Bringing Together the Best of Science and the Best of Development:

2008 Independent Panel for the Review of the CGIAR System.

Lessons for a Health ?

Consultative Group on International Agricultural Research: *Pioneer Global Program in 1971 (Rockefeller, Ford, WB and 4 Centers)*

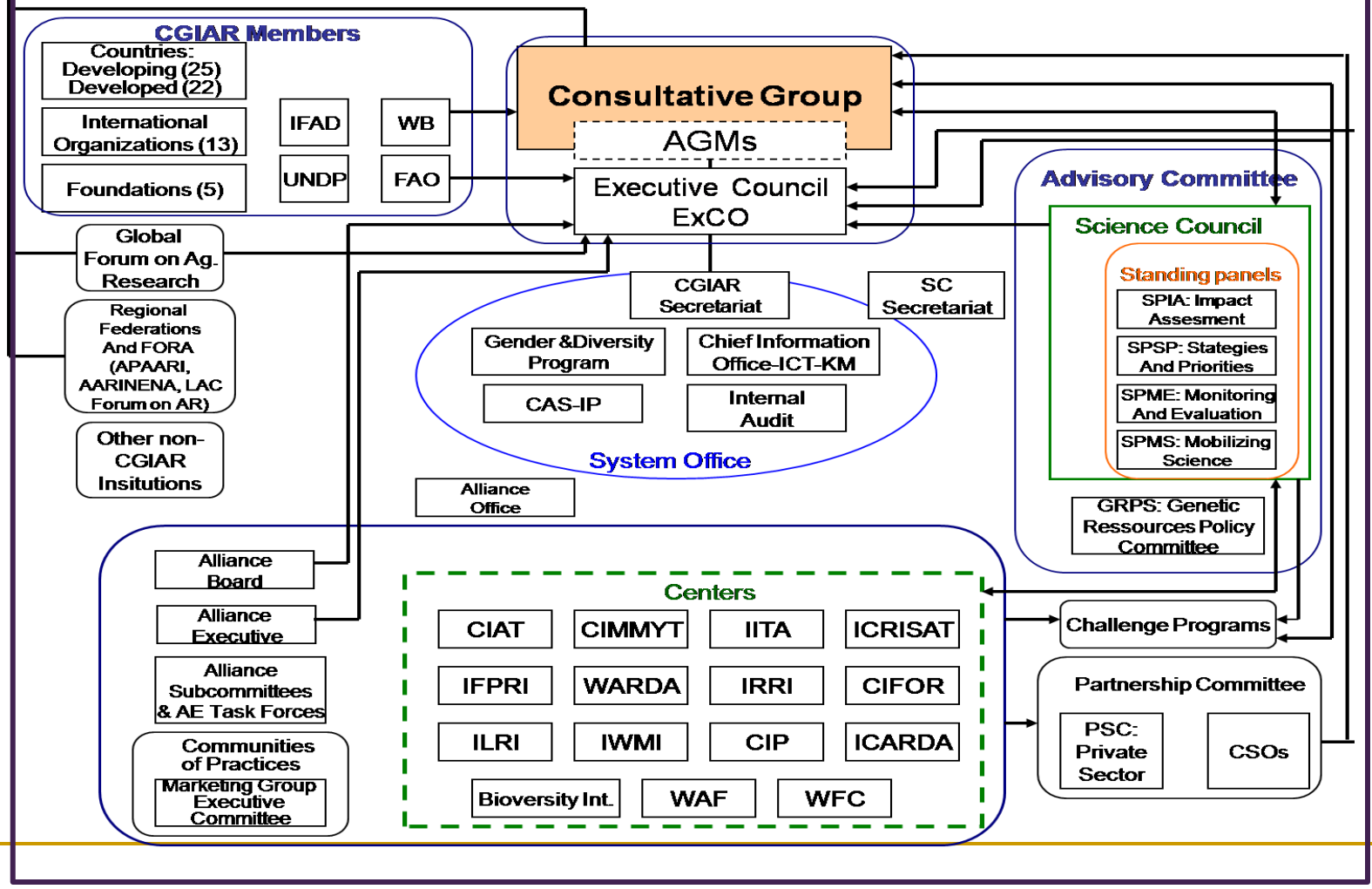
Mission 2009

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

Six founding principles have guided the CGIAR:

- Center autonomy
- Member Sovereignty
- Independent Scientific Advice
- Nonpolitical Nature
- Informal status
- Consensus Decision-making

2008: "ORGANIC GROWTH"



Complex System: Multiple "Authorities"

- Annual General Meeting
- Executive Council
- Science Council and "Panels"
- Alliance of the 15 CGIAR Centers
- Standing and ad hoc committees
- System Office ("virtual") in Rome and Washington
- *Non Binding Charter* and Consensus Decision-making

"No single point of entry - Who gives the speech? Who takes action?"

Diverse Membership

	1990	2001	2007
Countries	24	43	47
Foundations	2	3	4
Organizations	11	12	13
Total	**37**	**58**	**64**

*

Chair: World Bank Vice President

(* Gates foundation has since joined)

Diverse Research Centers

- 15 International Agricultural Research Centers
- More than 200 Board Members meeting twice/year
- Offices in more than 70 countries worldwide
- Research: commodities, eco-regional, policy, NRM
- 8,154 scientists (1,115 internationally recruited)
- 27 Inter-Center initiatives
- 4 Challenge Programs (Separate Boards)

Yet high overall returns: $14 to $129 Billion

CGIAR Context: Inability to Reform, No Vision

- Lack of vision and strategy
- Ten years of reform efforts without closure.
- Micro-management of by donors
- Too many non-binding agreements and instruments of governance
- Stagnant Funding
- Inadequate committment by the Centers to the network and partnership
- Confusion on roles and responsibilities

Global Context 2008: Chickens Came Home to Roost

- Changed government role in agriculture.
- Prominence of the private sector in agriculture research.
- Advent of the “BIC” National Agricultural Research Systems
- Prominence of civil society.
- Neglect of agriculture in development → 2007-2008 rude awakening: the food and commodity price crises and incipient climate crises exacerbated by fuel and economic crises.

Evaluations of FAO, IFAD, (WFP) - revealed International Agriculture Architecture not working.

New Responders: UN HLTF on Food Security, G8, G20, WEF NVA,…WB

Bold Change Needed

- The System was punching below its weight.
- Resilient dysfunctional governance and structures impaired Center and collective effectiveness.
- Science Council -> conflict of interest
- Financial Management
- The Partnership was worth saving but both Centers and Donors needed to fundamentality change their roles.
- Confusion between governance and management.
- **New global context demands vision and strategy guided partnership compact.**

Tricky Issues

- Science for science sake or for development outcomes?
- Outcomes at project level or at the systems level?
- Country Ownership?
  - Capacity Development for R&D?
  - Capacity Development for effective technology diffusion and to build institutional enabling environment?

Management for Results, IPGs and zones of control and of Influence

RESPONSIBILITY

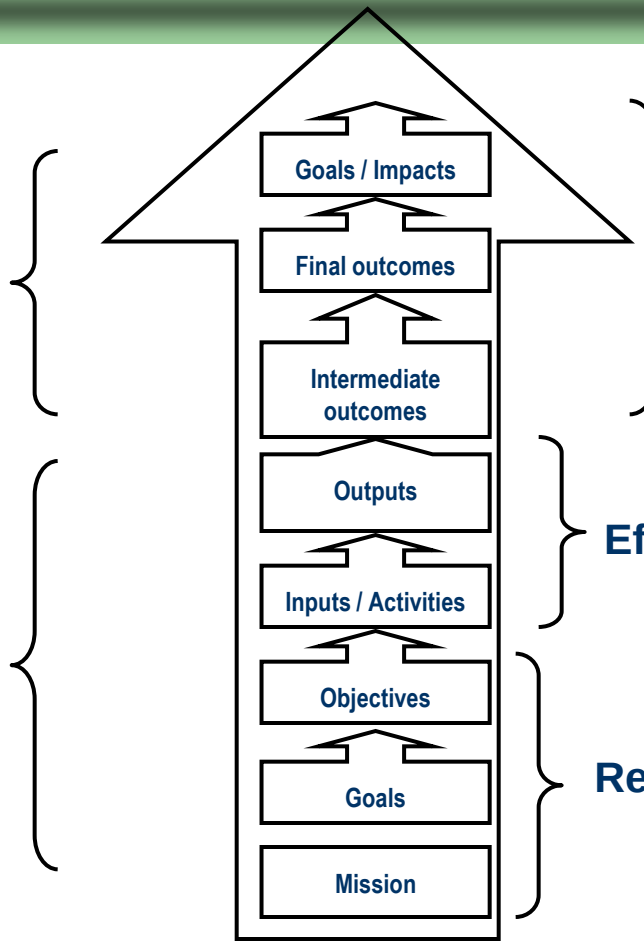
Zone of Influence

(IPG Complementary component)

ACCOUNTABILITY

Zone of Control

(IPG Core component)

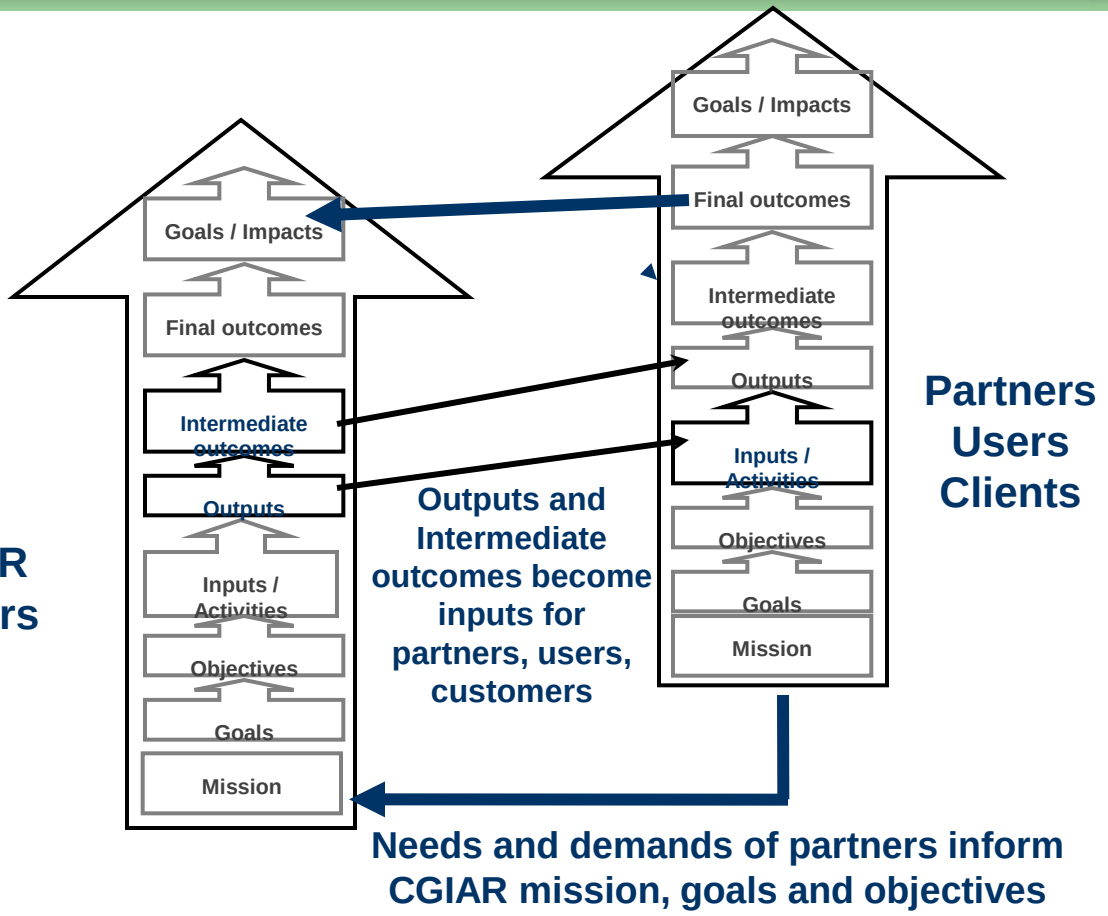


Effectiveness

Efficiency

Relevance and **clarity**

IPGS: Reframed Center And Partner Accountability For Final Results



Finding 1

Centers contributed substantially to agricultural productivity and natural resource management

Center Achievements

- High rates of return on investment (but variable)
- Generally good Center performance (but variable)
- Large differences in perceived effectiveness in 5 areas of work

Impact Assessments: High Returns

- **Meta-analysis based on ex post impact studies (largely by SPIA)**
- **Benefits ranged from $14 to $120+ billion (Raitzer)**
- **Most benefits attributable to a few programs**
- **Evidence suggested ongoing work also delivers good impact**
- **High CGI benefits in Asia**
- **In SSA, benefits were mainly biological control and CGI; returns lower than in other regions, despite 41% of total investment since 1971**

Finding 2

The CGIAR and Centers need to take a more strategic approach to partnership

Improve partnerships

- More thought to delivery of IPGs
- Funders also accountable for delivery
- Better strategies for working with some key partners – ARIs, large NARS, civil society (NGOs) and private companies
- Support partnership financially and provide separate financing facility to support partnership opportunities not envisaged in the Strategy.

Finding 3

The Centers have made progress in addressing intellectual property protection, but more needs to be done

Improve IP

- Improvement (CAS-IP) but more serious investment needed in managing IP
- Consortium → opportunity for stronger IP management

Finding 4

Gender is not adequately integrated into Centers' research mandates and outreach

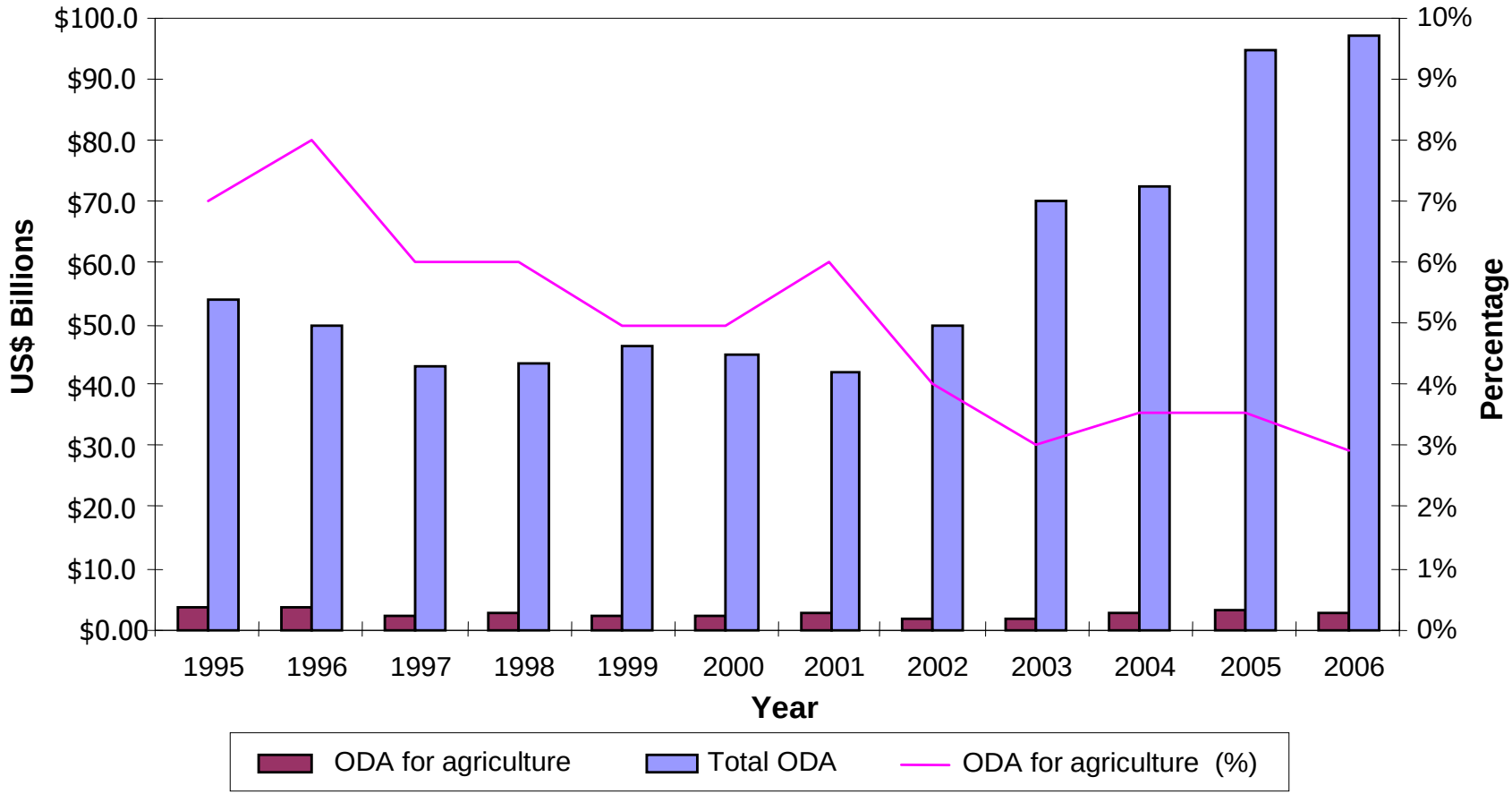
Improve Gender Outcomes

- Move from advocacy to accountability to remove unintentional discrimination and provide incentives in all planning and mgt. instruments
- IFPRI with PRGA develop gender strategy for inclusion in 2009 Joint Strategy and Results Framework
- Mega Program on Gender specifically
- Expand AWARD

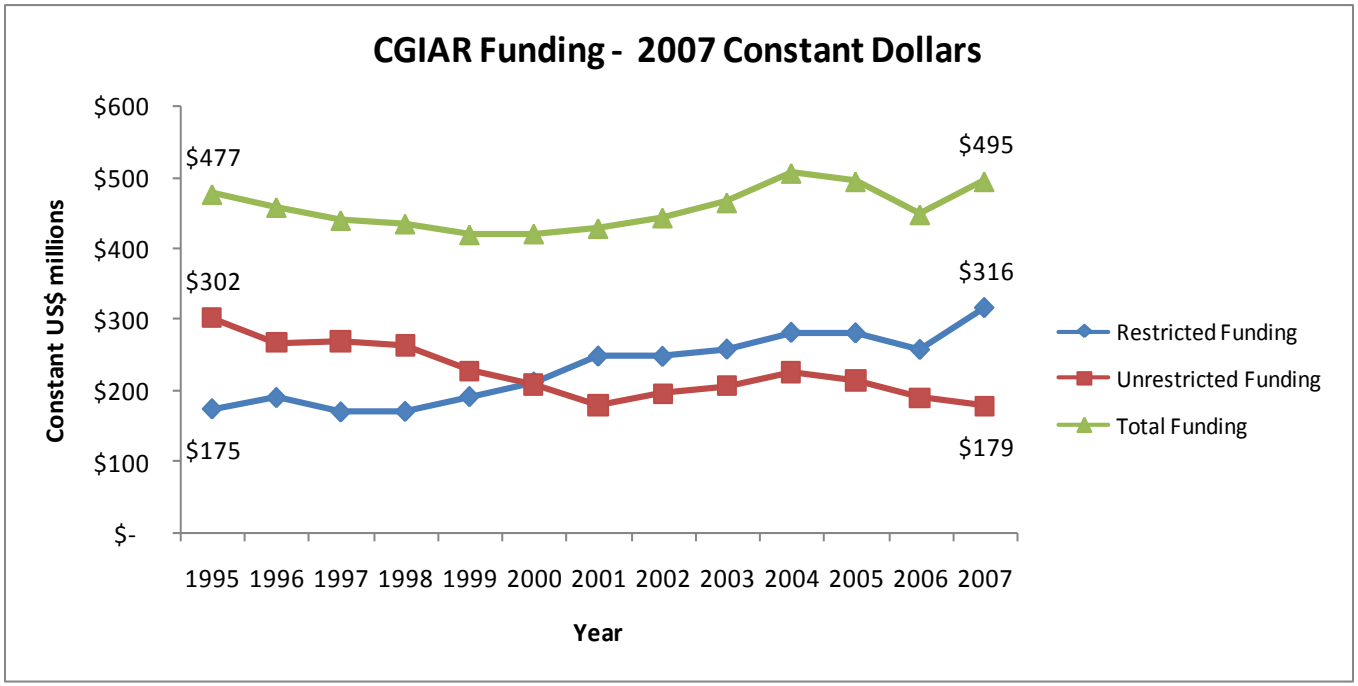
Finding 5

The Centers were experiencing a quiet financial crisis

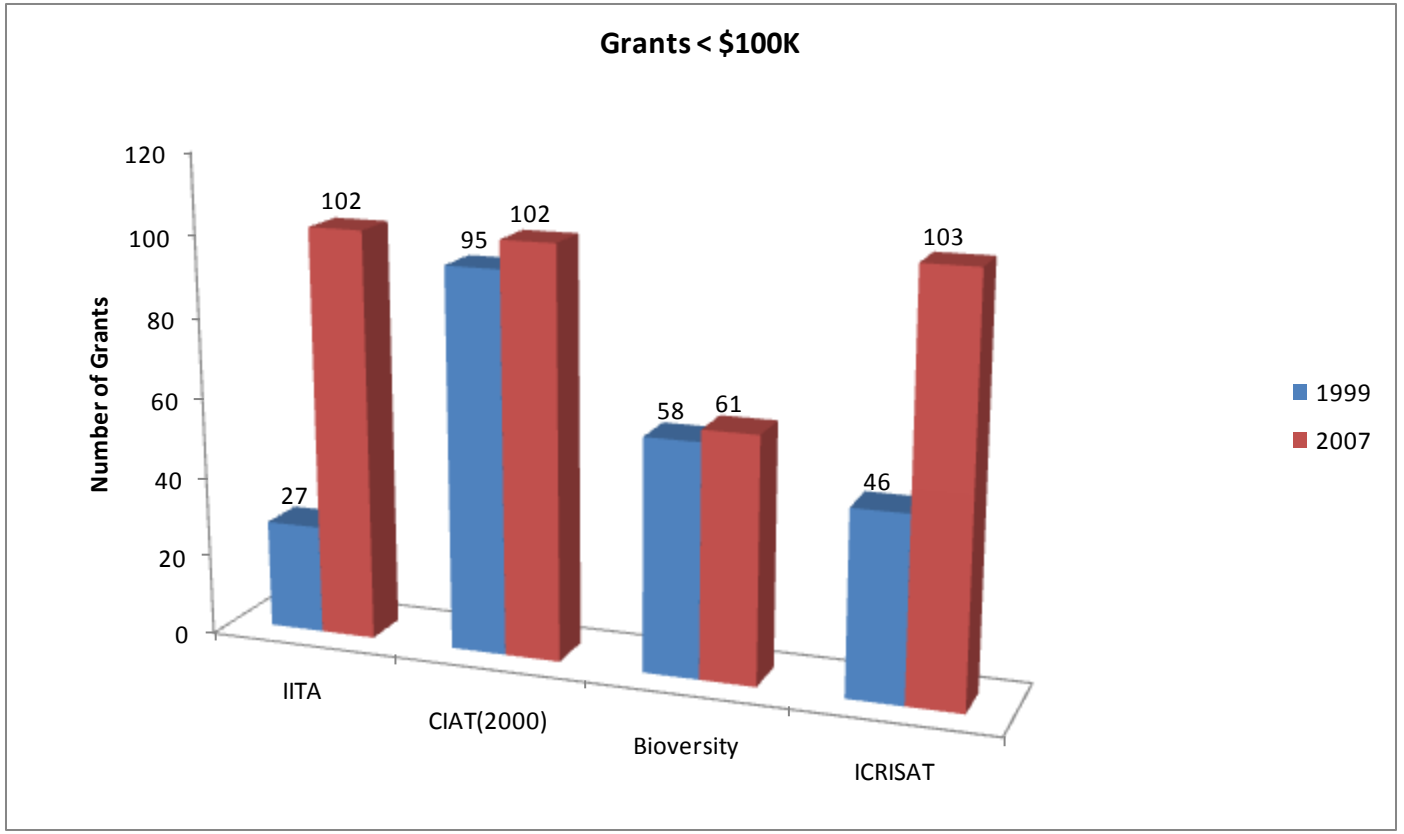
IPGs: Declining investment in complementary component



Stagnant funding. More restricted.



Dependence on small grants



Financing impacts are significant.

- Diverts Centers' attention from strategic objectives.
- Correlated with financial instability.
- Increases administration and other transactions costs.
- Increased competition among Centers making collective action less possible.
- Donor behavior not in line with Paris Declaration principles

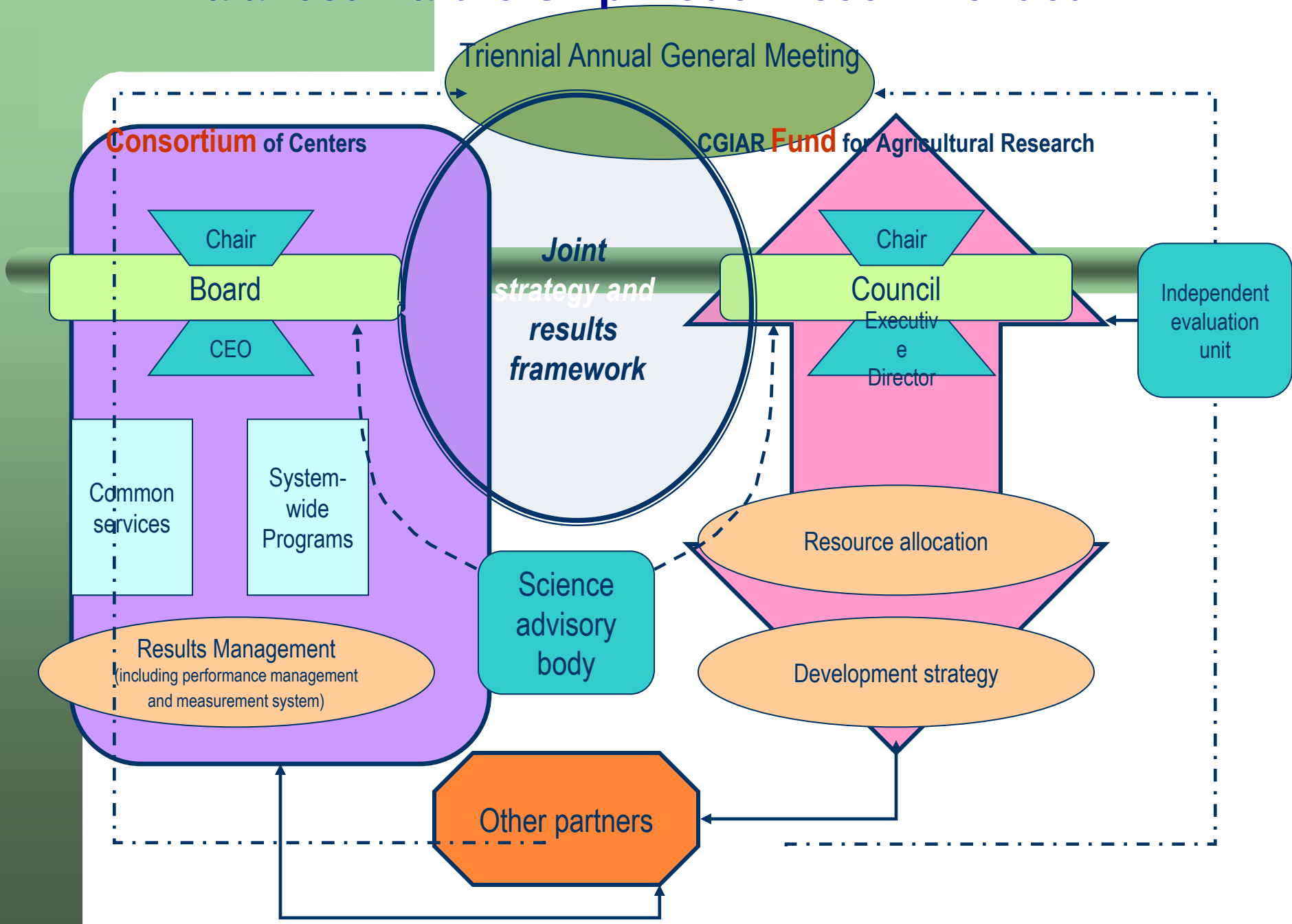
Improve Financing

- Make full costing of research mandatory
- Improve Crisis intervention methods
- Improve financial management and control.
- Return to Non-restricted funding against a clear Strategy, Strategic Objectives and use a commom currency of measures where possible.

Finding 6

Dysfunctional governance and management constrain the System's potential

Balanced Partnership Model Recommended



Risks

(1) True separation of donor roles from management roles

(2) True separation of scientific advice from evaluation

(3) True commitment to substantial increases in unrestricted funding

Vital processes

(1) Speed needed and milestones for change managed

(2) Centers fully control and responsible for the Consortium

(3) The Fund should move quickly to raise funds through replenishment

Important Changes Took Place

- One institution with Centers operating in coordination and collaboration in pursuit of agreed common goals and objectives guided by Consortium board.
- AR4D approach where research priorities and activities *will be* mainly guided by their potential contributions to the four selected system-wide development outcomes
- Research organized in 15 CRPs aimed at integrating work of centers and partners.

Selected Lessons for Global Health R&D Initiative

- IPG's depend on country capacity to deliver and ultimately to do their own research. It is important to build country ownership as part of new global initiative.

- Most donors and funders still prefer project approach, restricted funding, and will draw energy to their own objectives. This effects sustainability.
- Use Outcomes Based Strategies and Results Frameworks to increase efficiency among core competencies (existing R&D Agencies) and also bring together core competencies for strategic alignment with global goals to reduce the diseases affecting limited populations.
- Use global results framework for meeting donor reporting needs to replace project-by-project mentality.
- Incorporate gender intelligence.
- Remember: Financing is not policy neutral

Thank You!

Goal of the Health Observatory?

- Reconciling boundaries focuses on efficiently organizing research across core competencies, while improving strategic alignment focuses on effectively linking core competencies across boundaries, in effect a two stage process.

- CGIAR Strategy Document.

The Review and Key Reports are on the Website

cgiar.org/externalreview

Look for:
Synthesis Report
Technical Report
Survey of Informed Stakeholders: Summary of Results
A Review of the CGIAR as a Provider of International Public Goods,
Francisco Sagasti and Vanessa Timmer

A Multidisciplinary and International Independent Review Panel

Chair: Elizabeth McAllister

- Keith Bezanson
- G.K. Chadha
- John Mugabe
- Jeff Waage

Special Advisors

- Francisco Sagasti
- Joan Barclay

Panel Secretaries

- Karin Perkins
- Ken Watson

Support and Guidance

- Advisory Group
- Expert consultants
- Commentators

Process/Methods

Interviews:

- Members and partners
- System Office components, Science Council
- Visits to 8-9 Centers

Questionnaires:

- Questionnaire to over 200 stakeholders (response rate 85%): a 360 review for all.
- Gender questionnaire for all Centers (developed with IFPRI)

Process/Methods

Meta-Reviews

- Science impact (all Center reviews and impact studies, Center annual reports and planning documents)
- Other donor evaluations and literature in governing science research
- Recent evaluations of the international development and international agriculture architecture (IFAD, FAO, WFP, WDR 2008, Paris Declaration, etc.)

Process/Methods

Original Research and Commissioned Studies

- Financial studies on resource management and allocation
- Benchmark study of other GPG partnerships: Lessons learned
- Framework for GPG Partnership Management and the Priorities of the CGIAR
- Study on how priorities were developed by the CGIAR
- CGIAR NGO Partnerships