



CGIAR Alignment Forum

May 2007

Madrid, Spain

Outline

- 1. Some visioning exercises in the CGIAR in the recent past**
- 2. Some recent alignment initiatives**

Some Visioning Exercises in the CGIAR in the Recent Past

1. Lucerne Declaration, 1995
2. The Third System Review, 1998
3. Change Design and Management Team Report, 2001
4. OED Meta-Evaluation Report, 2004
5. Sub-Saharan Africa (SSA) Task Force, 2005

Lucerne Declaration, 1995

1. Strategy

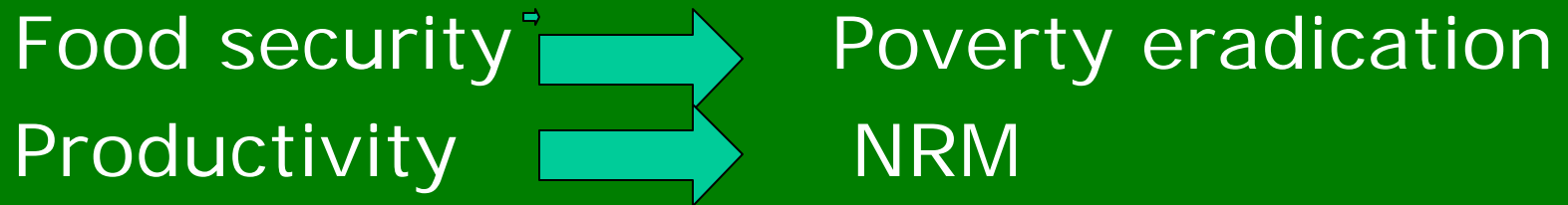
- Broaden membership to include more developing countries

2. Structure

- Establish NGO and Private Sector committees
- Maintain informal status, but strengthen decision-making

Third System Review, 1998

1. Strategy



2. Structure

- Create a single legal central Board

Third System Review, 1998

- CGIAR rejected recommendation to create single Central Board
 - Informal and consensus based decision-making important
 - Decision-making prerogative of the Group and cannot be abrogated to any other body like a Board.

Follow up to Third System Review

Oct 1999

We need a visioning exercise

Asked TAC to define:

- Where we should be
- what we should be doing
- How
- With whom

May 2000

TAC presents Vision and Strategy of CGIAR

7 Planks endorsed

Set up a Synthesis Group

Vision and Strategy, TAC, 2000

7 planks:

1. People and Poverty Focus
2. Modern Science
3. Geographic Priorities- SSA and SA
4. Regional Approach to Research
5. New Partners in Science and Development
6. Task Force Approach
7. Catalytic Role

Follow up to TSR

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Sept 2000

Federation proposal by
CBC/CDC

Federation of Centers

- **Consists of:**
 - 1. 16 Centers**
 - 2. Federation office**
 - 3. Board**
- **Centers to remain legal entities**
- **Devolution of some powers from Centers to Federation**

Follow up to TSR

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Federation proposal by
CBC/CDC

Oct 2000

Synthesis group report

CGIAR Decision, 2000

- Federation proposal not endorsed
 - Another layer of bureaucracy?
 - Taking away donors' prerogatives?
- Lets focus on "quick wins"

Follow up to TSR

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7 Planks endorsed
Set up a Synthesis Group

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Federation proposal by
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Synthesis group report

Oct 2000

CGIAR decides to set up CDMT
to look at governance/structure

CDMT Report, 2001

1. Strategy

- Launch Challenge Programs

2. Structure

- Set up ExCo
- Set up System Office
- Transform TAC to Science Council
- Reduce annual meetings from 2 to 1
- Adopt evolutionary approach to restructuring

OED Meta Evaluation, 2003

1. Strategy

- Focus more on plant breeding and germplasm improvement, review NRM and policy research from IPG perspective.

2. Structure

- Adopt a written charter
- Make ExCo more fully representative and accountable to CGIAR.

SSA Task Force, 2005

1. Consolidate all centers into one global corporate entity.
2. Over next 18 months, form two global entities- WCA and ESA.
3. Plan two MTPs for SSA- WCA and ESA.
4. Commission other task forces for other regions
5. Stepwise structural reform

The “Roadmap” – AGM05

1. Programmatic alignment
 2. Corporate services alignment
 3. Structural/governance alignment
- In addition – “market-driven” approach

Recent Alignment Initiatives among Centers

Centers	Programmatic	Corporate Services	Governance / Structural	Supported by
IWMI-WorldFish	✓	✓	✓	WB, Canada
ILRI-ICRAF	✓	✓	✓	WB
IITA-WARDA	✓	✓	✓	WB
CIMMYT-ICARDA	✓		✓	Being Considered
IRRI-WARDA-CIAT	✓			Canada
CIMMYT-IRRI	✓	✓	✓	Under Review

Recent Alignment Initiatives

- Developing System Priorities
- Member Coordination Forum
- Alliance of the CGIAR Centers

Some Lessons Learnt

1. We have had plenty of visionary exercises.
2. Some had more impact than others.
3. Evolutionary approach has been preferred.
4. We have progressed more rapidly when incentives were provided.