

Terms of reference for the ‘mock up’ team (April 8)

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.

The Alliance has also agreed to develop three examples of mega-programmes, called ‘mock ups’, to illustrate what a mega-programme will look like, and to present as work in progress these examples at the June ExCo. An Alliance team is being identified to develop these three ‘mock ups’.

The team is asked to prepare a draft document describing the three ‘mock ups’ by April 27th, for circulation to the Alliance for initial comments; a consolidated version will be discussed, for approval, at the May meeting of the Alliance Board and Executive and the final version of the document will be presented by the Alliance at the June ExCo.

The Consortium Planning Team will organise consultations with key stakeholders at appropriate times as per its Consultation and Communication Plan to obtain relevant inputs from partners on the ‘mock ups’.

The purposes of developing mock ups are to:

- (i) explore how mega-programmes (MP) can operate, how they can increase coherence in the R4D agenda at the system level and reduce redundancies while providing a flexible and nimble mechanism and how they can generate greater impact, without resulting in a net increase in bureaucratic costs
- (ii) compare different possible types of MPs, to better inform the decision on the nature of the MP portfolio that the Consortium should have (thematic, sectoral, ecoregional, a mix)

The three mock up topics

Two simple principles were used to guide the identification of proposed topics:

- The 3 mock ups must provide examples of: a commodity MP, a thematic MP and an ecoregional MP
- For each category (commodity, thematic, ecoregional) select the topics proposed most often by the 6 working groups during the February workshop.

The three topics thus are:

- *As an example of a commodity MP:* Roots and Tubers (proposed by 2 of the working groups)
- *As an example of a thematic MP:* Improving the Resilience of Agricultural Systems by Sustaining the Natural Resource Base (proposed by 4 of the working groups)
- *As an example of an ecoregional MP:* Policies, Institutions and People for Agricultural Development in sub-Saharan Africa (proposed by 1 of the working groups)

The 'mock up' team is asked to prepare a draft document using the following **template for each one of the three mock up topics** mentioned below. Since this work cannot yet draw on the content of a strategy it can only be of a stylized nature.

- (i) Executive summary - *what is new* and what is not in the business model represented in the mock up
- (ii) *Stylized objectives* of the MP- development/environmental challenges it addresses
- (iii) *Stylized quantified impact, outcomes, results, and pathways* linking them; how the MP links with "complementing" development dimensions; how it contributes to the overall strategy and results framework of the consortium, how it links to the other MPs in the portfolio
- (iv) Brief description of the *R4D 'work packages'* (e.g., themes, sub-programmes...) and partnerships needed to implement these work packages; who would be the participants in this MP
- (v) Brief description of how the work would be *designed and implemented*: what mechanism for coordination of activities, how will the participants collectively deliver the outcomes and be responsible for the impacts?
- (vi) How does the MP integrate *SWEPs, Challenge Programs and platforms*
- (vii) *Governance and management*; responsibilities, rights, duties of: (i) partners, (ii) the consortium, (iii) centres (iv) stakeholders in the development domain in which the MP fits, (v) the Fund, (vi) bilateral donors (i.e.. those that contribute but do not go through the Fund), if any.

- (viii) *Budget and funding:* (a) estimate of administration vs. operation vs. capital investment needed for implementing the mock up; (b) how the MP should handle full cost recovery vs. core funding via a separate window; (c) how the MP should handle a multi-year performance contract with the Consortium for funds received through the Consortium, with a "3-4 year budget"—at most-?; (d) whether competitive bidding would play a role in fund allocation among Centres and partners
- (ix) How does the MP integrate work that is funded through the Fund (via the Consortium), with work that is funded through bilateral contracts, at least during the *transition period* until all donors use the Fund
- (x) An ex-ante assessment of the administrative and other transactions costs, pros and cons of a centralized program management of large scale programs, and expected speed of research innovation and impact creation relative to the existing operations in the CGIAR (thus: a broadly defined cost-benefit assessment)
- (xi) Reflections and recommendations about the process of developing the MP: *what has worked and not worked*

Total length of the document: not more than 24 page (7-8 pages per mock up topic).

Documents to consult include the report from the February Workshop on the Strategy and Results Framework and Mega-Programmes.

Liaising with the team working on the 'Strategy': the team will regularly exchange information with the 'Strategy' group in order to share insights regarding emerging principles and criteria for the design of MPs.

Timing:

- To facilitate exchange of information all around, the 'mock up' 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 'strategy' team. The CPT will manage the process of consultations with stakeholders and with the Alliance Board and Executive.
- The full draft of the document describing the three mock up MPs will be sent to the Alliance Office by April 24th 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 report 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.