CGIAR Reforms and Research Programs: Implications for Central Asia and the Caucasus

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Director General, ICARDA

CGIAR Reforms: The Impetus for Change

➢ Since its inception, the CGIAR System has evolved into an increasingly complex entity, with inadequate coordination

➢ Stagnating resources and insufficient donor coordination

➢ Funding increasingly restricted

➢ Center scientists’ time diverted to resource mobilization and donor reporting

➢ New challenges and changing landscape of agricultural research
Key findings:

- The CGIAR Centers contribute substantially to agricultural productivity and natural resources management.
- The CGIAR is in urgent need of *structural change* if it is to respond to new challenges with its full potential.
- A new accord is needed – based on separate governance and management with clear decision making roles.

Goals of the change process:

- A focused System with a clear vision and strategic direction
- An open CGIAR System which values dynamic partnerships
- A financially strengthened and cost effective CGIAR
- A results-based culture through performance contracting
- Simplified governance and clarified accountabilities, with clear and distinct roles for “doers” and “funders”
- An exciting research environment, which attracts, develops and supports the best scientists
## Reform Principles

- Clear strategic focus
- Increased research output, outcome, and impact
- Greater efficiency, effectiveness, and relevance
- Simplicity and clarity of governance
- Enhanced decentralized decision making
- Active subsidiarity to capitalize on complementarities between Centers
- Extended partnership through the research for development (R & D) continuum.

## Centers’ Goals

The Centers look to the reforms for:

- Increased funding for core research activities
- Reduced bureaucracy
- Enhanced efficiency
- Stronger linkages of research to development to enhance impact
- Reduced pressure on Center scientists so that they can devote more time to the research agenda
### CGIAR’s New Vision and Strategic Objectives

<table>
<thead>
<tr>
<th>Vision</th>
<th>CGIAR Vision</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>To reduce poverty and hunger, improve human health and nutrition, and enhance ecosystem resilience through high-quality international agricultural research, partnership and leadership.</td>
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<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>CGIAR Strategic Objectives</th>
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<tbody>
<tr>
<td>FOOD FOR PEOPLE</td>
<td>Create and accelerate sustainable increases in the productivity and production of healthy food by and for the poor</td>
</tr>
<tr>
<td>ENVIRONMENT FOR PEOPLE</td>
<td>Conserve, enhance and sustainably use natural resources and biodiversity to improve the livelihoods of the poor in response to climate change and other factors</td>
</tr>
<tr>
<td>POLICIES FOR PEOPLE</td>
<td>Promote policy and institutional change that will stimulate agricultural growth and equity to benefit the poor, especially rural women and other disadvantaged groups</td>
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</table>

### The Integrated Reform Proposal

- a new legally-structured **Consortium of CGIAR Centers**
- a **Common Fund** managed by donors and partners
- an **Independent Science and Partnership Council**
The new structure is intended to separate the governance and management roles of the system.

- It establishes a contractual relationship between the Common Fund and the Consortium, based on program performance contracts.

- A Strategy and Results Framework (SRF) will be developed by the Consortium in close collaboration with funders and partners and will be aligned with the three CGIAR Strategic Objectives.

- This Strategy and Results Framework will be implemented through CGIAR Research Programs with program financing.
The Consortium of Centers

The Consortium is a legal entity with its own Constitution, Board and Executive Director

Major functions of the Consortium are:
– Strategy formulation
– Oversight of management
– Risk management and compliance

Consortium Board has decision-making authority, including:
– approval of the Strategic Results Framework,
– common policies,
– inter-Center collaboration,
– appointment of the CEO

The Consortium of Centers

Benefits:
• A more coordinated CGIAR research agenda
• Increased research collaboration between centers and with partners
• Stronger collective voice in world affairs
• Increased resources, particularly unrestricted funding
• Reduced bureaucracy in decision-making
• Improved cost efficiency
Strategy and Results Framework

- Links the Consortium’s work during the next 10 years to global sustainable development challenges
- Identifies realistic and measurable impact targets for the Consortium’s work
- Clearly describes the strategic positioning of the Consortium in the international R4D landscape
- Provides the overarching frame within which the Consortium’s portfolio of mega-programs is nested

Strategy & Results Framework (SRF) – logical outline

<table>
<thead>
<tr>
<th>Impacts</th>
<th>Food Security</th>
<th>Environmental Sustainability</th>
<th>Poverty reduction Income/Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intent</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>indicators</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development Outcomes</td>
<td>Implementation</td>
<td>Enabling Environment</td>
<td>Capacities to adapt and implement knowledge and technology solutions</td>
</tr>
<tr>
<td>Engaged with development Outcome partners</td>
<td>Investments</td>
<td>Policies and Institutions</td>
<td></td>
</tr>
<tr>
<td>Research Outcomes</td>
<td>CRPs focusing on food security, environmental sustainability and poverty reduction linked to development outcomes in collaboration with public and private research and development partners</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Outputs and milestones …

Accountable
The Strategy will be implemented through a portfolio of CGIAR Research Programs (CRP) that:

• represent a coherent agenda at the system level, integrating food, environment and policy issues

• constitute almost the entire research agenda of the Consortium, with each CRP designed to link to the other CRPs

• encompass strategic partnerships, coordination and integration of activities and a clear focus on results for impact

| Thematic Area 1: Integrated agriculture systems for the poor and vulnerable |
|-----------------------------|--------------------------------|--|
| CRP 1.1 Integrated agricultural production systems for dry areas |
| CRP 1.2 Integrated agricultural production systems for the humid tropics |
| CRP 1.3 Aquatic agricultural systems |

| CRP2: Policies, institutions, and markets for food security and incomes for the rural poor |
CGIAR Research Programs (CRPs)

- Thematic Area 3: Sustainable productivity increase for global food security
  - CRP 3.1 WHEAT
  - CRP 3.2 MAIZE
  - CRP 3.3 GRiSP: Global Rice Science Partnership
  - CRP 3.4 Roots, Tubers and Bananas
  - CRP 3.5 Grain Legumes
  - CRP 3.6 Dryland Cereals (sorghum, millet and barley)
  - CRP 3.7 Livestock and fish

CGIAR Research Programs (contd)

- CRP4: Agriculture for improved nutrition and health
- CRP5: Water, land and ecosystems
- CRP6: Forests, Trees and Agroforestry
- CRP7: Climate change, agriculture and food security
The Fund

- Donors are encouraged to channel funding through the Fund.
- Donors may continue bilateral funding
- Fund Donors may designate use of their funds in three ways:
  - Window 1 - funds allocated by the Fund Council to:
    - SRF implementation and the CRPs
    - System costs including: Consortium Board and Office, CGIAR Fund Council and Fund Office, ISPC, independent evaluation system, etc
  - Window 2 - funds directed by donors to specific CRPs or cross-cutting platforms.
  - Window 3 – “institutional window”: funds directed by donors to individual Centers.

Accountability for Funds

- The Consortium will be accountable to the Fund through Program Performance Contracts
- Centers will be accountable to the Consortium through Center Performance Agreements
- In addition to their core funding, Centers are expected to recover full costs of their operations through programs and projects
Implications for the CAC Program

- Funding for the CGIAR Systemwide Program is to be discontinued
- Collaboration between Centers and NARS within CAC will now have to come through the CRPs although opportunities will continue through special funded bilateral and regional projects
- Strong partnerships with national programs will be critical
- Co-financing and full cost recovery must be considered

All have implications for the future management and operations of an integrated and sustainable CAC collaborative research program

Status of the CRPs

<table>
<thead>
<tr>
<th>CRP Proposal Title</th>
<th>Lead Center</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>CRP1.1 Agricultural Production Systems for Dry Areas</td>
<td>ICARDA</td>
<td>Preliminary Approval</td>
</tr>
<tr>
<td>CRP1.2 Agricultural Production Systems for Humid Tropics</td>
<td>IITA</td>
<td>Pending approval</td>
</tr>
<tr>
<td>CRP1.3 Aquatic Agricultural Systems</td>
<td>World Fish</td>
<td>APPROVED</td>
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<tr>
<td>CRP2 Policies, Institutions, and Markets</td>
<td>IFPRI</td>
<td>Preliminary approval</td>
</tr>
<tr>
<td>CRP3.1 WHEAT</td>
<td>CIMMYT</td>
<td>Pending approval</td>
</tr>
<tr>
<td>CRP3.2 MAIZE</td>
<td>CIMMYT</td>
<td>APPROVED</td>
</tr>
<tr>
<td>CRP3.3 GRISP – A Global Rice Science Partnership</td>
<td>IRRI</td>
<td>APPROVED</td>
</tr>
<tr>
<td>CRP3.4 Roots, Tubers and Bananas</td>
<td>CIP</td>
<td>APPROVED</td>
</tr>
<tr>
<td>CRP3.5 Grain Legumes</td>
<td>ICRISAT</td>
<td>Pending approval</td>
</tr>
<tr>
<td>CRP3.6 Dryland Cereals</td>
<td>ICRISAT</td>
<td>Pending approval</td>
</tr>
<tr>
<td>CRP3.7 More Meat, Milk and Fish</td>
<td>ILRI</td>
<td>APPROVED</td>
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<tr>
<td>CRP4</td>
<td>Agriculture for Improved Nutrition and Health</td>
<td>IFPRI/ILRI</td>
<td>Pending approval</td>
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<tr>
<td>CRP5</td>
<td>Water, Land and Ecosystems</td>
<td>IWMI</td>
<td>Pending approval</td>
</tr>
<tr>
<td>CRP6</td>
<td>Forests, Trees and Agro forestry</td>
<td>CIFOR</td>
<td>APPROVED</td>
</tr>
<tr>
<td>CRP7</td>
<td>Climate Change, Agriculture and Food Security</td>
<td>CIAT</td>
<td>APPROVED</td>
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CGIAR Research Program – CRP 1.1
Integrated Agricultural Systems for the Poor and Vulnerable in Dry Areas

Contributors to Program Development

9 CGIAR Centers:
- ICARD, Bioversity International, CIAT, CIP, ICRAF, ICRISAT, ILRI, IWMI, WorldFish

Sub-Saharan Africa Challenge Program
National research programs from > 40 countries
Regional Associations:
- AARINENA, APAARI, CACAARI, FARA, FORAGRO
- ASARECA, CORAF/WECARD, CILSS/INSAH

The World Vegetable Center
CIRAD France; USDA/ARS
FAO
**Partnerships**

CRP proposal formulated through seven global stakeholder meetings:

**Partners include:**
- CGIAR Centers & Challenge Program
- National agricultural research systems (NARS)
- Community organizations and rural institutions
- Advanced research institutes
- Private sector
- Development agencies

**Multi-stakeholder Inception Workshops** in various targeted regions will agree on:
- **Each partner’s role** within the R4D pathway from identification of research needs to technology design, development, validation, implementation, testing and adoption
- **Links to national development strategies**
- **Monitoring and evaluation process:** measurable indicators and milestones
Objectives

Two main target systems:
- Most vulnerable systems
- Systems with the greatest potential for impact

Objectives:
- Sustainable productivity growth and intensified production systems at the farm and landscape levels
- More resilient dryland agro-ecosystems that can cope with climate variation and change
- Less vulnerable and improved rural livelihoods
- Agricultural innovations systems that improve the impact of research and development investments

Target Regions, Benchmark Areas & Action Sites

Target Regions
Partners defined five Target Regions where dryland agriculture faces serious challenges (from west to east):
- West African Sahel and dry savannas
- East and Southern Africa
- North Africa and West Asia
- Central Asia
- South Asia

Benchmark Areas, Action Sites and Satellite Sites
Selected by CRP partners in the Regional Design Working Meeting (Nairobi, Kenya, June 2011) based on detailed mapping of target areas
**Target impacts**

**Target impacts** address the SRF System Level Outcomes

- Higher more stable incomes; improved security of rural assets
- Improved crop and livestock productivity; reduced variability in dryland systems productivity
- Improved nutrition, especially amongst women and children
- Environmental degradation reduced, and productive quality of environmental resources improved and maintained.

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**Strategic Research Themes (SRT)**

**SRT1:** Approaches and models for strengthening innovation systems, building stakeholder innovation capacity, and linking knowledge to policy action

**SRT2:** Reducing vulnerability and managing risk = most vulnerable systems

**SRT3:** Sustainable intensification for more productive, profitable and diversified dryland agriculture with well-established linkages to markets = high potential systems

**SRT4:** Impact assessment and cross-regional synthesis to provide evidence to promote investment in dry areas
Strategic Research Themes (SRT)

Target Systems: Focus on reducing vulnerability (SRT2 type) or sustainable intensification (SRT3 type)

Boundaries show the 5 target regions:
Central Asia and the Caucasus: Benchmark Areas & Action Sites

3 Action Sites and one Satellite Site in Central Asia, and one Satellite Site in the Caucasus:

1. The Aral-Turkestan Lowland Action Site (SRT2-AS1):
   • covers the area around the Aral Sea in Kazakhstan, Turkmenistan and Uzbekistan
   • will primarily focus research on land reclamation, effective water management, and soil fertility increase

2. Rasht Valley Action Site (SRT2-AS2):
   • parts of Tajikistan and Kyrgyzstan
   • will primarily focus research on soil erosion and landslides control, livestock improvement, and processing and marketing of local products
Central Asia and the Caucasus: Benchmark Areas & Action Sites

3. Ferghana Valley and Southern Kazakhstan (SRT3-AS1):
   • Focus on improved water management, and agro-technical measures in crop production, fruits and vegetables, livestock and fodder

4. Kashkadarya Region Satellite Site (SRT3-SS1):
   • Research will focus on plant breeding and seed production

5. In the Caucasus: Kura-Araks Lowland (SRT3-SS2):
   • Research will focus on improvement of irrigation schemes and de-salinization of soils.
Governance and management

Organization of CRP1.1

Consortium Board
- Performance Contract

CRP Lead Center: ICARDA

Steering Committee

Research Management Committee

Leadership & Execution

Independent Science Advisers

Regional Stakeholder Advisory Committees

Coordinator Region 1
  Team 1
  CGI Centers
  ARIs
  NARS

Coordinator Region 2
  Team 2
  CGI Centers
  ARIs
  NARS

Coordinator Region 3
  Team 3
  CGI Centers
  ARIs
  NARS

Coordinator Region x
  Team x
  CGI Centers
  ARIs
  NARS

Lead Center: ICARDA
- Steering Committee: CGIAR Center DGs, CRP Leader, NARS leaders, ARIs leaders, development partners
- Research Management Committee: CRP Leader (chair), Regional and Learning Site Coordinators
- Interdisciplinary Research Teams

THANK YOU