



THE CONSULTATIVE GROUP ON
INTERNATIONAL AGRICULTURAL RESEARCH

CGIAR JOINT DECLARATION



December 8, 2009

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 Strategy and Results Framework (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 responsible 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 seek 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.
- 2.4 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.
- 2.5 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.

- 2.6 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 Global Conference on Agricultural Research for Development (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 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,

- (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.

THE FOLLOWING CGIAR MEMBERS WERE PRESENT AT THE BUSINESS MEETING 2009 AND ENDORSED THE JOINT DECLARATION ON DECEMBER 8, 2009:

Asian Development Bank (ADB)	Germany	Norway
Australia	India	Peru
Belgium	International Development Research Centre (IDRC)	Portugal
Brazil	International Fund for Agricultural Development (IFAD)	South Africa
Canada	Ireland	Spain
China	Italy	Sweden
Denmark	Japan	Switzerland
Egypt	Kenya	Syngenta Foundation for Sustainable Agriculture
European Commission (EC)	Luxembourg	United Kingdom
Finland	Netherlands	United Nations Development Programme
Food and Agriculture Organization of the United Nations (FAO)	New Zealand	United States of America
France	Nigeria	World Bank

