



RESEARCH
PROGRAM ON
Roots, Tubers
and Bananas



Workshop report: RTB Research leaders team meeting

Montpellier, September 2013

A broad alliance of
research-for-development
stakeholders & partners



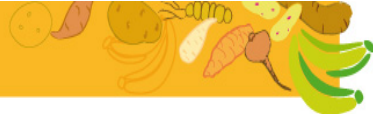
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I. Introduction

This was an important meeting to take stock of where we are and to maintain the momentum of planning for the new phase of CRPs, with a pilot of Results Based Management in 2014. More focus is needed on capitalizing on the added value of crosscutting work. Greater clarity is needed in terms of communications, roles, responsibilities and resource sharing. This was our first meeting with full participation of CIRAD and we note the progress in bringing their scientists into our programs although there is still some way to go for comprehensive integration. The program needs to clearly identify and overlaps and gaps in its research portfolio, particularly with regard to the RTB flagships, which were also discussed at some length. Between presentations, delegates engaged in wide-ranging discussions, with common topics emerging on how to better work across centers, partners, themes and CRPs.

This report is organized following the sessions of the workshop with a summary of the presentation and highlights of the questions and answers which followed. It begins with the action items which were agreed.

We thank Vincent Johnson for his help in taking notes and preparing this report.

II. Action items

Item	Who	When
Flagship daisies and descriptions until 7 th October (to be able to include in 10pager for CO)	Flagship teams	7 th October
Adapt Reporting Instructions (template & memo) - Complementary funding projects: include Theme leaders as oversight - Product Portfolio: check how to include milestones of 2013 complementary funded projects	Dagmar	9 th October
Investment Mapping: Define how to handle investment (Budget only 2013? How precise? Etc.)	Graham and Dagmar	9 th October
Define and share center budgets for 2014 – as basis for Product Portfolio Updating	Graham & CFO CIP	10 th October
Post-doc Twins (CIRAD)	Centers, CIRAD	10 th October
M&E plan	Dagmar, Graham	15 th October
Finalize RBM pilot document and submit to CO	Graham, Dagmar	15 th October
Submit 10pager	Graham, Dagmar	15 th October
Product Portfolio Update 2014 - Elaborate instructions and memo - Include CIRAD - Include Complementary funded milestones on GD - Approve comments and how to handle deletions and new products on GD - Give access on GD	Dagmar, Graham	25 th October



Item	Who	When
Sort out access of gender focal points to finance for gender integration and strategic research	Graham and focal points	18 th October
Preparation for Humidtropics workshop “quick and dirty mapping exercise”, Mutual roles in the other CRP	PMU & participants of workshop	31 st October
Connect with AGRA on seed systems research	Graham, Jorge, focal points	October
Branding Guidelines : Improve recognition (acknowledgement) of RTB affiliation	Veronique, Selim, Graham	October
Take care to show joint attribution with AN4H and other relevant partners eg for OFSP work and share DALYS with AN4H	Guy	October
PIM value chain meeting – figure out which date, define RTB representative	Andre, PMU	Asap
Elaborate/define Roadmap for final flagship development/definition	PMU, Focal Points, Theme Leaders	October / November
Communicate within Centers RTB strategy and plans (Who/what is RTB to inform personal also in region)	Center focal points	October / November
Prepare 2-4 page brief/memo on key definitions for gender work (gender, gender integration, strategic, responsive and transformative – matrix?) and communicate to wider community	Gender focal points, Veronique	November / December
Center-clearance of priority assessment before publication	Guy, Management Committee	
Share Priority Assessment with ISPC when finalized	Graham	Jan 2014
Broader RTB Meeting in Uganda in April 2014	PMU	
Map CRP-co-responsibilities of RTB-Center personal	PMU	
Linkage Fund 2013 call (ToR, etc.)	Dagmar, Javier, Graham	
Identify options to improve gender and diversity balance in RTB and in our Annual Meeting	Management Committee	MC meeting
Approve/define financial conditions for CIRAD, IRD → as this might be “baseline” for future partners	Management Committee	MC meeting



III. Looking back for learning (2012/2013): Thursday 26 September

1 RTB Progress report

Presented by Graham Thiele.

Articulated status and progress in RTB Governance (Board role, PAC), management changes, PMU, finance and strategic planning (see: [here](#))

Topics discussed:

1. *Budget by region*: need to look more closely at how to better target investments.
2. *Program Advisory Committee (PAC)*: PAC candidate recommendations received from all 4 centers (still waiting for CIRAD recommendation); ~ 20 candidates for 6 posts, 10-15 days/year; need gender, knowledge management science cap strengthening; candidates could be less CG-centric?.
3. *Role of project management officer per center*: data collection, reporting, scientist liaison, organization of RTB docs, linking with RTB Program Management Officer
4. *Partners*: CIRAD as partner not organized the same way as CG centers, so need to review modalities of engagement
5. *TL roles in non-cross-cutting work*: theme leaders are responsible only for cross-cutting work, yet 80% funding goes to crop-specific work, so need to balance management so less skewed to cross-cutting (flagships should help). What will be the role of the theme leaders as this change occurs?

2 RTB collaborative processes review

Presented by C. Hershey (CIAT), P. Kulakow (IITA), P. Monneveux (CIP), D. Stoian (Bioversity), D. Wittine (RTB).

Focal points reviewed collaborative RTB processes in management, planning, reporting, budgeting, partner & stakeholder relations, and communication). See [here](#)

Topics discussed:

1. *Collaborative events*: possible large workshop planned for 2014 – including all TLs plus crucial scientists to fully develop flagships as part of proposal development for next phase; need to include in 2014 events calendar
2. *Partner support*: outcomes mostly produced via partnerships, so need to support partners financially. RTB current budget will not support scaling out. Need mechanisms for resource allocation which respect center-level planning (via RBM?- the RBM pilot will allow us to develop the appropriate system(s))
3. *Roles of TLs and FPs in cross-cutting work*: role of TLs and FPs in cross-cutting work need to be clearly articulated. TLs seem more effective where they have been managing projects. TLs need authority, as scientists don't have a sense of obligation to deliver what is asked



4. *Supporting strategic orientation of research*: review how well work plans sufficiently feed data and results towards the IDOs

3. Cross-cutting research themes review

Theme leaders (TLs) reviewed crosscutting research progress within each of their themes, (some TLs reported more about their activities. More emphasis needed on what was *actually* crosscutting in terms of crops, centers and even CRPs).

THEME 1 (GENETIC RESOURCES)

Presented by Nicolas Roux (Bioversity): See: [here](#)

Topics discussed:

Cross-cutting strategy: Need clearer strategy that brings all theme 1 cross-cutting together and articulates how to best generate value added

THEME 2 (VARIETIES)

Presented by: Luis Augusto Becerra (CIAT). See [here](#)

Topics discussed:

1. *Pathway*: need to include the whole pathway from gene to traits and identify any gaps? All issues of GxE testing, building field capacity etc. should happen within crop specific activities. We are building data to make more informed decisions, other aspects will be targeted in the flagship-this is a good opportunity to question the focus on one aspect perhaps at the expense of others
2. *Training of African/local partners*: 'omics' partner-training needed?
3. *Prioritization*: need objective / holistic approach to developing workplans within each theme
4. *Traits*: TL assumes breeders have captured farmer-preferred traits?
5. *Gender*: how to capture women's perspectives where only male farmers consulted. Need to capture who makes the decision on selection or phenotyping.

THEME 3 (PEST/DISEASES)

Presented by: James Legg (IITA). See [here](#)

Topics discussed:

1. *Communications/ working relationships*: need: a) to improve communications and strengthen working relationships; b) to make RTB work more visible; c) more engagement with people doing experiments, and then validate these with target communities/ ground-truthing, and recommend combinations of options
2. *Value proposition*: need to include avoided disease spread in the figures for IDOs as a major benefit



3. *Disease prioritization*: need to prioritize; scope is relatively comprehensive via flagship coverage- 10 key P&D covered in pest risk assessment exercise.

THEME 4 (PLANTING MATERIAL)

Presented by: Jorge Andrade-Piedra (CIP). See [here](#)

Topics discussed:

1. *Partnership strategy*: Funding, partner reticence, need partnership strategy; how to link with the seed-systems experience of each center into the project (e.g. in cassava; examples of clean seed from a particular supplier e.g. NGO)
2. *Seed framework*: need a common framework for mutual learning
3. *Cross-CRP interaction*: needs more Cross-CRP linkage/ awareness (Genebanks CRP seem unaware of what's going on in RTB seed systems)
4. *Seed systems flagship*: BMGF interested in funding a project with Integrated Seed System Development focus -review what needs adding (geographical/ more scope/ case-studies); make clearer the components of the flagships- especially the non-research elements, (capacity-building/ knowledge management etc.)
5. *Funding*: engage with Agra seed system work see [here](#); consider private sector? Need 5-year+/long-term view.

THEME 5 (CROPPING SYSTEMS)

Presented by Stefan Hauser (IITA): relatively little cross-cutting RTB cropping systems research. See: [here](#)

Topics discussed:

1. *Lack of a theme 5-based flagship*: Non-production themes won't deliver all farmers need for successful RTB production systems? (Need theme 5 flagship?) Need research portfolio to feed research for IDOs and associated indicators? Little staff resources allocated to theme 5. Flagships focus on diseases, but integrated cropping systems sometimes missing. Institutional decisions have scaled back RTB systems research. All other themes will contribute but need to harness the synergies.
2. *Yield gaps*: How to calculate; Patchy knowledge of theoretical genetic yield potentials?
3. *Cross-CRP interaction*: Theme 5 can articulate a link between the RTB and Humidtropics. Humidtropics no commodity research, but link to Water, Land and Ecosystem (WLE), more focusing on livelihoods, people, landscapes – but how to balance these activities to optimize outputs to sustain or improve systems? Large part of cropping systems integration should be within the whole CRP – still not a clearly articulated vision of what the research is about
4. *Gender*: gender toolbox via workshops. Gender in cropping systems work/Humidtropics linking gender to household typologies etc. but need to provide applicable guidelines. Need to raise awareness as TL can pass on knowledge to field workers



THEME 6 (POST HARVEST)

Presented by: Dominique Dufour (CIAT/CIRAD). See [here](#)

Topics discussed

1. *Cassava transformation /starch extraction*

Quality parameters / consumer preferences-some specific traits to end use- purpose of consumer preference

THEME 7 (SOCIAL SCIENCES AND COMMUNICATIONS)

Presented by: Inge van den Bergh (Bioversity). See [here](#)

Topics discussed:

1. *Needs assessment*: a consultant to do needs assessment? User needs and behavior, center policies, web access→ proposal on communications to MC- and need to do same survey with other centers and partners
2. *Access/shared tools and platform*: still need training/ become familiar with tools; there is a paper within the CG on shared tools. CO promoted Google-drive (GD) then failed to actively support- recommended GD was to be used for time bound docs but to use intranet for longer term. Still difficult to find and share information in RTB, problem with logging into multiple sites- dilemma of multiple repositories but we need a common platform- organize information in an accessible way- guidelines to project leaders/ theme leaders on how to organize information.

4 Complementary funded projects, knowledge management & integration with gender: Discussion

Presented by Dietmar Stoian (Bioversity). See [here](#)

COMPLEMENTARY FUNDED (CF) PROJECTS

- Where CF collaborators have had chance to meet they have a comparative advantage, e.g. seed degeneration project stakeholders had opportunity to meet
- Good mechanism to create new interactions and formalize research ideas
- Little time to develop new CN together / create networks, need some exchange with lead center.
- How does this inform how we go to the next level of flagships; now need to look at process as cross-cutting. No longer theme-based; now across centers and themes
- All new planning grants should help develop flagships
- Provide opportunity for underfunded crosscutting work; e.g. theme 6



KNOWLEDGE MANAGEMENT

- There are different ways of managing knowledge in different themes
- Need to present knowledge and value of work in clear, understandable language
- Need to decide how to measure successful knowledge management and ensure knowledge is useful to next users
- Case-studies could be disseminated using the triple A framework: Availability, Accessibility and Applicability- (ICTK approach). See [here](#)
- Websites funded by RTB need to be developed consistently- maintenance issues; within projects to set up websites but after project end how do we provide continuity

GENDER

- Underrepresentation of women as senior scientists?
- Still limited funding accountability for gender findings/ impacts; look at budgets, gender focal points? Where are gender results even when we are quoting for expenditures? Budget allocated for strategic gender work, but not clear how spending occurred?
- Two aspects: one integrating gender into our work/ needs of women, and the other aspect separate strategic gender research; not enough funding for strategic work, but a lot of money available for gender integration. Need guidelines when the funds can be gender-related or is it only strategic research?
- Need dialogue between gender focal points, center focal points and finance to map gender funding; still work in progress

5. Collaboration with French partners

Presented by: Robert Domaingue, Philippe Vernier (CIRAD). See [here](#)

Topics discussed:

1. *Matching funds*: what determines whether matching funds are available, and what determines what is 'in-kind' vs real funds? Need fair deal for both sides. CIRAD needs also to commit funds to the work. (CIMMYT using similar formula- aligning matching funds, but don't have to calculate exactly- case-by-case basis
2. *CIRAD scope*: need a formalized list of scope of CIRAD's work in RTB
3. *Partner operating principles*: need to distil principles, as we will be bringing EMBRAPA, and others in to the same principles applying. But IRD conditions totally different! But need to highlight level of indirect costs
4. *Gender*: how seriously does CIRAD consider gender, do they have a gender focal point? Or any policy on gender integration? Need to formalize integrating gender but far from satisfactory, many CIRAD top scientists are women- but not systematically addressing gender.



6. Wrap up day 1

WORRIES

BMGF engagement? investing heavily in RTB crops- 4 crops- *ad hoc*- bilateral discussions- approach RTB to contribute to their projects-donors want all projects to be fully funded- investments not well mapped, need a more strategic engagement and more coherent vision- e.g. Banana flagship meeting – co-funding a workshop. BMGF keen on genetic gain.

OTHER ISSUES

- Communications (theme 7) need to still communicate RTB logic so concept is positioned within our scientists; need seminars;

IV. Looking into the future (2013/2014): Friday 27 September

1. Media and Communication

Presented by: Veronique Durroux (RTB) & Inge van den Bergh (Bioversity). See [here](#)

Topics discussed:

1. *Website*: revise basic info (TLs), website visits low: @537/month, content- no scientific papers? How improve? More stories? ResearchGate an option.
2. *Logo visibility*? see CCAFS requiring articles submission
3. *Paper author attribution*: act within center submissions also attribute to RTB; mapping of publications to RTB - also the bilateral funded grants publications- comments have been invited
4. *Bilateral funding acknowledgement*. Needs to be formalized; what kind of support should be acknowledged? Differentiate between funding windows- so review the word 'support'
5. *Affiliation*: Need clearer directions for affiliation, but RTB not a donor, (see guidelines)
6. *PPA and acknowledgement/ attribution*: to coordinate with centers, PPAs provide guidelines- need to be reviewed - this is an IP issue, so need to review with Selim.

2. Gender in CGIAR and RTB

Presented by: Netsayi Mudege (RTB), Anne Rietveld (Bioversity), Kayte Meola (CIAT), Holger Kirscht (IITA). See [here](#)

Topics discussed:

1. *Gender is not about 'women'*: rather targeting relationships between men and women, (see UN definition on gender mainstreaming).



2. *Gender strategic research vs integration*: Need to develop a 2-page briefing note using a 2x2 matrix (Integration, strategic, outcomes responsive and transformative) putting matrix & examples on gender section of RTB website. Need to design a tool to measure gender impact?
3. *Gender and flagships*: weak in flagships. Need to meet to share how we can implement concepts: checkpoints, spaces etc. guidance for PIs. Need to include GFPs at start of flagship development-

3. Shift to results based management

Presented by Graham Thiele. See [here](#)

Topics discussed:

1. *Metrics evidence*: need to provide evidence for metrics. Need to invest more in gathering outcome information- use funds to demonstrate impact. Need to develop guidelines- to ensure we can measure what is specified (e.g. Impact studies are separate, and may require different data).
2. *VFM/ budgeting by flagships*: Dangerous and complex- not all teams / activities included. Weighting of different linked products? Currently budgeting by commodity. Budgeting by flagships would be no worse? All activities need to be budgeted so still need to budget by themes. Need to assess what % of team included in flagship. Need to establish a new monitoring system (or link to themes) not all RTB activities are in flagships, and some products carry more weight than others. Flagships built from thematic based activities- consider going top down from strategic outcomes down to flagships.
3. *Flagships & IDOs/ delivery*: are IDOs aggregates of flagship indicators? Can we be sure that IDOs be achieved? Concern over delivery timeframe: 3 years no time for outscaling. How can we guarantee outscaling is supported by donors? Discovery flagships cater for upstream research (supposed to address potential for new delivery flagships) to balance the demand for downstream products; not all IDOs covered by flagships? Still need to further clarify discovery flagships linkages to IDOs? What deliveries will we show to CO in one year, when the IDOs stretch over 10-years- where is the planning in terms of themes?
4. *Managing processes through BUSes (basic-unit of science) in OCS*: CIP have mapped BUSes (cost centers) across CRPs across programs and regions.

4. Quantification of indicators for IDOs and priority assessment report

Presented by: Guy Hareau (CIP) & Graham Thiele

Highlighted IDOs & indicators. Caveats: more interaction with scientists, coordinate with IDOs/ flagship development, some aspects not captured (environment), understand yield losses better, better links to yield gaps.

See: [here - IDOs](#) and [here - Priority Assessment](#)

Topics discussed:

1. *Impact studies/ evaluation*: who will fund IA studies? Some must be invested at program level, Impact studies expensive so need some cost sharing- SPIA/ other CG group may help



fund piloting stages, but scaling out stage needs extra funding, perhaps from RTB. CG working group building evaluation plans- ECoP- but how can we link our evaluation to this?

2. *Indicators*: how to define high-level indicators? Perhaps define milestones in indicator context. Need more consistency of kinds of indicators including gender dimensions; need to link indicators to assumptions in model.
3. *Priority setting*: level of competence and research costs estimations in priority setting questioned. NPVs linked to benefits of adoption rather than research costs
4. *Targeting*: how to best use information in tables for targeting countries/ verifying that flagships focus on these same countries? Will have stream of benefits from poverty data, population etc. so can target countries in this way.
5. *Attribution*: how to handle attribution between CRPs (e.g. Vit A in sweet potato in A4NH vs. RTB). All CRPs needs to cooperate for shared attribution. Don't have a specific attribution costs of delivery linked to adoption area; need to contact A4NH (and other CRPs?) now, to decide on approach to attribution, e.g. need to agree to say 'this was implemented together'
6. *Modelling*: Market price volatility-model based on economics principles but doesn't capture substitution etc.; if yields currently static how can we assume targeting 20% yield increase in next 3 years? In models will increase yields for target population not the average national yields. Need also to identify gaps in RTB portfolio & how to fill gaps?

5. Our joint tasks: proposal for planning (mid-term & long term)

Presented by: Graham Thiele

MID TO LONG-TERM PLANNING

[See here](#)

Topics discussed (especially for genetic gains flagship):

1. *Flagships*: Have a full map of flagship with linked metrics from discovery to delivery- need to have full overview to help planning, including external and internal deliverables, and what partners' roles will be, and highlight any linkages between existing flagships. Genetic gains flagship will need a significant investment.
2. *M&E*: need to get in a consultant to help establish an M&E system/ framework beforehand (including making an M&E assessment for genetic gains) discussed about game-changing genetic gains.

Planning for phase 2

1. **General planning**: Extend all CRP contracts to 2015, MTR 2013-14 (how will it be conducted? who goes 1st? see table), Guidelines for phase 2, Synchronized pre-proposals call by mid-2014, Pre-proposal review late 2014, full prop early 2015. Template available of pre-proposal- 10 page, full proposal to 40 pages, (not forgetting any new CRPs relevant to RTB?). Will there be an end of term review? On-going discussions for planning for end 2015?
2. **Flagships**: need to review full set of flagships (missing ones and overlaps); highlighting any overlaps between flagships (less in development store flagship), articulating how discovery flagships link to delivery flagships, and are the boundaries between discovery and delivery;



game-changers provide new discovery flagships, and products. Is flagship drafting process top down? or just ensuring IDO coverage?

6 Planning 2014 & Reporting 2013

Presented by: Dagmar Wittine. See [here](#)

PLANNING

Topics discussed:

1. *Flagships*: Not part of this planning process? Will use flagships as management tool in the RBM pilot, (report tables have extra columns for progress explanations and recommendations. no direct role for theme leader if not involved with CF project)?
2. RTB portfolio updating 2014- pre-step for flagships, revision of instructions, integrate CIRAD, integrate new milestones of 2013 (CFs)

REPORTING

TLs must contribute to centre reports. Do not duplicate Complementary funding (CF) reporting with centre reporting. CIRAD should only report for 2013 within CF reporting. Product portfolio reporting 2013 will have two tabs 2013 and 2012 carryover- FPs need to do this.

INVESTMENT MAPPING PROPOSED WITH PIM

Topics discussed:

1. *CIRAD role*? How will CIRAD be considered?
2. *Resources*: will take time and some estimations- through FPs we need to provide guidance on the feasibility and level of info; financial units can be mapped to PL- mapping by product (>\$500K?).
3. *Level of mapping*: why not stay at PL level rather than go down to Product? Within PLs we have products in different region. need to go as far down as possible- but if only estimates we can't provide an accurate picture- CO will be given a proxy they assume is the real world
4. *Whether to include column on investment*: some work is location-specific- but other is global- Some disagreement with linking to financing- perhaps at least indicate funding level? For what purpose? Investment-level doesn't always correlate with importance-level – general agreement to go ahead with the IM scheme- but without exact investment rather just scale of activity.

7 Small groups work

Topics:

- a. Improvements to CN on *Piloting results Based Management in RTB*
- b. Review *how well do the flagships contribute to the IDOs?*



- c. review and improve selected flagship (seeds platform) for gender, capacity strengthening and partnerships
- d. Options and next steps for cross CRP collaboration (using Humidtropics as example)

V Presentations Group Work Saturday 28 September

1. *Piloting Results Based Management (RBM) in RTB*

See group work [here](#)

Group 1 reviewed the existing concept note on RBM and made recommendations to improve it.

Recommendations included:

1. a two phase approach over 2 years :
 - a. Design phase to design M&E system and select 2 pilot sites. include
 - i. a *stakeholder planning workshop* (+ engaging key stakeholder support - e.g. DFID) and
 - ii. *M&E Platform*: Matrix linking flagships, themes and products (to collect both primary (collected at pilot sites) and secondary data.
 - b. pilot phase - for all flagships in two sites
2. listing *criteria* for selecting sites and flagships- (several criteria suggested in group presentation- stakeholder workshop to expand this)
3. *benchmarking* other's RBM good practice,
4. 'results' need to be clearly defined, (perhaps via workshop)

Topics discussed:

1. Ian Baker of Syngenta and also EMBRAPA as advisory/ supportive stakeholders
2. Who will measure indicators? Primary partners? Critical thing is that primary partners should be engaged as institutions, plus linking to other CRPs, not a separate M&E system for RTB
3. Subset of flagships-not just genetic gains- could be another discovery flagship, and could be part of a flagship.- RTB project manager will help with this, and e.g. Bioversity's PML unit

2. *Flagships*

See discussion [here](#)

Group 2, presented matrix of the 7 IDOs (or themes on second tab) along top (+ inserting gender as a separate IDO), assessing how each flagship (down side) contributes to IDOs (see: [here](#))



- Currently mainly targets IDO 1&2, less to other IDOs, Analysed 'petals' - weight given to IDOs may vary. Took different flagships and looked at how many times themes occurred in 'petals'
- some theme gaps- flagship concept not well-developed yet
- 23 flagships- 1 cross-cutting flagship linked to each theme, (Theme 2 has 2 cross cutting flagships)
- gender is not strongly featured in basic flagship and linked product figures,

Overlaps:

- banana breeding, breeding tools, cross-cutting more about pre-breeding- should cross-cutting be more about tools development-
- Other reflections- gaps- little yam in t1, banana t6, phenotyping in T1, 2 or 3?
- LS3 (postharvest flagship) little advance

Topics discussed:

1. Need to finalise flagship development process (MC will review).

IMPROVING SELECTED FLAGSHIP (SEED INTERVENTIONS)

Group 3 considered how to improve an existing flagship- the seed framework. (see: [here](#))

- This is a learning and support flagship- but still needs project framework, case studies, piggy-back on existing work, disaggregate seed producers and farmers. Linked products- some of LPs not research, suggested cross linkages to improve flagship (see new 'daisy') - and PL changes.
- Recommended a gender analysis per stakeholder, analysing potential impact of changes on gender relations
- Capacity strengthening: creating and validating framework, training on use of framework
- Partnerships: Analyse capacity gaps, best practice, optimise partners create CoP

Topics discussed:

1. *Institutions and policies*- institutional capacity may not be adequate- need to work on institutions and policies- but need to develop conceptual framework first
2. *Flagship discussion*: is this a delivery flagship? - Flagships not equivalent to projects, projects can be part of flagships- need evidence based advocacy- need a petal for this- we might add more petals- identify best practice- policy options etc. current petals summarise a number of other concepts



3. Cross CRP collaboration / Partnerships

See: [here](#)

- Opportunities for RTB in Humidtropics, so collaborate more with Humidtropics- could expand theme 5 as systemic approach; Livelihoods aspect, NRM, allows assessing RTB contribution to systems productivity- may increase contributions to IDOs.
- Mechanisms-Participation in Humidtropics CRP meetings; Assess potential for joint positions- at research level. Data sharing, situation analysis, common methodological approaches, joint research process
- PIM collaboration? - larger scale macro-economic analysis?

Topics discussed:

1. VCs: some PIM planning on cassava VCs and impact of processing technologies; works on a broader framework e.g. on extension services- asset development, VCs, generic collaboration mechanisms.
2. *Areas/roles for collaboration*: selects one or two places where action could start in short term- (e.g. in E Africa, rather than LAC of SEA), which crops play what role where? Situational analysis may provide better understanding of constraints. map out areas and roles and possibilities for sharing before November meeting?

4. Management Committee feedback

Topics discussed:

1. Clarify TORs for both science quality and team engagement (including for Cross-cutting)
2. *Time line for TLs*: designated a 2-year period, then a review/ evaluation, and option to continue or rotating. Review if TL 10% time enough?

WORKSHOP FEEDBACK/EVALUATION

What could be improved?

1. Workplan. more time
2. More directions for presentations, no guidance for presentations
3. too detailed presentations,
4. Not time for side-meetings (yet scheduled half day for these!)
5. visa issues
6. CO person to attend (no one available) – is it appropriate?
7. Is MPL best meeting venue? Lost African participants.

What worked well?

1. good opportunity to talk about flagships
2. Very productive and fertile discussions
3. High level of engagement



ANNEXES

Annex 1. Workshop Program

RTB Research leaders team meeting - 2013

Date: 26-28 September

Place: Hotel Oceania Montpellier, 3, rue Clos René, 34000 Montpellier, France

Tel.: +33 (0)4 67 12 32 32

Participants:

Management Committee, Center Focal Points, RTB Theme leaders, RTB Program Management Officer, RTB Communication Specialist, Gender Focal points, CIRAD and IRD representatives, other key scientists.

Expected outputs of meeting

1. Update of progress and next steps in cross cutting research in each theme
2. Review of collaborative processes considering flagship planning
3. Review of progress on priority assessment and quantification of IDOs linked with flagships
4. Options to improve gender integrative research and knowledge management
5. Review of draft set of RTB flagships (to address e.g. overlaps and gaps)
6. Identify key actions for pilot of results based management (RBM) in 2014 (based on RTB note about RBM)



Thursday 26 September: Looking back for learning (2012/2013)

Official Note taker and time keeper: Vincent Johnson

Time	Topic	Responsible	Facilitator
08.15-08.45	Welcome, introduction, rules of the game etc.	Graham Thiele (RTB)	
08.45-09.45	Progress report on RTB (Governance, POWB, performance report, internal reporting, flagships/Montpellier, complementary fund call, stakeholder report, budget, personal, investment mapping, etc.)	Graham Thiele	Augusto Becerra
09.45-10.30	Review of collaborative processes in RTB (Management, Planning, Reporting, Budget, Partners and stakeholders, Internal and external Communication, etc.)	Focal points: Dietmar Stoian (Bioversity), Clair Hershey (CIAT), Philippe Monneveux (CIP), Peter Kulakow (IITA) & Dagmar Wittine (RTB)	Augusto Becerra
10.30-11:00	Coffee break		
11.00-12.00	Review of cross cutting research Themes (plan, progress and next steps) Theme 1 (Genetic resources) and Theme 2 (Varieties)	Nicolas Roux (Bioversity) and Luis Augusto Becerra (CIAT)	Peter Kulakow
12.00-12.30	Theme 3 (Pest/Diseases)	James Legg (IITA)	Peter Kulakow
12.30-13.00	Theme 4 (Planting Material)	Jorge Andrade-Piedra (CIP)	Peter Kulakow
13:00-14.00	Lunch		
14.00-14.20	Theme 5 (Cropping Systems)	Stefan Hauser (IITA)	Philippe Monneveux
14.20-14.50	Theme 6 (Post Harvest)	Dominique Dufour (CIAT/CIRAD)	Philippe Monneveux
14.50-15.10	Theme 7 (Social Sciences and Communications)	Inge van den Bergh (Bioversity)	Philippe Monneveux
15.10-16.00	Discussion: Complementary funded projects, knowledge management and integration with gender	Dietmar Stoian (with two discussants)	Philippe Monneveux
16.00-16.30	Coffee break		
16.30-17.00	Collaboration with French Partners (progress, plans and principles for cost sharing)	Robert Domaingue, Philippe Vernier (CIRAD)	Dietmar Stoian
17.00-17.30	Wrap up for the day: Worries, questions, etc.	Graham Thiele	Dietmar Stoian
17.30	Close		



Friday 27 September: Looking into the future (2013/2014)

Note taker and time keeper: Vincent Johnson

Time	Topic	Responsible	Facilitator
08.15-08.30	Plan for the day	Dagmar Wittine (RTB)	
08.30-09.15	Media and Communication (strategy, branding guidelines, visibility of RTB, Publications, Stakeholder Report 2013, website/media, open tasks, etc.)	Veronique Durroux (RTB) & Inge van den Bergh (Bioversity)	Dagmar Wittine
09.15-10.00	Gender in CGIAR and RTB (Center responsibilities, technical and financial responsibilities: work to do and next steps, etc.)	Netsayi Mudege (RTB), Anne Rietveld (Bioversity), Kayte Meola (CIAT), Holger Kirscht (IITA)	Dagmar Wittine
10.00-10.30	Coffee break		
10.30-11.30	Presentation and discussion of shift to Results Based Management (Flagships & IDOs, 10pager, 2nd call CRPs)	Graham Thiele	Clair Hershey
11.30-12.30	Priority assessment report and discussion	Guy Hareau (CIP) & Tahirou Abdoulaye (IITA)	Clair Hershey
12.30-13.00	Quantification of indicators for IDOs	Guy Hareau, Tahirou Abdoulaye, Graham Thiele	Clair Hershey
13.00-14.00	Lunch		
14.00-14.45	Discussion: Our joint tasks - Proposal for Planning: mid-term & long term, e.g.: • Planning for Phase 2 • RBM Pilot • Reviewing set of Flagships • Finalizing indicators for IDOs • Cross CRP collaboration/Partnerships	Graham Thiele	Robert Domaingue
14.45-15.30	Planning (POWB 2014) Reporting 2013 (Product portfolio, Center Report, Complementary funded projects)	Dagmar Wittine	Robert Domaingue
15.30-16.00	Coffee break		
16.00-17.30	Small groups in parallel (<u>possible topics</u>): 1. RBM Pilot 2. Review draft set of flagships to identify overlaps/gaps 3. One or two groups select a flagship and review and improve for gender, capacity strengthening and partnerships 4. Options/next steps for cross CRP collaboration & partnerships	Graham Thiele	



Time	Topic	Responsible	Facilitator
17.30	Close		

Saturday 28 September: Management Committee Meeting & Any other aspects

Note taker and time keeper: Vincent Johnson

Time	Topic	Responsible	Facilitator
08.15-08.30	Plan for the day	Dietmar Stoian	
08.30-10.30	Small groups, follow-up of yesterday's work: 1. RBM Pilot 2. Flagships (overlays/gaps) 3. Flagships (gender/CS, Partnerships) CRPs/Partnerships <u>In parallel:</u> Management Committee meeting (4 Center Reps and CIRAD): 2014 planning	Small Group Leader	
10.30-11.00	Coffee break		
11.00-11.45	Plenary presentation small group work	Small Group Leader	Nicolas Roux
11:45-12:15	Management Committee feedback	Small Group Leader	Nicolas Roux
12.15-12.45	Wrap up & next steps	Graham Thiele	Nicolas Roux
12.45-13.00	Close and thanks	Stephan Weise	Nicolas Roux
	Lunch		
14.00-onwards	Time available for side meetings. Please let us know if you plan to organize a meeting		



Annex 2. List of Participants

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