

CGIAR Reform - a new strategy and results framework to address emerging challenges and implications for advanced research institutes and networks

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ABSTRACT

The origins of the CGIAR go back to 1943 and lie in the Mexico–Rockefeller Foundation International Agricultural Program, a pioneering collaborative effort undertaken to address poverty and food deficit in that country. The high yielding semi-dwarf varieties developed there increased productivity significantly and subsequently transfer of technology to India resulted in the much acclaimed “Green Revolution”. These early successes led to the establishment of IRRI (1960), CIMMYT (1966), CIAT (1967) and IITA (1967), all predating JIRCAS whose 40th year of existence we are celebrating this year.

The early successes in achieving major productivity gains in specific crops had a flip side to the same coin - unintended consequences of inappropriate use (over or under) of fertilizer and pesticides, degradation of soil health, water pollution, and loss of biodiversity. Increasing realization of the need for a more sustainable resource use led to several new centres being set up to address these issues, as well as to research and advocate for a more enabling institutional, policy and market environment. Today there are 15 independent entities in the CG network.

The mission of the CGIAR continues to be to reduce poverty and hunger, improve human health and nutrition, and enhance ecosystem resilience through high quality international agricultural research, partnership and leadership. Past successes in agricultural research and technology adoption have enabled a growing population to avoid mass starvation. Yet according to the FAO, over a billion people out of 6.4 billion on the planet today go hungry every day and more than two-thirds of the poor eke out a living from agriculture. In addition to population growth estimated to be 9.5 billion people by 2050, persistent poverty, especially in South Asia and sub-Saharan Africa, and high rates of malnutrition, new challenges include food price inflation, energy price volatility and global warming and climate change causing shocks and stresses to ecosystems.

In the face of continuing and new challenges and following decades of underinvestment in agricultural research and capacity, our ability to feed the world adequately is suspect. Hence the need for a reformed and revitalized global public agricultural research system. The CGIAR collectively represents only a small part of the global agricultural research agenda and budget but is an important entity in the production of global public goods. In this context, a new strategy and results framework

(SRF) is being developed for the effective implementation of the goals of the CGIAR. The SRF is central to meeting the four principles of the CGIAR

- A harmonized approach for supporting and conducting research through a dual structure, which consists of a consortium of CGIAR centers and a new CGIAR fund
- Management for results in accordance with the SRF and a portfolio of Consortium Research Programs, that derive from the SRF
- Effective governance and efficient operations for better provision and use of resources
- Strong collaboration and partnership with and among funders, implementers and users of SRF research as well as the external partners supporting the SRF

The SRF is intended to set common goals (in terms of development impacts), strategic objectives, and results (in terms of outputs and outcomes) that are to be jointly achieved by the fund, the consortium and the bilateral funders to the centers within a certain time frame.

In furtherance of the SRF, a portfolio of Consortium Research Programs is being developed with the following criteria:

- Strategic coherence and clarity of program objectives
- Delivery focus and plausibility of impact
- Quality of science
- Quality of research and development partners and partnership management
- Appropriateness and efficiency of program management
- Clear accountability and financial soundness and efficiency of governance

The new strategy demands that the research yields results on the ground. While CGIAR's core competence is in cutting edge research, it will now work with regional and national research, extension, and development partners to ensure that impact is carried through to the end user. Complementary financing and support as well as efforts to build synergies with other international, regional and national organizations are ways of achieving this goal. Strong external research partners like JIRCAS have an important role to play in this regard and CGIAR would welcome long term impact oriented collaboration.

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- Continued relevance of the CGIAR system
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- Role of Research and Development Partners

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CGIAR Vision

- The CGIAR vision is to reduce poverty and hunger, improve human health and nutrition, and enhance ecosystem resilience through *high quality, international agricultural research, partnership and leadership*

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A brief history of the CGIAR

- Established in 1971 to produce international public goods in agriculture
- A strategic partnership of diverse donors to support 15 centers working in collaboration with hundreds of government, civil society and private organizations
- The system has core competence in several species of crops and has evolved to encompass livestock, fishery, forestry and issues affecting sustainability such as water, soil health and food policy
- Eleven of the 15 centers maintain international gene banks (over 650,000 samples), which form the basis of global food security

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Achievements

- Productivity enhancing research has had sizeable impact in increasing employment, raising incomes and releasing land from cropping
- Without public investment in the CGIAR:
 - world food production would be < 4-5%
 - developing countries would be producing 7-8% less food
 - food grain prices would be 18-21% higher
- \$1 of investment in the CGIAR results in \$9 additional food production in developing countries

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Emerging Challenges

- In spite of many successes, the CGIAR system has not responded sufficiently to the biotech revolution, the increasing importance of Intellectual Property Rights (IPRs) and the growth of private sector research
- Radically changed external environment
 - climate change with negative consequences for crop productivity
 - food and energy price volatility

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Continued Relevance of the CGIAR system

- Despite challenges, the CGIAR has a unique role to play :
- Neither national research systems nor private companies can be expected to provide global public goods in the areas of agricultural research and environmental sustainability – goods that have the ultimate goal of eradicating poverty and hunger worldwide
- In the developing world, where most of the poorest people live, private sector products and technologies are generally unavailable or unaffordable
- Crucial role in generating and freely disseminating knowledge and technologies with wide applicability and in maintaining genetic resources held in trust for the world

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Core Assets

- A group of 64 member countries and organizations committed to international agricultural research
- A critical mass of scientists with multidisciplinary knowledge of key agro-ecosystems
- An extensive global research infrastructure, including research stations representing many agro-ecosystems
- Global and regional research networks with strong links to national agricultural research and innovation systems
- Global collections of genetic resources held in trust for the world
- A reputation for being an “honest broker,” acting in the interests of the world’s poor in the global science and policy-making communities.

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Post- Reform Approach

Three strategic objectives

- **Food for People** Create and accelerate sustainable increases in the productivity and production of healthy food by and for the poor.
- **Environments for People** Conserve, enhance and sustainably use natural resources, including biodiversity, to improve the livelihoods of the poor in response to climate change and other factors.
- **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

Measurable Outcomes

- Transform strategic objectives into a set of measurable outcomes that contribute explicitly towards alleviating poverty and hunger, supported by healthy and resilient ecosystems

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Managing for Results

- A results-oriented strategy that sets directions and outcomes
- Management decisions and resource allocations that align with strategic outcomes
- Program performance indicators that measure improvements in the livelihoods of beneficiaries
- Indicators that are used as signals to motivate staff and provide a base for learning and improving.

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Strategy and results framework

- Provides strategic direction, ensuring that the work of Centers and programs converges on the shared objectives of the CGIAR group
- Produces measurable results that enable these objectives to be met.
- Focuses on ‘results at scale’ or real-world impacts rather than an internal focus
- Counts impacts at every level, from system level down through research programs and projects and ultimately to the ground.
- Draws upon a broad range of partnerships, in the research process, and in subsequent stages of the impact pathway, to ensure that the research results lead effectively to impact on the ground

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Structural changes

- Clear lines of accountability and balance between “doers” and funders
- Opens up the system for stronger collaboration and partnership with other research and development actors
- Consortium of CGIAR centers unites the ag research centers, providing a single contact pt
- Donors through CGIAR Fund will harmonize contribution, improving quantity/quality
- SRF guides the development of results oriented research
- Independent Sc & Partnership Council to provide independent advice on quality of science

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Thematic areas

- Increase the productivity of staple foods for the poor
- Create the policy environment and market mechanisms to improve access to food and raise incomes among poor people
- Address the issues of nutrition and health that are linked with agriculture
- Ensure the sustainable use of natural resources such as soils, water and biodiversity
- Ensure the sustainable management of forestry and agro forestry systems
- Tackle the impacts of climate change and its interactions with agriculture
- Integrate all knowledge and concentrate its application in areas with a high density of poor people

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Criteria for selection

- Building complementarities, synergies and collective action among centers in line with the CGIAR reform process, and ensuring that strategic research planning is done collaboratively among centers and partners;
- Demonstrating innovation; new areas of CGIAR work with interactions among Centers and greater partnerships (including outside the CGIAR centers) in different regions;
- Producing greater impact on the ground with regards to reducing poverty and hunger, improving world food security and environmental sustainability. The impact pathway must be clearly spelled out and quantified.
- Indicating clear strategic focus and added value to current centers and programs

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Research and Development Partners

- Active role in mega program design (eg. JIRCAS in GRiSP)
- Ensuring regional priorities are taken into account in program design
- Key role in uptake of research outputs for outcomes and impacts on the ground
- Strengthening the capacity of national ag extension services
- Co-financing of training and capacity building

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QUESTION and ANSWER

Masaru Iwanaga: Thank you very much, Dr. Ganesan. We have a few minutes for questions, if you have. He pre-empted my question on how Japan can contribute by showing the last slide. Yes please!

Tadakatsu Yoneyama: Thank you for the nice information about the reform of CG. Things are brought back when I was a member of the Board in ICRISAT. At that time, we were feeling that CG centers should change their home, their aims also. And today, I saw your in first slide that the CG vision is changing to reduce poverty and hunger. And second, to improve human health and nutrition. And third, to enhance ecosystem resilience. That means that, say, if we go back to Green Revolution, CG Institutes aim to equate food security with more food production. But at present, your CG vision is aiming not only at agriculture, but to reduce poverty and hunger. So in that aim or vision, we need to collaborate with more economists, politicians, or even, say, medical doctors. So how do you say CG collaborates with other field: Not only agriculture, but other fields?

Ganesan Balachander: Maybe the roles questioned are limited, but if you really look at it through high quality international agricultural research, I mean it's a qualifier that we are not only talking about. It's not just agriculture, it is agricultural research. But taking into account the needs of the ecosystem, it also ensures that it is not just increase in production, but also the quality, the bio-fortification and all of that. It's important that the malnourishment in the population is also addressed to provide high quality food. So it's a much larger, more challenging kind of vision that we have set for ourselves. It also derives from the Millennium Development Goals. If you look at halving poverty, addressing the issues of malnutrition in the population, I think this is all somewhat advised based on the learning from the earlier days when it was just seeking increase in production.

So I agree with you. We have to look at markets. Markets play a more important role these days. Markets by themselves are neutral; however, there have to be policies in place, regulations in place, management, and insuring that the small producer is not going to be at the receiving end of monopolies. And again, very interesting ways of addressing the smallholder through whether it's the producers' association, but knowledge is extremely important and so it's multiple players, but all with a vision of achieving a triple-bottom line, which is how I would put it. It's much more challenging, I agree, but if I understand your question, it is advise, improve, enlarge vision for the CGIAR.

Masaru Iwanaga: Ok, thank you. Yes, over there!

Satoru Miyata: Thank you. I'm Satoru Miyata from JIRCAS. I remember the slide referring to the the relevance of the CGIAR system.

Ganesan Balachander: I'm sorry. Which one?

Satoru Miyata: Relevance of the CGIAR system which you mentioned about. So in that slide, you say neither national institute nor private sector can produce public goods or regional public goods. But I wonder at that from Dr. Shiraishi's presentation last time. He said that some countries in this region try to produce public goods through science and technology policy development. So I also believe that in our region, the still existing national institute or even private sectors can produce some kind of public goods. Otherwise, we could not stand alone. For instance, if we think about our food security in Japan, we cannot establish such a security alone. So we absolutely feel that some kind of collaboration with neighboring countries or regional network is important. So I feel that the CGIAR

have to re-define relevance again, so I feel that we still need some more strict reform too. Let's say, make a clearer mandate to produce public goods which cannot be produced in national institutes, regional private sectors. Thank you.

Ganesan Balachander: I take it as a comment. I don't disagree with you, but if I understood you right....I'm not saying....Well, let me backtrack. Often times, a private sector will look to make private gain. Otherwise, one does not enter into a business, that's it. You might have a Monsanto Foundation or a Syngenta Foundation but by and large, the profit making motivation is what drives the business. So, when I talk about the needs of meeting the requirements of the most marginalized groups in developing countries, there's a need for some kind of an entity that harnesses the resources from the donor community whether in the region, in the country, or from global community to produce public goods that is for the global good, available for everybody. It's not privatized. The public good is not privatized for private gain. This is the gene pool. The gene banks are held in global trust. So I also mentioned the need to partner with the private sector, need to partner with other research institutes in a manner that takes into account the need to ensure that the benefits flow to the most marginalized. Now for example, if Monsanto try to enter into partnership, let's say with CIMMYT, maybe there's a need for CIMMYT, a need for Monsanto to generate profits for the North American market, but in Africa, in Asia there is this new hybrid. I think it should be available through this public system without patenting and so on. So that's what I generally mentioned. If we need to elaborate, maybe I'll try to understand you better outside and we can talk.

Masaru Iwanaga: Ok. Uh, thank you very much and Mr. Miyata's question is a very central point of the role of our CGIAR as facilitating public/private partnership. Perhaps we can re-visit that part during our general discussion this afternoon. So thank you very much.