Building a Learning Organization: The Development of CPWF’s Phase II

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Session: Learning to innovate

Key Message

Transforming the CGIAR into a learning organization will require understanding the complex interactions between individuals and organizations conditioned by the institutional, social and economic environment. The analysis of the transition from Phase I to Phase II of the CPWF can provide useful information for organizing new R4D partnerships, for strengthening learning mechanisms in the CPWF, and for the change process in the CGIAR.

Summary

The research used case study methodologies to analyze the complex dynamics that characterized the transition from Phase I to Phase II, in order to derive lessons on how to build a learning organization for research. The preliminary findings show that building such organization requires a) involvement of innovative individuals; b) strong and consistent leadership; c) flexible management routines; d) sustained efforts to create an organizational culture and capabilities that value experimentation; e) appropriate resources and incentives; and f) effective negotiation skills to engage with more conservative members and stakeholders.
The findings of the study will help the BDCs to better organize R4D, interact with stakeholders and build innovation networks. The findings will also help the MT to strengthen the adaptive capabilities of the CPWF and Consortium Research Program (CRP) 5. Finally, they will also help the CGIAR to implement the CRPs.