



Consultative Group on International Agricultural Research (CGIAR)

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**Annual General Meeting 2001
October 30 - 31
Washington DC, USA**

STAKEHOLDER MEETING

**Draft IEC Recommendations on CGIAR Reform –
An Integrated Proposal**

Agenda Item: 7 – Change Design and Management in the CGIAR

This item is for: Information Discussion Decision

Proposed Action: None

Background: At MTM2001 the newly established IEC was asked to develop proposals for approval by the CGIAR on the four reform “pillars” approved at that meeting: create an Executive Council, initiate formulation and implementation of Challenge Programs, transform TAC into a Science Council, and establish a System Office. This document outlines draft recommendations of IEC on the above. As IEC will consider this draft at its meeting on October 29, 2001, there may be a revised set of recommendations for consideration by the Stakeholder Meeting and the Business Meeting (which would be circulated prior to these meetings).

Comments:

**Interim Executive Council Recommendations on CGIAR Reform –
An Integrated Proposal**

CONTENTS

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37

Background

Recommendations

- Executive Council
- Challenge Programs
- Science Council
- System Office

Attachment 1: Functions of the CGIAR Executive Council

Attachment 2: Rules of Procedure of the CGIAR Executive Council

Attachment 3: Principles and Criteria for CGIAR Challenge Programs

Attachment 4: Process, Responsibilities and Draft Guidelines for Developing
and Implementing Challenge Programs

- Process
- Roles and Responsibilities in Challenge Program
- Development and Implementation
- Draft Guidelines for the Governance and Management
of Challenge Programs

Attachment 5: Science Council Responsibilities and Composition and
Transition from TAC to Science Council

- Responsibilities
- Composition
- Transition from TAC to SC
- Transition fro TAC Secretariat to SC Secretariat

Attachment 6: Mission, Functions and Organization of the CGIAR

- System Office
- Mission
- Main Functions
- Organization

Interim Executive Council Recommendations on CGIAR Reform – An Integrated Proposal

Background

The CGIAR launched a change design and management initiative at ICW2000 to (1) strengthen and improve the System's relevance and impact; (2) sharpen internal efficiency; and (3) stabilize long-term financing. This initiative followed the adoption of a new vision and strategy for the CGIAR earlier, at MTM2000¹. The change design effort culminated in the CGIAR's approval of a reform program with four pillars:

- (1) creating an Executive Council, which would report to and carry out responsibilities delegated to it by the Group;
- (2) incorporating a programmatic approach to research planning and funding, to complement existing approaches, and initiate the formulation and implementation of Challenge Programs;
- (3) transforming TAC into a Science Council; and
- (4) establishing a System Office.

An Interim Executive Council (IEC) was established to facilitate the implementation of these decisions and to develop proposals for approval by the CGIAR at AGM2001. The IEC established four task forces to draft action proposals on each of the four reform pillars. This document, prepared by the co-chairs of the four task forces and the CGIAR Secretariat for review by the IEC, integrates the task force recommendations into a single proposal.

Recommendations

The CGIAR Interim Executive Council (IEC) submits for approval by the Consultative Group at AGM 2001 the following twelve recommendations on implementing the decisions of the Group at MTM2001 on the four pillars of CGIAR reform:

¹ The vision, goal, and mission adopted by the CGIAR at its 2000 Mid-Term Meeting are:

Vision: A food secure world for all.

Goal: To reduce poverty, hunger and malnutrition by sustainably increasing the productivity of resources in agriculture, forestry, fisheries.

Mission: To achieve sustainable food security and reduce poverty in developing countries through scientific research and research-related activities in the fields of agriculture, forestry, fisheries, policy and environment.

Seven "planks" form the core of the new CGIAR vision: (1) sharply focusing the System activities on the reduction of poverty, hunger and malnutrition in developing countries; (2) bringing modern science to bear on difficult productivity and institutional problems that have proven intractable in the past; (3) giving highest priority to the research needs of South Asia and Sub-Saharan Africa, where poverty is concentrated and growing; (4) adopting a regional approach to research planning in order to better address the heterogeneous nature of poverty; (5) diversifying and closely integrating its partnerships; (6) adopting, under certain circumstances, a task force approach to the organization and delivery of CGIAR products and services; and (7) serving as a catalyst, organizer, coordinator, and integrator of global efforts on key opportunities and constraints in agriculture, forestry and fisheries.

72 **Executive Council**

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74 Context: At MTM2001 the CGIAR decided to (a) meet once a year, and (b) create an Executive
75 Council (ExCo), which will report to and carry out responsibilities delegated to it by the Group.
76 The ExCo would reduce the overload on the current governance structure, in particular the
77 Consultative Group and help resolve difficulties experienced by the components of the CGIAR to
78 come together and function as a System. The ExCo is expected to: promote Systemwide cohesion
79 in strategy, policy, and budgeting; ensure alignment and congruency of recommendations; and act
80 on decisions with a more urgent time frame than the next AGM.

81

82 ***Recommendation 1.***

83 *The ExCo should have authority to act on behalf of the Group between AGMs on matters*
84 *delegated to it by the Group. The AGM should delegate to the ExCo the functions*
85 *necessary for carrying out the regular, day-to-day business of the CGIAR, as specified in*
86 *Attachment 1. In addition, the ExCo should facilitate decision-making by the AGM and*
87 *provide oversight during their implementation. The ExCo should report to the Group*
88 *regularly, using electronic and other means.*

89

90 ***Recommendation 2.***

91 *The ExCo should be a committee of stakeholders, incorporating perspectives from all*
92 *components of the CGIAR System. In case a decision requires shareholder participation*
93 *only, shareholder members of the ExCo will meet in closed session.*

94

95 *The composition of the ExCo should be as follows:*

96

97 *Non-rotating ExCo Members:*

98	<i>CGIAR Chairman</i>	<i>1</i>
99	<i>Co-sponsors (FAO, WB,</i>	
100	<i>UNDP and IFAD²)</i>	<i>3³</i>
101	<i>CBC, CDC and SC Chairs</i>	<i>3</i>
102	<u><i>Rotating ExCo Members:</i></u>	
103	<i>OECD/DAC Country Representatives</i>	<i>5</i>
104	<i>Developing Country Representatives</i>	<i>5</i>
105	<i>Foundation/Regional Bank Representatives</i>	<i>1</i>
106	<i>Partner Representatives</i>	<i>2</i>
107		
108	<u><i>Total</i></u>	<i>20</i>

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110 *The CGIAR Director will serve as Executive Secretary of the ExCo.*

111

112 ***Recommendation 3.***

113 *The ExCo should operate under the rules of procedure outlined in Attachment 2. At*
114 *AGM2001 the CGIAR should approve the establishment of two standing committees of*
115 *the ExCo: a Standing Committee on Programs and a Standing Committee on Finance.*

116

² On October 10, 2001 the CGIAR Secretariat was informed of IFAD's decision to accept the CGIAR Chair's invitation to become a Cosponsor of the CGIAR.

³ Cosponsors hosting a System governance unit (such as the Science Council Secretariat and the CGIAR Secretariat) would maintain a continuous membership on the ExCo. Rotation would apply to Cosponsors not hosting such a mechanism.

117 **Challenge Programs**

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119 Context: At MTM2001 the CGIAR decided to incorporate a programmatic approach to research
120 planning and funding, to complement existing approaches, and initiate the formulation and
121 implementation of Challenge Programs (CPs). CPs were seen as a means for the System as a
122 whole to take on global challenges in cooperation with a wider range of partners and a core
123 mechanism for change in the CGIAR. The CPs would be developed in the context of the CGIAR
124 *Vision and Strategy* and complement ongoing research programs of the Centers, build on their
125 core competencies, and develop more effective partnerships with associated stakeholders in
126 research and development. This would promote and enhance the effectiveness and impact of the
127 research portfolio, and hence elevate the significance and visibility of the CGIAR research
128 agenda. The CPs would thus help to mobilize new and increased funding from current and new
129 donors, and improve targeting of investments, value for money and accountability.

130
131 ***Recommendation 4.***

132 *The CGIAR should adopt a flexible and learning-by-doing approach to designing*
133 *Challenge Programs (CPs). The CPs should complement the Centers' core competencies*
134 *and all should satisfy a minimum set of principles and criteria, as listed in Attachment 3.*

135
136 ***Recommendation 5.***

137 *The CGIAR should have final decision authority in identification of CP themes and*
138 *approval of full proposals. The ExCo and the Science Council should help facilitate the*
139 *process as described in Attachment 4.*

140
141 *Governance and management arrangements should be flexible and adaptable to the*
142 *specific needs of each CP and should be spelled out in full in the specific business plan.*
143 *Each CP should be accountable to the CGIAR through the ExCo. In most cases, a CP*
144 *would be coordinated by a CP Coordinator, with CP-wide oversight provided by a*
145 *Steering Group(SG) and component oversight provided by each core party, as described*
146 *in Attachment 4.*

147
148 ***Recommendation 6.***

149 *The CGIAR should immediately initiate the CP process by starting Phase 1 (idea*
150 *generation) and by fast tracking a few CPs during this initial year. The fast-tracked CPs*
151 *would start the process at the Pre-Proposal Development phase, with more advanced*
152 *CPs closer to Full Proposal Development. Fast-tracked CPs should satisfy the criteria*
153 *applicable to CP development. Of the CP proposals which clearly demonstrate the*
154 *importance of the program in fulfilling the mission of the CGIAR, only those which have*
155 *identified significant additional funding should be considered for fast tracking.*

156
157 *At AGM 2001 the CGIAR should choose from among existing proposals for CP themes*
158 *those that should be fast-tracked. Candidate themes include the following, on which there*
159 *has been significant preparatory work and prior discussion within the CGIAR and among*
160 *the stakeholders (and which have already identified or have potential for significant*
161 *additional funding):*

- 162 • *Water and Agriculture*
- 163 • *Climate Change*
- 164 • *Animal Diseases, Food Safety and Trade*
- 165 • *Agriculture and Combating Desertification*

- *Other potential themes on which there is significant preparatory work.*

Science Council

Context: At MTM2001 the CGIAR decided to transform TAC into a Science Council. Such a transformation is necessary to: (1) ensure more focused attention and advice on major science strategy and policy questions and on science quality and; (2) tap wider global and regional networks of scientific and development experts; (3) strengthen scientific guardianship of the System; and (4) reduce emphasis on administrative and operational concerns.

Recommendation 7.

The primary responsibilities of the Science Council should be to advise the CGIAR on science policy issues and broad strategic questions relevant to the Group's goals and mission and to ensure the quality and relevance of the science practiced in CGIAR centers and programs. The roles and responsibilities of the SC in relation to CPs is described in Attachment 4.

Recommendation 8.

The SC should be composed of up to eight (8) individuals plus the Chair. The members should be eminent scientists in relevant disciplines in the biological, physical, and social sciences. While solid scientific stature should be a major selection criterion, the members of the Council should all have strong science policy and development experience..

Recommendation 9.

The SC and its Secretariat should have its operational costs covered by the Cosponsors and should be hosted by FAO. An agreement among Cosponsors covering the terms of FAO's hosting of the SC Secretariat should be prepared and formalized. This agreement should cover, among others, an institutional arrangement permitting greater latitude to the SC in recruitment of staff and provision of services to SC members while satisfying any legal obligations of FAO as host organization.

The present TAC should be phased out as of December 31, 2001 and an interim SC should be constituted at the beginning of 2002, when the transition from the TAC Secretariat to SC Secretariat would commence. The recommended transition arrangements are described in Attachment 5.

System Office

Context: At AMT2001 the CGIAR decided to establish a System Office. It also agreed that a single, integrated communication strategy, for coherent communication and fund raising, should be developed by the CGIAR Secretariat, the Centers and Future Harvest. The System Office would help enhance integration of the CGIAR System so that it is truly more than the sum of its parts, i.e., it would serve and facilitate the functioning of the CGIAR System as a well-integrated and responsive learning system implementing a compelling vision, mission and strategy. Having a single System Office would create greater awareness of, and a corporate identity for, the System. It would also avoid duplication of effort and create synergies for increased cost-effectiveness.

Recommendation 10.

The System Office should be composed of and integrate the activities carried out by the CGIAR Secretariat, Science Council Secretariat, entities providing common services to

217 *the Centers, and the Future Harvest Foundation. It should serve the entire System and*
218 *help it function in an integrated and responsive manner, implementing a compelling*
219 *vision, mission and strategy. Its specific functions (described in detail in Attachment 6)*
220 *should be developed gradually.*

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Recommendation 11.

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Recommendation 12.

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Current financing levels by all parties should be maintained until the preparation of the initial business plan which should specify future resource needs. The ExCo should explore all financing options, including alternative forms of burden-sharing.

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**Attachment 1:
Functions of the CGIAR Executive Council**

The ExCo would be a representative body appointed by the Consultative Group to facilitate CGIAR decisions, carry out certain delegated functions and follow-up actions arising out of its annual meeting. ExCo would meet at least twice a year to transact business. Meetings would be chaired by the CGIAR Chairman and support services would be provided by the System Office. The CGIAR Director would serve as the Executive Secretary of the ExCo and the ExCo may authorize the CGIAR Director to take follow-up actions between meetings.

ExCo would hold short meetings (e.g. two days) and conduct them in a businesslike fashion. The Executive Council may wish to elect a Co-Chairman at the time of each meeting to assist the Chairman in his/her duties until the next meeting.

The Executive Council will be responsible for the following functions:

Goal setting and planning:

- coordination and oversight of the CGIAR-wide strategic and operational planning processes as directed by the General Body;
- recommendations to the general body of the System’s strategic and operational plans and the selection of Challenge Programs drawing on inputs and advice from the Science Council and other stakeholders; deciding on planning grants to assist in preparation of CPs;
- recommendation to the General Body of policies and decisions on resource mobilization and allocation plans;
- recommendation to the General Body of medium term plans and annual financing plans for the System and its advisory and support units;
- direction to the Science Council to provide scientific advice on programmatic and other System wide matters.

Monitoring implementation:

- supervision of the administrative actions arising out of the decisions of the General Body, including those pertaining to resource mobilization and allocation;
- monitoring of the progress, quality and effectiveness of Challenge Programs with advice from the SC for reporting to the General Body.

Evaluation:

- oversight of evaluation activities on behalf of the General Body, with support from Science Council and the secretariats;
- recommendations to the General Body on actions to be taken in the light of evaluations of the performance and impact of the Centers and Challenge Programs.

Self Governance:

- recommendation of key appointments to the general body; appointment of other System-wide posts (e.g., Science Council and SPIA members, CGIAR-nominees on Center boards);
- oversight of the work programs and performance of advisory and support units;
- advice and counsel to the General Body on all other matters of Systemwide governance.

The process steps and products shown in the matrix below largely follow the present CGIAR processes (which are described in Box 1 on page 31 of the 2000 CGIAR Annual Report) and

292 suggest how responsibilities should be shared among the various elements of System governance in the
 293 future. Detailed definitions follow the matrix.

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Matrix of Proposed Responsibilities

Product	Timing	Stake holder	CGIAR	Executive Council	Science Council 1/	System Office	Centers and Challenge Programs
Planning Context	5 Years	Collaborate	Approval	Oversight	Prepare	Facilitate	Collaborate
Planning Guidance	3 – 5 years	Collaborate	Approval	Oversight	Collaborate	Prepare	Collaborate
Medium Term Plans	Rolling						
i] Periodic	3years	Collaborate	Approval	Oversight		Consolidate	Prepare
ii] Project Portfolio	as required	Collaborate		Approval	Review of Science	Consolidate	Prepare
Annual Operating Plan						Consolidate	Prepare and Approve
Annual Financing Plans	October		Approval	Oversight		Consolidate	Prepare
Evaluation & Impact Assessment	Periodic	Collaborate	Decision	Oversight, follow-up	Commission (program-matic)	Commission (manage-ment)	Collaborate
Annual Ex-post Report	April			Oversight		Consolidate	Prepare

298
 299 1/ Following the CGIAR decision at MTM2001, the Science Council’s role in these processes will be
 300 more on strategic and longer term science and science policy issues and less on operational matters –
 301 medium term plans, annual plans, etc.

302 Definitions:

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304 Planning Context: Periodically assessing the needs of CGIAR client group for services from the
305 CGIAR in context of emerging developments in science, trends in global economy and the
306 economies of developing countries, and availability of capacity in CGIAR partners and
307 stakeholders. This would serve to update the CGIAR's vision, strategy and priorities.

308

309 CGIAR Planning Guidance: Based on the context, this System operational plan describes
310 objectives and proposed deliverables for the CGIAR, areas and activities of more and less
311 emphasis, changes in modes of operation and provides a broad assessment of required human and
312 financial resources. The plan provides planning guidance to centers in preparing their medium
313 term plans.

314

315 CGIAR Medium-Term Plans (periodic): Based on the guidance provided by the CGIAR and their
316 own strategic plans, centers (and challenge programs as appropriate) prepare program and
317 business plans on a rolling three-year basis. The CGIAR medium term plan is an aggregation of
318 center medium term plans.

319

320 CGIAR Project Portfolio: A basic program-planning unit in center plans is a logical framework
321 based portfolio of projects. The projects describe specific objectives, identify collaborators and
322 partners, define deliverables and provide required budgets. The CGIAR Project Portfolio is a
323 consolidated portfolio of center and CP project portfolios.

324

325 CGIAR Annual Operating Plan: Centers prepare more detailed operating plans annually to
326 develop work programs, plan activities and resource outlays. The plans identify deliverables for
327 the year. These are reviewed and approved by the Boards of centers or the governing bodies of
328 CPs. The CGIAR annual plan is an aggregation of center operating plans.

329

330 CGIAR Annual Financing Plan: Financing plans identify sources of financing for the operating
331 plans and in case of a mismatch between budgets and availability of financing revise the
332 deliverables. The CGIAR financing plan is an aggregation of center financing plans.

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334 Evaluations and Impact Assessments: Periodic reviews of program performance (Center-based,
335 Systemwide and Challenge Programs), as well as assessments of the impacts of these programs
336 on CGIAR goals provide verifiable information which is fed back into future planning guidance

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338 CGIAR Annual ex-post Report: At the end of the year, centers prepare an assessment of planned
339 vs. actual deliverables. The CGIAR report is an aggregation of center reports.

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**Attachment 2:
Rules of Procedure of the CGIAR Executive Council**

I. SCOPE

1. These rules of procedure shall apply to the conduct of business by the Executive Council (hereinafter referred to as "ExCo") of the Consultative Group on International Agricultural Research (hereinafter referred to as "CGIAR").

II. DEFINITIONS

1. For the purposes of these rules:

- a. "CGIAR" means the Consultative Group on International Agricultural Research
- b. "Co-Sponsor" means the representative of the Food and Agriculture Organization of the United Nations (FAO), United Nations Development Programme (UNDP), and The World Bank
- c. "Council" means the Executive Council of the CGIAR
- d. "CGIAR Members" means all donors (countries and institutions) attending the first meeting of the CGIAR and those who have been admitted to membership by acclamation at a subsequent CGIAR meeting.
- e. "Contributing CGIAR Members" (also called "shareholders") means all institutions who make regular annual financial contributions to the CGIAR at least at the base rate of US\$0.5 million.
- f. "CGIAR ExCo Members" means Members of the Executive Council of the CGIAR
- g. "Centers" means the 16 international agricultural research centers supported by the CGIAR
- h. "CGIAR Chairman" means the Chairman of the CGIAR, appointed by The World Bank, usually at a vice-president level
- i. "CGIAR Director" means the Director of the CGIAR, appointed by the CGIAR Chairman and Vice President of the World Bank
- j. "Stakeholders" means the broadest possible group of individuals and organizations that have a stake in agricultural research for development
- k. "Elected Meeting Co-Chairman" means a CGIAR ExCo Member elected as Meeting Co-Chairman for the duration of the meeting
- l. "Systems Office" means the corporate office of the CGIAR
- m. "Attend" means that a CGIAR Member shall be permitted to be present in the Council meeting room and, at the invitation of the Chairman or elected Meeting Co-Chairman, may address the Council
- n. "Observer" means a representative of a country, international, regional, or national agricultural research institution, or civil society organization who shall be permitted to observe the Council proceedings, and at the invitation of the Chair, or elected Vice-Chair, may address the Council, but may not participate in any consensus decision
- o. "CGIAR Annual General Meeting" means the once-a-year meeting organized by the CGIAR to review and implement business decisions
- p. "Meeting" means any regular or special meeting of the Council
- q. "Session" means a period of a meeting

392 **III. COUNCIL**

393

394 1. Responsibilities are defined in a matrix available separately.

395

396 2. Composition: 20-member ExCo where all members are full members, and decisions are
397 based on consensus, not voting. Chairman plays a strong “consensus forging” role among all
398 participants. The composition will be as follows:

399

400 Non-rotating ExCo Members:

401 *CGIAR Chairman* 1

402 Co-sponsors (FAO, WB,

403 UNDP and IFAD)⁴ 3

404 CBC, CDC and SC Chairs 3

405 Rotating ExCo Members:

406 OECD/DAC Country Representatives 5

407 Developing Country Representatives 5

408 Foundation/Regional Bank Representatives 1

409 Partner Representatives 2

410

411 Total 20

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413 The CGIAR Director will serve as Executive Secretary of the ExCo.

414

415 3. Selection of members: Selection will be by consultation, not voting. Only Contributing
416 CGIAR Members will be eligible for selection to the ExCo. Rotating members will have a term
417 of three years, with the proviso that initial members should be appointed to terms of varying
418 length to ensure a balance between continuity and orderly rotation. ExCo members should
419 represent diverse perspectives rather than fixed constituencies or countries. A balanced
420 representation of perspectives (e.g., regional) should be sought in the selection and rotation of
421 ExCo members.

422

423 4. Selection Process. Five (5) contributing OECD/DAC country members will be selected
424 from among the constituencies listed below.

425 • Americas: 1 member;

426 • Asia and the Pacific: 1 member;

427 • Europe: 3 members.

428

429 Five (5) Developing Country members will be selected from the among the constituencies listed
430 below.

431 • Africa: 1 member;

432 • Americas: 1 member;

433 • Asia and the Pacific: 1 member;

434 • “At large” members: 2 members not selected through the regional constituencies above.

435

436 One (1) member will be selected from among the foundations and regional organizations:

437 • Foundations – Ford Foundation, Rockefeller Foundation, IDRC;

438 • Regional Organizations – AfDB, Arab Fund, AsDB, IDB, UNEP.

⁴ Cosponsors serving host to a System governance unit would maintain a continuous membership on the ExCo. Rotation would apply to Cosponsors not hosting such a mechanism.

439 Two partner representatives (2) will be selected from among the groups listed below:

- 440 • Global Forum and Regional Fora for Agricultural Research;
- 441 • Nongovernmental Organizations and Farmers' Organizations;
- 442 • Private Sector.

443

444 **IV. MEETINGS**

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446 1. Nature: The Council shall meet in regular mode or through virtual modes (through video or
447 audio conferencing or via the Internet).

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449 2. Frequency: Semi-annual, or as frequently as necessary to enable it to discharge its
450 responsibilities especially when decisions have to be made that cannot await adoption in a regular
451 meeting. Adequate notice (at least 8 weeks) will be given before a meeting is called.

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453 3. Location: Once a year at the site of the CGIAR Annual General Meeting and once a year
454 hosted by a CGIAR Member or Center.

455

456 4. Agenda: A provisional agenda is to be made available by the CGIAR Director at least 4
457 weeks prior to the meeting of Council, and a final agenda one week prior to the Council meeting.
458 The documentation for the meeting should be available at least a week before the meeting. ExCo
459 and CGIAR members may propose additions to the provisional agenda. The Council shall, at the
460 beginning of each meeting, adopt the agenda for the meeting. Any item included on the agenda
461 for a meeting of the Council, consideration of which has not been completed at that meeting,
462 shall, unless the Council decides otherwise, be automatically included on the provisional agenda
463 for the next meeting.

464

465 5. Transmittal of documents: All documents are to be mailed to Council at least seven
466 working days in advance before the start of a regular meeting and as soon as possible before a
467 special meeting. To facilitate speedy dissemination, the documents will be simultaneously made
468 available on the CGIAR website www.cgiar.org

469

470 6. Attendance: Council meetings shall be open to all CGIAR Members, as observers. The
471 CGIAR Chairman, or the elected Meeting Co-Chairman, may, in consultation with the Council,
472 invite representatives of other organizations and entities, to participate in Council meetings as
473 observers.

474

475 7. Secretary: The CGIAR Director shall serve as the Executive Secretary of the ExCo.

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477 8. Quorum: Two-thirds of the CGIAR ExCo Members shall constitute a quorum.

478

479 9. Elected Meeting Co-Chairman: At each meeting, the Council shall elect a Co-Chairman
480 from among the CGIAR ExCo Members for the duration of that meeting. To ensure broad
481 representation, the position of elected Co-Chairman shall change from one meeting to another.
482 The elected Meeting Co-Chairman will not relinquish any right.

483

484 10. Languages: Interventions shall be made at the Council meetings in English. Language
485 assistance will be provided whenever required by a Council Member.

486

487 11. Interventions: Debate shall be confined to the question before the Council and the
488 Chairman and elected Meeting Co-Chairman may call a speaker to order if his/her remarks are
489 not relevant to the subject under discussion. With the consent of the Council, the Chair or elected

490 Meeting Co-Chairman may limit the time allowed to speakers and the number of times a speaker
491 may speak on any question.
492

493 12. Closure of list of speakers: During the course of a debate, the Chair may announce the list
494 of speakers and, with the consent of the Council, declare the list closed. When there are no more
495 speakers on the list, the Chair shall declare the debate closed.
496

497 **V. ESTABLISHMENT OF COMMITTEES**

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499 1. Establishment of Standing Committees is the prerogative of the Annual General Meeting
500 (AGM), and can only be done by decision of the AGM. Individual, time-bound task forces or
501 working groups can be established by the Council with convenors drawn from CGIAR ExCo
502 Members; membership of task forces and working groups may not be limited to CGIAR ExCo
503 Members or CGIAR Members.
504

505 **VI. DECISIONS OF THE COUNCIL**

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507 1. The CGIAR does not have formal statutes, instruments, or agreements. It is a consensual
508 body, and consensus-based decisions are to be used as the regular way of conducting business. In
509 case a decision requires shareholder participation only, shareholder members of the ExCo will
510 meet in closed session.
511

512 2. Under exceptional circumstances, it may be necessary for the CGIAR Chairman, or
513 elected Meeting Co-Chairman, to ascertain consensus through a voting process. A vote in the
514 Council should be seen as facilitating the business so that AGM is presented with a Council
515 decision. Carriage will be by simple majority of CGIAR ExCo Members present. Method of
516 voting: Voting shall be by show of hands, and division if called for by any CGIAR ExCo
517 Member. Abstentions or non-participation are not encouraged. Conduct of voting: The Chairman
518 or elected Meeting Co-Chairman shall announce the start of voting, after which no one shall be
519 permitted to intervene until the results of the vote have been announced, unless an issue is raised
520 in connection with the process of voting. Members may, before the announcement of the start of
521 voting or after the results of the vote have been announced, make brief statements consisting
522 solely of explanation of their votes.
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524 3. Decisions without a meeting: Whenever, in the judgment of the Chair, a decision must be
525 taken by the Council which should not be postponed until the next regular meeting of the Council
526 but does not warrant the calling of a special meeting of the Council, the CGIAR Director shall
527 transmit to each Member by any rapid means of communication a proposed decision with an
528 invitation to approve the decision on a “No Objection” basis. The objection period will be not less
529 than six weeks.
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531 **VII. RECORD OF THE MEETING**

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533 1. Before the end of each meeting, the Chair and elected Meeting Co-Chairman shall
534 present a joint summary of the main discussions and conclusions of the meeting. The System
535 Office will then provide the CGIAR ExCo Members with a draft of the minutes recording
536 decisions taken, for comment, indicating comments must be received within seven working days.
537 The final record of the meeting, to be issued as a public document, will be sent to CGIAR
538 Members and posted on the CGIAR website, following adoption by ExCo members, within one
539 month of the meeting completion.

540 **VIII. AMENDMENTS TO THE RULES**

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542 1. These rules may be amended by consensus of the Council.

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**Attachment 3:
Principles and Criteria for CGIAR Challenge Programs**

Definition: *A CGIAR Challenge Program is a time-bound, independently-governed program of high impact research, that targets the CGIAR goals in relation to complex issues of overwhelming global and/or regional significance (and with global impact), and requires partnerships between a wide range of institutions in order to deliver its products.*

Criteria: A program should satisfy at least the following criteria to qualify as a CGIAR Challenge Program:

- address an issue of overwhelming significance. Issue addressed can be global, regional or sub-regional in importance (but with global impact);
- fit within the CGIAR mission and goals;
- involve both CGIAR centers and their partners, particularly the NARS from the South;
- be co-operative and collaborative in nature; with no overwhelming dominance by a single institution;
- employ a mode of operation that enhances efficiency and effectiveness of the CGIAR System, with demonstrable contribution to CGIAR goals;
- is based on the core competence and comparative advantage of collaborating partners;
- contribute to capacity building of NARIs in the South; and,
- is based on science that is both excellent and relevant.

Principles: The following principles should guide the design and development of CPs:

- Challenge Programs would be developed in the context of the CGIAR Vision and Strategy and its seven planks.
- CPs should complement ongoing research programs of centers and build on their core competencies.
- CPs should not be an “add on” to the CGIAR research agenda, but a core mechanism for change in the CGIAR. As a result, the CGIAR research agenda should become more visible, with some elements significantly different from the current operations of the CGIAR.
- A flexible approach should be used in designing and implementing CPs by learning from the experience gained from the initial set of CPs and lessons from implementing systemwide and eco-regional programs.
- In terms of alternative models, CPs will emerge through regional priority setting (or other bottom-up) processes, though some will be identified through analysis of gaps in science for the poor, while others could be linked to existing international conventions (e.g., on climate change, biodiversity, water, desertification, etc.) which already have recognition as global concerns, thus helping to “elevate the game” for the CGIAR. Existing systemwide and eco-regional programs could also serve as building blocks for future CPs.
- CP proposals should be subjected to ex-ante peer review by the CGIAR Science Council. The SC should also play a key role in the evaluation of the quality and relevance of science of CPs during their implementation.
- CPs should aim to mobilize significant new funding.
- CPs should be implemented by CGIAR centers and partner institutions, particularly the NARS from the South, with significant outsourcing to non-CGIAR institutions.
- CPs should be identified, screened and selected through a competitive process through rigorous application of criteria (which are noted in Attachment 4)

592 **Attachment 4:**
593 **Process, Responsibilities and Draft Guidelines**
594 **for Developing and Implementing Challenge Programs**
595

596 **Process**
597

598 A five-phase process should be used for the development and implementation of all Challenge
599 Programs:
600

601 **Phase 1: Idea Generation**

602 Idea Generation would be through an open book process, with free competition among all
603 stakeholders. The output would be a short (two-four page) description of the concept for a
604 Challenge Program. Any “fast-tracking” should not compromise the integrity of the process
605 described for CPs that are starting from “scratch.” Any potential programs being assessed through
606 a fast-tracked process should be subjected to the same set of stringent criteria as programs
607 developed “from scratch.”
608

609 *Idea generation would be a continuous process, with the CGIAR acting on CP themes*
610 *recommended by the ExCo between the AGMs.*
611

612 **Phase 1 Criteria:** The CP

- 613 • addresses an issue of overwhelming significance. Issue addressed can be global, regional
614 or sub-regional in importance (but with global impact);
- 615 • fits within the CGIAR mission and goals; and,
- 616 • is likely to generate significant outputs and impact.
617

618 **Phase 2: Development of Pre -proposals**

619 Development of pre-proposals would be de-linked from idea generation, in that, once the CP
620 theme is identified, pre-proposal development would be an open, competitive process. This would
621 be open to anyone, not only to those who may have contributed the initial ideas. The objective
622 would be to generate a variety of meaningful pre-proposals (10-15 page) on each selected theme,
623 not to pre-select institutions to submit pre-proposals.
624

625 **Phase II Criteria:** The CP:

- 626 • is time bound and clearly defined in terms of research outputs as well as the potential
627 impacts on CG clients;
- 628 • has clearly defined mechanisms for the delivery and dissemination of research outputs;
- 629 • is based on science that is both excellent and relevant, often requiring logical integration
630 of multiple disciplines to address issues of great complexity;
- 631 • employs a mode of operation that enhances efficiency and effectiveness of the CGIAR
632 System, with demonstrable contribution to CGIAR goals;
- 633 • involves both CGIAR centers and their partners and is based on the core competence and
634 comparative advantage of collaborating partners;
- 635 • adds value to existing research and produces synergies between existing core
636 competencies of the Centers’ and the partners;
- 637 • is co-operative and collaborative in nature; with no overwhelming dominance by a single
638 institution;
- 639 • gives evidence of stakeholder involvement in problem identification and link to bottom-
640 up priority setting mechanisms;
- 641 • requires significant levels of up-front funding to achieve its objectives;

- 642 • there is clear evidence that donors are willing to commit significant up-front funding;
- 643 • involves active participation of NARS from the South and contributes to capacity
- 644 building of NARIs from the South.

645

646 **Phase 3: Development of Full Proposals**

647 On decision by the Executive Council, the Science Council would ask the parties involved for the
 648 further development of the pre-proposals into a full research program proposal. Here, the
 649 competition would be among full proposals. The CGIAR could provide some funds (up to
 650 US\$200 thousand) for the development of full proposals. The program proposal, including a
 651 business plan, would be about 30-50 pages in length.

652

653 ***Phase III Criteria :***

- 654 • Outputs of the proposed program:
 - 655 a. Are relevant and appropriate to the needs of the intended beneficiaries;
 - 656 b. are achievable within the proposed time frame.
- 657 • Quality and relevance of the science and research:
 - 658 c. the proposed research is directly relevant to the outputs;
 - 659 d. the research is likely to lead to important advances in science and
 - 660 improvements in the living conditions and income opportunities of the
 - 661 beneficiaries in the countries concerned;
 - 662 e. the research is feasible, the science appropriate and the outputs achievable;
 - 663 f. the research capability of the CP Coordinator and the team of senior
 - 664 scientists fully meet the demanding requirements of the task and their time
 - 665 allocation is sufficient.
- 666 • Strategy of utilizing and applying results:
 - 667 g. the Business Plan addresses not only the fundamental scientific aspects but
 - 668 also the applied and adaptive stages of the research, in a realistic manner, and
 - 669 the uptake of research outputs in order to produce high impact outcomes.
- 670 • Collaborative arrangements:
 - 671 h. the CP involves at least 2 CG Centers and at least 2 NARS from the South. In
 - 672 addition other institutions from the North and South are slated to handle
 - 673 specific program components or projects; CPs should involve the best
 - 674 institutions from the North and the South that can contribute to solving the
 - 675 problem. The institutions from the North should preferably bring their own
 - 676 resources to the consortium.
 - 677 i. the core parties in the program are the right ones to carry on the research and
 - 678 deliver the benefits;
 - 679 j. the synergies, value adding and mutual benefits are clear;
 - 680 k. the core parties are obviously committed in terms of the resources, time and
 - 681 knowledge-sharing;
 - 682 l. there is clear lines of accountability and clear institutional arrangements
 - 683 spelling out roles, responsibilities, rules of operation and conflict resolution
 - 684 in a formal agreement signed off at the appropriate legal level by each core
 - 685 party or CP associate party.
- 686 • Governance and management:
 - 687 m. governance and management arrangements are determined in an explicit way
 - 688 by the Business Plan and joint venture agreement;
 - 689 n. governance and management arrangements are flexible and adaptable to the
 - 690 specific needs of the CP and the structures are appropriate to the size and
 - 691 nature of the program;

- 692 o. there is clear evidence of genuine cooperation and commitment of the core
693 parties;
694 p. the CP is to be headed by an “independent” Coordinator operating on behalf
695 of the core parties with clearly defined reporting responsibilities;
696 q. the Challenge Program Coordinator is to be recruited from a core party or
697 from outside, and appointed for a fixed term under the terms and conditions
698 of an agreed core party;
699 r. there are clear and satisfactory arrangements for handling legal
700 responsibilities;
701 s. the arrangements for administrative support (to be provided by one of the
702 core parties) are satisfactory;
703 t. the Board of each core party is accountable for the input resources and
704 delivery of agreed outputs of that core party.
- 705 • Intellectual property:
 - 706 u. There is full adherence to the CGIAR IPR policy.
 - 707 • Performance evaluation:
 - 708 v. internal performance evaluation mechanisms are adequate.
 - 709 • Budget and finance
 - 710 w. The program creatively mobilizes new resources (cash and in-kind),
711 considering equity, or the need to balance the contributions between the
712 North and the South. It is expected that expenditure on each CP would be in
713 the \$8-12 million range, per annum for the initial five years (including the in-
714 kind contribution of partners). The business plan should outline a clear
715 resource mobilization strategy;
 - 716 x. the budget and its allocation are appropriate;
 - 717 y. the mechanisms for reallocation of the resources are appropriate;
 - 718 z. there are sufficient donors willing to commit funding for the first 3-5 years.

719
720 **Phase IV: Program Implementation**

721 Implementation of the Challenge Program would be the responsibility of the consortium (joint
722 venture) selected by the CGIAR. There would be no “fixed” management model for the
723 consortium. The model selected would depend on the circumstances of the CP and the core
724 parties and would become evident through the elaboration of the Business Plan where it would be
725 spelled out as part of the full proposal. The robustness of the Business Plan would be indicated by
726 the response to the criteria w – z (Budget and Finance, above). An important element of the
727 competition between full proposals (and indeed the peer review by stakeholders and donors) will
728 be evidenced by the indication that there are sufficient donors willing to commit funding. There
729 could be several component projects or sub-projects for which partner institutions have not yet
730 been identified. Institution(s) to conduct these could be selected competitively on the basis of a
731 traditional “competitive grant” scheme.
732

733 **Phase V: Program Evaluation**

734 The core parties making up the consortium would plan and implement monitoring and evaluation
735 procedures as called for by the business plan. In addition, the CP would be subjected to rigorous
736 ex-ante and ex-post peer review by the Science Council. Impact assessment would be built into
737 the business plan for the CP, ensuring the collection of necessary base data from the start of the
738 program.
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Roles and Responsibilities in Challenge Program Development and Implementation

Actors	Idea Generation	Pre-proposal Development	Full Proposal Development	Implementation	Monitoring and Evaluation
NARS, ARIs, NGOs, Farmer org.,Universities, PS,and other Stakeholders	Propose ideas for CPs	- Prepare pre-proposals with partners	- Prepare full proposals with centers and other partners	- Participate in governance and implementation as agreed in Business Plan	- Participate in evaluation as agreed in Business Plan
GFAR & Regional and Sub-regional Fora	Facilitate, as required	Facilitate, as required	Facilitate, as required	Facilitate, as required	
Centers and their Boards	Propose ideas for CPs	- Prepare pre-proposals with partners	- Prepare full proposals with partners	- Participate in governance and implementation as agreed in Business Plan	- Participate in governance and evaluation as agreed in Business Plan
Science Council	- Coordinates process - Recommends research themes	- Prepares guidelines and criteria - Recommends pre-proposals	- Coordinates peer review of proposals - Recommends proposal for implementation	- Monitors science quality - Recommends action by EC	- Coordinates peer review process - Coordinates impact assessment
Executive Council	- Issues call for ideas - Endorses research themes	- Issues call for pre-proposals - Selects pre-proposals	- Endorses full proposal - Recommends financing by the CGIAR	- Provides general oversight of implementation - Recommends action by the CGIAR, as necessary	- Recommends action by the CGIAR as necessary (based on evaluation results)
CGIAR	- Makes final decision on research themes		- Makes final decision on initiating the program - Approves financing plan	- Approves continued program support, as necessary	- Takes decisions on the program, as necessary

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**Draft Guidelines for the Governance and
Management of Challenge Programs**

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Governance Arrangements

- Each CP would be accountable to the CGIAR through the CGIAR Executive Council. The ExCo would receive an Annual Report from each CP and would put in place a mechanism to periodically review the overall performance (including governance) of each CP, with advice on science issues by the Science Council.
- Governance and management arrangements should be flexible and adaptable to the specific needs of the CP and should be spelled out in full in the Business Plan. Structures should be appropriate to the size and nature of the program. *The guidelines noted here are illustrative of typical arrangements for a CP—not a blueprint to be followed by all CPs.*
- Most Challenge Programs would be organized as *unincorporated joint ventures* among the core parties.
- Most CPs would have a Steering Group (SG) of not more than 7 members, consisting of an independent chairperson, representatives of the core parties, end-users (including farmers) and other stakeholders, with the majority of the SG consisting of stakeholders. To the extent that the CG would operate as an unincorporated joint venture, the SG would not be a legal body, nor a formal board. The functions of the SG would generally include: (i) oversight on the impact of the CP (on development goals); (ii) supervising the budgetary and financial matters identified in the Agreement; (iii) ensuring that the resources are used effectively to produce the agreed outputs; (iv) setting general policies to bring about increased program integration and efficiency in the implementation; and, (v) mediating in case of conflicts between parties to the consortium. Specific composition, functions, and powers of the SG would be specified in the Agreement among the core parties and in the Business Plan.
- SG would not “handle” funds, but ensure that resources are allocated as noted in the agreement by the core parties.

Management

- Each CP should be headed by an “independent” Coordinator operating on behalf of the core parties with clearly defined reporting responsibilities.
- The CP Coordinator could be recruited from a core party or from outside, and should be appointed for a fixed term under the terms and conditions of an agreed core party.
- The CP Coordinator would be identified jointly by the core parties.
- The core parties could provide power of attorney to the CP Coordinator on certain decisions (i.e., commitment of resources up to a certain limit.)

Legal and Administrative Matters

- There would be legal agreements among the parties concerning their participation, responsibilities and accountability within the consortium.
- Legal responsibility would be provided by any one of core parties to the joint venture, i.e., a facilitator/“agent” institution most appropriate on legal and administrative (including financial) matters.
- Each core party would be responsible for handling administrative matters related to its own participation in the program (i.e., privileges, immunities, indemnities, staffing, HR, procurement, audit policies, etc.).
- IP matters would need to be clearly defined in the consortium agreement and contracts.

**Attachment 5:
Science Council Responsibilities and Composition and
Transition from TAC to Science Council**

Responsibilities

The primary responsibilities of the Science Council should be to advise the CGIAR on science policy issues and broad strategic questions relevant to the Group's goals and mission and to ensure the quality and relevance of the science practiced in CGIAR centers and programs. The SC should assist the ExCo in goal setting by providing it with scientific advice on the strategic framework and set of priorities conducive to achieving CGIAR objectives.

In addition, the SC would:

- (a) conduct periodic assessments of global and regional trends, scientific challenges, and research opportunities;
- (b) provide a critical review of System-level strategic plans and the CGIAR project portfolio;
- (c) review challenge program proposals; mount peer review mechanisms, as necessary, for review of the proposals; and,
- (d) coordinate the CGIAR's science monitoring and evaluation (including oversight of the peer-review and other quality assurance mechanisms used by the Centers) as well as System-level impact assessment activities.

Composition

The SC should be composed of up to eight (8) individuals plus the Chair. The members should be eminent scientists in relevant disciplines in the biological, physical, and social sciences. While solid scientific stature should be a major selection criterion, the members of the Council should all have strong science policy and development experience or orientation.

Search and selection of the SC Chair and members would be done through global and open nomination process. The Cosponsors, serving as Nominating Committee, would endorse a short list to the Executive Council, which in turn would make the final recommendation to the CGIAR. Serving on a full-time basis, the Chair would have a maximum five-year term, with an initial appointment of three years, which could be extended up to a total term of five years. A member's term would be for two years, renewable up to six years without further extension.

The SC would adopt, as a principal modus operandi, the mobilization of global expertise from both industrialized and developing countries and the public and private sectors.

Transition from TAC to SC

It is proposed that the present TAC be phased out as of December 31, 2001, at which date the appointments of 10 (out of 12) TAC members terminate.

It is further proposed that an interim Science Council be constituted with 8 members drawn from the current TAC members, including the two whose tenure extend to end of 2002, while the formal global search for members of the new Science Council is underway. The new members of the regular Science Council should be appointed at the latest by Annual General Meeting 2002 so they will be ready to assume office by January 2003.

842 To provide for some degree of continuity among its membership, the terms of the initial members
843 of the new Science Council could be staggered as follows:

- 844 • Three members for four years
- 845 • Three members for three years
- 846 • Two members for two years

847 Henceforth, the appointments of members will be for two years, renewable to a maximum of six
848 years. As indicated in this report, the Cosponsors are proposed to constitute themselves into an ad
849 hoc search committee to manage the process.

850

851 It is also proposed that the membership of the current Standing Panel on Impact Assessment
852 (SPIA) be maintained until the regular SC can reconstitute the panel.

853

854 **Transition from TAC Secretariat to SC Secretariat**

855

856 The present TAC Secretariat at FAO is proposed to be constituted as interim SC Secretariat
857 effective January 2002. A transition period of one year is suggested for the organization of the
858 regular SC Secretariat. Early in that period (i.e. by March, 2002), a formal agreement covering
859 the terms of FAO's hosting of the SC and SC Secretariat should be negotiated and signed. Such
860 agreement would provide the legal framework for the organization of the regular SC Secretariat.

861

862 The interim SC Secretariat would need to gear up to enable it to respond effectively to the new
863 demands expected with the initiation of the process for the development and evaluation of
864 challenge programs in 2002. The SC Chair and the Executive Secretary would institute changes
865 in staff assignments as necessary and draw consultant expertise to fill the gaps.

866

867

867 **Attachment 6:**
868 **Mission, Functions and Organization**
869 **of the CGIAR System Office**
870

871 The System Office would be composed of and integrate the activities carried out by the CGIAR
872 Secretariat, Science Council Secretariat, entities providing common services to the Centers, and
873 the Future Harvest Foundation. Its mission would be “*to serve and facilitate the functioning of*
874 *the CGIAR System as a well-integrated and responsive learning system implementing a*
875 *compelling vision, mission and strategy.*”
876

877 **Key clients :**

- 878 • *The CGIAR System, as a whole* – e.g., by facilitating the development of processes for
879 refining and implementing a common vision, strategy and integrative programs; and by
880 developing and implementing public awareness and resource mobilization strategies;
- 881 • *The Investors, as a collectivity* – e.g., by facilitating a better understanding of (and
882 accountability to) their interests and of changes in the global environment; and by helping
883 craft suitable responses by the CGIAR System to emerging threats and opportunities;
- 884 • *The Centers, as a group* – e.g., by facilitating the harmonization of policies, capacity
885 building for learning and adaptation, and greater cost-effectiveness in the delivery of
886 common services; and
- 887 • *The Executive Council* – e.g., by facilitating follow-up of its decisions and
888 recommendations, serving as its secretariat and supporting the Annual General Meeting
889 and other assemblies of System stakeholders.
890

891 **Guiding Principles:**

- 892 • Suitability, quality and cost-effectiveness should be prime determinants of where and
893 how any given activity would be implemented.
- 894 • Subsidiarity: the role used and where in the System Office it is performed should be
895 specific to each function.
- 896 • Avoid duplication of effort and create synergies for better cost-effectiveness.
- 897 • The relationships between the System Office and the components of the System should
898 be collegial rather than coercive, combined with a clear designation of authorities and
899 accountabilities.
- 900 • Increasing adaptiveness and progress towards becoming a learning system.
901

902 **Main Functions:**
903

904 Over time the System Office would be expected to develop the necessary capacity and carry out
905 the following functions:
906

907 ***a) Facilitating Refinement and Implementation***
908 ***of the System Vision and Strategy***
909

910 The CGIAR vision and strategy have recently been endorsed by all components of the System,
911 and priorities are being identified. It is now necessary that a process for implementing a
912 compelling vision and a common System strategy be devised jointly with all stakeholders. The
913 purpose would be to help realize the full potential of the CGIAR as a system and to provide the
914 broad framework for concerted strategic action at both the System and Center levels.
915
916

917 **b) *Creating Visibility and Support for the System***

918

919 This involves, among others:

- 920 • Facilitating the development of a common communication strategy for the System, aimed
- 921 at creating a unified, broadly-appreciated persona and a single agreed brand name;
- 922 • Facilitating the development of a common resource mobilization strategy for the System,
- 923 ensuring that this is harmonized with the communication strategy
- 924 • Strategically positioning the System in political, business and environmental fora and in
- 925 the public eye;
- 926 • Projecting and making easily accessible the knowledge of the CGIAR in fora of global
- 927 relevance and to all potential users of the System's products and services; and
- 928 • Using compelling stories of the impact of the Centers' work to enhance the visibility and
- 929 support for the System.

930

931 **c) *Fostering Integrated Programmatic Approaches***

932

933 The movement toward integrated programmatic approaches must be nurtured and accelerated, so

934 that the interests of both the investors in the CGIAR System and the Centers are better addressed.

935 To accomplish this the System Office would:

- 936 • Arrange multi-center/regional discussions with donors, leading to project proposals that
- 937 respond to donor interests and are consistent with Center and System strategies;
- 938 • Periodically arrange fora for dialogue on development issues to facilitate better mutual
- 939 understanding of the interests of donors, Boards/Centers and other key stakeholders, help
- 940 identify priority areas for investment and lead toward appropriate adjustment of System
- 941 and Center strategies and programs; and
- 942 • Facilitate development of conceptual frameworks and proposals on Challenge Programs
- 943 and associated integrated programs, such as INRM.

944

945 **d) *Promotion of Harmony and/or Commonality***

946 ***in Center Policies and Procedures***

947

948 Principal among these are:

- 949 • Financial Management
- 950 • Human Resources Management
- 951 • Information Technology
- 952 • New Policies and Procedures - policies that respond to such significant emerging issues
- 953 as intellectual property rights and bio-safety knowledge management.

954

955 Furthermore, there would be benefit in a general sharing of policies and procedures on a wide

956 variety of issues (partnership, animal welfare, Board operations, biotechnology, to name a few),

957 possibly via a searchable data base maintained by the System Secretariat.

958

959 **e) *Provision of Cost-effective Services to the Centers***

960

961 Cost-effectiveness can be achieved both through economies of scale and through provision of

962 services of a "back-office" nature at lower-cost sites. If Centers organize to provide certain

963 services in common, they should be able to improve their quality by jointly employing a larger

964 number of highly qualified professionals, as well as by sharing new service elements that would

965 be beyond the reach of Centers acting individually.

- 966 • Services provided by the CGIAR Secretariat in Washington

- 967 • Services that require the establishment of a formal, possibly legally registered, service
- 968 entity or entities to which all or most Centers subscribe:
- 969 • Services that can be provided less formally, housed at one Center to serve all or some.
- 970 Examples of services include:
- 971 - The Central Advisory Service for IPR, housed at ISNAR
- 972 - The Gender and Diversity Program,
- 973 - Internal audit services;
- 974 - Legal services;
- 975 - Donor information.

976
977 **f) *Facilitation of Continuous Learning and Adaptation***

978
979 The CGIAR System must strengthen its responsiveness to relevant changes in the global
980 environment. An improved capacity to learn from experience and become more adaptive is
981 essential for the System and its components to thrive, despite competitive pressures and funding
982 constraints.

- 983 • Help accelerate inter-Center networks and communities of practice, including external
- 984 sources of knowledge.
- 985 • Periodically arrange external reviews of Center management (such as the CCERs and
- 986 EPMRs) to learn lessons and improve Center effectiveness.

987
988 **g) *Facilitating Organizational Development and Flexibility***

989
990 Training to develop currently needed staff skills as well as career development opportunities that
991 serve as incentive and reward for quality performance are both needed, as are other activities to
992 bring about organizational enrichment in a systematic way.

993 Specifically:

- 994 • The organization of training programs to fill systemwide needs. These might cover
- 995 management training for Directors General, team-building programs for top management
- 996 groups or research teams, supervisory training for scientists just moving into management
- 997 and orientation programs for Board members;
- 998 • Identification of qualified programs or consultants to respond to organizational
- 999 development needs of individual Centers or groups of Centers; and
- 1000 • Formation of a task force to draw up guidelines for risk management, covering scientific,
- 1001 financial, managerial and security issues.

1002
1003 **h) *Representing the System***

1004 This would involve:

- 1005 • Identifying emerging trends and challenges in the global environment and gaining an
- 1006 understanding of where and how these trends will be played out;
- 1007 • Gaining access, organizing or leading meetings, conferences and debates, including
- 1008 virtual debates, on the key agendas;
- 1009 • Identifying the most appropriate person or component of the System to represent the
- 1010 whole on the agenda and backstopping the representative for maximum effectiveness;
- 1011 this includes clarifying the System's knowledge, skills and services needed for effective
- 1012 participation;
- 1013 • Identifying ways to set the global agenda in science for development; and

1014
1015 **i) *Provision of Secretariat Services***

1016 Service activities would include:

- 1017 • Organizing CGIAR meetings and backstopping the Chair, Executive Council and CGIAR
- 1018 committees;
- 1019 • Serving as a financial clearinghouse;
- 1020 • Developing accountability standards and guidelines;
- 1021 • Developing and implementing a corporate communication program (in collaboration with
- 1022 the Future Harvest Foundation);
- 1023 • Broadening the CGIAR membership and constituency; and
- 1024 • Representing the System and serving as a focal point for CGIAR institutional knowledge.

1025

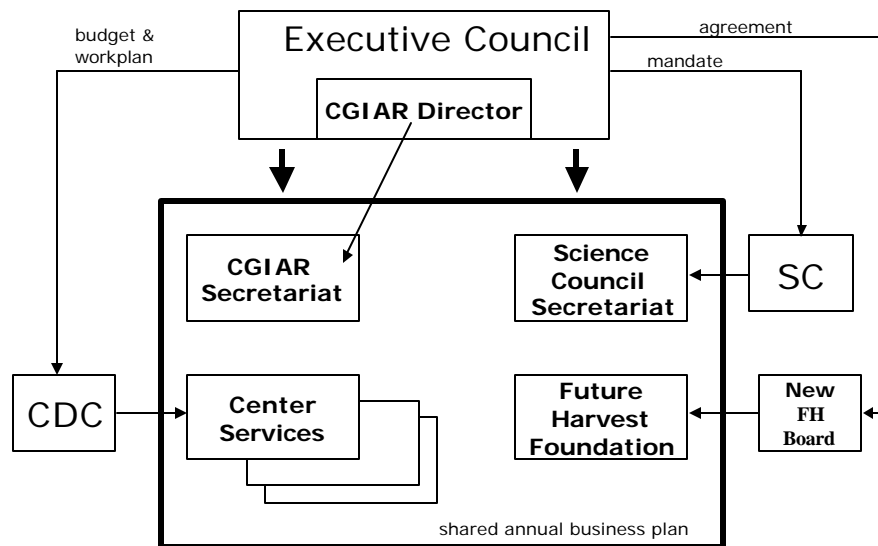
1026 **Organization**

1027

1028 Components would include the following:

- 1029 • A CGIAR Secretariat located at the World Bank, directly accountable to the Executive
- 1030 Council through the CGIAR Director;
- 1031 • A Science Council Secretariat located at FAO, directly accountable to the Executive
- 1032 Council through the Science Council Chair;
- 1033 • Entities providing common services to the Centers, directly accountable to the Center
- 1034 Directors Committee, with oversight exercised by the Executive Council via the annual
- 1035 budgets and the CGIAR strategy; and
- 1036 • The Future Harvest Foundation, directly accountable to a revitalized and expanded Future
- 1037 Harvest Board, with oversight exercised by the Executive Council via a Memorandum of
- 1038 Agreement.

1039



CGIAR System Office

1040 The System Office would serve all stakeholders of the CGIAR System, and would be

1041 accountable, as a whole, to the Executive Council. It would consist of several components at

1042 multiple locations that have different relations to the Executive Council depending on their
1043 primary function.

1044

1045 An annual plan and budget process and document (“*business plan*”), and necessary Memoranda
1046 of Agreement, would provide coherence to the activities of the various entities of the System
1047 Office. They would help establish a system of reporting and accountability to the Executive
1048 Council, and to the CGIAR Director acting on its behalf. The business plan of the System Office
1049 would:

- 1050 • Highlight the expected outputs/deliverables, indicators/milestones for monitoring
1051 progress, and the budget available for the year for each entity/set of key activities;
- 1052 • Be prepared in a participative manner using inputs from all entities, with decisions made
1053 in a transparent and collegial manner; and
- 1054 • Require that progress be reported to the Executive Council by the CGIAR Director, on
1055 the basis of succinct reports, using a common format, from the respective heads of the
1056 entities.

1057

1058 The integrated business plan is a vital element of the System Office concept. This document
1059 would serve as a form of contract among the entities, organizing and integrating their work. It
1060 would also provide a means for the Executive Council to monitor the Office and subsequently
1061 exercise influence over its activities.