

## Evidences

### Study #4027

**Contributing Projects:**

- P1694 - Module 4 Phenotyping tools and services

**Part I: Public communications**

**Type:** OICR: Outcome Impact Case Report

**Status:** On-going

**Year:** 2020

**Title:** Development of an organizational culture of continuous improvement process across CGIAR breeding programs to support operational excellence

**Short outcome/impact statement:**

To meet funders/end-users needs, CGIAR breeding programs are modernizing their breeding operations. This doesn't mean a change here/there, but a culture of continuous improvement. By adopting LEAN methodologies (LM) IRRI has been engaging the operational team supporting the modernization process. LM were established to support operational teams defining their processes adding value to clients' needs. Adopting LM allows breeding teams to better structure processes, reducing redundancies/errors, eliminating waste and bringing effective delivery needs emphasizing teamwork within the process.

**Outcome story for communications use:**

Integrative Research unit (IRS) at the International Rice Research Institute (IRRI), has been adopting lean methodologies to support the implementation of Breeding Programs Improvement plans. Related to Breeding operations we have defined the LEAN methodologies as the continuous improvement (CI) practices to be adopted by breeding programs, either in CGIAR and NARS. The adoption of Lean methodologies is associated with management practices and culture aspects. For EIB to start deploying the CI culture, we had to have a case, not only to demonstrate value, but especially to structure the implementation process. We started working close with IRRI team to create this model. The first step was the leadership engagement, Deputy Director General (DDG), Head of Breeding, Head of Operation and Head of Human Resources (HR) were supportive and actively participated. The second step was to define key CI projects, aligned with overall breeding improvement plan, three projects were defined (documents are available in EIB dropbox). The third component was to define the teams, we had to guarantee the involvement of interested parties from different department (HR, finance, breeding, operation, etc...), the teams members received a training in lean methodologies and worked on their respective projects. This first round of training resulted in some tangible benefits to breeding organization, such as hybridization capacity increased by 163%, rapid generation advance (RGA) greenhouse capacity increased by 164%, increase the speed of seed dispatch by 243% (documentation available EIB dropbox). IRRI team assigned CI champions (they were in the first group), they are now the practitioners and will be training the second group of IRRI staff.

### Links to any communications materials relating to this outcome:

- <https://tinyurl.com/yz6c48az>
- <https://tinyurl.com/y48n6jn9>
- C:\Users\G.TEIXEIRA\Dropbox (CIMMYT Seed)\EiB Modules\Module 4\PROJECTS\Nutritional Quality
- <https://tinyurl.com/y68vozmf>
- <https://www.dropbox.com/sh/sw41lmg0kpor1/AAAzXx2HsnnUh8wyH0FpVGzCa?dl=0>

### Part II: CGIAR system level reporting

**Link to Common Results Reporting Indicator of Policies :** No

**Stage of maturity of change reported:** Stage 1

#### Links to the Strategic Results Framework:

Sub-IDs:

- Adoption of CGIAR materials with enhanced genetic gains
- Enhanced institutional capacity of partner research organizations

Is this OICR linked to some SRF 2022/2030 target?: Too early to say

Description of activity / study: IRRI Team has changed the behaviour and started adopting the LEAN methodologies as part of their management practices, as presented by head of Integrative Research (IRS) unit, Sharifah Syed, at CtEH meeting. When funders from Gates foundation, GIZ, USAID and others, including CGIAR breeding programs representatives could learn more how lean methodologies are helping them to improve their operations and the plan to increase the adoption.

#### Geographic scope:

- Global

Comments: Adopting lean methodologies at CGIAR breeding programs has a great potential. The project started in IRRI headquarter in Philippines but will be cascade to other regions.

#### Key Contributors:

Contributing CRPs/Platforms:

- EiB - Excellence in Breeding Platform
- Rice - Rice

Contributing Flagships:

- 4: Operations and Phenotyping

Contributing Regional programs: <Not Defined>

Contributing external partners: <Not Defined>

#### CGIAR innovation(s) or findings that have resulted in this outcome or impact:

N/A

**Innovations:** <Not Defined>

### **Elaboration of Outcome/Impact Statement:**

In order to support the farmers need for a better and more adapted variety, funders have been requesting CGIAR breeding programs to deliver higher rate of genetic gain. In order to achieve this CGIAR breeding programs have developed their improvement plans, which in synthesis are actions that need to be taken to improve their programs. Many of these actions have a strong operational component. In order to guarantee that operational staff will contribute and actively participate in the organizational improvement process EiB started with IRRI the deployment of the culture of continuous improvement.

This process started with the definition of key projects aligned with improvement plans, staff that would be involved with these projects were trained with lean methodologies and applied their learnings on their daily operations. Some of the staff involved were assigned as Continuous improvement champions. This CI champions are leading now the second round of training and process improvement projects, which in combination of communication and proper evaluation process will lead the deployment of the culture of continuous improvement.

### **References cited:**

Brenda Lizet Bautista Perez, Crops to End Hunger (CtEH) Implementation meeting, 2020:

[https://cgiar-my.sharepoint.com/personal/b\\_l\\_bautista\\_cgjar\\_org/\\_layouts/15/onedrive.aspx?id=%2Fpersonal%2Fb%5FI%5Fbautista%5Fcgiar%5Forg%2FDocuments%2FRecordings%2FCtEH%20implementation%20meeting%2D20210505%5F070720%2DMeeting%20Recording%2Emp4&parent=%2Fpersonal%2Fb%5FI%5Fbautista%5Fcgiar%5Forg%2FDocuments%2FRecordings&ct=1622810483907=OWA%2DNT&cid=57b0d3a3%2D7db9%2Dc0%2D94cf%2D0e635e072485&originalPath=aHR0cHM6Ly9jZ2lhc1teS5zaGFyZXBvaW50LmNvbS86djovZy9wZXJzb25hbC9iX2xfYmF1dGlzdGFfY2dpYXJfb3JnL0VjX2tZcXYwUFBOQ3NaLVJnenhfNndZQjhLOWw2OGhIR3hVZGRaendiVU9DRIE%5FcnRpbWU9RHc2YUVGWW4yVWw&CT=1623850448110=OWA%2DNT&CID=afa6cdad%2D4f58%2Dc51d%2Dd1aa%2D1684fedd10eb](https://cgiar-my.sharepoint.com/personal/b_l_bautista_cgjar_org/_layouts/15/onedrive.aspx?id=%2Fpersonal%2Fb%5FI%5Fbautista%5Fcgiar%5Forg%2FDocuments%2FRecordings%2FCtEH%20implementation%20meeting%2D20210505%5F070720%2DMeeting%20Recording%2Emp4&parent=%2Fpersonal%2Fb%5FI%5Fbautista%5Fcgiar%5Forg%2FDocuments%2FRecordings&ct=1622810483907=OWA%2DNT&cid=57b0d3a3%2D7db9%2Dc0%2D94cf%2D0e635e072485&originalPath=aHR0cHM6Ly9jZ2lhc1teS5zaGFyZXBvaW50LmNvbS86djovZy9wZXJzb25hbC9iX2xfYmF1dGlzdGFfY2dpYXJfb3JnL0VjX2tZcXYwUFBOQ3NaLVJnenhfNndZQjhLOWw2OGhIR3hVZGRaendiVU9DRIE%5FcnRpbWU9RHc2YUVGWW4yVWw&CT=1623850448110=OWA%2DNT&CID=afa6cdad%2D4f58%2Dc51d%2Dd1aa%2D1684fedd10eb)

**Quantification:** <Not Defined>

### **Gender, Youth, Capacity Development and Climate Change:**

**Gender relevance:** 0 - Not Targeted

**Youth relevance:** 1 - Significant

Main achievements with specific **Youth** relevance: We hope to train next generation of operational staff in the CI methodologies.

**CapDev relevance:** 2 - Principal

Main achievements with specific **CapDev** relevance: Improvement the capacity to deliver varieties at center level is the most relevant component of this project

**Climate Change relevance:** 0 - Not Targeted

**Other cross-cutting dimensions:** NA

**Other cross-cutting dimensions description:** <Not Defined>

**Outcome Impact Case Report link:** [Study #4027](#)

### **Contact person:**

Sharifah Syed, head of IRS IRRI - Syed Alwee, Sharifah Shahrul (IRRI)

Hans Bhardwaj, Head of breeding at IRRI - Bhardwaj, Hans Raj (IRRI)