

# CARLOS O. SERE

## CURRICULUM VITAE

**Profile:** international agricultural research manager/leader with 30 plus years of experience working for the CGIAR, the UN food and agriculture organizations and major development funding institutions. Professional interests include knowledge management, learning, fostering innovation, linking research to development, addressing complex systems challenges related to food systems, agriculture and natural resources management.

### **Summary of competences**

- **Visionary leader** of international agricultural research and development organizations with a clear understanding of broad development trends and the resulting opportunities for international agricultural research and development activities
- **Strong manager** of knowledge workers in multinational, multicultural and globally dispersed organizations. Proven success in putting together a strong team of managers and forging a highly productive team with them
- **Skilled communicator** with particular ability to convey to broad audiences issues related to agricultural development
- **Proven fundraiser** with a track record of leading a resource mobilization effort of 40 to 50 million US\$ per year

### **Work experience**

November 2013 – present

**Senior Advisor on Strategic Partnerships and Global Initiatives, Bioversity International, Rome, Italy**

Advisor to the Director General and Deputy Director General. Main roles include:

- Contribute to institutional strategy development. In 2013 Bioversity International embarked on a ‘strategy sharpening’ exercise which sought to transform the organization from a research organization towards an entity using science to drive social change linked to the deployment of agricultural biodiversity to address global challenges of nutrition insecurity, climate change and sustainability of food systems. I contributed in-depth analyses of the institution’s strengths and weaknesses, assessed stakeholder perspectives on the organization, developed options for strategic partnerships for Board consideration, established a formal approach to prioritize Bioversity’s geographic presence, etc.
- Support selected resource mobilization efforts: I regularly contribute to brainstorming ideas for grant proposal development, scan funding and partnering opportunities, review selected proposals
- Interact with strategic partners particularly donors, agribusiness enterprises, Rome-based UN agencies. At the request of senior management I represent the DG or DDG at a range of events both in Rome and internationally (eg. CFS, IFAD, FAO, FARA)
- Coordinate/contribute to special initiatives: I was a member of the drafting team of the second Strategy and Results Framework for the CGIAR, coordinated business model development workshops for the design of a multi-sided IT platform for the seed sector, etc.

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- Review and drafting of diverse documents related to the management of the institution, its interactions with CGIAR centers and programs, the governance of the CGIAR system (SMB System Management Board, ISPC International Science and Partnerships Council, etc)

2011 - 2013

***Associate Vice-President, Strategy and Knowledge Management, International Fund for Agricultural Development (IFAD), Rome, Italy***

Member of IFAD's senior management team responsible for strategy and knowledge management. Main responsibilities:

- Led the organization of a new department of strategy and knowledge management, defining its functions and structure, developing a staffing plan and a medium term plan as well as a budget for the new department.
- Guided the policy engagement of the Fund during 2012 involving the G8, G20 and Rio+20 processes as well as the Committee on Food Security. Represented IFAD on the UN High Level Task Force on Food Security.
- Developed planning and monitoring tools to ensure the organization delivers on its commitments in terms of impact, efficiency and effectiveness in line with commitments made in the context of the ninth replenishment.
- Managed IFAD's quality assurance for loans and grants, ensuring they are technically sound and comply with IFAD's strategies and policies before being submitted to the Board for approval.
- Championed IFAD's knowledge management function so that the whole organization learns from its own experience as well as from the experiences of others. This involves the establishment of an impact assessment function as well as the development of strategic partnerships with research organizations and fellow donor agencies to ensure learning is maximized.

2002 – 2011

***Director General, International Livestock Research Institute (ILRI), Nairobi, Kenya***

- Managed an institution comprising approximately 100 PhD level scientists, 700 staff in total, a 40 to 50 million US\$ annual budget, two major campuses in Nairobi and Addis Ababa with large scale laboratory and office infrastructure as well as two hostels, staff residences and a number of hosted institutions. Minor teams outposted in Nigeria, Mali, Mozambique, India, Vietnam, Thailand, Laos, Indonesia, China
- Led the development of the institute's strategy "Livestock, a pathway out of poverty" which focuses the institute's work on its contribution to the achievement of the Millennium Development Goals
- Reorganized the structure of the institute to deliver on its development-oriented goals by moving from traditional disciplinary groups to interdisciplinary themes tackling major livestock related development challenges

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- Led resource mobilization efforts which grew the institute's annual revenues from 26 million US\$ in 2001 to 42 million US\$ for 2010. Diversified the donor base among traditional government donors and brought in private foundations such as Gates, Google and Tata
- Drove the evolution of the research agenda towards topics of high development relevance, such as livestock related issues in climate change adaptation and mitigation, index based livestock insurance to reduce vulnerability to droughts of pastoralists, use of biotech approaches for vaccine and diagnostics development, approaches to pro-poor food safety in livestock value chains, development of dual purpose food feed crops, etc
- Established innovative ways to attract talent to the institute such as short term exchanges of faculty with advanced research institutes, secondment of staff through the CIM program of the German government, use of recent retiree volunteers, etc
- Positioned ILRI as a leader in strategic communications and knowledge management among the international agricultural research centres of the CGIAR
- Established Biosciences eastern and central Africa (BecA), a unique shared biosciences research platform to enable Africans to exploit the potential of advanced biosciences as a tool for African economic development
- Strategically positioned ILRI's capacity building activities in response to partners' needs identified through a series of regional needs assessments
- Oriented ILRI's research to support the partners' capacity to innovate by experimenting with concepts of service hubs, innovation platforms, knowledge sharing approaches

1996 – 2001

***Regional Director for Latin America and the Caribbean, International Development Research Centre (IDRC), Montevideo, Uruguay***

- Coordinated the overall delivery of IDRC's scientific and technical programs in Latin America and the Caribbean
- Managed the operation of the regional office (local and international staff, consultants, interns; portfolio of projects worth approx. 25 million Canadian Dollars)
- Represented the centre in diplomatic and international events
- Contributed to centre-wide policy development, planning and operations as a member of IDRC's senior management team

1994 – 1996

***Senior Program Specialist, IDRC Regional Office for Latin America and the Caribbean, Montevideo, Uruguay***

1990 – 1994

***Independent Consultant.*** Major clients included Instituto Nacional de Tecnología Agropecuaria (INTA), Argentina; Fundación para el Desarrollo Agropecuario (FUNDAGRO), Ecuador; CGIAR-TAC, Rome; GTZ, Germany; FAO, Rome

1982 – 1990

***Senior economist*** and head of the Economics Section of the Tropical Pastures Program at the Centro Internacional de Agricultura Tropical (CIAT), Colombia

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1981 – 1982	<b>Post-doctoral Fellow</b> at CIAT
1980 – 1981	<b>Research Fellow</b> with the Institute of Animal Production of the Technical University Berlin, Germany. Outposted at CIAT in Cali, Colombia
1979	<b>Consultant</b> for the Panamerican Foot-and-Mouth Disease Centre (PANAFTOSA) in Rio de Janeiro, Brazil
1976	<b>Research Assistant</b> at the Department of Agricultural Economics at the University of Hohenheim in Stuttgart, Germany.

### **Education**

1976	Dipl. Ing. Agr., University of Hohenheim, Germany (equivalent to M.Sc. Agricultural Economics)
1981	Doctoral Degree (Agricultural Economics), University of Hohenheim, Germany

### **Significant Current and Past Functions**

- IMPRESA EU FP7 project ([www.impresa-project.eu](http://www.impresa-project.eu)) ; Member of the Scientific Advisory Committee
- CGIAR Fund Council: IFAD representative during 2012
- CGIAR Consortium Board: voted centers' representative to the Board for 2011
- Biosciences eastern and central Africa (BecA): member of the Steering Committee (2003-2011)
- Improving Productivity and market Success Project (IPMS), Ethiopia: member of the Board (2005-2011)
- Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA): board member (2007-2011)
- Pro-Poor Livestock Policy Initiative (PPLPI/FAO): member of the Steering Committee ( 2003-2009)
- Wageningen Institute of Animal Sciences (WIAS): member of the International Advisory Board (2006 - 2008)
- Association of International Agricultural Research Centres (AIARC): Chairman of the Board of Directors (2004 - 2007)
- ECOPLATA (Integrated Coastal Zone Management), Uruguay; member of the Board (1996 - 2001)
- Regional Fund for Agricultural Technology (FONTAGRO): board member (1996-2001)

### **Selected publications**

- Herrero M., Thornton P.K., Notenbaert A.M., Wood S., Msangi S., Freeman A.A., Bossio D., Dixon J., Peters M., van de Steeg J., Lynam J., Parthasarathy Rao P., Macmillan S., Gerard B., McDermott J., Sere C., Rosegrant M. 2010. Smart investments in sustainable food production: revisiting mixed crop-livestock systems. *Science* 327 p. 822-825

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- Sere, C; Herrero, M. 2009. Trends and driving forces in livestock production and trade in Sub Saharan Africa. Presentation at Brussels Development Briefing, 1 July 2009, Brussels, Belgium
- Sere C., Ayantunde A., Freeman A., Herrero M., Tarawali S. and Wright I. 2008. Livestock production and poverty alleviation – challenges and opportunities in arid and semi arid tropical rangeland based systems. Proceedings IGC-IRC 2008, Hohot, China, vol 1 p 19-26
- Sere C., Van der Zijpp A., Persley G., Rege E. 2008. Dynamics of livestock production systems, drivers of change and prospects for animal genetic resources In: Animal Genetic Resources Information; Special issue: Scientific forum of Interlaken Conference ; Animal Genetic Resources Information (FAO/UNEP), no. 42; International Technical Conference on Animal Genetic Resources for Food and Agriculture, Interlaken (Switzerland), 3-7 Sep 2007 / FAO, Rome (Italy). Animal Production and Health Div. , 2008, p. 3-24
- Sere C. and Wright I. 2008. Future research needs to meet livestock development challenges. Keynote Address, Asian Assoc. Animal Production, Hanoi, Vietnam
- Jabbar MA and Sere C. 2004. Family poultry production: The potential contribution of international research. Invited paper for the World Poultry Congress, Istanbul
- Sere, C. 2003. Not by bread alone: the next food revolution. Paper at the Crawford Fund Annual Conference on 'The livestock revolution: a pathway from poverty', Canberra, Australia
- Sere C. 2003. Approaches to improve the utilization of food-feed crops. Field Crops Research. The Netherlands

### ***Languages***

Spanish and German	native languages
English	excellent
Portuguese, French, Italian	basic

### ***Other interests***

Sailing, hiking, beekeeping, gardening

### ***Personal data***

Married to Dr. Chrysille Seré, 2 children  
Nationality: Uruguay and Germany

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