

Institutional Frameworks

Experience with CGIAR reform

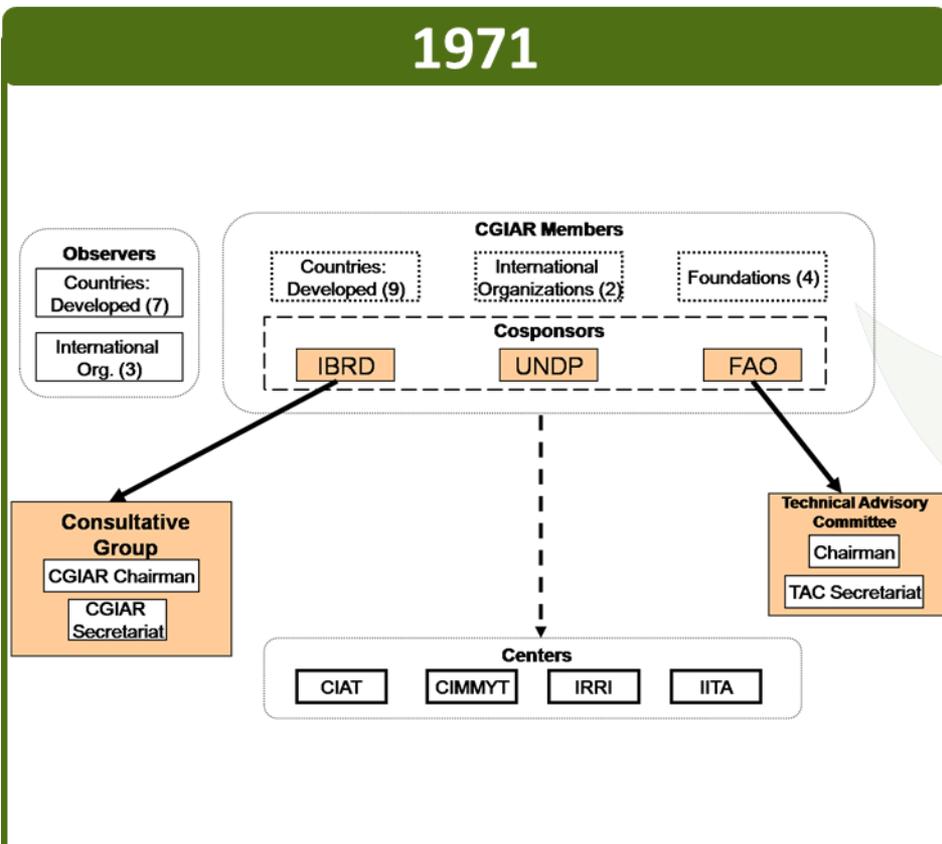
Lloyd Le Page, CEO CGIAR Consortium
OECD Conference on Agricultural Knowledge Systems

Background of the CGIAR

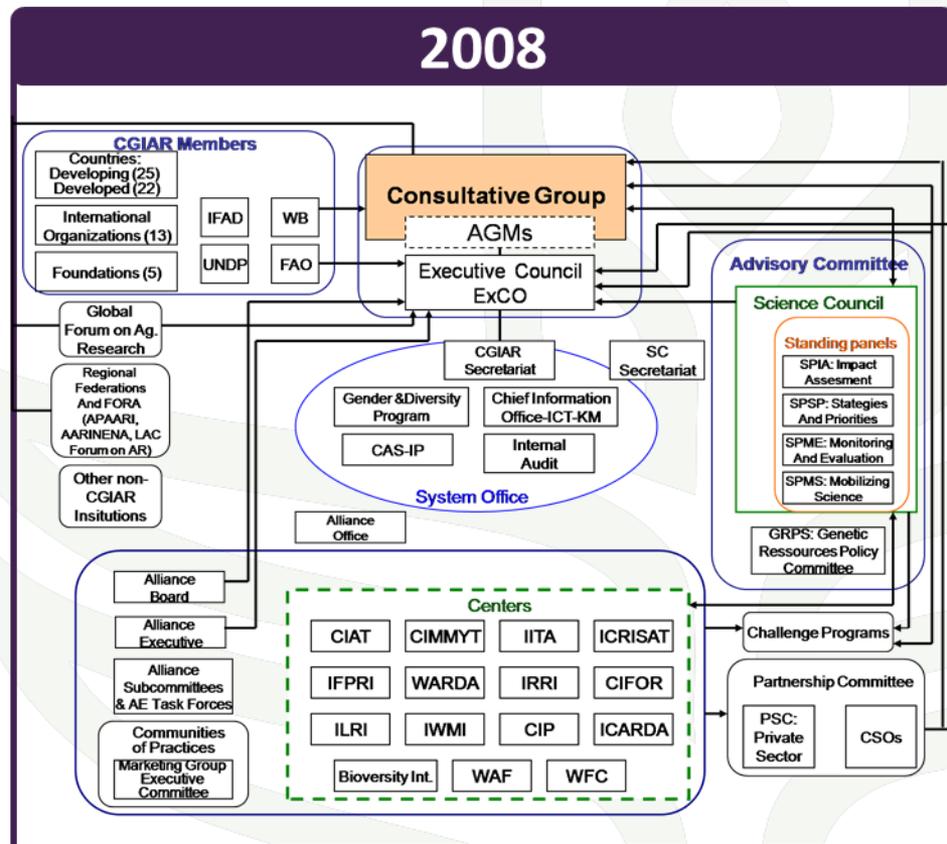
- Formed in 1971 due to serious concerns about global hunger
 - India, Pakistan and other Asian countries teetered on the brink of famine.
- Formed on the basis of convincing evidence that agricultural science was a powerful instrument for combating hunger. Dramatic increases in agricultural productivity possible through:
 - widespread adoption of new, high-yielding rice and wheat varieties,
 - Combines with increased use of fertilizers, irrigation and other inputs, in what came to be celebrated as the Green Revolution.
- Humanitarian concern, mixed with science-based conviction, brought together the agricultural researchers and development donors who created the CGIAR.
- Shared objective was to extend the early gains made possible by modern agricultural science by developing a workable formula for mobilizing resources to support research on a “long-term continuing basis”

Since early beginnings, the CGIAR System had evolved to become increasingly complicated with multiple donors, center, crop and national priorities

1971



2008

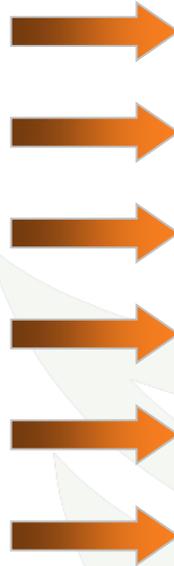


Why Reform ?

Desired outcome of CGIAR Reform

FROM

- Mission creep and trying to do everything
- Duplicative mandate of the Centers without clear System-wide vision and strategy for impact
- Complex and cumbersome governance and lack of accountability
- Static partnerships that are not enabling scalable impact and research adoption
- Lack of coordination among investors
- Declining core resources



TO

- Clear vision with focused priorities that respond to global development challenges
- Centers that collaborate, work toward the System agenda and priorities, and deliver impact
- Streamlined and effective System-level governance with clear accountability
- Strong and innovative partnerships with NARS, the private sector and civil society that enable impact
- Strengthened, coordinated funding mechanisms that are linked to the System agenda and priorities
- Stabilization and growth of resource support

Greater impact on food security and poverty reduction

Who is the CGIAR Consortium?

CONSORTIUM OF INTERNATIONAL AGRICULTURAL RESEARCH CENTERS

CGIAR Consortium: who and where we are

- Consortium of 15 International Agricultural Research Centers that operate in over 150 locations world wide
- Formed in 2010 as part of reform of the CGIAR, this year celebrating 40 years, some centers 50
- Consortium Office established in Montpellier, France in March 2011

Our Centers and Locations

IFPRI
CIMMYT
CIAT
CIP
Africa Rice
IITA
ILRI
CIFOR



World Agro-
Forestry
Bioversity
ICARDA
ICRISAT
IWMI
World Fish
IRRI

Our Common Vision

Task : To reduce poverty and hunger, improve human health and nutrition, and enhance ecosystem resilience



Through:

- high-quality international agricultural research
- partnership and leadership

What is the comparative advantage of the CGIAR to address these challenges?

- Primary organization with a **global public mandate and funding for scientific research** to find solutions eradicating poverty and hunger at global scale
- A **critical mass of leading scientists** with multidisciplinary knowledge of key agro-ecosystems, especially for the poor and under-served areas
- Extensive **global research network**, including research stations with strong links to farmers and national agricultural research and innovation systems
- **40 year track record** in addressing **R4D** issues
- Guardian of collections of **genetic resources** for agriculture held in trust for the worlds current and future generations

Delivering on the Vision:

CGIAR Research Programs

Main instrument for planning and conducting research
Joint Venture between the Funders and the Do'ers
Implemented by a lead center with multiple partners

Built and measured on three core principles

1. **Impact** on 4 system-level outcomes, ensuring consistency between SRF and CRP
 - *reduced rural poverty*
 - *improved food security*
 - *improved nutrition and health*
 - *sustainably managed natural resources*
2. **Integration** across CGIAR core competencies, strengthening synergies and avoiding overlaps
3. Appropriate **partnerships** at all stages of R&D

CGIAR Research Programs (2)

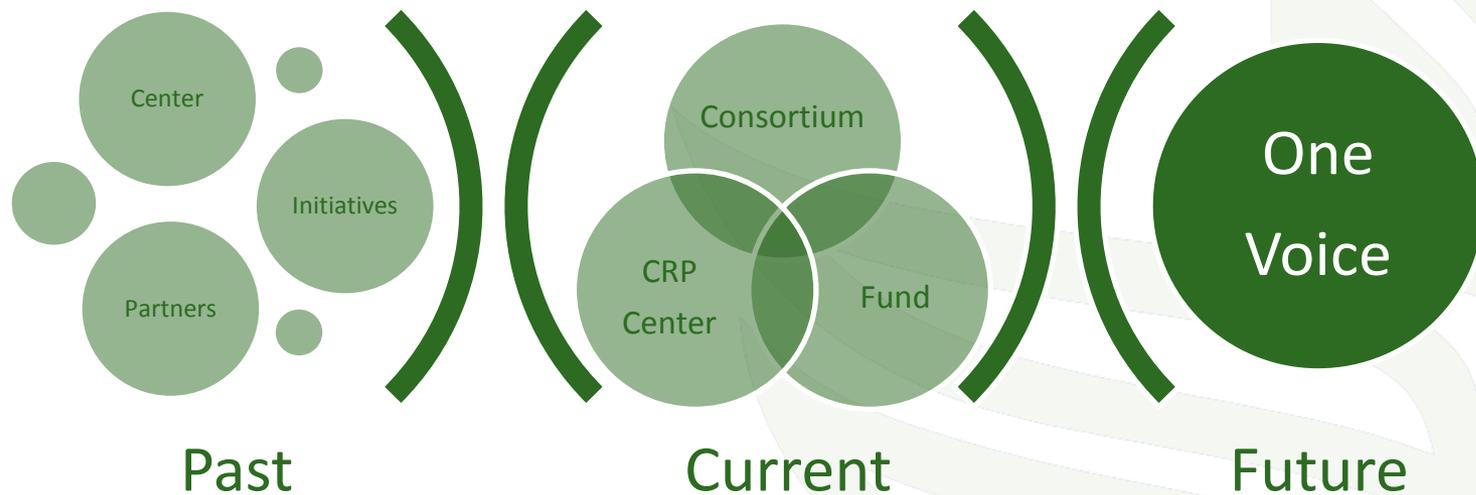
Before it commences, each CRP

- sets out **expected achievements**
- clearly defines **risks and assumptions**
- provides **verifiable targets and indicators** for progress monitoring

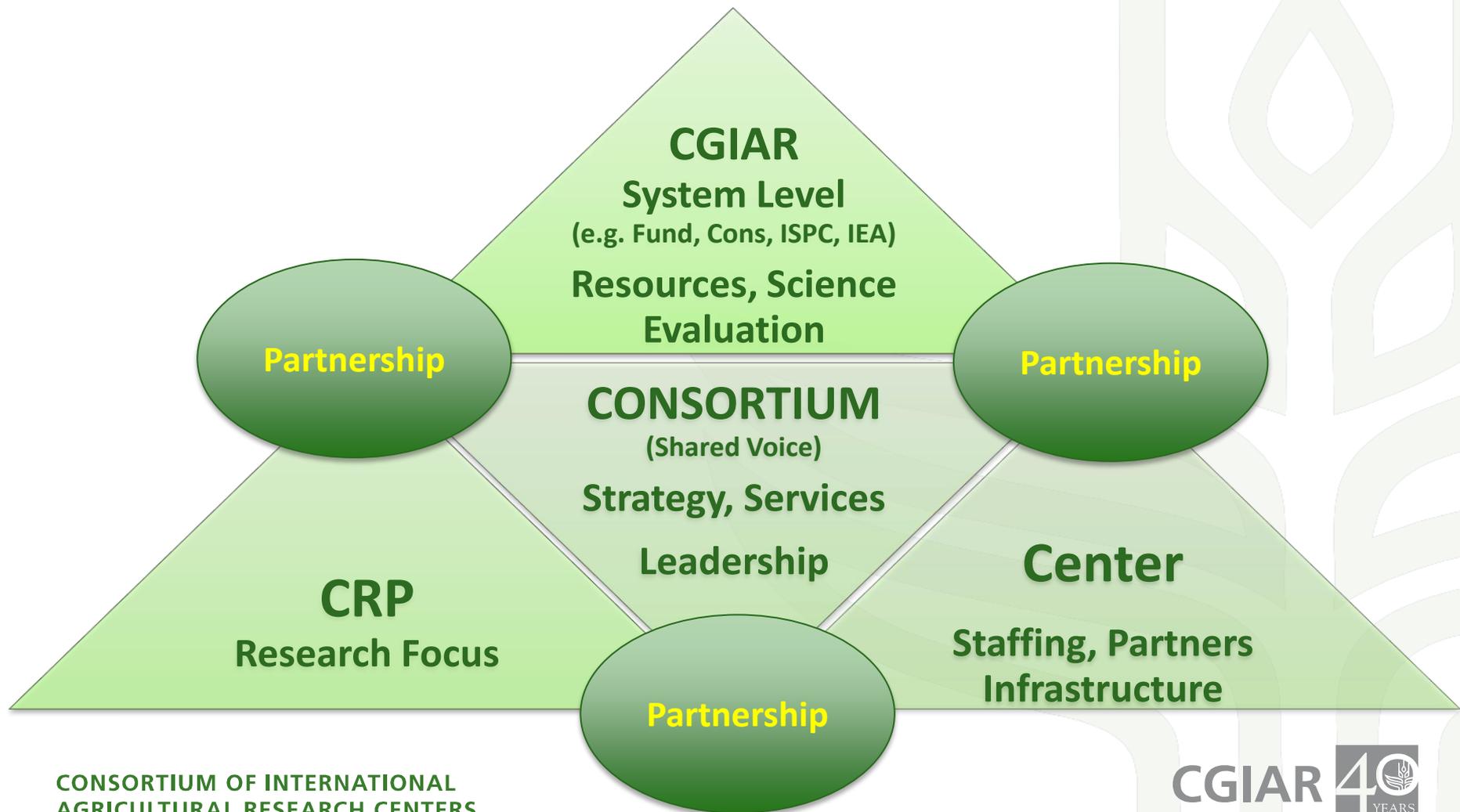
CRPs are approved on the basis of

- Strategic coherence and clarity of objectives
- Delivery focus and plausibility of impact
- Quality of science
- Quality of research and development partners, and partnership management
- Appropriateness and efficiency of CRP management
- Accountability and financial soundness
- Efficiency of governance

Progression



Components



Fundamental changes to CGIAR research

For the first time in the CGIAR history, the 15 centers have a **common strategy** to guide their research

The CGIAR will function as a **unified system** based on research programs

The centers will collaborate with each other and **with partners** in pursuit of shared outcomes

Strengthening Linkages in AKS

- Focusing on crossing the divide – between sectors, cultures, institutions, levels. Partnerships are critical. Communications and Governance key in partnering.
- Working to strengthen and re-establish strong and innovative linkages along impact pathways with several key sectors
 - Farmers and those that serve them (extension, SMEs)
 - National Governments, NARS and regional research partners
 - Civil Society and NGOs that serve farmers, their communities and the environments they interact with
 - Private Sector – large, medium and small, including entrepreneurs and local business serving the farmer. Multiple sectors
 - Academic institutions of the North and South, including technical training of the trainers of adults and youth
 - Donor funded research and value-chain initiatives
- Shifting from supply driven to demand and value chain driven research
- Holistic and participatory approaches, sensitive to diversity, society, environment
- Leverage ICT and other collaborative tools

Thank-you