

CGIAR LONGER TERM FINANCING STRATEGY

EXECUTIVE SUMMARY

October 2000

OVERVIEW

In January 1999, on behalf of the CGIAR Consultative Council, Ismail Serageldin, Chairman of the CGIAR, asked Alex McCalla then Chairman of the Finance Committee to:

- lead an effort to develop a long-range financing strategy for the CGIAR;
- suggest guidelines to improve the stability and predictability of funding for the CGIAR research agenda; and
- propose appropriate structures and mechanisms to implement a public awareness and constituency-building program for the CGIAR.¹

The patterns of support that had benefited the CGIAR for close to three decades were changing. There had been a substantial, 50 percent, decline in ODA support to agriculture from 1987-1997. Financing for CGIAR programs² expanded at an annual growth rate of 2 percent in the current decade, rising from about \$290 million in 1990, to \$340 million projected for 2000. This compared with an annual rate of growth of 8 percent in the previous decade, starting from \$140 million in 1980. For the past three years, financing had been flat at a level of \$340 million.³ Despite the fact that the CGIAR had not suffered significant declines as a whole, the continuing decline of ODA to agriculture and the growing reluctance of donors to commit substantial unrestricted funds to programs sensitized the CGIAR to the fragility of its primary (90 percent of total revenue) source of funds.

A Working Group of the Finance Committee representing key CGIAR constituencies (including Investors, Center Board Chairs, Directors General, PARC and Center professionals) was formed and The Conservation Company (TCC)⁴ was engaged to explore potential approaches for the diversification and expansion of funding for the CGIAR.⁵ Over a period of eighteen months the group embarked on a multi-faceted investigation of all potential avenues for CGIAR support, including researching the existing and emerging philanthropic communities in the North and South; commissioning expert input on the New Wealth and innovative partnerships with the commercial sector; surveying current

¹ Toward a Long- Range Financing Strategy for the CGIAR, The Conservation Company, International Centers Week, October 15, 1999.

² Starting in 1999, the previous multiple categories of funding (core/special, agenda/non-agenda etc.) were integrated. For ease of comparison, historical funding data is shown on the same basis.

³ See Annex for a brief Review of Past and Current Funding.

⁴ For twenty years, The Conservation Company has provided strategic planning, program development, and management consulting services to foundations, non-profit organizations, corporate community involvement programs and government agencies.

⁵ See Appendix IV for List of members of the Working Group of the Finance Committee.

Center activities; and under a Ford Foundation grant to TCC, delivering strategic marketing consultations at CGIAR Centers.

The primary findings from the research of that period formed the foundation of the overall financing strategy presented at MTM 00 by Alex McCalla:

- ODA is not replaceable by alternate sources of funding and is essential for the continuation of research that is in the public good.
- Non-ODA support, from both agricultural and non-agricultural sectors (eg. environment, population, health and nutrition.) may yield support for discrete activities, if a convincing case for their support can be made.
- The CGIAR must make every effort to draw more Southern country members and to increase active ownership of the System by the South.
- Private and corporate philanthropy, in both the North and South, offers opportunities, albeit limited ones for the CGIAR.
- The New Wealth may yield results for the CGIAR, but its cultivation will require an extensive investment and a rethinking of the donor role.
- Partnerships with the business community offer considerable potential, but also require bridging the gap between corporate cultures and a culture of public good and poverty alleviation.
- There are a variety of mechanisms such as creating an endowment that may allow the System to plan for the long-term sustainability of discrete components of the Systems, but many of these mechanisms are tricky and require expertise.

The Working Group strongly recommended to the membership at MTM 00 that the CGIAR launch an enhanced public awareness/resource mobilization (PA/RM) effort that builds on the current efforts of Future Harvest and grows them into a global initiative. As stated by the Working Group,

The cornerstone of such an effort will be the ability to present the CGIAR as a vital and relevant entity. At minimum, the CGIAR/Future Harvest organization should have expanded marketing and fundraising capacity in each region of the world; support and work with national efforts such as National Support Organizations (NSOs) and Non-governmental Organizations (NGOs); support Center efforts and work collectively to build Center capacity; and collaborate on System initiatives.⁶

The Working Group departed MTM 00 with the understanding that by ICW 2000 a proposed framework for the new entity would be complete. This following work builds on previous work presented at ICW 1999 and MTM 00 and focuses on presenting an operational plan for an enhanced global Future Harvest organization, the key recommendation emerging from MTM 00.

⁶ IBID.

A NEW INITIATIVE

This new multi-pronged initiative would diversify current funding through non-public sources (business partnerships, endowments and philanthropy), while continuing to maintain, nurture and enhance support from the traditional donors, Official Development Assistance (ODA) and the membership. In financial terms, the strategy translates into five year objectives of, at minimum, maintaining ODA support at present levels, enhancing Southern participation to a high of \$30 million, or eight percent of total funding, and substantial expansion of non-public support in the range of \$60 million. The Centers play a critical role in mobilizing new resources and maintaining current support.

Estimated costs for the launch of this initiative are \$2.1 million in year one, growing to \$2.6 million by year five.

STRATEGIES FOR SUSTAINING & DIVERSIFYING FUNDING

Research supported the view that non-traditional donors from the private sector would not substitute for support from current donors. However, it also noted the trend of declining ODA for agriculture. Donors voice concern that their constituencies were challenging them to justify foreign aid contributions on two levels, the charitable and pragmatic. Governments expect a linkage between what they fund and national priorities. The CGIAR must develop new strategies to reengage the donors and to stem the negative trend in ODA. Current strategy hinges on four key elements:

- Promoting “ownership’ of the System among its investors
- Ensuring accountability in the use of funds
- Expanding participation of nationals
- Implementing an advocacy program

The strategy to expand membership of the Southern countries builds on elements similar to those for ODA providers, and differs in one crucial aspect: sensitivity to the fact that contributions to CGIAR derive from national (mostly sectoral) budgets, are subject to keen competition, and prone to changing public opinion.

There are significant opportunities for the CGIAR to broaden its funding base through non-public support. Strategies addressing four potential sources – private and corporate philanthropy, the New Wealth, partnerships with the business community and endowment – are built around several common elements such as building ownership, advocacy and marketing.ⁱ

The current Future Harvest forms the foundation of this new initiative, but the ultimate goal is a transformed Future Harvest capable of communicating and marketing an energized vision of the System, thereby building new constituencies and broadening the donor base.

THE GOALS OF THE FUTURE HARVEST ORGANIZATION

- To develop and manage a coherent unified marketing, communication and resource mobilization strategy for the CGIAR.
- To enhance the capacity of the System to maintain and strengthen ODA support through the use of effective marketing and communications strategies.
- To have diversified the funding base of the CGIAR within 10 years so that foundations, corporations and wealthy individuals are contributing a minimum of 20% of the CGIAR revenue
- To establish and manage a brand image for the System that is recognized globally.
- To develop marketing messages for the Future Harvest Network of organizations and for the Future Harvest Centers that form the core of all marketing initiatives but that can be tailored to the specific needs of a Center or project.
- To assist in building capacity in all Centers in the areas of marketing, fundraising and communications through a variety of training mechanisms and delivery of services.

RECASTING THE IMAGE OF THE CGIAR TO THE WORLD: MARKETING AND COMMUNICATIONS

The message heard over and over in discussions with potential donors was that the CGIAR was little known outside of the scientific community and that it had no name recognition. The Working Group soon recognized that a bold new vision of the CGIAR is made up of two essential elements: a revitalizing of the scientific culture and a recasting of its image to the world.

Despite significant expenditures of the System on public awareness and resource mobilization, approximately \$12 million overall, the overall effort has been characterized as diffuse, uncoordinated and ineffective.⁷ In addition to the many constraints noted by staff, such as lack of resources, information and expertise, a simple analysis of activities by the Secretariat, the Centers and Future Harvest highlights the redundancy of effort in marketing and communications activities. There are numerous examples of multiple messages and overlapping marketing initiatives. This lack of coordination has led to a proliferation of messages and confusion for many investors.

⁷ Resource Mobilization and Public Awareness Surveys 2000, Business Plan of the Secretariat 2000 and Future Harvest budget 2000.

The current proposal posits that success in maintaining and growing current donors while diversifying the resource base will depend on the ability of the System to rationalize and professionalize its approach to resource mobilization and marketing. This rationalization will include eliminating redundancies in the System and developing a global strategy that is built from Center to global level.

The CGIAR must do more than simply rationalize activities. It is also significantly challenged by:

- limited name and “brand “ recognition;
- lack of a coherent message and a coordinated resource mobilization strategy;
- limited expertise in dealing with private sector giving of any sort; and
- marginal effective fundraising infrastructure.

To be competitive in mobilizing new resources in both the public and private sector Future Harvest must undertake a comprehensive marketing, communications and resource mobilization plan. Future Harvest must learn to:

- adopt a new entrepreneurial approach to PA/RM in targeting private sector support by developing a new focus on Centers’ marketable assets;
- communicate a powerful, integrated results oriented package;
- create a strong brand identity (using the Future Harvest name) that includes a clear, unified message,
- formalize strong and effective partnerships between the Centers, the Secretariat and Future Harvest.

To implement an ambitious plan calling for significant increases in revenues over the next five years, Future Harvest must be restructured, staffed and funded in order to meet the challenge.

RESTRUCTURING FUTURE HARVEST

The parallel deliberations on the system-wide structure will undoubtedly have an impact on the ultimate form of Future Harvest. Ultimately, Future Harvest is an integral part of whatever structure emerges. Regardless of the outcome, there are some essential elements for Future Harvest transformation that must be addressed. These include:

- **Integration and rationalization** of all public awareness and resource mobilization functions of the CGIAR under the auspices of Future Harvest. These include the current activities of the Secretariat, the Centers, PARC, the PAA and the RMN.
- **Formal linkage** between Future Harvest and the CGIAR that will facilitate the integration of functions and unification on message.
- **Formal linkage to the Centers’** Public Awareness and Resource Mobilization staff through a joint appointment mechanism.

- **Expanded “professional” governance system** (to be called a Board of Directors), a strong Chairperson, and Executive Director.
- **Three functional area “departments,”** with high-level expertise as follows:
 - Public Awareness (marketing, communications, media)
 - Resource Mobilization (public sector, individuals, corporations, foundations)
 - Capacity Building and Member Services
- **Capacity to grow globally.** Future Harvest will explore the potential of raising funds in various geographic sites using contract services and virtual offices. Hubs may be created in high potential fundraising zones such as California. Internationally, independent national affiliate organizations (NOs) will evolve in countries with the greatest likelihood of success in resource mobilization.

An illustration of this proposed structure is included in Annex III.

ROLES AND RESPONSIBILITIES

- The scientific program of the CGIAR and the allocation of resources continue to be managed through the existing structures.
- Future Harvest will take the lead in setting the strategy for a global marketing and fundraising strategy in both the public and private sector, while working collaboratively with all parts of the CGIAR.

INVESTING IN THE FUTURE

The capacity of Future Harvest to meet its mandate will be dependent on the ability to build the expertise and place it appropriately for impact. Future Harvest’s increased expertise in marketing, communications, and development will be amplified by capacity building and strengthening at Center level. In the immediate term, the strategy calls for strengthening core capacity in the key areas by recruiting senior level staff. The strategy also envisions the staggered development of nascent national Future Harvest organizations in Europe, Latin America, Africa and Asia and the creation of fundraising nodes in areas where New Wealth is concentrated, ie Silicon Valley and/or Seattle. Staff will be supplemented by long and short-term consultants with specific expertise. Finally, Future Harvest and the Centers will focus on strengthening capacity at Center level to market their activities and to work with Future Harvest in implementing the global marketing and communications strategy.

For most organizations, the rule-of-thumb is that it takes one dollar to raise ten. In the case of the CGIAR, a great many resources are available, but are not always used effectively. This initiative, if successful, will benefit the entire System and will, by its very nature, enhance the effectiveness of all CGIAR resource mobilization efforts. Estimated costs for the launch of this initiative are

\$2.1 million in year one, growing to \$2.6 million by year five. This incremental approach to growth will allow Future Harvest to experiment and gain expertise so as to be able to fine-tune its needs.

The likelihood is that initial funding will have to be either redirected from within the System; be given as new grants or part of current funding by the donors; or be part of increased support by the Centers. If successful, Future Harvest should be self-supporting within five years either through administrative costs on grants or in discrete funding.

CONCLUSION

Over the past year, it has become increasingly clear that the powerful work that the CGIAR does each day is not being communicated to the world. The Centers have independently begun to realize that they must invest in creating a cogent message and communicating to the donor public. ICRAF, ILRI and CIMMYT are among those who have developed their own marketing plan in the hopes of tapping into new resources for their Centers. But the truly gripping message is of the network of research centers and the sum of the work they are doing. An expanded Future Harvest working in coordination with the Centers will be able to give direction and coherence to the CGIAR message. At issue is the willingness of both Centers and Donors to divert critical resources from the scientific agenda today in order to insure the survival of the System in the future.

Financing Strategies

A. Sustaining Official Development Assistance (ODA) support for the CGIAR and expanding Southern participation

CGIAR's long-term financing strategy is based on sustained support from ODA, expanding financial participation by "Southern" countries, and vigorous efforts to attract financing from the private sector. The CGIAR's partnership of diverse stakeholders are united in the common pursuit of promoting food security in developing countries, reducing poverty, and ensuring the sound management of the earth's natural resources. These objectives are broadly congruent with international development goals, including those articulated by the international community at the major U.N.-sponsored conferences of the 1990s (Rio, Cairo, Copenhagen and Rome) and most recently by the Development Assistance Committee (DAC)⁸ in its report, *Shaping the 21st Century: The Contribution of Development Cooperation*.

CGIAR investors contribute directly to research programs and individual Centers of choice, not to a centralized entity. All the benefits of CGIAR research – new plant varieties, new production and natural resource management technologies, and contributions toward improving public policies – are 'global public goods,' i.e. freely available to all. Keen interest by investors in direction of research programs and outputs are a characteristic of the CGIAR system. Investments are made directly or through international institutions.

Strategy for sustaining ODA support

Given the competition for ODA resources, however, CGIAR has to make its case for continued ODA (grant) support by demonstrating a unique niche for contributing to the development agenda. Furthermore, Development Assistance goals are increasingly defined in terms of quantitative targets.⁹ CGIAR's recent adoption of a logical framework will be a key tool in ensuring that CGIAR can demonstrate its contribution to, for example, poverty alleviation in quantitative terms. Maintaining and strengthening the constituency for CGIAR in ODA providing countries, will also require further expansion of the collaboration with advanced research institutions in DAC countries. For example, the European group observed at ICW99 that in some of their countries an excess capacity is

⁸ The 23 Members of the Committee are: Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Japan, Luxembourg, the Netherlands, New Zealand, Norway, Portugal, Spain, Sweden, Switzerland, the United Kingdom, the United States, the Commission of the European Communities. It is noteworthy that all countries, except Greece, are CGIAR investors.

⁹ "Reducing the proportion of poor living in extreme poverty in developing countries by at least one half by 2015" from "Measuring Development Progress - A working set of core indicators". Publication by the Development Assistance Committee, OECD, Paris.

developing as a result of cutback of public funding for research institutions. (Others have noted a similar phenomenon in developing countries as well.)

The strategy has four key elements:

- Promoting 'ownership' of the System among its investors
- Ensuring accountability in the use of funds
- Expanding participation of nationals (staff in case of institutions)
- Implementing advocacy and public education programs

Promoting ownership

The CGIAR has benefited from a strong sense of 'ownership' by its stakeholders, both by investors in the industrialized countries and the developing countries who are the principal focus of its research programs. In defining 'ownership,' several important elements about the structure of the CGIAR need to be kept in mind. First, it is an intergovernmental multilateral institution that operates informally. Contributions are voluntary, and are not guided by formal statutes or binding regulations. Second, this informality – by itself a valuable corporate attribute – means that traditional tools of demonstrating ownership (e.g. voting shares, seats on the Board, etc.) are not available. Third, the principal avenues for expression remain the two business meetings every year – Mid-Term Meeting and International Centers Week – which allow investors to participate in a broad range of CGIAR program activities, including investment decisions, establishing research priorities, and setting guidelines on issues of governance. Finally, continued support depends on the sense of ownership, at a personal level, felt by investor representatives who serve as focal points of contact between national capitals and concerned ministries and the CGIAR.

Ensuring accountability

The CGIAR is a highly decentralized operation and its components (the Centers, members, and partners) all act independently of each other. Ensuring accountability – in terms of finances, research impacts, and open access to information – is vital for retaining investor confidence. The CGIAR implements a range of activities in support of this objective that must be continued. Expansion of activities may be necessary if CGIAR moves toward a competitive grant financing mechanism.

Expanding participation

Key constituencies for generating support are nationals in investor countries, broadly defined to include scientists, academics, and the student community. Building effective alliances with this constituency is an important strategic element, as is making the case continuously about the relevance of CGIAR research. (This is equally applicable to staff in ODA financed multi lateral

institutions such as FAO, UNDP, World Bank, ADB etc.) In addition, training programs mounted by the Centers mean that there is a growing cadre of students and mid-career professionals who have gained exposure to the CGIAR, and will be its most visible supporters in their professional lives.

Implementing a program of advocacy

The final element is a program of advocacy and public education aimed at policymakers, decision-makers as well as staff of the multilateral institutions. This is critical for highlighting the CGIAR's competitiveness in contributing to ODA goals. Participation by the CGIAR in international events also helps to inform policymakers in investor countries. In this effort, the contributions of all CGIAR stakeholders are essential for success. A strong effort, led by the CGIAR Chairman, with support from Future Harvest, and expanded communications and one-on-one contacts with key constituencies in member countries is vital to shore up support for the CGIAR and prevents uncertainty in annual funding.

Expanding Southern Membership

Mobilizing science to improve developing country agriculture remains the *raison d'être* of the CGIAR. Most of the world's poor live in developing countries, and an overwhelming majority – nearly 70 percent or more – live in rural areas. It is clear that developing countries will remain the principal focus of CGIAR research effort. Their engagement – as active members, determining research foci, setting priorities, participating in research and investment decisions, and providing financial and in-kind support – will be vital for ensuring the viability of the CGIAR, and broadening its funding base. Therefore, sustaining current ownership of the CGIAR by member countries, and increasing 'buy-in' is a critical element in ensuring the future stability of the CGIAR. Last, but not the least, demonstrated co-ownership of the system by the South, and by inference confidence in multi-lateralism is an important signal for continued ODA support.

The strategy to expand membership of Southern countries builds on elements similar to those for ODA providers, and differs in one crucial aspect: sensitivity to the fact that contributions to CGIAR derive from national (often sectoral) budgets, are subject to keen competition, and prone to changing public opinion. Moreover, pervasive urban bias, and relative neglect of rural issues mean that agriculture and agricultural research are not seen as priorities in the design of public investment policies. Membership to the CGIAR requires a minimum contribution of \$0.5 million annually, and as experience has shown for many developing countries (e.g. Cote d'Ivoire, Pakistan, and Thailand) meeting this obligation involves making tough tradeoff decisions. But there are excellent examples of how a select group of developing countries – Colombia, Kenya, and Nigeria – have seen the value of CGIAR's research, and become strong partners by making steady investments to the system.

A final strategic element is the exploration of innovative financial mechanisms for supporting Southern financial participation. Kenya's partnership with the CGIAR and the innovative approach it uses to finance its contributions is instructive. Kenya has financed its contributions to the CGIAR by using credits provided by the International Development Association (IDA), the soft lending arm of the World Bank. This innovative approach is made possible by the strong support of the national program, Kenya Agricultural Research Institute, which recognizes merit in CGIAR's research and persuades the government to use loans to finance its membership contributions to the CGIAR.

B. The Private Sector

Based on the work done by the Conservation Company, consultants there appear to be opportunities for CGIAR to broaden its funding base through non-public support. The cautionary note however is that competition for private resources is strong given the breadth of causes supported by private funds and hence will require a structured targeted effort to promote initiatives consistent with donor priorities. Strategies are built around several common elements such as building ownership, advocacy and marketing.

Private and corporate philanthropy, in both the north and south, appear to offer opportunities for the CGIAR. However, the CGIAR currently is hampered by low name recognition, minimal understanding of the import of its work and low priority for agricultural research. Improved outreach and public awareness activities will help identify the CGIAR to the donors. Some strategic elements:

- Education and advocacy: Work to educate audiences on the meaning and importance of sustainable development and the role of the CGIAR in the various elements of sustainable development.
- Marketing: Develop creative approaches to make research and related activities attractive to non-traditional donors.
- Ownership and visibility: Increase opportunities for donor visibility in CGIAR initiatives. Possible strategies include adopting proactive marketing tactics for research initiatives and involving academics or alumni of CGIAR system in disseminating research results.

The New Wealth: poses the most tantalizing image of easy to access money. However, competition for these funds is fierce. The style of philanthropy is non-traditional, interactive and entrepreneurial. Hence, a well-orchestrated plan to cultivate strong relationships with this wealthy entrepreneurial class will be required.

- Ownership and engagement: Share problems, challenges and opportunities with the entrepreneurs, who are in the business of solutions. Emphasize strategic engagement. Get prospective donors to the real work of the Centers.

- **Marketing:** Make a strong case for scientific endeavor and grass roots engagement that takes the humanitarian high ground. This would be a powerful way to recruit donors to the challenge to preserve the gene bank, to support sustainable agriculture, to fight poverty and, to feed the world.

Partnerships with the business community: Partnerships with the business community offer most prospects. The CGIAR has natural affinities with many corporate communities engaged in agriculture and agriculture related activities. Social marketing (joint-marketing ventures with business) may be a first step in developing these new partnerships. Joint ventures that commercialize Center research and other products, may be a later initiative subject of course to maintaining CGIAR's IPG character.

Endowment: Creating an endowment may be one of the leading mechanisms for long-term sustainability of key components of the system, but it is tricky, requires strong leadership, a well-focused campaign and a winning message. Experts in this field point to the potential yield, but stress the need for careful planning and preparation, which requires considerable time and investment. [An exploration for a genetic resource trust is presently underway to explore the feasibility of this approach].

CGIAR Past and Current Funding: A Brief Review

Composition:

ODA Sources: Official Development Assistance (ODA) sources, direct and indirect, are projected to invest \$305 million in CGIAR in 2000 as compared with \$275 million in 1990. Funding grew at an annual rate of 1% between 1990 and 2000. The share of ODA sources in CGIAR funding has declined from 95% in 1990 to 89%, in 2000.

- The \$241 million ODA directly contributed by the members of the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD), will account for about 70% of the total funding in 2000. This proportion is lower than in 1990 (73%) and 1980 (71%).
- The \$65 million invested in the CGIAR by international and regional organizations -such as ADB, IFAD, UNDP, World Bank, which also subscribe to DAC goals and are majority "owned" by DAC countries- will account for 19% in 2000 (of which World Bank 13%). This represents a decline from 22% in 1990 (WB: 12%).

Developing Countries are projected to invest \$13 million in 2000, about 4% of CGIAR funding. Their investments are up sharply, in both absolute and percentage terms, from very modest levels in 1990.

Foundations and non-CGIAR donors will provide \$7 million and \$15 million respectively for a total of about \$22 million or 6% of CGIAR funding in 2000. The increase in absolute and percentage terms, up from \$12 million or 4% in 1990, and is solely due to an expansion in non-CGIAR sources. These sources are diverse; ranging from private foundations funding specific projects to one-time financiers of center activities, with time bound funding horizons.

Membership

CGIAR membership stands at 58 in 2000, a sharp expansion over [37] in 1990. The expansion is almost entirely due to a higher number of developing countries in 2000 (21 industrialized countries and 22 developing and transition countries). About 25% of the funding growth of \$52 million between 1990 and 2000 can be attributed to the membership expansion; the rest came from the traditional investors.

Type of Funding

A little over half, 53%, of 2000 funding will be provided without ex-ante restrictions limiting its use to specific activities. This is a significant drop from 68% in 1990. Of the \$180 million provided without restrictions in 2000, 72% will come from DAC countries, 25% from the World Bank and 3% from the

developing countries. (Funding from foundations and non-CGIAR donors is fully restricted.) In 1990, ODA sources provided 80% of their funding without restrictions; this proportion is projected to decline to about 55% in 2000.

The table below provides illustrative financial figures corresponding to the proposed strategy. The following underpin the scenario:

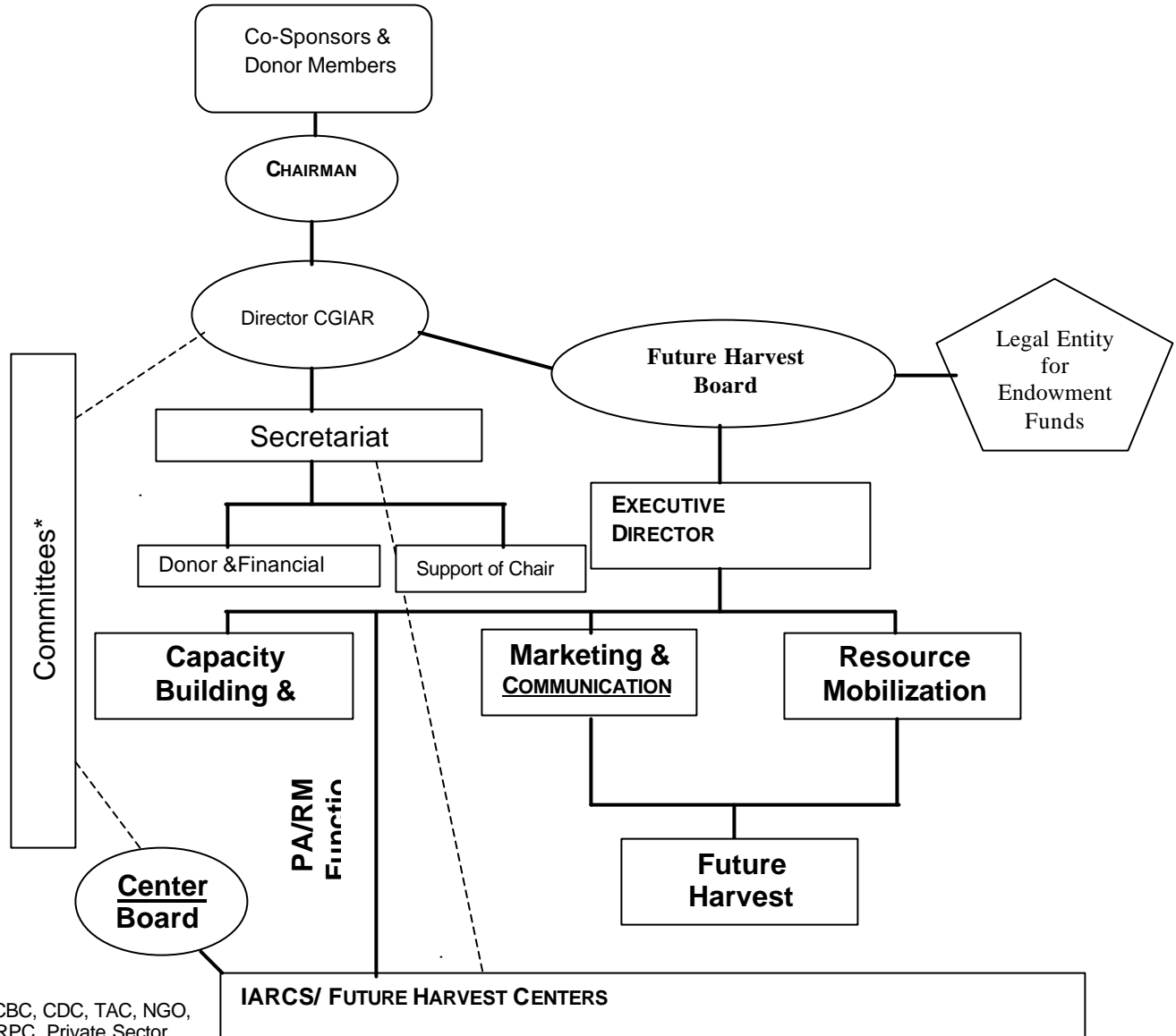
- Continuing overall growth projected at 2%, the same annual rate as in the 1990-2000 period. This rate of growth, at best, maintains funding in real terms.
- Maintenance in nominal terms of ODA funding (future overall support from ODA providing countries may be a blend of ODA and non-ODA sources).
- Doubling, by 2010, Southern financial participation
- Expansion of private sector support through philanthropy, endowment and business partnerships.

Funding for CGIAR Programs:1980 - 2010

(in \$millions)

	1980	Change	1990	Change	2000 est.	Change	2010 projection
Sources of Funding							
ODA Sources	130	144	275	30	305	0	305
DAC members	99	112	211	30	241	0	241
Institutions	20	10	30	-11	19	0	19
World Bank	12	22	34	11	45	0	45
Developing Countries	3	-2	1	12	13	15	28
Foundations	6	0	6	1	7	0	7
Non-CG Donors	0	6	6	9	15	45	60
Total	140	148	288	52	340	60	400
Annualized change (%)							
Total		8%		2%		2%	
ODA Sources		8%		1%		0%	
Unrestricted Funding -Amount	110	85	195	-15	180	0	180
Of which: DAC members					130		130
World Bank					45		45
as % of total	79%		68%		53%		45%
Composition of funding (%)							
ODA Sources	93%		95%		90%		76%
DAC members	71%		73%		71%		60%
Institutions	14%		10%		6%		5%
World Bank	9%		12%		13%		11%
Developing Countries	2%		0%		4%		7%
Foundations	4%		2%		2%		2%
Non-CG Donors	0%		2%		4%		15%

FUTURE HARVEST ORGANIZATION 2001



* CBC, CDC, TAC, NGO, GRPC, Private Sector, Impact Assessment, Finance, Oversight, & Science Partnerships

Key features of the proposed Future Harvest organization:

- There will be a formal link between the CGIAR and the Future Harvest Board. The formal linkage will also ensure a linkage between Future Harvest and the CGIAR whether or not Future Harvest remains housed within the Secretariat offices.
- Professionalizing and expanding the Future Harvest Board with both external and internal experts will extend the reach and profile of the organization to new networks and facilitate a perception of an independent organization.
- The rationalization of all PA/RM activities under the leadership of Future Harvest will minimize the current redundancies, which are not only inefficient but, more importantly, lead to identity (brand) confusion and mixed messages.
- The division of communication responsibilities between Future Harvest and the Secretariat establishes a “lead” group that sets standards and coordinates activities regardless of the implementer.
- The establishment of formal relationships with the Centers and the joint appointment of staff will have benefits for both the System and the Centers. For the System it will facilitate a unified strategy, a coherent message to donors, and better information flows. For the Centers it will enhance capacity, improve donor intelligence, and allow efficiencies of scale. The relationship between Future Harvest and the Centers will have to be built slowly and will be based on trust and “value-added” services in the areas of capacity building, donor intelligence, lessons learned and tool kits. It is clear that the current uncoordinated resource mobilization approach is leading to confusion among some donors. Coordination will alleviate this problem, but it will require that the Centers be more forthcoming with accounts of their activities.
- The formal linkage of public awareness and resource mobilization at the Center level will allow staff from the two areas to coordinate efforts and improve targeting of resources.
- The creation of virtual offices using contract services will allow Future Harvest to conduct a thorough assessment of fundraising potential before embarking on the time-consuming and often costly process of registration as a fundraising entity and creating a functioning office/organization. Once Future Harvest gains more insight into working in a certain venue, the creation of a national Future Harvest will be initiated. When a “critical mass” several national Future Harvest organizations are operating, an international coordinating body, Future Harvest Global, will be constituted comprising representatives of all national Boards.
- The creation of nodes in North America will allow Future Harvest to experiment with placement of staff in locations known to have a high-density of donors, for example, Silicon Valley. Again, virtual offices and contract services will limit expenditures and risk.

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