



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

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CGIAR Program for Central Asia and the Caucasus

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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

2008 CGIAR Independent Review

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

CGIAR Vision

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

CGIAR 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

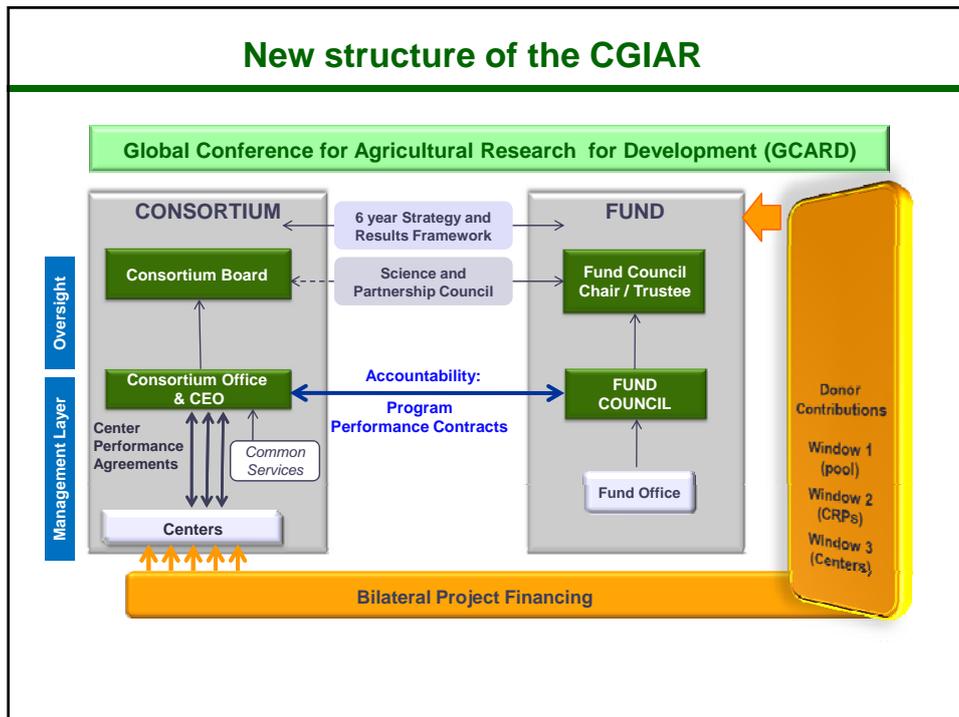
POLICIES FOR PEOPLE

Promote policy and institutional change that will stimulate agricultural growth and equity to benefit the poor, especially rural women and other disadvantaged groups

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**

New structure of the CGIAR



How the new CGIAR will function

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

Impacts

Intent indicators

Food Security

Environmental Sustainability

Poverty reduction Income/Assets

Development Outcomes

Engaged with development Outcome partners

Implementation

Capacities to adapt and implement knowledge and technology solutions

Enabling Environment

Investments

Policies and Institutions

Research Outcomes

Co-responsible with Research and development partners

CRPs focusing on food security, environmental sustainability and poverty reduction linked to development outcomes in collaboration with public and private research and development partners

Outputs and milestones ...

Accountable

Portfolio of CGIAR Research Programs

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

CGIAR Research Programs (CRPs)

- 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

- o Funding for the CGIAR Systemwide Program is to be discontinued
- o **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**
- o Strong partnerships with national programs will be critical
- o **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

CRP Proposal Title	Lead Center	Status
CRP1.1 Agricultural Production Systems for Dry Areas	ICARDA	Preliminary Approval
CRP1.2 Agricultural Production Systems for Humid Tropics	IITA	Pending approval
CRP1.3 Aquatic Agricultural Systems	World Fish	APPROVED
CRP2 Policies, Institutions, and Markets	IFPRI	Preliminary approval
CRP3.1 WHEAT	CIMMYT	Pending approval
CRP3.2 MAIZE	CIMMYT	APPROVED
CRP3.3 GRISP – A Global Rice Science Partnership	IRRI	APPROVED
CRP3.4 Roots, Tubers and Bananas	CIP	APPROVED
CRP3.5 Grain Legumes	ICRISAT	Pending approval
CRP3.6 Dryland Cereals	ICRISAT	Pending approval
CRP3.7 More Meat, Milk and Fish	ILRI	APPROVED

Status of the CRPs

CRP Proposal Title	Lead Center	Status
CRP4 Agriculture for Improved Nutrition and Health	IFPRI/ILRI	Pending approval
CRP5 Water, Land and Ecosystems	IWMI	Pending approval
CRP6 Forests, Trees and Agro forestry	CIFOR	APPROVED
CRP7 Climate Change, Agriculture and Food Security	CIAT	APPROVED

CGIAR Research Program – CRP 1.1 Integrated Agricultural Systems for the Poor and Vulnerable in Dry Areas

Contributors to Program Development

9 CGIAR Centers:

ICARDA, 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

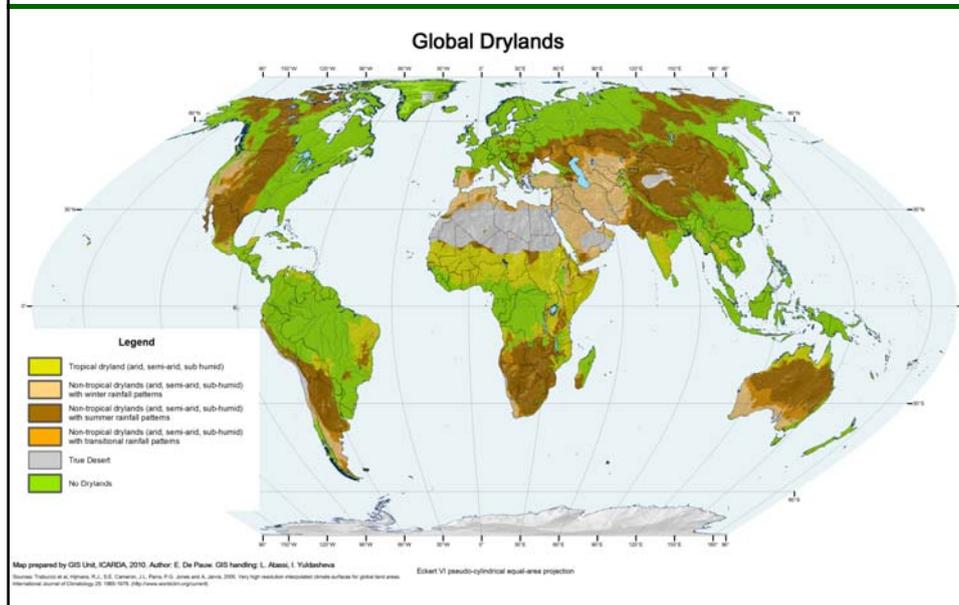
CIRAD France; USDA/ARS

FAO



CRP1.1: Integrated Agricultural Systems for the Poor and Vulnerable in Dry Areas

SCOPE = Global Dry Areas



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 targetted 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

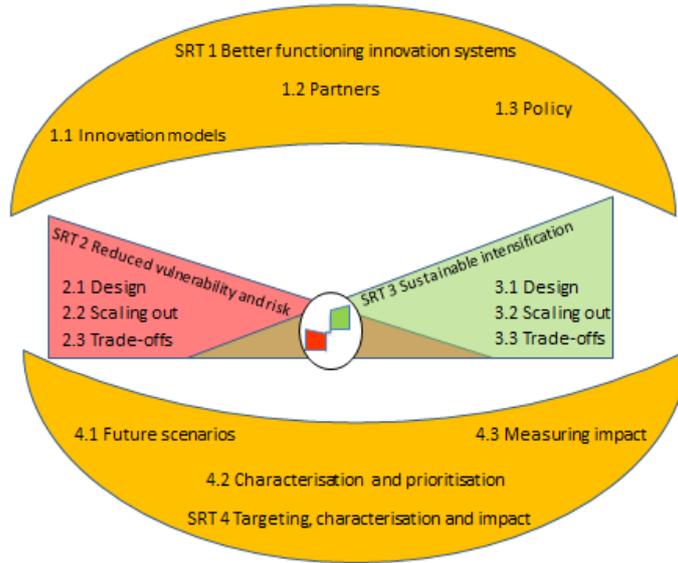
Target impacts address the **SRF System Level Outcomes**

- 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.

Strategic Research Themes (SRT)

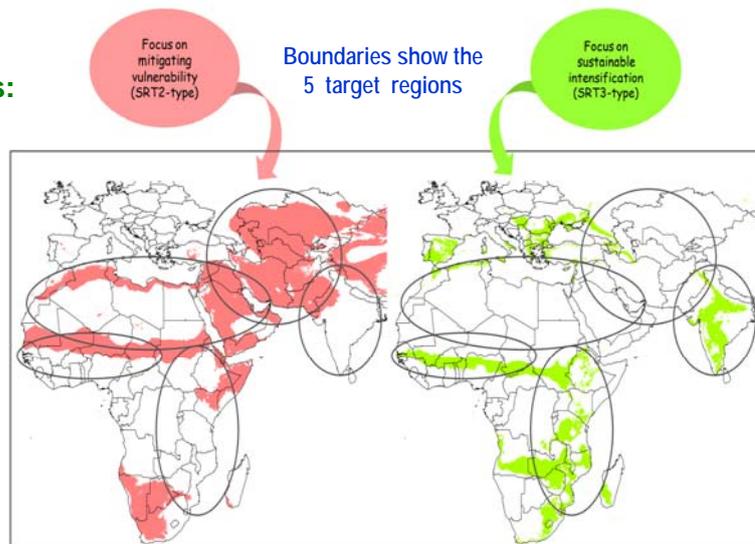
- SRT1:** Approaches and models for strengthening innovation systems, building stakeholder innovation capacity, and linking knowledge to policy action
- SRT2:** Reducing vulnerability and managing risk = **most vulnerable systems**
- SRT3:** Sustainable intensification for more productive, profitable 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)



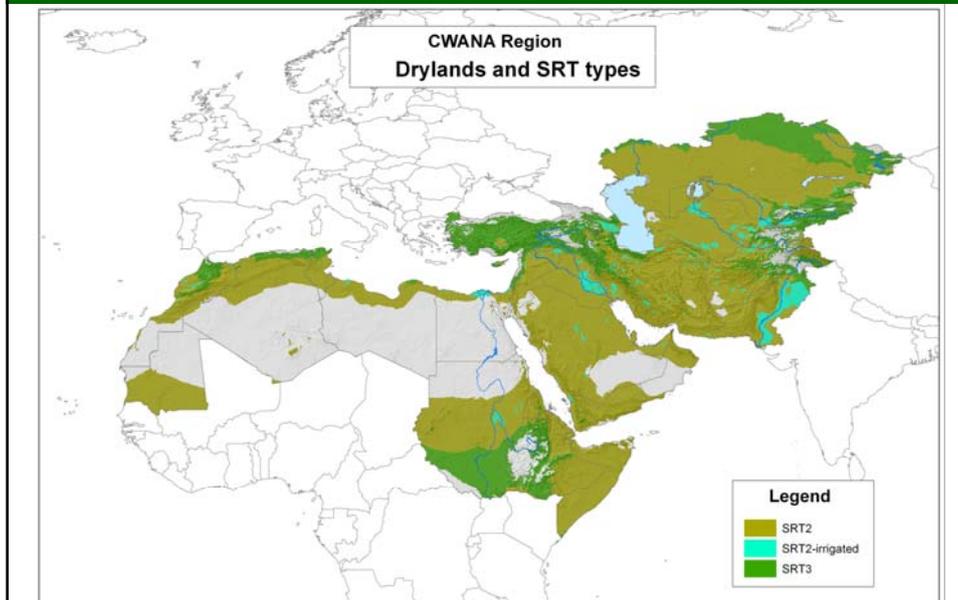
Target Systems: Focus on **reducing vulnerability** (SRT2 type) or **sustainable intensification** (SRT3 type)

Target regions:



SRT type / regions

SRT2 = most vulnerable systems SRT3 = high potential systems



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

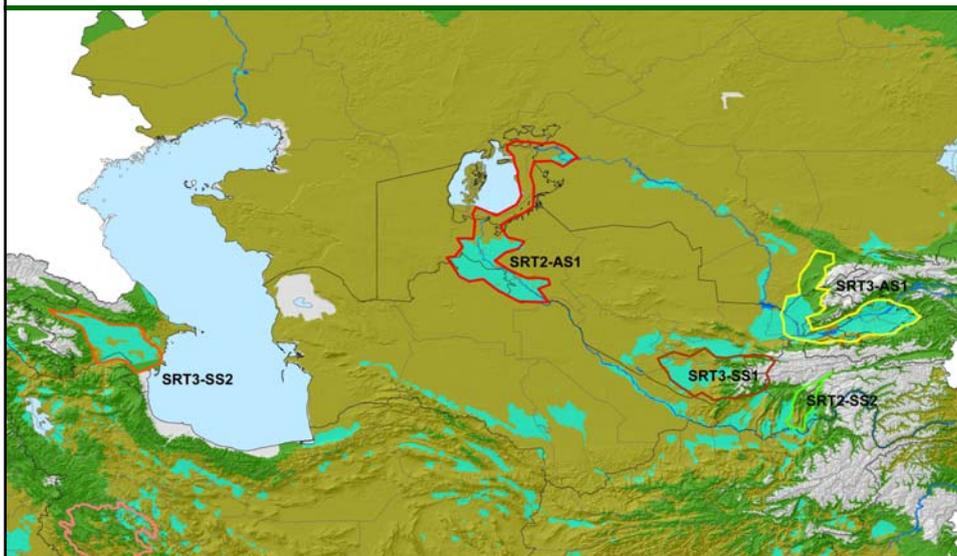
2. Rasht Valley Action Site (SRT2-AS2):

- parts of Tajikistan and Kyrgyzstan
- will primarily focus research on soil erosion and landslides control, livestock improvement, and processing and marketing of local products

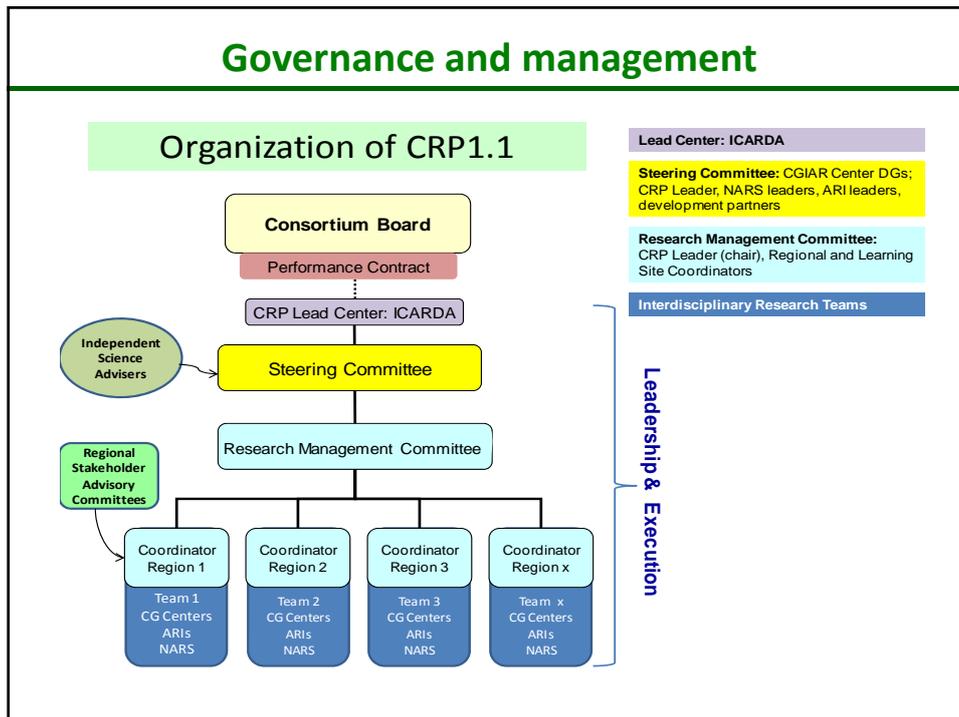
Central Asia and the Caucasus: Benchmark Areas & Action Sites

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.

Central Asia and the Caucasus: Benchmark Areas and Action Sites (SRT2 and SRT3)



Governance and management



THANK YOU

