

Consultative Group on International Agricultural Research

Business Meeting

December 8, 2009

Washington, DC

Summary Record



CGIAR Secretariat
January 11, 2010

Opening Session

At its 2009 Business Meeting, Members of the CGIAR displayed their commitment to international agricultural research by agreeing to move ahead with far-reaching reforms, aimed at preparing the organization for a new era of achievement and impact through collaborative science.

CGIAR Chair Katherine Sierra opened the historic meeting by inviting World Bank Managing Director Ngozi Okonjo-Iweala to formally welcome participants on behalf of World Bank President Robert Zoellick. N. Okonjo-Iweala underscored the historic significance of the meeting noting that it will not only shape the future of the CGIAR, but that of developing country agriculture as well.

N. Okonjo-Iweala's message was underscored by a video on the origins of the CGIAR, which featured a conversation between Norman Borlaug and Robert McNamara. Just as these visionary leaders joined forces to meet the agricultural challenges of the last century, the CGIAR must now renew its marriage of agricultural scientists with investors in development to confront even greater challenges in the new millennium.

The CGIAR Chair rounded out the opening session with a presentation on a panoramic view of the reform process, explaining why it was necessary, how it has progressed over the last two years and where it is going in the coming months. The CGIAR Joint Declaration is the foundation of the reforms presented to Members for approval, and it spells out four key principles on which the reforms rest:

1. 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
2. Management for results in accordance with the Strategy and Results Framework (SRF) and portfolio of Mega Programs that derive from the SRF
3. Effective governance and efficient operations for better provision and use of resources
4. Strong collaboration and partnerships with and among funders, implementers, and users of SRF research as well as other external partners supporting the SRF

The reforms call for the establishment of a new Consortium of the CGIAR Centers and a new CGIAR Fund. The Consortium will unite the 15 Centers under one legal entity and provide a single entry point for the Fund to contract Centers and partners for research products. The new Fund will harmonize donor contributions to improve the quality and quantity of funding available, engender greater financial stability, and reverse the trend toward restricted funding. It will also focus research investment to priority areas and harmonize reporting requirements.

A strategy and results framework will link the two pillars of the new model through a collective research agenda that sets out the shared focus of funders and researchers. The strategy will be implemented through a portfolio of "mega programs" – large-scale research initiatives centering on key development issues and designed to achieve major impact. By harnessing the Centers' strengths, the portfolio will better enable them to boost agricultural productivity and reduce pressure on natural resources in the face of climate change, water scarcity and other threats.

The reforms will also make the CGIAR more open with a greater focus on collaboration with partners such as national agricultural research institutes, civil society and the private sector. This openness is reflected through a larger and more equitable voice for developing countries and partners in the representation of the Fund Council and through a new biennial event engaging the CGIAR and broader stakeholders, the Global Conference on Agricultural Research for Development (GCARD).

Implementation of the reforms will take place over the course of 2010, and the new CGIAR Fund and Consortium will be put in place and begin to operate during 2010. The portfolio of mega programs will be developed in the coming months, with at least one expected to be operational by late 2010.

Statements of Support

Prior to discussion by CGIAR Members, statements of support for the reform process were heard from the Alliance of CGIAR Centers, Science Council (SC), Global Forum on Agricultural Research (GFAR), and the World Bank in its capacity as Trustee of the new CGIAR Fund.

Alliance Executive Chair Steve Hall offered the Alliance's wholehearted commitment to making the reform process a success. He also announced appointment of the new Consortium Board Chair, Carlos Pérez del Castillo, and co-Vice Chairs, Bongiwe Nomandi Njobe and Carl Hausmann. The remaining Board members will be announced at the end of December 2009.

A video message from C. Pérez del Castillo was shown later in the meeting stating that he was very much committed to leading establishment of the Consortium of CGIAR Centers, and looks forward to the challenge ahead. He noted that agriculture will play a central role in addressing most challenges that the international community faces today, and that high quality research is essential to provide answers to these problems."

Science Council Chair Rudy Rabbinge noted that the reforms meet all the necessary requirements for a successful change to take place. It's important that the CGIAR work at the system level to move ahead collectively and position itself as an honest broker of international agricultural research.

GFAR Chair Adel El-Beltagy stressed the importance of the Global Conference on Agricultural Research for Development (GCARD) process in providing an open platform for learning and the exchange of ideas.

Speaking on behalf of the World Bank Trustee, Juergen Voegelé noted that the World Bank manages over \$42 billion for various trust funds, and expressed the Bank's commitment to act as guarantor and steward on behalf of the CGIAR Fund. The Fund is expected to be established by the time of the first Fund Council meeting takes place in February 2010.

Discussion on CGIAR Reform

The floor was opened for discussion and CGIAR Members and others proceeded to offer statements of support for the CGIAR reform. (Note: Members were invited to submit their statements on the CGIAR reform for inclusion in the official record; see Attachment 2 for

statements received.) Members expressed unanimous support for the reforms and endorsed the CGIAR Joint Declaration and affirmed the principles of the new CGIAR. Members' comments as a whole conveyed excitement about the CGIAR reform and confidence that it will succeed in building on an already impressive record of achievement.

Following several years of support to the CGIAR, the Bill and Melinda Gates Foundation announced that it will join the CGIAR Fund, and could boost funding further as it receives new proposals. Following this announcement, and noting that the Executive Council allowed for the possibility of an additional seat for the Foundations constituency on the Fund Council, Australia formally moved that a seat be added, and that the Bill and Melinda Gates Foundation could occupy the seat. The motion was seconded by Kenya for consideration by the full CGIAR.

A statement from the Private Sector Committee was also heard, expressing support for the reform, and the desire on the part of the private sector to engage more effectively with the CGIAR in years to come. It looks forward to being part of the new CGIAR and strengthening partnerships.

In endorsing the reform, several Members also pledged increases in their support to the CGIAR. In some cases, such increases will be contingent on implementation of the reform. Members recognized that difficult and important work lies ahead and that the reformed CGIAR will need to be nurtured and guided in the months and years to come. They emphasized in particular the importance of getting the details of the Mega Programs right, of ensuring a sharp focus on gender across programs and of following through on the commitment to enhance partnerships and stakeholder engagement. Additionally, understanding the full cost of the new system going forward will be important to calculate reasonable budgets for various units, and for monitoring full-cost recovery and principles.

Decisions on CGIAR Reform

The CGIAR decided the following on individual CGIAR Reform Document Chapters and on the overall reform:

1. CGIAR Reform Document Chapters:

- **CGIAR Joint Declaration:** *endorsed as amended with additional wording and distributed at the meeting (see Attachment 1).*
- **Consortium Constitution** *(final document to be approved by CGIAR Centers upon joining the Consortium): CGIAR sent a signal of thanks to the Alliance for its work and the expectation that the final outcome will be aligned with the overall reform.*
- **Framework for the CGIAR Fund:** *approved as amended, i.e. inclusion of a second seat for the Foundations constituency on the Fund Council.*
- **M&E Framework for the New CGIAR:** *approved as amended and distributed at the meeting.*

2. Overall CGIAR Reform: *Approved by acclamation.*

Note: Final documents will be reprinted (dated December 8, 2009) for distribution/posting to the web.

Statement by CGIAR Director

Speaking for the last time as CGIAR Director, Ren Wang noted that his position will transform into head of the new CGIAR Fund Office. He expressed his hopes for the new CGIAR and its potential to usher in a new era for international agricultural research achieving greater impact and development results in overcoming poverty and hunger.

He thanked the CGIAR Chair, Members, the Alliance, and all others involved in the change process for their support and contribution to a challenging task.

Statement by CGIAR Chair and Closing

Noting the transformation of her position from that of CGIAR Chair to Chair of the CGIAR Fund, K. Sierra thanked all who were involved in the change process, including Change Steering Team Chairs Rodney Cooke and Jonathan Wadsworth, Chairs of the Working Groups, Independent Review Chair Elizabeth McAllister, the Alliance, Science Council, GFAR, the Transition Management Team, staff from CGIAR and SC Secretariats, Alliance Office, and Considea, consultants to the change process. She thanked the CGIAR Members for their trust and engagement during the change process, and for their financial support that made it possible. World Bank President Robert Zoellick and Managing Director Ngozi Okonjo-Iweala were also singled out for their support on behalf of the World Bank.

She concluded the meeting by thanking those in whose footsteps the CGIAR follows, particularly Norman Borlaug and Robert McNamara, and leaders/supporters of more recent reform efforts, including former CGIAR Chairs Ismail Serageldin and Ian Johnson, former CGIAR Director Francisco Reifschneider and former World Bank President Jim Wolfensohn. The meeting was gaveled to a close.

The Consultative Group on International Agricultural Research (CGIAR) Joint Declaration

Foreword

Our Commitment to Agricultural Research for Development

We know the power of agricultural research to change the world. For nearly four decades, the CGIAR has delivered \$9 worth of additional food in developing countries for every \$1 invested in our research. We know that the CGIAR has contributed significantly to crop genetic improvement and that for the world's 10 most important food crops, more than half the land growing improved varieties, is growing varieties with CGIAR ancestry. We know that our breakthrough work on better land use, water, livestock, fish and forestry management has already changed the lives of millions of small farmers, foresters and herders throughout the developing world.

But in recent years, declining growth in food crop yields, rapidly growing populations, changing dietary expectations and the volatility of energy and financial markets led to a food price crisis that reaffirmed the centrality of agriculture in alleviating poverty. The crisis was a forewarning of the challenges ahead, drawing our collective attention to the fact that if we are to feed 9 billion people by 2050 in a world of water shortages, increasingly erratic rainfall patterns and changing climates, we must double agricultural production.

The crisis confirmed our need to step up to the challenges of the 21st Century and better harness the power of agricultural research for poverty alleviation, economic growth and environmental sustainability. It confirmed our commitment to re-imagining our institutions and approaches, and ensuring that we have the best possible structure and systems in place to get the best possible results from our knowledge and resources for the poor and hungry.

And we know that as the world changes, our past success is not sufficient to meet the challenges of the future. We need more -- and better -- investment in the CGIAR.

Our new CGIAR will harmonize and maximize funding for priority research areas, simplify structures and reduce transaction costs and give greater emphasis to achieving results through agreed research Mega Programs. Roles of funders and implementers of research are clearly defined and separated.

- ✓ The 15 CGIAR Centers will come together to establish a Consortium, recognizing that collectively they can be stronger advocates and do better research than they can individually.
- ✓ Funders will harmonize their funding and reporting requirements, and agree to focus on essential research to boost agricultural productivity and reduce pressure on natural resources in the face of climate change, water scarcity and other threats.
- ✓ The CGIAR researchers will create priority Mega Programs that draw on the CGIAR's strengths -- improving major food crops for added resilience and nutritional value and enhancing the management of crops, livestock, trees, water, soil and fish -- while reaffirming the importance of gender and capacity building and maintaining a clear focus on improving the livelihoods of the poor.

- ✓ An Independent Science and Partnership Council will provide sound advice on scientific issues.
- ✓ External stakeholders will be ever more valuable partners in agricultural research for development.

The new CGIAR is as much about changed culture and approaches as it is about changed structure. The way funders work together with implementers, primarily working together as the Fund Council and the Consortium, and the way we engage stakeholders, will determine our success. These changes must be built on a solid, common foundation. It is for that reason that I commend to you this CGIAR Joint Declaration and the principles it sets out.

Our commitment to act in accordance with these fundamental principles is critical. If we resolve to harmonize our approach to funding and implementing agricultural research; to manage for results; to ensure effective governance and efficient operations and to collaborate and partner with all users of our research, the possibilities for change and impact are endless.

Together, we can do this. The past has proven it. The future demands it.

The one billion people who go to bed hungry every night are at the center of our endeavor. We can never forget the urgency of our work.



Katherine Sierra
Chair, Consultative Group on International Agricultural Research
December 2009

The new CGIAR is a global research-for-development partnership consisting of a consortium of international agricultural and natural resources research centers and its funders working with partners to implement an agreed Strategy and Results Framework consistent with this Joint Declaration. This Joint Declaration is a nonbinding statement of aspiration and intent that describes the fundamental principles unifying the CGIAR participants, as well as the roles and responsibilities flowing from those principles.

Statement of Resolve

We, the funders and implementers of international agricultural research for development, share a *common vision*: To reduce poverty and hunger, improve human health and nutrition, and enhance ecosystem resilience through high-quality international agricultural research, partnership and leadership. We recognize our mutual accountability to our *primary goal*: To benefit all users of our research, including farmers and consumers.

We share a commitment to three *strategic objectives*:

- ***Food for People***: Create and accelerate sustainable increases in the productivity and production of healthy food by and for the poor.
- ***Environment for People***: Conserve, enhance, and sustainably use natural resources and 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.

In restructuring the CGIAR to achieve our common vision, primary goal, and strategic objectives, and in the spirit of the Paris Declaration and Accra Agenda for Action, **we resolve**:

- 1) To ***harmonize*** our approach to funding and implementing international agricultural research for development through the CGIAR Fund (the Fund) and the consortium established by the Centers (the Consortium), respectively;
- 2) To ***manage for results*** in accordance with the agreed Strategic Results Framework (the SRF) and the Mega Programs that derive from the SRF;
- 3) To ensure ***effective governance and efficient operations*** in the provision and use of our resources; and
- 4) To ***collaborate and partner*** with and among funders, implementers, and users of SRF research, as well as other external partners supporting the SRF.

Principles

We resolve to uphold a set of core principles and strive to act consistently with those principles.

Principle 1 – Harmonization

- 1.1 Funding and implementation of CGIAR agricultural research is harmonized through adherence to the SRF and support of this Joint Declaration.
- 1.2 Funding and implementation of the SRF is (i) to the extent possible through the Fund and (ii) based on a common framework for processes, reporting, monitoring, evaluation and other operational aspects set by the Fund Council in agreement with the Consortium Board (the common operational framework).
- 1.3 The Fund and the Consortium are exclusively for implementation of the SRF.

- 1.4 The Fund Council strengthens its functions by seeking input from the Independent Science and Partnership Council (ISPC) and the biennial Funders Forum and other donor dialogues, and the Fund Council and Consortium Board also seeks to ensure full stakeholder engagement in performing their respective functions.

Principle 2 – Managing for Results

- 2.1 The Consortium, Centers, all CGIAR funders (meaning donors to the Fund (Fund donors) and direct funders of the Centers) and their respective partners have shared responsibility for managing toward outcomes, i.e., uptake of outputs resulting in longer-term improvements of livelihoods of end users.
- 2.2 The Consortium, Centers, and Fund donors are mutually accountable for Mega Program outputs financed by the Fund.
- 2.3 The monitoring system for research under the SRF is the overall responsibility of the Consortium Board and provides real-time information about program outputs and outcomes to the Consortium and Centers.
- 2.3 The evaluation system provides periodic objective assessments of the extent to which Mega Programs and other CGIAR aspects are likely to or have achieved the stated objectives under the SRF and this Joint Declaration.
- 2.4 Evaluation of performance to achieve the SRF and governance of the CGIAR follow international best practice and include evaluations that are independent and impartial to the policy-making process and delivery and management of programs.
- 2.5 Monitoring and evaluation of progress toward and achievement of tangible and measurable results, outputs and outcomes under the SRF are accurate, comprehensive, verifiable, timely and harmonized.

Principle 3 – Effective Governance and Efficient Operations

- 3.1 All CGIAR funders, the Consortium and Centers strive toward common, streamlined arrangements and simplified, cost-effective operations without unnecessary complexity.
- 3.2 Resources used for the CGIAR, including research programs, decision-making bodies, and advisory functions, are allocated, implemented and reported on in a transparent manner.
- 3.3 The CGIAR is structured to create incentives and fair cost structures in support of the principles and actions set out in this Joint Declaration.
- 3.4 The Centers implement the SRF, while the Consortium Board oversees and coordinates SRF implementation.
- 3.5 The Trustee administers the Fund, while the Consortium Board has responsibility for use of Fund resources financing SRF implementation.
- 3.6 Any work undertaken by a Center does not compromise either the ability of that or any other Center to fulfill its obligations to deliver on the SRF or the reputation of the CGIAR.

Principle 4 – Collaboration and Partnership

- 4.1 The CGIAR funders and implementers promote active engagement and partnership with stakeholders, including national agricultural research systems (NARs), to optimize research effectiveness and efficiency, strengthen capacity and country ownership, and fully utilize CGIAR research for achieving development impacts.
- 4.2 The perspectives and priorities of end users are essential to the SRF, as well as Mega Program and all other proposal development, funding, implementation, and results monitoring and evaluation to implement the SRF, and are sought in various ways, in particular through the GCARD.
- 4.3 The CGIAR is premised on a strong Consortium Board and a strong Fund Council as collaborative counterparts and complementary pillars through which other elements of the CGIAR, including the

- Centers, all other CGIAR funders and other stakeholders, can support the principles and actions set out in this Joint Declaration.
- 4.4 CGIAR operations are informed by the views of participants and other stakeholders through a series of periodic and regular interactions.
 - 4.5 Research partnership and innovation for implementation of the SRF are encouraged to ensure high-quality research.
 - 4.6 All CGIAR participants seek to resolve differences arising within the CGIAR through common resolution mechanisms, unless otherwise specified in performance and other implementing agreements.

The actions intended to promote and operationalize these principles are set out in the following Annex.

This Joint Declaration, including its Annex, is intended to be an overarching framework for the CGIAR that will inform implementation of the restructuring. It recognizes the importance of allowing all CGIAR funders and implementers to rely on each others' commitments to proceed on the basis of mutually shared expectations, without being directly binding on any CGIAR participant or stakeholder. Any binding commitments pertaining to the CGIAR will be as defined in other contractual or legal arrangements operationalizing the CGIAR. This Joint Declaration may be referenced in such other arrangements, but would do so only in a way that clearly states the respective parties' intentions as to the relative binding or nonbinding nature of any of the principles or actions set out herein.

Annex

Conduct

In order to adhere to the principles set out in this Joint Declaration, we will strive to act in the following manner:

Principle 1 – Harmonization

- 1.A. **All CGIAR funders** will
- (i) seek to provide adequate and predictable funding for implementation of the SRF,
 - (ii) convene and collaborate through the Funders Forum,
 - (iii) fund all costs associated with CGIAR-wide functions based on a cost structure and financing plan developed by the Consortium Board in conjunction with the Fund Council and endorsed by participants in the Funders Forum,
 - (iv) respond to Consortium requests to address over- and underfunding,
 - (v) join the Fund if, when, and to the extent possible, and
 - (vi) seek to refrain from providing any funding for the SRF outside the common operational framework.
- 1.B. In addition to 1.A., **funders contributing to the Fund** will, through those resources,
- (i) finance the SRF primarily and increasingly with funding allocated by the Fund Council,
 - (ii) seek to increase the proportion of their funding for Centers from funding directly to Centers to funding through the Fund, and
 - (iii) fund the costs associated with the Fund, including operations of the Fund Office and Trustee.
- 1.C. In addition to 1.A., **funders contributing directly to the Centers** will, for those resources,
- (i) primarily support initiatives that implement the SRF,
 - (ii) finance activities to implement the SRF at full cost recovery,
 - (iii) complement funding being provided through the Fund, and
 - (iv) limit any reporting, monitoring or evaluation beyond the common operational framework to the absolute minimum necessary.
- 1.D. **The CGIAR Fund Council** will
- (i) be responsible for approving program content of Mega Programs based on Consortium proposals,
 - (ii) provide funding to the Consortium based on Consortium Mega Program proposals and other request for funding, including with respect to over- and underfunding
 - (iii) seek the advice of the Independent Science and Partnership Council (ISPC) in making Fund allocation decisions about Consortium proposals to implement the SRF, including for Mega Programs, and
 - (iv) in discharging its responsibilities, have an overview of the CGIAR’s strategic impact, quality and relevance of programmatic performance, managerial and governance performance, and financial performance and resource mobilization, based primarily on information from the Consortium.
- 1.E. **The Consortium Board** will
- (i) oversee and coordinate the design by the Centers of the SRF, in consultation with stakeholders, including end users, for endorsement by participants in the Funders Forum,
 - (ii) oversee and coordinate the design by the Centers of the Mega Programs, in consultation with stakeholders, including end-user representatives, for approval by the Fund Council,
 - (iii) provide sufficient programmatic and financial information to enable the Fund Council to effectively allocate Fund resources,

- (iv) ensure collaboration among and compliance by Centers in implementing Mega Programs and other proposals to implement the SRF, including with respect to funding directly to Centers,
- (v) seek to ensure that research conducted by the Centers will be primarily under, and in any case consistent with, the SRF, as such scope is determined by the Consortium Board, and
- (vi) avail itself of high-quality scientific advice, including from ISPC.

1.F. **The Centers** will

- (i) engage in research primarily to implement the SRF,
- (ii) engage in non-SRF research only at full cost recovery from funding sources for such research,
- (iii) follow the common operational framework for all implementation of the SRF, and
- (iv) have joint responsibility with the Consortium Board for resolving any disputes related to Center obligations to deliver on the SRF or Center behavior that could compromise the CGIAR's reputation.

Principle 2 – Managing for Results

2.A. **All CGIAR funders** will rely on a common results-based monitoring and evaluation framework as part of the common operational framework.

2.B. **The Fund Council** will

- (i) be responsible for an aligned provision of Fund resources to support the generation of research outputs, as agreed in performance agreements between the Fund Council and the Consortium,
- (ii) regularly appraise the performance of the Consortium in meeting its obligations as defined in performance agreements,
- (iii) monitor the efficacy of Fund allocation mechanisms,
- (iv) be the principal monitoring body of ISPC, and
- (v) commission periodic independent evaluations of Mega Programs, which may include validations of findings from external evaluations commissioned by the Consortium Board.

2.C. **The Consortium Board** will

- (i) establish and manage a reliable and harmonized performance monitoring system for the Centers and research under the SRF, including Mega Programs,
- (ii) be responsible, together with the Centers, for high-quality science and technology products and services, as agreed in performance agreements between the Fund Council and Consortium,
- (iii) commission periodic external evaluations of Mega Program subcomponents and/or cross-cutting issues,
- (iv) commission periodic evaluations of Centers, which are not duplicative of Mega Program evaluations, to evaluate their governance, management and financial health,
- (v) facilitate institutional and other learning for continuous performance improvement and improved results as informed by monitoring and evaluation mechanisms.

2.D. **The Centers** will seek to use a common system for reporting performance information to the Consortium so as to minimize duplication and enhance consolidation and comparison of data.

2.E. **The Fund Council and Consortium Board** will jointly commission a special-purpose reference group to undertake an independent evaluation of the CGIAR following each SRF.

Principle 3 – Effective Governance and Efficient Operations

3.A. **The Consortium and Centers** will agree on the relationships amongst themselves, including parameters for defining Center and Consortium status and governance relative to each other.

- 3.B. **The Consortium Board** will have primary responsibility, and will rely on Center cooperation, for
 - (i) keeping track of all funding to implement the SRF and seeking adjustments to over- and underfunding of SRF implementation,
 - (ii) consolidating financial and progress reporting of individual SRF implementation activities financed by the Fund and funding directly to Centers,
 - (iii) providing shared services and coordinating the use of Lead Centers for Mega Program and other SRF implementation, and
 - (iv) through the CEO of the Consortium and Chair of the Consortium Board, acting as the public face of the CGIAR in international fora and in so doing collaborating closely with the Chairs of the Fund Council, the Funders Forum and ISPC, as well as the Centers in their own public relations.
- 3.C. **The Fund Council** will provide oversight of the use of Fund resources, based in part on reporting, audits and other assurances of due diligence regarding use of such resources provided by the Consortium.
- 3.D. **Fund donors, the Consortium and Centers** will adhere to the terms of their respective performance and other implementing agreements.
- 3.E. **The Trustee** will have fiduciary responsibility for Fund resources prior to their disbursement from the Fund, receive instructions from the Fund Council to commit and disburse available Fund funds, but have no responsibility for monitoring or supervising use of those funds once disbursed.
- 3.F. Upon the receipt of Fund funds, **the Consortium** will have fiduciary responsibility (i.e., to monitor and confirm the intended use of funds) and programmatic responsibility (i.e., to ensure implementation by Centers and partners and confirm their achievement of results) for those funds.

Principle 4 – Collaboration and Partnership

- 4.A. **The Consortium and Centers** will build and enhance the partnerships necessary to (i) ensure full stakeholder engagement in the design of the SRF, (ii) optimize research effectiveness and efficiency, (iii) strengthen the capacity of NARs and other research partners in developing countries, and (iv) fully utilize CGIAR research for achieving development impacts.
- 4.B. A **Global Conference on Agricultural Research for Development (GCARD)** will provide an opportunity to engage stakeholders in SRF and Mega Program design, assist in open identification of demand-driven research opportunities and partnership development, and provide public visibility of CGIAR programs and development impact to its partners and users, such that the Consortium Board, Centers and Fund Council will consider recommendations of the GCARD in their decisions.
- 4.C. **ISPC** will primarily provide independent advice and expertise to the CGIAR through services to the Fund Council and in support of the Funders Forum, as well as serve as an intellectual bridge between CGIAR funders and implementers, thereby seeking to improve the productivity and quality of CGIAR science, catalyze the partnering of the Consortium and Centers with other institutions of international agricultural research, and support the CGIAR by serving as an honest broker in relevant international fora.
- 4.D. **The Consortium Board and Fund Council** will, in consultation with other stakeholders, agree on a common dispute resolution mechanism for the CGIAR.

Statements to the CGIAR Business Meeting

Statements submitted by the following:

1. Bill and Melinda Gates Foundation
2. European Initiative for Agricultural Research for Development
3. France
4. Ireland
5. Japan
6. Sweden
7. Switzerland
8. United Kingdom
9. United States of America

Bill and Melinda Gates Foundation

The Bill & Melinda Gates Foundation views the CGIAR as a crucial partner in the fight against hunger and poverty, particularly in Sub-Saharan Africa and South Asia. The CGIAR's proven track record in enhancing smallholder productivity growth has inspired the Foundation's strategy for investing in smallholder agriculture as an engine of overall economic growth and welfare improvement. Our grant support to the CGIAR (committed and active proposals to date) for the 2009-13 period is around \$400 million which is 80 million dollars per year. This number could rise as we receive additional proposals during this five year period. We support strategic and long term R&D activities (in which the CGIAR has a unique comparative advantage) that result in outputs that have the potential to create transformational change in the lives of poor producers and consumers.

I would like to take this opportunity to announce the Bill & Melinda Gates Foundation's intention to formally join the CGIAR in the near future. There are several details around programmatic focus, funding arrangements, and membership issues that need to be worked out, but we believe these issues can be resolved in a mutually agreeable manner. Let me also state that we endorse the principles laid out in the CGIAR joint declaration and look forward to discussing the modalities for their implementation.

The Foundation looks forward to working with the CGIAR community in further refining and elaborating the Strategic Results Framework, the mega-program structure and the associated funding and operational details. We would like to call for greater granularity in MP structure in terms of clearly specified outputs, activities needed to achieve them and clear estimates of resource requirements. We encourage the consideration of unique mega-programs that are crop specific, for the major staples, such as a rice mega-program, and a wheat mega-program. We also call for the articulation and focus on critical gender issues across all mega-programs.

We believe the reform process should lead centers back to their comparative advantage and empower them to deliver high quality research and technological innovations. We believe that region and country specific technology adaptation and dissemination activities ought to be lead by National Partners and that the centers ought to work in close partnership with them.

The CGIAR centers have unique and highly valuable genetic resources, research infrastructure and scientific capacity -- we hope the reform process will lead to assured support for sustaining and enhancing these resources. The end result of the reform ought to be a CGIAR system that can once again attract the "best and the brightest" scientists to devote their careers to the cause of improving developing country agriculture.

We are concerned that a prolonged transition period may lead to a funding gap at the Centers and make it difficult for them to retain high quality staff. The BMGF commitments to the CGIAR for the 2010 time period are well established and we would like to urge other donors to ensure that there is minimum uncertainty during this transition period.

Finally, the BMGF believes that a sustainable and resilient global agriculture R&D system, focused on smallholder productivity growth, is absolutely crucial for achieving the goal of hunger and poverty reduction in the developing world. We look forward to working with a renewed and reinvigorated CGIAR system to create transformational change in the lives of poor producers and consumers across the developing world.

European Initiative for Agricultural Research for Development (EIARD)

EIARD would like to congratulate all those who have contributed to bringing the CGIAR reform agenda together to provide the Members with a coherent and comprehensive package of detailed documents for discussion and consideration for endorsement and approval today.

I would like to note how EIARD was initiated over two decades ago as a small group of European donors to the CGIAR intent of coordinating their efforts and support to international agricultural research for development through funding and support to the CGIAR. Since then EIARD has grown to constitute more than 20 European member states, Norway, Switzerland and the European Commission which collectively contributes a large proportion of the total CGIAR budget.

At Maputo, almost a year ago to the day, EIARD members unanimously endorsed the Integrated Reform Proposal of the CGIAR. EIARD members have willingly engaged in working to develop the documentation being tabled today, and it is therefore with equal enthusiasm and unanimity that we are pleased to endorse the Joint Declaration and approve the Funding Framework and the M&E Framework documents that lay out the building blocks and operational aspects of the new CGIAR.

This is an auspicious day; one that we should be proud to look back on and tell our grandchildren that we were here when a new leaf was turned in the history of the CGIAR and all it stands for in terms of human wellbeing around the World. In recognition of each EIARD member's individual contribution to this collective effort, I would like to beg the Chair's indulgence to break with tradition, so that each of the European members has the opportunity to express their own voice in support of the new CGIAR.

France

As member of EIARD, we fully support the position presented by its Chair and would like to congratulate all those that have so hardily worked all along this year to achieve the far reaching evolution that is today on the table for our endorsement.

A key word in this reform is “Partnership” which will have two dimensions in its implementation:

- first, organising a broad and efficient cooperation around the future MegaProgrammes, bringing together all the research actors, be they NARS, International Centres or ARIs;
- second, involving the stakeholders all along the process, from foresight and design of programmes to their implementation and evaluation. In this perspective, GCARD is an important step that will not conclude but on the contrary launch a multi-year process. This is why we are committed to the preparation of the first GCARD we are honoured to host in Montpellier next year.

The new organisation of CGIAR that we will endorse today will enable us to perform better to achieve the goals of reducing poverty and fighting hunger. It is a starting point to put at work a new scheme for designing and organising Agricultural Research at global level. It is based on a cultural change as underlined by many members. Therefore, it will be a long “learning by doing” process.

In conclusion, we would like to reaffirm once again our full support to this highly needed reform based on the conviction that “business as usual is no longer an option” in front of the global challenges.

Ireland

Ireland extends sincere thanks to all who have worked so hard to bring us to this important and exciting state in the reform process.

The TMT deserves particular gratitude for their exceptionally hard work, as do the Alliance, the CG Secretariat and the team working on the SRF.

Ireland is pleased to align fully with the EIARD position in a resounding endorsement of the core reform documents before us today: the Fund Framework Document, M&E Framework and the Joint Declaration.

We should not underestimate how far we've come. Last year, in Maputo, we were endorsing principles; today, we can be confident that we have the building blocks of a new and more effective system.

Neither, of course, can we underestimate the work that remains to be done. The twelve months ahead are critical, as we begin the transformation to a true system model and the roll-out of the mega-programmes.

One this is for sure – the going will get tough. And when it gets really tough, we need to remind ourselves why we embarked on this reform in the first place: to enhance and maximise the CG's impact on the shockingly high numbers of poor and hungry in our world today. That must be our driving motivation.

A few points we would wish to make, looking forward to the period ahead:

- The CG must remain outward looking. This means continuing to open up the system to stakeholder input and priorities, building effective partnerships in research and in development. The GCARD process is playing, and will play, a critical role in this regard;
- We must be prepared to learn. This is new territory for everybody. We must be ready to constantly review and check progress, and not be afraid to tweak arrangements if necessary in the future;
- We must not lose time or momentum in positioning the CG at the heart of the global food security architecture. Although there has been some encouraging progress in recent months, more work needs to be done to ensure that the CG is at the forefront of the global debates, to the extent that its role merits;
- We look forward to the roll-out of the mega-programmes, with a strong focus on the gender dimension, and the early establishment of the gender platform. The roll-out of the mega-programmes will need to be accompanied by a financing plan for the entire system, so we can ensure a successful transition from Centre-based to mega-programme-based funding, without undermining the financial stability of the system;
- We very much welcome the proposal by the Alliance to put in place a mechanism which will allow for annual donor-Centre interaction. We should not underestimate the importance of the intellectual interchange between donors and those close to the research, including in maintaining support for the system into the future.

Finally, I am pleased to confirm that funding for the CG will remain at the centre of Ireland's efforts in tackling hunger and food insecurity. We look forward to joining the Fund and, in

harmonising our support with that of other donors, to playing our part in ensuring that this critical reform process will be the success we all know it can and must be.

Thank you.

Japan

As the consultations for the CGIAR Reform come to a close, I'm very glad to take our first step toward the resolution of the food crisis which the world is still struggling with. I wish to join others in expressing appreciation for the efforts of the Secretariat and all the stakeholders throughout this process from the Transition Management Team down.

Government of Japan supports this Reform. And in that spirit, I would like to take this opportunity to share with you the Government of Japan's efforts in agricultural development, as well as its position on the CGIAR Reform. We have a request for the Mega-program.

Japan's ODA policies on Agricultural Development

About 70% of the poor in developing countries live in rural areas and engage in agricultural production. Japan has therefore regarded agriculture as one of the most critical sectors in development cooperation. Whilst many countries reduced the level of ODA directed to the agricultural sector in the 1990s, Japan has been consistent in its unwavering attention to agricultural development. I am proud to say that, for the last 5 years, Japan has remained one of the top donors in this important sector.

Building on its past experiences and achievements, Japan has consistently appealed for greater attention to agriculture. During last year's global food crisis brought on by soaring food prices, we formed the G8 Leaders statement on Global Food Security as Japan played host to the G8 Summit and emphasized the efforts of CGIAR. As many of you are probably aware, we supported CGIAR Reform efforts in the "L'Aquila" Joint Statement on Global Food Security this year.

We held the TICAD IV (4th Tokyo International Conference on African Development) a little before the G8 Summit last year. Japan called for doubling rice production in African countries in 10 years at that time from the view point of importance of agricultural development. Increasing Africa's food sufficiency should definitely be an important item on the new CGIAR agenda.

Regarding Japan's views on the CGIAR Reform,

Firstly, Japan highly appreciates the role the CGIAR has played in strengthening the food production efforts of developing countries. In the "Green Revolution" of the 1960's the CGIAR spearheaded increased production of staple foods such as wheat and rice. Japan is proud to have played a part. Now, another food crisis is upon us, and the CGIAR will play an essential part in future global food security efforts. Japan sees the need for increased accountability for donors and doers and advocates greater focus on the outcomes of the activities. Therefore, the GOJ heartily supports the CGIAR Reform. We must ensure the success of this Reform to better deliver food to the hungry in developing countries and further stimulate economic growth in the world's underdeveloped rural areas. We have to focus the CGIAR's mission on generating tangible outcomes.

However, in all honesty, my government has concerns regarding the effects of initiatives to consolidate research center activities. While we welcome the greater oversight and increased collaboration between centers, we fear the prospect of increased bureaucracy, especially with

the CGIAR's large-scale cross-sectoral Mega-programs. This change in administrative policies has great potential to enhance the CGIAR's effectiveness, but we feel care must be taken to ensure the Reform delivers the intended consequences.

On the topic of Mega-programs, the GOJ advocates implementing a rice Mega-program. There is a long history of rice-related research in IRRI and AfricaRice, and the world has already seen rice production increase 3 times in the last 50 years. Thanks to CGIAR's R&D, rice development in Africa has great potential. The combination of available land suitable for rice farming, the varieties that can be cultivated and the innovative farming techniques developed by CGIAR almost guarantee tangible results and bring us one step closer to realizing our dreams of doubling African rice production.

Finally, I would like to close by expressing again my sincere appreciation for dedication of CGIAR, the efforts of the stakeholders and all the people who strive for this Reform. I would also like to renew Japan's commitment to joint efforts with CGIAR.

Sweden

Every year Horace Engdahl, a member of the Nobel Prize committee, emerges from his office to a room filled with the world's media to announce the winner of the Nobel Prize in literature. Now let us be honest here - recent winners have all been relatively obscure authors little known to a wider public. Lurking at the back of the room is a heavily disguised Swedish comedian who, on hearing the name of the winner, cries out "At last!"

On this historic day Sweden would like (but without the irony) to cry out "At last – a new CGIAR!" A CGIAR geared to meet the very serious challenges facing us all in the near future.

Madam Chair, we heartily congratulate all those present (or not) in this room who have worked extremely hard to make this new reformed CGIAR possible; and to those of you who will continue to work hard in the coming years to ensure a well managed, cost efficient organization producing high quality research and technological innovation.

Sweden strongly supports the Joint Declaration and the Primary Reform documents on the table before us. Furthermore, I am instructed to inform Madam Chair that Sweden is committed to continue its now 30+ year support of the CGIAR. Our total investments over the last three decades total approximately 1,6 billion SEK, 1,3 of which has been in the form of unrestricted core funding. It is our intention to continue this tradition by using windows 1 & 2 of the New Fund. I am unable to give definite figures at this stage because, as Madam Chair and others here know, we have 'work in progress' in this regard.

Once again our hearty congratulations to all on a job well done! And – with apologies to any Nobel Literature Laureates present in the room – Thank you!

Switzerland

Switzerland fully supports the position of the EIARD group of European donors.

Switzerland acknowledges the tremendous work that has been accomplished and the good progress reached by all those who have contributed to the elaboration of the framework documents of the new CG through 2009. The CGIAR is definitely heading towards a more coherent structure, enabling it better to fulfil its mission to reduce poverty and hunger.

In addition we would like to highlight 2 aspects:

1. The European Group has applied the 6 principles agreed at the last ExCo for the attribution of Fund Council seats among European members. In view of creating incentives to increase unrestricted funding, the share of unrestricted funding or a threshold amount were applied as criteria and incentive. We therefore encourage the CGIAR to maintain and create incentives for unrestricted funding to enable the system.
2. The tedious task of restructuring a global research system was among other things undertaken in order to increase the share of funds invested into research and increase the time researchers have to do research.

The draft synthesis of the document detailing the cost of the new CG system, which was requested by the donors at ExCo 17 in Rome, is a good start. However this document remains still unclear in many aspects, as it does not give the full picture of what the system will actually cost in absolute terms. This information will however be essential for correct calculations and monitoring of full-cost recovery principles and practice. The CG system will need a good cost baseline in the new system to work out reasonable budgets for its different elements (M&E, Fund Office, ISPC etc.)

As a final comment I would like to confirm that Switzerland will maintain its funding level. We will continue to give the major part of our funding to the CG system in the form of unrestricted funding and are therefore ready to channel it through the new joint Fund.

United Kingdom

The United Kingdom strongly supports the EIARD position on the CGIAR reform. We would like to reiterate our belief that the CGIAR represents a unique investment opportunity for combating hunger, poverty and environmental degradation through harnessing the power of international agricultural research for development. As stated in our recent Government White Paper commitments we will seek to double our funding to agricultural research for development between now and 2013, this includes doubling support to the CGIAR. We will do this through unrestricted and un-earmarked funding to the new CGIAR Fund concomitant with the progress of implementation of the agreed reforms.

United States of America

USAID congratulates all those who have worked so hard to design a new CGIAR system, and to improve upon what is unquestionably a vital global resource. As highlighted in Joachim von Braun's presentation yesterday, recent trends, from global food prices to climate change, have reminded us about the need for highest-quality international agricultural research. One bright spot in all this is that the world community is now focusing greater attention to these issues, and to the role of agricultural research in dealing with them.

It is clear that the CGIAR continues to be seen as key source of sound science and policy analysis. Here in the United States, our new Global Hunger and Food Security Initiative envisions a central role for research and development, and for the CGIAR explicitly, as part of a successful global response. I understand the same is true across a range of international fora— for example, the G8 and G20. These add up to a vote of confidence from the world community.

We are very encouraged that the renewed CGIAR is well positioned to respond to global challenges, and three changes that have been made seem especially important:

- For the first time, there will be a governance function that encompasses all the centers and the work of the system. The Consortium Board, and especially its chair, have critical roles to play, both in setting strategic direction for the system, and in guiding it forward as a *system*, so the whole is greater than the sum of its parts. We congratulate Carlos Perez del Castillo and look forward to close cooperation with him and his fellow trustees as they guide the system forward.
- The second big win, from our perspective, is the new CGIAR Fund. The Fund offers contributors the opportunity to work together to align resources in ways that will make the Consortium Board's strategic vision a reality. We see establishment of the Fund as tangible evidence of renewed commitment to collective action, and that is very important.
- Third, we welcome the development of a comprehensive system-wide strategy focused on the poor, both as producers and consumers. And while there is much important work ahead in the refinement and implementation of the Mega-programs, it will be done in the context of a solid set of goals and objectives, with some clear targets.

We appreciate the insightful analyses provided by Joachim von Braun and the others on the Alliance's Strategic Working Group, and especially welcome the emergence of gender and climate change as new priorities for the system's research. We hope that the gender platform proposed in the Strategy and Results Framework will be established quickly by the Consortium, as it should serve as an essential support for the detailed development of the Mega-programs. The US is committed to fully integrating the needs of women into all of its agricultural and natural resource programs, because this makes those programs more effective.

These and the other changes that are being discussed and endorsed this week have real implications for us all. Centers are coming together in a Consortium, conducting activities and offering solutions that go far beyond what is found in any one center:

- Up until now, centers have usually served as the point of integration across component technologies and disciplines. But as a consortium, we anticipate that they will find new opportunities for progress and breakthrough by working as a team, together and with partners. No doubt there will be some growing pains and learning along the way, but we are confident that the rewards in terms of program effectiveness and impact will be substantial.
- The onus is on the donors as well. If the Consortium is “one leg” of the new system, the other is the Fund— and both are critical to forward motion. We need to find new ways of working to provide adequate resources that align with the vision of the Consortium and help achieve strategic coherence across all the resources coming into the system.
- In one sense, there is a bargain here—as funders work hard to provide adequate resources and reduce burdensome reporting requirements, we trust that the system will strive for full cost recovery. Yesterday, we heard that sometimes compromises are necessary. We understand that, but also hope the new Consortium Board will help maintain the positive momentum towards improved accounting and recovery of all costs—direct and indirect, and including examining difficult issues like infrastructure and genebanks.

To close, we welcome the solid concepts underpinning the architecture of the new system—and now the real building begins, for a more effective and *integrated* system, rather than a centralized one. And while the big strategic directions may be set at the top, through both bottom-up insights and outreach to partners, research management is likely to be most effective if it stays close to those who are closest to the programs and problems, the Centers themselves. And as different speakers emphasized yesterday, we hope that we can remain true to the vision of a streamlined system, with as much efficiency as possible—in managing resources, and in key independent functions of science advice, evaluation and impact assessment. And we know we will continue to learn as we go.

USAID is of course excited to be part of the CGIAR—and we look forward to working with the entire CGIAR community in making the vision of the reform a fully operational and highly successful reality.