

REVISED DRAFT (9/14/04)

**THE
CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL
RESEARCH (CGIAR)**

THE CHARTER OF THE CGIAR SYSTEM (THE CHARTER)

Approved by the CGIAR on
Date to be inserted

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DEFINITIONS

1. **Annual General Meeting/AGM:** The once a year meeting organized by the CGIAR to discuss strategic issues relevant to the work of the CGIAR, to take business decisions, and to review the implementation of previous business decisions.
2. **CBC:** Committee of Chairs of Boards of Trustees of the Centers supported by the CGIAR.
3. **CDC:** Committee of Directors General of the Centers supported by the CGIAR.
4. **CGIAR System:** A regularly interacting and interdependent network of independent institutions that form a complex whole, and are committed to a common cause. The primary institutions in the System are the Consultative Group; an independent Science Council; and the international agricultural research Centers. These three components are all interdependent and are supported by the Executive Council of the System, a broad range of partners, various standing committees, and the System Office. Components of the CGIAR System collaborate to support and carry out agricultural research of the highest quality, in order to ensure that agricultural science and technology contribute significantly to sustainable development.
5. **CGIAR/the Group:** The Consultative Group on International Agricultural Research, The CGIAR, created in 1971, is an informal association of sixty-two independent public and private sector members, from South and North, with the World Bank, FAO, and UNDP as Cosponsors. The CGIAR provides 15 international agricultural research centers with strategic guidance and financial assistance
6. **6Centers/the Centers:** The 15 international agricultural research Centers are the operational arm of the System and carry out a research agenda approved by the CGIAR. They are supported financially by members of the CGIAR, and by other interested donors.
7. **CGIAR Chair/the Chair:** The Chair of the CGIAR, usually a Vice President of the International Bank for Reconstruction and Development (World Bank/Bank), nominated by the President of the World Bank to lead the CGIAR, and endorsed by the CGIAR.
8. **CGIAR Cosponsors/Cosponsors:** the Food and Agriculture Organization of the United Nations (FAO), the International Bank for Reconstruction and Development (The World Bank), the International Fund for Agricultural Development (IFAD), and the United Nations Development Programme (UNDP).
9. **CGIAR Director/the Director:** The Director of the CGIAR, selected through an international search process, who functions as Chief Executive Officer (CEO) of the CGIAR. He/she heads the CGIAR Secretariat and the System Office.
10. **CGIAR Members:** All countries and institutions who participated in the first meeting of the CGIAR as cosponsors and/or members, or who have since been admitted to the CGIAR as Members.

11. **CGIAR Member-Observers:** At the beginning of each calendar year, the membership status of any CGIAR member that has not paid its minimum contribution for the previous two calendar years will change to Member-Observer.
12. **Closed Session:** A session in which heads of delegation representing CGIAR members participate. Others may attend if invited by the CGIAR Chair.
13. **Executive Council/ExCo:** A subsidiary body of the CGIAR, consisting of shareholders and stakeholders, that acts on behalf of the CGIAR between Annual General Meetings.
14. **Future Harvest Alliance Office:** An office created by the Centers to support collaboration among the Centers.
15. **members:** i.e., without the initial letter capitalized, members of CGIAR System components, e.g. Partnership Committees, other than the Group.
16. **NARS:** National agricultural research systems, including academia, public and private sector institutions, and civil society organizations.
17. **Observer:** A representative of a country, international, regional, or national agricultural research institution, or civil society organization who shall be invited to observe the proceedings of a CGIAR meeting, and at the invitation of the Chair may address the meeting, but shall not participate in decision making.
18. **Participant:** Participants in the CGIAR Business Meeting, take part fully in discussions and, if decisions are required, take part in decision making. Participants in the Stakeholder Meeting take part fully in discussions, but shall not make decisions.
19. **Partnership Committees:** Committees consisting of members of groups that work in partnership with the CGIAR, established to ensure that their perspectives are reflected in CGIAR discussions.
20. **Science Council/SC:** The science advisory organ of the CGIAR, whose primary responsibility is to enhance and promote the quality, relevance and impact of science in the CGIAR.
21. **Science Council Chair/SC Chair:** An internationally recognized expert on science and development, selected through an international search process, who leads the Science Council.
22. **Session:** A period or segment of a meeting.
23. **Shareholders:** All CGIAR Members (countries and institutions) that make at least the regular minimum annual financial contribution.
24. **Stakeholders:** The broadest possible group of individuals and organizations that have a stake in agricultural research for development.
25. **System Office:** A virtual office that consists of and integrates the activities of the central service units of the CGIAR System.

PREAMBLE

The founders of the CGIAR had a vision of agriculture and agricultural research enabling the world's poor to begin their escape from poverty.

Science-based agricultural technologies have increased incomes for small farmers, helped to reduce poverty, and create food security, by making more food available and accessible, and enabled the preservation of millions of hectares of forest and grassland, thus conserving biodiversity and reducing carbon releases into the atmosphere.

Despite such progress, the fundamental importance of agriculture remains unchanged. Three of every four poor people in the developing world – 900 million in all – live in rural areas, and depend directly or indirectly on agriculture for their livelihoods. Agriculture is the single most important sector in the economies of most low-income countries, accounting for one-fourth to one-half of gross domestic product. Hence, agriculture and rural development remain decisive, as the World Summit on Sustainable Development (September 2002) confirmed.

Today's CGIAR remains faithful to the vision of its founders. It is a global community of institutions and people, working in partnership with national agricultural research systems. It responds to the high priority needs of the present while, at the same time, nurturing the competence and imagination to wrestle with the needs of tomorrow. It combines the best in science with a commitment to development. It contributes to sustainable and poverty reducing development through productivity gains, improved policies and institutions, and ecological responsibility. It mobilizes funds on behalf of the poor and vulnerable.

The future relevance and impact of the CGIAR, and the extent of support on which it can continue to rely, will depend on how effectively it deploys these capacities, and how nimbly the CGIAR reaches decisions. That is the basis of the reform program that the CGIAR launched in May 2001. An essential objective of the reform program is to ensure that the CGIAR captures and is fully characterized by all the assets of a modern institution: accountability, agility, efficiency, effectiveness, responsiveness, and transparency.

The formulation of a Charter that encourages consistency and efficiency in the CGIAR System contributes to the fulfillment of that objective.

SECTION I. INTRODUCTION

1. The Consultative Group on International Agricultural Research (CGIAR) is an informal association of sixty-three¹ public and private sector CGIAR Members, from the South and North, committed to mobilizing international agricultural research in support of sustainable agricultural development (including crops, livestock, fisheries, forestry, land, and water) in developing countries.

2. A loosely connected network of several components forms the CGIAR System. The pillars of the CGIAR System are:

- the Consultative Group, its Executive Council, and partners;
- the Science Council that helps to maintain a high quality of science in the CGIAR System;
- autonomous international agricultural research Centers supported by the CGIAR, and Center Committees.

These are supported by the CGIAR System Office which has a pivotal role in the integration and administration of the System.

3. Each part of the System performs a distinct set of functions, based on its role, responsibilities, competencies and interests. These functions are mutually supportive and complementary, i.e. the components are interdependent and the whole is far greater than the sum of the parts, thereby providing the CGIAR with its *systemic* character. The CGIAR System collaborates in research and research-related activities with many partners, to support and carry out agricultural research of the highest quality, in order to ensure that agricultural science and technology contribute significantly to sustainable development.

4. The CGIAR fulfills its commitment primarily by formulating a research agenda to be carried out through a network of international agricultural research centers (see Section III. D. below). Decisions on research policy are made, and research programs are carried out, in consultation and collaboration with many partners in the global agricultural research system.

5. The Food and Agriculture Organization of the United Nations (FAO), the International Bank for Reconstruction and Development (World Bank/Bank), the International Fund for Agricultural Development (IFAD), and the United Nations Development Programme (UNDP) are cosponsors of the CGIAR.

6. The three initial cosponsors (FAO, UNDP, and the World Bank) provided strong leadership in the effort to create an instrument that could harness support for international agricultural research. Their goal and that of the other founders of the CGIAR was to extend the benefits of international agricultural research beyond Asia, where unprecedented harvests from new varieties of rice and wheat overcame the threat of famine in the late 1960s.

7. The first formal meeting of the CGIAR was held on May 19, 1971. Mr. Richard H. Demuth, director of the World Bank's Development Services Department, presided. The World

¹ As of January 2004

Bank has since continued to provide the CGIAR with its Chair, Director, and Secretariat, and to serve as the anchor of its finances.

8. In addition to the initial cosponsors, other founding members of the CGIAR were (in alphabetical order) the African Development Bank, Canada, Denmark, the Ford Foundation, France, the Federal Republic of Germany, the InterAmerican Development Bank, the International Development Research Centre, the Kellogg Foundation, Netherlands, Norway, the Rockefeller Foundation, Sweden, the United Kingdom, and the United States of America.

9. Initially, the CGIAR supported four existing international agricultural research centers that had been previously established by the Ford and Rockefeller Foundations: CIAT (headquartered in Colombia, for tropical agriculture), CIMMYT (Mexico, maize and wheat), IITA (Nigeria, tropical agriculture), and IRRI (the Philippines, rice). In the intervening years, membership of the Group has increased, the number of Centers² has grown, and their research activities have been diversified to include ecology and policy.

10. The CGIAR was established to serve both as a mechanism for coordinating donor policies and actions, and as an informal forum for discussion. In keeping with its informal character, the CGIAR was founded without a charter, rules of procedure, or conditions and procedures for membership. Founding members felt that decision making by vote would be too formal, and decided, instead, to reach decisions by consensus. As the Group grew larger, activities supported by the CGIAR increased, and the research undertaken became more complex, the need for structure and consistency was recognized, and several units of the CGIAR System have adopted guidelines, terms of reference, and rules of procedure. The most recent effort to define rules of procedure and requisite guidelines was in connection with the CGIAR Reform Program launched in 2001.³

11. With the Reform Program serving as a backdrop, the CGIAR noted the need for a comprehensive and uniform approach to its conduct of business, and adopted this Charter of the CGIAR System (short form: The Charter, Vols. 1 and 2) on **date to be inserted**.

12. Vol. 1 of the Charter sets down the roles, responsibilities and functions of the main organs of the CGIAR. Vol. 2 contains the Rules of Procedure of the main organs.

13. The Charter is based on, collates, and updates previous compilations of principles, objectives, organization, and membership arrangements. A list of reference documents on which the Charter has drawn is shown in Annex 1. The procedure for amending the Charter is at Section VII.

14. The internal rules and regulations of the Centers are outlined in Volum 2 but because each Center has its own Constitution and Host Country Agreement, the details of each Center are available directly from them. Reference Guides for Boards of Trustees of the Centers are available in the CGIAR Core Collection or through the CGIAR Secretariat.

15. Key CGIAR documents covering the period from the late 1960s to the present are available in the “CGIAR Core Collection Database”—<http://search.cgiar.org>. The Core Collection contains over 1400 documents, which are available in full-text format.

² For a full list of Centers supported by the CGIAR, see Annex 2.

³ Reform Program documents are available in the CGIAR Core Collection Database (www.cgiar.org, click on Search.)

SECTION II. MISSION AND OBJECTIVES

1. The mission of the CGIAR is to achieve sustainable food security and reduce poverty in developing countries through scientific research and research-related activities in the fields of agriculture, livestock, forestry, fisheries, policy and natural resources management.
2. The network of international agricultural research centers, known as the Future Harvest Centers, (the Centers) supported by the CGIAR and other interested donors conduct research that generates global and regional public goods to benefit the poor in developing countries, by increasing income and improving livelihoods, without harming the environment. The CGIAR is committed to harnessing the best in science from traditional knowledge to cutting edge developments in the sciences.
3. Productivity and natural resource management are the twin pillars of CGIAR-supported research. The CGIAR contributes to global efforts to preserve plant genetic resources by maintaining, in trust for humankind, gene banks that contain over 600,000 seed samples.
4. Criteria for program/project support by the CGIAR include:
 - (a) high priority in relation to the CGIAR mission and to the development goals of the international community as periodically defined;
 - (b) high probabilities of success;
 - (c) no alternative producers or sources of supply in the public domain with comparable costs or reliability.
5. Research conducted by the Centers:
 - (a) Increases productivity and growth;
 - (b) Protects the environment;
 - (c) Saves biodiversity;
 - (d) Improves food and agricultural institutions and policies;
 - (e) Strengthens national agricultural research.
6. The CGIAR supports Center activities that sustain Conventions such as the Convention on Biological Diversity, the Convention to Combat Desertification, the Framework Convention on Climate Change, and the International Treaty on Plant Genetic Resources that are related to its mission. The Centers collaborate with like-minded institutions in undertaking appropriate initiatives to implement the provisions of these Conventions through the production of global public goods.
7. The CGIAR on its own, as well as in association with partners, engages in public advocacy of science-based approaches to solving some of the world's most pressing development problems: reducing hunger, improving human nutrition and health, protecting the environment, and reducing poverty.
8. The CGIAR supports institution building and capacity building—globally, regionally, and nationally—to strengthen the evolving international agricultural research community, and enhance the professional development of agricultural scientists in developing countries. The CGIAR acts as a catalyst to establish and nurture institutions such as the Global Forum for Agricultural Research (GFAR), and regional and national agricultural research organizations

9. The CGIAR maintains a global, non-political perspective. The products of CGIAR-supported research are global and regional public goods available to NARS, poor farmers, and other users, across national boundaries.

SECTION III. STRUCTURE AND GOVERNANCE

A. The CGIAR System

1. The roles, responsibilities, competencies, and functions of the components of the CGIAR System are defined in this Charter.

2. Linkages and interactions are reinforced by System-level decision processes for such functions as strategic and medium-term planning, financing and resource allocation, and monitoring and evaluation.

3. The CGIAR System collaborates with many partners, including academia, public and private sector institutions in developing and industrialized countries, civil society organizations, regional research organizations, and the Global Forum for Agricultural Research (GFAR).

4. The CGIAR System is serviced by a System Office, a virtual structure that was created to increase coordination and cohesion among the various central service units that support the centers, donors, and other stakeholders. The CGIAR Secretariat (the Secretariat), a System Office unit, is the principal central service unit of the CGIAR System. The Secretariat is the focal point for relations with external partners, from legislative decision makers and scientific communities in the public and private sectors, to civil society institutions and the general public (see p. 17).

B. The Consultative Group

1. The CGIAR today is a strategic partnership of countries, international and regional organizations, and private, non-profit foundations, all of which are independent and not legally bound by the decisions of the Group.. Cosponsors are members of the Consultative Group.

2. The Group supports the CGIAR System, and is its primary decision making body. It functions in a collegial and participatory manner, drawing on the experience and advice of other components of the CGIAR System and its stakeholders. The Group is responsible for:

- (a) setting broad policy for the governance of the CGIAR System;
- (b) approving research programs and research-related activities, including Systemwide and Ecoregional programs and activities, and multi-institutional Challenge Programs, that constitute the CGIAR research agenda;
- (c) endorsing funding for CGIAR Centers to carry out approved programs;
- (d) providing most of the funds for the CGIAR research agenda;
- (e) monitoring and reviewing implementation of the research activities and overall programs of CGIAR Centers and, when necessary, proposing corrective action;
- (f) ratifying or endorsing appointments to key positions in the CGIAR System;

- (g) establishing *ad hoc* committees, study groups, or task forces to review and report on specific issues within a stated time frame;
 - (h) exercising such other functions that may be appropriate to fulfill the mission and objectives of the CGIAR.
3. The Group meets once a year at its Annual General Meeting (AGM), usually held in a member country.
 4. The AGM is held in two segments: a Stakeholder Meeting and a Business Meeting. The Stakeholder Meeting is open to all stakeholders for an exchange of views on major research and development issues. The Stakeholder Meeting has no decision making authority. Views expressed at the Stakeholder Meeting are reported to the Business Meeting, and are taken into account when decisions are made.
 5. Participation in the Business Meeting is open to delegations representing CGIAR Members, the CGIAR Chair, the CGIAR Director, the current and incoming CDC Chair, the CBC Chair and Vice Chair, the Science Council Chair, the GFAR Chair, and Chairs of the Partnership Committees. The Group may reach decisions at AGM, at any other face-to-face meeting(s) organized for the purpose, or in virtual mode.
 6. Potential CGIAR members, the Chairs of SPIA and GRPC, and all Chairs of Boards of Trustees and Directors General of the Centers (other than those listed at Para 5 above) are permitted to attend the Business Meeting as observers.
 7. The CGIAR Chair has traditionally exercised the right, under exceptional circumstances, and after pertinent consultation, to hold a closed session of the Business Meeting, to consider a specific issue or issues. At the request of a Member or Members for such a closed session, the CGIAR Chair will consult broadly and decide on the basis of such consultation whether to grant the request. All persons listed at Para 5 (above) can attend a closed session. No observers will be present.
 8. In addition to the functions described above, the AGM serves as an appropriate occasion to strengthen linkages within the CGIAR System and between the CGIAR System and other components of the international agricultural research community. Opportunities will be provided at the time of AGM for:
 - (a) dialogue between developing country scientists and policymakers with their CGIAR System counterparts;
 - (b) direct interaction between CGIAR Members and representatives of CGIAR Centers;
 - (c) exhibits, competitions, and other appropriate mechanisms to recognize civil society initiatives in agricultural research, and to strengthen partnerships between civil society and the CGIAR System.

a.i. CGIAR Members

a(i) The Role of Members

1. Members of the CGIAR are the driving force of the only international alliance that exists solely to harness the best in agricultural science and technology in support of global, regional, and national efforts to foster growth, combat poverty, eliminate hunger, and protect the environment.

2. CGIAR Members individually and jointly assume a special position of leadership in the international development community by carrying out the functions listed below.

3. CGIAR Members:

- (a) influence the substance and progress of agricultural development by helping to set the international agricultural research agenda;
- (b) join neighboring countries, and/or fellow members of regional groupings to which they belong, in directing CGIAR investments;
- (c) give direction to the CGIAR System and its components;
- (d) annually approve agricultural research and development programs and agree to support their implementation by the Centers and their partners;
- (e) enable the Centers to maintain germplasm collections and make them available to all as global public goods;
- (f) make a sound investment in a critically important sector of development.

a (ii) Eligibility for Membership

1. Membership in the CGIAR is open to candidates in the four categories listed below:

- (a) Countries that are members of the United Nations or any of its specialized agencies;
- (b) International or Regional Intergovernmental Organizations;
- (c) Non-profit organizations, such as civil society institutions, private foundations, academic institutions, and other publicly and privately funded groups, with a demonstrated interest in activities congruent with the mission of the CGIAR;
- (d) Private, for-profit corporations, with a demonstrated record of engagement in activities congruent with the mission of the CGIAR.

a (iii) Conditions of Admission

1. Candidates in the above four categories may be admitted as full, dues paying CGIAR Members, if they meet the conditions stated below.

2. All candidates for membership will be required to affirm in writing:

- (a) their support of the mission and objectives of the CGIAR;
- (b) their willingness to participate in deliberations of the CGIAR, such as the CGIAR Annual General Meeting (AGM), and to serve on CGIAR Committees, including the CGIAR Executive Council (ExCo), and standing or *ad hoc* committees established by the CGIAR;
- (c) their commitment to a minimum cash contribution of US\$500,000 per annum toward support of research programs approved by the CGIAR, or to governance mechanisms of the CGIAR System. The commitment is to be signed by an official authorized to assume financial obligations on behalf of the applicant.

a (iv) Admission Process

1. All candidates seeking membership should inform the Chair or Director of the CGIAR of their desire to join the CGIAR, and their willingness to meet the Conditions of Admission as

outlined above.

2. Countries, international organizations, and regional intergovernmental organizations seeking membership will be admitted as Members, on confirmation that their initial annual contribution has been received by the CGIAR (see “a (v) Members’ Contributions” below). The CGIAR Chair will announce admission of the new Member(s) at the first AGM after the initial contribution is received.
3. The Chair or Director will refer all other membership requests to the ExCo, for review and recommendation.
4. The ExCo’s review will take the following criteria into account:
 - (a) compatibility between the objectives and activities of the applicant and the CGIAR;
 - (b) the relationship between the applicant and CGIAR Centers;
 - (c) the capacity of the applicant to meet its commitments to the CGIAR; and
 - (d) the extent to which the applicant can serve as a link between the CGIAR and other potential partners.
5. The Chair will submit ExCo’s recommendation on all such requests to the CGIAR for decision at a face-to-face meeting or in virtual mode. The decision of the CGIAR shall be final.

a (v) Members’ Contributions

1. The activities of CGIAR Centers are financed primarily through annual grants from CGIAR Members who contribute to the Centers and programs of their choice (see “Section VI. Funding”).
2. All Members are urged to provide unrestricted contributions to the Centers, with flexibility regarding allocations based on CGIAR priorities. Unrestricted funding provides Centers with management flexibility that restricted funding does not.
3. Alternatively, a Member may restrict all or part of its contribution by directing funds to a specific Center program, project, sub-project or activity as defined in a contractual arrangement between the donor(s) and the Center(s) concerned. Members providing restricted funds are expected to cover the full costs of projects. Members are encouraged to contribute their annual grants, or a major portion thereof, within three months of the start of the financial year in which the grant is due.
4. Members, Member-Observers, and non-members are encouraged to support multi-institution programs such as Systemwide and Ecoregional Programs and initiatives, and Challenge Programs⁴ developed and implemented by CGIAR Centers and partners, and approved by the CGIAR.
5. All Members are encouraged to contribute more than the minimum membership fee. In-kind contributions from members are welcome, but these should be in addition to the annual cash contribution.

⁴ See Para 6 of “Section V. Mode of Operations.”

6. Members are expected (a) to pay the full cost of overheads associated with projects and programs, and to contribute to the central costs of the CGIAR System.

a (vi) Continuity of Membership

1. At the beginning of each calendar year, the membership status of any CGIAR Member that has not paid its minimum contribution for the previous two calendar years will change to Member-Observer.

2. Member-Observers may attend the AGM of the CGIAR and participate in face-to-face or virtual discussions. However, they will not be able to participate in CGIAR decision making, and will not be eligible to serve on the ExCo.

3. Full membership of a Member-Observer will be activated when its arrears are reduced to less than two years of the required minimum contribution of that member.

a.ii. CGIAR Chair

1. The President of the World Bank nominates the CGIAR Chair (the Chair), after informal consultation with CGIAR Members, for endorsement⁵ by the CGIAR. From 1974, the CGIAR Chair has been the Vice President overseeing the Bank's sectoral work on agriculture. The CGIAR Chair provides the CGIAR System with leadership, and internal policy guidance; and serves as its ambassador, externally. (S)he serves as Chair of the CGIAR Executive Council (ExCo).

2. The CGIAR Chair assists the Consultative Group in particular, and other components of the CGIAR System, to identify problems and issues relevant to the CGIAR mission and objectives, to define strategies that will help in their resolution, and to reach consensus on appropriate policies and action.

3. The CGIAR Chair, assisted by the CGIAR Director (see below), keeps under review the implementation of decisions reached by the CGIAR, and seeks to ensure that the interplay among multiple actors in the CGIAR System is productive and harmonious, and thus helps to preserve its coherence, relevance, and vitality.

a.iii. CGIAR Director

1. The CGIAR Chair selects the CGIAR Director on completion of an international search process by a search committee consisting of CGIAR cosponsors. The Chair submits the selection for endorsement by the Group, at a CGIAR meeting or by communication in virtual mode. When the selection is endorsed, the Director is appointed as a senior staff member of the World Bank.

2. The CGIAR Director functions as the Chief Executive Officer of the CGIAR System, carries out the Chair's responsibilities when these are delegated to him/her, and complements the CGIAR Chair's role as the leader of the CGIAR System's external relations.

3. The CGIAR Director serves as the Executive Secretary of the Executive Council (ExCo), monitors the implementation of decisions reached by the CGIAR or the ExCo, serves on the Steering Committee of the System Office, and manages the CGIAR Secretariat.

⁵ Endorsement by the Group is always by consensus (see "Section IV. Principles of Decision Making").

4. The CGIAR Director may perform any other function delegated to him/her by the CGIAR Chair.

b. CGIAR Cosponsors

1. The Cosponsor Group provides the CGIAR with continuity, strengthens the international character of the CGIAR System, and serves as an informal policy advisory group to the Chair.

2. The founding cosponsors of the CGIAR were FAO, UNDP, and the World Bank. IFAD joined the CGIAR as a cosponsor in 2001, following consultations with the CGIAR Chair and with the endorsement of the Group.

3. Other members of the “United Nations family of organizations”⁶ with interests congruent to those of the CGIAR may be invited to join as Cosponsors through consultations with the CGIAR Chair and with the endorsement of the Group. Cosponsors are encouraged to fulfill the same financial commitments as other Members.

4. The Cosponsor Group consists of senior staff nominated by CGIAR Cosponsors to represent each of these organizations at the CGIAR. The Group meets periodically in face-to-face meetings with one of its members serving as Chair, or in virtual mode.

c. Executive Council

1. The Executive Council is a subsidiary body of the Consultative Group. Its functions are to:

- (a) act on behalf of the Group between AGMs on matters delegated to it by the Group, and carry out the functions specified in its Rules of Procedure as set out in Vol. 2 of the Charter;
- (b) facilitate the Group’s decision making by reviewing major policy issues and submitting recommendations for consideration by the CGIAR;
- (c) provide oversight during implementation of the Group’s decisions;
- (d) review and extend or curtail, as appropriate, the terms of CGIAR committees;
- (e) periodically consider ways in which the CGIAR could improve its dialogue with civil society organizations and the private sector;
- (f) report regularly to the Group, using electronic and other means;
- (g) assign specific tasks and responsibilities to the Secretariat;
- (h) establish *ad hoc* committees, study groups, or task forces to assist the council in carrying out its functions by reviewing and reporting on specific issues within a stated time frame.

2. The ExCo is a committee of shareholders, expanded to include stakeholders, incorporating perspectives from all components of the CGIAR System. The CGIAR Chair serves as ExCo Chair, and a Co-Chair is elected by ExCo for each of its meetings.

3. The ExCo consists of (a) non-rotating members (CGIAR Chair, Cosponsors hosting a CGIAR System governance unit, the Chairs of CBC, CDC, Science Council, and GFAR), and (b) rotating members representing geographic and functional constituencies. Each rotating ExCo

⁶ For details, see www.un.org.

member serves for a period of two consecutive years, supported by an alternate member. Each rotating member and alternate are identified by the constituency concerned.

4. The composition of the ExCo is as follows:

Non-rotating Members:

CGIAR Chair	1
Cosponsors (FAO, WB, UNDP and IFAD) ⁷	3
CBC, CDC and SC Chairs	3
GFAR	1

Rotating 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
Civil Society/NGOs/ Farmers' Organizations	1
Private Sector	1
Total	21

5. The ExCo is assisted by two committees, Finance and Program, whose members may be drawn from the ExCo membership or outside it. The Finance Committee's purpose is to facilitate ExCo's business by providing specialized and focused attention on CGIAR's financial matters, including advice and recommendations for managing the Group's finances efficiently. The Program Committee's purpose is to facilitate ExCo's business by providing specialized and focused attention on CGIAR's programs, to ensure their effectiveness and relevance.

6. The ExCo and its committees may carry out business in face-to-face meetings or in virtual mode.

⁷ 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.

d. Other CGIAR Committees

a(i) Genetic Resources Policy Committee

1. The Group established a Genetic Resources Policy Committee (GRPC) to advise the CGIAR on genetic resources policy, and to assist the CGIAR Chair in dealing with genetic resources issues.
2. The GRPC consists of 11 individuals, providing perspectives of a diversity of interests and constituencies. The CGIAR Chair appoints the Chair and members of GRPC in consultation with CGIAR members.
3. The GRPC reports to the Group through the ExCo on policy issues and on the programmatic and financial aspects of its recommendations. In carrying out its duties, the Committee is expected to consult with appropriate CGIAR committees and stakeholder groups as needed.
4. The GRPC may represent the CGIAR System in relevant international fora, but is not authorized to commit the CGIAR on policy positions.
5. The GRPC monitors the implementation of the agreements that placed the CGIAR Centers' germplasm collections within the International Network of Ex Situ Collections, under the auspices of FAO.

a(ii) Partnership Committees

1. The CGIAR established a NGO Committee (NGOC) and a Private Sector Committee (PSC) in response to the recommendation by the CGIAR Ministerial-Level meeting (February 1995) that the CGIAR should convene such committees as a means of improving dialogue between the CGIAR and compatible organizations.
2. The NGOC consists of up to eight members and a Chair, from non-governmental organizations whose areas of interest and emphasis are connected with the mission of the CGIAR. The CGIAR Chair in consultation with outgoing NGOC members and CGIAR Members selects a slate of NGO members to be invited to join the NGOC. The NGOC selects its Chair. Membership and the position of Chair are usually for a renewable two-year period.
3. The NGOC was established to improve mutual understanding between the CGIAR System and NGOs on issues of common concern, building on the knowledge and capacities of farmers, pastoralists, fisherfolk, and their organizations.⁸
4. The PSC consists of up to eight members of private sector organizations and a Chair, invited by the CGIAR Chair in consultation with the outgoing PSC members and CGIAR Members.

⁸ In October 2002, the NGOC announced that it would be dormant for a period, in order to re-examine its relationship with the CGIAR, and decide how best this relationship could be strengthened. The CGIAR, at that time, mandated an external group of experts to review the role and work of the partnership committees. The structure, role, and responsibilities of the Partnership Committees are likely to be re-drawn when the CGIAR has discussed the report of the external group.

5. The PSC provides the CGIAR with a private sector perspective on the current status of global agricultural research and future needs. It serves as a link between the CGIAR and agricultural private sector organizations in both the North and South.

6. Each Partnership Committee formulates and implements its own work program, supported by the CGIAR Secretariat and, on demand, by CGIAR Centers.

a(iii) Ad Hoc Committees

1. The Group or ExCo may set up *ad hoc* committees or other groups, study groups, or task forces to review and report on specific issues within a stated time frame.

C. Science Council (SC)

1. The CGIAR Science Council is the science advisory organ of the CGIAR.

2. The overall mission of the SC is to:

- (a) enhance and promote the quality, relevance and impact of science in the CGIAR;
- (b) advise the Group on strategic scientific issues of importance to its goals; and
- (c) mobilize and harness the best of international science for addressing the goals of the international agricultural research community.

3. The specific objectives of the SC are to:

- (a) ensure that science in the CGIAR is of high quality and is relevant to the development goals of the System;
- (b) provide science policy guidance to the CGIAR on issues of strategic importance;
- (c) provide independent, credible and authoritative advice and opinion on scientific issues relevant to the international agricultural research community;
- (d) develop partnerships with the wider scientific community for the benefit of an international agricultural research agenda.

4. The SC consists of six members and a Chair, all identified through an international search by an independent Selection Committee of experts established for the purpose by the CGIAR. The Selection Committee's recommendations are reviewed by the ExCo which nominates the Chair and members for consideration and confirmation by the CGIAR.

5. The Chair and members of the SC should be eminent scientists in the biological, physical, and social sciences, with science policy and development experience.

6. The SC will conduct business through face-to-face and virtual meetings. It will work through Standing Panels covering four functional areas:

- (a) Strategies and Priorities;
- (b) Monitoring and Evaluation;
- (c) Mobilizing Science;
- (d) Impact Assessment (SPIA).

7. The Science Council advises the CGIAR on program priorities, and CGIAR Members may take these priorities into account when deciding on the allocation of their resources.
8. Each Standing Panel (i.e., other than SPIA) will be chaired by a SC member, and will include two additional, external members. The SC Chair will select the three Standing Panel Chairs from among the SC members, on the basis of their interest and expertise. External members will be selected by the SC Chair in consultation with SC members.
9. The SC will appoint the Chair and members of SPIA from outside its membership. The SPIA Chair will be appointed in consultation with the ExCo, and will serve *ex officio* as a member of the SC. SPIA members will be selected in consultation with the SPIA Chair.

a.i. Science Council Chair

1. The Science Council Chair will be an internationally recognized expert on science and development, who manages the work of the council.
2. The main functions of the SC Chair will be to:
 - (a) provide the council with dynamic leadership;
 - (b) define the council's vision;
 - (c) convey to the Group, ExCo and appropriate stakeholder audiences independent advice and judgments on strategic issues, research priorities, and the quality of the research programs, including Systemwide, Ecoregional, and Challenge Programs, supported by the CGIAR;
 - (d) guide the staff of the Science Council Secretariat (see "E. System Office a.iii. Science Council Secretariat" below).
3. The SC Chair will report to the CGIAR and ExCo, and will maintain a close working relationship with the CGIAR Chair and Director.

a.ii. Science Council Secretariat Executive Director

1. The Executive Director of the Science Council is a highly qualified, senior scientist, selected through an international search process. The Executive Director is responsible for leading the SC Secretariat and for the execution of the Council's decisions.
2. The Executive Director reports directly to the SC Chair, and will maintain close working relationships with the SC members, the CGIAR Director, and other components of the System Office. The Executive Director will help to build strong synergies between CGIAR and FAO.
3. The Executive Director assists the SC Chair in drawing up the agenda for SC meetings. He serves as Secretary of the Council.

a.iii. Science Council Secretariat

1. The Science Council Secretariat, located at FAO in Rome, provides the council with technical and administrative support, and undertakes the execution of other activities requested by the Science Council. The Secretariat is responsible for preparing documents, and organizing meetings of the Council and its panels.

2. The Science Council Secretariat is headed by an Executive Director who is an outstanding scientist with extensive international experience. The Executive Director is selected through an international search process, and is appointed by FAO. Details of the search and selection process are in “Vol. 2 of the Charter. The Executive Director reports directly to the Science Council Chair, except on administrative matters where he/she reports to an Assistant Director General of FAO.

3. The Science Council Secretariat consists of high-level professional staff with excellent scientific background and extensive experience in program management who are selected through an international search process, and appointed by FAO.

D. International Agricultural Research Centers (The Centers)

1. The Centers are the full time research units of the CGIAR. They are the functional and operational scientific core of the CGIAR System. Collectively, they are responsible for planning, developing, and implementing a research agenda that is approved and funded by the CGIAR; and for producing the research results sought by the CGIAR System and partners.

2. The number of Centers supported by the CGIAR grew from four in 1971 to 18 in 1993, and has since been reduced to 15. The number and mandates of Centers are periodically assessed by the CGIAR in consultation with stakeholders and the Science Council. The current list of Centers is at Annex 2.

3. Each Center is legally constituted as an independent, self-governing institution, with its own charter, research responsibilities or mandate, Board of Trustees, Director General and Staff, and budget; and functions under a legal agreement with its current host country. They function interdependently as members of the CGIAR System.

4. All Centers operate primarily in a decentralized mode, with regional outposts having key responsibilities, with close involvement with research networks and consortia. The CGIAR System encourages inter-Center collaboration and partnerships with external agencies e.g. NARS..

5. Guided by the mission of the CGIAR and its own research mandate, each Center formulates its strategic and medium-term plans in consultation with stakeholders, and the Science Council. These plans provide the basis for the CGIAR System’s research agenda, after review by the Science Council and ExCo, and approval by the CGIAR.

6. Centers are financed primarily through annual grants from CGIAR Members who contribute to the Centers or programs of their choice. Additional financing may also be available to a Center from its miscellaneous income, including *ad hoc* contributions from organizations that are not CGIAR Members (see “Section VI. Funding”).

7. The quality of science at the Centers, their management, and the impact of research, are regularly assessed and evaluated by:

- (a) self assessments by Centers and Center-commissioned external reviews;
- (b) five-yearly external program and management reviews organized by the Science Council and the CGIAR Secretariat;
- (c) thematic or “stripe” reviews across Centers, organized by the Science Council;
- (d) continuing impact assessment by SPIA; and

(e) periodic assessments by individual donors.

8. The Centers have formed the Future Harvest Alliance Office to give policy and administrative support to collaboration among the Centers, and to streamline and strengthen the Centers' contribution to the CGIAR System. The Alliance Office is managed by an Alliance Executive Officer who reports to the Chair of the Center Directors Committee (see E. System Office below).

9. The Chairs of the CGIAR Centers' Boards of Trustees form the Committee of Board Chairs (CBC). The Center Directors Committee (CDC) consists of the Directors General. Each Committee functions as a committee of the whole, and also works through task forces and sub-committees.

10. The CBC and CDC each elects its own Chair. The Committees usually meet separately but hold biannual, joint consultations. The CBC is supported by the CGIAR Secretariat. The CDC is supported by an Executive Secretary.

11. The functions of both Committees are to:

- (a) develop a corporate culture among the Centers;
- (b) encourage best practices;
- (c) support inter-Center activities; and
- (d) represent the views and requirements of the Centers to other components of the CGIAR System as well as to a broad range of stakeholders.

E. System Office

1. The System Office consists of and integrates the activities carried out by the main central service units of the CGIAR System listed below:

Central Advisory Service on Intellectual Property (CAS-IP): The major activities of the Service are to provide and facilitate expert advice and enhance the exchange of knowledge and experiences.

CGIAR Secretariat: The central service unit of the CGIAR System (see a.i. below).

Chief Information Officer's Unit (CIO): The Chief Information Officer helps to plan, and coordinate information technology, information management and knowledge management within the CGIAR System.

Future Harvest Alliance Office (FHAO): The Office administers common activities assigned by the CDC, in keeping with the objectives of the Future Harvest Alliance to give policy and administrative support to collaboration among Centers, and streamline and strengthen the Centers' contribution to the CGIAR System. The Office is headed by its Executive Officer.

Future Harvest Foundation (FHF): Future Harvest builds public understanding of the importance of international agricultural research to global peace, environmental renewal, health and the alleviation of suffering.

Gender and Diversity Program (G&D): The Program helps the Centers to leverage their staff diversity to increase research management and excellence.

Internal Auditing Unit (IAU): The goal of the Unit is to provide a cost-effective shared internal audit service to improve operations and strengthen internal controls at the participating Centers.

Science Council Secretariat: The service arm of the Science Council (see page 13).

Strategic Advisory Service for Human Resources (SAS-HR): The Service assists the participating Centers in defining needs, developing and implementing sound people strategies through strategic approaches, and monitoring the impact and success of human resources policy and practice.

2. The System Office is a virtual organization, and is not a physical consolidation of existing units. The locations and activities of units comprising the System Office may continue to be geographically and institutionally dispersed.
3. New units may be added or existing units may be phased out or modified as demand and conditions change.
4. The direct accountability of each System Office component, in a fiduciary and service performance sense, is to its own governing authority, e.g., CGIAR Secretariat to the CGIAR Director. At the same time, as part of an integrated effort, each component is accountable in a larger sense also to the ExCo, this accountability being coordinated through the CGIAR Director. Relations between or among the units shall be defined through contracts or agreement memoranda.
5. The combined efforts of System Office units is guided by a Steering Committee consisting of the CGIAR Director, the Science Council Chair, and the CDC Chair⁹ of the previous year.
6. The functions of the System Office cover:
 - (a) Strategic Planning and Development;
 - (b) Monitoring and Evaluation;
 - (c) Public Awareness and Resource Mobilization; and
 - (d) Management Services.
7. To reduce overlaps between System Office Units and leverage each unit's skills effectively, the System Office will produce an annual Integrated Operating Plan that provides a coherent basis for action by all units.
8. The CGIAR Director coordinates preparation of the Integrated Operating Plan which is submitted to the System Office Steering Committee for approval. The Integrated Operating Plan can be accessed at the CGIAR web site.

⁹ The Chair of CDC holds office for one year.

a.i. CGIAR Secretariat

1. The CGIAR Secretariat (the Secretariat) is the principal central service unit of the CGIAR System, and its focal point for relations with external partners, from legislative decision makers and scientific communities in the public and private sectors, to civil society institutions and the general public.
2. The CGIAR Director heads the Secretariat which functions administratively as a department of the World Bank's Vice Presidency for Environmentally and Socially Sustainable Development (ESSD). The Secretariat supports the CGIAR Chair in his role as the System's leader and its chief spokesperson.
3. The Secretariat serves as the hub of the CGIAR System, and plays a significant integration and facilitation role to ensure that collective action by many independent but inter-dependent entities is directed towards the achievement of the CGIAR's mission. It plans and implements communication within the CGIAR System, as well as a wide ranging program of public awareness directed at the CGIAR System's partners.
4. The Secretariat supports the two main organs of the CGIAR, the Group and its Executive Council (ExCo), and bears the primary responsibility for ensuring that CGIAR decisions are carried out.
5. The Secretariat is responsible for organizing and managing all aspects, both substance and logistics, of the CGIAR AGM, ExCo meetings, and any other meetings requested by the CGIAR Chair or Director.
6. CGIAR Secretariat staff are expected to combine their experience and expertise in cross-cutting activities to carry out the Secretariat's Business Plan. However, they are organized into three teams: Communications, Finance, and Governance and Partnerships, plus the Director's Office. The Secretariat works collaboratively with all components of the System, and with stakeholders.
7. The World Bank, as a CGIAR cosponsor houses the CGIAR Secretariat, and all Secretariat staff are employed by the World Bank.

SECTION IV. PRINCIPLES OF DECISION MAKING

1. The CGIAR reaches decisions by consensus, not by voting.
2. Consensus implies the closest possible convergence of views among discussants on the subject under discussion. Consensus is based on understanding and respect for divergent points of view, and for mutual accommodation, compromise and adjustment. Consultation, discussion, and negotiation, leading to the emergence of a consensus may be face-to-face or in virtual mode, at formal meetings and through informal contacts.
3. CGIAR decisions are reached virtually or at its annual business meeting (AGM), where the focus is mainly on matters that affect the CGIAR System as a whole, e.g., the research agenda, governance, interaction with international summits or other events, funding, and other policies; or in virtual mode.

4. Decision making by the Group is based on recommendations from the ExCo, on matters that have been referred to the ExCo by the CGIAR at an AGM, or on issues that have emerged between one AGM and the next. In preparing its recommendations, the ExCo will carry out deliberations on the basis of information and relevant data requested by the ExCo and/or provided by appropriate components of the CGIAR System, e.g., the Science Council, CDC, CBC, GRPC, the CGIAR Secretariat, *ad hoc* working groups. The Group will accept, reject, or modify the ExCo's recommendations. The CGIAR Chair formulates the emerging consensus on a particular issue, for further discussion, if necessary, or for adoption by the Group.

5. The Group may, if it wishes, delegate decision making on a specific issue or issues to the ExCo. Decisions reached by the CGIAR have the force of commitment to the mission and objectives of the CGIAR, although the CGIAR has no legal status. The Group's decisions do not pre-empt policy making on the same issues by sovereign governments or other institutions whose representatives form the CGIAR.

6. Some decisions, e.g. on appointments to CGIAR bodies, may be reached through correspondence, including electronic correspondence, when CGIAR Members are asked to approve a nomination on a "no objection" basis. When objections to a nomination are raised by more than 10 percent of the Group, the CGIAR Chair and Director initiate a process of consultation that is expected to lead to consensus on the next steps required.

7. All decisions reached by the Group or the ExCo are recorded by the CGIAR Secretariat in summary proceedings of the meeting concerned, and posted on the CGIAR website within 30 days after the meeting has ended.

SECTION V. MODE OF OPERATIONS

1. The CGIAR fulfills its mission primarily by adopting a research agenda to be carried out through the Centers and their partners, and by funding the approved research agenda.

2. Decisions on research policy are made, and research programs are carried out, in consultation and collaboration with many partners in the global agricultural research system.

3. Each autonomous Center has its own Board of Trustees, and functions under legal agreements between itself and its current host country, as noted at Section IV G. above. However, as funding for the work of the Centers is provided by CGIAR Members, and because the Centers and the CGIAR share a commitment to a common cause, the Centers act in conformity with policies and principles adopted or approved by the Group, and carry out programs of research approved annually by the Group.

4. The Centers function in partnership with agricultural research institutions, broadly defined, in both developing countries and industrialized countries.

5. In addition to the research programs and related activities of individual Centers, the CGIAR supports Systemwide and Ecoregional Programs, and multi-institution Challenge Programs, developed and implemented by the Centers and partners, and approved by the CGIAR.

6. A Challenge Program is a time-bound program of high impact research that falls within the scope of the CGIAR mission, seeks to resolve complex issues of overwhelming global and/or

regional significance (and with global impact), and requires partnerships among a wide range of institutions to develop and deliver its products.

SECTION VI. FUNDING

1. Members of the CGIAR provide resources to the Centers in accordance with their own internal procedures (approval of allocations, annual budget timetable, etc.) and often in consultation with the Centers and the Secretariat.
2. The transfer of resources occurs in one of two ways:
 - (a) CGIAR Members transfer funds directly to each of the beneficiary Centers; or
 - (b) CGIAR Members transfer their total contribution to the CGIAR Secretariat, for distribution to individual Centers.
3. The Secretariat serves as a hub for financial transactions between members and Centers, meeting the needs of Members whose financial authorities prefer the fiduciary assurances that result from the use of the World Bank's facilities for transferring resources. Funds disbursed under these arrangements are governed by letters of agreement between each recipient Center and the Secretariat acting on behalf of the World Bank.
4. The CGIAR Secretariat also fosters a judicious and high quality financial environment within the CGIAR by establishing guidelines of international standards on financial practices such as accounting, auditing, financial management, resource allocation, etc. that are followed by the Centers.
5. In addition to the individual externally audited financial statements issued annually by each Center, the CGIAR Secretariat produces a consolidated Systemwide annual financial report summarizing the System's overall revenues, expenditures, trends in operations, and financial position.

SECTION VII. AMENDING THE CHARTER

1. On the request of no less than 20 percent of CGIAR Members, or on the initiative of the Chair, provisions of the Charter may be referred to the ExCo for review as to their continued relevance. CGIAR Members seeking such a review may propose specific and general amendments or complete revisions.
2. The ExCo should conduct its review electronically in no later than three (3) months and submit its recommendations, and the basis for its recommendations, electronically, to CGIAR Members for adoption.
3. CGIAR Members may decide to seek further clarification of the amendments proposed before reaching a decision either through virtual discussion or at an AGM. The decision of CGIAR Members shall be final. The new provisions will come into effect upon their adoption. The CGIAR Director will ensure that amended or revised provisions are incorporated in the Charter and disseminated. The amended or revised Charter will be posted on the CGIAR web site.

Reference List of CGIAR Documents

1. *Founding Resolution: Objectives, Composition and Organizational Structure*, May 1971.
2. *Lucerne Declaration and Action Program for CGIAR Renewal*, February 1995.
3. *CGIAR Reform Program 2001* (Decisions taken at Mid-Term Meeting, Durban, South Africa, May 2001; and at CGIAR Annual General Meeting, Washington DC, USA, October 2001.)
4. *Attachments to Interim Executive Council's Draft Recommendations on CGIAR Reform – An Integrated Proposal*, October 2001:
 - Attachment 1: Functions of the CGIAR Executive Council
 - Attachment 2: Rules of Procedure of the CGIAR Executive Council (as amended by ExCo)
 - Attachment 3: Principles and Criteria for CGIAR Challenge Programs
 - Attachment 4: Process, Responsibilities and Draft Guidelines for Developing and Implementing Challenge Programs
 - Attachment 5: Science Council Responsibilities and Composition and Transition from TAC to Science Council
 - Attachment 6: Mission, Functions and Organization of the CGIAR System Office
5. Terms of Reference, Executive Council's Finance Committee and Program Committee, June 2002.
6. *Report of the Executive Council's Working Group on the Establishment of a CGIAR Science Council*, August 2002.
 - Annex 3: Draft Rules of Procedure for the CGIAR SC.
7. CGIAR System Office, Integrated Operating Plan.
8. *Reference Guides for CGIAR International Agricultural Research Centers and their Boards of Trustees*, CGIAR Secretariat, August 1997.
9. CGIAR Meetings and ExCo Meetings, Summary Records.

The Centers (as of April 2004)

1. The Africa Rice Center (WARDA)
2. Centro Internacional de Agricultura Tropical (CIAT)
3. Center for International Forestry Research (CIFOR)
4. Centro Internacional de Mejoramiento de Maiz y Trigo (CIMMYT)
5. Centro Internacional de la Papa (CIP)
6. International Center for Agricultural Research in the Dry Areas (ICARDA)
7. International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)
8. International Food Policy Research Institute (IFPRI)
9. International Institute of Tropical Agriculture (IITA)
10. International Livestock Research Institute (ILRI)
11. International Plant Genetic Resources Institute (IPGRI)
12. International Rice Research Institute (IRRI)
13. International Water Management Institute (IWMI)
14. World Agroforestry Centre (ICRAF)
15. WorldFish Center (WorldFish)