One CGIAR – A Source of Innovation and Technologies for Development:
West and Central Africa

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Introduction

• For the past 50 years, CGIAR has built robust technical capacity and infrastructure based on Centers being hosted by Countries, mainly in the developing world.

• These countries have provided the Centers with the legal standing as international organizations, and other benefits.

• Most importantly, these countries have served as fundamental partners to CGIAR to deliver impact on the ground.

• Just as the CGIAR has grown and evolved over the past decades, so have the National Agriculture Research and Extension Systems (NARES).

• However, Global Challenges such as Food Insecurity, Poverty, Climate Change, etc. are far out-pacing institutional capabilities; with the concern that several of the SDGs are lagging behind in attainment, and would not be reached by 2030 as scheduled.

• This is what has triggered an introspection within the CGIAR, and led to the massive reform that is currently running.
One CGIAR …
… One Big Reform

◆ Research and Delivery with strong focus on Global challenges and Region/Country priorities
◆ A new Research and Innovation Strategy to 2030
◆ 3-Year Investment Plan cycles (First Plan: 2022-2024)
◆ Initiative Design Teams (IDTs) developing research agenda with partners
◆ Enhanced engagement in Delivery, Outreach and Scaling
◆ Enhanced significance in Region and Country focus
  ◆ Regional Director for each Region
    ◆ RD WCA – Dr. N Sanginga (DG, IITA)
    ◆ RD ESA – Dr. H. Roy Macauley (DG, AfricaRice)
  ◆ Country Manager / Convener positions
◆ One Governance and Management Systems across the board
Why the transition to a One CGIAR?

Responding to the need to accelerate global progress towards the SDGs

The challenge

Today’s interconnected challenges to providing good nutrition for all people while staying within planetary boundaries requires food systems to urgently advance and to adopt a systems approach.

The opportunity

A united CGIAR’s governance, institutions, regional and country engagement, and funding tackles these complex and integrated challenges to food, land, and water systems, whilst maintaining and improving our unique advantages.

The solution

Operating as one organization that maintains the best of CGIAR, whilst optimising our ability to deliver an integrated approach to 21st Century challenges, enhance collaboration with partners to jointly address the countries and regions’ needs and priorities.
One CGIAR structure: Unified and integrated into 3 divisions

System Board

Executive Management Team

MD, Research Delivery & Impact
(3 Science Groups)

- Systems Transformation
- Resilient Agri-Food Systems
- Genetic Innovation

Platforms
- Climate Adaptation & Greenhouse Gas Reduction
- Gender Equality, Youth & Social Inclusion
- Environmental Health & Biodiversity
- Poverty Reduction, Livelihoods & Jobs
- Nutrition, Health & Food Security

Project Coordination, Monitoring & Performance Management

MD, Institutional Strategy & Systems
- Digital Services
- Business Operations & Finance
- Governance and Assurance
- People and Culture

MD, Global Engagement & Innovation
- Innovative Finance & Resource Mbn.
- Partnership Ships & Advocacy
- Communications & Outreach

Regions
- W&CA
- E&SA
- C&WA&NA
- SA
- SEA&P
- LAC

Office of Evaluation and Evidence

Key:
- Functional reporting
- Administrative reporting

Notes: 2. Abbreviations: West & Central Africa (W&CA); East & Southern Africa (E&SA); Central & West Asia & North Africa (C&WA&NA); South Asia (SA); Southeast Asia & Pacific (SEA&P); Latin America & the Caribbean (LAC)
Partnerships of critical importance to CGIAR’s success

Peer relationships: NARES will be CGIAR’s primary peers

Multi-stakeholder platforms, global and regional bodies to help with regional integration

Partnerships with the private sector to accelerate sector-wide progress

One CGIAR works in six regions

Region Focus
One CGIAR Program Initiatives Framework - WCA

Global / Science Group Initiatives

Systems Transformation (ST)

A.  
B.  
C.  
D.  
E.  

Resilient Agri-Food Systems (RAFS)

A.  
B.  
C.  
D.  
E.  

Genetic Innovation (GI)

A.  
B.  
C.  
D.  
E.  

Regional Integrated Initiative:

Market driven, Resilient and Nutritious Agri-Food Systems for West and Central Africa

Phase 1: Humid Zone
A new framework for One CGIAR consolidates our work

We have consolidated our work from 13 CGIAR Research Programs and Platforms into 4 coherent groups, 3 Global and 1 Regionally Integrated – these will work towards 5 Impact Areas

Impact Areas

- Nutrition, Health & Food Security
- Poverty Reduction, Livelihoods & Jobs
- Gender Equality, Youth & Social Inclusion
- Climate Adaptation & Mitigation
- Environmental Health & Biodiversity
The WCA Regional Integrated Initiative

- **Goal**: Resilient, diversified agrifood systems that support rural livelihoods, healthy and affordable diets, and environmental protection.

- Coordinated implementation of strategies across public and private sector, and partners with diverse expertise.

- These agrifood systems look and will look different in every region.

- Best in class thematic interventions and innovations embedded in living labs responsive to regional and local contexts to deliver added value and impact.
Framework for Regionally Integrated Initiatives linked to Global Initiatives
One CGIAR Integrated Food System Value Network

Biodiversity conservation
Gerplasm Banks

Healthy and affordable diets
Seed systems
Input and service providers

Sustainable and Climate-Resilient Agrifood Systems

Self consumption
Surplus for trade
Postharvest and Processing

Multi Scale Inclusive local development

Field and Production System Innovation

Local markets
Agroindustry
Consumers

Traceability and sustainability indicators for informed decision

Leveraging enabling policies
Public health
Rural employment

Colaborative research and development of suitable technologies and practices
Extension systems
Food and trade regulations
Inclusive growth
Impact through partnerships
Scaling strategies

Public policies, donors and investors

Research

Genetic Innovation
Resilient Agri-Food Systems
Systems Transformation

Private sector
Regional Directors and Country Managers deliver five key functions

**Representation and Relationship Management:**
- Elevating CGIAR regionally/nationally, leading unified regional/country engagement, facilitating dialogue and collaboration to align with local partners and engaging with regional bodies.

**Strategic Presence and Coordinated Action:**
- Shaping the design of One CGIAR’s strategic presence within the region; Coordinating across all teams in the geography to promote internal coordination and a coherent ‘One CGIAR’ engagement w/ external stakeholders.

**Intelligence and Knowledge Sharing:**
- Building and sharing local contextual knowledge and market intelligence; understanding the enabling environment and landscape, helping CGIAR position itself well in the institutional / partnership landscape and connecting information and learning across the organization to support adaptation.

**Aligning with Demand:**
- Engaging internally and externally to communicate local demand; helping triangulate alignment of demand-supply-feasibility for demand-responsive research; developing regional/country strategic frameworks with partners & SG; seeking opportunities to scale CGIAR’s innovation for impact.

**Resource Mobilization, Communications, Advocacy:**
- Providing a coordinated approach to raising pooled and non-pooled resources across regions and countries; advocating for food, land and water systems research.
Where we are in the transition process

Milestones reached

- Newly integrated System Board in place
- Executive Management Team appointed
- 2030 Research and Innovation Strategy approved
- Integrated operational structure endorsed (key managerial positions filled)
- Investment Prospectus (2022-2024) approved by SC

Transitioning from self-standing Centers to a more integrated ‘One CGIAR’

Process has entailed extensive consultation with stakeholders at all levels

Based on a decision by CGIAR’s System Council in Nov 2019 to create ‘One CGIAR’

One CGIAR structure and research portfolio to begin January 2022
Thank you!