

Summary of ExCo 12 Discussion and Recommendations to the CGIAR on IWMI EPMR¹

R. Rabbinge presented the following main points from the SC commentary:

- IWMI, through its DG, has been successful in highlighting the importance of water management, water policy, etc.
- Strategic planning is an issue and is recommended that this be addressed by hiring of a Director of Research at the Center.
- Improvement is needed in the Center's track record of publications. IWMI works with many of partners but this work is not visible in publications.
- Roles of IWMI and the Challenge Program on Water and Food should be more clearly differentiated.

N. Datta presented the CGIAR Secretariat's comments on the governance, management and finance aspects of the EPMR. The CGIAR Secretariat:

- Complimented IWMI for diversity in its Board composition.
- Agreed with the need for the Board to be more engaged in providing strategic guidance to the Center but concurred with IWMI that a smaller and focused Program Committee could be a way to achieve that objective.
- Encouraged the Center to increase professional financial expertise on the Board.
- Supported the panel's suggestion to make attendance at the CGIAR Board orientation as well as Center-specific orientation program mandatory for new board members.
- Complimented IWMI on its initiatives in HR.
- Congratulated IWMI and WorldFish on their joint venture for alignment of corporate services; the Center should closely monitor implementation of the agreement.
- Encouraged the Center to focus on financial issues, especially the reserves indicator.

Discussion:

- Some members highlighted the need for increased presence of IWMI in CWANA and putting more emphasis on policy; it should also work closely with ICARDA.
- IWMI should consider its comparative advantage vis-à-vis other international institutions dealing with water issues.
- The review noted IWMI's initiatives in HR; however, impact assessment, publications and research outputs suggest that it is not doing well in terms of coordinated HR management.
- HR management needs strategy, leadership, and staffing. The Center needs all elements in place in order to have good outcome.

Several ExCo members expressed disappointment about the absence in the meeting of a representative (DG or Board Chair) from the Center. They suggested that future Center

¹ Excerpt from Twelfth Meeting of the CGIAR Executive Council (May 16-17, 2007) Summary Record of Proceedings, June 5, 2007.

EPMR discussions at ExCo meetings should include participation of the Center DG and/or Board Chair. On this occasion, a detailed record of ExCo's discussion on this EPMR should be sent to IWMI for information.

Conclusion and ExCo Recommendation to the CGIAR:

- *ExCo recommended that the CGIAR endorse the IWMI EPMR recommendations.*
- *ExCo commended the well constructed and balanced review of IWMI.*
- *The Center could do better in some areas, e.g. stronger publication record as evidence of scientific capacity and quality of research. The recommendation on urban agriculture did not receive strong endorsement.*
- *ExCo recommended that EPMR discussions at future ExCo meetings include participation (in person or virtually) of the Center DG and/or Board Chair.*