

Reforming agricultural research
in a changing world

**A Strategy and Results Framework
for the CGIAR System**

Carlos Pérez del Castillo, Funders Forum Meeting
Montpellier - April 7, 2011.

SRF as the strategic expression of REFORM PROCESS

- ❑ Revised version, builds on previous works of Centers.
- ❑ Respond to issues, gaps and concerns raised by Donors and Stakeholder at FF meeting of July 2010
 - ✓ Comparative advantages of CG in the evolving world scenario
 - ✓ Consistency between SRF and CRPs
 - ✓ Boundaries and interactions among CRPs
 - ✓ Impact Pathways
 - ✓ Gender issues
 - ✓ Business as usual Vs. Reform
 - ✓ Partnerships
 - ✓ Roadmap from GCARD 2010

Fundamental changes to CGIAR research

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

The CGIAR will function as a unified system based on programs and not on Centers

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

Fundamental changes to CGIAR research

Agricultural-research-for-development
will define CGIAR research

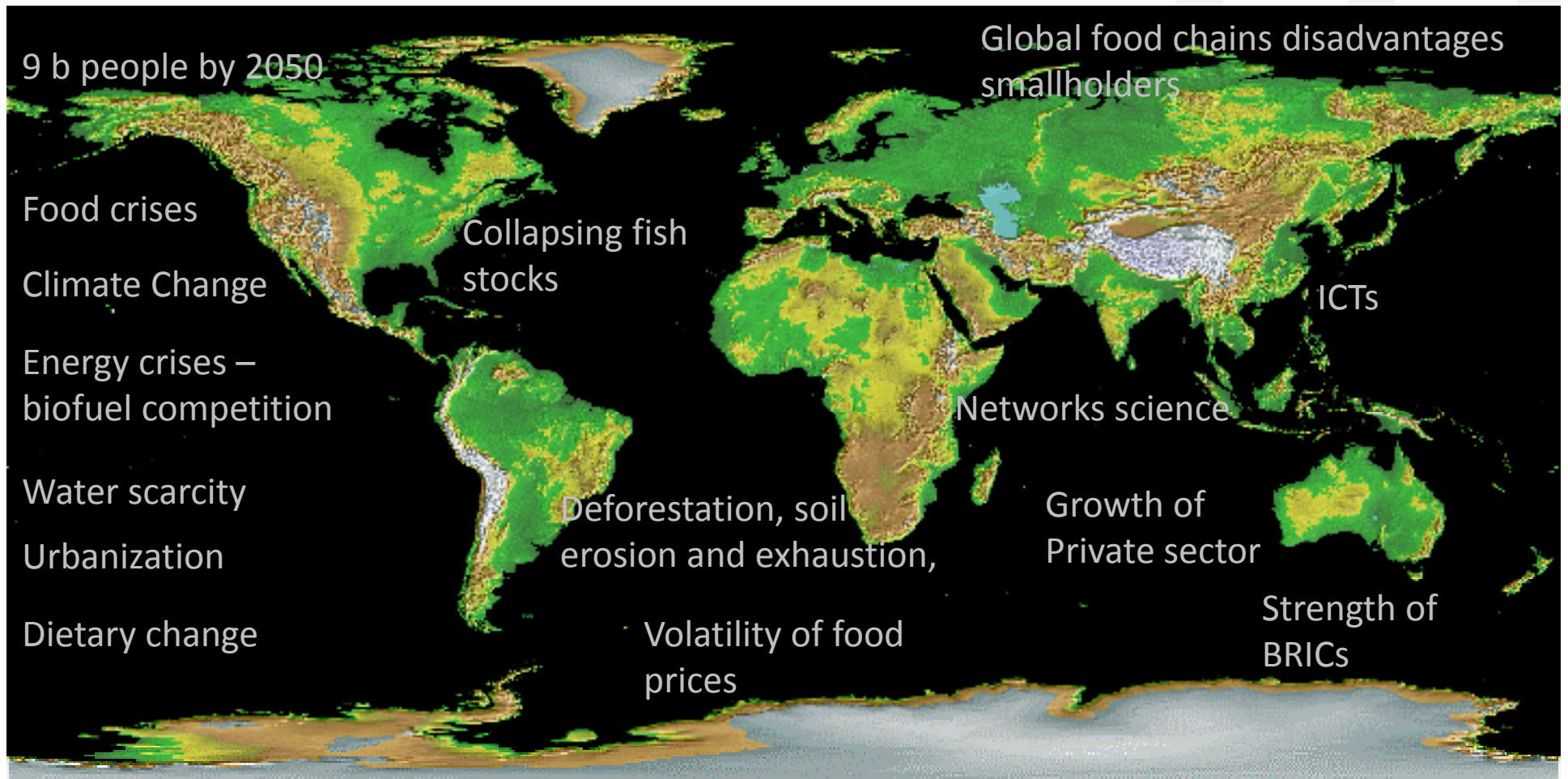
“Business as usual” vs. Reform

All research priorities and activities guided
potential contributions to the 4
system-level outcomes



Agriculture is challenged as never before

Increasing challenges – increasing opportunities



What are the comparative advantages of the CGIAR to address these challenges?

- The only institution with a clear mandate for scientific research to produce IPG for eradicating poverty and hunger at global level
- A critical mass of scientists with multidisciplinary knowledge of key agro-ecosystems
- Global overview, IPG focus in developing countries
- Track record in addressing R4D issues related to food security, rural poverty, environmental risks and health and nutrition issues
- Global collections of genetic resources held in trust for the world
- Extensive global research network, including research stations with strong links to national agricultural research and innovation systems
- In spite of criticism, CGIAR center partners are very wide

A new Strategy and Results Framework

The new CGIAR **Strategy and Results Framework (SRF)** defines four **system-level outcomes**

- reduction in rural poverty
- increased global food security
- improvement of nutrition and health
- sustainable management of natural resources

These will shape the CGIAR's research and, in turn, benefit from that research

CGIAR Research Programs

CGIAR Research Programs (CRPs) will be the main organizational mechanism for planning and conducting research

CRPs will be built on three core principles:

- **Impact** on the four system-level outcomes (consistency between SRF and CRP)
- **Integration** across CGIAR core competencies (avoiding overlapping and creating synergies)
- Appropriate **partnerships** at all stages of R&D

Consistencies between SLOs and CRPs

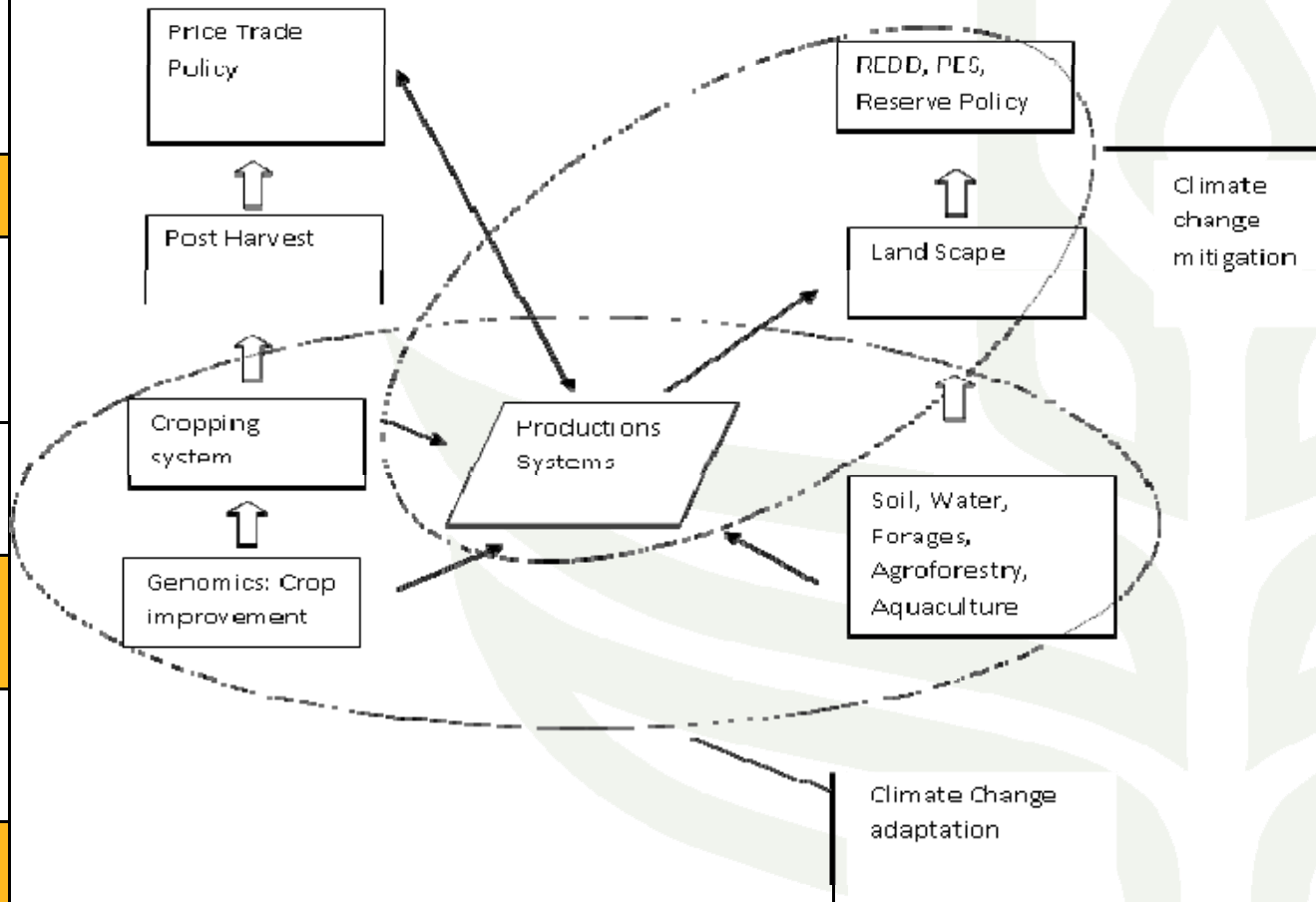
(From Table A3 of the SRF)

SLOs/CRPs	1.1	1.2	1.3	2	3.1	3.2	3.3	3.4	3.5	3.6	3.7	4	5	6	7
Rural Poverty	Shaded	Shaded	Shaded	Shaded	Shaded	Shaded	Shaded	Shaded	Shaded	Shaded	Shaded	Grey	Grey	Grey	Shaded
Food Security	Grey	Grey	Grey	Shaded	Shaded	Shaded	Shaded	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Shaded
Nutrition & Health	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Shaded	Grey	Grey	Grey
NRM	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Shaded	Shaded	Shaded

Shaded cells represent SLOs where there are the most important outcomes by CRP

Integration across Core Competencies

Core Competencies (thematic areas)
Production systems
Social Science and Policy r Research
Productivity/ commodities
Agriculture, Nutrition and Health
Natural Research Management
Climate Change



Gender issues: crucial component of the CG reform

CGIAR research will reflect the important role of women in agriculture

Responsible for around half of all agricultural production



Photo: CGIAR

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CGIAR 40
YEARS

Addressing Intellectual Property Rights

- The Consortium is developing a clear system-wide IP principles as part of the responsibilities of the Consortium to the Fund
- The objective is to provide a common set of principles that :
 - i. fully support the mission of the Consortium and its Centers
 - ii. abide by with regard to the acquisition, management and release of intellectual assets
 - iii. maximize the global accessibility of their intellectual assets
 - iv. ensure that they lead effectively to the broadest possible impact on target beneficiaries.

What we mean when we talk about priorities?

On the SLOs, on the core competencies, on the CRPs,
on the regions?

The four SLOs have the same priority

The traditional competencies of the CGIAR are the institutional assets of the System. The new ones are the challenges

The CRPs are the instrument to guide the CG research. If approved, i.e, meet specific criteria agreed with the ISPC, the Consortium will give strong support to all of them.

Regions. A SRF without mention of “breadbasket” areas of the tropics and subtropics, would have been politically unfeasible.

Making the most out of partnerships

More effective partnerships with more partners
= more impact



Photo: Neil Plamer, CIAT

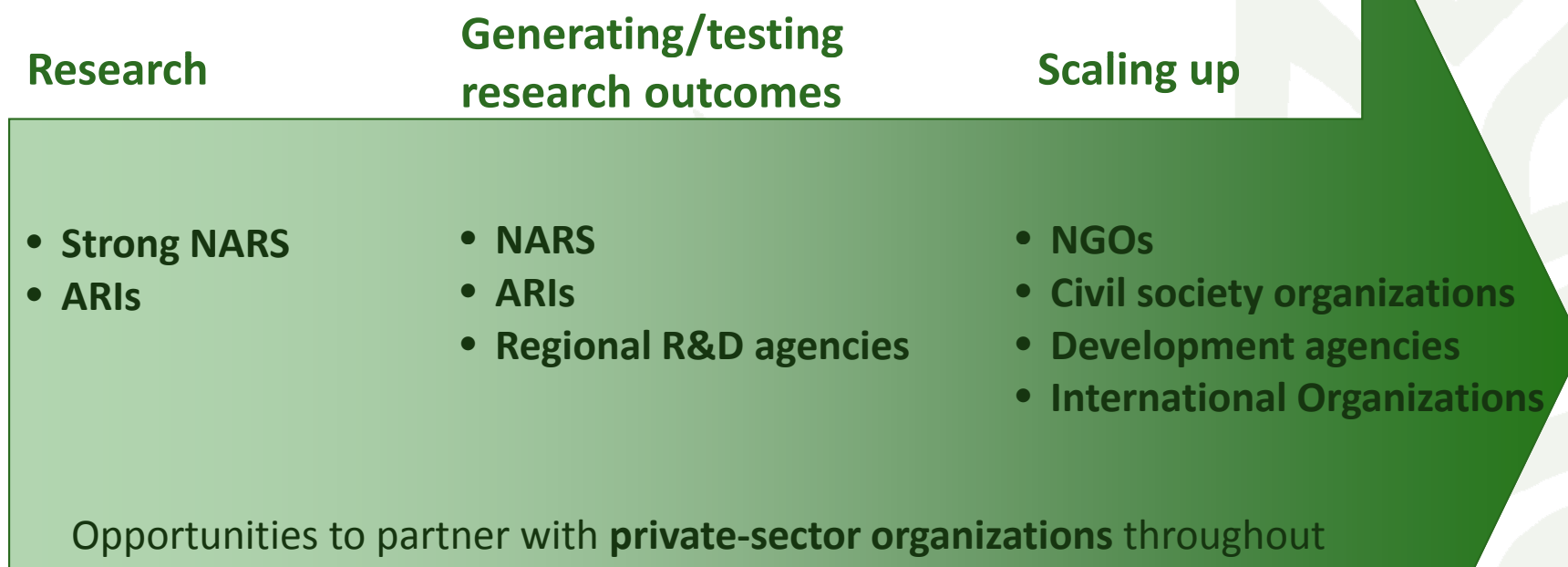
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Partners
engaged not
only in research
but all the way
through
dissemination
to scaling up

CGIAR 40
YEARS

Making the most out of partnerships

All along the R&D spectrum:



The bottom line

System-wide budget of US\$790 million for the first year (2011)
for the 15 proposed CRPs

Annual increase of US\$100 million for the next three years



Photo: Neil Plamer, CIAT

Changing international agricultural research for the better

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CGIAR **40**
YEARS

Transitional Period to align SRF and CRPs

- SRF as well as CRPs should be considered “Living documents” that will evolve to meet changing needs through ongoing consultation included the Global Conference on Agricultural Research for Development
- The SRF proposes a pragmatic transitional period in which CRPs align to the SRF Guidelines by :
 1. Operations Plan
 2. Governance and Management Structure
 3. Interaction and Synergies among CRPsAnd ultimately, by allowing CRP development and drawing lessons.