

## **Purpose and Objectives of the Accountability “Workstream” - creating the “glue” to bond the New CGIAR**

### ***Background***

The Transition Management Team (TMT) in its December 2008 kickoff meeting in Maputo, Mozambique, began to identify some major issues inherent in the implementation effort of the Integrated Reform Proposal. Based on the envisaged structure of the implementation process (discrete, constituent-specific workstreams, such as the Consortium, the Fund and GCARD), one of the early risks the TMT identified was to ensure that there is enough “connective tissue” built into the transition and the New CGIAR. The TMT’s role is to ensure that the implicit inter-dependencies across the implementation workstreams are identified and the deliverables of the various work streams are coordinated.

The “accountability workstream” will look at governance and accountability (the glue of any organization) from a System perspective – to connect the dots across the System and to avoid silos. TMT member Jonathan Wadsworth has been asked to lead the work in this area.

### ***Purpose of the accountability work***

To develop and ensure appropriate design and implementation of a coherent accountability framework that ties together the various parts of the System.

### ***Specific objectives***

- Develop a coherent accountability framework for the new CGIAR that simplifies both management and evaluation and provides clarity on how true accountability will be achieved in the System.
- Ensure that best practice accountability principles are present and meet certain minimum standards.
- Assist work streams to be mindful of and understand how they can best build those principles into their work and provide advice and support as necessary.
- Support the work streams to orchestrate dialogue and collaboration amongst each other as needed.

### ***What it will do***

- Be in ongoing dialogue with the work streams – offer advice and support to them as needed – have relevance and be of value to the “parts and the whole” of the New CGIAR
- Ensure the System-wide coherence of the accountability and governance structures.
- Be the focal point and convener of System-wide dialogues around accountability.

### ***What it will not do***

In the interests of transparency, disclosure and unsurprisingly, accountability, between complex multi-actor work streams it is vitally important to declare at the outset that this work stream is not expected to: a) Develop an intellectual thought piece in isolation; b) Override, interrupt or duplicate the work of the work streams; or c) Police what the other work streams are doing.

### **Action to Date (March 15, 2008)**

Jonathan Wadsworth, the TMT lead on the accountability work stream, chaired a one-day accountability workshop in Washington DC on March 4<sup>th</sup>, 2009. The purpose of the workshop was to develop a shared view on what an accountability framework should mean in the CGIAR context, to get insight into good practices and to inform the TMT on how to move forward in designing the accountability framework for the CGIAR.

A range of practitioners from a variety of disciplines were invited to provide the TMT a well-rounded perspective on best practices and potential pitfalls. In addition to the TMT members, workshop participants included representatives from:

- CGIAR members
- The World Bank's Legal, Internal Audit and Global Partnership departments
- The 2008 Independent Review Panel
- The CGIAR Secretariat
- AccountAbility, a nonprofit agency specialized in helping organizations design and improve their accountability practices

The workshop moved the CGIAR transition considerably forward by encountering convergence on two key themes:

1. The need to spell out clearly the roles and responsibilities of all actors in the New CGIAR System; and
2. A parallel need for a Compact or framework on accountability.

Some of the building blocks of this "Compact" or an "Accountability Framework" would include a mapping of accountabilities in the system, a strategic results framework for the programs, policy on conflict of interest, and performance measurement.

### **Next steps**

- Commission a working group including consultants to propose an accountability approach and framework from a zero-base – to address the reform proposal pledges and ongoing insights of other work streams.
- Write a concise readable framework of intent – to feed into all parts of the proposed New CGIAR Charter.
- Organize a donor meeting before the June 2009 ExCo to address responsibility and accountability within the Fund (planned for 29 and 30 April in London).
- Consider application for international recognition of CGIAR good practice – through, for example, AA1000 Accountability Assurance Standard 2008.

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