

CGIAR SITE INTEGRATION PLAN FOR MOZAMBIQUE

INTRODUCTION AND BACKGROUND

Agriculture in Mozambique contributes to 25% to the Gross Domestic Product; and 16% to the domestic exports. Family subsistence agriculture is predominant over commercial in Mozambique, involving 99% of the farms. It employs directly 5.7 million people (72% of the economically active population).

Despite this potential, agriculture in Mozambique is constrained structurally by issues that include the following:

- a) Low use of improved inputs (seeds, fertilizers and pesticides) and of modern production technologies (availability, and high acquisition and transaction costs);
- b) Limited availability of research services, technical assistance and basic production support services;
- c) Farmers dispersion worsened by poor transport networks, communications, energy, warehousing and logistics services;
- d) Insufficient and inadequate funding;
- e) Insufficient market access because of (i) limited availability of financial services, in particular rural, (ii) poor road network linking production centers to consumption markets and (iii) poor access to market information;
- f) Low level of processing of agricultural products;
- g) High level of post-harvest losses;
- h) Prevalence of pockets of food insecurity and of high levels of chronic malnutrition;
- i) Climate change and cycles of natural disasters (floods and drought); and,
- j) Poor management of natural resources (land, water and forests).

For the Site Integration to make sense it is useful to understand that most of the agricultural policies in Mozambique (including the Strategic Plan for the Agricultural Sector Development-PEDSA on which the Research Strategy and Research Master Plan are based) derive from the following essential documents: i) Agricultural Policy and Implementation Strategies (PAEI), ii) Action Plan for Poverty Reduction (PARP); iii) Five Year Government Program (PQG); iv) Green Revolution Strategy (ERV); v) Action Plan for Food Production (PAPA); vi) Rural Development Strategy (EDR); vii) Food and Nutrition Strategy II (ESAN II); and, Multi-Sectorial Action Plan for Reduction of Chronic Malnutrition 2011 – 2014 (2020).

The political declaration of PAEI is to: “Develop the agricultural activity aiming at achieving food security, through a diversified production of food crops, feed the industry and export taking into consideration the sustainable use of natural resources and social equity”.

Therefore, the Agricultural Research Institute of Mozambique (IIAM), the country’s foremost agricultural R&D agency, whose research is complemented by that conducted in the higher education sector and a long standing collaboration with the Consultative Group on International Agricultural Research (CGIAR). IIAM is due to ensure that the relevant agricultural R&D needed to push the



government development agenda forward is implemented in response to the aforementioned policy guidelines. As such, IIAM’s Strategic Plan has the following strategic objectives:

- a. Contribute to increase productivity and sustainability of basic agricultural value chains;
- b. Contribute to competitiveness of market value chains;
- c. Contribute to food and nutritional security for consumers;
- d. Contribute to productive and sustainable use of natural resources;
- e. Intensify the interaction and integration with partners; and
- f. Strengthen the institutional development of IIAM.

Global CGIAR strategic objectives are:

- **Food for People:** create and accelerate sustainable increases in the productivity and production of healthy food by and for the poor;
- **Environment for People:** conserve, enhance, and sustainably use natural resources and biodiversity to improve the livelihoods of the poor in response to climate change and other factors; and
- **Policies for People:** promote policy and institutional change that will stimulate agricultural growth and equity to benefit the poor, especially rural women and other disadvantaged groups.

Agriculture is of paramount importance for Mozambique and investments can have a great direct impact over the Mozambican population than in any other economic activity. Most of the above listed opportunities and constraints can be addressed through strengthening of agricultural technology development, transfer and adoption, alongside value chains development. Better coordination, collaboration and cooperation between actors are crucial to this end.

SITE INTEGRATION PLAN OVERVIEW IN MOZAMBIQUE

Table 1: Site Integration Plan Overview

<i>MOZAMBIQUE</i>		
	Current	Planned (by end 2016)
Lead Center	International Potato Center (CIP);	
Participating CRPs, Centers	9 CG Centers: -International Center for Tropical Agriculture (CIAT); -International Potato Center (CIP); -International Maize and Wheat Improvement Center (CIMMYT); -International Crops Research Institute for the Semi-Arid Tropics (ICRISAT); -International Institute of Tropical Agriculture (IITA); -International Livestock Research Institute (ILRI); -International Rice Research Institute (IRRI); -International Water Management Institute (IWMI) and -International Food Policy Research Institute (IFPRI). 2 Collaborators: - Centre for Fertilizer Development (IFDC) and -Michigan State University (United States of America)	
Intra-CG coordination team	The Site Integration shall be managed by a Steering Committee (SC) composed by 5 members appointed on individual merit and serving in their personal capacity. The SC will also be served by a Secretariat. All will serve 3-year terms, up to total 2 consecutive terms. The following main issues are part of the full TORS of the SC: -Develop proposals of SI plans and endorse them to members and a wide range of stakeholders for approval; -Develop financial plans and frameworks and undertake fundraising activities; -Decide on funds allocation among members when funds are given to the Site	-Identify opportunities for Member Institutions realignment or sharing of field facilities and infrastructure, including through the development of common services and infrastructure.



	<p>integration (SI);</p> <ul style="list-style-type: none"> -Review the alignment of member institutions with planned strategies and results -Identify opportunities for Member Institutions realignment or sharing of field facilities and infrastructure, including through the development of common services and infrastructure. -oversee operations of the SI as a business entity. -Promote interaction of SC members; -Promote “communities of practices” for different thematic issues on pressing issues, preferably on themes, not on commodities; -Promote communication and dissemination activities. 	<p>-oversee operations of the SI as a business entity.</p> <ul style="list-style-type: none"> - Once/twice a year, promote: <ul style="list-style-type: none"> a) Interaction of SC members b) Communication and dissemination activities.
National-CGIAR working group	<i>See above</i>	
All Stakeholder forum	<ul style="list-style-type: none"> -Communication and dissemination through the following actions: <ul style="list-style-type: none"> a) Development of contents to be disseminated through existing websites (IIAM or PARTI): Monthly/Bi-monthly b) Development of policy briefs to promote results arising from activities in the context of site integration and an important vehicle to influence policy formulation and implementation. c) Conduction of field days and other showcasing events. 	
National stakeholders engaged		
Government incl national funding agencies	<ul style="list-style-type: none"> -SETSAN -MASA (DINAS/NINAV/DNEA/CEPAGRI/FDA/Provincial livestock services/PROIIR) 	<i>Any new ones being 'recruited'?</i>
Public sector research	<ul style="list-style-type: none"> -IIAM -Agronomy faculty/UEM -Veterinary faculty/UEM -APPSA -SDAE 	
Public sector along value chain	<ul style="list-style-type: none"> -SEMOC -Cereals Institute 	
Public sector regional	-CCARDESA	
Farmer orgs	<i>Various farmers organizations</i>	
Private sector along value chain	<ul style="list-style-type: none"> IFDC -Bakeries -IKURU -Palmeira rice mil 	
NGOs	<ul style="list-style-type: none"> -McKnight Foundation - Diocese of Lichinga -ADPP -INOVAGRO - Helen Keller International – Africa -Clusa -SNV -CARE -OXFAM 	
Regional, International Funding agencies	<ul style="list-style-type: none"> USAID – Pen State University -FAO -World Bank -Michigan State University 	
Budget (Resources)		
2016 CGIAR	<i>Who is putting up budget for what?</i>	NA
2016 National partners	<i>Any contributions, in-kind or other, by whom, for what?</i>	
2017 CGIAR	<i>What have CRPs put into Full Proposal? Part of core or uplift budget? Specific figure per country?</i>	
2017 national partners		<i>Any contributions, in-kind or other, by whom, for what?</i>



DEVELOPMENT OF A CGIAR SITE INTEGRATION IN MOZAMBIQUE

Why a CGIAR site integration in Mozambique

The CGIAR is operating in Mozambique through the following centers: International Center for Tropical Agriculture (CIAT); International Potato Center (CIP); International Maize and Wheat Improvement Center (CIMMYT); International Crops Research Institute for the Semi-Arid Tropics (ICRISAT); International Institute of Tropical Agriculture (IITA); International Livestock Research Institute (ILRI); International Rice Research Institute (IRRI); International Water Management Institute (IWMI) and the International Food Policy Research Institute (IFPRI). Collaborations in agricultural research include the International Centre for Fertilizer Development (IFDC), the Royal Tropical Institute of the Netherlands (KIT), and the Regional Universities Forum for Capacity Building in Agriculture (RUFORUM) and Universities of Michigan and Florida (United States)

CGIAR partnership types with local actors evolved from a CGIAR center-focused activity on individual crops (germplasm sharing, technology development, testing and dissemination through individual CGIAR members) before 2009, to strategic partnerships with IIAM to test, develop and adapt improved agriculture technologies (testing and identifying suitable, profitable and marketable best-fit technologies available for large-scale out scaling) after 2009, in the context of the then newly created Platform for Agriculture Research and Technology Innovation, funded by USAID.

To date, the results of the CG-center's research activities and that of their affiliated organizations have still to go a long way in order to deliver the desired impacts at community level. In one hand this situation results from most of the CG-centers working in isolation involving the technical competencies of the individual institutions involved and not as part of an integrated and complete technology package that meet the needs of farmers. In another hand, there was lack of integration of other value chain actors. This has resulted in slow and unsustained adoption of improved technologies, reaching a limited number of farmers.

By analysing the roles played by all CG centres in Mozambique, the following general trends can be depicted:

- They are in line with their global mandate of delivering excellent quality research results, but alignment mechanisms with the government development priorities are yet to be further developed. Table 2 shows the current commodity concentration of the CGIARs in Mozambique:



Table 2: Current commodity concentration of the CGIAR activity in Mozambique

CURRENT CGIAR FOCUS COMMODITY	RESPONSIBLE CGIAR
Pigeon pea, groundnuts	ICRISAT
Cowpeas, soybean and sesame	IITA
Common beans	CIAT
Sweetpotato and Irish potato	CIP
Rice	IRRI
Maize	CIMMYT
Cattle and goats	ILRI
Vegetables	AVRDC
Agro/Socio-economy studies	IFPRI

- All CGIAR's are working with the involvement of local partners in various degrees of engagement. Of those, IIAM, DNEA and SDAE's are the main local actors. Main differences were on the degree of engagement with IIAM staff and on the level of investment on the local partners capacity building
- Geographical focus of almost all CGIAR research sites in Mozambique coincides with location of IIAM's research sites. Map 1 shows that, in general, CGIARs operate in similar research sites, opening room for strengthened collaboration amongst themselves.
- Regarding activity contents, a diversity of approaches are being used by different CGIAR's, which in essence is good for reflection processes on what works well and what must be improved further.
- There seem to be gaps as regards to misrepresentation of some agro-ecologies in the CGIAR research activity in Mozambique (e.g. dryland ecosystems) as well as on some commodities (cassava, chicken and fruits & vegetables). The same trend is observed for some cross-cutting areas, such as social equity (poor/disadvantaged groups, gender, youth), which are not intentionally targeted by research activities. Climate change appears to be somehow part of the research agenda of the CGIAR's.
- Coordination and communication with local stakeholders is sometimes constrained, mostly with CGIAR's that are based outside the country. CGIAR's are said to tend to work in silos in their mutual interaction and with their stakeholders (NARES, NGO's private sector and farmers).
- Clear strategies for promotion of improved agricultural technologies need a closer partnership between all actors (e.g. a clear and sustainable delivery process for farmer's demands - cost-sharing on a long-term way).

This context justifies the need for site integration, where CG centers and their stakeholders foresee a coordination mechanism that shall focus on promoting generation, dissemination and scaling up of improved technologies (varietal and non-varietal technologies) geared by the complementarities and



synergies in terms of commodities/value chains. For this to happen, the following gaps are to be addressed:

- Lack of coordination and information sharing among stakeholders
- Lack of human and open financial resources sharing from the NARS
- Lack of appropriate infrastructure for technology development
- Poor dissemination of generated technology

To address the gaps listed above, integration of following stakeholders is crucial along several agricultural value chains:

- Government of Mozambique, IIAM, CGIARS; donors, relevant ministries, NGOs etc.
- Private and Public Extension Institutions, IIAM, CGIARs, Universities, Agricultural Institutions, Seed Companies, Processing, etc.

To have successful site integration, it will additionally require some important changes in short and long term. In the **short term** we need:

- a) Good accountability and transparency;
- b) Good coordination and communication;
- c) Joint projects and sharing resources,
- d) Decentralized decision making

Whereas **in the long term** there should be:

- a) Joint projects and sharing resources where IIAM is the leader
- b) Efficient delivery of services to target groups
- c) Good accountability and transparency
- d) Good capacity development of NARS, universities
- e) Funding from Government for activity implementation

The process

This plan was developed with the active participation of 7 of CGIAR centers based/with activities in Mozambique, starting from a meeting of all Center representatives to form a committee to discuss and agree on the following:

- Operational modalities of the committee – e.g. convener, secretary, calendar of events etc.
- Shared understanding of the objectives of site integration– primarily to align CGIAR activities with the national agricultural development and nutrition strategy; and to mobilize a broad based coalition of actors along respective value chains to meet the national aspirations.
- Identify data sources to frame key issues and form the basis for discussion with the key stakeholders
- Agree on the key stakeholders to invite to a national planning meeting for the integration process
- Agree on the dates and venue of the national consultative meeting
- Agree on the facilitation process/facilitator for the national consultative meeting
- Agree on the budget for the national consultative meeting and the contribution of the respective CGIAR Centers



Considering the diverse perspectives among the CGIAR Centers, such prior consultations served the good purpose of helping the CGIAR centers to develop a common perspective to the integration process, in order to make it much easier mobilizing the other key partners and stakeholders (government representatives, private sector, NGOs, CBOs etc.).

A 2-day consultative meeting was then held, with participation of representatives of 7 CGIAR centers (CIAT, CIP, CIMMYT, ICRISAT, IITA, ILRI and IRRI), IIAM, USAID and InovAgro, as well as some CGIAR research partners (Michigan State University, International Fertilizer Development Center). Most of the findings from that meeting, reflecting participant's thoughts on the process to site integration and beyond, are the main body of this document.

The CGIAR site integration plan for Mozambique

Alignment of the CGIAR research agenda with the national strategic plans (priorities and actions) for agriculture and national development

The government of Mozambique has a vision for the agriculture sub-sector that is “*A prosperous, competitive and sustainable agriculture sector, able to respond to the food security and nutrition challenges and to achieve agricultural markets globally*”. In order to pursue this vision, the government envisions an agriculture sector with the following objectives:

- a) Ensure the production of plant and animal foods;
- b) Ensure food and nutrition security;
- c) Reduce import levels of food of plant and animal origin;
- d) Promote increased family income of small farmers;
- e) Promote forest plantations and sustainable management of natural resources (land and water);

Priorities as defined by the Ministry of Agriculture and Food Security (MASA) cover five areas, namely, crops, livestock, forestry, irrigation and food and nutritional security, with focus on 15 strategic commodities, of which 6 have been considered top priority for increased production and productivity in the next 10 years. The 6 priority products are rice, beans, cassava, legumes, poultry and cattle and the priority geographical locations are the Development Corridors of Pemba-Lichinga, Nacala, Beira, Limpopo and Maputo as well as the Zambezi valley.

The Consultative Group on International Agricultural Research (CGIAR) is a global partnership established to provide science-based solutions for constraints to sustainable agriculture development with a vision to “*Reduce poverty and hunger, improve human health and nutrition, and enhance ecosystem resilience through high-quality international agricultural research, partnership and leadership*”.

The CGIAR operate through CGIAR Research Programs (CRP's). Sixteen first-generation CRO's in Mozambique were: (i) Gene banks; (ii) grain legumes; (iii) wheat; (iv) water, land and ecosystems; (v) dryland cereals; (vi) livestock & fish; (vii) aquatic agricultural systems; (viii) climate change, agriculture and food security; (ix) maize; (x) policies, institutions and markets; (xi) integrated systems for the humid tropics; (xii) dryland systems; (xiii) rice; (xiv) roots, tubers and bananas; (vv)



agriculture for nutrition and health; (xvi) forests, trees and agro-forestry. During implementation of this first generation CRP's, research topics and sites were picked according to the mandate and available capacity in terms of budget and human resources by centers to conduct their work

The CGIAR's 2016—2030 Strategy and Results Framework: "*Harnessing New Opportunities*", guides the development and implementation of a portfolio of second generation CGIAR Research Programs (CRPs) aiming at contributing significantly to the achievement of many of the Sustainable Development Goals by the end of 2030 by pursuing 3 strategic goals:

- a) **Reduced poverty:** by adoption of improved varieties, breeds or trees and/or improved management practices by farm households;
- b) **Improved food and nutrition security for health:** by yield increase rate of major food staples; many people meeting minimum dietary energy requirements and reduction in people consuming less than the adequate number of food groups.
- c) **Improved Natural Resource Systems and Ecosystem Services:** by increase in water and nutrient use in agro-ecosystems, reduce in agriculturally-related greenhouse gas emissions, restoring degraded land areas and saving forest areas from deforestation.

Four cross-cutting themes will be taken into account when implementing the strategy:

- a) Climate change
- b) Gender and youth
- c) Policies and institutions and
- d) Capacity development

As per policies, there is a clear alignment of mandates between the CGIAR's and IIAM, regarding their contribution to the Mozambique government's agricultural development plan. Nevertheless, due to weak coordination mechanisms between multiple partners, there has not been a clear-cut way of avoiding wastage of resources due to duplication of efforts and research agenda not conducive to massive adoption of results.

On the presence and/or operation of the 9 CGIAR institutions referred above in Mozambique, Table 2 summarizes details as regards to (i) Research sites, (ii) Commodities/value chain areas of intervention, (iii) key results achieved to date and plans for future, (iv) facilities, equipment and infrastructure available, (v) vision for the coming 5-10 years and (vii) how each CGIAR sees the process of site integration being implemented.

In order to better contribute to the objectives and targets set by a Strategy and Results Framework (SRF) and those of the government of Mozambique, overall site integration objectives are (i) increased integration across the second generation CRP's and (ii) strengthened ability to work with a wide range of partners and stakeholders to achieve key development goals.

Establishing a sustained mechanism for coordination among CGIAR in Mozambique

The change in the global context and redefining CGIAR's niche create opportunities for envisaging partnerships in new ways. The challenge is the need to leverage strategic partnerships with a range of organizations through coalitions and initiatives capable of tackling the country's food and nutrition



security. This requires engagement of all stakeholders across the different value chains and geographical areas based on complementarity and value addition.

Partnerships need to be for mutual and equal benefit, with differentiated but firm commitments from all sides.

The approach based on partnerships as a vehicle for delivery of impact implies that *all partners share a common understanding of the problems and a joint approach to solving them through agreed actions* and partners hold each other accountable. This requires consistent and open communication lines in order to build *trust*, assure realization of *mutual objectives* and create *common motivation*. The best way for engaging multi-stakeholders, including the private sector, is to develop multi-stakeholder platforms at national provincial and site levels.

In this context, *site integration* is envisioned by all actors as able to (i) promote better use of resources, (ii) promote spillover effects, (iii) mobilize participation of the private sector, (iv) fair share of benefits arising from research activities, (v) mentorship by CGIAR’s to scientists of local institutions, mainly young scientists.

In Mozambique, currently, the CGIARs are working on 10 commodities: maize, rice, wheat, sweet potato, beans, pigeon pea, sesame, soy, bananas, and cattle. However, the other 6 government’s priority commodities (Cassava, Irish potatoes, Poultry, Vegetables - cabbage, tomato, and onions - Nuts and Cotton) are not covered in the CGIARs research agenda. Missing representation of some CGIAR’s (e.g. “ICARDA” dryland research and IVRDC for vegetables) and changing country’s priorities (e.g. cattle as new livestock priority) are some of the causes of lack of coverage of some commodities.

Table 3 illustrates geographical regions with activities of the CGIAR centers in Mozambique, as well as an indication of centers that are missing in order to conduct research to respond to government priority value chains.

Table 3: Distribution of CGIARs by geographical regions in Mozambique

CORRIDOR/REGION	PRIORITY VALUE-CHAINS	CGIAR PRESENCE ¹
Pemba-Lichinga	Potatoes, wheat, beans, maize, soybeans, pigeon peas, vegetables, forestry, cotton, sesame and poultry.	CIP, CYMMIT, ICRISAT, IITA, <i>ILRI, IRRI, IFPRI, ICARDA, ICRAF</i>
Nacala	Cassava, maize, cotton, sesame, fruit, poultry, peanuts, vegetables, pigeon peas, sweet potato, cashew and forestry.	CIP, CYMMIT, ICRISAT, IITA, <i>ILRI, IFPRI, IMWI, ICARDA, ICRAF and IRRI</i>
Zambezi valey	Rice, maize, potatoes, cattle, goats, vegetables, pigeon peas, sesame, cotton and poultry.	IRRI, CIP, CYMMIT, ICRISAT, IITA, <i>ILRI, IFPRI, ICARDA</i>
Beira	Maize, wheat, vegetables, poultry, soybeans, rice, sesame, pigeon peas, cattle, sugarcane and forestry.	CIP, CYMMIT, ICRISAT, IITA, <i>IRRI, IFPRI, ICARDA, ICRAF</i>
Limpopo	Rice, vegetables, pigeon peas, cattle and poultry.	IRRI, CYMMIT, ILRI, IFPRI, <i>IMWI ICARDA</i>
Maputo	Rice, vegetables, pigeon peas, cattle and poultry.	IRRI, CYMMIT, ILRI, IFPRI, <i>IMWI, ICARDA</i>

NB: Red italics font indicate CGIAR centers missing from particular location/regions

¹ Red font in *Italics* indicates CGIAR’s that are not operating in that particular area.



Information from this Table suggests that, in a context of resource scarcity, a great degree of collaboration, cooperation, creativity and flexibility is necessary in order to cover all or the majority of needs arising from the development priorities set by the government. A well planned and implemented CGIAR site integration plan can allow fulfillment of such a desired outcome.

Opportunities to promote collaborative research agendas

Identified opportunities to promote collaborative research agendas are:

- Well defined and documented national priorities in government policies and policy support for action;
- Donors already showing willingness to support the integration of activities from the CGIARs in a common framework and in alignment with national priorities by funding specific like-projects;
- Availability of IIAM research sites scattered in different regions countrywide and common sites/areas of intervention;
- Nine CGIAR centers already operating in Mozambique;
- Availability of good expertise in the research system;
- Awareness of gaps and of challenges and willingness to change;
- Availability of reference examples from existing multi-stakeholder platforms aiming at integrating stakeholders with different interests, aspirations and power relations (e.g. Seeds Platform, Fertilizer Platform and the the context of the Platform for Agriculture Research and Technology Innovation (PARTI)).

Enhanced efficiency of operation of CGIAR entities in Mozambique

Capacity development for the transfer of knowledge and skills through training including individual, organizational and institutional levels is an element not to be overlooked. Capacity development to be effective as a vehicle for sustainable development needs to be embedded within the broader systems and processes, i.e. CRPs' theories of change, impact pathways and National Agricultural Research and Development Systems, which provide the unambiguous context and strategic framework for its implementation.

Site integration should result in CGIAR's preferring not to work in silos or in substitution of NARES, but rather in multiple partnerships amongst themselves and with local partners to target problems defined on site. Mechanisms to promote such a joint action include:

- Formal partnerships amongst CGIAR centers and between these and IIAM for sharing facilities, equipment and human resources, according to research needs;
- Fair distribution of resources and fair valuation of the contribution of all partners;
- Mentorship of young scientists of local partners in order to improve their capacity;
- Formal partnerships with clear definition of roles, between CGIAR institutions and their partners;
- Joint proposal writing, planning and priority-setting;
- Capacity-building of the NARES institutions, including mechanisms for accessing resources by these.



- Operational cost-sharing (labs, offices, water, electricity ...)
- Joint publication of research papers;
- Joint branding of research activities

Sharing facilities and human resources will be one of the main targets of site integration in Mozambique, but in a medium-long term. It will be implemented gradually and start with specific arrangements to be negotiated by center/CRP managements. The Mozambique coordination group on the ground would help identify opportunities that would make sense for sharing resources and each coordinator/focal point could then propose to their respective managements to explore such opportunities. Additionally, center/CRP managements may have ideas on how they may want to shape their engagement, which their focal points will contribute to the national coordination group. To this end, it is going to be critical that country leaders are effectively liaising with the various focal points on the ground and those are effectively liaising with their respective managements.

Expected Outcomes

The goal of site integration in Mozambique for the next 10-15 years is to enable households to improve the quality of their diets and raise their incomes from agricultural commodities, through expanded production and diversified use of food, with the engagement of multiple stakeholders with emphasis on the priority commodities and geographical areas. CGIAR's and their stakeholders will aim at conducting linked programs that develop and disseminate proven technologies and management practices.

The following short-term outcomes will be achieved by the individual CGIARs through site integration:

- Improved methodologies for breeding and selection for drought tolerance in crops;
- Increased use of genomic-related tools, and genotyping and phenotyping databases;
- Faster and wider up-scaling of improved varieties to farmers in the seed system and of improved management practices in livestock;
- Continued improvement of diagnostic tools and appropriate quality control mechanisms, as well as testing of business models for commercialization and distribution;
- Technologies for sustainable intensification of cropping systems as a contribution to systems resilience, accounting for different climate scenarios;
- Improved nutritional quality of a growing range of processed products, and fine-tuned approaches to social and behavior change communications for nutrition outcomes;
- Improved storage and handling technologies
- Development of intermediate products for commercial processing;
- More efficient tracking of progress across a broader spectrum of scaling-up partnerships;
- Better market access for target agricultural commodities;
- Improved access to social equity benefits of research results for farmers;

On the long-term, expected outcomes will include:

- Improved national research system (with resource mobilization capacity and stakeholder engagement) with:
 - Improved planning systems and resources mobilization



- Good accountability and transparency;
- Good coordination and communication mechanisms;
- Sharing of resources,
- Decentralized decision-making
- Excellent capacity of local NARES and Universities
- Poverty reduction

Strategic Interventions for realizing the outcomes

This section will deal with the bolts and nuts of what we are going to do to achieve our targets. One possibility is to develop these strategies/actions for each of the three objectives indicated in section B (realizing that they are all inter connected anyway).

a. Alignment with national strategic plan

- i. Intervention 1: Crop varieties development
- ii. Intervention 2: Seed systems development
- iii. Intervention 3: Pre- and Post-harvest technology development (focusing on social equity mainstreaming as well as on agricultural marketing development)
- iv. Intervention 4: Crop and livestock husbandry
- v. Intervention 5: Agricultural policy advocacy
- vi. Intervention 6: Forest management
- vii. Intervention 8: Natural resources management
- viii. Intervention 9: Capacity development
- ix. Intervention 10: Agricultural dialogue fora development/strengthening

b. Coordination among CGIAR parties

- i. Intervention 1: Joint planning and reporting meetings, including annual scientific meetings as well as stakeholder networking events
- ii. Intervention 2: Shared use of facilities, equipment, labs, staff, research sites and research results
- iii. Intervention 3: Teambuilding events amongst CGIAR centers and between those and stakeholders

c. Collaborative research agendas

- i. Intervention 1: Joint research projects (value-chain based)
- ii. Intervention 2: Shared research facilities, equipment, labs, staff, sites and results

d. Enhanced efficiencies of operation of CGIAR Centers

- i. Intervention 1: Shared research facilities, equipment, labs, staff, sites and results



Who will take responsibility for what? - Sharing key responsibilities among partners

(On-going. Responsibilities to be agreed upon at a later stage)

Table 4: Coalition opportunity details of CGIARs in the context of site integration in Mozambique

STRATEGIC INTERVENTION	RESPONSIBILITY
ALIGNMENT WITH NATIONAL STRATEGIC PLAN	
Intervention 1: Crop varieties development	
Intervention 2: Seed systems development	
Intervention 3: Pre- and Post-harvest technology development (focusing on social equity mainstreaming as well as on agricultural marketing development)	
Intervention 4: Crop and livestock husbandry	
Intervention 5: Agricultural policy advocacy	
Intervention 6: Forest management	
Intervention 7: Natural resources management	
Intervention 8: Capacity development	
Intervention 9: Agricultural dialogue fora development / strengthening	
COORDINATION AMONG CGIAR PARTIES	
Intervention 1: Joint planning and reporting meetings, including annual scientific meetings as well as stakeholder networking events	
Intervention 2: Shared use of facilities, equipment, labs, staff, research sites and research results	
Intervention 3: Teambuilding events amongst CGIAR centers and between those and stakeholders	
COLLABORATIVE RESEARCH AGENDAS	
Intervention 1: Joint research projects (value-chain based)	
Intervention 2: Shared research facilities, equipment, labs, staff, sites and results	
ENHANCED EFFICIENCIES OF OPERATION OF CGIAR CENTERS	
Intervention 1: Shared research facilities, equipment, labs, staff, sites and results	

Governance

A. Regulatory issues

Despite legal independence of member centers from one another, in the context of site integration they shall act in accordance with the following set policies and rules:

- a. Structure and governance: The organs of the Site Integration (SI) shall be the Steering Committee (SC) and the Secretariat of the Steering Committee
- b. Membership of the SC: The SC shall consist of five (5) members. The members of the SC appointed by the Member Institutions shall be selected on the basis of their individual merit, and shall serve in a personal capacity. In selecting and appointing members of the SC, the Partners shall take into account the need to ensure a balanced representation of the skills necessary to ensure the success of the SC, including in particular policy, science/research and financial/managerial skills, and the need to ensure a balance of gender and diversity.
- c. The SC shall be in effect as of effective date of the establishment of the SI, March 23rd, 2016



- d. Members appointed under paragraph (b) above shall be appointed for a term of three years each, and may be reappointed for a further term of three years, provided that no member may serve for more than six years consecutively.
- e. To ensure continuity of policies and operations, the terms of members of the SC shall be staggered.
- f. The SC shall provide policy direction and leadership to the SI and shall be responsible for the attainment of its purpose.
- g. Without prejudice to the generality of the foregoing, the SC shall have the following functions and powers:
 - i. Oversee the development of, review and endorse the Site Integration SRF and submit it to the Funders for approval. The SRF shall be developed together with Stakeholders and with the input of a broad range of donors and Partners
 - ii. Develop a framework for funding, including a resource mobilization strategy to address programmatic and structural financing needs and engage in fund raising;
 - iii. Take ultimate financial and operational accountability for funds received for the implementation of the SRF as specified in relevant agreements and have full authority to enter into those and related agreements;
 - iv. Decide on allocation of funding across Member Institutions and Programs, in any case where funds are given to the SI for allocation;
 - v. Adopt the policy of the SI, as necessary, regarding the extent to which funds are to be held by the SI prior to their disbursement to Member Institutions, subject to approval by the Member Institutions by a three-quarters majority vote.
 - vi. Review the performance and efficiency of Member Institutions in the delivery of SI Research Programs funded through the SI Fund;
 - vii. Review the alignment of Member Institutions activities with the Strategy and Results Framework;
 - viii. Once the SRF has been implemented and is fully functional, review the current and potential structural organizations among the Member Institutions, and decide on appropriate actions including any opportunities for Member Institutions realignment or sharing of field facilities and infrastructure, including through the development of common services and infrastructure. Such a review shall be based on thorough analysis and shall include appropriate involvement of Member Institutions.
 - ix. Advise, and consult with, Member Institutions on best practices in areas of common interest, including governance, risk management and supporting functions;
 - x. In consultation with Member Institutions, review and endorse plans for, and, together with the SC;
 - xi. On administrative matters, the SC shall oversee the operations of the SI as a business entity, and in particular shall:
 - i. Develop, maintain, and, as needed, update the strategic and operating plans of the SI Office;
- h. Approve the operating budget of the SI Office and SC;
 - i. Select, hire, conduct performance reviews, and determine the continued employment or removal of the SI CEO;
- i. Relationship with other organizations

In order to achieve its objectives in the most efficient way, the SC may enter into agreements for close cooperation with relevant national, regional or international organizations, foundations and agencies.

- j. Location of the Headquarters of the SI Office
The location of the headquarters of the SI shall be determined by the SC.
- k. SI Research Programs
 - i. The SC shall set such common policies and standards for SI Research Program design and execution as may be helpful in ensuring Research Program effectiveness that are consistent with the purpose of the SI.
 - ii. Proposals for SI Research Programs may be submitted to the SC by any Member Institution; Partners may submit ideas for SI Research Programs. Proposals and ideas shall be submitted in accordance with such procedures as the SI may adopt.
 - iii. Proposals must address at the minimum project purpose and outputs, leadership and management structure, allocation of work and funds across participants, budget, performance measures, progress-tracking and reporting process;
 - iv. Proposals for Research Programs shall be reviewed by the SC and, if endorsed shall be submitted by the SC together with proposals for the allocation of funds (5) SI Research Programs shall be led by a Member Institutions.
 - v. The Lead Member Institution shall enter into performance agreements with other Member Institutions and Partners participating in each Research Program.
 - vi. The allocation, including the timing, of funds within each Research Program shall be authorized by the SC, on the basis of the proposals submitted by the Research Program participants.
 - vii. The SC shall oversee the monitoring of the performance of Research Programs and take appropriate remedial actions with participants when necessary to ensure the use of funds for intended purposes and the success of the Research Program.

B. Practical issues

- a. There shall be a clear understanding and agreement as for what each SC member will contribute to ensure site integration;
- b. Selected people to integrate the SC shall not represent institutions and rather be selected as individuals based on their personal merit;
- c. Any institution based or working in Mozambique shall be considered as active in the context of site integration;
- d. For inclusiveness, interaction of SC members may be conducted using ICT, depending on the event;
- e. The SC shall create “communities of practices” within the context of its activities for different thematic issues to allow a more effective action against more pressing issues. Such communities of practices shall preferably be developed on themes, not on commodities;
- f. Communication and dissemination will be key for success of site integration. As such, the following actions shall be part of the activity of the SC in the context of site integration:
 - i. Develop contents to be disseminated through existing websites (IIAM or PARTI);
 - ii. Develop policy briefs to promote results arising from activities in the context of site integration and an important vehicle to influence policy formulation and



- implementation;
 iii. Conduct field days and other showcasing events

Budgets

Table 5: High level budget for site integration in Mozambique (2016-2020)

BUDGET LINE	AMOUNT IN USD						%
	2016	2017	2018	2019	2020	TOTAL	
Scientific meetings (1/year)	0	12000	12000	12000	12000	48.000,00 USD	19
Consultative meetings with a 1-day field day (Central level) (1/year)	15000	15000	15000	15000	15000	75.000,00 USD	30
Consultative meetings (Zonal level) (4/year)	3500	7000	7000	7000	7000	31.500,00 USD	13
Field days at zonal level (3/year)	5000	15000	15000	15000	15000	65.000,00 USD	26
SC senior management meetings (2x/year)	1000	2000	2000	2000	2000	9.000,00 USD	4
Sub-total	24500,00	51000,00	51000,00	51000,00	51000,00	228.500,00 USD	
Admin costs (10%)	2450,00	5100,00	5100,00	5100,00	5100,00	22.850,00 USD	9
TOTAL COSTS	26950,00	56100,00	56100,00	56100,00	56100,00	251.350,00 USD	100

CONCLUSIONS

- There are crystal clear opportunities that can be exploited for site integration, including (i) clarity of national government policies in line with those of the CGIAR group, (ii) donor interest in supporting collaboration, (iii) availability of IIAM research infrastructure throughout the country, (iv) nine CGIAR centers with operations or established in Mozambique, (v) availability of good critical mass in the research system in Mozambique, (vi) well identified gaps and (vii) willingness to change;
- The high level priorities of the CGIAR group coincide with the policies and strategies of the government of Mozambique towards fight against poverty and under-nutrition and for improved natural resource management.
- Ten out of the 15 government priority commodities are covered by research done by the CGIAR centers, and the remainder 5 (Cassava, Irish potatoes, Poultry, Vegetables - cabbage, tomato, and onions - Nuts and Cotton) need to be covered in a coordinated way within the CGIAR groups and with the government.
- There is coincidence of geographical regions where different CGIARs operate
- All participant CGIARs have agreed in a common set of objectives and outcomes for site integration which are in line with government and CGIAR global priorities.



ANNEXES



ANNEX 1 - CURRENT MAPPING OF CGIAR CENTRES IN MOZAMBIQUE

CIGIAR	OPERATION SITES	FOCUS COMMODITY / AREA	COLLABORATIVE ACTORS	KEY RESULTS	FACILITIES, INFRASTRUCTURE AND EQUIPMENT	VISION OF FUTURE ACTIVITIES	SUGGESTIONS FOR SITE INTEGRATION
CIAT	-Gaza (Chokwe) -Maputo (Umbeluzi) -Manica (Sussundenga) Tete (Mtengo Umodzi) -Zambézia (Gurue) -Niassa (Lichinga)	-Bean Variety Development and testing; -Bean Production Technology Development and testing -Seed systems development -Nutrition	-IIAM -SDAE's -SDC -McKnight Foundation -USAID – Pen State University -APPSA -Beira Corridor -Private sector -FAO			-Innovative seed systems: harmonized-efficient and sustainable delivery of quality seed -Soil characterization and geo-referencing (mapping), building on AfSIS facility: Harmonized understanding of the soils in the intervention sites -Nutrition: Dealing with food basket approaches -Innovative participatory research approaches: Engaging clients in technology development at early stages to capture their preferences	-Collaboration in working with the same site (district) partners(e.g. CIAT, ICRISAT, IITA and CIMMYT-SIMLESA work with common partners
CIMMYT	-Nampula -Zambezia -Manica -Tete -Sofala -Maputo and -Gaza.	Maize based systems: -Agronomy, breeding, mechanization and socioeconomics: -Conservation Agriculture, soil fertility management; drought tolerant	-IIAM (All provinces); -Extension services SDAE (all provinces); -Angonia (Total Land Care) Manica (ADEM; UCAMA; IFDC; Harvest Plus, IFPRI), etc.	-Increased release of drought and nitrogen stress tolerant maize varieties; -Generation and adaptation of agro-ecology and farming system targeted sustainable intensification technologies. -Increased emphasis on up-scaling and adoption of available technologies by small holder (improved maize varieties).	-Equipped laboratories; -Seed handling facilities; -Vehicles.	- CIMMYT to be in the center of generating new innovative methods to promote and increase demand of new improved varieties. - CIMMYT to spearhead new digital and mobile interaction with smallholder farmers, providing them with necessary information on new varieties and agronomic practices; farmers to provide important information on different traits they would like in the maize	-Improved accountability to NARS stakeholders; -Improved and focused research investments through shared outputs from diagnostic studies; -Better platforms or fora for sharing achievements in overcoming challenges; -Strategic alignment of CG interventions to government policies and objectives; -Joint initiatives across CGs by developing and establishing



		maize varieties; -Pro-Vitamin Orange maize; Quality protein maize; Hybrid maize.		-Creation of a data base for learning on how smallholder farmers adopt new improved technologies and how private sector (Agro-dealers and seed companies) can be used in agricultural development; -Policy direction for countries and regional integration in SSA e.g. seed harmonization policy, grain market etc.		varieties. -Development of multi-stakeholder platforms to allow farmers increase use of improved germplasm, agronomy and access to markets; -Improved targeting of technologies to suit agro-ecologies, farming systems and local biophysical factors through remote sensing platforms.	mechanisms for collaboration; -Integration of activities at district and national levels through collaborative or joint research in line with national priorities.
CIP	-Niassa (Lago, Sanga, Muembe, Chimbunila, Lichinga, Mandimba, Cuamba and Mecanhelas) -Tete (Angónia) -Maputo corridor (Boane, Namaacha, Matutuine, Marracuene, Manhiça and Maputo) -Beira corridor (Báruê, Manica, Vanduzi, Sussudenga, Chimoio, Macate, Gondola, Nhamatanda, Dondo and Beira city) Zambezia (Gurue,	Sweetpotato-based systems: -Germplasm selection -Seed production and dissemination (to small holders and large-scale farmers -Nutrition; -Marketing and -Processing SDAEs SDSMAS SETSAN IIAM-CZnd SDAEs	-IIAM -Progresso -Diocese of Lichinga -NGO's: UCA, ADPP, SDAEs -SETSAN -Bakeries	-5 varieties widely disseminated; -Decentralized vine multiplication -Orange fleshed sweet potato processing, increased, improving f access to vitamin A by beneficiaries. -Studies on vine retention -On-farm comparison of the behavior of Orange Fleshed Sweet Potato with best local White Fleshed Sweet Potato varieties in Manica and Sofala (root and leaf taste, and productivity) -Intercropping trials -Fertilizer trials and manure trials	- 2 offices; -2 vehicles -2 motorcycles -6 water pumps -27 net tunnels -In vitro culture room for potato - 1 quality lab -15 screen houses -1 screen house for multiplication from IVC, fields at IIAM -Sweet potato processing equipment -Green house at IIAM CZnd for vine multiplication	-Expansion to other districts in Niassa province -Expansion to Cabo Delgado province -More holistic and systemic approach at the various nodes of the sweet potato value chain (farming, trading/marketing, processing, consumption); -Dietary training beyond sweet potato isolation and rather exploring linkage opportunities with other value chains (soy, beans, maize, rice, etc); -Promotion of sweet potato processing and marketing as an alternative to Irish potato - All Nampula and Zambezia districts grow OFSP by end of 2020.	-Better coordination -Shared use of resources -Joint planning - Rotate the venues of site integration meetings based on where the CGIARs are based

	<p>Alto-Molocue Mocuba)</p> <p>Nampula (Murrupula, Malema, Mecuburi, Rapale, Mogovolas, Monapoand Meconta)</p> <p>Gaza (Chokwe)</p> <p>Gurue, Chokwe and Umbeluzi</p>	<p>SDSMAS</p> <p>SETSAN</p> <p>IIAM</p>		<ul style="list-style-type: none"> -Taste testing of juice - 15 varieties widely disseminated - Decentralized vine multipliers - OFSP agro-processing - Market study survey - Breeding sites 	<ul style="list-style-type: none"> - 27 net tunnels - 6 small irrigation kits 15 screen houses, Tissue culture lab, quality lab 	<ul style="list-style-type: none"> - CIP projects should integrate nutrition staff in the their recruitment plans 	
ICRISAT	<ul style="list-style-type: none"> -Zambézia (Gurue, Alto-Molocue and Mocuba) -Nampula (Murrupula, Malema, Ribaue, Rapale, Angoche and Meconta) -Tete (Angónia, Tsangano and Macanga) Manica (Bárue and Gondola) 	<p>Pigeon pea and groundnut based systems:</p> <ul style="list-style-type: none"> -Release of groundnut varieties; 		<ul style="list-style-type: none"> -New (long and medium duration) pigeon pea varieties released; -Groundnut and pigeon pea breeder seed made available 		<ul style="list-style-type: none"> -Strong partnerships for up-scaling of the new varieties to increase productivity -More research to increase the range of adapted varieties considering present and future climatic variability -Increase seed availability of resilient crop varieties such as medium duration pigeon pea varieties - Establish platforms for knowledge and information sharing -Create market opportunities for raw and processed resilient crop products 	

<p>IFPRI</p>	<ul style="list-style-type: none"> - Zambezia (Alto Molocue, Molumbo, Mopeia, Morrumbala) - Tete (Mutara) - Sofala (Maringue, Chemba) - Most programs and studies are nation-wide - Multiple programs and studies cover other countries in Africa in addition to Mozambique 	<ul style="list-style-type: none"> -Impact of Agricultural public investments -Agricultural public expenditures (CAADP target) -Agricultural investment plan (PNISA) - Nutrition - Irrigation -Agricultural extension network -Sustainable land management -Agricultural Joint Sector Review (JSR) -Access to markets -Soy bean, pigeon pea and maize. -Seasonal weather forecasts -Community land titling -Irrigation systems 	<ul style="list-style-type: none"> - MSU - MASA (MINAG) - FAO-ESP - World Bank - USAID - PNISA - INOVAGRO - SDC - Helen Keller International – Africa 	<ul style="list-style-type: none"> - Lessons from agricultural extension experiment study to inform other projects in Mozambique. - Research on engendering agricultural research, development and extension contributed to integrating gender-based scientific solutions for the UN SDGs - Harvest Choice’s work on strategic investment choices in agricultural technology development and adoption was listed as one of the "Success Stories" facilitating access to CGIAR's research data. The project, provided datasets and analyses on technology adoption 		<ul style="list-style-type: none"> - Close knowledge gaps on key issues on the function of and access to markets and institutions in the agricultural sector - To understand better the drivers and impacts of public investments in agriculture and to work towards aligning the investment priorities of the government according to findings - To understand how to make rural public service delivery contribute to the sustainability, efficiency and capacity to reduce hunger and poverty of the agricultural sector - Identify mechanisms that can improve accountability, transparency and governance to make public investments more responsive to the needs of the poor. - To provide stakeholders, including the government, NGOs, partners and donors with scientifically sound evidence regarding key areas and focuses. - Strengthen local technical capacity – both in the private and public sector - To generate empirical evidence of the impact of 	<p>Coordinate with other CGIAR centers to enable respective research agendas to inform each other</p> <p>Have ongoing and efficient format of information exchange between centers on Mozambique based research; do so more intensively in areas where project level mutual interest and benefit in coordination is identified</p> <p>Initiate exploratory discussions with IIRI regarding IFPRI’s irrigation research for rice farmers.</p>
---------------------	--	---	--	--	--	---	--



		<ul style="list-style-type: none"> -Monitoring and governance -Land tenure rights -Crop marketing behavior -Maize, and cash crops -Land, water and energy productivity -Technology adoption -Social accounting matrixes (SAM) -Maternal and child nutrition -Monitoring and evaluation -Market distortion of fertilizer markets 				<p>development programs that are under implementation or are planned to be implemented in Mozambique to contribute to and promote evidence driven debate about how to reduce poverty in the country.</p> <ul style="list-style-type: none"> - Identify ways on how land governance and community land tenure can be improved for higher agricultural productivity and welfare of poor smallholders - Analyze farm size dynamics - Understand urban-rural linkages as part of the country's structural transformation 	
--	--	---	--	--	--	---	--



IITA	<p>-Manica (Bárué, Gondola, Manica and Sussundenga)</p> <p>-Nampula (Angoche, Malema, Meconta, Mogovolas, Monapo, Murrupula, Rapale and Ribaue)</p> <p>-Tete (Angónia, Macanga and Tsangano)</p> <p>-Zambézia (Alto Molócue, Gurue and Mocuba)</p>	<p>-Soy bean, cow pea and sesame systems</p> <p>-Seed production and dissemination</p>	<p>-IIAM and MASA</p> <p>-Farmers Associations</p> <p>-NGOs and CBOs: IKURU, Technoserve, CLUSA etc.</p> <p>-Private sector: Seed companies and seed producers</p> <p>-Others: IFDC, TLL III, INOVAGRO</p> <p>-Local and Foreign Universities</p>			<p>-Consolidation of gains and scale out results;</p> <p>-Massive dissemination campaigns</p> <p>-More partnerships for wider reach e.g. CARE</p> <p>-Addressing emerging research issues (climate change)</p>	
ILRI	<p>Semi -arid zones of Mozambique: - Southern (Maputo, Gaza and Inhambane provinces) and Central (Tete province) regions of Mozambique</p>	<p>-Cattle and goat value chain development, with emphasis on Innovation Platforms and market development with enabling technologies</p>	<p>-IIAM</p> <p>-DNSV</p> <p>-Veterinary Faculty of UEM</p> <p>-Provincial livestock services</p> <p>-SDAE and</p> <p>-NGO's (CARE, SNV, OXFAM)</p>	<p>-Improved stakeholder coordination, including NGO's such as OXFAM, CARE and SNV:</p> <p>-Innovation platforms at district level;</p> <p>-Established a National Livestock Forum at central level.</p> <p>- Improved the capacity development of partners</p> <p>-Improved animal husbandry management in Southern and Central regions)</p> <p>*Feeding (Cattle and small ruminants)</p> <p>*Health (Cattle and small</p>		<p>-Implementation of PROSUL- Red Meat Value-chain Project (2014 -2019)</p> <p>- Expand research activities towards Crops-Livestock Integration in Manica Province.</p> <p>-Involvement in implementation of the Belgian Technical Cooperation project for central Mozambique.</p> <p>-Follow up of learning from ILRI's project in Swaziland on beef fattening</p>	<p>-Joint projects with other CGIAR centers to work on crop livestock integration</p> <p>- More systems approach work</p> <p>-Possible work feeding i.e. for pigs – collaboration with CIP (sweet potatoes) and IITA (cassava)</p>

				ruminants), *Housing (Goats).			
IRRI	-Maputo (Umbeluzi, Matituine) -Gaza (Chokwe, Xai-Xai) -Sofala (Buzi, Caia and Chemba) and - Zambezia (Nicoadala, Mopeia, Luabo and Morrumbala)	Rice based systems: -Breeding, agronomy, mechanization and post-harvest; -Breeder seed production	-Palmeira Rice Mill; - Faculty of Agronomy (UEM); -IIAM -DNEA -CEPAGRI -FDA -PROIRRI and -DINAS	-4 rice varieties released -Breeding, breeder and foundation seed produced; -Community-based seed production and delivery supported	a) Umbeluzi: -Warehouse; -Tractor with implements -Hand tractor with implements -Mechanical seeder -Thresher b) Chokwe -Warehouse -Hand tractor with implements	-Collaborative research partnership and strengthening of national agricultural research and extension (NARES)	-Clustering activities at regional level with each partner offering a comparative advantage contribution (and eventually take lead in that aspect); -Joint planning and resources sharing at all levels
IWMI/ ReSAKSS	Maputo	Country SAKSS focusing on policy analysis, capacity building and knowledge management	MSU, USAID, IFPRI	Expect to build capacity in the area of agricultural policy analysis, Entrench e-Atlases in Mozambique, Generate key Annual trends and outlook reports JSRs and New Alliance cooperative Framework tracking	Office at the the Ministry of Agriculture	Continue trainings to build capacity in the area of agricultural policy analysis, Expand coverage of e-Atlases in Mozambique, Continue generating key Annual trends and outlook reports for the agricultural sector Facilitating JSRs and New Alliance cooperative Framework tracking, etc.	

**ANNEX 2: PROGRESS TOWARDS SITE INTEGRATION PLAN: MOZAMBIQUE (ON-GOING.
RESPONSIBILITIES TO BE AGREED UPON AT A LATER STAGE)**

	Expected outcomes by end 2020	Objective(s) to achieve by end 2017		Status					
				Developed CG-internally	Proposed, Discussed (with national partners)	Consulted (with wider audience)	Agreed (Plan)	Implementation started (interventions)	Completed (interventions)
Sustained coordination among Centers/ CRPs	<i>What is this going to lead to by 2020?</i>	<i>What is achieved end 2017 along the way to 2020 Not yet defined</i>		Yes By date No					
Intervention 1: Joint planning and reporting meetings, including annual scientific meetings as well as stakeholder networking events	<i>Describe intervention</i>	<i>Key objective of this intervention and by when (within 2020 timeframe)</i>		Yes By date No					
Intervention 2: Shared use of facilities, equipment, labs, staff, research sites and research results									
Intervention 3: Teambuilding events amongst CGIAR centers and between those and stakeholders									
All CG align with national plans	<i>What is this going to lead to by 2020?</i>	<i>What is achieved end 2017 along the way to 2020 Not yet defined</i>							



Intervention 1: Crop varieties development	<i>Describe intervention</i>	<i>Key objective of this intervention and by when (within 2020 timeframe)</i>							
Intervention 2: Seed systems development									
Intervention 3: Pre- and Post-harvest technology development (focusing on social equity mainstreaming as well as on agricultural marketing development)									
Intervention 4: Crop and livestock husbandry									
Intervention 5: Agricultural policy advocacy									
Intervention 6: Forest management									
Intervention 7: Natural resources management									
Intervention 8: Capacity development									
Intervention 9: Agricultural dialogue fora development / strengthening									



Collaborative R4D agenda									
Intervention 1: Joint research projects (value-chain based)									
Intervention 2: Shared research facilities, equipment, labs, staff, sites and results									
Improved intra-CG efficiencies									
Intervention 1: Shared research facilities, equipment, labs, staff, sites and results									



