

## 6th Program Planning and Management Committee Meeting, ILRI Addis Ababa, 19-20 May 2013

### Issue Brief

#### Representation of External Partners on the Program Planning and Management Committee

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CGIAR is a global partnership that unites organizations engaged in research for a food secure future. The CGIAR Research Program on Livestock and Fish aims to increase the productivity of small-scale livestock and fish systems in sustainable ways, making meat, milk and fish more available and affordable across the developing world. The Program brings together four CGIAR Centers: the International Livestock Research Institute (ILRI) with a mandate on livestock; the WorldFish Center with a mandate on aquaculture; the International Center for Tropical Agriculture (CIAT), which works on forages; and the International Center for Research in the Dry Areas (ICARDA), which works on small ruminants.

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## **The issue**

According to its agreed Terms of Reference (TOR) “The PPMC will periodically review opportunities to broaden the membership to include representation from non-CGIAR members who emerge as strategic partners of the CRP”.

There has been a commitment to open the membership to incorporate other external partners, with the intention to do this as the CRP identifies its key (‘strategic’) external partners. However, a broadening of the PPMC to include other research/development partners has recently been called into question as potentially wasteful, diluting unnecessarily the core function of the PPMC, and with the risk of making the structure unwieldy in a committee that is already quite large

On the other hand, without inclusion of external partners at the appropriate levels in its management and governance structures the CRP risks slipping into and retaining an image of a ‘business’ as usual’ program, operating in the same old-style way that CG Centers have traditionally worked.

Without adequate involvement and buy-in from partners at the appropriate levels, including program governance, the CRP is less likely to succeed in achieving outcomes and impact at scale through partners.

## **For Discussion**

The proposal is to initiate an open discussion within the PPMC about future inclusion of external partners on the Committee. The debate should consider alternative ways and means in which to engage and secure appropriate buy-in by external partners with regards to CRP governance. The discussion may or may not result in a revision of the PPMC TOR, and/or lead to other recommendations around mechanisms to ensure appropriate and adequate representation and voice of external partners in the management and governance of the Livestock and Fish program.