

AGM07 Decision on CGIAR Change Management Process¹

Change Management Process:

- *The CGIAR expressed broad support and energy for the change management process and for moving forward with momentum, while at the same time recognizing some of the constraints.*
- *This sense of urgency is in the context of a number of global issues including climate change, poverty reduction implications of new agricultural developments, high attention to the World Bank World Development Report, and the threat of donors moving money elsewhere if change in the CGIAR doesn't take place.*
- *There is need for more focus on vision, which should be done early to help drive activities of the change management process.*
- *The process should identify quick wins that can help maintain momentum.*
- *Linkages with the Independent Review of the CGIAR System should be maintained, but should not slow the change management process, and the Review should be more sharply focused.*
- *The CGIAR endorsed the establishment of a Change Steering Team, with four working groups (on visioning and development challenges, partnerships, governance, and funding mechanisms) to help drive the change management process:*
 - 1) *WG 1 (visioning and development challenges) should include donors, and others partners, e.g. NARS. The WG should begin its work first and bring together many voices to ensure broad support early in the process.*
 - 2) *WG 2 (partnerships) should think broadly about partnerships, including new approaches with the private sector, advanced research institutes, etc. Individuals with experience with other organizations should be included in the WG to spur innovative thinking and ideas.*
 - 3) *WGs 3 and 4 on System- and Center-level governance should be merged and consider a systemwide approach to governance and think boldly.*
 - 4) *The TORs of the WGs should be clearly developed and articulated.*
 - 5) *The Chair requested Members to nominate individuals from within and from outside the System as candidates for the WGs, which should include a brief description of the person's experience and/or leadership abilities. She asked that Members entrust her with appointing WG members so as to not delay the process by waiting for approval from ExCo. She stated that she would draw on nominations received but also ensure the groups are diverse and balanced. She requested the Alliance and the Gender and Diversity Program to nominate young scientists that could be included to help start building the next generation of leaders in the System*
- *The World Bank has paid the cost of the change management process so far. The Chair asked that those who serve on WGs be able to donate their time, and she noted that it would send a good signal for other Members to contribute funds to the process.*

¹ Excerpt from CGIAR AGM07 Business Meeting (December 5-6, 2007) Summary Record of Proceedings, January 30, 2008.

ExCo ad hoc Committee on Funding System Priorities:

- *The CGIAR thanked the ExCo ad hoc Committee for its work and expressed support for its report.*
- *The CGIAR requested WG 5 (on funding mechanisms) to examine a more in depth implementation plan for the funding mechanism, drawing on the experience of other global programs. Building on the proposed funding mechanism, the WG should also examine the pros and cons of establishing an international fund on agricultural research.*
- *The CGIAR agreed to establish an ExCo ad hoc committee on finance, which may evolve into an ExCo standing panel depending on the outcome of the change management process. The first task of the ExCo ad hoc committee on finance would be to examine the CIAT case and the Center's plea for special donor support to its reinvigoration plan.*
- *The CGIAR requested WG 5 (on funding mechanisms) to develop TORs for the ExCo ad hoc committee on finance, in addition to examining the role such a committee would play in the future CGIAR System. (The decision on development of TORs for the ExCo ad hoc committee on finance was superseded in a later agenda item (11.b. CIAT EPMR), and the CGIAR Secretariat was requested to develop TORs immediately following AGM07. The WG on funding mechanisms will continue to examine the role such a committee would play in the future.)*