

Collaboration in an Evolving Global Agricultural Research System

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Perspective:

Collaboration is increasingly the way research is done

- Multiple authors
- Networks
- Strategic alliances and partnerships
- Virtual clusters created through ICT
- Program funding versus institute funding

Individuals, structures, and incentives drive behavior

Perspective on

Evolution on the CGIAR: Consultative Group on International Agricultural Research

- How an acknowledged success in open-source collaboration went into crisis
- What is being done to resolve the problem
- Critical issues that remain to be solved
- Solicitation of experiences and lessons from participants

An Institutional Innovation:

- Characteristics of the original model:
 - Independent Centers
 - Consultative Group of Donors
 - Scientific Advisory Committee
 - Donor of Last Resort

The Green Revolution: triumph of “open source” collaboration

1. Built on decades of investment in research and educational capacity
2. Preconditions: studies, collection of germplasm at national level
3. Institutional innovation: the international center model and networks of international nurseries
4. Rules: free access, collection, characterization, sharing of both knowledge and products of research, freedom to operate

Table 1: Evolution of Context, Policy and Research Focus

	1960s	1970s	1980s	1990s	2000-2008	2008+
Global Context	Growth	Instability	Adjustment	Liberalization	Globalization	Contraction
Global Policy	Develop	Stabilize	Get budget right	Get prices right	Get systems right	Adaptation
Donor Support	Universities	Extension	NARS	NARS and Linkages	Fund the Demand Side not the Supply Side	Negotiation Fund Council and Consortium
Paradigm for Agriculture	Transfer of technology	Green Revolution	Natural Resources Management	Poverty and Environment	Growth and MDGs	WDR 2008, IAASTD 2009, New Bio-Economy
Driver		Science	Policies	Institutions	Systems	Global Challenges: Climate, Water
CGIAR	Precursor Centers: commodity and Ecoregional	New Ecoregions, Policy, Livestock	Institutions, Incorporate Resource - based Centers	Rationalization, Planning	Search for New Model	Consortium and Fund Council

Even Good Models Can Wear Out

1. Expansion of mission and number of Centers
2. Covering the “core” and “complementary” agenda
3. Exploitation of funding mechanisms
 - Donor of last resort
 - Incomplete coverage of overhead costs
4. Erosion of unrestricted core funding

Factors Conditioning R&D Structure and Collaboration

- Economies of Scale and Scope
- International spillovers and investment trends:
predicted decline in spillovers
- Balance of complementarity and similarity
among network partners: short distances
- New international players and the Global Divide
- Institutions and Rules of the game
 - Standards
 - IPR

CGIAR Renewal

Vision:

- Reduce poverty and hunger
- Improve human health and nutrition
- Enhance ecosystem resilience

Through

- High quality international agricultural research
- Partnership
- Leadership

Results Framework

- Food for People: productivity and production of healthy food by and for the poor
- Environment for People: Conserve, sustainably use natural resources and biodiversity; improve livelihoods of poor in response to climate change
- Policy for People: policies and institutional change stimulating growth and equity.

Mega-Programs and Platforms

Seven Mega-Programs

1. Crop Germplasm Conservation, Enhancement and Use
2. Diets, Agriculture, Nutrition and Health
3. Institutional innovations, ICT, Markets
4. Climate change and agriculture
5. Agricultural systems for the poor
6. Water, soils and ecosystems
7. Forests and Biomass

Two Platforms

Cross-cutting platforms:

1. Gender: equitable access to resources, reduced disparities in income
2. Capacity strengthening: networks, NARS, university research

The Proposed Model

Components

- A donor Fund with a Fund Council
- The Consortium of International Centers, with an independent Board
- A Global Conference on International Agricultural Research
- Mechanisms to ensure
 - Scientific Quality and Partnership (ISPC)
 - Impact Assessment (e.g. SPIA)
 - Evaluation (where to locate the function)

Progress Made

- On the supply side
 - Center Boards created legal consortium
 - Advertisement out for Consortium Board nominees
 - Consultation of scientific partners,
 - Development of mega-programs
- On the funding side
 - Principle of full overhead cost accepted
 - Principle of negotiation with Consortium

Issues to resolve

- Keep overheads of system down: non-duplication of functions
- Location of evaluation function
- Incentives and mechanisms to enforce good system citizenship
- Membership on the Funding Council
- Planning when the largest donor (BMGF) is outside the system

Why we should be interested in a successful negotiation

- Open collaboration in science is a new, not an old paradigm
- Stakeholders will keep public international agricultural research relevant to needs of developing countries
- International public good research still required
 - The demand on national institutions will be increased if decline in spillovers from developed countries
 - The renewal addresses new challenges and re-establishes capacity building and continued networking

Request to Audience

What mechanisms and principles from your experience do you recommend?

Thank You