The CGIAR, which launched a change design and management initiative in October 2000, undertook a far-reaching program of reform in 2001, affecting its governance, programs, science, management, and potential impact. The reform program was based on the report of a Change Design and Management Team. Initial decisions on reform were reached at the CGIAR Mid-Term Meeting (the last of its kind) in May 2001. A second set of decisions, taken at the first CGIAR Annual General Meeting in October, fleshed out the initial decisions with operational details.

The reform program:

- limits meetings of the CGIAR to once-a-year, and provides for business to be conducted through a small Executive Council between annual meetings;
- initiates the development of Challenge Programs that respond directly to major concerns on the global development agenda;
- transforms the CGIAR Technical Advisory Committee (TAC) into a Science Council consisting of a few, high level science policy strategists; and
- establishes a CGIAR System Office to facilitate coherence and cost-effectiveness in system management.

The summary record of the first meeting of the Executive Council, held on November 2, 2001 may be read at http://www.cgiar.org/who/wwa_excodocs.html.
FROM FOUNDING TO REFORM

The following key documents record major decisions that have shaped the governance, structure, and programs supported by the CGIAR:


These documents are all posted on the CGIAR web site, www.cgiar.org.
DECISIONS CONSTITUTING
THE CGIAR REFORM PROGRAM, 2001

Decisions taken at the CGIAR Mid-Term Meeting, Durban, May 21 to 25, 2001

1. Executive Council

(a) The CGIAR\(^1\) as a whole will meet once a year. The CGIAR will create an Executive Council, which will report to and carry out responsibilities delegated to it by the Group.

(b) The Interim Executive Council\(^2\) will consist of the Cosponsors, the CGIAR Director, members of the current Oversight and Finance Committees, and the Chairs of CBC, CDC, TAC, NGOC, PSC and GFAR.

(c) The Interim Executive Council will function from May to October 2001 and be dissolved upon the appointment of the Executive Council at the 2001 Annual General Meeting.

2. Challenge Programs

The CGIAR will incorporate a programmatic approach to research planning and funding, to complement existing approaches, and initiate the formulation and implementation of Challenge Programs.

3. Science Council

TAC will be transformed into a Science Council.

4. System Office

(a) The CGIAR will establish a System Office.

(b) A single, integrated communication strategy, for coherent communication and fund-raising, should be developed by the System Office, the Centers, and Future Harvest.

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\(^1\) For a list of acronyms used, see page 9.

\(^2\) The IEC was established to help in developing proposals for implementing reform decisions reached in Durban.
Executive Council

1. The ExCo will have authority to act on behalf of the Group between AGMs on matters delegated to it by the Group. The CGIAR delegates to the ExCo the functions necessary for carrying out the regular business of the Group, as specified in Attachment 1, recognizing the need to align the functions of all CGIAR governance units. In addition, the ExCo will facilitate decision-making by the Group and provide oversight during the implementation of the Group’s decisions. The ExCo should report to the Group regularly, using electronic and other means.

2. The ExCo is a committee of stakeholders, incorporating perspectives from all components of the CGIAR System.

The composition of the ExCo is as follows:

Non-rotating ExCo Members:
CGIAR Chairman 1
Co-sponsors (FAO, WB, UNDP and IFAD) 3
CBC, CDC and SC Chairs 3
GFAR 1

Rotating ExCo Members:
OECD/DAC Country Representatives 5
Americas 1 member
Asia and Pacific 1 member
Europe 3 members

Developing Country Representatives 5
Americas 1 member
SSA 1 member
Asia and Pacific 1 member
CWANA 1 member
Regional Fora 1 member

Foundations 1

3 Attachments referred to in the Decisions, are attachments to the Integrated Proposal for Reform drafted by the IEC and the CGIAR Secretariat. The draft attachments, modified to reflect the consensus views of members at AGMO1, will be posted separately on the CGIAR web site.

4 Cosponsors hosting a System governance unit (such as the Science Council Secretariat and the CGIAR Secretariat) would maintain a continuous membership on the ExCo. Rotation would apply to Cosponsors not hosting such a mechanism.
The CGIAR Director will serve as Executive Secretary of the ExCo. Rotating ExCo members will have a term of two years. Each constituency will agree on rules defining its alternates.

3. The ExCo will operate under the rules of procedure outlined in Attachment 2. The ExCo will have two committees: a Committee on Programs and a Committee on Finance. These committees could have membership beyond the membership of the ExCo and their terms of reference should be aligned with those of other CGIAR committees (such as the Science Council). ExCo should also consider ways in which the CGIAR could improve its dialogue with civil society organizations (such as farmers’ organizations) and extend, as appropriate, the terms of other CGIAR committees (such as GRPC).

**Challenge Programs**

4. The CGIAR will adopt a flexible and learning-by-doing approach to designing Challenge Programs (CPs). The CPs should complement the Centers’ core competencies and all should satisfy a minimum set of principles and criteria, as listed in Attachment 3.

5. The CGIAR will have final decision authority in identification of CP themes and approval of full proposals. The ExCo and the Science Council will help facilitate the process as described in Attachment 4.

Governance and management arrangements should be flexible and adaptable to the specific needs of each CP and should be spelled out in full in the specific business plan. Authority for administering CPs would necessarily reside with a legally constituted entity, which, in most cases, would be a CGIAR Center. Each CP would report to the CGIAR through the ExCo. In most cases, a CP would be coordinated by a CP Coordinator, with CP-wide oversight provided by a Steering Group (SG) and component oversight provided by each core party, as described in Attachment 4. ExCo should closely monitor the governance and management arrangements for each CP.

6. The CGIAR will immediately initiate the regular CP process by starting Phase 1 (idea generation) upon completion of AGM2001. In addition, the CGIAR will accelerate, on a pilot and one-time only basis, up to three CPs during the initial year of CP implementation so that the System can explore ways of improving CP design and implementation. The pilot CPs will be selected by the CGIAR upon recommendation by the ExCo, following a thorough technical review by TAC/SC of the ten candidate CP proposals submitted prior to or at AGM200. The review by TAC/SC should be based on all criteria applicable to Phases 1 and 2, plus additional factors significant for...
piloting the CP process. The pilot CPs selected by the ExCo will start full proposal development, which, following review by SC and its external peer review panels, would be submitted to the CGIAR for approval. ExCo should provide close oversight of the development of the pilot CPs.

The CP proposals that are candidates for acceleration on a one-time only basis are the following:

- Agriculture and Combating Desertification
- Animal Diseases, Market Access, Food Safety and Poverty Reduction
- Climate Change
- Development of Sustainable Agricultural Production Systems in Central Asia and the Caucasus (CAC)
- Global Genetic Resources: Conservation, Management and Improvement for Food and Nutritional Security, Agrobiodiversity and Sustainable Livelihoods
- Global Initiative on HIV/AIDS, Agriculture and Food Security
- Global Mountain Program
- Harnessing Agricultural Technology to Improve the Health of the Poor: Biofortified Crops to Combat Micronutrient Deficiency
- The African Challenge Program
- Water and Agriculture

**Science Council**

7. The primary responsibilities of the Science Council will be: (a) to serve as guardian of relevance and quality of science in the CGIAR, and, (b) to advise the CGIAR on strategic scientific issues relevant to the Group’s goals and mission. SC should also function as a strategic adviser to ExCo and its Program and Finance Committees and should ensure that a system of peer reviews is in place across the System. The functions of SC are described in Attachment 5, and its roles and responsibilities in relation to CPs is described in Attachment 4.

8. The SC will be composed of up to eight (8) individuals plus the Chair. The members should be eminent scientists in relevant disciplines in the biological, physical, and social sciences. While solid scientific stature should be a major selection criterion, the members of the Council should have strong science policy and development experience, with the overall composition of the Council reflecting diversity in forms of science and understanding of science management. The size and the range of skills required of SC members should be kept under review by the ExCo.

9. The SC and its Secretariat should have its operational costs covered by the Cosponsors and should be hosted by FAO. An agreement among cosponsors covering the terms of FAO’s hosting of the SC Secretariat should be prepared and formalized. This agreement should cover, among others, an institutional arrangement permitting greater latitude to the SC in recruitment of staff and provision of services to SC members while satisfying any legal obligations of FAO as host organization.
The present TAC should be phased out as of December 31, 2001, and an interim SC should be constituted at the beginning of 2002, when the transition from the TAC Secretariat to SC Secretariat would commence. The ExCo should establish a working group to prepare a detailed proposal on the SC’s composition, functions, alignments with the CGIAR’s governance units, and operational, and administrative aspects of the transition from TAC to the SC, including its cost structure and mechanisms of financing, in the context of the broad decisions taken by the CGIAR at AGM2001. The transition arrangements recommended by the Science Council Task Force (described in Attachment 5) should be considered as background for the ExCo working group.

**System Office**

10. Establishment of a System Office is but a first step in the direction of creating a more integrated, cohesive and coherent System. The System Office should be composed of and integrate the activities carried out by the CGIAR Secretariat, Science Council Secretariat, entities providing common services to the Centers, and the Future Harvest Foundation. It should serve the entire System and help it function in an integrated and responsive manner, implementing a compelling vision, mission and strategy. Its specific functions (described in detail in Attachment 6) should be developed and integrated gradually.

11. The System Office should operate in a “virtual” and decentralized mode, with its components located where it makes the most business sense. The direct accountability of each System Office component, in a fiduciary and service performance sense, should be to its own governing authority, e.g., SC Secretariat to the SC, CGIAR Secretariat to the Chairman and the CGIAR, units carrying out common services to centers to the CDC/CBC, and Future Harvest to its Board and, through it, to the CDC. At the same time, each component—as part of an integrated effort—should be accountable in a larger sense also to the ExCo, this accountability being coordinated through the CGIAR Director. Relations among the components, in particular formal commitments, should be defined through contracts or agreement memoranda.

12. An integrated business plan should be prepared, covering all the activities of the System Office, by the various components under the overall direction of the CGIAR Director. The business plan should serve as the basis for approval of annual work plans and performance targets for each component. It should also serve as a mechanism for accountability and reporting to the ExCo and to each component’s governing authority.

Current financing levels by all parties should be maintained until the preparation of the initial business plan which should include estimates of the full costs of System Office operations. The ExCo should explore all financing options, including alternative forms of burden-sharing.
Annex

**Titles of Attachments to the Integrated Proposal for Reform**

Attachment 1: Functions of the CGIAR Executive Council
Attachment 2: Rules of Procedure of the CGIAR Executive Council
Attachment 3: Principles and Criteria for CGIAR Challenge Programs
Attachment 4: Process, Responsibilities and Draft Guidelines for Developing and Implementing Challenge Programs
  - Process
  - Roles and Responsibilities in Challenge Program Development and Implementation
  - Draft Guidelines for the Governance and Management of Challenge Programs
Attachment 5: Science Council Responsibilities and Composition and Transition from TAC to Science Council
  - Responsibilities
  - Composition
  - Transition from TAC to SC
  - Transition from TAC Secretariat to SC Secretariat
Attachment 6: Mission, Functions and Organization of the CGIAR System Office
  - Mission
  - Main Functions
  - Organization

(The attachments will be modified in the light of comments made at the CGIAR Annual General Meeting, and will be posted on the CGIAR web site.)
LIST OF ACRONYMS

AGM  Annual General Meeting
CBC  Committee of Board Chairs
CDC  Center Directors Committee
CGIAR Consultative Group on International Agricultural Research
CP   Challenge Program(s)
CWANA Central and West Asia and North Africa
ExCo Executive Council
FAO  Food and Agriculture Organization
GFAR Global Forum for Agricultural Research
GRPC Genetic Resources Policy Committee
IEC  Interim Executive Council
IFAD International Fund for Agricultural Development
NGOC Non-Governmental Organizations Committee
OECD/DAC Organization for Economic Cooperation and Development/Development Assistance Committee
PSC  Private Sector Committee
SC   Science Council
SG   Steering Group
SSA  SubSaharan Africa
TAC  Technical Advisory Committee
TAC/SC Technical Advisory Committee/Science Council
UNDP United Nations Development Programme
WB   World Bank