

Table of Contents

- 1** High-level overview of the change architecture
- 2** Suggested areas to investigate by Working Group (based on the AGM'07 recommendations and the work of the Scoping Team)

The Trium Group | 2

The target and objectives of the change management process for the year ahead

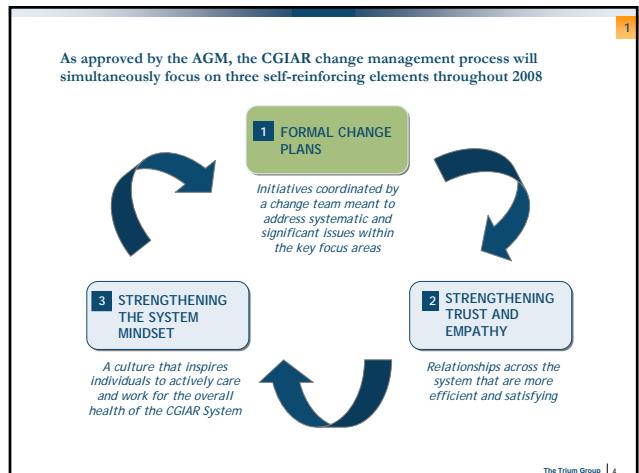
TARGET

A streamlined, focused and connected CGIAR that consistently delivers the highest possible benefit to the poor and to farmers around the world while improving working relationships across the System

OBJECTIVES

1. Focus efforts to improve efficiency and productivity through addressing systematic issues
2. Develop more efficient and satisfying working relationships across the System
3. Create a culture that inspires individuals to actively care and work for the overall health of the CGIAR System

The Trium Group | 3



In 2007 we established critical momentum for the CGIAR's change effort – in 2008 we will capitalize on that momentum by developing the detailed change plans

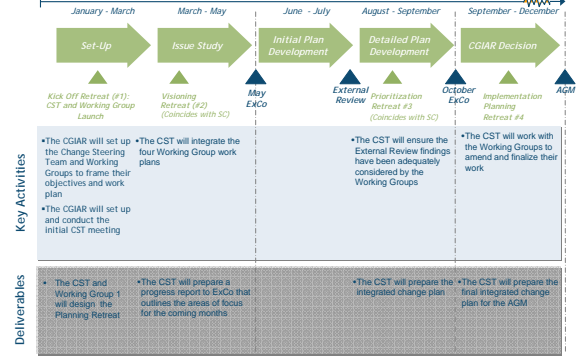
Where are we today...

- The Scoping Team identified a potential change architecture that would inspire real ownership and impact across the System
- The AGM has approved the key elements of the proposed change management process
- The CGIAR leadership has identified the leadership of the key change bodies (Change Steering Team and key Working Groups)

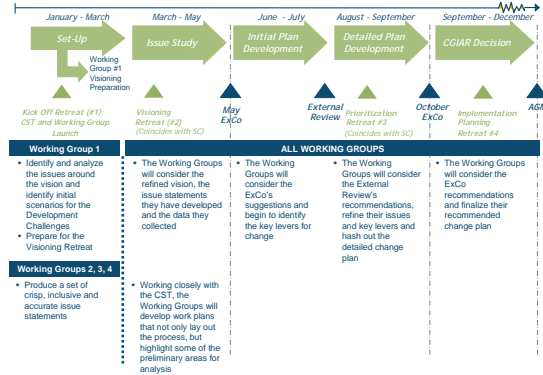
What's required going forward...

- Initial establishment of clear objectives for the Change Steering Team and Working Groups that will drive the change management effort in 2008
- Committed and driven Change Steering Team and Working Group members that champion the change effort
- Continued leadership and support from the CGIAR Chair and Secretariat
- Ongoing engagement of key stakeholders around the CGIAR - catalyzing real action and gaining momentum for the effort
- Innovative ways to bring real mindset shift into the organization around trust, empathy and system thinking

Our proposed change management process, architecture and timeline is designed around a set of pre-existing key milestones and activities for the CST



Our proposed change management process, architecture and timeline is designed around a set of pre-existing key milestones and activities for the Working Groups



Suggestions for Working Group 1 (Visioning)

Fundamental Purpose	Description of Roles & Responsibilities	Focusing Questions
Define the CGIAR's unique contribution to development and its position relative to the other organizations in the chain	<ul style="list-style-type: none"> Create clarity, shared understanding and alignment around the CG visioning and goals, while not "reinventing" the CGIAR's mission Develop a clear vision and strategy to bridge CGIAR System priorities with emerging global challenges and trends <p><i>Note that the work of Working Group 1 will be accelerated early in the process to provide a foundation for the work of the other Working Groups</i></p>	<ul style="list-style-type: none"> What are the unique contributions CGIAR makes to development? (development challenges) What is the shared definition and meaning of "research for development" and what impact does the CGIAR have? What functions does the CGIAR perform today that replicates what other organizations do and do better? What are the critical development issues that should guide the CGIAR's priorities? What should be the shared goals and priorities for the CGIAR? What are the measures of success? How can we best collect and disseminate those measures?

Suggestions for Working Group 2 (Partnerships)

Fundamental Purpose	Description of Roles & Responsibilities	Focusing Questions
Define strategies for the CGIAR to increase its impact through greater connections with partners	<ul style="list-style-type: none"> Identify new and innovative approaches to partnerships Design frameworks for partnering with a diverse group of partners: Partnerships for research and dissemination Partnerships for funding and governance Collaborate with Working Groups 3 and 4 on the recommendations around partnerships 	<ul style="list-style-type: none"> What types of partners should the CGIAR collaborate with? How do we organize ourselves to present an integrated, efficient and welcoming face to these partners? How do we use partnerships to strengthen funding? What is the role of the Challenge Programs? What other mechanisms for partnership should the CGIAR develop? What are the measures of success? How can we best collect and disseminate those measures?

Suggestions for Working Group 3 (Governance)

Fundamental Purpose	Description of Roles & Responsibilities	Focusing Questions
Define a governance approach for the System as a whole and for the Centers that promotes efficiency, accountability, transparency and impact	<ul style="list-style-type: none"> Identify opportunities for streamlining both Center-level and System-level governance structure and processes Think boldly about an approach to System-wide governance Review roles, accountabilities and decision rights across the various stakeholders and representative bodies Collaborate with Working Group 2 on the recommendations around partnerships 	<ul style="list-style-type: none"> What do we mean by "membership of the CGIAR"? What should be the key centralized functions within the CGIAR? How do we ensure that Centers maintain high and consistent standards within CGIAR? How can the current central resources (such as the Secretariat and System's office) be consolidated for greater efficiency and coordination? What are/should be the roles of the various governing bodies - Alliance, Secretariat, Science Council? What are/should be the role and decision rights of the AGM and ExCo? What are the measures of success? How can we best collect and disseminate those measures?

Suggestions for Working Group 4 (Funding Mechanisms)

Fundamental Purpose	Description of Roles & Responsibilities	Focusing Questions
Define a funding approach that meets the requirements laid out in the Funding System Priorities Report	<ul style="list-style-type: none"> Flush out the work of the Ad-Hoc Group on Funding Systems Priorities (but do not revisit the original assumptions or reopen its work) <ul style="list-style-type: none"> Develop a more in-depth implementation plan for putting the approved recommendations in place Identify additional key levers as appropriate Examine the pros and cons of establishing an international fund on agricultural research Collaborate with Working Group 3 on examining the role that the ExCo ad-hoc committee on finance would play in the future CGIAR System Collaborate with Working Group 2 on the recommendations around partnerships 	<ul style="list-style-type: none"> How can the various processes and documents in the funding scheme be harmonized? What are the next steps required to bring the Funding Systems Priorities Report to life? What should a donor code of conduct include and how should it be implemented? What is the approach for creating an IFAR? What are the measures of success? How can we best collect and disseminate those measures?

The role of the ExCO and the AGM vis-à-vis the change management process

Working Group	Fundamental Purpose	Description of Roles & Responsibilities
ExCo	Overseeing and guiding the change process	<ul style="list-style-type: none"> The ExCo will guide the CST and Working Groups by periodically reviewing their progress and recommending focus areas and courses of action The ExCo will approve and recommend the final integrated change plan for presentation at AGM'08
AGM	Decision-making authority	<ul style="list-style-type: none"> The AGM'08 will make the final decision on approving the integrated change plan