



Cultivating Innovation: A Response to the Food Crisis

Session 3: Innovation in Access from Seeds to Systems

Session C: Innovations in Technology and the Way Forward

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CHANGE MANAGEMENT

TRANSFORMATION OF THE CGIAR

The CGIAR needs to change to provide a high-impact response to the food crisis and its long term impact

External Issues – World Crisis

- Increase in food prices, energy crisis, emerging climate change issues
- Declining yield growth of main crops
- Slow increase in world food production



Threat to poor people livelihoods



Urgent need for new technologies, and policy insights

Internal Issues

- Mission creep and trying to do everything
- Duplicative mandate of the Centers without clear System-wide vision and strategy for impact
- Complex and cumbersome governance and lack of accountability
- Static partnerships that are not enabling scalable impact and research adoption
- Lack of coordination among investors
- Declining core resources

CGIAR

Development of the system and the research agenda

1. Seven phases in the history of the CGIAR

- 1) - plant breeding and serving disciplines
- 2) - agro-technology, including breeding
- 3) - farming systems research
- 4) - broadened goals, including environment and socio-economic conditions, sustainable development
- 5) - ecoregional approaches
- 6) - global challenge programs
- 7) - global partnerships

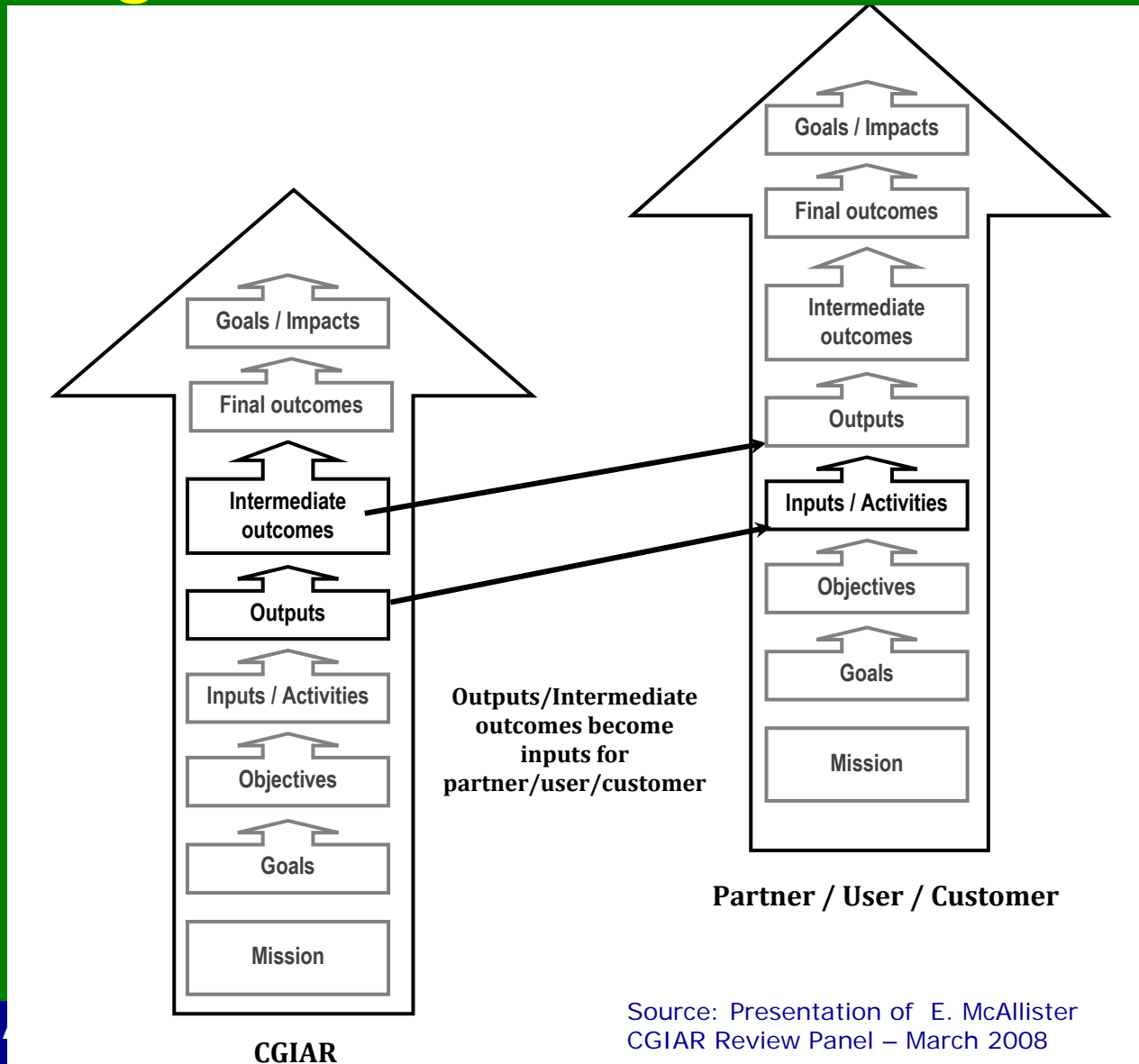
CGIAR

Development of the system and the research agenda

2. Nature of research

- From: technology push to technology pull
- From: end products such as varieties to methodologies, concepts, approaches
- From: mono disciplinary activities to inter-disciplinary approaches
- From: research activities with potential for development to development policies asking specific research questions
- From: broad goals to more explicit and well defined goals, with a clear market orientation

Ladder of Influence between an Organization and its Partners



Source: Presentation of E. McAllister
CGIAR Review Panel – March 2008

CHANGE MANAGEMENT

TRANSFORMATION OF THE CGIAR

We have developed three strategic objectives for the System that will create greater CGIAR focus

Global Vision

A world free of poverty and hunger, supported by healthy and resilient ecosystems.

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

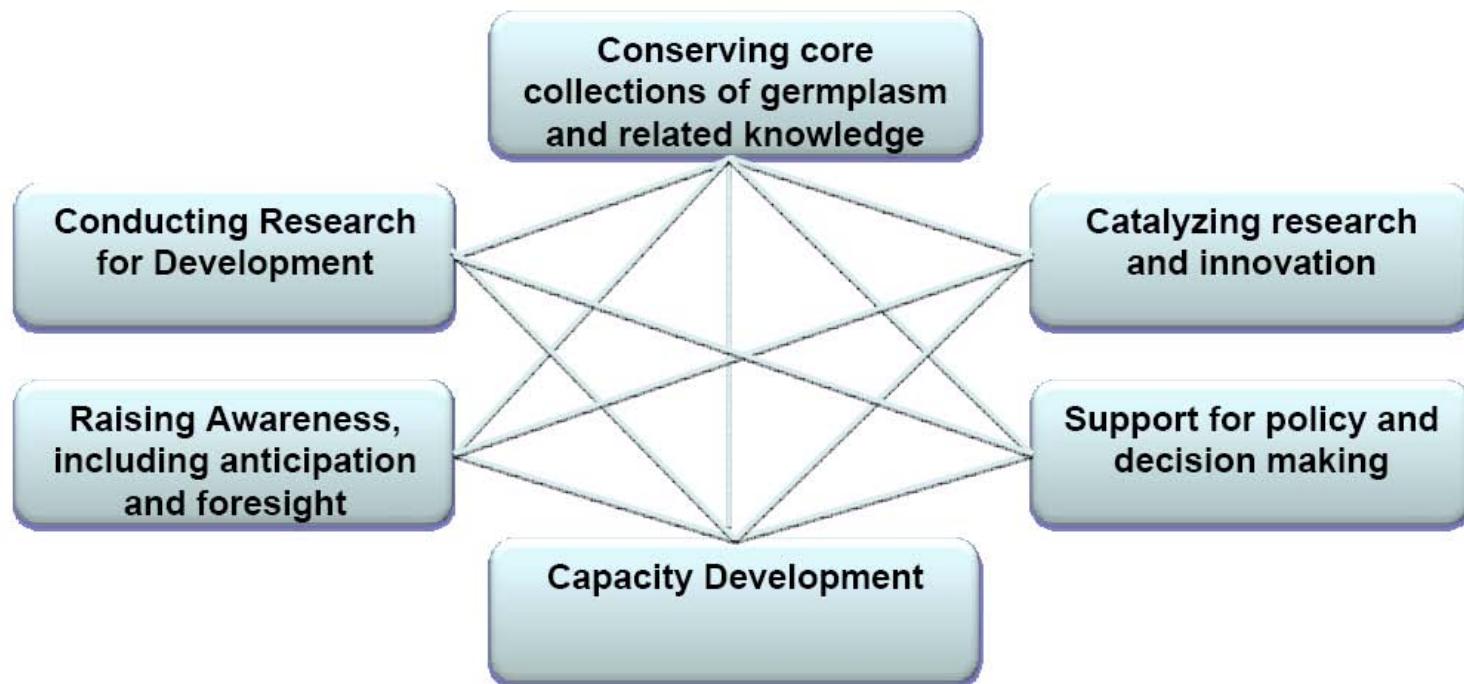
POLICIES FOR PEOPLE

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

CHANGE MANAGEMENT

TRANSFORMATION OF THE CGIAR

The six core functions of the CGIAR:



Positioning CGIAR at this moment

1. Dilemmas on the future role

- “back to basics” such as the original institutes

OR

- making use of the evolution of national and international knowledge centers, in a reoriented research agenda

2. The roles of CGIAR in a changing world

- different in various regions
- changing role of development collaboration

3. Well defined niche for the CGIAR

- intermediate knowledge institutes with a clear role in bringing advanced universities and knowledge centers together with various stakeholders including NARS and private sector in order to contribute to development and MDGs
- empower research capacity in developing world
- provider of strategic agricultural research for development on global ‘public good type’ issues

CGIAR

1. Impact with partners

- intermediate organizations such as:
AGRA, IFDC, Tropenbos International
- GFAR

2. Capacity building

- ARIs and CGIAR
- universities and knowledge centers of the South
- FARA, ASARECA, etc.

Thank you