

Terms of Reference for CGIAR Task Force on Programmatic Alignment (Task Force 1)

Background

At its Annual General Meeting in 2003 (AGM03), the CGIAR initiated a discussion on increased programmatic and structural alignment as part of the ongoing CGIAR reform program. The conduct of a broader study on rationalization of CGIAR operations across the System (starting with Sub-Saharan Africa) was endorsed. It would review the programmatic directions of CGIAR work in the context of the changes in the external environment, formulate recommendations for the needed re-alignment, and propose structural adjustments that would effectively realize the agreed modifications. The Group agreed to establish two Task Forces: one dealing with programmatic alignment in the CGIAR (TF1) and the other addressing structural options/organizational alignment (TF2).

Per Pinstруп-Andersen (Chair, CGIAR Science Council) and Paco Sereme (Executive Secretary, CORAF/WECARD- West and Central African Council for Agricultural Research and Development) were appointed co-chairs of TF1.

Expected Outputs

1. Analysis of current CGIAR programs in Sub-Saharan Africa. It should consider not only the core programs of each Center and the inter-center or system-wide activities but also the pilot challenge programs (CP). The analysis should look at programmatic coherence with and relevance to CGIAR's vision and goals and its clients' needs, identifying opportunities for programmatic integration, synergies and elimination of duplication.
2. Recommended options on programmatic re-alignment, scope and modality of operation

In coming up with the foregoing outputs, TF1 will interact closely with TF2.

Composition

In addition to the co-chairs, TF1 will be composed of the following:

Members: Akin Adesina (Rockefeller Foundation)
 Ruth Haug (Norway)
 Romano Kiome (Kenya)
 Hamid Narjisse (Morocco)
 Ola Smith (GFAR)
 Onesmo ole-Moi Yoi (Science Council)

Resource Persons: Jim Ryan (IAC Study Panel on African Agriculture)

Manuel Lantin (CGIAR Secretariat)

Consultant: Eugene Terry (African Agricultural Technology Foundation)

Mode of Operation

The TF would operate mostly in a virtual mode, through a list server set up by the Secretariat. Face-to-face meetings would be kept to a minimum.

The TF co-chairs would agree on simple procedures to synchronize the work of the task forces. The need to move as quickly as possible would be kept in mind.

Task Force Support

Detailed review and analysis of programmatic re-alignment would be conducted by resource persons (including CGIAR Secretariat staff), and a consultant under the guidance of the co-chairs.

Timeline

Nomination of candidates for the task forces	April 2004
Co-chairs prepare draft TORs	
Co-chairs select members of TF	
ExCo endorses, CG approves TORs	
First update to ExCo	May 10-11
Second update to ExCo	Aug 31
Progress (preferably, final) report sent to the CGIAR	Sept 30

Budget

To be determined.

Terms of Reference for CGIAR Task Force on Structural Options and Organizational Alignment (Task Force 2)

Background

At its Annual General Meeting in 2003 (AGM03), the CGIAR initiated a discussion on increased programmatic and structural alignment as part of the ongoing CGIAR reform program. The conduct of a broader study on rationalization of CGIAR operations across the System (starting with Sub-Saharan Africa) was endorsed. It would review the programmatic directions of CGIAR work in the context of the changes in the external environment, formulate recommendations for the needed re-alignment, and propose structural adjustments that would effectively realize the agreed modifications. The Group agreed to establish two Task Forces: one dealing with programmatic alignment in the CGIAR (TF1) and the other addressing structural options/organizational alignment (TF2).

H.-Jochen de Haas (Chair, European Initiative on Agricultural Research for Development) and Moise Mensah (Benin) were appointed co-chairs of TF2.

Expected Outputs

1. Analysis of the current structure and organization of CGIAR operations in Sub-Saharan Africa. It should consider not only the structural setup of each Center and its sub-stations but also the most important processes in use for managing research and interacting with stakeholders. The analysis should look at the strengths and weaknesses of the existing system arrangements and identify opportunities for increasing the effectiveness and efficiency of CGIAR research.
2. Recommended options for structural adjustment, scope and modalities of change implementation.

In coming up with the foregoing outputs, TF2 will interact closely with TF1.

Composition

In addition to the co-chairs, TF1 will be composed of the following

Members: Geoffrey Mrema (FAO)
Mandi Rukuni (Zimbabwe)
Marie de Lattre (France)
Franklin Moore (USA)
Guido Gryseels (Belgium's Royal Museum of Central Africa)
Florence Wambugu (Council for Biotechnology Information)

Resource Persons: Paul Harding (EIARD Executive Secretary)
Lukas Brader (The Netherlands)
Selcuk Ozgediz (CGIAR Secretariat)

Mode of Operation

The TF would operate mostly in a virtual mode, through a list server set up by the Secretariat. Face-to-face meetings would be kept to a minimum.

The TF co-chairs would agree on simple procedures to synchronize the work of the two task forces. The need to move as quickly as possible would be kept in mind.

Task Force Support

Detailed review and analysis of structural options and organizational alignment would be conducted by resource persons (including CGIAR secretariat staff).

Timeline

Nomination of candidates for the task forces	April 2004
Co-chairs prepare draft TORs	
Co-chairs select members of TF	
ExCo endorses, CG approves TORs	
First update to ExCo	May 10-11
Second update to ExCo	August 31
Progress (preferably, final) report sent to CGIAR	September 30

Budget

To be determined

Nominations to CGIAR Task Forces

	Programmatic Alignment (TF1)	Structural Options and Organizational Alignment (TF2)
Co-Chairs:	Per Pinstrup Andersen (Chair, Science Council) Paco Sereme (Ex. Sec., CORAF/WECARD)	H. -Jochen de Haas (Chair, EIARD) Moise Mensah (Benin)
Members	Akin Adesina (Rockefeller Foundation) Ruth Haug (Norway) Romano Kiome (Kenya) Hamid Narjisse (Morocco) Ola Smith (GFAR) Onesmo ole-MoiYoi (Science Council)	Geoffrey Mrema (FAO) Mandi Rukuni (Zimbabwe) Marie de Lattre (France) Franklin Moore (USA) Guido Gryseels (Belgium Royal Museum of Central Africa) Florence Wambugu (Council for Biotech. Information)
Resource Persons	Jim Ryan (Australia) Manuel Lantin (CGIAR Secretariat)	Paul Harding (Exec. Secretary, EIARD) Lucas Brader (The Netherlands) Selcuk Ozgediz (CGIAR Secretariat)
Consultant	Eugene Terry (African Agricultural Technology Foundation)	