



Consortium

CGIAR is a global research partnership for a food secure future

Foresight in the Action Plan to Update the Strategy and Results Framework of the CGIAR

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New CGIAR: a challenging cultural change

FROM

- 15 independent Centers
- 60 donors loosely coordinated
- A Center focused approach research
- Different Centers' strategies
- 3000 bilateral projects
- Individual Central governance
- Different reporting required by donors
- Uncertain resources



TO

- Centers united in CGIAR Consortium
- Donors united in CGIAR Fund
- A program-focused research agenda
- A CGIAR Strategy and Results Framework
- More development-oriented results and outcomes through 16 CRPs
- Streamlined System-level governance with clear accountability
- Harmonized reporting for all CRPs
- Multi-year commitment funding

Strategy and Results Framework



CGIAR



CGIAR

A strategic partnership dedicated to advancing science to address the central development challenges of our time:

4 SLOs:

- **Reducing rural poverty**
- **Improving food security**
- **Improving nutrition and health**
- **Sustainably managing natural resources**

Portfolio of 16 CGIAR Research Programs (15 + Genebanks)



**Reducing Rural Poverty, Improving Food Security, Improving Nutrition and Health,
Sustainably Managing Natural Resources**

Issues in the 2011 CGIAR SRF

1. Include a dynamic foresight dimension
2. Include a process for setting priorities
3. Identify metrics to measure success & connect performance of CRPs to SLOs

ISPC white paper on priority setting

7 recommendations:

1. Develop Intermediate Development Outcomes (IDOs) at system level, linked to SLOs
2. CRP level: specify IDOs & impact pathways
3. Prioritize within CRP & develop value for money
4. System level decisions on priority domains: geographies, agro-ecosystems, commodity systems
5. Guidance for resource allocation at portfolio level
6. Performance contract that reflect priorities
7. Cyclical updating of SRF – ***including analysis of external environment thru scenarios drawing from foresight analysis***

SRF Action Plan:

1. Prioritization at two levels:
 - System level “top down” development of IDOs
 - CRP level “bottom up” development of IDOs & value propositions
2. Performance management system, supporting resource allocation to optimize impact and value for money
3. Partnerships
4. Cyclical Updating: ***2013 SRF Update***

Core building blocks: development of IDOs

- If innovation pathways are to be successful then there must be **alignment** with national commitments and agreed regional objectives
- CRP-level IDOs guided by System-level IDOs
- First opportunity to harmonize across CRP portfolio
- Development of sets of IDOs **iteratively**
- **Final step May-June 2013: negotiate IDOs**
 - **that CRP researchers agree to be held accountable for; and**
 - **that investors and stakeholders accept as proxies for impact that are value-for-money**

Cross-cutting issues:

- Both System and CRP level IDOs include careful consideration of cross-cutting issues critical to achieving impact:
 1. Gender research and gender equity
 2. In situ agro-biodiversity conservation
 3. Capacity strengthening

Concerns:

1. Achieving impact requires effective partnerships – not research alone **but** researchers responsible for establishing effective partnerships
2. Easier to define and quantify IDOs in some domains such as germplasm improvement than for natural resources management or policy
3. Research is a risky business – new system needs to embrace and manage risk appropriately – not avoid it
4. Achieving outcomes is a longer term process: 5-10 years
5. Impact pathways are complex

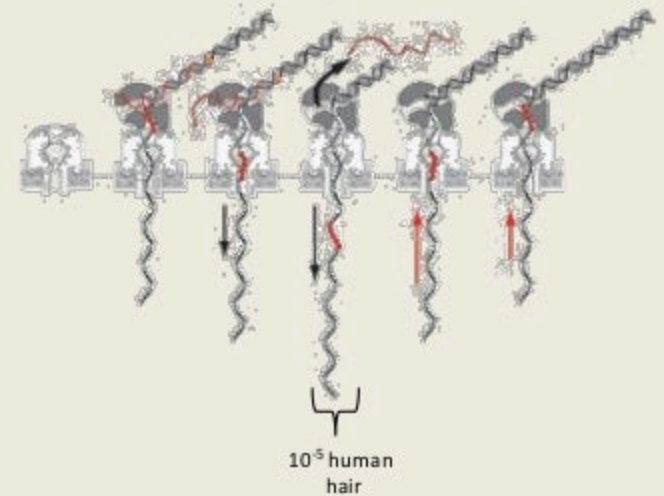
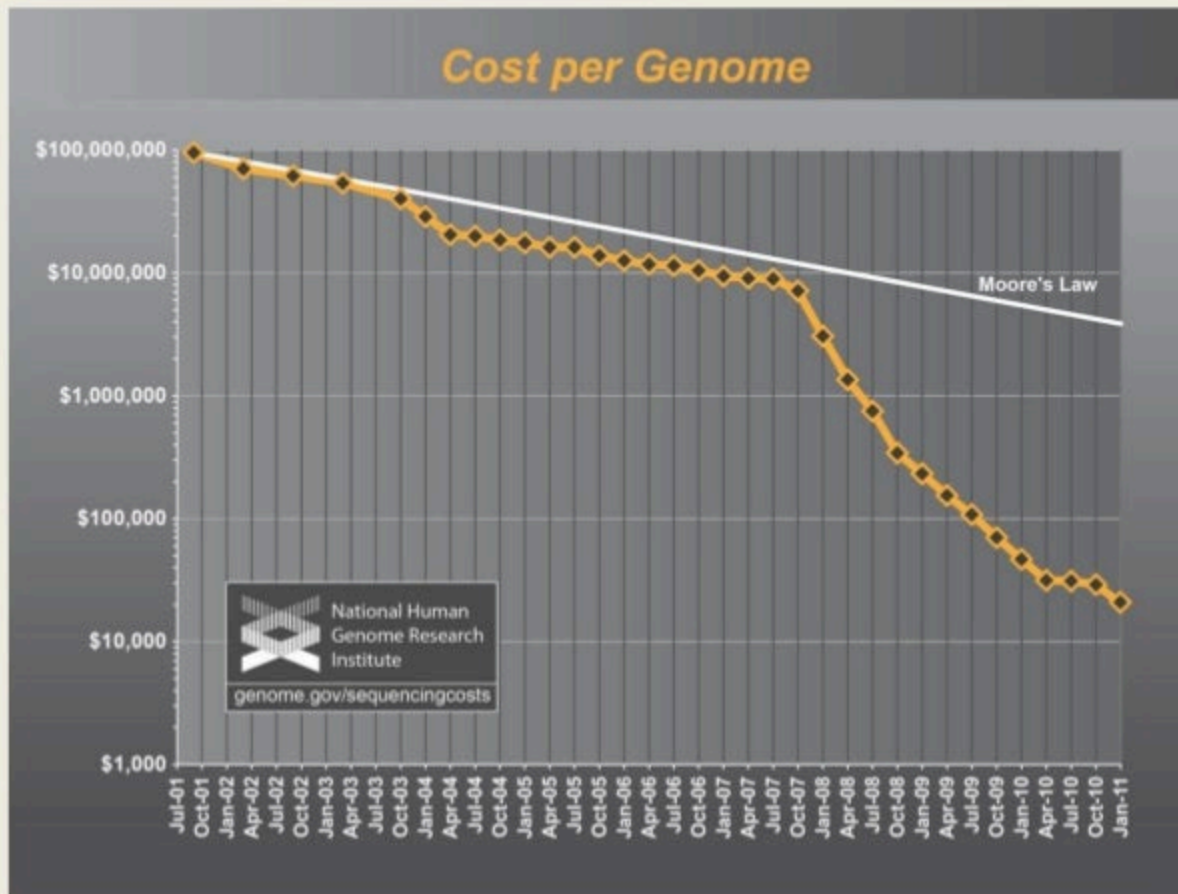
Foresight resources to incorporate in the SRF Update

1. GFARs Global Foresight Hub
2. ISPC foresight studies, e.g. farm size dynamics, urbanization
3. CRP2: Global Futures for Agriculture

Key drivers of change

- **Life Science Revolution – molecular biology:**
 - Molecular markers for marker aided selection
 - Characterizing genetic diversity
 - Creating new gene pools
- **IT revolution – crop management, precision agriculture:**
 - satellite information to predict crop growth
 - cheap sensors from soil moisture to weather
 - mobile phones for extension and market info
- **Holistic approach – ecological intensification**
 - Landscape approach
 - Farming systems and livelihood strategies
 - Access to markets, value chains, nutrition, food safety

DNA Sequencing Costs Plummeting



**Nanopore Technology
Will Lower Costs Even More**

Conclusions

1. Action Plan submitted to CGIAR's Funders Forum on November 2
2. CGIAR CRPs committed to IDO development
3. Science and technology as engines of innovation are changing ultra-fast:
We can do today what we could only dream about five years ago
4. Foresight is therefore a key element in the SRF Update