

Towards a Strategy and Results Framework for the CGIAR

Strategy Team:

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CGIAR Strategy: The Context

- **Multiple challenges:**
 - Food insecurity and poverty
 - Low agricultural productivity growth
 - Stressed natural resources and climate change
- **Multiple opportunities:**
 - Potentially rapid progress in new basic sciences
 - New commitments for eradicating poverty and hunger

**Agricultural research is key for reaching
development goals**

The Vision (top goal)

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

The Strategic Objectives (sub-goals)

- 1. Create and accelerate sustainable increases in the productivity and production of healthy food by and for the poor. (“Food for People”)**
- 2. Conserve, enhance, and sustainably use natural resources and biodiversity to improve the livelihoods of the poor in response to climate change and other factors. (“Environment for People”)**
- 3. Promote policy and institutional change that will stimulate agricultural growth and equity to benefit the poor, especially rural women and other disadvantaged groups. (“Policy for People”)**

Moving from Vision to Results-based Framework Requires...

- **Results-oriented strategy that sets directions and outcomes**
- **Management decisions and resource allocations that align with strategic outcomes**
- **Program performance indicators that target clients and their beneficiaries and improvements in the lives of beneficiaries**
- **Indicators that are used as signals to motivate staff and to provide a base for learning and improving**

Identifying the Strategic Outcomes

Investment and policy scenarios:

Scenario 1: Increased agricultural research

investment (60% increase in crop yield growth and 30% increase in animals)

Scenario 2: Enhanced natural resource management with enhanced market efficiency

Scenario 3: Scenario 1 + Scenario 2 + more efficient R&D and irrigation

Production and Price Changes, 2025

% change from baseline,* Scenario 3

Production, developing countries

Cassava+: ▲ 15%

Poultry: ▲ 12%

Wheat: ▲ 13%

**Large gains with
comprehensive investment
and policy**

Prices, world

Cassava+: ▼ 24%

Poultry: ▼ 41%

Wheat: ▼ 17%

*The baseline scenario is with climate change.

Source: Rosegrant (IFPRI) 2009.

Child Malnutrition Changes, 2025

	Scenario 1	Scenario 2	Scenario 3
	(% change from baseline*)		
South Asia	-3.3	-2.4	-6.2
Sub-Saharan Africa	-8.5	-5.5	-14.8
Developing	-4.1	-6.3	-7.3

*The baseline scenario is with climate change.

CGIAR System's Focus*

1. **Productivity and poverty: 49%**

- lift annual agricultural productivity by 0.5% points
- reduce poverty by 15% by 2020

2. **Hunger and nutrition: 26%**

cut hunger and improve nutrition in line with MDG 1 targets

3. **Sustainability and resource efficiency: 25%**

reduce water scarcity and climate change impacts on agriculture

* Strategy Team's preliminary assessment

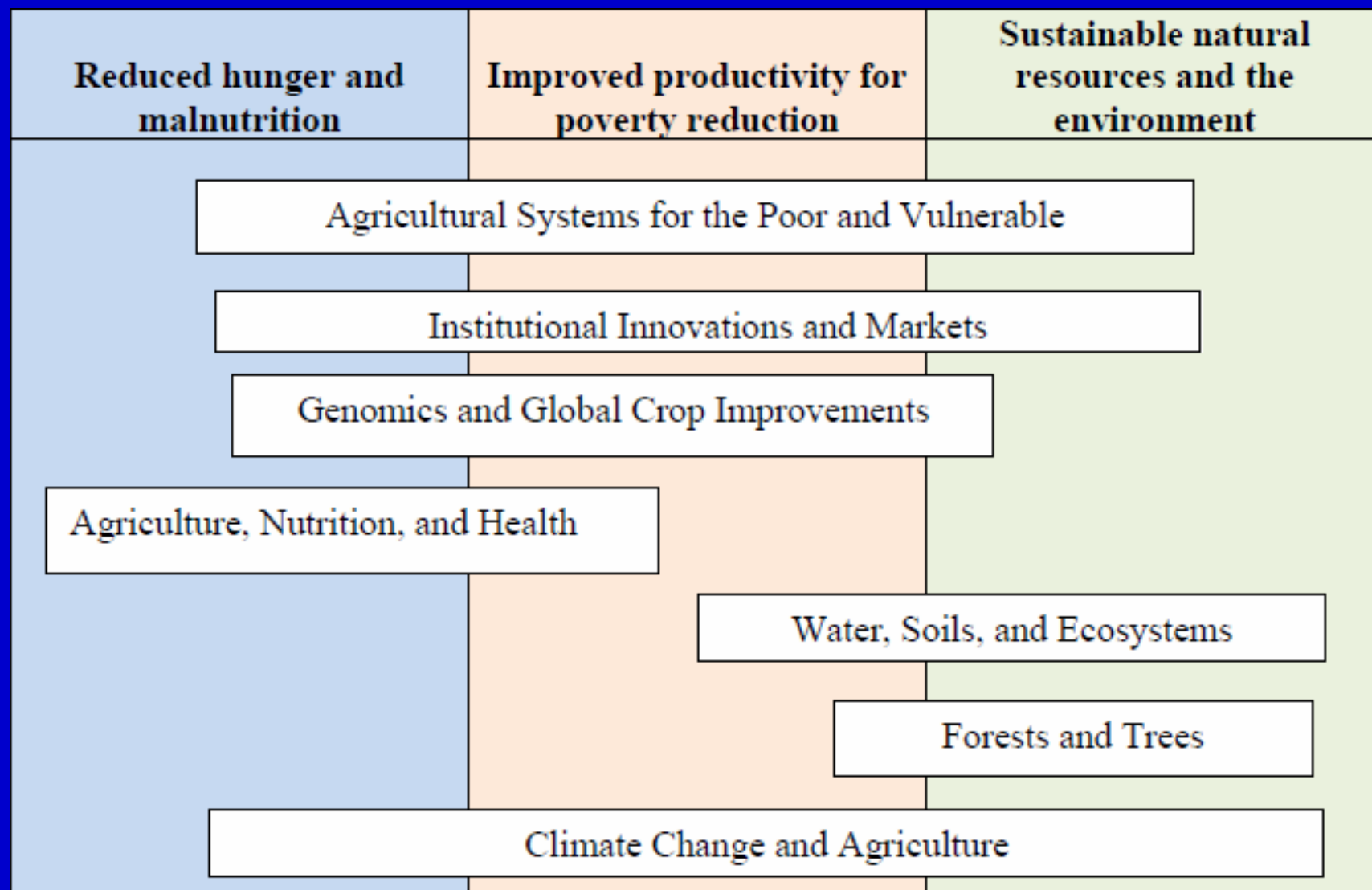
R&D Investment for SRF and MPs

	R&D investment (bil. of 2005 US\$)		Change in # of poor (mil.)	Agricultural productivity growth (%)
	2008	2025	2008–2025	2008–2025
Scenario A—0.5% growth in productivity	5.1	18.6	-318	0.9
Scenario B—poverty minimization	5.1	15.3	-348	0.7
Scenario C—0.5% growth in productivity & higher R&D efficiency	5.1	16.4	-401	1.2

Note: Scenarios with poverty line of \$1.25/day.

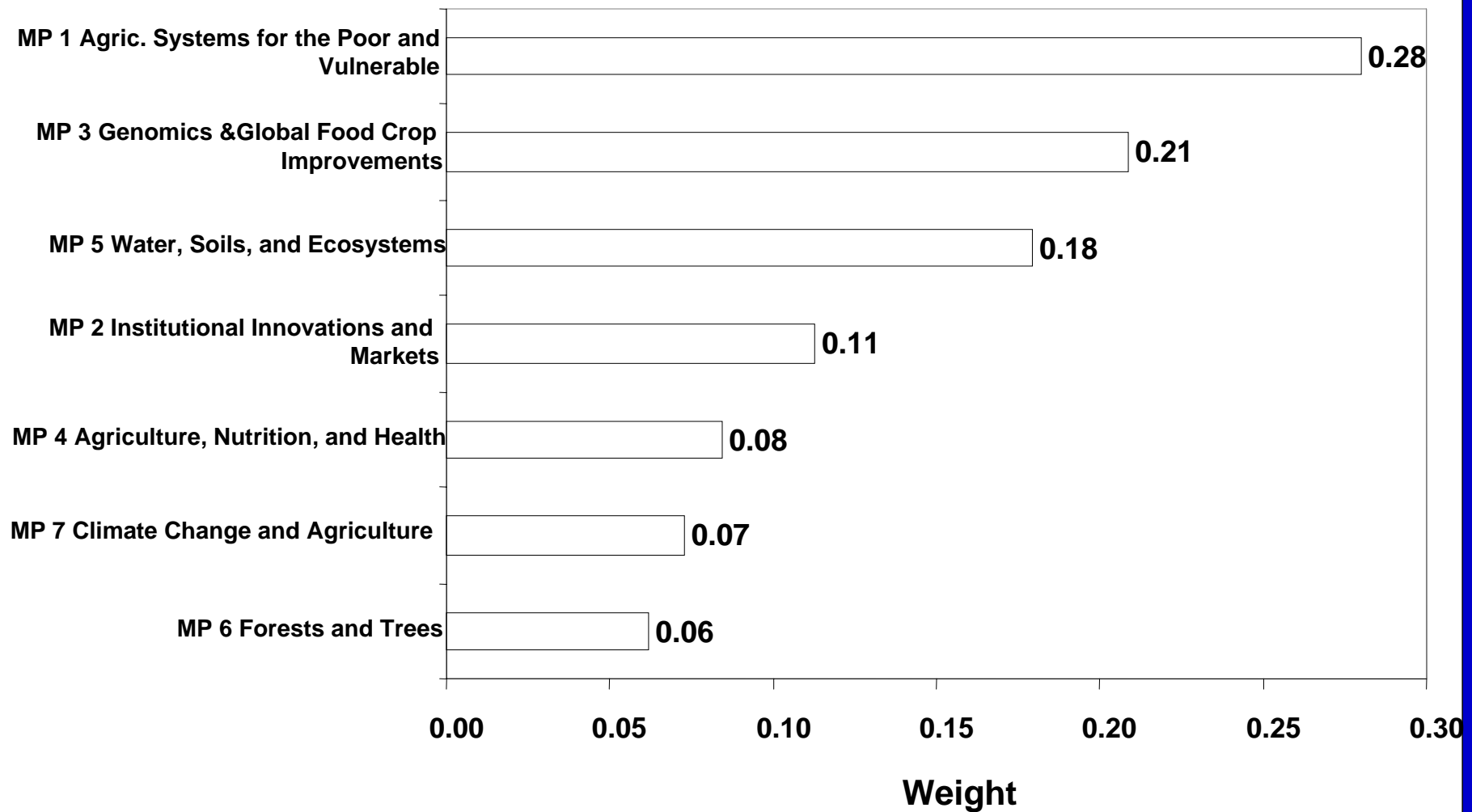
If CGIAR at 10%: Funding needs to triple by 2025

MPs Address System-level Objectives (at different scales with different weights)

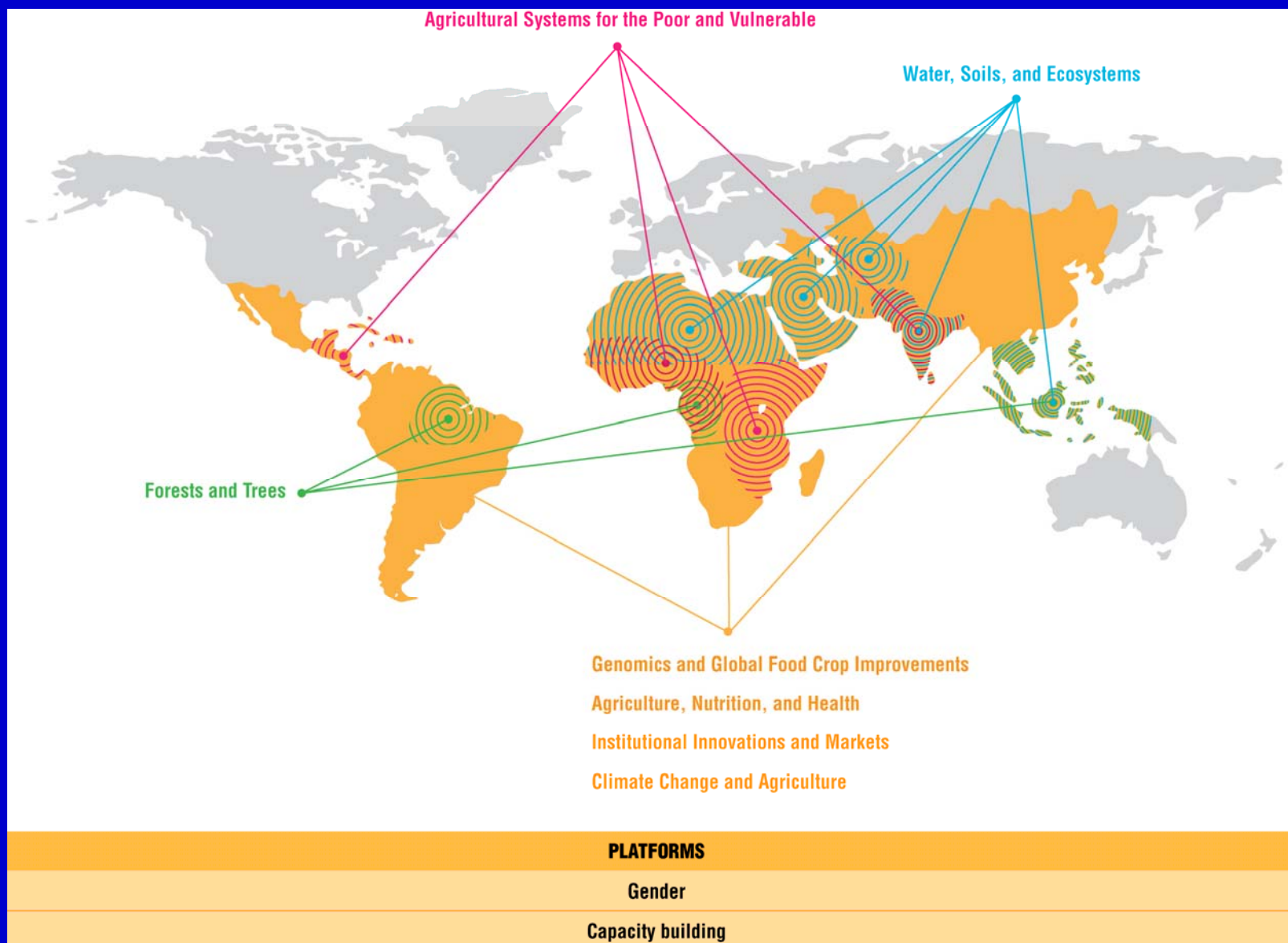


Not all MPs Have Equal Weight

(preliminary weighting using “expert choice” model)



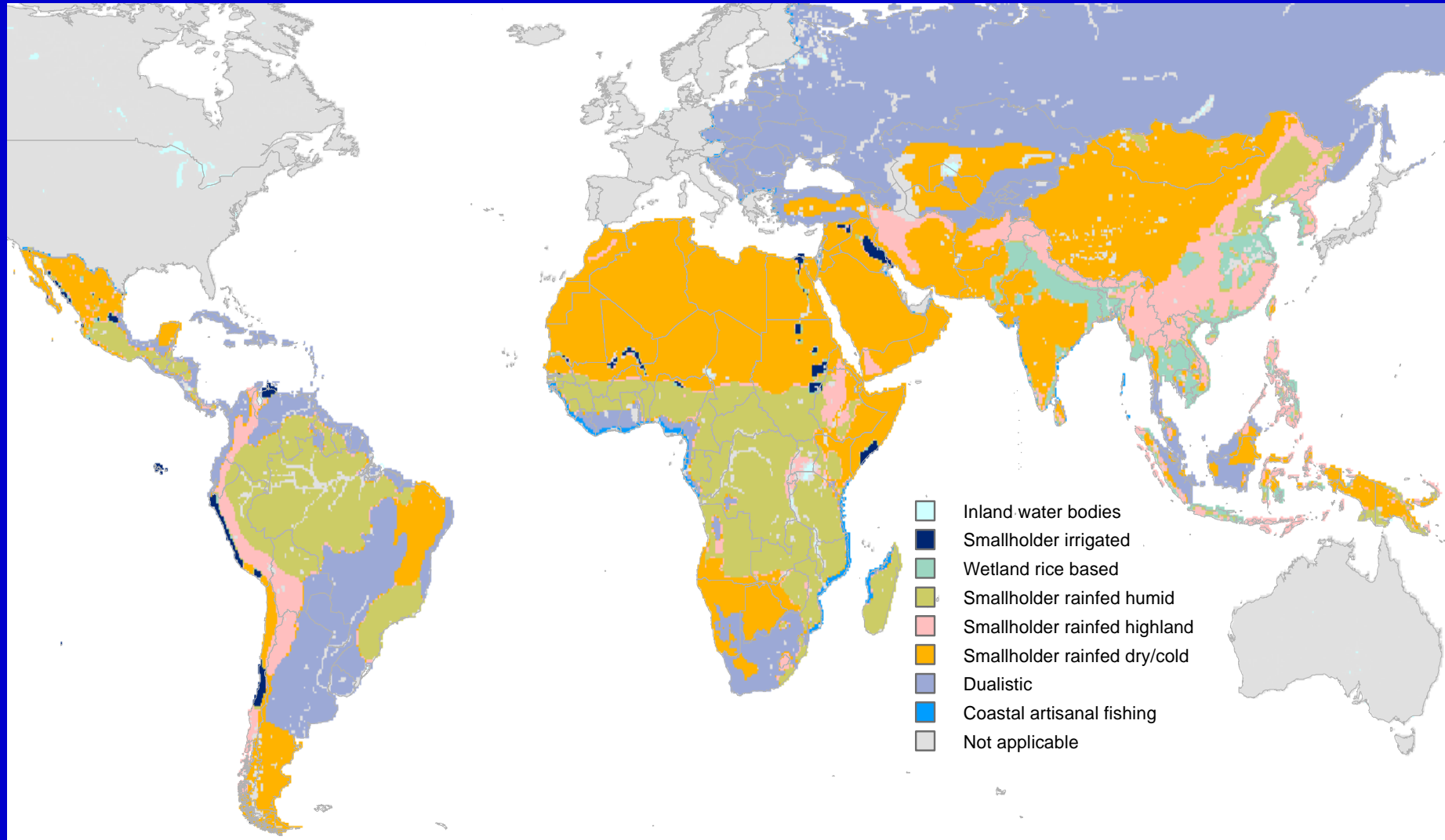
MPs: Broad Geographical and Global Reach



MP1: Agricultural Systems for the Poor and Vulnerable

- Research that integrates promising crop, animal, fish, and forest production with innovative policy and natural resource interventions
- **Objective:** Improve food security in domains with high concentrations of the world's poor and that offer agricultural potential
- **Expected results:** Reach 250 mil. poor by increasing productivity; lift 60 mil. out of poverty
- **Annual cost:** US\$ 250-300 mil. (30% of overall investment)

Dominant Agricultural Systems

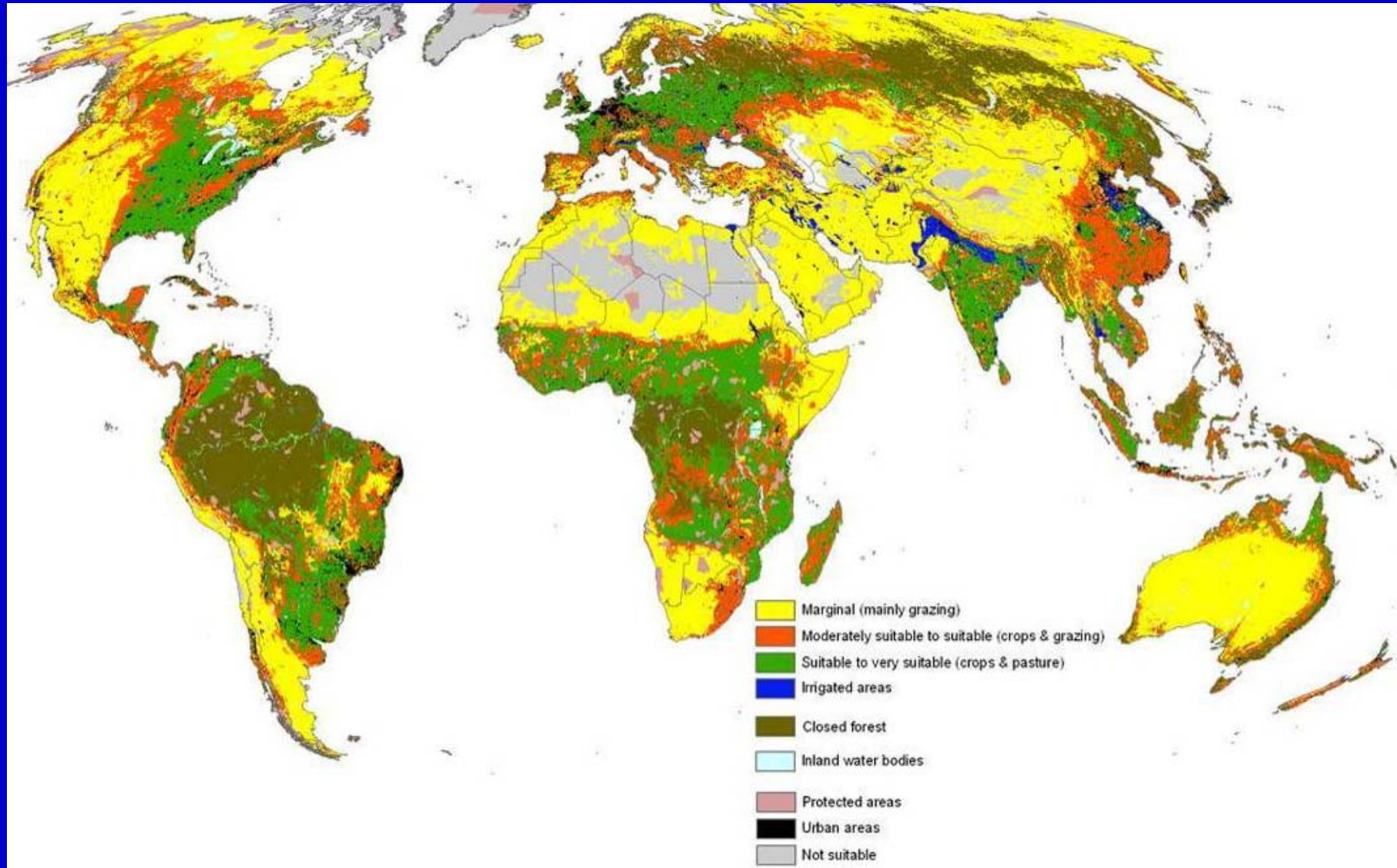


Source: Stan Wood et al. (IFPRI) 2009.

MP 3: Genomics and Global Food Crop Improvements

- Joint genomics research serving all crops and animal products and building on CGIAR's crucial role in conserving genetic resources
- **Objective:** To provide for the needed innovation capacity of the CGIAR and genetic improvement of the world's leading food crops (rice, wheat, maize)
- **Expected results:** Reach 2.6 bil. people; genetic gains = 60% of overall productivity gains
- **Annual cost:** US\$ 250-300 mil. (20% of overall investment)

Crop Potential

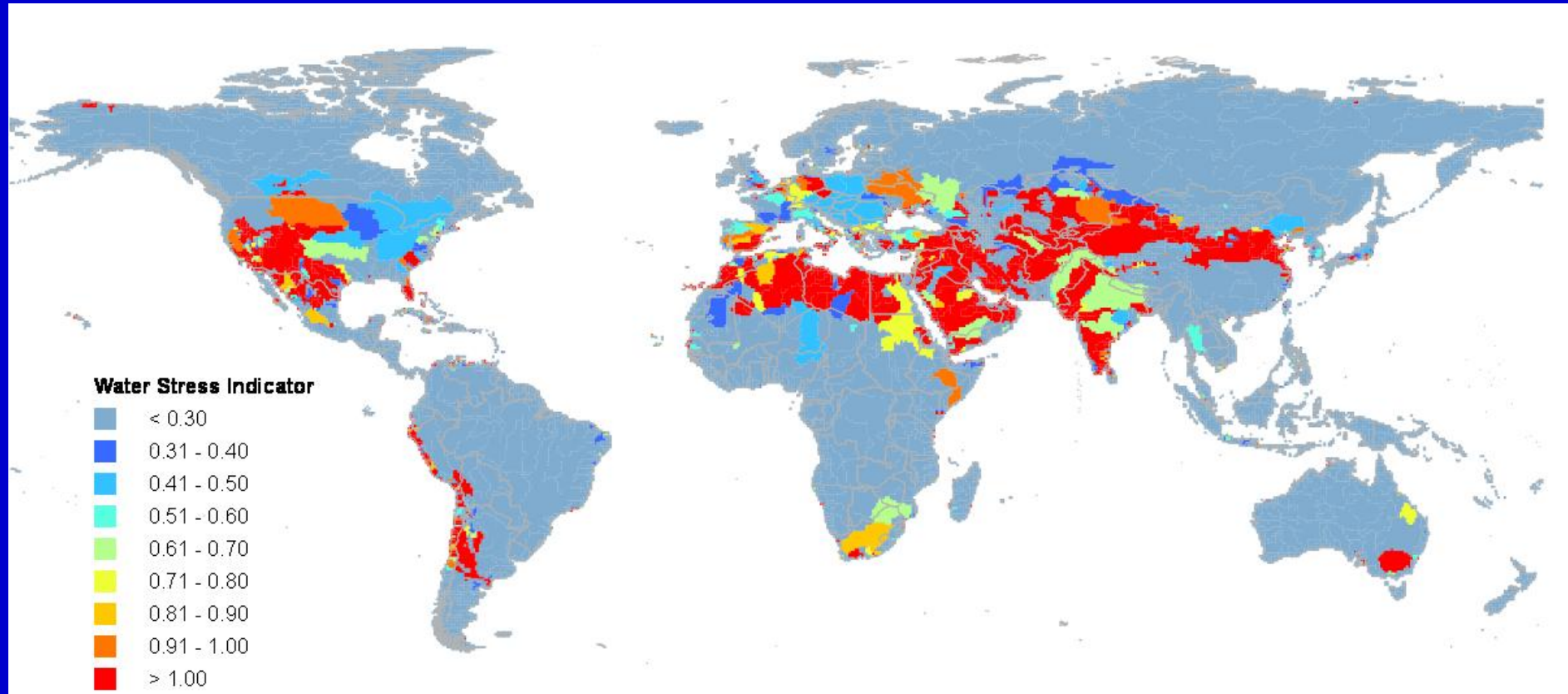


Source: Adapted from FGGD (FAO 2007).

MP 5: Water, Soils, and Ecosystems

- Harmonization of agricultural productivity and environmental sustainability goals through policies, methods, and technologies
- **Objective:** To improve water and soil management
- **Expected results:** Increase crop/water productivity by 20-50% over 30 years; reduce agric. water demand by 10% in stressed systems
- **Annual cost:** US\$ 100-130 mil. (15% of overall investment)

Water Stress Indicator



Shared Concerns

- 1. The evidence base and philosophical underpinning of the SRF requires further elaboration.**
- 2. The logical derivation of a set of MP's from the SRF needs to be strong and clear – it isn't yet.**
- 3. We must ensure that consultation processes are effective and linked with the GCARD process.**
- 4. The concept of a Mega Program requires clarification (implications for operationalizing the SRF).**

Tough Stuff



Each Mega Program

- **Has a clear impact pathway**
- **Addresses one or more strategic objectives**
- **Has sufficient scale to deliver on results and/or measurable impacts**
- **Reflects the CGIAR's comparative advantage in leading/catalyzing research**
- **Effectively mobilizes resources, capacity, and synergies among partners**
- **Has an investment time horizon of 6 to 20 years**
- **Has a simple and cost-effective management mechanism**

Next Steps I: Now to the Business Meeting

- **Final edits to current document completed.**
- **Reactions to date from stakeholders synthesized.**
- **Think piece prepared by the Alliance that seeks to further clarify the MP concept.**
- **Further thinking on data sources and options for strengthening the evidence base and approach to the SRF provided by the Alliance.**

Next Steps II: Business Meeting to GCARD*

- **Based on further inputs, revision of the SRF and further analysis undertaken to improve it. (By mid Jan).**
- **Late Jan: Face to face meeting of Alliance, GCARD Global Review consultants and SC members to further consider the derivation of MP's from the evidence base and feedback received.**
- **MPs become “communications and consultations domains” (linked to GCARD process)**
- **SRF and recommended MPs available for further deliberation at GCARD Montpellier.**

*** Subject to discussion/approval by the Consortium Board**

Next Steps III: Business Meeting onward

- **March/April. (Phased?) development of Business plans for MPs approved by the Consortium Board after consultation with Fund Council.**
- **Lead Centers identified.**
- **April – Nov. Business plans developed with partners and stakeholders.**
- **Jan 2011 Phase in of MPs begins.**

What is a Platform?

- **Cuts across the SRF and all MPs**
- **Serves as a support unit to assist MPs, research centers, and the development research community**
- **Contributes original research**
- **Formulates courses and trains to build the capacity of CGIAR researchers and leaders**

Gender Platform

- **Serves as a support unit for integrating gender and providing the latest research findings and results to the MPs across the CGIAR**
- **Expected results:**
 - Narrowed gender disparities in new technology adoption
 - Increased income for women through resource management and marketing opportunities
 - Improved gender equity in access to and control of benefits from natural resources
 - More women and children with nutritious diets
 - Positive impact on 200 million people

Capacity-strengthening Platform

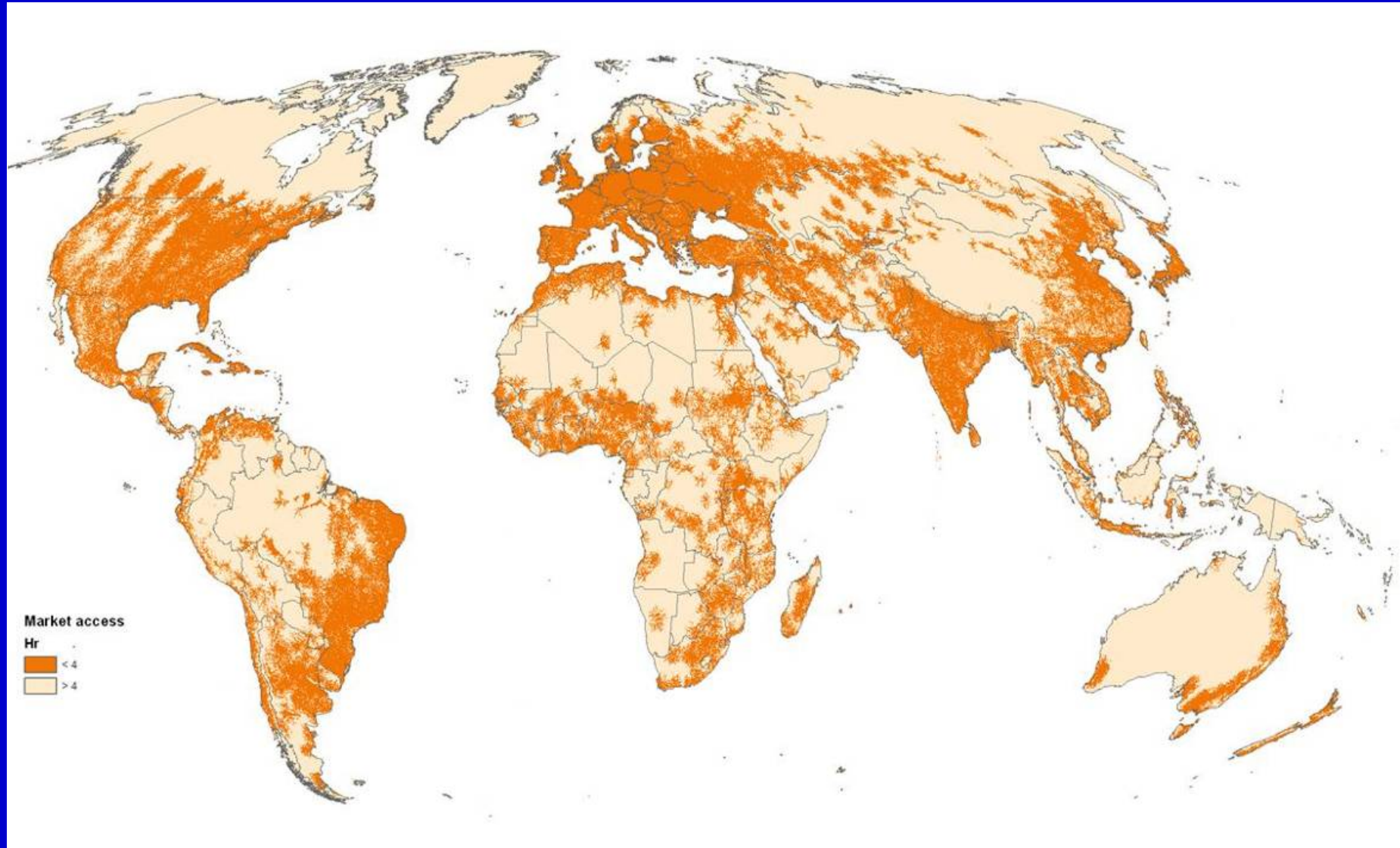
- Establish a support unit on capacity strengthening to serve MPs, centers, and partners in cooperation with GFAR and others
- **Expected results:**
 - Enhanced participation of national scientists in global innovation systems
 - More effective participation by NARS in MPs
 - Development and use by NARS of new ICTs and knowledge management tools for innovation
 - Greater engagement of universities



MP 2: Institutional Innovations and Markets

- Knowledge to inform institutional changes and policy needed for a well-functioning local, national, and global food system
- **Objective:** Connect small farmers to agric. value chains through ICTs and facilitate efficient policy and institutional reforms
- **Expected results:** Reach 400 mil. small farm households; decrease transactions costs by 30% by 2025
- **Annual cost:** US\$ 90-130 mil. (10% of overall investment)

Areas of High and Low Market Access

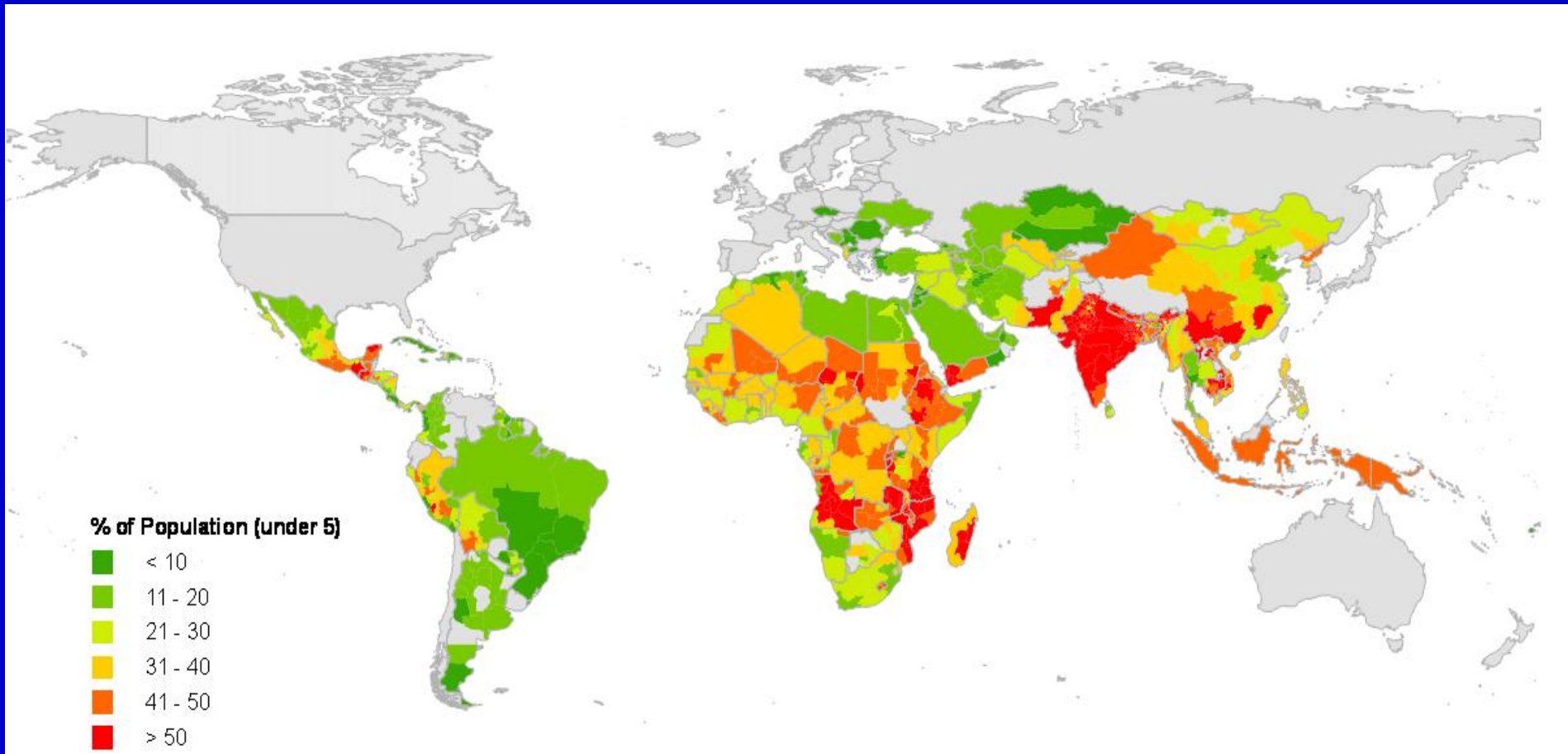


Source: Adapted from Gerald Nelson 2008.

MP 4: Agriculture, Nutrition, and Health

- Improvement in nutritional value of food and diets, enhanced targeted nutrition and food safety programs, and changed agricultural commodities and systems
- **Objective:** To enhance nutrition and health outcomes
- **Expected results:** Improved health, esp. maternal and child; Reduce childhood undernutrition by 10% by 2025
- **Annual cost:** US\$ 70-100 mil. (7% of overall investment)

Child Malnutrition: Stunting



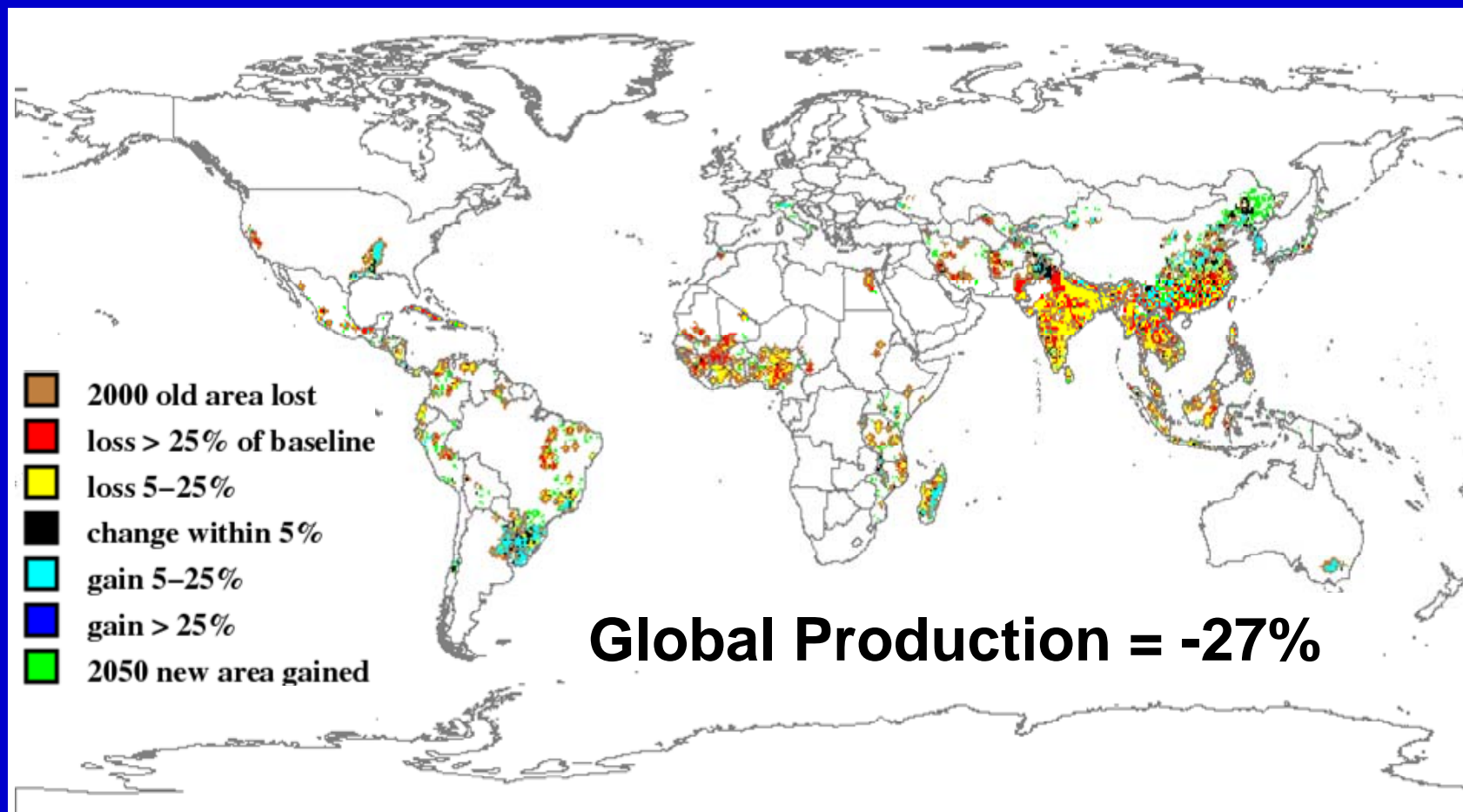
MP 6: Forests and Trees

- **Technical, institutional, and policy changes for sustainable development and the poor**
- **Objective:** To help conserve forests for humanity and harness forest ecosystem services, including forestry and biomass production potentials
- **Expected results:** Reduce deforestation by 10% (2005-2030); increase income of forest communities by 10-fold
- **Annual cost:** US\$ 50-70 mil. (7% of overall investment)

MP 7: Climate Change and Agriculture

- **Diagnosis of the directions and potential impacts of climate change for agriculture**
- **Objective:** To identify adaptation and mitigation options for agricultural, food, and environmental systems
- **Expected results:** Develop int'l lead role for CGIAR on agriculture-climate change; measurable results to be developed
- **Annual cost:** US\$ 60-90 mil. (7% of overall investment)

Impact of Climate Change on Irrigated Rice Production, 2050



Overview

1. CGIAR Strategy: The Context
2. Towards a Strategy and Results Framework
3. The Mega Programs and Platforms
4. **Operating the Strategy and Results Framework**
5. Moving Forward

Responsibilities, Interactions, Principles

- **Consortium Board**

- Responsible for overall MP portfolio
- Ensures that MPs are aligned with the SRF
- Ensure that outputs are delivered with agreed-upon funding
- Accountable to the “Fund” of the CGIAR

- **Centers** remain free to pursue their strategic agendas while delivering on the SRF and MPs

- Freedom of **researchers** for bottom up innovation is to be protected

Managing the MPs

- **Performance contracts** between Consortium and lead center(s) for each MP
 - Specifies milestones and outputs against funding
- **Lead center(s)** manage each MP
- **MP proposals with business plans to be prepared for performance contracts**
- **Open to new MP proposals**

Principles for MP Business Plans

- **Each MP has own results framework, linked to the SRF**
- **MPs' priorities to be guided by the 3 system-level strategic objectives and to integrate gender and capacity building**
- **Results for each MP must be clearly tied to the higher-level results criteria of the CGIAR system**

Elements of MP Business Plans

- **Background and rationale**
- **MP objectives**
- **MP design and implementation plan**
- **Potential risks**
- **Monitoring and evaluation**
- **Organizational capacity and management plan**
- **Budget narrative**

Communication Strategies

- **Develop umbrella strategy for communications**
- **Invest in and support coordination of communications**
- **Create incentives for collective communication**
- **Integrate communications from the start of MPs**
- **Tell compelling stories to showcase research impact**
- **Scale up the use of new ICTs to build capacity in communications**

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Transition Issues

- **Protect existing commitments of centers**
- **Include existing systemwide activities**
- **Phases of MP implementation:**
 1. Make MPs “communications and consultations domains”
 2. Identify lead centers
 3. Assess existing CGIAR activities
 4. Implement and operationalize MPs
 5. Review and monitor MPs early on

Next Steps

Revise strategy

Sell strategy

*Adjust Strategy to
funding level*



*Broad partner
dialogue on
Strategy*

**Need to institutionalize CGIAR capacity for
strategizing with the developed tool box**