

**Consultative Group on International Agricultural
Research**

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**Summary Record
of
Proceedings**



*CGIAR Secretariat
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Acronyms Used

AGM	Annual General Meeting
ARI	Agricultural Research Institute
ARS	Agricultural Research Service /United States Department of Agriculture
BOT	Board of Trustees
CBC (AB)	Committee of Board Chairs (Alliance Board)
CDC (AE)	Center Directors Committee (Alliance Executive)
CDDC	Centers Deputy Directors Committee
CGIAR	Consultative Group on International Agricultural Research
CIAT	Centro Internacional de Agricultura Tropical
CIFOR	Centre for International Forestry Research
CIMMYT	Centro Internacional de Mejoramiento de Maiz y Trigo
CODE	World Bank Committee on Development Effectiveness
CSO	Civil Society Organisation
CP	CGIAR Challenge Program
CWANA	Central and West Asia and North Africa
DG	Director General
EIARD	European Initiative for Agricultural Research for Development
EPMR	External Program and Management Review
ESA	East and Southern Africa
ExCo	CGIAR Executive Council
FAO	Food and Agriculture Organization of the United Nations
FHAO	Future Harvest Alliance Office
FORAGRO	Foro de las Américas para la Investigación y Desarrollo Tecnológico Agropecuario
GFAR	Global Forum for Agricultural Research
HR	Human Resources
ICARDA	International Center for Agricultural Research in the Dry Areas
ICRAF	World Agroforestry Center
IDRC	International Development Research Centre
IFAD	International Fund for Agricultural Development
IITA	International Institute for Tropical Agriculture
ILRI	International Livestock Research Institute
IPG	International Public Goods
IRRI	International Rice Research Institute
IWMI	International Water Management Institute
MDTF	World Bank Multi Donor Trust Fund

MIS	Management Information Systems
MTP	Medium-Term Plan
NARI	National Agricultural Research Institute
NARS	National Agricultural Research System
NRM	Natural Resources Management
OECD/DAC	Organization for Economic Cooperation and Development/Development Assistance Committee
PM	Performance Measurement
PSC	Private Sector Committee
SAS-HR	Strategic Advisory Service on Human Resources
SC	Science Council
SKEP	Scientific and Knowledge Exchange Program
SNC	SC Search and Nomination Committee
SO	System Office
SPIA	SC Standing Panel on Impact Assessment
SSA	Sub-Saharan Africa
SWEP	Systemwide and Ecoregional Program
TOR	Terms of Reference
WARDA	Africa Rice Center
WCA	West and Central Africa

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All documents for ExCo 10 are available at <http://www.cgiar.org/who/structure/executive/exco10/>

ExCo 10 Conclusions and Recommendations

2.b. Performance Measurement System: Preliminary 2005 Results

Conclusions:

- *ExCo commended the work of the CGIAR Secretariat, Science Council and SC Secretariat on the PM System and Centers for collaborating in this exercise.*
- *While there is a need to keep an eye on balancing costs with benefits, it is in the CGIAR's interest to use the PM System to spot problems early on.*
- *The PM System will be important in sustaining resource mobilization in the long run.*

2.c. Financial Matters

Conclusions:

- *The CGIAR Secretariat, with support from the Finance Peer Review group should: a) further consider the adequacy of the financial indicators, including benchmarks and additional indicators, if necessary; b) clarify the computation of the reserve indicator; c) review the treatment of Challenge Programs – both in terms of reporting them in the audited financial statements, and in the computation of the indicators – and clarify this before the issuance of the financial report.*
- *The collaborating team of IRRI and the CGIAR Secretariat should add a glossary of terminology to the financial report when it is issued.*
- *The TOR of the Finance Peer Review group should be reviewed and upgraded based on suggestions from Membership, and particularly on the need to provide more detailed analyses of general and specific funding situation. However, financial analysis needs to be handled professionally, and not politicized.*
- *As in the past, the CGIAR Chairman was asked to write to Board Chairs of those Centers with red-flagged indicators as well as those with “deep green flags” requesting them to provide a plan of action to resolve the identified situation.*
- *Role of ExCo in providing oversight on financial health of the System and the Centers will be further discussed in a paper prepared in response to an earlier request by ExCo and the CGIAR.*

3.a. Progress in Implementing CGIAR Priorities

Conclusions and ExCo recommendations to the CGIAR:

- *ExCo recommends that the freeze on CPs should be removed. The process of selecting new CPs should be based on guidelines approved earlier by the CGIAR.*
- *Technical assessment exercise by SC is an important input to the work of the ExCo ad hoc committee on funding Priorities; it needs to be aligned with the Group's decisions.*

- *ExCo broadly endorsed the principles recommended by SC to guide the process of implementation of the System Priorities, but always in accordance with what has been agreed upon by the CGIAR.*
- *The SC Secretariat should map expected output timelines on implementing and aligning Priorities over the next three years.*
- *ExCo endorsed the recommendation for the ad hoc committee on funding Priorities to consider proposals on mechanism(s) for coordination of various inputs in formulating a strategy to move towards implementation of the Priorities and coordinated funding, considering that both aspects are crucial and interrelated. This should be reflected in the committee's TOR.*

3.b. SC Program Report

Conclusions:

- *ExCo thanked the SC for its report and expressed appreciation for its work.*
- *While progress has been made in many ex post impact assessment areas, more work is needed in measuring impacts of NRM and participatory research. SC SPIA and the Centers should work together to address issues of methodologies.*

4.a. Stripe Review of Corporate Governance of CGIAR Centers

Conclusions:

- *ExCo endorsed the stripe review recommendations.*
- *Centers, through the CBC (AB), are requested to report at ExCo11 on the initial progress made in implementing the review recommendations.*
- *ExCo requests CBC(AB) to look at the remuneration of board members and to report back to ExCo.*
- *Board statements on risk management are suggested to be brought formally to ExCo, at least for information in the framework of an early warning mechanism.*
- *A second phase of the review of Center annual reports will be undertaken by the CGIAR Secretariat, in collaboration with the FHAO and Centers, not only to identify best practices but also to address issues such as inclusion of performance measurement data. The assessment is expected to be completed by the end of 2006.*
- *Updating of Board Guidelines for Center boards will be undertaken by the CGIAR Secretariat and CBC (AB). The first guide, on CGIAR policy, is expected to be completed by October 2006 and will be brought to ExCo for discussion and the CGIAR for approval. The CGIAR Secretariat and CBC(AB) will work together on the best processes to update the set of guidelines.*

4.b. CGIAR Alignments in SSA & Beyond

Conclusions:

- *As requested by the CGIAR, ExCo monitored the implementation of the decisions by both IITA/WARDA and ICRAF/ILRI. ExCo recognized the challenges*

- associated with the expected alignment as approved by the CGIAR but also noted the potential gains from such an alignment.*
- *ExCo assesses that while progress has been made on programmatic alignment, movement towards structural/governance and corporate services alignment have been much more limited. Additional concentrated efforts, at a faster speed, are required to implement decisions made by Membership at AGM05.*
 - *ExCo requests BOTs to hold joint BOT and/or committee meetings as required to speedily address the alignment opportunities in the different fronts, i.e., programmatic, structural/governance, and corporate services. ExCo expects the regional MTPs to be submitted to, and analyzed by the SC by mid July 2006 if feasible, and requests the Centers to report back to ExCo 11 on (a) progress made on all fronts; (b) expected progress until end CY06; and (c) a mid-term plan covering CY07. Clearly identified milestones and verifiable indicators on each of the three aspects of alignment should be included.*
 - *ExCo welcomes the role the Alliance is expected to play in the governance of the joint SSA MTPs which involve several partners and Centers, recognizing further details are required. A report clarifying the governance structure of the two MTPs will be provided by the Alliance to ExCo 11.*
 - *ExCo requests the CGIAR Secretariat to play a proactive role in the facilitation of discussions between IITA/WARDA, including addressing the political challenges for implementation of Membership decisions, and building on progress made so far. ExCo requests the CGIAR Secretariat to play a similar role in relation to ICRAF/ILRI, if requested.*

5. Report from the Centers

Conclusions:

- *ExCo welcomed progress made by the Alliance.*
- *The CGIAR Charter will be amended to reflect the formation of the Alliance, according to established procedures.*
- *Alliance membership on ExCo and representation at AGM will be addressed by ExCo either at ExCo 11 or virtually, following preparation of a short issues paper by the CGIAR Secretariat.*

6.a. ICRAF EPMR

Conclusions and ExCo Recommendations to the CGIAR:

- *ExCo commends the ICRAF EPMR Panel for the incisive report and recommends that the CGIAR endorse the EPMR recommendations.*
- *ExCo welcomed comments from the Center Board Chair and Director General.*
- *ExCo agrees with the SC's recommendation to conduct a follow-up review by May 2007 to assess progress made by the Center on two programmatic aspects: consolidation of its strategic research priorities into a long-term strategic plan and analysis of the likely impacts of the Center's involvement in large development projects.*
- *ExCo also endorses the CGIAR Secretariat's recommendation that:*

- ICRAF's BOT be requested to develop and implement a performance improvement plan for the Director General, and if required for his senior leadership team.
- ICRAF BOT, in collaboration with the CGIAR Secretariat, makes an assessment of the progress that has been made, by end of October 2006, through a specific review.
- The review should be completed for discussion at AGM06.

6.b. WorldFish EPMR

Conclusions and ExCo Recommendations to the CGIAR:

- *ExCo agreed with the observations and conclusions made by SC and CGIAR Secretariat, and recommends that the CGIAR endorse the EPMR recommendations.*
- *ExCo commends the Center for being proactive on governance issues and board reforms, and congratulated WorldFish on a positive EPMR.*

6.c. CIFOR EPMR

Conclusions and ExCo Recommendations to the CGIAR:

- *ExCo recommends that the CGIAR endorse the EPMR recommendations.*
- *ExCo recognizes that Sweden may add additional observations concerning the EPMR at AGM06 after finalizing their assessment of the report.*
- *ExCo congratulated CIFOR on a positive EPMR.*

7. Updates

Conclusions:

- *ExCo endorsed the paper "A Strategic Framework for Engagement Between the CGIAR and Civil Society Organizations (CSOs) – The CGIAR Perspective" as an internal document of the CGIAR.*
- *ExCo recognizes the importance of the Advisory Group for planning the AGM06 CSO Forum, as this diverse group is expected to provide valuable advice.*

8. Planning ExCo Business

Conclusion:

ExCo requested the Science Council and the CGIAR Secretariat to undertake a meta-analysis to derive lessons learned from EPMRs held in 2006 for ExCo12 (May 2007).

1. Opening Session

CGIAR Chairman Ian Johnson welcomed ExCo members to ExCo 10 and expressed thanks to the Government of The Netherlands, the Ministry of Foreign Affairs and Theo van de Sande for hosting the meeting and all of the gracious support provided. He welcomed new members and noted that an orientation session for new members had been held the previous day and hoped it was useful. (Meeting participants are listed in Attachment 1.)

He noted also that civil society seat on ExCo has been filled with the appointment of Glyvyns Chinkuntha as Farmers' Representative for the remainder of 2006 and welcomed him to ExCo.

Election of Meeting Co-chair

Romano Kiome (Kenya) was nominated and elected Co-chair of the meeting.

Adoption of Agenda

A request was received to advance discussion of the CIFOR EPMP from its current place on the agenda to the end of the meeting on the first day. The request was accepted. The agenda was adopted without further changes (see Attachment 2). Please note that items appear in this summary in their original order.

Welcome by Host Institution

Before lunch, Mr. Gerben de Jong (Director of Environment and Water Department, Ministry of Foreign Affairs) extended welcoming remarks to ExCo. He highlighted Dutch support to the CGIAR and noted the importance of partnerships and collaboration in development cooperation and agricultural research. He also presented to ExCo a new publication by the Ecoregional Fund titled "More Method in our Madness: Towards a Toolbox for Ecoregional Research."

2. CGIAR Status Report

2.a. Report from Director

Francisco Reifschneider updated ExCo on new and ongoing activities that have taken place in the CGIAR since AGM05, not covered in other agenda items.

Communications and Outreach: F. Reifschneider highlighted high-level interactions in six countries and similar events scheduled in the near future. He also discussed activities in the World Bank including a briefing to the CODE, Challenge Programs Day, Rural

Days, and the European Sustainable Development Forum. He also noted several new publications that have recently been produced.

CGIAR Chairmanship: The CGIAR is awaiting a decision by World Bank President Paul Wolfowitz on appointment of a new World Bank Vice President in charge of the agriculture portfolio.

CGIAR Nominee Process: The revised process (approved at AGM04) is ongoing. Two cycles have been completed. Ten Centers have participated and 11 board members appointed as CGIAR Nominees. The process will be revisited in early 2007 at the end of the two-year pilot phase.

System Office: A workshop of the CGIAR and SC Secretariats was held in Lisbon, Portugal in February 2006 to discuss coordination of activities and explore better ways of doing business. A new System Office (SO) unit has been established—the Media Unit—and Catherine Mgendi appointed as Media Specialist. Unni Vennemoe has been appointed new SAS-HR Director as well. An external assessment of the SO is scheduled to be finalized in July 2006.

Strengthening Governance/Leadership: A board orientation was held after AGM05 in Morocco. The Second CGIAR Senior Leadership Program was held at Harvard Business School in late February/early March 2006, and participation was more diverse including CGIAR Members, Center staff, and NARS.

Membership: F. Reifschneider noted that Hungary, and possibly Poland, are potential new CGIAR Members. He also explained that 15 Members have been designated Member-Observers since they are not currently meeting their criteria for full Membership.

F. Reifschneider concluded by updating ExCo on status of AGM05 decisions; highlighted upcoming non-recurrent ExCo business; and invited ExCo Members to discuss the possible continuation (“unfreeze”) of the Challenge Program process in view of the strong interest on and support to this programmatic element in the CGIAR.

Discussion:

- Members asked about the current funding situation for the Science Council (SC) and SC Secretariat; sensitivity of designation of Members to Member-Observers; whether a consultant had already been identified for the SO assessment; and if information is available on cost of various SO units.
- F. Reifschneider responded by noting that financing for SC/SC Secretariat has been secured for 2006 and a funding mechanism will be put in place for 2007 as agreed by the CGIAR at AGM05. He explained that the CGIAR Charter is very clear on how Members become Members-Observers and the Charter has been carefully followed. Eleven of the 15 Member-observers have made financial contributions but less than the minimum prescribed amount. Doug Daniels has been hired as the consultant to conduct the SO assessment. Financial information

on the SO units is included in the annual integrated operating plan which is posted on the web and includes clear information on costs, expected outputs, etc. Currently, SO units cost approximately \$8.7 million.

2.b. Performance Measurement System: Preliminary 2005 Results

Ruben Echeverría (SC Secretariat) and Maria Iskandarani (CGIAR Secretariat) presented the preliminary 2005 results from the Performance Measurement (PM) System.

R. Echeverría presented preliminary results on outputs, outcomes and impacts. He stressed that the main purpose of the exercise from the SC perspective was to improve Center performance, not to compare Centers; and that the PM exercise was complementary to other processes in place. Regarding **outputs**, Echeverría noted that the experience so far was positive and that 2005 was a learning year since the 2005-07 MTPs from where the results were reported were not designed for the PM exercise; and that there was still some lack of clarity on output targets and that Centers reported very different numbers of output targets, of varying magnitude. Regarding **outcomes** he noted that the SC reviewed the five outcomes with a positive assessment, although the definition and evidence needs improvement. Regarding **impacts**, he noted that the reliability and the validity of the two impact indicators were good, although there was still scope for improvement.

M. Iskandarani presented the preliminary results on quality and relevance of current research, institutional health and financial health. She noted that lessons from the 2004 pilot phase were used to refine and improve the PM System for 2005. For 2005, Stakeholder Perceptions have been strengthened as a separate component and will be conducted in the form of a survey in June 2006 and overall final results are expected to be available in July 2006.

She concluded by noting that the PM System will continue to be improved by clarifying definitions and striving towards a system that will improve performance management. The information will be valuable as it tracks performance over time for the Centers. A pilot system for Challenge Programs (CPs) will also be developed and is expected to become operational in 2007.

Discussion:

- Members indicated strong support for the PM System.
- The PM System needs to be continuously revised, and can take 3- 5 years to be fully fine-tuned.
- Centers see it as a useful management tool. It may be most useful in determining trends, rather than for making comparisons between Centers.
- There is still a need for improved output targets and better understanding of outcome definitions. It was also noted that it is important to balance the benefits and costs imposed on Centers and on the CGIAR and SC Secretariats. In particular the data verification system needs to be improved to take into account the burden of data collection on the centers.

- The CGIAR Secretariat noted that ICARDA had agreed to work with the Secretariat to further improve the online data collection PM System, making it more user- friendly.

Conclusions:

- *ExCo commended the work of the CGIAR Secretariat, Science Council and SC Secretariat on the PM System and Centers for collaborating in this exercise.*
- *While there is a need to keep an eye on balancing costs with benefits, it is in the CGIAR's interest to use the PM System to spot problems early on.*
- *The PM System will be important in sustaining resource mobilization in the long run.*

2.c. Financial Matters

2005 Financial Report

The 2005 Draft CGIAR Financial Report was jointly produced by IRRI and the CGIAR Secretariat. The report and underlying analysis were validated by the CGIAR Finance Peer Review group. This model of collaboration has been followed since 2001. Kwame Akuffo-Akoto (Treasurer and Director of Management Services, IRRI) presented the first part of the report covering the 2005 financial outcomes. Shey Tata (Lead Financial Officer, CGIAR Secretariat) presented the compliance and accountability aspects of the 2005 financial reporting, and the progress on financial health indicators.

Overall, the 2005 financial outcome was positive and the System maintained a healthy financial position, as indicated by the System's unrestricted net asset position (reserves). Member contributions totaled \$450 million, an increase of \$13 million (or 3 percent) over 2004. Together with \$10 million in Center income, total available financing was \$460 million. Against \$452 million in total expenditures (6 percent above the 2004 level), the System ended the year with an excess of income over expenditures of \$8 million, carried forward for future use.

In 2005, 60 of the 64 Members contributed, compared with 59 in 2004. In terms of composition of funding, unrestricted contributions remained stable at \$195 million, although its percentage of total funding declined slightly as a result of a higher level of total funding in 2005.

The positive financial outcome at the System level reflected a range of outcomes in the individual Centers. Eight Centers had an excess of income over expenditure while five incurred deficits. Each of these five had enough reserves to cover these deficits, and in fact two of the Centers (IRRI and WorldFish) had planned their deficits in response to the request from ExCo8 to draw down what was considered excessive reserves ("deep green reserves"). In the case of CIAT, it was noted that although it had enough reserves to absorb its 2005 deficit, its reserves were already below the recommended minimum range of 75-90 days of expenditure.

The 2005 results confirmed continued healthy status of CGIAR finances in the aggregate. As in the last several years, however, there continues to be significant variability among the 15 Centers on a number of financial health indicators, suggesting a need for continued vigilance at both the Center and System levels.

Two new finance indicators were introduced in the PM System on a pilot basis in 2005. They were indirect cost ratio (a proxy for efficiency of operations), and cash management of restricted operations (which measures the extent to which the restricted portfolio is financed by donor advances rather than Centers resources).

S. Tata finished the presentation focusing on compliance and accountability and that the Finance Peer Review group was intended to further improve the quality of financial information for decision making, as well as deepen the professional dialogue in the CGIAR finance community. He also noted establishment of the Multi Donor Trust Fund (MDTF) in the World Bank for administering contributions (of about \$120 million) channeled through the Bank and administered by the CGIAR Secretariat (in addition to the \$50 million of the World Bank's own CGIAR support handled through a different instrument). The MDTF had been successfully launched and is now available to any Member wishing to make use of it for disbursing their CGIAR contributions.

Center Responses to Chairman's Letters on Finance

Seven Centers were cited by ExCo8, of which four (Africa Rice, CIAT, CIMMYT and IWMI), had been red flagged because of either liquidity or reserves, or both, were below the CGIAR recommended minimum levels, while three Centers (ILRI, IRRI and WorldFish) were considered to have excessive reserves. The Finance Peer Review group analyzed the Centers' responses. Of the red flagged Centers, Africa Rice had made enough progress on the reserves indicator to be within the recommended target. CIMMYT made progress on this indicator as well and is just one day away from the recommended target. Data on the red-flagged Centers since 2002 was also presented. Of the "deep green" Centers, IRRI and WorldFish made progress by drawing down reserves while ILRI instead added to its reserves (by incurring an excess of income over expenditures in 2005). All three Centers, however, remained in the range of what is considered excessive reserves (over 180 days). F. Reifschneider acknowledged receipt of a letter from ILRI's Board Chair on the plans to use part of these resources.

Discussion:

- Several members commended K. Akuffo-Akoto and S. Tata for an excellent presentation and the clear and useful information it provided on the financial health of the CGIAR System, as well as the Peer Review Group for their work of reviewing the 2005 Center financial statements and promoting best practice in financial accountability;
- The main issue raised in several interventions revolved around the reserve indicator. Several members called for a revisiting of the recommended target of 75-90 days of expenditures, making the point that one size does not fit all. There is a need to clarify the computation of this indicator especially with respect to

- “pass through” funds (such as Challenge Program funds). S. Tata explained that the formula for computation and the source of the information had been recommended by the CDDC and is now standard. Furthermore, the computation and results were confirmed with all Center finance directors.
- The usefulness of the indicators as a decision tool and as an early warning instrument was also extensively discussed, with the example of the financial difficulties of CIAT cited in several of the interventions. It was suggested that if possible additional or new financial indicators be developed.
 - ExCo should reflect on how Centers that have been repeatedly cited for deficiency on the indicators should be handled in the future.
 - Several members suggested that, in order to further strengthen financial and risk management analysis, the terms of reference (TOR) of the Peer Review group be revised and expanded.
 - A number of analytical clarifications in the report were requested (e.g., the share of CGIAR expenditure devoted to partnerships, including NARS, and the presentation of Challenge Programs balances). Related to this was a suggestion to add a glossary of terminology to the financial report.
 - With respect to funding, two issues were raised: 1) stability in unrestricted (“core”) funding at a time of increased restricted funding, and 2) the emerging positive trends in developing country support. F. Reifschneider confirmed that there had been positive indicators from several developing country Members.

Conclusions:

- *The CGIAR Secretariat, with support from the Finance Peer Review group should: a) further consider the adequacy of the financial indicators, including benchmarks and additional indicators, if necessary; b) clarify the computation of the reserve indicator; c) review the treatment of Challenge Programs – both in terms of reporting them in the audited financial statements, and in the computation of the indicators – and clarify this before the issuance of the financial report.*
- *The collaborating team of IRRI and the CGIAR Secretariat should add a glossary of terminology to the financial report when it is issued.*
- *The TOR of the Finance Peer Review group should be reviewed and upgraded based on suggestions from Membership, and particularly on the need to provide more detailed analyses of general and specific funding situation. However, financial analysis needs to be handled professionally, and not politicized.*
- *As in the past, the CGIAR Chairman was asked to write to Board Chairs of those Centers with red-flagged indicators as well as those with “deep green flags” requesting them to provide a plan of action to resolve the identified situation.*
- *Role of ExCo in providing oversight on financial health of the System and the Centers will be further discussed in a paper prepared in response to an earlier request by ExCo and the CGIAR.*

2.d. Pooling of Reserves

Jim Godfrey, CBC (AB) Chair, updated ExCo on the efforts undertaken by the Alliance to explore and develop options for systemwide pooling of reserves, as requested by the CGIAR at AGM05. He reported that the Alliance will obtain the opinion of a leading legal/financial management authority to assess whether the Future Harvest Alliance as a group of independent legal entities can share a pool of reserves. If this is not possible, it would explore whether there are opportunities for more limited pooling of reserves for specific purposes (e.g., a credit union or insurance scheme). The revised TOR for this assessment have been agreed to by the Alliance, and the recruitment of an expert is about to start. It is expected that the results of the study will be available for discussion at Exco11 (October 2006).

Discussion:

- The question was raised whether the TOR should be reformulated to identify appropriate mechanisms for pooling of reserves and subsequently explore options on how to make it legal to pool reserves. One way forward may be to look at pooling “risk” rather than reserves.

The Chair thanked the CBC (AB) Chair for the update and noted that ExCo looks forward to receiving the report for further discussion

3. Science Council and Program Matters

3.a. Progress in Implementing CGIAR Priorities

Per Pinstrup-Andersen presented the summary of a SC working document on the components of a suggested process for implementing the System Priorities. He outlined the ongoing activities, and presented a number of basic principles proposed by SC to guide the process. He pointed out the need to develop a framework program for each of the 20 Priority areas, defining the best instrument to implement the Priorities. He also indicated that SC will work with the Alliance in formulating the framework programs.

SC recommended that unfunded CP proposals received in 2003 would be considered to have lapsed, however as we develop new vehicles for research some material from earlier preproposals may become relevant. The SC is open to various approaches/vehicles in moving to wards implementation of System Priorities. Each Priority would be looked at for its own merit, instead of a uniform “decree” by the SC on all priorities. Priority research proposals in the framework programs will be subject to external peer review.

New CPs, as well as Systemwide and Ecoregional Programs (SWEPs), proposals will be considered for review and endorsement only if they address the goals and scope of CGIAR System Priorities. He also added that CPs will be considered for a particular priority research area when more work is being done in that area by institutions/organizations outside the CGIAR System.

F. Reifschneider, commenting on the SC working document which made reference to the ExCo *ad hoc* committee on funding CGIAR Priorities and its role in implementing the System Priorities, clarified that the committee has already been created. It is composed of six CGIAR Members (3 ExCo and 3 non-ExCo) and will be supported by the CGIAR Secretariat with inputs from SC and the Centers, as required. He also pointed out that the creation of the committee was a decision of the CGIAR at AGM05.

In relation to CPs, he also clarified that there is an existing CGIAR-approved process for the development and implementation of these programs. This should be adhered to in the selection of new CP proposals in line with new System Priorities.

Discussion:

- One member inquired if trans-boundary animal diseases, bio-energy, and climate change are included in the Priorities. In response, the SC Chair indicated that animal health and climate change issues are included in various Priority areas; bio-energy, however, did not come up in any of the consultations conducted by SC in the formulation of System Priorities.
- The role of NARS in the implementation of System Priorities should also be defined.
- It was clarified that the SC's programmatic analysis on the implementation of System Priorities would be an input into the ExCo *ad hoc* committee on funding Priorities and that both efforts complement well.
- It was stressed that formulation and implementation of the CPs should be kept open not only to institutions within the CGIAR but also to those outside the System, and the process followed should be as earlier approved by the CGIAR.
- Developing the implementation strategy is a critical and complex exercise. It was suggested that the SC Secretariat should map expected output timelines over three years to make it easier to understand what is taking place and what to expect. It will also clarify what is being asked of the Centers in terms of inputs.
- In developing the strategy for implementation of Priorities, attention should be given to the positioning of the CGIAR on the research-development continuum and to the dissemination of research results. The importance of collective action and partnership building that Centers develop through CPs was also emphasized.
- Implementation of the Priorities requires a high level of coordination of various inputs at the System level. The ExCo *ad hoc* committee on funding Priorities should consider proposals for such (a) mechanism(s) to be included in its report, and its term of reference reviewed accordingly.

Conclusions and ExCo recommendations to the CGIAR:

- *ExCo recommends that the freeze on CPs should be removed. The process of selecting new CPs should be based on guidelines approved earlier by the CGIAR.*
- *Technical assessment exercise by SC is an important input to the work of the ExCo ad hoc committee on funding Priorities; it needs to be aligned with the Group's decisions.*

- *ExCo broadly endorsed the principles recommended by SC to guide the process of implementation of the System Priorities, but always in accordance with what has been agreed upon by the CGIAR.*
- *The SC Secretariat should map expected output timelines on implementing and aligning Priorities over the next three years.*
- *ExCo endorsed the recommendation for the ad hoc committee on funding Priorities to consider proposals on mechanism(s) for coordination of various inputs in formulating a strategy to move towards implementation of the Priorities and coordinated funding, considering that both aspects are crucial and interrelated. This should be reflected in the committee's TOR.*

3.b. SC Program Report

P. Pinstrup-Andersen presented a summary of the written report on the outcome of the April 2006 meeting of SC held at the Africa Rice Center in Benin. He highlighted the progress of the SC's work program focusing on the following four areas: 1) priorities and strategies, 2) monitoring and evaluation, 3) mobilizing science, and 4) impact assessment. He also informed ExCo that the SC Secretariat is now fully staffed and working in collaboration with other System Office units, especially with the CGIAR Secretariat.

Discussion:

- The natural resources management (NRM) research ex-post impact assessment study was in response to the observation made in the meta-evaluation of the CGIAR conducted by the World Bank.
- CGIAR Centers, particularly the NRM research centers, are still grappling with the challenges of assessing impacts of NRM research.
- Regarding the SC proposal to combine the participatory research impacts study with the assessment of the SWP on participatory research, given methodological complexities of implementing a stand alone study on participatory research impacts, some members noted that the participatory research impact study is an important element of the CGIAR agenda and part of the approved SC work program. It is in the mandate of the SC and SPIA to tackle the "methodological challenges" identified in planning the study. In response, the SC Chair clarified that the difficulty is in constructing an adequate counterfactual and that instead of pursuing such study at this time, SC is proposing an analysis of the added value of participatory research approaches reported in the literature. Once methodological issues are sorted out, it will reconsider the originally planned impact study.
- Centers expressed concern about SC's decision not to undertake the participatory research study.
- In mobilizing agricultural science, support was expressed for the planned study of Centers' activities on collaborations for delivering research results.

Conclusions:

- *ExCo thanked the SC for its report and expressed appreciation for its work.*

- *While progress has been made in many ex post impact assessment areas, more work is needed in measuring impacts of NRM and participatory research. SC SPIA and the Centers should work together to address issues of methodologies.*

4. Governance Matters

4.a. Stripe Review of Corporate Governance of CGIAR Centers

Jim Godfrey presented the CBC (AB) comments on the report. CBC (AB) considered it a good report and believes it will be helpful to the individual Center boards. He will update the CGIAR on actions that individual Centers take in response to the recommendations made by the stripe review panel. Updating the reference guides for Center boards (produced in 1997) based on some of the recommendations of the stripe review will be a major activity in the next three months.

Commenting on behalf of the CGIAR Secretariat, N. Datta welcomed the recommendations of the stripe review panel. However, she pointed out that the review panel's treatment of the first and third items in its TOR (assessment and evaluation of current Center board performance and the development of a code of best practice for Center boards, and updating Board guidelines) is too "light."

Discussion:

- Many of the review findings reflect those of the recent EPMRs.
- Recommendations by the review panel on the following aspects were highlighted: 1) inclusion of performance indicators in the annual reports of Centers, 2) excessive financial delegation to management by the board, 3) remuneration of Center board members, and 4) CGIAR Members' role in ensuring funding of System Priorities.
- There is a need for improving Center board knowledge/competence on international public goods (IPG) issues, public sector policy, and networking.
- Referring to the CGIAR Secretariat's comments, some ExCo members wondered whether the "light" treatment of certain points in the TOR was due to weak oversight or a result of a flawed TOR.

Conclusions:

- *ExCo endorsed the stripe review recommendations.*
- *Centers, through the CBC (AB), are requested to report at ExCo11 on the initial progress made in implementing the review recommendations.*
- *ExCo requests CBC(AB) to look at the remuneration of board members and to report back to ExCo.*
- *Board statements on risk management are suggested to be brought formally to ExCo, at least for information in the framework of an early warning mechanism.*
- *A second phase of the review of Center annual reports will be undertaken by the CGIAR Secretariat, in collaboration with the FHAO and Centers, not only to identify best practices but also to address issues such as inclusion of performance*

- measurement data. The assessment is expected to be completed by the end of 2006.*
- *Updating of Board Guidelines for Center boards will be undertaken by the CGIAR Secretariat and CBC (AB). The first guide, on CGIAR policy, is expected to be completed by October 2006 and will be brought to ExCo for discussion and the CGIAR for approval. The CGIAR Secretariat and CBC(AB) will work together on the best processes to update the set of guidelines.*

4.b. CGIAR Alignments in SSA & Beyond

Reports on WCA and ESA

On alignment in SSA, the CGIAR, at AGM05 requested the concerned Centers (ICRAF, IITA, ILRI and WARDA) to “report to each face-to-face meeting of ExCo on progress in implementing the CGIAR decisions” on programmatic, corporate services, and structural/governance alignments. ExCo was also requested to monitor progress and advise the CGIAR on any follow-up actions.

Discussion:

- Some ExCo members welcome the progress on alignment. It was recognized that there is still work needed to be done on alignment, especially structural/governance alignment.
- There is a need for the African caucus to be heard on this issue especially because of the reported high level of expenditures on SSA. It was felt that the process is developing a deep-seated inertia, hence a new or different approach may be required to move things forward. Action needs to be taken from the top or in some other way, especially on issues of governance. It is important to proceed quickly on alignment in SSA especially in light of the development challenges faced by SSA.
- The joint statement from WARDA/IITA shows political challenges on the question of merger of the two Centers. Even if a merger is difficult, other alignment options were emphasized by CGIAR Members. As an oversight body, ExCo should not let Membership decisions and recommendations die a natural death.
- It has been quite disappointing that structural alignment has been slow. Perhaps a smaller group should assist on facilitation of discussions, especially on structural/governance.
- On the other hand it was felt that perhaps resolving the structural/governance issues was akin to putting the horse before the cart because the overall recommendation had been to have programmatic alignment drive other components of alignment
- ExCo was advised to take into account the delicate political issue at play on the discussions between WARDA and IITA.
- Some members commented that implementation of the CGIAR System Priorities represents a major opportunity for programmatic alignment of the System.

Following the discussion, F. Reifschneider presented a score card on AGM05 decisions that have been taken so far.

Kanayo Nwanze, WARDA Director General (DG), was requested to make his comments on the discussions. His comments included an update of progress along the three components of alignment that he felt had not been adequately covered in the score card presentation (e.g., governance actions such as the joint nominations committee, joint executive committee meetings of the two boards, shared corporate services in travel, laboratories, offices, HR, etc.). On governance, he emphasized the political sensitivities and hence importance of CGIAR engagement with the WARDA Council of Ministers in a dialogue.

Uwe Werblow, ILRI Board Chair was asked to comment on ESA alignment. He reiterated the position taken earlier by the ICRAF and ILRI Boards that an analysis of global CGIAR reform needs to be undertaken before embarking on any major structural alignment in ESA. He indicated that ICRAF/ILRI were surprised about the inertia cited earlier in the discussion with regard to the ESA reform process, which, despite a heavy consultation process, proceeds smoothly. On programmatic alignment, he described the main components and indicated that the first ESA Regional MTP would be ready for submission to the Science Council by June 15, but indicated that it needs further development. On corporate services alignment he reported on progress achieved, work underway and plans for more far reaching reform in Nairobi and beyond. On governance, he noted that appropriate mechanisms and arrangements have been designed and agreed to provide support and oversight to both (i) programmatic and (ii) corporate services alignment. On the programmatic side, the Alliance will serve as the governing body for the ESA integration process. Concerning the alignment of corporate and research support services in Nairobi, as a first step, ICRAF/ILRI Boards and Managements have agreed on a number of governance arrangements with the objective to strengthen inter-Center collaboration and rationalization of service delivery. He said a group is being formed to look at research support services, including HR. He also noted that the two Centers share a common board member who is the Government of Kenya ex-officio member. They also plan on a joint appointment of a CGIAR nominee to the Center boards.

Alignment Proposals Beyond SSA

For alignments beyond SSA, the CGIAR had agreed at AGM05 to open a one-year window for Centers to develop alignment proposals. F. Reifschneider updated ExCo on proposals submitted by Centers. The options that emerge from the proposals will be reviewed by the CGIAR. Three proposals have been received so far. One of them (IWMI-WorldFish) is at an advanced stage, and captures the spirit of the discussion on this topic over the last 3-4 years in the CGIAR.

Conclusions:

- *As requested by the CGIAR, ExCo monitored the implementation of the decisions by both IITA/WARDA and ICRAF/ILRI. ExCo recognized the challenges*

- associated with the expected alignment as approved by the CGIAR but also noted the potential gains from such an alignment.*
- *ExCo assesses that while progress has been made on programmatic alignment, movement towards structural/governance and corporate services alignment have been much more limited. Additional concentrated efforts, at a faster speed, are required to implement decisions made by Membership at AGM05.*
 - *ExCo requests BOTs to hold joint BOT and/or committee meetings as required to speedily address the alignment opportunities in the different fronts, i.e., programmatic, structural/governance, and corporate services. ExCo expects the regional MTPs to be submitted to, and analyzed by the SC by mid July 2006 if feasible, and requests the Centers to report back to ExCo 11 on (a) progress made on all fronts; (b) expected progress until end CY06; and (c) a mid-term plan covering CY07. Clearly identified milestones and verifiable indicators on each of the three aspects of alignment should be included.*
 - *ExCo welcomes the role the Alliance is expected to play in the governance of the joint SSA MTPs which involve several partners and Centers, recognizing further details are required. A report clarifying the governance structure of the two MTPs will be provided by the Alliance to ExCo 11.*
 - *ExCo requests the CGIAR Secretariat to play a proactive role in the facilitation of discussions between IITA/WARDA, including addressing the political challenges for implementation of Membership decisions, and building on progress made so far. ExCo requests the CGIAR Secretariat to play a similar role in relation to ICRAF/ILRI, if requested.*

5. Report from the Centers

CBC (AB) Matters

CBC (AB) Chair Jim Godfrey informed ExCo that the Center BOTs have unanimously agreed to the Principles and Protocols of the Alliance and have requested that the CGIAR Charter be adjusted to reflect this development

CDC (AE) Matters

Frank Rijsberman, speaking on behalf of CDC (AE) Chair Joachim Voss, noted that the Center Directors General have been discussing the numerous and diverse performance assessment processes currently in place and considering how these might best be made more coherent and efficient.

He noted that the Centers had expressed a desire to be involved in the discussion on funding of the Priorities. He raised the idea of establishing an outcome contracting system by which Centers would contract with donors to deliver specific outcomes over a period of 3-5 years. While the risk of this approach is that it might serve to restrict core funding, it might also allow donors to direct restricted funds to outcomes and reduce transaction costs, while enabling Centers to focus on Priorities and maintain a longer term

funding horizon. Centers would like this idea to be discussed during the donor coordination forum to be held at AGM06.

The CGIAR Director welcomed the formation of the Alliance and confirmed that the Charter will be amended to reflect these recent changes and noted that at AGM05 the CGIAR requested ExCo to consider the question of Alliance membership on ExCo and at AGM. He suggested that the CGIAR Secretariat should prepare a short piece on this issue.

Discussion:

- Some members stated that they shared the analysis of the CGIAR Secretariat and indeed believed that it is the right time for examining ExCo's role and architecture considering significant evolution in the CGIAR in recent years.
- Formation of the Alliance was welcomed and it was clarified that there is no intention by Centers to form a legal entity at this time but that decisions of the Alliance would be binding on all Centers.

Conclusions:

- *ExCo welcomed progress made by the Alliance.*
- *The CGIAR Charter will be amended to reflect the formation of the Alliance, according to established procedures.*
- *Alliance membership on ExCo and representation at AGM will be addressed by ExCo either at ExCo 11 or virtually, following preparation of a short issues paper by the CGIAR Secretariat.*

6. Evaluation

6.a. ICRAF EPMR

The ICRAF EPMR was discussed by SC at its April 2006 meeting. SC Chair P. Pinstrup-Andersen presented the SC commentary, noting at the outset that the EPMR Panel "recognizes the seminal contributions ICRAF has made to defining and advancing the science of agroforestry" and corroborates that "ICRAF is well positioned to address the new CGIAR Priorities." The SC fully endorses all 15 recommendations made by the Panel and is pleased to note that ICRAF has agreed to 11 of the 15.

The SC concurs with the Panel's observations/conclusions on the following three major issues: strategic directions and focus, regional distribution of the work being done, and partnerships and capacity building. The Panel expressed concern that "ICRAF is drifting towards development across a vast geographic landscape at the expense of high quality research that is necessary for the science of agroforestry to advance." There is also a concern that scarce unrestricted funding is spread too thinly on activities in too many field offices (over 30) and that many of those activities do not generate IPGs. While commending ICRAF on its success in forging extensive and innovative partnerships, the

SC agrees with the Panel that such partnerships should support, not drive, strategic research programs.

F. Reifschneider presented the CGIAR Secretariat's comments on governance, management, and financial aspects of the review report. Six of the 15 Panel recommendations are on governance and management. In addition to what the Panel raised on governance, the Secretariat is of the view that board size and frequency of board meetings should have been raised as well.

However, the more serious issues pointed out by the Panel were on general management. They included, among others, deficiencies in managerial and decision making processes, and issues on human resources policies. Some of the Panel's observations were further highlighted in a confidential letter from the Panel Chair to the SC Chair and CGIAR Director. With the Panel Chair's authorization, the letter was shared with the Chair of ICRAF's Board of Trustees. The proposed recommendations in the CGIAR Secretariat commentary had been made following discussion with the BOT Chair.

One positive finding of the review was the sound financial status of the Center. However, like the Panel, the CGIAR Secretariat expressed concern about the risks associated with ICRAF's high proportion of restricted funding, which is the highest in the System.

Discussion:

- The CGIAR Chairman opened the discussion by drawing ExCo's attention to the fundamental generic issue highlighted by the ICRAF review, i.e. the question of what the CGIAR stands for. Is it for research or for development? He suggested a short thinkpiece on this issue be prepared for discussion at AGM06.
- Members pointed out that the degree of involvement of ICRAF in development/technical assistance work was deemed out of balance relative to its mandate as a research institution. The Center's real comparative advantage should be further explored.
- The discussion emphasized the need for effective partnerships to support and not drive the strategic research programs. While the report noted the breadth and innovativeness of ICRAF's partnerships, there were cautionary comments about these relating to optimal roles and responsibilities.
- There was broad recognition that donors play a key role in driving a Center's agenda more toward the development side of the research-for-development continuum. A good scientific base exists in ICRAF. It would seem that donors' priorities have not enabled ICRAF to make optimal use of this resource. A suggestion was made that perhaps one way for the System to deal with the R/D issue would be to divide centers' operations into two distinct parts-one on research and the other on development.
- There are, however, two sides to the issue of donors' driving a Center's agenda. Centers have a responsibility to decline offers from donors to be involved in what clearly are non-research activities. There is a code of conduct that should govern both sides.

- On the positive side, ICRAF's past and present activities could provide valuable insights into the research-for-development continuum.
- Why do Members have to wait for an EPMR to come up before problems like those found in ICRAF on both programmatic and management areas are diagnosed and addressed?
- The EPMR points out again the importance of good governance in Centers. Can a board that meets only once a year effectively oversee important issues? If there are governance deficiencies or failures, it is difficult to detect management deficiencies or failures.
- The current financial indicators are not necessarily wrong or inappropriate, but they may not present a complete picture. This is one reason why two additional financial indicators have been added to the PM System.
- The report raises Center-specific issues, but it was also noted that the SC workshop on the research-development continuum to be held on May 19, 2006, could add to the discussion of some of the issues raised by this EPMR.
- Members supported recommendations made in the commentary of the CGIAR Secretariat, and agreed that it was necessary to review the management performance earlier, rather than waiting for 12 months as suggested by the SC.

ICRAF Board Chair Eugene Terry and DG Dennis Garrity responded to some of the issues raised by ExCo. In particular, E. Terry noted that the Center fully agrees with the need to take prompt action in putting an operational strategy in place. D. Garrity noted that agroforestry is a relatively new science and the Center has come under pressure to scientifically demonstrate impact on the ground and this has driven the agenda to a certain degree. However, he noted that the Center has operated with a low level of unrestricted funding for many years, so it is not a deteriorating funding situation but rather one the Center has become accustomed to operating under.

Conclusions and ExCo Recommendations to the CGIAR:

- *ExCo commends the ICRAF EPMR Panel for the incisive report and recommends that the CGIAR endorse the EPMR recommendations.*
- *ExCo welcomed comments from the Center Board Chair and Director General.*
- *ExCo agrees with the SC's recommendation to conduct a follow-up review by May 2007 to assess progress made by the Center on two programmatic aspects: consolidation of its strategic research priorities into a long-term strategic plan and analysis of the likely impacts of the Center's involvement in large development projects.*
- *ExCo also endorses the CGIAR Secretariat's recommendation that:*
 - *ICRAF's BOT be requested to develop and implement a performance improvement plan for the Director General, and if required for his senior leadership team.*
 - *ICRAF BOT, in collaboration with the CGIAR Secretariat, makes an assessment of the progress that has been made, by end of October 2006, through a specific review.*
 - *The review should be completed for discussion at AGM06.*

6.b. WorldFish EPMR

The WorldFish EPMR was discussed by SC at its April 2006 meeting. P. Pinstrup-Andersen presented the SC commentary. He started with an overall assessment that Members' funds have been well-invested in WorldFish and that the future of the Center is bright, noting that the Center has made significant achievements in its work.

However, he also pointed out that the review Panel raised concerns in three areas: priorities and strategy, science quality and relevance, and focus on SSA. The Panel recommends that the Center should clearly define its research priorities. SC is also concerned that the Center's involvement in a large number of regions may result in reduced research focus. Science quality measured in terms of publications in peer reviewed journal also needs to be improved. The SC also concurs with the Panel's recommendation that WorldFish continue to reduce its involvement in pure development projects. It shares the Panel's concern about the Center's low level of investment in SSA which would not enable it to generate much impact in the region.

Focusing on governance and management issues, N. Datta presented the CGIAR Secretariat's comments, indicating support to the three recommendations made by the Panel. The CGIAR Secretariat is pleased to note that the Center has taken the initiative to restructure the Board and reduce its size, along the lines that are similar to what the Panel has recommended. It also compliments the board for the creation of a governance committee, initiating a facilitated session of evaluation, and deciding to develop a board competency profile. It urges the Center on sharing its experience on governance initiatives with other centers. It also compliments the Center for taking the initiative for closer alignment with IWMI. However, it expresses concern about the high staff attrition rate observed by the Panel.

The CGIAR Secretariat also shares the panel's concern on the methodology used on accounting for indirect costs, and is pleased that the center plans to review its accounting methodology. On the issue of excessive reserves, the CGIAR Secretariat was pleased to know that WorldFish has developed and begun to implement a draw down of reserves as a component of the Center's Investment Plan.

Discussion:

- The EPMR raises some interesting questions on "mode of operation" in relation to collaboration with sister CGIAR Centers, ARIs and NARS partners, as well as how to find the right balance between downstream development activities and being a Center of excellence in research. The issue is similar to that raised in the case of ICRAF.
- WorldFish should take more concrete action on what it would do in SSA.
- There is broad appreciation of what WorldFish has done to restructure its board.
- The potential impact of the changes of the structure on the overall board functioning will be followed with keen interest.

- A question was raised with regards to the proposal by the Center to reduce the size of its board and to create a scientific advisory committee, and the necessity to retain a balance of adequate management and scientific expertise on the board.
- The underlying reasons for the high staff attrition rate as reported by the review Panel should be determined, and mitigating measures should be identified.

WorldFish DG Stephen Hall responded to some of the issues raised by ExCo and highlighted some of the Center's future plans with respect to the EPMR recommendations.

Conclusions and ExCo Recommendations to the CGIAR:

- *ExCo agreed with the observations and conclusions made by SC and CGIAR Secretariat, and recommends that the CGIAR endorse the EPMR recommendations.*
- *ExCo commends the Center for being proactive on governance issues and board reforms, and congratulated WorldFish on a positive EPMR.*

6.c. CIFOR EPMR

The CIFOR EPMR was discussed by SC at its April 2006 meeting. P. Pinstrip-Andersen presented the SC commentary for the EPMR. SC recommends endorsement of the main review recommendations, while noting that SC also commented on suggestions in the report. He also expressed concern by the SC about deficiencies in the analytical backing of some of the Panel's recommendations. He indicated that the SC considered requesting more analytical evidence from the Panel, but eventually decided not to as this may have been seen to potentially impair the independence of the review Panel. He confirmed that although the SC sees some deficiencies in the analytical evidence presented in the report, the SC agrees that it meets the minimum requirements for an EPMR. He added that the SC commentary on the CIFOR EPMR would be revised to reflect SC's concerns on the quality of analytical evidence in the Panel report.

N. Datta, on behalf of the CGIAR Secretariat, noted that 6 of the 17 recommendations are on governance and management. The CGIAR Secretariat congratulated CIFOR on the excellent review results on governance in terms of board performance. It noted that CIFOR should revisit the issue of its current board size which is relatively large with 14 members. The CGIAR Secretariat also supports the panel's recommendation that the Center have a member with financial expertise on its Board. The Panel also raised some concern with regard to financial management and procedures used by its Finance and Audit Committee, and the Secretariat shares those concerns. The CGIAR Secretariat also recommends that the Center address a concern raised by the Panel on adoption of formal procedures and policies on data/document storage, archiving and MIS. The CGIAR Secretariat recommends endorsement of the EPMR Panel recommendations.

Discussion:

- Particular support to the recommendations regarding the need for (i) improved financial management and (ii) more focus on institutional capacity building was expressed.
- One member indicated support to the recommendation that there is no evidence for merging CIFOR and ICRAF.
- Eva Ohlsson (Sweden) noted that their comments would be given at AGM as their analysis of the EPMR was not yet finalized.

David Kaimowitz, CIFOR DG, was given an opportunity to respond to some of the issues raised during the discussion.

Conclusions and ExCo Recommendations to the CGIAR:

- *ExCo recommends that the CGIAR endorse the EPMR recommendations.*
- *ExCo recognizes that Sweden may add additional observations concerning the EPMR at AGM06 after finalizing their assessment of the report.*
- *ExCo congratulated CIFOR on a positive EPMR.*

7. Updates

Co-chair Romano Kiome introduced the item and requested F. Reifschneider to give an update on activities of the Private Sector Committee and planning of AGM06. He further requested M. Iskandarani to give some background about the revised strategic framework for CGIAR engagement with CSOs that has been brought to ExCo for endorsement.

Private Sector Committee

F. Reifschneider reported on behalf of the Private Sector Committee (PSC) Chair (who was not able to attend the meeting), on a number of activities led by the PSC, including the Staff and Knowledge Exchange Program (SKEP), the study on CGIAR-Private Sector Partnerships, the organization of workshops and the development of models for partnerships for delivery systems for Center products. He pointed out the strong support of the PSC to re-opening the Challenge Programs.

AGM06

F. Reifschneider gave an update on the planning of AGM06 to be held in Washington, DC, December 4-7, 2006. The planned schedule includes a Members-Centers Day and one-day Stakeholders Meeting: CSO Forum (both to be held at the Washington Hilton Hotel). This would be followed by a two-day Business Meeting, to be held at the World Bank.

Endorsement of Strategic Framework for CGIAR Engagement with CSOs

M. Iskandarani reminded ExCo that the first draft of “A Strategic Framework for Engagement between the CGIAR and CSOs” was first discussed at ExCo 9 (October 2005) where it was endorsed and subsequently sent to the CGIAR for discussion at AGM05. At AGM05 the Group decided the paper should be revised, following an additional round of comments from Members, and then re-submitted to ExCo for final discussion and approval. Based on the comments received from Membership a revised draft was prepared and is now brought for final endorsement by ExCo at ExCo10.

Discussion:

- A question was raised on implementation of the AGM04 decision on restructuring the AGM format, e.g. holding a full AGM (i.e., Stakeholders Meeting and Business Meeting) in one year, followed by a short AGM (Business Meeting only) in the second year. F. Reifschneider responded that it would be good to continue to streamline AGMs, but further simplification, especially when AGMs are being hosted by developing countries, would require a sensitive dialogue with various parties on when and how this can be done.
- Although ExCo members found the framework paper useful as a discussion document, some members recommended using it as an internal document only.
- In reference to recommendation 5a in CSO engagement strategy paper, it was reiterated that GFAR can be an important facilitator for strengthening engagement between the CGIAR and CSOs. Perhaps a special meeting (possibly held at the sideline of AGM) between representatives from GFAR and the CGIAR could bring additional ideas for implementation.
- The establishment of an Advisory Group for planning the CSO Forum was highly welcomed as this group can be instrumental in designing a successful forum.
- Holding a CSO Forum is critically important for resuming a dialogue with CSOs at the CGIAR level and it is essential for it to be done correctly and with full buy-in and participation of CSO representatives. To this end, the Advisory group should not be proposing criteria for inviting CSOs, but rather CSO attendance should come directly from the CSOs themselves.

Conclusions:

- *ExCo endorsed the paper “A Strategic Framework for Engagement Between the CGIAR and Civil Society Organizations (CSOs) – The CGIAR Perspective” as an internal document of the CGIAR.*
- *ExCo recognizes the importance of the Advisory Group for planning the AGM06 CSO Forum, as this diverse group is expected to provide valuable advice.*

8. Planning ExCo Business

ExCo Business Agenda

F. Reifschneider reviewed key ongoing ExCo activities and completed activities. He also reminded ExCo of the non-recurring upcoming items on the agenda that were highlighted in the Director's Report.

Future Meetings

The following dates for upcoming CGIAR/ExCo meetings were presented:

ExCo11: October 17-18, 2006; Paris, France (dates confirmed, city/venue to be confirmed)

AGM06: December 4-7, 2006; Washington, DC

ExCo12: Mid-May 2007; venue to be confirmed

Discussion:

- In view of the many EPMRs being conducted in a relatively brief period of time, it would be advisable to conduct a meta-analysis of lessons learned.
- Concern was expressed about the workload on ExCo's (and the CGIAR's) agenda.
- Is there a gatekeeper to prevent the System from becoming overloaded, thus ensuring that the way the System conducts its business helps, and does not hinder, the work of the Centers.
- F. Reifschneider agreed with the need to avoid overloading the System and to have balance, but in the specific case of EPMRs, the apparent overload was due to a conscious effort to catch up. He noted that the work program/business of ExCo and the System is regularly shared with Membership and Centers, and updated information is posted on the CGIAR website.

Conclusion:

- *ExCo requested the Science Council and the CGIAR Secretariat to undertake a meta-analysis to derive lessons learned from EPMRs held in 2006 for ExCo12 (May 2007).*

9. Other Business

There were no items added to Other Business.

10. SC and SNC Membership (Closed Session)

ExCo discussed the SC Search and Nominations Committee (SNC) recommendation on appointment of a SC member to fill the SC membership slot vacated by Keiji Kainuma.

ExCo endorsed the SNC's recommendation to have Mariza Barbosa fill the vacant seat. The recommendation will be sent to the CGIAR for approval.

ExCo also agreed to appoint John Monyo and Cristina David to the SC SNC to bring the committee to its original size of eight members. The reconstituted SNC will undertake a search for SC Chair and subsequent SC vacancies.

ExCo also discussed the need to provide candidates with feedback/information about the results of the search and selection process. F. Reifschneider indicated that he would check the exact process used to receive nominations/applications and that adequate feedback/information about the results would be provided to applicants and candidates who had been contacted by the SNC.

Furthermore, in response to ExCo's questions, F. Reifschneider indicated that the set of nominees/ applicants evaluated by the SNC will serve as a building block for generating a new pool of candidates for SC membership slot that will become vacant at the end of 2006.

11. Closing Session

Ian Johnson thanked Romano Kiome for co-chairing the meeting and again thanked the Government of The Netherlands and the Ministry of Foreign Affairs for hosting the meeting.

Attachment 1

List of Participants Tenth Meeting of the CGIAR Executive Council

<i>Chairman:</i>	Ian Johnson	
<i>Cosponsors:</i>	Alexander Müller	FAO
	Eija Pehu	World Bank
	Rodney Cooke	IFAD
<i>CDC:</i>	Frank Rijsberman	CDC (AE) Chair
<i>CBC:</i>	Jim Godfrey	CBC (AB) Chair
<i>SC:</i>	Per Pinstrup-Andersen	SC Chair
<i>GFAR:</i>	Mohammad Roozitalab	GFAR Chair (could not attend)
<u><i>OECD/DAC:</i></u>		
<i>Americas</i>	Jimmy Smith	Canada
<i>Asia-Pacific</i>	Peter Core	Australia
<i>Europe</i>	Eva Ohlsson	Sweden
	Marina Puccioni	Italy
	Jonathan Wadsworth	United Kingdom
<u><i>Developing Countries:</i></u>		
<i>Americas</i>	Victor Villalobos	Mexico (could not attend)
<i>SSA</i>	Romano Kiome	Kenya
<i>Asia-Pacific</i>	Lijian Zhang	China
<i>CWANA</i>	Badawy El-Tantawi	Egypt
<i>Regional Fora</i>	Reynaldo Perez Guardia	FORAGRO
<u><i>Foundations:</i></u>	Jean Lebel	IDRC
<u><i>Partners:</i></u>		
<i>Civil Society</i>	Glyvyns Chinkhuntha	Farmer Rep.
<i>Private Sector</i>	Usha Barwale Zehr	PSC Chair (could not attend)

Observers:

Kwame Akuffo-Akoto	IRRI
Isabel Alvarez	FAO
Moussa Badji	Belgium
Andrew Bennett	CIFOR
Robert Bertram	USA
Finn Norman Christiansen	Denmark
Marc Debois	European Commission
Marlene Diekmann	Germany
Ruben Echeverria	Science Council Secretariat
Dennis Garrity	World Agroforestry
Anne Germain	Canada
Xifeng Gong	China
Stephen Hall	WorldFish
Mohamed Hassan	SNC
Ruth Haug	Norway
Anne-Marie Izac	Future Harvest Alliance Office
Jean-Luc Khalfaoui	EIARD
David Kaimowitz	CIFOR
Kanayo Nwanze	WARDA
Eugene Terry	World Agroforestry
Theo van de Sande	The Netherlands
Uwe Werblow	ILRI
Robert Zeigler	IRRI

Executive Secretary, ExCo: Francisco Reifschneider

CGIAR Secretariat Support: Namita Datta

Shey Tata

Fionna Douglas

Maria Iskandarani

Manuel Lantin

Jason Yauney

Agenda

1. Opening Session

- Election of Meeting Co-Chair
- Adoption of the Agenda

2. CGIAR Status Report

2.a. Report from Director

- Discussion

2.b. Performance Measurement System: Preliminary 2005 Results (R. Echeverria & M. Iskandarani)

- Discussion

2.c. Financial Matters

- 2005 Financial Report (K. Akuffo-Akoto/S. Tata)
- Center Responses to Chairman's Letters on Finance, and other specific concerns (S. Tata)
- Discussion

2.d. Pooling of Reserves

- Update from Centers (J. Godfrey)
- Discussion

3. Science Council and Program Matters

3.a. Progress in Implementing CGIAR Priorities (P. Pinstруп-Andersen & F. Reifschneider)

- Discussion

3.b. Report from SC (P. Pinstруп Andersen)

- Discussion

4. Governance Matters

4.a. Stripe Review of Corporate Governance of CGIAR Centers

- Introduction (J. Godfrey & F. Reifschneider)
- Discussion

6. Evaluation

6.a. CIFOR EPMR

- Introduction (P. Pinstrup-Andersen & F. Reifschneider)
- Discussion and ExCo Recommendations to the CGIAR

4. Governance Matters (cont'd)

4.b. CGIAR Alignments in SSA & Beyond

- Reports on WCA and ESA
- Update of Alignment Proposals Received from Centers (F. Reifschneider)
- Discussion

5. Report from the Centers (J. Godfrey & F. Rijsberman)

- Discussion

6. Evaluation(cont'd)

6.a. ICRAF EPMR

- Introductions (P. Pinstrup-Andersen & F. Reifschneider)
- Discussion and ExCo Recommendations to the CGIAR

6.b. WorldFish EPMR

- Introduction (P. Pinstrup-Andersen & F. Reifschneider)
- Discussion and ExCo Recommendations to the CGIAR

7. Updates

- Private Sector Committee
- AGM06 (F. Reifschneider)
- Endorsement of CGIAR-CSO Engagement Strategy Document

8. Planning ExCo Business

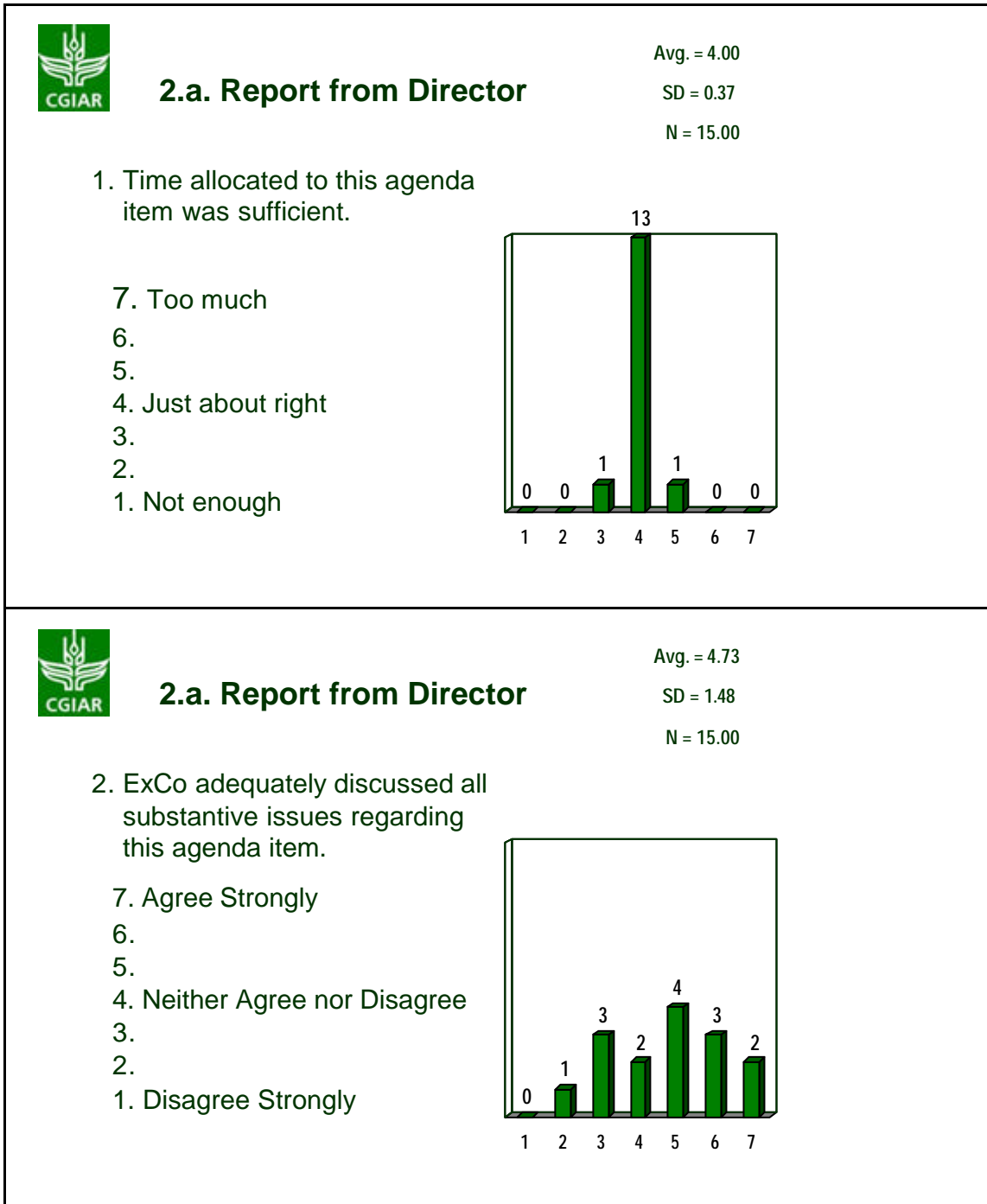
- ExCo Business Agenda
- Future Meetings

9. Other Business

10. SC and SNC Membership (Closed Session)

11. Closing Session

ExCo Member Feedback on ExCo 10





2.a. Report from Director

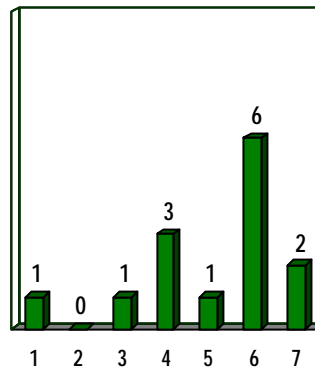
Avg. = 5.07

SD = 1.62

N = 14.00

3. Outcome as summarized accurately reflects discussion.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly



2.b. Performance Measurement System: Preliminary 2005 Results

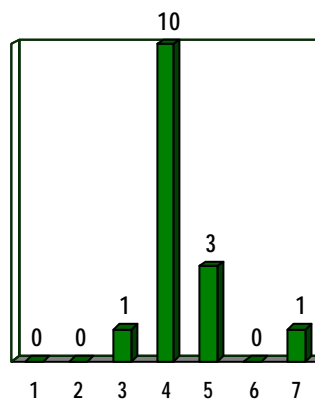
Avg. = 4.33

SD = 0.87

N = 15.00

1. Time allocated to this agenda item was sufficient.

- 7. Too much
- 6.
- 5.
- 4. Just about right
- 3.
- 2.
- 1. Not enough





2.b. Performance Measurement System: Preliminary 2005 Results

Avg. = 5.20

SD = 1.11

N = 15.00

2. ExCo adequately discussed all substantive issues regarding this agenda item.

7. Agree Strongly

6.

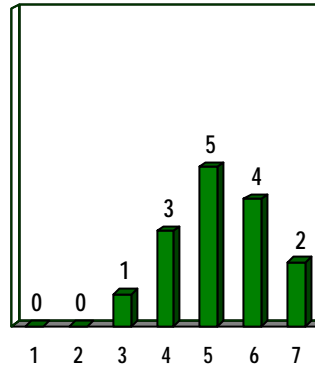
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



2.b. Performance Measurement System: Preliminary 2005 Results

Avg. = 4.93

SD = 1.34

N = 15.00

3. Outcome as summarized accurately reflects discussion.

7. Agree Strongly

6.

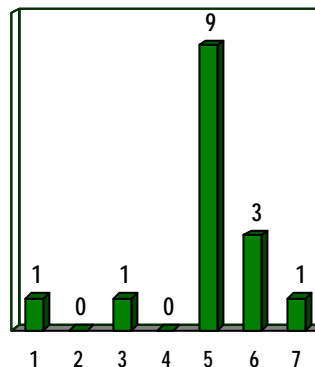
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly





2.c. Financial Matters

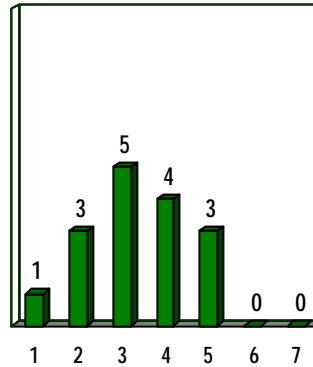
Avg. = 3.31

SD = 1.16

N = 16.00

1. Time allocated to this agenda item was sufficient.

- 7. Too much
- 6.
- 5.
- 4. Just about right
- 3.
- 2.
- 1. Not enough



2.c. Financial Matters

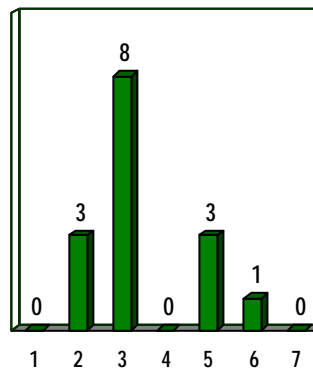
Avg. = 3.40

SD = 1.20

N = 15.00

2. ExCo adequately discussed all substantive issues regarding this agenda item.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





2.c. Financial Matters

Avg. = 4.75

SD = 1.03

N = 16.00

3. Outcome as summarized accurately reflects discussion.

7. Agree Strongly

6.

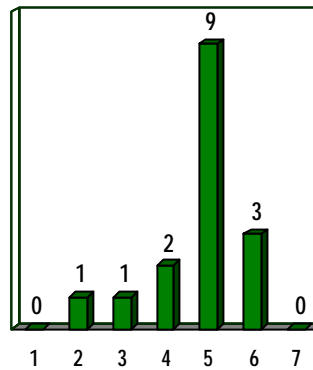
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



2.d. Pooling of Reserves

Avg. = 4.07

SD = 1.10

N = 14.00

1. Time allocated to this agenda item was sufficient.

7. Too much

6.

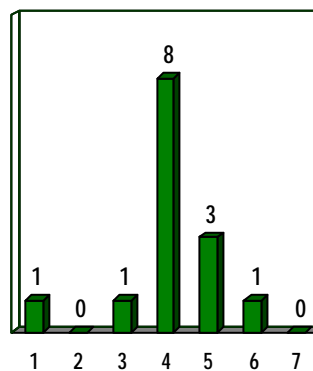
5.

4. Just about right

3.

2.

1. Not enough





2.d. Pooling of Reserves

Avg. = 3.73

SD = 1.57

N = 15.00

2. ExCo adequately discussed all substantive issues regarding this agenda item.

7. Agree Strongly

6.

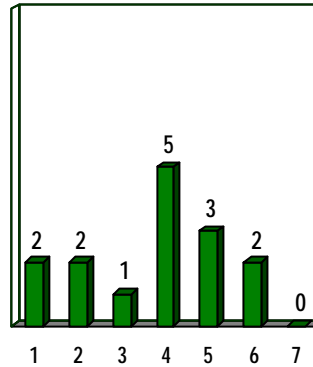
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



2.d. Pooling of Reserves

Avg. = 5.20

SD = 1.83

N = 15.00

3. Outcome as summarized accurately reflects discussion.

7. Agree Strongly

6.

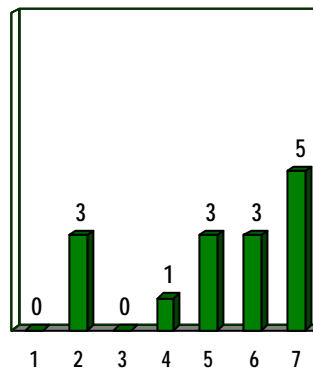
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly





3.a. Progress in Implementing CGIAR Priorities

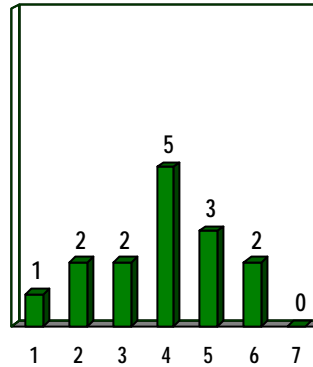
Avg. = 3.87

SD = 1.41

N = 15.00

1. Time allocated to this agenda item was sufficient.

- 7. Too much
- 6.
- 5.
- 4. Just about right
- 3.
- 2.
- 1. Not enough



3.a. Progress in Implementing CGIAR Priorities

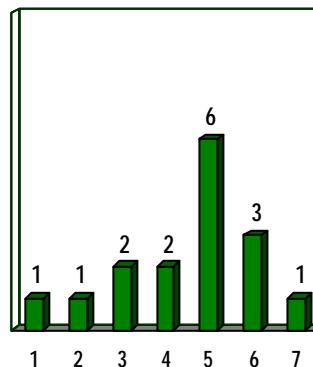
Avg. = 4.50

SD = 1.54

N = 16.00

2. ExCo adequately discussed all substantive issues regarding this agenda item.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





3.a. Progress in Implementing CGIAR Priorities

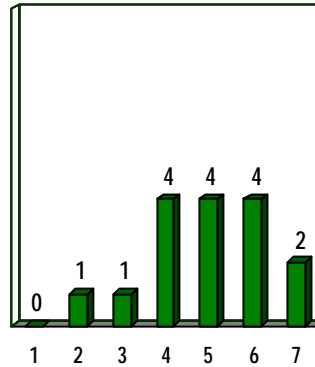
Avg. = 4.94

SD = 1.34

N = 16.00

3. Outcome as summarized accurately reflects discussion.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly



3.b. Report from SC

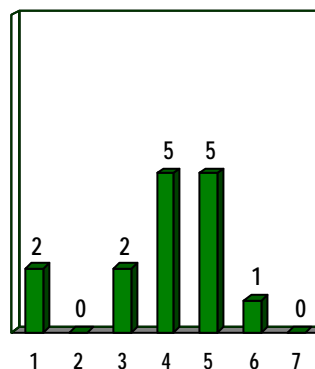
Avg. = 3.93

SD = 1.39

N = 15.00

1. Time allocated to this agenda item was sufficient.

- 7. Too much
- 6.
- 5.
- 4. Just about right
- 3.
- 2.
- 1. Not enough





3.b. Report from SC

Avg. = 4.25

SD = 1.60

N = 16.00

2. ExCo adequately discussed all substantive issues regarding this agenda item.

7. Agree Strongly

6.

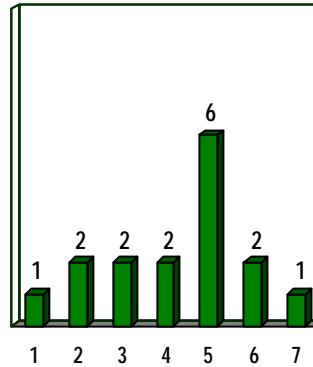
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



3.b. Report from SC

Avg. = 4.69

SD = 1.49

N = 16.00

3. Outcome as summarized accurately reflects discussion.

7. Agree Strongly

6.

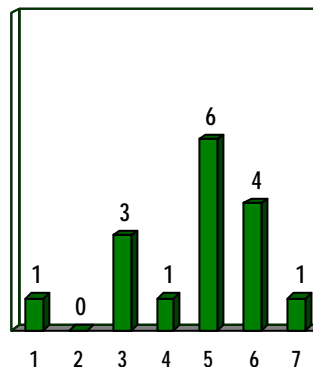
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly





4.a. Stripe Review of Corporate Governance of CGIAR Centers

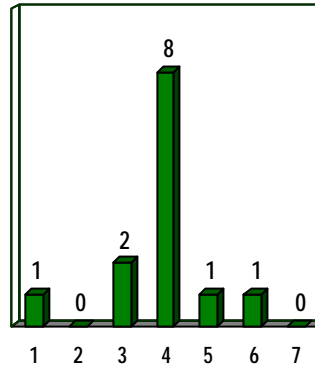
Avg. = 3.85

SD = 1.10

N = 13.00

1. Time allocated to this agenda item was sufficient.

- 7. Too much
- 6.
- 5.
- 4. Just about right
- 3.
- 2.
- 1. Not enough



4.a. Stripe Review of Corporate Governance of CGIAR Centers

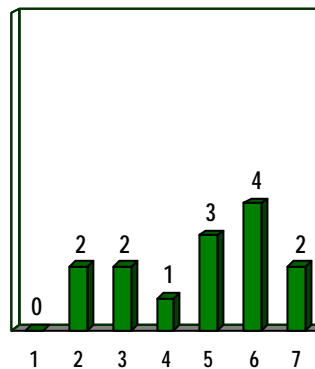
Avg. = 4.79

SD = 1.66

N = 14.00

2. ExCo adequately discussed all substantive issues regarding this agenda item.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





4.a. Stripe Review of Corporate Governance of CGIAR Centers

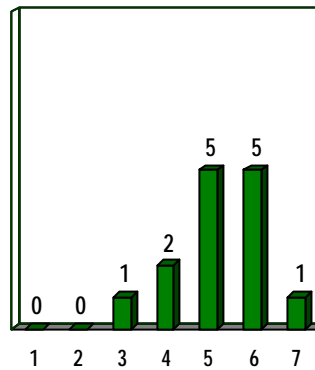
Avg. = 5.21

SD = 1.01

N = 14.00

3. Outcome as summarized accurately reflects discussion.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly



4.b. CGIAR Alignments in SSA and Beyond

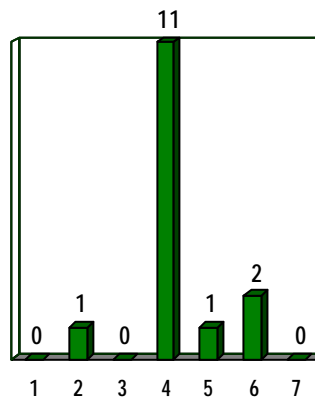
Avg. = 4.20

SD = 0.91

N = 15.00

1. Time allocated to this agenda item was sufficient.

- 7. Too much
- 6.
- 5.
- 4. Just about right
- 3.
- 2.
- 1. Not enough





4.b. CGIAR Alignments in SSA and Beyond

Avg. = 4.53

SD = 1.20

N = 15.00

2. ExCo adequately discussed all substantive issues regarding this agenda item.

7. Agree Strongly

6.

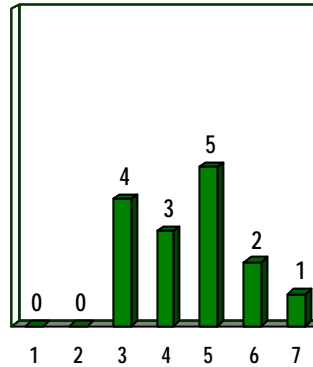
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



4.b. CGIAR Alignments in SSA and Beyond

Avg. = 5.50

SD = 1.12

N = 16.00

3. Outcome as summarized accurately reflects discussion.

7. Agree Strongly

6.

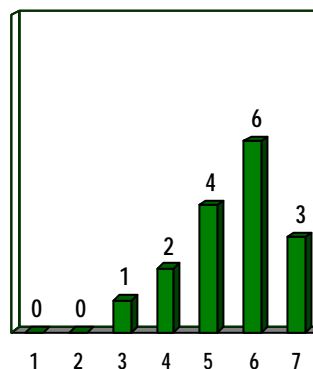
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly





5. Report from Centers

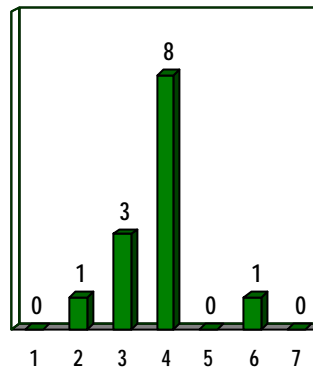
Avg. = 3.77

SD = 0.89

N = 13.00

1. Time allocated to this agenda item was sufficient.

- 7. Too much
- 6.
- 5.
- 4. Just about right
- 3.
- 2.
- 1. Not enough



5. Report from Centers

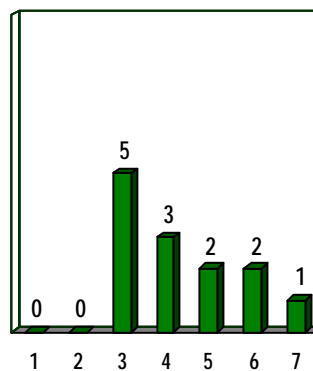
Avg. = 4.31

SD = 1.32

N = 13.00

2. ExCo adequately discussed all substantive issues regarding this agenda item.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





5. Report from Centers

Avg. = 5.50

SD = 1.35

N = 14.00

3. Outcome as summarized accurately reflects discussion.

7. Agree Strongly

6.

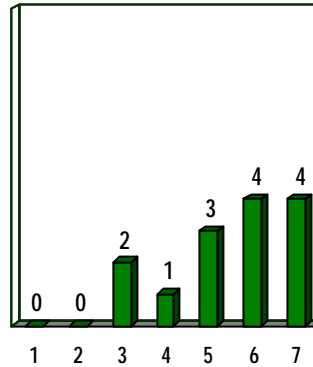
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



6.a. ICRAF EPMR

Avg. = 4.60

SD = 0.95

N = 15.00

1. Time allocated to this agenda item was sufficient.

7. Too much

6.

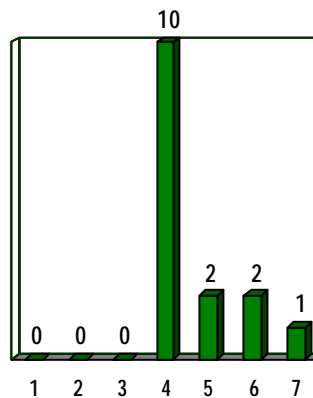
5.

4. Just about right

3.

2.

1. Not enough





6.a. ICRAF EPMR

Avg. = 5.06

SD = 0.97

N = 16.00

2. ExCo adequately discussed all substantive issues regarding this agenda item.

7. Agree Strongly

6.

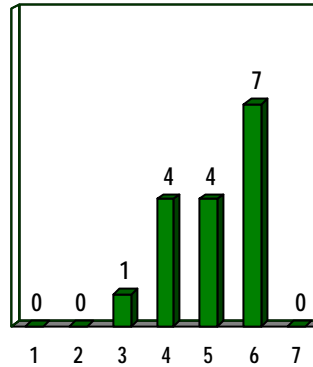
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



6.a. ICRAF EPMR

Avg. = 5.88

SD = 1.05

N = 16.00

3. Outcome as summarized accurately reflects discussion.

7. Agree Strongly

6.

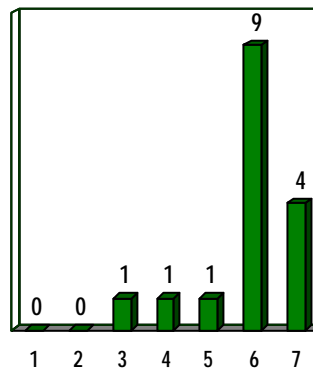
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly





6.b. WorldFish EPMR

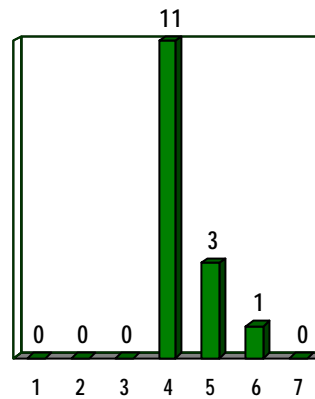
Avg. = 4.33

SD = 0.60

N = 15.00

1. Time allocated to this agenda item was sufficient.

- 7. Too much
- 6.
- 5.
- 4. Just about right
- 3.
- 2.
- 1. Not enough



6.b. WorldFish EPMR

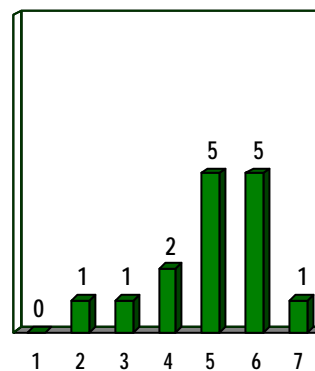
Avg. = 5.00

SD = 1.26

N = 15.00

2. ExCo adequately discussed all substantive issues regarding this agenda item.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





6.b. WorldFish EPMR

Avg. = 5.43

SD = 1.18

N = 14.00

3. Outcome as summarized accurately reflects discussion.

7. Agree Strongly

6.

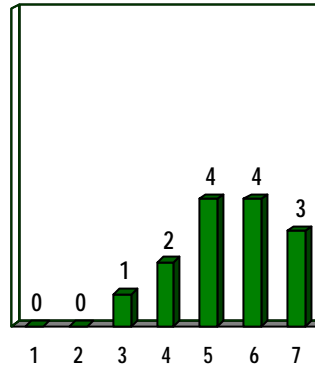
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



6.c. CIFOR EPMR

Avg. = 4.27

SD = 0.57

N = 15.00

1. Time allocated to this agenda item was sufficient.

7. Too much

6.

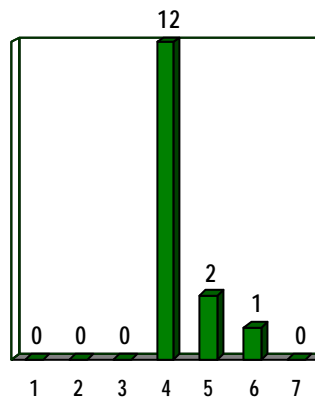
5.

4. Just about right

3.

2.

1. Not enough





6.c. CIFOR EPMR

Avg. = 4.73

SD = 1.39

N = 15.00

2. ExCo adequately discussed all substantive issues regarding this agenda item.

7. Agree Strongly

6.

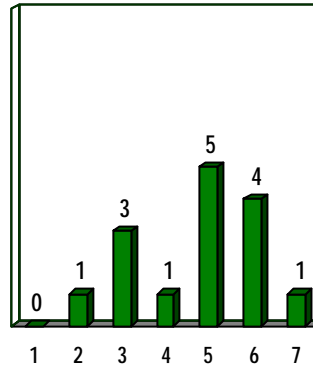
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



6.c. CIFOR EPMR

Avg. = 5.40

SD = 1.58

N = 15.00

3. Outcome as summarized accurately reflects discussion.

7. Agree Strongly

6.

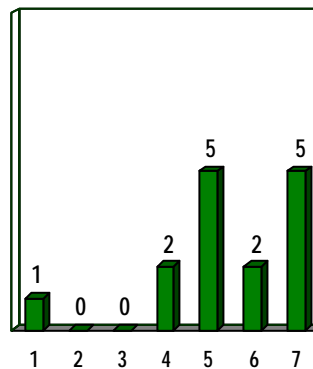
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly





7. Updates

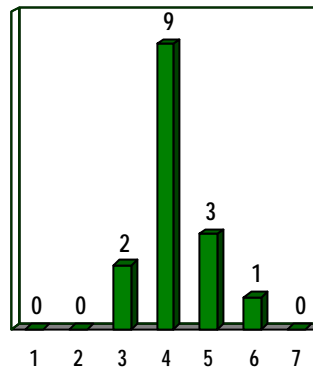
Avg. = 4.20

SD = 0.75

N = 15.00

1. Time allocated to this agenda item was sufficient.

- 7. Too much
- 6.
- 5.
- 4. Just about right
- 3.
- 2.
- 1. Not enough



7. Updates

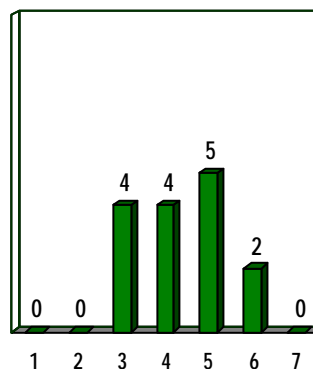
Avg. = 4.33

SD = 1.01

N = 15.00

2. ExCo adequately discussed all substantive issues regarding this agenda item.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





7. Updates

Avg. = 4.50

SD = 1.22

N = 16.00

3. Outcome as summarized accurately reflects discussion.

7. Agree Strongly

6.

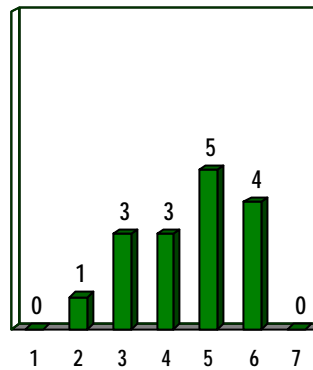
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



ExCo10 Feedback

Avg. = 5.63

SD = 0.78

N = 16.00

1. Overall, the ExCo meeting was a productive use of my time.

7. Agree Strongly

6.

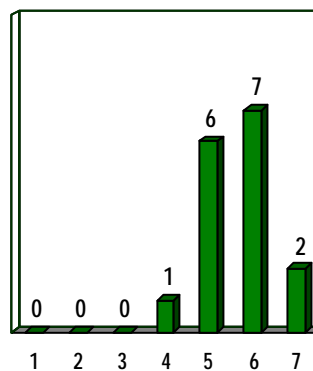
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly





ExCo10 Feedback

Avg. = 5.75

SD = 0.66

N = 16.00

2. Time available for the meeting allowed for an appropriate level of discussion and debate.

7. Agree Strongly

6.

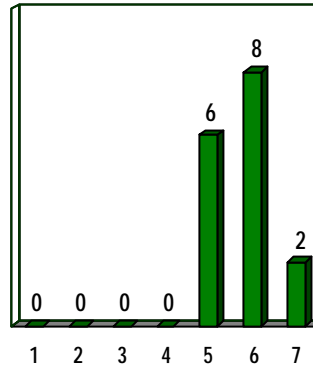
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



ExCo10 Feedback

Avg. = 5.67

SD = 0.79

N = 15.00

3. The meeting agenda included the most important issues facing the CGIAR.

7. Agree Strongly

6.

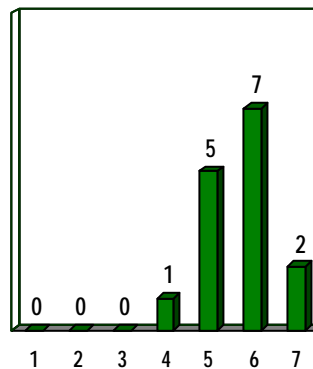
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly





ExCo10 Feedback

Avg. = 4.44

SD = 0.86

N = 16.00

4. ExCo members are knowledgeable about the CGIAR/ExCo business agenda.

7. Agree Strongly

6.

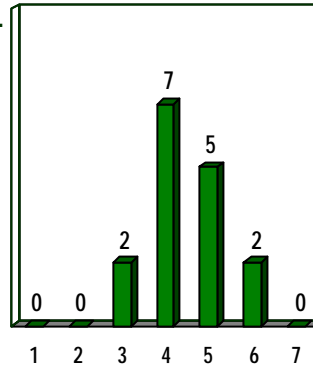
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



ExCo10 Feedback

Avg. = 5.33

SD = 0.87

N = 15.00

5. The documentation provided enabled me to discuss and decide matters adequately.

7. Agree Strongly

6.

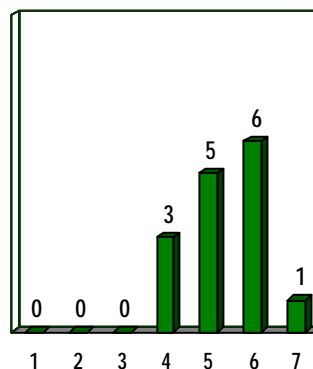
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly





ExCo10 Feedback

Avg. = 4.69

SD = 2.02

N = 16.00

6. I read all of the relevant documentation.

7. Agree Strongly

6.

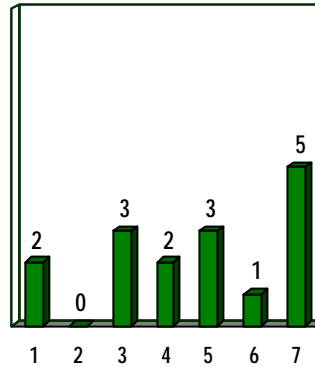
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



ExCo10 Feedback

Avg. = 5.33

SD = 1.40

N = 15.00

7. I have actively participated in ExCo10 discussions.

7. Agree Strongly

6.

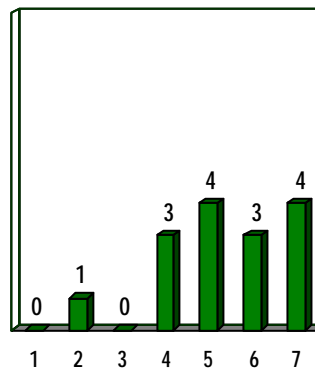
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly





ExCo10 Feedback

Avg. = 5.31

SD = 1.31

N = 16.00

8. The Chair encouraged full and open discussion and invited questions, including eliciting divergent views, and accurately summarized outcomes.

7. Agree Strongly

6.

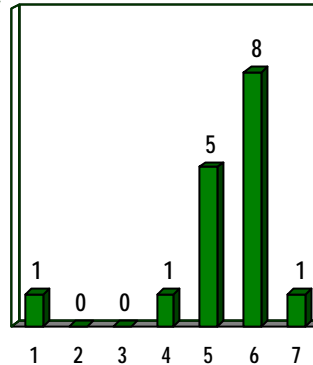
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



ExCo10 Feedback

Avg. = 4.81

SD = 1.01

N = 16.00

9. Overall, the decision making process at the ExCo meeting was effective.

7. Agree Strongly

6.

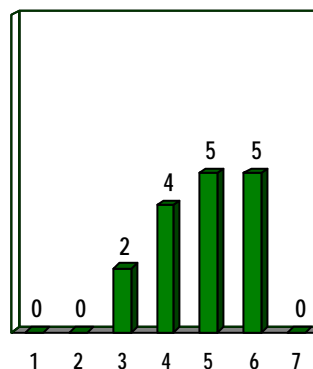
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly





ExCo10 Feedback

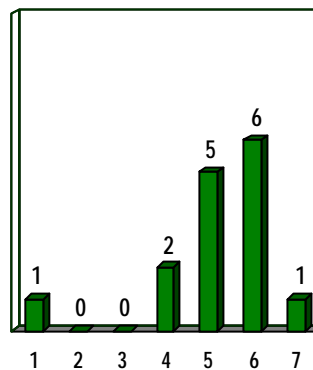
Avg. = 5.13

SD = 1.36

N = 15.00

10. CGIAR/ExCo recommendations and decisions are adequately followed-up by ExCo.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly



ExCo10 Feedback

Avg. = 5.56

SD = 1.77

N = 16.00

11. I find the use of the electronic assessment methodology during the meeting useful.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly

