

# Annual Research Meeting 2009



20–23 September 2009, Bamako, Mali

# Today's Presentation:

- ◆ Evolution of our governance
- ◆ CGIAR Change Management
- ◆ Major achievements since ARM 2008
- ◆ Overall workplan for Phase II
- ◆ Finances
- ◆ Current and upcoming challenges
- ◆ Conclusions and perspectives



# GCP in Brief

- ◆ Launched in August 2003
- ◆ 10-year framework (2004–2008; 2009–2013)
- ◆ About US\$15M annual budget
  - ◆ 10% Management cost
  - ◆ 75% Research
  - ◆ 15% Training and capacity building
- ◆ Major donors (in alphabetical order)
  - ◆ Bill & Melinda Gates Foundation
  - ◆ DFID
  - ◆ European Community
  - ◆ Switzerland
  - ◆ World Bank
- ◆ Target areas: Harsh drought-prone environments
  - ◆ Africa (SSA)
  - ◆ S & SE Asia
  - ◆ LA
- ◆ Mandate crops (*First 21 CGIAR, then 19 GCP: see GCP poster*)
- ◆ A CGIAR Challenge Programme hosted at CIMMYT



*See GCP poster listing countries in 2008*

# GENERATION: Evolution of our Governance



# Amended Consortium Agreement: Major changes

**August 2008: amended version of the Consortium Agreement approved**

- ◆ Dissolution of the Programme Steering Committee (PSC)
- ◆ Formal establishment of the GCP Executive Board as the peak governance body
- ◆ Call to form a new Consortium Committee
- ◆ Major duties of the CC (from amended Consortium Agreement)
  - ◆ Provide scientific advice to the MT and the Executive Board
  - ◆ Dismiss the entire Executive Board upon the affirmative vote of  $\frac{3}{4}$  of the entire Consortium Committee
  - ◆ To decide on admission of new members and expulsion of members

# Consortium Committee: A central role in Phase II

## The GCP Consortium Committee is now officially in force

The MT sees the interaction with the CC – a group of lead scientists in their institutions – as a great opportunity to:

- ◆ Develop strong and direct dialogue with GCP scientists
- ◆ Elaborate and implement processes in a collegial manner
- ◆ Increase and further streamline the efficiency of our research activities
- ◆ Create a sense of ownership amongst GCP partners of major GCP initiatives

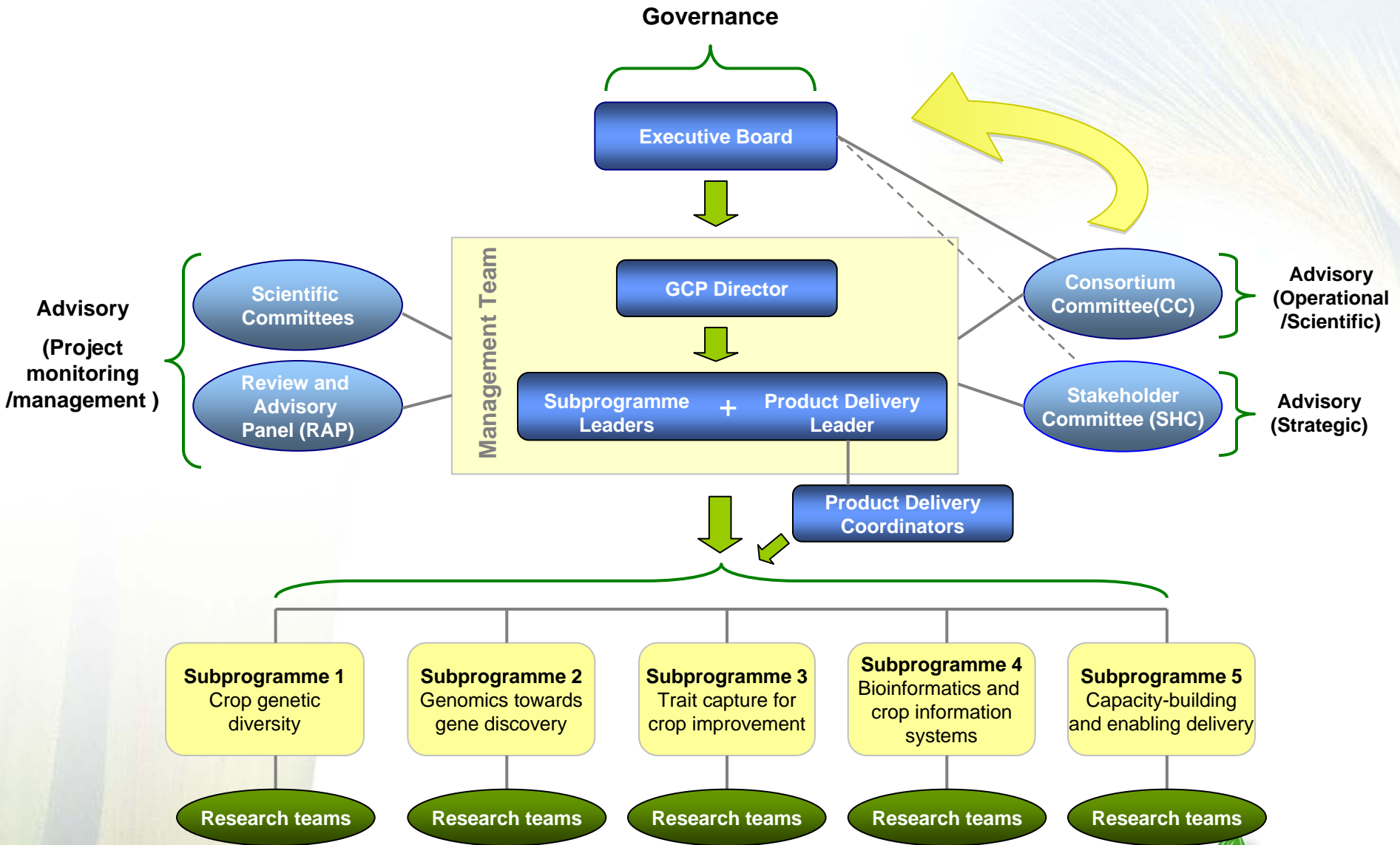
The input of the CC and the GCP community in general will be critical in the elaboration of the GCP exit strategy

# Consortium Committee

- ◆ First meeting with the MT on September 19th
- ◆ Composition:

Name	Institute	Name	Institute
1) Rachel Chikwamba	ACGT	10) TBD	ICAR
2) Yves Savidan	Agropolis International	11) Francis Ogbonnaya	ICARDA
3) David Williams	Bioversity	12) David Hoisington	ICRISAT
4) Ruilian Jing	CAAS	13) Melaku Gedil	IITA
5) Matthew Blair	CIAT	14) Hei Leung	IRRI
6) Gary Atlin	CIMMYT	15) John Snape	JIC
7) Anthony Collins	CIP	16) Takuji Sasaki	NIAS
8) Leon Kochian	Cornell University	17) Marie Noelle Ndjiondjop	WARDA
9) Jurandir Magalhaes	EMBRAPA	18) Fred van Eeuwijk	WUR

# GCP Organization



# Executive Board

- ◆ The new main governance body of the GCP
- ◆ The Board's primary responsibility is to provide oversight on GCP's strategic direction, evaluate progress and assess our finances and risk environment
- ◆ Effective June 2008
- ◆ Next meeting with the MT September 25th and 26th
- ◆ Composition:

Name	Institute	Country	Expertise	
Andrew Bennett	Syngenta Foundation, CIFOR Board Chair	UK	Governance	IP, Policies
Claudio Gonzalez-Vega	Ohio State University, USA	USA	Finances	Rural development
Andreas Graner	IPK, Germany	Germany	Crop diversity	Biotech
Esther Murugi Kahangi	Jomo Kenyatta Univ of Agric & Technology, Kenya	Kenya	Biotech	Governance
Jeff McElroy	Mendel Biotechnology, USA	USA	Plant Breeding	Seed business
<b>Calvin Qualset</b>	UC-Davis, USA	USA	Crop diversity	Plant Breeding
Harold Roy-Macauley	CORAF	Sierra Leone	Governance	Plant Physiology

# CGIAR Change Management



# Current Situation of the CGIAR

- ◆ Created in 1971
- ◆ A network of:
  - ◆ 15 Centres that are all legal entities
  - ◆ 15 systemwide and ecoregional programmes (SWEPs): 9 systemwide and 6 ecoregional
  - ◆ 5 CPs (early ones created in 2003–04, from a previous reform exercise)
- ◆ Centres and Programmes report to the Executive Council (ExCo)
  - ◆ a committee of shareholders, expanded to include stakeholders, incorporating perspectives from all components of the CGIAR System.
  - ◆ 21 members, chaired by the CG Chair
- ◆ Centralized CG Secretariat and Science Council
- ◆ Mainly bilateral funding

# Change Management

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

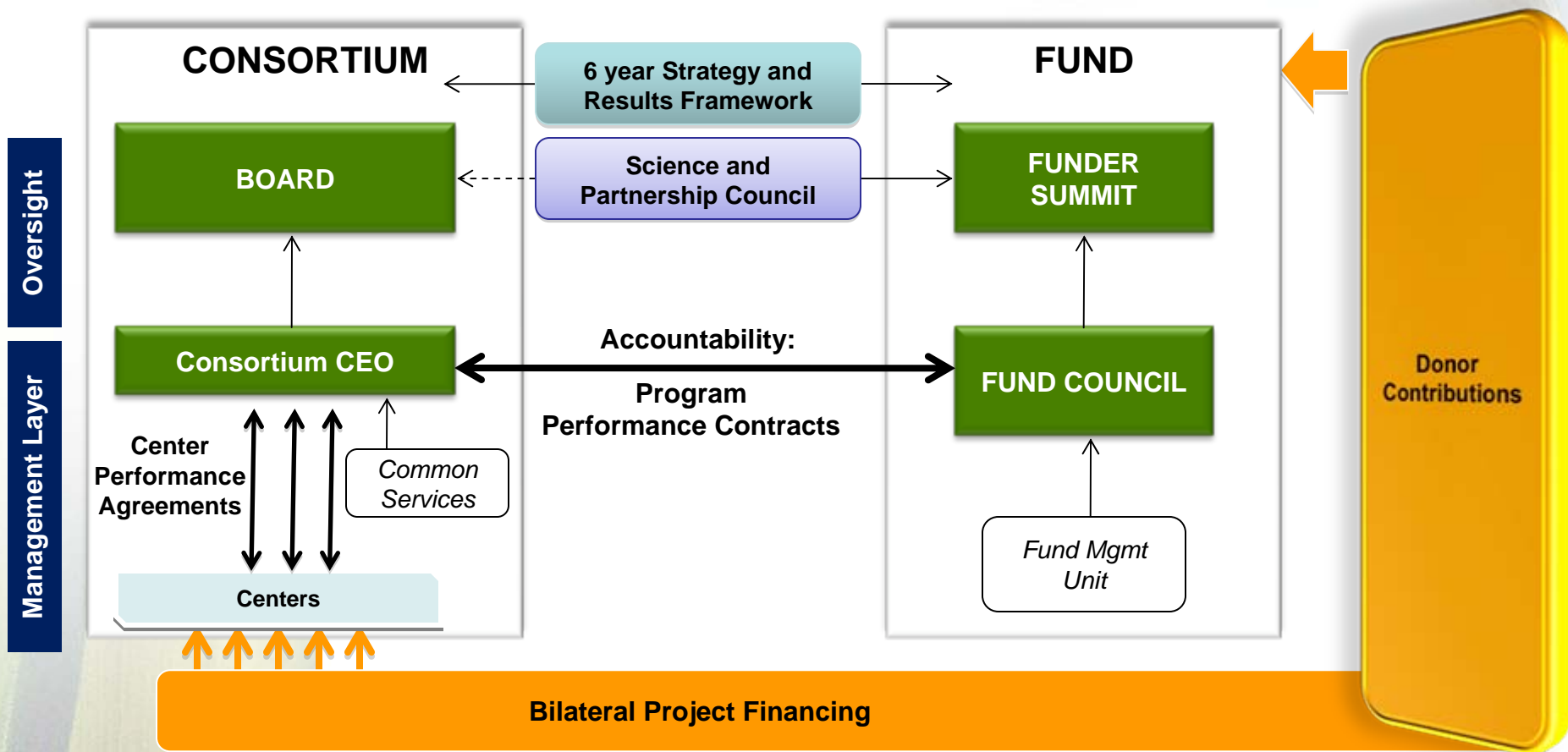
## Internal Issues

- Dispersion 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

*Courtesy of Emile Frison, Nov 2008*

# Change Management

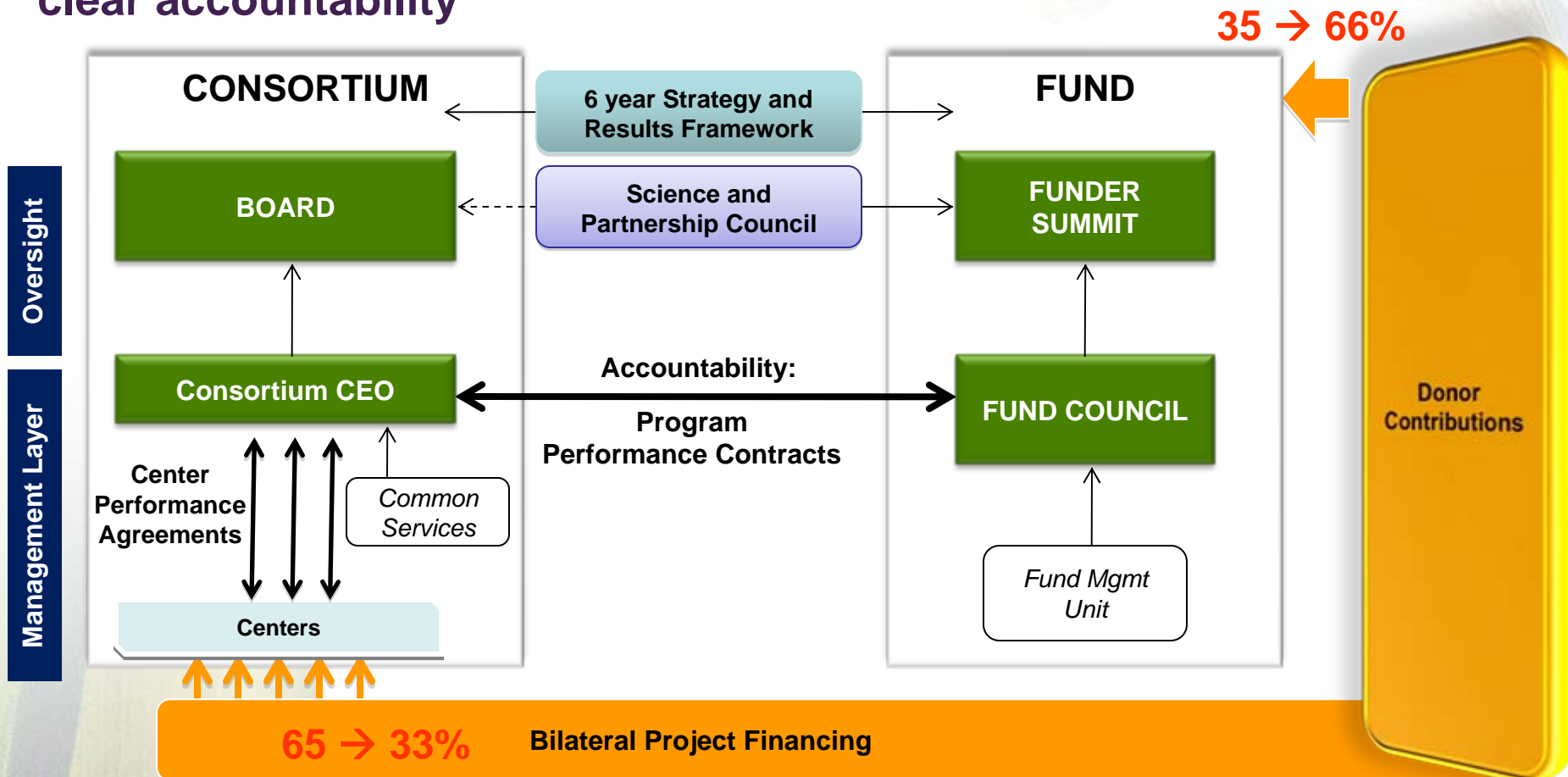
The Integrated Reform Model separates the “doers” from the “funders” and uses Performance Contracts at two different levels to establish clear accountability



Courtesy of Emile Frison, Nov 2008

# Change Management

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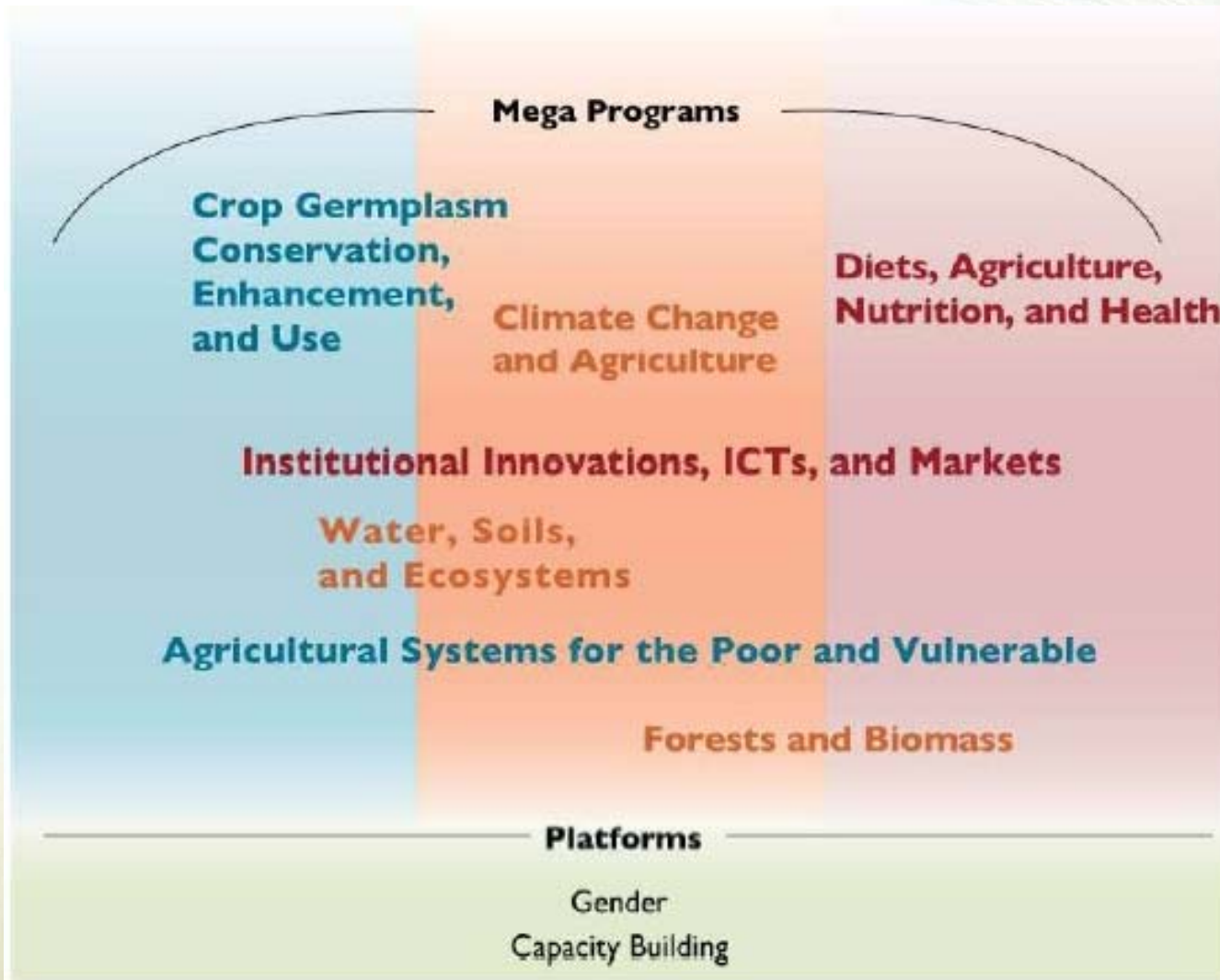
# Implications for CPs and other cross-Centre Programmes

Options under consideration:

1. Roll CPs into a MegaProgram,
2. Sunset, or
3. Integrate CP into host Centre, should Centre (and CP) so desire(s)

# (DRAFT) Mega-Programs

## Strategic and Result Framework report



# Challenge Programs

The second issue relates to Systemwide and Ecoregional Programs and Challenge Programs. The management models used by Systemwide and Ecoregional Programs generally fit well within the CGIAR, and if those programs continue, they should be relatively easy to roll into new MPs. The five Challenge Programs have all evolved different governance and management models. Most, if not all, of these programs are expected to contribute significantly to MPs, and we suggest a case-by-case approach to handling their governance functions and modes of operations. Well-functioning current CPs should have a future in the MP framework and can be self-contained components of MPs.

- ◆ MP offer opportunities to carry, and continue on, parts of the GCP legacy
  - ◆ Pursuing key thematic research
  - ◆ Hosting GCP platforms

# Major Achievements since ARM 2008



# What's new since ARM 2008?

## The People:

- ◆ Identification of 7 PD Coordinators, a new SP 3 Leader and Product Delivery Leader

## The research:

- ◆ Start of the 3<sup>rd</sup> round of competitive projects (9 projects)
- ◆ Establishment of the 7 CIs
- ◆ Molecular Breeding workshop in March
- ◆ Design and approval of the Molecular Breeding Platform
- ◆ Launch of the GRSS
- ◆ Preparation of TLI Phase II (*More on TLI in GCP poster*)

## The Management

- ◆ A new delivery component in our project management matrix
- ◆ The workflow: A tool for project management and information

# The 7 Challenge Initiatives

## **Cereals:**

- 1) Improving drought tolerance in rice for Africa
- 2) Improving drought tolerance in sorghum for Africa
- 3) improving drought tolerance in wheat for Asia

## **Legumes:**

- 4) Improving drought tolerance in chickpeas for Africa and Asia
- 5) Improving drought tolerance in cowpeas for Africa

## **Root and tubers:**

- 6) Improving cassava yield in Africa's drought-prone environments

## **Comparative Genomics:**

- 7) Comparative genomics to improve cereal yields in high-aluminum and low-phosphorous soils

# CI proposal development and implementation

- ◆ March and April: Planning meetings
- ◆ End of April: MT feedback on the workplan outlines
- ◆ July–August: draft workplans
- ◆ ARM: MT provide feedback and recommendations on draft workplans
- ◆ Final proposals due by the end of the year
- ◆ Activities to be initiated in early 2010
- ◆ Bridging funds in 2009
  - ◆ Germplasm identification and first crosses (not to lose a year!)
  - ◆ Meetings, visits
- ◆ Delivery Plans developed and impact indicators identified during the launch workshops (early 2010)

# Overall Workplan for Phase II



# Where do we go in Phase II?

To build on major achievements and outputs from Phase I with a clear focus on breeding applications

- ◆ Competitive projects

- ◆ 2<sup>nd</sup> wave (6 projects, till 2009)
- ◆ 3<sup>rd</sup> wave (9 projects, till 2011)

- ◆ 7 Challenge Initiatives

- ◆ 10 competitive projects embedded in the CIs

- ◆ 2 delivery platforms

- ◆ MBP: 7 user cases are GCP projects
- ◆ GRSS

- ◆ A set of strategic projects

# A Strategic Project

## Drought-tolerant maize for Asia (2008–2013)

- ◆ BMGF invests about \$15m per year for CIMMYT to develop DT maize for Africa
- ◆ DT maize African germplasm available
- ◆ Infrastructure and human capacity to manage drought trials in several Asian countries
  - ◆ China, India, Indonesia, Pakistan, Thailand and Vietnam
- ◆ GCP interested in using the MARS approach to improve germplasm for drought environments
- ◆ Transfer of DT alleles from African to Asian germplasm
  - ◆ A user case in the MB Platform

# Programmatic Changes for Phase Two

A 5-year workplan with most of our resources allocated till 2013

## Cons (science)

- ◆ As a tradeoff for a more focused agenda we had to make some tough decisions and forego or scale-down good projects
- ◆ Reduced flexibility to build on new opportunities
- ◆ Reduced competitive component
- ◆ Potentially more segmented research

## Cons (management)

- ◆ Lost agility to adjust to fluctuations in income
- ◆ Challenges inherent to a two-dimension management matrix (SPLs and PDC)

# Programmatic Changes for Phase Two

A 5 year workplan with most of our resources allocated till 2013

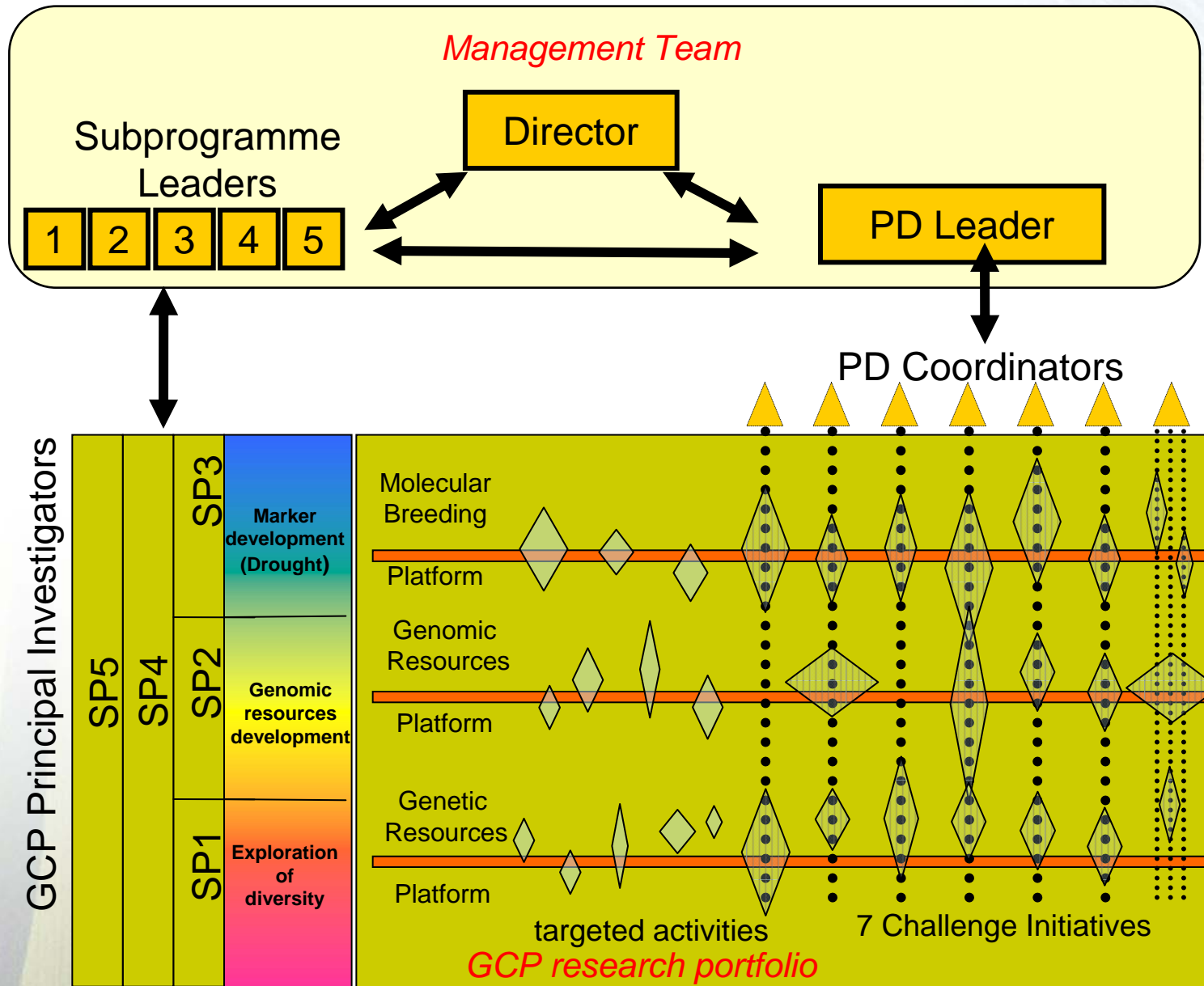
## Pros (science)

- ◆ Mid-term activities
- ◆ Focused and targeted research
- ◆ Clear impact indicators by 2013 to evaluate success
- ◆ A needs and bottom-up approach
  - ◆ NARS for the CIs
  - ◆ Plant scientists for the two platforms

## Pros (management)

- ◆ Simplify project management issues
- ◆ A strong delivery component

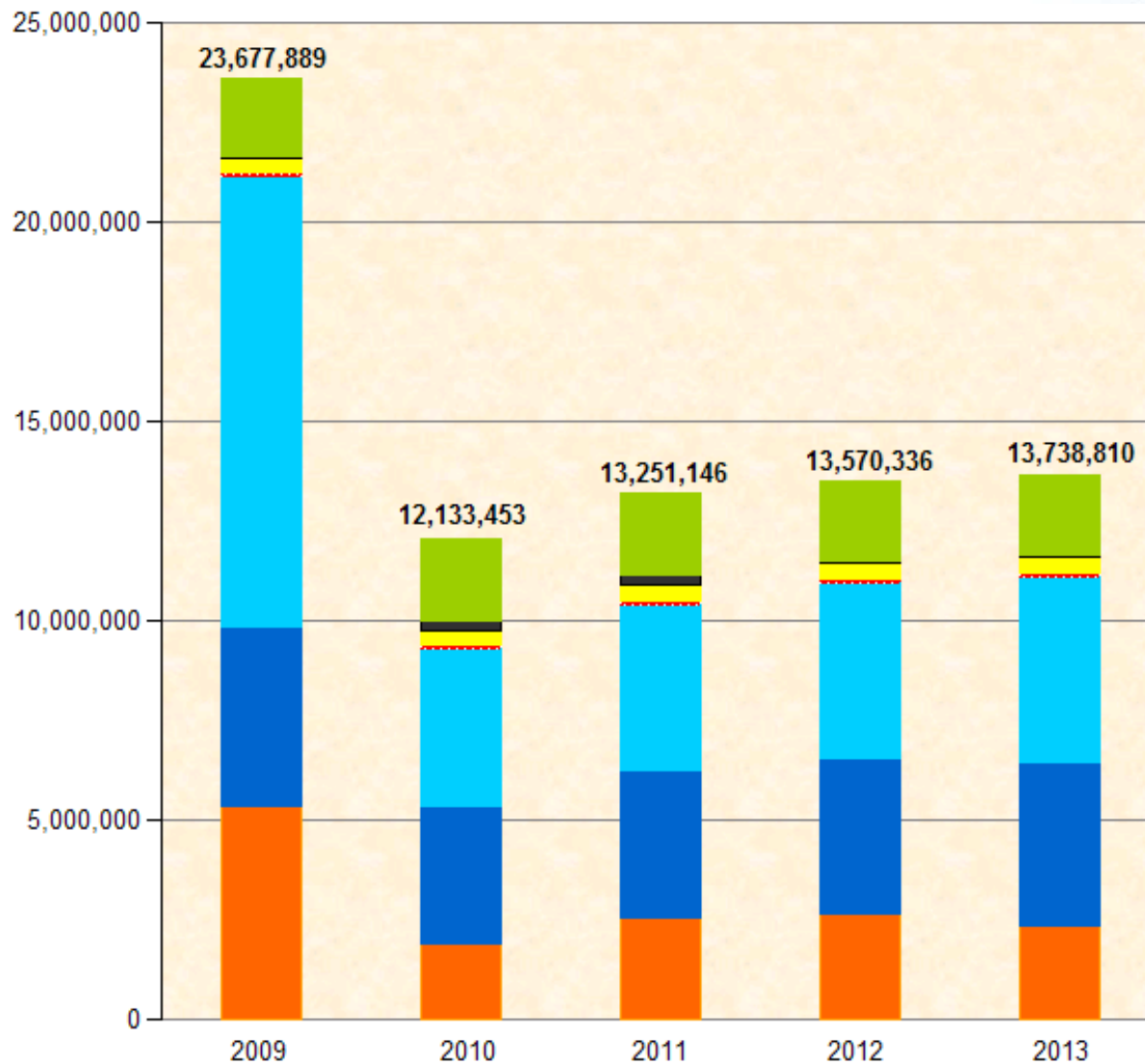
# Two-dimensional management matrix



# Finances

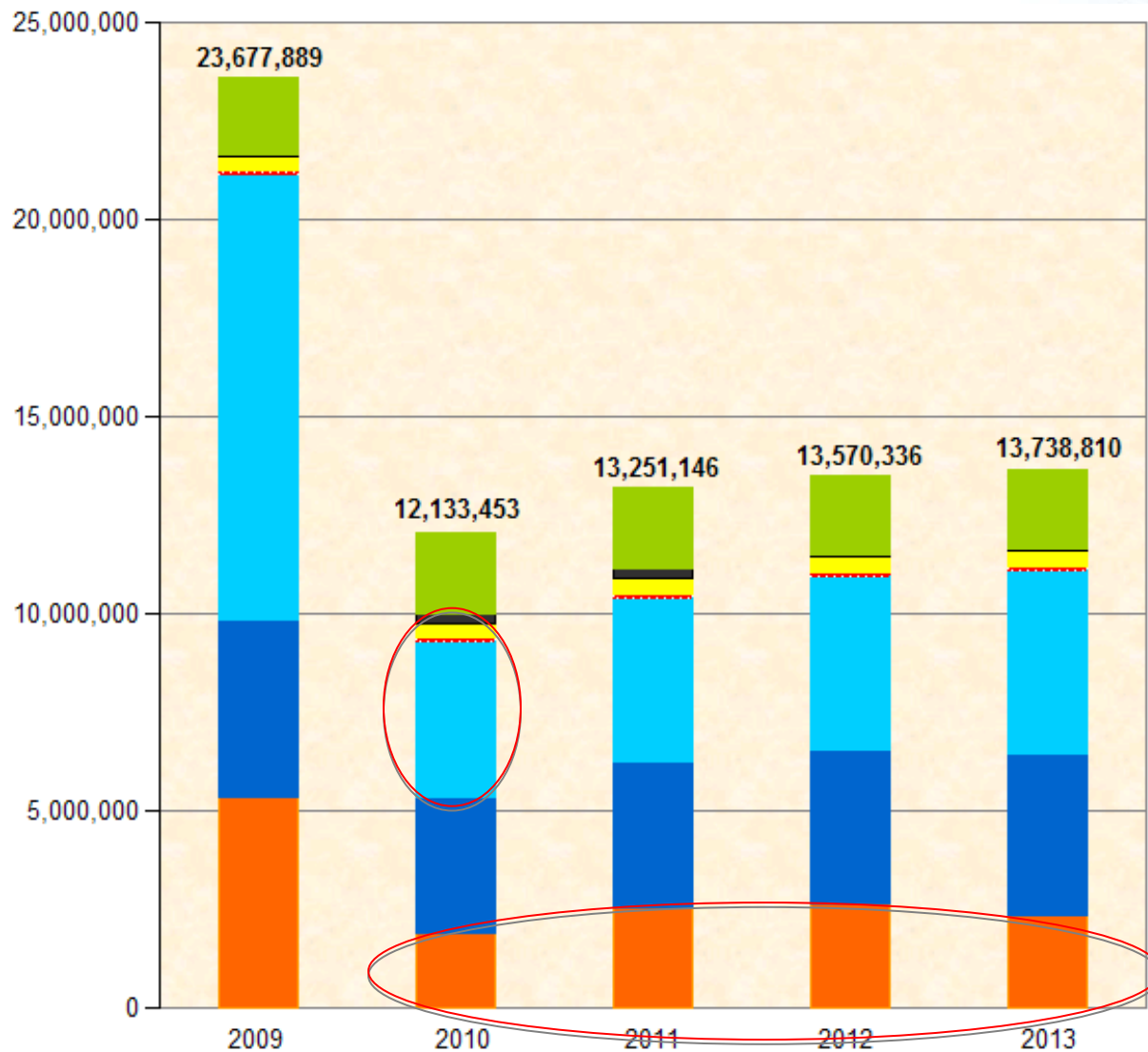


# GCP Incomes over Phase II



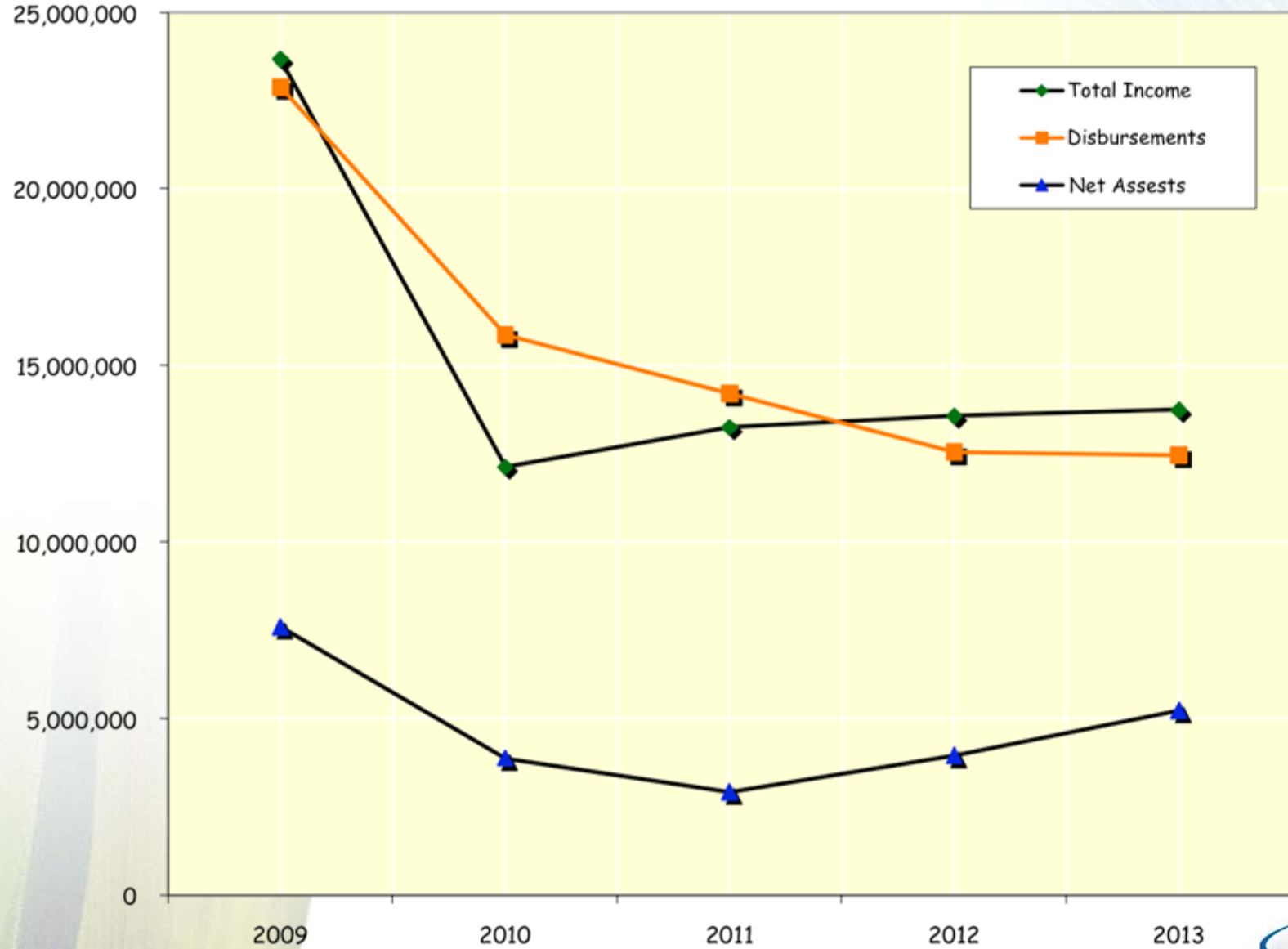
- Bill & Melinda Gates Foundation
- DFID/UK
- EC
- Sweden
- Switzerland
- Syngenta (SFSA)
- WB

# GCP Incomes over Phase II



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GCP  
Five Year Budget (2009-2013)



# Current and upcoming Challenges



# Major Challenges Today (1)

- ◆ Develop realistic workplans for the 7 CIs and TLI Phase II:
  - ◆ Clear milestones and products
  - ◆ Achievable timelines
  - ◆ Solid Delivery Plans
- ◆ Adjust our M&E system
  - ◆ RAP and scientific advisory committees
  - ◆ Reviews at thematic level (external review)
  - ◆ Work with the PD Leader (with input from PDCs)
- ◆ Implement processes to ensure data release and quality control
  - ◆ Difficult to finish the work (time, resources)
  - ◆ Still not a lot of data in our Central Registry today
  - ◆ Quality and documentation are very variable
  - ◆ Still work to be done on the templates

# Major Challenges Today (2)

- ◆ Manage transition period (Phase I to II):
  - ◆ MT level
    - ◆ Making the management matrix work: ensure smooth implementation
    - ◆ Integrating newcomers into existing structure, retaining flexibility to evolve and adapt
  - ◆ Community level
    - ◆ Balancing community needs and a focused research agenda
    - ◆ Inspiring and maintaining momentum for the CIs
- ◆ To identify SP and Programme level indicators: what will success look like by 2013?
- ◆ External transition: To understand, be at discussion table, and anticipate the impact of ongoing CG reform

# Major Challenges to come

- ◆ Good management and monitoring of our projects and initiatives
  - ◆ Data management
- ◆ Ensure delivery and sustainability of GCP products and platform
  - ◆ Product delivery strategy
  - ◆ Business Plans for the platforms
  - ◆ Reinforce ownership by the GCP community
  - ◆ Develop a suitable exit strategy
- ◆ Be prepared to adjust to modifications in our income projection
  - ◆ Ensure an income of US\$ 15m over the coming years
  - ◆ Major fluctuations in exchange rates
  - ◆ Find buffer funds to absorb cash flow problem
- ◆ Position GCP strategically in global discussions on CG reform and international agriculture arena (BMGF)

# Conclusion and Perspectives



# Exit Strategy

As of today, the plan is for GCP to close in 2014

- ◆ A strategy will be developed over the coming two years
- ◆ Critical input from the Consortium Committee
- ◆ Need to have a better idea of where the CG is going before making firm plans

At the core of this exit strategy will be:

- ◆ Future of the GCP Consortium
- ◆ How to ensure that key activities will survive GCP
- ◆ How to ensure sustainability of GCP products and delivery platforms

# Conclusions

- ◆ No doubt that we are at a crossing point in GCP's lifespan
  - ◆ First month in Phase II
- ◆ A lot of changes since the last ARM
  - ◆ Evolution/revolution in our governance structure
  - ◆ Significant evolution in our research portfolio
  - ◆ Radical revision of our research management
- ◆ We've already addressed most of the EPMR recommendations
- ◆ Phase II to focus on action and products
  - ◆ From designing and planning to implementation and delivery
- ◆ An increasing role for National Programmes
- ◆ The need to start reflecting on the 'after-GCP'
  - ◆ GCP's legacy

# GCP People: The Programme's Greatest Asset!



**We continue to be driven by learning through doing  
Keep an eye on our timeframe, but not too fast**

## Thank you!