

CGIAR Transition Management Team (TMT)

Introduction

At its Annual General Meeting (AGM) in Mozambique in Dec 08, the CGIAR Membership discussed the Integrated Reform Proposal. Following approval of the proposal in principle by the CGIAR members, a Transition Management Team (TMT) led by the CGIAR Chair was established.

Purpose

The purpose of the TMT is to provide leadership to keep the CGIAR transition process on track, which will include the establishment and functioning of the Consortium and the CGIAR Fund (Fund). In implementing the transitional arrangements, the TMT will articulate the next level of detail of the reform and ensure that each proposed changes adds value to a new and improved CGIAR that is more effective in delivering positive development outcomes and higher impact s on poverty and hunger.

TMT

The Transition Management Team (TMT) will be led by Katherine Sierra, CGIAR Chair and comprise the following members:

- Jonathan Wadsworth
- Stephen Hall
- Mark Holderness
- Ren Wang

Iftikhar Mostafa will be the secretary to the TMT.

Rudy Rabbinge will be the advisor to the TMT Chair. The following associate members of the TMT will be called upon, as needed, to provide specific advice:

- Isabel Alvarez, to advise on connecting the new CGIAR with multilateral organizations
- Ruben Echeverria, to advise on scientific issues
- Vicki Wilde, to advise on gender and diversity issues

Terms of Reference

The TMT will articulate the next level of detail of the CGIAR reform by bringing people together and linking between different groups/task teams forces during the implementation phase. In particular, the TMT will undertake the following:

Systemwide

1. Lead the establishment of the New CGIAR based on the agreed foundation pieces
2. Ensure continued effort for building trust and empathy among shareholders, partners, Centers and stakeholders

3. Ensure that the new CGIAR is more outward looking and connected with multilateral organizations.
4. Facilitate the development of Strategy & Results Framework, which will highlight greater specificity of the three Strategic Objectives of the new CGIAR.
5. Define the independent evaluation process for the new CGIAR
6. Elaborate on the roles and responsibilities of the ISPC
7. Develop a third party dispute resolution arrangement, if there is a breakdown in the CGIAR system.
8. Determine the role and place of the Genetic Resources Policy Committee in the System.
9. Ensure the development of a single unifying charter for the new CGIAR covering both the Consortium and the Fund. In formulating the charter, Center mergers should be anticipated.
10. Estimate the cost of the reform effort
11. Manage overall risk during transition

Consortium

12. Review of the draft terms of reference (TORs) for the consultancies needed for the creation of the Consortium
13. Facilitate timely completion of the design and charter of the Consortium
14. Ensure that the 'candidate' mega-programs are ready by the due date and are aligned with the CGIAR's three Strategic Objectives
15. Ensure that the mega-programs are developed with strong participation from the South.
16. Ensure that gender considerations are fully integrated in the mega-programs with clear indicators.

Global conference on agriculture research for development

17. Identify the changes needed in skills and behaviors in the CGIAR system for building long-term and mutually beneficial partnerships.
18. Ensure timely preparation and holding of the biennial global conference on agricultural research for development

CGIAR Fund

19. Ensure the establishment of the CGIAR Fund at the World Bank
20. Ensure the design of the CGIAR Fund goals
21. Ensure timely completion of the charters and rules of procedure of the Funders' Summit and the Fund Council
22. Facilitate the appointment of the inaugural Fund Council
23. Oversee the development of a prototype performance contract (between the Fund Council and Consortium Board), which will be collectively drawn up by the Consortium Board and the Fund Office
24. Ensure that the fiduciary goals are achieved by all the parties involved

Communication

25. Develop a communication strategy on the progress of the transition as soon as possible:

- Brief ExCo regularly on the progress of the transition process with one-page reports
- Communicate regularly the progress on implementation to all the partners
- Post and update regularly a Q&A regarding the progress of the transition process on the CGIAR website

In addition, the TMT will ensure that the CGIAR change process passes the following six critical tests:

1. *Clear strategic focus*
2. *Increased research output, outcome and impact*
3. *Greater efficiency, effectiveness and relevance*
4. *Simplicity and clarity of governance*
5. *Enhanced decentralized decision making; and*
6. *Active subsidiarity to capitalize on complementarities of the Centers*