An update on CGIAR reform: reinvigorating global research on agriculture

Frank Rijsberman, CEO CGIAR Consortium, July 25, 2012
Overview

• CGIAR Reform: much is accomplished
• Food Security: the greatest challenge facing humanity in coming decades
• Is the CGIAR up to the challenge?
• CGIAR Reform: the last mile, what will it take
• Performance Management
• Partnerships
• Gender, Agrobiodiversity, Capacity Building
CGIAR Reform in 2012

- CGIAR Consortium – constitution signed by 15 members– single organization representing 15
- CGIAR Fund – 60+ donors coming together - Joint Agreement & increasing contributions
- CRP Portfolio: 15 (+1) programs instead of 3000 projects (moving from 3000 to 300)
- Major achievements in just 2-3 years
- The tools are available to “finish the job”
- Are we done? No, last mile is critical
Success bred Decades of Neglect for Agriculture

- Abundant food and record low food prices led to steady erosion of investment in agriculture
- For example: ODA for Agriculture:
  - 1980s: over $20 BN
  - 2006: as little as $3 BN
  - 2011: slowly climbing back up to $9 BN
- Increasing food prices & price spikes of 2008, 10, 11 served as harsh wake-up call
Global Cereal Yield Trends, 1966-2009

- Corn yield: 1.3% (slope = 64 kg ha\(^{-1}\) y\(^{-1}\))
- Rice yield: 1.3% (slope = 53 kg ha\(^{-1}\) y\(^{-1}\))
- Wheat yield: 1.4% (slope = 40 kg ha\(^{-1}\) y\(^{-1}\))

Source: FAOSTAT
Stagnating yields for rice in Korea, Japan, and China; wheat in northwest Europe and India; maize in China, and irrigated maize in the USA.

Cassman, 1999. PNAS, 96: 5952-5959

Grassini et al., 2011. FCR 120:142-152

Cassman et al., 2003, ARER 28: 315-358

Cassman et al., 2010, Handbook of Climate Change

CGIAR is a global research partnership for a food secure future
Greatest Challenge Facing Humanity

• Producing 70% more food by 2050 without destroying the environment
• Yields are plateauing, price increases lead farmers to put more land under the plough than during Green Revolution – dead end street
• Have to get yields up – requires increased investment in agriculture, particularly research to drive S&T based innovation
Importance of Smallholder farmers

• Low income developing country: 50% GDP and 80% employment from agriculture – mostly smallholder farmers (<2ha), majority women – total 500 million globally
• Over 70% of 1.4BN poor live in rural areas
• Over 75% food insecure in rural areas
• With food 80-90% of household budget, very vulnerable to price spikes; 2010-11 spikes pushed 44M people into poverty
What will it take?

• Massive increase in investment:
  – Africa: +$21BN/YR ($7BN public)
  – CGIAR: 2013: $1BN; 2020: $1.6BN (+0.5%/yr yield growth)

• Holistic approach – ecological intensification
  – Life science revolution: bred germplasm
  – Delivery to farmers in farming systems
  – Access to markets, supply chains, cut losses
Delivering on the Vision: SRF and CRPs

Overarching themes:
- Gender
- Capacity Strengthening
- Partnerships/Stakeholder Engagement

- Improve productivity and profit for crops, fish and livestock
- Improve sustainability of natural resource base, climate change adaptation and mitigation
- Improve productivity, profitability, sustainability and resilience of farming systems
- Improve policies and markets
- Improve nutrition and health

Reducing Rural Poverty, Improving Food Security, Improving Nutrition and Health, Sustainably Managing Natural Resources

CGIAR is a global research partnership for a food secure future
## Desired outcomes of CGIAR Reform

<table>
<thead>
<tr>
<th>FROM</th>
<th>TO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission creep and trying to do everything</td>
<td>Clear vision with focused priorities that respond to global development challenges</td>
</tr>
<tr>
<td>Duplicative mandate of the Centers without clear System-wide vision and strategy for impact</td>
<td>Centers that collaborate, work toward the System agenda and priorities, and deliver impact</td>
</tr>
<tr>
<td>Complex and cumbersome governance and lack of accountability</td>
<td>Streamlined and effective System-level governance with clear accountability</td>
</tr>
<tr>
<td>Static partnerships that are not enabling scalable impact and research adoption</td>
<td>Strong and innovative partnerships with NARS, the private sector and civil society that enable impact</td>
</tr>
<tr>
<td>Lack of coordination among investors</td>
<td>Strengthened, coordinated funding mechanisms that are linked to the System agenda and priorities</td>
</tr>
<tr>
<td>Declining core resources</td>
<td>Stabilization and growth of resource support</td>
</tr>
</tbody>
</table>

**Greater impact on food security and poverty reduction**

*CGIAR is a global research partnership for a food secure future*
A strategic partnership dedicated to advancing science to address the central development challenges of our time:

- Reducing rural poverty
- Improving food security
- Improving nutrition and health
- Sustainably managing natural resources

Its research is carried out by 15 International Agricultural Research Centers, working in close collaboration with hundreds of partners worldwide.
**Partners & Stakeholders**
Work with us for a food secure future. Consulted through the Global Conference for Agricultural Research for Development.

**Consortium**
Integrates and coordinates researchers and funders. The Consortium consists of the Consortium Board, Consortium Office and 15 research centers.

**Independent Evaluation Arrangement**
Evaluates the work of the CGIAR Research Programs.

**Fund**
Ensures funds for the research of the Consortium. The Fund consists of the Funders’ Forum, Fund Council and the Fund Office.

**Independent Science & Partnership Council**
Advises the Fund on research priorities and funding.

*CGIAR is a global research partnership for a food secure future*
Partnership at all levels

CGIAR System Level (e.g. Fund, Cons, ISPC, IEA)
Resources, Science Evaluation
CONSORTIUM (Shared Voice)
Strategy, Services
Leadership
CRP Research Focus
Partnership
Center Staffing, Partners Infrastructure

CGIAR is a global research partnership for a food secure future
Overview of CGIAR Fund inflows and outflows from December 2010 to December 2011

<table>
<thead>
<tr>
<th>Window 1</th>
<th>Window 2</th>
<th>Window 3</th>
<th>Provisional</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Received</td>
<td>252.7</td>
<td>51.1</td>
<td>63.0</td>
<td>11.9</td>
</tr>
<tr>
<td>Disbursements</td>
<td>159.5</td>
<td>30.2</td>
<td>61.6</td>
<td></td>
</tr>
<tr>
<td>Fund Balance</td>
<td>93.2</td>
<td>20.9</td>
<td>1.4</td>
<td>11.9</td>
</tr>
</tbody>
</table>

2011 Contributions in Process* 1.3 1.5 3.9 6.6

* Funds were received but Contribution Agreements had not been signed by 12/31/2011, or Contribution Agreements were signed by year end, but funds were not received in 2011.
## Contributions in the Fund as of May 15, 2012

<table>
<thead>
<tr>
<th>Country</th>
<th>Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>$17.45m</td>
</tr>
<tr>
<td>BMGF</td>
<td>$31.42m</td>
</tr>
<tr>
<td>Canada</td>
<td>$15.58m</td>
</tr>
<tr>
<td>China</td>
<td>$1.60m</td>
</tr>
<tr>
<td>Denmark</td>
<td>$8.49m</td>
</tr>
<tr>
<td>Finland</td>
<td>$3.84m</td>
</tr>
<tr>
<td>France</td>
<td>$1.72m</td>
</tr>
<tr>
<td>IDRC</td>
<td>$6.49m</td>
</tr>
<tr>
<td>India</td>
<td>$2.67m</td>
</tr>
<tr>
<td>Netherlands</td>
<td>$7.89m</td>
</tr>
<tr>
<td>New Zealand</td>
<td>$2.01m</td>
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<tr>
<td>Nigeria</td>
<td>$0.38m</td>
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<tr>
<td>Norway</td>
<td>$19.95m</td>
</tr>
<tr>
<td>Portugal</td>
<td>$0.63m</td>
</tr>
<tr>
<td>Russia</td>
<td>$8.50m</td>
</tr>
<tr>
<td>Spain</td>
<td>$0.95m</td>
</tr>
<tr>
<td>Sweden</td>
<td>$33.42m</td>
</tr>
<tr>
<td>Switzerland</td>
<td>$15.53m</td>
</tr>
<tr>
<td>Turkey</td>
<td>$0.5m</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>$103.26m</td>
</tr>
<tr>
<td>United States</td>
<td>$33.58m</td>
</tr>
<tr>
<td>World Bank</td>
<td>$100.00m</td>
</tr>
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</table>

**Total Receipts:** USD 423 million
Increased and Sustained Investment: Doubling of CGIAR funding in five years (2008-2013)

CGIAR Total Funding Trends
Nominal and in 1972 dollars

Actual, Nominal
1972 dollars
Target
projected, nominal

1972 dollars, 121
Increased and Sustained Investment: Doubling of CGIAR funding in five years (2008-2013)
Institutional Cost Rate (a.k.a. overhead)

<table>
<thead>
<tr>
<th>Year</th>
<th>Rate</th>
</tr>
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<tbody>
<tr>
<td>2004</td>
<td>24%</td>
</tr>
<tr>
<td>2005</td>
<td>21%</td>
</tr>
<tr>
<td>2006</td>
<td>20%</td>
</tr>
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<td>2007</td>
<td>20%</td>
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<td>2008</td>
<td>19%</td>
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<tr>
<td>2009</td>
<td>17%</td>
</tr>
<tr>
<td>2010</td>
<td>19%</td>
</tr>
<tr>
<td>2011</td>
<td>16%</td>
</tr>
</tbody>
</table>

Goal: 2015: 13% (+2 % system cost)

Declines due to:
- Implies improving efficiency
- Revised calculations (more items direct charged)
- Larger budgets overall
CGIAR Reform: last mile

• SRF:
  – SLOs lack metrics
  – System lacks priority setting
  – Still risk of “micro management” / high transaction costs

• CRP portfolio:
  – too much constructed looking in rear view mirror
  – outcomes: hundreds of them & too granular

• Partnerships: unfulfilled expectations
Remaining reform priorities

1. Making the CRPs a focused set of 15(+1) programs that are an attractive investment portfolio with clear outcomes, demonstrated value for money, and effective but efficient monitoring and impact assessment.

2. Fulfilling the partnership promise: opening up the CGIAR so that partnership expectations match self-assessment.
How?

1. Performance Management System – developed through SRF Action Plan
2. Partnerships:
   – Partnership Perception Survey: 2012 baseline
   – CAADP-CGIAR mapping and alignment process
3. Cross cutting issues:
   – Gender Research: implementation starts in 2013
   – Agrobiodiversity conservation: workshop now
   – Capacity Strengthening: strategy coming
4. Efficiency drive for Consortium operations
Performance Management

• ISPC White Paper on Priority Setting June 2012
• System level priority setting – “top down”:
  – Targets for system level impacts
  – Intermediate Development Outcomes for System
• CRP level priority setting – “bottom up”
  – IDOs for CRPs – contribution to SLOs
  – Value propositions – value for money
• Consortium: changing CGIAR funding system to paying for performance: outcomes delivered
Timeline

October ‘12/ GCARD2 / Punta del Este:

- SRF Action plan for discussion and adoption
- “Design” of Performance Management System
- First set of CRP outcomes, based on current status

Mid 2013:

- System level priorities
- “negotiated” outcomes at CRP level
- PMS ready to roll in 2014
Concluding

• The CGIAR reform is already a major institutional achievement - “just in time” for renewed focus on food security as top priority
• Centers are growing again – 30-40% this year
• CRPs are beginning to make a difference
• We know we have urgent “last mile” work left to be done to ensure the CGIAR reform really delivers on its promise: delivering impact against the four key system level objectives
THANK YOU