



Consortium

Workshop Report from the CGIAR Capacity Development Community of Practice

October 21-25, 2013, ILRI Campus, Nairobi, Kenya



Photo credit: Paul Karaimu/ILRI 2013

Report prepared by Nadia Manning-Thomas, facilitator of the workshop, in collaboration with workshop organizing committee, with feedback from workshop participants.

Table of Contents

Executive summary	3
Introduction	5
Workshop Sessions and activities.....	5
<i>Welcome, Introductions and Setting the Stage.....</i>	<i>5</i>
Introduction exercises	6
Institutional organograms	9
‘Promising Practices’ presentations	9
<i>Sharing Capacity Development experiences and lessons learned</i>	<i>10</i>
‘Presentation’ of the Capacity Development paper	10
Panel presentation from paper authors	10
(Common) Achievements and Challenges	12
<i>Looking at types of Capacity Development undertaken in CGIAR.....</i>	<i>14</i>
<i>Moving Capacity Development forward in CGIAR.....</i>	<i>18</i>
On-site ‘field visit’: Leveraging technology for agricultural development	24
‘Partner Day’	25
Introductions	25
Partner presentations	25
Presentation of CGIAR CapDev workshop ideas (and initial feedback)	26
<i>Way Forward.....</i>	<i>28</i>
‘Partner Day’ take home messages	28
Determining the WHAT and the HOW	29
<i>Workshop Closing.....</i>	<i>32</i>
Acknowledgments	32
Resources and References	32
Evaluation	32
Annex I: Participants.....	35
Annex 2: Agenda	36

Executive summary

The Strategy and Results Framework (SRF) recognized Capacity Development (CapDev) as a crosscutting priority theme that has been validated by stakeholders in the partnership survey results and during the Fund Council 9 (FC9), where the need for producing CGIAR's Capacity Development strategy was highlighted.

The members of the CGIAR Consortium (the Centers) as well as the Consortium Office (CO) are committed to the coordination and development of a CGIAR strategy that focuses on mainstreaming capacity development, by and through the CGIAR Centers and CGIAR Research Programs (CRPs).

The first step involved the establishment of a Working Group (which included members of the Consortium office, Centers and CRPs) towards the end of 2012 which attempted to respond to some key questions on CapDev for CGIAR. As a follow-up, a paper was commissioned to try to capture key lessons and ideas around CapDev in the CGIAR, which was developed by a group of CGIAR CapDev specialists. The idea of a CapDev workshop was then proposed by a group of CapDev representatives from a few Centers together with the Consortium office¹. Center DGs and CRP Directors were asked to nominate and support the participation of representatives responsible for capacity development or researchers working in the area of social learning, innovation, or partnership to attend this event.

The workshop was attended by 35 people representing 14 CGIAR Centers, 15 CGIAR Research Programs, and other programs and offices from across CGIAR (e.g Consortium office, ILAC) (see Annex 1 for list of participants). An additional four external presenters on Mobile for Agricultural Development joined the workshop for an afternoon 'onsite-fieldtrip' on Wednesday 23rd, including the Grameen Foundation, GSMA, iHUB and Airtel as well as five 'external' participants from partner organisations joined for the partner day on Thursday 24th representing Agreenium, ASARECA, GFAR, ICRA-KIT-CDI, RUFORUM, TAP, and University of Nairobi.

The workshop aimed to:

- Identify **guiding principles** and **building blocks** of a CGIAR CapDev strategy
- Identify **priorities** for collective action, including expected outputs and funding opportunities at the system, CRP and Center levels
- Develop and strengthen a **community of practice**
- Improve **strategic alignment** and identify a liaison for CapDev between Centers, CRPs and Consortium Office

What did we achieve? The workshop allowed participants to:

- Get to know each other, learn about capacity development roles and skills, and how capacity development is organized in various Centers, CRPs and Programs
- Review the past achievements and challenges in capacity development work
- Share ideas and experiences of Promising Practices in capacity development
- Develop key building blocks and initial ideas for a roadmap for moving CapDev forward

¹ Organizing committee was made up of Iddo Dror (ILRI), Simone Staiger (CIAT), Luis Solorzano (Consortium Office), Mehmood Hassan (ICRAF), Iman Kafass (ICARDA), Diana Brandes (ILRI)

- Discuss with partners about their expectations, ideas and feedback on CGIAR capacity development
- Gain insights into new opportunities for CapDev presented by some external initiatives

The workshop was designed to consolidate the recommendations and contributions of the participants towards developing a 'roadmap' for moving capacity development forward across CGIAR, including:

- A **value proposition for what Capacity Development could offer** to the 'new' CGIAR, and what kind of activities and approaches the CapDev community have to offer the system
- An analysis of the demands of the 'new' CGIAR and how this could be responded to by capacity development activities
- The agreement to work together through the mechanism of a **Community of Practice**
- Drafting of components and ideas for a **chapter for the SRF Management Review**

Introduction

The workshop was held from after lunch on Monday 21st October until lunchtime on Friday 25th October 2013. The workshop involved a variety of sessions which made use of presentations, card exercises, group work and discussions to facilitate the engagement of the participants in sharing, learning, discussing and planning around CapDev in CGIAR. This report provides an overview of the workshop sessions, focusing mainly on the key discussion topics, results and next steps.

Workshop Sessions and activities

Welcome, Introductions and Setting the Stage

The workshop was opened by ILRI's Deputy Director of Research-John McIntyre. He welcomed all participants and expressed his happiness that a workshop like this bringing together CapDev specialists across CGIAR was being held, and that ILRI had been chosen as the host.

Luis Solórzano from the CGIAR Consortium Office provided the background and rationale for the workshop and highlighted that this was a really good example of a bottom-up, Center self-organizing initiative. He emphasised that the workshop was being held thanks to the participants, and the special efforts from those in the organizing committee who were being supported by the Consortium Office to leverage efforts on a wider scale. He also outlined the objectives of the workshop which are shown below. In his presentation Solórzano proposed two opportunities for moving capacity development work forward- the SRF Management Update and the second call for CRPs- both of which would chart the way forward for CRPs.

Workshop Objectives

- *Identify guiding principles and building blocks of a CGIAR CapDev strategy*
 - *Identify **priorities** for collective action, including expected outputs and funding opportunities at the system, CRP and Center levels*
 - *Develop and strengthen a **Community of Practice***
 - *Improve strategic alignment and identify a liaison for CapDev between Centers, CRPs and Consortium Office*
-

The facilitator of the workshop, Nadia Manning-Thomas, welcomed the participants. She provided an overview of the agenda and then went through the sessions for Day 1 in more detail (See Annex 2 for the Agenda).

To set the stage for the workshop, the participants were lead through a series of exercises which are outlined below.

Introduction exercises

Two activities were carried out to help participants get to know each other, including:

1. Mapping CapDev roles played in the CGIAR system

Participants were asked to write their NAME and the Capacity Development ROLE that they play on (pink) cards. They repeated this for each part of the CGIAR structure (Centers, CRPs, other Programs, offices, projects, etc.) in which they play a capacity development role. Each participant was then asked to introduce themselves at the front of the room and to pin up their ‘name cards’ next to the relevant structures on the CGIAR organizational ‘map’ on the pin board, illustrated in the photos.



Figure 1: Map of CGIAR structures and who plays capacity development roles for these

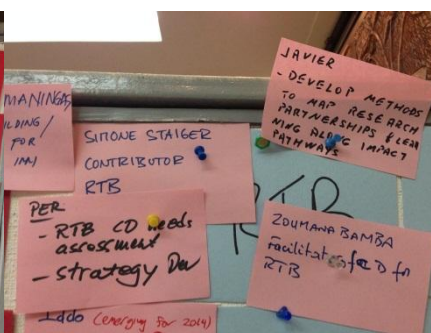


Figure 3: Photos above show examples of capacity development roles being carried out for CRPs: e.g RTB and Humid Tropics



Figure 2: Capacity development people and roles for a Center example

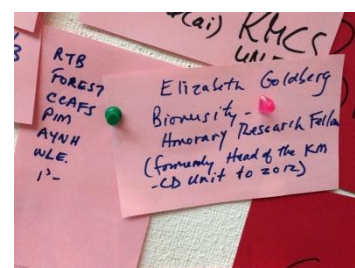


Figure 4: Zooming in to an individual card--people gave their name and capacity development role

The result of this exercise was that all participants could better understand who was in the room and understand the type of capacity development roles being carried out and where. Based on who was present at this particular workshop (and on that particular day), the exercise highlighted that CapDev roles were being carried out for:

- Centers represented at the meeting-14
- 15 CRPs
- Some particular Center projects
- Consortium Office
- Other programs including: ILAC

Participants were asked what they observed from the exercise and the resulting ‘map’, which lead into an interesting discussion about the different ways in which CapDev is handled by Centers, CRPs and Programs.

2. ‘Wanted’ Posters

For the second exercise participants were asked to prepare a ‘Wanted’ Poster which should show:

- ✓ Who is the ‘Wanted’ person [Name]
- ✓ Where can you be found [Geographical location, Institute, etc]
- ✓ What are you ‘wanted’ for [skills, expertise, experience, etc] related to capacity development

Participants were asked to present their ‘Wanted Posters’ and to pin them up on a pin board for everyone to look at and make use of during the workshop. Some photos illustrating the activity can be seen below.



Figure 5: Board of ‘Wanted posters’ from workshop participants

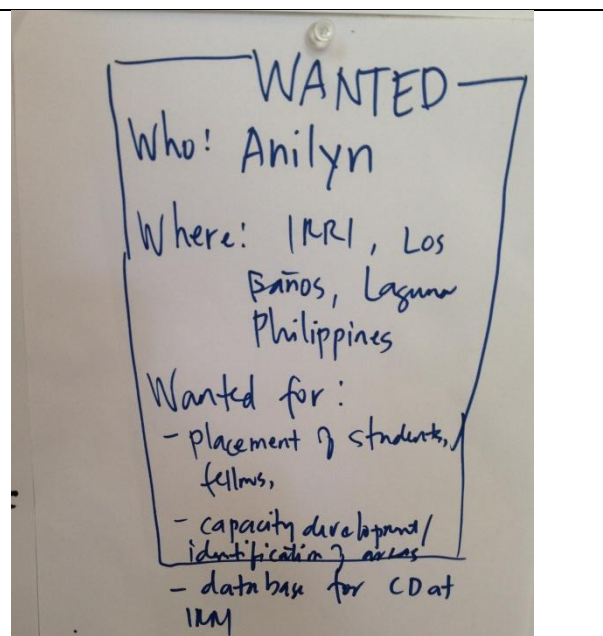


Figure 6: Example of a ‘Wanted Poster’ from Annilyn Mannings of IRRI

The rationale for this activity was to highlight the skills and expertise that represent key resources in this community. An analysis of the skills participants indicated in their posters was done and presented in the graph shown below. The graph shows the various skills listed and by how many participants. The graph illustrates that:

- There are some areas of depth where there are quite a few people with particular skills such as (top 5):
 - CapDev Strategy
 - Partnerships
 - CapDev research
 - Training and learning materials
 - Design and development of virtual training activities

- There is a wide breadth of skills within this community with over 20 different skills related to capacity development being listed by members of the community.

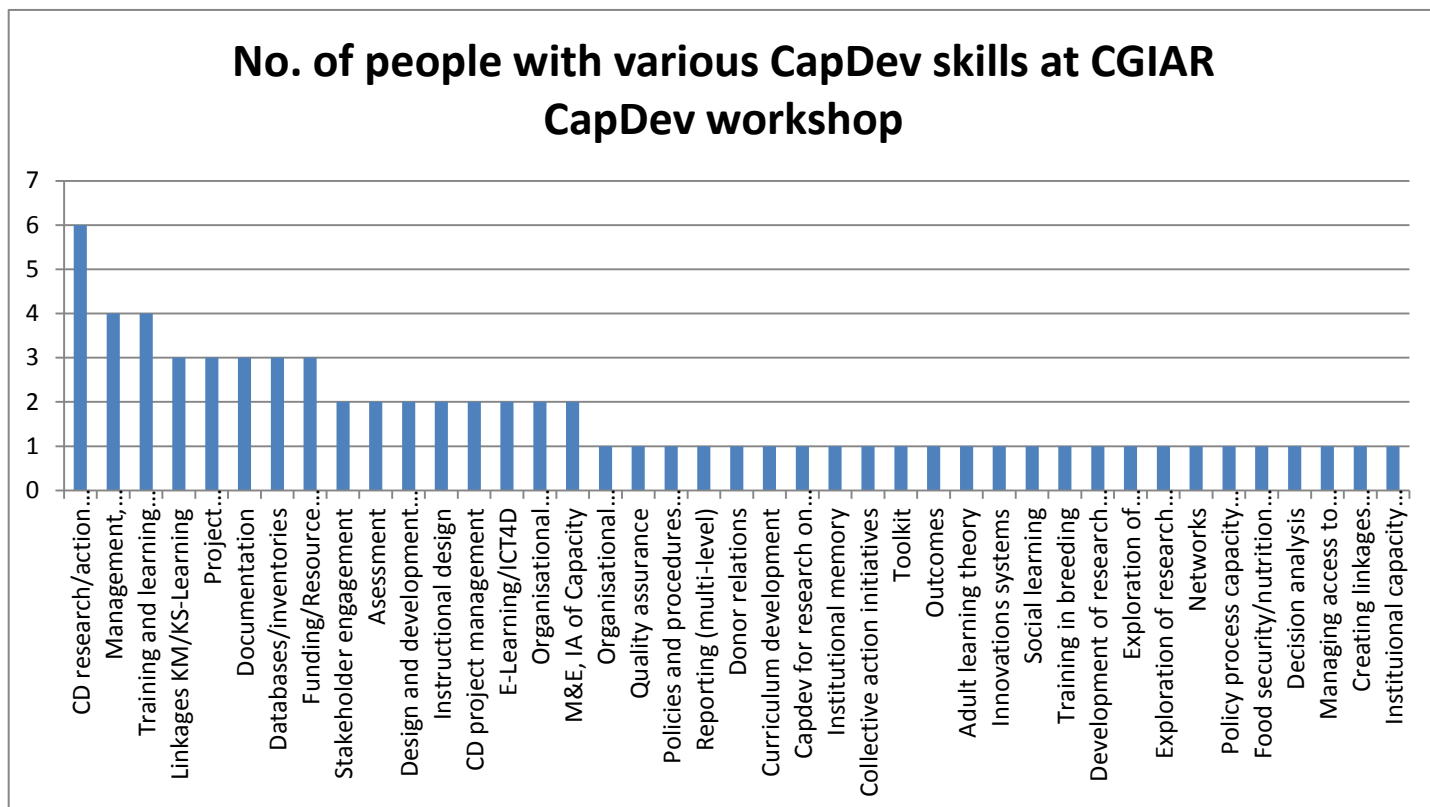


Figure 7: Graph showing results of an analysis of the capacity development skills of the community

Institutional organograms

Participants were also asked to prepare an organogram of how capacity development functions are organized in their Center, CRP, Office or Program. These were put up on a pin board for people to view and discuss during the refreshment breaks over the workshop days.

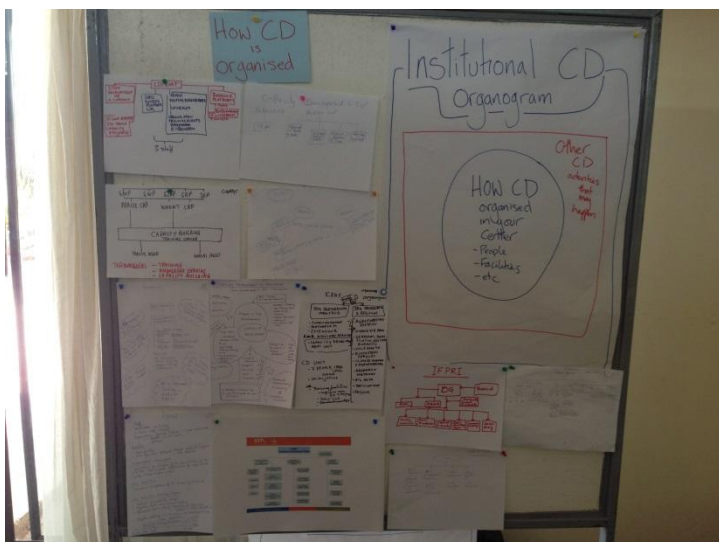


Figure 8: Pin board of 'How CapDev is organized'

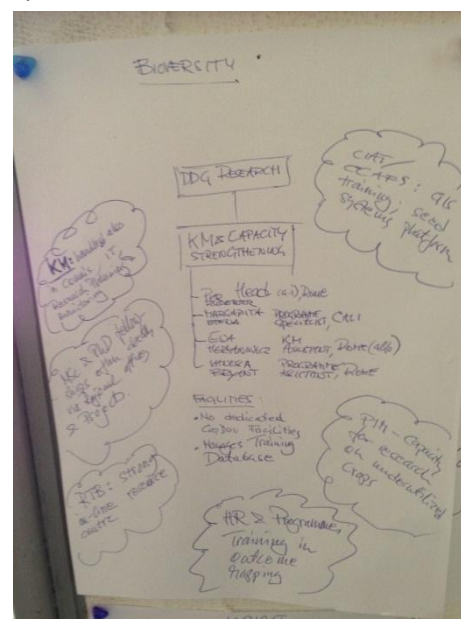


Figure 9: Example of an organogram of 'How CapDev is organized' from Bioversity

'Promising Practices' presentations

Scattered throughout the agenda were a series of presentations by participants of the workshop on 'promising practices' in capacity development from their own experiences. These were arranged in three themes and allowed participants an opportunity to share real, practical examples of strategies, approaches and tools being applied towards capacity development.

Institutional Capacity Development Strategies

- Iman Kafass from ICARDA presented on 'ICARDA's new CapDev Strategy'
- Mehmood Hassan from ICRAF presented on 'CapDev Initiatives and Practices at ICRAF'
- Zoumana Bamba from IITA presented on 'IITA pilot grant scheme for staff development'

Project level CAPDEV

- Per Rudebjer from Bioversity presented on 'an initiative to develop capacity for research on neglected and underutilized crops in Africa'
- Javier Ekboir from ILAC presented on 'work on exploration of new approaches to fight Banana Xanthomonas wilt'
- Brenda Wandera from ILRI presented on 'Capacity development in IBLI'

Capacity development in CRPs

- Kathleen Colverson from ILRI presented on 'The CRP on Livestock and Fish's gender strategy CapDev activities being developed'
- Simone Staiger from CIAT and Adiel Mbabu from CIP presented on 'Roots, Tuber & Banana perspectives on CapDev'

Sharing Capacity Development experiences and lessons learned

'Presentation' of the Capacity Development paper

Luis Solórzano opened this session by introducing work that had been commissioned by the Consortium Office to review past CapDev efforts across CGIAR and to strategize ideas for how it could move forward. This work was done by a group of volunteers from a number of CGIAR Centers which resulted in a paper. He handed over to Simone Staiger who led a panel discussion to showcase the main components of the paper and to engage other participants in a discussion around this.

Panel presentation from paper authors

Simone Staiger (CIAT)

- Simone explained the process behind developing the paper. She informed the workshop that it was developed using a private wiki which all the authors contributed to and the Consortium Office provided support through funding an editor (Ruth Raymond).
- She presented the 'History' section of the paper. She mentioned that each Center has its own history of CapDev but overall the trend has been from starting with a more narrow focus on individual and group training to moving towards being able to support an innovation systems approach. She highlighted that in the 1970s and 1980s there was core funding which supported the set up and running of training centers. But as core funding declined, these training centers and activities also declined. She proposed that training became more embedded into projects, which was a positive thing. The negative side of this, however, was that it became more dispersed. This section documented the fact that the work of institutes such as ISNAR and publications such as those by Andy Hall started to introduce the topic of innovation systems and the capacity necessary to do agricultural research for development. But a challenge that emerged was around how to measure capacity built in these collaborative work or innovation systems.
- Simone highlighted that in looking at the history of CapDev within CGIAR it must be noted that the community of capacity development specialists had met before in different ways although not for a long time, and there had been a lack of entry points for taking it to scale. There was often a lack of empowerment of the individuals working on CapDev or recognition of the CapDev initiatives at the system level to make the activities truly cross-cutting and to fund them adequately. Therefore the activities were accomplished on a volunteer or willingness basis.

Per Rudebjer (Bioversity)

- Per talked about training as an essential mechanism for supporting partnerships.
- He highlighted that a new change towards training in support of outcome delivery was necessary but not sufficient.
- Per outlined that training was most often being conducted through short courses, e-learning, informal training, and learning resources but that there were some new products like knowledge banks.

Iddo Dror (ILRI)

- Iddo looked at the new underlying principles through the SRF, innovation systems, and partnerships – which collectively form the backbone of the new CGIAR. He talked about the capacity needed to move innovations from labs to farmers, for moving research downstream, and for creating and maintaining partnerships.

- He outlined the review done on looking at how CapDev is framed in CRPs which highlighted good things and some shortcoming:
 1. CapDev plans are very ambitious but don't have sufficient focus
 2. Plans explicitly mention other cross cutting areas but not how to interact with them
 3. Programs list a long list of CapDev activities, but how this will be accomplished and/or coordinated is not clear and there is a need for a CapDev CoP for better alignment.
 4. Iddo suggested that CGIAR has come a long way in AR4D e.g through IDOs and SLOs but CapDev needs to keep up pace and adopt a more systematic approach

Zoumana Bamba (IITA)

- Zoumana provided a summary of the section on institutional capacity. He highlighted that strong institutions are needed to implement CRPs which encompass CGIAR, National and other players. He highlighted that the way in which people interact with other institutions is something that needs to be carefully developed.
- He mentioned that there is a need for researchers to acquire new and additional skills and there are new researchers coming in with new skills.
- Zoumana proposed that there is a need to do research on how research is scaled up and taken up.

Suresh Babu (IFPRI)

- Suresh outlined the section on monitoring and evaluation (M&E), starting with a quote –“what you cannot measure, you cannot change”.
- He described how there was often no follow-up on training that was carried out. He explained that little was done to find out what the trainees were doing and how training was contributing on the ground.
- He highlighted the need for indicators at input, output and outcome level but that some could be quantified while others may need to be process indicators.

Joyce Maru (ILRI) talked about the importance of mentorship in CapDev activities. She emphasized that this was a key part of improving the capacity of young people within the CGIAR system but also for students engaged with CGIAR Centers and Programs. The way that mentorship took place varied between Centers and it would be good to find a good model which could be promoted more widely.

There was a general agreement amongst the panelists that:

1. We need coordination of the network of capacity development specialists across CGIAR and a discussion is necessary on what type of mechanism to adopt;
2. There are so many experiences in CapDev in CGIAR, but there are still many which we don't know about so we need more documentation and sharing;
3. We need to engage with external CapDev actors;
4. We should do more research on CapDev and learning e.g. how we do work on partnerships, how we do impact assessment of CapDev etc;
5. CGIAR needs more soft skills e.g. gender training for CRPs-so some thought needs to be put into what could be done collectively.

(Common) Achievements and Challenges

To continue in the review of past capacity development activities across CGIAR, the participants were asked to list on cards key **achievements** in capacity development within CGIAR. These achievements, which are shown in the table below, were put up on a pin board. It should be noted that the achievements listed below were those put forward by individuals in a short exercise during the workshop, so does not represent an exhaustive or validated list of CapDev achievements for CGIAR as a whole.

Achievements

Learning how to build new capacities for engaged researchers	Crop genebank knowledge base learning platform (to share resources/products with partners)	Train next generation of crop scientists
Crop management research and training	Training on breeding	Institutional development (with NARS, Universities, Think Tanks)
The continuous capacity development efforts of the different centers in support of the programs or the NARES and other stakeholders despite the problems that have been experienced in implementing CapDev activities	Women farmer CapDev in conflict zones: Afghanistan-Palestine-Iraq	Individual knowledge and skills
Learning Alliances. For example to strengthen capacity of farmer organizations on water management/irrigation schemes	Collaborate with regional network to deliver technical courses	Regional networks collaborating on conservation of plant/forest genetic resources
Trained a significant number of NARS partners as well as set pace for training for R4D	Policy training module used to support implementation of the International Treaty on Plant Genetic Resources for food and agriculture-on the ground in national and regional workshops	Tracer study (assessment)-being able to convince that this can contribute to impact determination
The BecA-ILRI Hub Africa Biosciences Challenge Fund (ABCF) has increased capacity development through research fellowships in the East and Central Africa region	Individual capacity development --1000s of fellows trained	

(Common) Challenges

Participants were also asked to write down some of the main challenges that capacity development has faced in the past across CGIAR. After developing their own individual cards, participants were asked to discuss these at their tables to see if there were any that were common between them. The challenges were put up on a pin board and clustered into some major categories, as shown in the table below.

The table below shows the results of a short exercise and discussion on challenges that individuals identified at tables and then shared with the plenary. The exercise tried to establish which challenges were shared by others but is not fully representative of all challenges or of the degree to which challenges are shared across the system as a whole.

THEMES	Details and examples			
RESEARCH INTO USE	Get research into use at scale	Capacity Development of geographically dispersed, illiterate and innumerate populations with regards to uptake of ILRI product and private sector partners	Transfer of outputs, technologies	Not enough strategic partnerships for delivery
IMPACT OF CAPDEV	CapDev is not appreciated as the way to achieve development outcomes. This is perhaps why CapDev sometimes gets integrated into knowledge management or partnership as if it doesn't have reason on its own	Accountability, leadership and consistency in investments	We do not understand the full impact of our capacity development in biosciences	Tracking of trainees and the impact the program had on them
CapDev DESIGN	Intentional and systematic application of instructional design and learning theory across CGIAR CapDev outputs			
LACK OF COLLECTIVE ACTION	Lack of empowerment, recognition and authority to work collectively and commitment of resources	Lack of interest by some centers who were better financed and self-sufficient and did not need to work collectively		
ORGANIZATIONAL BARRIERS	Overcoming organizational barriers for change (as organizations are often conservative)			
FUNDING	Lack of funding	Short term, ad hoc funds vs long-term dynamic processes	Funding support earmarked for CapDev (implementation, research, and impact assessment)	
CAPACITY TO CARRY OUT CapDev ACTIVITIES	Reliance on consultants for capacity development activities on projects (lack of skills, incentives in CapDev among scientists)			

- Need to talk about and develop collaborative capacities
- Joint learning
- Who is the customer?
 - 1. Scientists
 - 2. Management
 - 3. Partners
- CapDev needs to be part of the whole impact pathway
- No clear message on what CapDev is and what we bring
- Traditional CapDev-has it worked?
- What do donors want?
- What will be effective?
- CapDev as flagship program?
- CapDev integrated into CRPs? Let's do this well and show results
- Strategic use of research to have impact
- IDOs-2 of the 11 are explicit about CapDev:
 - Capacity to innovate
 - Adaptive capacity
- Can we anchor to those IDOs?
- Remember the context:
 - What donors want
 - What stakeholders need
 - But also our own internal organisational structure and culture
- What is the default?
- New system-mandatory? Have sign off by ?; cross cutting units are given opportunity to look at and work on proposals and projects
- Default amount (as % of budget) earmarked for cross-cutting. This can then be changed by scientists depending on proposal
- CapDev has to be based on need and gap analysis

Looking at types of Capacity Development undertaken in CGIAR

In the next session, the workshop participants were lead through an exercise to identify and map out capacity development activities that are currently being undertaken. Participants were asked to work at their tables to develop a set of cards that reflected the capacity development activities, approaches and tools that they knew were being used by themselves, their Centers or Programs.

Tables were asked to each share one capacity development activity with the plenary and the card was pinned up on a large board. The next tables were then asked to only contribute new or additional activities to those that were already on the board.

As activities were proposed, all participants were engaged in discussing whether these were something different to activities previously identified or whether they were new or different. Additionally, as more activities were suggested, clusters of similar or related activities started to be formed.

At the end of the exercise an impressive range of capacity development activities that are carried out across CGIAR was captured. These activities were loosely categorized into key areas of what is offered by capacity development. The results are shown in the bullet points and photograph below:



Figure 10: The 'Collective capacity development universe' board showing all the capacity development activities and approaches currently being done

- **Learning and training resources**
 - Access to learning materials (up to date) i.e. tools, guidelines, methods
 - Develop learning products
 - Develop and design learning resources i.e. Rice Knowledge Bank, Cereal Knowledge Bank
 - Open educational resources- curricula development (& support/guide development)
 - Adult learning theory and instructional design
- **Collaborative research**
 - 'Informal' training with partners to get research done
- **Institutional strengthening**
 - Mentoring decision-makers in partner organizations
 - Supporting regional networks (e.g. ANAFE)
 - Institutional strengthening/CapDev partnerships
 - CGIAR sabbaticals at partnership institutes
 - Leadership and management development capacity with partners
 - Strengthening national systems for data collection, leadership, monitoring and evaluation, and organisational procedures strategy development and implementation
 - Institutional CapDev to support partners (NARS), developing policies (IP), labs, green houses, field trials
 - Develop CRP partners' capacity for results-based management
- **Fellowships**
 - Female post-doctoral research program
 - Individual training
 - Internships
 - MSc fellowships

- PhD fellowships
- Consortium postdoctoral programs for recent PhD graduates
- 'Formal' training based on research science
- Visiting scientists
- Capacity development in science-training students and scientists
- Consortium Office visiting fellowships (communications, KM, finance)
- **Discrete training activities**
 - Training or CapDev on research management and methods
 - Short courses/training: technical and processes for research management
- **Needs assessment**
 - Capacity assessment for enabling environment, understanding policy and strategic platforms
 - CapDev needs assessment
 - Needs assessment should always be a part of CapDev activities
- **Hands-on learning/training**
 - Youth in agribusiness [capacity development] value
 - Participatory on field experiments
 - On-farm trials
 - Extension training of trainers
 - Farmer field schools
 - Training of trainers: CBOs/NGOs/ Colleges/NARES
- **Partnerships**
 - Identifying and brokering opportunities for pro-poor partnerships
 - Public-private
 - Private-private
 - Private-community
 - Public – Public e.g. CGIAR-NARS
- **Developing internal capacity (Staff learning and development)**
 - Develop CGIAR capacity in
 - Results-based management
 - Facilitation
 - Communication
 - Gender
 - Career pathways
 - Develop guidelines for the integration of trans-disciplinary, multi-institutional research teams
 - Internal staff training
- **Capacity development and ICTs**
 - On-line: webinars and open courseware
 - E-Learning
 - Distance learning
 - Learning using ICT4D
 - E-Learning platforms
 - Innovative/appropriate delivery system (technologies)
 - Mobile technology
 - Tablets

- **Evaluation and evidence**
 - Establishing capacity development monitoring and evaluation systems
 - M&E
 - Capacity and gender
 - Impact assessment
 - Develop methods to monitor CRP learning along their impact pathways (map research networks)
 - Indicators for capacity development
 - Assessment of past experiences of CapDev

- **Innovation systems**
 - Innovation systems approach
 - Learning platforms (e.g. rural resource centers of ICRAF)
 - Learning Alliances

- **Capacity development and Policy processes**
 - Strengthening policy processes/systems (e.g. parliamentary committees)

- **CapDev Research**
 - Research on CapDev
 - The CO is facilitating the development of joint initiatives, language and processes among the CRPs and Centers
 - Working with CRP managers to explore new research management teams

- **CapDev and Gender**
 - Holistic Gender Transformative Approach (e.g at WorldFish)

- **CapDev and Impact Pathways**
 - Aligning CapDev to Impact pathways
 - Inventory of 'boundary partners' to carry research outputs along the impact pathway

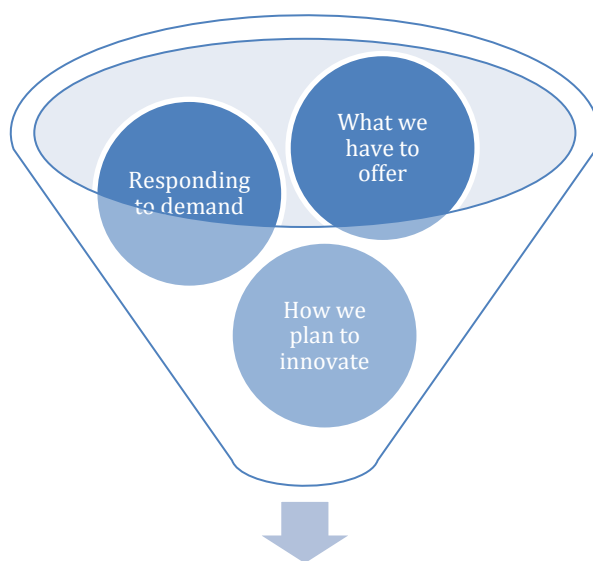
- **CapDev Planning and Strategy**
 - Input into proposal development- making proposals 'CapDev proof'
 - Multi-year strategic integrated planning [e.g. what capacities we will need in 5 years]
 - Design of capacity development strategies
 - Deliberate resource mobilisation efforts for CapDev
 - Advise research projects on capacity development approaches

- **Strengthen alumni networks/relations [One card]**

Moving Capacity Development forward in CGIAR

To strategize on how to move capacity development forward in CGIAR, the workshop participants were reminded of the opportunity of the SRF Management Review for getting capacity development recognized and embedded into CRPs. A CapDev chapter in the SRF Management Review could form the initial articulation of the ideas for capacity development for CGIAR. Three main components were envisioned:

- What does capacity development have to offer? What is its **value proposition**? What kind of activities and approaches can be made use of?
- Understanding (and, where appropriate, stimulating) the demands of the 'new' CGIAR, especially as CRPs work along their impact pathways-what are the **ways in which capacity development can respond to that demand and support the new ways of working** and the need for achieving outcomes?
- Not just 'business as usual': CGIAR requires **new ideas, new approaches and new innovations**-so how can capacity development continue to innovate and how can the network of capacity development specialists work together to keep pace with the changing environment and continue innovating?



A Vision for Capacity Development in the "New" CGIAR

(To be articulated in a CapDev Chapter in the SRF Management Review)

To better develop ideas for these three components, participants were invited to form groups around the three areas. Groups were asked to discuss and develop key ideas for their topic which would be presented back to the whole group but which would also form content which would be presented to the partner organizations joining the workshop the next day.

Each group did a report-back of what they discussed and developed and the results are illustrated and summarized in the photo and graphic hereafter.

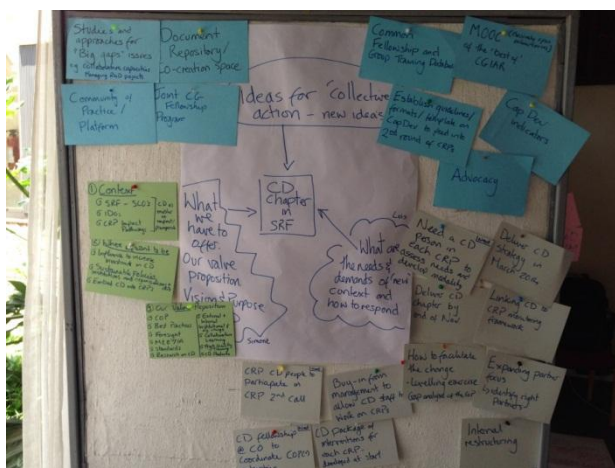
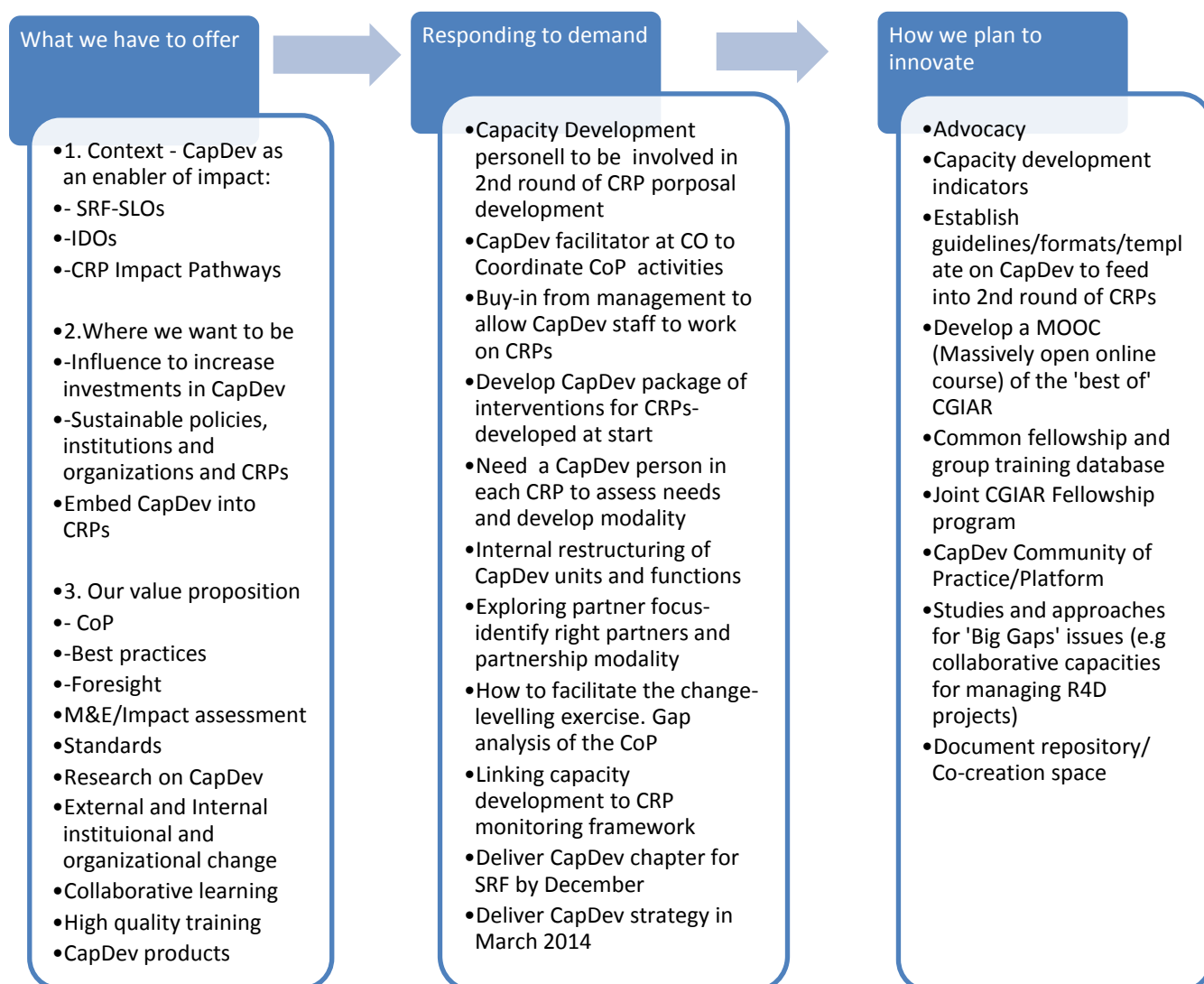








Figure 11: Visual depiction of the ideas for CapDev in CGIAR





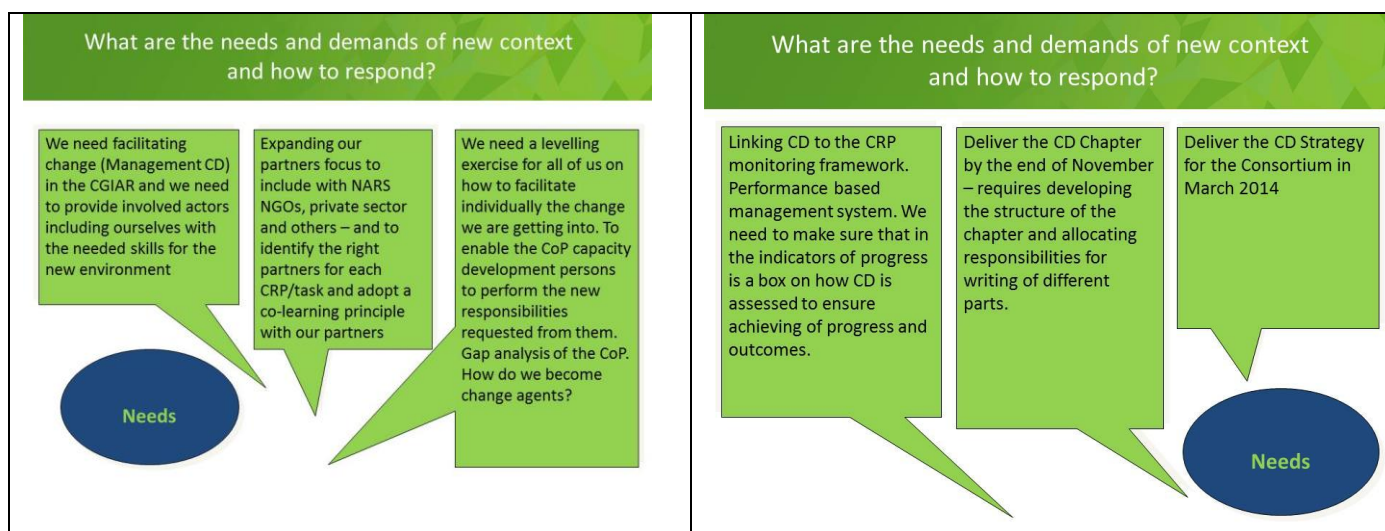
The details of each group can be found below:

1. What we have to offer (Vision and Value proposition)

<p>Elements of a Vision</p> <p>Capacity development is a prerequisite to reduce rural poverty, improve food security, improve nutrition and health and manage natural resources sustainably.</p> <ul style="list-style-type: none"> Capacity development enables the Consortium Research Programs to achieve the Intermediate Development Outcomes. Capacity development is an integral part of the impact pathways and theory of change of the Consortium Research Programs <p>CGIAR is a global research partnership for a food secure future</p> 	<p>Elements of a Vision (cont.)</p> <ul style="list-style-type: none"> Consortium Research Programs have an increased ability to deliver results and generate impact Institutions, organizations, CRP and their policies are sustainable. Capacity development benefits from increased investments. <p>CGIAR is a global research partnership for a food secure future</p> 
 <p>CGIAR is a global research partnership for a food secure future</p> 	 <p>CGIAR is a global research partnership for a food secure future</p> 

2. Responding to demand

<p>What are the needs and demands of new context and how to respond?</p> <div style="display: flex; justify-content: space-between;"> <div data-bbox="167 1523 375 1736" style="border: 1px solid black; padding: 5px;"> <p>We need in every CRP a CD person that assesses the needs and develops the modalities of the CD needed.</p> </div> <div data-bbox="399 1523 606 1859" style="border: 1px solid black; padding: 5px;"> <p>We need within this group one member per year who will spend the year at the Consortium Office (rotational) and be 100% devoted to keeping all CRP CD persons and activities connected together. Coordinates the CD work and keeps the documentation. Maintains the community alive and performing.</p> </div> <div data-bbox="614 1523 798 1680" style="border: 1px solid black; padding: 5px;"> <p>The selected CD persons for CRPs need to participate in the 2nd round of the CRPs writing – from the proposal development and on</p> </div> </div> <div style="text-align: center; margin-top: 20px;">  <p>Needs</p> </div>	<p>What are the needs and demands of new context and how to respond?</p> <div style="display: flex; justify-content: space-between;"> <div data-bbox="861 1523 1069 1758" style="border: 1px solid black; padding: 5px;"> <p>At the start of every CRP implementation, CD input should be strong to provide leadership in research and orchestrate a responding package of CD interventions to support the goals and outcomes of the CRP. Then more roles will be carried out by partners.</p> </div> <div data-bbox="1085 1523 1284 1668" style="border: 1px solid black; padding: 5px;"> <p>The current composition and staffing of the Centers' CD Offices need to be reviewed to respond to the new responsibilities</p> </div> <div data-bbox="1292 1523 1484 1646" style="border: 1px solid black; padding: 5px;"> <p>Internal restructuring (reporting matrices etc) needs to be planned to empower CD to work across CRPs</p> </div> </div> <div style="text-align: center; margin-top: 20px;">  <p>Needs</p> </div>
--	---

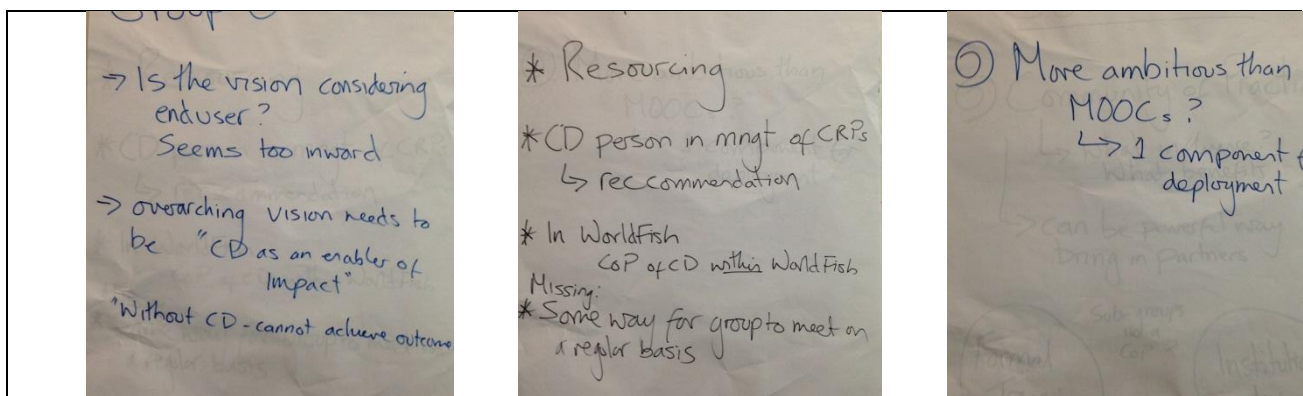


3. How we plan to innovate

What	Why	What's needed
Community of Practice / Platform	Mutual learning, co-creation, sharing of best practice, advocacy for capacity development across the system.	<p>\$\$\$ / Time:</p> <ul style="list-style-type: none"> • Dedicated facilitator(s) – e.g. 2 national staff positions, embedded in different Centers • Small part time of people from this group etc. (e.g. 5% - 15% of time allocated to this in KRAs and budget) • Regular Meetings (face to face) – similar model to our meeting – with a bit of money to allow for exceptional needs. • Producing “things” (meetings reports, newsletters etc.) – largely covered, a bit for production costs (e.g. graphic designs etc.) • Do projects together (3+ people/orgs involved in create tangible stuff) – see some ideas below (specific budgets to be elaborated).
Advocacy	In addition to the work of the CoP (above), might need to be a separate dedicated collective action -e.g. representation in the relevant CG meetings	
Document Repository / Co-creations space	Easy access to CapDev documents (not research outputs – those already well covered elsewhere)	

	<p>Include work in progress, lessons plans</p> <p>Comment / Peer review systems</p> <p>List of qualified facilitators on topics</p>	
<p>Studies and approaches for 'big gaps' issues, e.g.,:</p> <p>A study on Collaborative Capacities for Change in the new CGIAR</p> <p>Another study on managing R4D projects (including with partners)</p>	<p>Help get everyone on board with the new system</p> <p>Identify internal CapDev needs</p> <p>Take stock of what is done elsewhere, distill principles, create tools/modules etc.</p>	
<p>Common Fellowship and group training Database</p> <p>(with business rules, planner calendar etc.)</p>	<p>Harmonize and learn from best practices from the entire system</p> <p>Have better reporting ability on this aspect across the CG (in real time)</p> <p>Make the process more efficient</p>	
<p>MOOC of the "best of" CGIAR</p>	<p>Ride the wave...</p> <p>Get many "stars" together promoting CGIAR (CG branded)</p> <p>Huge outreach potential (with some types of audiences)</p> <p>Also use for internal training across the CG</p>	<p>Learn from past experience...</p> <p>Common plan and design for the project</p> <p>\$\$\$ for shooting, producing and curating the right content</p>
<p>Establish guidelines / formats / template on CapDev to feed into 2nd round of CRP proposal development.</p>	<p>Ensure that all "building blocks" of CapDev are present (and if not, then justified why)</p> <p>Provide "plug and play" solutions, as well as entry points for more complex discussions embedded into the CRP / IDOs / Impact pathways</p> <p>Get a harmonized language across the CG and the CRPs</p>	
<p>Other ideas not flashed out....</p> <p>Joint CG Fellowships Program</p> <p>CapDev indicators (part of overall M&E, Impact Assessment approach)</p>		





Feedback, ideas and fine-tuning was given by the participants on each of the building blocks that were developed by groups:



The formation of a Community of Practice came out as a common and repeated factor for each of the groups, so this was considered as a key underlying mechanism for how CapDev activities are moved forward and therefore an additional component should be developed on this. The participants discussed this and defined some elements for this particular component.

Diana Brandes from ILRI offered to develop a presentation on this component to present on the 'Partner Day'. The slides can be found below.

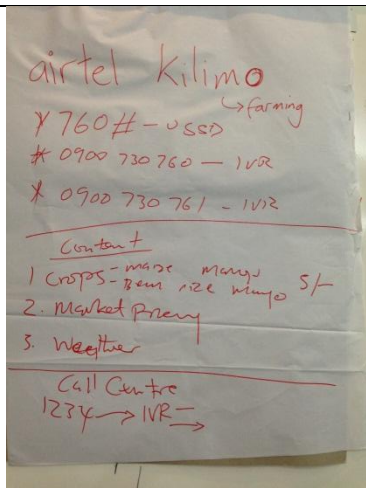
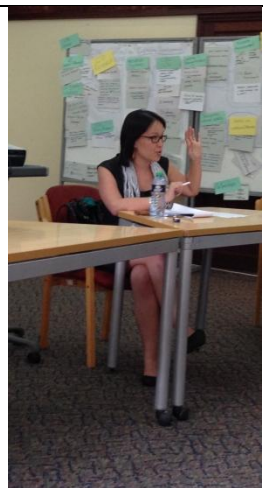
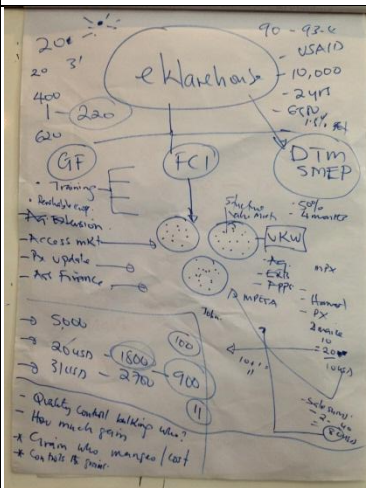

4. CGIAR CapDev Community of Practice

<h3>What is a Community of Practice ?</h3> <p>"Group of people who come together to share and learn from one another - either face-to-face or virtually - are held together by a common interest and are driven by a desire and need to share problems, experiences, insights, templates, tools, and best practices"</p>  <p>CGIAR is a global research partnership for a food secure future</p>	<h3>Setting the Stage for a Capacity Development Community of Practice</h3> <p>What are the benefits of a CoP?</p> <ul style="list-style-type: none"> Connect people/partners; provide a shared context for people; enable dialogue; stimulate (mutual) learning, innovation and change; introduce collaborative processes; help people organize around (research) actions; generate new knowledge, effectiveness <p>Why a CoP?</p> <ul style="list-style-type: none"> Co-creation and synchronizing "efforts", sharing of best practice, sharing & capturing lessons learned, joint policy influencing/advocacy for Capacity Development across CRPs and beyond the CGIAR system <p>Three key aspects are to addressed at the outset:</p> <ol style="list-style-type: none"> 1. Define common purpose, mission statement, and vision of the CoP; 2. Agree on CoP objectives and; 3. Make time (long term) commitment  <p>CGIAR is a global research partnership for a food secure future</p>
<h3>Purpose of a Community of Practice</h3> <p>Develop a reputable international network of partners (individuals and institutions) to improve services provided to staff and "clients" through:</p> <ul style="list-style-type: none"> Creation of an appropriate framework for networking opportunities, partnerships and referrals through the provision of opportunities and a means for sharing information Developing (collaborative) capacity of members through: <ul style="list-style-type: none"> Facilitate knowledge sharing and active collaboration in a cost-effective manner Access to information (and repository building) relevant to CoP members – incl. through email networks (CapDev space at "Yammer") to provide one-stop-shop through extranet(s), and encourage (facilitated) e-discussions  <p>CGIAR is a global research partnership for a food secure future</p>	<h3>Values and Principles of the CoP</h3> <p>Diversity of members:</p> <ul style="list-style-type: none"> Building up a CoP gradually seems to work best – start internally <p>Joint discussions with "others" work very well to reach many more practitioners; it is vital to invite external partners as we go:</p> <ul style="list-style-type: none"> to serve as a reality check as to how CGIAR is perceived and remains responsive to global, regional, and in-country specific needs and the ownership principles to make the CGIAR approach to Capacity Development more transparent to build strategic partnerships with relevant global, regional, and in-country level stakeholders to encourage shared responsibility, improve development finance allocation and coordination, leverage synergies  <p>CGIAR is a global research partnership for a food secure future</p>

Values and Principles of the CoP	Critical Requirements
<p>Ensure added value:</p> <ul style="list-style-type: none"> Evaluation of performance over time Using existing members networks to create sense of belonging to a "community" – linkages with internal/external CapDev/Innovation/KM/Communication/Gender/Thematic CoPs Meeting needs and demands of all CoP members (incentives and recognition) Co-definition and agreement on CoP objectives, facilitation, quality control, governance and modus operandi Coordination to be done within the group (i.e. not outsourced to a third party) <p style="text-align: right;">  Consortium <small>CGIAR is a global research partnership for a food secure future</small> </p>	<p>Leadership – to be discussed</p> <ul style="list-style-type: none"> Dedicated facilitator(s) to take the lead and reach out often to others e.g. 2 national staff positions, embedded in different centers Small part time of people from this group etc. (e.g. 5% - 15% of time allocated to this in KRAs and budget) A champion for guidance and coordination (e.g. do we need a "Jackie Ashby" of CapDev?) <p>Support Coordination and Institutional Support – to be discussed</p> <ul style="list-style-type: none"> Permanent secretariat or help desk function Committed anchoring institutions; include diverse range of organizations Volunteering spirit, committed individuals Support for regular face-to-face (annual?) meetings <p style="text-align: right;">  Consortium <small>CGIAR is a global research partnership for a food secure future</small> </p>

On-site 'field visit': Leveraging technology for agricultural development

A field trip had originally been planned but this ended up not being feasible so four organizations/programs were invited to join the workshop to share their activities related to capacity development. This included:

Airtel	iHub	Grameen Foundation	GSMA
			
<p>Figure 12: Notes from the presentation on Airtel Kilimo</p>	<p>Figure 13: Angela Crandall (iHub Research Director) giving a presentation on the iHub in Nairobi and the "hub" model</p>	<p>Figure 14: Notes from presentation by Nathan Were (Grameen Foundation) on their innovative model of using mobile applications, warehousing and financial services to help farmers wait for better prices for their products</p>	<p>Figure 15: Two slides from the GSMA presentations</p>

Representatives from each of the visiting organizations and programs gave a presentation about what they are doing related to supporting innovation and collaboration in agriculture. The workshop participants were invited to ask questions after each presentation. At the end of all four presentations the whole group engaged in a discussion around how these new and innovative tools and systems could be used for capacity development.

'Partner Day'

The representatives of a number of key partner organizations who accepted the invitation to attend the CGIAR capacity development workshop were warmly welcomed and thanked for taking the time to join the workshop. They were informed that CGIAR participants had been meeting since Monday to share, learn and together develop some ideas for moving capacity development forward. It was stressed that the outcomes thus far were still very rough but the participants were looking forward to sharing and discussing them with the partners to be able to get ideas and perspectives to strengthen them and to find ways to collaborate and move forward.

Introductions

Each of the individuals representing partner organizations were asked to introduce themselves at the front of the room and to write their name and position on a card to pin next to their organization on the pin board.

'Partner' organization	Representative
Agreenium	Christian Hoste (DD)
ASARECA	Joseph Methu (Head, Partnerships and Capacity Development Unit)
GFAR	Mark Holderness (Executive Secretary)
ICRA-KIT-CDI (Alliance)	Richard Hawkins (Director, ICRA)
RUFORUM	Wellington Ekaya (Program Manager- Training and Quality Assurance)
TAP	Christian Hoste (Chair)
University of Nairobi	George Cheming'wa (Chair, PS and CP Department)



Figure 16: Pin board with 'partner' organisations and names of representatives and others specialised in CapDev

CGIAR participants were then asked to stand up one by one and introduce themselves by saying their name and institute. The facilitator highlighted the 'CGIAR mapping board' and the 'Wanted Posters board' as to resources to find out more about the participants of the workshop.

Partner presentations

Each of the partners were invited to give a short presentation about their organization, the work it does (especially related to capacity development) and also their ideas and expectations on what CGIAR could do in the area of capacity development and any partnership possibilities.

The partner presentations were done in the following order:

- Christian Hoste- Agreenium
- Wellington Ekaya- RUFORUM
- Richard Hawkins-ICRA-KIT-CDI
- Mark Holderness- GFAR
- Joseph Methu-ASARECA
- George Cheming'wa- University of Nairobi
- Christian Hoste: TAP

Question (Q) and Answer (A)

After each presentation participants were invited to ask questions to the partner presenters. A number of questions were asked, a selection of which are highlighted below:

Q to Agreenium: The CIRAD Platforms in Partnership for research and training look promising. Is it possible to host visiting scientists from the CGIAR?

A: Of course, these Platforms are open to all partners and could be added to the mapping of the CGIAR locations where you carry out CapDev activities.

Q to RUFORUM: What is your relation to ANAFE?

A: We meet often, work closely and do joint planning at FARA level

Q to ICRA-KIT-CDI: How do you think you could support CGIAR in its innovation systems type capacity development needs?

A: The capacity development group needs to facilitate the system gaining new capacities in this area. And also it should play a role in doing advocacy around this. We could provide support in learning new ways to carry out this type of research for development

Q to GFAR: Have you seen any particular promising practice in CGIAR for capacity development?

A: Yes, for example the CRP on Aquatic Agricultural Systems (AAS) has been developing a great model which really does help to access real user demand.

Q to University of Nairobi: What expectations do you have for CGIAR capacity development?

A: Integrate National Universities into your research programs and also provide internship opportunities to expose our students to your new ways of doing things.

Q to TAP: How could CGIAR play a role in TAP?

A: I hope that CGIAR will accept to join and contribute to the TAP Global Task Force to develop a 'common CapDev framework' and, even to lead it.

Presentation of CGIAR CapDev workshop ideas (and initial feedback)

Based on the deliberations of the past few days of the workshop, a presentation was made on the building blocks for CGIAR capacity development by a few of the workshop participants. The presentation followed the format hereafter.

- Introduction (Luis Solórzano)
- Presentation of 4 building blocks:
 1. CapDev vision and value proposition (Simone Staiger and Mehmood Hassan)
 2. What are the needs and demands of the 'new' context? (Iman Kafass)
 3. New and collective initiatives (Iddo Dror)
 4. CGIAR CapDev Community of Practice (Diana Brandes)

Group work on CapDev ideas and report-back on discussions and feedback

After the presentations of the four components of capacity development for CGIAR, the partners were invited to join a group work activity where they could sit with other participants to provide their feedback, have discussions with others and figure out ways to strengthen the ideas and plans that were presented. Each group were asked to prepare a report back to be shared at the end of the session so all participants could hear the feedback and ideas proposed.

Some overall comments and observations that were made after the report-back included:

- The number of people trained does not equal quality of trainees nor the impact of the training.
- Start small with a taskforce to coordinate the CoP rather than dedicated people (ensure you have funding for such a 'secretariat' before launching).
- Build the CoP activities into the ToR of members so that their commitment and ability to carry out activities is ensured in their workplans.



Figure 17: Groupwork with partners to hear feedback and suggestions on CGIAR CapDev plans and ideas

Closing remarks

The partners were offered an opportunity to provide some words at the close of the workshop on their observations, thoughts and suggestions.

- **Christian Hoste- Agreenium and TAP**
 - He highlighted the foresight study carried out by TEAM Africa which will be published before the end of 2013 and the need to get clear views on the "jobs of the future" before embarking on CapDev activities.
 - He again emphasized to make use of the following from TAP: Policy dialogue space, Marketplace at country and regional levels and TAPipedia.
 - He encouraged CGIAR to contribute to the G20 TAP initiative.
- **Mark Holderness- GFAR**
 - He urged the group to link up with other action networks such as GAP (gender) & YPARD (youth).
 - He also urged the group to reach out to other University groups and networks on Global and Regional levels, in addition to RUFORUM.
 - He emphasised that CGIAR needs to continue beyond its realm of accountability to that of shared responsibility along the impact pathway.
 - He urged the group to think beyond the technology and to focus on demand along the whole impact pathway.

- **Wellington Ekaya- RUFORUM**
 - He said he enjoyed the workshop and hoped to remain engaged with the group and its initiatives.
- **George Cheming'wa - University of Nairobi**
 - He expressed his happiness that the group was talking about CapDev in a changing context and urged that this be well communicated to partners and beyond CGIAR.
- **Richard Hawkins- ICRA-KIT-CDI**
 - He said that he was hearing a huge difference in what is being discussed about CapDev compared to what he has heard and read before-and he is pleased about this.
 - He expressed the willingness of his organisation to engage with the group, but it requires full funding of such engagement with his organisation.
- **Joseph-ASARECA**
 - He expressed his happiness that CapDev is being taken seriously.

Way Forward

'Partner Day' take home messages

In the session the next day, the participants were asked what they had learned from the 'partner day'. A number of valuable suggestions and ideas were put forward by participants as being useful in further developing the way forward for CapDev for CGIAR. Some of the main points provided by participants included:

- Really need CapDev in how to work in partnerships, for both CGIAR and partner organization staff. Need a shared space of understanding to do this.
- Decision needs to be taken on terminology and concepts as we see a lot of different ones being used and we need a unifying language
- The ICRA model presented was very good, but the question is how to use it. We will need to build capacity amongst CGIAR staff to use this model. Some participants appreciated the ICRA-KIT-CDI Alliance's offer to assist CGIAR in certain aspects of CapDev while others pointed out that it is as much a competitor as a partner, and that funding mechanisms needed to take this into account.
- It is obvious that we still need to define what is in and what is out of the scope of CapDev
- Some people expressed that they didn't know some of the initiatives presented by the partners e.g. TAP, so it shows us that visibility of such initiatives is key, which as we embark on our own initiative we need to make sure we plan how to promote what we do.
- It would be good to have a way to continue getting good feedback and ideas from partners. Perhaps a small group of 'advisory' partners. Need a participatory and open approach to this. Could it be through a CoP? Would need to be discussed.
- The partners are also competitors and so it makes us realize that we need to figure out 'our; comparative advantage with respect to other alternative suppliers in the marketplace
- Need to figure out what science CGIAR should be doing and what R4D is and means for CGIAR
- Need to better articulate what we do and what we do well. This requires better documentation and sharing

- Organizing ourselves so we can participate in ‘global’ initiatives e.g. TAP
- TAP is an interesting opportunity to shape processes complementary to our work. We will still need to figure out exactly how to engage with them?
- Need to follow-up on some opportunities for presenting our CapDev activities and ideas such as:
 - GCARD 2015
 - Some mechanisms to advocacy- tools, plans
- How to involve partners in strategy development? Through consultations? GFAR to support involvement of key experts?
- Mechanism to participate in political processes
- Bring CapDev into GCARD process:
 - Through regional consultations
 - Through conference itself
- We need a short synthesis of decisions made and key messages that we are proposing to whole system—particularly to share with DGs as a quick report back from the workshop.

Determining the WHAT and the HOW

The main elements for moving forward with capacity development for CGIAR were identified as the following:

- 0. Synthesis and key messages document**
 - 1. SRF Chapter**
 - 2. CapDev roadmap/strategy**
 - 3. CoP and its communication/sharing mechanism**
 - 4. Joint activities**
 - 5. Engaging with other initiatives (e.g. TAP)**

The tables below outline for each of the above elements a description of what that element is and what needs to be done, who will take action and be responsible, a timeline of when actions will be taken and outputs produced and how this will all be done.

0. Synthesis and key messages document

What: Key messages from the workshop to go to DGs and CRP leaders

Key messages discussion

- CoP is developing/is alive and there is commitment. Details are being worked out. We recognize the need to be sustainable which means we need commitment from the centers
- We have agreed to the principle that the IP/ToC of CRPs is an important context and that CapDev is an important tool and important contributor to impact. It supports achievement of outcomes. so therefore CapDev specialists need to be involved
- One set of messages on what our community can do/what it can offer. Provide details from our mapping exercise
- In Phase 2 of CRPs- CapDev persons need to be part of the teams working on CRP proposal development. We need to be explicit about how we see our interaction in this in overall time frame e.g. SRF chapter and other timelines
- Ideas have been shared and discussed (and validated) with Partners. [need to list which partners this was one with and how]
- CoP commits to providing guidance to CRPs on CapDev. But it needs expertise and people to support this
- Recognise that Centers, CRPS need capacity to manage the ‘change’ process. We have

started thinking about how. E.g. additional investments, plan for delivery. Note: CapDev is more than training now

- Time and resource implications and requirements to achieve the CapDev activities. [Can we quantify this?] Answer: As a collective we are looking into this. Can provide options. It will be spelt out in SRF chapter
- Time and resources for contribution to CoP/collective
- Scope of CapDev activities = state for Center, CRP and system
- Examples of demand. E.g. CAADP-CGIAR Dublin process science agenda for Africa
- Opportunities- e.g. TAP
- Show our relevance to the demand: what we offer + how we plan to innovate (moving with the times)
- How do we show value for the beneficiary? Through enabling CRP outcomes?
- Levels of CapDev we will focus on are: Individual, organisation, system

Who: Iddo, Diana, Javier (specifically to help on phrasing of beyond training messages), Nicole
Document to be sent to DGs and CRP directors by Luis

When: Timeline includes-
Tuesday 29th October—First draft to be put up on a Google doc (in new Google site in CGXchange)
Thursday 31st October- All comments and input to be received by wider group
Saturday November 2nd – Input incorporated and document revised and finalized
Monday 4th November- Document to be sent to DGs and CRP leaders by Luis

How: On a Google doc

1. SRF Chapter

What: Drafting of a CapDev chapter for the SRF Management Update which will outline some options, what we want to do, necessary resources etc.
The document will be around 10-15 pages long.
Document needs to be drafted pulling on expertise from members of CoP. Draft needs to be circulated with the group then revised before sending to DGs, CRP Directors and later for input by GFAR and other partners.
Timeline for ready for FC meeting in March/April 2014.

Who: Luis to coordinate process, calling on support from taskforce comprised of:

- Javier
- Iman
- Iddo/Diana
- Elizabeth
- Mehmood
- Suresh (on M&E, policy)

When: Draft chapter to be ready by December

How: Luis and taskforce to develop ToR for this initiative
Luis to draft list of parts of the chapter and people with relevant expertise

2. Roadmap and strategy

What: To be decided if a strategy document to be developed. But overall strategy involves all the actions and elements decided on in workshop

Who: TBC

When: TBC

How: TBC

3. CoP and its communication/sharing mechanism

What: Sharing mechanism for presentations, photos, summary document, papers, report and contact list will be through a Community Google site. Luis will coordinate it being set up

Who: Coordination will be done by Luis as point person between now and March. This can be reviewed after the Fund Council meeting. He will be supported by a number of key focal points who will actively contribute (approx. 15% time) to sustaining the CoP, including:

- Iddo
- Mehmood
- Iman
- Nicole

Luis will write to the DGs of these people to ask for time to work on this, if it is necessary.

Also thanks to the generous support of ILRI senior management a 6-months consultancy has been advertised to help facilitate the CoP until the next FC meeting and CoP meeting.

Applications have been screened, interviews held, and a candidate selected, who is expected to start in January 2014.

When: Next meeting: after submission of SRF chapter to FC. Early May in Montpellier is proposed.

How: Use a Google site as a community space for now; convene community workshop in 2014;

4. New initiatives

What: Develop a survey in survey monkey of ideas from workshop on collective initiatives to ascertain interest, ideas and commitment from members of CoP
Ideas to be properly fleshed out

Who: Iddo

When: TBD

How: Survey Monkey (TBC)

Other action items

- Engaging with TAP
 - Luis to follow-up with Christian Hoste on opportunities
 - Simone Staiger to help coordinate the CoP engagement with TAP
 - A document to be started in the Google site to draft ideas for the CapDev CoP engagement with TAP
- Videos from workshop
 - Ask Piers Bocoock if there are Consortium level accounts for video sharing that these videos can be uploaded to
- CapDev directory
 - This can be an activity done by the CoP and may also be part of one of the joint initiative ideas already

Workshop Closing

Acknowledgments

The following people were thanked for their contribution to the workshop:

- Organizing committee for leading the organization of the workshop
- ILRI, especially Iddo, Diana, Joyce and Jackie for hosting and providing so much logistical support
- Consortium Office for providing support
- Nadia Manning-Thomas for workshop planning and facilitation
- All presenters and leaders of group work and sessions
- The BecA-ILRI Hub for an interesting visit
- 'External' guests and partners
- All workshop participants!

Resources and References

Some resources capturing the workshop can be found in the following:

- Workshop key messages document
- Video of 'Quick Comments' from CGIAR CapDev Workshop participants 21-25 Oct 2013: <http://www.youtube.com/watch?v=XogSthBFggM>
- Blog post on 'Rethinking development to enhance the impact of research' By Javier Ekboir (Bioversity/ILAC), Adiel Mbabu (CIP), Per Rudebjer (Bioversity), Simone Staiger-Rivas (CIAT): <http://www.rtb.cgiar.org/rethinking-capacity-development-to-enhance-the-impact-of-research/#sthash.kBFzxEbT.dpu>

Evaluation

Participants were asked to provide feedback on the workshop in the form of writing on cards to indicate what worked (green cards) and what didn't work (red cards) and pinning these up on a pin board at the end of the workshop. The results are shown hereafter.


What worked	What didn't work
Good moderation; Great visual aids; Great discussion processes	Two clear sets of interests, should continue as one CoP
CoP revival/ Commitment/ Overall methodology	Time management especially during presentation of promising practices
I find the CoP a very important tool to make this happen!	Concept of capacity [building/development/strengthening]?
All the inputs from all the members that are here are all valuable and I am sure will help take everything forward	PowerPoint projector
I like the idea of doing something this early to have some achievements to start off with while developing everything	Substantive discussions on CapDev elements, value proposition, approaches, theory and research priorities.
The team made good preparations	Time for reflection and synthesis each day. Not just re-cap but synthesis
Alignment and a common purpose	Quality of some presentations coming from CapDev experts. Also too many at a time
High level of dialogue, engagement and commitment	Duration too long; some activities were kind of repetitive
CoP (Yay!)	Requires more time to follow-up
EXCELLENT facilitation	Not enough time...maybe in future have 'pre-work' virtually to focus discussions?
Good mix of partners relevant to discussions & next steps	None that was expected
New!/ Forward-looking / Inward-outward /CAPDEV-CoP	
Group work on specific outputs-then refined with partner input on gaps/clarity	
Generally a successful workshop. Good process and participation	
Good participation and coordination	
Commitment to build the CapDev CoP	
Excellent hospitality by ILRI	
A CoP was formed; clear guidance on CapDev-CRP-impact	
CoP is really great--this can mean 'bigger' voice to influence decisions	
Building a network, establishing linkages	
Participatory process	
Effective facilitation	

Figure 18: Participants putting up their evaluation cards

Getting to a concrete 'roadmap' of CAPDEV activities	
A CoP-CAPDEV was formed	
Well facilitated	
Great opportunity to meet in person-real sense of community emerging	
Got a clearer meaning of capacity development (tasks, roles, resp.)	
Partner involvement session	
Mutual learning; Surprising how much can be achieved in a week; Involving partners was great	

Annex I: Participants

Organisation	Name	Email	Phone No
Bioversity	Elizabeth Goldberg	E.goldberg@cgiar.org	+39 (06) 6118 237
Bioversity	Per Rudebjer	p.rudebjer@cgiar.org	39 (06) 6118 388
CGIAR Consortium Office	Luis Anibal Solórzano	l.solorzano@cgiar.org	(+33) (467) 04 75 21
CIAT	Simone Staiger Rivas	s.staiger@CGIAR.ORG	2574450000 / 3222
CIFOR	Mariana Rufino	M.Rufino@cgiar.org	(+254) 20 722 4439
CIMMYT	Stephen Mugo	S.Mugo@cgiar.org	(+254) 20 722 4610
CIMMYT	Wilfred Mwangi	W.mwangi@cgiar.org >	+254 20 722 4613
CIP	Adiel Mbabu	A.Mbabu@cgiar.org	(+254) 20 422 3682
CRP Livestock & Fish	Diana Brandes	D.Brandes@cgiar.org	254 725578591
ICARDA	Iman Kaffass	I.Kaffass@cgiar.org	(+963) (21) 2213433 X2250
ICRAF	Mehmood Hassan	M.Hassan@cgiar.org	254 20 7224181
ICRISAT	Dileepkumar Guntuku	G.Dileepkumar@cgiar.org	(+91) (40) 30713205
ICRISAT	Rosana Mula	R.Mula@CGIAR.ORG	(+91) (40) 30713317
IFPRI	Suresh Babu	S.Babu@cgiar.org	+1 (202) 862 5618
IITA	Zoumana Bamba	Z.bamba@cgiar.org	
ILAC	Javier Ekboir	J.ekboir@cgiar.org	(+39) (06) 6118 229
ILRI	Iddo Dror	I.dror@cgiar.org	254 705623382
ILRI	Joyce Maru	J.Maru@cgiar.org	254 707627645
ILRI / BecA	Rob Skilton	R.Skilton@cgiar.org	+254 20 422 3801
ILRI / IBLI	Brenda Wandera	B.Wandera@cgiar.org	+254 20 422 3043
ILRI / IBLI	Bryn Davies	b.davies@cgiar.org	+254 20 422 3043
IRRI	Anilyn Maningas	a.maningas@cgiar.org	+63 (2) 580-5600 2611
IWMI	Nicole Lefore	N.lefore@cgiar.org	+27 (0) 82 040 2946
WorldFish	Nicholas Petrucco	N.petrucco@cgiar.org	(+604) 6202 198 (GMT+8)/ +6 012 584 7606
Consultant / Facilitator	Nadia Manning-Thomas	nadia.manning.thomas@gmail.com	(+44) (0)7425165025

Partners' Day

Agreenium & TAP	Christian Hoste	cathy.mejean@agreenium.org	
ASARECA	Joseph Methu	j.methu@asareca.org	
GFAR	Mark Holderness	Mark.Holderness@fao.org	
ICRA	Richard Hawkins	richard.hawkins@wur.nl	
RUFORUM	Wellington Ekaya	w.ekaya@ruforum.org	
University of Nairobi	George Cheming'wa		

External Presenters on Mobile for Agricultural Development

Airtel Africa	Emmanuel Makau	emmanuel.makau@africa.airtel.com	(+254) 733483136
Grameen Foundation	Nathan Were	nwere@grameenfoundation.org	
GSMA	Victoria Clause & Michael Nkonu	vclause@gsma.com / mnkonu@gsma.com	
iHub Nairobi	Angela Crandall	angelac@ihub.co.ke	

Annex 2: Agenda

Timing	DAY 1- Monday 21st	DAY 2- Tuesday 22 nd	DAY 3- Wednesday 23 rd	Day 4- Thursday 24 th ~Partner Day~	Day 5- Friday 25 th
8:00		Leave Hotel for ILRI	Leave Hotel for ILRI	Leave Hotel for ILRI	Leave Hotel for ILRI
9:00-10:30	Workshop organizing committee meeting	Session 3: The new CGIAR landscape and CAPDEV	CAPDEV Promising Practices (x2) Session 6: Towards developing a CAPDEV vision for the CGIAR	Session 9: Setting the stage with partners	Session 12: A. De-brief on 'partner day' B. Working groups on elements of roadmap and action plan
10:30-11:00		BREAK	BREAK	BREAK	BREAK
11:00-12:30		Session 4: Capacity Development Promising Practices (x4)	Session 7: Groupwork to draft ideas	Session 10: Capacity Development Promising Practices from partners	Session 13: Report back from groups and Way Forward
12:30-1:30	Leave Hotel for ILRI	LUNCH	LUNCH	LUNCH	LUNCH (1-2p.m)
1:30-3:30 (Note: 2 hour session)	Session 1: Setting the stage CAPDEV Promising Practices(x2)	Session 5: Looking at CAPDEV 'pillars'(types of CAPDEV) and their impact pathways	Session 8: Presentation and discussion of group work, including how this CoP will operate	Session 11: A. Summary of CAPDEV ideas developed at workshop B. World café to explore with partners their feedback and input...with report back	Workshop organizing committee meeting (2-5p.m)
3:30-4:00	BREAK	BREAK- Visit to the BecA-ILRI Hub	'Field Visit' in Nairobi Leveraging technology for agricultural development		
4:00-5:30	Session 2: Understanding CAPDEV experiences and lessons from the past	Session 5 (cont)			
Evening Activity	Welcome cocktail at ILRI	Cocktail at the ILRI Director General's residence	Networking cocktail at iHub Nairobi	Group Dinner in town	