

September 17, 2008

## CGIAR Change Management Retreat and Stakeholders Consultation

Los Baños, Philippines

September 8-9, 2008

1. CGIAR Stakeholders from developing and developed countries, the Alliance of CGIAR Centers, and representatives of Challenge Programs were invited to attend the latest CGIAR Change Management Retreat at the International Rice Research Institute (IRRI) in Los Baños, Philippines, on September 8-9, 2008. Day 1 of the retreat was devoted to stakeholder consultation. Working Groups 2-4 presented their latest working papers to stakeholders and received feedback and insights from the various perspectives represented at the retreat. (Working Group papers are available at <http://www.cgiar.org/changemanagement/index.html>).
2. CGIAR Chair Kathy Sierra also had a meeting with members of the Alliance of CGIAR Centers (Board Chairs and DGs) where the various governance models being considered were discussed.
3. Following the conclusion of the stakeholders consultation, the Change Steering Team (CST) met to consider the feedback received and provide input to Working Groups 2-4 and outline the path forward.
4. On Day 2 of the retreat, the CST provided the following synthesis of “foundation pieces” to build a new CGIAR System with a governance structure that incorporate elements of WG3 recommended ‘Performance Contract’ model and the ‘Balanced Partnership’ model from the Independent Review of the CGIAR System:
  - Performance contracting (drawn from the WG3 recommended model)
  - Programs to be defined based on an agreed strategic framework
  - Move towards principally “program financing”, with window for “institutional financing”
  - Definition of the “Fund” (as recommended by WG4)
    - Not a legal entity; not a “replenishment system” but multiyear financing to be principal characteristic.
    - Decision making body is a “donors council” involving all who contribute to the fund and accept accountability, including non-voting *ex-officio* participation. It will be supported by a Secretariat.
  - Independent science council

- With the following functions: defining System strategy and priorities, promote quality and relevance of science, impact assessment, and mobilizing science
  - Reports to CGIAR Assembly
- Independent evaluation arrangement at System level
    - Ad hoc; to be conducted every 5 years
  - Ensure strengthened partnerships with stakeholders at all levels (e.g. policy, strategy, research implementation, dissemination)
  - Creation of consortium of Centers (drawn from external review recommended model)
    - Legal entity with Board and CEO
    - Partnership Forum linked to consortium of Centers
  - Recast key founding principles (Center autonomy, donor sovereignty, consensus decision making, and independent scientific advice)
5. The CST requested the WGs to submit their papers following the retreat, and a subgroup of CST will meet in Rome on September 17-18, 2008, to produce a synthesis report (based on the above foundation pieces) that will be submitted to ExCo 15 (October 1-2, 2008).
  6. Extensive stakeholder engagement activities will also take place prior to AGM08, including key donor meetings, CST outreach to Center boards, and virtual consultations. A large consultation will also take place during the Stakeholders Meeting at AGM08 before decision making by CGIAR Members during the Business Meeting.