing and using agricultural knowledge.
7. Stakeholders' capacity developed in experience capitalization, documentation of success stories and lessons learned and impact analyses.
8. As a learning organization, Dryland Systems ensures that capacity of its own teams is developed throughout the process in technical as well as coordination and management areas needed to achieve success of the CRP. CRP teams learn in the project cycle and within thematic learning groups, innovative organization of project and program meetings and an explicit link to M&E. A pertinent outcome for the CD strategy is that capacity of Dryland Systems scientists and staff is developed in areas such as a gendered systems' approach, the design of capacity development interventions, the development of learning material, the evaluation of interventions, follow-up with beneficiaries, project management, impact assessment, partnership and resource mobilization.
9. Individuals and organizations with recognized expertise in certain specialization are contracted to contribute most-up-to-date pertinent knowledge and skills relevant to Dryland Systems implementation.

10. Quality assurance and Monitoring & Evaluation Systems for capacity development including accountability measures are developed to ensure the quality of content and processes and the achievement of targeted CD outcomes and impact.

Outcome 2:

Institutional policies at the local/national level have changed to further target the poor through policies such as including agricultural research and innovation as a priority in rural development agendas, improved land allocation and improved market systems.

Indicators:

1. Research conducted and results analyzed and adopted on available methodologies of capacity development that take research products to small holders and support adaptation and impact.
2. The inclusion of innovation systems in rural development agendas started to take place based on institutional capacity development support, and support with and promotion of policy formulation.
3. Capacity of local researchers developed in approaches for engendering research
4. Capacity of Dryland Systems participating women & youth developed in using communications media to express their voices and needs to policy makers and researchers.
5. Capacity of research and innovation systems developed in establishing innovation platforms with constituents' representation.

Outcome 3:

Accountability and impact in national research and innovation systems increased through development towards more strategic coherence & transparent stakeholder involvement.

Indicators:

1. Capacity of national research and innovation systems developed in strategy formulation, planning, priority setting, and management of change, result-based AR4D and transparent stakeholder involvement.
2. National research and innovation systems receive technical support from Dryland Systems regarding effective governance, transparency and inclusion
3. Capacity of stakeholders developed in participating in national, regional and global fora.
4. Capacity developed in establishing systems of M&E, in progress reporting, impact assessment and demonstrating impact at national and regional levels.
5. Comprehensive impact assessment and monitoring and evaluation mechanisms are developed and applied coupled with proactive and systematic follow-up.
6. Dryland Systems applies a strategic, comprehensive, integrated, all-inclusive and results oriented approach to CD.
7. A capacity development function is established within Dryland Systems and is responsible for coordinating, following up, documenting and sharing details of CD interventions and achieved outcomes.
8. The integrated agricultural systems approach is better integrated into curricula and research programs/activities of partner universities.

Goal 2:

Maximize the potential impact of capacity development interventions by reaching out and deep to stakeholders and meeting their needs through pertinent partnerships with international, regional, sub-regional and local organizations including public, private and non-governmental organizations and farmers and women associations in addition to alumni and beneficiaries of previous CD activities.

Outcome 4:

Mechanism for developing, maintaining and strengthening partnerships in CD is developed and applied.

Indicators:

1. The partnership mechanism guides Dryland Systems at the regional and local levels in establishing partnerships involving women and men that would support the goals of Dryland Systems in the area of capacity development and in assessing, maintaining and improving existing ones. This mechanism complements the Dryland Systems Capacity Development Strategy and its Action Plan.
2. Different regions add or modify to the mechanism to fit the different contexts of different partners, since the mechanism only provides a framework with criteria, modalities and guidelines to develop, strengthen and evaluate capacity development partnerships and is not meant to be inclusive.

Outcome 5:

Collaborative initiatives strengthened to realize stronger capacities of local agricultural innovation systems empowering them to achieve impacts at multiple scales.

Indicators:

1. Collaboration in place with CD CoP members especially on ICT-guided capacity development, such as MOOCs.
2. Collaboration in place for improving the formal agricultural education and informal learning systems at the local level with regard to relevance to female and male recipients and quality of curricula. Partnership with Advanced Research Institutes including international universities supports the review and development of agricultural curricula in degree and non-degree programs in targeted countries.
3. Collaboration in place with international universities on young agriculturalist opportunities and fellowships (follow up on current discussions with Reading University and others).
4. Engagement with the international and local private sector in place and resulting in diverse and expanded CD expertise offered to stakeholders.
5. Participation in international networks for fostering innovative CD and building on existing local and regional partnerships is in place, inviting women and young researchers specifically.
6. Diverse partners are supported to lead equitable and effective partnerships through developing their capacities in communicating using common language, in system thinking, defining theories of change and planning impact pathways in a way that will help them take research into impacts at scale.
7. Dryland Systems CD taking part in the IFAD/FAO/GFAR CD and Innovation Facility to benefit from the global network of capacity development providers, techniques, tools and beneficiaries.
8. Alumni groups are formed of beneficiaries of capacity development interventions and alumni participate in train the trainer interventions as part of a plan to reach deeper with knowledge and skills transfer and exchange.

Goal 3

Ensure sustainability of CD efforts through improved focus on resource mobilization at the international, regional & local levels, diversifying funding modalities, & improving donor relations

Outcome 6:

Investments in CD increased to better meet the needs of the local stakeholders.

Indicators:

1. Joint-funded initiatives through engagement with the private sector or other stakeholders for CD of small-holder producers in needed skills such as entrepreneurship and innovative marketing of products with focus on women and youth.
2. Capacities of national systems are developed in establishing and maintaining databases of investments & returns and reporting to donors.
3. CD resource mobilization is part of the terms of reference of each Dryland Systems staff.

Part III. Requirements for Success

The following elements are necessary for the success of the Strategy implementation:

- Adoption of an holistic and inclusive systems' approach to CD that is integrated into the CRP IDOs and impact pathways
- Successful identification, prioritization, planning and selection of CD interventions and approaches
- Targeting the right beneficiaries from among individuals and organizations who can use the capacities developed in achieving impact on the ground
- Partnering with renowned strategic, international, regional and national educational, research and CD institutions to expand thematic coverage and to fill-in areas where there is lack of internal expertise
- Diversifying approaches, tools and techniques of capacity development to meet different needs and targeted outcomes and using ICT-aided interventions including MOOCs and satellite broadcasting
- Establishing Dryland Systems learning organization where teams learn through the project cycle
- Developing mechanisms/guidelines for identifying, establishing, managing and reviewing partnerships that can support the vision and mission
- Integrating the work of the participating Centers and ensuring complementarity rather than competitiveness
- Description of roles and responsibilities within Dryland Systems at project leader, team member and management levels
- Ensuring effective governance of Dryland Systems CD projects
- Improving Program efficiency in using human and financial resources
- Establishing CD function within the Dryland Systems Management Office and assigning coordinators in different sites
- Adding Internship at the PMO to establish partnership with leading organizations under the remote supervision of the CD Expert
- Adopting innovative financing for CD jointly among all Centers involved: some potential approaches include development impact bonds, a capital formation investment fund, the Green Bond concept, public-private strategies, and pursuing high risk-high reward impact investors
- Continuous follow-up with beneficiaries and monitoring and evaluation of the process
- Establishing a mechanism for internal administrative and logistical coordination and coordination with various partners
- Campaigning for strengthening countries commitment and readiness for national investment to improve their capacity
- Follow an inclusive approach to make use of all available talents, women and men, young and old and people of different backgrounds

Part IV. Potential Constraints

The following elements are main constraints that may affect the Strategy's effectiveness:

- Limited budget and competition over funds at the local, regional and international levels
- Involvement of Dryland Systems scientists and administrators in research on 100%, which makes it difficult to allocate time to capacity development. This is coupled with the lack of incentive systems to motivate scientists to invest time and effort in capacity development of targeted beneficiaries
- Lack of expertise in capacity development modalities and approaches, especially ICT-guided CD among staff (online, distance and broadcasted learning)
- The focus on CD as a one-off training workshop which is the traditional way of doing things, and losing the image of a comprehensive, integrated, holistic and all inclusive approach to capacity development which is the only way to achieve impact on the ground
- The unavailability of capacity development material in the different languages used in Dryland Systems countries
- Poor internet connectivity in some of Dryland Systems countries which limits reaching out through internet
- Depending on locals to recommend beneficiaries of CD interventions which doesn't necessarily result in developing the capacities of those who could show impact on the ground
- The multiplicity of centers and sites and the necessity of getting everyone involved at the same level
- The diversity of regions served and of needs expressed which provides a challenge to the design and implementation of capacity development interventions
- Current lack of entity responsible for planning, coordinating and monitoring and evaluation of capacity development activities within the Dryland Systems
- The weak database which does not help reaching out to Alumni of previous capacity development activities for support in their environments
- Political changes, uprisings and epidemics which limit the ability to reach out to certain populations
- Exclusion of potential talent on the basis ingrained socio-cultural values, norms and habits

Part V. Conclusions and the Way Forward

The strategy assumes a new direction in capacity development that is based on strategic, comprehensive, integrated, all-inclusive, results oriented, internationally competitive and sustainable approach to capacity development. This approach adopts a definition of capacity development as a continual development process leading to having in place the capacities needed by the target audiences to enable them to achieve their roles in Dryland Systems and realize impact on the ground.

The new approach underlines the importance of capacity development at the individual, organizational and systems levels. It also recognizes the wide variety of available techniques, tools and modalities of capacity development and the importance of maximizing the use of these resources to the benefit of the target audiences. Both partnering and innovative resource mobilization are crucial to achieving the internal and external capacity development leading to the realization of the vision and mission.

Following the adoption of the strategy, the stage needs to be set for implementation taking into consideration the guiding principles, the requirements for success and the potential constraints. Collaboration from all internal and external parties and stakeholders is necessary for the success of CD efforts in realizing impact on the ground. To guide the implementation of the Strategy an Action Plan coupled with results framework has been developed detailing the activities and time-frame for achieving the Strategy goals and outcomes.

List of Attachments

1. CGIAR CD-CoP Guidelines and Framework for the 2nd Round of CGIAR Research Programs
2. Dryland Systems CD Strategy Development Approach
3. Surveys Distributed to Centers' and Flagships' Coordinators
4. List of Members of the CD CoP
5. List of Participating Directors in the Interview by the CD CoP
6. Summary report on CGIAR Capacity Development Community of Practice (CD CoP) Meeting in Montpellier, France, September 10-12, 2014
7. Main findings of document analysis, interviews and stakeholders surveys
8. Complete analysis of the findings of the four (4) surveys
9. List of Capacity Development Diverse Tools
10. Capacity Development Resources

Attachment 1

CGIAR Capacity Development Framework for the 2nd Round of CGIAR Research Programs – Working Draft

([Linked here](#))

Attachment 2

Strategy Development Approach

The approach and methodology followed included gathering essential data for the development of the strategy, combined with interviews, surveys, observation and note-taking during meetings and document review and analysis. The main elements of the process have been:

1. Including the discussion of CD needs & future direction into the Science and Implementation Meeting, July 2014 and capturing views of participants regarding the content of the CD Strategy.
2. The development of four (4) surveys (attachment 3) and their distribution to Center and Flagship Coordinators seeking inputs on elements needed for the development of this CD strategy. The four surveys were:
 - 2014 Staff and Stakeholders' needs assessment survey.
 - 2014 Inventory of current CD activities and mapping to Dryland Systems IDOs.
 - 2014 SWOT Analysis of current Dryland Systems CD.
 - 2014 Survey of CD-DS CD partnerships and suggestions for new ones.
 - Analysis and reporting on received responses of Flagship and Centers Coordinators
3. Meetings and interviews on September 8th in Amman with Dryland Systems Management & pertinent contributors – ICARDA DG and DDG-R, ICARDA CD Unit, Dryland Systems Communication Program Coordinator, Research Program Coordinator, participating ICARDA program heads and few involved scientists.
4. Participating and exchanging of ideas in the meeting of CGIAR CD CoP formed of CRPs and Centers' CD coordinators, in Montpellier, France – September 10-12, 2014 (attachment 4).
5. Continued e-meetings and exchange with CoP members following the Montpellier meeting regarding the development of CD intervention strategies including M&E systems.
6. On-line interview with CRP Directors regarding their strategies for CD, as part of the CoP meeting (attachment 5).
7. Review and analysis of the following documents to capture relevant information:
 - CGIAR Strategic Research Framework (SRF)⁵
 - Dryland Systems Description Document⁶
 - Minutes of the Science and Implementation Meeting⁷
 - GCARD Roadmap and Plans for GCARD 3 Consultation Process⁸
 - CD material developed by the CD CoP in 2013-14
 - Minutes of CD CoP meetings of October 2013 and September 2014 (attachment 6)
 - Existing CD strategies or strategic elements from Centres and CRPs⁹

⁵ http://library.cgiar.org/bitstream/handle/10947/5224/CGIAR-SRF-March_2011_BROCHURE.pdf?sequence=1

⁶ http://drylandsystems.cgiar.org/sites/default/files/CRP1-1_Dryland_Systems_Proposal%20%281%29_0.pdf
http://drylandsystems.cgiar.org/sites/default/files/Dryland%20Systems%20Extension%20Proposal_0.pdf

⁷ http://drylandsystems.cgiar.org/sites/default/files/DS_CRP_science_and_implementation_meeting.pdf

⁸ <http://www.egfar.org/content/gcard-road-map-transforming-agricultural-research-development-systems-global-impact>

⁹ <http://www.icarda.org/sites/default/files/ICARDA%20Capacity%20Development%20Strategy.pdf>
<http://www.ilri.org/node/45>
<http://www.worldagroforestry.org/downloads/publications/PDFs/BL13062.PDF>

8. Developing and Issuing the CD Strategy Inception Report that documented the initial results of surveys of CGIAR and related stakeholders on the CD situations and needs for Dryland Systems, in order to inform the development of the strategy.
9. Continuing to interact with Center representatives, Flagship Coordinators, agricultural partners such as GFAR and its regional Fora, IFAD and FAO on the CD Facility, IAM Montpellier, Agropolis and others to enrich the content and widen the scope of the strategy in-process.
10. Analyzing and summarizing the main findings and recommendations resulting from the meetings, interviews, surveys and literature review (Attachment 7). These findings and recommendations formulated a main core of the development of this strategy.
11. Going to a number of reiterations in preparing the draft, always discussing matters at the Dryland Systems management level and with CoP members and different stakeholders.

Attachment 3

Surveys Distributed to Centers' and Flagships' Coordinators

- [2014 Survey of Capacity Development \(CD\) Activities Corresponding to the DRYLAND SYSTEMS IDOs](#)
- [2014 SWOT Analysis of Dryland Systems Capacity Development](#)
- [2014 Capacity Needs Assessment Survey](#) (to distribute to target CD beneficiaries – NARS, Farmer Associations, Civil Society, NGOs, etc)
- [2014 Survey of Dryland Systems Capacity Development Current Partnerships & Suggestions for New Ones](#)

http://www.iwmi.cgiar.org/CRP5/PDF/Water_Land_Ecosystems/10-Partnership_and_capacity.pdf
<http://www.slideshare.net/ILRI/capacity-development-capdev-in-the-humidtropics-crp-key-strategy-and-elements-for-extension-phase-201516>

Attachment 4

List of Members of the CD CoP

Amor Yahyaoui (CRP-Wheat/CYMMIT)
Anilyn Maningas (IRRI)
Charles Kleinermann (ICARDA)
Diana Brandes (CRP-Livestock and Fish)
Iddo Dror (ILRI)
Iman El-Kaffass (DRYLAND SYSTEMS)
Javier Ekboir (ILAC/Bioversity)
Jorge Andrade (CIP)
Marianne Schmink (CRP-CIFOR)
Marina Apgar (World Fish)
Mehmood Hassan (CRP-FTE/ICRAF)
Myra Woperiespora (Africa Rice)
Ndeye Ndak Diop (Generation Challenge Program)
Nicholas Petrucco (World Fish)
Nicole Leford (CRP-WLE)
Per Rudebjer (CRP-RTB)
Rosana Mula (ICRISAT-IN)
Simone Staiger Rivas (CIAT)
Suresh Babu (IFPRI)
Vanessa Meadu (CRP-CCAFS)
Zoumana Bamba (IITA)

Attachment 5

List of Participating Directors in the Interview by the CD CoP

The following CRP Directors joined the online meeting/interview organized by the CoP on its second day of meetings in Montpellier – September 2014:

- Eric Koper – Integrated Systems for the Humid Tropics
- Tom Randolph – Livestock and Fish
- Richard Thomas – Dryland Systems (DS)
- Karen Brooks – Policies, Institutions and Markets (PIM)
- Nathania Matthews – Water, Land and Ecosystems (WLE)
- Robert Nasi – Forests, Trees and Agroforestry (FTA)
- Bruce Campbell – Climate Change, Agriculture and Food Security (CCAFS)
- Graham Thiele- Roots, Tubors and Bananas (RTB)
- Sobhana Sivasankar – Dryland Cereals

Attachment 6

CGIAR Capacity Development Community of Practice (CD CoP) Meeting in Montpellier, France

September 10-12, 2014

Summary Report

CGIAR Capacity Development Community of Practice (Cap Dev CoP) annual meeting took place at CGIAR headquarters in Montpellier France, September 10-12, 2014. The meeting was coordinated by Mr. Alain Vidal, CGIAR Capacity Development and Partnerships Officer, facilitated by Ms. Nadia Manning Thomas, CGIAR Consultant, and attended by CRPs' and Centers' CD representatives. Iman El-Kaffass attended the meeting as member of the CoP and representative of the Dryland Systems. The discussions and resolutions of the meeting - as summarized in the following paragraphs – will help guiding the development of the Dryland Systems CD Strategy and Action Plan.

This summary includes seven main points reflecting the main discussions, recommendation and resolutions that took place during the meeting.

1. Review of what has happened since the last meeting in Nairobi, Kenya (20-25 October 2013)

At the level of CoP

- CoP active virtually
- E-Discussions on multiple subjects
- Drafting of material/chapters for the CGIAR-wide CD Strategy
- Drafting of statement on CD to be included in the SRF
- Drafting of the Capacity Development Guidelines and securing input of stakeholders through GFAR

At the level of CRPs and Centers

- ICRISAT: working on CD module development and offering courses through MOOCs
- CYMMIT: Delivering online courses with universities
- CRP Livestock and Fish: Developed Capacity Assessment Survey and applied it in 3 countries
- Dryland Systems: Imman El-Kaffass appointed as CD Expert, and CD Strategy being developed for review mid-November

2. CoP members' plans for CD

- Support CGIAR cross the gap between research and development through integrating CD all along the impact pathway
- Use the recently developed CD guidelines to initiate CRPs' and Centers' strategies and guidelines
- Communicate with stakeholders regarding the definition and scope of CD explaining that it is not limited to training but is in fact a holistic approach targeting the development of institutional, organizational, individual and systems capacity to achieve agreed upon goals using a variety of approaches and tools (ex. Changing policies to support Climate Smart agriculture is institutional capacity development)
- Implement CD through partnerships to expand thematic and territorial coverage and to achieve impact on the ground
- Carry out CGIAR Internal capacity development (Center & CRP staff, Institutions &organizations) in order to effect the change

- Modify policies and procedures to create incentives for scientists and researchers to allocate time and effort to CD and to move from research to development (Currently performance reviews are focused on research and publications)
- Develop a mechanism to track current CD interventions/activities across CGIAR
- Integrate CD into the CRPs' Extension Proposals and Prepare for the 2nd call for proposals
- Leverage funds through partnerships
- Establish strong CD M&E systems and start measuring and reporting on impact
- Develop mechanism for the CoP members to work together

3. Necessary steps to operationalize these CD plans as discussed by members

- Assign dedicated CD coordinators/Units in Centers and CRPs
- Distribute and enforce the guidelines in the CRPs and Centers
- Include CD in the Extension Proposals and in the 2nd Call for Proposals
- Get involved in the GCARD 3 Consultation Process that will be initiated with GFAR end of 2014

4. Notes and recommendations from the online meeting with the CRP directors

The following CRP Directors joined the online meeting organized by the CoP on its second day of meetings:

- Eric Koper – Integrated Systems for the Humid Tropics
- Tom Randolph – Livestock and Fish
- Richard Thomas – Dryland Systems (DS)
- Karen Brooks – Policies, Institutions and Markets (PIM)
- Nathaniel Matthews – Water, Land and Ecosystems (WLE)
- Robert Nasi – Forests, Trees and Agroforestry (FTA)
- Bruce Campbell – Climate Change, Agriculture and Food Security (CCAFS)
- Graham Thiele- Roots, Tubors and Bananas (RTB)
- Sobhana Sivasankar – Dryland Cereals

The following points were discussed during the online meeting with the directors:

a. Main areas where CD is needed

- Management of innovation platforms, capacity to innovate, capacity to engage partners who could produce the outcome, translation of outputs to outcomes, proper assessment and documentation
- Foresight
- Increasing Centers' individual and institutional capacities to work through CRP Structures
- Theory of change
- Management of Change
- Planning and prioritizing to achieve goals
- Systems research & approaches
- Result-Based-Management
- Monitoring and evaluation
- Outcome & impact assessment and documentation
- Risk management
- Instructional design and material development
- Developing strategic partnerships
- Leadership in research for future research leaders (UNU/Leadership Academy)

b. Pre-requisites to achieve CD goals

- Expand general thinking of what CD is. Provide rigorous definition of CD. Focus on how it is needed to achieve the outcomes. Make it demand driven. Explain how CD takes knowledge to scale.
- Describe the interventions that are currently taking place in CRPs and Centers (providing not only numbers but outputs and impacts, when possible.)
- Assign CD staff who can coordinate and deliver
- Establish a mechanism for “post-CD interventions follow-up” and secure budget to conduct the follow-up
- Mainstream CD into the theory of change along the impact pathway and prioritize within each level of the pathway
- Introduce sections on CD in each proposal and reporting template
- Plan CD in support of regional programs and end users
- Reach out to more populations through e-learning and distance learning – MOOCs in partnership with universities
- Conduct research on CD
- Make use of existing resources of other organizations; ex. World Bank Needs Assessment Project
- Work with partners in developing tools and methods
- Track impact of interventions throughout the impact pathway
- Conduct active resource mobilization for CD
- Initiate partnership within the CRPs on CD: there is scope for joint-activities among the three systems CRPs, as well as among others.
- Partner with those who are already doing what we want to do (ex. GTZ and universities on MOOC)
- Establish an accountability framework of the CGIAR to CD and report not only on numbers but on the outputs and outcomes we should be accountable for.

c. Means of securing funds for Capacity Development

- Integrate CD into regional activities and channel funds from the flagship projects
- Include CD in efforts for resource mobilization for cross-cutting issues
- At the Consortium level, seek funds for major CD interventions across CRPs
- Leverage CD funds through partnerships
- Ensure better coordination by CRPs of the funds allocated to Centers and Partners in a way to ensure allocation of adequate funds to CD

The general feel after the online meeting with the directors was that they were appreciative of the value of capacity development in its holistic definition to achieve the targeted development outcomes and that in general they were ready to support the adequate funding and implementation of CD interventions.

5. Potential collaboration projects between CRPs and Centers that are members of the CoP

- Offering Joint fellowships to young female and male researchers
- Developing document repository for CGIAR-wide CD resources
- Offering massive open online courses (MOOC)
- Designing CD impact assessment scheme

6. Partnerships that should be strengthened

Important direct partnerships for CD

- The Global Forum on Agricultural Research (GFAR)
- Tropical Agriculture Platform (TAP)
- Young Professionals for Agricultural Development (YPARD)
- Gender in Agriculture Platform (GAP)
- Capacity.org
- One Agriculture – One Science

Consortium level strategic partnerships that CD teams should link to

- GCARD3 Consultation Process through GFAR
- Comprehensive Africa Agriculture Development Program (CAADP) and CGIAR Alignment
- Latin American Caribbean (LAC) consultation
- Institutional Learning and Change (ILAC) CRPs' Network Mapping

Upcoming key influencing partnership events:

- CGIAR Development Dialogues (CGDD), NY, Sept 25, 2014
- CGIAR Day in FARA 15, Jo Berg, 26-27 November, 2014
- 2015 Paris Climate/COP21, Paris, December 2015

7. Immediate action following the meeting

- Finalize and publicize the Capacity Development Guidelines by mid-November 2014
- Finalize and publicize the Capacity Development Statement in the SRF
- Include CD in upcoming proposals and reports
- Form the CoP Coordination Committee of seven elected members of the CoP to represent the CoP with the Consortium , as well as with partners
- Take capacity development further in Centers and CRPs based on the above points of discussions.

The last session of the meeting was attended by Frank Rijsberman, Chief Executive Officer, Wayne Powell, Chief Science Officer, and Luis Solorzano, Director of Staff and former representative of the Consortium in the CoP.

The Chief Executive Officer confirmed his support of capacity development as enabler of crossing the gap between research and development and expressed readiness to take a concept note to the Fund Council to mobilize resources for CD.

The meeting was adjourned on Friday Sept 12- close of business.

Attachment 7

Main findings of document analysis, interviews and stakeholders surveys

The main findings from the document/literature reviews and the meeting/interviews regarding the current status of CD were

1. Dryland Systems Scientists have been regularly involved in CD activities (mainly in the form of workshops, short-term training courses, supervising degree students and field trials) in different Dryland Systems sites and on a wide variety of themes.
2. The majority of current CD interventions are focused on organizing workshops for National Agricultural Research Systems (NARS) researchers with some activities targeting extension and farmers. A trend of organizing innovation platforms on some sites has begun.
3. There is limited internal coordination between flagship coordinators, and between flagship coordinators and center coordinators regarding their CD activities.
4. There is little planned follow-up on activities and their impact in most cases.
5. CRP Staff are not experts in all CD themes required by stakeholders or required for the implementation of the CRP.
6. CRP Staff have multiple tasks other than CD as part of their daily responsibilities and find it challenging to dedicate appropriate time to CD, especially at the design and evaluation stage.
7. In spite of the cited limitations, there is not enough use of external expertise or of potential partnerships for CD. The majority of current interventions/activities are still mostly carried out by CRP/Center members. There are individual initiatives to partner with external experts and organizations but the level and strength of these partnerships vary among Flagships and Centers. Cited partnerships on CD are mostly with NARS and usually targeting the capacity development of NARS researchers rather than being a two-way learning or a South-South knowledge exchange. There are existing partnerships with Advanced Research Institutes (ARIs) in the provision and delivery of CD interventions but little or no evaluation of their impact has taken place so far, and there are - to a lesser degree - partnerships with NGOs and few farmer associations for work on the ground.
8. Implemented training does not include a final evaluation for the trainers and participants improved capacity (Only few of them include this approach because it is requested by the Bilateral Donor).
9. The use of new tools for training (webinar, Massive Open Online Courses – MOOC) is being considered by a number of participating Centers.
10. CD budget is embedded in each activity and managed by the Activity Leader without a centralized approach to harmonize, collect and process the CD information.
11. The Flagship and the Center Coordinators do not influence on the CD activities nor has a priority approach been developed.

Main recommendations from the reviews and meetings/interviews

These can be classified under the following themes: ways to strengthen CD and to integrate it into Dryland Systems, needed focus areas and themes of CD, internal and external target populations, diversification of CD approaches and tools, partnership in design and delivery of CD, M&E, and resource mobilization. Following are the recommendations:

1. Use the recently developed CD CoP guidelines to initiate Dryland Systems strategy and guidelines.
2. Supplement the CD CoP guidelines with examples of current practices and innovative approaches from other sectors and world leaders in academic and research capacity

development covering the development of the capacity of the individual, institutions and systems to help inform the Dryland Systems and support the program's impact.

3. Integrate CD into the Dryland Systems theory of change along the levels of the impact pathways and prioritize within each level of the pathways. This is in addition to including CD as one of the key pathways that drive impact for Dryland Systems, and one of the key performance indicators for the program's success.
4. Integrate CD into the Dryland Systems extension proposal and prepare for the 2nd call for proposal.
5. Provide an accurate definition of CD and communicate with stakeholders regarding the definition and scope of CD explaining that it is not limited to training.
6. Modify policies and procedures to create incentives for scientists and researchers to allocate time and effort to CD and to focus more on research in development (currently performance reviews are focused on research and publications).
7. Assign CD Coordinators/Establish Units to ensure an integrated results-based approach to CD.
8. Focus on CD that is needed for the achievement of CRP outcomes such as management of innovation platforms, capacity to innovate, foresight, capacity to work through CRP structures, theory of change, systems approach, result-based management, M&E, risk management, instructional design and material development, developing strategic partnerships and youth leadership in research and development, in addition to the needed CD in technical research themes.
9. Expand implementation of CD through partnerships on thematic and territorial coverage and to achieve impact on the ground and focus the role of Dryland Systems teams on playing more of facilitator role rather than of main implementer of CD activities.
10. Carry out CGIAR internal CD in order to facilitate the change. Develop the capacity of Dryland Systems participating teams, institutions and organizations to effectively perform their roles in the projects to achieve Dryland Systems development outcomes.
11. Identify and classify targeted stakeholders, including end-users, and target them with CD which meets their needs and support them perform their roles within the Dryland Systems.
12. Target small holder producers with CD to ensure they master the up-to-date, efficient and sustainable technologies and that their institutions and organizations are developed and structured in a way to support their important role in the implementation of the CRP and their integration with potential partners. Smallholder producers provide food to about 70% of the world population as well as livelihoods to an equal number (GCARD1.).
13. Develop the capacity of targeted youth to bring them into agriculture and foster local innovation and enterprise/market opportunities.
14. Target women in agriculture with leadership and entrepreneurial skills development.
15. Reach out to populations that are involved with Dryland Systems using ICT, distance learning and e-learning including MOOCs, through partnership with universities, and invest in instructional design to tailor programs and tools to the needs and existing learning capacities of the targeted populations.
16. Mobilize research and learning on role of agricultural knowledge and innovation in rebuilding livelihoods and societies in protracted conflicts/fragile states.
17. Initiate partnerships within the Dryland Systems on CD; for example, there is scope of joint-activities among the three systems CRPs, as well as among others. Potential areas of partnership include offering fellowships to young female and male researchers, developing comprehensive document repository, offering MOOCs and designing CD impact assessment scheme, to name a few.
18. Partner with those who already have experience in our suggested initiatives and make use of existing resources (ex. GIZ and universities on MOOC, the World Bank on needs assessment).
19. Base CD on partnerships with international, regional, sub-regional, national and local organizations that have extended access to individuals and institutions on the ground, in addition to expertise and financial and human resources.

20. Engagement with the private sector in projects where they have taken the lead such as CD through Internet connectivity via satellite and other
21. Ensure better coordination first among the different Flagships and Centres and second in partnership with regional and local organizations.
22. Include follow up of the way beneficiaries of CD activities apply the knowledge and skills they gained in realizing the developmental outcomes of Dryland Systems.
23. Develop a mechanism to track current CD interventions/activities across Dryland Systems.
24. Develop a charter and mechanism for CD CoP members and member Centers and CRPs to work together on collaborative CD initiatives.
25. Create a common CD beneficiaries database to follow up on for impact assessment
26. Maintain an update on new initiatives with Webmarking.
27. Establish strong M&E, quality assurance and follow up systems to ensure effective capacity development in support of the achievement of Dryland Systems outcomes.
28. Conduct active resource mobilization for CD and invest more effort on resource mobilization for CD to ensure sustainability.
29. Integrate CD into Regional activities and channel funds from flagship projects.
30. Leverage funds through partnerships.
31. Include CD in resource mobilization for cross-cutting issues
32. At the Consortium level seek funds for major CD interventions across CRPs.
33. Ensure better coordination by CRPs of the funds allocated to Centers and Partners in a way to ensure allocation of adequate funds to CD.
34. Get involved in GCARD3 Consultation Process that will be initiated with GFAR end of 2014 to ensure that stakeholders' CD needs are captured and met, that CD interventions are demand-driven, that these interventions enable the individual stakeholders, institutions and organizations - the agricultural innovation systems - to integrate into the pathways leading to development outcomes, and that partnerships are formed on the ground to provide for coordinated actions to support this goal.
35. Get involved with the GFAR led Global Capacity Development Facility

Main findings and recommendations from flagships and Centers' responses to the four Surveys

1. Findings from DRYLAND SYSTEMS SWOT Analysis in the domain of CD

The initial analysis of the received responses to the distributed SWOT analysis showed the following results. Results are listed from highest to lowest level of importance:

Strengths

- a. Dryland Systems participating Centers have long history of offering effective CD interventions.
- b. Centers' excellence in research has translated into strong reputation for scientific excellence that could be built on in strengthening CD functions.
- c. Alumni of CD activities who are now occupying leading positions in different places are good ambassadors demonstrating the quality of our CD activities.
- d. Our strong network with NARS, farmer associations and different stakeholders may support the success and reaching out of our CD activities.
- e. The access we have to external expertise in different specializations supports our CD activities.

Ranked as less strong

- f. Up-to-date material and curricula exist for CD.
- g. We have successful modalities and tools that we currently use in CD.
- h. Team members are qualified to provide high quality CD activities to target beneficiaries.

- i. CD has always been integral part of the responsibilities of team members.

Weaknesses

- a. There is no entity responsible for planning, coordinating and M&E of CD activities.
- b. CD is mainly offered through workshops/group sessions and does not make use of other available modalities that may prove of more benefit in certain situations.
- c. CD is done in a piecemeal fragmented manner through one off activities that do not necessarily fit into a holistic approach and with little coordination among participating Dryland Systems Centers, little planned follow-up and no set mechanism to ensure and measure results on the ground.
- d. The weak data base does not help reaching out to Alumni of our previous CD activities for support in their environments.
- e. There is no incentive system to motivate scientists to invest time and effort in capacity development of targeted beneficiaries.
- f. DRYLAND SYSTEMS team expertise does not stretch to the fields where CD is needed.

Opportunities

- a. Food security, natural resources management nutrition and health and poverty reduction are major issues especially in developing countries.
- b. CD is an expressed need of the partners and stakeholders.
- c. The focus of the donors on CD is an opportunity to strengthen the role and widen the coverage of CD.
- d. CGIAR has a history of collaboration with international and regional organizations and local communities.
- e. The strong direction of CGIAR toward strengthening its CD role offers an opportunity to integrate CD into the process of realizing the goals of development of CGIAR.
Potential opportunities that are ranked low:
- f. Team members are familiar with the diverse methodologies and tools of CD that can be used to meet different needs and priorities.
- g. Team members have developed an updated list of targeted beneficiaries' needs.
- h. Team members have a compiled and updated list of external experts that can be outsourced for CD purposes.

Threats

- a. The unending financial crisis, competition over funds, inter-Centers' competition and potential outside partners unwillingness to participate unless they have direct interest
- b. The diversity of regions served and of needs expressed provide a challenge to the design and implementation of capacity development interventions
- c. Political changes, uprisings and epidemics limit the ability to reach out to certain populations

2. Findings from the Survey of Current CD Activities as they Map to the DRYLAND SYSTEMS IDOs

The survey showed that there is a large variation between responding Flagships/Centers in the amount and scope of CD activities and thus in the possibility of mapping them to the 6 Dryland Systems IDOs. Some Regions have large variety of activities, using multiple tools and targeting different populations and thus have been able to map their activities to all of the 6 IDOs, while some Regions have limited activities that could be mapped to one or two IDOs. This survey has proven still that mapping of CD activities to IDOs is worth pursuing and that if institutionalized, it will support the formulation of strategic approach to CD and its integration into the Dryland Systems systems approach.

3. Findings from the Survey of Current Partnerships and Potential Suggested Ones

This survey showed a large variety among Flagships and Centers in the number and diversity of existing partnerships and the strategic perspective on future ones. It is interesting to note that Flagships/Centers who reported a large number and diversity in CD activities mapped to IDOs are also those who reported a large number of current partnerships and a view on potential future ones. This exercise is also worth pursuing in the future.

4. Findings of the Needs Assessment Survey

Responding Flagships and Centers provided their own views on needed capacities in their locations. The next step would be for these Flagships and Centers to distribute the survey to their stakeholders and partners and obtain their responses in this regard.

The main findings from the responses received so far focused on a number of priority themes of CD. The technical themes focused on Integrated crop, livestock and natural resources management, conservation of agro-biodiversity, forecasting and modeling for climate change, climate change adaptation and mitigation, restoration of degraded natural resources, sustainable farming systems intensification, reducing agricultural emission and precision farming. The supporting skills themes focused on systematic data collection, analysis and modeling of applications, geo-informatics, adoption and impact assessment and livelihood assessment and poverty analysis. The management and coordination themes focused on theory of change, systems approach, innovation platforms, project management, risk and natural disaster management, participatory decision making, women leadership, effective partnerships and management of change, and organizational and institutional development for change. Complete analysis will be provided once the exercise is completed and responses are received from stakeholders.

Attachment 8

Complete analysis of the findings of the four surveys

Results:

1. [2014 Survey of Capacity Development \(CD\) Activities Corresponding to the DRYLAND SYSTEMS IDOs](#)
2. [2014 SWOT Analysis of DRYLAND SYSTEMS Capacity Development](#)
3. [2014 Capacity Needs Assessment Survey](#)
4. [2014 Survey of DRYLAND SYSTEMS Capacity Development Current Partnerships & Suggestions for New Ones](#)

Attachment 9

List of Capacity Development Diverse Tools

A	Workshop	A1	Infrastructure Support
B	Seminar	B1	Technical cooperation
C	Meeting	C1	Infrastructure development
D	Conference	D1	Partnership mediation
E	Degree award	E1	Equipment supply
F	Non-Degree award	F1	Process development
G	Internship	G1	Policy development
H	Training Course	H1	Regulations and guidelines development
I	Working Group	I1	Governance systems development
J	Innovation platform	J1	Negotiation support
K	Exchange visit	K1	Awareness campaign
L	Mentoring	L1	Curricula development
M	Coaching	M1	Strategy development
N	Advising/Consultancy	N1	Technology transfer
O	documentation support	O1	Traditional knowledge dissemination
P	Science expo	P1	Plan development
Q	Exposure visit	Q1	Research collaboration
R	Field visit	R1	Women Empowerment
S	Job training	S1	Study visit
T	Technical assistance	T1	Train of trainers
U	Interactive event	U1	South-South Event
V	Exhibition	V1	On-line discussion forum
W	Webinar	W1	Collaborative portal
X	Portal and Social media	X1	Expert discussions
Y	e-learning course	Y1	Accredited intervention
Z	Distance and broadcasted learning	Z1	Other

Attachment 10

Capacity Development Resources

Capacity development material:

The International Service for National Agriculture Research (ISNAR) produced useful material related to capacity development for the CGIAR. Although this material was produced several years ago, most of the information is still useful. A wide range of materials are available at:
<http://ifpri.catalog.cgiar.org/isnarlibraryarch.htm>

FAO Capacity Development Portal:

<http://www.fao.org/capacitydevelopment/capacity-development-home/en/>

Examples of participatory approaches to research:

A number of resources are available, including:

http://cg-parade.wikispaces.com/product_profiles

The Institute for Development Studies website for participatory approaches:

<http://www.participatorymethods.org/>

Resources on partnerships:

ILAC has developed numerous resources and materials. These include a curated list of publications on partnerships:

<http://www.cgiar-ilac.org/content/partnership>

And a report:

http://www.cgiarilac.org/files/publications/reports/ILAC%20Peer-Assisted%20Report_Final.pdf

CGIAR partnership strategy: The CGIAR developed a strategy document on partnerships as part of the reform process, The Future of Partnerships in the CGIAR:

http://www.cgiar.org/wwwarchive/www.cgiar.org/changemanagement/pdf/WG2_FutureofPartnerships_FINAL_Sept16_2008.pdf

Resources on evaluating capacity development: Publications on evaluating capacity have been developed by ILAC. See: Evaluating capacity development resources and publications

www.cgiar-ilac.org/content/evaluating-capacitydevelopment

Formation and Management of Innovation Platforms:

<http://businessdayonline.com/2013/09/innovation-platform-can-help-increase-farmers-incomes/#.VHR1oYvF81Y>

<http://www.kari.org/docs/Innovation%20Platforms%20Operational%20Guide.pdf>

Capacity development in the private sector: There are many books and publications about developing capacities in private firms, especially capacities to innovate. Among other resources: Harvard Business School, Institute for Strategy and Competitiveness

<http://www.isc.hbs.edu/researchareas/Pages/innovation-and-innovative-capacity.aspx>

various articles in the Harvard Business Review

<https://hbr.org/>

In addition to Skarzynsky, P. and Gibson, R.2008. Innovation to the Core. A Blueprint for Transforming the Way Your Company Innovates. Boston, Mass.: Harvard Business Press.

Capacity Development Innovative and Tailored Approaches used by International Organizations

http://www.norad.no/en/_attachment/107574/binary/6027

<http://www.undp.org/content/undp/en/home/librarypage/capacity-building/UNDG-national-capacity-post-conflict/>

<http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTCDRC/0,,contentMDK:20372498~menuPK:737973~pagePK:64169212~piPK:64169110~theSitePK:489952,00.html>

http://www.open.gov.nl.ca/collaboration/pdf/community_engagement.pdf