

## Alignment in the CGIAR: Facilitated Change Management Terms of Reference for the Scoping Team

### Background

The Consultative Group on International Agricultural Research (CGIAR) has agreed to initiate a facilitated change management process as the next step in its ongoing reform program, and will engage the services of a consulting firm to assist in this process. The process will be divided into two phases. Phase 1 will be a “scoping” exercise to determine the scope and focus of the process, and recommend next steps. Implementation of CGIAR decisions following the scoping exercise will take place in Phase 2.

The ExCo recommendation as endorsed by the CGIAR is as follows:

- *CGIAR would initiate a facilitated change management process.*
- *As a first step, set up a small scoping team.*
- *Composition of scoping team:*
  - *2 ExCo members, 1 Alliance representative, 1 SC representative, 1 partner representative; supported by CGIAR Secretariat*
  - *An external professional facilitator would support the scoping team to design an inclusive and extensive process to ensure high level of engagement and political commitment.*
  - *Possible first meeting of the scoping team: September 2007*
- *The scoping team would submit a proposal to ExCo for discussion on next steps in the Alignment process, drawing on input from the Alignment Forum and other components of the System.*
- *The decision on the need for a high level meeting could be taken subsequently.*
- *The CGIAR Secretariat was requested to develop terms of reference for the scoping team and submit to ExCo for approval. ExCo members were requested to send their suggestions if any, regarding composition of the scoping team to the CGIAR Secretariat, for which special emphasis would be placed on maintaining balance.*

### External Context

Many new global challenges require the CGIAR to continue to increase efficiency and create a vision for the next stage of its ongoing reform program, including but not limited to:

- Research challenges: climate variability, new pests and diseases, micronutrient deficiency, loss of biodiversity, water management, marine fisheries, fossil fuels and alternative fuels.
- Emergence of other service providers, i.e. the increase in expertise in agricultural research in middle-income countries and its effects vis-à-vis the CGIAR
- Fluctuations in ODA
- “New Philanthropy”, e.g. Gates Foundation
- Increased efforts at donor coordination, harmonization and alignment of aid as envisaged in the “Paris Declaration on Aid Effectiveness”

### Internal Context

Key internal issues and challenges in the CGIAR include, but are not limited to:

- Many alignment initiatives are currently underway

- “Business as usual” is not tenable
- Speed of change should increase, taking care to minimize uncertainty and weakening of priority programs
- Need for streamlined governance; alignment of programs, priorities and funding; and increased efficiency
- Funding for longer term strategic research is highly constrained

### **Key elements of the process**

- ExCo has established an ad hoc committee or “scoping team” consisting of 2 ExCo members, and representatives from the Alliance of CGIAR Centers, the Science Council, and partners for scoping the change process in Phase 1. “The scoping team would submit a proposal to ExCo for discussion on next steps in the alignment process, drawing on input from the Alignment Forum and other components of the system.”
- Potential issues to explore for scoping the change process as identified by Members and Centers are included as Background in this document.
- In order to enable broader consultation with stakeholders and provide feedback to the scoping exercise, a small “*sounding board*” led by the CGIAR Chair (also including the CGIAR Director, 2 CGIAR Members each from the South and North, and 1 Partner representative, possibly augmented by representatives of the private sector and civil society) will be established. Support will be provided by the CGIAR Secretariat. This process will be consultative and the recommendations as its outputs will require approval from the CGIAR.
- The Scoping Team, assisted by the consultant/company should endeavor to ensure that broad perspectives are incorporated, including CGIAR Members, Centers, the Science Council, the System Office, and other partners (NARS, civil society and private sector). The process will also feature a close coordination with other on-going initiatives of the CGIAR, particularly the CGIAR External Review, the ad hoc committee on funding system priorities, etc.
- A first face-to-face meeting of the scoping team will take place in early September (date to be determined), supplemented with frequent virtual meetings and email exchanges. The consulting firm would submit its ideas on a proposal with the scoping team and sounding board at the Sept 2007 meeting. Following the meeting, revisions would need to be completed by September 21, 2007, for final submission to ExCo in October 2007.

### **Specific Terms of Reference for the Scoping Team**

The Scoping team will submit a proposal to ExCo that will include:

1. Main challenges and emerging issues (both external and internal to the CGIAR), and the scope of the areas of key changes that could have high impact in the next 3-5 years to enhance the effectiveness and efficiency of the CGIAR to address these challenges.
2. Methodologies and design of the process that could be used for developing a new CGIAR vision, and the plan for change.
3. Specific TORs for Phase 2 of the process, including a suggested work plan and timeline for the consideration of ExCo.

The proposal of the scoping team will be submitted to ExCo and will be revised following input from ExCo members. The scoping team will also draw on inputs from the External Review and other ongoing initiatives in the System.

## **Composition**

As agreed by ExCo, the scoping team will be comprised of 2 ExCo members, 1 Alliance representative, 1 SC representative, and 1 partner representative. The team will be supported by the CGIAR Secretariat.

### *Membership:*

Peter Core (Australia)  
Emile Frison (Alliance)  
Romano Kiome (Kenya)  
Rudy Rabbinge (SC)  
Victor Villalobos (Partner Representative)

## **Timeline**

The scoping team would be established by end of July 2007 and an external facilitator/consultant/company would be contracted by end of August. The team would be expected to complete preparation of the proposal for discussion by ExCo by September 21, 2007. Tentative timeline is as follows:

1. ExCo approval of scoping team TOR (August 2007)
2. Procurement of external facilitator/consultant/company (August 2007)
3. Preparation of proposal (August-September 21, 2007)
4. Possible face-to-face meeting (early September 2007)
5. ExCo discussion of proposal (prior to or at ExCo 13)