



CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

Transition Management Team Progress Report on Implementation of Transition Plan January- Early February 2009

During January and early February 2009, the Transition Management Team (TMT) consolidated its approach in providing leadership to keep the transition process on track. Concrete steps have been taken for establishing the Consortium of Centers and the CGIAR Fund, based on fact and thoughtful analysis.

The TMT has been spending time on laying out the implementation effort, sequencing activities, identifying linkages and proper coordination, and getting necessary resources lined up. The transition will not be easy and we all have to be willing to be uncomfortable in the face of change and ambiguity. The TMT is taking great care to ensure that during the transition period the System will continue to deliver on its day-to-day activities without disruption.

What's happened in January and early February 2009

Establishment of the Consortium of Centers

The Consortium Planning Team (CPT) from the Alliance of Centers went through a competitive process and have selected the Boston Consulting Group (BCG) to assist in managing the process of developing the Consortium and designing the Strategic Results Framework and the mega-programs.

The TMT held a meeting at the FAO Headquarters in Rome during February 5-6, 2009, and had discussions with Anne Marie Izac, Chief Executive Officer of the Alliance, and BCG on the process of establishing the Consortium. It was agreed that the BCG will conduct benchmark studies over the next two months and present to the ExCo in June 2009 drafts of (a) Consortium constitution, (b) Consortium Board Charter, and (c) Terms of Reference for the CEO.

Strategic Results Framework and Mega-programs

At the Rome meeting, the TMT discussed the broad directions and principles for the Strategic Results Framework and mega-programs. Derek Byerlee, associate TMT member and member of the Science Council, participated in the discussions. The Strategic Results Framework is a tool to help align the mega-programs (yet to be determined) with the CGIAR's vision and the three strategic objectives (Food for the People, Environment for the People and Policy for the People) as well as measure results and impact using specific, measurable, attributable, relevant and time bound indicators.

The CPT has organized a meeting at Bioversity Headquarters in Rome, February 17-20, 2009 to consult with the members of the Alliance Executive, Deputy Directors General-Research of the centers, Challenge Program leaders, and a range of partners and stakeholders. The purpose of this meeting is to clarify the key concepts and methodologies for developing the Strategic Results Framework and mega-programs, as well as review lessons from past programs and the efforts at collective action, in particular from the existing Challenge Programs.

Establishment of the CGIAR Fund

The World Bank, as the expected trustee of the multi-donor trust fund, has been actively holding discussions with the relevant departments of the Bank for establishing the CGIAR Fund. The initial steps to establish the Fund will include the clear articulation of Fund goals, the operation mechanism and fiduciary responsibilities. A detailed progress report on establishing the Fund will be presented to the ExCo meeting in June 2009.

Global Conference for Agricultural Research for Development

The first Global Conference for Agricultural Research for Development (GCARD) is scheduled to take place in February 2010 in Montpellier, France. The Global Forum on Agricultural Research (GFAR) will organize regional consultations in lead up to the GCARD. A GFAR task force has been established with Monty Jones as its chair and Steve Hall, Chair of the Alliance of CG Centers and member of the TMT, as one of the members.

While in Rome, the TMT held a meeting with the GFAR Task Force on February 3 to discuss the objectives, process and budget of the GCARD event and regional consultations.

Accountability, Monitoring and Evaluation

Accountability, monitoring and evaluation are linked to the Consortium and the CGIAR Fund. The CGIAR Secretariat will organize an informal workshop on governance and accountability at World Bank Headquarters in Washington, DC, on March 4, 2009. The purpose of the workshop is to have discussions on how to effectively weave participation, transparency, feedback and evaluation in the accountability fabric of the new CGIAR. Participants in the workshop will include the TMT members, invited external and the World Bank experts on governance and accountability, the 2008 Independent Review Panel Chair Elizabeth McAlister and panel member Keith Berzanson, and the professional staff of the CGIAR Secretariat. The workshop will be chaired by Jonathan Wadsworth of the TMT. The outcome of this workshop are expected to feed into the process for establishing the Consortium, the Fund, development of the mega-programs, and specific M&E instruments needed across the whole system.

Overall CGIAR Charter

Preliminary work has started on the development of an overall draft charter linking the Consortium of CGIAR Centers and the operational procedures of the CGIAR Fund. A detailed progress report on the draft charter will be submitted to the ExCo in June 2009.

Gender considerations in the Mega-programs

On gender, the TMT re-affirmed the importance of gender for the CGIAR. Vicki Wilde, Director of the CGIAR Gender and Diversity (G&D) program and TMT associate member was asked to lead the coordination with the Alliance, particularly the gender research at IFPRI, and the partners in developing a CGIAR gender strategy that will help ensure integration of gender into the strategic results framework and the mega-programs. Gender will also be included in the regional consultations organized by GFAR.

Integrating CGIAR with Multilateral Organizations

TMT held discussions on ways to further integrate the CGIAR in the international development architecture especially FAO. Potential linkages between CGIAR and FAO identified include: (a) involvement of FAO in CGIAR governance at System level and the Fund, (b) *ex-ante* assessment

of emerging global trends, (c) input of CG Centers in FAO's work in policy support, formulation and databases, and (d) programmatic collaborations.

Transition Communication Strategy

Communication is critical in any transition process and the TMT is committed to ensuring effective and transparent communication to stakeholders whenever possible and when there is new tangible information to share. The Change Management website is updated on a regular basis and is a resource for stakeholders to stay abreast of the transition:

<http://www.cgiar.org/changemanagement/index.html>

The TMT, in cooperation with the CGIAR Communication and Investor Relations Teams, is in the process of finalizing the Transition Communication Strategy. The objectives of this transition communication strategy are to: (a) ensure a transparent transition process, (b) maintain a focus on the vision, strategic objectives and research, (c) engage stakeholders in the transition process, and (d) generate interest and commitment for the transition. A range of communication tools will be used to reach the diverse stakeholders including newsletter, website, blog, FAQ, and strategic messaging.

Embracing Change is the new electronic monthly newsletter that will be replacing the previous *Change Update* newsletter. *Embracing Change* will include update on the CGIAR transition and TMT activities, interviews, link to blog etc. This electronic newsletter will be sent to just over 4,000 with Center Focal points requested to further distribute the newsletter to Center staff as appropriate. In addition, specific communication and engagement with CGIAR members including donors will take place so as to receive their input, and maintain their interest and commitment for the transition. The Investor Relations Team will support the TMT in ensuring appropriate and timely engagement with CGIAR members.