

# The Ethiopia site integration plan



April 2016

# CGIAR site integration plan for Ethiopia

## A. Introduction

With a population of about 96 million, the Federal Democratic Republic of Ethiopia is the most populous country in eastern and southern Africa and the second most populous in Africa. Agriculture is an important sector in Ethiopia as it accounted for 47 per cent of Ethiopia's real gross domestic product (GDP) on average over the last decade and it was the largest contributor to GDP until the services sector surpassed it in 2010/11. Agriculture is estimated to employ more than three-quarters of all workers in the country. Over the last decade, the real value of Ethiopia's agricultural GDP increased 7.6 per cent per year while the country's agricultural export earnings doubled. (See the [World Bank](#) for additional information about Ethiopia's economy.) This strong agricultural growth is believed to be associated with significant poverty reduction in the country. Ethiopia's [Segota Declaration](#) of 2015 cites nutrition as key to achieving the country's goals as outlined in its Growth and Transformation Plan II ([GTP II](#)). Ethiopia is now making national plans for how to meet the United Nations Sustainable Development Goals ([SDGs](#)). It initiated a Climate-Resilient Green Economy ([CRGE](#)) strategy in 2011 to help the country realize its ambition of reaching middle-income status before 2025.

Smallholder farmers continue to dominate Ethiopian agriculture, cultivating 94 per cent of the total land cultivated in the country in 2013/14. Absolute increases in the numbers of Ethiopian farmers have led to a 1.4 per cent reduction in the average landholding size every year for the last decade, with the average farm size in 2013/14 just 0.84 hectares. But while farm sizes declined over the last decade, use of chemical fertilizers, improved seeds and pesticides more than doubled (albeit starting from a low base), as smallholders increasingly modernized and intensified their production, yielding higher farm outputs.

Sustained investment in agricultural research is key to reducing Ethiopian poverty, achieving food and nutritional security and boosting production of the country's raw material for industries, pushing up export earnings. Increases in Ethiopian drought-resilient agricultural production and productivity in the face of climate and other changes will not occur without strong research support. Ethiopia's agricultural research priorities have been shaped by the nation's goals of industrialization, climate resilience, food and nutritional security, public health and widespread middle-income prosperity.

*With agriculture still performing a central role in Ethiopia's nation building, with the Ethiopian Government solidly committed to developing its agricultural sector, and with 11 CGIAR centres working for a food-secure future in the country, Ethiopia provides an ideal environment in which to build highly productive partnerships and engagements.*

In the second phase of collaborative multi-centre CGIAR research programs (CRPs), now under development, portfolios of integrated research agendas are being created to accelerate progress towards meeting the UN Sustainable Development Goals (SDGs) and CGIAR's own three system-level objectives: reduce poverty, improve food and nutritional security for health, and improve natural resource systems and ecosystem services. These align well with some of Ethiopia's GTP II aspirations of reducing poverty, achieving food security, contributing to economic growth, exports and climatic sustainability. As part of this process, CGIAR centres working in 20 selected developing countries are working on 'site integration' and country coordination plans with their national partners and other key stakeholders to incorporate national agricultural and related priorities and goals and to ensure that CGIAR works as one organization in each country.

Eleven of the 15 CGIAR centres are working with partners on this site integration and country coordination in Ethiopia. These are:

- Bioversity International
- Center for International Forestry Research (CIFOR)
- International Center for Agricultural Research in the Dry Areas (ICARDA)

- International Center for Tropical Agriculture (CIAT)
- International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)
- International Food Policy Research Institute (IFPRI)
- International Livestock Research Institute (ILRI)—lead centre for coordinating site integration and host on campus
- International Maize and Wheat Improvement Center (CIMMYT)
- International Potato Center (CIP)
- International Water Management Institute (IWMI) ;
- World Agroforestry Centre (ICRAF)

11 CGIAR research programs are also working in Ethiopia:

- Agriculture for Nutrition and Health (A4NH)
- Climate Change, Agriculture and Food Security (CCAFS)
- Dryland Cereals and Legumes (DCL)
- Forests, Trees and Agroforestry (FTA)
- Livestock and Fish
- Managing and Sustaining Crop Collections (Genebanks)
- Maize
- Policies, Institutions and Markets (PIM)
- Roots, Tubers and Bananas (RTB)
- Water, Land and Ecosystems (WLE)
- Wheat

These CGIAR centres and programs boast a rich and diverse set of partnerships with national institutions that focus on agricultural research, natural resources management, nutrition, public health, extension, implementation and policy. Some of these are listed in section B1.

## **B. Objectives and goals for site integration**

### **1. Alignment with national (and regional) strategic plans (priorities and actions) for agriculture and national development**

Ethiopia is considered one of six highest-priority investment countries for CGIAR due to its potential for growth, research results and development impact. It is considered a high-priority country by CGIAR research programs in the proposed portfolio. For example it is:

- among the top 10 high-priority countries for DCLAFS
- among the top 5 focus countries for A4NH
- among the top 6 focus countries for Livestock
- among the top 6 focus countries for FTA
- a country where all 6 flagships of PIM will be active

Other CRPs (CCAFS, RTB) will explore opportunities to increase their engagement with Ethiopia in CRP Phase 2 by seizing emerging opportunities and building on previous work.

All CRPs present in Ethiopia have close working relationships with the Ethiopian Ministry of Agriculture; the Ethiopian Institute for Agricultural Research (EIAR) and/or its regional institutes (Oromia Agricultural Research Institute, Amhara Regional Agricultural Research Institute, Southern Agricultural Research Institute, Tigray Agricultural Research Institute, etc.), regional bureaus of agriculture, Department of forestry, the Ethiopian Biodiversity Institute, and the Ethiopian Institute of Water Resources. CGIAR CRPs also work closely with Ethiopia's agriculture-focused universities (e.g. Addis Ababa, Mekelle, Haramaya) and a host of specialized institutes or initiatives, including the Agricultural Transformation Agency (ATA), Climate Change Forum of Ethiopia, Economic Planning Agency, the National Public Health Institute and Productive Safety Net

Programme. CRPs are also contributing to other platforms involving CGIAR or national actors, such as the Strategic Processes for Scaling Up Nutrition; the Comprehensive Africa Agriculture Development Programme; the Regional Strategic Analysis and Knowledge Support System; the African Nutrition Leadership Program; EVIDENT; a Roots and Tuber Crops Working Group of the Agriculture Knowledge, Learning, Documentation and Policy Project of USAID Ethiopia; the Irish Potato Coalition of the NGO Vita; and the Agriculture, Nutrition and Health Academy Week of A4NH.

These collaborations span federal, regional, zonal, district (*woreda*) and village (*kebele*) levels and typically occur in joint research undertaken by CGIAR and NARS scientists in the CRPs.

Ethiopia's GTP II, launched during the last quarter of 2015, provides CGIAR programs with a clear roadmap of the country's agricultural and economic growth. Following the launch of GTP II, several CGIAR partners organized meetings to further alignment with GTP II. These include meetings involving CRPs that were organized by the ATA and the Rural Economic Development and Food Security Sector Working Group to discuss GTP II pillars.

Certain CRPs are catalyzing joint activities of CGIAR and national actors around specific issues such as (1) nutrition (A4NH), (2) climate change (CCAFS is supporting Ethiopia's agriculture negotiators through the Africa Group of Negotiators, the African Climate Policy Centre, and others initiatives), and (3) livestock development (the Livestock CRP will coordinate its work closely with the livestock directors of the EIAR and the regional centres). And the RTB-led Roots and Tubers Working Group is strengthening the coordination of interventions designed to improve smallholder production of root and tuber crops.

Such catalytic work is sometimes conducted via platforms bringing national and regional research institutes together (e.g. Tropical Legumes III and Hope II led by ICRISAT) or bringing national value chain actors together (e.g. various legume actors in Ethiopia, involving CGIAR centres and led by the EIAR).

The CRPs have also held national consultation meetings to align their research agendas with Ethiopia's national priorities and strategic plans (e.g. the Livestock and A4NH CRPs in February 2016). This followed the national consultation with the wider stakeholders held by the CG Centres and CRPs in December 2015.

The CGIAR site integration coordination team is planning to have at its quarterly meetings participation by representatives from the EIAR, the National Agricultural Research Council, the National Public Health Institute and the ATA. At the December consultation meeting (see next section), a key recommendation was to establish a joint CGIAR-national agricultural research system collaboration and communication mechanism, with a permanent secretariat for joint planning, sharing of findings, and monitoring and evaluation work.

## **2. Establishing a sustained mechanism for coordination among CGIAR parties functioning within a particular country**

Collaboration across CGIAR centres and CRPs has been well established throughout the first phase of CRP work in Ethiopia. WLE, Drylands, Livestock and Fish and A4NH, as well as other CGIAR initiatives, such as Africa RISING, all required close cooperation among CRPs and CGIAR centres, although this was managed with no central coordination mechanism.

Several events in Ethiopia have also brought CGIAR centres and CRPs together with Ethiopian institutes in collaborations:

- A consultative meeting involving many CGIAR centres on [Strengthening Ethiopian Agricultural Research System-CGIAR partnerships for effective agricultural transformation](#) in December 2014
- A [Together for Nutrition Conference](#) hosted by A4NH and the Transform Nutrition Research Program Consortium, both led by the IFPRI, in June 2015
- An [Ethiopia-CGIAR country collaboration and site integration national consultation meeting](#) in December 2015
- A research-setting agenda meeting with Ethiopian stakeholders of the A4NH flagship research proposal process in February 2016 (A4NH will also seek Ethiopia's involvement in the execution of its research in phase 2)

- A technology marketplace involving many CGIAR centres and organized by EIAR to mark its 50th anniversary in Feb 2016
- A Rural Economic Development & Food Security Agriculture Research and Technology Task Force Meeting, involving several CGIAR centres and held at EIAR in April 2016
- An [ISPC Science Forum Knowledge Share Fair](#) involving Ethiopian organizations and CGIAR centres, CRPs and partners at ILRI's Addis Ababa campus in April 2016
- Joint training courses for Ethiopian partners of CGIAR research programs on Livestock and Fish, Humid Tropics, Drylands and A4HN

These events have helped to communicate CGIAR research in an integrated manner to stakeholders. But as phase 2 of the portfolio of CRPs gets under way in 2017, issues and modalities regarding how best to sustain collaborations, how to mobilize resources for joint research activities, and how to manage collaborative work more efficiently and effectively remain to be resolved.

In 2015, following a workshop with the Ethiopian Agricultural Research System, Siboniso Moyo, the ILRI director general's representative in Ethiopia, established a task force consisting of all CGIAR institute heads and CRP focal points in Ethiopia (see annex 3). This committee has been meeting quarterly to discuss issues pertaining to collaboration across the CGIAR centres and CRPs. Relevant people based outside of Ethiopia have participated via email. This committee will continue to meet and work throughout 2016 and beyond. In addition, a smaller task force consisting of representatives from three CRPs and three CGIAR centres that is helping to pilot intra-CGIAR collaboration is meeting on an 'as and when needed' basis, typically more often than the larger group. Some key activities of this sub-committee to date include compiling a database of major CGIAR partners and collaborators in Ethiopia, mapping CGIAR centre and CRP work in Ethiopia (November 2015), planning the national site integration consultations, and creating a wiki site for coordinating the collaborative processes.

In the longer run, CGIAR and its partners are planning to develop more joint research projects and to organize more networking and mutual learning opportunities, often through communities of practice such as those facilitated by A4NH and CCAFS contact points (these will facilitate two-way flows of strategic information between CCAFS and other CRPs and identify additional opportunities for collaboration).

It's envisaged that specific CRPs will play 'integrating roles' in specific areas. A4NH, for example, can function as a bridge to global and regional nutrition and health communities and can bring valuable experiences to the wider CGIAR system through its convening role. With staff from IFPRI, ILRI, Bioversity and other centres, A4NH can help Ethiopia to map its food systems. CCAFS can focus on land-use planning and tenure while PIM supports policy processes and better coordination and collaboration in policy research across the CRPs and centres.

Other specific arrangements include appointment of CRP national coordinators. To facilitate coordination within the Livestock CRP, for example, a country coordinator will coordinate the research activities of the different Livestock CRP flagships conducting work in Ethiopia and represent the CRP in site integration work with the other CRPs.

### **3. Exploring opportunities for collaborative research agendas in a coordinated manner, linking CGIAR parties with national systems**

CGIAR research programs have identified entry points for collaborative research by CGIAR and Ethiopia's national agricultural research system.

Given Ethiopia's recurring droughts, drought-resistant and climate-smart germplasm is becoming a major intervention for enhancing the adaptive capacity of Ethiopian farmers. The Drylands, Cereals and Legumes CRP is working with national partners to enhance nutrient and water-use efficiencies of Ethiopia's drylands.

This CRP is also collaborating with the Ethiopian research system to breed better crop varieties. This CRP's breeders, systems agronomists, climate change modellers and systems analysts are keen to collaborate with other CGIAR centres and CRPs.

Two A4NH flagships, Supporting Policies, Programs and Enabling Action through Research (SPEAR) and Food Systems for Healthier Diets, will work collaboratively with national institutions/stakeholders, other CGIAR centres and CRPS (CCAFS, ILRI, Bioversity, CIFOR, ICRISAT) as detailed in the A4NH phase 2 proposal towards SRF targets. Equity components will be strengthened in phase 2 and will bring A4NH and PIM more closely together.

CCAFS has identified its own priorities, emerging from the National Conference on Climate Change Vulnerability and Risk Assessment of Agriculture and Food Security in Ethiopia. A synthesis of four case studies on impacts, vulnerabilities and local adaptation practices in Ethiopia's agricultural sector, including policy and institutional responses, is already available.

WLE has been working towards delivering a regional outcome. This CRP is sharing catchment sites and biophysical and socio-economic data with local partners. It has held consultative meetings to harmonize data collection and analysis tools. The same approaches could be used to help guide decisions on collective implementation under the site integration.

All six flagships of PIM are planning work in Ethiopia in its phase 2. The program team is already working closely with government ministries and the ATA and is thus fairly well aligned with the Agricultural Growth Program of the country. The Ethiopia Strategy Support Program, a collaborative program undertaken by IFPRI and the Ethiopian Development Research Institute, will help to forge closer links with other CRPs. PIM is planning joint products in the areas of seed and germplasm regulations, value chain upgrading (including post-harvest losses), landscape governance and gender.

All centres with genebanks are working together on genebank efficiency, seed longevity and publications. Joint activities are on-going with CIAT on a Forage Selection Tool.

PIM plays a strong role in 'streamlining policy engagement', which is one of the objectives of site integration. It is the intention of PIM that policy, institution and market research will better complement other CRP research in phase 2 (particularly to understand key constraints to impact), thus helping to achieve impacts of technologies and other innovations at scale.

The Wheat CRP has identified socioeconomic approaches and seed system innovation across crops as priorities for integration and collaboration.

The Livestock CRP has been focusing on transforming Ethiopia's small ruminant meat value chains. This work addresses several SDGs through enhanced incomes, increased availability and safety of meat, milk and eggs and more sustainable natural resource management. A set of tools—Value Chain Analysis, Feed Assessment Tool (FEAST) and TechFit—used in this CRP were developed collaboratively with other CRPs: Livestock and Fish, HumidTropics and Drylands.

The ILRI Genebank, located in Ethiopia, is collaborating closely with the Livestock CRP on forage issues. The Livestock CRP is further planning joint research outputs with the Drylands CRP on full-purpose crops for dryland cereals and grain legumes and there may be opportunities for joint work on systems analysis. Foresight analysis and market research in Ethiopia under the Livestock CRP will be coordinated with PIM. And there are several animal-source-food safety issues to be followed up with A4HN to build upon some of their previous research in Ethiopia.

The RTB CRP has identified cooperation areas with other agri-food system CRPs and global integrating CRPs. In Ethiopia, RTB is aiming to improve coordination of root- and tuber-related research and development as climate-smart agricultural systems.

Various CRPs have been focusing on developing national capacity:

- Dryland Cereals and Legumes is helping Ethiopia develop capacity in improving the incomes and food security of dryland farmers.
- A4NH is planning development of a suite of capacity development tools and training materials to be shared as public goods.
- The Livestock CRP is collaborating with research and extension agents to further develop national capacity and is helping Ethiopia to select researchers from its national programs for postgraduate training while embedded in the Livestock CRP.
- The Livestock CRP is also working to increase the capacity of national actors to conduct gender analyses.
- The policy module of the Genebank platform could support capacity building in germplasm exchange policies, farmer rights and indigenous knowledge.
- RTB is integrating capacity development at every level in all its flagship programs and clusters.
- There is a good potential for cross-CRP training courses for partners in Ethiopia's agricultural research system on such skills as statistical analysis, scientific writing and mobile technology.

These capacity development efforts will be augmented by the focus several CRPs (A4NH, Livestock, FTA) are placing on empowering women and youth.

Joint research is also demonstrated through the (effective or intended) use of various communication dissemination, use and uptake platforms and tools:

- Most CRPs present in Ethiopia are keeping track of their research outputs as open access outputs on the CG Space repository.
- CCAFS has also used the [Climate and Agriculture Network for Africa](#) platform for sharing knowledge, evidence and methods.
- A4NH is planning to engage several platforms (SUN, CAADP, ReSAKSS, ANLP, EVIDENT and ANH) in addition to national platforms to share and leverage its research outputs from phases 1 and 2.
- The Genebank platform has knowledge management tools (e.g. the Crop Genebank Knowledge Base) that could be shared more widely. Centres with offices located in Ethiopia could be active in developing capacity for multi-crop germplasm management.

Additional areas will be explored in the coming months and as the portfolio roles out in 2017.

#### **4. Enhanced efficiencies of operation of CGIAR entities within country**

Some CRPs have already been cooperating around joint research sites. For instance:

- CCAFS has identified the Borana site (Yabelo) as an attractive investment area where a diversity of centres and CRPs, including the Livestock CRP, working on rangelands can come together to test their technologies and approaches.
- The Dryland Cereals and Legumes CRP, ICRISAT and ICARDA are working with EIAR and the regional research institutes in drought-prone regions of Ethiopia, mainly in Oromia and Amhara regions.
- The Livestock and Fish CRP focused on seven sites in Ethiopia and A4HN studied food safety issues related to small ruminant meat value chains at the same sites.

This step is still a little early for many CRPs but it is envisaged by many of them in the future. For example:

- A4NH is considering joint research sites across CRPs, CGIAR centres and external partners.
- Although PIM has been working through a national scope, the program plans to work in specific sites for some of its research (e.g. on landscape governance).
- RTB plans to work with PIM for complementary approaches to value chain analysis and development; with A4NH on shared evidence and advocacy for adoption of RTB varieties with higher levels of micronutrients; and with CCAFS and WLE to find better ways to address specific challenges.

Additional efficiencies of operation could be sought through sharing facilities, infrastructure and equipment. This is already partly in place as ILRI Ethiopia is already a hub hosting all 11 CGIAR centres present in Ethiopia; PIM has

established a value chain hub at the ILRI campus that is useful for all CRPs; ILRI has laboratories that support germination, plant disease diagnosis and DNA extraction; these were used by ICARDA and ICRISAT in 2015. ILRI hosts the Eastern African chapter of CCAFS. Joint positions include: a gender specialist (Livestock and Fish / HumidTropics), a market economist and a research assistant (Livestock and Fish / Dryland Systems).

Other aspirations in that direction span the following:

- The Dryland Cereals and Legumes CRP, which is considering sharing germplasm and research methods in dryland management
- There may be potential for sharing ILRI's biotech and animal nutrition lab facilities (which now serve the Livestock CRP) with crop CRPs (full-purpose crops) and other genebanks operating in Ethiopia
- The Genebank facilities are being expanded this year to include Biosafety Level 2 laboratories and a greenhouse and will be available for shared use by other projects through lab-use agreements and cost-sharing arrangements
- With all the CGIAR scientists based in Addis Ababa sharing the ILRI campus, opportunities exist for making joint appointments for sharing cross-cutting research positions in areas such as foresight analysis, systems modeling, gender research, market research, and coordination of field work

## **C. Expected outcomes**

### **a. Alignment with national (and regional) strategic plans (priorities and actions) for agriculture and national development**

CGIAR (centre and CRP) activities follow one of two routes, national or global, which influence outcomes of the research:

- Most nationally focused CGIAR activities should contribute to national strategies and targets, particularly the CRGE agenda (which has a 2030 horizon and covers agriculture, forestry, natural resource management, energy, etc.) and the GTP II, the National Nutrition Program, Seqota Declaration and Nutrition-Sensitive Agriculture Strategy. In addition, there are global CGIAR activities that will continue to focus on other areas, independently from national strategies (germplasm collections).
- Processes in place for obtaining approvals of research proposals will ensure fully joint implementation of projects with national partners.

The group recognizes that there may be other factors affecting these outcomes: regional priorities, keeping track of our own CGIAR Strategy and Results Framework, working together more effectively intra-CGIAR and better engagement with partners.

### **b. Establishing a sustained mechanism for coordination among CGIAR parties functioning within a particular country**

The outcomes to achieve by 2020 are:

- Coordination across CGIAR in Ethiopia is harmonized and adequate funding is available for that by 2017. This includes a streamlined mechanism of engagement with the government, national partners and donors.
- Channels are set up with national partners to inform them on-goingly about our work, coordination and collective efforts, though space for CGIAR/CRPs to discuss and work on our global agendas is also preserved, with the latter showing our national partners the benefits of the CGIAR global agenda.

Opportunities include:

- Thematic communities of practice as a useful instrument for coordinating CGIAR work in key areas.
- The yearly consultation meeting we suggest will be a key mechanism for coordinating work within CGIAR and between CGIAR and the national system and for taking stock of activities and attracting Ethiopia's interest in working to fill identified gaps.

This coordination, with the participation of focal persons, should remain light and simple and consist of, besides coordination work itself, support for writing and communications results, although this begs the question of how to resource this work (which will have to be done in addition to research).

### **c. Exploring opportunities for collaborative research agendas in a coordinated manner**

These are the outcomes we hope to have achieved by 2020:

- CGIAR research activities are no longer concentrated within a few sites but have become integrated into large inclusive projects that address high-priority gaps
- These programs complement, not duplicate, national program activities
- National stakeholders are involved and committing resources to these large programs
- Mechanisms are in place to help CRPs identify gaps (and develop large programs on an ongoing basis)

Opportunities include:

- The top 3–4 areas already identified by CRPs already active in Ethiopia
- Cross-cutting research agendas (e.g. strategic foresight, systems modelling, monitoring and evaluation, gender)
- A climate-resilient strategy has been developed

By 2020 we should be able to count how many collaborative research initiatives (and agendas) we have set up since 2016, while appreciating the different paces and evolving agendas of some CRPs.

### **d. Enhanced efficiencies of operation**

The outcomes we hope to have achieved by 2020 are:

- Agreed principles cost-sharing principles (with mindsets changed and willingness to pay for shared facilities)
- Joint appointees play a role in coordination
- This group keeps exploring efficiencies of facilities, infrastructures and equipment
- A shared and regulated data management system is in place (question marks remain about duplicating efforts under the CGIAR-wide Open Data policy)—or at least the Ethiopia-specific data are available in a user-friendly (useful and efficient) way
- A shared monitoring and evaluation system is in place and outputs (publications, etc.) tracked
- Administrative overheads are reduced and harmonized

## **D. Strategic interventions for realizing the outcomes**

### **a. Alignment with national strategic plan**

*Intervention 1.* Map objectives of CGIAR activities onto the objectives of the Climate-Resilient Green Economy (CRGE) plan, which has a time horizon of up to 2030 and allows long-term thinking that encompasses most of the activities of the CGIAR (except nutrition).

*Intervention 2.* Include the CRGE coordinators in feedback loops and priority-setting for CGIAR activities (for example during annual meetings with national stakeholders)

*Intervention 3.* Map objectives of CGIAR activities onto the objectives of GTP II, which has a time horizon from 2016 up to 2020 (with nutrition activities included).

*Intervention 4.* Reach out to the Planning Commission coordinating GTP II as well as to the ministries the CGIAR centers are best aligned with (e.g. ministries of Agriculture and Natural Resources, Livestock and Fisheries, Forestry, Health, Water)

*Intervention 5.* Align CRP plans with plans of Ethiopia's national agricultural research system (e.g. EIAR) as well as other relevant research institutes (e.g. Ethiopian Development Research Institute).

Building on all these existing contacts and relations, the CGIAR coordination team is seeking to bring in representatives from EIAR, the National AIDS Resource Centre, the Forestry Department, the National Public Health Institute and ATA to its quarterly meetings to focus on collaboration.

## **b. Coordination among CGIAR parties**

*Intervention 1:* Set up the focal point for coordination (time allocation for coordination, communications, administration and data management and analysis)

*Intervention 2:* Put in place site integration operational guidelines

*Intervention 3:* Map and match portfolios and activities of CGIAR centres and CRPs (create CGIAR Atlas)

*Intervention 4:* Map and match portfolios and activities of CGIAR centres and CRPs (create CGIAR Atlas)

*Intervention 5:* Develop a communication plan

*Intervention 6:* Establish incentives for the promotion of shared CRP values

## **c. Collaborative research agendas**

*Intervention 1—On nutrition*

- a. Strengthen capacity to address nutrition across the CGIAR and CRP systems
- b. Develop strategies to link the identified research areas to nutritional outcomes

*Intervention 2—On crop improvements*

- a. Convene CGIAR centres, CRPs and national partners to develop collaborative research that contributes to national objectives
- b. Integrate crop improvement research areas in approaches that address specific agroecological areas and cropping systems and identify best agronomic practices
- c. Similarly, integrate livestock improvement research areas
- d. Sustainable intensification of mixed crops x livestock systems
- e. Identify integrated research sites and build on ongoing efforts to scale up initiatives.

*Intervention 3—On natural resource management across sectors*

- a. Narrow the research to highest-priority areas (e.g. forestry, agroforestry, water, agriculture, energy) for the country
- b. Embed research projects in the CRGE and integrate water and soil management, forestry/agroforestry and watershed productivity in climate-smart agriculture.

The group recognizes that there is still a lot more work to do in this area.

## **d. Enhanced efficiencies of operation of CGIAR centres**

*Intervention 1:* Joint data synthesis, interpretation and sharing on existing projects, locations (mapping), partnerships, expertise, facilities and short- and long-term priorities

*Intervention 2:* Develop funding proposals that cover joint appointments, use and upgrading of shared equipment and facilities, and monitoring and evaluation

*Intervention 3:* Make full use of expertise, shared equipment and facilities

*Intervention 4:* Establish communities of practice around gender and youth, capacity development, systems analysis and modelling, climate change, natural resource management, nutrition and crop-livestock integration

## **E. Who will take responsibility for what?**

As host for all CGIAR centres working in Ethiopia, ILRI has convened the site integration meetings across CGIAR and national institutions. It's expected that ILRI will continue to play a leadership role, entailing overall supervision and coordination and meeting design/organization/facilitation and documentation. Others that might take thematic leadership roles include the following:

- On policy engagement: PIM / IFPRI; On nutrition and health: A4NH / IFPRI
- On landscape and natural resource management: WLE / IWMI / CIFOR and ICRAF
- On roots, tubers and bananas: RTB and CIP
- On climate change: CCAFS / CIAT

## **F. Organizing and steering planning and implementation**

Since 2015, under the auspices of ILRI as the host institution, a group of CGIAR centres have been meeting quarterly to discuss issues of cooperation, collaboration and integration. This was already in plan as part of

the initial steps identified in a meeting of the full CGIAR system with Ethiopia's Agricultural Research System in December 2014 before the site integration process.

In addition, a smaller group consisting of Siboniso Moyo (ILRI), Namukolo Covic (IFPRI/A4NH), Barbara Rischkowsky (ICARDA/Livestock and Fish) and Simon Langan (IWMI/WLE) started meeting regularly to support the process of site integration in order to improve coordination and collaboration among CRPs and CGIAR centres. That smaller coordination team is seeking to have representatives from EIAR, National Agricultural Research Council (NARC) and ATA join its meetings to focus on collaboration. This should become a key mechanism for achieving country collaboration and site integration. It is also planned to organize an annual consultation with representatives of the institutes invited to the consultation in December 2015, as well as representatives from non-governmental organizations and regional institutions.

An email group of the heads of all CGIAR centres working in Ethiopia was set up. A collaborative website (wiki) will next be set up comprising reports on past events (currently available on [this wiki](#)) and keeping all CGIAR and national parties informed and updated.

## **G. Budgets**

A sustained mechanism for funding some of the proposed interventions will have to be developed. To date, most of the meetings/events have been supported by ILRI, the Livestock and Fish and A4NH CRPs and EIAR. Later in the process some resource mobilization work will be conducted to fund specific site integration efforts. Several CGIAR centers are working together on large projects on which they plan to build (e.g. Africa RISING, Tropical Legumes III, Hope II). Most CRPs indicated willingness to explore opportunities for sharing the costs of site integration work. Some went further to indicate working budgets for this. And we will continue to work with EIAR and other partners in identifying resources for co-convening the annual consultation meeting. But lack of a budget remains a major gap that requires further discussion, with some solutions in place by January 2017.

## **H. Conclusions**

This is an initial framing of country collaboration work for the coming years, with many issues and modalities to be resolved as the portfolio of phase II CRPs gets under way in 2017. While many questions remain in terms of site integration and country collaboration among CGIAR centres and programs and with Ethiopia's national agricultural research system, milestones already reached provide stepping stones to strengthened cooperation, collaboration and coordination. A budget and continued willingness of all the actors to maintain this cooperation will be essential for continued success.

The Ethiopian Government has a clear vision for Ethiopia's agricultural growth and transformation as spelt out in the Climate Resilient Green Economy Strategy and has launched the second phase of its Growth and Transformation Plan, which sets agriculture in the context of wider national growth in the next five years with the aim of having Ethiopia reach middle-income status before 2025.

Discussions to date between CGIAR and its Ethiopian counterparts about site integration planning suggest that CGIAR is well placed to contribute to the country's national agenda, particularly through better collaboration and coordination together with better understanding of, and alignment with, Ethiopia's national priorities. This site integration plan is a starting point towards achieving this vision. Annexes 1 and 2 provide a summary of the site integration overview and progress made so far towards the development and implementation of the plan.

## Annex 1: Site Integration Plan Overview: Ethiopia

Ethiopia		
	Current	Planned (by end 2016)
<b>Lead Center</b>	ILRI	
<b>Participating CRPs, Centers</b>	<p><b>11 CRPs:</b> Agriculture for Nutrition and Health (A4NH), Climate Change, Agriculture and Food Security (CCAFS)</p> <p>Dryland Cereals, Livestock and Fish, Forest Trees and Agroforestry (FTA), Managing and Sustaining Crop Collections (Genebanks), Maize, Policies, Institutions and Markets (PIM), Roots Tubers and Bananas (RTB), Water Land and Ecosystems (WLE), Wheat</p> <p><b>11 centres:</b> Bioversity, CIAT, CIFOR, CIMMYT, CIP, ICARDA, ICRAF, ICRISAT, IFPRI, IWMI and host centre ILRI).</p>	<p><b>11 from the proposed CRPs that are part of the Phase II portfolio</b> Nutrition and Health, Climate Change, Dryland Cereals and Legumes AFS, Forest and agroforestry landscapes, Livestock AFS, Genebanks, Maize AFS, PIM, RTB, WLS and Ecosystems, Wheat AFS.</p> <p><b>11 centres:</b> Bioversity, CIAT, CIFOR, CIMMYT, CIP, ICARDA, ICRAF, ICRISAT, IFPRI, IWMI and host centre ILRI).</p>
<b>Intra-CG coordination team</b>	Email group with CG centre representatives and CRP focal points. Smaller coordination team under ILRI lead to focus on site integration activities. Quarterly meetings with the CG representatives group has been in place since 2013 now agenda expanded to include site integration; ad hoc meetings for the smaller coordination team to drive the site integration process	More members of the CRPs available join the smaller coordination team. Terms of reference need to be drafted. All thematic leads that are relevant are identified and mobilise efforts. Budget set aside by CRPs and Centres for site integration
<b>National-CGIAR working group</b>	Yearly face-to-face consultation meeting with national and CGIAR institutes Representatives from EIAR, NARC, EPHI and ATA will be invited to the intra-CG coordination team (which will become an Ethiopian A and Nutrition R4D working group)	Joint CGIAR-national agriculture research system collaboration and communication mechanism established via a permanent secretariat for joint planning, sharing of findings, and monitoring and evaluation. Budget set aside by all CRPs and centres (and national partners) to facilitate the yearly consultation and other events.
<b>All Stakeholder forum</b>	See 'yearly face-to-face consultation meeting' mentioned above. Ad hoc 'specialised stakeholder meetings' as and when needed Participate in the RED&FS Task Force (specifically) the one on Agriculture Research and Technology	Budget set aside by all CRPs and centres (and national partners) to entertain the yearly consultation
<b>National stakeholders engaged</b>		
<b>Government including national funding agencies</b>	<b>Some of the main institutions:</b> Ethiopian Ministries of: Agriculture and Natural Resources, Environment, Forest and Climate Change, Science and Technology, Livestock and Fisheries, Water Irrigation and Energy; Ethiopian Agricultural Transformation Agency (ATA)	All current ones and news ones being recruited include ( Ministry of Health, National Planning Agency and the Ethiopian Public Health Institute

<i>Ethiopia</i>		
	<b>Current</b>	<b>Planned (by end 2016)</b>
<b>Public sector research</b>	<i>Ethiopian Institute of Agricultural Research (EIAR), Amhara Regional Agricultural Research Institute (ARARI), Ethiopian Biodiversity Institute, Ethiopian Institute of Water Resources, Ethiopian Public Health Institute (EPHI), Ethiopian National Agricultural Research Council, Holeta Agricultural Research Center, Oromia Regional Agricultural Research Institute (OARI), Southern Regional Agricultural Research Institute (SARI), Tigray Regional Agricultural Research Institute (TARI). Addis Ababa Haramaya, Hawassa and Mekelle universities.</i>	<i>Explore newly established institutes like Holeta Biotechnology Institute, Ethiopian Conformity Assessment Enterprise.</i>
<b>Public sector along value chain</b>	<i>Ethiopian Seed Companies, Ethiopian, Meat &amp; Dairy Industry Development Institute and others</i>	<i>Ongoing process of identifying new partners like the Ethiopian Leather Institute</i>
<b>Public sector regional</b>	<i>ASARECA, COMESA, IGAD and others</i>	<i>Ongoing process of identifying new ones especially in the NRM arena since the establishment of new Ministries in October last year</i>
<b>Farmer orgs</b>	<i>Farmers cooperatives at the Regional and State level, Youth enterprises and others</i>	<i>Ongoing process of identifying new ones</i>
<b>Private sector along value chain</b>	<i>Private Seed Enterprises, Meat and Dairy processing companies, fertilizer companies, seed companies</i>	<i>Ongoing process of identifying new ones</i>
<b>NGOs</b>	<i>Sasakawa Africa Association, SNV, Mercy Corps, CARE International, Save the Children and others</i>	<i>Ongoing process of identifying new ones</i>
<b>Regional, International Funding agencies</b>	<i>African Development Bank, Bill &amp; Melinda Gates Foundation, Canadian Department of Foreign Affairs, Trade and Development (DFATD), Delegation of the European Union to the African Union, Deutsche Gesellschaft für Internationale (GIZ), Food and Agriculture Organization of the United Nations (FAO), International Fund for Agricultural Development (IFAD), Irish Aid, Italian Cooperation, Swiss Development Agency, UNICEF, USAID, World Bank Ethiopia, Tufts University AKLDP. Technical Centre for Agricultural and Rural Cooperation (CTA), UNECA</i>	
<b>Budget (Resources)</b>		
<b>2016 CGIAR</b>	<i>Centres and CRPs are supporting some of the events that are being organized although the bulk ends up with the lead centre. Some examples</i>	<i>A budget to be developed and funding sources identified</i>

Ethiopia		
	Current	Planned (by end 2016)
	<i>include the December 2015 national consultation which was funded by the Livestock and Fish CRP and ILRI; the CGIAR knowledge share fair during the Science Forum2016 was supported by ISPC and the Centres in the preparation of the material. Centres supported their own participation at the market place organized by EIAR to celebrate their 50<sup>th</sup> anniversary.</i>	
<b>2016 National partners</b>	<i>EIAR organized and supported the market place to celebrate their 50<sup>th</sup> anniversary. Ongoing</i>	<i>To do</i>
<b>2017 CGIAR</b>	<i>Some CRPs have allocated a working figure to support site integration (breakdown per country or region yet to finalised). Others have indicated that this is something they will develop further through participation in the site integration process.</i>	<i>To do</i>
<b>2017 national partners</b>		<i>Not yet fully developed. EIAR co-hosted the 2014 CGIAR-NARS meeting and the knowledge and share fair held during the Science Forum2016. We will explore other opportunities.</i>

Annex 2: Progress towards Site Integration Plan: ETHIOPIA

	Expected outcomes by end 2020	Objective(s) to achieve by end 2017		Status					
				Developed CG-internally	Proposed, Discussed (with nat partners)	Consulted (with wider audience)	Agreed (Plan)	Implementation started (interventions)	Completed (interventions)
<b>All CG align with national plans</b>	<i>What is this going to lead to by 2020?</i>	<i>What is achieved end 2017 along the way to 2020</i>		Yes  By date  No					
Intervention A  Objective mapping CGIAR-CRGE	Map objectives of CGIAR activities into the objectives of the Climate-Resilient Green Economy (CRGE) plan  This plan has a time horizon up to 2030 and allows long-term thinking that encompasses most of the activities of the CGIAR (except nutrition)	<i>Map objectives of CGIAR activities into the objectives of the</i>		Yes  By December 2016	Proposed during the national consultation	Yet to be done	No	No	No
Intervention B  Reach out to CRGE coordinators	Reach out to the CRGE coordinators and make them part of some feedback loops into priority setting for CGIAR activities in Ethiopia (annual meetings with national stakeholders?)	CRGE coordinators join annual stakeholder consultation and inform CGIAR priorities		By December 2016	Proposed during the national consultation	No	No	No	No
Intervention C  Map CGIAR activities against GTP II	Map objectives of CGIAR activities into the objectives of the Growth and Transformation Plan (GTP) II. This plan has a time horizon from 2016 up to 2020 (with nutrition activities included)	CGIAR activities mapped in an ongoing way against GTP II objectives.		Yes  By December 2016	Proposed during the national consultation in Dec 2015	Partially – during the consultation process	To do	Yes - partially	No

			Status						
	Expected outcomes by end 2020	Objective(s) to achieve by end 2017		Developed CG-internally	Proposed, Discussed (with nat partners)	Consulted (with wider audience)	Agreed (Plan)	Implementation started (interventions)	Completed (interventions)
Intervention D  Reach out to GTP Planning Commission and relevant ministries	Reach out to the Planning Commission which is coordinating the GTP plan as well as to the respective ministries that some CGIAR centers are better aligned with (ministries of Agriculture and Natural Resources; Livestock and Fisheries; Forestry; Health; and Water)	Strong contact established with GTP Planning Commission and with relevant ministries		By December 2016	Proposed during the national consultation in Dec 2015	Partially – during the consultation process	To do	Yes - partially	No
Intervention E  Align plans with NARS	Align with plans of NARS (Ethiopian Institute for Agricultural Research as well as other relevant research institutes such as Ethiopian Development Research Institute etc.)	Plans of most nationally-focused CRP activities contribute to EIAR, EDRI and other NARS plans		By December 2016	Proposed	Ongoing	Not yet completed	Ongoing	No
Sustained coord among Centers/ CRPs	What is this going to lead to by 2020?	What is achieved end 2017 along the way to 2020		Developed CG-internally	Proposed, Discussed (with nat partners)	Consulted (with wider audience)	Agreed (Plan)	Implementation started (interventions)	Completed (interventions)
Intervention A  Set up focal points	Setting up the focal point for coordination	Focal points for all CRPs active in Ethiopia appointed and participating in CGIAR coordination		Yes  By December 2016	Proposed and discussed with EIAR and ATA. Still need to invite to other organizations to join the smaller working group	Ongoing. Discussed with EIAR and ATA. Still need to invite to other organizations to join the smaller working group	To Do	Yes – Committee in place since August 2015	No

			Status						
	Expected outcomes by end 2020	Objective(s) to achieve by end 2017		Developed CG-internally	Proposed, Discussed (with nat partners)	Consulted (with wider audience)	Agreed (Plan)	Implementation started (interventions)	Completed (interventions)
Intervention B  Operational integration guidelines	Putting in place site integration operational guideline	Operational guidelines understood, available and implemented		By June 2017	No	No	No	No	No
Intervention C  CGIAR Atlas	Map and match portfolios and activities of CGs and CRPs (create CGIAR Atlas)	Planned CRP and CGIAR activities mapped		By December 2016	Proposed	Ongoing	No	Yes- Partially	No
Intervention D  Resource mobilization planning	Identify areas for joint resources mobilization for activities of CGs and CRPs (use CGIAR Atlas)	Resource mobilization plan for coordination developed		By December 2016	Proposed	No	No	Ongoing	No
Intervention E  Communication planning	Develop communication plan about site integration and country CGIAR coordination	Communication plan developed		By December 2016	No	No	No	No	No
Intervention F  Incentives for shared CRP values	Establish incentives for the promotion of shared CRP values	Incentive schemes identified and developed		By July 2017	No	No	No	No	No
<b>Collaborative research agendas</b>	<i>What is this going to lead to by 2020?</i>	What is achieved end 2017 along the way to 2020		<b>Developed CG-internally</b>	<b>Proposed, Discussed (with nat partners)</b>	<b>Consulted (with wider audience)</b>	<b>Agreed (Plan)</b>	<b>Implementation started (interventions)</b>	<b>Completed (interventions)</b>
Intervention A  Effectively contribute to Nutrition outcomes	Provide capacity to address nutrition across the whole CGIAR area including CRPs  Develop strategies towards linking the identified research areas to nutrition outcomes	Impact pathways towards nutrition outcomes developed across CRPs active in Ethiopia		By July 2017	On going since the consultation process	Ongoing	No	No	No

			Status						
	Expected outcomes by end 2020	Objective(s) to achieve by end 2017		Developed CG-internally	Proposed, Discussed (with nat partners)	Consulted (with wider audience)	Agreed (Plan)	Implementation started (interventions)	Completed (interventions)
Intervention B  Crop and livestock improvements	Convening of strategic engagements among CGIAR centres, CRPs, national partners towards developing collaborative research that contributes to national objectives  Bring the various crop improvement research areas together into an agro ecological approach to address specific agro-ecological areas and cropping systems, including best sustainable agronomic practices  Better integrate the various livestock improvement research  Identify integrated research sites (eg. sustainable intensification of mixed crop livestock systems)	Strategic engagements have taken place  Research sites identified		Yes  By December 2016	ongoing	Yes - Ongoing	Yes  ongoing	Yes  Ongoing	No
Intervention C  Natural resource management across sectors	A working group to narrow the research areas down eg to water management and other priority areas (forestry, agro forestry, water, agriculture, energy) for the country to	Working group set up		Yes  By December 2016	Proposed and on going	On going	To do	Partially through ongoing work	No

			Status						
	Expected outcomes by end 2020	Objective(s) to achieve by end 2017		Developed CG-internally	Proposed, Discussed (with nat partners)	Consulted (with wider audience)	Agreed (Plan)	Implementation started (interventions)	Completed (interventions)
	allow for collaborative research development  Research projects should be embedded in the CRGE and should integrate water and soil management, forestry/agroforestry and productivity of watershed using Climate SMart Agriculture								
Improved intra-CG efficiencies	What is this going to lead to by 2020?	What is achieved end 2017 along the way to 2020		Developed CG-internally	Proposed, Discussed (with nat partners)	Consulted (with wider audience)	Agreed (Plan)	Implementation started (interventions)	Completed (interventions)
Intervention A  Data management	Data synthesis, interpretation and sharing on existing projects, locations (mapping), partnerships, expertise, facilities, short and long term priorities	Existing data is synthesized, shared and classified around short/long term		Yes  By December 2016	Proposed and partially discussed with partners already engaged in joint proposals	Partially during the consultations	No	Partially due to ongoing initiatives	No
Intervention B  Joint proposals	Joint funding proposals that cover joint appointments, use and upgrading of shared equipment and facilities, M&E unit	One funding proposal developed that makes use of shared facilities		Yes  By December 2016	Already working on several large projects across Centers and CRPs need to bring that under the site integration umbrella	Yes – joint projects implementation	Partially for ongoing work. Yet to do for others	Partially. Sharing Facilities’, Laboratories and ICT. CKM community of practice	No

			Status						
	Expected outcomes by end 2020	Objective(s) to achieve by end 2017		Developed CG-internally	Proposed, Discussed (with nat partners)	Consulted (with wider audience)	Agreed (Plan)	Implementation started (interventions)	Completed (interventions)
Intervention C  Use existing facilities	Making full use of expertise, shared equipment and facilities	CRPs and CG centres use facilities more intensively		Yes  By December 2016	Ongoing	Ongoing	Ongoing-partially	Partially. Sharing facilities, Laboratories and iCT. CKM community of	No
Intervention D  (thematic) communities of practice	Establish joint communities of practice around gender and youth, capacity development, systems analysis and modelling, technical areas (egs climate change, NRM, nutrition, crop-livestock integration)	Communities of practice established for cross-cutting issues.  Priority technical areas identified and CoP set up for those		Yes  By December 2016	Ongoing  Ongoing	Ongoing	Ongoing - partially	Ongoing	No

**Annex 3: CGIAR Country Collaboration and Site Integration Mailing List for Center and CRP Representatives**

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