

Institutional Frameworks

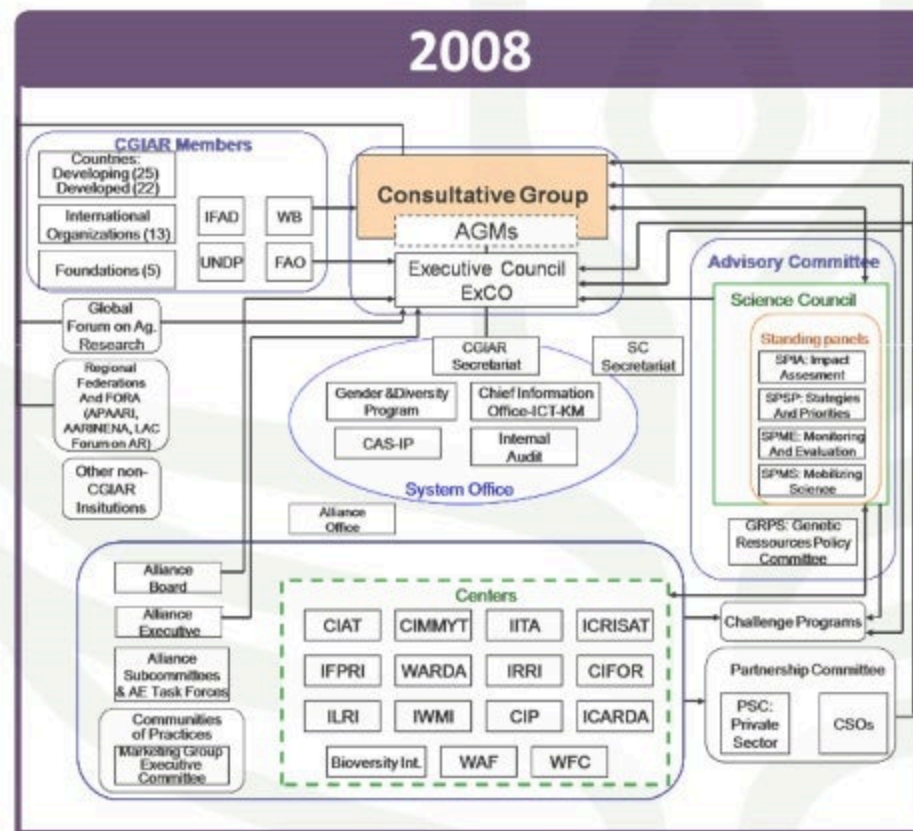
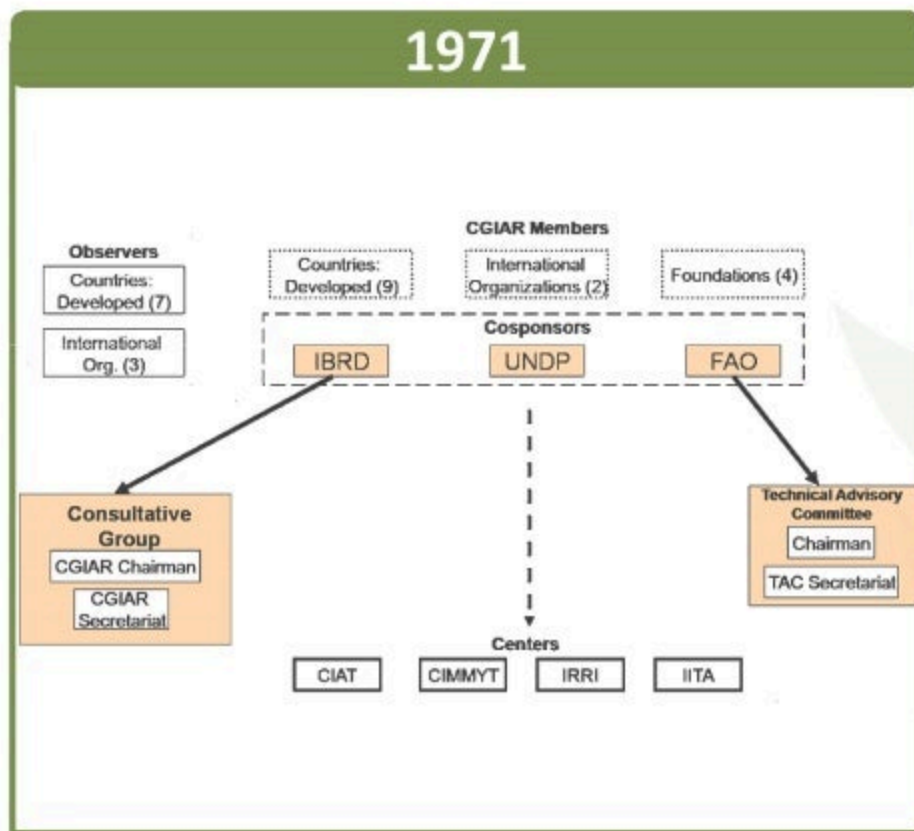
Experience with CGIAR reform

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



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

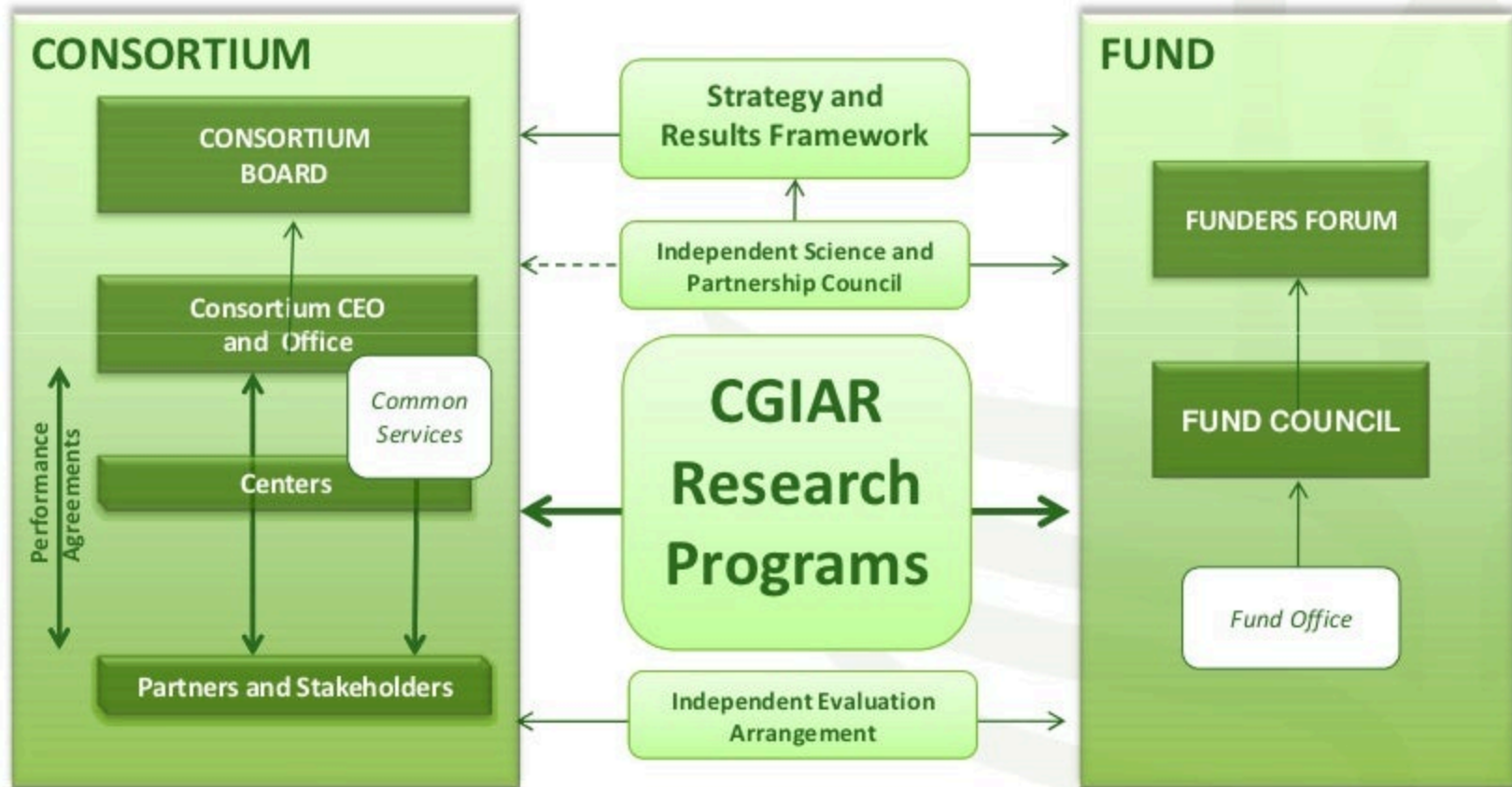


TO

- 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

In new CGIAR, partnership at all levels



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)

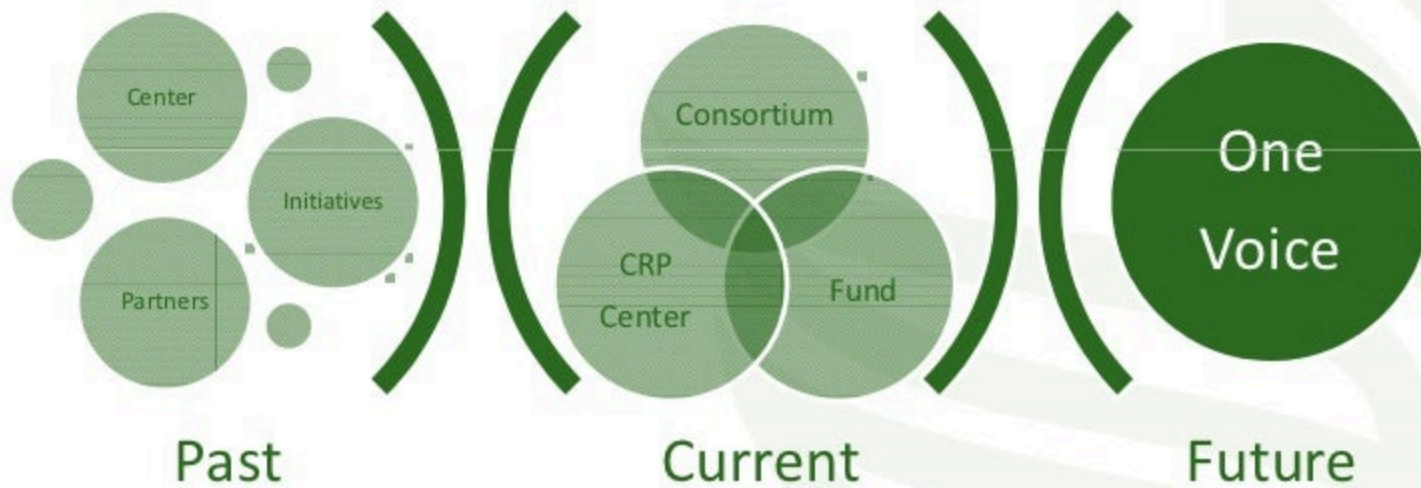
Before it commences, each CRP

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

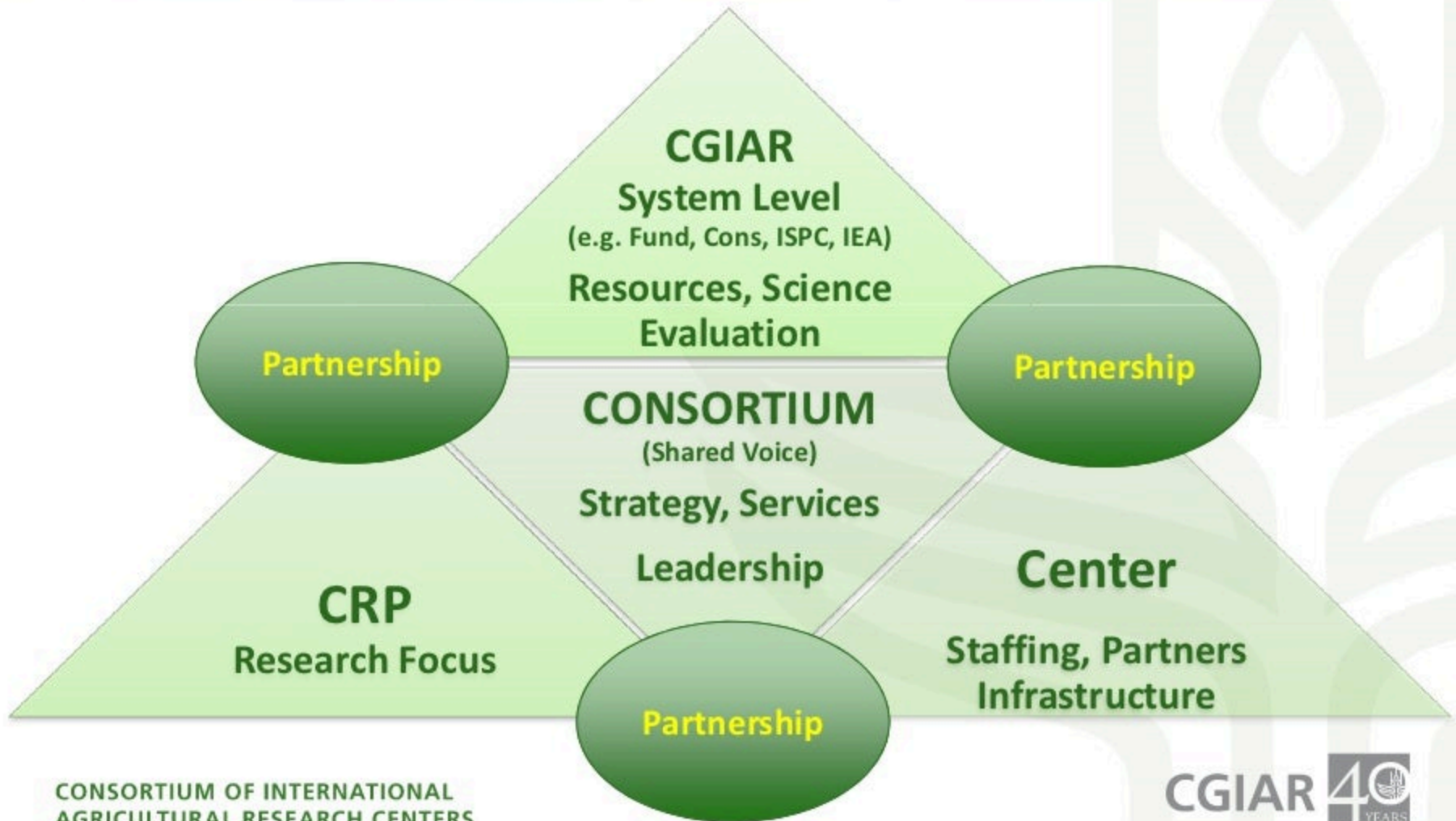
CRPs are approved on the basis of

- 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

CGIAR **40**
YEARS

Thank-you

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