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Research**

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Proceedings**



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Acronyms Used

AB/CBC	Alliance Board/Committee of Board Chairs
AE/CDC	Alliance Executive/Center Directors Committee
ADG	Assistant Director General
AGM	Annual General Meeting
BOT	Board of Trustees
CCER	Center Commissioned External Review
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
CSO	Civil Society Organisation
CP	CGIAR Challenge Program
CWANA	Central and West Asia and North Africa
DG	Director General
EC	European Commission
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
FARA	Forum for Agricultural Research in Africa
FG1	Financial Guideline on Financial Management
FIS	Finance Information System
FORAGRO	Foro de las Américas para la Investigación y Desarrollo Tecnológico Agropecuario
GFAR	Global Forum for Agricultural Research
GIS	Geographic Information Systems
GRPC	Genetic Resources Policy Committee
HR	Human Resources
IAR4D	Integrated Agricultural Research for Development
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
IPR	Intellectual Property Rights
IRRI	International Rice Research Institute

IT	Information Technology
IWMI	International Water Management Institute
MDTF	World Bank Multi Donor Trust Fund
M&E	Monitoring and Evaluation
MTP	Medium-Term Plan
NARS	National Agricultural Research System
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
SO	System Office
SRO	Sub-regional Organization
SSA	Sub-Saharan Africa
TOR	Terms of Reference
SWEP	Systemwide and Ecoregional Program
WARDA	Africa Rice Center
WCA	West and Central Africa

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ExCo 11 Conclusions and Recommendations

2.b. ExCo ad hoc Committee on Funding System Priorities

Conclusions:

- *The Chair thanked the ad hoc committee for addressing the large workload in a very deliberate way, recognizing that this is a complex issue and it is important to take time and develop methodologies that allocate resources efficiently.*

3.a. Medium-Term Plans and 2007 Financing Plan

Conclusions and ExCo Recommendations to the CGIAR:

- *ExCo recognized that the transition to presenting work programs in the framework of the System Priorities is a work in progress which will be improved and refined over time.*
- *SC could strengthen its horizon-scanning activities to identify potential areas for innovative research.*
- *ExCo recommended CGIAR approval of the 2007 financing plan, with the suggestion to validate the funding projections submitted by Centers, where necessary and possible. ExCo also asked that time series data for funding and expenditures should be presented in both nominal and real terms, beginning next year, and that the CGIAR Secretariat should continue to closely monitor financial risks across the Centers and report to ExCo.*

3.b. Report from Science Council

Conclusion:

- *The Chair thanked the SC Chair for the report.*

3.c. Challenge Programs

Conclusions and Recommendations to the CGIAR on SSA CP:

- *ExCo recommends the CGIAR to request FARA to develop an action plan that addresses the concerns raised by ExCo members and the Science Council on the findings of the inception phase review. ExCo feels that the accountability and the ownership of the program must remain with FARA, and that the measures that have been requested as part of the action plan are conducive to strengthening FARA's capacity to successfully implement SSA CP, and its future activities.*
- *Furthermore, as elements of the action plan, FARA is requested to:*
 - a) present critical milestones for the three year post inception phase;*
 - b) undertake an evaluation of its existing skills gap (with a special emphasis on methodologies and criteria to be used to evaluate the IAR4D concept), that needs to be filled by the most appropriate providers with a view to strengthening the present capacity. As critical elements of this capacity strengthening exercise FARA is requested to focus on M&E as well as on*

capacity building of regional partners involved in the implementation of activities.

- c) adjust the financial proposal for years 2007-09 to reflect the scaling back of the activities to three pilot sites from the proposed nine, and*
- d) develop a research program that has clear cross-site linkages.*
- *ExCo also recommends to membership that the Science Council play an advisory role in helping FARA identify the type of expertise that is required to increase the capacity of the institution, as highlighted above.*
- *ExCo recommends that the CGIAR reviews progress achieved by SSA CP until December 2007 at AGM07 against the critical milestones and indicators that were requested as part of the action plan. In order to avoid burdening FARA with excessive reporting to the CGIAR, ExCo further recommends that the action plan is accepted as the SSA CP MTP for the period 2007-2009.*
- *Finally, ExCo recommends to the CGIAR that the action plan be presented to ExCo for review and approval, following pertinent inputs from the Science Council and the CGIAR Secretariat, if required.*

ExCo Recommendations to the CGIAR on Challenge Programs—Moving Forward:

- *Due to the removal of the objection previously raised by a Member and satisfactory discussion which addressed the concerns of additional Members, the CGIAR Secretariat confirmed that the Challenge Program selection process would initiate soon, as previously approved by CGIAR membership, on a no-objection basis.*
- *ExCo requested the SC and CGIAR Secretariat to complete an analysis of lessons learned by early 2007, complemented by inputs from the ExCo ad hoc Committee on Funding System Priorities, in order to better inform Membership of the features of and the progress achieved by existing CPs.*
- *The approval of new CPs will be based on the current process which had been previously approved by the CGIAR Membership, and linkages with the CGIAR-approved System Priorities will be made explicit in the call for concept notes. Furthermore, SC views on CPs as tools to implement priorities will be made available as background documents to the process for the benefit of project proponents.*

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

Conclusions:

- *The Alliance Board is requested to submit to AGM06 a comprehensive and cohesive response to the stripe review recommendations that addresses each of the recommendations.*
- *The response should clearly indicate how the Centers are implementing the recommendations, including timelines.*

4.b. Alliance Representation on ExCo and at AGM

Conclusions and ExCo Recommendations to the CGIAR:

- *ExCo recommends to the CGIAR approval of option 2 (1 Alliance representative at ExCo and 1 at AGM), with an alternate participating, as currently practiced by several members. The Charter would be amended, after approval by CGIAR Membership.*
- *ExCo also requested the CGIAR Secretariat to make a special effort to prepare a short preliminary concept note for AGM06 if possible, on the overall ExCo size and composition that would later be expanded to also include outcomes from the CSO forum at AGM06, if required.*

4.c. CGIAR Alignment in SSA and Beyond

Conclusions:

- *ExCo thanked WCA and ESA for their efforts and progress to date. It expressed appreciation that the process takes time to implement but encouraged Centers to move forward expeditiously.*
- *ExCo recognizes the value of an evolutionary approach to aligning Center activities in Sub-Saharan Africa.*
- *ExCo believes that the Science Council and the Alliance should work closely together to develop the instruments and approaches for regional and operational planning.*
- *ILRI and ICRAF are encouraged to continue their efforts to align more closely.*
- *ExCo requests the Alliance to develop clear governance arrangements for the sub-regional MTPs. The Alliance should submit a report to CGIAR for discussion at AGM06.*

4.d. Adding Value to the CGIAR System: Oversight Role of ExCo

Conclusion:

- *The Chair thanked the CGIAR Secretariat for preparing the note, which is to be shared with Membership for a better understanding and discussion of the roles of ExCo, and encouraged ExCo to consider ways to improve its oversight role.*

5. Report from the Centers

Conclusions and ExCo Recommendations to the CGIAR:

- *The Alliance is requested to present to AGM06 an analysis of options on pooling reserves, as previously requested by ExCo, which clearly indicates its position on the issue.*
- *The CGIAR Secretariat should facilitate efforts by Center finance directors and other experts to revisit and clarify the issue surrounding the benchmark for Center reserves which need to take into consideration risk management issues.*
- *In the future, Center reports should focus on the key issues faced by Centers, in addition to listing activities that have been undertaken.*

6.a. ICARDA EPMR

Conclusions and ExCo Recommendations to the CGIAR:

- *ExCo recommends that the CGIAR endorse the EPMR recommendations.*

6.b. ICRAF EPMR Follow-up

Conclusion:

- *The ICRAF BOT, in collaboration with the CGIAR Secretariat, will report on their assessment of the progress made by the Director General on the Performance Improvement Plan by February 2007.*

6.d. System Office Review

Conclusions:

- *ExCo welcomed this first external review and its findings/recommendations, recognizing that this should be considered work in progress.*
- *The upcoming System Office workshop (October 20, 2006) should be used to discuss follow-up actions from the review as recommended by the Steering Committee.*

9. CGIAR Personnel Matters

Science Council Membership

- ExCo recommends to the CGIAR Roelof Rabbinge (The Netherlands) for appointment as Science Council Chair.
- ExCo, furthermore, unanimously agreed to recommend to the CGIAR Hans Herren (Switzerland) for appointment as Science Council Member.

1. Opening Session

CGIAR Chair Kathy Sierra welcomed ExCo members to ExCo 11 and noted that she looked forward to chairing her first ExCo meeting. Following welcoming remarks by Mr. Jean-Louis Buër, Director General of Education and Research, Ministry of Agriculture and Fisheries, France, she paid tribute to former CGIAR Chair Ian Johnson and his role in highlighting the importance of agriculture in the development agenda. She also thanked Science Council (SC) Chair Per Pinstrup-Andersen and CGIAR Director Francisco Reifschneider for their contributions to the CGIAR and noted that they will both be stepping down in the coming months. (Meeting participants are listed in Attachment 1.)

Welcome by Host Country

Mr. Buër welcomed ExCo noting that it is the first time ExCo has met in the Ministry. He noted that the meeting coincides with the signing of the letter of agreement between France and the CGIAR, an important milestone in an already significant relationship. Highlighting the importance of ExCo for the CGIAR, he wished ExCo very fruitful discussions.

Election of Meeting Co-Chair

Peter Core (Australia) was nominated and elected Co-chair of the meeting.

Adoption of the Agenda

The agenda was adopted with two modifications: 1) Item 9 (CGIAR Personnel Matters) was moved to the morning of day two, and 2) Update on AGM06 was added under Other Business (items appear in this summary in the original order of the agenda).

The issue of ExCo documentation overload was raised by members. The CGIAR Secretariat indicated it would welcome any suggestions for more concise preparation of documents in addition to the current practice of having a summary sheet for each agenda item, executive summaries of all documents in the meeting folder and the full documents posted on the web.

2. CGIAR Status Report

2.a. Report from Director

F. Reifschneider updated ExCo on new and ongoing activities in the CGIAR since ExCo 10, not covered in other agenda items. He informed ExCo that IRRI had sustained some \$3.4 million in damages as a result of the recent typhoon.

Communications and Outreach: F. Reifschneider informed ExCo of the recent successful visit of parliamentarians to Kenya and acknowledged the support of ILRI and ICRAF in organizing the visit. He welcomed the publication of the France-CGIAR book; informed ExCo of the recent Intellectual Property workshop in Washington; the extensive Desertification Campaign; and the presence of the CGIAR at numerous international fora. He reported that the latest System Office Unit, the Media Unit, had been successful in generating positive media coverage at the World Water Forum.

Finance: F. Reifschneider reported expected funding growth from \$450 million in 2005 to \$470 million in 2006, noting increases in funding from Norway and Canada and indications of future increases from India and China, and a reduction in support from The Netherlands and Japan. He noted that the SC has been fully funded for 2006. Thirteen members have joined the World Bank Multi Donor Trust Fund (MDTF) and several others have indicated an intention to do so. There were still a few challenges in finding solutions for others to join. He highlighted that if an agreement on trust fund issues could not be reached between the EC and the World Bank by the end of the year, the 2006 EC contribution would be at stake. Additionally, F. Reifschneider mentioned that fiduciary standards continue to be aligned with best practices and the financial guidelines on Financial Management (FG1) are now in final draft form.

Governance: He welcomed Bill Niebur as the new Chair of the Private Sector Committee (PSC), and noted that the first System Office review is complete, and the Strategic Advisory Service on Human Resources (SAS -HR) Unit of the System Office is up and running with six participating Centers and the CGIAR Secretariat. The CGIAR no minee process is in the second year of a two-year pilot phase; 13 Centers have participated resulting in 13 nominees being appointed to Center Boards with a special emphasis on finance and governance skills. A lessons learned paper is being produced, and procedures will be revisited at the end of the pilot phase (end 2006). A second Centers and CGIAR Secretariat Annual Report Review, requested by ExCo, has been completed indicating generally improved performance from 2004-05 against international standards. The Review reveals substantial inclusion of performance measurement indicators, but low level inclusion of institutional health indicators in the Center Annual Reports.

Concerning the CGIAR business follow-up score card, the majority of items are complete or on track; compensation disclosure policies and practices and update to Board Guidelines being slightly delayed.

Performance Measurement: Stakeholder Perception Survey

M. Iskandarani introduced the item by noting that the Stakeholder Perception Survey is the third component of the Performance Measurement (PM) System. She noted that the survey was conducted by GlobeScan, Inc. and introduced Eric Whan of GlobeScan, Inc. to present summary results.

The survey was designed to determine the perceived importance of the CGIAR System and the Centers; to get a sense of perceptions of Members and partners about the CGIAR

and to generate ideas about what to do as a result of the findings. The online survey attracted 52 Member respondents (representing one-half of the Members and 70 percent of the funding) and nearly 300 partner responses. Overall, respondents were very positive about what the CGIAR does, but there is some concern about *how* it does it. More Members (50 percent) than partners (29 percent) think performance is improving. While the efficacy of CGIAR research is highly regarded, the main weakness that was identified was coordination across Centers. On the question of where the CGIAR should be on the research to development continuum, a preference for moving a little further toward the development end of the continuum was indicated. Mapping of the channels of influence around the CGIAR indicates that the strategic focus on civil society organizations (CSO) at AGM06 is well founded.

E. What noted that the survey results suggest there is an expectation gap regarding research and development and there is therefore a need to better communicate the CGIAR's mandate. The full survey has been made available to Members and Centers.

Finance Information System

S. Tata reported on the new web based Finance Information System (FIS) which was developed collaboratively by the CGIAR Secretariat and Centers, and is designed to enable Members and Centers to have improved access to financial data. The FIS contains data from 1972 to 2005. The system captures data automatically and is fully integrated with existing data capture systems including the PM system. It provides a range of analytical tools and enables users to access a large variety of reports, including for example, reports sorted by region or by system priority. A short visual presentation of the FIS was played to demonstrate the system.

Discussion:

- Questions were raised on the sample population used for the Stakeholder Perception Survey. One Member questioned whether the sample size was adequate and truly random. Members also asked how often the survey would be repeated and noted there seems to be tension between the SC and the survey respondents on where the CGIAR should be on the research to development continuum. Another Member asked if feedback from the analysis of Center Annual Reports would be conveyed back to Centers.
- Clarification on use of the MDTF by Members was requested, as well as use of investment income remaining in old trust funds.
- E. Whan confirmed that the sampling of partners in the survey was random and based on lists of partners identified by Centers as significant partners. He noted that a 25 percent response rate was achieved, which is satisfactory, and that the preference of both Members and Partners to move towards development on the research to development continuum was statistically significant. F. Reifschneider noted that the intention is to undertake this survey every three years.
- F. Reifschneider provided additional information on Trust Fund issues, noting that the EC indicated it could not use the new MDTF, although European countries

already do so. He further identified options being pursued, indicating limited optimism that a solution would be found before the end of the calendar year.

- EIARD noted that it did not support the use of investment income remaining in an old trust fund which is currently being closed, to support the SC, because that would mean some Members would pay more than others towards the SC. F. Reifschneider informed ExCo that the recommendation for use of these funds to support the SC and its Secretariat expenditures was designed to reduce the burden on Centers, given the CGIAR's agreement that up to one percent be levied from Centers to support the SC budget, and that if this support was given to the SC, the levy on Centers would of course be much lower than the expected 0.7-0.8 percent for 2007.

Following the discussion, F. Reifschneider further updated ExCo on two additional matters. The first was on potential internal changes at FAO that could affect the SC Secretariat. He noted that he has been in touch with Alexander Müller, ADG at FAO and ExCo Member, and was assured that the provisions in the CGIAR Charter would be respected. Secondly, he informed ExCo that an external audit of the Water and Food Challenge Program (CP), commissioned by the CGIAR Secretariat with full support from IWMI's Director General and the Water and Food Challenge Program Coordinator, has been completed following an anonymous complaint. The audit did not confirm the complainant's allegations but identified a weak process control environment which needs strengthening. The conclusions have the potential to impact all CPs. The Water and Food CP Steering Committee is currently discussing the report and should have more information in the coming days.

2.b. ExCo ad hoc Committee on Funding System Priorities

J. Wadsworth, Chair of the ExCo ad hoc Committee on Funding System Priorities updated ExCo on activities to date. The survey of Members' views on funding options revealed a wide diversity of opinions on the issue of System Priorities funding and highlighted the need to ensure funding stability and minimize transaction costs, as well as for more coherence between the Priorities. The results of pilot studies on four priority areas, undertaken by the SC and the Alliance Office, as requested by the Committee, noted that progress is yet to be made on aligning Medium-Term Plan (MTP) activities and System Priorities. Results also suggested a lack of clarity in the definition of System Priorities, due to the limited time that Centers and Challenge Programs have had to adjust to the System Priority framework. He highlighted the differences in the perspectives of the SC and the Alliance on a number of aspects of implementing System Priorities.

In suggesting the next steps for the ad hoc Committee, J. Wadsworth indicated the need for a continuing focus on the four pilot priority areas with the goal of extracting broad lessons for the remaining 16, as well as the need for a joint review of System Priorities by SC and the Alliance in order to agree on the definitions of the latter. After this preliminary work, the goal of the ad hoc committee would be to identify redundancies, complementarities and gaps in the Centers' research activities. He also pointed out that the ad hoc committee would also provide some input to the CGIAR Secretariat for the

upcoming Member Coordination Forum. He concluded by inviting ExCo to provide feedback on progress so far and suggest avenues for future work, to allow the ad hoc committee to provide a clear indication of the roadmap ahead at AGM06.

Discussion:

- The SC stressed the correspondence of views between the SC and the Alliance of CGIAR Centers. Although there has been limited time for Centers and CPs to align to the System Priorities, the ad hoc committee was encouraged to focus on a recommended funding mechanism.
- Two members stressed that the analysis of System Priorities might need to be done at the level of regional priorities and that beyond the issue of funding System Priorities, broad Member coordination is key. However, there needs to be a balance between Member sovereignty and Centers' independent responsibility.
- There is a need to look into cross cutting research issues and avoid favoring the compartmentalization of 20 silos priorities.
- A level of transaction costs is to be expected in a system as complex as the CGIAR; the goal is to contain them as much as possible. The transaction costs of this analysis and alignment of research have to be weighed against transaction costs of not having such an analysis to move towards implementing System Priorities. Besides, transaction costs need not necessarily be financial.
- The ad hoc committee was asked to make available the SC and Alliance analysis.
- J. Wadsworth responded by clarifying that the ad hoc committee had not examined the regional level alignment yet, as analysis at the System level itself was fairly complex.
- A member of the ad hoc committee raised the issue of System Priority framework plans to be developed by the SC with inputs from the Alliance. These will be important for further analysis by the ad hoc committee.
- One Member noted that it might be useful to revisit the amount of time spent on discussing key financial issues at ExCo. Given the importance of financial considerations to the CGIAR System, it might be beneficial to regularly devote more time to this issue at future ExCo meetings.

Conclusions:

- *The Chair thanked the ad hoc committee for addressing the large workload in a very deliberate way, recognizing that this is a complex issue and it is important to take time and develop methodologies that allocate resources efficiently.*

3. Science Council and Program Matters

3.a. Medium-Term Plans and 2007 Financing Plan

P. Pinstrup-Andersen (SC Chair) presented the SC commentary on Center and Challenge Program MTPs for 2007-2009, and S. Tata (Lead Finance Officer at the CGIAR Secretariat) followed with a presentation on the 2007 financing plan.

The SC Chair reported that there is much improvement in the overall clarity of the MTPs which now include impact pathways descriptions for each MTP project. However, these descriptions were generally not very succinct, or simply failed to adequately describe the pathway.

This was the first year of the transition to implementing the new System Priorities. However, the SC expected to see a far more systematic and inter-Center realignment to address specific priorities rather than trying to accommodate all of the System Priorities. The SC also expected the MTPs to show clear linkages to the common regional MTPs for Sub-Saharan Africa (East and Southern Africa (ESA) and West and Central Africa (WCA)) for all activities, but this was not the case. The SC was disappointed at the level of activities reported outside of the System Priorities which amounted to only seven percent of the total resources for 2007 (far less than the 20 percent recommended). The SC felt that if this allocation was not an artifact by Centers, it represented a lost opportunity for Centers to embrace new innovations that may lead to new System Priorities and enhance stand-alone capacity building which is vital for impact as shown in the pathways.

Although this was the first year of the transition, the SC saw little evidence of movement towards 20 cohesive programs to indicate a coherent research effort with sufficient critical mass. This was understandable but it was hoped that in the next two years of the transition phase, cohesive programs around the System Priorities would be developed by Centers. The success of implementation will depend on the right vehicle, and therefore it will be important to reach consensus on implementation vehicles for each of the 20 Priorities.

S. Tata presented a summary of the investment proposals and financing plan for the 2007 CGIAR agenda, prepared in collaboration with IRRI, which provided the analytical support and CIAT providing the information system support.

The proposed research agenda for 2007 requires an investment of US\$513 million, which includes the CPs. This represents an increase of \$61 million (13 percent) over the actual 2005 level. The financing of the proposed research agenda is expected to be provided from \$470 million in investor grants, \$15 million from Center income, and \$28 million from other sources and Center reserves. Ten Centers propose an increased budget over 2005 while five project a decrease. Nearly one-half of the budget (48 percent) will be spent on research programs for Sub-Sahara Africa.

S. Tata also presented a progress report on Centers that had been requested by ExCo 10 to submit an action plan to address red- and green-flagged finance indicators presented in the 2005 financial report:

- Africa Rice, CIAT and CIMMYT were cited for low liquidity relative to the CGIAR-recommended benchmark (of 90-120 days of operating expenditures);
- CIAT, CIMMYT and IWMI were cited for low reserves (75-90 days); and
- ILRI, IRRI and WorldFish) for “excessive reserves” (over 180 days).

Based on the action plans submitted and clarifications provided, the conclusion of an analysis by the CGIAR Secretariat was that there has been continued progress in addressing these issues by all of the Centers, except one. In the case of CIAT, the ratios deteriorated in 2006 (compared with 2005) as a result of a restructuring by the Center. It was expected that the trend would reverse in 2007.

Discussion:

- The SC commentaries were welcomed as they provided the first comprehensive review of MTPs in the framework of the approved System Priorities while recognizing that it will be some time before the research agenda of Centers will be fully aligned with the Priorities.
- One Member questioned the value of preparing MTPs on an annual basis. Given that the current MTP documents often contain repetitions from earlier years, it might be useful to consider having a process involving the development of MTP reports followed by two annual updates.
- It was recognized that the framework plans and other appropriate vehicles would be developed over the next two years to implement the Priorities. One Member expressed the opinion that as long as resources are spent on the CGIAR agenda, the issue of expenditure on specific priorities may not be that important. Another Member raised the issue of differences between the SC and the Alliance perspectives, and the need for more consultation between the two on this issue. Another Member expressed concern about the burden of information requests on the Centers, and suggested a case-study approach.
- One Member indicated that it might be useful to have further detailed discussions about the alignment of System Priorities and Center programming. The objective of these discussions would not be to further describe what is entailed by the System Priorities, but rather to deal with pragmatic considerations around aligning the Priorities with Center programming. It might be appropriate to hold these discussions (possibly in a workshop-type setting) at the margins of upcoming AGMs or ExCo meetings.
- One Member raised a broader governance issue on implementing System Priorities. He pointed out that SC was an advisory body and did not have legal responsibility, and that research at Centers was suffering because of a “centralist” approach of the SC which was distant from the realities on ground. Another Member cautioned about implementing priorities in such a way as to not crowd out NARS. He also raised concerns on the personnel costs in the CGIAR and wondered if they are consistent with the experience of other research organizations. Another Member pointed out that what is important is not personnel costs *per se* but where those personnel reside within the organization, especially if they are directly involved in research.
- One member raised the issue of the 20 percent of research outside the System Priorities. It was not clear how this had been assessed in the present MTPs and what principles would be applied to considering the 10 percent (assuming the additional 10 percent is for training) in the future.

- One Member pointed out the SC role in identifying innovative new areas of potential research for the CGIAR. The issue of capacity building within the CGIAR was also raised.
- SC Chair added that a sharper focus was required in Center research, and that the SC would look into the issue of preventing additional information requests on Centers.
- A number of issues were raised about the financial indicators as follow-up from ExCo 10: the quality of the action plans submitted by the cited Centers; whether the recommended benchmarks represented minimum levels or minimum and maximum ranges; whether the benchmarks take into account the risk profiles, structures and types of Centers.
- With respect to the 2007 financing plan, the issue was raised as to whether Members had been consulted about some of the projected funding contained in the Centers' proposals.
- The allocation of the proposed 2007 investment plans (in terms of region, CP components implemented by partners, and object of expenditure, especially in relation to personnel) were discussed.
- One member suggested expanding the analysis of the time series for funding (and expenditure) to include a real value analysis (rather than just nominal values alone).
- F. Reifschneider added that personnel costs in CGIAR were actually lower than other public research organizations, that considerable efforts were being made in capacity strengthening within the CGIAR (at several levels), although data available through the performance measurement system of Centers indicates this is still quite limited.
- The Chair of the AE explained that the budgets of Challenge Programs include significant flow through funds that go to partners outside of CGIAR Centers. He recommended that the CGIAR Secretariat highlight this as a first item in its presentation of the overall budget, to avoid an artificial inflation of the total budget figure.
- S. Tata explained the origins of indicators for liquidity and reserves and how they have evolved over time.

Conclusions and ExCo Recommendations to the CGIAR:

- *ExCo recognized that the transition to presenting work programs in the framework of the System Priorities is a work in progress which will be improved and refined over time.*
- *SC could strengthen its horizon-scanning activities to identify potential areas for innovative research.*
- *ExCo recommended CGIAR approval of the 2007 financing plan, with the suggestion to validate the funding projections submitted by Centers, where necessary and possible. ExCo also asked that time series data for funding and expenditures should be presented in both nominal and real terms, beginning next year, and that the CGIAR Secretariat should continue to closely monitor financial risks across the Centers and report to ExCo.*

3.b. Report from Science Council

P. Pinstrup Andersen briefed ExCo on some of the main activities outlined in the SC report and the outcome of the SC meeting in September 2006. Recent work on System Priorities has outlined the main elements of a process for implementing the Priorities. This is based on the development of 20 cohesive framework research plans, which would identify specific implementation modalities with a view to achieve alignment within three years (end 2008). It was suggested that two new areas of research (markets and institutions and high value products) could be carried out through Challenge Programs, while the two areas of germplasm enhancement and natural resource management at the landscape level could be developed into SWEPS.

Work conducted by the SC on Intellectual Property Rights (IPR) highlighted the need to re-establish guidelines for Centers and CPs for managing and accessing intellectual property, based on input from the Genetic Resources Policy Committee (GRPC). Concerning monitoring and evaluation (M&E), the latest round of MTPs showed a clear improvement, particularly in terms of clarity and uniformity, but there was need to strengthen the focus on System Priorities. More effort needs to be made to allow the System Priorities to drive the CGIAR research agenda away from disconnected projects. Work on the guidelines for external reviews of Challenge Programs is ongoing in collaboration with the CGIAR Secretariat. The SC Chair also briefly mentioned a range of other SC activities, including studies on genomics, food safety and animal and fish resources, and the plans for ongoing and upcoming External Program and Management Reviews (EPMRs).

Discussion:

- The PSC could develop its strategic agenda and work plan in consultation with the SC.
- Systemwide programs require a certain degree of coordination which, despite being time consuming, provides opportunities for mutual learning.
- There was a call for more coordination on IPR work in the CGIAR, since several bodies are currently addressing this issue.
- One member noted that there is no mention in the report of the participatory research impact study approved at AGM05, and requested clarification from the SC on the omission.
- One member asked for more information on the extent to which the work being done by the SC is directed work and how much of that work is decided by the SC itself.
- The SC Chair noted that the SC is trying to carry out three EPMRs per year, in order to allow all 15 Centers to be reviewed once every five years. He added that the typo on page 3 of the SC Report regarding external reviews of Challenge Programs would be corrected to say “would be commissioned” instead of “commissioned.”
- The need for streamlining the reporting arrangements was highlighted with some members asking about the process for evaluating Challenge Programs. F. Reifschneider responded that guidelines for external reviews for Challenge

Programs were being finalized by the SC and CGIAR Secretariat and would be brought to ExCo for approval.

- Concerns remain regarding the need to address regional priorities.

Conclusion:

- *The Chair thanked the SC Chair for the report.*

3.c. Challenge Programs

SSA CP Review

P. Pinstrup-Andersen informed ExCo of the conclusions of the SSA CP external review. The SC agreed with the review panel recommendations, and particularly on the lack of an acceptable research plan. There is a need for establishing a counterfactual that tests the SSA CP's approach to agricultural innovation as compared to other approaches, in order to allow an informed decision on the continuation of the CP at the end of the three years. He added that the SSA Challenge Program needed outside expertise, especially to put in place a monitoring and evaluation system. SC recommended continuation of the SSA CP for another three years for proof of its concept.

Discussion:

- Concern was expressed at the lack of research progress by the CP on the IAR4D concept.
- The CP should be given additional time without undue pressure to further develop the research program.
- The progress made in the development of the partnership that supports the IAR4D innovation system concept and the regional relevance of the CP means that the CP still deserves support. Yet, the existing design flows highlight a need for a more careful scrutiny.
- Concern was expressed about the lack of focus on science. One member pointed out that the inception phase did not give enough time to the CP to show results, and that the competitive grants system was not the best methodology for this CP.
- EIARD commented that SSA CP capacity remains an issue. The CP requires involvement of cutting-edge scientific skills that are often under represented in agricultural research for development, i.e. the human sciences in the broad sense. It also requires interdisciplinary, managerial and communication skills. SSA CP should undergo, with support from the SC and specialists, an in-depth evaluation of the current and needed skills in order to identify gaps that should be filled, in particular by Europe, and acquired through training.
- The methodology and the criteria to be used to assess the progress made by the SSA CP need to be spelled out. SSA CP should develop, with the support of the SC and specialists, a multi-sites research program on the IAR4D processes. It could be implemented through commissioned research and targeted calls for proposals.
- Critical milestones need to be set in place by the CP, in order for members to properly assess progress and ensure future support.

- The System needs to show that there are consequences to failure as well as success. Lack of acceptable progress should trigger a closure.

Conclusions and Recommendations to the CGIAR on SSA CP:

- *ExCo recommends the CGIAR to request FARA to develop an action plan that addresses the concerns raised by ExCo members and the Science Council on the findings of the inception phase review. ExCo feels that the accountability and the ownership of the program must remain with FARA, and that the measures that have been requested as part of the action plan are conducive to strengthening FARA's capacity to successfully implement SSA CP, and its future activities.*
- *Furthermore, as elements of the action plan, FARA is requested to:*
 - a) present critical milestones for the three year post inception phase;*
 - b) undertake an evaluation of its existing skills gap (with a special emphasis on methodologies and criteria to be used to evaluate the IAR4D concept), that needs to be filled by the most appropriate providers with a view to strengthening the present capacity. As critical elements of this capacity strengthening exercise FARA is requested to focus on M&E as well as on capacity building of regional partners involved in the implementation of activities.*
 - c) adjust the financial proposal for years 2007-09 to reflect the scaling back of the activities to three pilot sites from the proposed nine, and*
 - d) develop a research program that has clear cross-site linkages.*
- *ExCo also recommends to membership that the Science Council play an advisory role in helping FARA identify the type of expertise that is required to increase the capacity of the institution, as highlighted above.*
- *ExCo recommends that the CGIAR reviews progress achieved by SSA CP until December 2007 at AGM07 against the critical milestones and indicators that were requested as part of the action plan. In order to avoid burdening FARA with excessive reporting to the CGIAR, ExCo further recommends that the action plan is accepted as the SSA CP MTP for the period 2007-2009.*
- *Finally, ExCo recommends to the CGIAR that the action plan be presented to ExCo for review and approval, following pertinent inputs from the Science Council and the CGIAR Secretariat, if required.*

Challenge Programs—Moving Forward

F. Reifschneider introduced the session by highlighting that although ExCo10 approved the unfreeze of the CPs, further discussions were needed due to one objection and concerns raised by a few CGIAR Members. These concerns revolved around the implication of the adoption of the System Priorities for new CPs, and the need to benefit from lessons learned from existing CPs, especially the SSA CP review. There was also some concern about the prescriptive approach of the SC in specifying the two priorities for future CPs. It was highlighted that given Members' approval of the System Priorities, the alignment of future CPs with the Priorities should be ensured. A lessons learned paper in 2004 provided useful input into the approval of new CPs. Because of the long

timeframe of the approval process for CPs, quick action would be beneficial to unfreezing the process.

P. Pinstруп Andersen stressed that the learning process on CPs is a continuous one, to which the MTPs also contribute. In stressing that the approval of new CPs should be based on the System Priorities, he suggested that two new CPs on markets and institutions and high value products would help the Group bring in activities and partners which remain largely external to the System.

Discussion:

- The long timeframe of the approval process requires a pragmatic approach.
- Questions were raised about whether the unfreeze would be an open process or if it would be more structured and limited to the two priorities identified for CPs by the SC. Modifying the current process to eliminate the concept note phase would make the call for new CPs more specific and targeted, but it would also prevent the possibility of new ideas and new partnerships. Some members suggested keeping the current guidelines unchanged in the interest of saving time.
- Another Member highlighted that ExCo would continue to have oversight over the approval of new CPs and ExCo Members would also have the responsibility to ensure that the opening up process is smooth and effective, and in alignment with System Priorities.
- One Member suggested that there is a need to develop a broader vision on the direction of the CPs, including considerations around the total number of CPs; a clearer review of financial implications to the core work of the Centers; better understanding on the links with the System Priorities; clarity on the length of sunset clauses; and similar considerations.
- The Alliance of the CGIAR Centers confirmed its endorsement of the unfreeze, based on CPs clear contribution to opening the System to new science and partners, and their focus on high impact issues. The Alliance also highlighted that the large majority of Centers would welcome a CP on climate change based on the value added which the CGIAR could provide to the climate change agenda.
- Several members restated their endorsement of the unfreeze, benefiting from continuous feedback on lessons learned.
- F. Reifschneider suggested other options ExCo could explore, including further discussion at AGM06 and an evaluation by the CGIAR Secretariat to shorten the time taken in the new CP approval process. Members debated the various options. The need to build in a lessons learned aspect during the approval process was expressed.
- The Member that had raised the initial objection to the ExCo 10 recommendation to unfreeze CPs stated that they did not have an objection anymore, based on the clarifications and discussion at this ExCo meeting.

ExCo Recommendations to the CGIAR on Challenge Programs—Moving Forward:

- *Due to the removal of the objection previously raised by a Member and satisfactory discussion which addressed the concerns of additional Members, the CGIAR Secretariat confirmed that the Challenge Program selection process*

- would initiate soon, as previously approved by CGIAR membership, on a no-objection basis.
- *ExCo requested the SC and CGIAR Secretariat to complete an analysis of lessons learned by early 2007, complemented by inputs from the ExCo ad hoc Committee on Funding System Priorities, in order to better inform Membership of the features of and the progress achieved by existing CPs.*
 - *The approval of new CPs will be based on the current process which had been previously approved by the CGIAR Membership, and linkages with the CGIAR-approved System Priorities will be made explicit in the call for concept notes. Furthermore, SC views on CPs as tools to implement priorities will be made available as background documents to the process for the benefit of project proponents.*

4. Governance Matters

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

J. Godfrey (AB Chair) presented an interim report of the Alliance Board on the progress made in implementing the stripe review recommendations. He responded to the review recommendations by highlighting that:

- Centers have taken steps to recruit Board members with appropriate financial and governance skills;
- There could be a possible conflict with Host Country Agreements, Constitutions and/or Charters of several Centers in implementing the recommendation to reduce CGIAR nominees on Boards; and
- Joint Board membership is only considered useful for Centers which are either geographically close and/or share core interests and responsibilities.

Discussion:

- Given the key importance of assuring good governance at the Center level, disappointment was expressed about the scope and nature of the initial AB response, because of a lack of a clear response to some of the recommendations, especially because the AB had committed to a point-by-point response on each of the recommendations of the stripe review.
- Recommendations 28, 29 and 31 show key tensions in the System that need to be addressed.
- Another Member expressed disappointment at the fact that response from all Centers was not included. A cohesive response to each of the review recommendations is needed with timelines for implementation of the recommendations.

Conclusions:

- *The Alliance Board is requested to submit to AGM06 a comprehensive and cohesive response to the stripe review recommendations that addresses each of the recommendations.*

- *The response should clearly indicate how the Centers are implementing the recommendations, including timelines.*

4.b. Alliance Representation on ExCo and at AGM

J. Yaune (CGIAR Secretariat) presented a paper on Alliance Representation on ExCo and at AGM following formation of the Alliance of CGIAR Centers, as requested at ExCo 10. Based on the Alliance Principles and Procedures, the Alliance has decided to “work as a collective” and speak with “a collective, unified voice.” To reflect the spirit of the new structure of the Alliance, three options were presented for ExCo’s consideration:

1. maintain the status quo (2 ExCo representatives, 4 AGM representatives);
2. 1 ExCo representative, 1 AGM representative; and
3. 1 ExCo representative, 2 AGM representatives.

Discussion:

- The Chair of the Alliance Board suggested that option one with status quo was not good, and that they preferred a fourth option consisting of two representatives at ExCo and two at AGM. This would allow maintaining voice on both programmatic/management and oversight/governance aspects of Centers in both fora.
- The Chair of the Alliance Executive expressed a preference for option one and indicated strong opposition to the Alliance having only one seat at ExCo and AGM, as this marginalizes the Centers in strategic decision making at the system level.
- Several members expressed support for option two, which would allow for more collaboration and internal dialogue within the Alliance, and is in line with other constituencies being represented by only one representative.
- It was pointed out that an alternate may attend both meetings and occupy the seat at any given time to provide input to the meeting, in line with current practice.
- One member pointed out that ExCo is a shareholder venue where Members represent large constituencies, and similarly the Alliance too should have only one seat. Another member suggested that the CGIAR Secretariat prepare an issues note that revisits the issue of ExCo size and composition that would also take into account the outcome of the CSO Forum at AGM06.

Conclusions and ExCo Recommendations to the CGIAR:

- *ExCo recommends to the CGIAR approval of option 2 (1 Alliance representative at ExCo and 1 at AGM), with an alternate participating, as currently practiced by several Members. The Charter would be amended, after approval by CGIAR Membership.*
- *ExCo also requested the CGIAR Secretariat to make a special effort to prepare a short preliminary concept note for AGM06 if possible, on the overall ExCo size and composition that would later be expanded to also include outcomes from the CSO forum at AGM06, if required.*

4.c. CGIAR Alignment in SSA and Beyond

Before inviting representatives from West and Central Africa (WCA) and East and Southern Africa (ESA), the Chair asked J. Voss and F. Reifschneider to make some initial comments on the ongoing alignment efforts of Centers.

J. Voss, stated that the Alliance recognizes the critical importance of improving Center coordination in Africa through aligning their activities in the region. He also indicated, however, that the “thorny” governance issues related to structural and programmatic alignment are still being debated by the Alliance. Finally, he stated that the Alliance has developed principles for the governance of the regional MTPs in SSA; these are stated in the paper made available to ExCo 11.

F. Reifschneider reminded members that in addition to the WCA and ESA efforts, Centers had been invited to submit alignment proposals during a one-year window, following AGM05. He reported that a number of proposals had been received (ICARDA-CIMMYT, IRRI-CIMMYT, WorldFish-IWMI). At this point the WorldFish-IWMI alignment efforts are perhaps the most advanced and the World Bank and Canada are particularly supporting those efforts. This includes the establishment of:

- a shared SAP environment (functional since October 2006);
- a prototype joint HR management system (CIFOR will be participating and discussions with three other Centers are underway); and
- shared IT and library service, etc.

Report from WCA

B. Harvey, IITA Board Chair, updated ExCo on WCA alignment activities. He reported that:

- There have been several consultative meetings between IITA and WARDA.
- Under the leadership of WARDA the Centers (13) have worked together to develop the WCA MTP; the MTP was submitted to SC, and comments are being addressed. Discussions on a governance mechanism for the MTP are ongoing and no agreement has yet been reached.
- MTP Coordinator position will be advertised by December 2006.
- WCA is exploring alignment in the areas of library services, GIS and Biometrics services, plant quarantine, training, and genetic resources.
- Alignment of corporate services between WARDA and IITA is progressing quickly as WARDA is hosted by IITA.
- In terms of governance alignment, the following is being implemented: two common Board members have been appointed and two more are to be in place by 2007; an annual meeting of the executive committees has been agreed (two have already taken place); once EPMRs of both institutions are completed a joint meeting of the full Boards will be scheduled; IITA also has two common Board members with ILRI.

G. Grenier, WARDA Board Chair, pointed out that there are significant cost implications in aligning corporate services, e.g. alignment of accounting systems.

P. Hartmann, IITA Director General, followed with some thoughts on CGIAR “Alignment: SSA & Beyond.” He raised some questions about the meaning and objective of alignment efforts and what such an alignment should be based on—geographical distance, research mandate, etc. He also asked what is ExCo’s definition of “governance alignment.”

F. Reifschneider informed ExCo members about the outcome of the CGIAR Secretariat’s efforts in initiating a dialogue with the Council of Ministers, which oversees WARDA, with respect to the alignment plan. The Chair of the Council of Ministers responded, indicating that while the Council was against a “merger” between IITA and WARDA, the DG of WARDA should be approached by Membership as the natural linkage to the Council.

Report from ESA

C. Sere, ILRI Director General, reported on progress of ESA alignment in governance, corporate services, and programmatic matters. He highlighted the following:

- ICRAF and ILRI have one common Board member and a second is currently being selected as part of the CGIAR nominee process.
- IT and HR services are the focus of alignment of corporate services which involves an estimated cost of US\$4 million.
- In response to the SSA Task Force findings, which highlighted a lack of cohesive Center strategy in Africa, the ESA has begun with the development of a “network cluster model with a facilitating hub,” which will be governed by the Alliance Principles and Procedures; this approach includes a nested consultation about proposals, and is expected to reduce transaction costs and burden on NARS, and will create synergies across Centers.
- SC comments on ESA MTP suggest there are major differences in the paradigm of alignment between ESA stakeholders and the SC. ESA envisions a stepwise operational approach to identifying alignment opportunities, whereas the SC envisages a strategic structured approach to developing regional MTPs for implementing the System Priorities, which would be administratively more difficult and expensive to implement.
- C. Sere requested a clear indication from ExCo on how to best move forward as the SC commentary to the proposed regional MTP had raised some confusion for ESA.

SSA Sub-regional MTPs

P. Pinstrup-Andersen, reminded the group about the findings of the SSA Task Forces that had highlighted unproductive competition and overlap of Center activities in Africa. The SC thinks that the sub-regional MTPs should cover *all* activities of *all* Centers in the region, but the current sub-regional MTPs were incomplete and the proposed activities

were not reflected in the Centers' individual MTPs. Therefore, the SC suggests ExCo consider the proposed sub-regional MTPs as progress reports, and suggests four steps in order to develop a cohesive plan for each region:

1. Develop a research strategy at the regional level that all Centers own;
2. Develop an agreed means for coordinating regional plans;
3. Make the regional MTPs inclusive of all Center and CP activities; and
4. The Center and CP MTP should show how they contribute to the regional plans and contain the means to monitor and evaluate scientific outputs and outcomes.

Discussion:

- It seems that an operational approach was taken by ESA as a first step to identify “quick wins,” as opposed to a macro planning approach envisaged by the SC.
- Although some progress has been made, the governance of MTPs is still not fully solved.
- Gratitude was expressed for the solid work that the Centers have done in moving forward, with appreciation that such a complex process does take time.
- If the ESA MTP is not handled carefully it may divert from the original SSA Task Force recommendations. The DG of ILRI noted in his presentation that the analytical, top-down management approach is no guarantee of alignment and efficiency.
- In moving forward we should build on what has already been done, and a combination of the two approaches—a stepwise operational approach as well as a comprehensive strategic planning approach—may be the way to go.
- The Flagship Program approach is good, but does not sufficiently solve the essential problem identified by the Task Force, which was that of overlaps between the research activities of Centers/SROs and NARS in Africa. The Network Cluster and Facilitation Hub were designed to deal with the competition, missed opportunities, and alleged overlaps at the level where the problem must be solved. According to the Science Council, if Centers do not include their entire research plan in the sub-regional MTP, it would not serve the purpose of bringing about research coordination in Africa.

Conclusions:

- *ExCo thanked WCA and ESA for their efforts and progress to date. It expressed appreciation that the process takes time to implement but encouraged Centers to move forward expeditiously.*
- *ExCo recognizes the value of an evolutionary approach to aligning Center activities in Sub-Saharan Africa.*
- *ExCo believes that the Science Council and the Alliance should work closely together to develop the instruments and approaches for regional and operational planning.*
- *ILRI and ICRAF are encouraged to continue their efforts to align more closely.*
- *ExCo requests the Alliance to develop clear governance arrangements for the sub-regional MTPs. The Alliance should submit a report to CGIAR for discussion at AGM06.*

4.d. Adding Value to the CGIAR System: Oversight Role of ExCo

J. Yaune presented a note on strengthening the oversight role of ExCo, which had been previously requested by ExCo. He noted that oversight of Center governance is one of the primary tasks of ExCo, and that a range of tools are already available for this purpose. Although the governance of Centers clearly rests with Center boards, the capacity of ExCo to prevent a failure of the board deserves further attention, especially when problems at a single Center can have negative implications for the entire System. The presentation laid out a number of suggestions to improve systemwide governance and accountability, including early action system, oversight of Challenge Programs, developing common information frameworks, and to follow up implementation of stripe review recommendations.

Discussion:

- Members agreed that ensuring financial oversight is key. Identification of red flags is not enough. One member felt that more analysis of financial statements was required. J. Voss (speaking as DG of CIAT) stated that the recent emphasis on formal financial expertise on Boards had helped improve Center governance considerably.
- Another Member commented that despite the positive inclusion of financial experts on Center boards to improve fiduciary governance, the issue of oversight of system governance remains.
- One member suggested that the Chair of the Board of each Center should be asked to present financial accounts of his/her Center to ExCo and be answerable and accountable.
- A common template for reporting Center finances could be developed.
- A checklist on finance and governance indicators based on the CGIAR PM System was highlighted as another tool ExCo could use to provide additional oversight.
- Another member questioned the accountability of the SC.
- ExCo could devote some time to more broad strategic and forward looking issues in its agenda.

F. Reifschneider suggested that in consideration of its oversight role, ExCo needs to maintain a balance between autonomy and accountability of Centers, with a view to improving both, and with a special concern for not putting an excessive reporting burden on Centers. Similarly there is need to balance oversight responsibility of ExCo with the burden placed on ExCo members in terms of preparing for the meetings. He clarified that oversight of CPs and the Science Council fall within the mandate of ExCo, and that ExCo in the past had dedicated a relatively modest amount of time for in-depth discussions, which were required. Oversight of CPs is now facilitated by CP annual reports presented to ExCo 11 for the first time, and will be complemented by the forthcoming external reviews of CPs. ExCo oversight of SC may need to be revisited by assessing the scope and definition of the SC work program.

Conclusion:

- *The Chair thanked the CGIAR Secretariat for preparing the note, which is to be shared with Membership for a better understanding and discussion of the roles of ExCo, and encouraged ExCo to consider ways to improve its oversight role.*

5. Report from the Centers

J. Godfrey informed ExCo about the status of the upcoming Board orientation program, which will take place immediately after AGM06. The AB had shared two documents with ExCo including a legal opinion received from a law firm on pooling of Center reserves. It notes that the Centers cannot legally pool reserves for sharing risk. He referred to an accompanying document proposing a mutual benefit fund in which Centers can participate for investment purposes. He requested feedback on the benchmark for reserves suggested in the document.

J. Voss presented the AE report to ExCo. He informed ExCo about numerous activities that the Alliance has been involved in, including the work of the ExCo ad hoc Committee on Funding System Priorities, discussions on climate change, Centers' participation in the signing of the International Treaty for Plant Genetic Resources for Food and Agriculture, Centers' involvement in the archives project, etc.

Discussion:

- It is important to keep in mind that the approximately \$160 million held in the System as reserves are public funds and taxpayers expect them to be invested in research. The implications of this for Member funding decisions should be carefully considered.
- Following discussions at AGM05 ExCo expected the Alliance to submit a number of options on pooling of reserves, which has not been done.
- In spite of the legal opinion and the consultant's report (on a mutual benefit fund), the Alliance has not analyzed and presented its position on this on the subject.
- The CGIAR recommended benchmark for Center reserves needs to be revisited to clarify whether the specified range is a minimum or a maximum amount, whether this range adequately reflects the varying risks linked to the typologies of Centers in terms of operations, etc. The approach to benchmarking should not be a one-size fits all.
- A member suggested that they would like the Report from Centers to address key issues being faced by the Centers, in addition to listing Alliance activities as done by J. Voss.

Conclusions and ExCo Recommendations to the CGIAR:

- *The Alliance is requested to present to AGM06 an analysis of options on pooling reserves, as previously requested by ExCo, which clearly indicates its position on the issue.*

- *The CGIAR Secretariat should facilitate efforts by Center finance directors and other experts to revisit and clarify the issue surrounding the benchmark for Center reserves which need to take into consideration risk management issues.*
- *In the future, Center reports should focus on the key issues faced by Centers, in addition to listing activities that have been undertaken.*

6. Evaluation

6.a. ICARDA EPMR

P. Pinstrup-Andersen presented the SC comments on the ICARDA EPMR. He highlighted the following points:

- SC is pleased to note that ICARDA accepted all 22 recommendations and has already started implementing the recommendations.
- SC agrees with the recommendation that ICARDA should raise its focus to a more strategic global mission and to de-emphasize its purely regional activities which should be taken up by NARS instead.
- The review noted that in many programs, scientific outputs have been below an acceptable level. SC agrees with the panel that the ICARDA figure of 8.4 percent of its resources being devoted to “development” is most likely an underestimate, and noted that 20 of the 44 outputs listed in the MTP for 2006 reflect very low research content.
- ICARDA should explore new research work in high-value crops, but before doing so should develop criteria and priorities for their involvement in this relevant area of research.
- ICARDA should strengthen its socio-economic research expertise.

N. Datta (CGIAR Secretariat) presented the CGIAR Secretariat’s comments on the governance, management and finance aspects of the EPMR by pointing out:

- The CGIAR Secretariat welcomes that ICARDA has accepted the recommendation to increase the frequency of Board meetings, and to have a Center Commissioned External Review (CCER) on management and finance. The CCER should address among other things clarity in the authority and the processes for expenditure approvals.
- The CGIAR Secretariat encourages ICARDA to reduce the size of the Board while also strengthening the formal financial expertise on its Board.
- The area of human resource management needs special attention, particularly related to HR policies for attracting and retaining high quality staff, revisiting salary structures, etc.

Discussion:

- ICARDA should better define its global versus regional role.
- Some panel recommendations (e.g. related to human resources and audit) seem to suggest that there is a need to streamline procedures in Center governance.

- The recommendation to develop a new strategic plan (planned to be finalized in February 2007) is welcomed.

M. Solh, ICARDA Director General (DG), was invited to comment on the steps taken to implement the recommendations and comments made. In his response he indicated that:

- A new strategic plan is under preparation and will be finalized in February 2007. ICARDA has developed a number of strategic plans in the past, the last one in 1998. With the Board oversight, consultations with stakeholders in view of a new strategic plan started in 2004. The Board delayed the development of the new plan until the completion of the EPMP and until the new ICARDA management was in place (ICARDA's DG began his tenure in May this year).
- ICARDA agrees with all recommendations in principle, but does have different views regarding the approach for implementing some of the recommendations.
- ICARDA's positioning on the research to development continuum depends on the strength and capacity of the collaborating NARSs, and devolution of research activities is done accordingly.
- ICARDA has already initiated the preparations for a CCER on finance and management.
- ICARDA has a global mandate on three crops, where their research activities go beyond the CWANA region and has already started research activities on natural resource management in the dry areas in Latin America

Conclusions and ExCo Recommendations to the CGIAR:

- *ExCo recommends that the CGIAR endorse the EPMP recommendations.*

6.b. ICRAF EPMP Follow-up

ICRAF Board Chair E. Terry informed ExCo that the ICRAF Board has implemented a performance improvement plan as requested by ExCo. An executive coach who works directly with the DG and a management consultant who is focusing on the performance of the senior leadership team are in place, a 360 evaluation of the DG is being implemented and roles and responsibilities of the senior leadership team are being clarified. Internal communications, organizational alignment, improved coordination of resource mobilization and efficiency of support services are being addressed. The Board will discuss progress to date at a meeting on October 27-28, 2006, but has noted that it is too soon to fully assess progress and a complete assessment is expected around February 2007. The CGIAR Director agreed that a report by this date was realistic.

In response to a query on the likely hood that real change is achievable, E. Terry indicated that the expectation was that there would be an improvement.

Conclusion:

- *The ICRAF BOT, in collaboration with the CGIAR Secretariat, will report on their assessment of the progress made by the Director General on the Performance Improvement Plan by February 2007.*

6.c. Follow-up to EPMRs

ExCo agreed at ExCo 8 that Centers which have undergone an EPMR in the past three years should report on progress in implementing the EPMR recommendations at the October ExCo meeting. This would build on the MTP process and ExCo would monitor progress on implementation and recommend follow-up actions, if necessary, to the CGIAR. N. Datta presented a summary on implementation of the recommendations on governance and finance, and noted that implementation is on track for the most part.

Discussion:

- Members found the information to be useful for monitoring of implementation and noted that it is important to send a message to the System that ExCo cares about implementation of the recommendations and is carefully monitoring progress, with better tools.
- F. Reifschneider requested and received positive feedback from members on the tools being presently used.
- ExCo would like to receive from the SC streamlined information on programmatic recommendations, following a common template.

6.d. System Office Review

F. Reifschneider presented the key findings of the external System Office Review and the comments of the System Office Steering Committee (SC Chair, Alliance representative, CGIAR Director) on the review findings and recommendations. He pointed out that some of the recommendations will be followed-up at the upcoming System Office workshop, e.g. strategic approach to selected service areas.

Discussion:

- One ExCo member indicated that the review should have also taken into account views of CGIAR Members on the System Office, whereas another member was of the view that for the purpose of this review interviews with CGIAR Members were not essential.
- The System Office is rather “invisible,” which is underlined by the review results and should be considered when drawing lessons and follow-up actions from the review.
- F. Reifschneider commented on the TORs of the review, and the fact that they were only partially covered with the exercise.

Conclusions:

- *ExCo welcomed this first external review and its findings/recommendations, recognizing that this should be considered work in progress.*
- *The upcoming System Office workshop (October 20, 2006) should be used to discuss follow-up actions from the review as recommended by the Steering Committee.*

7. Planning ExCo Business

ExCo Business Agenda

A timetable showing the ExCo business agenda was made available to members for information.

Post AGM06 ExCo Rotation

Members were reminded to review the schedule for ExCo rotation with their constituencies following AGM06.

Future Meetings

The next ExCo meeting is scheduled for May 15-16, 2007. Meeting location will be communicated to ExCo in due time.

Discussion:

- The possibility of revamping the cover sheet on ExCo agenda items to give more background was raised.
- The idea of reviewing the time allocation to agenda items in order not to short change important topics was highlighted. This is already done using the electronic assessment technology (“Digivote”) and will continue to be reviewed in the future.
- With respect to attendance at ExCo meetings, the issue of low developing country member participation was raised and it was agreed that more needs to be done to address this serious situation.
- Related to attendance was the issue of early departures by members. It was noted that this trend would need to be addressed and balanced against the request from some ExCo members for full two-day meetings.

8. Other Business

8.a. Update on AGM06

F. Douglas (CGIAR Secretariat) shared with members a schedule for the week during AGM06, highlighting key events. A. Liverani (CGIAR Secretariat) presented the CGIAR Secretariat’s initial plans on organization of the Member Coordination Forum and requested feedback from members.

Discussion:

- Concern was expressed about dividing CGIAR Members into four groups during the Member Coordination Forum to discuss issues. Members will not be able to hear other Members’ views as it is difficult to give a full report back during plenary of all parallel session discussions.

- There is a need for clarity when requesting Members what their top five priorities are.
- The ExCo ad hoc Committee on Funding System Priorities will meet the day following ExCo 11 and will give further input into organization of the forum.

9. CGIAR Personnel Matters (Closed Session)

ExCo discussed in depth the issues of Science Council Membership (SC Chair and one SC Member) and search and selection of a new CGIAR Director following the announcement of departure made previously by F. Reifschneider.

Science Council Membership

- ExCo recommends to the CGIAR Roelof Rabbinge (The Netherlands) for appointment as Science Council Chair.
- ExCo, furthermore, unanimously agreed to recommend to the CGIAR Hans Herren (Switzerland) for appointment as Science Council Member.

CGIAR Director

Members discussed the search and nomination for a new CGIAR Director. The CGIAR Chair will communicate directly with CGIAR Members on details of the process.

10. Closing Session

Co-chair P. Core thanked members for their participation in the meeting and wished everyone a safe journey home.

Attachment 1

List of Participants Eleventh Meeting of the CGIAR Executive Council

<i>Chair:</i>	Kathy Sierra	
<i>Cosponsors:</i>	Alexander Müller	FAO
	Eija Pehu	World Bank
	Shantanu Mathur	IFAD
<i>AE/CDC:</i>	Joachim Voss	AE/CDC Chair
<i>AB/CBC:</i>	Jim Godfrey	AB/CBC Chair
<i>SC:</i>	Per Pinstруп - Andersen	SC Chair
<i>GFAR:</i>	Adel El-Beltagy	GFAR Chair
<u><i>OECD/DAC:</i></u>		
<i>Americas</i>	Charles Haines	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 Villabos	Mexico (could not attend)
<i>SSA</i>	Romano Kiome	Kenya
<i>Asia-Pacific</i>	Lijian Zhang	China (could not attend)
<i>CWANA</i>	Badawy El-Tantawi	Egypt
<i>Regional For a</i>	Reynaldo Perez-Guardia	FORAGRO (could not attend)
<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>	Bill Niebur	PSC Chair

Observers:

Isabel Alvarez	FAO
Jean Louis Buër	France
Finn Norman Christiansen	Denmark
Marc Debois	European Commission
Marlene Diekmann	Germany
Ruben Echeverria	Science Council Secretariat
Dennis Garrity	ICRAF
Gaston Grenier	WARDA
Guido Gryseels	ICARDA
Peter Hartmann	IITA
Bryan Harvey	IITA
Mohamed Hassan	SNC
Anne-Marie Izac	Alliance Office
Wolfgang Kasten	Germany
Jean-Luc Khalfaoui	EIARD
Jorge Braga de Macedo	Portugal
Iain MacGillivray	Canada
Franklin Moore	USA
Carlos Sere	ILRI
Mahmoud Solh	ICARDA
Eugene Terry	ICRAF

Executive Secretary, ExCo: Francisco Reifschneider

CGIAR Secretariat Support: Namita Datta

Shey Tata

Fionna Douglas

Maria Iskandarani

Andrea Liverani

Daniel Rocchi

Jason Yauney

Agenda

1. Opening Session

- Welcome by Host Country
- Election of Meeting Co-Chair
- Adoption of the Agenda

2. CGIAR Status Report

2.a. Report from Director

- Performance Measurement: Stakeholder Perception Survey (E. Whan)
- Finance Information System (S. Tata)
- Discussion

2.b. ExCo ad hoc Committee on Funding System Priorities

- (J. Wadsworth)
- Discussion

3. Science Council and Program Matters

3.a. Medium-Term Plans and 2007 Financing Plan

- Introduction (P. Pinstруп-Andersen & S. Tata)
- Discussion and ExCo Recommendations to the CGIAR

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

- Discussion

9. CGIAR Personnel Matters (Closed Session)

4. Governance Matters

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

- (J. Godfrey)
- Discussion

4.b. Alliance Representation on ExCo and at AGM (J. Yauney)

- Discussion and ExCo Recommendations to the CGIAR

4.c. CGIAR Alignment in SSA and Beyond

- Report from WCA
- Report from ESA
- SSA Sub-regional MTPs (P. Pinstруп-Andersen)
- Discussion

4.d. Adding Value to the CGIAR System: Oversight Role of ExCo
-- Discussion

5. Report from the Centers (J. Godfrey & J. Voss)

-- Pooling of Reserves (J. Godfrey)
-- Discussion

6. Evaluation

6.a. ICARDA EPMR

-- Introduction (P. Pinstруп-Andersen & N. Datta)
-- Discussion and ExCo Recommendations to the CGIAR

6.b. ICRAF EPMR Follow-up

-- Follow-up Assessment (E. Terry & F. Reifschneider)
-- Discussion

6.c. Follow-up to EPMRs

-- Discussion and ExCo Recommendations to the CGIAR

6.d. System Office Review

-- Discussion

7. Planning ExCo Business

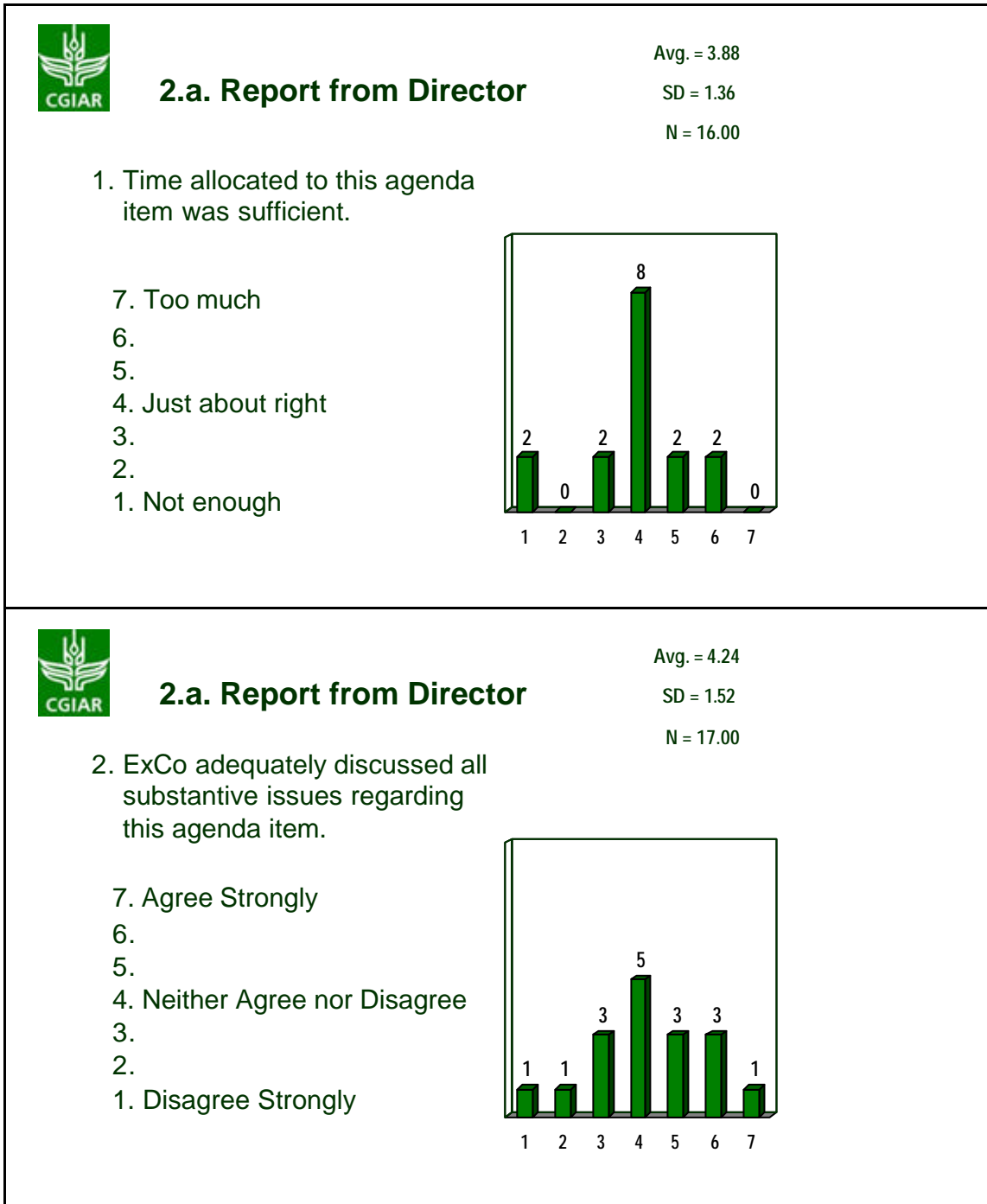
-- ExCo Business Agenda
-- Post AGM06 ExCo Rotation
-- Future Meetings

8. Other Business

8.a. Update on AGM06

10. Closing Session

ExCo Member Feedback on ExCo 11





2.a. Report from Director

Avg. = 4.20

SD = 1.42

N = 15.00

3. Outcome as summarized accurately reflects discussion.

7. Agree Strongly

6.

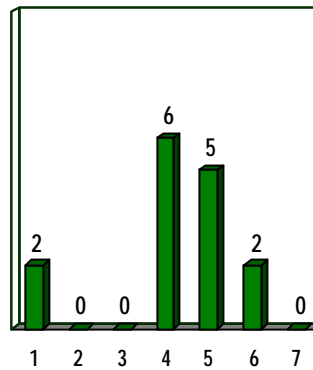
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



2.b. ExCo ad hoc Committee on Funding System Priorities

Avg. = 3.41

SD = 1.33

N = 17.00

1. Time allocated to this agenda item was sufficient.

7. Too much

6.

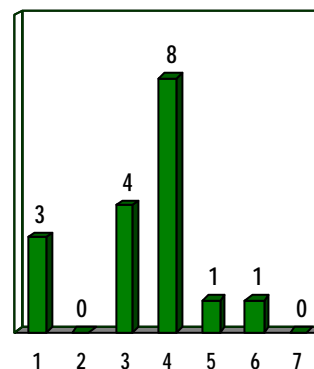
5.

4. Just about right

3.

2.

1. Not enough





2.b. ExCo ad hoc Committee on Funding System Priorities

Avg. = 3.71

SD = 1.23

N = 17.00

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

7. Agree Strongly

6.

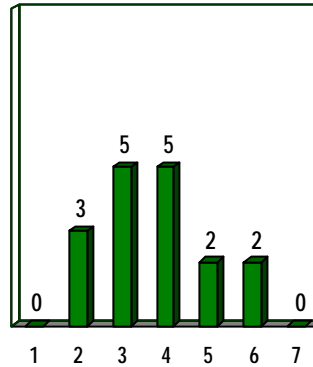
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



2.b. ExCo ad hoc Committee on Funding System Priorities

Avg. = 4.71

SD = 1.23

N = 17.00

3. Outcome as summarized accurately reflects discussion.

7. Agree Strongly

6.

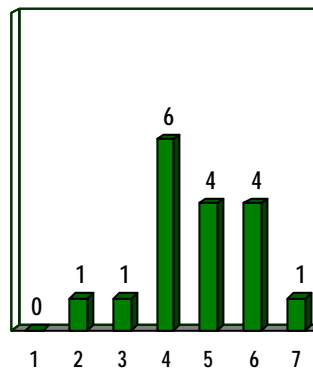
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly





3.a. Medium-Term Plans and 2007 Financing Plans

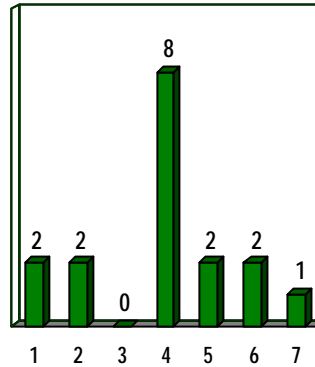
Avg. = 3.94

SD = 1.63

N = 17.00

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. Medium-Term Plans and 2007 Financing Plans

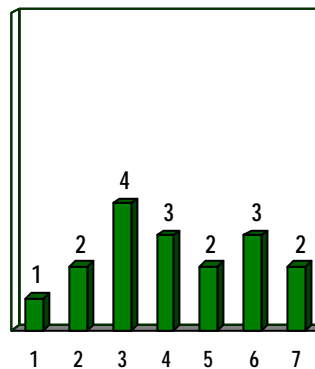
Avg. = 4.18

SD = 1.76

N = 17.00

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. Medium-Term Plans and 2007 Financing Plans

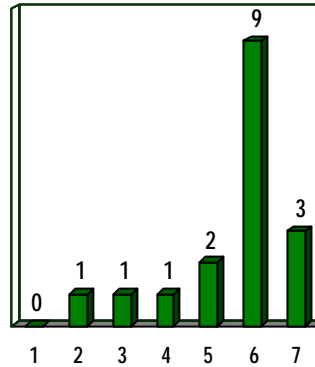
Avg. = 5.53

SD = 1.33

N = 17.00

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

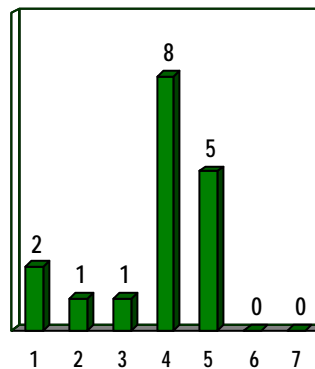
Avg. = 3.76

SD = 1.26

N = 17.00

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. = 3.76

SD = 1.35

N = 17.00

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

7. Agree Strongly

6.

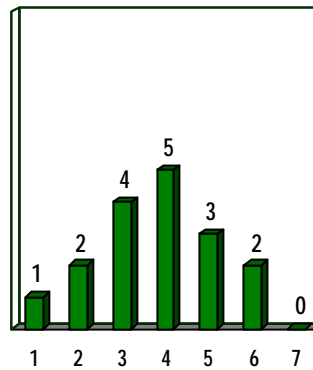
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



3.b. Report from SC

Avg. = 4.53

SD = 1.61

N = 17.00

3. Outcome as summarized accurately reflects discussion.

7. Agree Strongly

6.

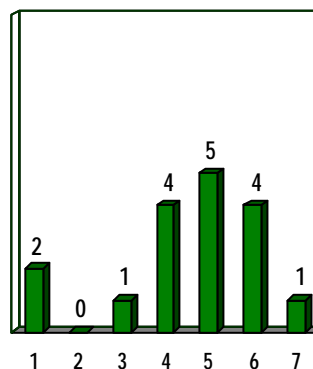
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly





3.c. Challenge Programs

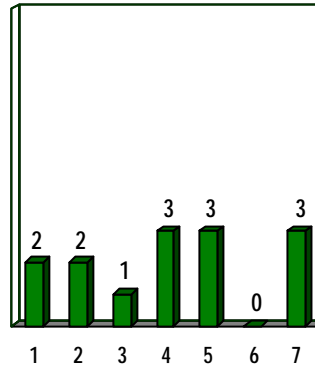
Avg. = 4.07

SD = 2.02

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



3.c. Challenge Programs

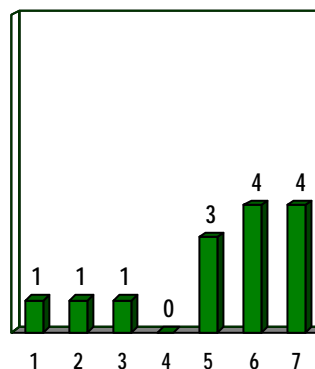
Avg. = 5.21

SD = 1.86

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





3.c. Challenge Programs

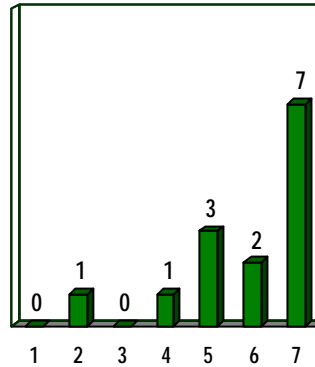
Avg. = 5.86

SD = 1.46

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.a. Stripe Review of Corporate Governance of CGIAR Centers

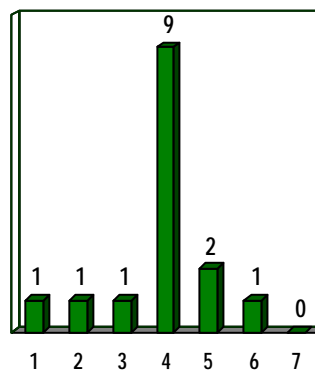
Avg. = 3.87

SD = 1.15

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.a. Stripe Review of Corporate Governance of CGIAR Centers

Avg. = 4.29

SD = 1.39

N = 14.00

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

7. Agree Strongly

6.

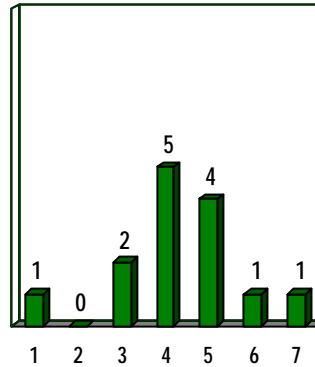
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



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

Avg. = 5.50

SD = 1.05

N = 14.00

3. Outcome as summarized accurately reflects discussion.

7. Agree Strongly

6.

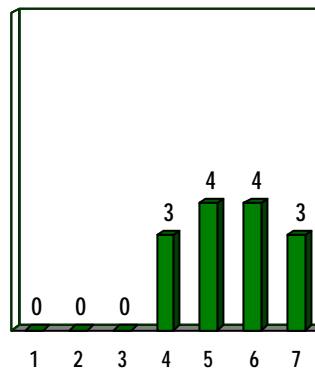
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly





4.b. Alliance Representation on ExCo and at AGM

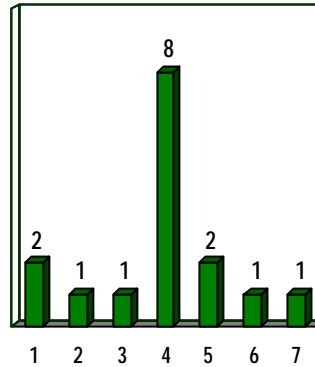
Avg. = 3.88

SD = 1.54

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



4.b. Alliance Representation on ExCo and at AGM

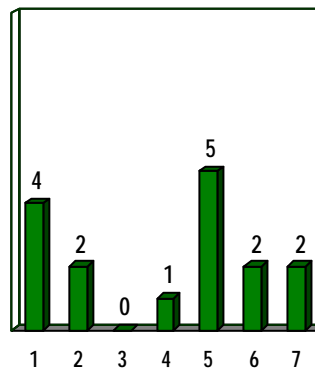
Avg. = 3.94

SD = 2.16

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





4.b. Alliance Representation on ExCo and at AGM

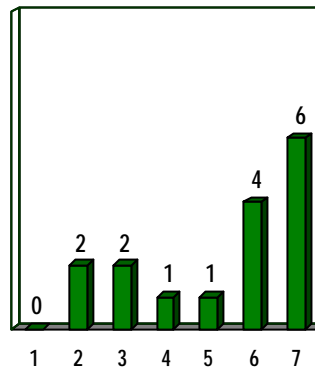
Avg. = 5.31

SD = 1.83

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.c. CGIAR Alignment in SSA and Beyond

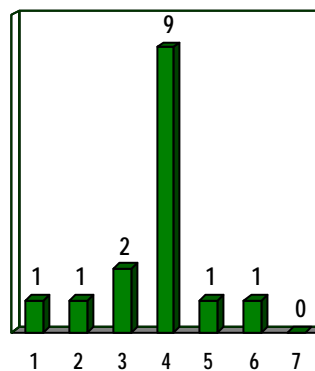
Avg. = 3.73

SD = 1.12

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.c. CGIAR Alignment in SSA and Beyond

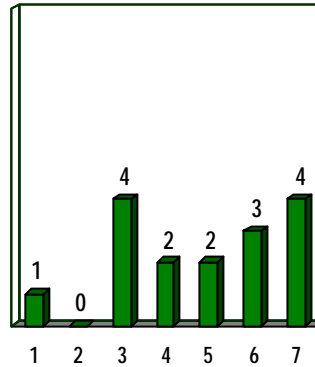
Avg. = 4.81

SD = 1.81

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



4.c. CGIAR Alignment in SSA and Beyond

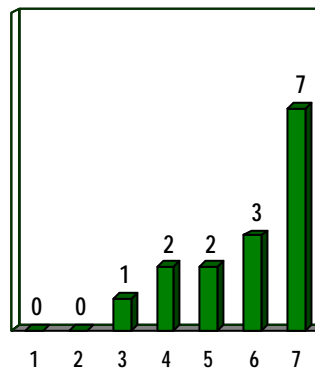
Avg. = 5.87

SD = 1.31

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





4.d. Adding Value to the CGIAR System: Oversight Role of ExCo

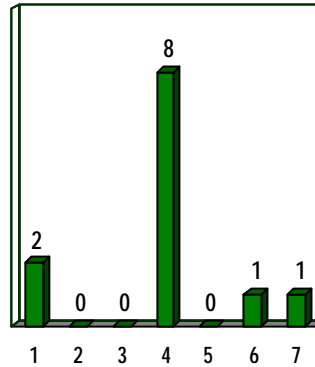
Avg. = 3.92

SD = 1.61

N = 12.00

1. Time allocated to this agenda item was sufficient.

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



4.d. Adding Value to the CGIAR System: Oversight Role of ExCo

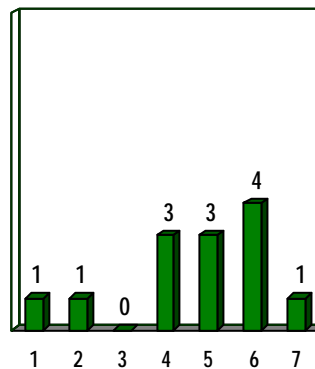
Avg. = 4.69

SD = 1.64

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





4.d. Adding Value to the CGIAR System: Oversight Role of ExCo

Avg. = 5.31

SD = 1.43

N = 13.00

3. Outcome as summarized accurately reflects discussion.

7. Agree Strongly

6.

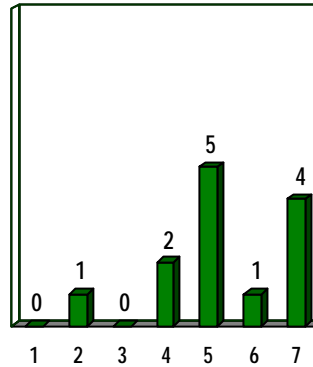
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



5. Report from the Centers

Avg. = 5.83

SD = 1.62

N = 12.00

1. Time allocated to this agenda item was sufficient.

7. Too much

6.

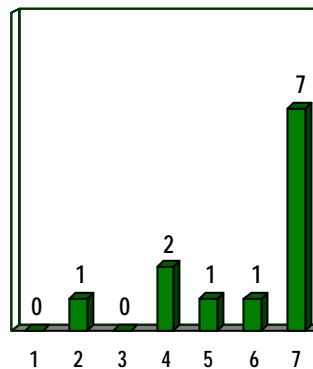
5.

4. Just about right

3.

2.

1. Not enough





5. Report from the Centers

Avg. = 5.92

SD = 1.14

N = 13.00

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

7. Agree Strongly

6.

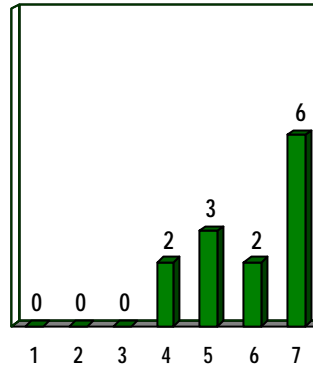
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



5. Report from the Centers

Avg. = 5.85

SD = 1.03

N = 13.00

3. Outcome as summarized accurately reflects discussion.

7. Agree Strongly

6.

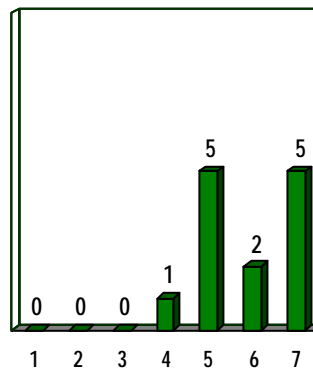
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly





6.a. ICARDA EPMR

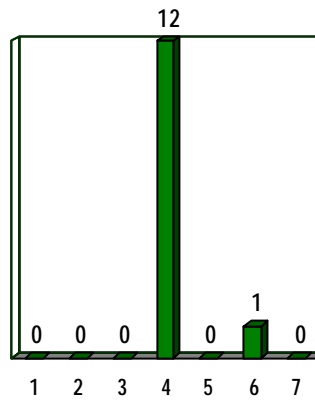
Avg. = 4.15

SD = 0.53

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



6.a. ICARDA EPMR

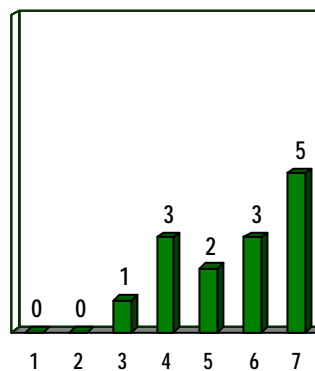
Avg. = 5.57

SD = 1.35

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





6.a. ICARDA EPMR

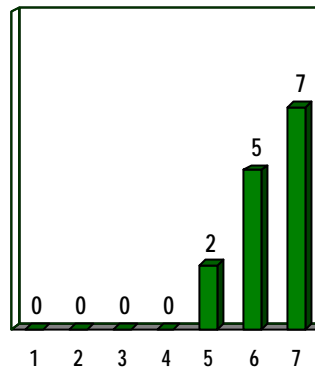
Avg. = 6.36

SD = 0.72

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.b. ICRAF EPMR Follow-up

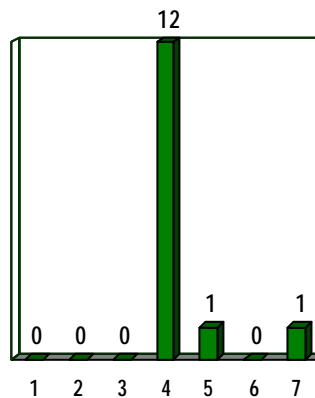
Avg. = 4.29

SD = 0.80

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





6.b. ICRAF EPMR Follow-up

Avg. = 5.21

SD = 1.37

N = 14.00

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

7. Agree Strongly

6.

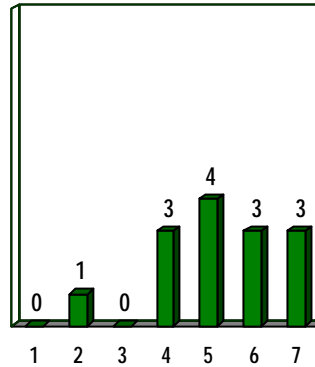
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



6.b. ICRAF EPMR Follow-up

Avg. = 6.71

SD = 0.45

N = 14.00

3. Outcome as summarized accurately reflects discussion.

7. Agree Strongly

6.

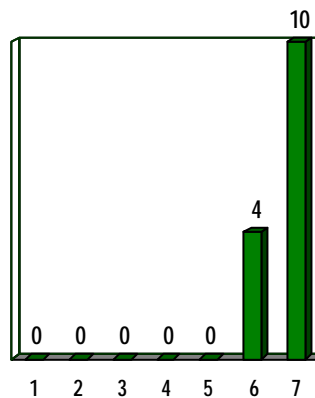
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly





6.c. Follow-up to EPMRs

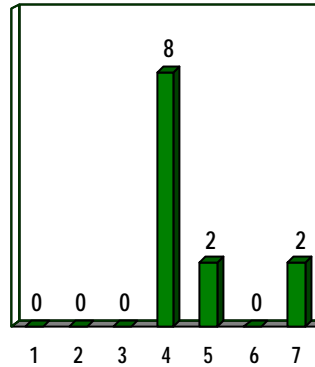
Avg. = 4.67

SD = 1.11

N = 12.00

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. Follow-up to EPMRs

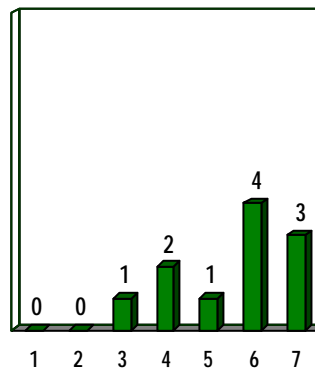
Avg. = 5.55

SD = 1.30

N = 11.00

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. Follow-up to EPMRs

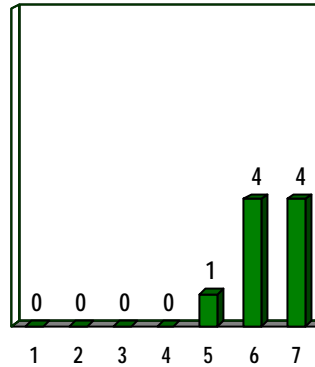
Avg. = 6.33

SD = 0.67

N = 9.00

3. Outcome as summarized accurately reflects discussion.

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



6.d. System Office Review

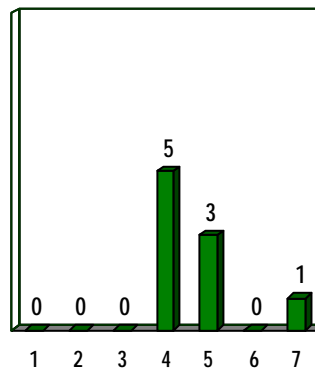
Avg. = 4.67

SD = 0.94

N = 9.00

1. Time allocated to this agenda item was sufficient.

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





6.d. System Office Review

Avg. = 4.36

SD = 1.43

N = 11.00

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

7. Agree Strongly

6.

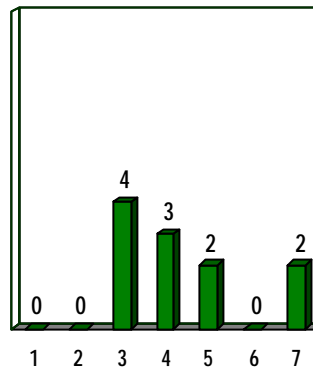
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



6.d. System Office Review

Avg. = 5.50

SD = 0.81

N = 10.00

3. Outcome as summarized accurately reflects discussion.

7. Agree Strongly

6.

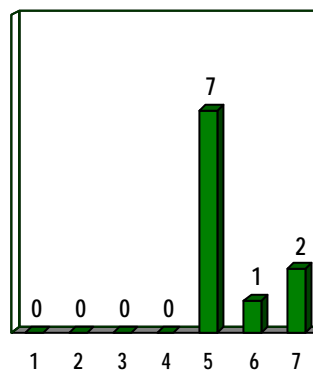
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly





ExCo11 Feedback

Avg. = 5.18

SD = 1.27

N = 11.00

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

7. Agree Strongly

6.

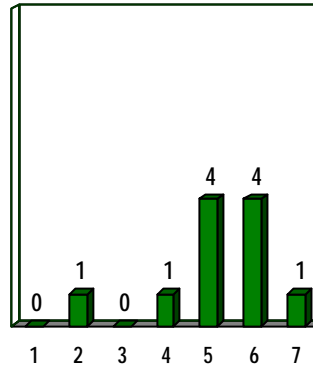
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



ExCo11 Feedback

Avg. = 4.64

SD = 0.88

N = 11.00

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

7. Agree Strongly

6.

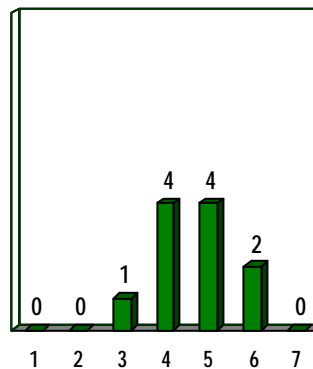
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly





ExCo11 Feedback

Avg. = 5.18

SD = 0.83

N = 11.00

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

7. Agree Strongly

6.

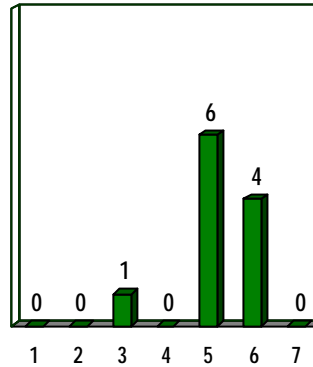
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



ExCo11 Feedback

Avg. = 5.45

SD = 0.78

N = 11.00

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

7. Agree Strongly

6.

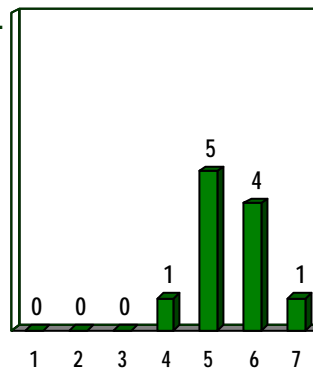
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly





ExCo11 Feedback

Avg. = 4.73

SD = 1.14

N = 11.00

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

7. Agree Strongly

6.

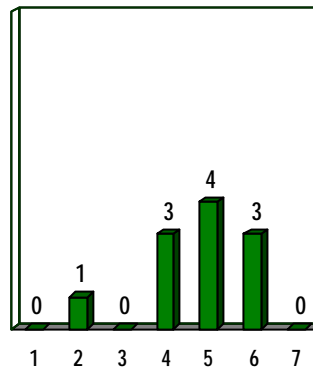
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



ExCo11 Feedback

Avg. = 3.18

SD = 1.99

N = 11.00

6. I read all of the relevant documentation.

7. Agree Strongly

6.

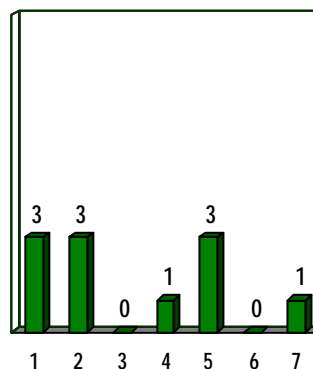
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly





ExCo11 Feedback

Avg. = 5.58

SD = 1.38

N = 12.00

7. I have actively participated in ExCo11 discussions.

7. Agree Strongly

6.

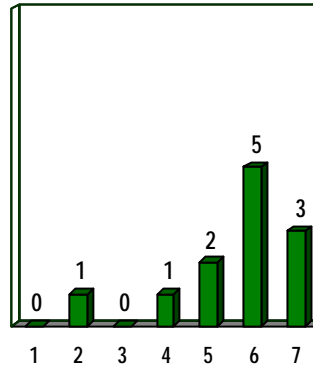
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



ExCo11 Feedback

Avg. = 5.82

SD = 1.40

N = 11.00

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

7. Agree Strongly

6.

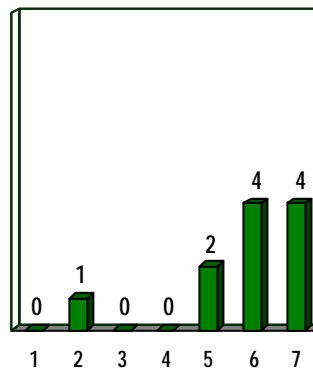
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly





ExCo11 Feedback

Avg. = 5.00

SD = 1.08

N = 12.00

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

7. Agree Strongly

6.

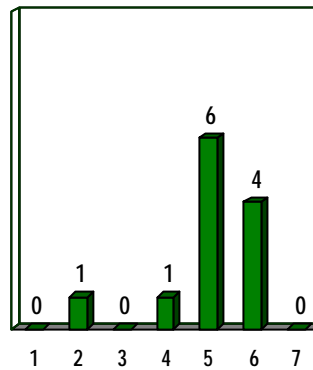
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



ExCo11 Feedback

Avg. = 5.50

SD = 0.87

N = 12.00

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

7. Agree Strongly

6.

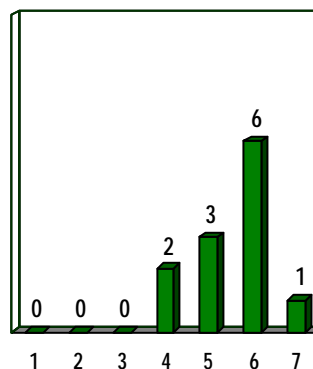
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly





ExCo11 Feedback

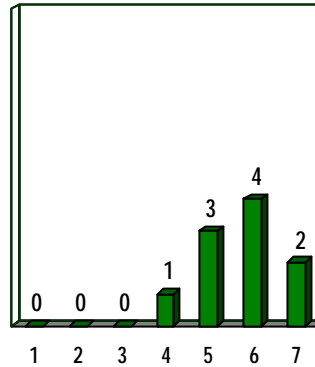
Avg. = 5.70

SD = 0.90

N = 10.00

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



ExCo11 Feedback

Avg. = 2.25

SD = 0.90

N = 16.00

I spend ____ hours per month on ExCo matters.

- 4. 12+ hours
- 3. 8-12 hours
- 2. 4-8 hours
- 1. 1-4 hours

