

The New CGIAR - Doing More and Doing Better

Why Change?

As rural communities across the developing world feel the threat of climate change, sky rocketing food prices, and energy crises, CGIAR knowledge and technologies have never been more critical. Growth in middle income countries is increasing food demand, while natural resources are over stressed and readily available arable land which could support increased food production is increasingly hard to find.

Meanwhile, the world of agricultural research has shifted dramatically. With the rapid growth of the national agricultural systems in Brazil, China, India and South Africa, the space that international research centers occupy has altered. Some national institutions challenge the ability of the CGIAR to partner equitably or meet their needs. The entry of strong new actors into the field of agricultural research is further challenging the role of the CGIAR as a major player in the world of international agricultural research.

Committed to remaining a critical provider of solutions for agricultural productivity, natural resource management and policy advice, the CGIAR launched a major Change Initiative in 2008 to determine how it could “do more and do better.” The Initiative culminated in the adoption of the model for a Revitalized CGIAR at the 2008 Annual General Meeting (AGM08) in Maputo, Mozambique.

A New Model for the CGIAR

While building on the successes and competencies achieved since the CGIAR’s founding in 1971, the new structure will allow it to do more and do it better. The new CGIAR will emphasize results-oriented research agenda setting and management, donor harmonization and stable funding, clarify accountabilities, streamline governance and programs for greater efficiency, open the system for stronger partnerships and foster an exciting research environment.

A NEW VISION AND STRATEGIC OBJECTIVES

VISION

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

STRATEGIC OBJECTIVES

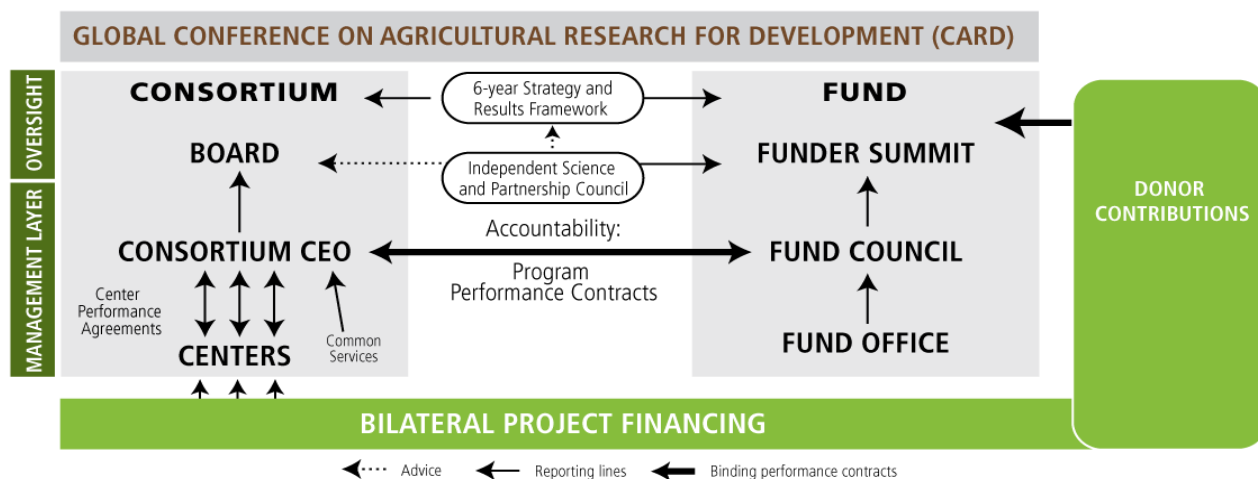
Food for People: Create and accelerate sustainable increases in the productivity and production of healthy food by and for the poor.

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.

Guided by a new vision and three strategic objectives (see box on left), the key elements of the new CGIAR will be a Fund and a legally structured Consortium of the CGIAR Centers that will work on the basis of a Strategic Results Framework implemented through binding performance contracts. Partners will be actively engaged at all levels. Stakeholders will provide input into the formulation of the Strategy through various means, including a biennial Global Conference on Agricultural Research for Development. An Independent Science and Partnership Council (ISPC) will provide advice to the Fund and the Consortium. New arrangement for Independent evaluation of the programs and the system will be made.

Contractual arrangements will bind Centers to the Consortium and the Consortium to the Fund. These new arrangements are expected to reverse the trend toward restricted funding and reduce sometimes onerous donor oversight. A robust Consortium will also harmonize reporting systems and provide opportunities for jointly handling such issues as human resources, intellectual property management, information technology, finance and procurement, thus reducing costs and enhancing managerial effectiveness. The diagram below depicts how the elements of the New CGIAR link together.



Implementing the New CGIAR

The new model will be implemented through 2009, with the New CGIAR expected to be fully operational in 2010. The CGIAR Members appointed a Transition Management Team (TMT) to oversee the transition phase. To bring about the agreed reforms, the TMT is developing the key elements of the new CGIAR, notably the Consortium, Fund, Strategic Results Framework and Mega-programs, strengthened partnerships, the Conference on Agricultural Research for Development, accountability, monitoring and evaluation, positioning of the CGIAR, systemwide issues, and culture change and behavioral shifts. Visit the Change Management website for further information at: <http://www.cgiar.org/changemanagement/index.html>