

The Integrated CGIAR Reform Proposal

The Change Steering Team

DRAFT

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I. A New Era for Agricultural Research

Rising food prices, increasing concern over global climate change, and the energy crisis have ushered in a new era of challenge and opportunity for agriculture and agricultural research. According to the World Bank, food price inflation threatens to push at least 100 million people back into poverty. Scientists estimate that rising temperatures and changing rainfall patterns could cause agriculture production to drop by as much as 50 percent in many African countries and by 30 percent in Central and South Asia.¹ Meanwhile, growth in middle income countries is increasing food demand, while natural resources are over stressed and readily available arable land, which could support increased food production, is increasingly hard to find.

After nearly two decades of neglect, the role of agriculture and agricultural research in poverty reduction is once again receiving high-level political recognition. The World Development Report, policy statements from the G-8 and EU, and numerous reports from other institutions², together with the current international debates on food prices, climate change and the energy crisis are focusing attention back on the fundamental importance of this sector, and rightly so.

Agricultural research has a track record of delivering development results. According to the World Development Report 2008, investment in agricultural research “has paid off handsomely,” delivering an average rate of return of 43 percent in 700 projects evaluated in developing countries. However, in recent years, gains in agricultural productivity have fallen to 1-2 percent per year, well short of the 3-5 percent growth rate needed to keep pace with food demand, which is expected to double by 2030.³ Strengthened investment in agricultural science at national and international levels is essential to meet the new and multi-faceted challenges confronted today.

Even more productive and resilient crop varieties must be developed to counter balance food price inflation and increasingly extreme and erratic weather. Investment in such research will result in technologies that serve the dual purpose of both abating hunger and helping farmers cope with the impacts of global climate change. Many of the traits required to increase crop productivity in poor rural communities, such as drought and flood tolerance, are also those needed for adaptation to climate change. The CGIAR, with its global network of world class scientists and rich holdings of plant genetic resources in its genebanks, is well poised to provide such solutions. However, a reinvigorated CGIAR system is needed to confront the mounting challenges.

¹ Intergovernmental Panel on Climate Change (2007) *IPCC Fourth Assessment Report: Climate Change*. Cambridge University Press, Cambridge.

² International Assessment of Agricultural Science and Technology for Development (2008). Island Press, Washington, DC; Millennium Ecosystem Assessment (2005) *Ecosystems and Human Well-Being: Global Assessment Reports*. Island Press, Washington, DC.

Molden D (ed), 2007. *Water for Food, Water for Lives: A Comprehensive Assessment of Water Management in Agriculture*, Earthscan, London.

³ World Development Report, 2008: *Agriculture for Development*. The International Bank for Reconstruction and Development/The World Bank, Washington, DC.

II. Why the World Needs a Revitalized CGIAR

There is no doubt that the CGIAR's contribution to public crop breeding programs in developing countries has been significant, resulting in the release of more than 8,000 improved crop varieties over the past 40 years. The most recent Independent Review of the CGIAR, carried out in 2008, found that recent global, regional, and local assessments of CGIAR research revealed very high returns on investment, suggesting that total investments in the CGIAR have paid for themselves by a wide margin. However, the CGIAR is falling short of its potential in addressing the new and emerging global challenges, and risks rapid loss of relevance. If this were to happen, the contribution of international public goods to agricultural innovation will fall even further short of what is needed.

At present, the CGIAR's effectiveness is severely hampered (see Box 1). The CGIAR's agenda has become too broad, the organizational structure has become increasingly complex without adequate accountability, and there are overlaps in mandates between the Centers. The resulting inefficiencies and stagnating funding levels leave resources for the tasks at hand wanting. Current partnerships are static and do not adequately enable scalable impact and research adoption. Furthermore, the landscape of international agricultural research is shifting rapidly and challenging the role of the CGIAR as a major player in the world of international agricultural research.

Box 1: Issues Undermining the CGIAR's Effectiveness

Mission Creep: Over the course of the last 37 years, the CGIAR's mandate has increased significantly, growing from 4 Centers with a narrow focus on productivity to 15 Centers with an expanded agenda that address natural resource management and conservation issues critical to sustainable development. Resources have not kept pace with this broadening portfolio.

Increased complexity and overlaps in mandates: Since its inception in 1971, the CGIAR System has evolved into an increasingly complex entity, characterized by complicated governance structures. The result is a loss of efficiency due to overlaps in mandates, cumbersome monitoring and review procedures, an inability to harmonize funding and resource allocation and a lack of authority to enforce decisions. There is no mutually agreed "compact" outlining the obligations of donors and centers.

Stagnating Resources and Lack of Donor Coordination: While in nominal terms funding has increased, in constant 1972 dollars it has stagnated relative to the scope of the CGIAR's work. Contributions were \$20 million in 1972 and \$89 million in 2007. Furthermore, 36% of funding in 2007 was unrestricted as compared with 63% in 1995 and 100% in 1972. In addition, a lack of coordination among investors results in sub-optimal resource use.

Changing Landscape of Agricultural Research: The rapid growth of the national agricultural systems in Brazil, China, India and South Africa (BRICS), is altering the space that international research centers occupy. The entry of strong new actors into the field of agricultural research is further challenging the role of the CGIAR.

Within this context, the CGIAR initiated a Change Management process to revitalize the system. The following is a brief overview of the process to date and the proposed way forward from the Change Steering Team.

III. Overview of the Change Management Initiative

In May 2007, the Executive Council (ExCo) commissioned a Scoping Team to outline a strategy for the change process. This strategy⁴ was subsequently reviewed and adopted at the 2007 Annual General Meeting (AGM07). The Change Management Initiative was launched in February 2008. A Change Steering Team (CST) and four Working Groups representing stakeholders and shareholders were established to address:

- Visioning and Development Challenges (Working Group 1)
- Strategic Partnerships (Working Group 2)
- Governance at the Center and System levels (Working Group 3)
- Funding Mechanisms (Working Group 4)

The groups were chartered to develop concrete recommendations for change. Each working group comprised a mixture of CGIAR Members, Center staff, Science Council members, and partner representatives. Additionally, each group was supported by one or two external consultants, who brought new ideas to the discussion, while leading analysis and report writing. Throughout the year, there have been a number of key retreats and meetings (see table 1). The process has been highly participative, with each meeting engaging some 50 people, including representatives from Centers, NARS, advanced research and educational institutions, Science Council members, the private sector, the Independent Review panel, and donors.

In addition, there has been a parallel effort of stakeholder engagement through face-to-face meetings by CST members at Centers and at regional meetings such as FORAGRO. Stakeholders were also invited to engage in the change discussion through electronic means, including a blog and virtual forum on the four working group papers. A periodic Change Update Newsletter kept stakeholders abreast of key developments.

Table 1: Progression of Change Management Initiative in 2008

Timing	Meeting and location	Focus
February	Launch (Arlington, Virginia, USA)	Kick-Off Change Initiative
April	Visioning Retreat (Addis Ababa, Ethiopia)	Working group session and stakeholder engagement to renew the vision, mission, and strategic objectives
May	ExCo (Ottawa, Canada)	Finalization of the vision, mission, and strategic objectives, and continuing working group analysis.
July	Working Group Sessions (Royal Africa Museum, Brussels)	Working group sessions on funding and governance to refine change options.
July	Partnership retreat, CIP (Lima, Peru)	Partnerships Working Group meeting to develop change options.
July	FORAGRO/GFAR stakeholders consultation (Montevideo, Uruguay)	Consultation with partners at national and regional level.
September	Change Retreat, IRRI (Los Banos, Philippines)	Stakeholder engagement event to consider change options and receive input from the Independent Review.

⁴ CGIAR Facilitated Change Management Process Proposal for AGM07 is available at http://www.cgiar.org/pdf/agm07/agm07_scoping_team_proposal.pdf

The Visioning Working Group presented its findings on the vision and strategic objectives at ExCo14 in May 2008. ExCo endorsed the group's Visioning Framework for the CGIAR comprised of the CGIAR Mission, a Global Vision and a CGIAR-specific vision. It also endorsed the group's proposed strategic objectives:

CGIAR Mission: To be the proactive and forward-looking global leader, catalyst and partner of choice in the conduct of international agricultural research for development, harnessing human ingenuity and innovation, leading to the empowerment of the poor, especially women, to overcome poverty, hunger and ill-health and to sustainably manage and enhance natural resources in the face of climatic and socio-economic change.

Global Vision: A world free of poverty and hunger, supported by healthy and resilient ecosystems.

CGIAR Vision: To reduce poverty and hunger, improve human health and nutrition, and enhance ecosystem resilience through high-quality international agricultural research, partnership and leadership.

The three strategic objectives⁵:

Food for People: Create and accelerate sustainable increases in the productivity and production of healthy food by and for the poor.

Environment for People: Conserve, enhance and sustainably use natural resources and biodiversity to improve the livelihoods of the poor in response to climate change and other factors.

Policies for People: Promote policy and institutional change that will stimulate agricultural growth and equity to benefit the poor, especially rural women and other disadvantaged groups.

The other Working Groups submitted their final papers in mid September.⁶ On the basis of the working groups' analysis, the job of the CST was to create an integrated set of recommendations for ExCo's consideration.

Linkages between the Change Initiative and the Independent Review

An Independent Review of the CGIAR System was launched in the Fall of 2007 to "take stock of the efficacy of the CGIAR partnership and address issues of governance, management, alignment and other changes required at the System level." Over the course of 2008, the findings of the Independent Review have fed into and contributed to the Change Management Initiative. The Chair of the Independent Review served as an external advisor to the CST to ensure synergies between the two processes. The Review Panel delivered its draft technical report in early September and held a stakeholder consultation at the Los Baños (September 2008) retreat to discuss its findings and recommendations.

⁵ A number of elements were recognized as applying to all three strategic objectives: Agriculture includes crops, livestock, fisheries, hunting and forestry (as per the FAO definition of agriculture); Food refers to cereals, roots and tubers, oilseeds, and pulses, as well as animal products and fish; High-value crops, including fruits and vegetables, coffee, cocoa, tea and biofuel crops are excluded under SO1 on improving food productivity, as the CGIAR is not seen as a leader with comparative advantage in these areas, however, the CGIAR will contribute under SO3 to research on policy and institutional issues associated with these crops; focus on developing countries (as defined by the UN system); focus on the poor, both producers and rural and urban consumers; focus on promoting sustainable production systems; gender enters as a key opportunity with measurable indicators under each objective.

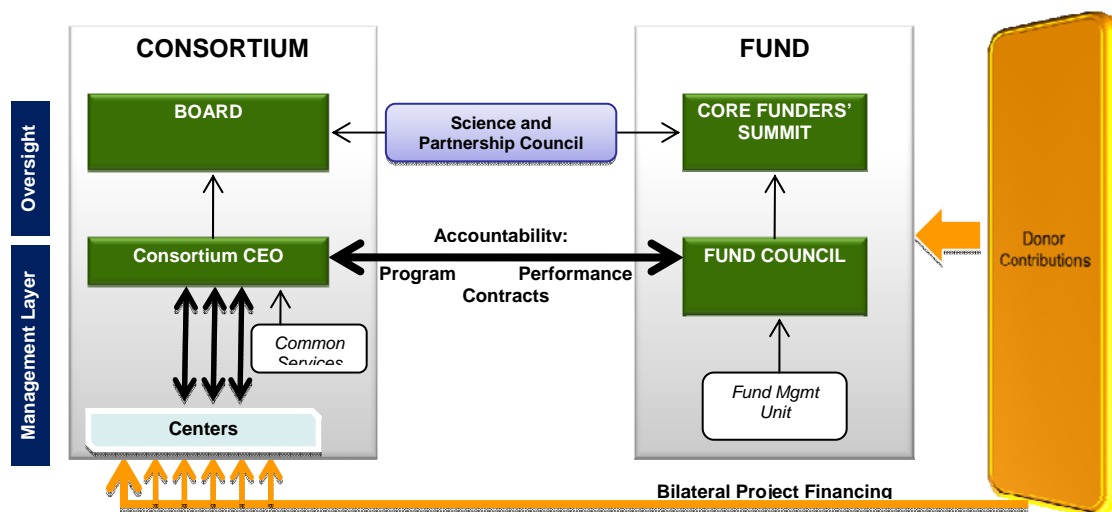
⁶ Working Group papers are available at: <http://www.cgiar.org/changemanagement/index.html>

IV. The Integrated CGIAR Reform Proposal

Taking into consideration and building upon all of the analyses of the Change Management working groups and the Independent External Review, the CST recommends the following proposal to deliver the necessary changes to the CGIAR System and recast the key founding principles. Further clarification and development of several elements is needed.

The Integrated Reform Proposal (Chart 1) is comprised of a new legally-structured Consortium of CGIAR-sponsored Centers and a Fund managed by donors and partners. This new model establishes a contractual relationship between the Fund and the Consortium on the basis of performance contracts that provide for clear decision making and accountability. These agreements will be established in line with a strategy and results framework aligned with the three Strategic Objectives. The strategy and results framework will be developed by the Consortium in close collaboration with Members and partners and on the basis of advice from an Independent Science and Partnership Council (ISPC). This new model emphasizes program financing with provisions for some institutional financing. The ISPC will carry out program evaluation, including periodic external reviews. An independent evaluation of the system will be carried out every five years, with provisions for more frequent review of program and management performance. The components of the model are outlined below.

Chart 1: The Integrated CGIAR Reform Proposal



The Fund

The proposed Fund will establish an efficient, multi-year unrestricted funding mechanism designed to ensure appropriate support to priority agricultural research areas through “mega-programs” that deliver international agricultural public goods. The Fund will harmonize funding decisions, ensure accountability through program performance contracts established with the Consortium, and provide for full cost recovery. A Fund Council will serve as the key decision making body with a Core Funders’ Summit organized biennially. The Fund Council will be supported by a Fund Management Unit, as part of the current CGIAR Secretariat. This Management Unit should also include the future support to the Science and Partnership Council

(previously part of the System Office) for simplicity and efficiency. These arrangements will be defined during the transition phase (see section on Transition below).

The Fund will have four high-level windows, three that correspond to the Strategic Objectives (SOs) and another for institutional support to Centers. The Fund will receive contributions from donors through annual or multi-year funding inputs. Donors would be strongly encouraged to make completely unrestricted allocations, however contributions could also be earmarked to specific windows. Funds will be allocated on the basis of “Mega-Programs” that reflect priority research areas under SOs identified through a strategic planning process. It is likely that most of these programs will cut across the three SOs, however there may be a clear SO entrance point. Further detail on the process for developing the strategy, results framework and portfolio of programs for implementation is provided further down in the proposal.

Restricted and attributed funding flows outside the Fund on a bilateral basis between individual donors and individual Centers continue. However, projects funded in this manner would be reviewed by the Consortium for consistency with the overall results framework and subject to full cost recovery.

A Fund Council will serve as the key decision making body of the Fund, responsible for the effective allocation of fund resources on the basis of the strategy and results agreement. The Council will be comprised of 12 members, six from the donor community and six from partners. The donors will be elected on a rotating basis (perhaps some on the basis of averaged contributions over a set period of time). For the partner representation, one will be from a BRICS (Brazil, India, China and South Africa) country, another from GFAR and four from regional fora (e.g. APAARI, ARINENA, CACARI, FARA, and FORAGRO).

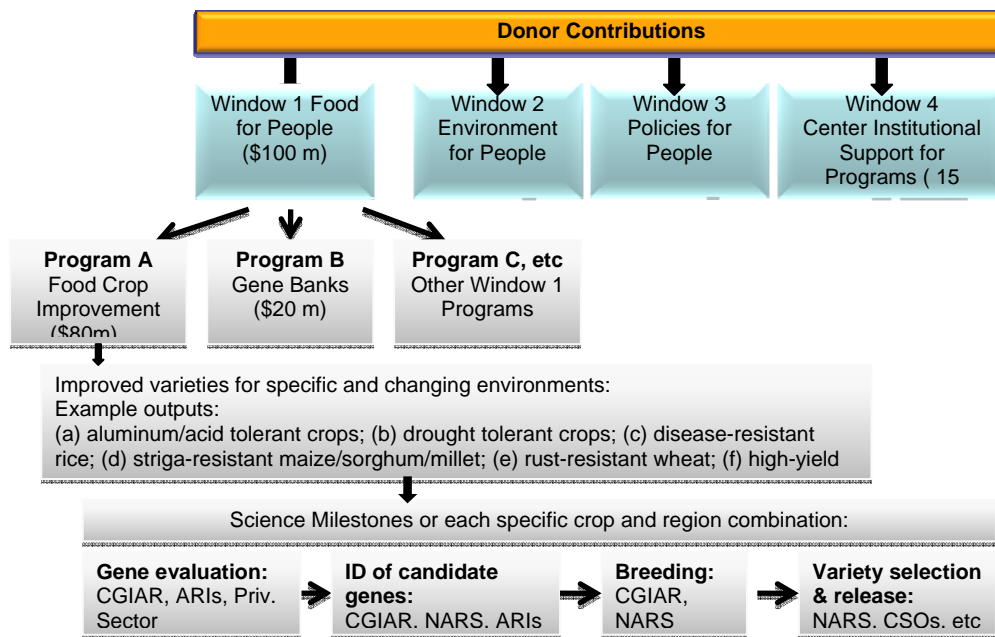
The Independent Science and Partnership Council (ISPC) will review program proposals from the Consortium and advise the Fund Council on approval of mega-programs on the basis of scientific quality, potential impact, value for money, and effective partnerships. In addition, the supporting Fund Management Unit will reconcile the proposed programs and proposed budgets emerging from the planning process with available and expected funding, resulting in a proposed allocation of the Fund’s resources. Taking this information into consideration, the Fund Council will review and decide on the programs and allocation of resources.

The Fund Council will enter into program performance contracts with the Consortium to implement the approved programs. Subsequently, Fund resources will be transferred to the Consortium (and hence to implementing Centers and partners) to operationalize programs. Chart 2 provides an illustration of how funds might flow through the new structure.

The Fund Council will be advised on the programs by the ISPC to facilitate linkages between *ex-post* and *ex-ante* analysis. As appropriate, peer reviewing may be added on an *ad hoc* basis. The Fund Council will be accountable to the contributors to the Fund. Accountability for the use of the Funds would be vested in the Consortium.

A Core Funders Summit open to all contributors to the Fund and partner members of the Fund Council will take place every two years. The summit will receive progress and outcome reports from the Consortium and the Fund Council. Every five years it will approve the Strategy and Results Framework. It will also confirm the two elected donors. This will take place in conjunction with the biennial Conference on Agricultural Development outlined below. The World Bank could serve as the Chair of the Summit.

Chart 2: Illustrative Fund Allocation Process



The Consortium of CGIAR Centers

The Consortium will be a legal entity with a professional Board and CEO. It will provide a system “voice” on key international agricultural research for development issues, play an advocacy role in international agricultural development and serve as an “honest broker” in international agricultural development. It will also position the system within the international agricultural development landscape and develop effective partnerships.

The **Consortium Board** will serve as an executive body with clear decision-making authorities. The Board’s three major functions will be: 1) strategy formulation, 2) management and oversight, and 3) risk management and compliance. All decisions by the Board on delegated matters at the system level will be binding on its members. The Consortium Board will have supremacy on all issues concerning the legal and fiduciary powers needed to operationalize the consortium.

The Consortium Board will develop the **strategy and results framework** for the Consortium, on the basis of advice from partners and the ISPC, to deliver on the agreed Strategic Objectives. This strategy will be presented for consideration and approval to the contributors to the Fund at the **Core Funders Summit**. In collaboration with partners, it will identify the programmatic portfolio to deliver the strategy and results agreement. It will negotiate and enter into Program Performance Contracts with the Fund that it will deliver via Center Performance Agreements with the Centers and partners. The Board will monitor the performance contracts with Centers and continually optimize the Consortium’s structure to deliver strategy outputs, including clustering and merging of Centers and/or adding Centers to the Consortium.

In its **management and oversight role**, the Board will: develop and facilitate common policies on relevant issues; establish norms and mechanisms for interaction between the Consortium

and the centers; and set principles and mechanisms for selection, remuneration and assessment of performance of the CEO. The Consortium Board will choose systems for services common to all Centers (e.g. finance, human resources, communications, research support, and intellectual property). The Board will also be responsible for ensuring inter-program and inter-Center collaboration via standardized arrangements, dispute resolution between Centers, and arbitration principles for external disputes. It will also set operating procedures and assessment processes for Center Boards and best practice guidance for Center governance. A principal oversight role is performance monitoring of the project performance agreements with Centers.

In the near term, the Consortium Board will need to set the criteria for appropriate structural arrangements to deliver results in the most effective manner, for example:

- increased cost-effectiveness of program delivery;
- reduced overall complexity of the System;
- minimization of overlapping mandates; and
- full consideration of legal issues and transaction costs associated with changing host country-Center relationships.

It will also need to take stock of current structural arrangements and decide upon the need for Center mergers, clusters and other structural changes (e.g. addition of a Center). An assessment of the needs for different types of shared services will also be necessary to design appropriate implementation mechanisms. One of the issues for consideration will be establishment of consolidated country offices of the Consortium rather than offices of individual centers in developing countries.

With regard to **risk management and compliance**, the Board will need to develop policies and processes for assessing and managing risks (e.g. reputational, fiduciary, ethical and scientific) and monitor adherence to these Board policies. It will also ensure compliance with international accounting standards, international and national legal obligations and treaties and all the decisions, norms and values of the Consortium. The Consortium Board has the power to decide on consequences of non-compliance with the decisions made by the Consortium Board.

The professionals of the **Consortium Board will be identified** through a process agreed to by stakeholders to identify competent individuals to fulfill roles including research management, governance, and financial oversight. A tripartite nominating committee with donor, Center and partner representation will ensure that Board members have the confidence not only of the Centers, but across the entire partnership. The nominating committee would consult widely to ensure that its nominations are held in high regard across the partnership. The CST will finalize this nomination and selection process, working directly with the Alliance.

Strategy, Results Framework and Program Portfolio

The **strategy and results framework** will be developed by the Consortium in close collaboration with partners and with advice from the ISPC. The mechanisms for developing the strategy and results framework include regular interactions between Centers and partners in building the elements of the strategy and the Conference for Agricultural Research and Development (see section on “Biennial Conference” below).

As outlined earlier, this overarching strategy would be presented for consideration and approval to the contributors to the Fund at the Core Funders Summit. Once the overall strategy and results framework are approved, the Consortium would identify, in collaboration with partners, a portfolio of programs to deliver the strategic objectives. The Fund will support a portfolio of 15-20 programs. As needed, the portfolio will change in response to progress achieved, problems encountered, new challenges and new opportunities. The strategy and results framework will be reassessed and revised every five years.

Program Performance Contracts and Center Performance Agreements

Programs will be implemented on the basis of binding Program Performance Contracts between the Fund and the Consortium, and Center Performance Agreements between the Consortium and the Centers and partners. These contracts will clarify mutual obligations and expectations, as well as the rewards and sanctions for performance, bringing transparency to the relationships. Most important, contracts can reinforce performance, as performance targets will be made part of the contract, enforced with the carrot of allocations or the stick of future funding withheld. Under these terms, the Consortium Board is accountable to the Fund Council for their performance, reporting to the Core Funders Summit every two years as described earlier. The Consortium Centers are accountable to the Consortium Board for its performance.

Enabling Effective Partnerships

The gathering complexity of scientific and technical advances, socioeconomic developments, and environmental impacts, along with the higher costs associated with new lines of research, make partnerships essential for producing and delivering international public goods in agriculture. The Consortium's contribution to agricultural development through research and knowledge management must be integrated with the wider development goals and activities of other actors, notably countries, international and regional development organizations, advanced research institutes (ARIs), the private sector and organizations such as AGRA.

In order to improve partnerships, the Consortium will establish a mechanism to promote a culture of partnership for innovation and lesson learning. Partners will constitute half of the Fund Council membership and the common strategy and results framework will be developed in close collaboration with a broad range of partners. Program Performance Contracts will explicitly include involvement of partners in research implementation and are evaluated on this basis and partners will be able to receive funds through Center Performance Agreements. A significant proportion of funds flowing through the new Fund would support activities of partners. This is essential to establishing ownership of programs by others and as a catalyst for further development beyond the system's reach.

To ensure these roles for partners are fulfilled, appropriate mechanisms are needed for constructive and effective stakeholder engagement. A revitalized Global Forum for Agricultural Research (GFAR) would be the most appropriate institutional mechanism to oversee this process. GFAR would enable the Consortium to optimize the linkages with CSOs, NGOs, private sector and other partners. GFAR will play an active role in helping the Consortium to organize the Conference on Agricultural Research for Development (CARD), providing a platform for interaction between all categories of stakeholders.

Biennial Conference

A **Conference on Agricultural Research for Development (CARD)** will be held every two years, organized by the Consortium in partnership with GFAR, to showcase the Consortium and partners research and to serve as a marketplace of advances in science for uptake by partners or for further development by the contributors to the Fund. The Conference will provide a platform for interactions among the contributors to the Fund, other donors of restricted funds, the Consortium, partners and other stakeholders, but it has no decision making function. A Science Forum organized by the ISPC will form part of the conference, providing an opportunity for stakeholders to consider emerging science and thinking on critical global issues. It would also provide an opportunity for stakeholders to provide input into the Consortium's strategy and results framework development process.

Independent Science and Partnership Council

An **Independent Science and Partnership Council (ISPC)** will perform the following core roles related to scientific advice: contribute to the system strategy and priorities; promote the quality and relevance of science; program level evaluation and impact assessment. The Council will report to the Core Funders Summit and inform the Consortium Board.

The ISPC will also fulfill two primary roles related to promoting the effectiveness of partnerships and networking: 1) positioning the CGIAR in the international agricultural research for development community and mobilizing support for science 2) promoting effective innovation systems for agricultural development. This will embrace dealing with public and private sector advanced research institutes, research program partners (both design and implementation), and the creation of development pathways that build on Consortium research. The ISPC will work in partnership with a revitalized GFAR to fulfill these roles and make use of the biennial Conference as a platform for partner engagement and partnership cultivation.

Independent Evaluation and Monitoring

An *ad hoc* independent evaluation arrangement will review implementation of the strategy every five years at the system level. The Independent Science and Partnership Council will undertake external program reviews (EPRs) to monitor progress at the program level. The Consortium Board will carry out external management reviews (EMRs) and annual monitoring on the basis of performance contracts and performance measurement.

Recasting Key Founding Principles

This new model will recast the CGIAR founding principles of donor sovereignty, Center autonomy, decision making by consensus, and independent scientific and technical advice to varying degrees (See table 2). Moreover, the model aims to establish a new system based on the following six principles: 1) System coherence and focus, 2) collective donor action (paralleling norms set by the Paris Declaration), 3) inter-center collaboration and inclusion (of partners, clients and beneficiaries), 4) accountability, 5) cost-effectiveness, and 6) avoidance of conflicts of interest.

Table 2: Recasting the Founding Principles

Existing Principles	Change Result
Donor Sovereignty	Moderately reduced
Center Autonomy	Significantly reduced
Decision Making by Consensus	Replaced by new decision rules and Performance Contracts
Independent Scientific and Technical Advice	Science and Partnership Council

Managing the Transition

Once the CGIAR has confirmed the outcome of the Change Management Initiative, the CGIAR will enter into a transition phase. During this time, it will be essential to ensure that ongoing programs are not interrupted and that they continue to receive adequate funding and other required support. Skillful management of the transition will be needed to ensure that the following are avoided:

- Premature termination of ongoing programs which do not align with new programmatic areas
- Low levels of unrestricted center funding inadequate to adjust to new programmatic and managerial directions
- Existing donor contracts do not allow full cost recovery as redefined by the Consortium
- Loss of scientific talent due to funding uncertainties

The table below outlines preliminary thinking on how to carry out the transition process toward the Integrated CGIAR Reform.

Indicative time line for establishment of the Consortium and Fund	
Consortium	Fund
October to December 2008	
<ul style="list-style-type: none"> • Develop an effective nomination and selection process for the Consortium Board • Identify the skill sets required and TORs for the Board Chair and Board members. • Draft TOR for a consultant to create the Consortium and initiate a consultant selection process 	<ul style="list-style-type: none"> • High level donor meetings • Establishment of Task Force for designing The Fund.
January to June 2009	
<ul style="list-style-type: none"> • Consortium Board search • Common strategy and results framework development undertaken • Consortium design assessment • Board appointed 	<ul style="list-style-type: none"> • Fund Task Force established • Fund structure and operational principles designed • Confirm best home for The Fund • TORs and membership criteria for The Fund Council and Core Funders' Summit. • Assess The Fund Management Unit needs • Appoint Fund Council

Consortium	Fund
<i>July to October 2009</i>	
<ul style="list-style-type: none"> • Board initiates CEO search • Board designs criteria for structural change and commissions analysis • Board assesses needs for common services and composition of the Consortium Office. • Ratification of Consortium Constitution 	<ul style="list-style-type: none"> • Fund charter drafted • Firm pledges for 2010. • Trust fund established to house The Fund with initial, interim funds • Fund management unit (FMU) established • Draft performance contract formats developed
<i>Last quarter of 2009 and beyond</i>	
<ul style="list-style-type: none"> • Report on structural analysis, and its structural implications, approved by Consortium Board • Expedient appointment of CEO • CEO establishes the Consortium Office 	<ul style="list-style-type: none"> • Fund established along with Fund Council and its support Unit • The Fund, FMU, and Fund Council fully functional by December 2009 • Donors begin contributing to The Fund in (January 2010)

Finally, as a result of the change outcomes, it may be necessary to brand the “new CGIAR” to reflect the significant changes. This issue will require further thought and careful consideration as part of the transition process.