



# **Report of the CGIAR Sub-Saharan Africa Task Forces**

**The Tervuren Consensus**

**April 2005**

# Background

At AGM 2003:

- The CGIAR agreed to conduct a broader study on the rationalization of its operations
- Starting with Sub-Saharan Africa
- Looking into programmatic directions & the future structure of the CGIAR
- Two Task Forces were suggested

# Guidelines given at AGM 2003

- Programmatic issues should be identified before structure is considered
- Incremental change will not suffice
- Balance home-grown reform with external ideas
- Address the great need to align CGIAR activities with other efforts going on in SSA

# Composition of SSA Task Forces

	Programmatic Alignment (TF1)	Structural Options and Organizational Alignment (TF2)
<b>Co-Chairs</b>	<p><b>Per Pinstруп-Andersen</b> (Chair, Science Council)</p> <p><b>Paco Sereme</b> (Ex. Sec., CORAF / WECARD)</p>	<p><b>H.-Jochen de Haas</b> (Chair, EIARD)</p> <p><b>Moise Mensah</b> (Benin)</p>
<b>Members</b>	<p><b>Akin Adesina</b> (Rockefeller Foundation)</p> <p><b>Ruth Haug</b> (Norway)</p> <p><b>Romano Kiome</b> (Kenya)</p> <p><b>Hamid Narjisse</b> (Moroc.)</p> <p><b>Ola Smith</b> (GFAR)</p> <p><b>Onesmo ole-Moi Yoi</b> (Sc.C.)</p>	<p><b>Geoffrey Mrema</b> (FAO)</p> <p><b>Marie de Lattre-Gasquet</b> (France)</p> <p><b>Franklin Moore</b> (USA)</p> <p><b>Guido Gryseels</b> (Belgium)</p>

# Composition of SSA Task Forces

	<b>Programmatic Alignment (TF1)</b>	<b>Structural Options and Organizational Alignment (TF2)</b>
<b>Resource Persons</b>	<b>Manuel Lantin</b> (CGIAR Secretariat)	<b>Paul Harding</b> (Exec. Secretary EIARD) <b>Selcuk Ozgediz</b> (CGIAR Secretariat)
<b>Team of Consultants</b>	<b>Joseph Mukiibi</b> (Uganda, Former Chair of FARA and Dir. Gen. of NARO) <b>Lukas Brader</b> (The Netherlands) <b>Eugene Terry</b> (Sierra Leone, Former Dir. of AATF)	

# Joint meetings of the Task Forces

- May 2004 in Eschborn/Germany
- October 2004 at AGM 04/Kenya
- December 2004 in Entebbe/Uganda
- March 2005 in Tervuren/Belgium

# Analytical activities

- Surveys:
  - On centers' infrastructure, staff, program focus, interaction with partners
  - On stakeholder perceptions of CGIAR work in SSA
- Desk review of work done in the past
- Three consultants helped the Task Forces in the collection and analysis of data

# Recommendation 1

The CGIAR ought to agree in principle, and put in place a process, to consolidate all CGIAR centers and activities into one global corporate entity.

# Recommendation 2

Over the next 18 months  
and as a first step towards global restructuring  
of the system's operations  
the CGIAR should consolidate the Centers  
headquartered in SSA into two global entities:

- one in West and Central Africa,
- the other one in East and Southern Africa.

# Recommendation 3

The CGIAR ought to plan and implement its research activities focused on SSA through two MTPs, one for WCA and the other for ESA.

# Recommendation 4

The CGIAR should commission other task forces to identify programmatic and structural alignment needs and opportunities in the remaining regions

# Recommendation 5

The CGIAR should take the following steps in order to gradually implement structural reforms:

1. Request CDC/CBC to develop sub-regional MTPs for SSA, in partnership with SROs/NARS, starting with CY2006

# Recommendation 5

2. Request SC to review the MTPs, ExCO to perform oversight
3. Request the Boards of IITA and WARDA to form a CGIAR global entity in West and Central Africa, starting with the establishment of a single Board
4. Establish, in cooperation with ICRAF and ILRI Boards, a CGIAR global entity in East and Southern Africa, following a corporate model

# Two decades of recommendations for change

- No lack of good intentions
- Concrete actions have not been developed or have failed because of:
  - Territoriality & individuality
  - Practical difficulties of collective action
  - No mechanisms for implementing change
  - CGIAR without a comprehensive strategy for SSA

# What is the programmatic justification for change?

- Evolution of NEPAD, SROs and NARS
- Demand on time and funds for governance needs considerable reduction
- Unhealthy degree of competition

# What are the likely concerns about change?

- Stakeholder / members may fear loss of voice
- Specific needs of ecoregions may not be adequately addressed

# Thank you!

