

## Transformation of the CGIAR

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**29 July 2008**

# CHANGE MANAGEMENT

TRANSFORMATION OF THE CGIAR

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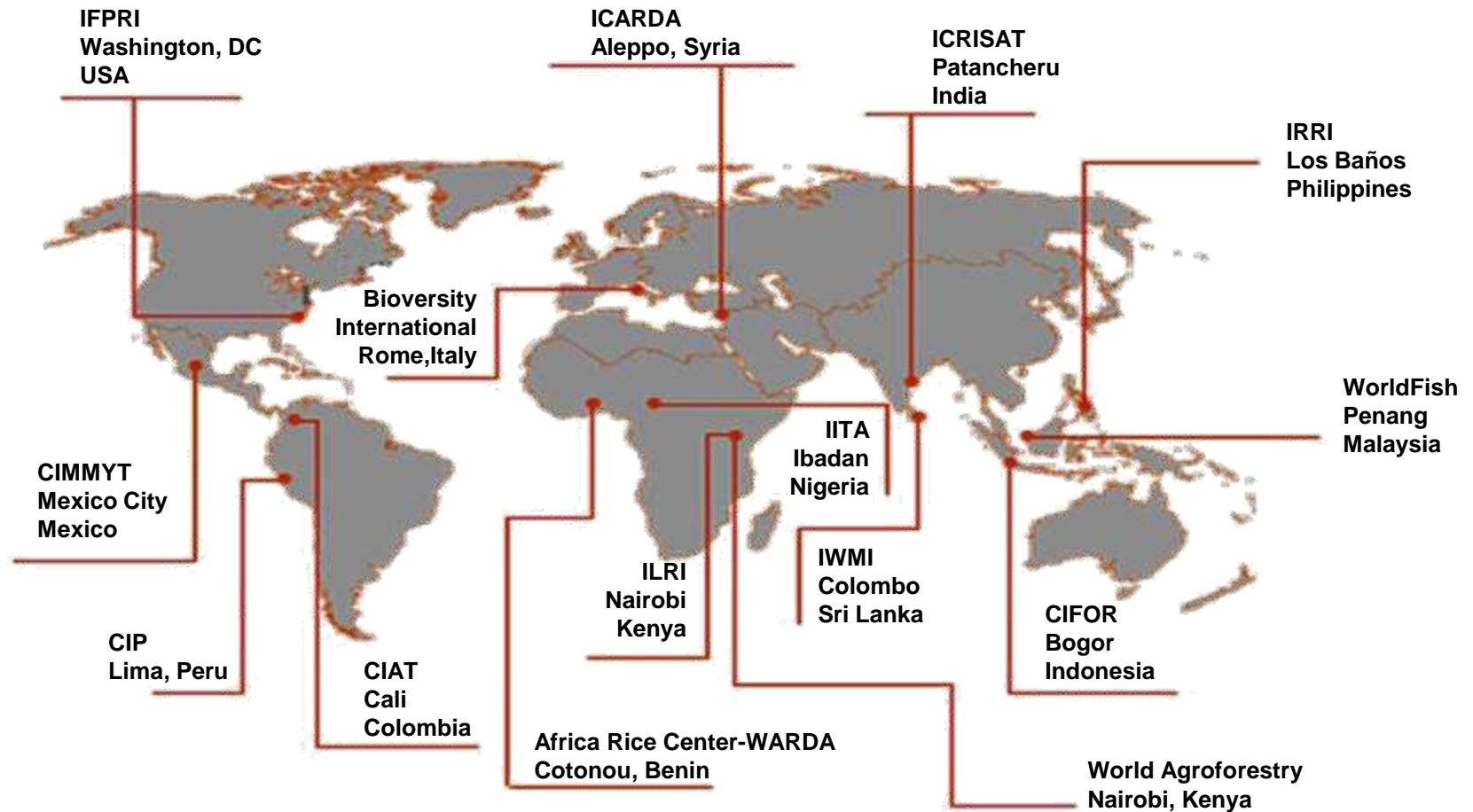
CGIAR System: the good, the bad, and the ugly

Transforming the CGIAR

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## TRANSFORMATION OF THE CGIAR

CGIAR has evolved to a system with more than 8,500 CGIAR scientists and staff working in over 100 countries, addressing every critical component of the agricultural research sector



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## TRANSFORMATION OF THE CGIAR

Since its launch, CGIAR has delivered innovations that have resulted in feeding an additional 13 million people per year

### Without the CGIAR's investment:

- World food production would be 4 to 5 percent lower
- Developing countries would produce 7 to 8 percent less food
- 13 to 15 million more children would be malnourished



“The CGIAR’s support for agricultural research is an essential contribution to the MDGs and to sustainable agriculture in a famine-free world.”

– *Louis Michel, EU Commissioner for Development and Humanitarian Aid*



“We recognize the CGIAR as a gem. . . . It is one of the most successful partnerships in the history of development.”

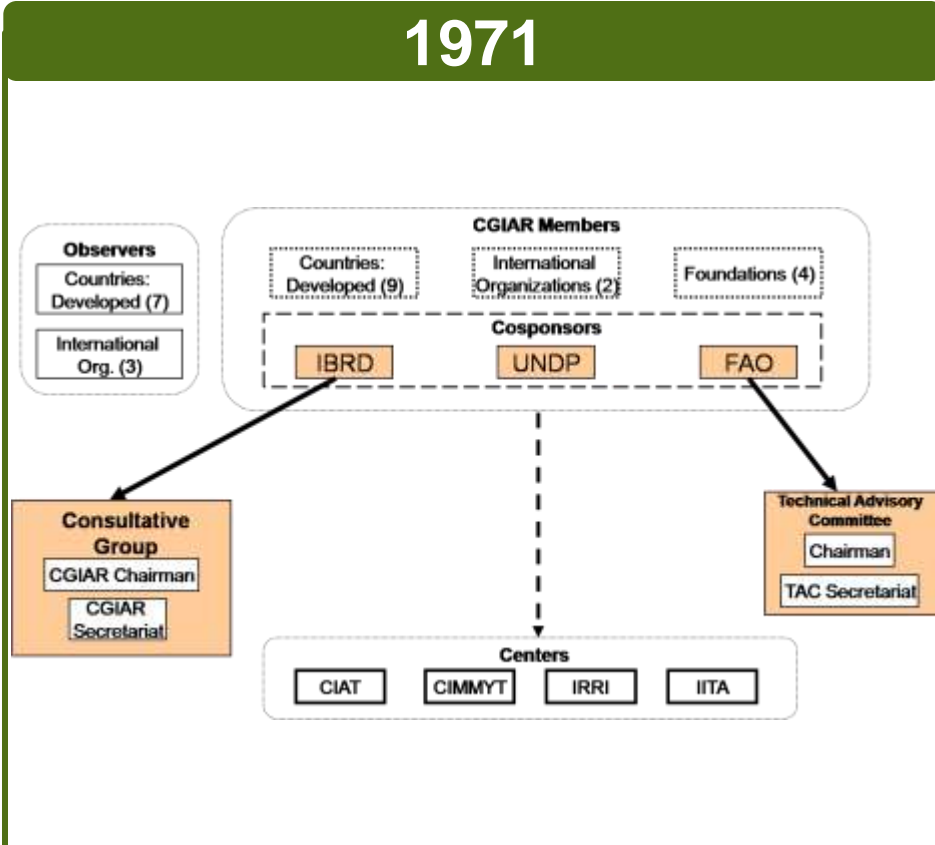
– *James Wolfenson, former President, World Bank*

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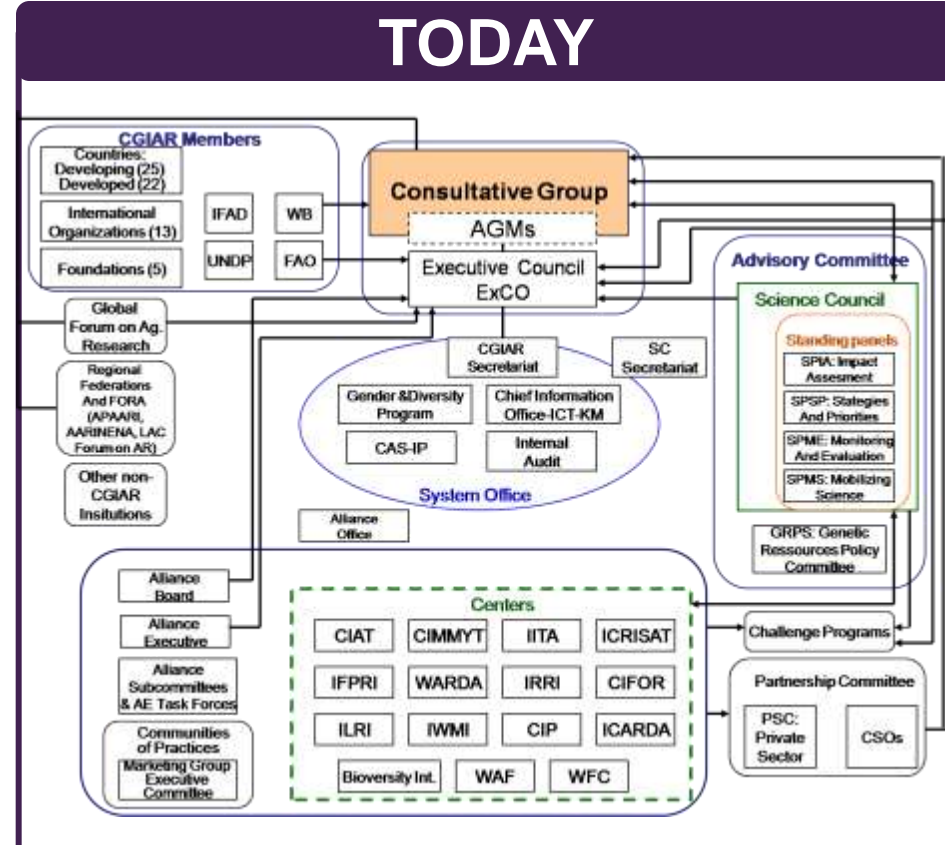
## TRANSFORMATION OF THE CGIAR

Over the past 30 years, the CGIAR has become increasingly complex

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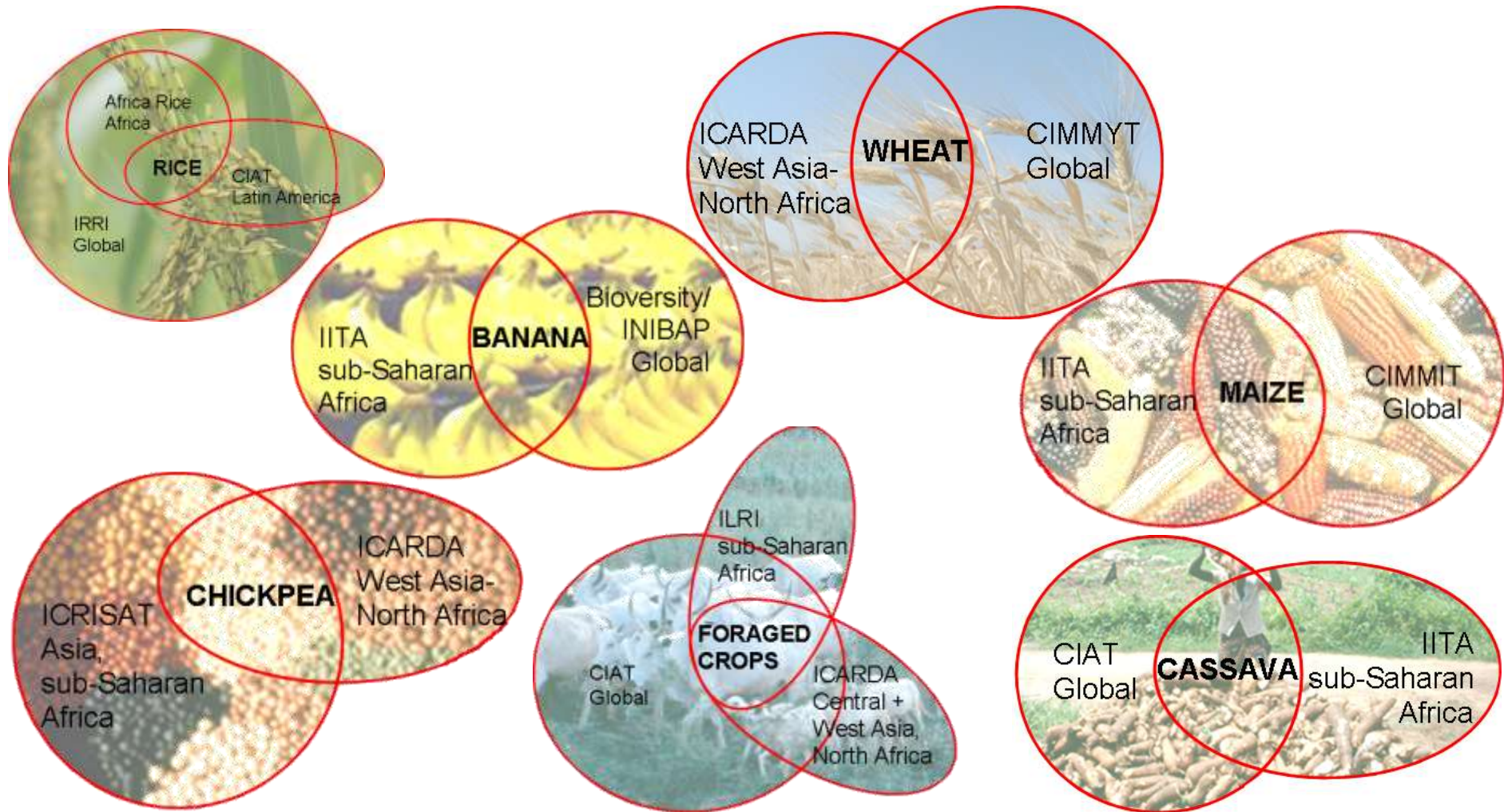
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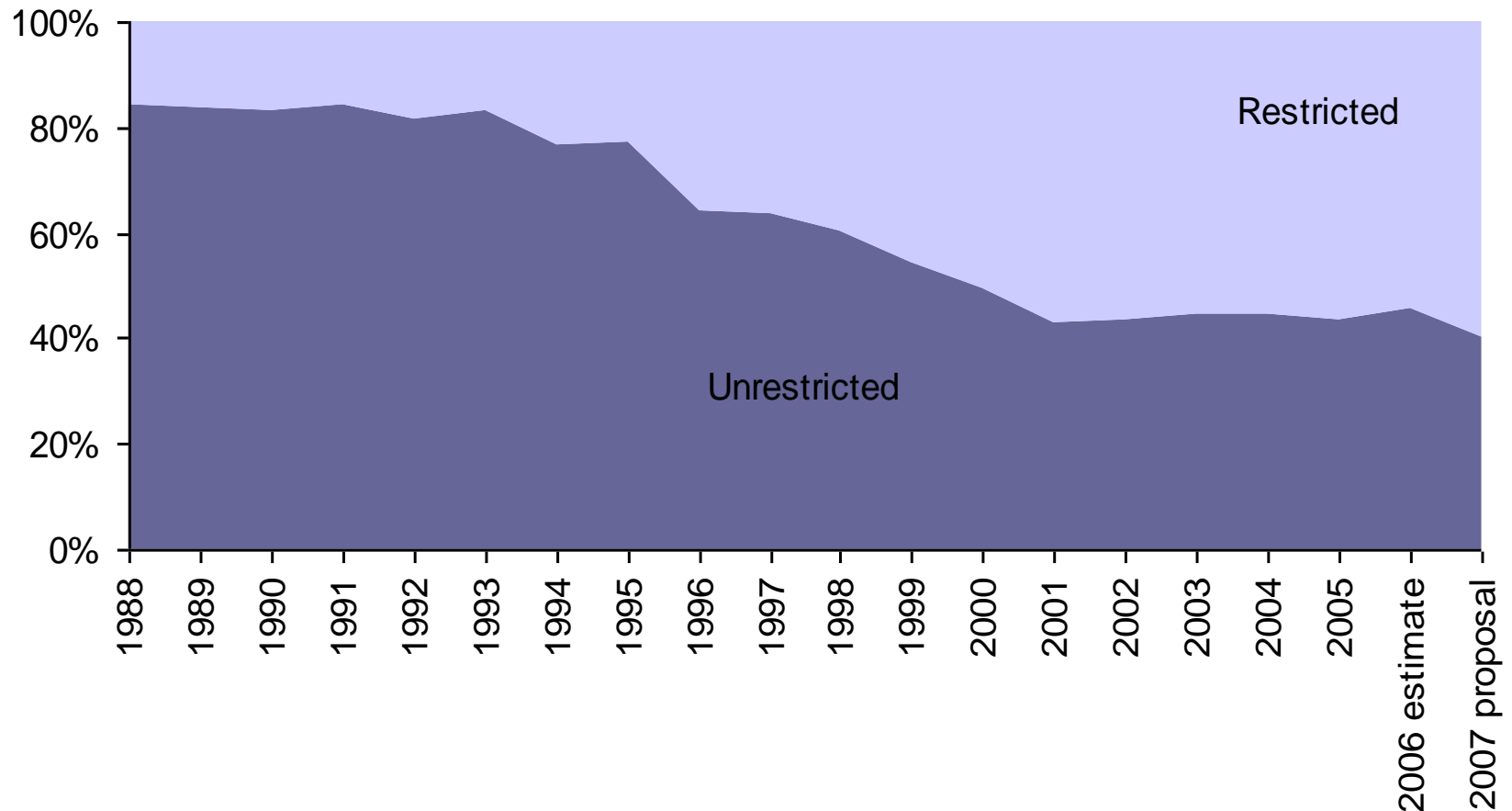
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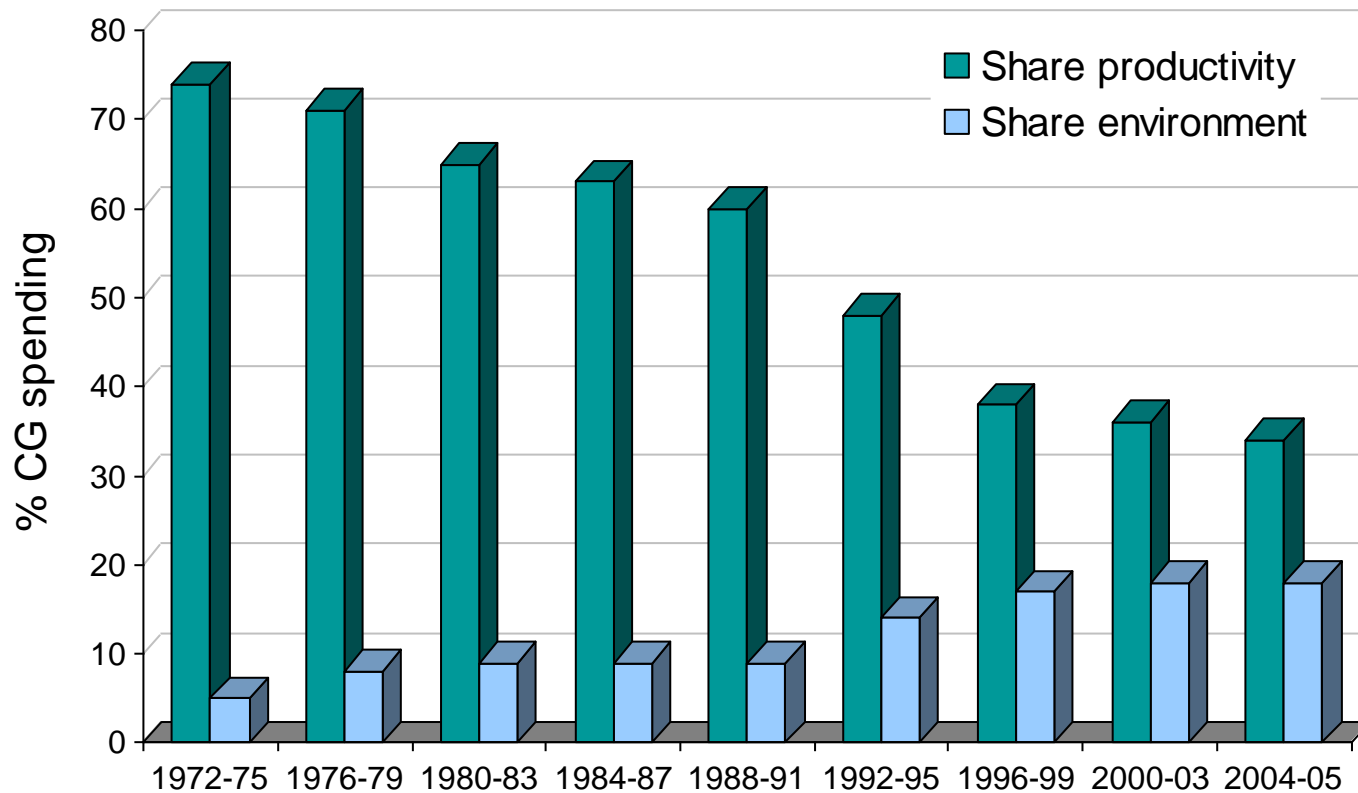
## Institutions have overlapping mandates



## Increasingly restricted funding

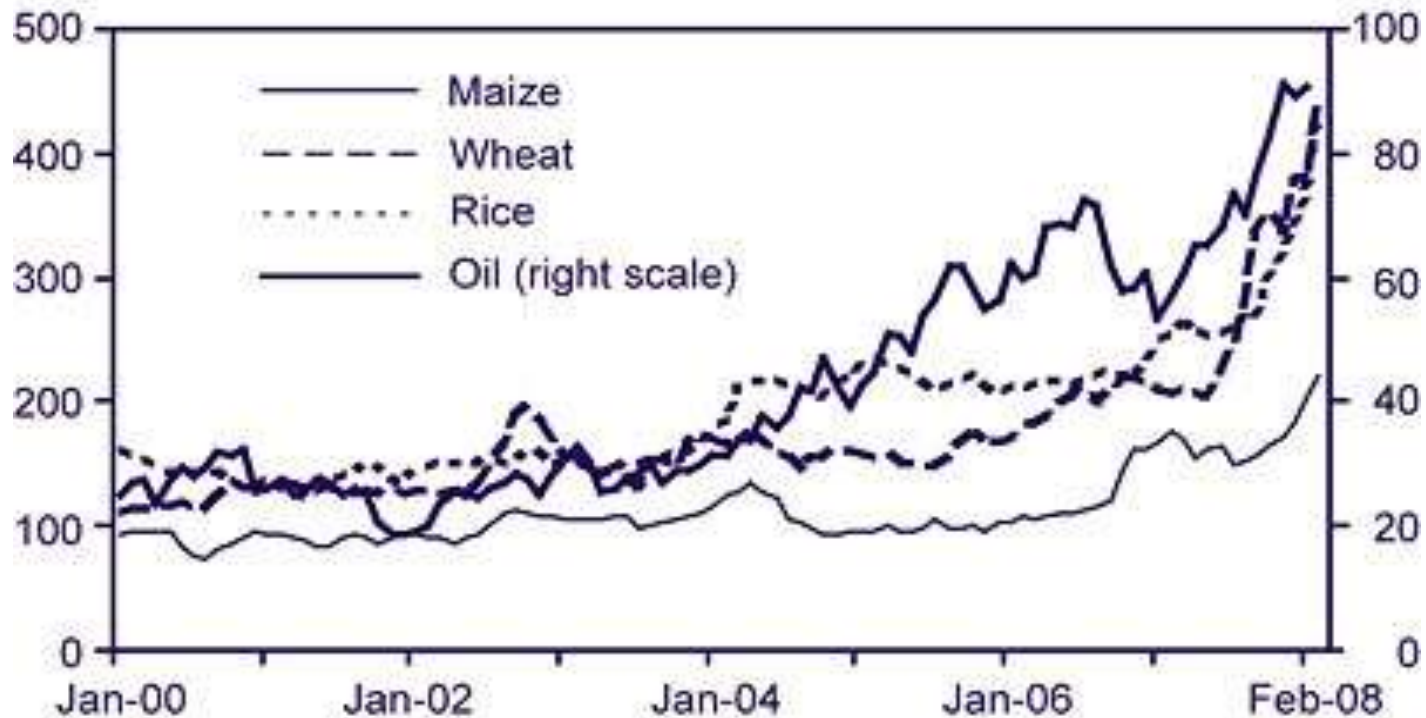


## Investments priorities have changed



## Multiple drivers resulted in the food price crisis

World Commodity Prices, January 2000–February 2008 (US\$/metric ton)



Sources: FAO international commodity prices database 2008, and IMF world economic outlook database 2007.

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## TRANSFORMATION OF THE CGIAR

El CGIAR inicio, a cominezos 2008, una iniciativa para el cambio, en pos de un mayor impacto en la investigacion agricola internacional

De

- Expansion de la mision: abarcando demasiado
- Duplicacion del mandato de los Centros sin una clara vision de todo el sistema y de la estrategia para impactos
- Gestion compleja y engorrosa, y falta de rendicion de cuentas
- Partenariados estaticos que no permiten impacto a largo plazo y adopcion de la investigacion
- Falta de coordinacion entre inversores
- Disminucion de recursos basicos



A

- Clara vision con prioridades focalizadas que responden a los desafios de desarrollo globales
- Centros que colaboran, trabajan hacia la agenda y las prioridades y logran impacto
- Gestion racionalizada y efectiva a nivel del sistema con clara rendicion de cuentas
- Partenariados fuertes e innovadores con los NARS, el sector privado y la sociedad civil
- Mecanismos de financiacion fuertes y coordinados, ligados a las prioridades y la agenda del sistema
- Estabilizacion y crecimiento del financiamiento

Mayor impacto en seguridad alimentaria y reduccion de la pobreza

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## TRANSFORMATION OF THE CGIAR

The change initiative is designed as a highly consultative and internally driven process that is focused on four focus areas



### Visioning and Development Challenges

Define the unique contribution of the CGIAR and the resulting strategy for the System



### Governance

Define a governance approach for the System as a whole and for the Centers that promotes efficiency, accountability, transparency and impact

### Partnerships

Define strategies for the CGIAR to increase its impact through greater connections with partners



Initial direction from the four Working Groups is presented at the end of the document

### Funding Mechanisms

Define a funding approach that meets the requirements laid out in the Funding System Priorities Report



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TRANSFORMATION OF THE CGIAR

A broad group of stakeholders collectively aligned on an inspiring vision and identified three strategic objectives for the system



## Global Vision

A world free of poverty and hunger, supported by healthy and resilient ecosystems.

## CGIAR Vision

To reduce poverty and hunger, improve human health and nutrition, and enhance ecosystem resilience through high-quality international agricultural research, partnership and leadership.

## CGIAR Strategic Objectives

### ***Food for People***

Mobilize science and technology to accelerate sustainable increases in productivity and production of healthy food by and for the poor.

### ***Environment for People***

Mobilize science and technology to conserve, enhance and sustainably use natural resources and biodiversity to improve the livelihoods of the poor, and as a response to climate change.

### ***Innovation for People***

Mobilize science and technology to stimulate institutional innovation and enabling policies for pro-poor agricultural growth and gender equity

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**Three alternative models for reforming the CGIAR governance structure are under discussion – here are commonalities and differences**



## Commonalities between the alternative structures

- Central funding facility
- Centers remain autonomous international organizations?

## Key differences

- CGIAR becomes a formal or remains an informal organization
- Degree of autonomy of Centers
- Funding of programs vs. institutions
- Role and composition of central Board
- Oversight of the central fund and decision-making power for fund allocation
- Mechanism for seeking technical advice and conducting independent evaluations

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## TRANSFORMATION OF THE CGIAR

We are considering creating a CGIAR fund that will greatly enhance our ability to help solve the global food crisis



### Purposes of the Fund:



To mobilize adequate resources to meet the 21<sup>st</sup> century food challenge and the CGIAR Vision and Mission.



To streamline, simplify, and harmonize the financing of the CGIAR system.



To provide a single entry point for donors.

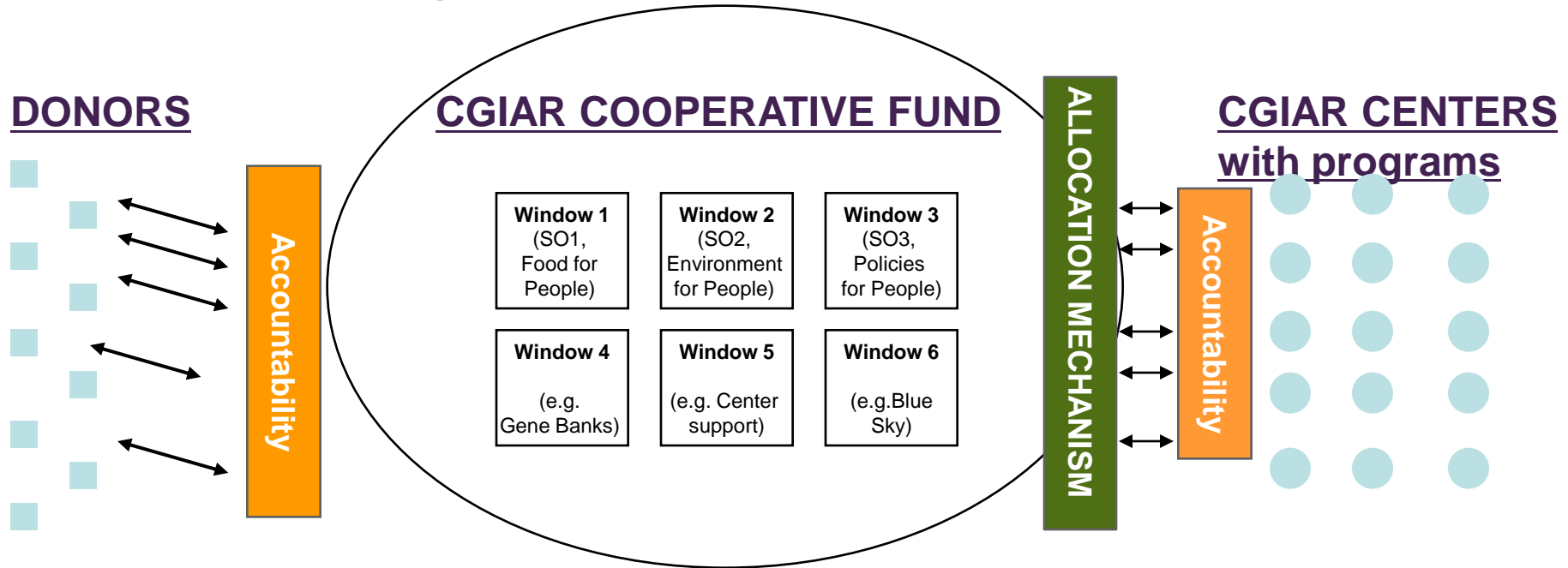


To increase accountability and efficiency of CGIAR funding to donors, partners, and beneficiaries

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Our preliminary fund design provides ease and flexibility to donors while also increasing the overall level of support to CGIAR



## Key Benefits

- Multi-year commitment
- Single point of entry to the System
- Greater accountability
- Ability to direct funds to specific windows

## Key gains of beneficiaries

- Multi-year commitment
- Increased overall contribution to agricultural research
- Ability to direct funds to specific windows
- Funding linked to development challenges
- Increased funding stability

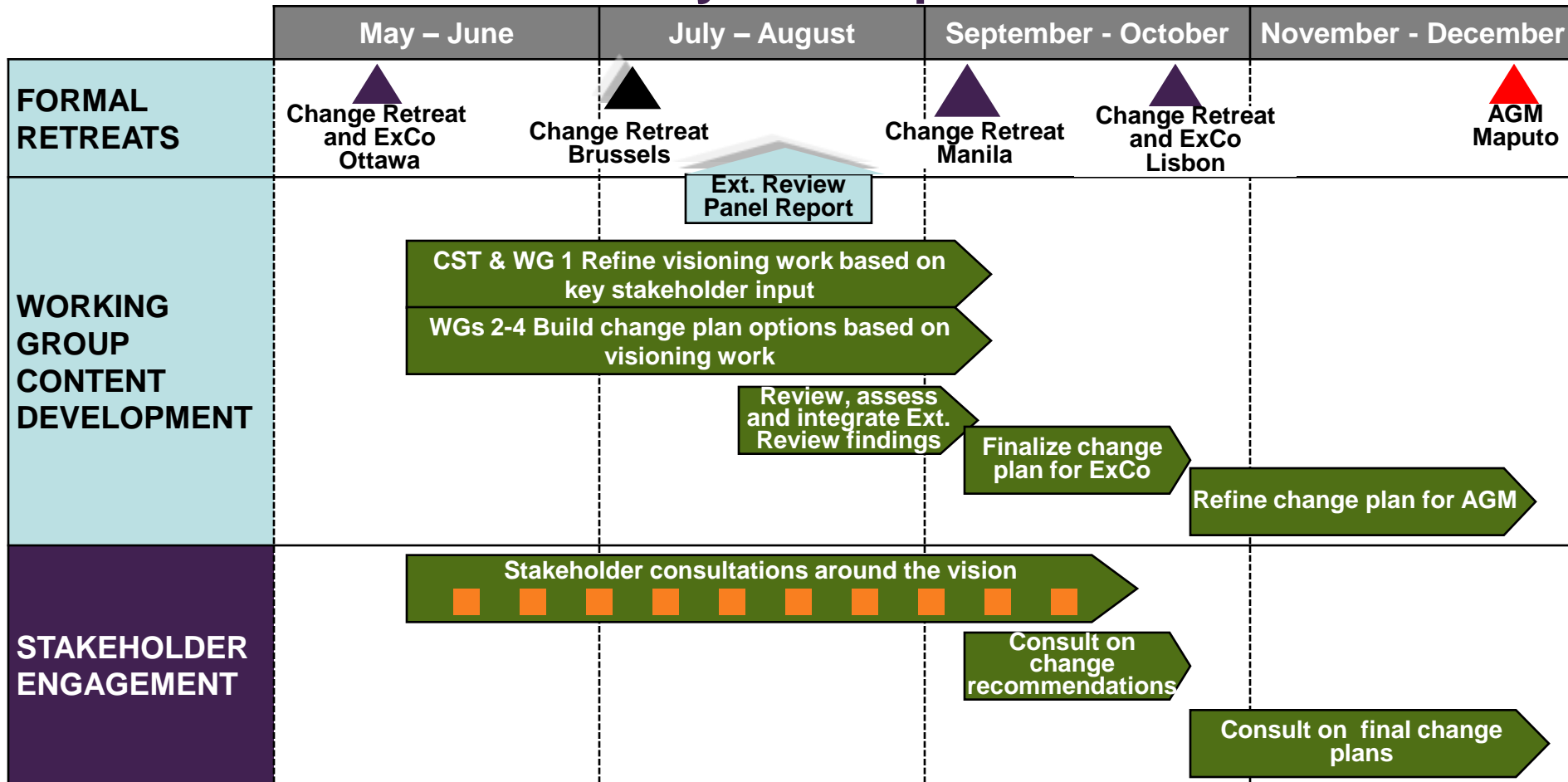
## Key Benefits

- Multi-year commitment
- Increased level of support
- Full cost recovery for restricted funding
- Efficient reporting of results to donors

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## TRANSFORMATION OF THE CGIAR

The formal change plans are developed through a highly consultative and internally driven process



## Initial observations on Partnerships



- Partnerships are fundamental to the CGIAR as a “R4D” organization
- A partnership strategy is crucial for attaining the strategic objectives
- Active participation in the Global Forum (GFAR) and mobilize innovative partnerships for priority setting, program implementation and system governance.
- New planning approaches should engage partners from the beginning

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## “Why would CGIAR need \$1 billion a year?”

- Develop a new output oriented research agenda with partners

- ❑ Assessment and identification of development targets that are based on region or production systems, quantifiable, time-bond and deliverable by the CGIAR sponsored centers and their partners.
- ❑ A process led by CGIAR centers, GFAR and their regional/sub-regional partners.
- ❑ The targets will be different from “priorities”, and will not be “supply driven” or based on scientific hypothesis.
- ❑ Example of such development targets:
  - Double the potato production in country/region X in Y years, which requires an annual yield increase of X%.
- ❑ What could be 4-5 such targets for LAC region that CGIAR and partners could achieve in the next 5-10 years?

## How will CGIAR spend \$1 billion a year ?

- ❑ CGIAR plans to organize a Science Forum in 2009 in close collaboration with ARIs from North and South.
- ❑ Use the development targets as the starting point, to brainstorm on what technologies and collaborative programs are needed to achieve the targets.
- ❑ To identify technologies that can be scaled up quickly through NARS and other development partners, and research programs of medium to long term that could contribute to the targets, and that may lead to future “quantum leaps” in increase of animal and crop productivity, farmers income, system sustainability or other major development goals.

## More effective CGIAR for partners in Latin America and the CGIAR...

- ❑ Heightened efforts to exploit the unique power of agricultural growth for poverty reduction
- ❑ Renewed drive to boost the productivity of major cereals and other staples
- ❑ More innovative and responsive collaboration, based on active dialogue with regional bodies and strong interaction with NARS, private businesses and CSOs, leading to greater co-ownership of research outcomes and impacts
- ❑ Streamlined governance and greater accountability to all stakeholders
- ❑ More stable, coordinated funding

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**We would like to hear your views!**

**Muchas Gracias!**