

CG System Office Workshop
March 13-14, 2002
CG Secretariat Offices
Washington, D.C.

Summary of Workshop Discussions and Agreed Action Plan

Overview

The CGI AR and the Executive Council (ExCo) have instructed the CGI AR Secretariat to "orchestrate" the preparation of an Integrated Business Plan (IBP) for the new virtual CGI AR System Office, leading to a more integrated, cohesive and coherent System. The decision to create the virtual CG System Office was made based on the recommendations of the Change Design and Management (CDM) team. The original mandate of the System Office, stated in a SO task force document, is to "serve and facilitate the functioning of the CGI AR System as a well integrated and responsive learning system implementing a compelling vision, mission and strategy."

A first step to defining how the units will collaborate and communicate to fulfill this mandate was a 2-day workshop held in Washington, DC on March 13-14, 2002. Representatives of the units that are currently proposed to be part of the System Office participated in the session. The following units are proposed as initial components of the System Office: CG Secretariat, AI ARC, Internal Audit Group, Gender and Diversity Program, CGI AR-Central Advisory Service for Intellectual Property Rights, Future Harvest Foundation, the Science Council Secretariat and the Executive Secretary of the CDC).

The Chief Information Office will also be included in the System Office when the new CIO is identified.

The initial timeline for the implementation of the virtual System Office is:

- Presentation of an Integrated Business Plan at the Executive Council meeting in September 2002, followed by discussion at the CG Annual General Meeting in October, 2002
- Implementation to start January, 2003

McKinsey & Company and Training Resources Group, Inc., two management consultant firms, worked with the CG Secretariat to design and facilitate the workshop.

Participants / Resources

Workshop participants included

- Meryl Williams, Director General of ICLARM (located in Malaysia) and current chair of the CDC
- Stein Bie, Director General of ISNAR, located in the Hague
- John Fitzsimon, Director, Internal Audit located in the Philippines

- Shellemiah Keya, Executive Secretary of the Interim Science Council Secretariat, located in Rome
- Emil Javier, Chair of IEC, located in the Philippines
- Victoria Henson-Apollonio, Manager of the Central Advisory Service on Intellectual Property located in the Hague
- Barbara Alison Rose, Executive Director of Future Harvest, whose office is provided by the World Bank
- Maria Guerrero, CEO of the Association of International Agricultural Research Centers (AIARC) located in Alexandria, VA
- Kerri Wright Platais, Interim Executive Secretary of the CDC
- Francisco Reifschneider, Director; Selçuk Ozgediz, and Ravi Tadvalkar from the CG Secretariat, located at the World Bank.

Please see Attachment 1 for details on the workshop participants

Vicki Wilde, Program Leader of the Gender and Diversity program, was unable to participate in the workshop but was represented by Meryl Williams. The new Chief Information Officer has not been selected but will participate in future sessions.

Workshop Resources and Facilitators included

- David Ernst, Jim Bamford, Ariel Lavinbuk, Douglas Hancock, Alejandro Picos (McKinsey and Company) provided content and participated in the working group discussions
- Kathy Alison, senior consultant from Training Resources Group, facilitated the workshop

Overall Goal of Workshop

The overall goal of the workshop was to bring together the main participants in the new CGIAR "System Office" to develop a platform for collaboration – i.e., the shared and detailed understanding of the strategy, structure, people, performance measures, and a framework for an integrated business plan (IBP)- needed to make the alliance succeed.

Objectives

The objectives of the workshop were to:

1. Discuss the rationale for the formation of a System Office
2. Understand best practices in global public sector alliances
3. Get acquainted with the services being provided by the various units
4. Better understand the overall vision, scope and potential value of a System Office
5. Begin development of an Integrated Business Plan for the System Office

Workshop Design

The workshop provided an opportunity for leaders of the 8 units to come together for the first time to discuss the formation of the System Office, begin developing an integrated

business plan and to agree on an action plan for completing the plan. (Please see attachment 2 for a complete workshop agenda)

Ian Johnson, Chairman of the CGIAR welcomed the group to the workshop. He then shared his vision of the System Office as a model of a decentralized, virtual office that is demand driven. Those it serves will evaluate its performance. He stated that the purpose of the SO is to support the CG System as a knowledge institution without corroding the core business of each of the units and that this is not an effort to carve out a work program for the Secretariat.

Francisco Reifschneider, Meryl Williams, and Stein Bie also welcomed the group and explained the rationale for the System Office.

McKinsey and Company provided technical sessions on their approach and lessons learned from forming health alliances in the public sector.

The McKinsey team presented sessions on:

- Alliance organizational models and best practices
- Ideas on an overall vision for the SO
- "Sources of Value" framework
- Templates that were used by the group to begin developing an Integrated Business Plan (one for a business plan, or "case", and the other for an operating plan)

During the first morning of the workshop, each unit manager discussed his or her unit's mandate and primary clients and identified opportunities and challenges to forming the system office (See Attachment 3)

On the second day of the workshop, the group divided into 2 sub-groups. One group began drafting an overall Business Case for the System Office while the second group identified similar functions performed by the units that could be better coordinated in the future and allow for synergies.

The group discussed the overall roles of the System Office which include:

- Support to CG System Governance
- Program Selection and Oversight
- Support Functions, including Knowledge Sharing
- Catalytic Role

Following the group reports and discussion, Meryl, Stein, Francisco, and Emil closed the session.

Workshop Results

The group was successful in initiating discussions on the Business Case and a first cut at identifying roles and functions of the System Office. (Results can be found in attachments 5 & 7). The group also agreed on an action plan (see below) that calls for the integrated business plan to be presented to the ExCo in September and at the AGM in October, with a target of January 1, 2003 for implementation to begin. The action plan and integrated business plan will be shared with the respective boards of the System Office units.

In addition to continued work on the templates, there are several issues to be addressed, including:

- Clarify and get agreement on a vision and develop a clear scope for the System Office
- Agree on which units will be included in the SO and which, if any, of the proposed units will not be included
- Agree on how to share decision-making, and ensure transparency and open communications among the various units, as well as with donors, their boards and clientele.
- Adapt the action plan to include frequent follow-up sessions (face to face and electronically) with all of unit directors during the planning and implementation of the SO.
- Begin an analysis of the cost and benefits of initiating a SO
- Begin planning for how the SO will be evaluated and develop performance indicators for the roles as well as the SO as a whole.
- Plan for the integration of the new CIO and the new head of Future Harvest into the design of the SO.

Agreed Action Plan

Chart 1 (attached) illustrates the action plan agreed by the workshop participants.

Attachment 1

System Office Action Plan
Agreed During Final Session of System Office Workshop
March 14, 2002

