

CGIAR Change Management Visioning Retreat Summary

Addis Ababa, Ethiopia

April 3-4, 2008

1. The Change Steering Team (CST) and Working Group 1 (Visioning) met at ILRI-Addis Ababa on April 3-4, 2008, to further the work on CGIAR visioning. Day 1 included consultation with a broad group of stakeholders—representatives from developing country NARS, CGIAR Centers, and other Working Groups to benefit from their perspectives. Discussions on Day 2 were reserved for the CST and WG1 to incorporate the feedback received on Day 1. Feedback from participants indicated that they liked the work presented by WG1, and they left with a clearer understanding of the overall change management initiative, its rationale and timing.
2. The visioning exercise centers around the CGIAR's answer to three main global development goals identified by WG1, 1) eradicate poverty, 2) eradicate hunger and improve health, and 3) enhance and protect the natural environment. Within the three global development goals, several development challenges and opportunities for the CGIAR have also been identified.
3. Discussions were held in break out and in plenary sessions on the global development goals and challenges and on the CGIAR's competencies within each of the challenges. The CST requested WG1 to produce a paper based on the framework discussed in the closing plenary on Day 2 for presentation to the next change retreat (May 11-12, 2008) and ExCo 14 (May 13-14, 2008) in Ottawa, Canada. It was agreed that the options, particularly on strategic objectives, should not be narrowed down too much for the ExCo meeting.
4. The 10-15-page document should include the following:
 - i. Background on the journey, i.e. how the global development goals and challenges have been refined and narrowed.
 - ii. CGIAR Vision that is well connected to the "Global Vision" already articulated by the global community.
 - iii. CGIAR Mission within the framework of the vision in point ii above.
 - iv. A set of strategic objectives that correspond to the activities and opportunities presented by the development challenges. The strategic objectives should lead to clear measurable outcomes, and explain how the current capacities of the CGIAR are able to meet the objectives.
 - v. Section on key functions of the CGIAR and why they are important.
5. The document should explain how the vision, mission, and strategic objectives fit together. For the mission and strategic objectives, the CST would like to see indications of what success would look like.
6. Following presentation of the document to ExCo 14, the CST and WG1 will seek guidance from ExCo.