

17 April 2009

Dear Colleagues,

In this, our first communication with you for this year, we share with you progress since our meeting in Maputo last December. For a start, there have been teams set up to guide the overall transition to the new CGIAR and specific elements of the change. From the Alliance the first phase of the transition has involved putting processes in place for efficient and effective delivery of results in building the new Consortium, and development of the Strategy and Results Framework and Mega Programs. Moving forward on these two elements is underway and we are pleased to share with you our progress to date and milestones for the immediate future. We are beginning to have details and content to share with you and plan to make this part of our ongoing engagement with you over the coming weeks and months.

As you will remember, last December, at the Annual General Meeting of the CGIAR in Mozambique, the CGIAR members unanimously endorsed the design of a new CGIAR System. The transition is coordinated by the [Transition Management Team](#) (TMT)¹. They have organized the reform into 7 “work streams”:

1. Legal Establishment of the Consortium (Alliance)
2. Legal Establishment of the Fund (CGIAR Secretariat)
3. Strategy and Results Framework, and Mega Programs (Alliance)
4. Global Conference for Agricultural Research for Development (GFAR)
5. Accountability in the new System (CGIAR members)
6. Monitoring and Evaluation in the new System (CGIAR members)
7. Systemwide issues (CG Secretariat)

Over the next months, you will be hearing from different Transition Management Team members on the work streams that they are responsible for. As indicated above, the CGIAR Alliance of Centers is responsible for work streams 1 and 3. To help manage and advance our work streams, the Alliance has formed a [Consortium Planning Team](#)² (CPT)). Our communication with you will focus on the work that we are responsible for during this CGIAR Reform transition.

Building the new Consortium including the consortium architecture, the establishment of shared services platforms, development of a Strategy Results Framework and the conceptualization of the Consortium Programs (currently called the Mega Programs) will require participation and input from a broad array of shareholders and stakeholders. The objective of our communication is to enable you to

¹ TMT members are Kathy Sierra (Chair), Steve Hall, Jonathan Wadsworth, Ren Wang and Mark Holderness

² CPT members are Steve Hall (Chair), Pamela Anderson, Andrew Bennett, Julio Berdegué, Guido Gryseels, Bob Zeigler and Anne-Marie Izac (*ex officio*)

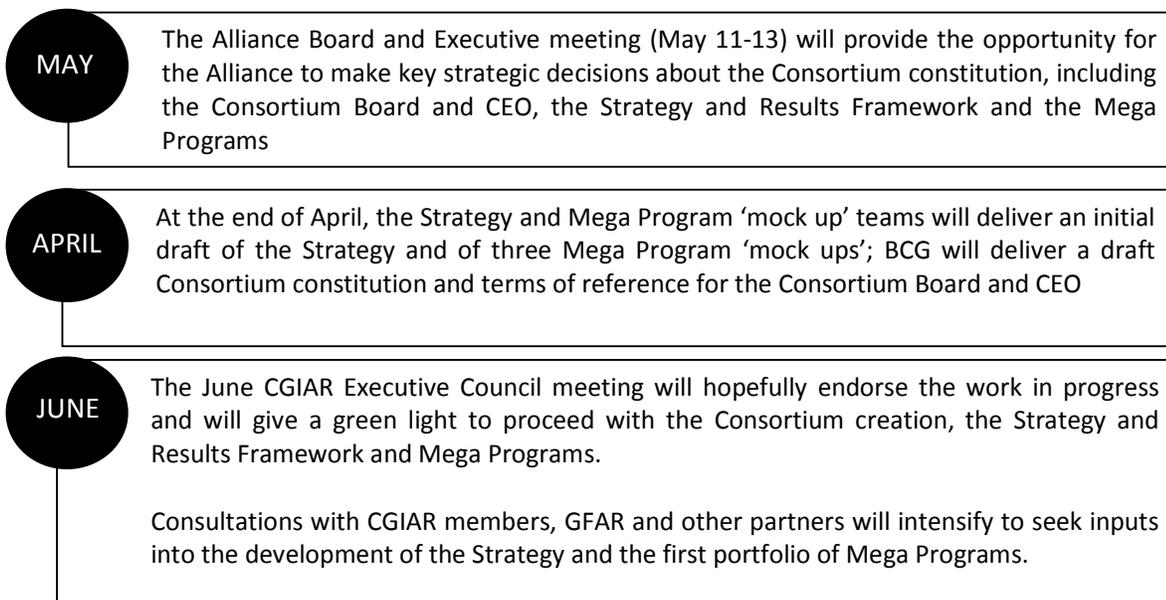
more effectively and efficiently engage with and provide input at key points as the work streams progress.

To start with...our **progress to date**

Consortium design: following a thorough and transparent search and selection process, the Alliance engaged the Boston Consulting Group (BCG) to work on the architecture of the Consortium. BCG will prepare a draft Consortium Constitution and draft terms of reference of its Board and CEO (or Executive Director). They started this work by interviewing Center leadership and ‘benchmarking’ with some relatively similar organisations. A series of new consultations with the Alliance just finished. The consultants will use the results of these consultations and its ‘benchmarking’ to draft the Consortium constitution and Terms of Reference for the Consortium Board and CEO. The resulting document will be presented as work in progress to the June CGIAR Executive Council meeting.

Strategy and Results Framework and Mega Programs: in February we organised a workshop to clarify concepts (such as ‘what is a Mega Program and a portfolio of Mega Programs’) and better delineate the scope of the Strategy and Results Framework. The results from this workshop helped design terms of reference for two teams to work on the Strategy and Results Framework and on Mega Program ‘mock ups’ respectively. The Alliance has now approved these terms of reference and the composition of each team. Joachim von Braun is the Chair of the ‘strategy’ team³ and John McDermott is the Chair of the ‘mock up’ team⁴. The Terms of Reference for both teams can be found on the [Alliance](http://sites.google.com/a/cgxchange.org/alliance/welcome) online document repository (<http://sites.google.com/a/cgxchange.org/alliance/welcome>).

If we look a little bit ahead, there are a number of **upcoming milestones**



³ Strategy team composition: Joachim von Braun (Chair), Colin Chartres, Thomas Lumpkin, Derek Byerlee, Jeff Waage, Norah Olembo.

⁴ Mock up team composition: John McDermott (Chair), Hartmann, Charles Crissman, Yemi Katerere, David Molden, Jonathan Crouch, Jean-Marcel Ribaut, David Governey, Albin Hubscher.

After
JUNE

Work on the Strategy and Results Framework and the first portfolio of Mega Programs will proceed, including consultations.

Phase II of the consultancy with Boston Consulting Group will begin. This second phase will focus on implementation issues, including the costs of the Consortium once established, the composition of the Consortium Office, its location, mechanisms and time lines for the transition from the old system to the new one, and an assessment of the budget for all of this. As per Boston Consulting's current contract, the terms of reference for phase II will be jointly designed by the Consortium Planning Team and Boston Consulting.

Included in Phase II is a strategic review and needs assessment of shared services and research support functions. This is the subject of a separate proposal that is being discussed by the ADE-Finance and the Alliance Office with the Rockefeller Foundation. It will include a cost-benefit analysis to determine the most effective and efficient way to deliver shared services and functions to the Centers.

Next week we will send out our first consultation memo. The internal consultations that the Boston Consulting Group has conducted with the Alliance leadership were organized around 7 questions. This has led to what we have called an "Options" paper. We would like to share those discussion questions with you and where we are in our discussions. We also consider that this will provide useful background to those of you that will attend the first TMT-organized meeting with donors interested in the Fund (29-30 April).

On behalf of the Alliance: Pamela Anderson (CIP-DG@CGIAR.ORG), Anne-Marie Izac (a.izac@cgiar.org) and Fiona Chandler (f.chandler@cgiar.org)

If you have questions or need additional information, please do not hesitate to contact us. In the meantime we encourage and welcome you to circulate this message among your own constituencies.