

# Independent Advisory Services

## CGIAR ADVISORY SERVICES 2020

Holger Meinke  
Strategic Research Professor – Global Food Sustainability  
9th meeting of the CGIAR System Council  
14 November 2020



## Independent Science for Development Council (ISDC)

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# Independent Science for Development Council Rotation

**Purpose: this document sets out to introduce new members and composition of ISDC to System Council**

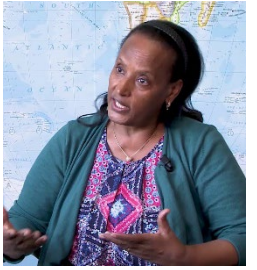
**Action Requested:** The System Council is invited meet the members participating in person at this meeting and be informed of the full composition of the current ISDC

Prepared by: ISDC Chair

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# Independent Science for Development Council Rotation

- Members of ISDC, including the ISDC Chair, are appointed by the System Council based upon a merit-based, open and competitive selection process.
- Further to document SC8-12 Issued 07 May 2019, the ISDC Nominations Panel recommended five new council members and retained two members (Prof Meinke and Dr Ghezze) from the previous Council.
- The 8<sup>th</sup> seat of ISDC has been strategically left vacant – to fill in 2020 based on needs emerging during One CGIAR change.
- This presentation presents the new ISDC, as of October 2019.



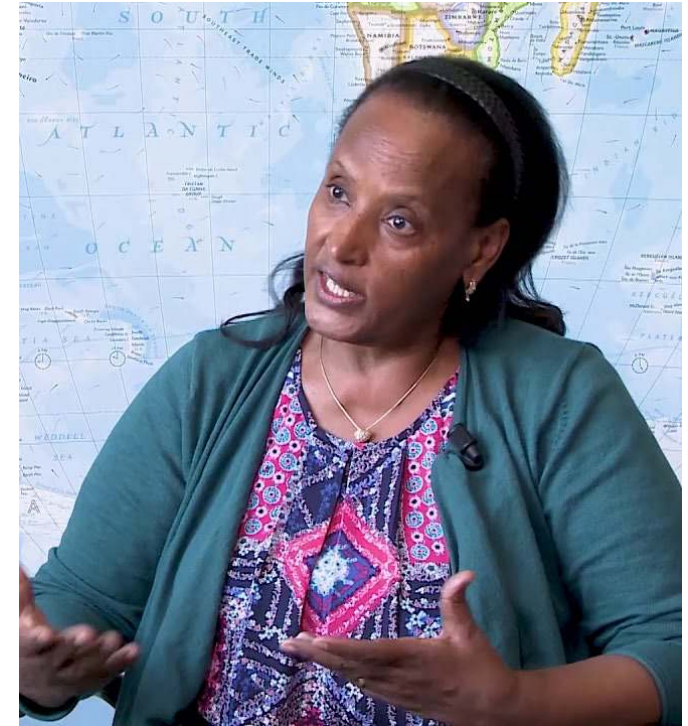
# Professor Holger Meinke

- Professor Meinke, ISDC Chair, is [Strategic Research Professor for Global Food Sustainability](#) at University of Tasmania (Australia).
- He is an [agricultural systems and climate scientists](#) who has published over 110 refereed papers in disciplinary and transdisciplinary journals, and supervises currently five PhD candidates.
- He is a member of numerous editorial boards.
- Holger is passionate about education that fosters critical thinking and [high-quality research that has impact](#).



# Dr. Nighisty Ghezae

- Dr Ghezae is **Director of the International Foundation for Science (Sweden)**
- She has broad experience with various international development agencies and IFIs in the **creation of international multi-stakeholder networks, with a capacity to engage in dialogue and build effective work partnerships.**
- Nighisty's more than thirty years of professional experience as a lecturer, researcher, senior network officer, training organizer, program and project leader and evaluator lend to the effectiveness of ISDC.
- She is a continuing member of ISDC.





# Professor Chris Barrett

- Professor Barrett is an [agricultural and development economist](#).
- He is the Stephen B and Janice G Ashley Professor, Charles H. Dyson School of Applied Economics and Management at Cornell University (USA), among other professorships.
- Chris Professor Barrett is a [Fellow of the David R. Atkinson Center for a Sustainable Future](#); of the American Association for the Advancement of Science; of the Agricultural and Applied Economics Association; and of the African Association of Agricultural Economists
- Chris has published extensively, with more than 300 publications widely cited.



# Dr. Suneetha Kadiyla

- Dr Kadiyla is Associate [Professor in Nutrition-Sensitive Development](#), London School of Hygiene and Tropical Medicine (UK)
- She is a nutritionist with [research interests focusing on the intersection between agriculture/food systems and food security, gender and nutrition](#).
- Suneetha has served as Principal Investigator and co-Investigator on numerous programs at the nexus of agriculture and nutrition.
- Suneetha was an Editor of Food Policy from 2014-2018.





# Dr. Mandefro Nigussie

- Dr Nigussie is [Director General at Ethiopian Institute of Agricultural Research \(Ethiopia\)](#).
- He has over two decades of work experience in research, development and teaching as a researcher, development worker and manager in [dryland agricultural research, in particular related to plant breeding](#).
- Mondefro has implemented and oversees a robust research portfolio with [extensive experiences in every element of gender-responsive research program design and management](#).
- A skilled communicator and networker on behalf of the Ethiopian Institute of Agricultural Research, Mondefro's writing ranges from referred articles in journals to field level manuals.



# Professor Lesley Torrance

- Professor Torrance is [Director of Science at the James Hutton Institute and Professor of Biology at the University of St Andrews \(UK\)](#)
- She is responsible for the [strategic direction and delivery of research including the Scottish Government's RESAS Strategic Research Programme](#) with significant capital investment project oversight for research infrastructure.
- Lesley has more than 30 years' research experience working on plant virus resistance and epidemiology and maintains a [research focus as Professor of Plant Virology](#) in the School of Biology, The University of St Andrews.
- Currently she has ongoing collaborations in China and USA on virus resistance, and in Malawi and Kenya to develop sustainable and climate resilient potato production systems.
- She serves on the Board of the Dundee Science Centre, is a Fellow of the Royal Society of Biology, and sits on various funding panels.



# Dr. Andrew Ash

- Dr Ash is an [agricultural systems and applied climate scientist](#) with 35 years research experience in climatically variable [tropical rangelands and agricultural systems](#) in northern Australia, south-east Asia and the Pacific
- Recently retired Chief Research Scientist in Agriculture and Food at CSIRO (Australia), he is now Director and Principal at AJ Ash and Associates Pty Ltd
- Dr Andrew offers ISDC [extensive research management experience and senior management roles overseeing research](#), especially in climate change contexts.



# ISDC – adding value in a time of transformational change

- reports to the System Council
- has clear ToR and pre-defined work streams
- has done a lot of work that the system could draw on, particularly during the change process
- is ready to assist in defining new research modalities

## Requirements for success

- Role clarity, visibility, communication & trust
- Appreciation of science as a driver of new ideas and future options; good science doesn't just respond to demand

## Question

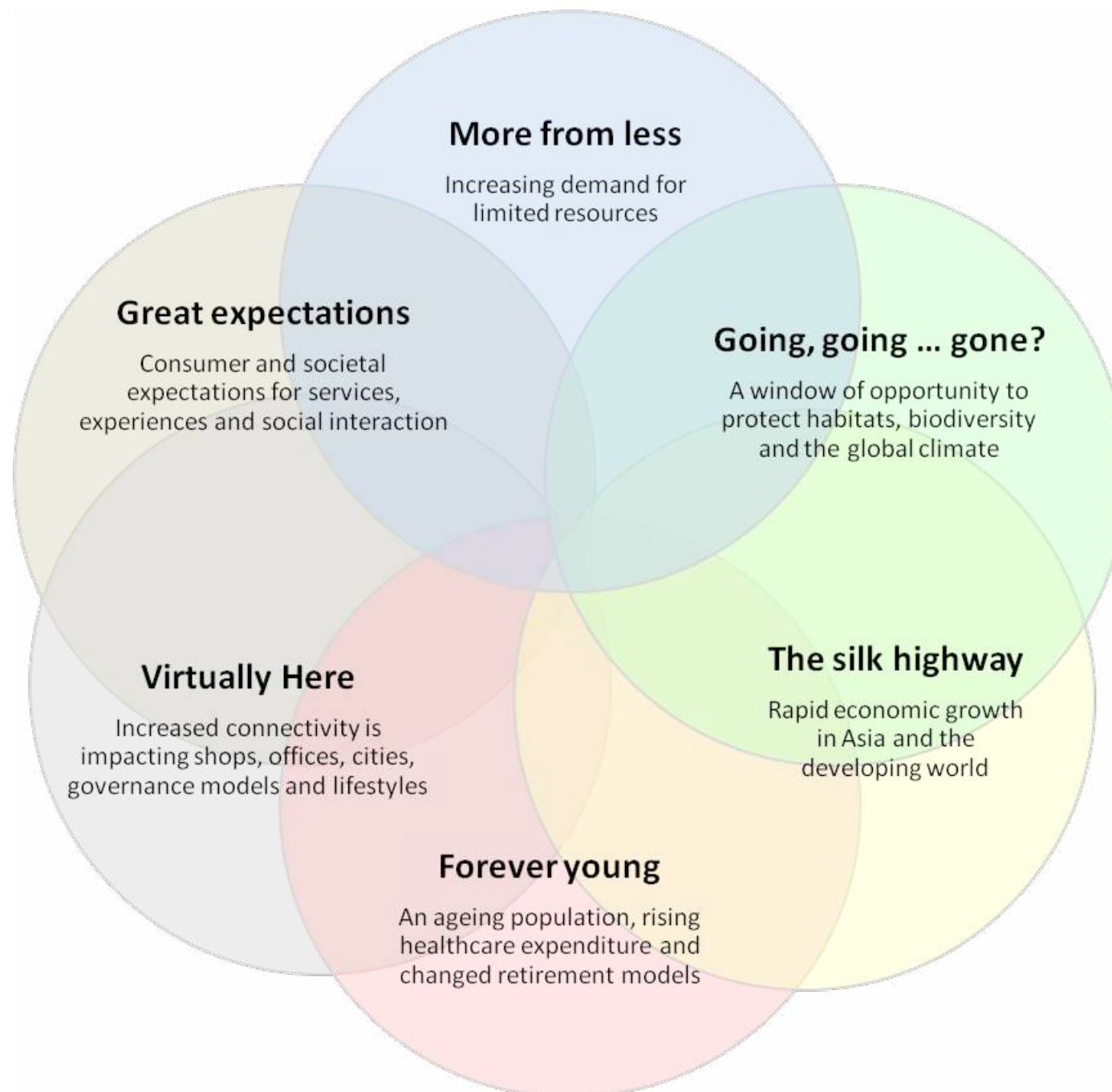
- How does the ISDC best interact with other system entities and their representatives such as SIMEC, SMO, Centres, CRPs etc?





# Megatrends

**We won't solve the problems of 21<sup>st</sup> century agriculture and food systems with structures that were created for the 20<sup>th</sup> century**



# Three key messages from the Seeds & Chips – Global Food Innovation Summit, May 2019

- Gen Z demands to be empowered and is passionate about making the SDGs real
- Business has already embraced the SDGs as the 'business opportunity of the 21<sup>st</sup> century
- The speed of change is faster than our response





# Horizon-scanning and foresighting can help us to re-thinking agriculture and food systems in order to

- **address social injustice** - malnutrition irreversibly prevents hundreds of millions of people from reaching their full potential;
- **develop inclusive, nutrition-sensitive agricultural production, processing and distribution systems;**
- **recognise the sector's contribution to climate change;**
- **embrace complexity rather than resisting it**, given that conflicting yet rational expectations on the organisation are the norm in a pluralistic environment (i.e. see multi-rational management principles<sup>1</sup>);
- **facilitate a renaissance of rural territories based on strong, political institutions and a wealth of social capital<sup>2</sup>.**



N. Le Gall/Cirad—Année internationale des Forêts 2011

<sup>1</sup> Schedler and Rüegg-Stürm, 2014. Multirationality and Pluralistic Organisations, .pp 43-67.

<sup>2</sup> Caron et al., 2018. Agronomy for Sustainable Development 38: <https://doi.org/10.1007/s13593-018-0519-1>

# We need to consider the scale of CGIAR resources

- Cumulative total CGIAR 2017 budget = US\$865 m
- In the US alone 21 universities had larger research and development budgets in 2017 (NOT total!)
- This includes land grant universities, e.g. Wisconsin (\$1.1 b), Cornell (\$984 m), Minnesota (\$921 m) & Texas A&M (\$905 m)
- Cumulatively, those 21 universities spent \$24.4 billion on R&D related to the CGIAR's core business ... 28x the CGIAR's resources

## Implications

- **Need to focus** - CGIAR cannot do everything in its mission space
- **Need to leverage strategic partnerships** in areas where CGIAR does not have critical mass and exceptional talent; avoid 'fortress CGIAR'
- **Good governance is an essential enabler of excellent science**
- **Financial pressures induced expansion beyond core competencies, diluting areas of comparative advantage**

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## CGIAR Advisory Services Workplan Update: A Draft for Consultation

**Purpose: this document sets out progress in 2019 towards the delivery of more integrated CGIAR advisory services, and a refreshed 2020/21 work plan within the context of the 2019-2021 workplan and budget materials considered at the System Council's 7th meeting**

**Action Requested:** The System Council is invited to review the revisions and updates to the CGIAR Advisory Services three-year workplan and provide strategic input to further inform the plan, which comprises the ISDC, SPIA, and the CGIAR Advisory Services Shared Secretariat plan (which integrates the Evaluation Workstream).

Prepared by: CGIAR Advisory Services Shared Secretariat in consultation with ISDC Chair and SPIA Chair

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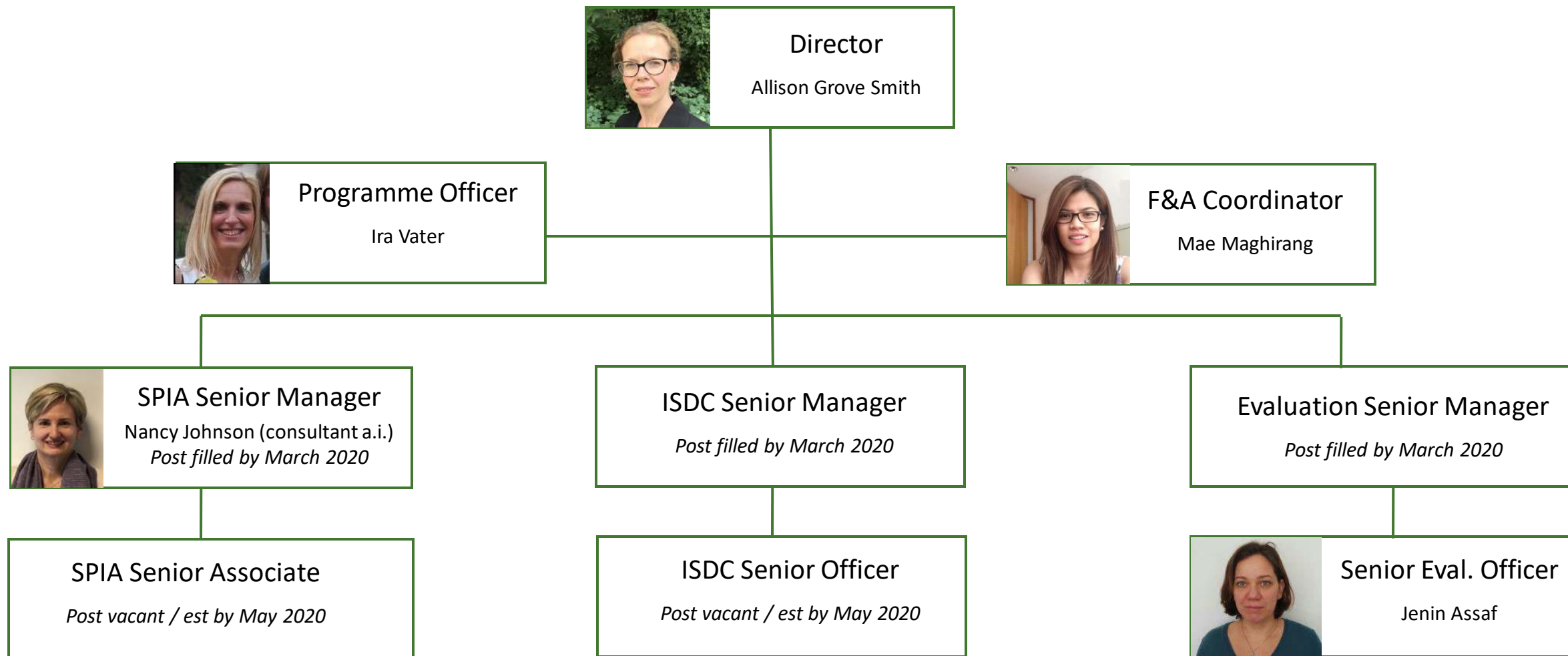
# Overview

- 2019: Transitional year for CGIAR advisory services and Shared Secretariat
- 2020: Increasingly timely, harmonized and relevant inputs to relevant System entities
- Scope: ISDC, Evaluation WS and SPIA, underpinned by CAS Secretariat

## **Open issues and items of note for 2020 planning**

- Definition of ISDC 2020 specific activities forthcoming
- Confirmation of 3-year ISDC outcomes – reframe in light of system-wide change
- System Council input and agreement on the review modality for current program evaluative review
- Performance standards review options based on pilot (stand-alone or integrated)
- Revisions in distribution over the first three-year period of the 3+3-year SPIA plan

# CGIAR Advisory Services Shared Secretariat





# CGIAR Advisory Services Shared Secretariat

- 2019 change process update:
  - Move from FAO executed, significant staffing reduction and procedural/workflow adjustment
  - Director appointed 2019 (joined fourth quarter 2019)
  - Target date to fill three senior manager roles – end of first quarter 2020
- 2020 focus: operational support complemented by integrative tasks
  - Secretariat support furnished to ISDC and SPIA
  - Secretariat formation – recruitment, onboarding and team-building of a shared secretariat
  - Knowledge management –archiving of a body of work of ISDC, SPIA and evaluation
  - Communications – revised communications strategy to enhance the uptake of advisory services' work
  - Planning and monitoring – an integrative planning process and monitoring for CGIAR advisory services / Key Performance Indicators

## Open Issues:

- CAS Secretariat remains in an accelerated recruitment stage to fill all professional positions from Oct 2019 to Apr 2020. During this period, the Secretariat will avail of temporary support to ensure basic services.

# Evaluation Workstream

- Evaluation WS 2020 focus
  - Two alternatives for a light touch assessment of the current portfolio
    - Assessment of 12 programs using a streamlined, cost-effective CRP approach (effectiveness and quality). OR
    - A study of CGIAR achievements and delivery to the sub-IDO, mapped to One CGIAR's five focus areas
  - Delivery on performance standards review (integrated approach/stand-alone)
  - Initiate consultations to develop a new Evaluation Policy in line with One CGIAR change agenda
  - Initiate development of a multi-year evaluation plan

## Open Issues:

- Agree on review modalities (1a/1b) for streamlined current program review
- Assess opportunities to include performance management standards in a wider (integrated) approach to programmatic review or proceed on stand-alone basis

# Independent Science for Development Council (ISDC)

- ISDC's 2020 emphases
  - Defining new ways of working and delivering to the System
  - Advising on strategies and approaches for the forthcoming program portfolio
  - Supporting the OneCGIAR agenda
- Functions per TORs
  - Foresight
  - Horizon scanning
  - Priority setting
  - Proposal assessment
  - Other functions

## **Open Issues:**

- Definition of 2020 activities based on One CGIAR reforms and new ISDC interactions
- Confirmation of the revision to 2021 outcome statements

# Standing Panel on Impact Assessment (SPIA)

**\*\* Forthcoming Presentation\*\***



# Thank you!

Holger Meinke

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