

**Meeting of the Center Board Chairs (CBC)  
of the Consultative Group on  
International Agricultural Research**

**October 21 - 23, 2004**

**CIMMYT  
El Batan, Mexico**

**Draft**  
*Summary Record  
of  
Proceedings*

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## ***Attendance***

<i>CIAT</i>	Jim Jones, Board Chair
<i>CIFOR</i>	Angela Cropper, Board Chair
<i>CIMMYT</i>	Alex McCalla, Board Chair
<i>CIP</i>	Jim Godfrey, Board Chair
<i>ICARDA</i>	Margaret Catley-Carlson, Board Chair
<i>ICRISAT</i>	Uzo Mokwunye, Board Chair and <b><i>CBC Chair</i></b>
<i>IFPRI</i>	Isher Judge Ahluwalia, Board Chair
<i>IITA</i>	Mortimer Neufville, Board Chair
<i>ILRI</i>	John Vercoe, Board Chair Uwe Werblow, incoming Board Chair
<i>IPGRI</i>	Benchaphun Shinawatra Ekasingh, Board Chair
<i>IRRI</i>	Keijiro Otsuka, Board Chair
<i>IWMI</i>	Remo Gautschi, Board Chair
<i>Africa Rice Center</i> <i>WARDA</i>	Richard Musangi, Board Chair
<i>World Agroforestry</i> <i>Center</i>	Eugene Terry, Board Chair
<i>WorldFish Center</i>	Robert Kearney, Board Chair
<i>Executive Secretary</i>	M. Caryl Jones-Swahn

## ***Special Guests***

Ian Johnson, CGIAR Chairman  
Francisco Reifschneider, CGIAR Director  
Usha Barwale Zehr, Chair, CGIAR Private Sector Committee

## Agenda Item 1

### **Welcome:**

Alexander McCalla, Chair of the Board of CIMMYT, welcomed all CBC members to Mexico, and wished everyone an enjoyable and interesting stay.

Uzo Mokwunye, Chair of CBC, opened the meeting welcoming Angela Cropper, Chair of the Board of CIFOR, to her first CBC meeting. The Chairman bid a special farewell to three Board Chairs: Benchaphun Shinawatra Ekasingh (IPGRI), Robert Kearney (WorldFish) and John Vercoe (ILRI) who were attending their last CBC meeting as Center Board Chairs, and thanked them for their contribution to the Committee.

A full list of participants is included in this report.

### **Review and Approval of Draft Agenda:**

After a few points of clarification, the Draft Agenda was adopted and is attached as Annex 1.

### **Formal Approval of Draft Minutes from Aleppo meeting:**

The Committee reviewed the draft minutes from the Aleppo meeting. With minor amendments, and with a vote of thanks to the Chair and the CBC Secretariat for producing an excellent set of notes, the Draft Notes of the meeting held in Aleppo from May 5-7, 2004, were approved.

The Chair outlined, and the CBC agreed, the new procedures for virtually approving the notes of CBC meetings. As soon as possible after the draft notes have been circulated to CBC members, the notes will be approved virtually and posted on the CBC web site as draft notes. Formal approval of the draft notes will be undertaken in the following meeting. The web site will be updated as necessary.

## **Agenda Item 2: Follow-Up from May 2004 CBC meeting and Working Groups**

### **(a) Genetic Resource Policy Committee (GRPC)**

Benchaphun Shinawatra Ekasingh introduced this item, reporting that the GRPC has its 16<sup>th</sup> session in Rome, September 1-3, 2004. Prior to this meeting, it organized a “GMO Workshop” in collaboration with the Science Council called “Technical Issues Associated with the Development of CGIAR Policies to Address the Possibility of Adventitious Presence of Transgenes in CGIAR *Ex Situ* Collections.” A press release was issued regarding this Workshop and is posted on the IPGRI site: [www.ipgri.cgiar.org](http://www.ipgri.cgiar.org)

The GMO Workshop was attended by eight GRPC members (including members from the Science Council and a representative from farmers’ organizations), 15 experts and stakeholders from Universities, the private sector and Government agencies, and 12 CGIAR Centers as well as the Science Council Secretariat. Although invited, no representatives of NGOs participated in the workshop.

The overall objective of the Workshop was to provide technical inputs to be used in the development of a system-wide policy (or policies) responding to the probability of the unintentional introgression of transgenics into the *ex situ* collections held by CGIAR Centers.

Outcomes from the Workshop included the recognition of the overriding principle that gene banks, in managing the samples they conserve, should take all measures to maintain the sample’s genetic integrity. Best practices vary from crop to crop and, by following best practices at all stages, the probability of introgression of any genes, whether from GMOs or from conventional crops, should be minuscule. With regard to collecting new gene bank samples, which could have unintentionally received transgenes from GMOs, the workshop drew up a decision tree that considers the specific crop and its individual reproductive biology, the region where it is being collected, and the status of GMO research and availability. This information allows the assessment of the risks of

introgression of transgenes into germplasm accessions and provides advice to gene banks on subsequent management steps. The outcome of the workshop is the first step in a consultative process that clarifies the way forward.

Based on technical inputs from the workshop, at its meeting in September the GRPC identified elements to be included in a first draft of guiding principles for the development of Center policies. Once drafted, a wide process of consultation will be initiated, including:

- Posting the guiding principles on a public website with a request for comments;
- Working with GFAR to engage farmers, NARS and civil society in consultations;
- Individual Centers consulting with their host country governments with respect to some aspects of the guidelines that are relevant to the host country regulations;
- Consultations with the CBC and CDC during the meetings in Mexico;
- Attending a suitable NGO forum meeting to discuss the draft guiding principles.

Dr. Ekasingh informed CBC that a summary of progress to date will be presented at AGM04.

Discussion:

- The importance of working with NGOs on this issue was stressed, and it was suggested the GRPC identify a major NGO with whom to dialogue. Members believed it was time to proactively work to re-establish an active system-wide NGO committee.
- Speakers agreed that individual Centers have an open and supportive relationship working with NGOs on a daily basis and that this relationship must be improved at the system-level. It is in the best interests of all to ensure useful discussions take place on all important issues, such as GMOs. The CG system must review ongoing channels of communication with NGOs to determine the possibility of expanding existing discussions to include the dialogue on GMOs.
- It was agreed that African agriculture cannot move forward without the benefit of biotechnology, and that the voice of Africa should be heard above all else. NGOs from the north should not impose their opinions on the people of Africa.

Spokespersons from Africa should make their opinions known in such a way as to make a difference.

- The issue of developing a communications strategy to influence public opinion and educate the media was raised, and it was agreed that this is an area to be further discussed with the Marketing Group.
- CBC members were advised to review the latest FAO release in which FAO endorses the use of GMOs. This release can be found on:
- The CBC welcomed the work of the GRPC and looked forward to reviewing the draft guiding principles which will provide gene bank managers with directions on how to prevent GMO contamination.

#### **(b) CGIAR Board Nominees**

John Vercoe updated the CBC on the current status of the appointment of CGIAR nominees to Center Boards. He reminded participants that he and colleagues from the CG Secretariat had developed a process of nominating CGIAR-nominees to Center Boards, which depends on a well-populated data base. The process attempts to engage the membership more closely in the appointment of their Board Members. The most important feature of the new system is that the Boards still control the process because they select the names that go forward to the ExCo and, because of their obligations to carry out due diligence, the Boards have the final determination on Board composition.

The process for appointing CGIAR nominees to Center Boards was endorsed by the CGIAR in March 2004, and the CG Secretariat is in the process of rolling out the new database, which will be demonstrated to the CBC at the end of the meeting.

During ExCo 7 held in September 2004, reservations were expressed by some ExCo members and ExCo recommended that it be included as an item for discussion at AGM04. A strong concern was expressed that (in step 2.b.) each Center's existing Board, and not the CGIAR, submits the set of names of possible CGIAR nominees on Boards for consideration by the Boards. Members were concerned that this does not

respond to CGIAR's need to have board members who are truly nominated by the CGIAR.

Next Steps:

- After a lengthy discussion on this topic both during the CBC meeting, at the CBC session with the Chairman and Director of the CGIAR, and also at the Business Meeting of AGM04, it was decided that the process agreed in March 2004 be implemented for a two-year period, after which a review would take place to derive lessons and recommend next steps. This would allow time for adjustments to be made to allay concerns of those who expressed reservations. Therefore, the process endorsed by ExCo and approved by CGIAR would be implemented and remain in place until the end of 2006. The issue would be taken up again by Members at that time.
- It was also agreed that selection criteria for CGIAR nominees would be further developed by CBC and the CGIAR Secretariat.

### **(c) Working Group on Challenge Programs**

Remo Gautschi introduced this item and provided a status report to participants on this issue. The CBC/CDC Working Group on Challenge Programs (WGCP) established in Aleppo, May 2004, and comprised Remo Gautschi (IWMI), Eugene Terry (World Agroforestry Centre), Adel El-Beltagy (ICARDA), and Masa Iwanaga (CIMMYT). The WGCP started working virtually in May/June in order to take stock of possible problems with the Challenge Programs and to propose an efficient way of assessing the initial implementation of the three ongoing CPs. Work started with the intention of formulating TORS for the WGCP as quickly as possible. Prior to the formulating and launching of any new Challenge Program, the WGCP felt it was necessary to produce an assessment of the pilot CPs, along with a document outlining the lessons learned.

In July, the WGCP was informed that ExCo6 had mandated the CG and Science Council Secretariats to undertake a similar review of ongoing pilot CPs. In response, the SC/CG commissioned Dr. Guy Poulter, Director of NRI, University of Greenwich, UK, to undertake this study.

In the course of undertaking this study, Dr. Poulter met with Dr. Gautschi. During this meeting, it became clear that the “Poulter Review” would deal with all relevant aspects of the CPs, and that Poulter would deliver his findings in a much shorter time than any work undertaken by the WGCP. The WGCP, in consultation with the CBC Chair and others, therefore determined to review the final outputs from Dr. Poulter’s work before starting any, possibly duplicative, work of their own.

The report prepared by Dr. Poulter was completed and presented to the SC/CG Secretariats in early September, and has since been synthesized by the Secretariats into the “Synthesis of Lessons Learned from Initial Implementation of the CGIAR Pilot Challenge Programs.”

Dr. Gautschi was of the opinion that the Synthesis document provided a solid basis for CBC/CDC discussions and deliberations, and there was no need for the WGCPs to undertake further analysis of the pilot CPs.

#### Discussion:

- Participants believed the synthesis report did not fully cover the overarching issue of Board responsibilities within the governance mechanism of CPs. A set of governance parameters should spell out key questions of governance, including legal and administrative matters.
- Prescribing a single model of governance for all CPs is inappropriate. Flexibility in governance must be retained. However, a set of governance parameters should be developed.
- The linkage of CP and Center governance bodies should be clarified to avoid legal and oversight problems. Lines of accountability should be

more clearly stated. Good oversight is required to properly monitor transaction costs.

Next Steps:

- Further discussion of this topic to be undertaken in the joint CBC/CDC meeting.

### **Agenda Item 3: CDC Collective Action Retreat**

Margaret Catley-Carlson, Alex McCalla and Uzo Mkwunye briefed participants on a CDC retreat held in early July which resulted in a decision by the CDC to work together more collaboratively under a “Framework for Collective Action.” During this retreat, the Directors General determined the changes needed in the functioning of their existing mechanisms to create, enhance and enforce the dynamic of collaboration. Some changes were to begin immediately; others to be finalized during the meetings in Mexico.

Two primary motivations impelled the change: the real world challenges that must be faced if poverty alleviation and rural development are to be achieved; and a sober analysis of deficiencies in the existing collaborative relationships which must be addressed if viable, ongoing dynamic cooperation is to be achieved. Centers are also very mindful of the need to meet donor requirements for economy and a system wide response on a variety of issues.

The changes proposed by the Retreat will benefit the whole CGIAR System. The thrust of the collaboration will be collective programs around common goals with national partners, regional and sub-regional organizations, etc., to deploy collective Center resources more strategically and efficiently and meet the articulated demands of partners, as well as emerging opportunities and responsibilities. Collective actions of the Centers will lead to stronger common policy positions and policy impact.

To capture the opportunities and address the problems, the Retreat made key recommendations that, when implemented, would change the mandate and functioning of existing inter-Center mechanisms. These are to:

- Create a formal alliance of the 15 Centers
- Re-constitute the CBC to create the Alliance Board and the CDC to form the Alliance Executive; institute an Alliance Secretariat
- Refine and adopt the 10 guiding principles proposed for the Alliance
- Promote more efficient and effective collective action by a contractual approach and good conflict resolution mechanisms
- Streamline more of the Centers' policies and practices by common standards
- Produce quick wins, especially in Sub-Saharan Africa, with a pilot sub-regional MTP, a country level pilot project and a capacity building strategy.

To achieve the quality and scale of the new changes to which Centers are committed is no easy task. The CDC plan to engage in this process in a consultative, professional and well-resourced manner that does not shy away from the complexity of reforms. The next stage is to complete this work during the CG Annual General Meeting in Mexico and to establish a common platform to move forward.

It must be appreciated that this is a basic concept of need – the rules for collective action will have to be formulated in more detail over time.

The Framework for Collective Action was the major issue to be discussed at the joint meeting of the CBC/CDC. It was hoped that following these discussions, the CBC and CDC would issue a joint statement which would be tabled at the AGM.

Discussion:

- CBC viewed the desire to work collectively on the part of the Centers as a positive course of action, and commended the CDC for initiating the establishment of the alliance and moving the system to a higher level of performance.

- Timing of the Framework for Collective Action with reference to Center work in Africa seemed very appropriate given the creation of the two CGIAR Task Forces on Sub-Saharan Africa, and the work the consultants were currently undertaking to support the Task Forces. Members also recognized the work of the Science Council reviewing the mandates and overlaps between Centers, as well as the Challenge Program on Sub-Saharan Africa which was currently being designed. It was strongly believed that Centers would benefit from providing a consolidated input into all programs.
- The CG Task Forces had requested Center input as background information for their report and it was appropriate, therefore, that the Centers put forward their collective vision as an input into the Task Force recommendations.
- The initial focus of the Collective Action will be on the Centers work in Africa. This focus will be expanded to the global impact of the Centers in due course.
- Clarification was requested on issues of both programmatic and structural alignment, and whether the Collective Action arrangement would cut across some of the problems which arise in a competitive funding market.
- Several Board Chairs had already had an opportunity to discuss the Collective Action proposal with their Boards and most were in favor of moving forward – cautiously. Issues raised in these discussions included the increased transaction costs associated with the Collective Action arrangement vs. the cost of inaction with Centers continuing to work independently.
- Agreement was reached that it was not necessary for the CBC to reconstitute itself into a full-time Alliance Board as the Alliance Board would only govern the collective work of the independent Centers when necessary. Initially the focus of the Alliance Board would be to serve as a higher body on conflict resolution, but other roles and responsibilities could be added to their mandate in due course. It was agreed the work of the Alliance Board should be reviewed in 2-3 years to determine whether the CBC was the best mechanism to handle inter-Center conflict resolutions, etc., but that the CBC should endorse the proposal as was put forward, and encourage the CDC to move forward.

- CBC supports the general principle of collective action, recognizing the Framework paper is a work in progress.
- The CBC warmly welcomes these positive developments and will support this new and creative impetus by acting as a Board for the Alliance, with an initial focus on serving as a higher body on conflict resolution.

Next Steps:

- Further discussion on this item to be held during joint CBC/CDC meeting.

#### **Agenda Item 4: Role of the CBC within the CGIAR**

John Vercoe introduced this item stressing that Center Boards are increasingly being seen as the key “drivers” of the System and, as such, are under increasing scrutiny to ensure they function efficiently and effectively. As donors have a keen interest in the effective operation of individual Center Boards, it is important that the CBC take action to ensure Boards perform in the best possible manner.

The CG Secretariat, prompted by some donors, has requested a “code of conduct” for Boards. Further discussions with the CGIAR Director have led to the interpretation of this as “guidelines” for how Boards should look and operate. As background to the development of a “code of conduct”, the Secretariat had undertaken a desk review of the EPMRs of Centers, with specific emphasis on the governance the Boards. The desk study reviews and synthesizes the Board evaluation results and the recommendations of the last EPMR of each Center, and draws conclusions across Centers about strengths and weaknesses of Center Boards in fulfilling their roles and meeting their responsibilities. The study finds that Center Board performance varies considerably across Centers and that there is wide scope for improving Center Board performance. This draft document has recently been distributed to the CBC, the Science Council Chair, and the CDC Chair.

John Vercoe informed the CBC that since the last meeting the home page on the CBC website had been updated to more fully reflect the roles and responsibilities of the CBC, but that a decision had not yet been taken as to whether to update the seven-volume

*Reference Guides for CGIAR International Research Centers and their Boards of Trustees.* He requested a decision as to whether and who should undertake this revision.

Discussion:

- It was agreed that this was a very important discussion and one that needed to be addressed by the CBC as a matter of urgency. The perception of donors that Boards were not performing satisfactorily must be acknowledged and the CBC must take the necessary action to strengthen the Boards so as to dissuade these opinions.
- After a lengthy discussion, it was agreed to commission an external Stripe Review of Board Performance to be undertaken during 2005. A CBC Working Group on Stripe Review (WGSR) comprising Jim Godfrey (Chair), Alex McCalla and John Vercoe, will draw up the draft Terms of Reference for the review, design a timeline for next steps and propose a realistic financing plan.
- Full and frank discussion followed regarding the Secretariat desk study. Members felt the study was fundamentally flawed in that the data reviewed was outdated – in some cases, as much as 5 years old. Many of the issues detailed in individual Center EPMRs and highlighted in the desk study had been rectified by the Boards and were no longer valid. The Chair was not aware of the desk study and disagreed with the manner in which it had received wide distribution. It was agreed this study, along with issue of the wide distribution it received, would be discussed with the Chairman and Director of the CG.
- One Board had currently scheduled a CCER for governance and management for early 2005 to address issues raised in the EMPR. TORS for this study are available for review by all CBC members.
- The role of the CBC was discussed and agreement reached that the value of the CBC is as a forum to exchange good practices. In order to further this role and to provide a forum to discuss the improvement and evaluation of Board performance, it was agreed to schedule a retreat after the May 2005 CBC meetings. The retreat will also provide an opportunity for the CBC to review the manner in which it will function as an Alliance Board.

Next Steps:

- WGSR to follow-up on elements required for stripe review.
- Secretariat Desk Study to be discussed with CG Chairman and Director.
- Chair to work with WGSR to design May 2005 CBC Retreat.

## **Agenda Item 5: Special Joint Session with CDC Collective Action: “The Road from Addis to Mexico”**

The CBC Chair, Uzo Mokwunye, opened the meeting with a welcome and thank you to CIMMYT staff for their hospitality. He introduced two Board Chairs attending their first meeting: Angela Cropper (CIFOR Board Chair), and Uwe Werblow (Incoming Board Chair, ILRI). He reported the CBC would bid good-bye to several Board Chairs after AGM04, including Benchaphun Shinawatra Ekasingh (IPGRI Board Chair), Robert Kearney (WorldFish Board Chair), Richard Musangi (WARDA Board Chair), and John Vercoe (ILRI Board Chair). He thanked the departing members for their time of service to both their institutions and to the System.

Kanayo Nwanze, CDC Chair, thanked Masa Iwanaga and Alex McCalla of CIMMYT for their welcoming hospitality and honored two departing Directors General, Ron Cantrell (IRRI) and Hubert Zandstra (CIP), who were attending their last CDC meeting and would be retiring before the CDC and CBC held their spring meeting.

The CDC Chair began the Special Joint Session of the CBC and CDC by briefing the meeting on the decisions of the CDC preparatory to the Special Session. He reported that the CDC had unanimously agreed the Future Harvest Centers would form an alliance, and that the CDC would become the Alliance Executive. The CDC Chair reported the CDC was also in agreement that not all activities would qualify as falling under “collective action” and said this would be made clear when Centers entered into shared programs and activities. He added that a CDC drafting group was assigned to work on a document capturing the guiding principles the Centers wished to adhere to, and that the agreed set

would be a modified version of the document prepared during the CDC retreat in Addis Ababa, July 2004.

The CBC Chair was pleased with the progress made by the CDC, commenting that this made the work of the CBC easier, as the CBC had agreed to base their next steps on the supposition that an alliance would indeed be formed. He said the CBC was in full support of the move to the alliance and agreed that the CBC's next step was to consider the formation and transformation of the CBC into an Alliance Board. He said the following points were important to consider:

- There was a need for a clear understanding of what would be required of each body;
- The Alliance would be seen as a work in progress, and would be modified accordingly by the CBC and CDC when deciding next steps;
- It was clear to both Committees this was the right direction to take, given that the cost of *not* working in a better coordinated fashion would be greater than the costs associated with forming an alliance.

### *Discussion.*

- CBC members pointed out that Board Chairs would still need to consult with their individual Boards, in order to move forward. One member said that CBC members were at different states with regard to the spectrum of opinions about an alliance, and that this must be taken into account.
- CBC members were pleased to hear the understanding reached that not all activities entered into would be considered as collective action, and stressed the need to clarify how specific activities would enhance or improve the work of the Centers.
- The CBC stressed that the Alliance Board would be made up of the existing CBC, would not require the appointment of a separate body, and would not be required to serve as the Alliance Board at all times, rather only when required.

- Members emphasized that there were many on-going activities involving Center collaboration, and did not want to see these impeded.
- One CBC member stressed the importance of taking into account the dynamics currently underway, and how this important decision would feed into other activities (namely the SSA Task Forces). It was therefore considered essential that the Alliance be introduced and understood by the SSA Task Force members.
- It was acknowledged that this was a two-way process involving the Task Force members, to fully understand what the Centers were planning and for the Centers to understand how the System might evolve in the future.
- The idea of a dynamic and evolving activity would need to be accurately conveyed to the CGIAR membership, so that members would recognize this as a move in the right direction. A speaker said the move toward collective action should be seen as complementary to the change and reform process currently underway within the System.
- The CGIAR had evolved only in part as a System, because it has a missing link, another speaker stressed. The step towards collective action was an attempt to fill this gap and should be interpreted as part of the logical evolution, with a need for the Centers to become more proactive in the future.
- Speakers asked for further clarification as to how the Alliance Board would interact with the individual Boards.
- Another asked if the CDC was ready to demonstrate that an alliance of this nature was prepared to deliver “more bang for the buck”?

The CDC Chair responded positively to the above points and stressed that activities to be implemented through the “quick wins” programs focused initially on SSA, including issues identified within the MTPs, and would provide the CDC with what was needed to move forward with tangible new results. He added the CDC was not in a position to advise the CBC on their roles and responsibilities, but did want the Alliance Board to provide collective governance and provide conflict resolution. He mentioned three important reasons the Centers needed to operate as an alliance:

- To improve the Centers capacity for collective action
- To create a mechanism for conflict resolution
- To raise awareness and visibility of the Centers through an alliance

A CBC member suggested the need for a signed document (or an agreed upon charter) to help clarify the principles and formulate a schedule for collaborative activities. He suggested the document address ongoing activities, as well as new areas of collaborative work. The CDC Chair agreed and said the CBC and CDC would begin by signing off on agreed upon guiding principles and a resulting time frame, and would explore the idea of formulating an Alliance Charter.

**Learning from the past and making changes for the future.** The discussion continued by reviewing what had taken place in the past for the Centers, how the move toward an Alliance of the Future Harvest Centers would differ from past activities, and what this would mean for individual Boards and Centers alike:

- The CBC stressed the need to discuss what an Alliance Board would mean for individual Boards and how the CGIAR membership would view this body. The question was raised, “were the new responsibilities given or earned”?
- It was not for the Centers to ask for endorsement, rather to clarify to the membership what they planned to do, and how new activities would be carried out. One member suggested holding a briefing session with key donors, to help clarify issues or alleviate any concerns that might exist.
- There was a need to know what constitutional responsibilities would be given to the Alliance Board (on the part of the individual Boards) in order to make an alliance work.
- The Boards may not need to cede anything over to the Alliance Board. Rather it was important for the Boards to accept that collective action by Centers was in their communal best interest. If the Boards would be required to cede any powers, these would need to be agreed upon by Centers entering into an agreement to work together.

- One may not rule out the possibility to cede powers to a central authority. This would depend on the function of such a central board. The role of the Alliance Board would probably eventually extend beyond conflict resolution, and the Committees would need to decide how “deep” some of the issues of integration would extend.
- The suggestion was made to document the benefits, as some speakers thought the Committees would not need to do anything more than convince others that this was a good idea that required action.
- One member asked if a time frame would be attached to any of the quick wins and if there would be an interim meeting with the CBC as the Alliance Board?
- The CDC Chair responded there would most likely be a meeting of the CBC and CDC Executive Committees early in 2005 to begin work, and to prepare for the May meeting. The next step for the CDC would be to take decisions as to how and when they would implement the Executive Office and prepare for collective activities to be put into motion between AGM and May.
- It was also worthwhile to consider what had stopped the Centers from working together more effectively in the past, to avoid repeating some of the same mistakes.
- Cause for the trouble in the past was perceived as a lack of will and cooperation. In order to get past this the Centers must focus on the strengths of each Center and add a clear division of labor.
- The way forward might be found in how the Centers chose to work within their “overlapping mandates” and view these as areas where they were capable of helping farmers increase their earning capacity. The need to focus on a more constructive way of moving forward was emphasized.
- It was suggested that existing overlapping mandates be viewed as areas for the work of the Alliance.
- It would be useful to look beyond mandates. The MTP process included in the “quick wins” was seen as one way to effectively approach this.
- Often Center scientists on the ground were ready and willing to work together, but problems or constraints at the executive level had precluded joint efforts.

- The Centers should be cautioned against oversimplification. What was most important was the Centers' agreement that the poor were the primary clients, and that this principle should be the driving force behind decisions taken and collective work pursued. This meant extending partnerships beyond the CG partners.
- The suggestion was made to look for areas of optimal synergies from the collaborating Centers. This would also apply to ecoregional and regional work and responsibilities.
- The issue of overlapping mandates was seen as a real issue to tackle in the future, and would not be resolved or properly addressed during the current meeting. The general consensus was that there was a need for the Boards to provide strong incentives for collaboration, accompanied by assistance in conflict resolution and governance.
- Speakers agreed the behavior of the Centers would be scrutinized closely in the coming year, as the Alliance of the Future Harvest Centers came into being, and it was important to realize that there were conflicts in the past, but that mandates must be secondary if Centers were to successfully work together.
- The donors would also need to see how an alliance would help solve problems, providing solutions that several players could participate in and be a part of.

**Moving Forward.** The CBC and CDC were pleased to take the next steps towards the formation of an alliance and realized it was a work in progress, but an important first step. The CBC Chair stressed that five years from now the Centers would be judged by the progress made. Now that approval was given, he said the CDC must create small committees to put ideas into play, realizing that issues such as commodities and ecoregional aspects would be included in future discussions.

The Chairs said that the Committees agreed in principle to the task before them and would ask the Executive Officer of the FHAO to work with members of the CBC in drafting a one page document that could be read during the CGIAR Business Meeting, as an official kick-off and to inform the membership.

The CBC and CDC Chairs closed the session with thanks to the members of both Committees for taking the important first steps in a very positive direction. They acknowledged obstacles existed, but said success would be determined by how the Centers learned to handle the challenges, and in how they designed creative ways to include their partners and clients.

***Decisions.***

- The CBC and the CDC endorsed the establishment of an Alliance of the Future Harvest Centers to further enhance the collective action of the CGIAR Centers, and to enhance the current reform programs initiated for the CGIAR.
- The CDC would transform itself immediately into the Executive of the Alliance.
- The CBC would transform itself into the Alliance Board and would inform their colleague board members.
- An agreed joint statement of CDC and CBC was released widely during AGM04 (see Attachment 2)
- Between AGM04 and May 2005, the CDC and CBC ExComs would meet to discuss progress and review priorities regarding implementation of the Collective Action Framework.

**Agenda Item 6 & 7: Reports from Centers**

For these sessions, it was agreed that Board Chairs would submit their notes to the Executive Secretary who would then post them on the web.

**Agenda Item 8: CBC Statement to AGM04**

The Chair shared with AGM04 the main activities of the CBC over the past year. An excerpt from the Minutes is found below:

“CBC Chair Uzo Mokwunye stated that CBC welcomes the Centers’ initiative to enhance collective action. CBC firmly believes that this effort will add value to and complement the work of the TFs on SSA.

He noted that CBC has embarked on a set of activities that will enhance the performance of Center Boards to meet expectations of CGIAR Members. It has agreed to commission an external review of board performance and Center governance. To better understand the expectations of Members, he requested Members to cooperate with the consultants that will be contracted to undertake the study. He informed Members that CBC will conduct a second round of board orientation courses at the close of AGM04. The courses have been amended as a result of feedback received after the pilot course held in May 2004. Additional orientation programs are planned for 2005.

Finally, CBC continues to demonstrate initiative by contributing to the performance measurement system by participating in the WG and it wholeheartedly endorsed the elements identified by the WG. It will work to ensure that a viable and useful system is adopted for all components of the CGIAR System. He concluded by reiterating CBC’s commitment to the reform process, and stressed CBC’s dedication to the goals and mission of the CGIAR.”

## **Agenda Item 9: Any Other Business**

### **(a) Succession Plan for Vice Chair, CBC**

On behalf of the CBC Nominating Committee comprising Benchaphun Ekasingh Sinawatra, Richard Musangi and himself, John Vercoe was pleased to announce the nomination of Jim Godfrey as Vice Chair of CBC to replace Alex McCalla. .

His candidature was unanimously endorsed by the CBC, and Jim Godfrey will take up his new position as of January 1, 2005.

**(b) CBC Budget/Bank Account**

For information, the Chair tabled the 2004 CBC budget to date showing an estimated under-run of \$30,000 at the end of the year, along with the 2005 budget breakdown totaling \$97,350, being an annual contribution of \$6,250 per Center. It was agreed to carry over the \$30,000 to 2005 to cover additional expenses for the Board Orientation Programs and/or costs associated with the Stripe Review of Board Performance.

It was agreed to circulate the annual statement of accounts to all CBC members as of December 31, 2004.

Next Steps:

- Caryl to circulate 2004 Statement of Accounts to CBC members.

**(c) CBC Retreat**

As previously agreed under Agenda Item 7, the CBC will hold a retreat to discuss the Role of the CBC in the CGIAR from May 7 – 8, 2005. The Retreat will be held at the World Fish Center, Penang, Malaysia.

**(d) Membership in CBC Working Groups**

It was agreed that Benchaphun Sinawatra Ekasingh would attend the February 2005 GRPC meeting on behalf of the CBC.

It was also agreed that Uwe Werblow, incoming Board Chair, ILRI, would replace Bob Kearney on the Working Group on Compensation.

A full list of membership in CBC Working Groups can be found on the CBC web site.

**(e) Date and Place of Next Meeting**

The next meeting of the CBC and the joint meeting of the CBC/CDC will be May 4 – 6, 2005, at the World Fish Center, Penang, Malaysia.

**(f) Dates for Future Board Orientation Programs**

It was agreed that four Board Orientation Programs would be held in early 2005. Dates and locations as follows:

**ILRI Campus, Addis Ababa, Ethiopia**

Program 1: Wednesday, February 23 (pm) thru Friday, February 25, 2005

Program 2: Thursday, February 24 (pm) thru Saturday, February 26, 2005.

**World Fish Center, Penang, Malaysia**

Program 1: Saturday, April 30 (pm) thru Monday, May 2

Program 2: Sunday, May 1 (pm) thru Tuesday, May 3.

**Agenda Item 10: Meeting with Private Sector Committee**

The CBC Chair welcomed Dr. Usha Barwale Zehr, Chair of the CGIAR Private Sector Committee since January 2004. He requested Dr. Barwale to brief the CBC on the role and responsibilities of the Private Sector Committee and to bring the CBC up to date on those current and future activities of the PSC which will impact on the Centers as a whole.

As background, Dr. Barwale informed the CBC that the PSC is made up of twelve members who serve in their personal capacities, and come from the North and the South, the different geographical regions, and large and small companies. Committee members represent the principal sub-sectors that are of particular interest to the CGIAR: agribusiness, fertilizers and crop protection, seeds/biotechnology, animal health/biotechnology, animal production, forestry, and fisheries.

Dr. Barwale stated current work plan of the PSC reflects more interaction with the Centers and focuses on three initiatives:

### *1. Alliance Building Initiatives.*

Working on three fronts:

- (a) Challenge Programs – working towards enhancing private sector participation in CPs. It will also assist the CGIAR, if requested, in organizing independent *ad hoc* reviews of CPs or CP proposals.
- (b) Center Interface Programs – carrying out preparatory work in two areas: a scientist exchange program and a senior management forum on change.
- (c) Delivery System Programs -- contributing to thinking in this area by developing evolved “hand-off” concepts. It will also examine smallholder finance and distribution mechanisms and make recommendations to the CGIAR.

### *2. Policy Dialogue Initiatives.*

Representing the continuation of an existing PSC initiative and two new programs:

- (a) World Bank/CGIAR/CEO Dialogue. The Committee will continue its facilitating role in this area.
- (b) Public Goods and Property Rights Program. A first initiative in this area will be a Harvard Business School case study developed, based on the experience of the CGIAR with the private sector, that clarifies concepts and issues involved and points to mutually satisfactory solutions.
- (c) Stewardship Programs. These will focus on the private sector’s efforts in responsible deployment of technology and on phyto-sanitary, biosafety, and regulatory issues.

### *3. Communication Initiative.*

A new area of focus for the PSC, which, to date, has limited its communications internal targets (i.e., the CGIAR and the CEOs). Activities will include:

- (a) Declaration of Corporate Support. The principles and intent of the Declaration will be clarified and communicated widely.
- (b) Brochures, OpEds. The PSC will develop brochures and draft opinion pieces advocating the need for public-private partnerships and showcasing the attempts being made through the CGIAR to find a middle ground.

(c) Bellagio Meeting Concept. When sufficient background work is in hand, the PSC could facilitate a Bellagio-type meeting (similar to the meetings held in Rockefeller Foundation's facilities in Bellagio, Italy to facilitate the dialogues that led to the founding of the CGIAR) between the leaders of the CGIAR and those of the corporate world.

In addition to the above, Dr. Barwale reported that the PSC is striving to come up with an opinion on intellectual property rights which will be acceptable to the CGIAR and the private sector.

She concluded her presentation by saying that the PSC is interested in strengthening their working relationship with the Centers.

#### Discussion:

- One member asked Dr. Barwale what the PSC is currently doing in the area of liability. Specifically, what steps do the Centers need to take to meaningfully engage with the private sector in this area?
- Dr. Barwale responded that the PSC had not yet discussed issues of IP and stewardship, and hoped to focus on this issue once other aspects of the work program had been put in motion. Her first thinking was that there would be generic solutions to this issue and the PSC would not be able to issue a blanket policy which covered all technologies. She mentioned that the AATF was a good example of how companies might want to look at issues of liability for a particular technology on a case-by-case basis.
- Regarding intellectual property rights, members were keen to determine if the PSC was working with any prominent specialists in this field. Dr. Barwale stressed that this was an important topic and would be starting discussions in the near future. More communication was needed with the CGIAR and the private sector in this area.
- Members were interested to learn of the system-wide staff exchange program being proposed by the PSC and looked forward to receiving more information.

They were particularly keen to learn how the PSC anticipated linking private sector scientists with Centers, and requested Dr. Barwale follow-up on this initiative as soon as possible.

- Similarly, members were keen to review the possibility of joint appointments with the Centers and the private sector, and whether there would be any conditions imposed upon the private sector secondee to avoid any conflict of interest. Again, Dr. Barwale indicated that although this was a positive move, joint appointments would have to be reviewed on a case by case basis and no blanket policy could be instituted.
- The PSC is looking forward to working with the subcommittees of the Science Council to determine where they can promote common policies. Diversifications of high value crops seemed a promising area where the PSC could bring expertise to the Science Council.

The Chair thanked Dr. Barwale for meeting with the CBC and hoped this would be the first of many opportunities for the Committee to interact with the PSC.

### **Agenda Item 11: Interaction with CGIAR Secretariat Staff**

The Chair welcomed CG Secretariat staff members who had agreed to brief the CBC on ongoing and future work plans.

- Selcuk Ozgediz, Governance and Partnership Team
- Fionna Douglas, Communications Team
- Shey Tata, Finance Team – finance issues
- Salah Brahimy – Finance Team – investor relations.

Copies of speaking notes outlining topics covered, are attached to these minutes.

Discussion:

- The issue of donor perception of Board performance was raised and Secretariat staff assured members that donors were aware and encouraged by the steps the CBC was undertaking to increase efficiency. It was agreed that Centers should

keep donors informed of new Center policies and procedures which increase fiduciary management and tighten financial controls.

- CBC was pleased with the increased level of inter-Center communications, and strongly urged the Marketing Group to work collectively to get the system-wide messages out. The issue of consolidating editing and printing requirements was raised, and it was agreed to review Center requirements with a view to developing a common standard as well as to obtaining discounts on bulk production.
- Given the fiduciary responsibility held by the Boards, they noted the need by all Board members, and new members specifically, to be aware of financial standards. The Finance Team was requested to ensure information on the financial guidelines web site were available as soon as they were approved. It was agreed that Board members be trained to ask the right financial questions of Center management in order for them to be fully informed of Center finances.
- It was vital financial experts were recruited to all Boards, and that they were fully conversant with international standards and norms, as well as best practices as determined by the CGIAR.
- CBC welcomed the participation of Secretariat staff in the new Board Orientation programs. Secretariat colleagues felt there was an opportunity to raise awareness and increase the training courses of Board members to include targeted subject courses: finance, nominations committees, etc. Increasing Board performance is a high priority for the Secretariat, and Secretariat staff is available to support the CBC to develop a comprehensive leadership and management development program to enhance Board effectiveness.
- Secretariat staff briefed the CBC on the pilot leadership and change management training program to be held at the Harvard Business School, December 6 – 10. This course, which is to be led by a number of diverse presenters, will focus on international case studies including a new case study on the CGIAR. CBC requested advance information on all courses available.
- The desk study on EPMRs was discussed. The Secretariat thought it would be useful to have an objective assessment of Center board performance at the system level, and had therefore undertaken the review. The study concluded that external

reviews have approached the issue of governance in a non-systematic way, and the Secretariat has decided that terms of reference for such reviews should be more consistent. It was also concluded that the coverage of governance issues in the EPMRs was uneven, and that it was important to ensure there was sufficient coverage in all reviews. It was agreed the desk study in its current format not be distributed any further, and that if a further study is required, the CBC and the Secretariat will design and agree upon the terms of reference prior to embarking on the review.

- CBC informed the Secretariat that in a number of instances, donors had informed Board Chairs they had no problems with Board performance -- that improving the effectiveness of Boards was not a donor priority. The disparity in this information vs. the message coming from the Secretariat had led the CBC to believe that the Secretariat was pushing a different agenda. CBC informed the Secretariat that they were commissioning a stripe review of Board performance, and would be pleased to receive Secretariat input into the terms of reference for this review.
- It was agreed that communication between the CBC and the Secretariat would be improved in order to move the agenda forward and work towards a common goal.

The meeting was followed by a demonstration of the CGIAR database provided by Jason Yauney of the CG Secretariat.

### **Informal Lunch meeting with Ian Johnson and CBC Members,**

The Chair of the CBC opened the meeting by welcoming CGIAR Chairman, Ian Johnson, and Director, Francisco Reifschneider, and stressed the CBC's interest in an ongoing dialogue with the Chairman and membership of the CG. The Chair then introduced new Board Chairs.

The Chair briefed the Chairman on the CBC meeting held at CIMMYT and specifically mentioned:

- Collective Action: the CBC warmly welcomed these positive developments and will act as a Board for the Alliance when necessary. The CBC unanimously

- supports the CDC in their decision to form the Alliance and will work with the CDC to find solutions to all obstacles which may arise.
- CG Nominee process: the CBC noted that this item would be discussed again at AGM although the process was approved by the membership earlier in the year. After a full and frank discussion at the CBC meeting, the CBC had agreed to amend the approved process and would propose the following procedures be adopted:
    - Boards to inform the CGIAR of upcoming vacancies;
    - Using the newly updated CGIAR database, CG members to provide Boards a slate of three qualified candidates to fill each vacancy;
    - Board to review slate of candidates and, if deemed necessary by the Board, add up to further three candidates (from CG database) to the slate;
    - Name of selected candidate to be sent to membership for approval on no-objection basis;
    - Board to appoint new board member.
  - Synthesis Report on Challenge Programs: the CBC was of the opinion that the issue of governance and the role of Boards were not covered fully in the report. The CBC/CDC Working Group on Challenge Programs had been requested to monitor developments in this regard.
  - Desk Study on EPMRs: the Chair outlined the CBC's concern regarding this document and requested clarification as to who and why it was commissioned. CBC was not aware the review was being undertaken, had no input into the terms of reference for the review, and was very disturbed by the wide circulation the document had received.
  - The CBC continues to be very involved in the Working Group on Performance Measurement, and has appointed a small working group to review the recently published list of performance criteria. Due to the complexity of the of the survey elements, the CBC recommends evaluation on these criteria should not be implemented during the first year. The first year should focus on information which can be obtained from existing databases, thereby leaving time to work on surveys.

- Board Orientation Programs: The Chair thanked the Chairman and Director for their support to the two orientation programs which were to be held at CIMMYT after the close of AGM'04. CBC had revised the program taking into account the evaluations of the participants in the London program and was optimistic the new programs would be beneficial to all participants. Franklin Moore of USAID had kindly agreed to evaluate the CIMMYT programs and, as agreed, his input would be used to update and revise future programs.
- CBC Stripe Review of Board Performance: The CBC has decided to commission an independent Stripe Review of Board Performance to be held during 2005, with a view to improve governance across the system. The CBC would work together with the Secretariat on the design and terms of reference of the review.

The Chairman thanked the Chair of CBC for the briefing. He stated he was delighted to be in Mexico for the first AGM to be held in Latin America. It was anticipated that over 1000 participants would register for this meeting – making it the largest ever. This meeting in Mexico would be used as a bridge from the past 40 years to the next 30 or 40 years, with a focus on the new agenda and relevance of the CGIAR.

Mr. Johnson had met with representatives of civil society organizations (CSOs) in Mexico, as well as with representatives of producers' and farmers' organizations, in order to understand their opinions and to get feedback. He informed the CBC that CSOs were concerned with the issues of GMOs, the North American Free Trade Agreement (NAFTA), and the perception of the CG's close relationship with the private sector. Demonstrations were expected at AGM, but with a limited number of participants. In order to position the CGIAR in public opinion, the Secretariat had placed a number of op-eds in the local media and held a series of media briefings.

On the issue of Collective Action and the forming of an Alliance Board, Mr. Johnson stressed the importance of the CBC and CDC communicating to members that this is not a new legal entity and that the Centers will remain independent Centers who will benefit from more collective action.

On CG Nominees, Mr. Johnson was surprised the issue had been raised again at ExCo 6, and suggested he meet with individual donors to ascertain their exact concerns. He hoped to be able to try and solve the problem prior to the plenary meeting and would discuss the issue further with the CBC chair during the week.

On the draft desk study on EPMRs, Mr. Reifschneider said the Secretariat undertook the study to further improve the management component of the EPMRs, and to assist the Secretariat in the future development of EPMRs in order to help the system as a whole. He felt it was important to continue to look at how to improve the EPMRs. As this was an internal study, there were no terms of reference. The draft was sent to the CBC and copied to the CDC Chair and the Science Council Chair and was not distributed to a wider audience. He reiterated the desk study would help the Secretariat design and improve future EPMRs.

After a full and frank discussion on this issue, Mr. Reifschneider welcomed the decision by CBC to undertake a stripe review of Board Performance. It was agreed that the desk study would be used as input into the larger stripe review. No further use will be made of the document in its current form.

Regarding the role of the Boards in the governance of Challenge Programs, Mr. Johnson felt it appropriate that the roles of boards in collective action – dealing with issues of programmatic and governance -- would best be taken care of within the context of the Alliance Board. He felt this was a positive output which should be communicated to donors.

On Performance Measurement: Mr. Johnson commended the Working Group for doing good work. He stressed it is important to recognize the system is not trying to seek uniform agreement among donors – simply to provide uniform information for donors to use. The World Bank is under instructions from its Board of Executive Directors to use performance measurement indicators. However, other donors are less inclined to use

them, and/or may apply different weighting to different indicators. The main point of the exercise is to try to avoid each donor setting individual performance measurement indicators, and to reduce the specific individual burden for each Center. Mr. Johnson agreed on the complexity of surveys, and informed the CBC that the lead consultant on the task, Prof. Susan Cozzens, would be presenting an update on the exercise at AGM.

Mr. Johnson agreed to put this item as a standing item for discussion at future CBC meetings in order to monitor the number and type of requests Centers receive from individual donors.

Francisco Reifschneider raised the subject of future AGMs, and highlighted three points in relation to timing, location, and format.

Regarding timing, he stated that ExCo has recommended an adjustment to the timing of AGMs to give the SC enough time to review MTPs and prepare documents for submission to ExCo. ExCo also needs time to perform its functions, which feeds into preparation of AGM documentation by the CGIAR Secretariat. Two options were discussed with the SC Chair, and input was received from several Members. There was an option to hold the meeting during the first week of December or the second week of January. Either option would allow enough time for SC and ExCo to complete its work, and conflicts with other international meetings would be avoided. Based on feedback, the first week of December appears to be the preferred option.

Regarding location: Malaysia and Morocco have offered to host AGM in the past. Morocco has again indicated it would be delighted to host the 2005 meeting.

Regarding format: It is proposed to alternate the format of AGM from year to year. Starting in 2005, AGM would be a more business oriented meeting, consisting of a Member-Centers' Day, followed by an expanded two-day business meeting. This would be followed in 2006 by an expanded AGM that, as an example, could include:

- CGIAR Forum (expansion of Stakeholder meeting—open to all):
  - Science Forum (1 day)
  - CSO forum (1 day)
- Member-Centers' Day (1 day)
- National Day—field visits (1 day)
- Crawford Lecture
- Business meeting

The format would be altered from year to year. Such arrangements would enhance the quality of AGMs, optimize time allocation, reduce cost of AGMs, improve science and CSO linkages, and increase time for Center-Member and Member-Member interactions. The new arrangements may increase perception of unwillingness to interact with stakeholders, especially CSOs; but with proactive engagement strategies, it was felt that these issues can be tackled effectively.

CBC members felt that the first week of December would be more suitable than the second week of January, and were in favor of the new format. It was agreed to discuss the details of the new arrangements during AGM, and members urged the CBC Chair to convey their strong support during the meeting.

In closing, the Chairman thanked Mr. Johnson and Mr. Reifschneider for taking the opportunity of meeting with the CBC, and invited them to participate in the next CBC meeting to be held the first week of May 2005 at the World Fish Center, Penang.

### **Adjournment:**

The Chair closed the meeting bidding a fond farewell to the three outgoing Board Chairs, Benchaphun Ekasingh Sinawatra, Robert Kearney and John Vercoe, and special thanks to Alex McCalla and Masa Iwanaga for hosting the meeting at CIMMYT.

With a vote of thanks to the Chair and the Executive Secretary, the meeting was adjourned.

## Attachment 1

### CBC MEETING CIMMYT Headquarters, El-Batan, Mexico October 21 - 23, 2004

#### AGENDA

Time	Agenda Item	Person(s) responsible
<b>Thursday, October 21, 2005</b>		
09:00 – 09:15	<b>Item 1:</b> <ul style="list-style-type: none"> <li>• Welcome and Introductions</li> <li>• Review and Approval of Draft Agenda</li> <li>• Formal Approval of Minutes of Aleppo Meeting, May 2004 (new procedures – virtual approval)</li> </ul>	Mokwunye
09:15 – 09:45	<b>Item 2:</b> <ul style="list-style-type: none"> <li>• Follow-up from May 04 CBC meeting and Working Groups               <ul style="list-style-type: none"> <li>a) GRPC</li> <li>b) CG Board Nominees – incl. updated CG database</li> <li>c) Challenge Programs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Benchaphun</li> <li>• Vercoe</li> <li>• Gautschi</li> </ul>
09:45 – 10 :30	<b>Item 3:</b>  CDC Collective Action Retreat	Catley-Carlson/ McCalla/Mokwunye
<b>10:30</b>	<b><i>Coffee Break</i></b>	
11:00 – 12:30	<b>Item 4:</b>  Role of CBC within the CGIAR	Mokwunye
<b>12:30</b>	<b><i>Lunch</i></b>	
13:30 – 15:30	<b>Item 5:</b> Special Joint Session with CDC (see separate agenda): The Road from Addis to El Batan – Collective Action Report	Mokwunye/Nwanze
<b>15:30</b>	<b><i>Afternoon Coffee</i></b>	
15:45 – 17:30	<b>Item 5 (cont.):</b> Joint Discussions continue on Collective Action Report and follow-up	Mokwunye/Nwanze
<b>19:30</b>	<b><i>CIMMYT Evening for CBC, CDC, and CDDC at Rincon Mexicano</i></b>	

<b>Friday, October 22, 2004</b>		
09:00 – 13:30	Joint Meeting with CBC/CDC (see separate agenda), including luncheon	
13:30 – 14:00	CBC and CDC Re-Join for Other Business, Wrap-Up Session and Decisions for Future Meetings	Mokwunye
14:00 – 15:30	<b>Item 6:</b> Reports from Centers (5 minutes each)	Mokwunye
<b>15:30</b>	<b>Coffee</b>	
16:00 – 16:30	<b>Item 7:</b> Issues Arising from Center Reports	Mokwunye
16:30 – 17:00	<b>Item 8:</b> CBC Statement to AGM04	Mokwunye
17:00 – 17:30	<b>Item 9:</b> Any other business (a) Succession Plan for Vice Chair, CBC (b) CBC Budget/Bank Account (c) CBC Retreat (c) Next meeting and agenda items	
<b>19:30</b>	<b>) CBC dinner hosted by CBC Chair, CIMMYT Guest House</b>	
<b>Saturday, October 23, 2004</b>		
09:00	Bus departs for Hotel Sheraton Centro Historico, Mexico City	
<b>Meetings to be held in Don Genaro Room, 2<sup>nd</sup> floor, Sheraton Centro Historico</b>		
11:00 – 11:30	<b>Item 10:</b> Meeting with Private Sector Committee	Mokwunye
11:30 – 12:30	<b>Item 11:</b> Interaction with CGIAR Secretariat Team Leaders and staff: <ul style="list-style-type: none"> <li>• Governance Team: Selcuk Ozgediz</li> <li>• Communications Team: Fionna Douglas</li> <li>• Finance Team <ul style="list-style-type: none"> <li>○ Salah Brahim (donor relations)</li> <li>○ Shey Tata (finance)</li> </ul> </li> </ul>	
<b>12:30 – 14:00</b>	<b>CBC lunch with Ian Johnson/Francisco Reifschneider (tbc)</b>	
14:15 – 15:00	<b>Item 11 (cont.)</b> <ul style="list-style-type: none"> <li>• Jason Yauney (demo. on database)</li> </ul> (Board Secretaries invited to attend this session.)	
<b>17:30</b>	<b>Joint dinner hosted CBC/CDC Chairs at Restaurante Los Girasoles, Mexico City</b>	

## Attachment 2

### Statement of CBC and CDC on the Centers Framework for Collective Action

22 October 2004<sup>1</sup>  
CIMMYT, Mexico

Significant and continuing efforts have been made in the past years to reform the three pillars of the CG system: the Consultative Group, its Executive Council and Partners, the Science Council, and the 15 Independent agricultural research Centers. As a continuation of that process, Center Directors and Board Chairs of the 15 Centers have decided that as well as proceeding with initiatives to increase the transparency, efficiency and effectiveness of individual Center Programmes, they will also enhance their capacity for collective action. During the meeting of ExCo 7, ExCo members were pleased to see the results of the work of the CDC held in Addis Ababa in July, 2004, and said that they would look for the early benefits.

The mechanism by which this will be done is through the creation of a formal Alliance to:

- Build on their extensive existing well performing collaboration in programs, administration and policies.
- Build on an analysis of deficiencies which have characterized collective action in the past with specific major Guiding Principles to address these past deficiencies
- Build on existing entities and mechanisms such as the Center Directors Committee, the Committee of Board Chairs, the Medium Term planning process and others.
- Build on a determination of the Centers to improve and streamline programming efforts in SubSaharan Africa, in collaboration with the System Task Forces, as a first priority.

At the level of Center management, the Alliance will therefore govern *the collective* work of the independent Centers, establish mechanisms for conflict resolution and speak with a common voice to raise the visibility of the issues the Centers address collectively. The Centers recognize the importance of involving others from the outset, such as regional and national partners, in framing collective actions in order to ensure that the action serves the people we are trying to reach.

The present Center Directors Committee will transform itself to become the Alliance Executive, based on major Guiding Principles designed to address past challenges and

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<sup>1</sup> As amended by FHAO on 24 October by the addition of the comment on the ExCo7 discussion.

with greater decision making powers and accountability. This will extend the CDC's own operating and policy reforms of recent years and make it more proactive.

The Board Chairs warmly welcome these positive developments, and, will support this new and creative impetus by acting as a Board for the Alliance, with an initial focus on serving as a higher body on conflict resolution.

At the level of the system, the Executive Committee at its meeting in September 2004 welcomed both the foresight represented in organizing this work, and the important step forward that would be represented by its implementation.

In addition to the reforms agreed in governance of the Centers' collective work, the Centers also agreed on a set of immediate actions to be implemented in the spirit of the Alliance and in consultation with ASERECA and SADC/FANR and CORAF. These are:

- Sub Saharan Programmatic Alignment: two pilot sub-regional MTPs to be developed, one for east and central Africa and one for west and central Africa
- A pilot project on country coordination to be conducted in Kenya

Streamlined CGIAR decision making and integrated System support services, plus greater programmatic alignment create a requirement for Centers to act in greater concert. These decisions are based on the growing strength and benefits of existing collaborations and the benefits to the CGIAR and its partners of greater future collective action. The Alliance and associated changes to the way the Centers do business together will benefit the Centers' partners and the whole CGIAR System through targeting collective Center resources more strategically and efficiently to meet partner needs, as well as to identify and seize emerging opportunities, with an initial focus on how to assist the poor farmers of Africa.