

## **Summary of ExCo 9 Discussion and Conclusions on Report from Centers<sup>1</sup>**

I. Johnson introduced the item and noted the specific request from ExCo 8 for CDC to update ExCo on the Alliance.

### *CBC Matters*

CBC Chair Uzo Mokwunye updated ExCo on CBC activities since ExCo 8. He highlighted three developments:

1. *Progress on the Alliance*: Clarifications are being made on how the Alliance would operate. The Centers are currently drafting a document entitled “Alliance Principles and Procedures” that describes how the Alliance will operate.
2. *Improving Governance*: In addition to the work on the Alliance, two activities are underway: 1) Stripe Review of Center Governance, a joint activity with the CGIAR Secretariat, previously reported by Francisco Reifschneider 2) Board Orientation program scheduled for December 2005 in Marrakech, Morocco following AGM05, jointly sponsored with the CGIAR Secretariat.
3. *Strategic Development of MTPs at Subregional and Global Level*: CBC continues to monitor progress of the Alliance in developing joint MTPs.

### *CDC (Alliance Executive) Matters*

CDC Chair William Dar updated ExCo on CDC (Alliance Executive) Matters. He noted that other matters covered in the submitted report include: policies for Center reserves, performance measurement, upgrading the Centers’ global public goods assets, and the CGIAR-private sector high level workshop.

IPGRI DG Emile Frison reported to ExCo on the Alliance. He noted that when the CGIAR Centers were set up 30 years ago, the focus was on increasing the pile of rice. Today’s agenda is much broader and focuses on several additional goals than production. It is time to rethink what Centers can do on their own individually, and examine how they can work together collectively to add value to the System. The exercise looks at how Centers can be more effective and add more value, not just for the sake of working together with each other or in partnership with others. Centers recognize that if they want to be successful, there has to be an increased executive capacity among them. There is also a need for a conflict resolution mechanism

There are a number of issues that need to be resolved, and assistance is being received from World Bank lawyers on legal matters. The final document on the principles and procedures of the Alliance is eventually to be incorporated in the CGIAR Charter.

---

<sup>1</sup> Excerpt from Ninth Meeting of the CGIAR Executive Council (October 19-20, 2005) Summary Record of Proceedings, October 31, 2005.

He noted that only a marginal increase in staffing will be required, and pointed members to the appendix in the note submitted for this agenda item, which provides information on the work plan, budget and staffing.

***Discussion:***

- The stripe review of boards seems to consist largely of interviews with Board Chairs and ‘others.’ Who are the ‘others’? Important stakeholders may be missed. It was clarified that interviews with CGIAR Members are also planned.
- Per Pinstrup-Andersen reported that the SC supports the activities by the Alliance Executive, with respect to collective activities, since these activities could help facilitate the implementation of System priorities. However, there is concern about the governance structure. The CGIAR should not create a new governance structure every time a new activity is introduced.
- The Centers report seems to be defensive. A lot on ‘why we are what we are’ and not as much on ‘what we would like to become.’ It is still not clear what the added value of the Alliance Executive would be, or what it would cost.
- CGIAR is often seen by the private sector and others outside the system as a slow moving bureaucracy. The Alliance will only add value if it is able to facilitate effective collective action than would have been the case without the alliance. What would be its role in facilitating research-for-development?
- CBC is planning to transform itself into the Alliance Board at its meeting in Marrakech.
- Some members expressed support for the momentum created by the Centers themselves in creation of the Alliance.
- This item should be included in the agenda of the Business Meeting at AGM05.
- Concern was expressed that the Alliance Executive may simply add another layer to the existing structures.

***Conclusions:***

- *Centers have laid out a good case for the need for collective action. Over the next 5-10 years the CGIAR will increasingly need to act collectively.*
- *The Centers should come to AGM05 with facts to highlight the value addition of the Alliance and by clarifying the following:*
  - a) *Indicate full and fully-loaded costs of the Future Harvest Alliance Office, including personnel, travel, overhead, etc., so Members have a clear picture;*
  - b) *Show that there is full buy-in by every Center;*
  - c) *Clarify how binding Alliance decisions are on each of its members. Will CBC have full governance authority over the Alliance.*
  - d) *Describe benefits, costs and disadvantages for an objective discussion at AGM 05 since the presentation by the Centers still focuses exclusively on the benefits*
  - e) *The governance ramifications of collective action, e.g. if the Alliance defines collective positions, is it necessary to have both the CBC and CDC Chairs sitting on ExCo? Would it not be better to have one Alliance representative instead?*