

Terms of reference for the team working on the development of the Consortium high level Strategy (March 11, 2009)

An essential part of the current reform is the re-designing of the overall research for development agenda of the CGIAR system. The Alliance is responsible for developing a high level Strategy and Strategic Results Framework, called 'Strategy' in this document for brevity sake. The Strategy provides the overarching frame within which the Consortium's portfolio of mega-programmes (MP) is nested. The Alliance will present a draft of this Strategy, as work in progress, at the June ExCo, and will provide a full draft at the November ExCo and at the associated Donor council (for endorsement). The draft Strategy, including the description of the Consortium's portfolio of MPs, will then be presented in more details at the Global Conference organised by GFAR in February 2010 to receive the final inputs and reactions of a very large range of stakeholders. The finalisation of the Strategy will take place after February 2010.

A number of characteristics of this Strategy have been discussed since the beginning of the reform process, both within the Alliance and by the different working groups in the Change Management Process in 2008. Likewise, MPs and potential portfolios of MPs were discussed during an Alliance workshop held in February 2009.

The Alliance is in the process of identifying a team who will be responsible for producing two key deliverables.

1. The first deliverable is a draft of the high level research for development Strategy of the Consortium. By April 27th the team is asked to produce:

A draft Strategy document (around 20 pages) clearly articulating:

- a. the global sustainable development challenges to which the Consortium's work will contribute in the coming 10 years, and the compelling but realistic and measurable impact targets for the Consortium's work 10 years from now; these targets should be concrete, quantified and localised to the extent possible
- b. the expected comparative/collaborative advantage of the Consortium (10 years from now) in working to deliver on these targets, along with its partners (strategic positioning in the international R4D landscape of the Consortium)
- c. the Consortium's approach to strategic partnerships along the full impact pathways, providing the principles for selecting these strategic partnerships
- d. principles and criteria for designing the portfolio of MPs

- e. principles and criteria for designing the individual MPs within the portfolio
- f. the prioritization process at the level of the portfolio (among MPs) and within each MP (among the programmes and projects)

Modus operandi

a) Documents to consult: The team is asked to use relevant existing documents and analyses, synthesising these as far as possible and performing any required additional analysis. It should use as a point of departure the report from the Visioning Working Group in the change process (WG1). Other key sources include (but are not restricted to): the report from the Partnership Working Group in the change process (WG2); the two reports from the Alliance on key development challenges (J. Lynam's consultancy report to the Alliance and the Alliance paper submitted to WG1 'Towards Development Challenges'); the report from the February 2009 Alliance workshop held at Bioversity (Executive Summary and Full Report). Additional sources which the team should consult include recent international assessments of agriculture and regional priorities endorsed by governments (e.g. the Framework for African Agricultural productivity).

b) Liaising with the team working on the 'mock up' MPs: In the process of producing this first deliverable, the team will need to regularly exchange information with the group working on the design of MP 'mock ups'. The mock up team will need to align its own work on the high level Strategy and on the principles and criteria for the portfolio of MPs and for MPs.

c) Timing:

- To facilitate exchange of information all around, the Strategy team will provide progress reports to the Alliance Office in a PowerPoint form, every 2 week. These updates will be circulated to the CPT and the 'mock up' team. The CPT will manage the process of consultations with stakeholders and with the Alliance Board and Executive.
- The full draft of the Strategy will be sent to the Alliance Office by April 27th at the latest for circulation to and discussion by the Alliance Executive and the Alliance Board, including during the Alliance 11-13 May meeting.
- The team will address the comments received and send the amended draft Strategy to the Alliance Office by May 18th at the latest. The document will be part of the documentation the Alliance will provide to the June ExCo. It will be reported to the June ExCo as 'work in progress'.

d) Resources: the team should determine its needs for specific types of support and immediately inform the Alliance Office. The Alliance Office will work with the CPT to respond appropriately to the request.

2. The Alliance will make a decision on the nature of the portfolio of MPs the Consortium will have, either at its May 2009 meeting or in June, after the June

ExCo. Once the portfolio of MPs has been thus selected, the team will be asked to produce a **second deliverable**.

This will be the description of the Consortium portfolio of MPs and the sketch of the MPs within it. This will include a justification of the portfolio on the basis of the principles and criteria in the Strategy and a sketch of the substance proposed for each MP. The due date for this second deliverable is: **September 15**.

The portfolio description will be discussed and approved by the Alliance before it is presented to ExCo in November/December, and later on to the Global Conference on Agricultural Research for Development in February 2010. The team will be provided with more specific terms of reference for this second deliverable after the Alliance May meeting and the June ExCo. A more specific timeline will also be provided at that time.