

# CGIAR

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## **Mid-Term Meeting 1999** **May 24 - 28** **Beijing, China**

### **The Third System Review: From Proposals to Practice**

### **System Review Follow-up: Consultative Council Propositions on Partnerships**

The Consultative Council, meeting in Brussels on January 27-28, requested the Chairman, as well as TAC and the CGIAR's two partnership committees to prepare a number of reports on partnership-related issues, as follow-up to System Review recommendations. The table below indicates the status of each report by agenda sub-item.

| <i>Agenda sub-item</i> | <i>Topic</i>                                                                                        | <i>Documentation</i>         |
|------------------------|-----------------------------------------------------------------------------------------------------|------------------------------|
| 3(c) i                 | Progress report by the CGIAR Chair on organizing a high-level meeting with private sector CEOs      | Chairman to report at MTM    |
|                        | Proposal by the CGIAR on establishing a partnership committee to link with the scientific community | Chairman's proposal attached |
|                        | Proposal by the NGOC for restructuring committee membership                                         | Paper to be issued at MTM    |
|                        | Proposal by the PSC for restructure committee membership                                            | Part of document MTM/99/16   |
|                        | TAC proposal on TOR for analytic review on "Partnerships and Research: Lessons for the CGIAR"       | TAC proposal attached        |

## **Proposal for the Establishment of a Science Partnership Committee**

### **Proposition**

*The CGIAR Chairman should submit a proposal at MTM99 for establishing a Science Partnership Committee.*

### **Context**

The CGIAR Ministerial-Level Meeting held at Lucerne (Switzerland) on February 9-10, 1995 urged the CGIAR to establish partnership committees with NGOs and the Private Sector, as part of its continuing efforts to develop a more open and participatory system and strengthen its dialogue with members of the civil society. Both committees were set up shortly thereafter and are now functioning entities of the CGIAR system.

The third System Review, endorsing the approach followed by the CGIAR, said that “broadening and deepening partnerships and collaboration with other actors in the research-development continuum is of utmost importance to the future of the CGIAR.”

The CGIAR Consultative Council, meeting in Brussels on January 27-28, proposed that the CGIAR should reach out to the international science community through the mechanism of a partnership committee, but that the total membership of all three partnership committees should not exceed the current total of twenty-four. The Council requested the CGIAR Chairman to submit a proposal at MTM99 for the establishment of a Science Partnership Committee.

### **Terms of Reference**

The overall responsibility of the committee will be:

*To strengthen communication and collaboration between the CGIAR system and the broader international science community; and to provide the CGIAR with advice and guidance on major scientific developments in environmentally, socially and economically sustainable agricultural development and research; and.*

In doing so, the committee will be expected to:

- Formulate and carry out its own work program,
- Interact with the centers, TAC, the other partnership committees, and the standing committees of the Group, as well as the Group,
- As appropriate, submit proposals to the Group on research issues, on agricultural science policy, and on specific collaborative arrangements between the centers and other scientific institutes,
- Advise the CGIAR on suitable candidates for center boards, review panels, and other CGIAR bodies,
- Meet periodically and, at other times, communicate electronically,
- Present its views at the main meetings of the CGIAR.

### **Composition**

The effectiveness of the committee will to a large extent be conditioned by the credibility of its members and their commitment to the mission of the CGIAR. Invitations to suitable candidates will therefore be based on wide consultation initially within the CGIAR system, and in the broader international science community.

### *Membership Profile*

Candidates for membership will be drawn from both North and South and will be eminent scientists in fields directly relevant to the mission of the CGIAR.

Ideally, candidates will hold leadership positions in apex science bodies such as the International Council for Science (formerly ICSU), the International Union of Biological Science, the International Union of Concerned Scientists, the Third World Academy of Science, and national science associations. Committee members will not be expected to represent such bodies, but they will be able to serve as an effective link between the CGIAR and the institutions that form the unions or associations they lead.

### *Number*

The Science Partnership Committee will consist of no more than eight internationally recognized scientists, with authority to co-opt other members on an *ad hoc* basis for specific tasks. Each committee member will be invited to serve in his or her personal capacity for a two-year renewable period.

### *Selection Process*

Candidates for membership in the committee will be identified through consultation within the CGIAR system, and in the broader international science community, and will be invited to serve on the committee by the CGIAR Chairman. The first committee chairman will be nominated by the CGIAR Chairman and, subsequently, selected by agreement among committee members. A committee chairman will serve for a renewable two-year term, but not for more than two consecutive terms.

### *Working Arrangements*

The committee's work program and budget will be presented annually for endorsement at International Centers Week, and funds authorized for the committee's work will be disbursed under the authority of the committee chairman. The committee will be free to establish its own support services or to seek these from the CGIAR Secretariat.

### **Next Steps**

If the Group adopts the Consultative Council's proposition, the nomination of suitable candidates will be solicited initially from within the system, and the Chairman will invite candidates to join the committee which will be expected to hold its first meeting before International Centers Week '99, and to participate in ICW99.

## **Terms of Reference for an Analytic Review on *Partnerships and Research: Lessons for the CGIAR*<sup>1</sup>**

### **Proposition**

The CGIAR Consultative Council (CC) requested the TAC Chair to present MTM99 with terms of reference for an analytic review on "Partnerships and Research: Lessons for the CGIAR."

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<sup>1</sup> This note was prepared jointly by TAC and the CGIAR Secretariat, which have been jointly studying this subject for over a year, and organized a consultation with experts in July 1998.

## Background

Partnerships have had a long history in the CGIAR. Early on they were the vehicle through which improved plant materials were distributed, tested, and further improved. As well they were vehicles through which information and better practices were disseminated. In time they became avenues for two way interactions, with information and physical products flowing among the participants.

The partnership approach was emphasized by the CGIAR Ministerial-Level Meeting held at Lucerne (Switzerland) on February 9-10, 1995, which urged the CGIAR to:

- establish partnership committees with NGOs and the Private Sector,
- develop a more open and participatory system with full South-North ownership,
- complete its transition from a donor-client approach to equal partnerships of all participants from the South and North within the CGIAR System.

Action has been taken in all areas. As the CBC has pointed out (in a submission for the Consultative Council), “it is important to identify four levels of partnership activity” at this time: (a) definition of the global research agenda (b) definition of the CGIAR agenda and research priorities (c) definition of the research agenda at each centers and (d) definition of research activities. Some 2000 partnerships are now in existence, covering all four areas.

The third System Review said that “broadening and deepening partnerships and collaboration with other actors in the research-development continuum is of utmost importance to the future of the CGIAR.”

Reviewing this objective, the Consultative Council proposed the addition of a Science Partnership Committee to the two existing partnership committees (with NGOs and the Private Sector), and noted that it would be appropriate for TAC to conduct an analytic review of partnership and research by 2000 or 2001. Such a review, the Council felt, would enable the CGIAR to draw lessons from experience on which to base future action.

## Terms of Reference

The overall purpose of the analytic study would be to:

- evaluate center experience with research and research related partnerships,
- determine the relative importance of various types of partnership,
- assess the degree to which different factors contribute to the success of partnerships, and
- suggest which types of partnerships might be most effective in the future.

A study in the following three stages is proposed:

*Stage 1. Clarification of concepts and development of typology.* This would mainly involve a desk study of relevant literature, interaction with specialists, and contributions of centers.

*Stage 2. Inventory of current partnerships and measures of success.* This would feature a survey of centers using the typology developed in Stage 1, case studies of the most important types, and, based on the case studies and other experience, an analysis of the criteria for assessing success. Center, CGIAR, and partner costs would be estimated. Operationally, this stage would feature a study team under the direction of specialists and selected center staff for the survey and for the case studies.

*Stage 3. Evaluation and recommendations.* The measures of success developed in stage 2 would orient the evaluation of a systematic sample of center partnerships. This would include an analysis of the benefits and costs of partnerships. Rules of thumb and “best-bet” practices would be inferred from the evaluations and the case studies. Again, execution would be in the hands of a study team with contributions from selected center staff.

There is value added from each of the three phases, directly and as input to the succeeding stage. Along the way, perhaps at ICW99, we propose to invite partnership managers, say three, from representative sectors and milieus to share with the Group their agency’s experience with partnerships, in particular about what has worked and what has not worked.

**Timetable**

The study would be conducted over an 18-month period following MTM99. The deliverables would be targeted to the three successive CGIAR meetings as follows:

- Stage 1: Development of typology.....ICW1999
- Stage 2: Inventory of current partnerships.....MTM2000
- Stage 3: Evaluation and recommendations.....ICW2000

The CGIAR would be informed of the progress with the study at the completion of each stage.

**Organization**

The study would be coordinated by TAC and the CGIAR Secretariat. A small (5-7 person) advisory panel of experts would provide guidance on study design and review the outputs. An authority on the subject (e.g., Professor Walter Powell of University of Arizona, one of the participants in the consultation held last year) would be approached to chair the advisory panel. Other panelists would be drawn from institutions with prominent track record on research, from the centers, and from NARS (through the regional or sub-regional forums).