

1. Record Nr.	UNINA9910954309003321
Autore	Lele Uma J
Titolo	The CGIAR at 31 : an independent meta-evaluation of the Consultative Group on International Agricultural Research // Uma Lele
Pubbl/distr/stampa	Washington, DC, : World Bank, 2004
ISBN	1-280-08435-9 9786610084357 1-4175-0061-1
Edizione	[Rev. ed.]
Descrizione fisica	xxv, 220 pages : illustrations ; ; 28 cm
Collana	Operations evaluation study
Disciplina	630/.7/2
Soggetti	Agriculture - Research - International cooperation
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Bibliographic Level Mode of Issuance: Monograph
Nota di bibliografia	Includes bibliographical references.
Nota di contenuto	Intro -- Contents -- Acknowledgments -- Foreword -- Prólogo -- Avant-propos -- Preface -- Prefacio -- Préface -- Abbreviations and Acronyms -- PART 1: OVERVIEW -- 1. CGIAR's Changing Mission and Authorizing Environment -- 2. CGIAR Activities and Impacts: What Do We Know? -- 3. New Challenges for the CGIAR: How Is It Responding? -- 4. Restructuring the CGIAR: Lessons of Past Attempts -- 5. The Current CGIAR Reforms: Some Are Creditable But Others Need Revisiting -- 6. The Critical Roles of the World Bank: Convener, Donor, and Development Partner -- 7. Recommendations -- Focusing the World Bank's Responsibilities -- Reforming the CGIAR -- PART 2: TECHNICAL REPORT -- SECTION I THE CONTEXT -- 8. The Context for the CGIAR Meta-Evaluation -- An Overview of the CGIAR -- A Conceptual Framework for Assessing CGIAR Effectiveness -- Previous Evaluations -- The Change Management and Design Process -- SECTION II THE DEVELOPMENT EFFECTIVENESS OF THE CGIAR -- 9. High Returns to Germplasm Research -- Examining the Impacts of Germplasm Research -- Related Issues Requiring Further Impact Assessments -- 10. Genetic Resources Strategy and Management -- Genetic Resource Management and Use: Issues for the CGIAR -- The Challenges of a Rapidly Changing Environment -- Can the CGIAR Meet this Challenge? -- Reconfiguring the CGIAR to Meet the Challenge -- 11. Policy Research in the CGIAR -- IFPRI's Policy Research: 1998

External Program and Management Review -- Other Reviews of IFPRI Impacts -- 12. Natural Resources Management Research in the CGIAR -- Thematic Priorities in NRM Research -- Focus -- Framework -- 13. National Agricultural Research Systems and the CGIAR -- The Black Box of High Returns: The Partnership Role of the NARS -- Pursuing Partnerships with Advanced NARS -- Ensuring Continued Support to Small-Country NARS -- 14. The CGIAR and Sub-Saharan Africa. Activities, Impacts, and Constraints -- Priority Setting and the Roles of Regions -- Confronting Shortfalls in Public Agricultural Spending -- The Role of Donors and the Bank -- SECTION III THE ORGANIZATIONAL EFFECTIVENESS OF THE CGIAR -- 15. Past Attempts to Restructure the CGIAR -- The Financial Crisis -- The Renewal Process -- The Mixed Impacts of Renewal -- The Third System Review (1998) -- The Federation Proposal (2000) -- The CGIAR's Founding Principles Need Revisiting -- The Challenge of Reconfiguration -- Collective Action Problems Are Daunting -- 16. Reform in the CGIAR (2000-Present) -- The Executive Council -- The System Office -- The Science Council -- Challenge Programs -- Reforms Do Not Go Far Enough -- 17. The World Bank and the CGIAR -- Exercising the Bank's Leadership Role as Founder, Cosponsor, and Convener -- Funding the CGIAR and Exit Strategy from the DGF? -- The Bank's Multiple Roles -- Enhancing the Bank's Role as a Development Partner -- 18. Conclusions -- Science and Strategy -- Governance, Organization, Finance, and Management -- The Role of the World Bank -- Appendixes -- 1: Current Organizational Chart of the CGIAR -- 2: Meta-Evaluation Terms of Reference -- 3: Meta-Evaluation Team and Advisory Committee: Biographical Information -- 4: Methods and Tools -- 5: List of Working and Background Papers, Authors, and Peer Reviewers -- 6: List of People Consulted -- 7: Management Response -- 8: Chairman's Summary: Committee on Development Effectiveness -- Endnotes -- Bibliography -- Figures -- 1.1 Where the Poor Are -- 1.2 Cereal Yields: Slowdown in Growth -- 2.1 Research with Proven Impacts on Poverty Has Declined Dramatically -- 2.2 Restricted Funding Has Increased -- 2.3 Restricted Funding Varies Greatly among the Top Ten Donors. 3.1 Private Agricultural Research Expenditures Are Small in Developing Countries, Large in Developed Countries -- 6.1 Bank Lending to Agriculture Declined Dramatically in the 1990s -- 8.1 An Overview of CGIAR Centers -- 8.2 The World Bank Became the Largest Donor in 1994 -- 8.3 Top Ten Donors Provide Most of the Funding -- 8.4 Allocations to Commodity and Ecoregional Centers Have Declined -- 8.5 Research with Proven Impacts on Poverty Has Declined Dramatically -- 8.6 Centers' Expenditures on Africa Have Increased Slightly During the Last Ten Years -- 8.7 Global Public Agriculture Research Expenditures, 1995: 21.7 Billion -- 8.8 Global Public Health Expenditures, 1998: 73.5 Billion -- 8.9 Average Annual Growth Rates in Public Agricultural Research Expenditures, by Region and Half Decades, 1976 to 1996 -- 8.10 World Bank and USAID Funding of Agricultural Research by Region -- 8.11 Rural and Health Sectors Are Prominent in DGF Allocations to Global Programs (FY02 figures) -- 8.12 Environment, Rural, and Health Sectors Are Prominent in Overall Global Program Expenditures (FY01 figures) -- 14.1 Public Agricultural Research Expenditures, 1976-95 -- 17.1 World Bank Lending to Agricultural Research and Extension, 1971-02 -- Boxes -- 1.1 Portrait of a Global Program -- 1.2 Concepts Relating to Setting and Achieving Priorities -- 2.1 What Is Global and Regional Public Goods Research? -- 3.1 The New World of Intellectual Property Rights -- 3.2 "Golden Rice" Demonstrates the Challenges of Public-Private Partnerships -- 4.1 The CGIAR's Founding Principles Need Revisiting to Maintain Impact on

Poverty Reduction -- 4.2 Stakeholders Report Many Concerns about the System -- 6.1 Conflicts of Interest in the Bank's Roles Inhibit Reforms -- 8.1 The Research and Development Continuum -- 8.2 Global versus International Public Goods. 8.3 Economies of Scale and Scope in Research -- 8.4 The Importance of the Priority Setting Process: The Case of Climate Change -- 10.1 Current CGIAR Biotechnology Research, by Center and Activity -- 15.1 The Unevaluated ILCA/ILRAD Merger Experience -- 15.2 Veterans Cite Multiple Reasons for Consolidation -- 16.1 The Science Council Has Less Power Than Did TAC -- 16.2 Issues in the Transformation of TAC to the Science Council.

Sommario/riassunto

The Consultative Group on International Agricultural Research (CGIAR) was established in 1971 to scale up years of effort by the Rockefeller and Ford Foundations in supporting four international agricultural research centres in Colombia, Mexico, Nigeria and the Philippines. As the first global program to receive grants from the World Bank's net income, the CGIAR's original mission was a strategic, science-based focus on increasing "the pile of rice on the plates of food-short consumer." Today it supports 16 international Centres, and from an initial 18, its membership has expanded to 62, including 24 developing and transition economies. The CGIAR at 31, a meta-evaluation of the CGIAR, finds that CGIAR's productivity-enhancing research has had sizeable impacts on reducing poverty by increasing employment, raising incomes, lowering food prices, and releasing land from cropping. However, the CGIAR is facing huge challenges. It is less focused on enhancing agricultural productivity than it used to be. The report finds that CGIAR's current mix of activities reflects neither its comparative advantage nor its core competence.
